CaptivateIQ

GUIDE

The Secrets Behind a
Successful Performancebased Culture: How to
Build, Engage & Nurture a
Winning Revenue Team



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A Performance-Based Culture Gives Organizations A Competitive Edge

As market volatility and other macroeconomic factors have continued to erode certainty for organizations and employees alike, what sets high-performing teams apart is the level of engagement – translating to motivation and drive – that the individual players themselves are inspired to bring to the table.

Essentially, investing in a performance-based culture – one that intentionally breeds and retains top talent, effectively motivates individuals to do their best work, and ultimately helps teams optimize revenue performance without sacrificing employee satisfaction or the bottom line – is key to driving business growth and success as efficiently as possible.

TLDR: A performance-based culture will directly influence top-line revenue without burning your employees out – and that is absolutely critical for weathering the ups and downs of today's macroenvironment.

Many organizations have moved away from a "growth-at-all-costs" mindset and are instead focused on increasing profitability by optimizing processes and costs. Leaders within these orgs are now looking closely under the hood to identify areas of misalignment and implement more sustainable performance strategies, asking themselves in the process: How can we increase revenue without burning out the resources we have today?

The answer lies in motivation-focused strategies, which are now especially essential for cultivating and sustaining a high-performance revenue organization. Aligning the business' best interests with those of your GTM (Go-to-Market) reps fosters a continuous win-win environment that enables everyone to thrive.

TLDR: With a successful performance-based culture in place, reps make money, the business makes money, and everybody wins – on repeat.

Benefits of a Successful Performance-based Culture:

- Boosted employee engagement, motivation & performance
- Better cross-functional alignment around organizational goals
- Scalable performance management systems that grow and expand with the business
- More efficient pipeline generation and revenue growth on the path to profitability

In this guide, we cover the ins and outs and building – and sustaining – a performance-based GTM team culture, starting with the key components for success and moving into the hiring, engagement, and incentive strategies that help cultivate and retain top performers. We'll also cover how to ensure alignment across the entire revenue org to more efficiently drive results, and highlight concrete takeaways to help you build a team that's motivated to bring their A+ game to work every single day.

Setting The Foundation: 3 Pillars Of A Winning Performance-Based Culture

Many talk a big game about wanting to implement a winning performance-based culture, but few have truly mastered the art of instilling motivation and drive to repeatedly fuel revenue performance and business results.

To successfully cultivate a culture of high performance – one that doesn't rely on fear-based tactics or burn your people out – there are three pillars you must first put in place, all of which work together build a foundation of trust, motivation, and results:

- Strategies and processes that foster engagement and collaboration: Relying on the stick instead of the carrot as a means to drive performance is so dépassé. Today's most productive and successful teams identify ways to keep employees engaged and promote opportunities for collaboration, knowing this is what often attracts, fosters, and retains top talent.
- A diverse, results-oriented workforce: One size does not fit all for any GTM organization, and that's true across sales, customer success, marketing, and beyond. It's just good sense to hire, coach, and nurture a team that spans a diverse-yet-complementary skill-set, and with that, you should tailor your approach to performance management to suit each individual's strengths and potential. It's also crucial to clearly set and communicate business priorities from the top down, so every team member understands without a doubt how their individual objectives ladder up and contribute to accomplishing those organizational-level goals.
 - "I lead a team of a diverse group of marketers whose compensation is tied directly to their goals. So it's always clear what priorities we're driving towards, and our employees have a personal investment in the outcome of those goals."

