

# UK SALES SALARY DATA & DEPARTMENT MAPPING REPORT 2023

## For start-up & scale-up technology focused companies

### Introduction

In our latest UK Sales Salary Data & Department Mapping Report 2023, we have analysed data from 1,734 recent sales function hires and leavers, across start-up and scale-up technology companies.

Data has been qualified in combination with LinkedIn Talent Insights, national statistics and reputable third-party market research. The report covers a range of roles from junior to C-Suite level working across the full sales function.

Departments covered include Sales, Customer Success, Account Management, Partnerships, Presales, Sales Enablement and Revenue & Sales Operations.

### Key takeaways



Discover and benchmark salary ranges for over 30 roles



Learn how career mapping improves staff retention



Learn how women in sales are changing the leadership landscape



Discover where the hot-spots of sales talent pools are located



Understand the changing perception of start-ups



Uncover the top five benefits sales people want

## UK Sales department mapping & salary data

Salaries for similar job titles and responsibilities vary widely and are based on several factors. For senior and leadership roles, salary levels may be influenced by company and department size, revenue responsibility, growth strategy and global reach.

More generally, salary drivers include the size of new or existing revenue targets, length of sales cycles, customer or software/platform complexity and deal size.

### Key

Term	Description
<b>Enterprise</b>	Larger revenue accounts
<b>Mid-Market</b>	Mid-level revenue accounts
<b>SMB</b>	Low value revenue accounts
<b>SDR</b>	Sales Development Representative
<b>BDR</b>	Business Development Representative
<b>Double OTE</b>	Potential to double basic salary
<b>Bonus</b>	The % uplift on basic salary

## Leadership Roles

Typical job title	Key responsibilities	Typical salary range			Additional earning potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Chief Commercial Officer (CCO)</b>	Board responsibility Own customer and growth strategy Responsible for all revenue	£130,000	£160,000 - £190,000	£270,000	Double OTE Likely equity	3-7	Widen remit of responsibility Increase equity Role progression	CEO Founder
<b>Chief Revenue Officer (CRO) Commercial Director</b>	Revenue generation (sales, customer success, marketing) Create opportunities e.g., new markets, partnerships, territories Manage teams	£105,000	£120,000 - £165,000	£250,000	Double OTE Likely equity	3-5	Board responsibility Widen remit of responsibility Equity/more equity	MD/CEO CCO Founder
<b>VP of Sales Sales Director Head of Sales</b>	Deliver revenue target and sales strategy Sales team management (and customer success team) Recruit, train and develop sales team	£70,000	£100,000 – £105,000	£140,000	Double OTE Likely equity	2-5	Greater promotion prospects Widen remit of responsibility Equity/more equity	CRO Head of Account Management Head of Customer Success
<b>Sales Manager Sales Team Leader</b>	Set sales strategy for sector or region Win and close new business e.g., enterprise deals Manage sales team	£60,000	£70,000 - £85,000	£95,000	Up to 50% bonus	1-3	Greater strategic responsibility Manage larger teams Gain equity	VP of Sales Head of Account Management

Sales / New Business Development (no reports)

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Senior Enterprise Account Executive</b> <b>Sales Director</b> <b>Business Development Director</b>	Win enterprise/larger revenue accounts > £1M May manage enterprise accounts Negotiate and oversee complex contracts	£100,000	£110,000 - £116,000	£125,000	Double OTE Accelerator commission Likely equity	2-5	Management responsibility Greater strategic responsibility More account management	Sales Manager VP of Sales (small/startUp business)  Enterprise Account Manager
<b>Enterprise Account Executive</b>	May generate own leads Close sales > £300k Win new business with enterprise accounts	£75,000	£80,000 - £100,000	£105,000	Double OTE Accelerator commission Possible equity	3-5	Management responsibility Increased account management Gain equity	Senior Enterprise Account Executive Sales Manager VP of Sales (small/startUp business) Enterprise Account Manager
<b>Mid-Market Account Executive</b> <b>Business Development Manager</b> <b>Sales Manager</b>	Lead generation Close sales > £75k Win new business with mid-level accounts	£50,000	£60,000 - £75,000	£80,000	Double OTE Uncapped commission	1-3	Management responsibility Close larger deals Move into account management/customer success	Enterprise Account Executive Account Manager Sales Manager (SMB or Mid-Market team)
<b>SMB/ Commercial Account Executive</b> <b>Sales Executive</b>	Lead generation Close sales < £75k Win new business with low value accounts	£35,000	£40,000 - £45,000	£47,500	Double OTE Uncapped commission	1-2	Management responsibility Close larger deals Move into account management/customer success	Mid-Market Account Executive Customer Success Manager SDR Manager Sales Manager Account Manager

