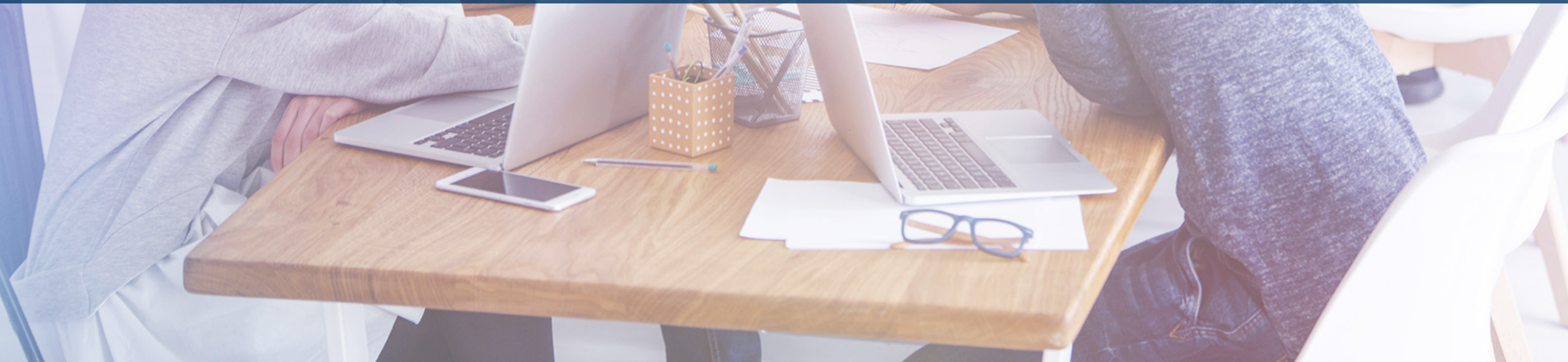




# 2020 Compensation Guide



A man in a white shirt and tie is sitting at a desk, looking at a laptop. The background is a bright office with a window. A dark blue semi-transparent overlay covers the bottom right portion of the image, containing text.

Introduction

## Welcome

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Are you offering a compensation package competitive enough to attract top talent in 2020? How wide is the compensation gap between mid-market and enterprise-level Account Executives? Is San Francisco still the site of a tech-age gold rush, evidenced by sky-high salaries that the rest of the country envies? These are the kinds of questions we strive to answer in the Betts Recruiting 2020 Compensation Guide. Segmented by role and geography and accompanied by analysis and expert quotes, this guide is an indispensable resource whether you're looking to fill roles at your company or take the next step in your career.

With changes to the economy and the tech industry, it's more important than ever to stay up-to-date on common compensation benchmarks across sales, marketing, and other roles. We've produced this guide to empower you to determine if you're paying, and getting paid, as much as you should.

A photograph of two women in a professional setting, smiling and looking at each other. The woman on the left has dark curly hair and is wearing a light-colored top. The woman on the right has long blonde hair and is wearing a white button-down shirt. They appear to be in a meeting or collaborative work environment. A dark blue semi-transparent overlay covers the bottom left portion of the image, containing the table of contents.

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## How did we create this guide?

We pulled salary and on-target earnings (OTE) data from over 1,300 roles we've helped fill over the last 12 months. Together, they paint a picture of the compensation landscape heading into 2020. If a field is left blank, that means there was insufficient data on that geography and/or role to reach a reliable conclusion.

*"Compensation benchmarks are an invaluable resource whether you're a hiring manager or someone looking for their next opportunity. We hope this guide will help companies see if their offers are truly competitive, and professionals on the market assess how they're being compensated."*



**Carolyn Betts Fleming**  
Founder & CEO  
betts recruiting

## Important points:

- ➔ Some of our analysis pertains to actual salaries from accepted offers. However, the charts below show the stated ranges companies are willing to pay for these roles.
- ➔ OTE numbers should be taken as a starting point. Many companies increase OTE with seniority, or allow for uncapped commission.

## Our key findings & takeaways

As you browse the data, you're sure to notice some trends and patterns. Some may surprise you. Others, not so much. But all of them can help you better understand today's compensation landscape.

### Finding

Of all VP roles across sales, customer success, and marketing, the average salary budget was lowest for customer success VPs.

