Sales Engineering

2022 COMPENSATION & WORKLOAD REPORT

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ABOUT CONSENSUS

Presales research has come to mean more to us than just serving as an avenue for thought leadership. It has literally shaped our business. Several years ago, we found a glaring problem in B2B that nobody was solving successfully: *how to scale Presales.*

There were, and are, waves of disruption in B2B – bigger buying groups, more asynchronous buying journeys, changes in buyer behaviors, etc. Buyers were spending less time engaging with vendors, and pulling them into conversations later in the process. But when they did engage, *they preferred Presales interactions.*

This led to a surge in *demand for Presales* resources across the customer lifecycle that has only grown. But there's a gap between that demand and the availability of Presales talent to deliver it, creating bottlenecks that delay and can even kill deals.

We researched these trends – which led to our first workload and comp study – and found that, rather than fixing it, leaders were mostly trying to grow Presales teams through hiring. At the same time,sellers hold buyers hostage to a calendar because they operate as thought they close deals. Garin Hess, Founder and CEO of Consensus, determined from the data that "sellers can't close deals, only buyers can."

> *What buyers really want is to be enabled.* They want authentic, guided and frictionless buying, and they want more of it on-demand.

Consensus solves this with the #1 Intelligent Demo Automation Platform. We use patented interactive video demos and a stakeholder discovery and insights engine to scale Presales and to help technical sales teams deliver better buying experiences.

Our research informs our strategy. We are purpose-built for scaling Presales and enabling buyers. For more information, visit our website at **www.goconsensus.com.**

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EXECUTIVE SUMMARY

Sales Engineering (or Presales, Solutions Consulting, Technical Sales, and a host of other titles) is surprisingly fashionable for a discipline that's over 40 years old. Some are calling it a renaissance and even predicting apocalyptic reforms. Others maintain that, while tools and vendors ebb and flow, the SE role is still essentially the same as it has always been, with SEs proving their value while Sales gets all the glory. No doubt all camps will find a way to prove they're right.

We think the best way to see into the future of Sales Engineering is to experience the process from the customer's perspective. Try helping a new executive buy mission-critical software for a business team and then sit back and marvel at how difficult it is. Of course, some of this stems from the inherent difficulty of solving complex problems with increasingly complex solutions. But whatever the cause, there is one department that provides Tylenol for the buyer headache.

Sales Engineers are, as they have always been, the proof point–the trusted advisors that provide assurance, insight, and a vision of what may be. From the buyer's perspective, they are the key vendor interaction, and thus, the key to a better buying experience. Authentic, meaty, and helpful, Presales is in greater demand both earlier and later in the buying process.

Here, for the third year running, Sales Engineering leaders and ICs will find benchmarks to get their bearings and insights to help upgrade presales to the disruptive differentiator it must become. Feedback welcome.

On Leaders and Individual Contributors

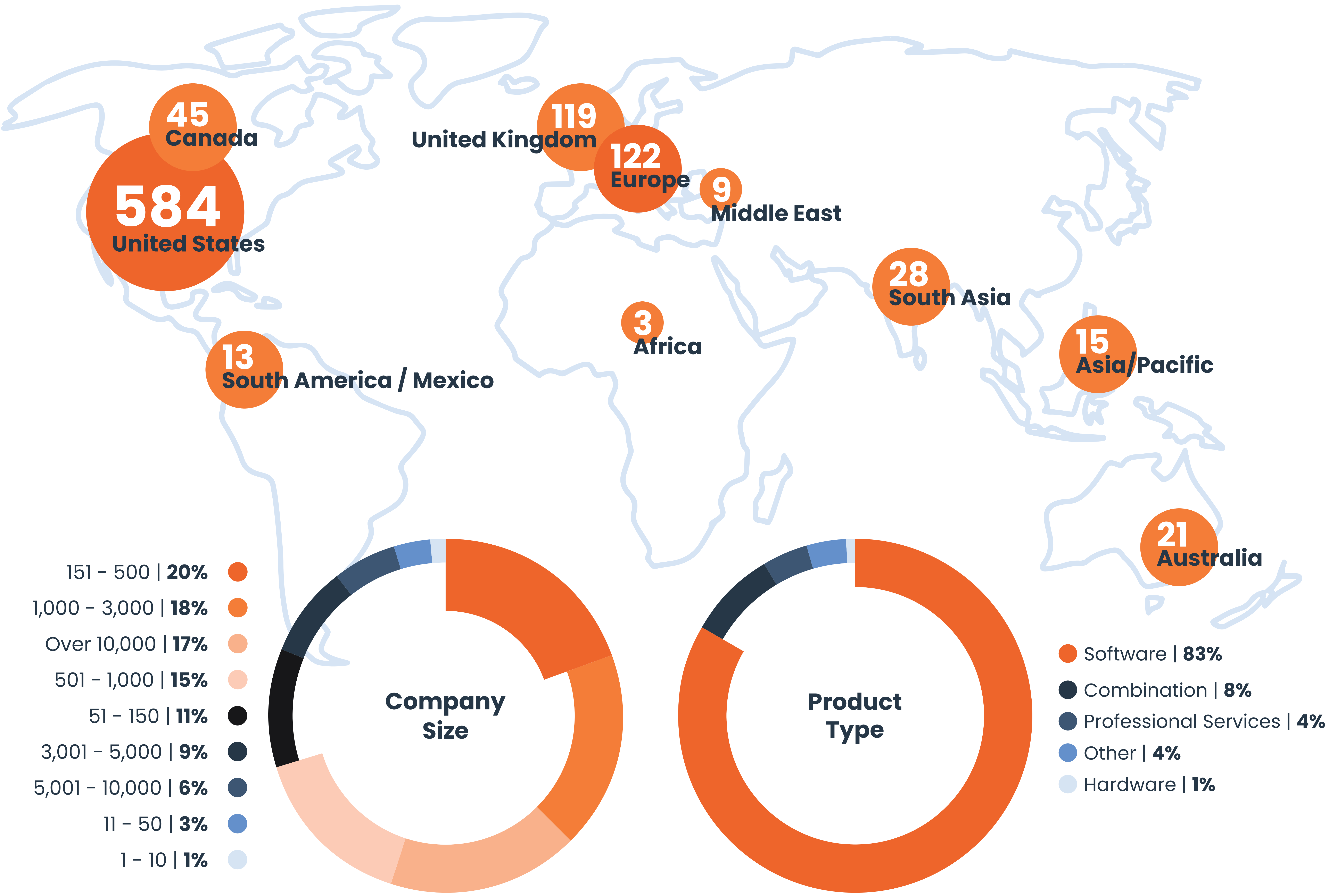
Individual contributor titles include Sales Engineer (and variants such as Solutions Consultant), Senior Sales Engineer, Principal Sales Engineer, etc.

Leader titles include Sales Engineering managers and above, as well as Sales leadership roles which bear responsibility for Sales Engineering.

ABOUT THE SAMPLE

We gathered over 1000 responses* from Sales Engineering professionals all over the world. The following charts illustrate general characteristics of the survey respondents.

*Note that not all respondents answered all questions.



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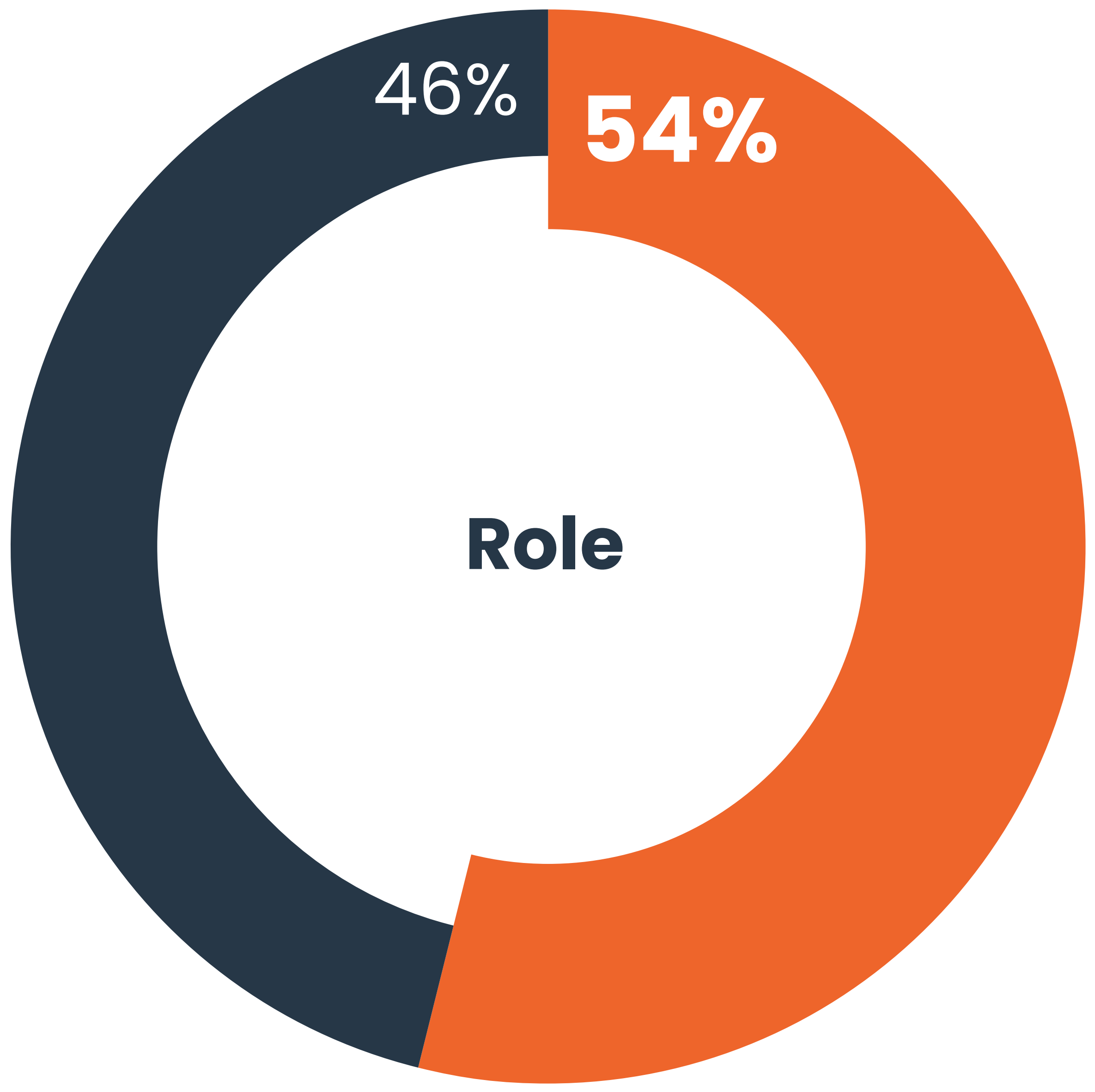
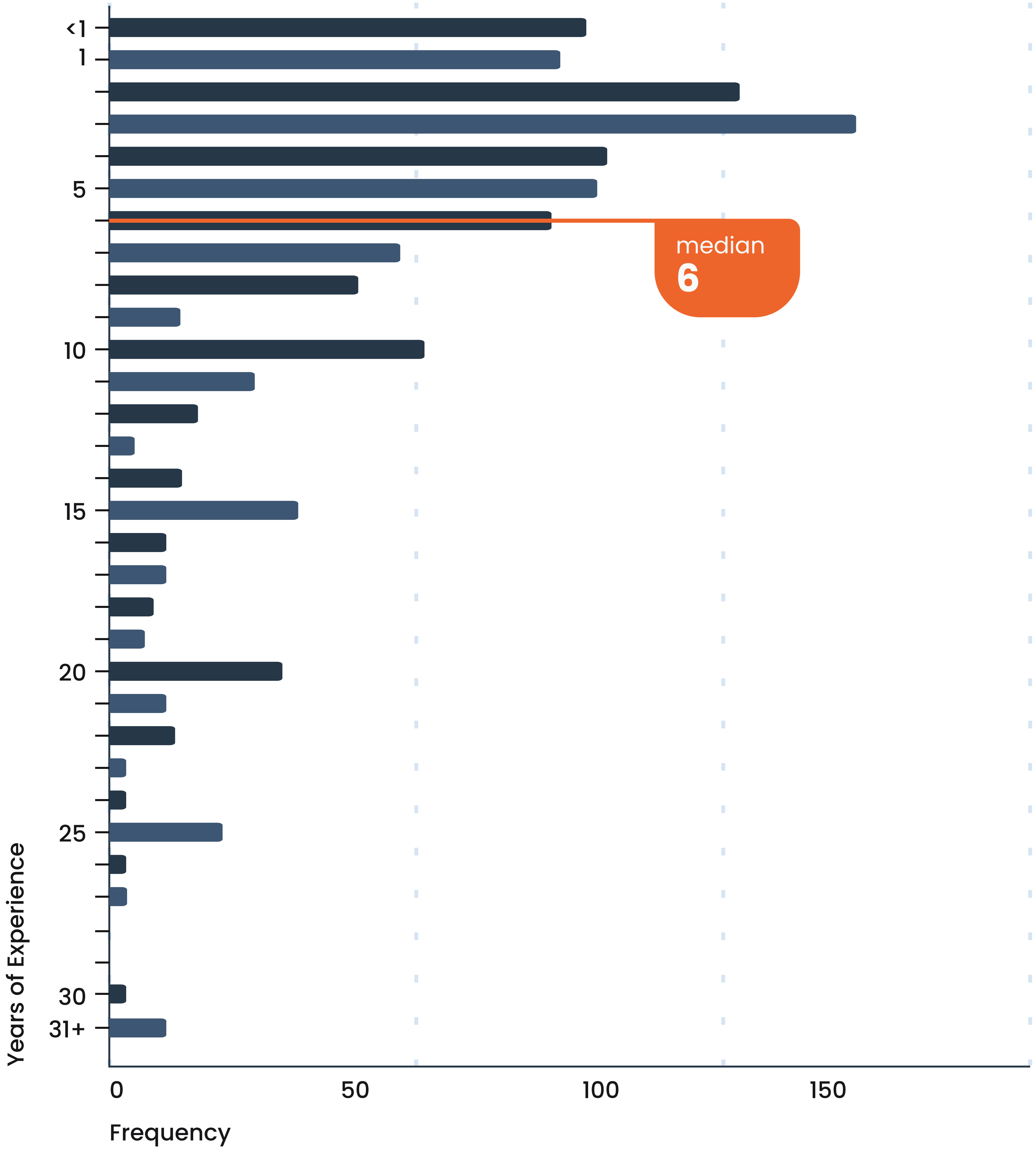
ABOUT THE SAMPLE (CONT'D)



Individual Contributor | **54%**

Presales Leader | **46%**

How many years of experience do you have in your current role?



Count: **959** | Median: **6** | Mean: **8** | Standard Deviation: **6**
Minimum: **1** | Maximum: **31+**

Compensation

OTE AT A GLANCE

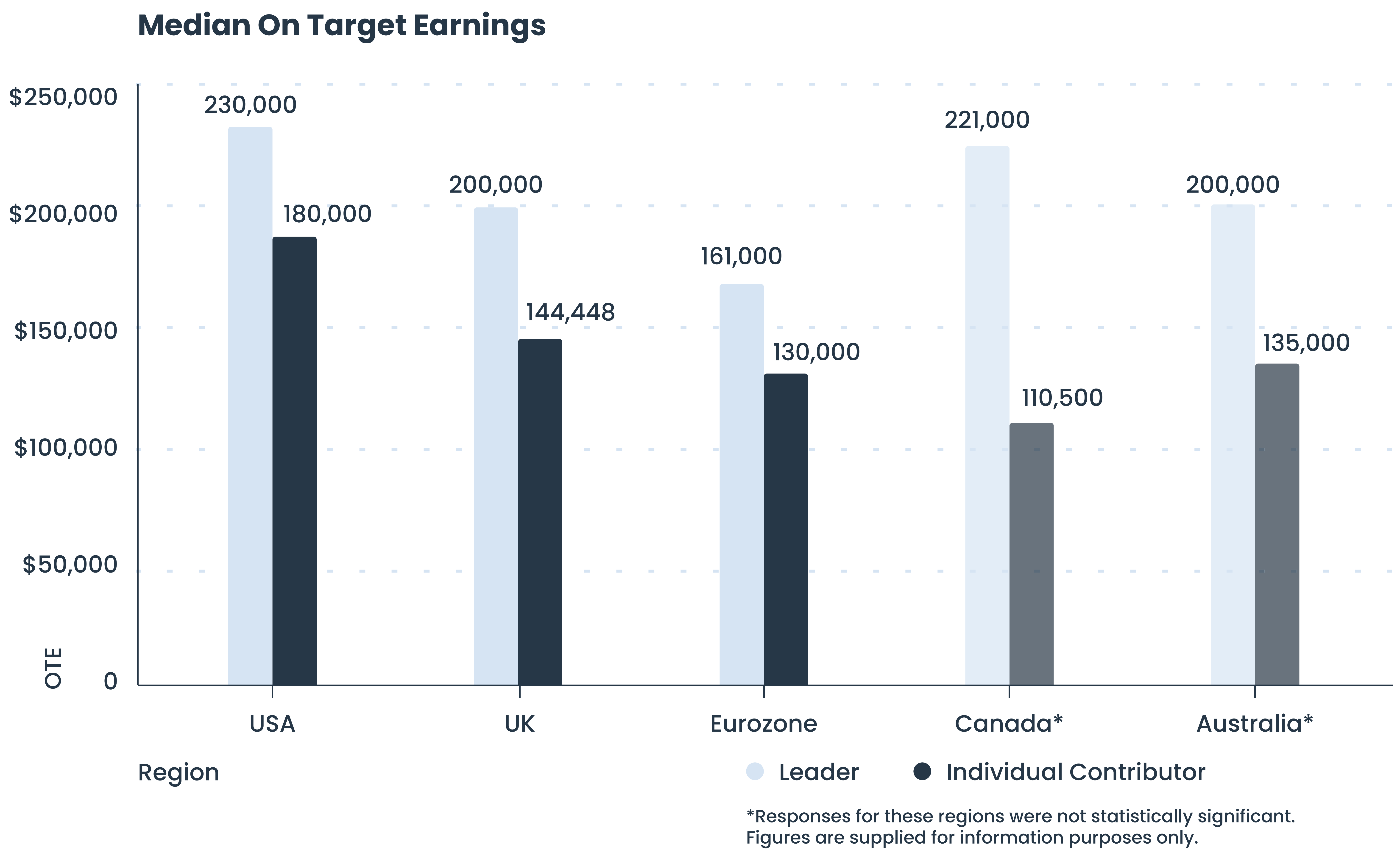
OTE = On-target Earnings, or annual compensation, assuming they hit quota or mid-level target.

ICs in the UK saw the largest earnings growth YOY at 10.2%, with Eurozone ICs seeing an 8.3% increase and ICs in the US reporting a 5.5% increase.

UK leaders reported an 11% rise, with US and Eurozone leaders each reporting a slight decrease in median OTE YOY (though still within $4K USD of last year's benchmarks).

On regions and currency

All compensation amounts were reported and are shown in USD regardless of the currency in which the participant is actually paid. This conversion to USD is meant to facilitate more meaningful comparisons between regions.



OTE AT A GLANCE (CONT'D)

Individual Contributors

	Median	Mean	Minimum	Maximum	Count	Receive Stock Options
USA	180,000	184,960	55,000	808,000	211	66%
UK	107,414	108,788	33,750	262,500	41	58%
Eurozone	124,500	133,630	40,000	270,000	38	54%
Canada	129,280	156,874	63,744	300,800	19	70%
Australia	193,050	190,312	82,368	271,700	7	57%

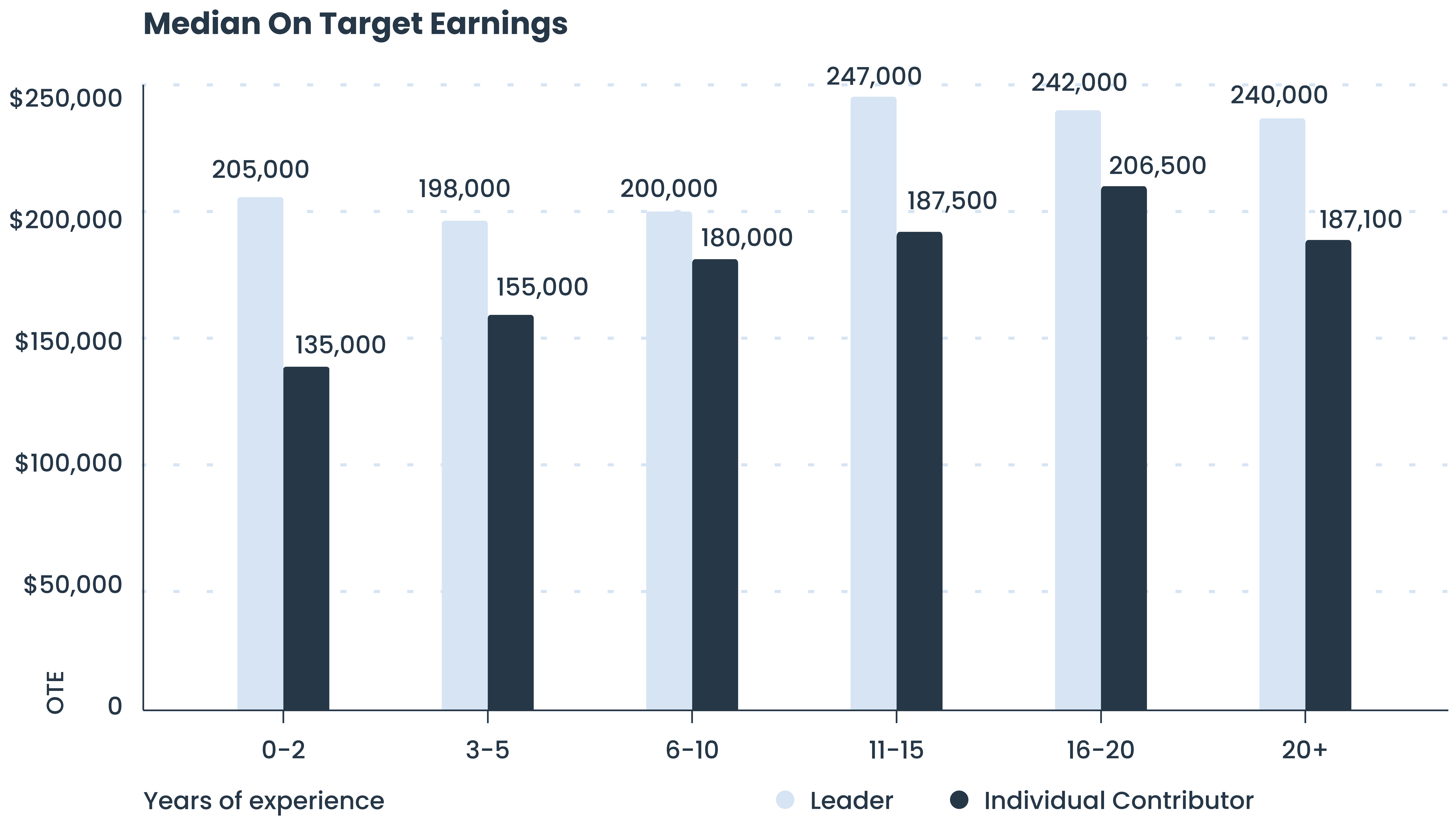
Leaders

	Median	Mean	Minimum	Maximum	Count	Receive Stock Options
USA	230,000	235,098	100,000	500,000	164	70%
UK	150,000	190,077	60,000	750,000	36	58%
Eurozone	161,000	190,457	41,285	886,000	36	53%
Canada	282,880	261,392	139,520	345,600	8	44%
Australia	280,280	240,068	228	357,500	7	57%

OTE BY YEARS OF EXPERIENCE

Regular raises for ICs. For early leaders, not so much.

Practitioners may expect a steady rise in OTE over the majority of their careers. However, despite high OTE levels for new Presales leaders, they do not appear to rise as steadily. This may be due to alternative compensation such as equity and stock options.

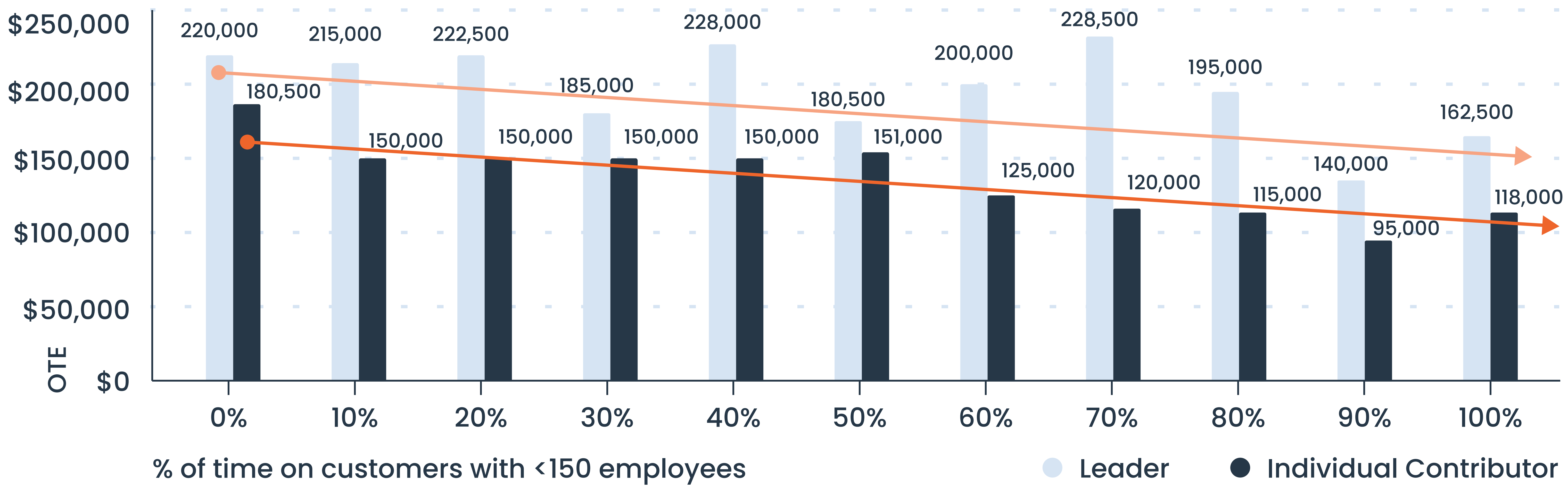


CUSTOMER SIZE MATTERS

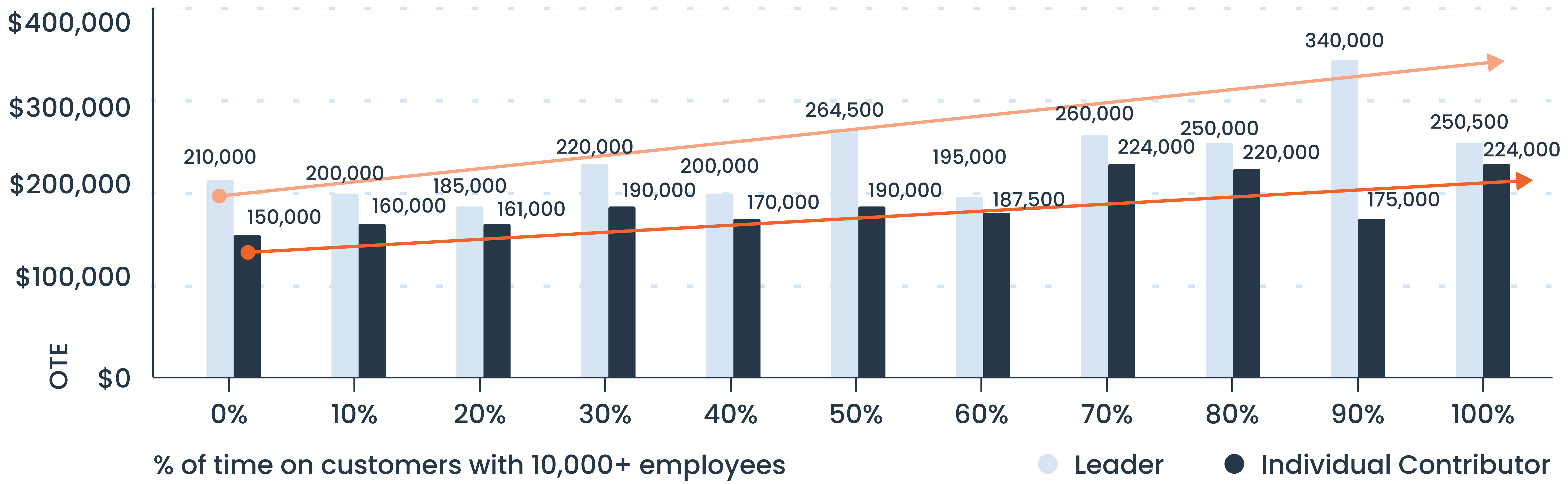
Higher earners spend more time with larger customers.

ICs and leaders who spend more of their time selling to larger customers report higher earnings than those who spend more of their time selling to smaller customers.

Median OTE By % Time Spent On Customers with <150 Employees



Median OTE By % Time Spent On Customers with 10,000+ Employees



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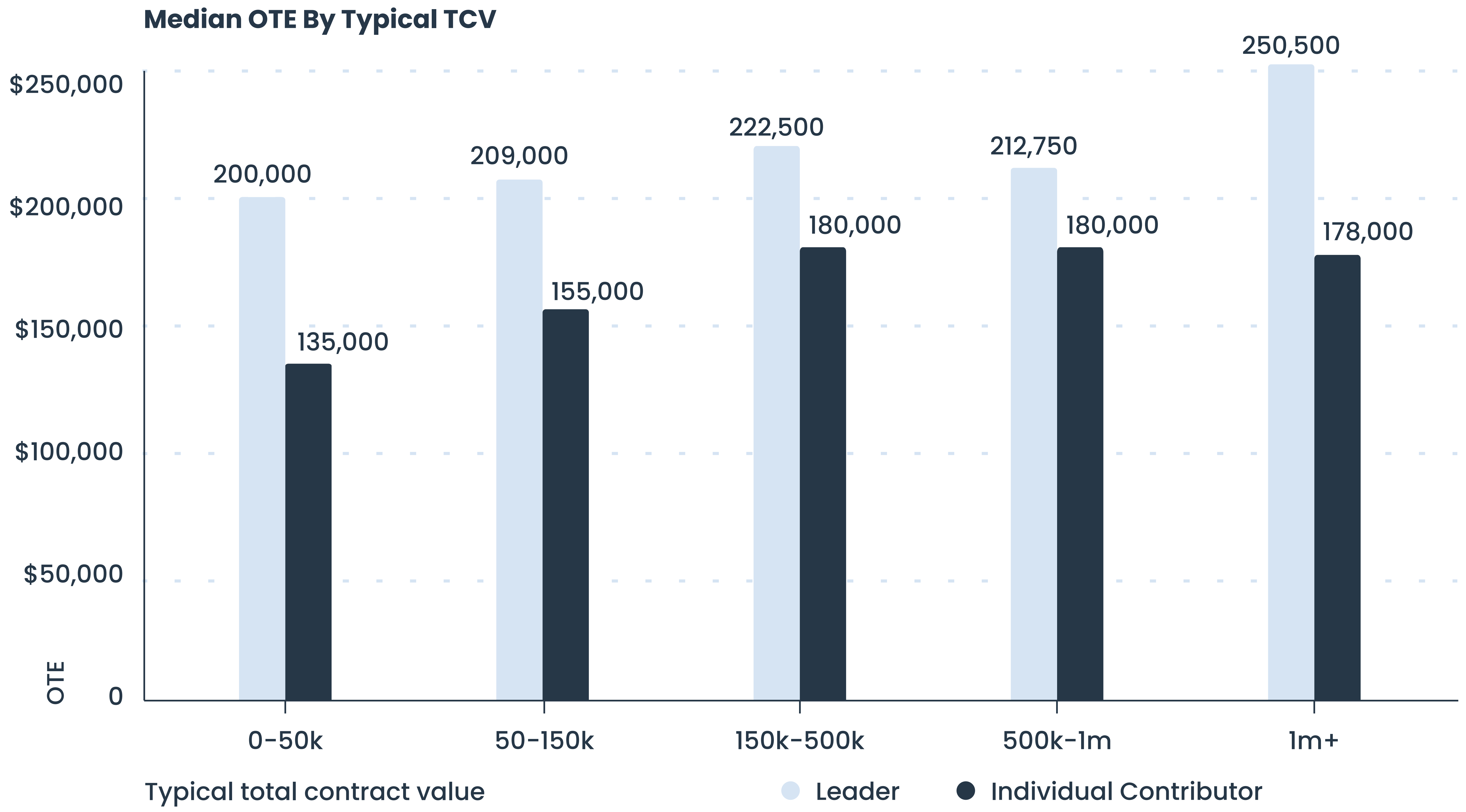
OTE BY TOTAL CONTRACT VALUE (TCV)

Bigger deals mean higher OTE.

While Sales Engineer at-risk compensation is not typically tied to quota in the same way that an Account Executive's is, there is a clear correlation between larger deal sizes and higher earnings.

Leaders, especially, continue to show increased earnings as typical TCV approaches $1M.