## Account Management

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Head of Account Management</b>	Lead account management team Oversee customer relationships Customer growth and retention	£85,000	£90,000 - £100,000	£115,000	Double OTE	3-5	Widen remit of responsibility Change departments e.g. customer success or sales More focus on customer strategy	Head of Customer Success Head of Sales
<b>Enterprise Account Manager Account Director</b>	Close sales and develop high value accounts >£500k Manage and negotiate contract renewals May supervise Account Managers	£70,000	£75,000 - £90,000	£110,000	Revenue growth bonus OR Double OTE	3-5	Widen remit of responsibility Move into customer success or new business Management responsibility	Head of Account Management Enterprise Customer Success Manager Enterprise Account Executive
<b>Mid-Market Account Manager</b>	Close sales and develop mid-market accounts > £50k Manage and negotiate contract renewals Handle account queries	£42,000	£50,000 - £55,000	£65,000	Revenue growth bonus OR Double OTE	1-3	Manage fewer accounts Manage complex accounts Move into customer success, sales or management	Enterprise Account Manager Customer Success Manager
<b>SMB Account Manager</b>	Close sales and develop low value accounts < £50k Manage and negotiate contract renewals Handle account queries	£38,000	£40,000 - £45,000	£46,000	Revenue growth bonus OR Double OTE	1-2	Manage fewer accounts Move into sales or customer success Management responsibility	Mid-Market Account Manager Customer Success Manager SMB Account Executive

## Customer Success

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Chief Customer Officer</b>	Oversee customer success, relationships and support Manage customer success and support teams Lead on customer retention	£105,000	£110,000 - £120,000	£130,000	Up to 50% bonus Likely equity	3-10	Widen remit of responsibility Manage larger teams Equity/more equity	Chief Operating Officer
<b>VP of Customer Success Customer Success Director</b>	Chief customer voice Set customer success vision Manage customer success team	£85,000	£90,000 - £100,000	£110,000	Up to 40% bonus Likely equity	3-7	Own customer strategy Widen remit of responsibility e.g. operations Manage larger teams	Chief Customer Officer Chief Operating Officer
<b>Head of Customer Success Customer Success Team Lead</b>	Implement customer success strategy Lead customer success team Oversee customer onboarding, training and success	£65,000	£70,000 - £95,000	£100,000	Up to 40% bonus	2-4	Greater strategic responsibility Move into a commercial role Manage larger teams	VP of Customer Success Head of Account Management
<b>Enterprise / Senior Customer Success Manager</b>	Onboard and manage high value accounts, typically 1-20 Customer ownership, retention and Upselling Internal voice of customer	£80,000	£80,000 - £90,000	£95,000	Up to 30% bonus	3-5	Management responsibility Greater strategic responsibility Move into a commercial role	Enterprise Account Manager Head of Customer Success
<b>Customer Success Manager</b>	Manage a portfolio of customers, typically Up to 100 Customer ownership, retention and upselling Internal voice of customer	£38,000	£45,000 - £75,000	£80,000	Up to 30% bonus	3-5	Manage enterprise customers Management responsibility Move into a commercial role	Enterprise / Senior Customer Success Manager Account Manager Account Executive
<b>SMB Customer Success Executive/Manager</b>	Manage a portfolio of low value customers (typically 100-400) Customer ownership, retention and upselling Handle customer queries and reporting	£30,000	£35,000 - £38,000	£45,000	Up to 30% bonus	1-3	Manage larger customers Move into a commercial role Join a larger team	Customer Success Manager Account Manager Account Executive
<b>Onboarding Executive Onboarding Specialist</b>	Onboard and set up new customers  Handle technical queries  Troubleshoot customer issues	£25,000	£28,000 - £35,000	£38,000	Up to 15% bonus	1-2	Manage a portfolio of customers Increase technical skills Widen role variety	Customer Success Manager Implementation Specialist Customer Experience Specialist