### Takeaway

CS is still a relatively new discipline. Under the leadership of the VP of CS, CSMs are tasked with minimizing churn, making them increasingly important as the retention-dependent SaaS market grows. There was a time when all a company needed was a good product to keep churn down. But as the market grows and customers have more options, VPs of CS will need to work harder - and will become more valuable.

### Finding

The average actual salary for sales leaders is toward the high end of the hiring companies' budgets. For SDRs and AEs, the average actuals are toward the low end.

### Takeaway

Because leadership roles are more senior, candidates for these roles are more seasoned negotiators. No surprise there. Junior sales reps may be anxious, eager, and therefore more likely to take the first offer they receive or tamp down their salary expectations.

**Our advice to them: Don't be afraid to negotiate!** The discrepancy between actual salary and budgeted salary tells us you can get more.

### Finding

Some roles are seeing a tighter OTE range compared to last year, with a shorter distance between minimum and maximum OTE.

### Takeaway

Companies may be trying to reduce variation in OTE in order to take more control over their revenue stream. This may be a result of a push for more accurate forecasting, a stricter board of directors, or other factors. However, many companies are still offering uncapped commission, which increases variability.

## Typical Compensation Structure (Base/Commission Split)

### Sales

SDR - 65% / 35%

Account Executive - 50% / 50%

Enterprise Sales - 50% / 50%

Customer Success - 70% / 30%

Account Management - 60% / 40%

### Sales Leadership

SDR Manager - 70% / 30%

Inside Sales Manager - 50% / 50%

Head of Sales/Director of Sales - 50% / 50%

VP of Sales - 50% / 50%

## United States

# Sales Salaries

POSITION (Base / OTE*)	San Francisco	New York	Austin	Chicago	Los Angeles	Denver
Recent Grad	50-65K   75-90K	45-50K   65-75K	40-50K   70-75K	40-50K   70-75K	45-50K   65-75K	40-50K   70-75K
Industry Changer	50-60K   80-90K	55-65K   70-85K	45-50K   70-80K	45-50K   70-80K	50-60K   80-90K	45-50K   70-80K
Junior Sales Development Rep	50-65K   80-95K	50-60K   65-80K	40-50K   70-75K	40-50K   70-75K	50-60K   65-80K	40-50K   70-75K
Enterprise Sales Development Rep	55-75K   90-100K	60-70K   75-100K	50-55K   80-95K	50-55K   80-95K	50-55K   80-95K	50-55K   80-95K
Account Executive	60-85K   120-170K	60-80K   120-160K	50-60K   90-120K	55-70K   110-140K	55-70K   110-140K	55-70K   110-140K
Mid-Market Account Executive	80-115K   160-230K	80-110K   160-220K	70-100K   130-200K	75-110K   150-220K	80-105K   160-210K	70-100K   130-200K
Enterprise Account Executive	110-160K   220-320K	120-160K   240-320K	110-150K   220-300K	115-140K   230-280K	115-140K   230-280K	115-140K   230-280K

\* OTE refers to On Target Earnings



### Message from the Data

Compared to last year, **Account Executives have seen a base pay increase of about 4%. Sales Development Representatives, meanwhile, have seen their average base go down by about 6%.** This could, of course, be a coincidence. But it could also indicate a shift to a more account-based strategy, with companies investing in closers who can work a handful of important accounts rather than cold callers who cast a wide net.



### Sheila Ahi, Growth Manager

*"When I was considering compensation for my SDR role, equity was something that I definitely factored in. If I'm going to be at a company that I think is going to be a rocket ship, equity is really important to me."*

## United States

## Sales Leadership Salaries

POSITION (Base / OTE*)	San Francisco	New York	Austin	Chicago	Los Angeles	Denver
SDR Management	100-150K   160-200K	100-130K   140-170K	95-110K   140-165K	95-120K   190-240K	95-120K   190-240K	100-160K   70-115K
Inside Sales Management	130-170K   260-340K	120-150K   240-300K	95-110K   190-220K	100-130K   200-260K	100-130K   200-260K	100-130K   200-260K
Director of Sales	140-180K   280-360K	140-180K   280-360K	110-140K   220-280K	120-150K   240-300K	110-140K   220-280K	110-140K   220-280K
VP of Sales	180-250K   360-500K	180-250K   360-500K	140-225K   280-450K	160-225K   320-450K	160-225K   320-450K	160-225K   320-450K

\* OTE refers to On Target Earnings



### Message from the Data

Every sales leadership role except SDR Manager - the only leader whose team doesn't directly generate revenue - is compensated on a double OTE basis, just like Account Executives typically are. This could be seen as creating a oneness between sales leaders and the teams they manage, with superior and subordinate equally invested in the success of each sale.