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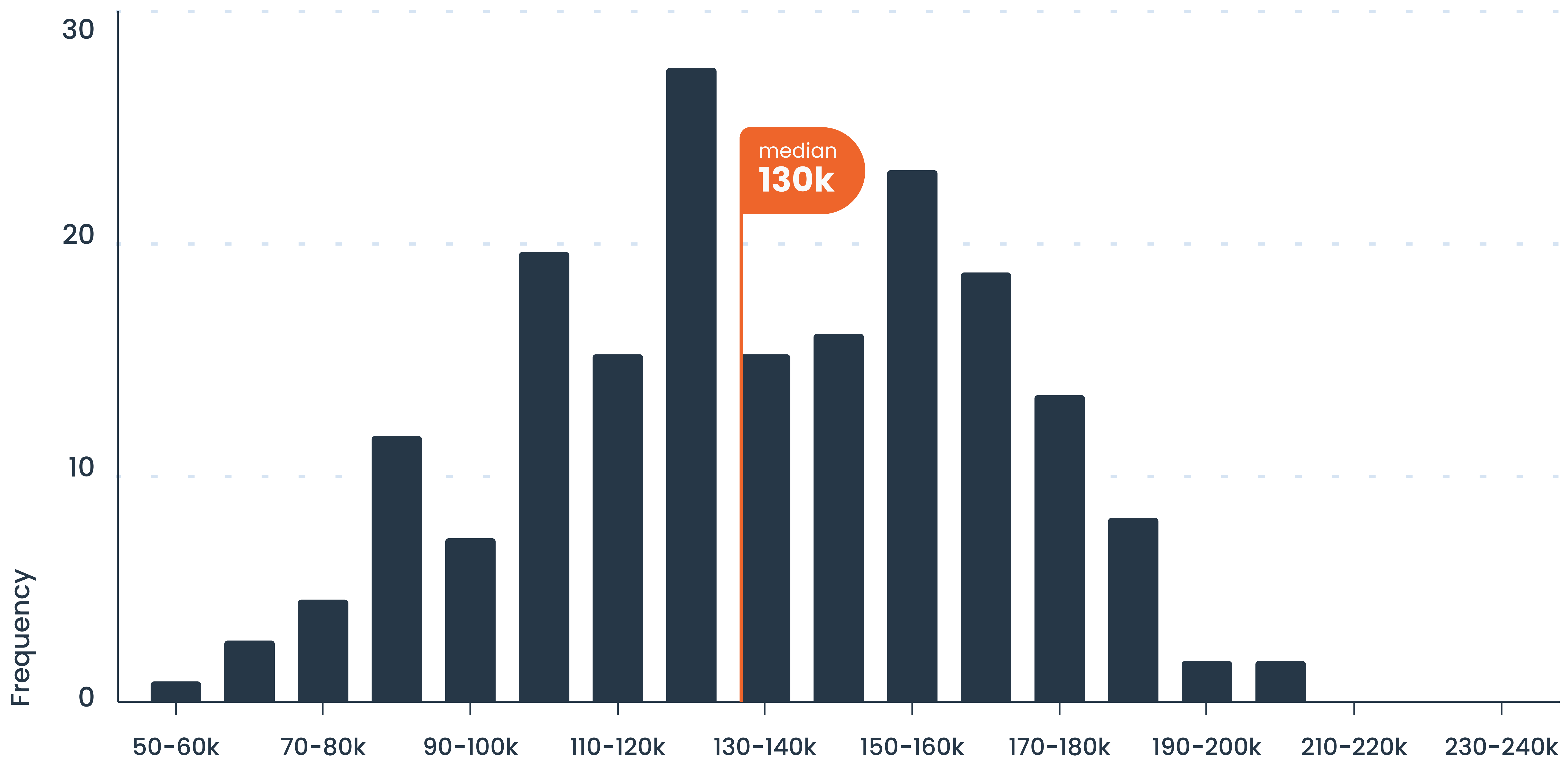
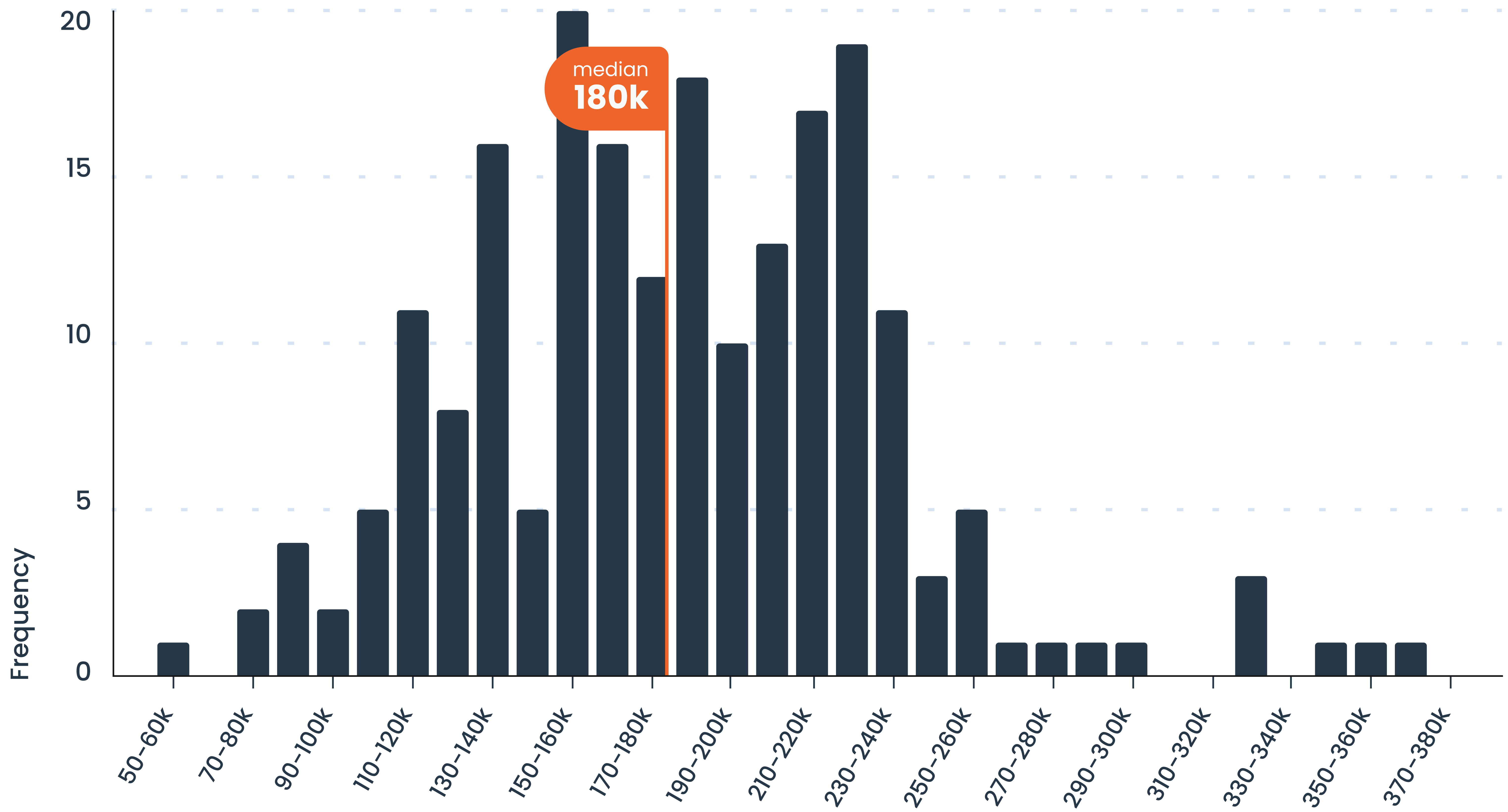
USA
INDIVIDUAL CONTRIBUTOR BASE SALARY



Individual Contributor Salary - USA

Count: **210** | Median: **130,000** | Mean: **131,791** | Standard Deviation: **31,491** | Minimum: **55,000** | Maximum: **210,000**

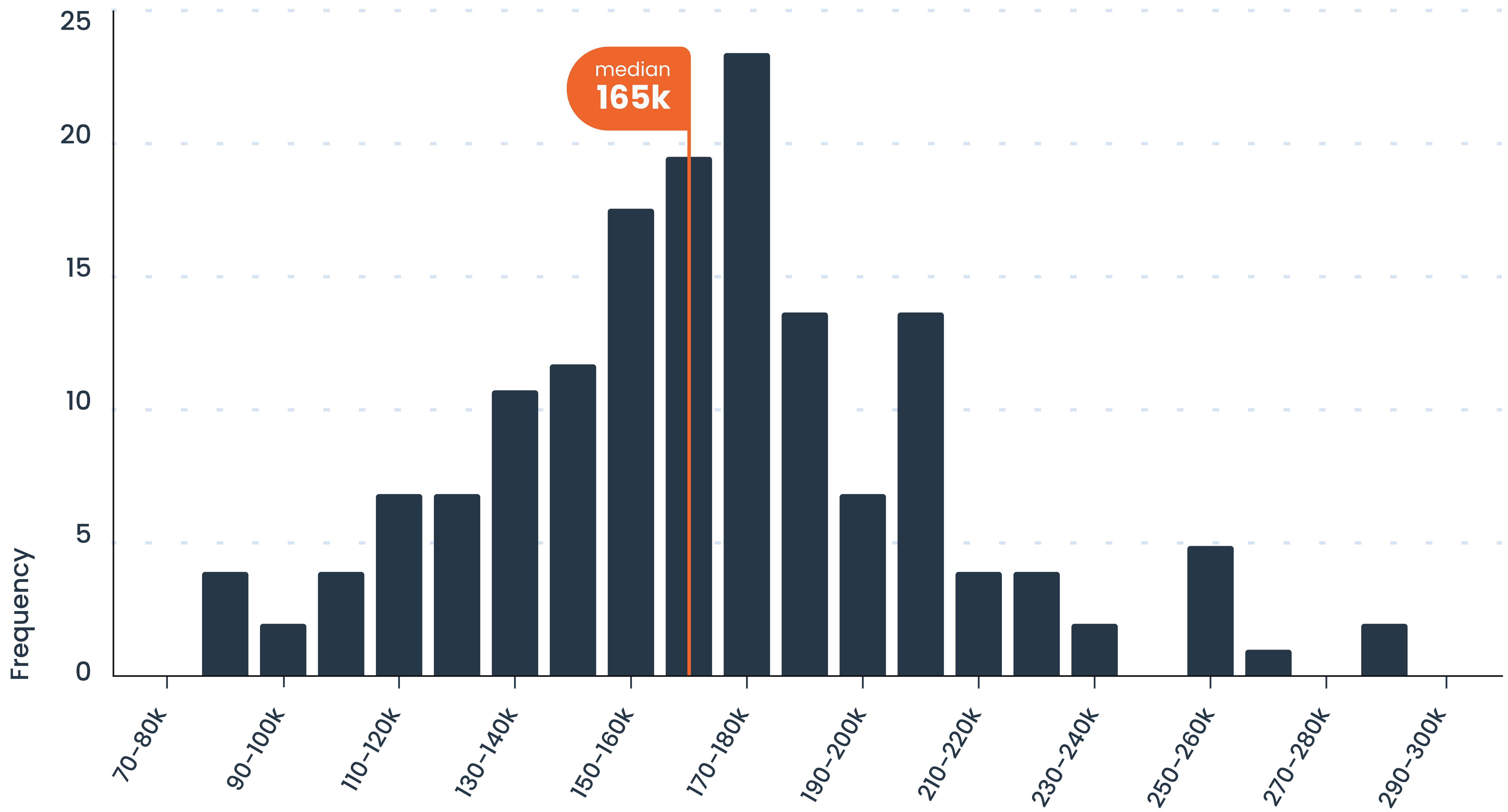
USA
INDIVIDUAL CONTRIBUTOR OTE



Individual Contributor Salary + At Risk - USA

Count: **208** | Median: **180,000** | Mean: **179,638** | Standard Deviation: **53,096** | Minimum: **55,000** | Maximum: **370,000**

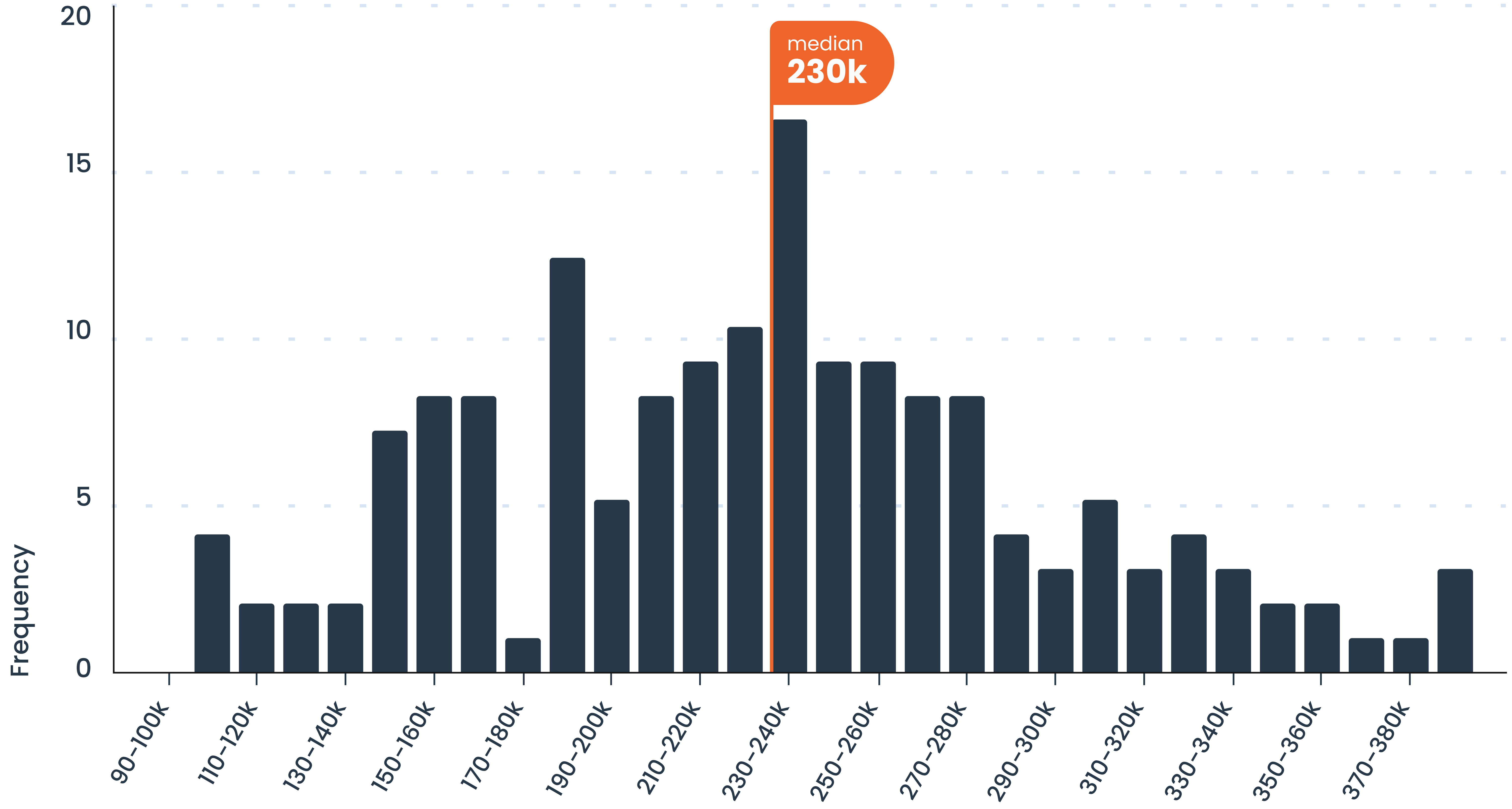
USA
LEADER BASE SALARY



Leader Salary - USA

Count: **162** | Median: **165,000** | Mean: **166,119** | Standard Deviation: **38,433** | Minimum: **85,000** | Maximum: **290,000**

USA
LEADER OTE

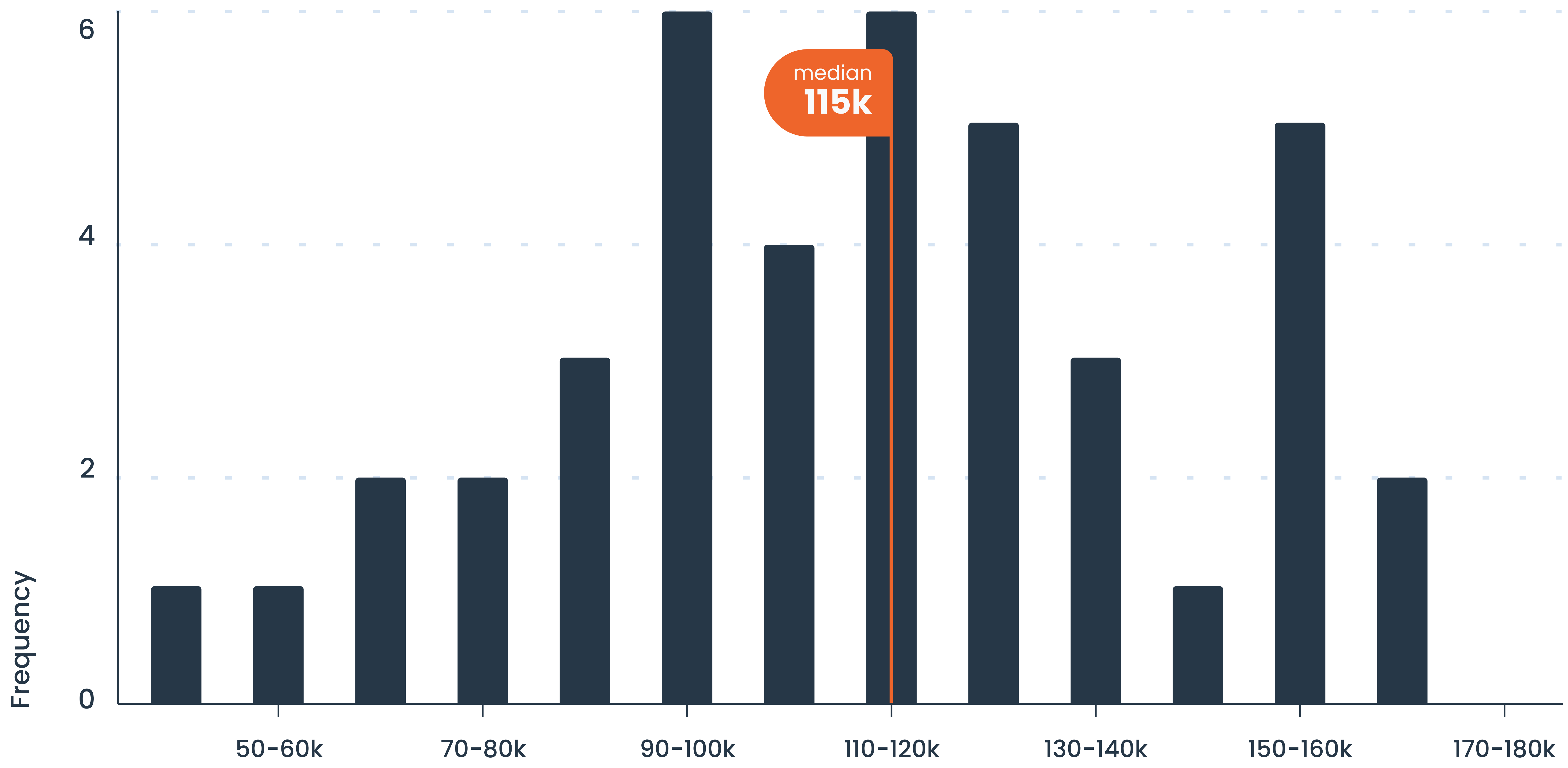


Leader Salary + At Risk - USA

Count: **159** | Median: **230,000** | Mean: **227,944** | Standard Deviation: **638,90** | Minimum: **100,000** | Maximum: **387,000**

UK

INDIVIDUAL CONTRIBUTOR BASE SALARY



Individual Contributor Salary - UK

Count: **41** | Median: **115,000** | Mean: **110,206** | Standard Deviation: **30,044** | Minimum: **45,000** | Maximum: **160,120**

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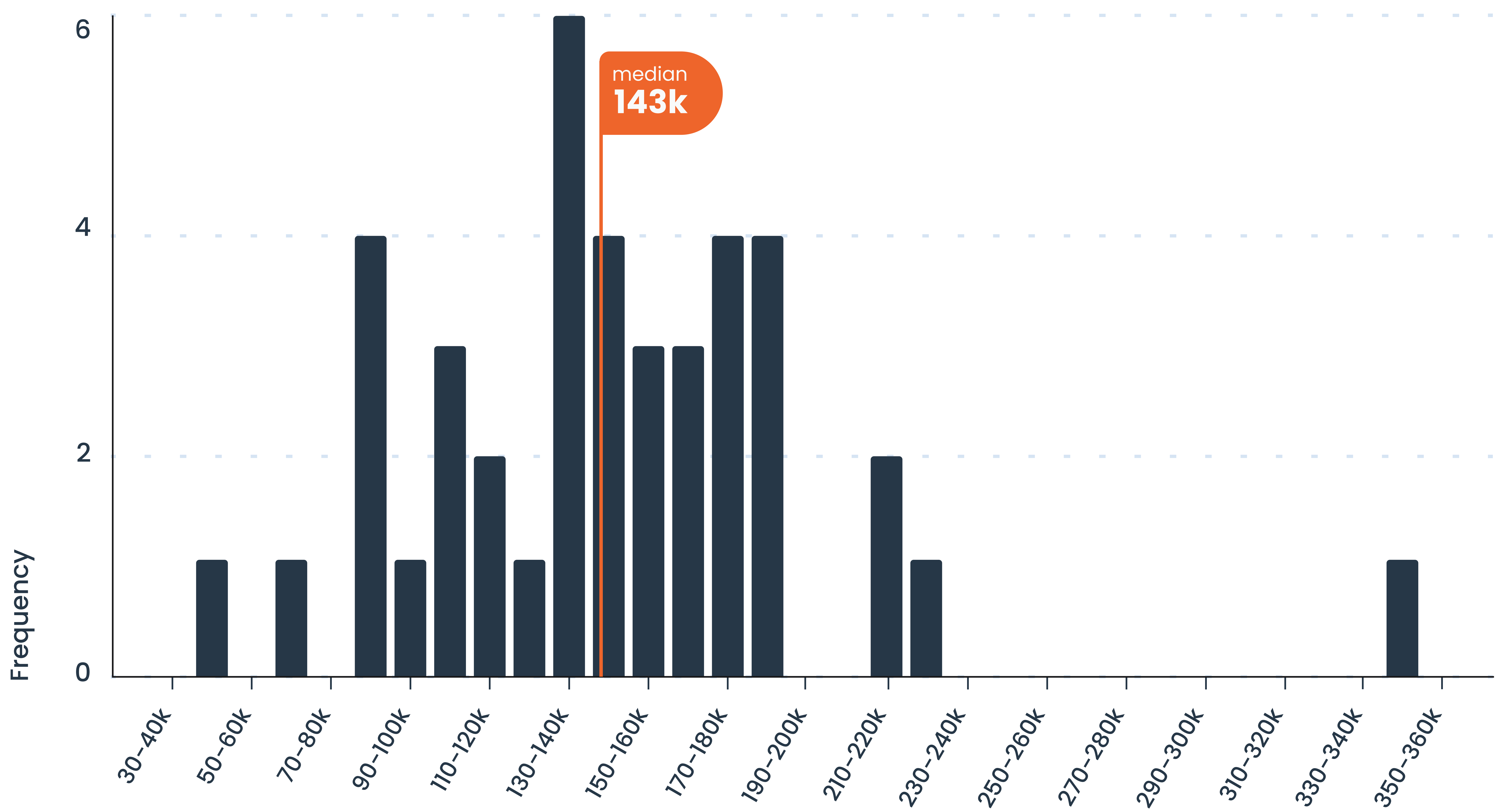
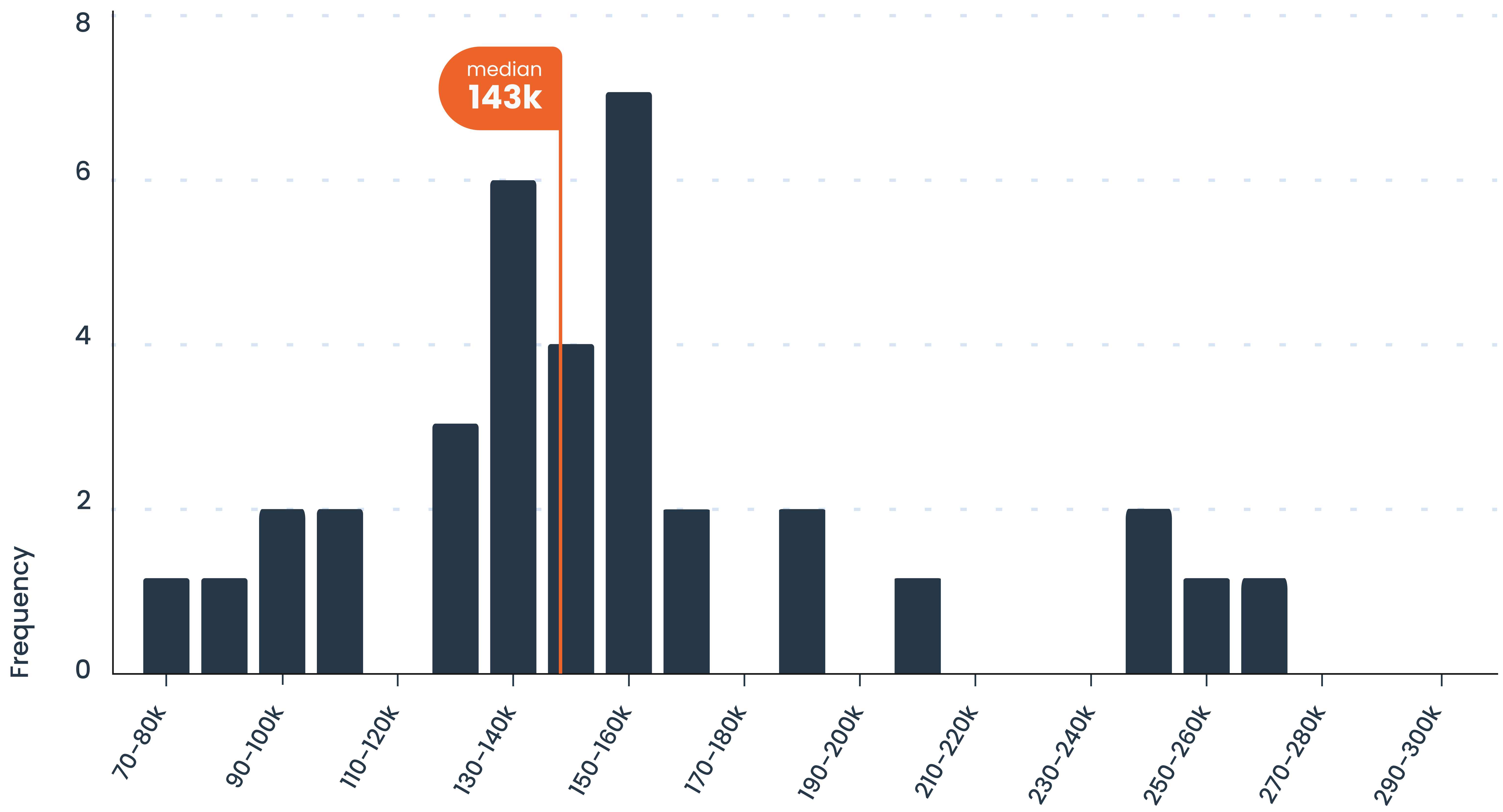
UK
INDIVIDUAL CONTRIBUTOR OTE



Individual Contributor Salary + At Risk - UK

Count: **41** | Median: **143,219** | Mean: **145,051** | Standard Deviation: **52,393** | Minimum: **45,000** | Maximum: **350,000**

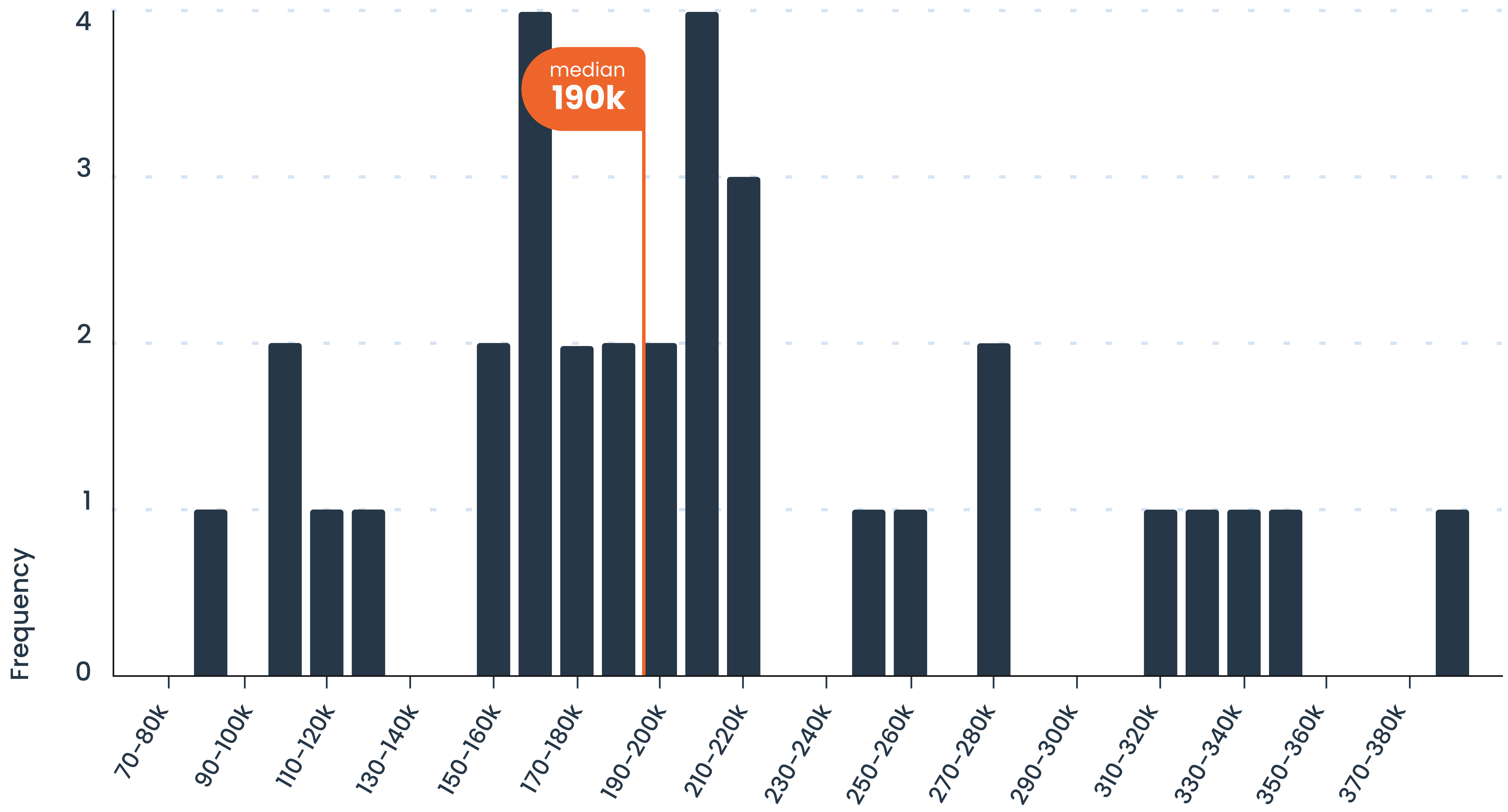
UK
LEADER BASE SALARY



Leader Salary - UK

Count: **35** | Median: **143,000** | Mean: **149,382** | Standard Deviation: **45,607** | Minimum: **75,000** | Maximum: **27,000**

UK
LEADER OTE

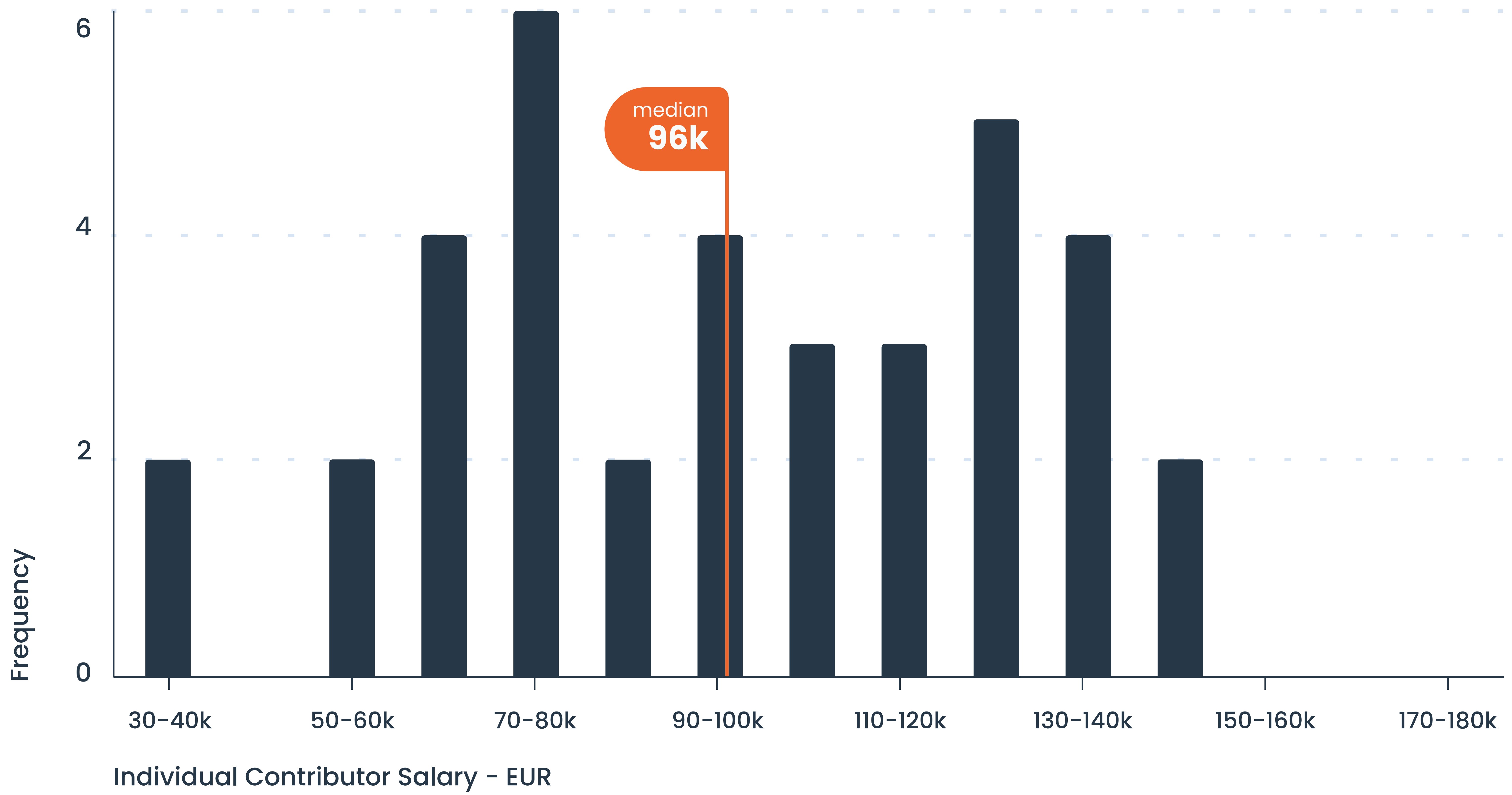


Leader Salary + At Risk - UK

Count: **33** | Median: **190,000** | Mean: **205,051** | Standard Deviation: **73,866** | Minimum: **8,000** | Maximum: **385,000**

