A Guide to Gartner’s Budget, Headcount and Cost of Sales Benchmarking Survey
The Sales Budget, Headcount and Cost of Sales Benchmarking Survey provides sales leaders with the vital perspective needed to empower the quick, decisive action required to not only adapt their teams to keep pace with the changing environment but to also excel relative to the competition.

Participating in this 30-to-45-minute survey helps your organization benchmark the following areas by industry, company size and revenue:

- Sales budget allocation and spend
- Sales headcount by function and role
- Cost of sales
- Sales functional design
- Seller costs by role
- Technology costs
## A Holistic Picture of Sales Efficiency

Benchmark your function’s budget, cost of sales, head count and sales force design against those of your peers.

<table>
<thead>
<tr>
<th>Sales Budget and Revenue</th>
<th>Cost of Sales</th>
<th>Head Count</th>
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<tbody>
<tr>
<td>• Budget as a percent of revenue</td>
<td>• Seller cost</td>
<td>• Head count by role</td>
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<td>• Sales functional budgets</td>
<td>• Pay mix</td>
<td>• Sales org structure</td>
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<tr>
<td>• Budget by support function</td>
<td>• Seller compensation by role</td>
<td>• Seller to manager ratio</td>
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<tr>
<td>• Budget per FTE and Seller</td>
<td>• Tech expense</td>
<td>• Direct-to-overlay seller ratio</td>
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<tr>
<td>• Revenue per FTE and Seller</td>
<td>• Nontech overhead</td>
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A Holistic Picture of Sales Efficiency
Sample Use Case for Survey: Optimize Costs and Defend Budgets

Challenge
Pressure to reduce sales expense

Pressure to reduce current headcount

Action
Participate in Budget, Head Count and Cost of Sales Benchmarking Survey

Data

Benchmark data needed to defend current spend or quantify appropriate reductions.

Data showing how your head count compares to your peers.
What Participants Receive

Participating in Gartner’s Budget, Headcount and Cost of Sales Benchmarking gives you insight into your organization’s cost of sales, and enables you to compare your organization’s sales functional design, head count, budget, spend, coverage and other key sales metrics with those of your peers.

You will receive:

**Customized Benchmark Report**
Receive a customized report benchmarking your responses to your peers. Compare by industry, size and revenue.

**Personal Walk-Through**
Save time interpreting the report with a diagnostic results walk-through and action-planning guidance from a service partner, as available per your service.
A Timeline of Participation

**Step 1**
Participate in Survey

**Step 2**
Custom Report Created

**Step 3**
Analyze Results

**Step 4**
Ongoing Updates

### Initial Participation
- 30-to-45-minute survey
- Requires access to revenue, sales budget, expenditure, and headcount information
- Provide segmentation requests, if applicable

### Ongoing Participation and Support
- Gartner compiles custom report comparing your responses to your peers
  - Approximately two weeks
- Gartner schedules report walk-through with expert
  - Use Gartner resources to build and implement an action plan
  - Receive ongoing support from your client partner and experts
- Receive access to updated benchmarks
  - Track trends and compare progress
Roadmap for Support: Action Planned Guidance Based on Your Results
### Examples of Gartner Support: Cost of Sales

How can we control the cost of sales without impeding revenue growth?

<table>
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<tr>
<th>Evaluate your customer segmentation</th>
<th>Deploy SMEs against high-quality opportunities</th>
<th>Shift customers to lower-cost sales channels</th>
<th>Review sales compensation design to reduce risk</th>
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<tr>
<td>• Speak with a Gartner expert such as Dave Egloff on how to rethink tiering of service to effectively “Manage Cost of Sales by Deselecting Customer Accounts.”</td>
<td>• Understand techniques on “Deploying the Optimal Number of Subject Matter Experts” and engage with an expert to help you make the right trade-offs.</td>
<td>• Read about &quot;Structuring the Inside Sales Function to Align With Your Sales Strategy&quot; to validate the structure of your inside sales function.</td>
<td>• Learn about “Proactive Strategies to Manage the Cost of Sales While Maintaining Sales Effectiveness” to help you take a holistic and proactive approach to managing your sales compensation plan.</td>
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<td>• Learn about the different segmentation methodologies and the benefits/challenges inherent with each in Gartner’s “3 Ways To Segment Customers.”</td>
<td>• Speak with an expert to discuss how high performers “Qualify High-Quality Opportunities.”</td>
<td>• Incorporate the right “Talent Attraction and Retention Drivers for Inside Sales” into your talent strategy.</td>
<td>• Speak with an expert such as Dave Egloff on best practices on “Cost-Effective Sales Recognition Programs for All Budgets.”</td>
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<td>• Access critical insights on how to conduct “Customer Segmentation for Commercial Advantage.”</td>
<td>• Learn how Airgas developed a way to “Scale Subject Matter Expertise” across their business.</td>
<td>• Engage with an expert to increase alignment to mutual goals with your strategic channel partners during “Business Planning With Indirect Channel Partners.”</td>
<td>• Use Gartner’s “Toolkit: Gartner Monte Carlo Simulator for Commission Expense Modeling” to apply Monte Carlo simulation to design compensation plans with more certainty and less risk.</td>
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## Examples of Gartner Support: Sales Budget and Revenue

Where do I need to invest to drive substantial sales growth?