## Sales Development

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Director of Sales Development</b>	Create and implement lead generation strategy (in conjunction with demand generation) Manage SDR/BDR teams across regions Grow sales pipeline	£75,000	£80,000 - £85,000	£95,000	Up to 50% bonus Likely equity	3-5	Manage larger teams Widen remit of responsibility Equity/more equity	Head of Sales Senior Director of Sales Development
<b>SDR Manager BDR Manager</b>	Recruit, train and develop SDR/BDR teams Accountable for lead generation pipeline Implement and deliver lead generation strategy	£50,000	£60,000 - £65,000	£75,000	Up to 50% bonus	1-5	Manage sales closers Greater strategic responsibility Manage larger teams	Director of Sales Development Sales Manager
<b>Enterprise SDR/BDR Senior SDR/BDR</b>	Focus on high value accounts Map prospective accounts Generate outbound pipeline	£40,000	£45,000 - £50,000	£52,000	Up to £30,000 comms	1-2	Move into a closing sales role Management responsibility Manage customer accounts	SDR Manager Account Executive Customer Success Manager Account Manager
<b>SDR BDR</b>	Generate sales pipeline Qualify sales leads Map and research prospects	£24,000	£30,000 - £35,000	£40,000	Up to £15,000 comms	1-2	Move into a closing sales role Widen remit of responsibility Manage customer accounts	Enterprise SDR/BDR SDR Manager Account Executive Customer Success Manager Account Manager

## Partnerships

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Head of Partnerships Partnerships Director</b>	Own partnerships strategy, vision and commercial relationships Identify partnership opportunities Manage partnerships team	£85,000	£90,000 - £105,000	£125,000	Up to 50% bonus	3-5	Widen remit of responsibility Manage a larger team Full revenue responsibility	Director of Partnerships Head of Sales Head of Account Management
<b>Partnerships Manager</b>	Research and acquire partnerships Identify and pursue joint sales opportunities Negotiate and execute commercial agreements	£40,000	£45,000 - £85,000	£105,000	Up to 50% bonus	2-3	Management responsibility Greater strategic input Change departments e.g. account management / sales	Senior Partnerships Manager Head of Partnerships Account Manager Account Executive

## Revenue Operations

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Revenue Operations Director</b> <b>Head of Revenue Operations</b>	Build infrastructure, processes and growth strategy across sales, marketing and customer success Improve efficiencies e.g. CRM, pricing and revenue operations Manage revenue operations team	£90,000	£110,000 - £120,000	£145,000	Up to 25% bonus Likely equity	3-10	Greater strategic responsibility Manage larger teams Equity/more equity	Senior Director of Revenue Operations Head of Operations Operations Director
<b>Revenue Operations Manager</b>	Implement and improve infrastructure, processes and tech stack across sales, marketing and customer success Create and implement revenue models e.g. lead conversion, sales outcomes and revenue prediction Research and recommend growth strategies	£60,000	£65,000 - £80,000	£85,000	Up to 20% bonus	3-5	Management responsibility Widen remit of responsibility e.g. sales enablement Greater strategic input	Head of Revenue Operations Sales Enablement Manager Head of Sales Operations

## Sales Operations

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Sales Operations Director</b> <b>Head of Sales Operations</b>	Build and improve sales infrastructure across processes and tech stack Develop and implement sales operations strategy Manage sales operations team	£75,000	£85,000 - £110,000	£125,000	Up to 25% bonus	3-10	Greater strategic remit e.g. full revenue operations responsibility Manage larger teams Equity/more equity	Revenue Operations Director Head of Global Operations VP of Operations
<b>Sales Operations Manager</b>	Implement and improve infrastructure, processes and tech stack across sales function Create and implement reporting models e.g. lead conversion, sales outcomes and revenue prediction CRM superuser	£60,000	£65,000 - £70,000	£75,000	Up to 20% bonus	3-5	Management responsibility Widen remit of responsibility e.g. revenue operations, sales enablement Greater strategic input	Head of Sales Operations Revenue Operations Manager Sales Enablement Manager