EUROPE

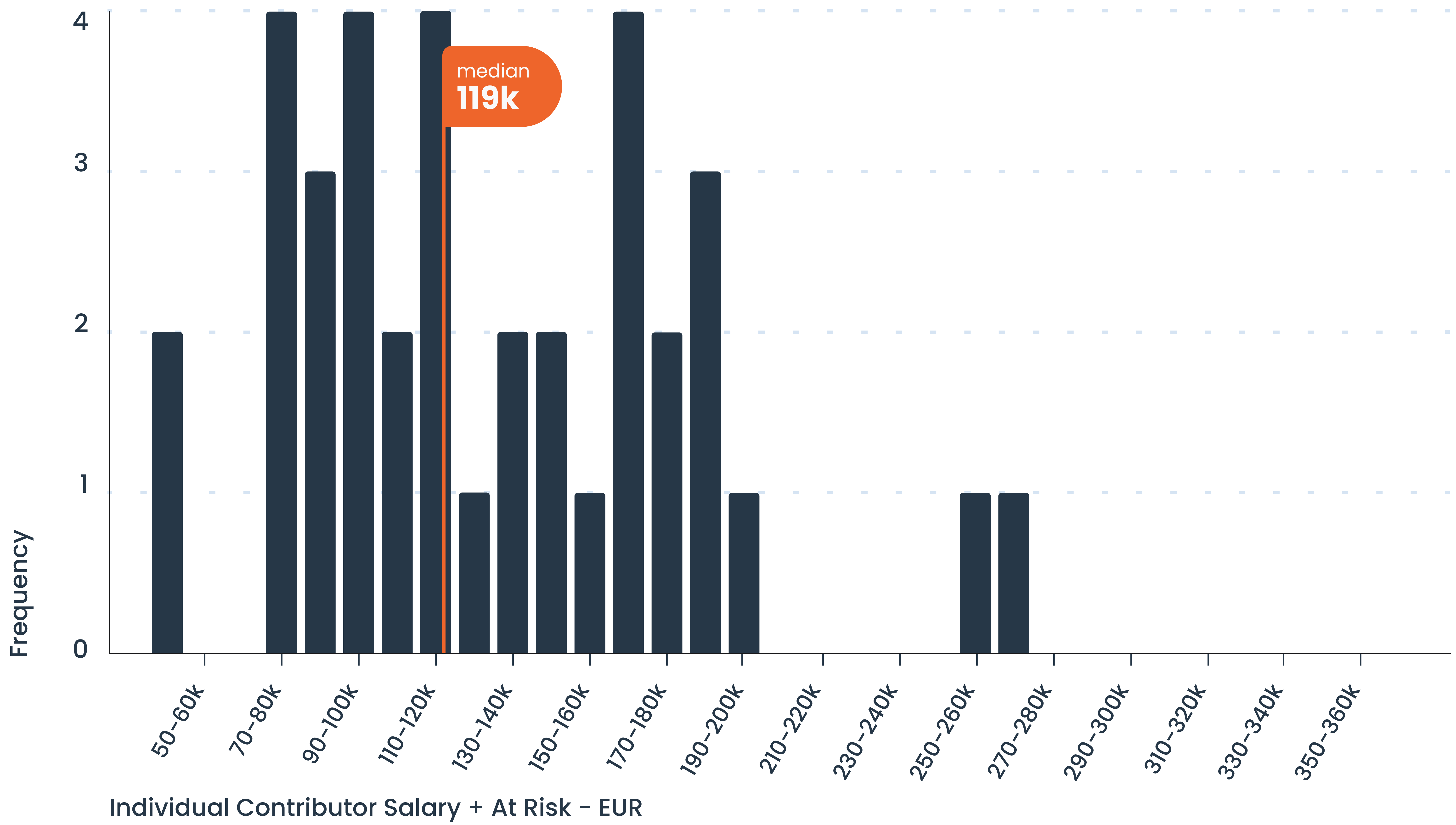
INDIVIDUAL CONTRIBUTOR BASE SALARY



Count: **37** | Median: **96,000** | Mean: **94,741** | Standard Deviation: **30,461** | Minimum: **30,000** | Maximum: **144,000**

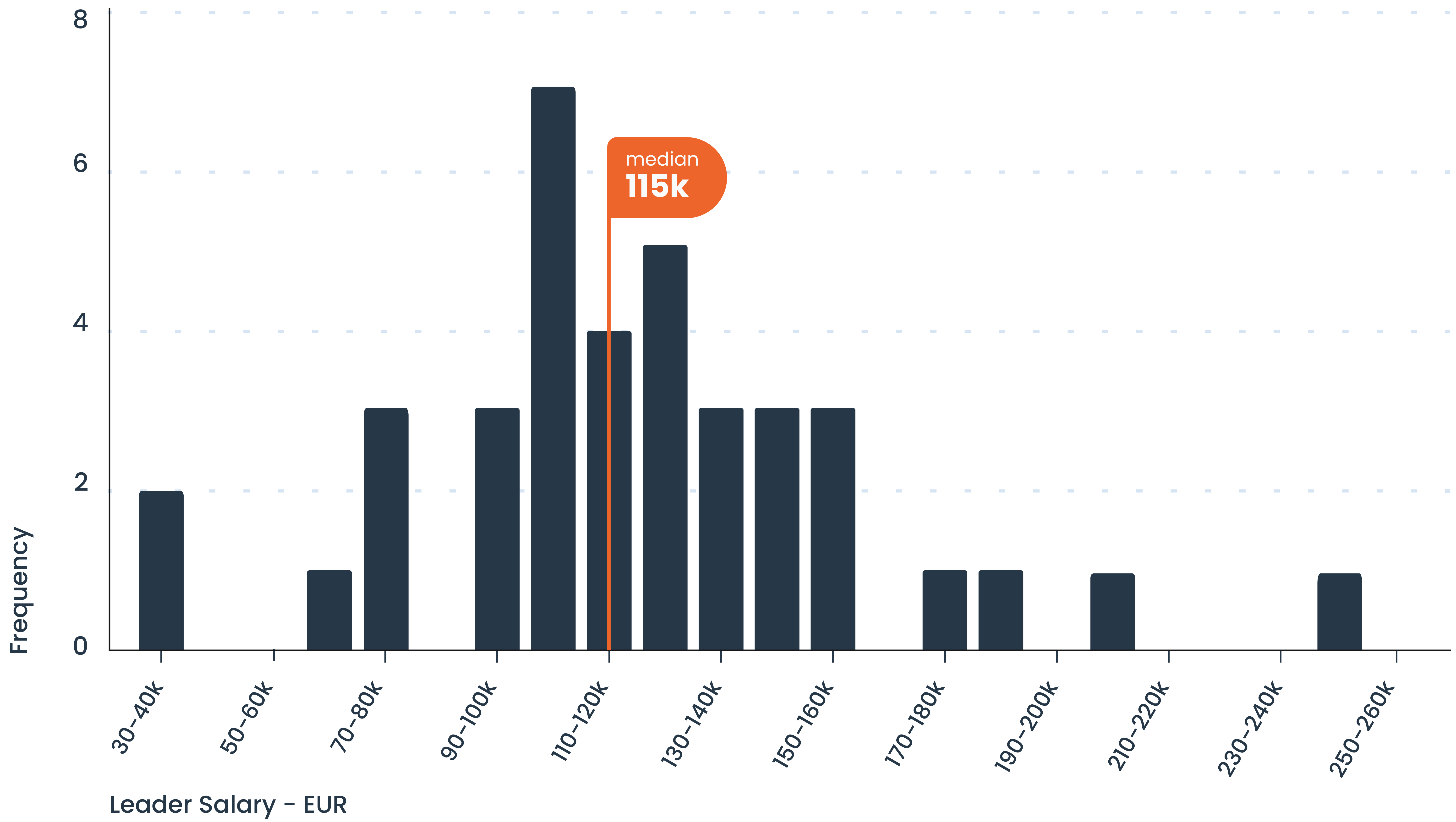
EUROPE

INDIVIDUAL CONTRIBUTOR OTE



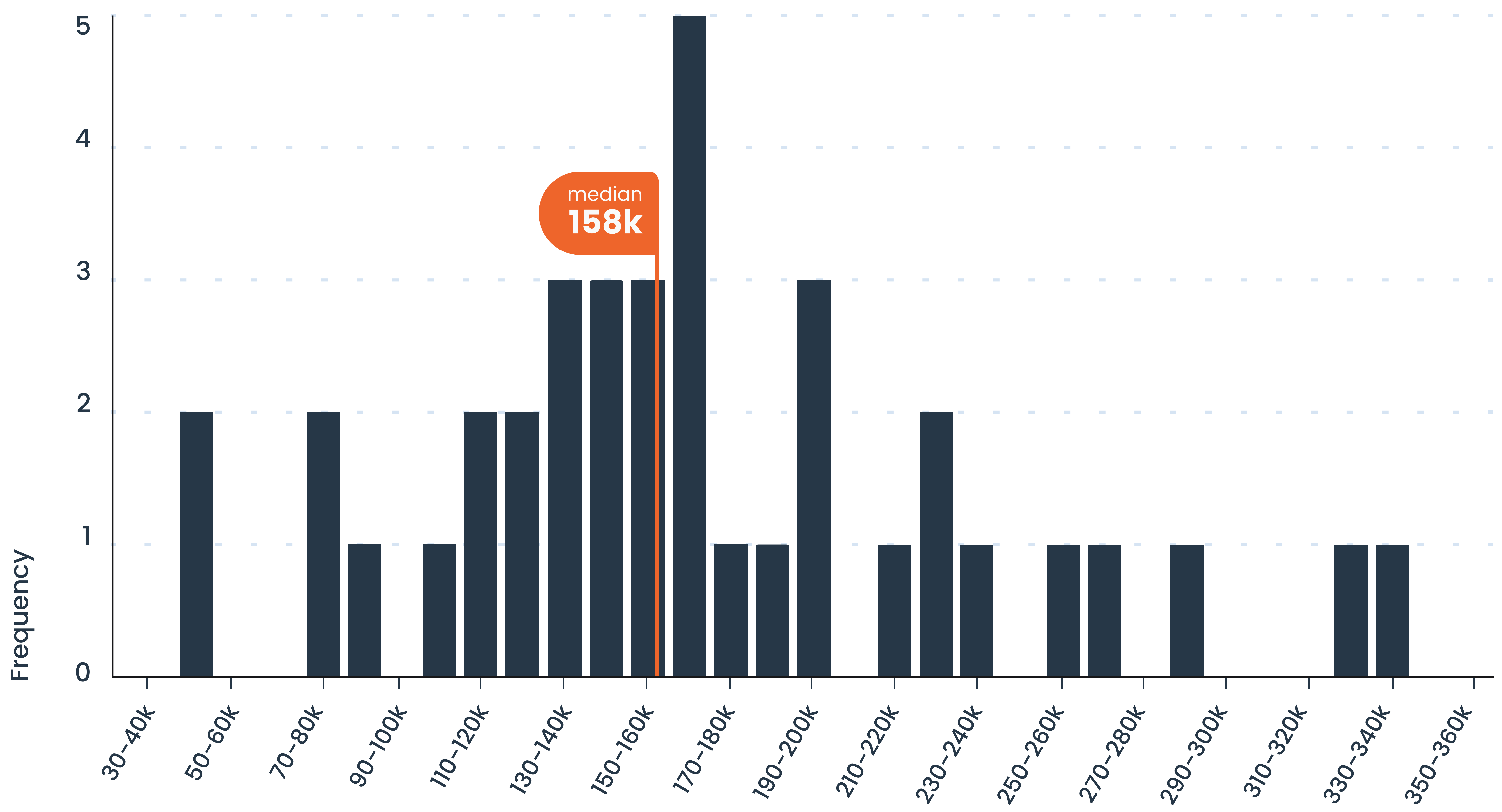
Count: **37** | Median: **119,000** | Mean: **129,497** | Standard Deviation: **51,477** | Minimum: **40,000** | Maximum: **270,000**

EUROPE
LEADER BASE SALARY



Count: **38** | Median: **115,500** | Mean: **117,762** | Standard Deviation: **41,336** | Minimum: **35,000** | Maximum: **250,000**

EUROPE
LEADER OTE



Leader Salary + At Risk - EUR

Count: **38** | Median: **158,000** | Mean: **165,378** | Standard Deviation: **68,294** | Minimum: **40,000** | Maximum: **340,000**

Workload

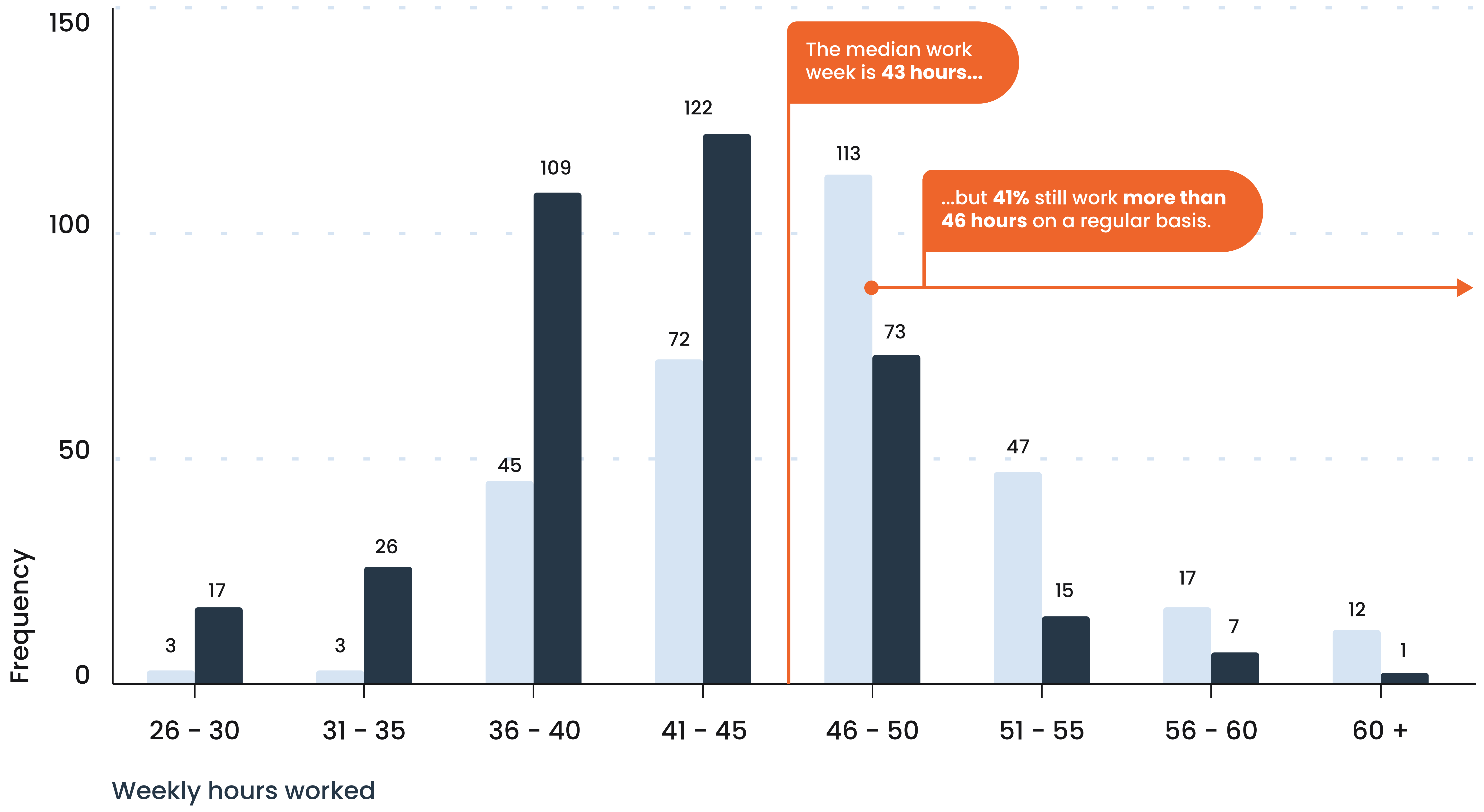
PRESALES WORK WEEK

41% work more than 46 hours on a regular basis.

The median combined work week for leaders and ICs dropped from 45 hours in 2021 to 43 hours in the current report, while over 41% of respondents say they consistently work more than 46 hours. Hours worked continues to correlate positively with higher OTE, and to a lesser extent, Years of Experience and even man-hours per demo.

ICs report a median work week of 43 hours, with 26% of respondents working more than 46 hours on a regular basis. Leaders estimated a median work week of 48 hours, with over 60% working more than 46 hours on a regular basis.

How many hours do you work in a typical week?



Leader Count: **312** | Median: **48** | Mean: **47** | Standard Deviation: **7** | Minimum: **28** | Maximum: **65**

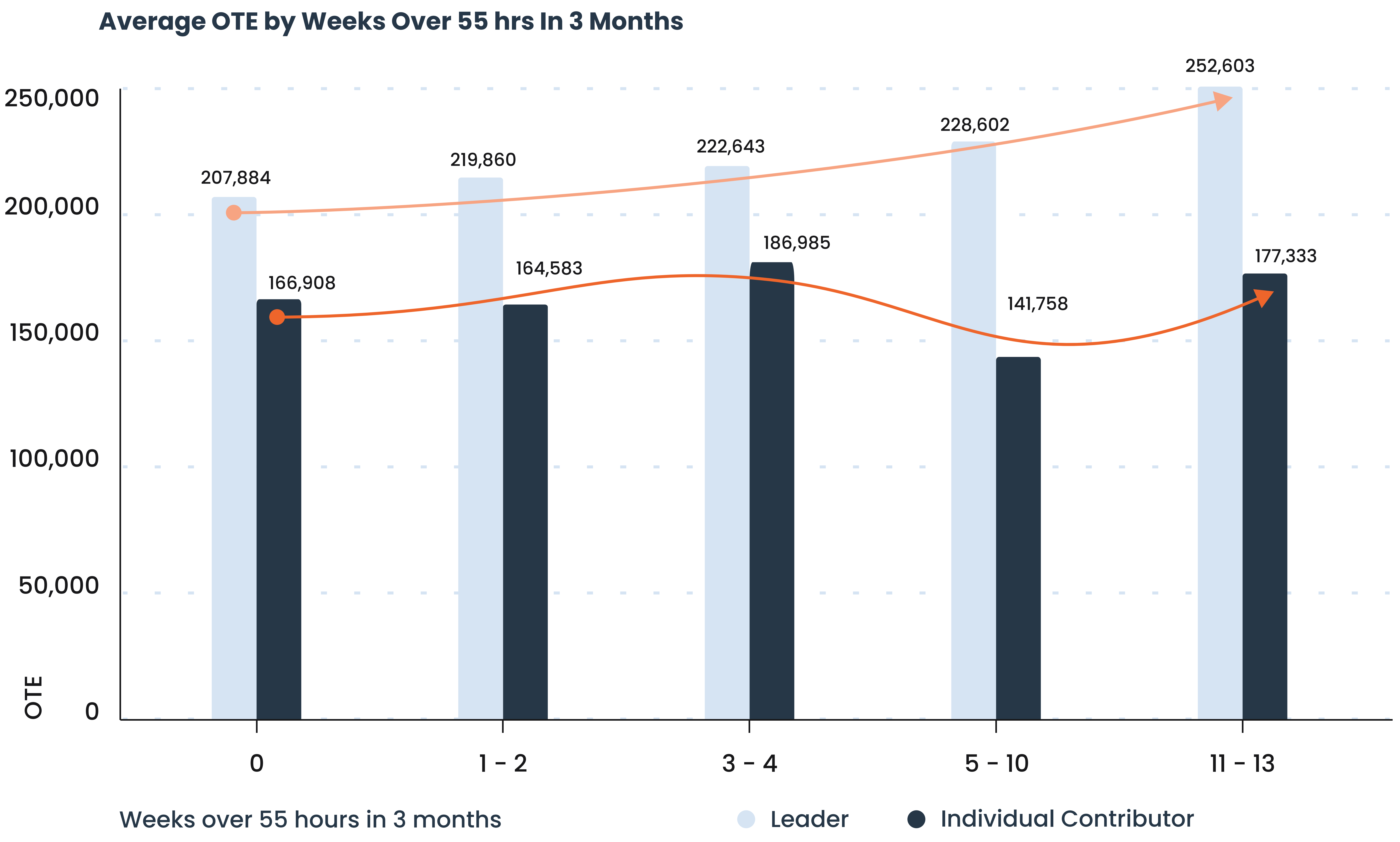
Individual Contributor Count: **370** | Median: **43** | Mean: **42** | Standard Deviation: **6** | Minimum: **28** | Maximum: **61+**

PRESALES CRUNCH WEEK

More frequent crunch weeks correlate with higher OTE for leaders, but not for individual contributors.

More hours generally correlate with higher OTE. However, when it comes to short periods of abnormally high hours, only leadership OTE correlates positively with the extra workload.

Some ICs who report frequent crunch weeks even make significantly less than their counterparts working under less frequent high-hour requirements.



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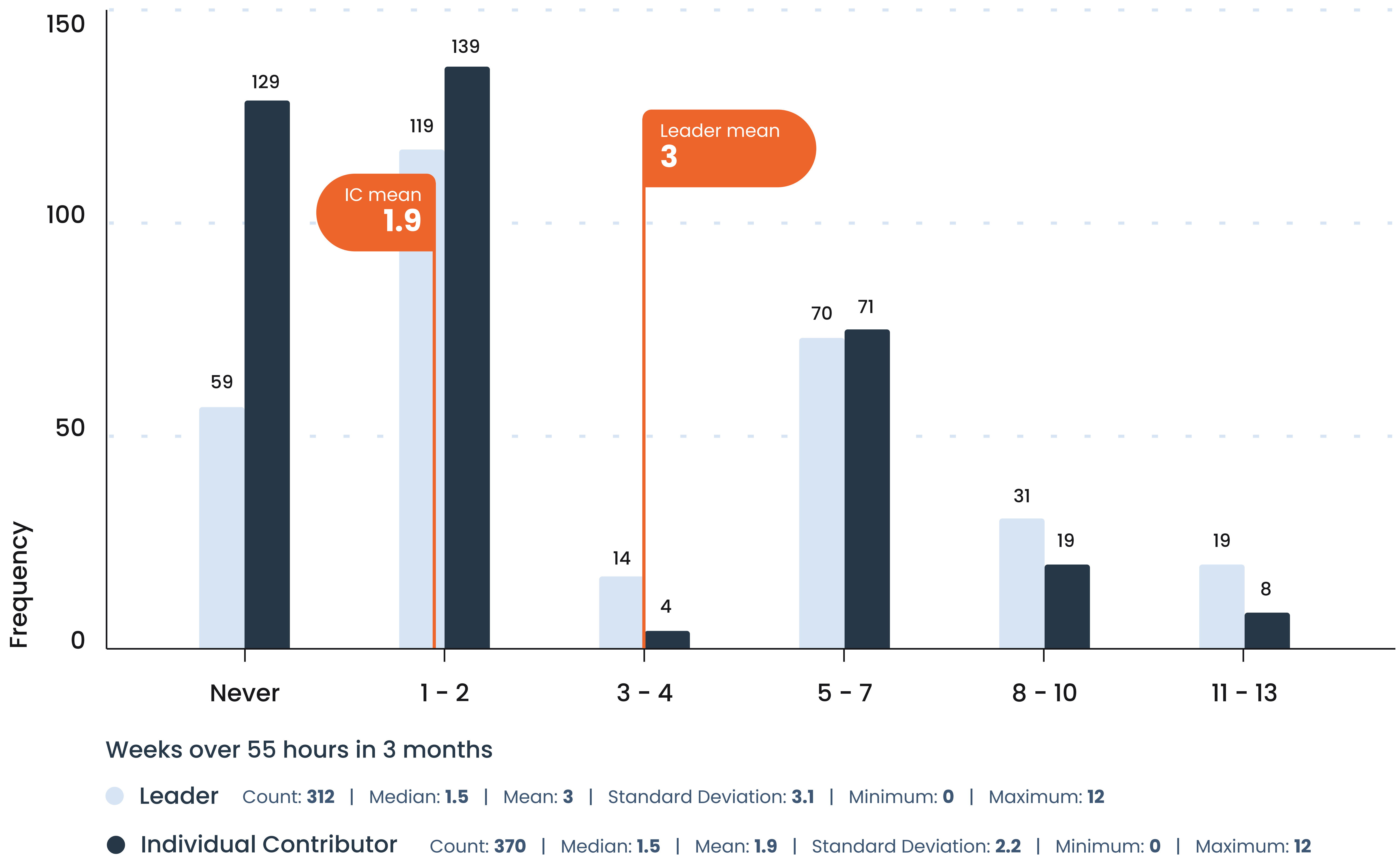
PRESALES CRUNCH WEEK (CONT'D)

28% of SEs said they worked more than 55 hours for at least 3-4 weeks, compared to almost 43% of Leaders.

Average OTE by Weeks Over 55 hrs In 3 Months

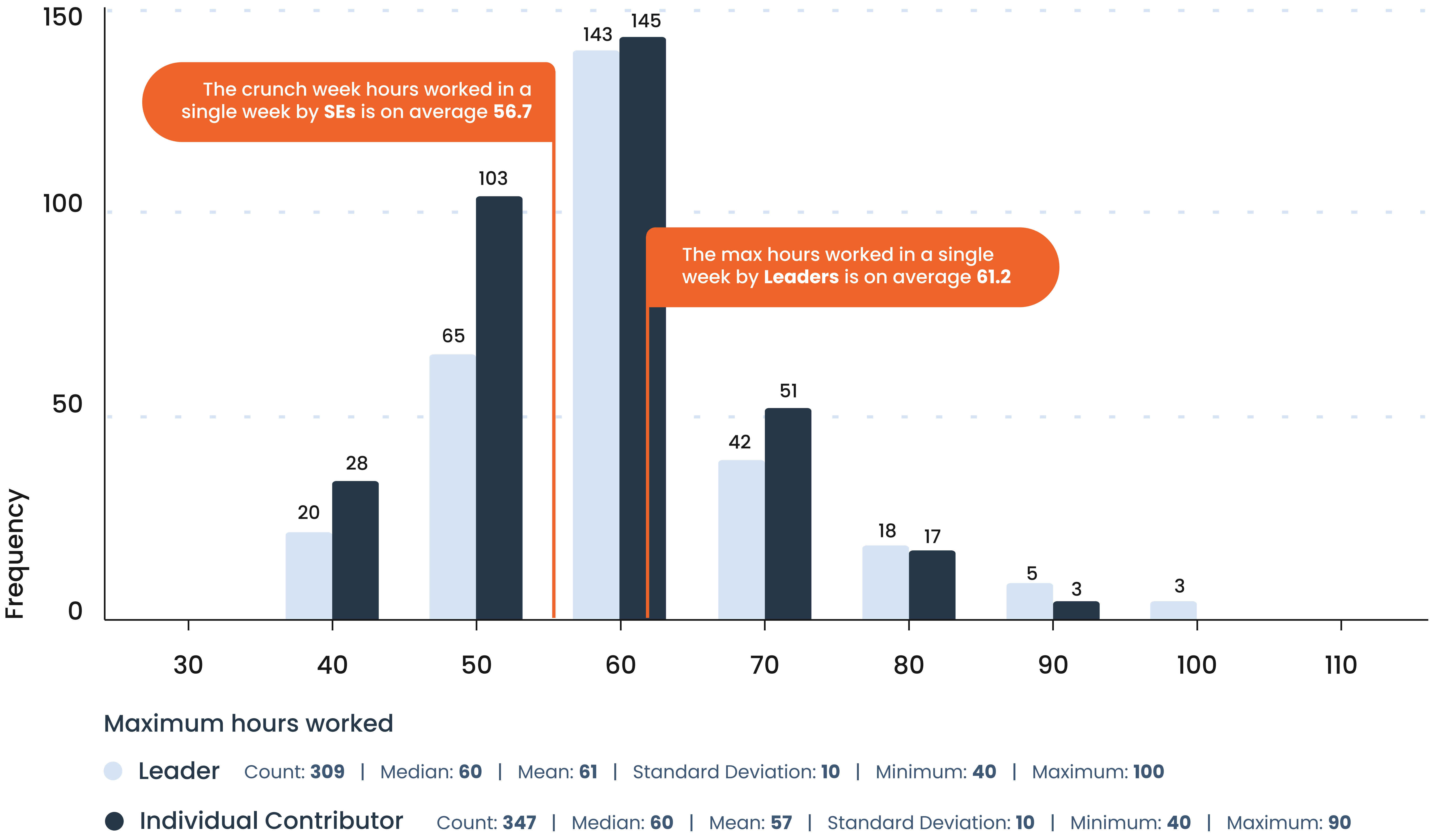


PRESALES CRUNCH WEEK (CONT'D)

On average, SE respondents said the most they worked in a single week over the past 12 months was 54.4 hours. Stil, 19% said they worked more than 70 hours in a single week at least once.

On average, leaders said the most they worked in a single week over the past 12 months was 61.4 hours (over 11% more than their teams). 22% said they worked more than 70 hours in a single week at least once

What is the maximum number of hours you've worked in a single week (seven day period) over the past 12 months?

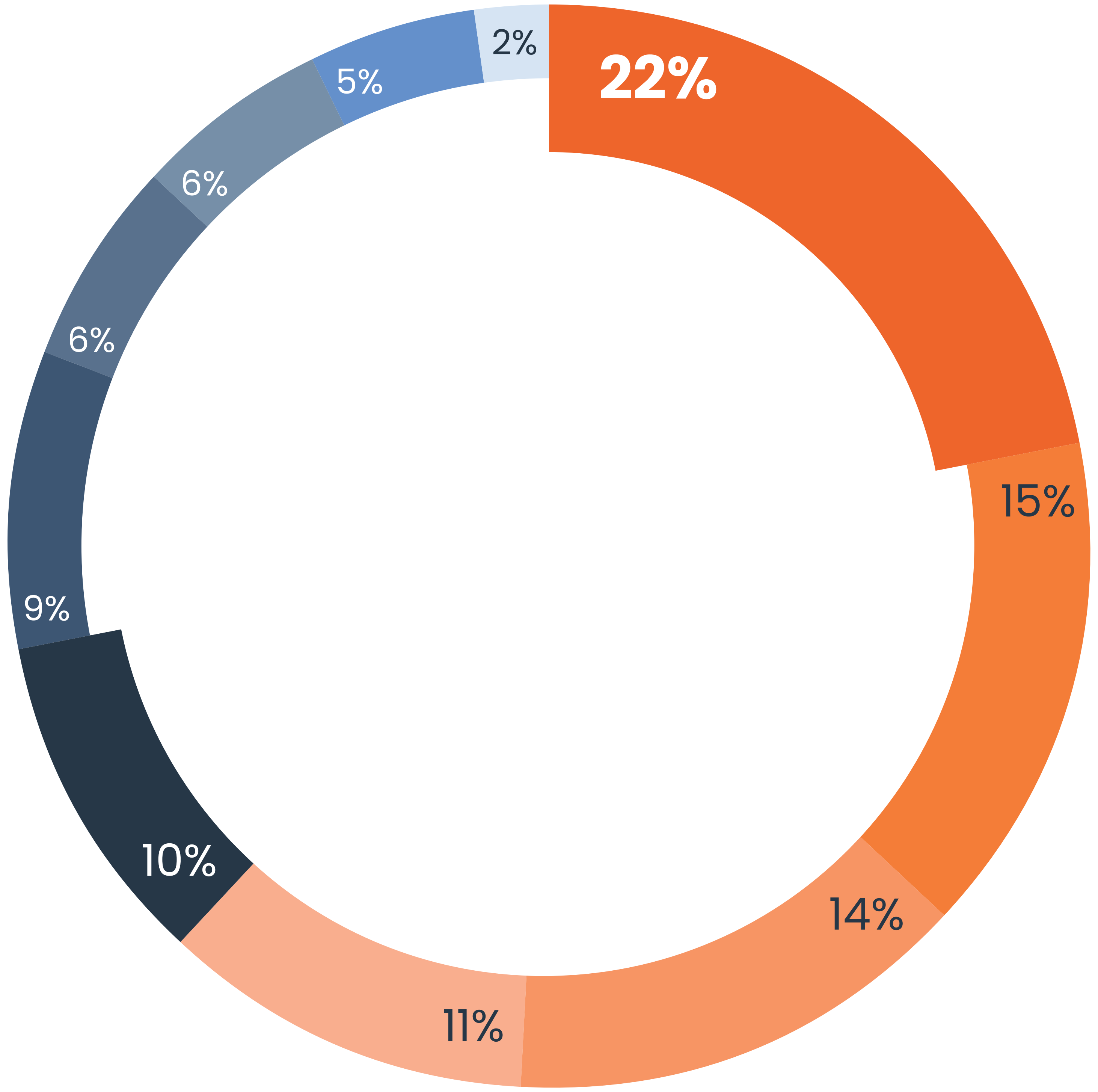


PRESALES ACTIVITIES

Intro demos illustrate a misalignment in Presales activity.