### John Barrows, CEO

*"It's well documented that front-line managers are the top reason sales reps stay or leave their jobs. It's also known that reinforcement, or lack thereof, from sales managers can make or break initiatives and trainings. It's so critical to empower managers with the tools, skills, and time they need to effectively coach their reps, instead of just making them glorified deal chasers."*

## United States

## Customer Success Salaries

POSITION (Base / OTE*)	San Francisco	New York	Austin	Chicago	Los Angeles	Denver
Customer Support	50-70K   60-100K	50-70K   60-90K	40-60K   50-70K	40-60K   50-70K	40-60K   50-70K	40-60K   50-70K
Account Manager	80-110K   120-200K	80-90K   120-160K	65-85K   130-170K	55-75K   100-150K	55-75K   100-150K	55-75K   100-150K
Customer Success Manager	90-130K   110-150K	80-100K   120-140K	80-100K   100-130K	70-100K   100-130K	80-100K   100-130K	70-100K   100-130K
Technical Account Manager	60-100K   (+ bonus)	100-130K   (+ bonus)	120-160K	---   ---	---   ---	---   ---
VP/Director of Customer Success	165-185K   200-250K	130-175K   200-250K	120-170K   200-250K	120-170K   200-250K	120-170K   200-250K	120-170K   200-250K

\* OTE refers to On-Target Earnings



### Message from the Data

The compensation data for CS roles is sending mixed signals. **Compared to last year, the average OTE for Customer Success Managers is down. Base salary for Account Managers, however, has risen.** The industry seems to be wrestling with the question of how much to invest in post-sale talent. Where will companies eventually land on this critical issue?



### Lauren Costella, VP of Customer Success

*"If you're holding your CSMs to an upsell quota, it's crucial to tread lightly. Forcing CSMs to sell can be risky. The point of a customer-centric model is to focus on the client first, knowing that when you do that, the sales come naturally when value is achieved."*



## United States

## Marketing Salaries

POSITION (Base / Bonus)	San Francisco	New York	Austin	Chicago	Los Angeles	Denver
Event Marketing	85-115K   (+ bonus)	65-110K   (+ bonus)	70-110K   (+ bonus)	70-110K   (+ bonus)	70-110K   (+ bonus)	70-110K   (+ bonus)
Marketing Operations	90-120K   (+ bonus)	90-120K   (+ bonus)	90-120K   (+ bonus)	90-120K   (+ bonus)	90-120K   (+ bonus)	90-120K   (+ bonus)
Content Marketing	90-120K   (+ bonus)	70-110K   (+ bonus)	70-110K   (+ bonus)	60-105K   (+ bonus)	60-105K   (+ bonus)	60-105K   (+ bonus)
Demand Generation	110-160K   (+ bonus)	95-130K   (+ bonus)	90-125K   (+ bonus)	90-125K   (+ bonus)	95-130K   (+ bonus)	90-125K   (+ bonus)
Product Marketing	135-175K   (+ bonus)	115-150K   (+ bonus)	110-135K   (+ bonus)	110-135K   (+ bonus)	110-135   (+ bonus)	110-135   (+ bonus)
Director of Marketing	150-190K   (+ bonus)	125-165K   (+ bonus)	125-165K   (+ bonus)	125-165K   (+ bonus)	125-165K   (+ bonus)	125-165K   (+ bonus)
CMO/VP of Marketing	180-250K   (+ bonus)	180-250K   (+ bonus)	180-225K   (+ bonus)	180-225K   (+ bonus)	180-225K   (+ bonus)	180-225K   (+ bonus)



### Message from the Data

The **highest paid non-executive marketing position this year is Product Marketing Manager. Last year, that title belonged to Demand Gen Manager.** This may tell you that companies are doing more to unify the marketing and sales funnels by investing in roles that serve as a link between the two teams - PMMs, after all, are heavily involved in developing product value props and sales training and are thus widely viewed as sales-adjacent.



