



# THE STATE OF SALES DEVELOPMENT **2018**

HOW 320 COMPANIES  
USE STRUCTURE, SYSTEMS,  
PEOPLE, AND PIPELINE TO WIN  
SALES DEVELOPMENT

## Introduction

The sales development role has established itself as a necessity in today's sales teams. The problem is, debates still rage about sales development cadence structure, compensation, pipeline definitions and other related topics. No matter the answer to these debates, the sales development role is likely here to stay. To better understand this function and its role in the sales process, XANT, in partnership with Tenbound, Vengreso, AA-ISP, and SalesBuzz conducted a survey of 320 companies' structure, systems, people, and pipeline to determine how companies win in sales development. Overall averages are used for many metrics, but throughout this report, different segments of sales professionals are also discussed. Sales professionals' demographic subgroups include:

SDR team type: Inbound, Outbound, and Hybrid

Sales model: High Velocity vs Account-Based

SDR-sourced deal size<sup>1</sup>: Large ( $\geq \$32,000$  SDR-sourced ACV) vs Small ( $< \$32,000$  SDR-sourced ACV)

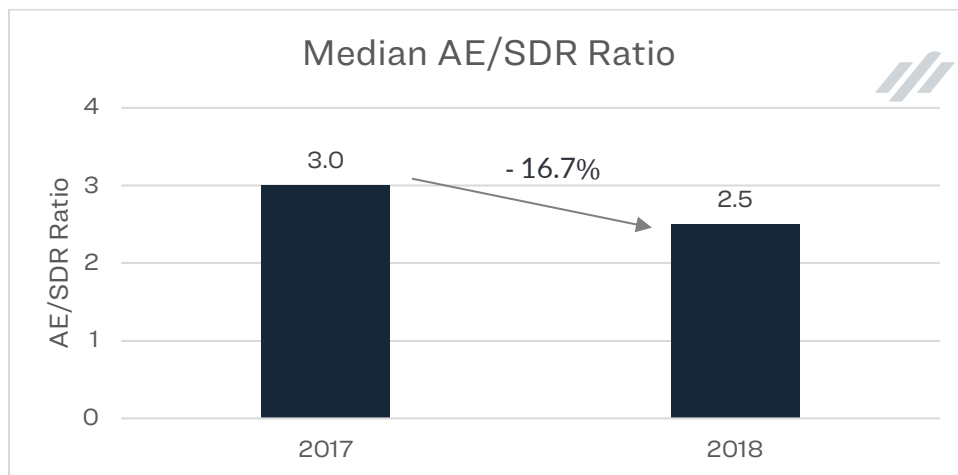
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<sup>1</sup> See The State of Sales 2017 by XANT, pg. 17

## Ratio of sales reps to sales development reps down 16.7%

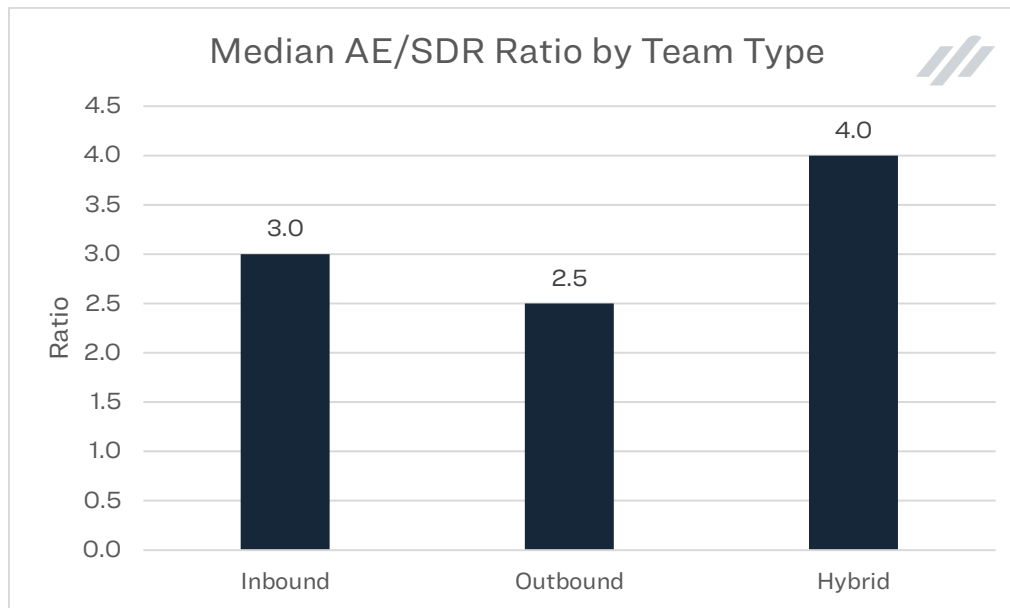
There is often a debate as to what ratio should exist between account executives and sales development reps. Our landmark State of Sales Development study in 2017 showed that the typical company had a ratio of 3.0 account executives for every one sales development rep. This year, that number changed slightly, with 2.5 account executives for every one sales development rep.

**INSIGHT:** We wouldn't be surprised if this number continues to move downward, as sales development is expected to produce more and more of the pipeline for sales teams.



## Outbound teams have the lowest median ratio of account executives to sales development reps at 2.5 AEs per SDR

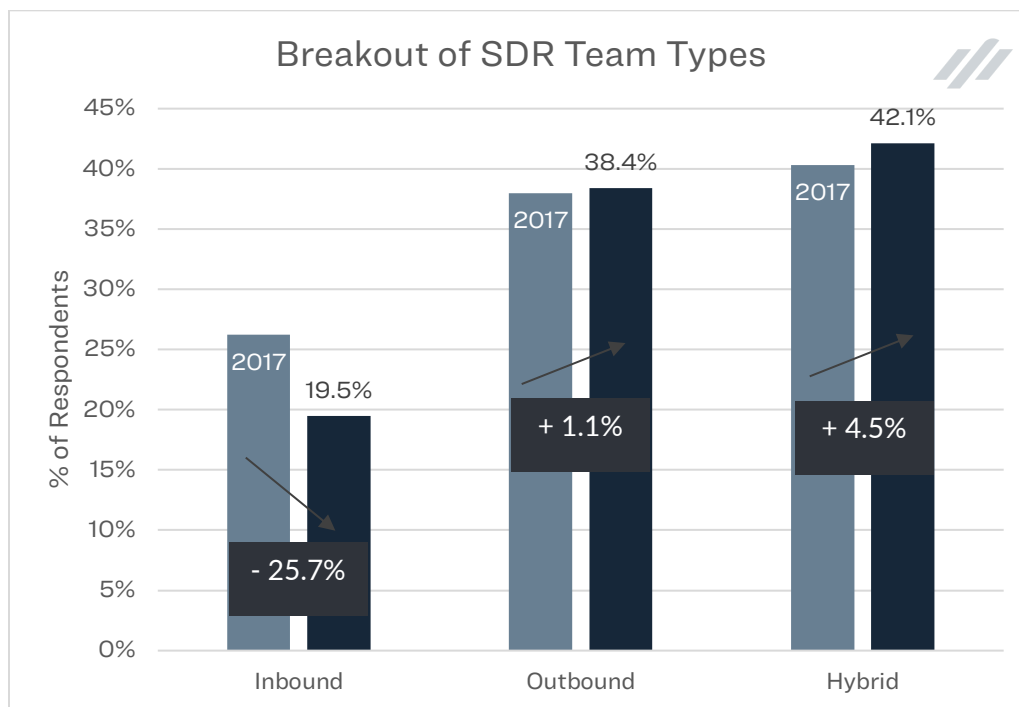
Outbound sales development teams showed the lowest median ratio of account executives to sales development reps at 2.5 to 1.



## Hybrid sales development teams make up the largest representation of sales development reps at 42.1% (up 4.5% from 2017)

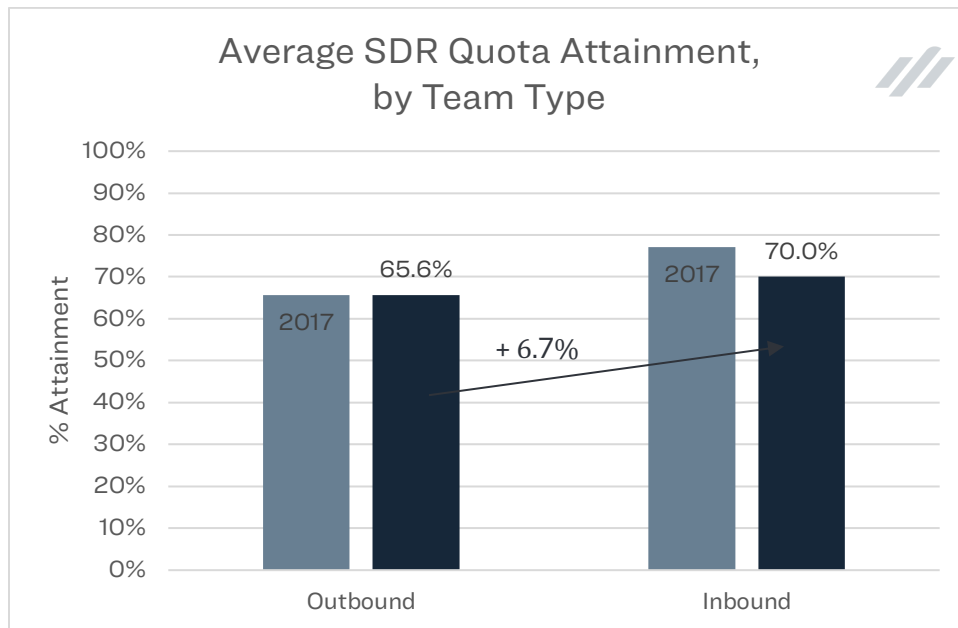
In 2017, the typical breakdown of a sales development team was 26.2% inbound, 38.0% outbound, and 40.3% hybrid. In 2018 these numbers have shifted, with the average SDR team now consisting of 19.5% inbound reps (down 25.7%), 38.4% outbound reps (up 1.1%) and 42.1% hybrid reps (up 4.5%).

**INSIGHT:** This aligns with a general movement to more of an account-based motion, where sales development reps take inbound leads that come from target accounts while also going outbound to specific target accounts.



## Inbound teams report 6.7% higher quota attainment than outbound teams

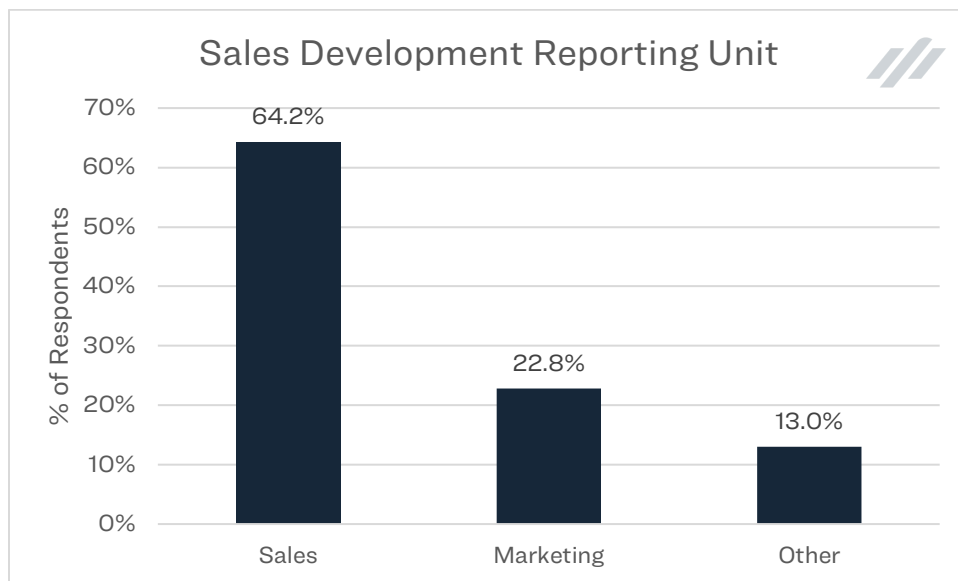
When we parsed the data by sales development team type, i.e., inbound or outbound, we found that inbound teams have 70.0% quota attainment, 6.7% higher than outbound teams. Interestingly, this is significantly less than last year, when inbound teams reported average attainment of 77.2%, 15.0% higher than outbound teams.



## Sales development teams most often report to the sales function (64.2%) vs the marketing function (22.8%)

Sales development teams most commonly report into the sales department, with 64.2%. The marketing department had the second highest percentage with 22.8%. Interestingly, 13.0% of companies say their sales development team reports to “other”. When we examined the “other” responses the most common was to report directly to the executive team, followed by teams reporting to “operations.”

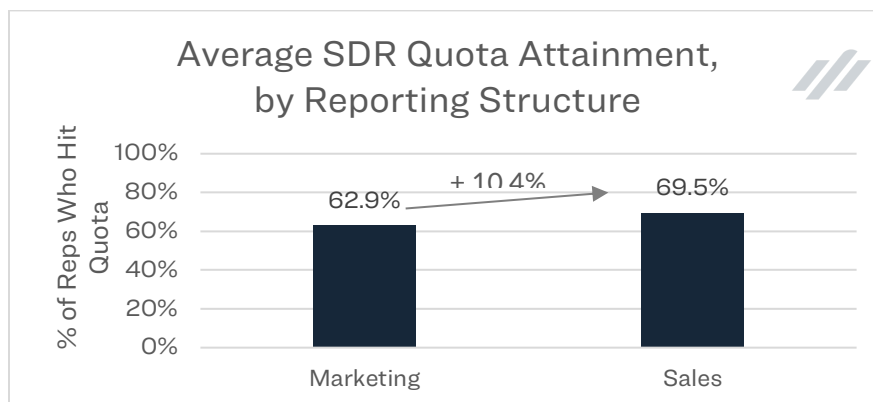
**INSIGHT:** Because the debate around sales and marketing alignment continues to cause problems for companies, look for continued discussion, with companies trying “other” departments to help build pipeline through sales development.



## Reps who report to sales are 10.4% more likely to hit quota than those who report into marketing

The reporting structure of a sales development department is correlated with the rate at which reps within the structure hit their quota. Among our study participants, sales development departments that report into sales said that 69.5% of their reps hit quota, which is 10.4% higher than reps who reported to marketing, with an average of 62.9%.

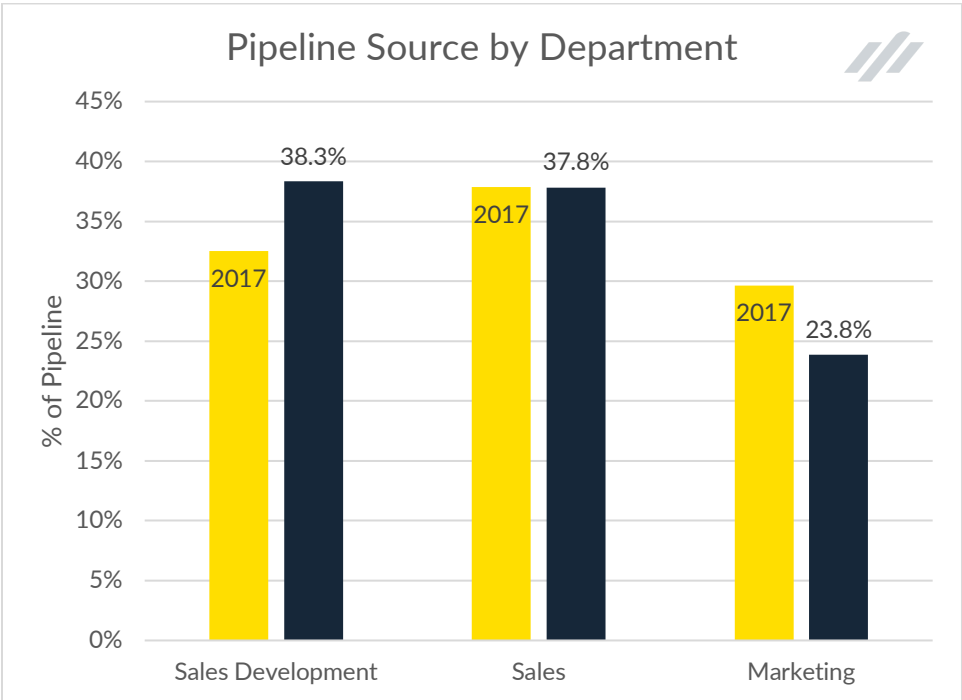
**INSIGHT:** This difference alone may not be surprising, but the magnitude is. Sales leaders tend to focus more on end outcomes while marketing leaders tend to focus more on leading indicators. 10.4% is a large difference and can mean a lot of additional revenue for companies and therefore this point should be carefully considered as companies decide their sales development reporting structure.





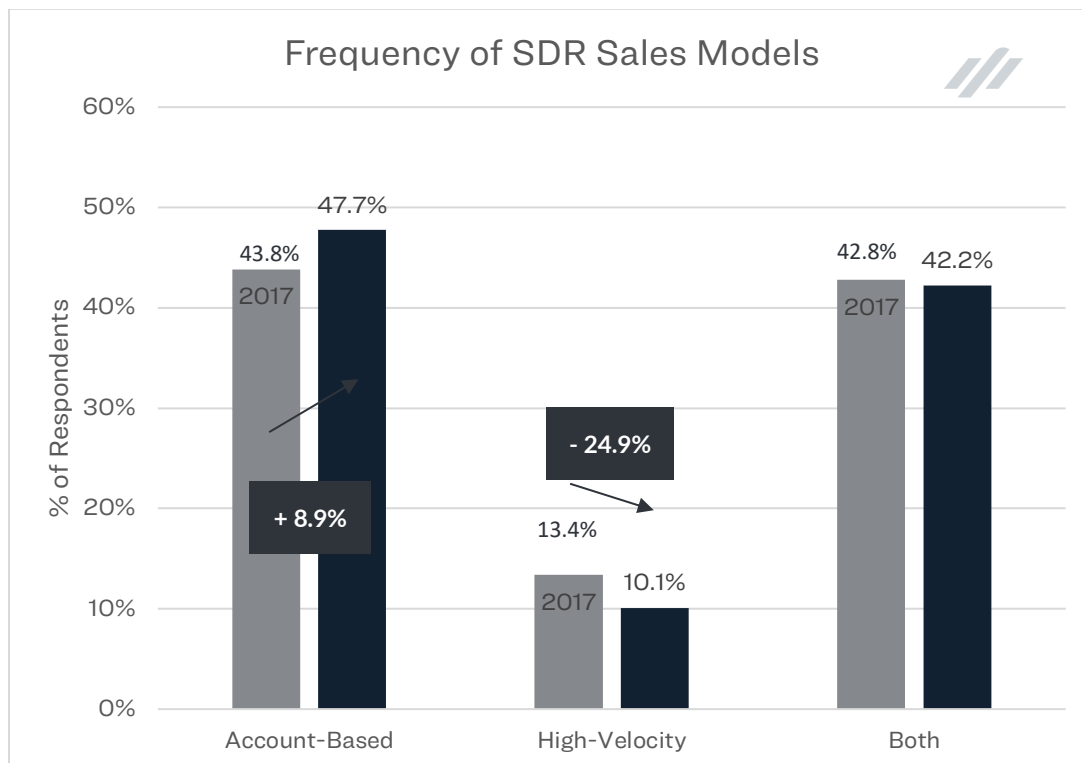
Sales development now produces the largest percentage of the sales pipeline (38.3%)

While the sales, sales development, and marketing departments all work in tandem to create and nurture pipeline, each conducts activities to produce that pipeline. We found that this year sales development produced the largest portion of the sales pipeline, with 38.3% on average. This is up 17.8% from 2017. Sales followed closely with 37.8%, and Marketing produced 23.8%. This ordering represents a shift from 2017, when Sales brought in the most with 37.9%, while Sales Development produced 32.5% and Marketing contributed 29.6%.



## Account-based sales development continues to grow in popularity (+8.9%) while high-velocity drops (-24.9%)

Account-based sales development teams are again the most popular type of sales development team in 2018, with 47.7% of respondents reporting the exclusive use of this sales model. This number is up 8.9% from 2017. The exclusively high-velocity sales model declined 24.9% in popularity from 2017 to just 10.1% of respondents in 2018, and mixed teams decreased slightly from last year's mark, down to 42.2% from 42.8%.



**The foundational tech stack emerges for sales development teams: social tools (35.2%), CRM (32.9%), data list services (25.9%), cadence tools (17.1%), and chat (16.7%)**

Technologies make up an important part of any sales development team, but it's difficult to know which technologies you should choose to increase your chances of hitting quota. After reviewing the data from 2017 and 2018, there appears to be a “foundational” technology stack emerging for sales development teams that consists of social tools, CRM, data and list services, sales cadence, and chat.

**INSIGHT:** We've called this foundational because these are the technologies that the majority of companies are using to support their reps in hitting quota and companies report using an average of 4.9 tools per sales development rep<sup>2</sup>. We decided to include email inside cadence, as cadence tools continue to envelop the email function. When companies start shopping for technologies, they may want to consider these five tools before looking at others.

Tech Category	2017 Rank	2018 Rank	2019 Rank
Social prospecting	1	1	1
CRM	13	2	2
Data/List services	2	3	3
Sales Cadence	5	5	4
- Email Engagement	3	4	5
Chat	6	6	6

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<sup>2</sup> see Inside Sales Labs *State of Sales 2017* report

## Calendaring, content sharing, and direct mailer enter the top ten sales development technology list

Outside of the foundational technologies mentioned above, a group of newcomers made the top ten sales development technology list. With the gaping hole of calendaring in the sales development process, companies providing these types of solutions entered the survey and jumped straight to the top ten. In addition, content-sharing technologies joined the top ten as did direct-mailer services with their new and automated capabilities.

New Tools Enter Top Ten		
Tech Category	2017 Rank	2018 Rank
Social Prospecting	1	1
CRM	13	2
Data/list services	2	3
Email Engagement	3	4
Sales Cadence	5	5
Chat	6	6
Phone	4	7
Calendaring	N/A	8
Direct Mailer	14	9
Content Sharing/Analytics	N/A	10

## The highest growth in 2019 of sales development technology adoption will come from lead/account scoring, video outreach, and sales cadence

As 2019 continues, companies will look to further focus on quality *and* quantity when it comes to building pipeline. The quality aspect of building pipeline will heavily leverage technologies such as lead and account scoring, to better prioritize buyers, as well as using video, to make the interaction more personalized. To increase quantity, companies will look to sales cadence tools, with email maintaining the majority of the focus.

**INSIGHT:** Look for cadence tools in 2019 to focus on not just the quantity but also bring in the quality through more content and video interactions. Right now, most cadence tools focus solely on doing 'more' and companies are increasingly rejecting this, looking for ways to do better prospecting.

Highest Predicted Adoption in 2019			
Rank	Tech Category	2019 Adoption	2019 Rank
1.	Social Prospecting	40.3%	1
2.	CRM	38.0%	2
3.	Data/list services	29.6%	3
4.	Sales Cadence	25.0%	4
5.	Email Engagement	24.1%	5
6.	Chat	20.8%	6
7.	Calendaring	19.4%	7
8.	Lead/Account Scoring	19.4%	7
9.	Phone	19.0%	9
10.	Direct Mailer	19.0%	9

## Companies with sales cadence technology show the highest SDR quota attainment

Our team studied the correlation between the use of different sales technology tools and quota attainment. Companies using sales cadence technology reported the highest attainment at 78.6%. This is 18.6% higher than was reported by teams that use no sales technology. Buyer intent and opportunity management tied for correlation with the next-highest attainment at 77.7%, 11.4% above the no-tech average.

**INSIGHT:** Although it may not be possible to have your first piece of technology be a cadence solution, you'll want to quickly add this into your SDR stack as companies that use it reported the highest quota attainment.

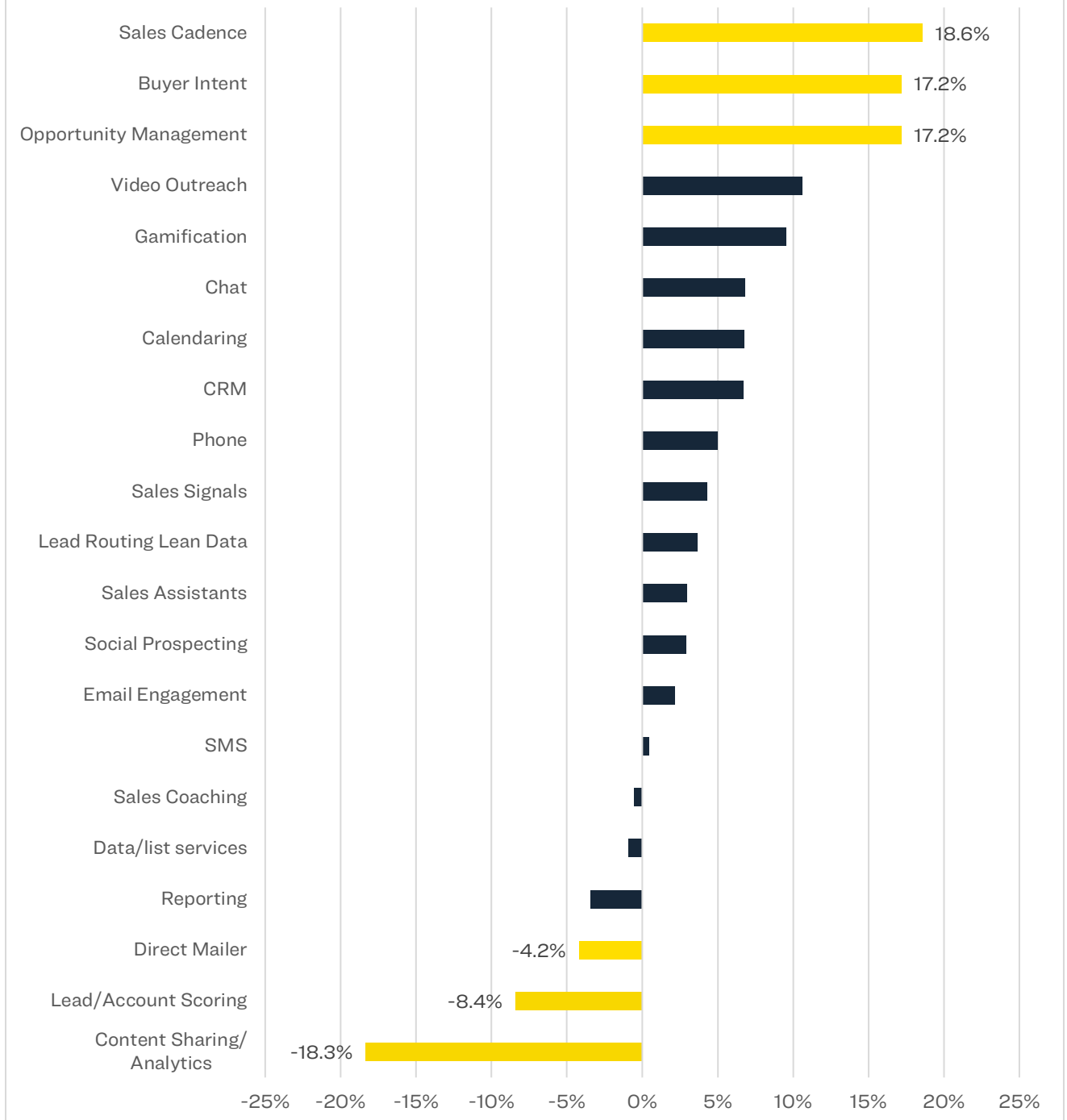
(see next page for visual)

### Not all technologies increase quota attainment

Not all technology is correlated with better SDR quota attainment than no tech. The technology used by companies with the lowest reported attainment was content sharing and analytics at 54.1%, 18.3% below the no-tech average. Next-lowest was lead/account scoring at 60.7% average attainment, 8.4% below no-tech, then direct mailer tech at 63.5%, 4.2% below no-tech.

**Insight** The point here is to focus on results when you purchase technology. The complexity of the sales tech landscape and difficulty measuring the direct effect of these tools could contribute to bad purchasing decisions overall, and SDR quota attainment can be a helpful measure when assessing sales tech tools.

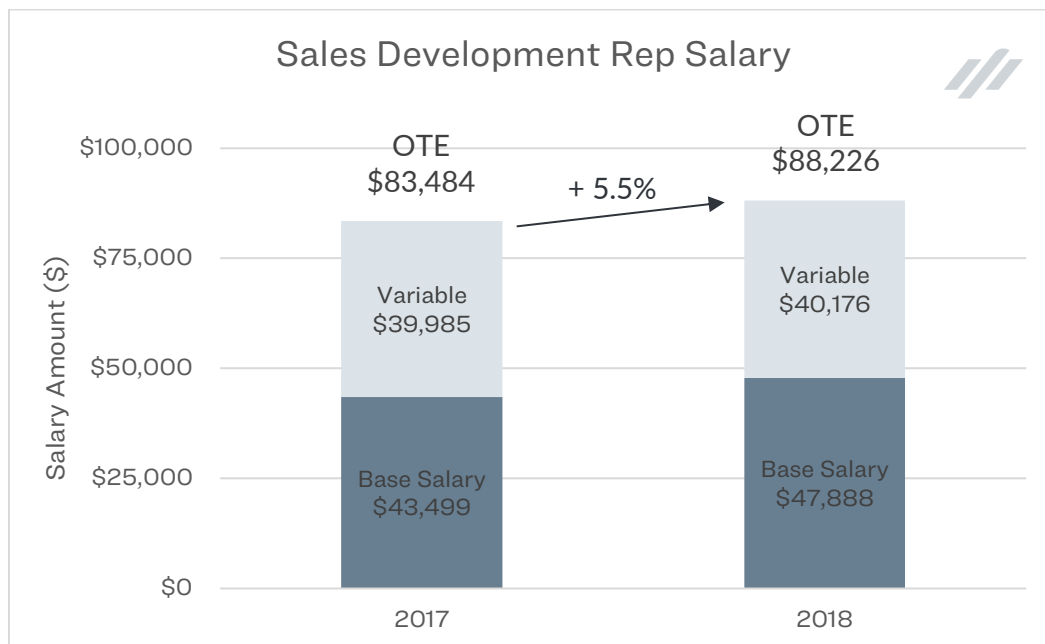
## SDR Quota Attainment by Use of Various Sales Technologies Distance from Attainment with No Tech



## Average on-target earnings for SDRs rose by 5.5% over the past year

On Target Earnings (OTE) for sales development reps increased 5.5% from last year, growing from \$83,484 in 2017 to \$88,226 this year. The fixed portion of OTE, increased by a wider margin – 10.1% – from \$43,499 in 2017 to \$47,888 in 2018.

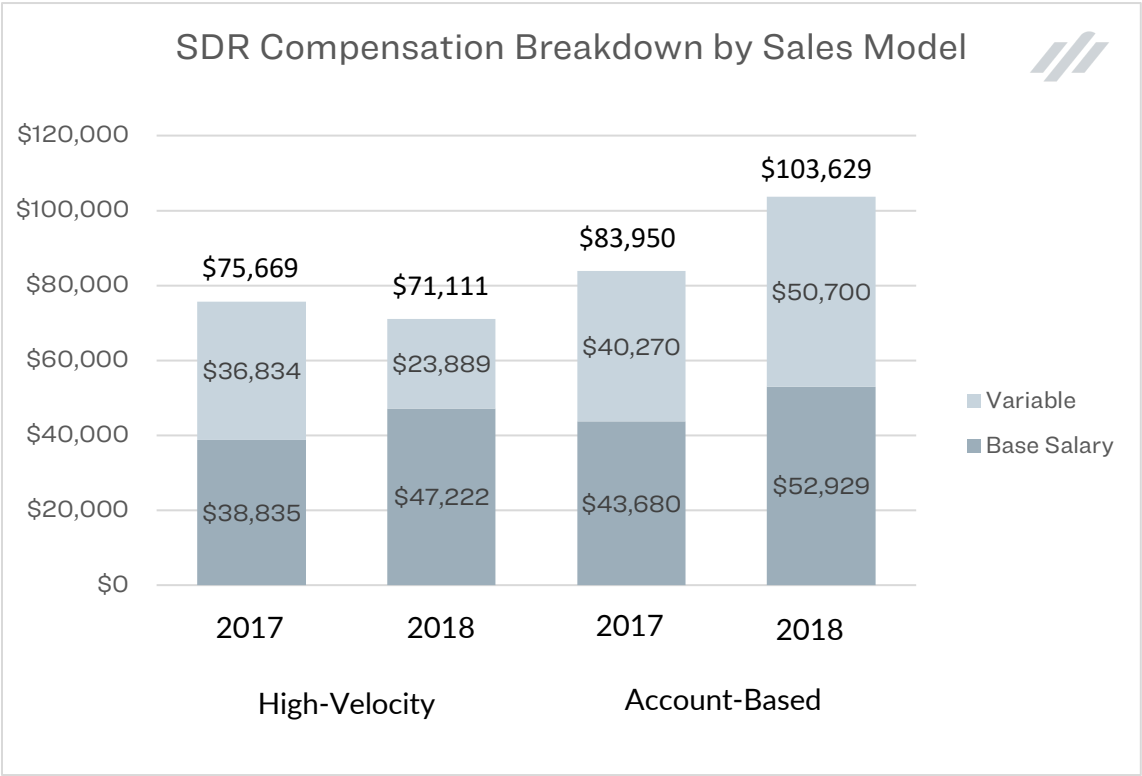
**INSIGHT:** Although the average is important to understand, note that compensation differs significantly by state and should therefore be examined as you build your compensation plans.





Account-based sales team compensation rose 23.4% while high-velocity dropped 6.0%

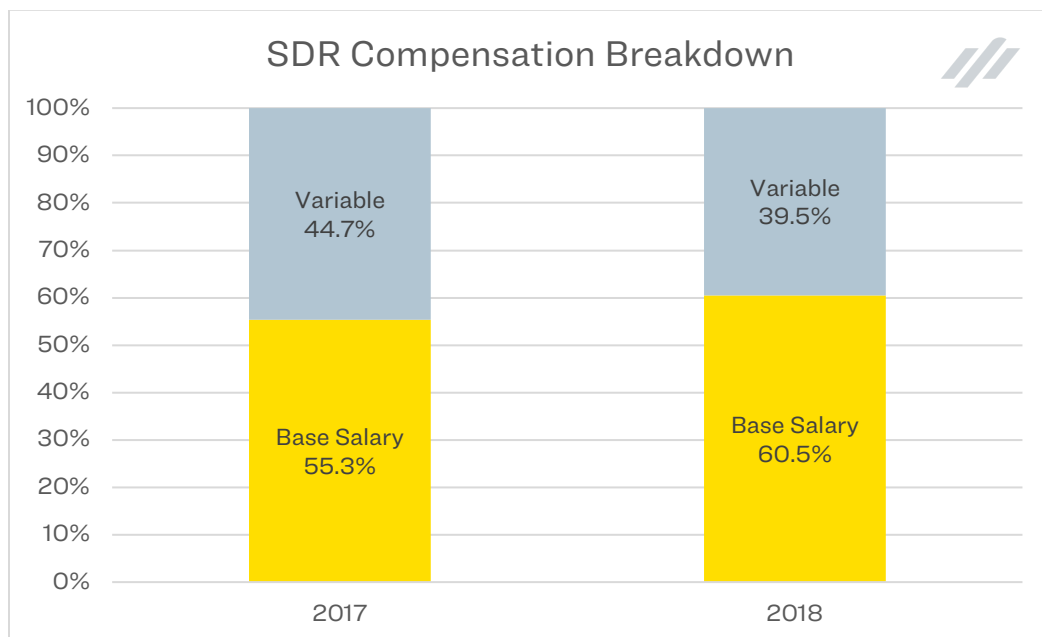
Account-based teams continue to be higher-paid than high-velocity teams, but this year the data showed that high-velocity team compensation dropped by 6.0% and account-based team compensation rose by 23.4%.



## The SDR compensation split: 60% base salary and 40% variable compensation

With the percentage of compensation changing slightly, the split between base and variable compensation moved to 60/40 from last year's 55/45.

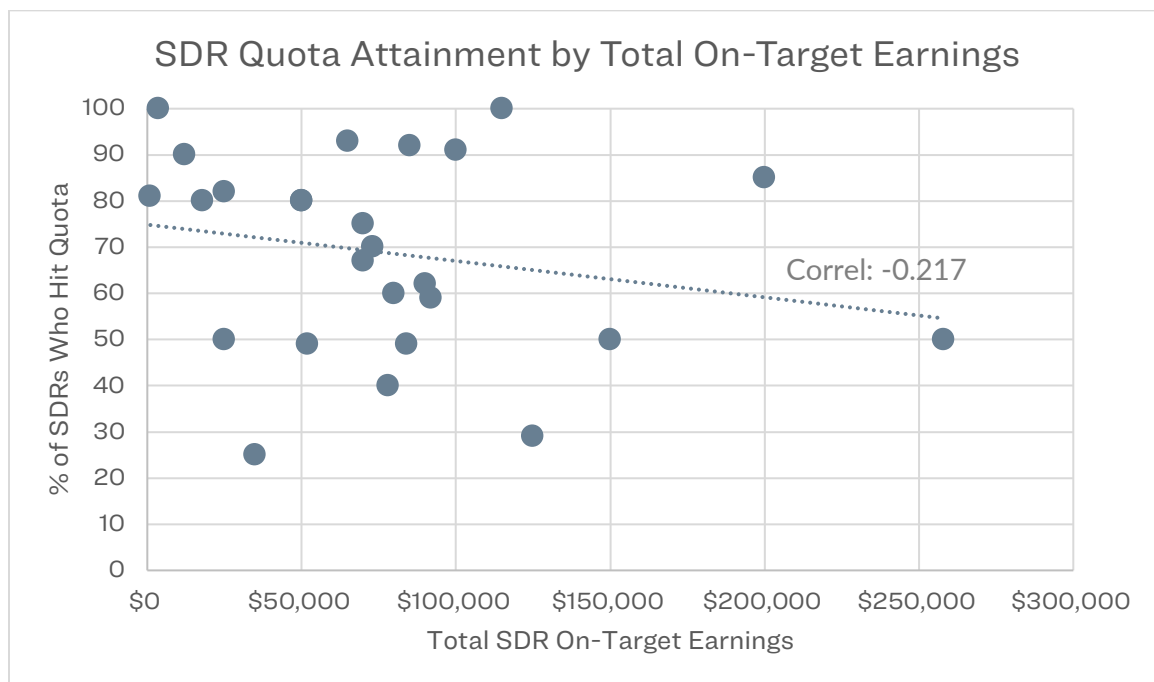
**INSIGHT:** Because compensation differs significantly by state in North America, you should nail down the basic numbers of base salary and OTE based on geography but use the 60/40 split as a guide to finalize your strategy.



## Compensation has negative correlation with quota attainment

Does compensation affect SDR performance? Interestingly, our respondents did not report a positive correlation between total on-target earnings and quota attainment. Perhaps surprisingly, the two data sets actually had a negative correlation of -0.22.

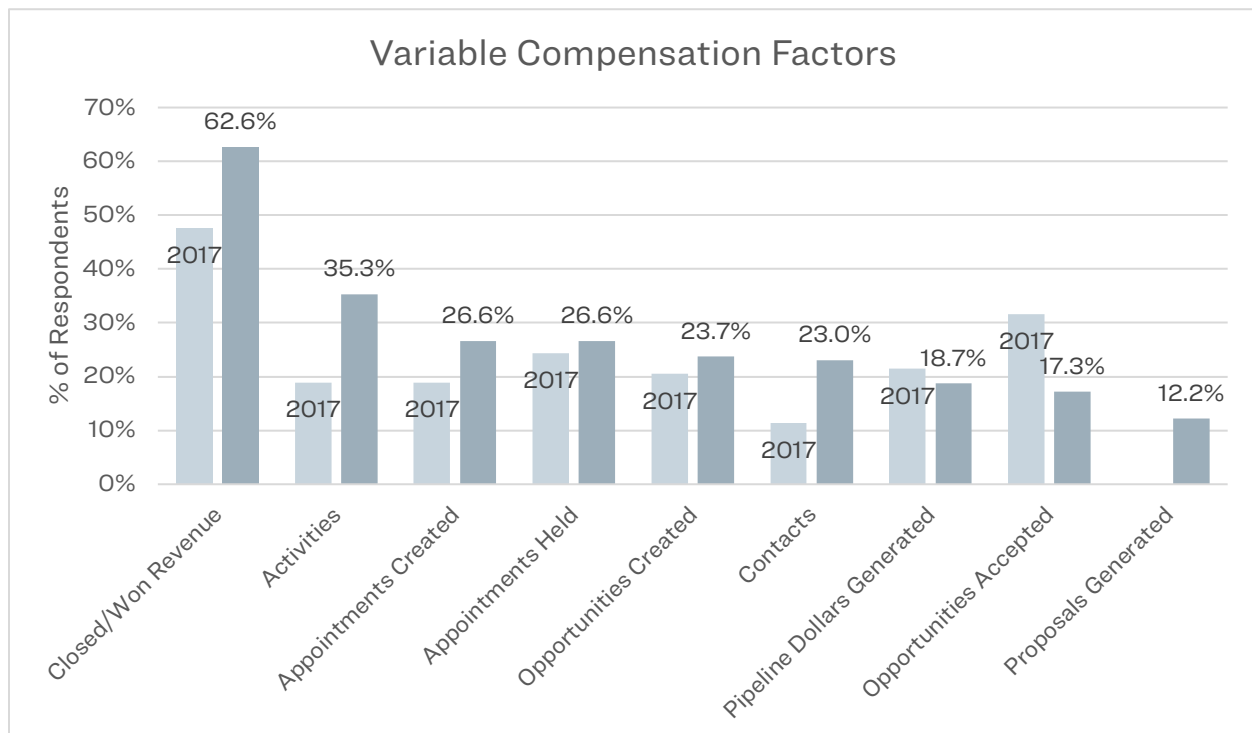
**INSIGHT:** Many organizations believe compensation is the way to continue motivating sales development reps to achieve their quota; this data forces us to question that assumption for some companies. Our recommendation is to find a dollar amount that feels appropriate, then begin looking for other ways to motivate, e.g. culture, gamification, club, public recognition etc.



## Closed/won revenue used by 62.6% of organizations to determine compensation

We asked respondents which factors they consider when determining SDR variable compensation. With 62.6% of respondents, closed/won revenue was the most commonly used metric. Closed/won blew away the next-most popular metrics, appointments created and appointments held, which were indicated by 26.6% of respondents. Opportunities created was number four on the list, with 23.7%.

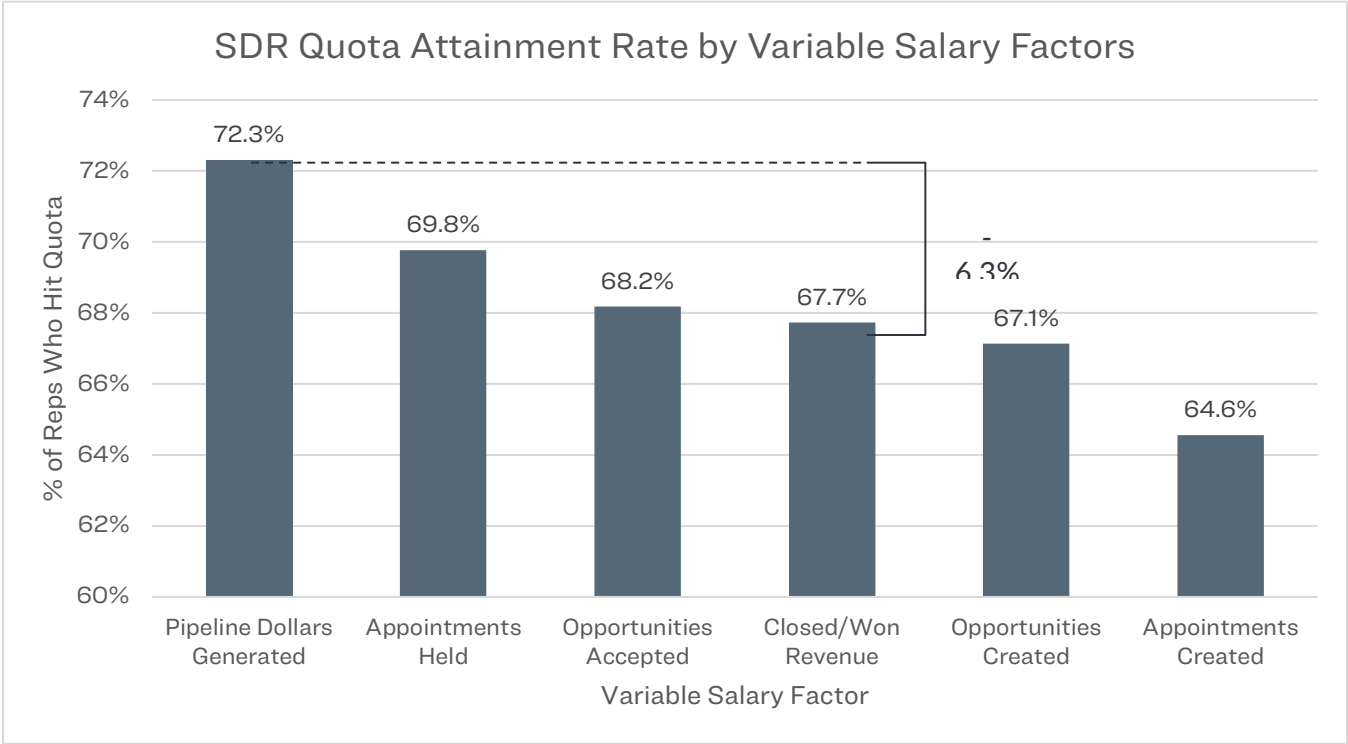
**INSIGHT:** The debate will continue about how sales development reps should best be compensated. We believe it's important to remember that with compensation, sales development reps should be compensated for 1) elements reps can psychologically own 2) elements that can't be coached for improvement 3) elements that have direct correlation to business outcomes.



# Companies compensating based on pipeline generated report highest SDR quota attainment

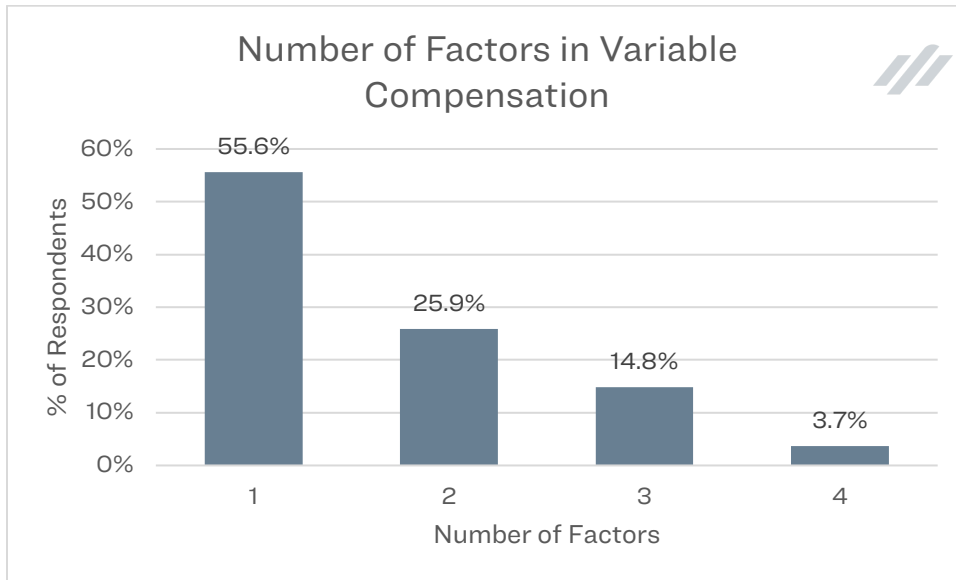
Companies are always debating which variables sales development rep compensation should be based on. In our survey data we found that companies that pay sales development reps based on pipeline dollars reported the highest quota attainment at 72.3%. Next was appointments held with 69.8%. Closed/won revenue was reported to be the most-used component in variable compensation packages but was correlated to a 6.3% lower quota attainment rate than was using pipeline dollars generated.

**INSIGHT:** Interestingly, closed/won revenue is the most popular factor when determining compensation but just fourth in quota attainment. This could be a result of it being more difficult to obtain or it being a poor motivational factor. We recommend only tying revenue to compensation when sales cycles are short or when sales development reps truly partner with account executives.



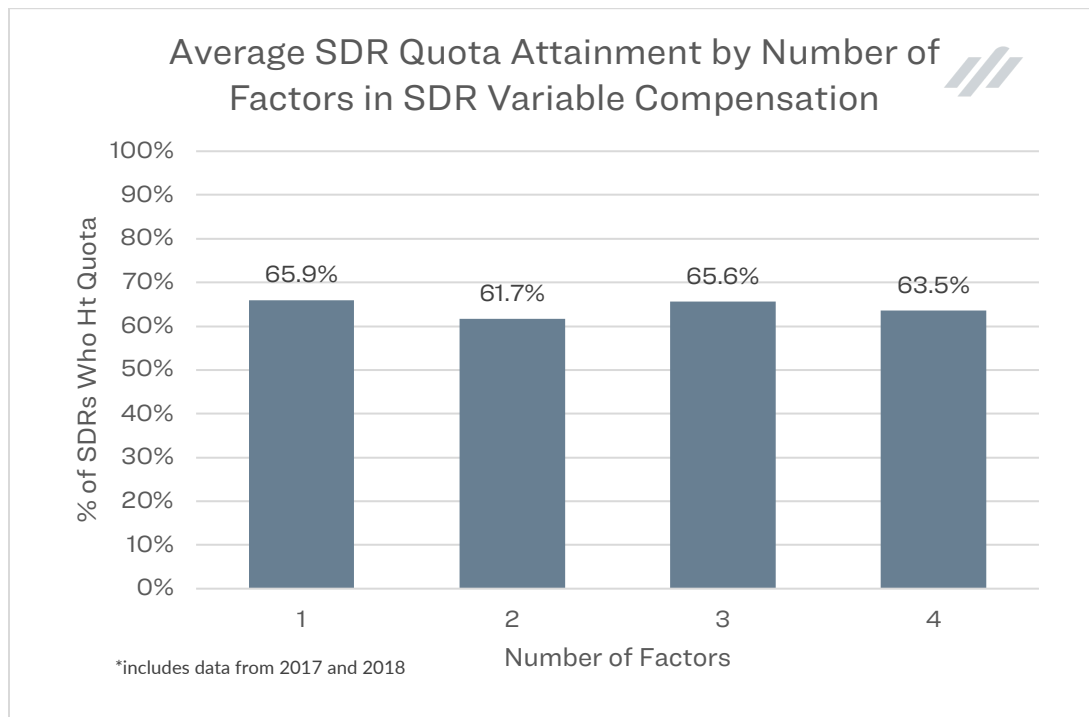
## 55.6% of companies reported using only one factor in their variable compensation

Companies most commonly reported using just one factor to determine SDR variable compensation (55.6% of respondents). When only one factor was used, over 50% of the time it was closed/won revenue. The portion of respondents decreased for each additional factor used.



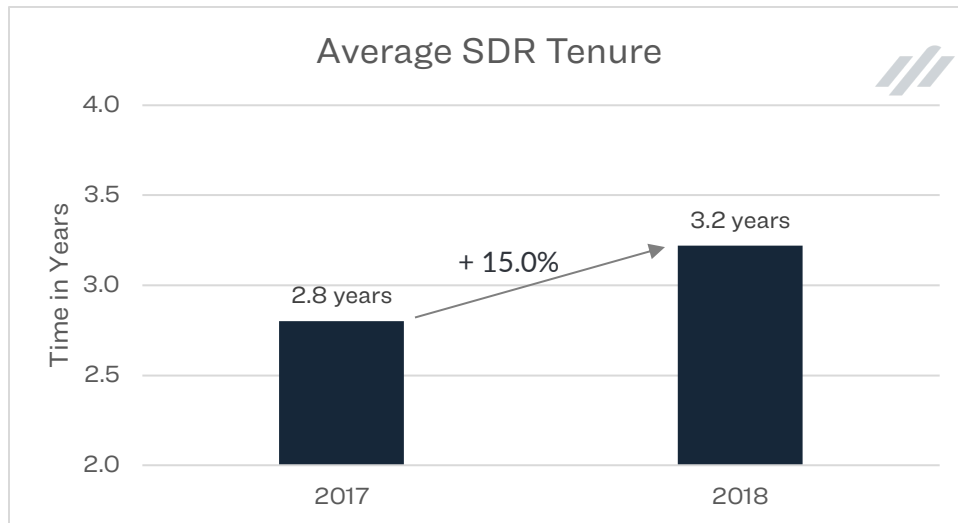
## The number of elements in a variable compensation package does not affect quota attainment

Some organizations have argued that having a few elements in a compensation package for sales development reps makes them perform better. In this data set, that hypothesis is not true as it appears the data is random across the different number of elements.



## SDR tenure increases by 15.0%

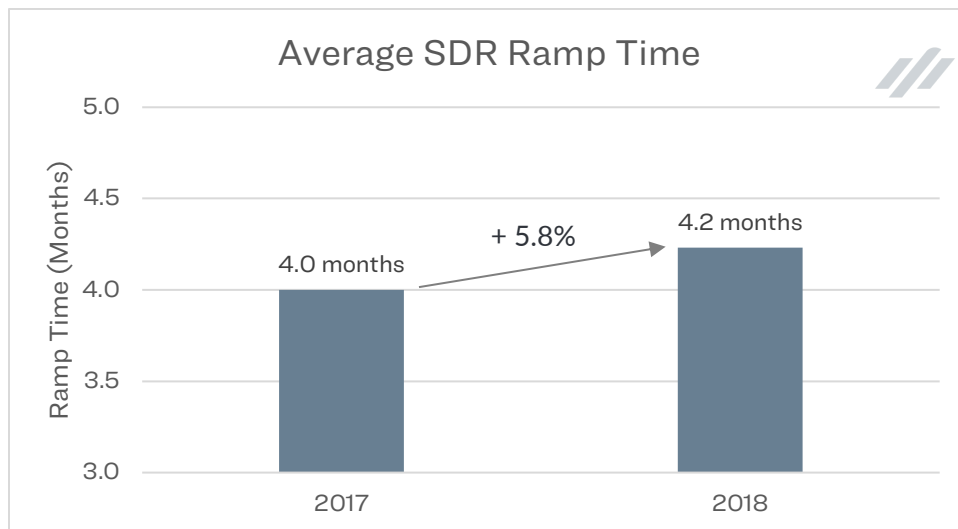
We found an average 3.2 years SDR tenure across all respondents. This result is up 15.0% from last year, when the average was 2.8 years. As the role of SDRs becomes continually refined and engrained, perhaps reps and companies are seeing it as a more long-term position -- only future study will tell.





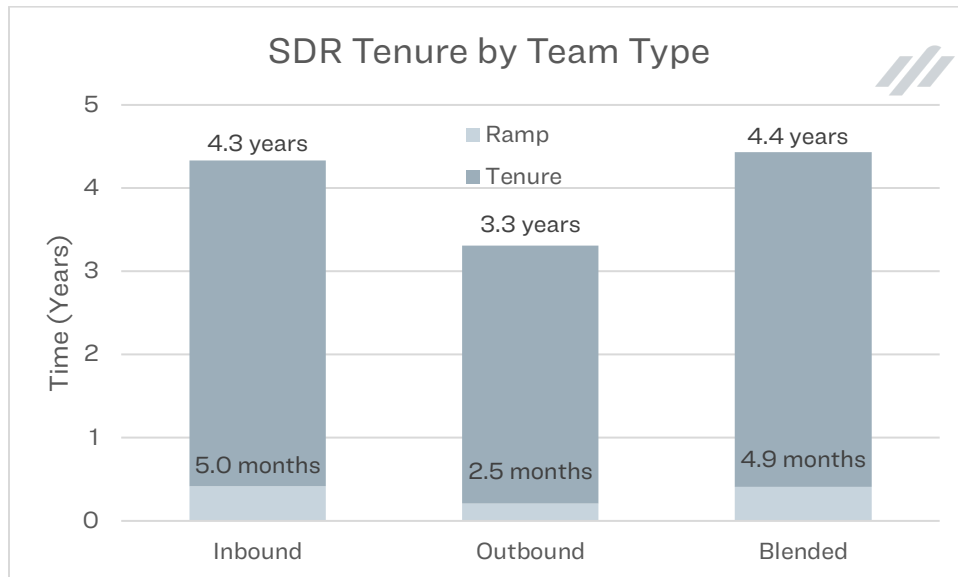
## Ramp time up 5.8% from last year

Trying to figure out how to ramp a sales development rep is key to success. Last year companies reported their teams took an average of 4.0 months to be fully ramped. This year, that number has increased slightly to 4.2 months (5.8% increase).



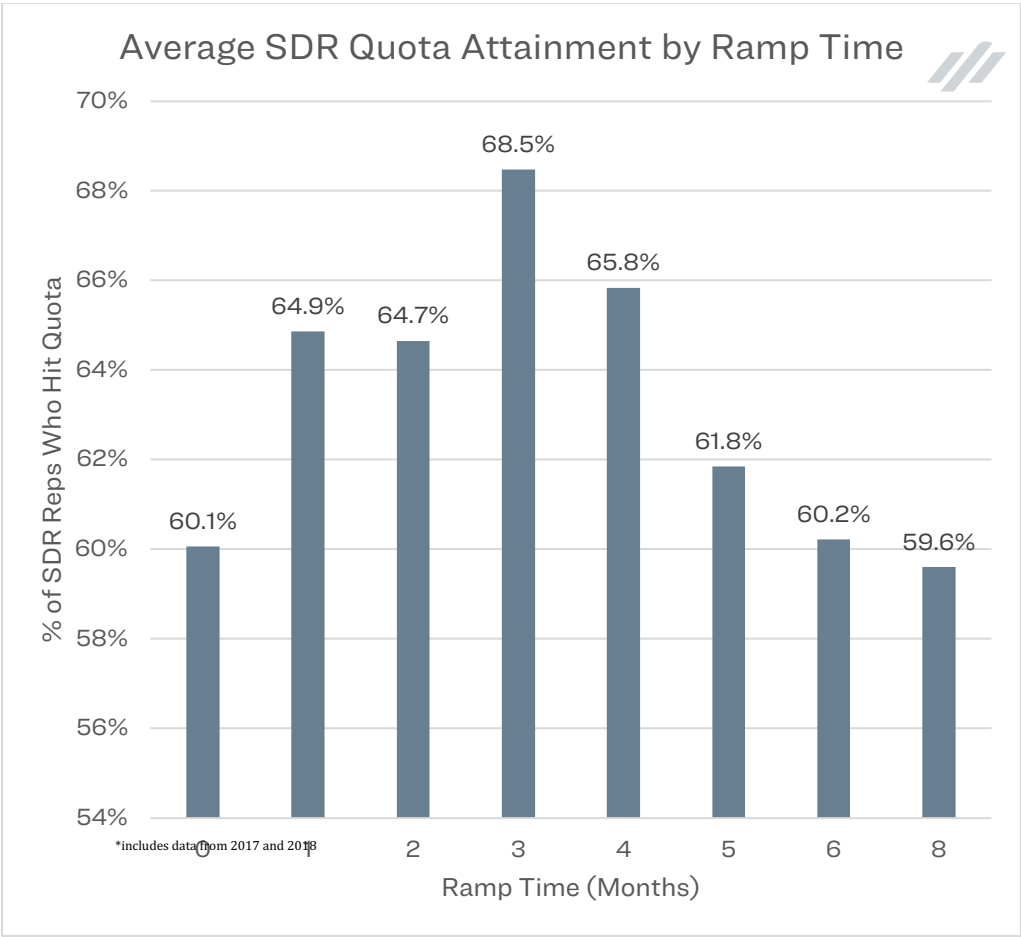
## Inbound reps take 2x as long to ramp as outbound reps

When it comes to ramp time, inbound reps take the longest to get up to speed. The ramp time for an inbound rep is 5.0 months while an outbound rep's is 2.5 months. Inbound reps have comparable average tenure to blended teams (4.3 years vs 4.4 years), and one-year longer average tenure than outbound reps (4.3 years vs 3.3 years).



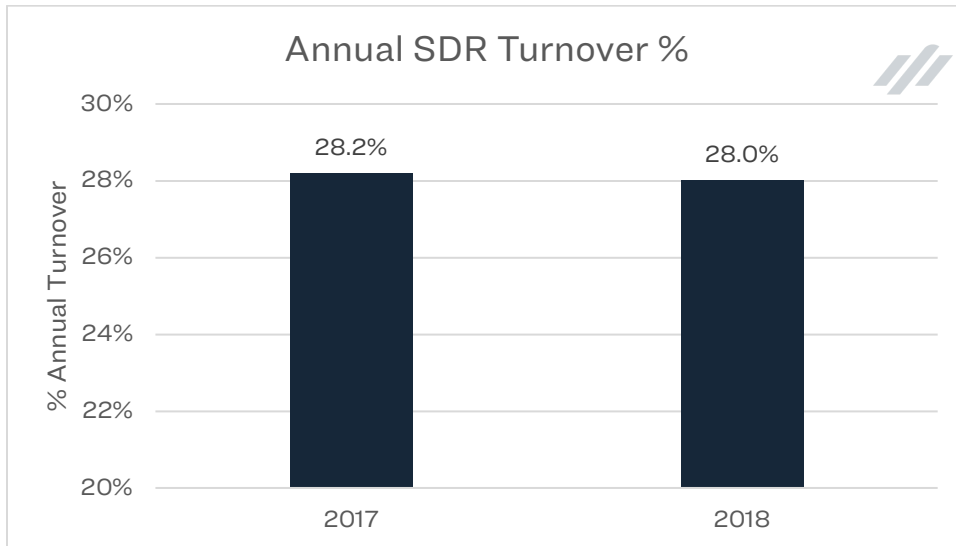
# Companies who reported 3-month ramp time had the highest quota attainment

If you're shooting for an optimal ramp time, you should target three months. Companies that reported a three-month ramp time reported the highest average SDR quota attainment at 68.5%. Respondents with ramp times longer or shorter than three months reported decreasing average attainment the further from three months they were.



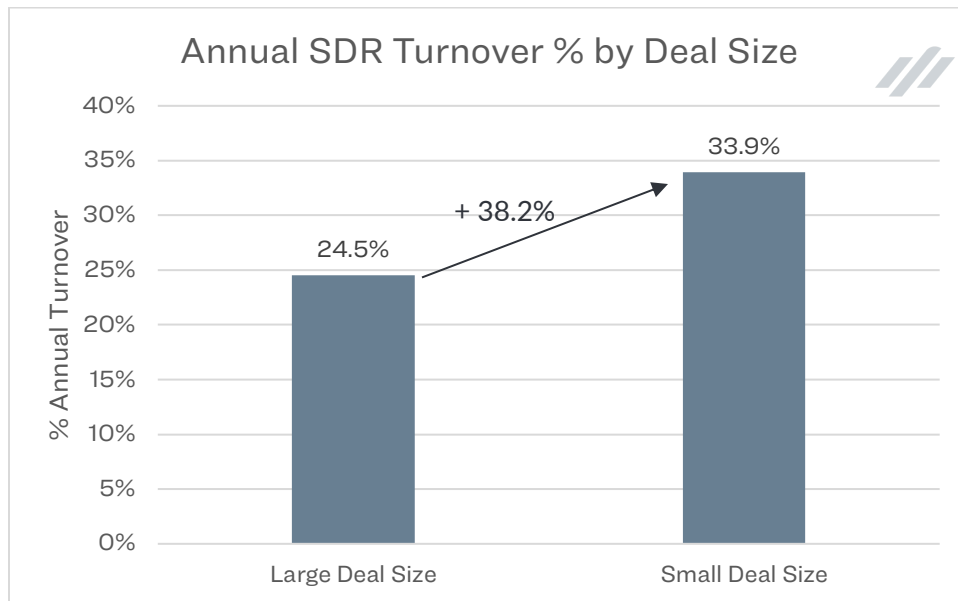
## Annual turnover remains steady near 28.0%

Overall, annual turnover was 28.0% on average. This is very similar to the 28.2% found in 2017's survey for the same measure.



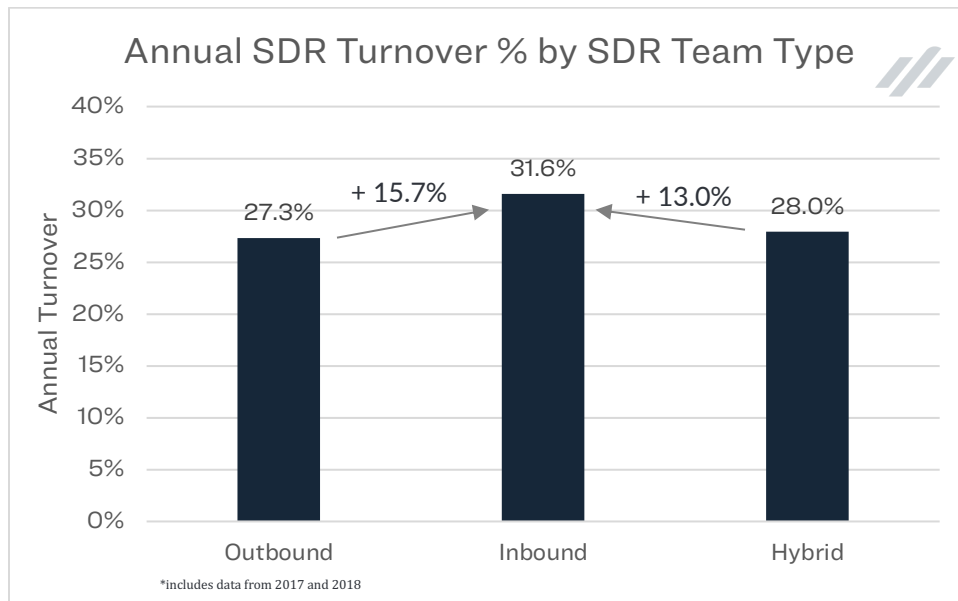
## Teams with smaller deal sizes have 38.2% higher turnover than companies with larger deal sizes

SDR turnover was higher in respondents dealing with small ACV deals versus those with larger deal sizes. Respondents with smaller deal sizes reported an annual turnover rate of 33.9%, compared to just 24.5% for those handling larger deals.



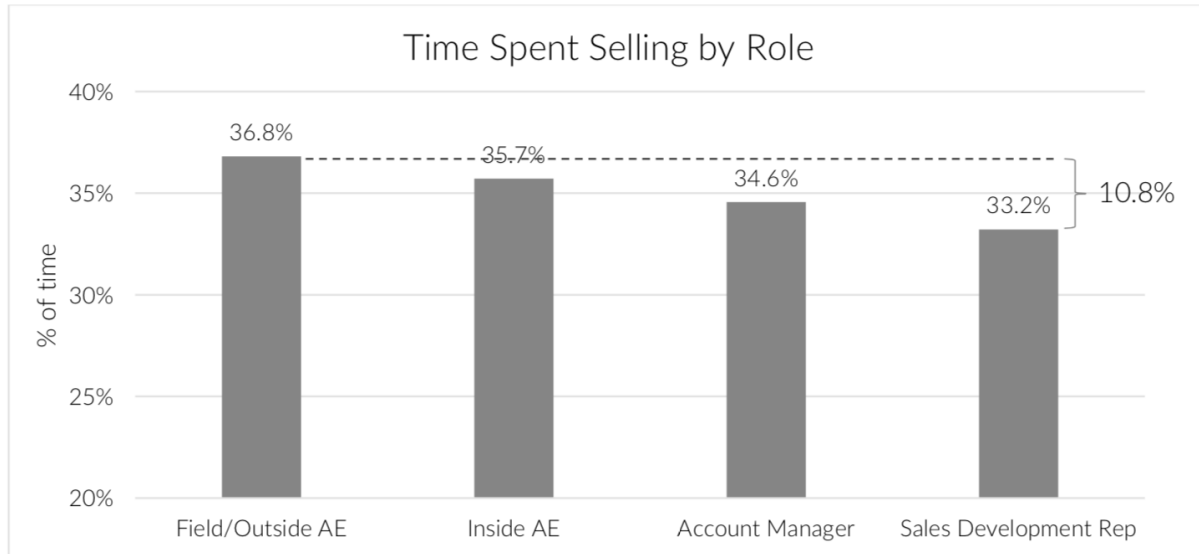
## Inbound teams experience highest turnover of all SDR teams, 15.7% higher than outbound

Inbound sales teams reported the highest incidence of SDR turnover at 31.6%. This is 15.7% higher than outbound and 13.0% higher than hybrid teams experience.



## SDRs spend the least amount of time selling (33.2%), 10.8% lower than field reps

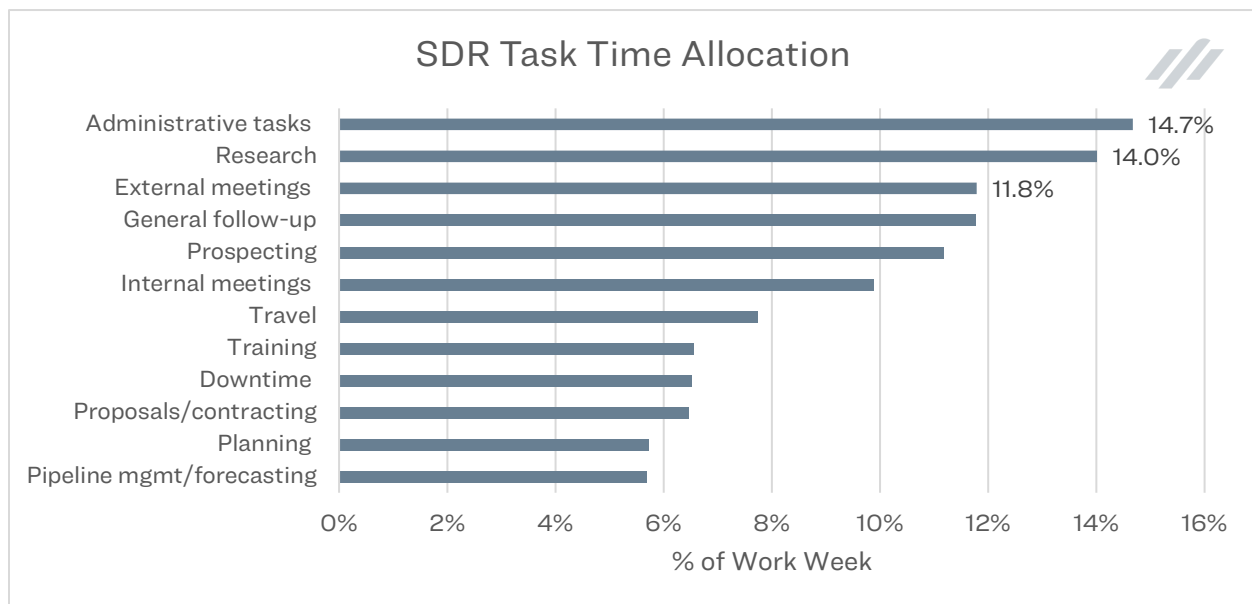
When we looked at time spent selling<sup>3</sup>, sales development reps reported spending 33.2% of their time selling which was the lowest of any rep by 10.8%.



<sup>3</sup> from the XANT Time Management Study

## Reps spend the most time on administrative (14.7%) tasks followed by research 14.0%

When we look at where sales development reps spend their time, the majority of time is spent on administrative tasks 14.7% followed by research at 14.0%. Notice that not until number four on this list do we find prospecting, the primary responsibility of a sales development rep.





## The sales development prospecting pipeline revealed - activities through opportunities

Understanding how you compare against industry benchmarks can be an extremely powerful exercise. In our survey we asked companies to tell us their prospecting pipeline numbers, from activities to opportunities. Here is what the data revealed:

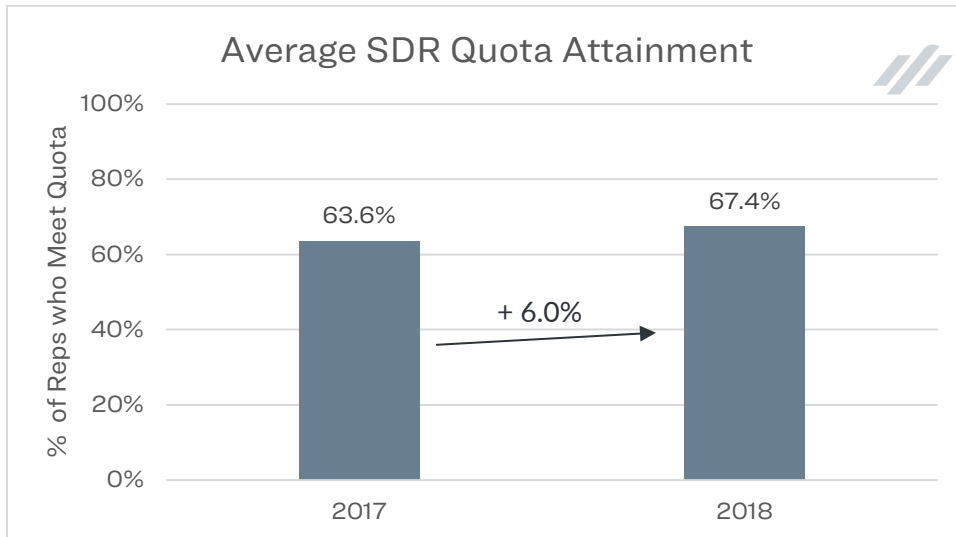
Prospecting Pipeline Metric	Average Result
Activities per Rep per Day	107.8
Conversations/day	10.9
Appointments Set/mo	35.7
Appointments Held/mo	28.2
Opportunities Created/mo	19.0
Opportunities Accepted/mo	14.6

Pipeline Metric	Inbound	Outbound
Activities per day	59.0	95.4
Conversation per Day	27.0	15.4
Appointments Set per Month	46.6	16.2
Appointments Held per Month	41.1	13.1
Opportunities Created per Month	41.7	9.9
Opportunities Accepted per Month	27.6	7.9

\*includes data from 2017 and 2018

## Average quota attainment increases to 67.4% (6.0% above 2017)

Average quota attainment sits at 67.4%, 6.0% above last year, when respondents to our survey reported an average 63.6%. This increase may reflect increasing effectiveness in the SDR role.



## Average monthly quotas across the sales development landscape

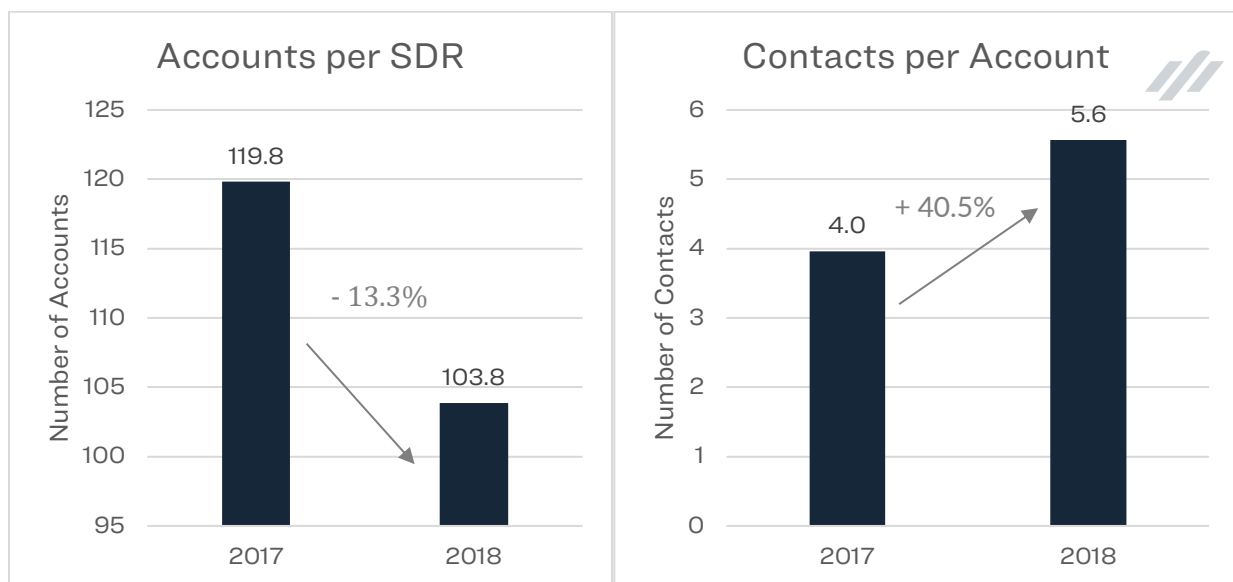
We asked respondents to tell us the monthly quotas required by their SDR teams for each metric in the prospecting pipeline. We found the following:

Prospecting Pipeline Metric	Monthly Quota	
	2017	2018
Contacts Managed	474	578
Activities / day	96.3	107.8
Appointments Created	22.3	25.7
Appointments Held	19.1	15.3
Opportunities Created	18.3	13.6
Opportunities Accepted	15.4	11.7

## Number of accounts managed is down 13.3% from 2017 but number of contacts managed is up 40.5% from 2017

Sales development reps handle an average of 103.8 accounts each (- 13.3% from 2017), with 5.6 contacts per account (+40.5% from 2017). This implies that reps manage 578 contacts in their prospecting pipeline, significantly more than last year's 474.

**INSIGHT:** This follows suit with the increase in companies following an account-based motion. Rather than go wider (number of accounts) reps and companies are trying to go deeper (more contacts per account).

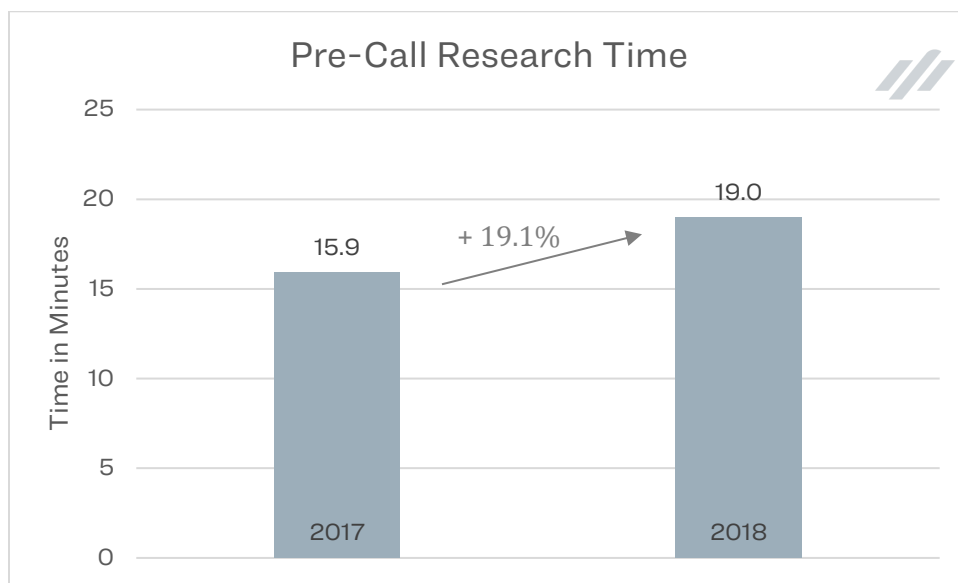


Identify	2017	2018	% Change YoY
Accounts per SDR	119.8	103.8	- 13.3%
Contacts per Account	4.0	5.6	+ 40.5%
Contacts per SDR	474	578	+ 21.8%
Pre-Call Research Time	15.9 min/contact	19.0 min/contact	+ 19.1%

## The time it takes to research an account increased by 19.1%

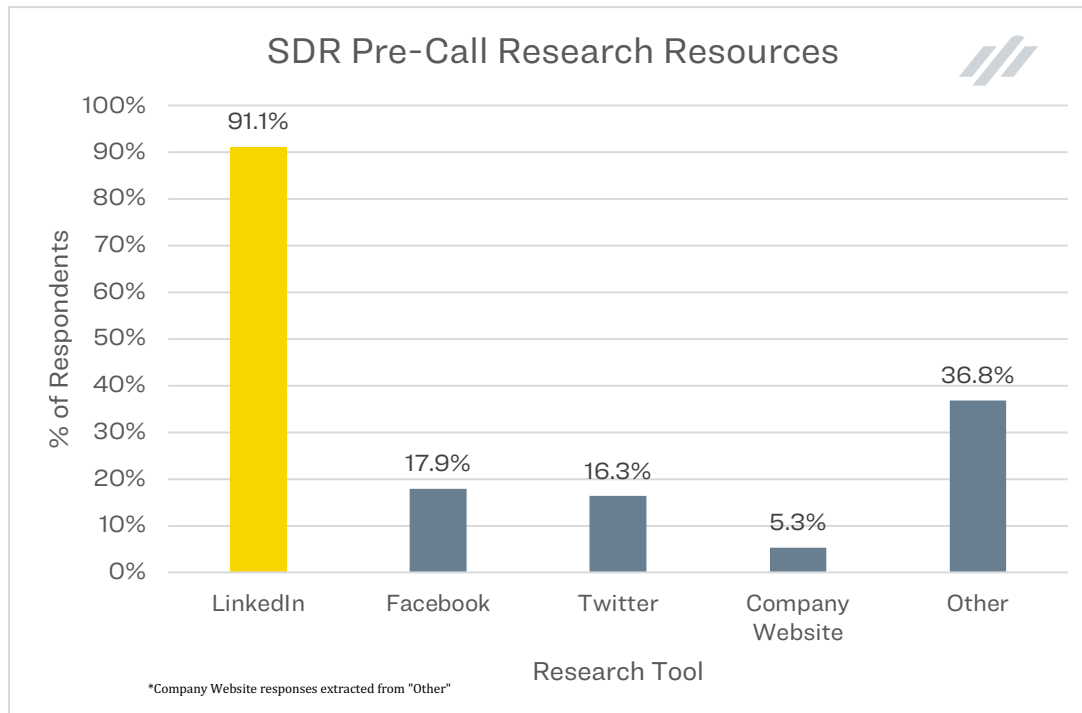
We found that sales development reps spend 19.0 minutes on average researching an account in total. This is up 19.1% from last year (15.9 minutes).

**INSIGHT:** It's important to note that this number is not referring to what reps do before every call, as nearly 20 minutes of research per activity would be impossible. This indicates the total time reps spend on researching an account. Unfortunately, it's still a lot of time. Although research is important, companies need to find ways to minimize and streamline this activity to ensure productivity is maintained.



## 91.1% of companies say LinkedIn is the dominant research tool

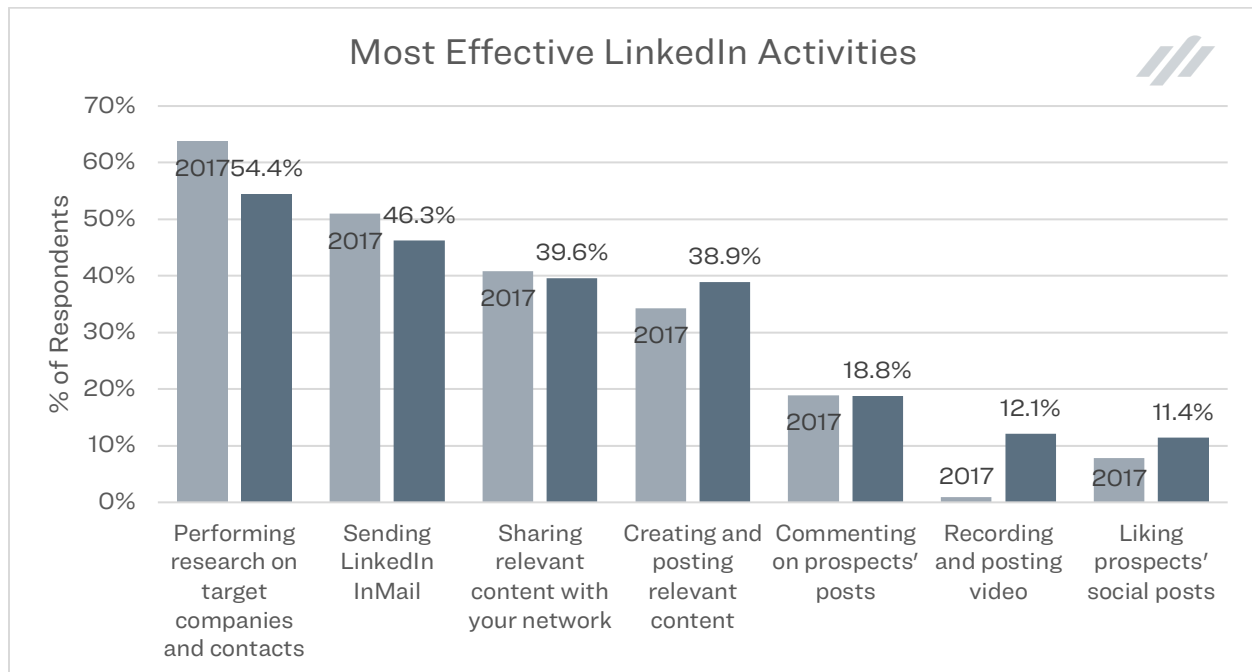
There are myriad resources available to SDRs for researching prospects before reaching out. We asked our survey respondents which platforms were most commonly used by their SDRs and 91.1% chose LinkedIn, blowing away the second-place option, Facebook, by over 70 percentage points (17.9%). Twitter was slightly less popular than Facebook with 16.3%, followed by company websites with 5.3%, and 36.8% use other platforms.



## Over 54% of SDR teams say LinkedIn is best used as a research tool

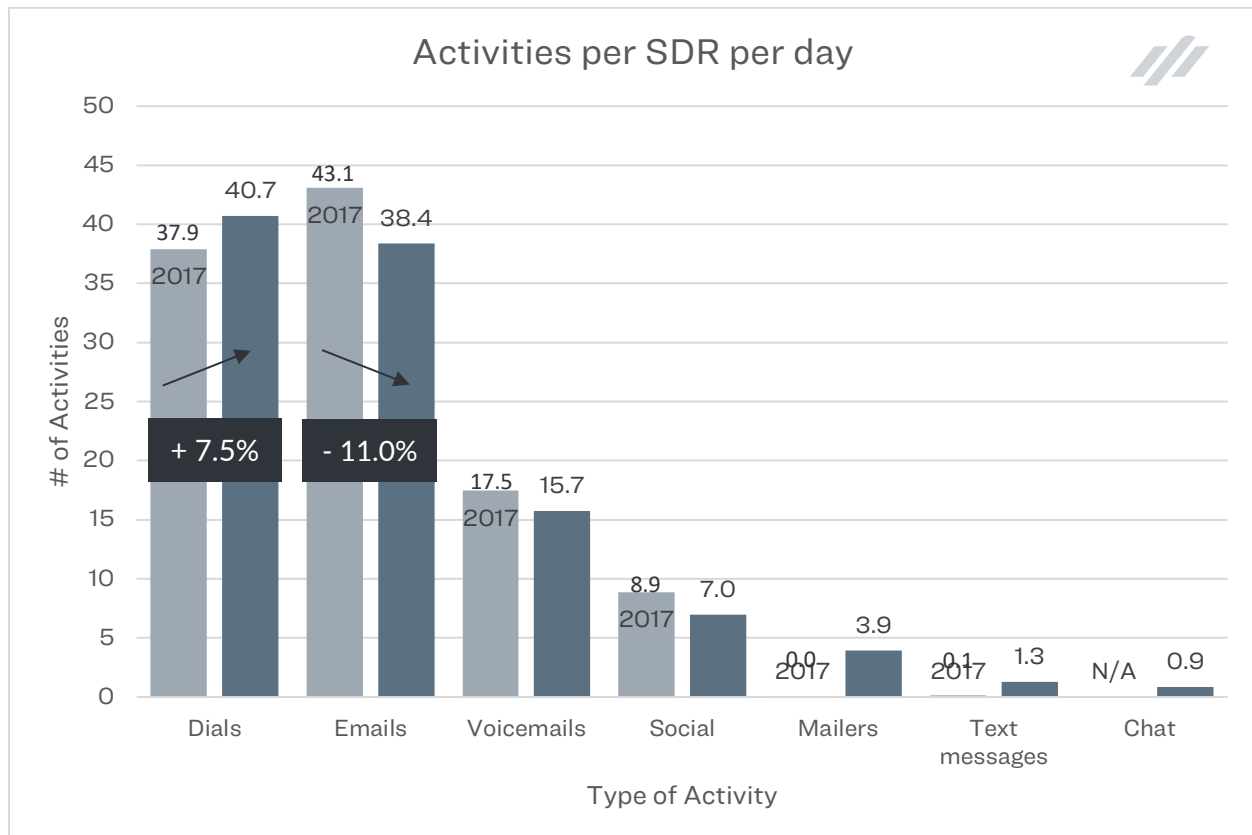
54.4% of respondents said that performing research is the most effective way they use LinkedIn, followed by sending LinkedIn Inmail (46.3%) and sharing relevant content (39.6%).

**INSIGHT:** Notably, recording and posting video on LinkedIn jumped over 11 percentage points, from 1.0% to 12.1%, showing its increasingly popularity and usefulness, though remaining a less-effective activity overall. We expect this to continue to move forward but don't expect it to overtake research anytime soon.



## Phone (+7.5%) and email (-11.0%) dominate SDR activity

There are at least eight hours in a workday – how do SDRs fill them? We found that on average SDRs perform 107.8 activities per day, with phone (40.7 per day) and email (38.4 per day) dominating the rest of the communication methods as shown below.





## The pillars of a Cadence - Attempts 15.8, Media 4, Duration 28, and Spacing 1.8

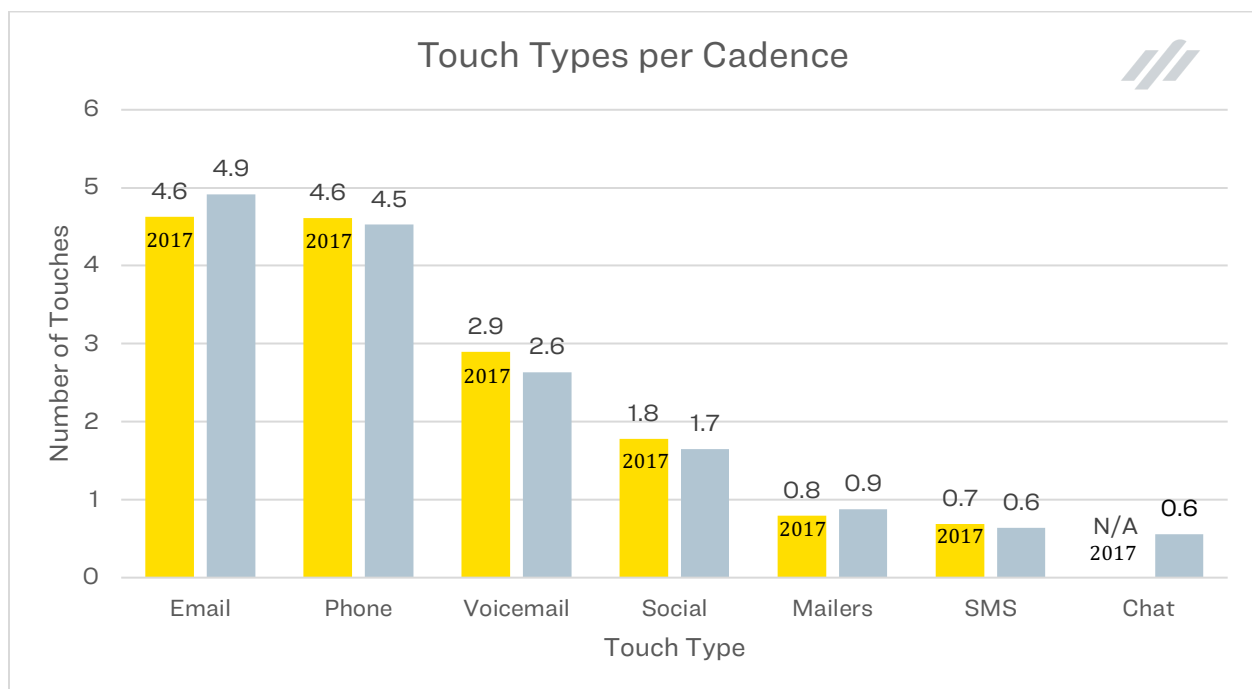
We asked each respondent how they structured their sales cadence, breaking each up into the four pillars of a cadence. Interestingly, the data was extremely close to what companies reported into 2017 (see table below).

Cadence Stat	2017	2018
Duration	29.4 days	28.0 days
Attempts	15.4	15.8
Spacing	1.9 days	1.8 days
Media	4.0 types	4.0 types

Cadence Stat	Inbound	Outbound	Hybrid
Duration	32.8 days	26.3 days	28.0 days
Attempts	10.8 days	13.7 days	16.3 days
Spacing	3.0 days	1.9 days	1.7 days
Media	2.6 days	3.3 days	4.2 days

## Email is the most dominant communication method used in cadences with 4.9 emails per cadence

A sales cadence can be made up of various types of touches, from a classic phone call to an automated chat bot on a company website. Respondents in our study reported an average of 15.8 touches per cadence, very close to last year's 15.4 (and this year we included chat, which gives 2018 a 0.6-touch boost). The 15.8 touches are broken down into 4.9 emails, 4.5 phone calls leaving 2.6 voicemails, 1.7 social touches, 0.9 direct mailers, 0.6 text messages, and 0.6 chats (with a chatbot).

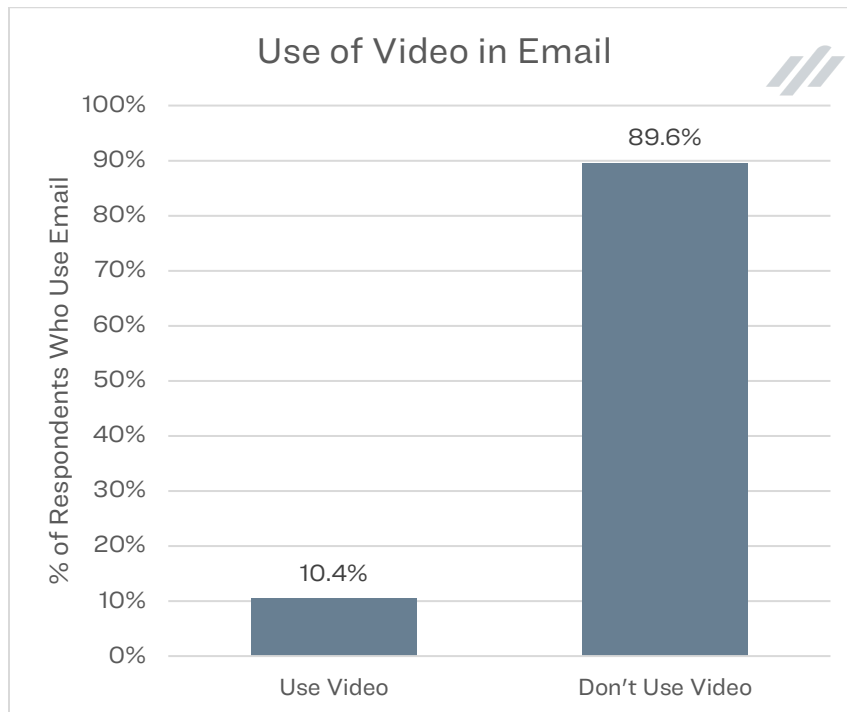


Touch Type								
SDR Team Type	Email	Phone	Voicemail	Social	Mailers	SMS	Chat	Total
Inbound	4.8	3.2	1.8	1.0	0.0	0.0	0.0	10.8
Outbound	4.1	5.3	2.6	0.9	0.5	0.2	0.1	13.7
Blended	5.0	4.5	2.7	1.8	0.9	0.7	0.6	16.3

## 10.4% of respondents say they use video in email

The way media are used in a cadence is continuously evolving; for example, respondents said 10.4% of their sales emails now include video.

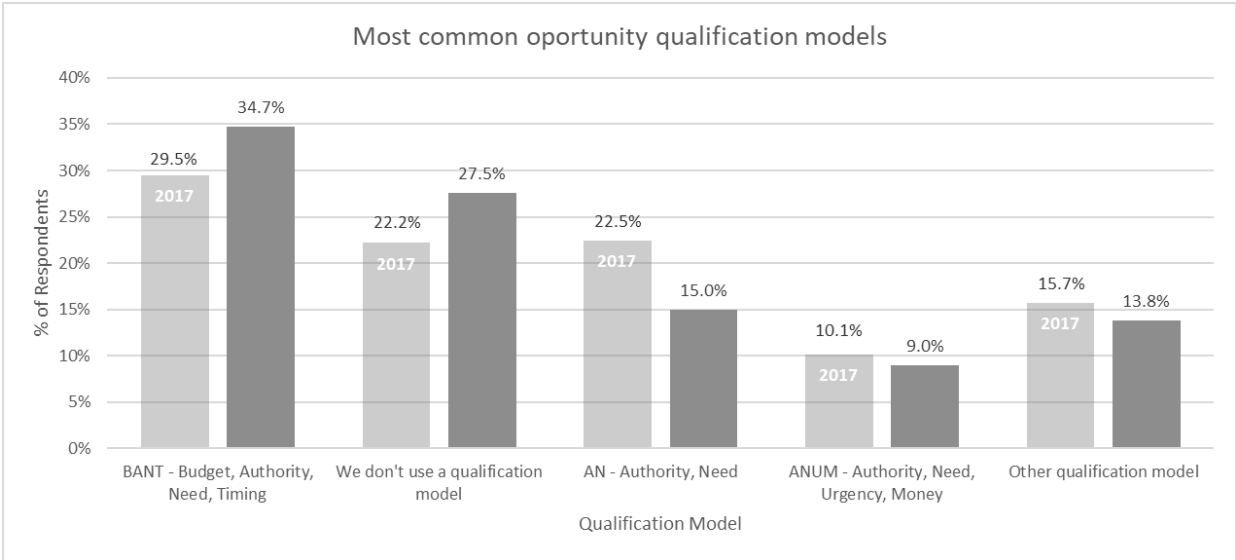
**INSIGHT:** When it comes to prospecting, companies need to look at what people are not doing to define priority. In sales prospecting, it's all about being different, and right now using video in email is different.



## BANT qualification model most common (34.7%)

The most common qualification model used by companies in our survey, with 34.7% of respondents, was the BANT model – Budget, Authority, Need, Timing. Surprisingly, the next-most common answer was “No qualification model” with 27.5%, followed by AN – Authority, Need, and ANUM – Authority, Need, Urgency, Money, with 15.0% and 9.0%, respectively.

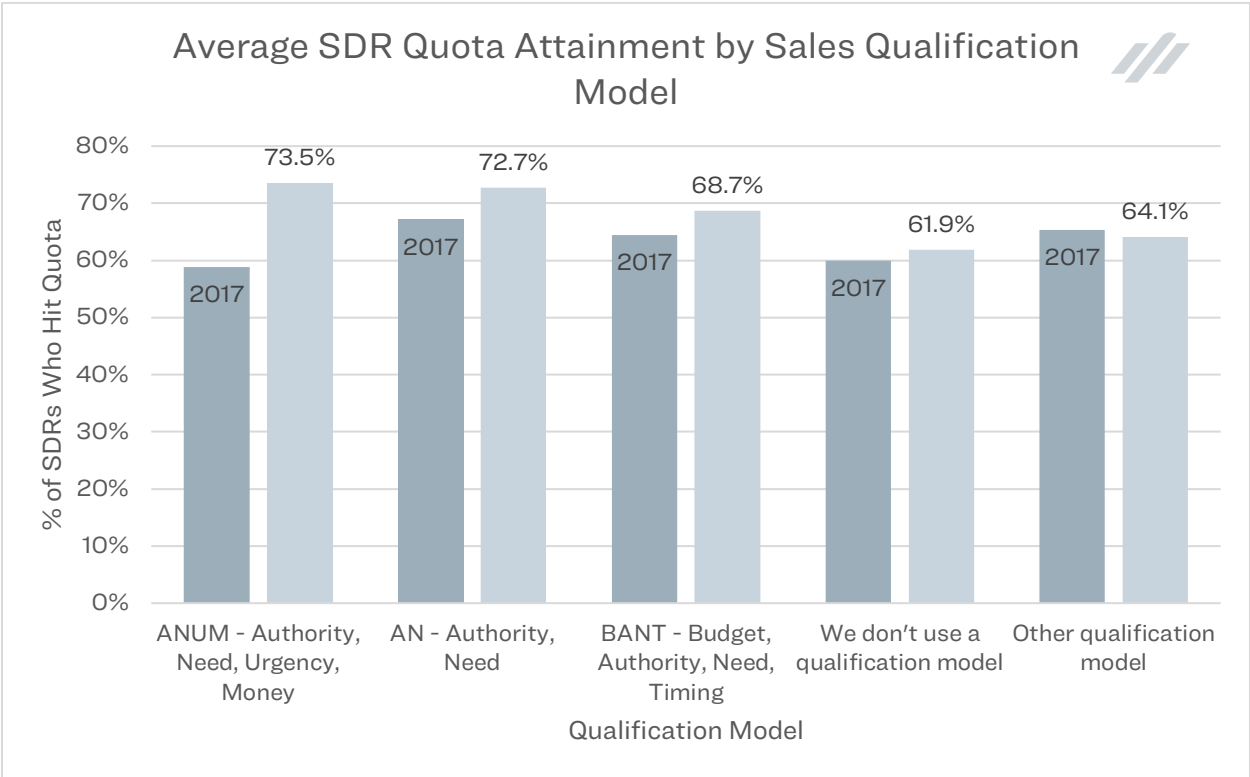
**INSIGHT:** There have been so many “new models” created that companies appear to be getting confused at what is the purpose of this concept and why do they even need it. Which model you use is important, but it’s more important simply to have a model.



## ANUM correlated to highest SDR quota attainment, 73.5%

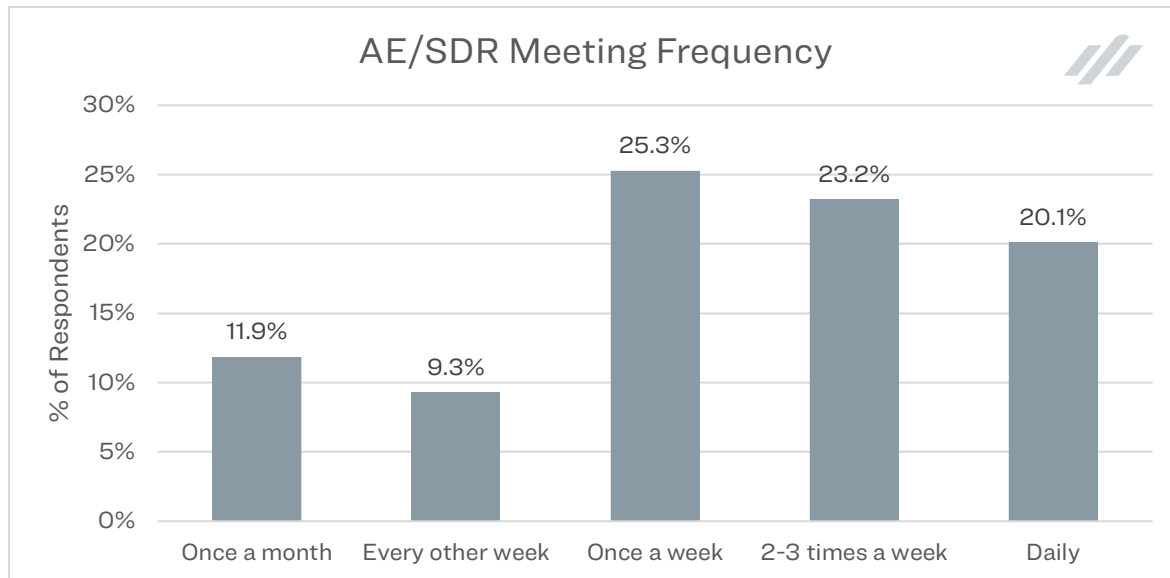
We also wanted to know if the use of different qualification models could result in better quota attainment for the SDRs in our study. In 2018, respondents who reported using the ANUM qualification model also reported the best average SDR quota attainment at 73.5%. ANUM was followed closely by the AN model with an average 72.7% attainment, and thirdly the BANT model with a 68.7% average.

**INSIGHT:** It's worth noting that the most popular method was BANT, but the model that lead to highest quota attainment rates was ANUM. It's most important to simply have a qualification model, but as companies grow, we would recommend ANUM based on these results.



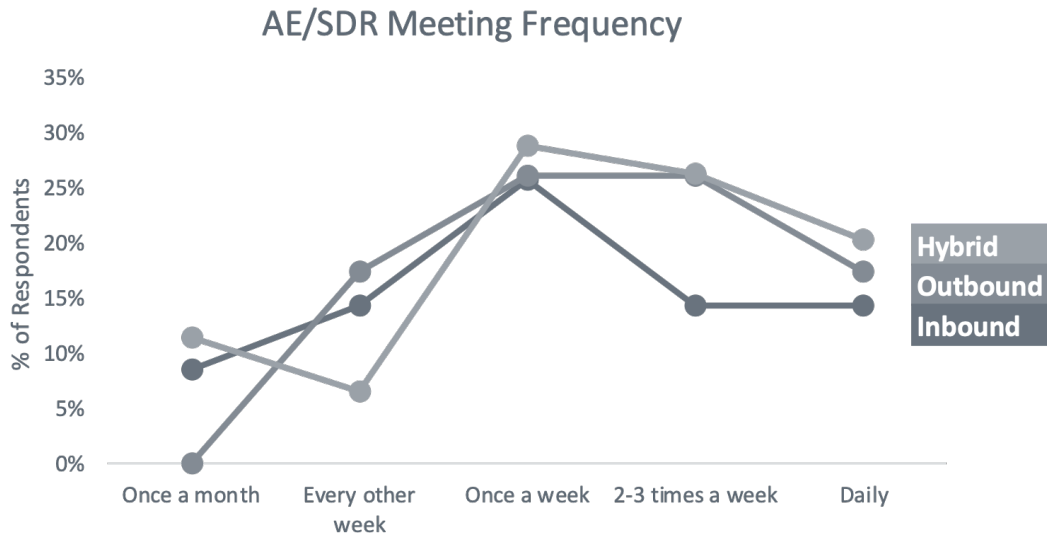
## Almost 3/4 of SDRs meet at least weekly with their AEs

Communication with the sales team is critical to the effectiveness of a sales development organization. 68.6% of respondents indicated that SDRs in their organizations meet with the AEs they support at least once a week. Over a fifth, 20.1%, said they meet daily, 23.2% said 2-3 times per week, and 25.3% said once weekly. This ordering is the same as in 2017.



## Hybrid SDRs meet most often with the AEs they support

Compared to purely inbound or purely outbound reps, companies with hybrid SDRs reported the most frequent meetings between SDRs and the AEs they support. While all respondents reported the most common frequency for AE/SDR meetings to be once a week, hybrid reps reported even more frequent meetings. Hybrid reps were 75.3% likely to meet with their AEs at least weekly, versus 69.6% for outbound reps and 54.3% for inbound reps.

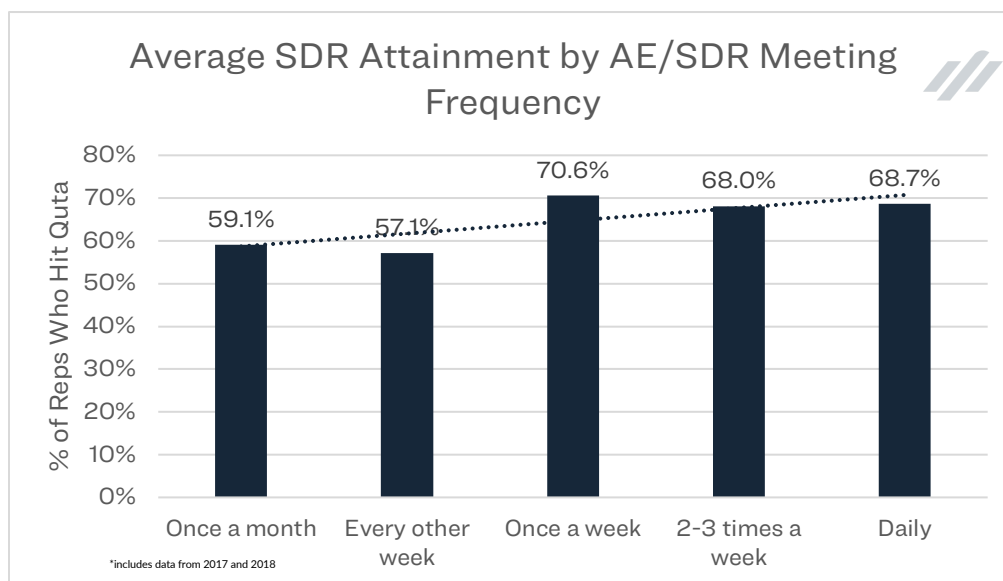


AE/SDR Meeting Frequency						
SDR Team Type	Once a month	Every other week	Once a week	2-3 times a week	Daily	Weekly +
Inbound	8.6%	14.3%	25.7%	14.3%	14.3%	54.3%
Outbound	0.0%	17.4%	26.1%	26.1%	17.4%	69.6%
Hybrid	11.3%	6.5%	28.7%	26.3%	20.2%	75.3%

## When SDRs meet more often with sales reps, attainment increases

There is often a debate as to how often sales development reps should meet with account executives. In our study, it appears there is a positive correlation (.54) between how often sales development reps meet with account executives and SDR quota attainment rates.

**INSIGHT:** This applies both to inbound and outbound sales development reps. Outbound SDRs should meet very frequently with account executives to tighten the relationship and build strategy, as should inbound SDRs, even though they might not be assigned to specific AEs. They should still find opportunities to meet with AEs.





# Simple lack of need (44.4%) and bad timing (34.8%) head the list of reasons for opportunity rejection

After the pass off from SDR to AE, the prospects that become opportunities either progress down the funnel towards closing or get stopped in their tracks. We asked sales professionals what the reasons are that opportunities die. Almost half, 44.4%, said that the prospect not needing the proposed solution was among the most common reasons for rejection. Next most common was that the timing of a potential project was too far out, with 34.8%, followed by budget issues at 31.0%.