The top two activities as far as time (Technical Demos and Discovery) align with those activities Presales identifies as most crucial to success. However, Intro Demos rank 3rd in terms of time requirement while respondents rank Intro Demos far down at 8th as far as their contribution to overall success.

This suggests that Intro Demos are a prime candidate for automation and/or delegation.



Top functions ranked in order of most time spent.

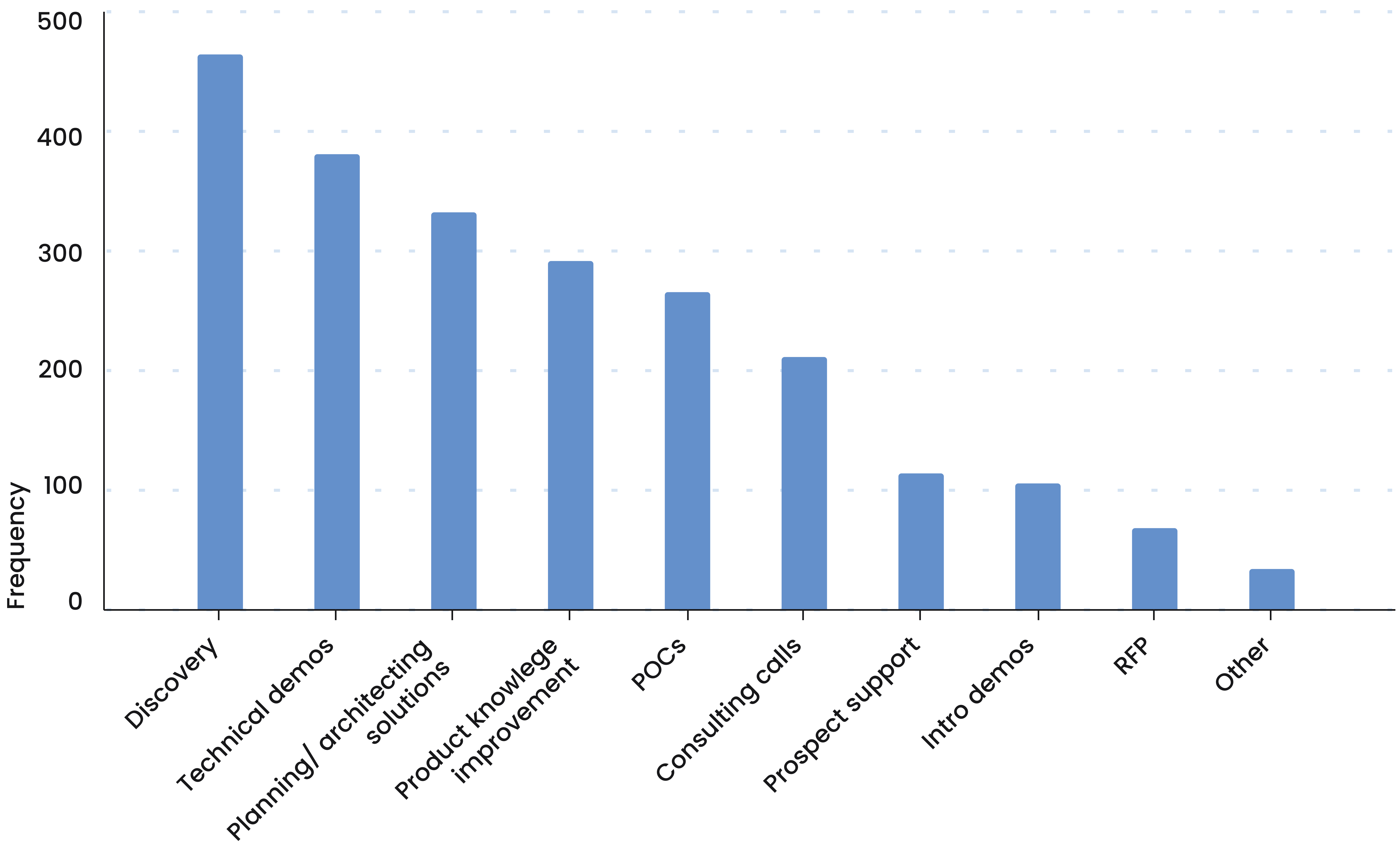
- Tech demos | **22%**
- Discovery | **15%**
- Intro demos | **14%**
- Plan architecture | **11%**
- POCs | **10%**
- Consulting calls | **9%**
- Prospect support | **6%**
- Product knowledge | **6%**
- RFP | **5%**
- Other | **2%**

PRESALES ACTIVITIES (CONT'D)

The typical Sales Engineer spends less than half of their time demonstrating solutions. Discovery is the next-highest ranked in terms of time spent. Depending on the model, POCs sometimes rank above Intro Demos.

Respondents most frequently identified more Discovery as an activity that would positively impact success. Prospect Support, Intro Demos, RFPs, and Other Activities are reported as the least effective activities.

2021 SURVEY: Which key activities (max 4) would have the greatest impact on your success if you (or your team if you are a leader) could devote more time to them?



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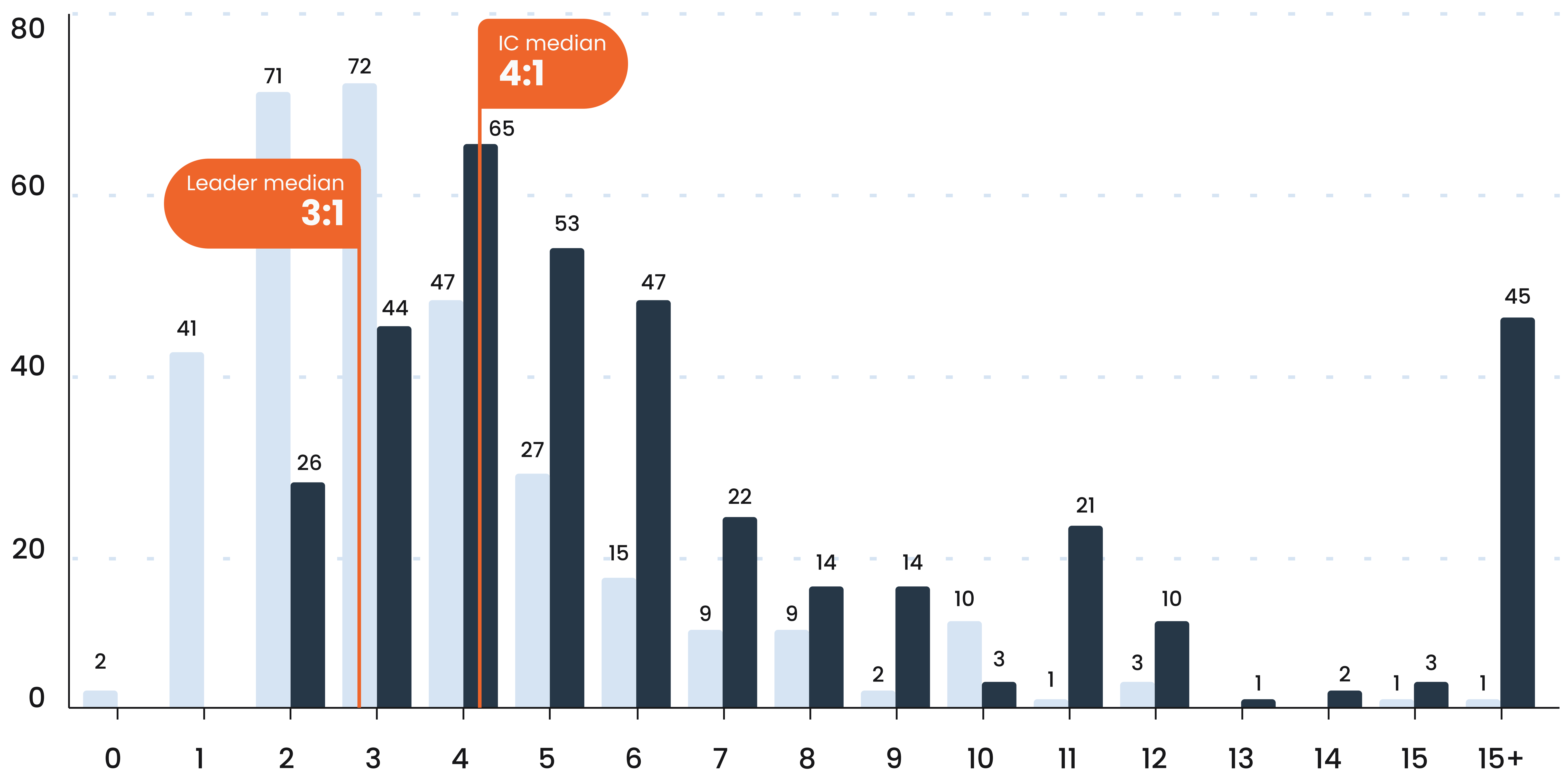
AE:SE RATIO

Individual Contributors report a ratio of 6:1. Leaders report a ratio of 3.6:1.

One of the most interesting insights is that leaders and individual contributors have different perspectives on their AE:SE ratio. The metric was collected in two ways: ICs were asked how many AEs they support, and leaders were asked for the size of their Presales teams as well as size of the Sales team they support. Based on that collection, the reality seems to be closer to 4:1.

In 2021, however, the spread was much tighter: leaders reported 3:1 and IC's 4:1.

What is the ratio of Account Executives to Sales Engineers?



Ratio of AE:SE

Leader Count: **311** | Median: **3** | Mean: **4** | Standard Deviation: **3** | Minimum: **1** | Maximum: **19**

Individual Contributor Count: **370** | Median: **4** | Mean: **6** | Standard Deviation: **4** | Minimum: **1** | Maximum: **15**

AE:SE RATIO (CONT'D)

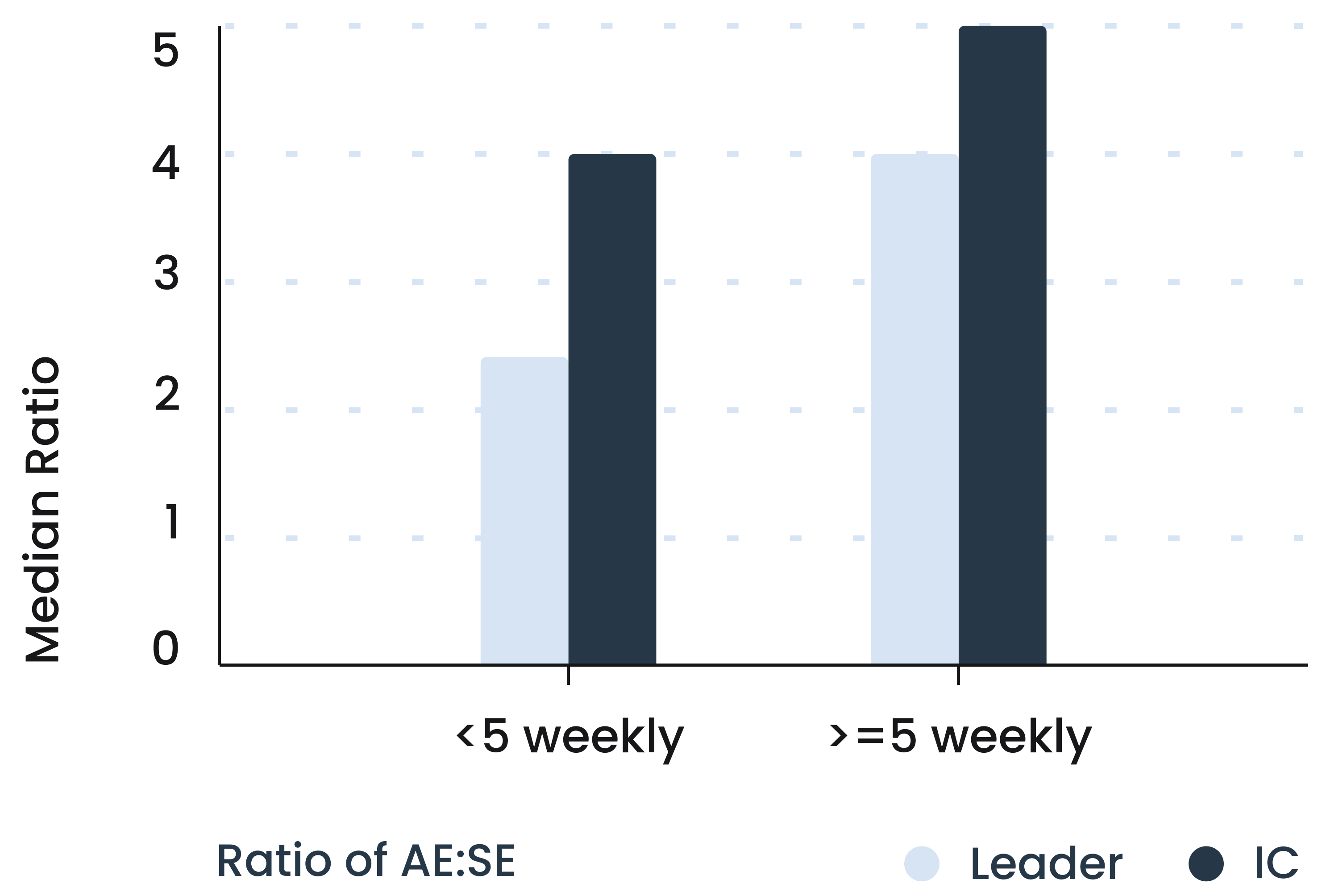
As mentioned, the difference in ratios as reported by ICs grew between 2021 and 2022 by 33%. Also, given that the calculation of the ratio from leaders' responses is based on the size of their respective AE and SE teams, 3.6:1 appears to be a more accurate reflection of reality.

Another interesting relationship is between the median AE:SE ratio and the number of demos delivered weekly. For ICs who deliver more than 5 demos a week, the AE:SE ratio is consistently higher.

This is intuitive when you consider that there is an inverse relationship between weekly demos and the man-hours required per demo. You could interpret this better by plotting SEs into two broad categories: those that deliver many short demos vs those that deliver fewer, but longer, demos.

There appears to be no relationship between the AE:SE ratio and the man-hours required per demo.

AE:SE ratio by demos per week



STAKEHOLDERS PER DEAL

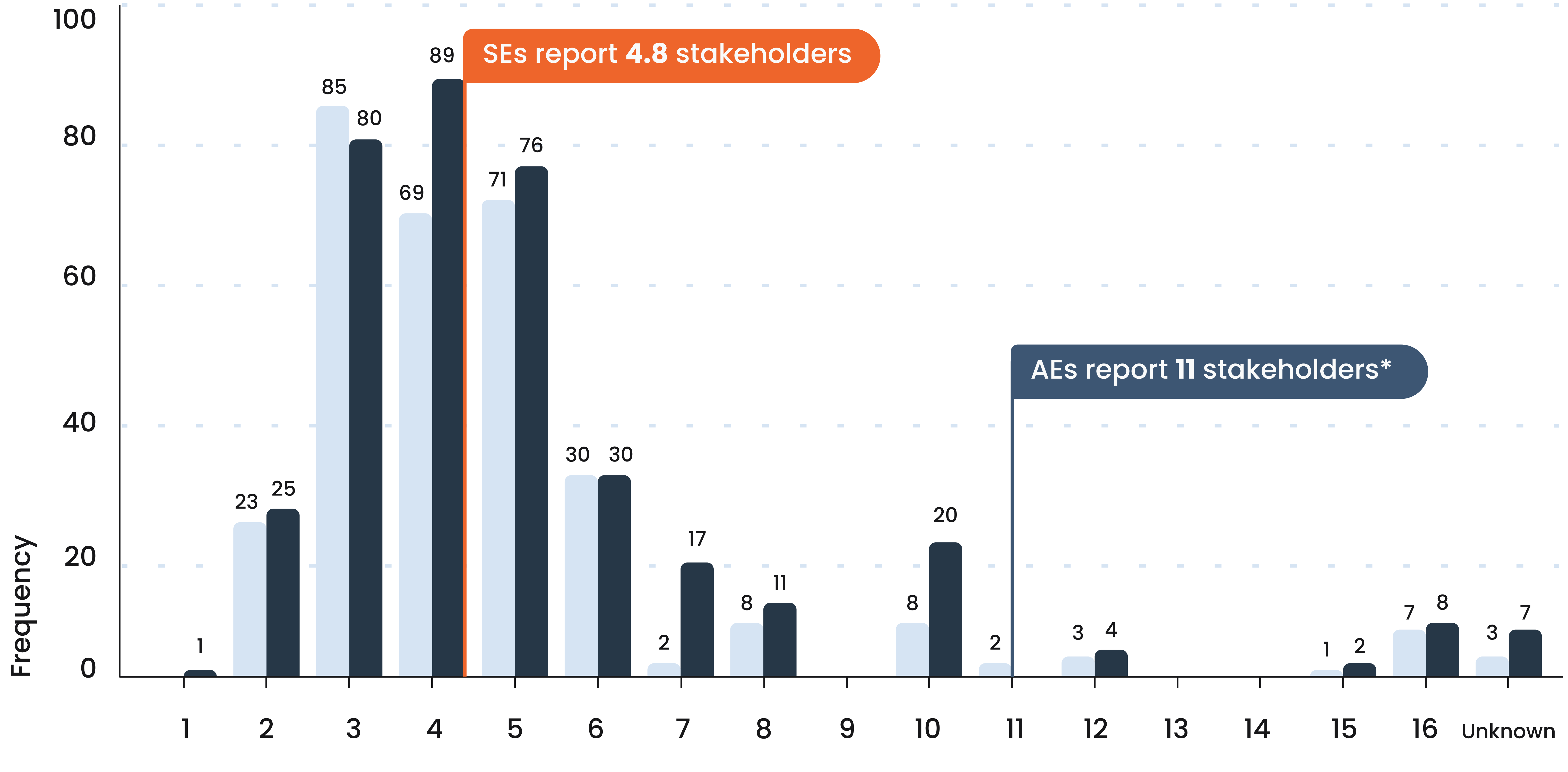
There are 4.8 stakeholders on average per deal.

Individual Contributors report an average of 5 stakeholders involved in B2B purchases, while leaders report an average of 4.7. Analysts consistently show enterprise B2B buying groups are much larger (made up of 11 stakeholders on average*).

The difference is a matter of who's answering the question and at which stage. AEs generally report on buying group sizes to analysts. As with our previous study, this supports the sentiment that SEs are often less exposed to the complexity of the buying process and buying group dynamics because of how and when they're utilized by Sales.

* According to Gartner, "An average of 11 individual stakeholders are involved in a B2B purchase; that number can occasionally flex up to nearly 20.

How many stakeholders (including influencers and decision makers) are usually involved in the typical buying process for your product?



Leader Count: **309** | Median: **4** | Mean: **5** | Standard Deviation: **3** | Minimum: **2** | Maximum: **16**

Individual Contributor Count: **363** | Median: **4** | Mean: **5** | Standard Deviation: **3** | Minimum: **1** | Maximum: **16**

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SE ONBOARDING TIME

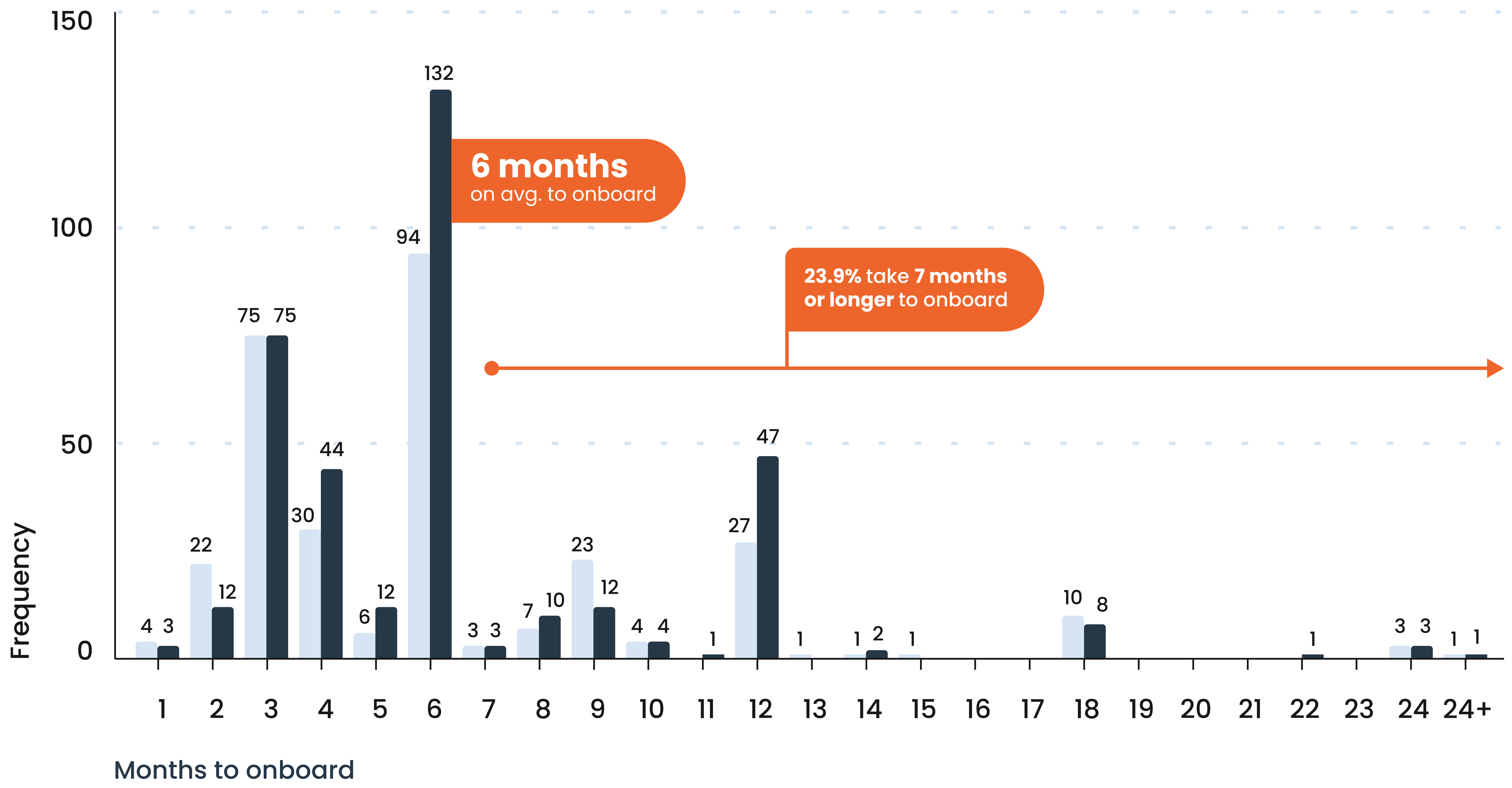
It takes 6 months to onboard new SEs.

Last year, we asked how long it takes to train an SE to the point they can demo on their own. For 2022, we changed it to encompass the full scope of SE responsibilities. The reported time to onboard a new SE in 2022 is 6 months, double the reported time for SEs to be ready to demo on their own.

It reflects two trends: 1) the increased demand for, and emphasis on, Presales to deliver better experiences, and 2) the fact that being an SE involves much more than just delivering demos.

23.9% reported that it takes 7 months or longer to fully onboard a Sales Engineer.

How many months does it take to fully onboard a Sales Engineer?



Leader Count: **312** | Median: **6** | Mean: **6** | Standard Deviation: **4** | Minimum: **1** | Maximum: **25**

Individual Contributor Count: **370** | Median: **6** | Mean: **6** | Standard Deviation: **4** | Minimum: **1** | Maximum: **25**

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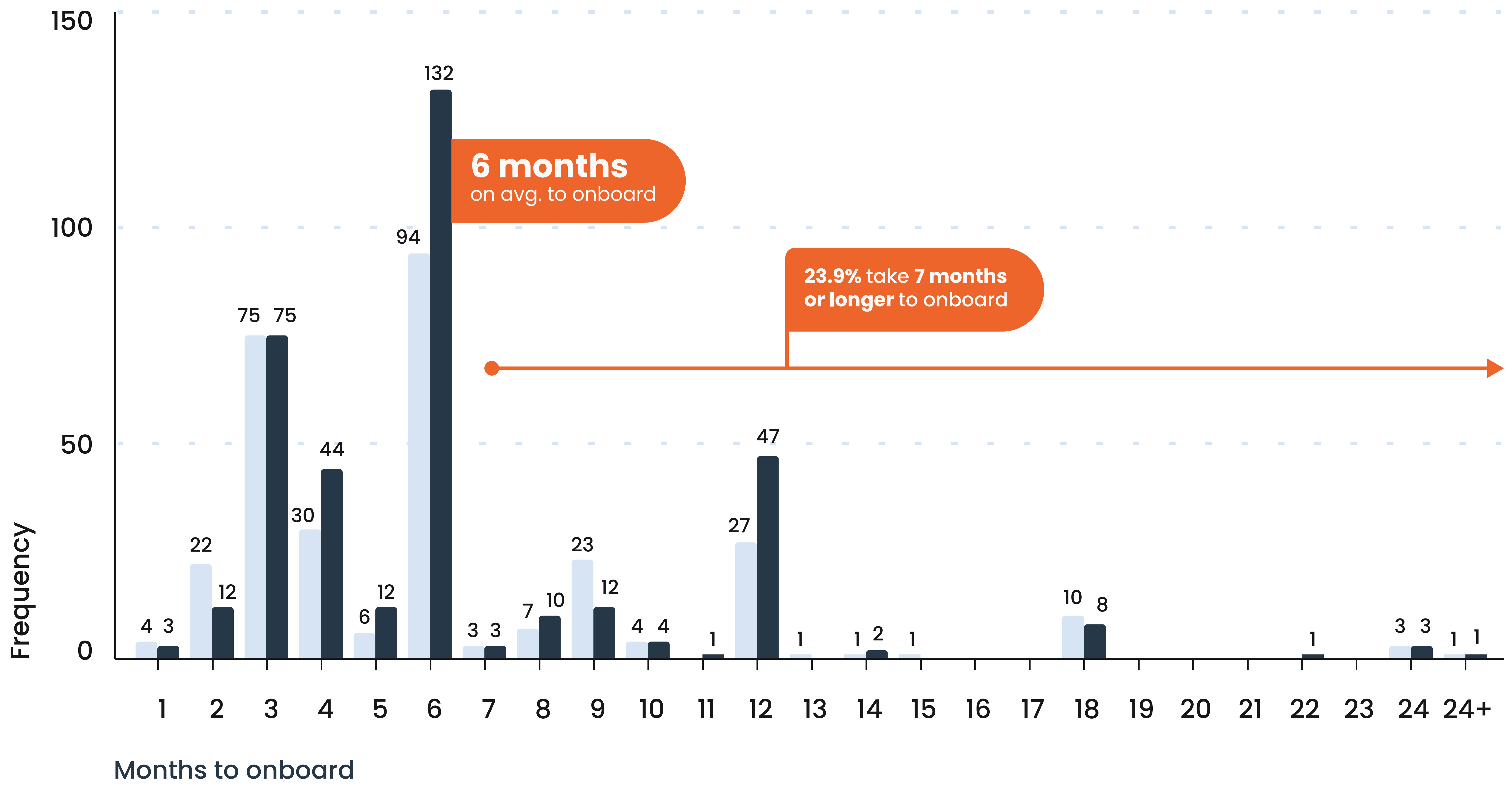
SE ONBOARDING TIME (CONT'D)

As expected, the number of months to onboard is directly correlated to Median TCV. More complex solutions have larger deal sizes and take more time to close. Getting SEs up to speed is a more involved and lengthier process, affecting not just their readiness to demo, but their ability to adequately own all other SE responsibilities (i.e. in-depth consultations, POCs, technical product reviews, etc).

As TCV exceeds $162,500, SE onboarding times scale to beyond 7 months. At $400,000, the onboarding time moves well beyond 12 months

For information on Reconstructing Presales, and insights specifically into on-boarding through immersion, see Delia Parman's thought leadership webinar **here.**

How many months does it take to fully onboard a Sales Engineer?



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Individual Contributor Count: **370** | Median: **6** | Mean: **6** | Standard Deviation: **4** | Minimum: **1** | Maximum: **25**

SUPPORTING DIFFERENT REVENUE FUNCTIONS

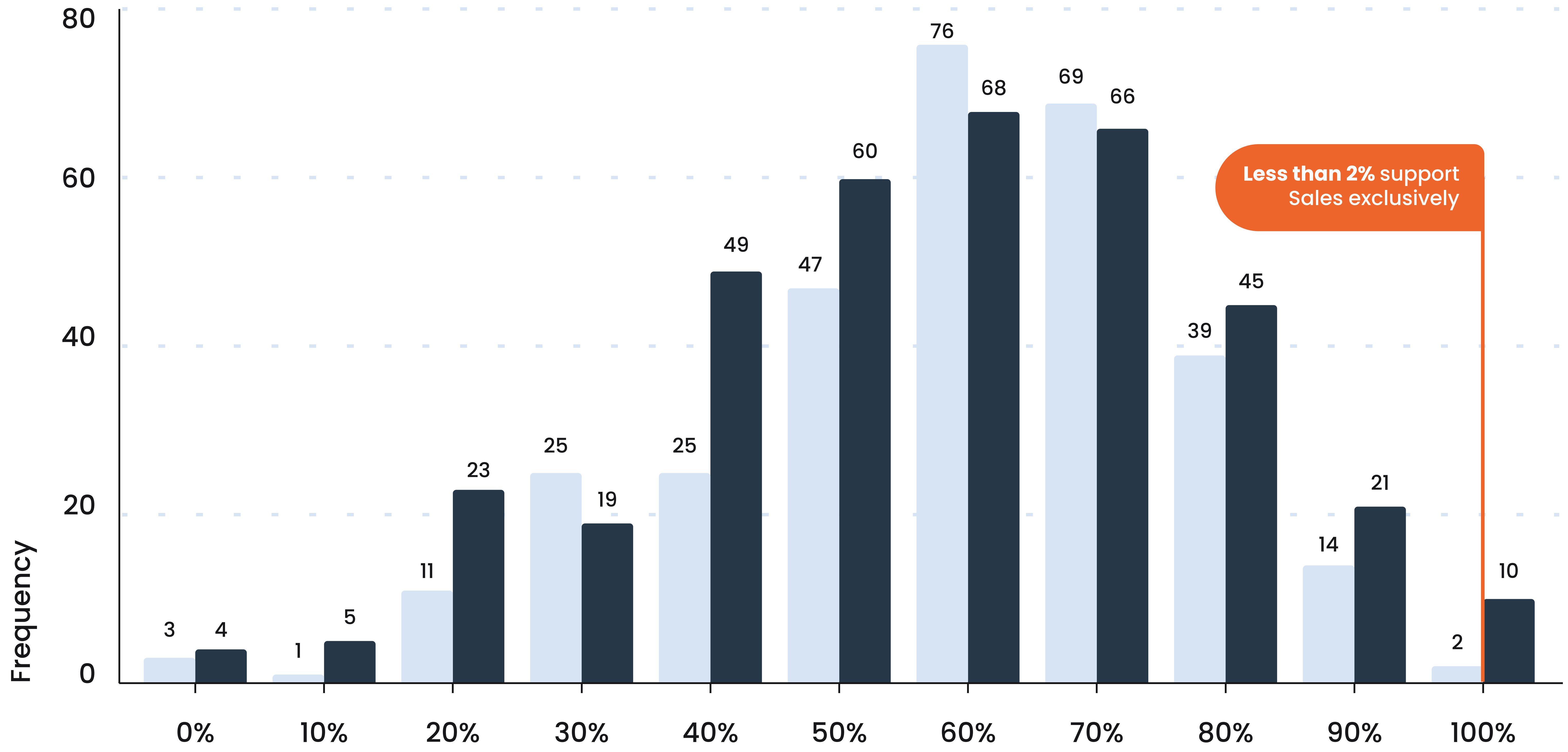
Less than 2% of SEs support Sales exclusively.

If you think you're the only team getting stretched across the buying journey, think again. Less than 2% of respondents reported supporting Sales exclusively. Client Success, Marketing, and even Business Development are all laying claim to Presales' time.

While smaller companies report more of a stretch (thanks, Marketing), the largest enterprise teams show similar trends.

Teams across revenue functions increasingly engage SEs for support, reflecting a broader demand from customers, who see SEs as the subject matter experts.

What percentage of your time is spent supporting Sales?