## Sales Enablement

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Director of Sales Enablement</b> <b>Head of Sales</b> <b>Head of Revenue Enablement</b>	Maximise sales team revenue and profit Develop sales team e.g. onboarding, coaching and training Create training solutions e.g. new product launches, methodologies and workshops	£85,000	£90,000 - £100,000	£115,000	Up to 25% bonus	3-10	Widen remit of responsibility e.g. sales operations Manage larger teams Greater strategic input	Director of Revenue Enablement Head of Sales Operations and Enablement
<b>Sales Enablement Manager</b> <b>Revenue Enablement Manager</b>	Create and deliver sales training programmes Onboard sales hires Create sales playbooks and supporting assets	£55,000	£60,000 - £70,000	£80,000	Up to 20% bonus	3-5	Management responsibility Widen remit of responsibility e.g. revenue operations Greater strategic input	Head of Sales Enablement Head of Revenue Enablement Sales Operations and Enablement Manager

## Presales

Typical job title	Key responsibilities	Typical salary range			Additional earning Potential	Average tenure (years)	Likely next steps	Career routes
		Low	Average	High				
<b>Head of Presales</b> <b>Engineering</b> <b>Presales Director</b>	Responsible for Presales strategy and team Oversee customer facing technical support to sales Ensure customers technical requirements are met	£90,000	£95,000 - £120,000	£130,000	Up to 30% bonus	3-5	Widen technical remit Manage larger teams Greater strategic input	Technical Services Director Technical Director
<b>Presales Manager</b> <b>Solutions Consultant</b>	Attend customer meetings as technical expert Write technical proposals and tenders Agree technical spec for customers	£60,000	£70,000 - £90,000	£105,000	Up to 30% bonus	3-5	Management responsibility Move into commercial role Increase technical and product expertise	Head of Presales Senior Presales Manager Account Manager



## Benefits & talent retention

There are clear advantages to adopting flexible working practices, from remote or hybrid working through to tailored diversity and retention practices. These practices not only widen the available talent pool but helps attract and retain the best sales talent.

As employers navigate the changing demands of how and where employees want to work, this state of flux has been compounded by 'The Great Resignation' and how long employees remain in post. With an industry average of sales people remaining in post of less than two years, rehiring is expensive and can negatively impact the business.

### Five most popular benefits sought by sales professionals

- ✓ Generous holiday allowance (25 days+)
- ✓ Flexibility in working hours/location
- ✓ Private health care
- ✓ Company pension contributions (5%+)
- ✓ Maternity/Paternity paid leave

\*Popularity in benefits changes with employee demographics

### Top considerations for sales people changing jobs

1. Higher basic salary and earnings potential
2. Company, sector and growth plans
3. Current sales team performance and structure
4. Is equity being offered

### The role equity plays in talent retention

Offering equity has long been seen by start-ups as a key driver for staff attraction and retention. However, the underlying detail of the equity offered is often misunderstood by candidates and is not always a motivator to remain in the business. This is highlighted by the average time a VP of Sales with equity options remains in post (less than 2.3 years), exiting the business before equity is fully vested.

Almost a quarter of VP of Sales left their role last year, despite the majority of these having access to future equity.

Established companies are less likely to offer equity.

## Culture & diversity

With both employer and investors thirst for more diverse sales teams, diversity within teams is extending across culture and age range. There is a growing belief and supporting evidence that diverse sales teams are the happiest workplaces and are more successful.

Employees thrive when they feel part of a strong workplace community. A focus on creating an environment of shared goals, values and encouraging activities which promote internal connections, drives employee engagement with the company, its history and its purpose.

### Improving culture

When a new hire joins, the length of time for the new hire to become embedded in a company's culture takes time and is often underestimated by employers.

Companies who supported internal career progression, rather than recruited externally, benefitted from a more positive workplace, improved company culture and a competitive advantage.

Over the past couple of years, scale-ups who had internally promoted at least one of their existing sales or commercial leaders, were shown to have been more successful.

### Women in leadership

Appetite for women employed in sales leaderships roles is increasing. Research shows that women may possess better empathy than their male counterparts and are able to help improve staff retention and attract more women into their sales teams.

## Gender split by key sales roles

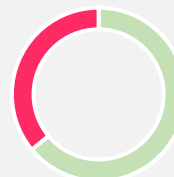
Job Title	Male	Female
Chief Revenue Officer	88%	12%
VP of Sales	84%	16%
Account Executive	69%	31%
SDR/BDR	66%	34%
Customer Success Manager	51%	49%

To enable an uptake of women into leadership roles, companies need to demonstrate increased flexibility. Where employers softened their demands for specific industry backgrounds and experience, this was shown to widen the female talent pool. Companies offering greater flexibility for women around how and when they work, is becoming an accepted practice.

Companies that have a higher representation of women in leadership roles, outperform companies that don't by a notable degree.