### Role Profile: Content Marketing Manager

Tasked with creating or producing content for lead generation, brand awareness, and other purposes, Content Marketing Managers bring both left-brain and right-brain skills to a marketing team. They're also in increasingly high demand. Betts Recruiting received more requests for content marketing talent in 2019 than in the previous year, as more companies realize that content is the future of initial prospect engagement.

## United States

## People Operations Salaries

POSITION (Base / Bonus)	San Francisco	New York	Austin	Chicago	Los Angeles	Denver
Office Manager	55-75K   (+ sml bonus)	50-70K   (+ sml bonus)	45-70K   (+ sml bonus)	45-70K   (+ sml bonus)	50-70K   (+ sml bonus)	45-70K   (+ sml bonus)
Executive Assistant	80-110K   (+ sml bonus)	70-110K   (+ sml bonus)	70-100K   (+ sml bonus)	70-100K   (+ sml bonus)	70-110K   (+ sml bonus)	70-100K   (+ sml bonus)
Recruiting Coordinator	45-50K   (+ bonus)	45-50K   (+ bonus)	45-50K   (+ bonus)	45-50K   (+ bonus)	45-50K   (+ bonus)	45-50K   (+ bonus)
Recruiter - Internal	95-120K   (+ bonus)	85-100K   (+ bonus)	65-110K   (+ bonus)	85-105K   (+ bonus)	65-110K   (+ bonus)	65-110K   (+ bonus)
Talent Acquisition	115-140K   (+ bonus)	115-140K   (+ bonus)	80-125K   (+ bonus)	80-125K   (+ bonus)	80-125K   (+ bonus)	80-125K   (+ bonus)
Human Resources	90-150K   (+ bonus)	90-150K   (+ bonus)	80-125K   (+ bonus)	80-125K   (+ bonus)	80-125K   (+ bonus)	80-125K   (+ bonus)
Chief of Staff	90-150K   (+ bonus)	90-150K   (+ bonus)	90-150K   (+ bonus)	90-150K   (+ bonus)	90-150K   (+ bonus)	90-150K   (+ bonus)



## Message from the Data

Companies are **willing to pay more for a great Chief of Staff than any other role in People Operations - and this number has grown since last year.** This isn't much of a surprise - the Chief of Staff is essential not just as an assistant to an individual company leader, but in overseeing initiatives and enhancing processes across the company.



## Role Profile: Executive Assistant

The Executive Assistant (EA) serves a multitude of functions. They're an ambassador for the executive they serve in both internal and external communications. They're a crucial buffer, helping to facilitate executive signoff on quotes for press releases and other initiatives. They can serve the CEO directly, or, at larger companies, other members of the Executive Leadership Team. An EA needs to be a great communicator and multitasker - as well as a master of managing up.

## Looking back on past years: What has changed?

Let's dig deeper into how the 2020 landscape has departed from conventional compensation trends. Here are a few more things that jump out at us when we compare this year's data to last year's:

**01**

### Sales Spike

We're seeing a 10-15% increase across the sales segment in Chicago, Austin and Los Angeles compared to last year.

**02**

### Junior Comp

More expensive cities like Los Angeles, San Francisco, and New York have higher bases on more junior roles.

**03**

### Industry Experience

Junior industry changers in sales are getting the same OTE as industry-experienced professionals. In some cases, it's even a little higher.

**04**

### Promotion Trends

Similarly, we're seeing a continuation of the trend of promoting and hiring into senior roles with less and less experience.

**05**

### All Eyes On Customer Success

While CS teams are becoming more common, the profession has yet to truly take off on an industry-wide basis.



## Our Conclusion

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Successful hiring and career development is impossible with tunnel vision. It takes a holistic awareness of what's happening in your geography and industry. Compensation is a crucial part of that. If you're a hiring manager, we hope the insight in this guide will help you ensure your offers are competitive. If you're a professional looking for your next step, we hope it will help you make sure you get the pay you deserve. And no matter who you are, we hope it gives you a picture of how the tech industry today is compensating sales, marketing, customer success, and people operations professionals.



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