Percent of time spent on Sales

- Leader Count: **312** | Median: **10** | Mean: **10** | Standard Deviation: **10** | Minimum: **0** | Maximum: **70**
- Individual Contributor Count: **370** | Median: **60** | Mean: **57** | Standard Deviation: **21** | Minimum: **0** | Maximum: **100**

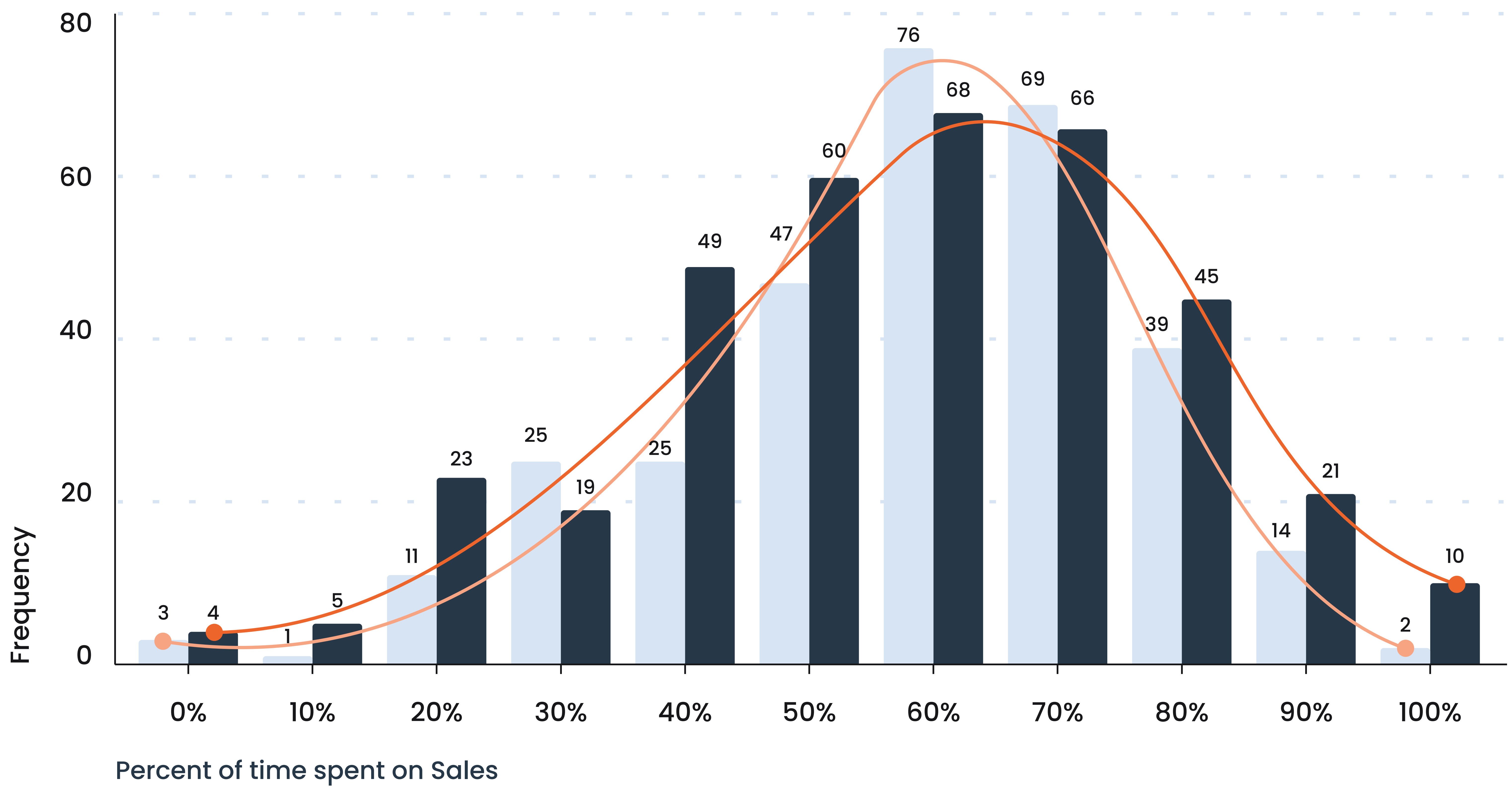
SUPPORTING DIFFERENT REVENUE FUNCTIONS (CONT'D)

Leaders and ICs report the same median proportion for Sales. However, distributions show that, on balance, leaders still believe their teams spend more time supporting sales than their IC's do.

Other revenue functions demanding Presales time include:

- 15% of time on Client Success
- 9-10%+ of time on Marketing
- 10% of time on Business Development
- 6-8% of time on Other revenue functions

What percentage of your time is spent supporting Sales?



Leader Count: **312** | Median: **10** | Mean: **10** | Standard Deviation: **10** | Minimum: **0** | Maximum: **70**

Individual Contributor Count: **370** | Median: **60** | Mean: **57** | Standard Deviation: **21** | Minimum: **0** | Maximum: **100**

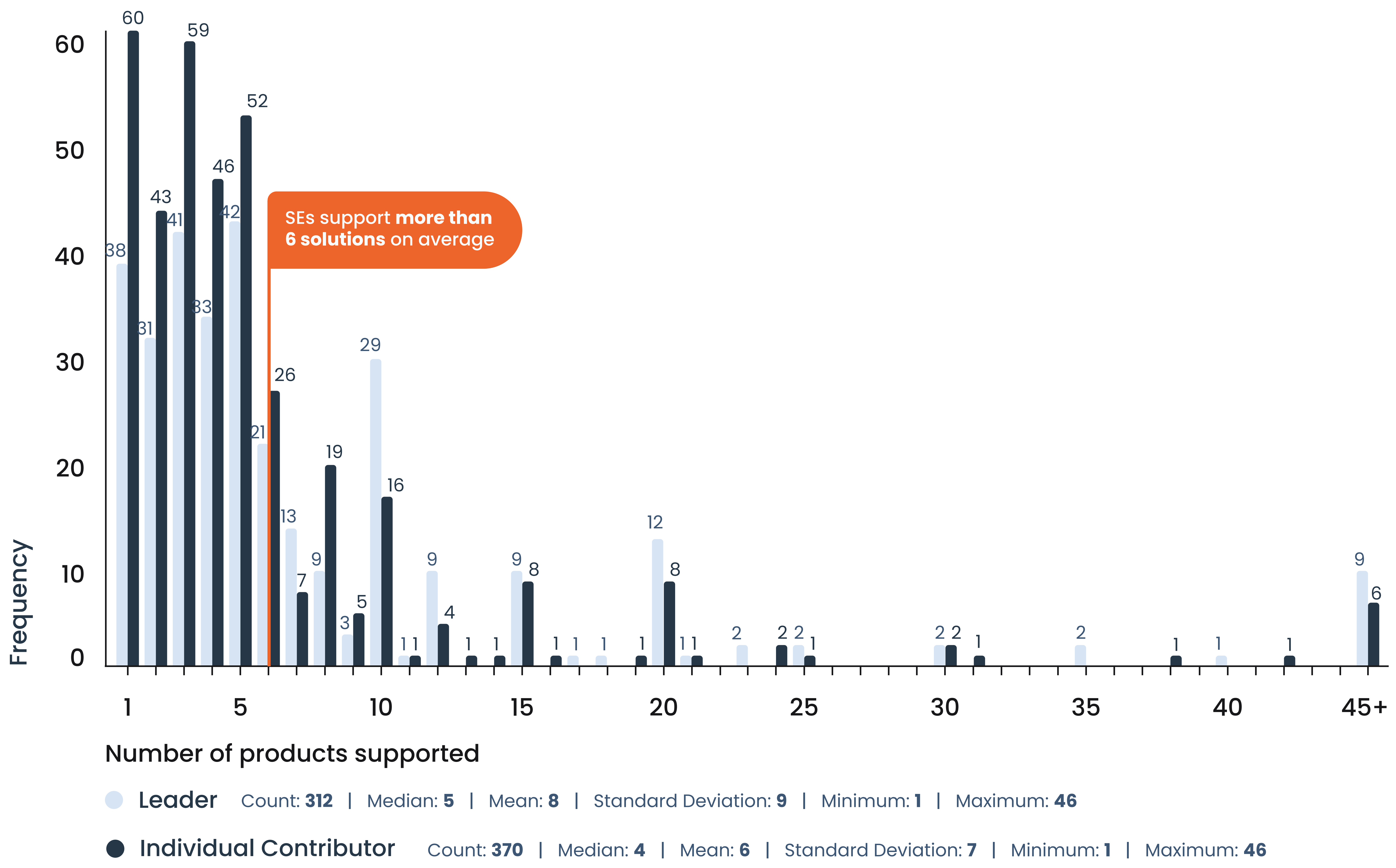
NUMBER OF SOLUTIONS

SEs support 6-7 solutions on average.

While the mean number of solutions an average SE supports is between 6-7, there is a statistically significant difference in what leaders and individual contributors reported. Leaders on average said it's 7.7 while ICs said it's 5.9.

Leaders tend to count the full range of technologies the organization offers, whereas IC's focus more narrowly on the solutions they spend the bulk of their time supporting. The difference isn't insignificant – and there needs to be better alignment – but this really is more a function of interpretation.

How many products/solutions does your Presales team support?



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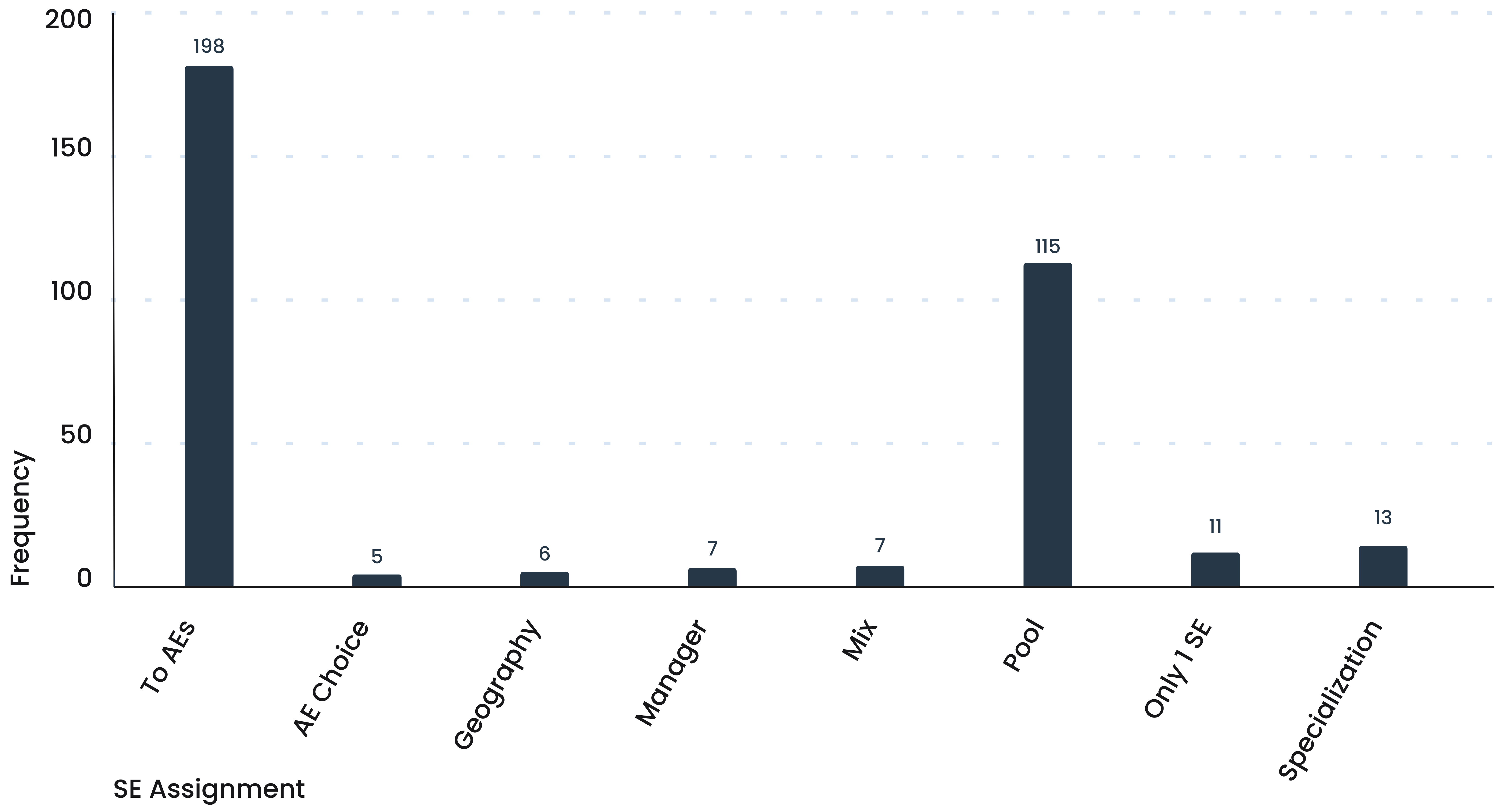
ASSIGNING PRESALES RESOURCES

54.7% of SEs are assigned to specific AEs.

Most SEs are assigned to a specific AE, but a healthy percentage (32%) are placed into a shared pool for AEs to engage on an as-needed basis. 13 respondents indicated they have specialized roles for their SEs, a function of heavily verticalized organizations where SEs possess some functional experience or expertise in a specific industry or on a specific platform.

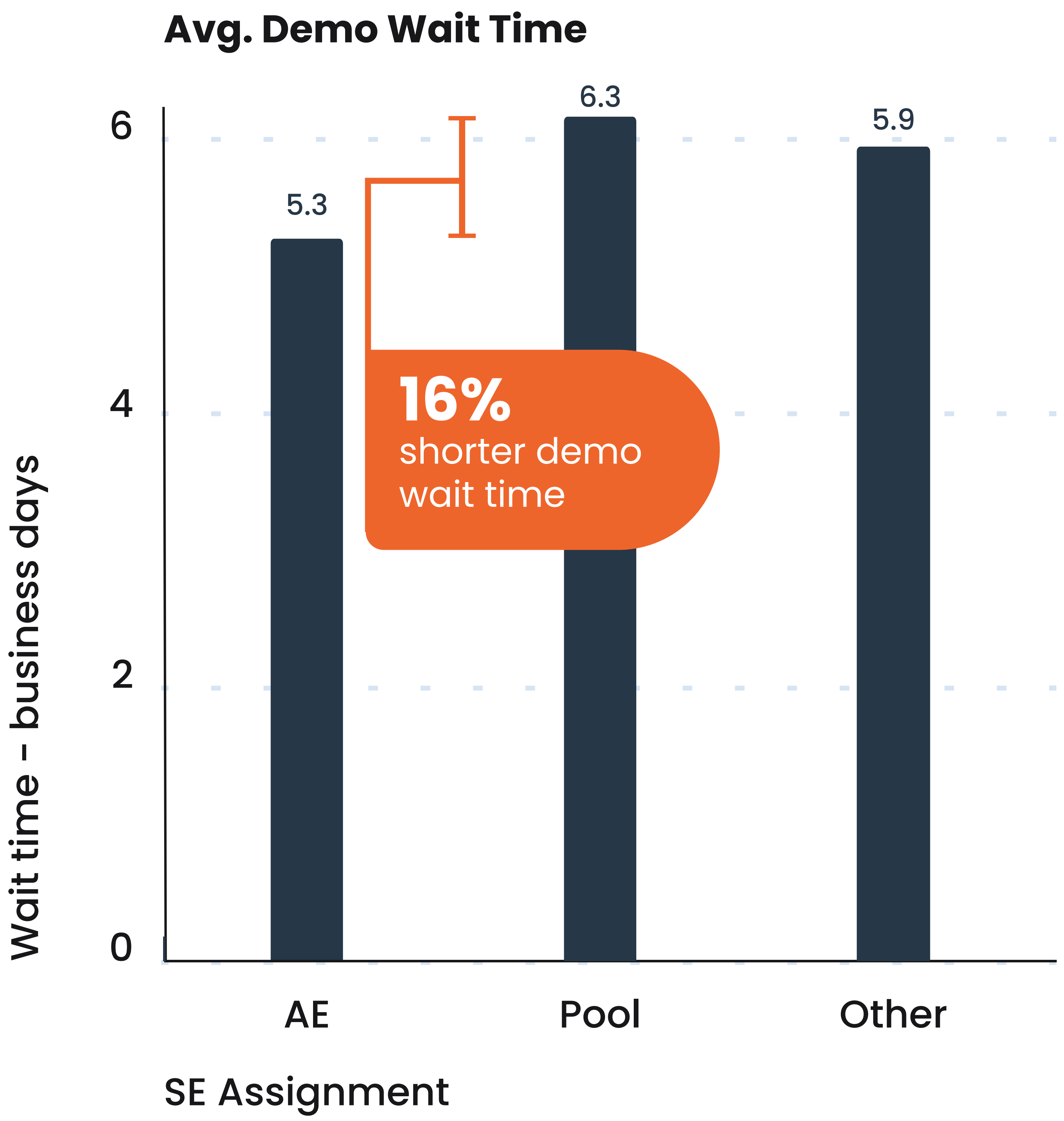
Which of the following best describes how SEs are assigned to fill requests for presales resources?

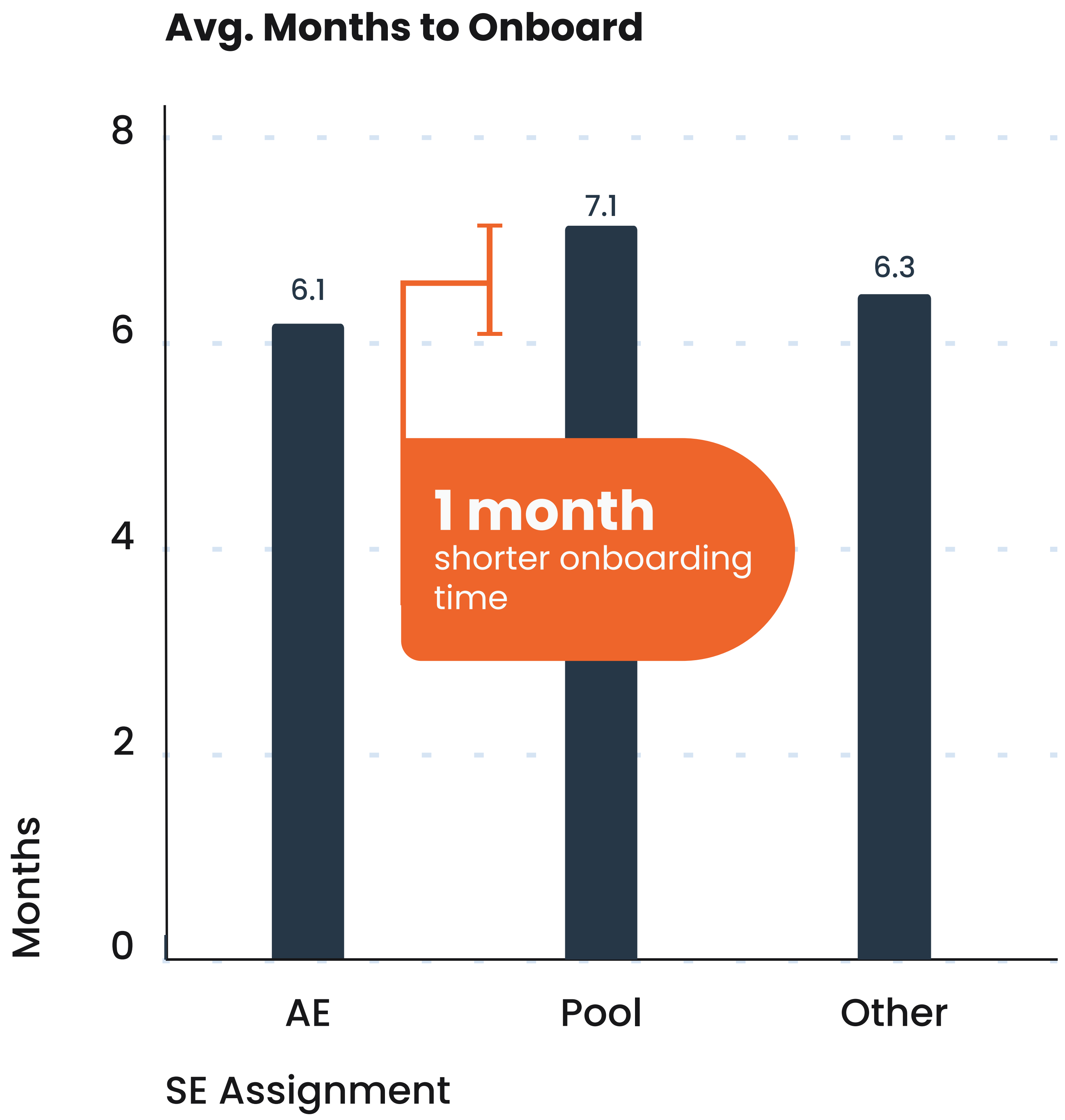


ASSIGNING PRESALES RESOURCES (CONT'D)

Assigning SEs to specific AEs predicts shorter onboarding times.

The AE allocation model correlates with 16% shorter demo lag times as well as a full month shorter onboarding times over the pool allocation model.



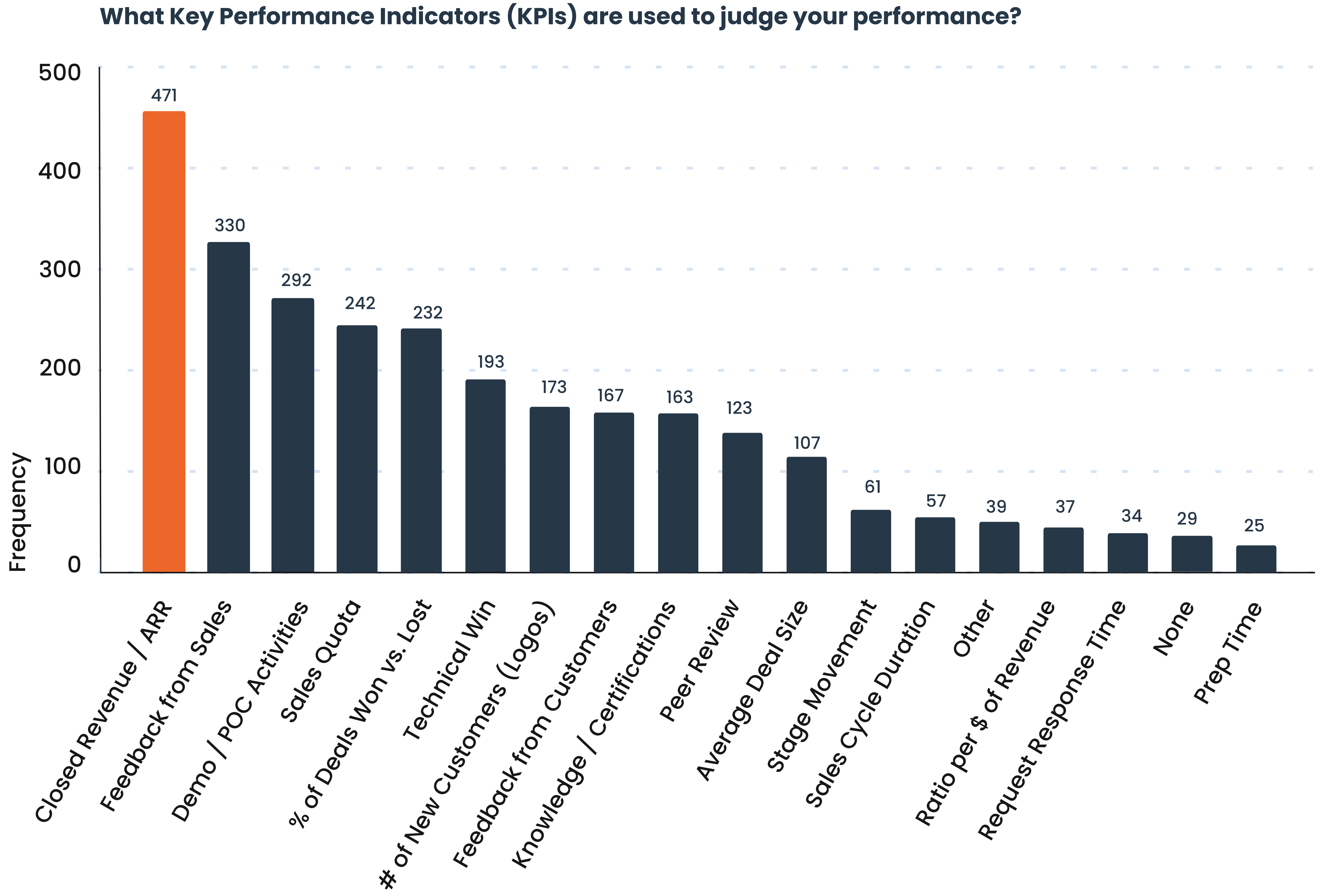


PRESALES KPIs

The most important Presales KPI is revenue.

70% selected revenue as a top KPI, followed by 48% who selected Feedback from Sales. While teams want their performance to be reflected in the contributions they make to closing deals, we often hear from SE teams about strained relationships with Sales.

That so many identify Feedback from Sales as important suggests there's at least a gap in how both sides define the level of influence SEs have on critical outcomes.



PRESALES KPIs (CONT'D)

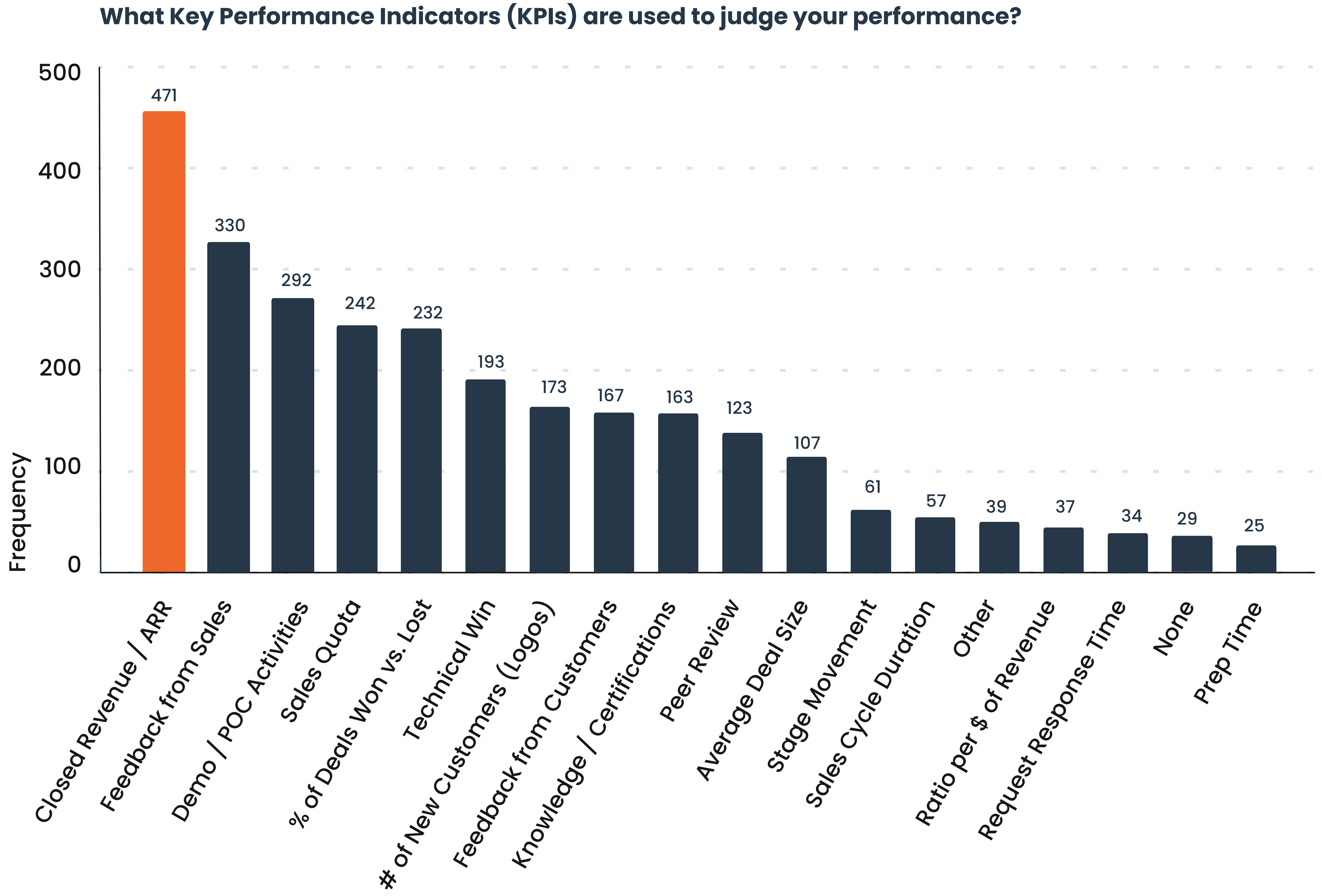
Of the top 10 metrics, only two moved up in order of priority compared to 2021: Sales Quota from #5 to #4 replacing % of Deals Won vs Lost, and Number of New Customers #8 to #7 replacing Feedback from Customers.

A number of industry leaders promote taking a balanced approach to Presales KPIs and measuring the impact and value of Presales more broadly. That requires a mix of both financial and non-financial indicators to ensure confidence in your team's performance and greater predictability in future outcomes.

Financial indicators are hard output numbers like ARR and deal size. Non-financial indicators include things like customer satisfaction, demos delivered, hours spent on non-revenue tasks.

Additional KPIs may be broken down into direct and in-direct sales impact and include measures like: win ratios, demo lag time, time allocation, etc.

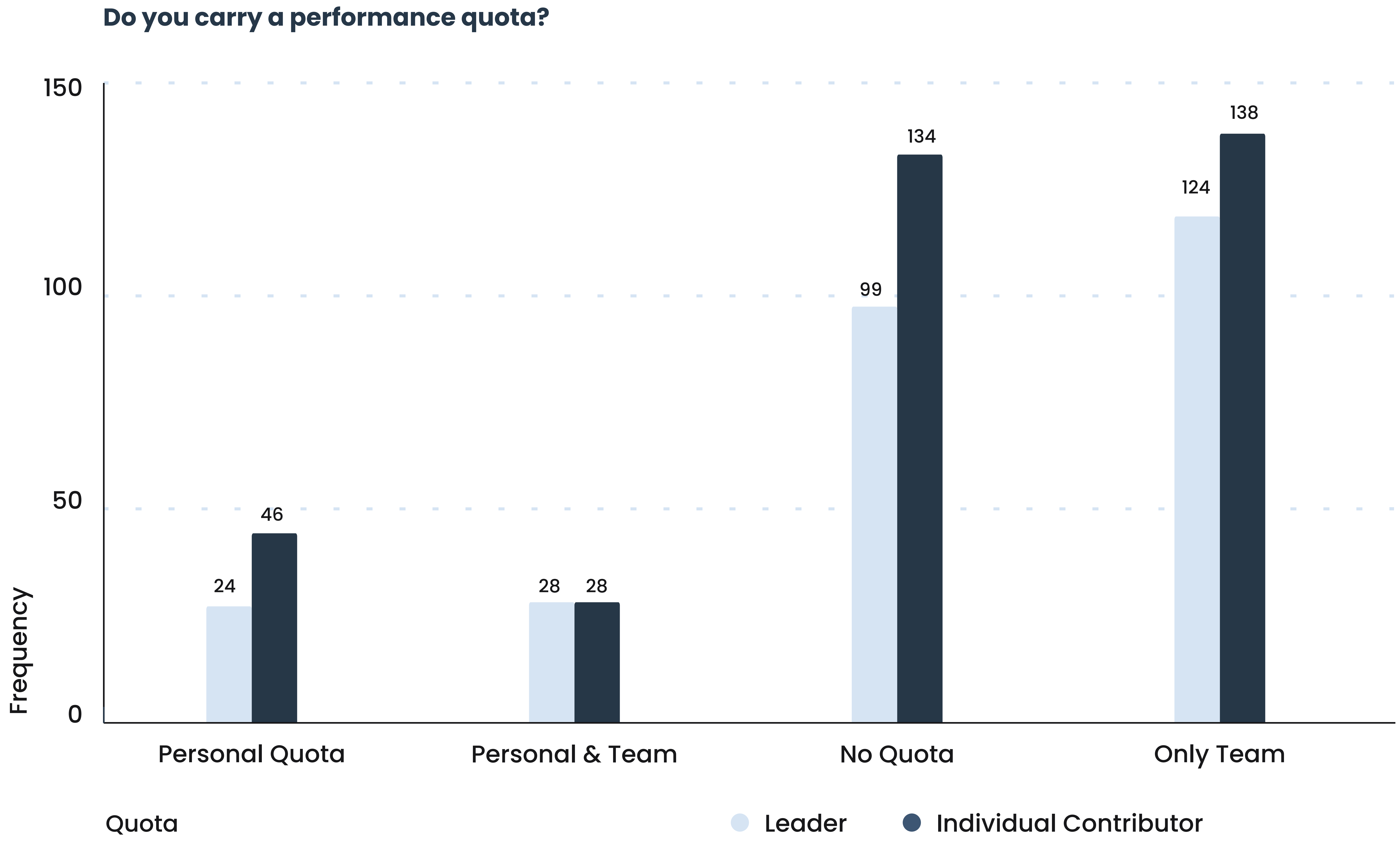
For more information, listen to Adam Freeman's episodes on **The Burning Presales Podcast.**



PERFORMANCE QUOTA

40% of SEs only have a team quota.