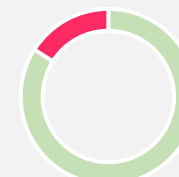
## Closing the gender gap in senior sales roles

Gender Diversity  
VP of Sales - Zetter Hires Ratio



■ 36% Female ■ 64% Male

Gender Diversity  
VP of Sales - UK Average Ratio



■ 18% Female ■ 82% Male

## Emerging trends in sales recruitment

### 1. Revolving door

Retention has become a major theme for employers. Hiring mistakes are widespread and have created a 'revolving door' scenario within many sales teams. Mis-hires are damaging team morale, impacting on growth and are costly to businesses.

#### Percentage of job changes in the last 12 months

- Sales Development Representative **73%**
- Account Executive **37%**
- Customer Success Manager **33%**
- Chief Revenue Officer **30%**
- VP of Sales **21%**

*(source: LinkedIn Talent Insights data)*

### 2. Hire with caution

A notable shift in recent hiring trends has seen companies apply a more cautious approach to hiring compared to the pace of hiring witnessed last year. Whilst demand for top sales talent remains high, the economic landscape of the past few months has led to a cooling off of hiring intensity. Employers are now far more likely to wait for the right hire.

With candidates previously chasing the next best package, an emergence of sales people with 'choppy' employment backgrounds has further impacted an employer's risk appetite to hire without careful consideration. Candidates with inconsistent or short-term employment backgrounds are finding it tougher to move roles, as companies seek employment stability.

Candidates are increasingly unwilling to remain in companies who demand excessive working hours.

### 3. Perception of start-ups

There is a reduced appetite for candidates wanting to join or remain in start-ups. With an increased view that start-up technologies are not ready for market or are launching into an already competitive market place. In addition, start-ups may not have established lead generation functions creating an environment where achieving targets is difficult.

Companies with Series C funding (and beyond), can appear more desirable to candidates, particularly if funding is in place. The latest data shows that only 2% of Series C start-ups ended in failure and offer candidates a reduced risk of being laid-off.

With a reduced appetite for risk, candidates are opting to join more established companies.

## 4. Rise in RevOps & Demand Gen

There is a growing shift towards Demand Generation hires - a lead generation function sitting between sales and marketing with the sole purpose of generating leads.

Companies who had Sales Operations teams focused on the sales function are moving towards Revenue Operations, to incorporate the whole sales and marketing function.

Companies gearing up for Sales Operations/Sales Enablement team expansion, are opting to hire a Revenue Operations person first. An increase in vacancies for Revenue Operations, is supporting this trend.

The integration of sales, marketing and customer success roles has been shown to improve customer insight and market knowledge within teams.

## 5. Hybrid vs remote

In the post Covid era, companies are looking to rebalance the needs of the business with where employees wish to work. Whilst there are still fully remote roles, companies now want people in the office at least two days each week. This presents a challenge for those companies who previously hired sales and customer success people who live outside of a reasonable commute to the office.

## 6. Talent pool locations

Companies who remain flexible with where candidates work are able to tap into locations with rich talent pools.

### London remains the number one location for talent:

- Chief Revenue Officer / VP of Sales 63%
- Account Executive 53%
- Sales Development Representative 54%

### Emerging talent pools outside of London:

1. Manchester
2. Berkshire
3. Bristol
4. Dublin
5. Belfast
6. Glasgow

## 7. Language skills

Employers are increasingly looking to hire people with language skills. This is particularly prevalent for junior sales (SDRs) and Account Management roles.

European languages (French, German and Spanish), are the most sought-after skills. Candidates with proficient language skills are seeking an uplift in salary packages, yet this has not noticeably impacted on companies having to increase pay.

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## Summary

Employers who map out their sales departments ahead of recruiting, fair better in staff retention wars. Over the past year, many employers have experienced increased sales hiring demand across the start-up and scale-up technology sector. Employees continue to expect greater working flexibility and better packages, whilst at the same time, they are being proactively targeted by hiring competitors.

The challenge ahead for employers is how to keep good sales talent engaged and motivated to remain in the business. A reward scheme which addresses this and one that is properly understood by staff is prudent and can help extend employee longevity and support culture and business growth.

## Contact Us

**For further advice on employee retention, career mapping, plus recent case studies on how Zetter has helped companies improve the longevity of sales hires, get in touch with us today.**

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