Katie Foote CMO, CaptivatelQ

CaptivateIQ

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A performance management system that:

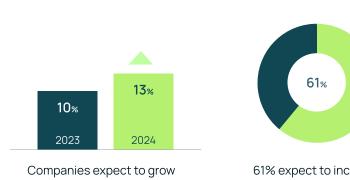
- **Differentiates levels of performance**: To help individuals understand how they're performing against the baseline at any given time, it's important to distinguish what exactly differentiates a low performer from a high performer.
- Provides regular feedback to individuals: Do not underestimate how powerful consistent feedback loops can be, and just how effective they can be in inspiring individual reps and leaders alike to learn, grow, and improve performance over time.
- Ties individual performance to organizational goals: Ultimately, you want to keep a pulse on how well an individual's performance is aligning with your business needs and objectives, both quantitatively and qualitatively:
 - How are GTM rep behaviors impacting pipeline and revenue? Whether success for their particular role is through lead generation, sales prospecting, closed-won deals, or upsells and renewals, setting measurable KPIs (key performance indicators) and quotas or other metrics-tied goals, and then measuring progress against them, helps you get a concrete grasp on performance.
 - How are GTM reps contributing to the overall culture? Find ways to gauge the less quantifiable factors that make someone a great fit such as being a team player, creating or adhering to organizational processes, and being open to coaching and feedback to ensure you're fostering an efficiency-led, growth-focused GTM culture that fosters peak performance and collaboration that scales.

You can go the extra mile to effectively align performance and organizational goals by implementing and optimizing a pay-for-performance incentive strategy, helping drive the right behaviors by compensating employees across GTM functions according to specific criteria, always tied back to business strategy and desired results.

Once you've set clear strategies and processes for fostering engagement and team collaboration, invested in a diverse and results-oriented team, and implemented a system that helps individuals understand how they're performing and – if needed – how they can improve, you'll be well on your way to enjoying the benefits of a successful performance-based culture.

Getting The Right People In Place To Build Your Dream Team

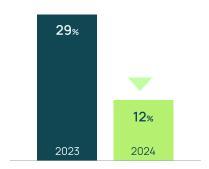
If you plan on hiring this year to address business growth or expansion, you're not alone. According to Alexander Group's 2024 Sales Compensation Trends Survey Report:



13% in 2024 - **up three points** from last year



61% expect to increase headcount in 2024 - the highest rate since 2019



Only 12% expect to decrease headcount - down a whopping 17% from 2023

With this year's high expectations for growth and the robust hiring plans needed to support that growth, it's important to take a step back and learn from what hasn't worked so well in the not-sodistant past.

A few years ago - when hypergrowth without bounds was all the rage - businesses could simply ramp up hiring to help achieve lofty revenue goals. These days? Not so much.

Aggressive hiring tactics didn't translate to revenue results in the way many had hoped for, and now, leaders are taking a more strategic approach to when, how, and who they onboard. Being more deliberate and intentional with candidates has become crucial for sustained success in leaner times.

"How do we hire a 'bar raiser' - someone who effectively comes in and raises the bar of performance and execution within our organization? The goal is that every hire we bring into the go-to-market organization should be raising that bar successively, so if we look out over the course of 12 to 18 to 24 months – as we uplevel ourselves – the team that's in-seat two years from now looks very different from the team in-seat today."

Brian Via

Head of Revenue Marketing, CaptivatelQ

CaptivateIQ

A few questions to consider as you're hiring to ensure the right performance-based cultural fit:

- How will his or her strengths, experience, and skills not only complement, but uplevel the current team makeup and dynamic?
- In their past experience, what has great performance looked like? What have they learned from this?
- What aspects of professional culture most effectively motivate him or her to go above and beyond? On the flip side, what de-motivates him or her?
- How does he or she respond to feedback and coaching? Do they seem to possess a growth mindset?

As a first step towards instilling the performance culture that will extend throughout your entire revenue team, who you hire sets the tone for the team you aim to build, from hire one to hire one hundred. Doing so intentionally – first by pinpointing and seeking the traits you want the entire org to embody (ie. collaborative, growth-oriented, and results-driven), and then making sure you build a team whose diverse strengths and skillsets complement each other – is absolutely essential as you move into the next step: determining and setting the bar for what above-and-beyond performance should look like at your organization.

Setting The "High Performer" Bar

As critical as it is to set expectations for what high performance looks like for your organization, getting your revenue-influencing teams aligned around those expectations is even more of a **must-have** – no ifs, ands, or buts about it.

Obviously, however, the first step is understanding what the performance baseline looks like for your business, and then deciding how you want to raise the bar as you establish and grow your team.

Here are a few tips for instilling the right performance habits to cultivate a team of "bar raisers":

- Set clear direction, expectations, and targets: This might seem obvious, but in assuming that, many GTM organizations often miss this crucial step if you want to achieve sustainable success, you must clearly communicate what it means to perform well at your organization before you send reps out into the world to build pipeline, drive revenue, and build rock-solid customer relationships. This should also include shared targets across teams, so everyone within the GTM org is looking at the same KPIs to measure success.
- **Build functional processes and playbooks:** Creating playbooks inspired by your best reps will not only get your team into a rhythm that uplevels performance across the board, it will also help you scale GTM processes as your team grows from 1 to 1,000+.

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- Measure beyond the obvious to gauge both "skill and will": It's a common misconception that success can only be measured by the quantifiable, such as quota attainment, qualified lead generation, and customer retention. While of course those are important, measuring more qualitative factors in addition, such as how much energy and momentum a rep brings to the team or willingness to adhere to scalable processes, are just as important for a healthy performance culture.
- Foster healthy competition: Helping reps easily understand how they're performing against their own individual goals is crucial, but also offering visibility into how they're performing against others in similar roles can help build team-wide momentum and boost performance across the board. Providing broad visibility into how everyone is performing against attainment goals via a real-time leaderboard can help inspire a "locker room" mentality, pushing reps to perform at their best and offering opportunities to root for other teammates' success.
- Celebrate wins: While it's great to always be looking ahead towards the next big conquest, it's also important to stop and smell the roses (and learn from what went right so you can do it again) when a performance goal is met or a stride in positive culture-building is made.
- Embrace coaching, feedback, and growth: Not every play results in a win, but that doesn't mean it's a total loss. Great players and teams take the opportunity to hold themselves accountable, learn from their mistakes, and grow their strengths and skill sets as they both advance in their careers and drive towards the success of their organizations. Scheduling QBRs (Quarterly Business Reviews) or other regular retrospectives instills a repeatable checkpoint for the team to review and learn from both the wins and losses over a certain period.
- "Leaders don't always do a great job of showing people how to do the job and hit their targets. When I think about building a world-class sales team and a high-performance culture, it comes down to making sure 1) we understand the vision, 2) we have clear targets and we can track to those targets, and 3) we're actually doing the deep enablement and process work to show people *how* to achieve their goals."

Nate Broome SVP of Sales, CaptivatelQ

CaptivateIQ

Understanding The Impact Of Employee Engagement & Retention

Of course, once you build your A+ GTM team, the essential next step is to build an employee engagement strategy so you can ultimately see a significant return on those hires. While we've seemingly emerged from the "Great Resignation", employee retention can often still be hard-won.

Survey data from staffing provider Express Employment Professionals-Harris¹ shows that one-third of U.S. hiring managers anticipate employee turnover will increase in the next year, costing businesses an average of \$36,295 per year due to re-hiring costs, lost productivity, and more. Additionally, nearly three-quarters of hiring managers (73%) say turnover places a heavy burden on existing employees, impacting overall productivity even more.

"A hot topic right now is retention – how are we retaining our top employees? How are we keeping them excited about where the company is going? When we do that, employees tend to go really above and beyond, and stay with the organization."

Bruce JacksonVP Strategy Services, Blue Horizons Group



Further driving home this point around retention fears, research from HR consulting firm Robert Half shows that 91% of managers cited retaining top talent as one of their top concerns this year, and 88% said keeping teams motivated and engaged is what keeps them up at night.²

With the incessant ups and downs of the past several years, it's no surprise that employees are struggling to feel engaged – between 2022 and 2023 in the U.S., employee engagement fell from 48% to 44%, and Forrester predicts that will fall to 39% this year.³ And according to Gartner research, only about 31% of employees actually feel enthused about their work.

It's important to note, however, that when they do feel enthused, 33% of respondents said they were more likely to stay at their company and go above and beyond their day to day responsibilities – and those employees contribute 15% more than non-engaged employees.⁴

¹One-third of companies bracing for higher employee turnover, HR Dive

 $^{^2 \}hbox{More Than Half of U.S. Companies Plan to Increase Hiring in the First Half of 2024, PRNewswire}$

³ Is an 'employee experience winter' coming? HR Dive

Gartner HR Research Finds Only 31% of Employees Report They Are Engaged, Enthusiastic and Energized by Their Work, Gartner

"Employee engagement as a measure of employee experience is crucial to productivity, to creativity, to driving most of the interest and motivation that people have at work. If you are losing that, then folks are not giving their all, and not getting the most out of their employment. The employee experience thesis states that investing in employees...raises engagement, lowers attrition, raises productivity, and makes customers happier too because happy employees lead to happy customers."

J.P. Gownder
VP & Principal Analyst, Future of Work, Forrester



But what does an engaged employee look like, especially now that remote or hybrid work environments are often the norm?

- · They're excited to collaborate with, learn from, and share with the broader team
- They offer support to others on the team who are facing challenges
- They're hungry for feedback and coaching to help them further excel in their role
- They provide constructive feedback of their own to help further improve the culture
- They're purpose-driven, track progress towards goals, and demonstrate an understanding of their individual impact on the team and business as a whole

If businesses can focus on getting employees more engaged and motivated to achieve the goals that have the most business impact, they'll set themselves up to a) get employees excited about not only performing at work but going above and beyond, and b) inspire everyone across the revenue org to collectively move the needle in the right direction.

Using Incentives As A Lever For Motivation & Performance

Without the right incentive levers in place to help support alignment between company objectives and individual and team performance, it becomes more difficult to get the three critical pillars of a winning performance-based culture right. When the right incentives are in place to motivate employees, however, everyone wins.

But to be effective, incentives are certainly not for setting and forgetting about. The best incentive programs are strategic in nature, inspiring the right GTM behaviors at the right time to derive the best possible business outcomes. For example, if you're launching a new product, you might put incentives in place to motivate reps to focus on selling that particular product.

If you're currently focusing on multi-year renewals, you might motivate your success managers with accelerators. Or, if you're moving upmarket to sell more into the Enterprise segment, you might motivate your demand generation team by varying pipeline incentives by account size.

While culture-building incentives don't always take the form of monetary rewards - for instance, you might offer professional development opportunities, health and wellness perks, or flexible time off (or even more specifically, if the team hits their target by Friday at noon, you might give everyone the rest of the day off!) - the right variable compensation plan can certainly speed up the journey to hitting your revenue and other organizational goals. By directly tying take-home pay to an individual's impact on the business, you drive the specific behaviors that lead to success, whatever that means for your organization.

And unsurprisingly, incentive compensation can be a pretty powerful lever. According to a CIQ survey of over 1,000 commissionable employees across go-to-market functions:

- 57% say working for commissions or bonuses motivated them to do a better job at work and over half (52%) say it motivates them to hit their goals
- 44% say it improves job satisfaction and 43% say it makes them feel more engaged at work, versus 18% who say it makes them feel less engaged at work and 22% who say it makes them anxious about hitting goals
- Only 7% say working for commissions or bonuses doesn't impact their work at all

For 61% of survey respondents, ideal pay structure is a combination of commissions and salary, further highlighting how variable compensation can be a key driver for improved revenue performance, especially if incentives are closely aligned with company goals.

"Having a performance-based culture where you have very clearly defined goals as an organization, with very clearly defined values, a mission statement, and the ability to align incentive plans to your corporate goals, that really helps drive engagement as a whole and makes everybody feel a part of the organization."

Bruce Jackson VP Strategy Services, Blue Horizons Group



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Key Challenges: Productivity, Quotas & Uncertainty

Sales Compensation

Plan Design Challenges



Driving higher productivty



Setting stretch but achievable goals

Sales Compensation **Program Management** Challenges



Allocating the quotas/ goals on time



Managing uncontrollable external factors

Alexander Group's most recent State of Sales Compensation Trends survey⁵ showed that the top challenges faced by compensation design plans today – driving higher productivity and setting stretch-yet-achievable goals – are both tied to incentive compensation's impact on revenue. On the program management side, one of the top two challenges is managing uncontrollable external factors – which should come as no surprise considering the ups and downs businesses have faced over the past several years.

One way to address these challenges is by gaining real-time visibility into rep performance versus quota, which can help you both identify trends to set stretch-yet-achievable goals and quickly make changes and adjust plans as productivity falls out of line with expectations or external market factors shift.

The survey also revealed the top reasons incentive compensation professionals are revamping their plans this year, with 49% of respondents shifting plans to better align with a focus on profitability, 40% making changes to align with a shift in sales strategy, and just shy of one-third making changes to address new products, solutions, and services entering the market. All this goes to show – one way to continuously tie employee performance with business performance is by regularly evaluating and refining your variable compensation plans, ensuring you're incentivizing the right GTM actions that will help you meet your goals.

On a strategic note, 66% of Alexander Group's Sales Compensation Trends Survey respondents said they plan to change or recently have changed plans to better align pay to performance (P4P), directly linking performance and compensation by designing incentive plans that align specific revenue-driving activities and their outcomes with organizational goals. Monetarily recognizing effort and achievement according to business impact, this approach is an effective way to motivate behaviors that move the needle, and differentiate between high, middle-of-theroad, and low performers.

2024 Sales Compensation Plan Change Reason



Of course, beyond variable compensation plan design and implementation, transparency and visibility are crucial for making sure incentives act as a truly effective lever, providing clarity around goals and inspiring trust in payouts to effectively motivate GTM teams.

In fact, when we surveyed commissionable employees about what improves their motivation at work, 59% said having confidence that commissions are calculated accurately, 53% said timely commission payouts, and almost half said both visibility into payout calculations and potential earnings, and quick responses to questions about payouts.

And yet, our survey also revealed that less than half of commissionable employees surveyed are completely confident that their commissions payout is always accurate, while 33% are somewhat confident and 9% are not confident at all. Additionally, only 13% never have questions about how their comp is calculated, while over half (55%) have questions most or every pay period.

To make matters worse...

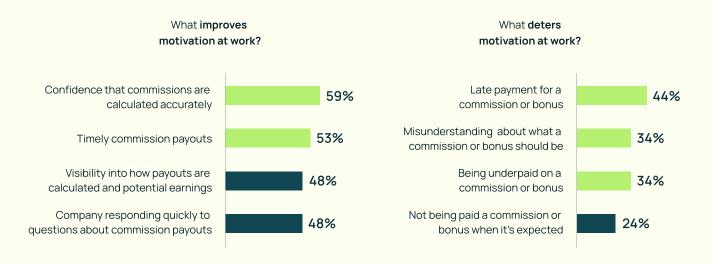
- 44% said they've been paid late for a commission or bonus
- 1/3+ said they've been unclear about what a commission or bonus should be
- 32% said they've been overpaid on a commission or bonus
- 34% said they've been underpaid on a commission or bonus
- 24% were not paid a commission or bonus when they thought they should be

Not only does mistrust in commission payouts impact motivation, it also often negatively impacts productivity.

Only 13% of those we surveyed never have questions about how their compensation is calculated, while over half (55%) have questions most or every pay period – and according to our most recent State of Sales Compensation Report, over half (53%) of the sales managers surveyed said they spend 2-3 days resolving questions or disputes each pay period.

Additionally, when asked how often they recalculate commissions manually to confirm payout accuracy, 85% of commissionable employees said they manually recalculate commissions at least some of the time to confirm payout accuracy, taking valuable time away from more lucrative revenue-generating activities.

2024 Motivation At Work



"You don't want these systems to be black boxes - you want to understand what goes in and what's coming out, and be able to explain that to employees as well. When we're talking about compensation, that's affecting people's paychecks - you want to make sure you can explain how you went from Point A to Point B."

Raghuveer Krishnamurthy
GTM Strategic Finance, CaptivatelQ

CaptivateIQ

The power of incentive compensation as a revenue driver should not be underestimated – and, of course, neither should the impact of transparency and clarity (or lack thereof) on incentive plan effectiveness and GTM team behaviors. By being strategic in how you design, implement, and communicate your plans, you can use incentives as a true differentiator, building a thriving performance-based culture that sustainably grows revenue in the process.

Driving Continuous Revenue Org Alignment, Performance & Results

Revenue and business growth aren't solely a sales game - they involve touch points spanning the entire customer lifecycle. Aligning the entire GTM organization around the same core business objectives - clearly and transparently - ensures every function from marketing and business development to sales and customer success is prioritizing their activities with a single North Star in sight.

Rewarding high performers for their efforts of course also goes beyond sales. The individuals responsible for pre- and post-sales success – with their focus on demand generation, lead nurturing, relationship building, customer satisfaction, account retention, upsells, and more – are prime examples of how variable compensation can incentivize the right pipeline-building and revenue-driving behaviors and outcomes outside of traditional sales motions.

Designing plans that incentivize activities for marketers, business development reps, customer success reps, and others who directly impact sales pipeline and customer engagement adds another layer of motivational firepower to help push performance to the next level. By more directly tying individual success to the success of your business, as well as the success of your prospects and customers, you'll inspire reps across the GTM org to go above and beyond, and not just meet but exceed their goals.

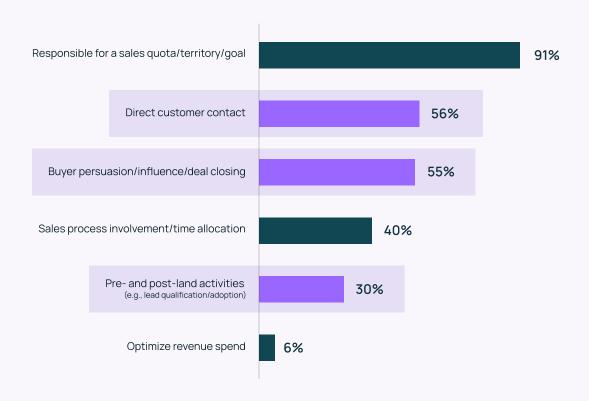
In fact, the Alexander Group survey shows that 38% of orgs are changing which jobs are eligible for a sales comp plan, adding more sales and sales management roles, customer success reps, sales engineers, and marketers to their incentive compensation program. 21% are changing plan eligibility criteria, with 55% including buyer persuasion and influence, 56% including direct customer contact, and 30% including pre- and post-land activities such as lead qualification and adoption.

TOP JO	BS ADDED TO SALES COMPENSATION PLANS
#1	Various Sales Jobs
#2	Various Sales Management Jobs
#3	Customer Success
#4	Sales Engineer / Consultant
#5	Lead Generation

Unsurprisingly, 91% of those surveyed include the more traditional criteria of being responsible for a sales quota, territory, or goal.

2024 Sales Compensation Plan Eligibility Criteria

Plan Eligibility Focuses on Traditional Criteria



A Note For Finance & Operations Teams: Support A High-Performance GTM Org Without Breaking The Bank

It's crucial that today's finance and revenue operations leaders understand how the organization's incentive compensation strategy is impacting the bottom line, top-line growth, and productivity costs.

According to the Alexander Group's survey, the total cost of compensation – or CCoS (Compensation Cost of Sales), an efficiency measure that helps determine if you are getting the most return out of your investment in sales incentives and performance – is expected to increase at a faster pace this year, up 1.5% from 2023.

2024 Compensation Cost Changes



Because of this, it's no wonder teams are updating plans first and foremost to focus on profitability (read: cost optimization and efficiency), and yet most challenged by setting those reach-yet-attainable quotas we mentioned earlier, and using incentive compensation to efficiently boost productivity.

2024 Intention To Change Plans



Additionally, most companies surveyed (79%) said they feel their plans could be more effective, and almost all surveyed (91%) are making changes to plans in 2024 – up 8 pts from last year.

All of this highlights the heightened role of GTM performance strategies, processes, and technologies in helping drive business and revenue success more efficiently. It also highlights the delicate balancing act for finance teams as they determine budget allocation and ROI, and the importance of optimizing costs across the organization by cutting unnecessary spend while also betting on the right categories – and ensuring the organizational culture helps support those bets.

Consolidating disparate data from every relevant source (ie. CRM, accounting, payments, HRIS, and more that impact compensation management) can help finance leaders get more visibility into past, current, and projected revenue and compensation spend, allowing for better insights and reporting, more accurate forecasting, well-informed planning.

And of course, having the right technology in place to measure program results helps leaders across GTM, finance, and operations keep a real-time pulse on how incentives are actually impacting revenue team motivation and performance, and identify areas for optimization and improvement across process, systems, and culture.

Summing Up: How To Bolster Your Revenue Team With A Performance-Based Culture

By keeping these foundational approaches at various steps of the culture-building journey in mind, you'll be well on your way to motivating your GTM team to maintain peak performance and drive sustainable business growth and revenue results.

- 1. Build a strong foundation your performance culture can thrive on by setting clear strategies and processes that foster engagement and team collaboration for the near- and long-term, investing in a diverse and results-oriented team, and implementing a system that helps individuals understand how they're performing and if needed how they can improve.
- 2. Hire intentionally by pinpointing and seeking the traits you want the entire org to embody (ie. collaborative, growth-oriented, and results-driven), and building a team whose diverse strengths and skillsets complement each other. While time is money when it comes to hiring, it's okay to take your time finding the right cultural fits for your business it's mission-critical to get the right people in place to successfully bring your performance-based strategies to life.
- 3. Get an idea of what the performance baseline looks like across GTM reps today, decide how and where you want to improve systems and outcomes, and determine which goalposts and qualities should define great performance as you establish and grow a team of perpetual "bar raisers."
- 4. Focus on getting (and of course then keeping) employees engaged and motivated to achieve the goals that have the most business impact, a) setting individuals up to get excited about going above and beyond in their roles, and b) inspire everyone across the revenue org to collectively move the needle in the right direction.
- 5. Motivate the right GTM behaviors at the right time to derive the best possible business outcomes by being strategic in how you design, implement, and communicate your incentive compensation plans, efficiently aligning individual performance with your business needs and objectives.
- 6. Designing plans that incentivize revenue-driving activities beyond sales adds another layer of motivational firepower to help push performance to the next level, inspiring reps across the GTM org to go above and beyond to exceed their pipeline, revenue, and retention goals.
- 7. Having the right systems, processes, and technology in place to measure performance and revenue results helps leaders across GTM, finance, and operations keep a real-time pulse on how incentives are actually moving the needle on motivation and outcomes, and identify areas for optimization and improvement.

We'd love to hear from you what steps you're taking to build a performance-based GTM culture to help efficiently drive success within your own organization – be sure to follow us on LinkedIn and Twitter, and share your thoughts by tagging us @CaptivateIQ.

CaptivateIQ

CaptivatelQ offers the most flexible way to **automate** commissions, **motivate** Go-To-Market teams, and **captivate** leaders with robust reporting and insights.

Our innovative platform helps companies automate the administration, calculation, reporting, analysis, and management of even the most complex, variable-based commission plans. It is the only sales commission platform that can centralize and enrich data from disparate data sources into one powerful platform while also providing unbeatable flexibility and scalability to meet the needs of your organization.

Leading companies such as Carta, Gong, and Intercom rely on CaptivateIQ for their sales commissions processes to drive faster close times, reduce costly payout errors, and maximize sales performance.

To learn more, visit <u>www.captivateiq.com</u> and follow <u>CaptivateIQ on LinkedIn</u>.