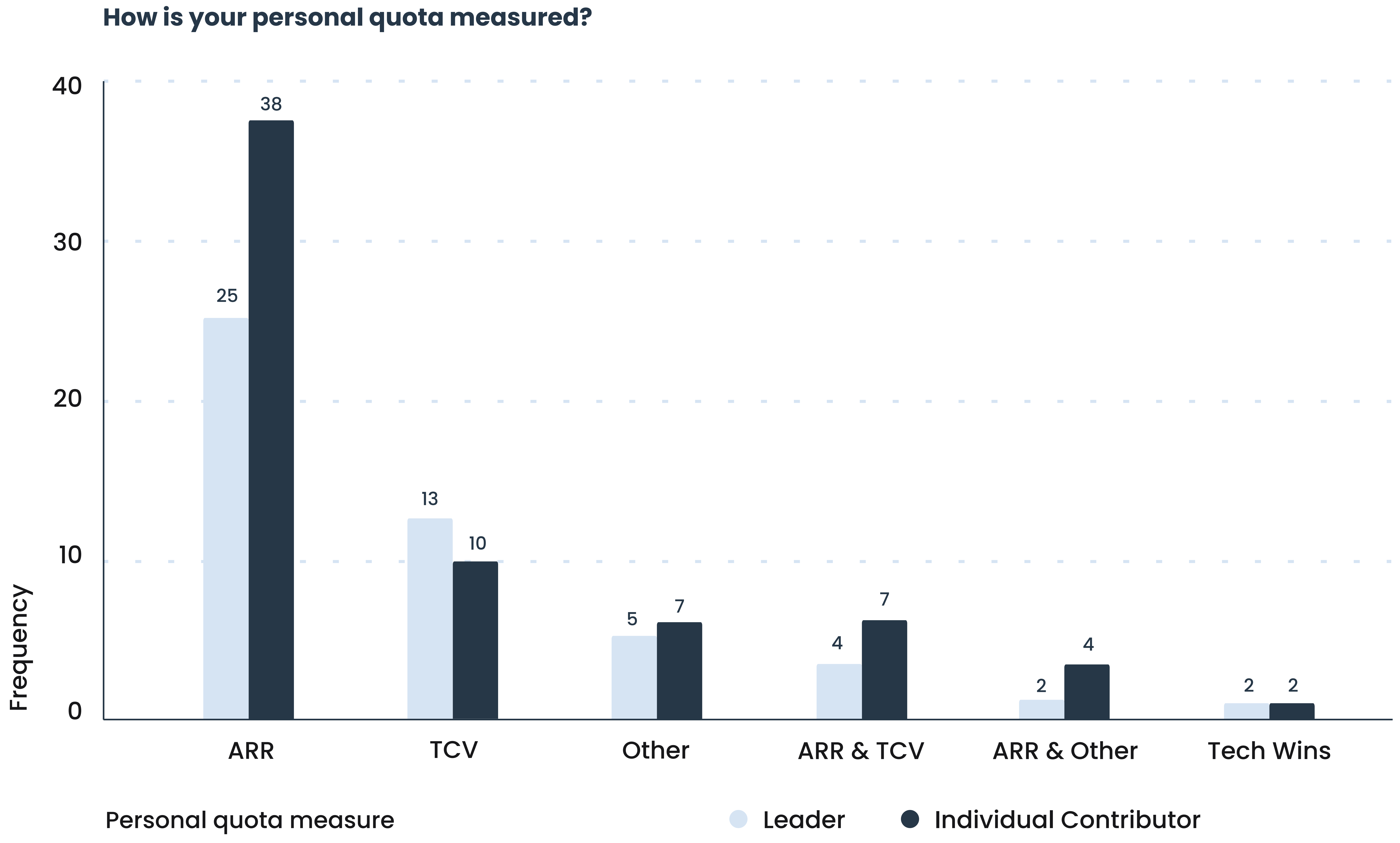
While 70% of teams selected Closed Revenue as a top KPI, which aligns to Sales where AEs carry individual quotas, 40% of SEs said they only carry a team quota (compared to 45% of Leaders). 38% said they have no performance quota at all (compared to 36% of Leaders).



MEASURING PERSONAL QUOTA

53% of personal quotas are measured on ARR.

Of those that had affirmed to carry a personal quota, 67% are measured off of at least ARR (close to the 70% who indicated ARR was an important KPI), while 53% are just measured off of ARR. 19% are only measured off of total contract value, the second highest category.



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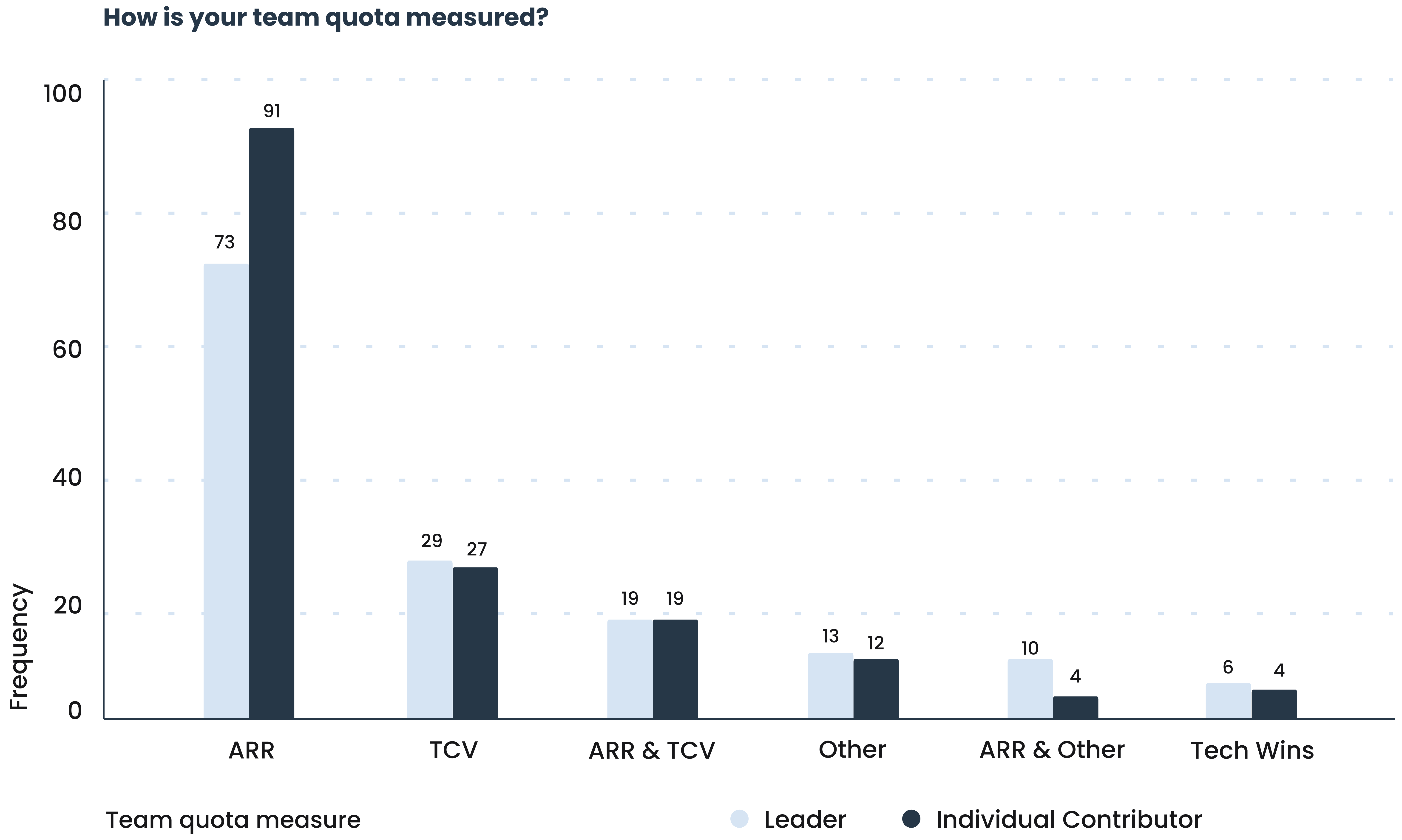
MEASURING TEAM QUOTA

53% of team quotas are measured on just ARR.

Of those that had affirmed to carry team quotas, 70% are measured off of at least ARR, while 53% are measured off of only ARR. 18% are only measured off of total contract value, the second highest category.

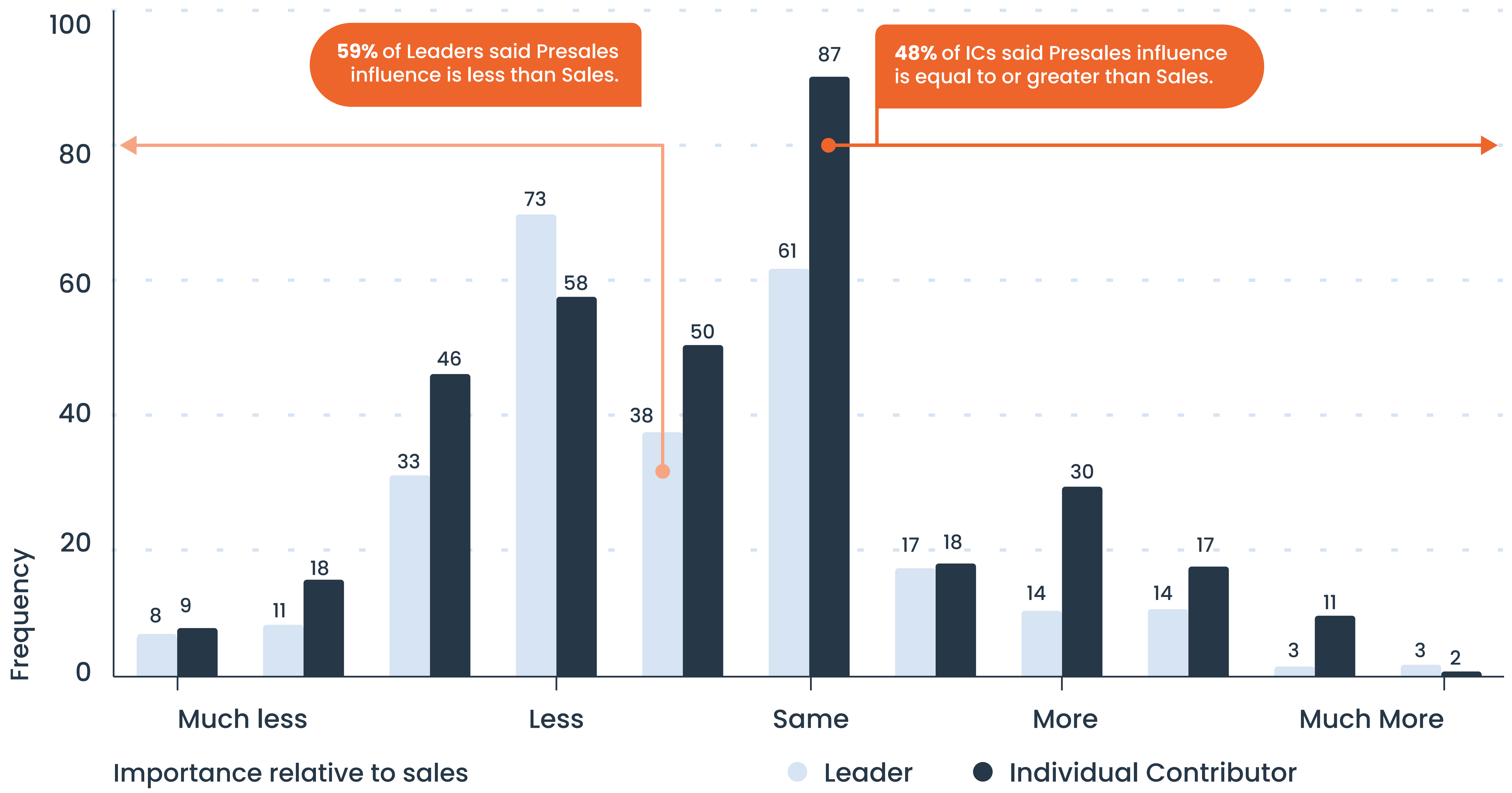


PRESALES VS. SALES INFLUENCE

59% of leaders say Presales influence is less than Sales.

While 48% of SEs said their influence is about the same as Sales, only 41% of leaders agreed. Instead, 45% of leaders said the Presales influence is between Much Less and Less that of Sales.

Relative to Sales, how much influence and recognition does Presales have within your organization? (Let 5 = Sales)



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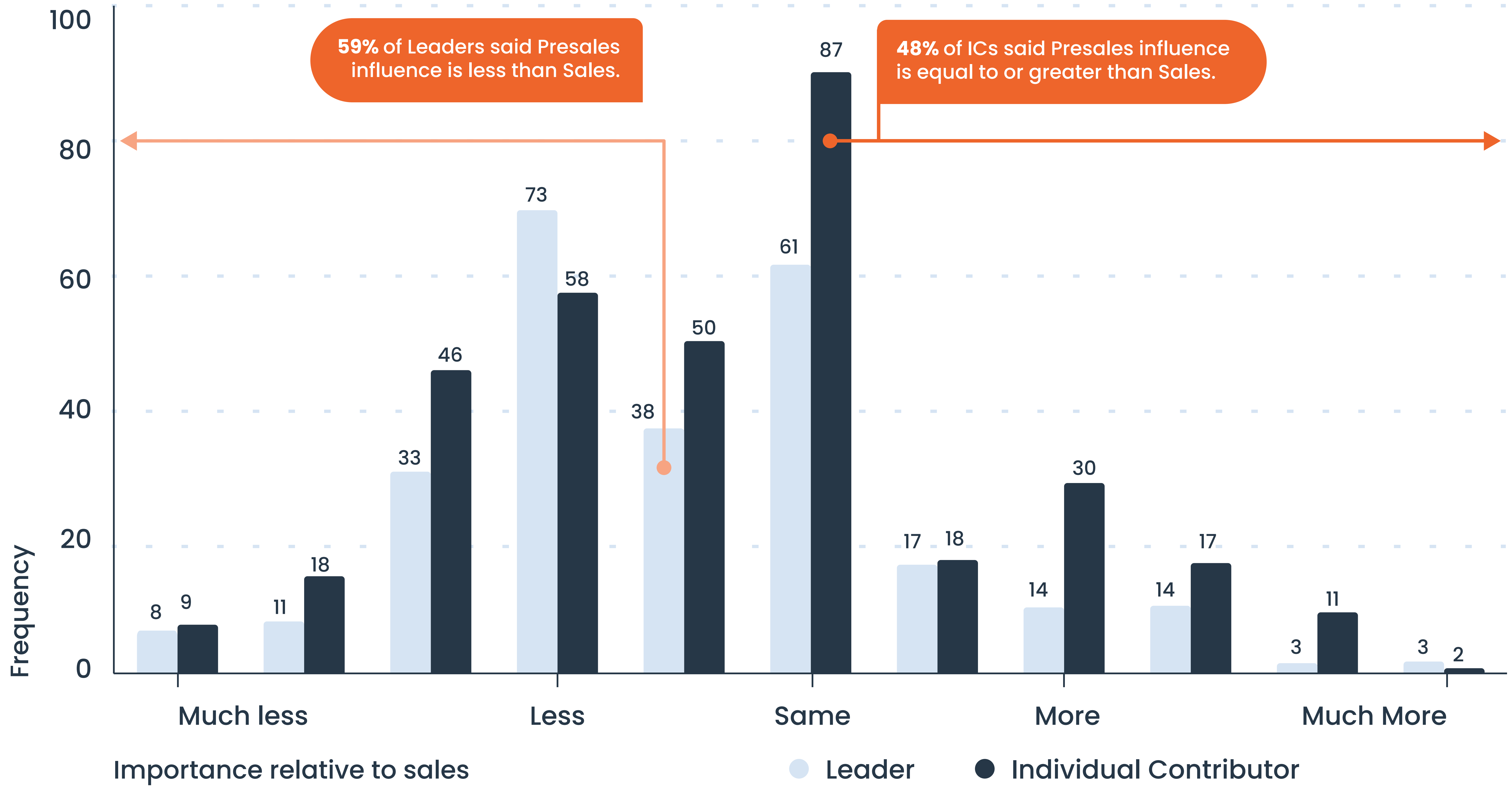
PRESALES VS. SALES INFLUENCE (CONT'D)

Presales leaders have direct exposure to other company leaders and frequently express frustration at not having a seat at the table. Individual contributors aren't as sullied by this given that they are working directly with customers and AEs and experience first hand their impact on outcomes.

It's telling that those who are in the trenches feel the influence they have externally, while leaders feel a lack of influence internally.

SE teams regularly talk about the need to be better at pitching the value they bring to their organizations. Sales leaders familiar with the impact they have offer great insights into 5 key areas to focus on to help reinforce that value with others. To learn more about those 5 areas where Presales ought to invest more time, **download this white paper.**

Relative to Sales, how much influence and recognition does Presales have within your organization? (Let 5 = Sales)

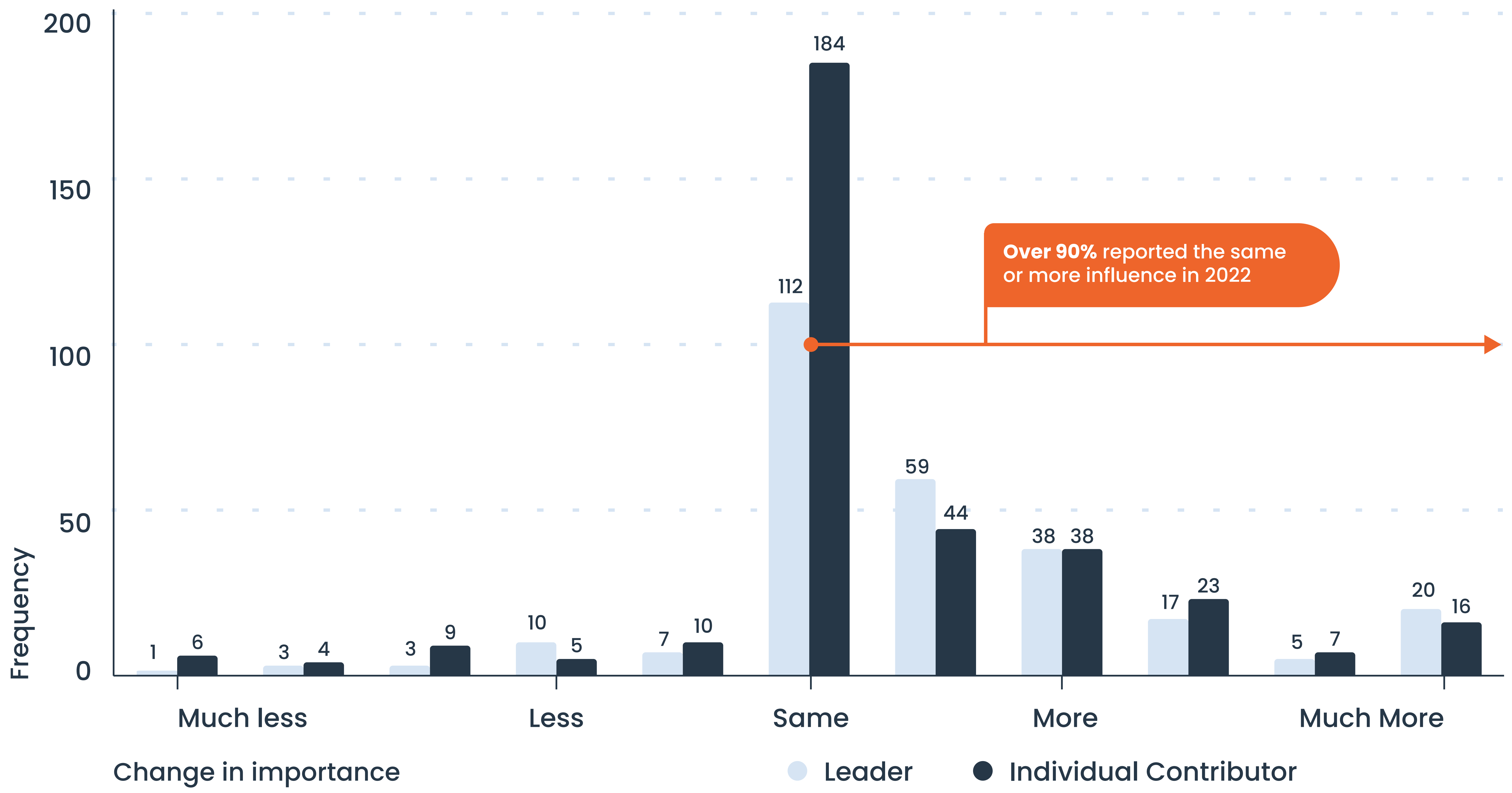


PRESALES INFLUENCE OVER TIME

Over 90% reported the same or more influence in 2022.

Presales influence is definitely growing year over year, despite how teams feel they compare to Sales in influence. Over 90% of both leaders and SEs reported having at least the Same or More influence in 2022 vs 2021.

Does Presales have more or less influence at your organization compared to 1 year ago? (Let 5 = Constant)



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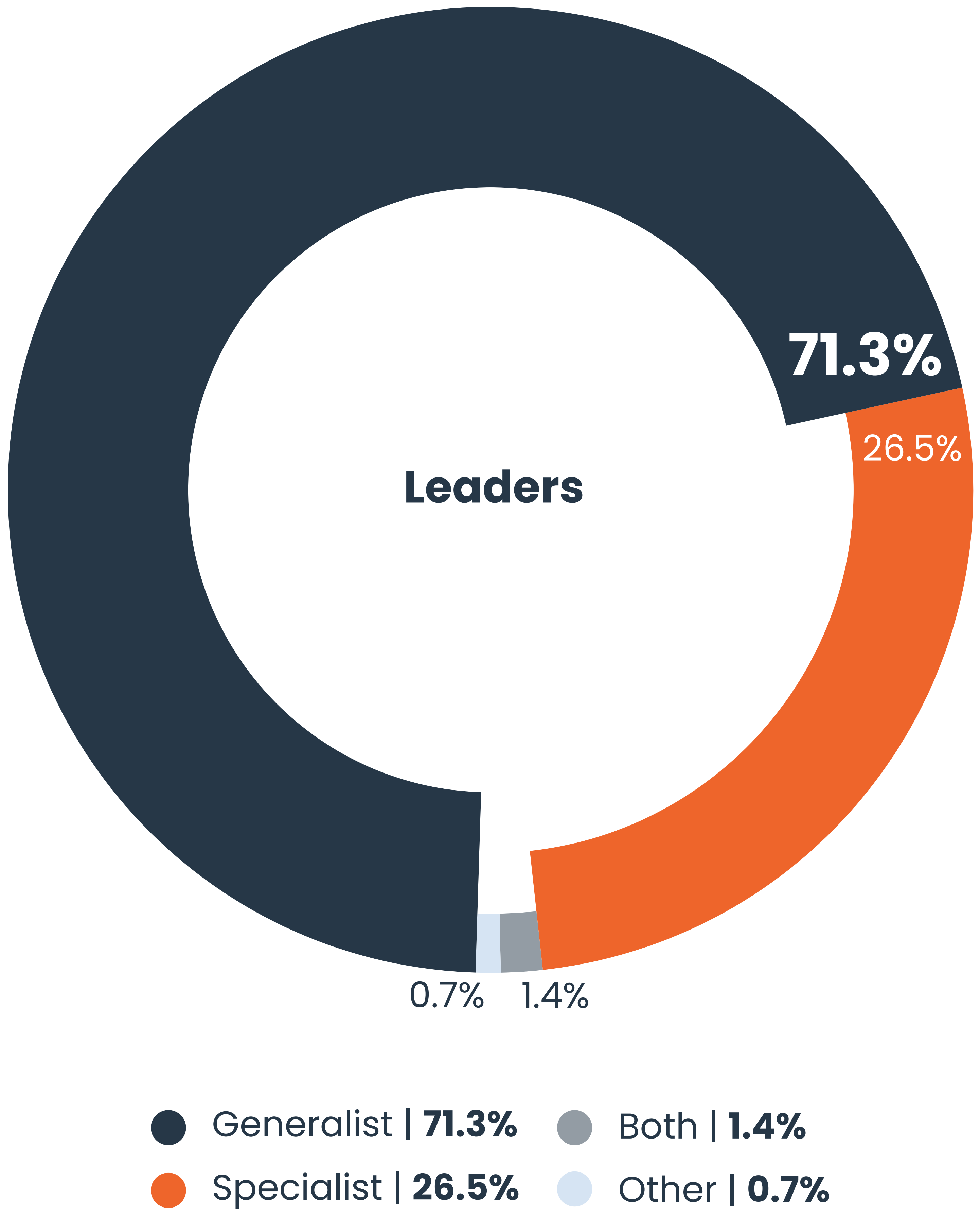
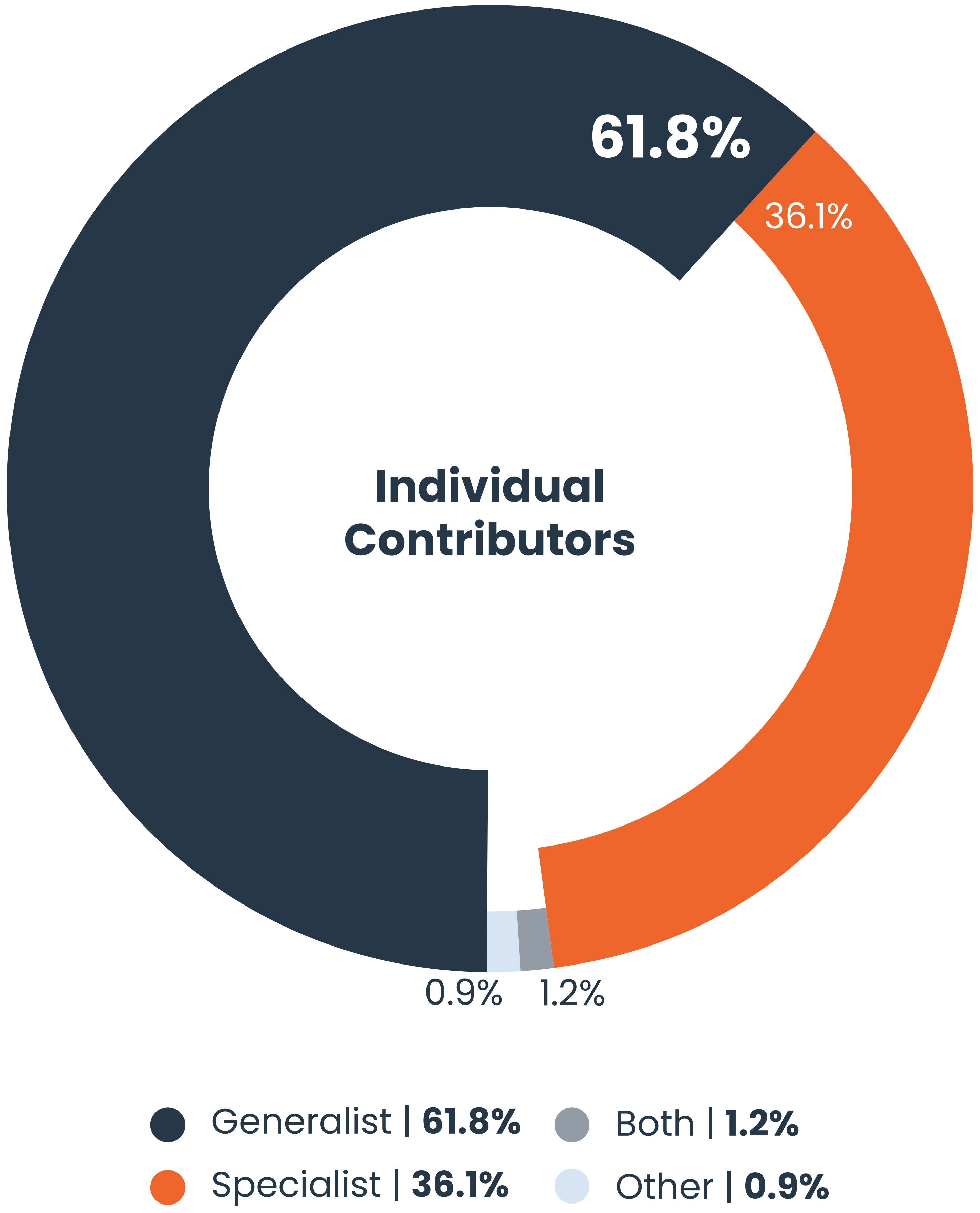
GENERALIST VS. SPECIALIST

36% of SEs are specialists, 62% are generalists.

The distinction between what leaders said and what SEs said is fascinating. While SEs split themselves 36% and 62% between specialists and generalists respectively, leaders said 27% are specialists and 71% are generalists.

Would you classify yourself as more of a "generalist" or a "specialist"?



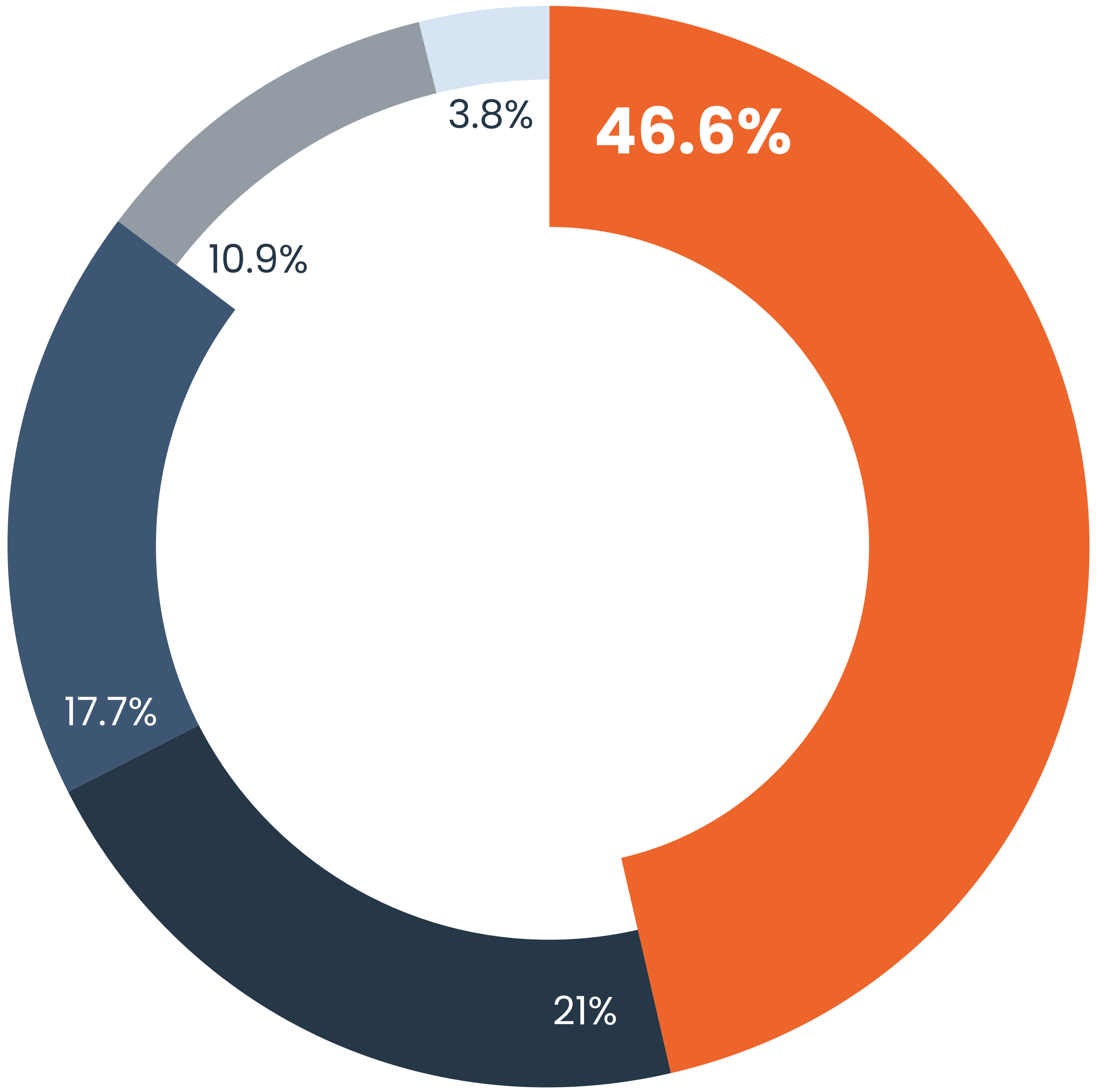


MULTILINGUAL STRATEGIES

Multi-lingual support poses problems at scale.

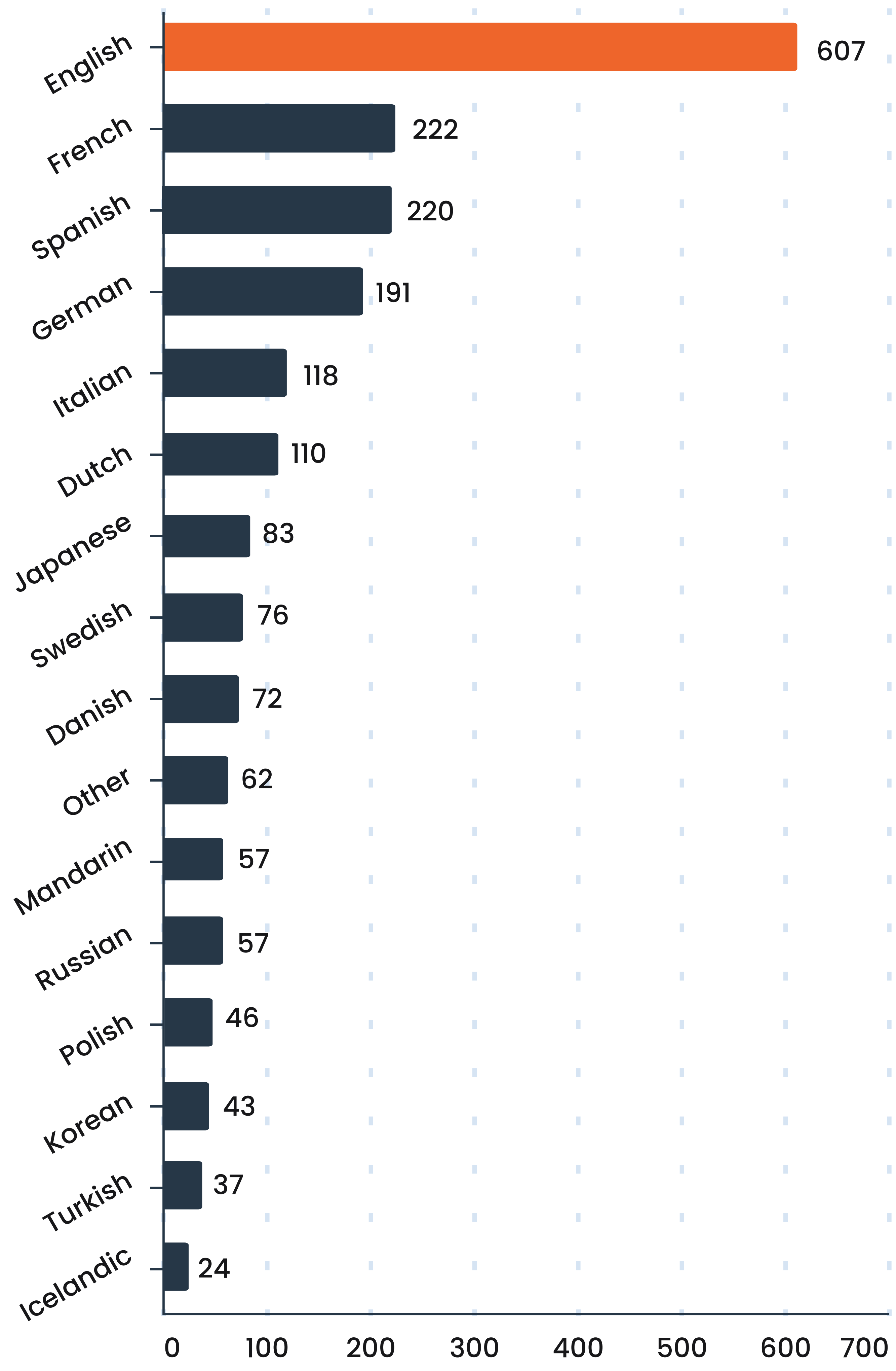
Language-specific SEs are still the most popular strategy for covering multiple language markets.

If you cover multiple language markets, how does Presales handle the demands of different language markets in your organization?



- Specific SEs | **46.6%**
- Specific SEs & Multilingual Prospects | **21%**
- Multilingual Prospects | **17.7%**
- Other | **10.9%**
- Recordings | **3.8%**

Which of the following language markets does your Presales team support?



HIRING SALES ENGINEERS

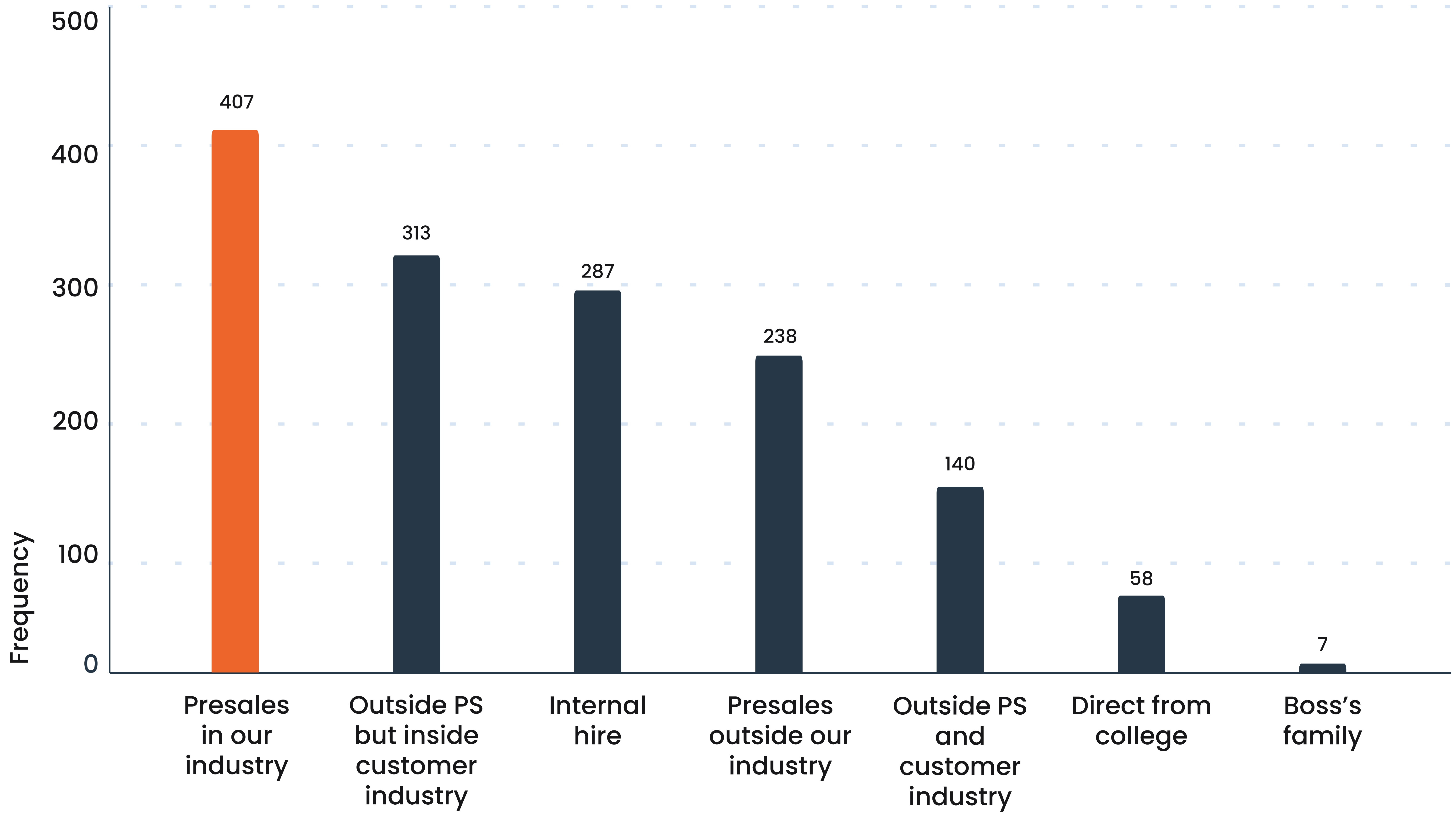
Hiring sources hold steady.

Despite plenty of buzz around non-traditional sources for SE personnel, most teams are sticking to tried and tested strategies for growing their teams.

Enticing SEs from other companies in the same industry is still the most common source of new SEs, followed by other professionals within the same industry, internal hires from another departments, and presales consultants from other industries.

A handful of hiring managers even reported finding strong talent amongst teachers looking for career changes.

From where did your organization hire your last ten (10) SEs? Select all that apply.

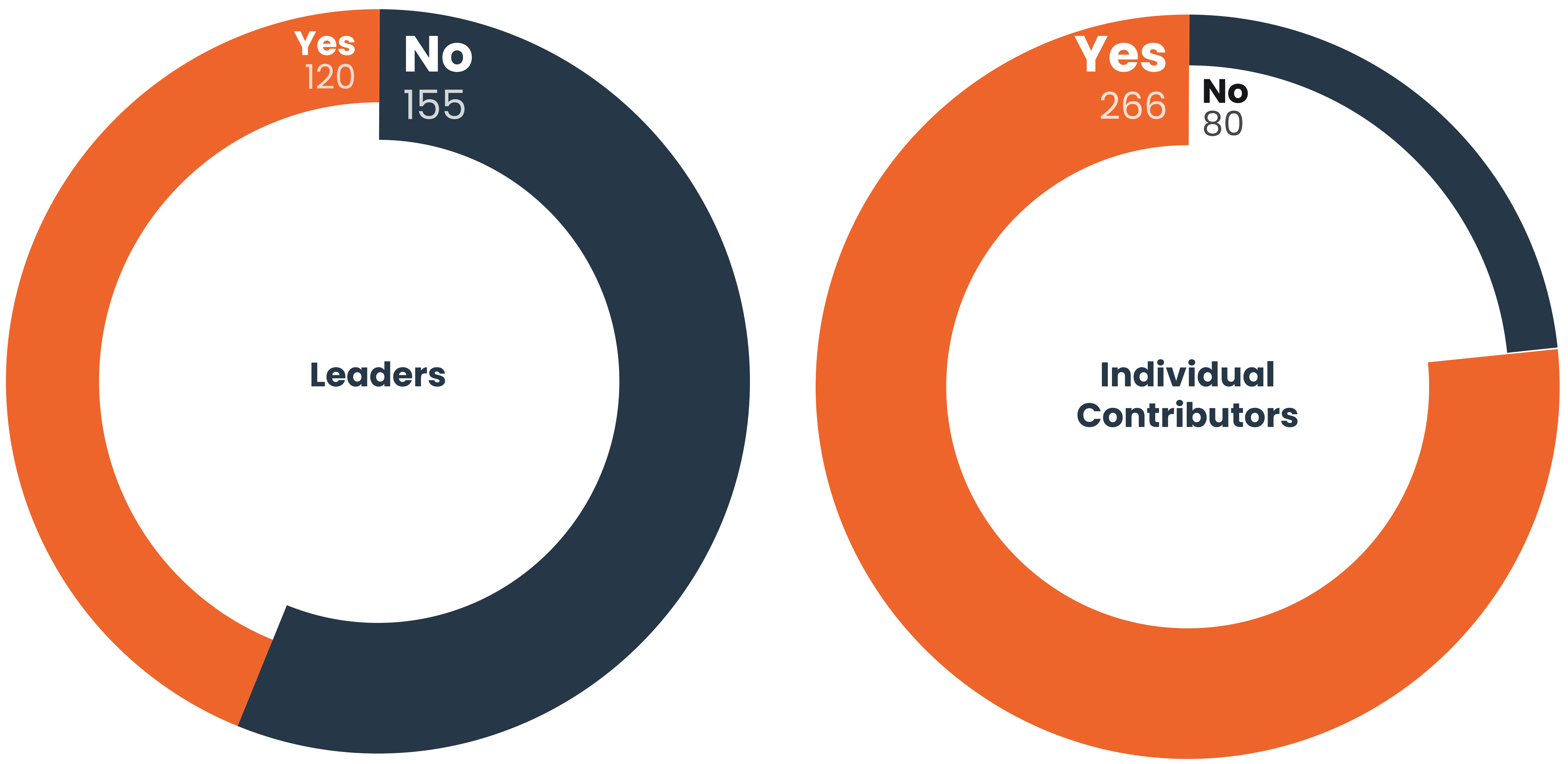


SE PROFESSIONAL MOBILITY

Leaders report more internal mobility than ICs.

77% of ICs report being hired directly into their current role from outside the company, compared with only 43% of leaders.

Were you hired directly into your current role from outside the organization?



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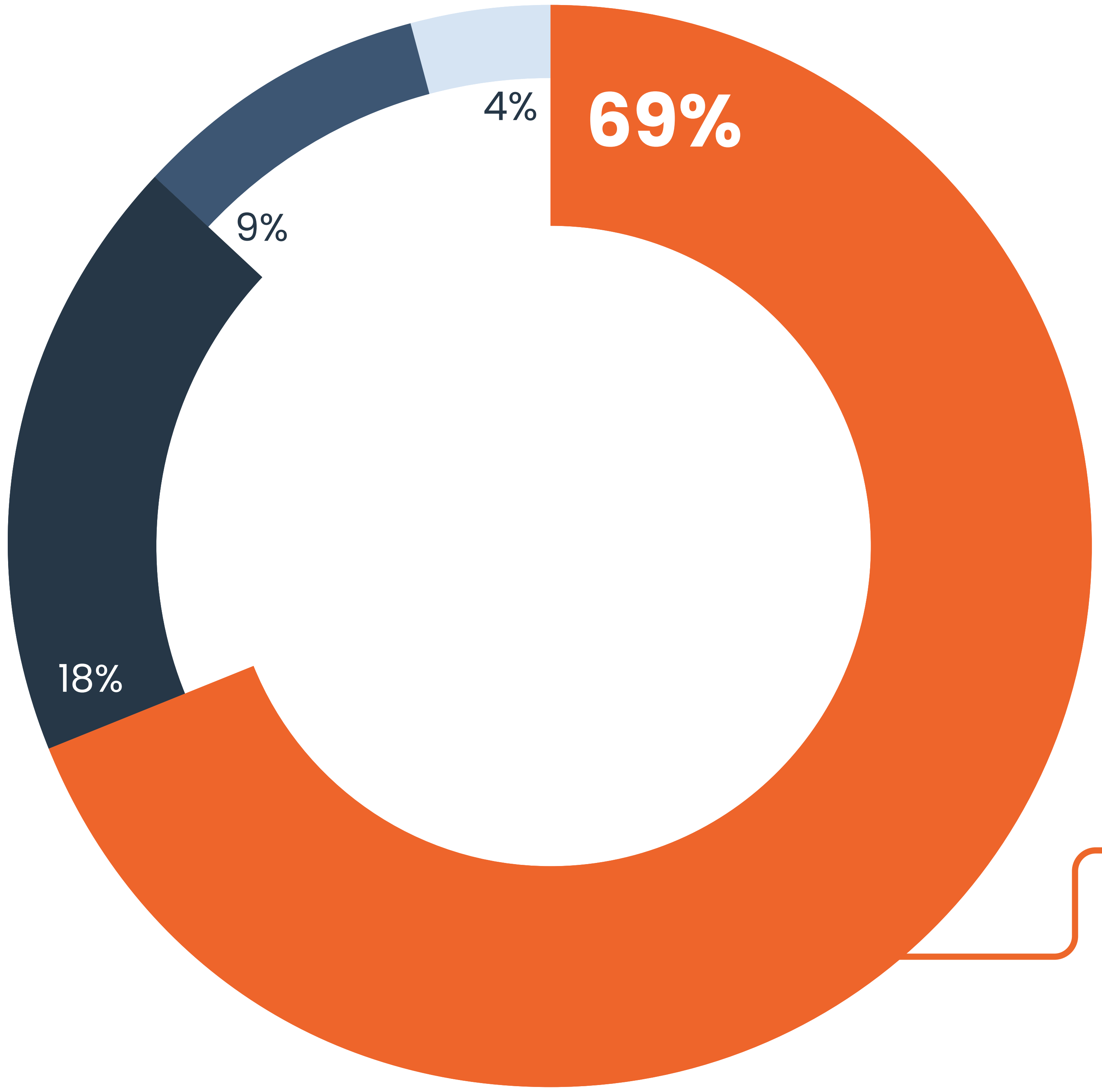
Demos

WHO DELIVERS DEMOS

31% of teams reported demo support from outside of Presales.

The quality of demo experience continues to be the primary responsibility of SEs. There was only a 2.8% drop in SE teams who perform product demos exclusively. Still, 31% of respondents get support from other teams.

On complex solutions, the surge in demand for Presales resources has accelerated across the funnel. It strains SEs' ability to scale and deliver demos on time, which is why almost 40% of prospects wait more than a week for their first demo.



Who performs product demonstrations for prospective buyers of your product?

- Sales Engineers (SE) | **69%**
- SEs and Account Executives (AE) | **18 %**
- SEs, AEs, and Others | **9%**
- Other | **4%**

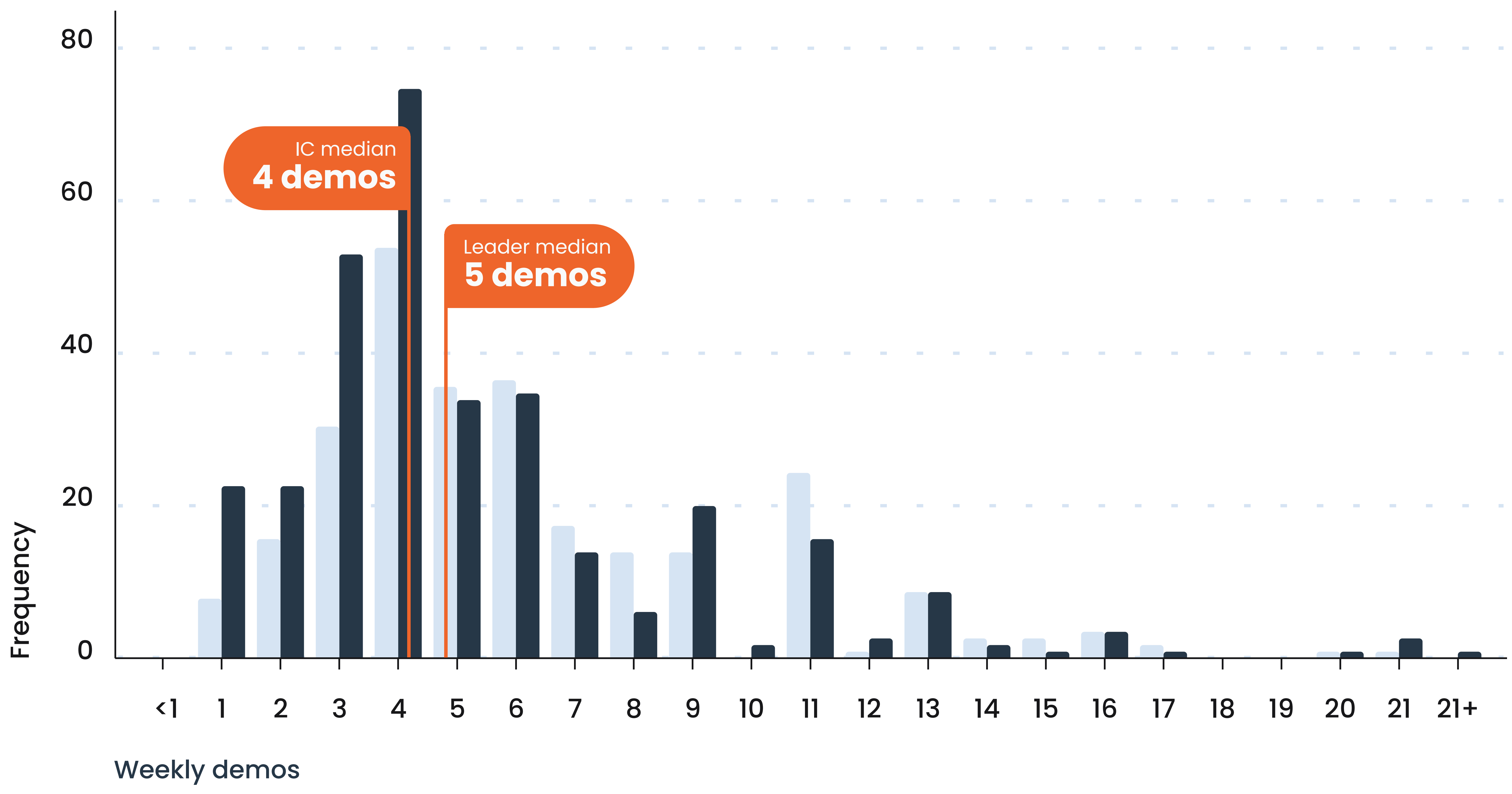
69% of teams still own product demos exclusively, but scale remains the biggest bottleneck.

DEMOS PER WEEK

Median demos delivered per week increased 40% YOY.

The median number of demos respondents said they deliver per week per SE increased YOY by 40%, from 3 to 5, between 2021 and 2022. Almost 15% regularly delivered more than 10.

How many product demonstrations do you (or does a member of your Presales team if you're a leader) perform in a typical week?



Leader Count: **312** | Median: **5** | Mean: **6** | Standard Deviation: **4** | Minimum: **1** | Maximum: **21**

Individual Contributor Count: **370** | Median: **4** | Mean: **5** | Standard Deviation: **4** | Minimum: **1** | Maximum: **22**

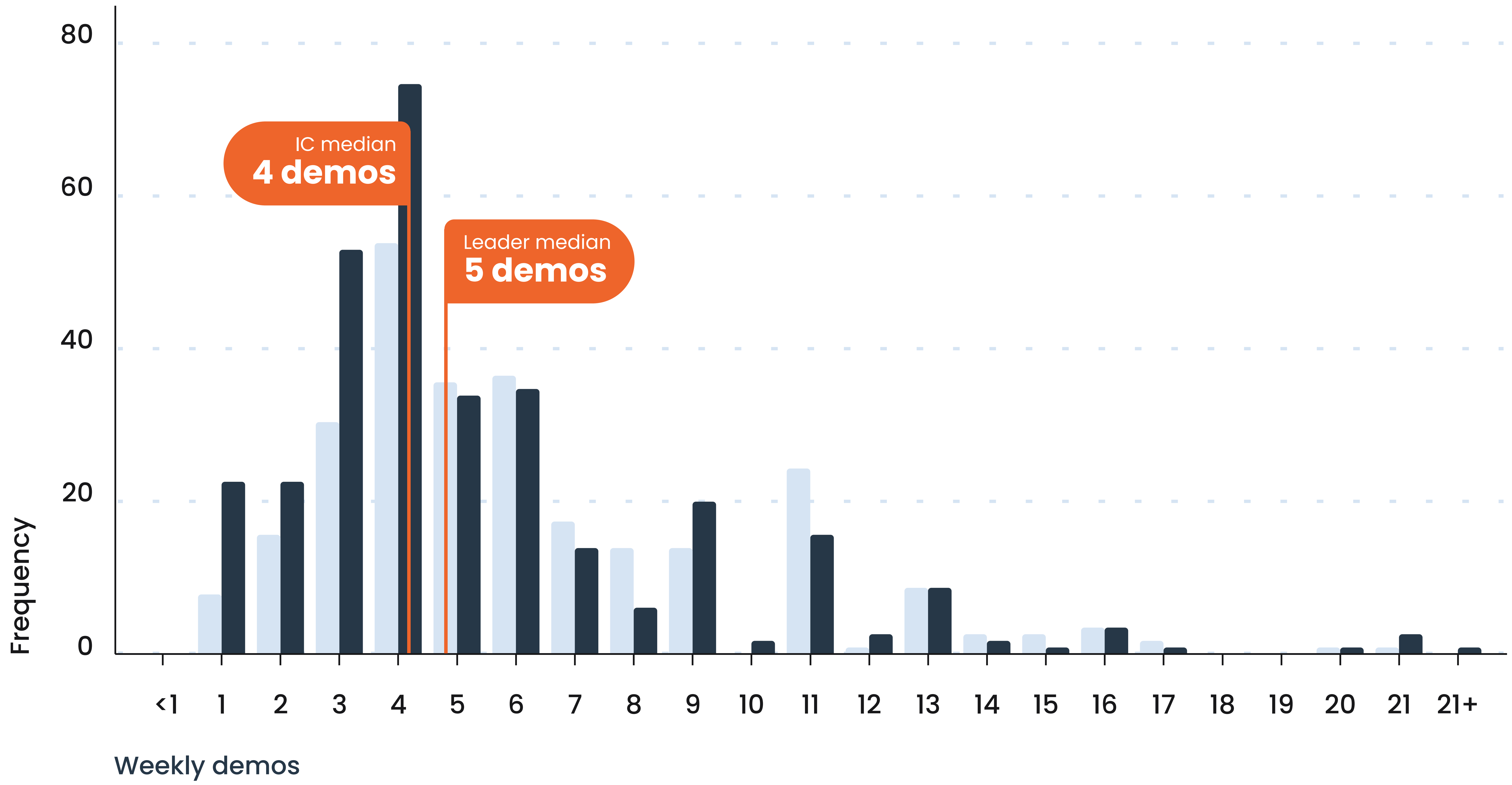
DEMOS PER WEEK (CONT'D)

Leaders reported that their SEs do more demos per week than the SEs themselves reported. A lot of teams still struggle to track demos delivered, along with other key Presales activities, but the reporting discrepancy does demonstrate a need for better alignment and clearer metrics across Presales and Sales functions.

Organizations define "demos" differently, and generally approach demos with an overly generic strategy. Consensus researched thousands of demos delivered by teams across the globe and across every major industry, and found that there are actually 6 different types of demos, each serving a unique purpose for various stakeholders at various buying stages.

For more information on the different demo types and where they're applicable, see **The Definitive Guide to the 6 Demo Types.**

How many product demonstrations do you (or does a member of your Presales team if you're a leader) perform in a typical week?



Leader Count: **312** | Median: **5** | Mean: **6** | Standard Deviation: **4** | Minimum: **1** | Maximum: **21**

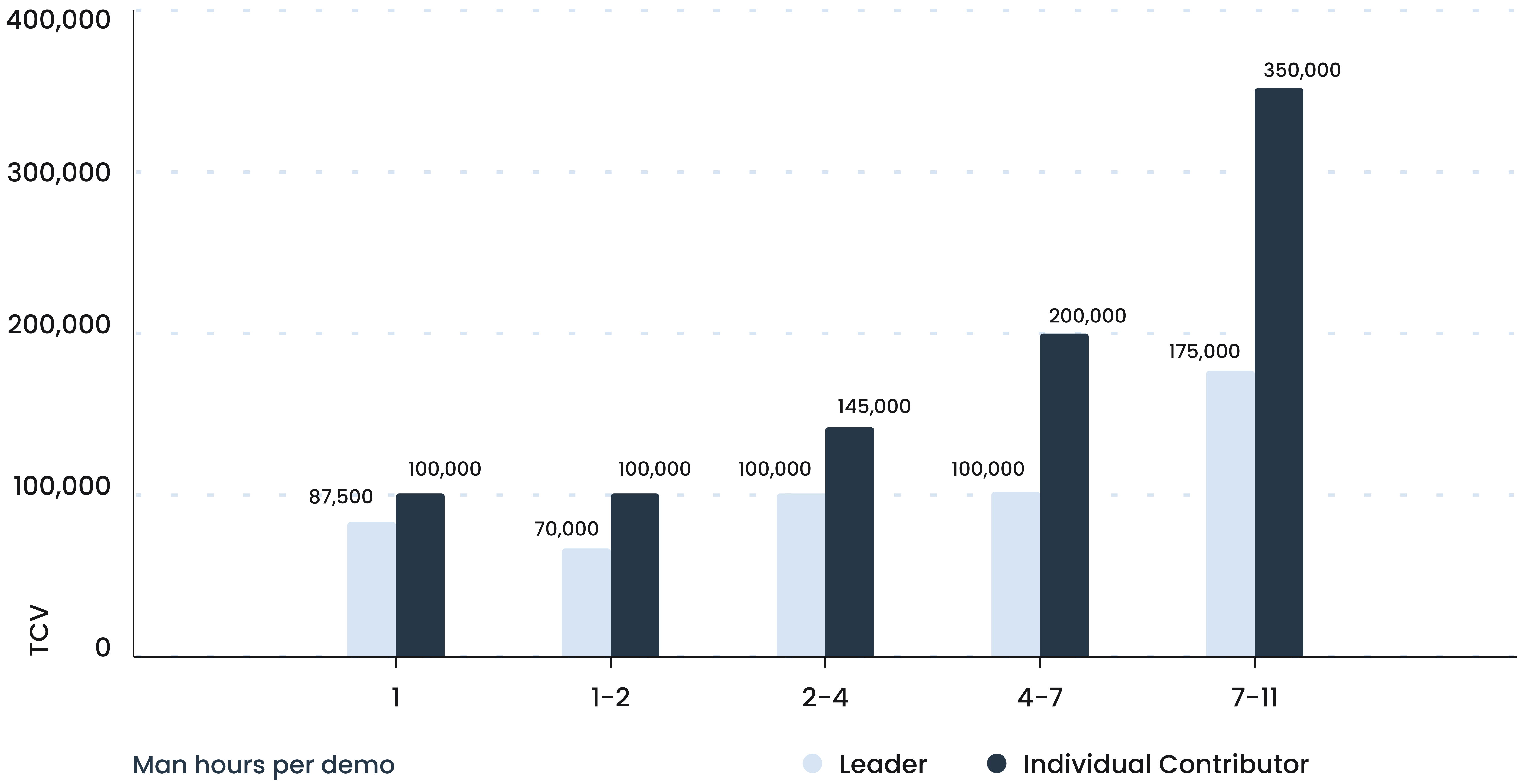
Individual Contributor Count: **370** | Median: **4** | Mean: **5** | Standard Deviation: **4** | Minimum: **1** | Maximum: **22**

HOURS PER DEMO

Larger deals mean more man-hours per demo.

Longer demos are once again closely correlated to larger deal sizes. Individual contributors report that as TCV rises above $200,000, the man-hours per demo almost double.

For a single product demonstration, how many total man-hours are required for a typical demonstration?



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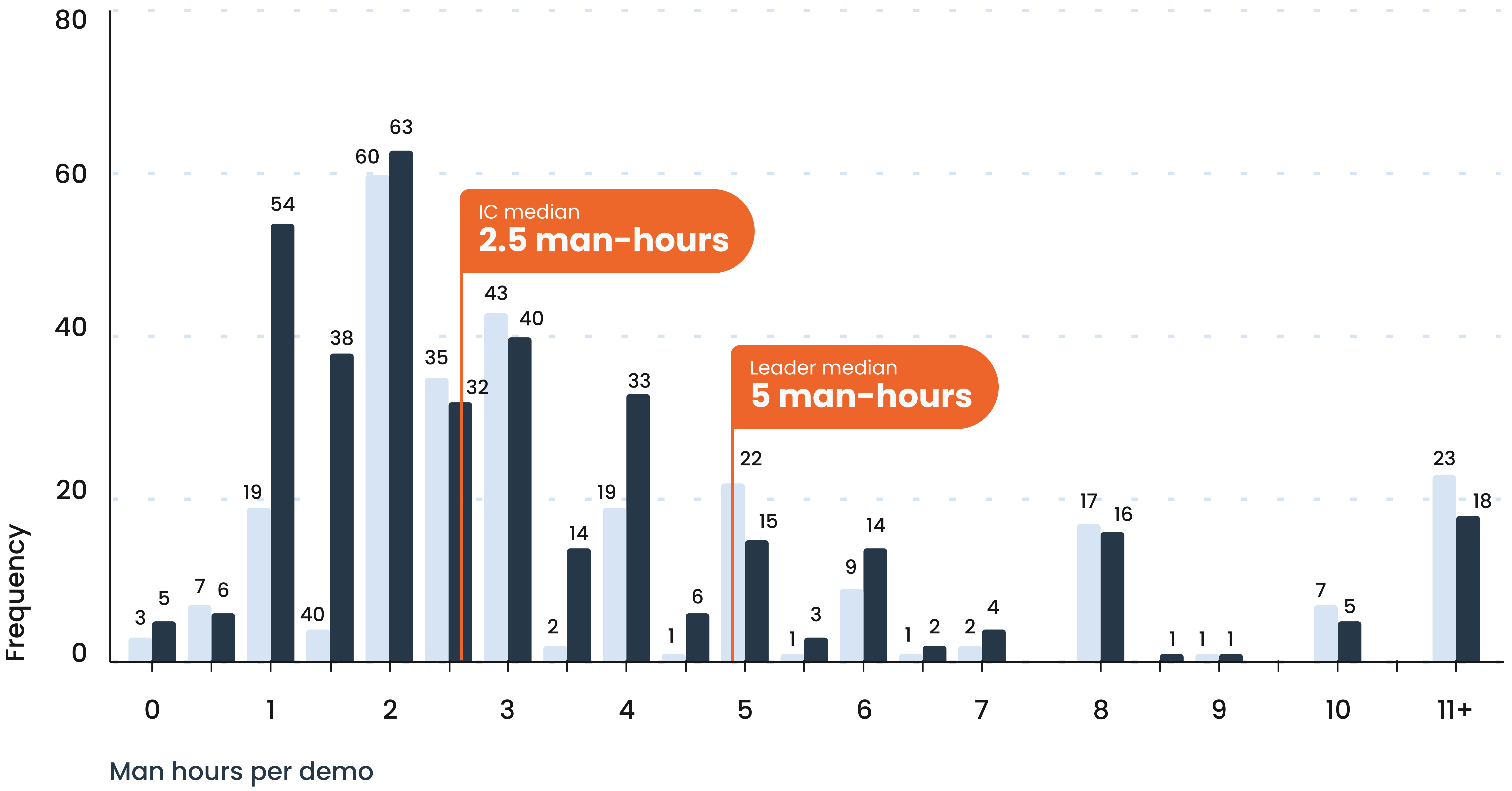
HOURS PER DEMO (CONT'D)

23% of respondents reported spending 5 hours or more (up to 11+ hours) on a single product demonstration. The average across all groups is 2.5 man hours per demo.

Respondents don't consistently distinguish between the types of demos they consider as part of the evaluation for the amount of prep time required. Many SEs don't factor in any prep for repetitive intro demos, for example. They reserve the bulk of their prep time for technical demos with qualified prospects that require more customization.



Leader Count: **312** | Median: **5** | Mean: **3.7** | Standard Deviation: **2.9** | Minimum: **1** | Maximum: **11**

Individual Contributor Count: **370** | Median: **2.5** | Mean: **3.4** | Standard Deviation: **2.7** | Minimum: **0** | Maximum: **11+**

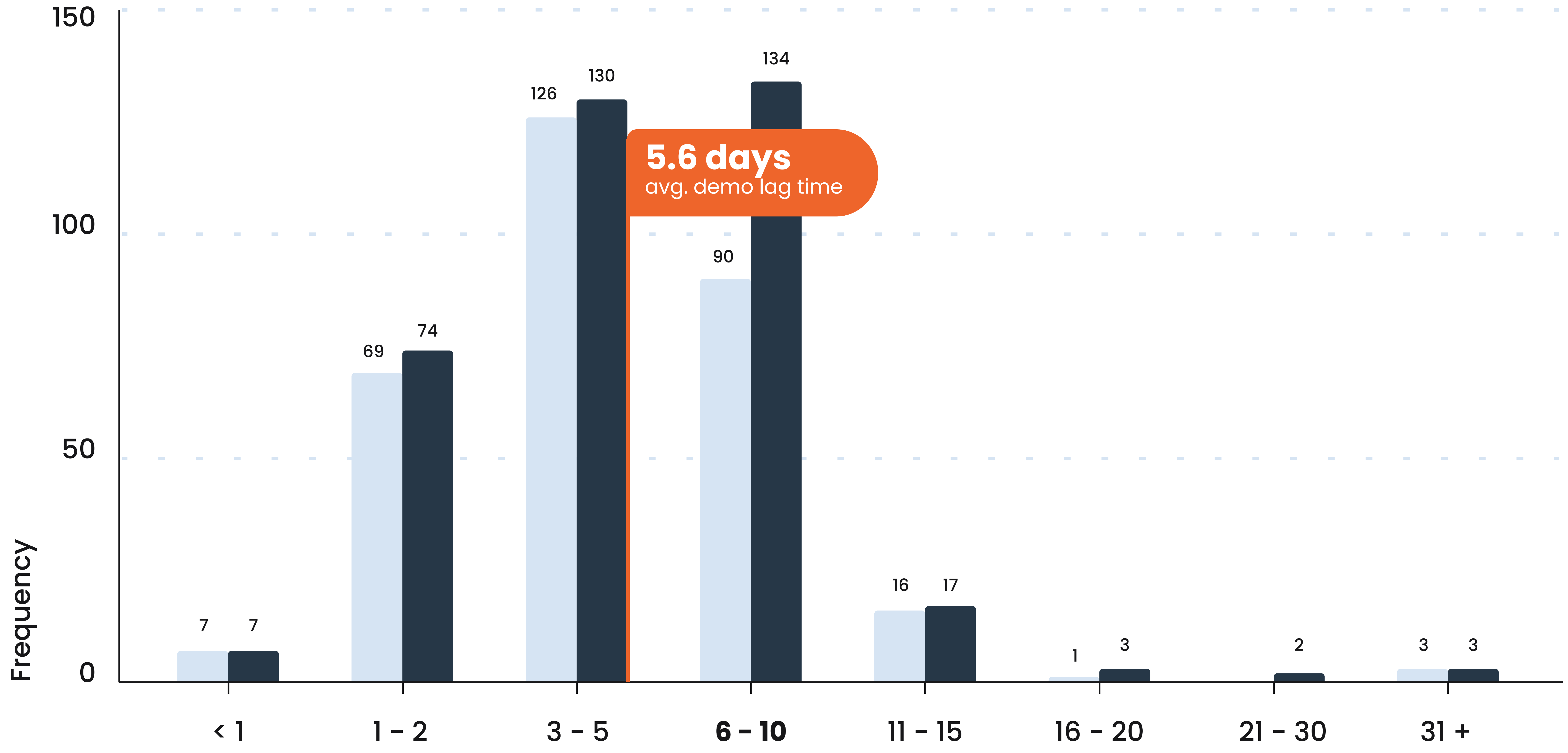
DEMO LAG TIME

Prospects wait more than 1 week on average for a demo.

While the mean demo lag time is 5.6 days, 38% of respondents reported that prospects have to wait 6 days or more; 7% have to wait longer than 2 weeks.

Longer wait times are closely correlated with larger buying groups as well as larger companies.

How many business days does a prospect typically wait from the time they request a Presales product demonstration to the time they get one?



Business day wait for demo

- Leader Count: **312** | Median: **4** | Mean: **5** | Standard Deviation: **4** | Minimum: **0** | Maximum: **35**
- Individual Contributor Count: **370** | Median: **4** | Mean: **6** | Standard Deviation: **4** | Minimum: **0** | Maximum: **35**

DEMO LAG TIME (CONT'D)

There was YOY improvement in the median from 5 to 4, indicating a slight shift in how SEs share the responsibilities of demoing to cut the lag, along with a positive change in engagement practices designed around customer experiences.

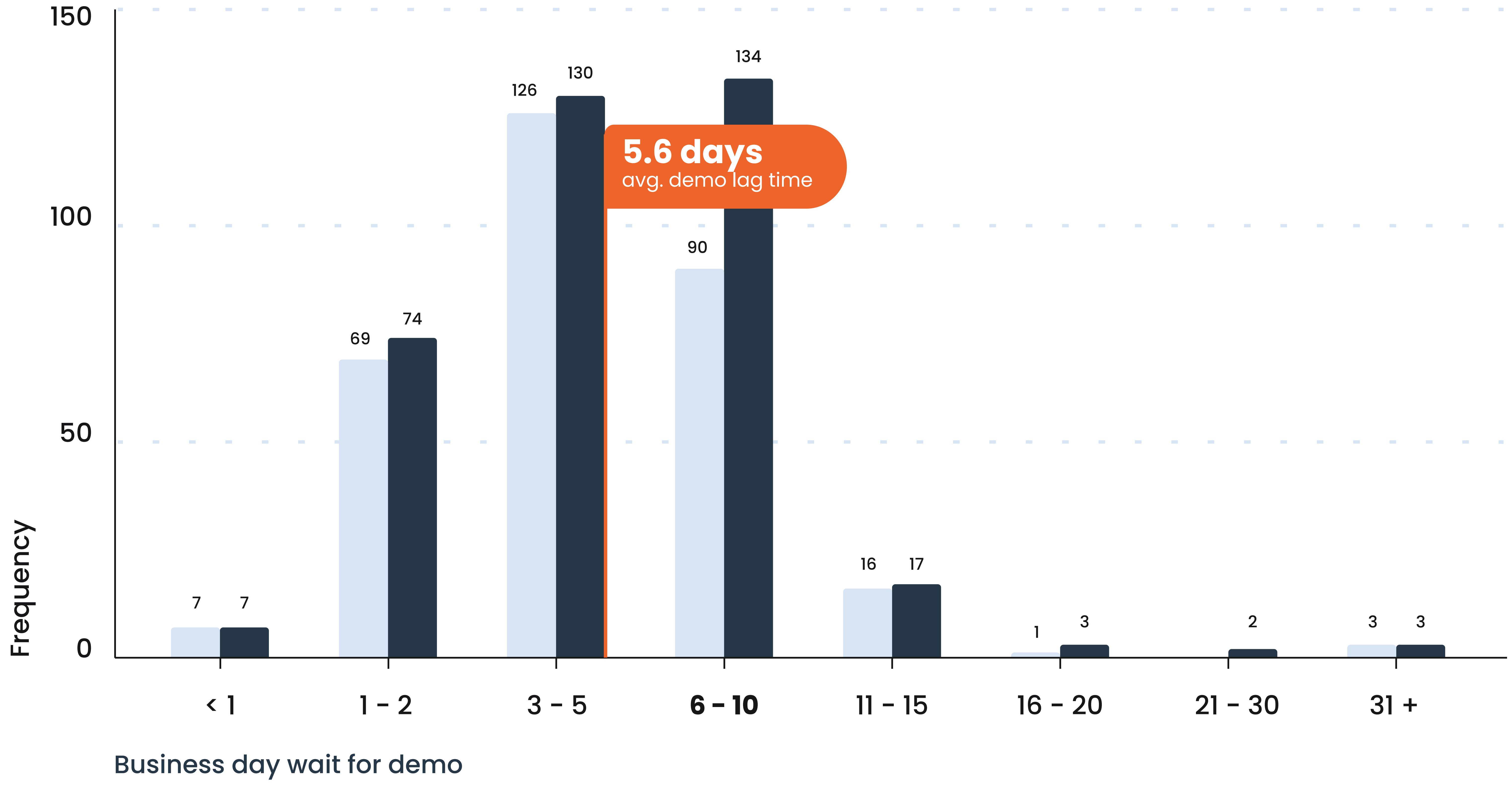
But bloated demo lag has always been a by-product of bottlenecks in the buying process. Until teams adequately scale and realign effort to high impact activities with qualified customers, the time delay between a demo request and delivery will contribute to inflated cycle times and lost deals.

For information on how to solve bottlenecks like demo lag time, see Garin Hess's Forbes article on **applying the Theory of Constraints to B2B.**

However, just as faster lead response times for hand raisers are directly tied to improvements in hold rates and deal sizes, eliminating demo lag time (i.e. with Demo Automation) has shown to dramatically shorten sales cycles and improve win rates.

To learn more about Demo Automation, read the Aragon Research note about the category **here.**

How many business days does a prospect typically wait from the time they request a Presales product demonstration to the time they get one?



Leader Count: **312** | Median: **4** | Mean: **5** | Standard Deviation: **4** | Minimum: **0** | Maximum: **35**

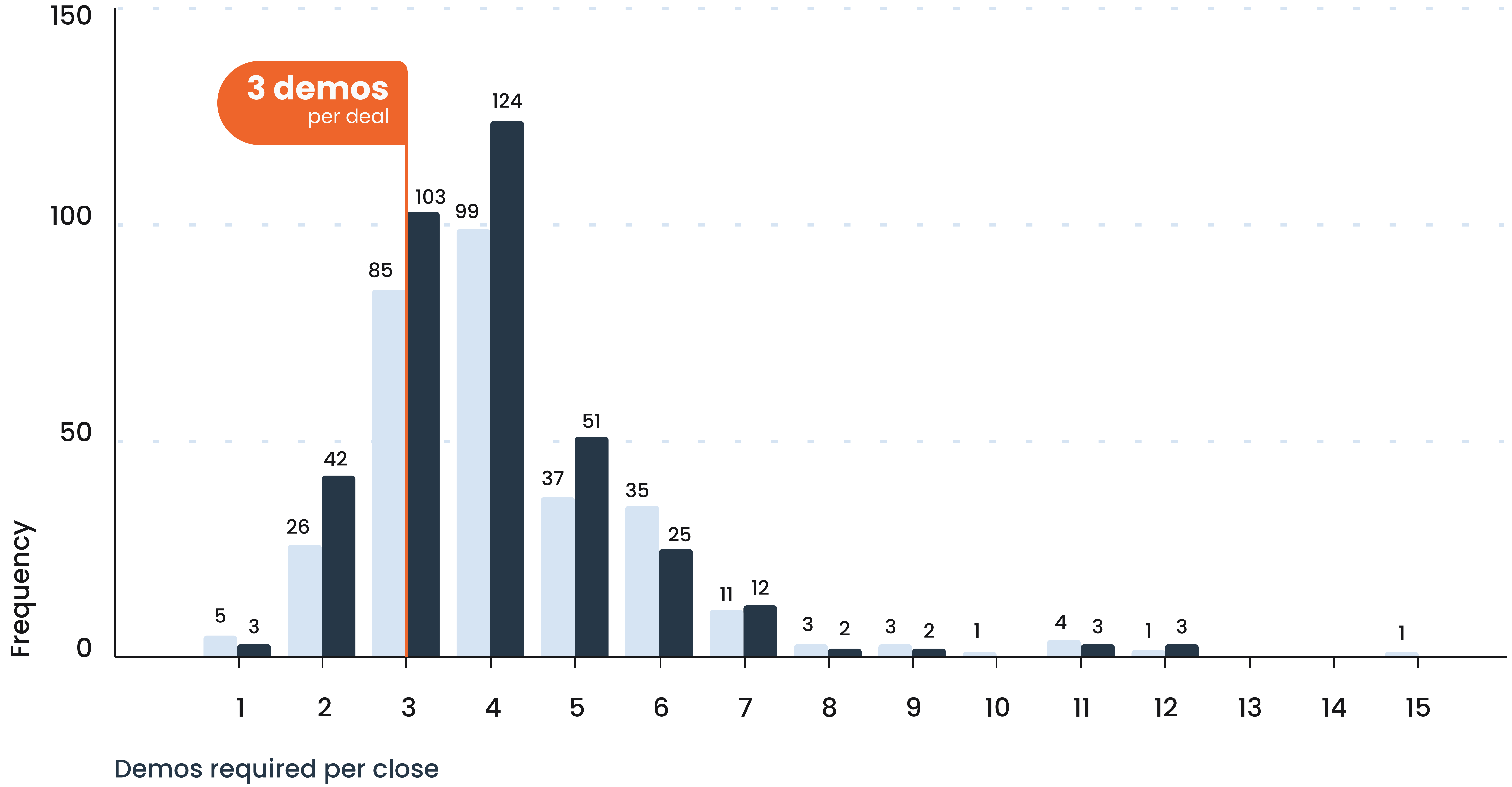
Individual Contributor Count: **370** | Median: **4** | Mean: **6** | Standard Deviation: **4** | Minimum: **0** | Maximum: **35**

DEMOS PER DEAL

There are 3 demos per closed-won deal.

The size of the buying group and the complexity of the solutions largely dictate the number of demos required to win a deal. On average, prospects require 3 demos. 25.5% of respondents said 4 or more (and as high as 15) demos are required.

How many Presales product demonstrations (either remote or in person) are required per typical closed/won deal?



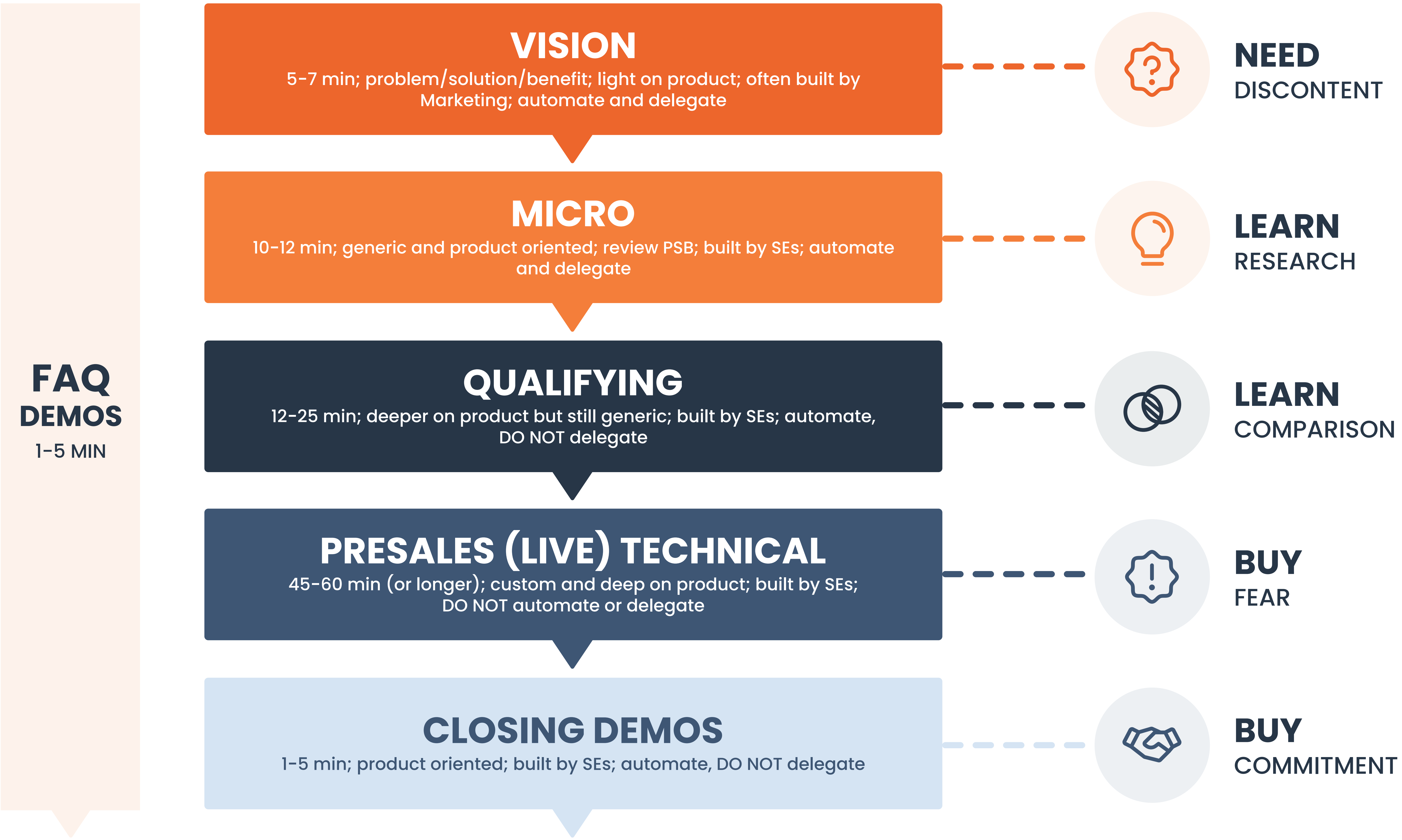
Leader Count: **311** | Median: **3** | Mean: **3** | Standard Deviation: **2** | Minimum: **0** | Maximum: **15**

Individual Contributor Count: **370** | Median: **3** | Mean: **3** | Standard Deviation: **2** | Minimum: **0** | Maximum: **12**

DEMOS PER DEAL (CONT'D)

Just as before, what constitutes a demo varies. Most individual contributors and leaders only account for deep Technical demos in their evaluation of demos delivered. When you not only include product Vision demos, Micro demos, Qualifying demos, FAQ demos and Closing demos, but also account for repeated demonstrations as stakeholders trickle into your purview at different stages, the number quickly grows.

For more information on each of these different types of demos and how to apply them to groups at various buying stages, download **[The Definitive Guide to the 6 Demo Types.]**



UNQUALIFIED DEMOS

30% of demos are unqualified.

More than one half of this year's respondents reported that at least 30% of demos are under- or unqualified. A quarter of respondents say more than 50% are unqualified.

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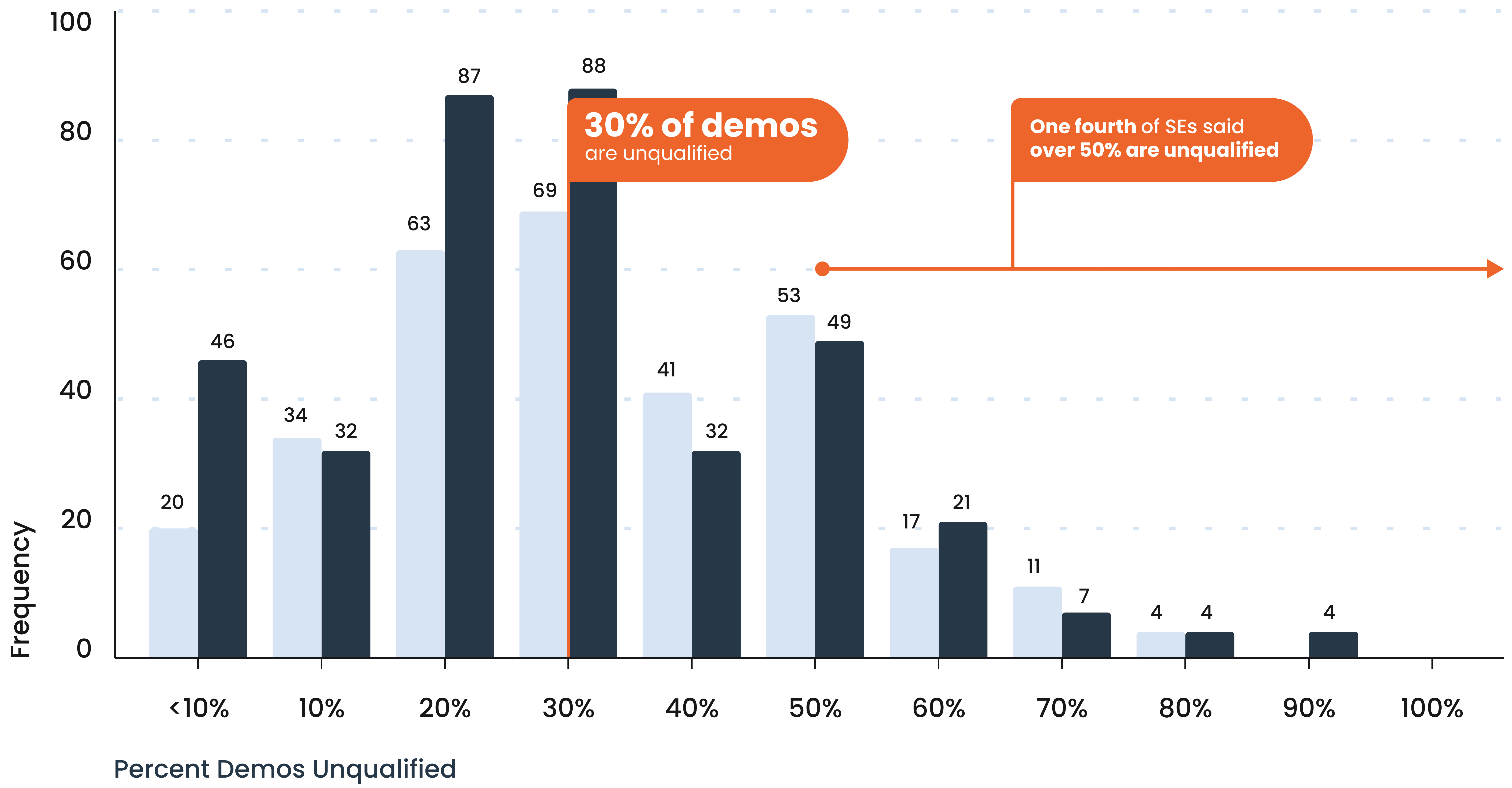
What percentage of your product demonstrations would you classify as unqualified or under-qualified?



Leader Count: **312** | Median: **30** | Mean: **32** | Standard Deviation: **18** | Minimum: **0** | Maximum: **80**

Individual Contributor Count: **370** | Median: **30** | Mean: **29** | Standard Deviation: **19** | Minimum: **0** | Maximum: **90**

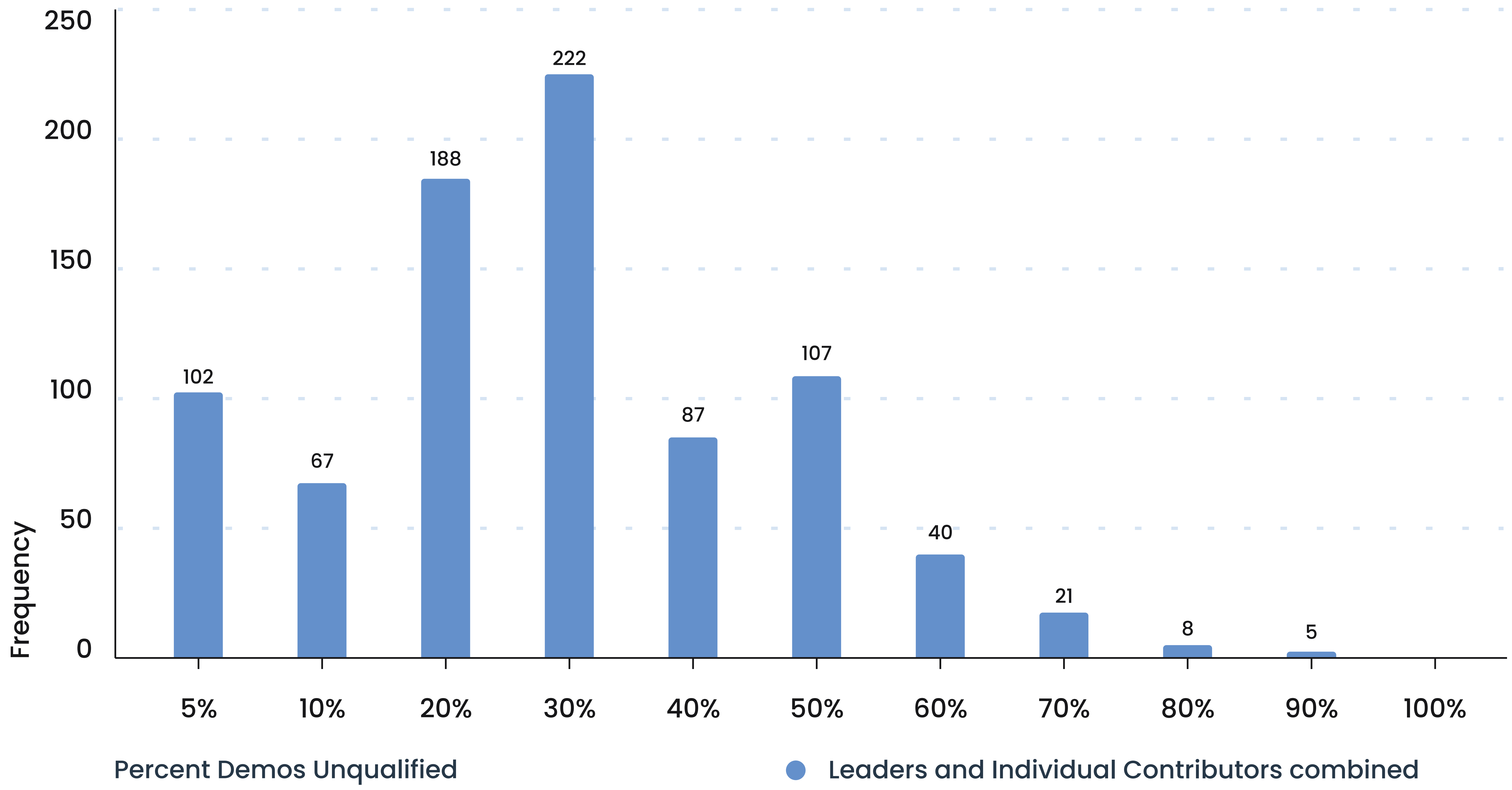
UNQUALIFIED DEMOS (CONT'D)

With an average demo lag time of over 1 week and the number of demos required to close a deal, solving this problem remains a critical issue for most SE teams.

The problem is rooted in the challenge of adequately scaling presales (rather than simply growing through hiring) and affects SEs' ability to properly align effort to high-impact activities.

For more information on scaling presales – including insights into measuring gaps, eliminating waste with better qualification, categorizing your demo strategy, delegation, channel diversification and more – see the **Scaling Presales eBook.**

2021 SURVEY: What percentage of your product demonstrations would you classify as unqualified or under-qualified?

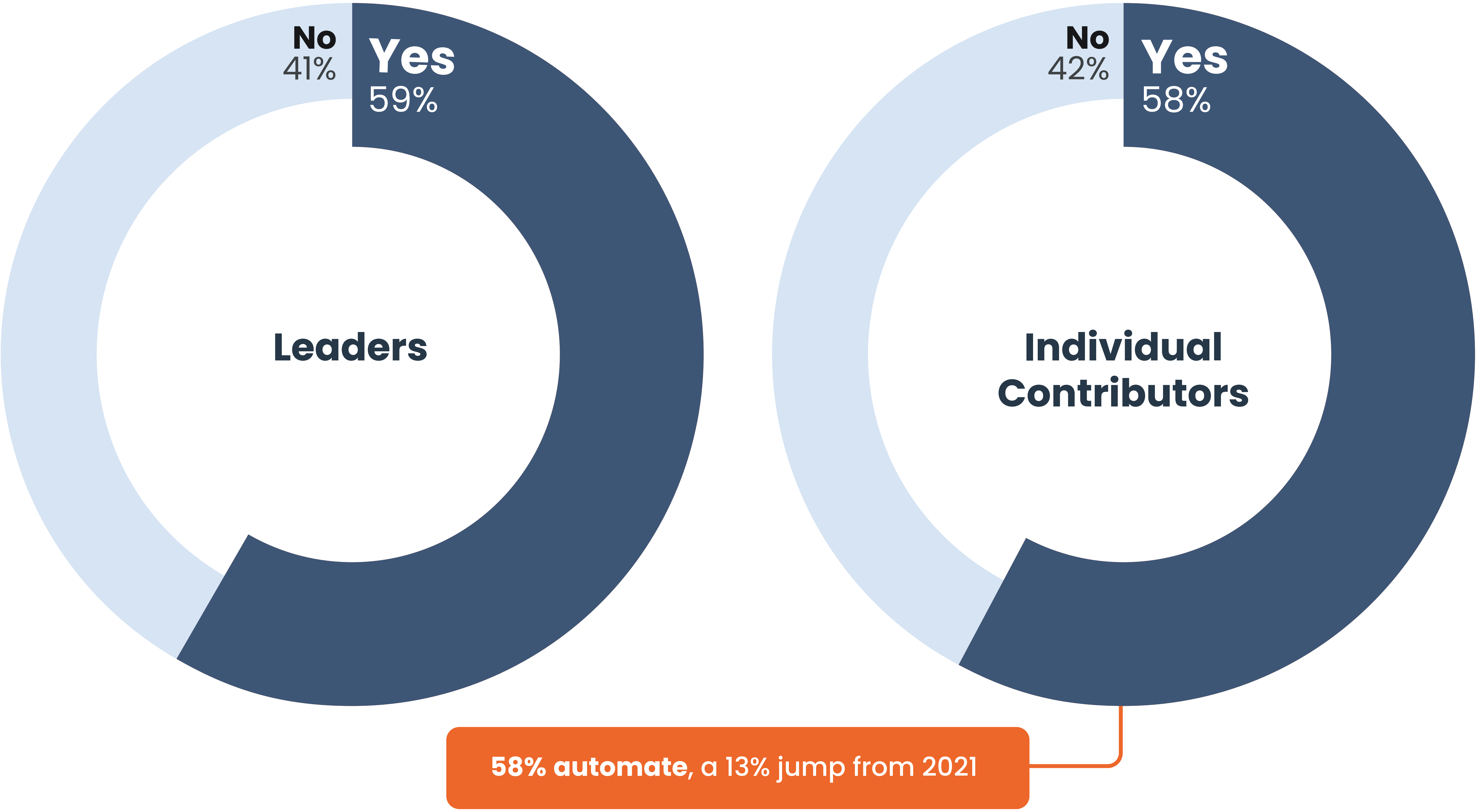


DEMO AUTOMATION

58% of organizations automate some demo processes.

In 2021, less than half (only 45%) of organizations said they automated some portion of their demo process. In 2022, it increased to 58.2%, while 41.8% of organizations still say they don't automate any part of their demo processes.

Does your organization automate any portion of the demo process (e.g. through videos, webinars, etc)?



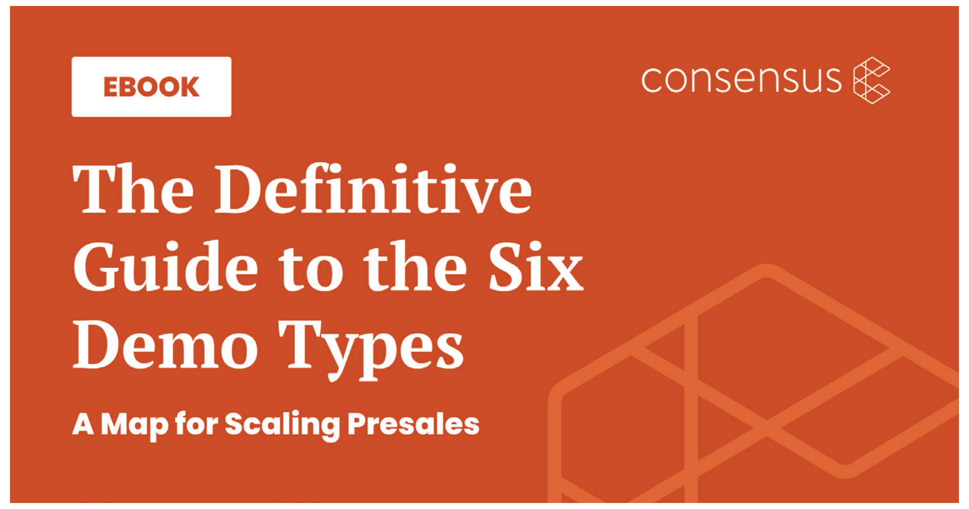
DEMO AUTOMATION (CONT'D)

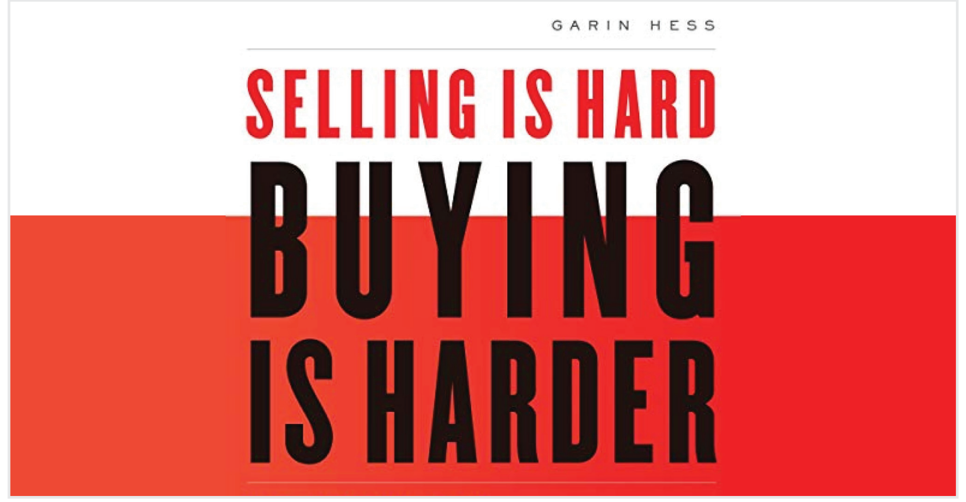
Aragon Research recently recognized Demo Automation as an official Presales tech category with a forecasted TAM of $2.6 Billion by 2026.

An excerpt from the note states: "One of the most critical areas in sales…is the product demonstration, which is key to validating that the product or service meets the requirements of the buyer. One of the issues with product demonstrations is the sheer amount of time that it takes to prepare and deliver a great demonstration (see the demo prep time section of this report). Product demonstrations are one of the last areas of sales enablement that have not been automated.

Sales organizations often lean heavily on sales engineers to give standard and customized demonstrations. However, given the era of SaaS applications and eCommerce, most enterprises don't have the ability to deliver the number of demonstrations that buyers need in the time frame that they desire. Moreover, buyers now want access to product demos earlier in the buying process. Add to that the growing number of stakeholders involved in the purchasing decision who also need a demo at some point along the sales journey, and the challenge of scaling the pre-sales function becomes insurmountable. The good news is that there is a better way to do this through automation."

For more information on the Aragon Research Note regarding demo automation, **download the report.**





PREMIUM PRESALES CONTENT

Consensus offers the #1 hub for premium Presales content and insights.

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