<table>
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<th>Prioritize your investments based on maturity and criticality</th>
<th>Adapt your commercial strategy for today’s B2B buying environment</th>
<th>Better leverage your indirect sales channel</th>
<th>Modernize your technology roadmap</th>
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<tr>
<td>• <strong>Assess</strong> the effectiveness of your sales function using objective peer-based performance standards and identify priorities for improvement using Gartner Sales Score.</td>
<td>• <strong>Learn</strong> how to &quot;Use Customer Journey Analytics to Enhance the Buying Journey&quot; to innovate for digital commerce revenue growth.</td>
<td>• <strong>Identify</strong> the &quot;Drivers of Successful Channel Partner Relationships&quot; to help you determine how to measure partner success.</td>
<td>• <strong>Explore</strong> how organizations are navigating the increasingly complex sales technology landscape through Gartner’s report on “Current and Emerging Technologies in Sales.”</td>
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<td>• <strong>Read</strong> Gartner’s research on “Sales Productivity in the New Work Environment” to reengineer the seller experience.</td>
<td>• <strong>Launch</strong> Gartner’s Sense Making Diagnostic to isolate the specific seller actions and behaviors that drive high-quality deals.</td>
<td>• <strong>Understand</strong> how to “Recruit Premier Channel Partners” by connecting with expert such as Craig Riley.</td>
<td>• <strong>Use</strong> Gartner’s &quot;Ignition Guide to Building a Technology Roadmap for Sales&quot; as a step-by-step guide to improve technology investment planning.</td>
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<td></td>
<td>• <strong>Use</strong> Gartner’s Buyer Enablement Toolkit to identify existing pieces of buyer enablement your organization may already have and develop new Buyer Enablement content to support critical buying jobs.</td>
<td>• <strong>Use</strong> Gartner’s “Toolkit: Business Planning With Indirect Channel Partners” to more effectively work with channel managers.</td>
<td>• <strong>Apply</strong> Gartner’s “Eight Building Blocks of CRM” framework to help you extract more value from your CRM investment.</td>
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Examples of Gartner Support: Sales Force Design

How do I deploy my limited number of sellers for maximum productivity?

Validate your organization design and optimize sales force sizing

• Discuss the “Key Considerations for (De)Centralizing Your Sales Organizational Design” with a Gartner expert.
• Learn how to apply a rigorous, systematic approach to “Rightsize Your Sales Force.”
• Understand how to “Model Sales Capacity to Avoid Attainment Risks” to maximize your capacity to generate revenue.

Align sales roles with buyers needs

• Combat the challenge of sales role clarity using Gartner’s research on “Revisiting Sales Role Design to Increase Seller Effectiveness.”
• Speak with an expert about how to design “Specialized Sales Development Roles” that best fit the needs of your organization.
• Apply advice from an Gartner expert such as Robert Blaisdell to plan for and mitigate channel conflicts.

Adapting sales force design to a multichannel buyer

• Identify the best-fit sales channels to your product/solution sets and customer segments using “Gartner Advice: Sales Channel Selection.”
• Read Gartner’s advice on “Building an Inside Sales and Marketing Relationship for Effective Lead Management.”
• Learn how to enable buyers by “Redefining the High-Performing Seller for the Information Era.”
**Examples of Gartner Support: Sales Structure and Responsibility**

How can my sales operations function create more strategic value?

<table>
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<th>Assess current capability and opportunities for improvement</th>
<th>Equip sales operations to meet sales’ needs</th>
<th>Increase the alignment of the sales process with the customer’s buying journey</th>
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<tr>
<td>• Evaluate the current state of your sales ops function against a world-class standard using Gartner’s “Sales Score for Sales Operations Anatomy Framework.”</td>
<td>• Access Gartner’s library on Sales Operations Organizational Structure to identify sales organization design structures that suit your business.</td>
<td>• Understand how to align your sales process to customer buying behavior with this guide to “Sales Process Essentials.”</td>
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<td>• Read Gartner’s research on “How to Design the Sales Operations Function as a Source of Competitive Advantage” and speak with expert Steve Herz on how to tailor the approach for your organization.</td>
<td>• Discover “Cost-Effective Techniques for Managing Sales Operations Workload” to mitigate sales operations workflow risks by proactively balancing processes and adjusting role and team responsibilities.</td>
<td>• Build a customer-aligned sales process with this Ignition Guide.</td>
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<td>• Assess Gartner’s analysis on “The Top Priorities and Challenges for Sales Operations Leaders in 2019.”</td>
<td>• Learn how four organizations successfully approached “Centralized Sales Operations.”</td>
<td>• Adjust your pipeline management and analytics to align with your buyers’ journey using “Pipeline Management and Forecasting in a Nonlinear Buying Process.”</td>
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Learn More: