

THE STATE OF

Sales and Marketing

2021/22

pipedrive

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Foreword

The past two years have changed the world. Covid-19 has impacted the meaning of work, how we live and how we interact with each other. Whilst the global pandemic is thankfully largely behind us, its legacy will live on for a long time to come.

We've seen the continuous and fast-paced changes forced by the virus becoming accepted as new norms and in many cases allowing new sources of growth and innovation.

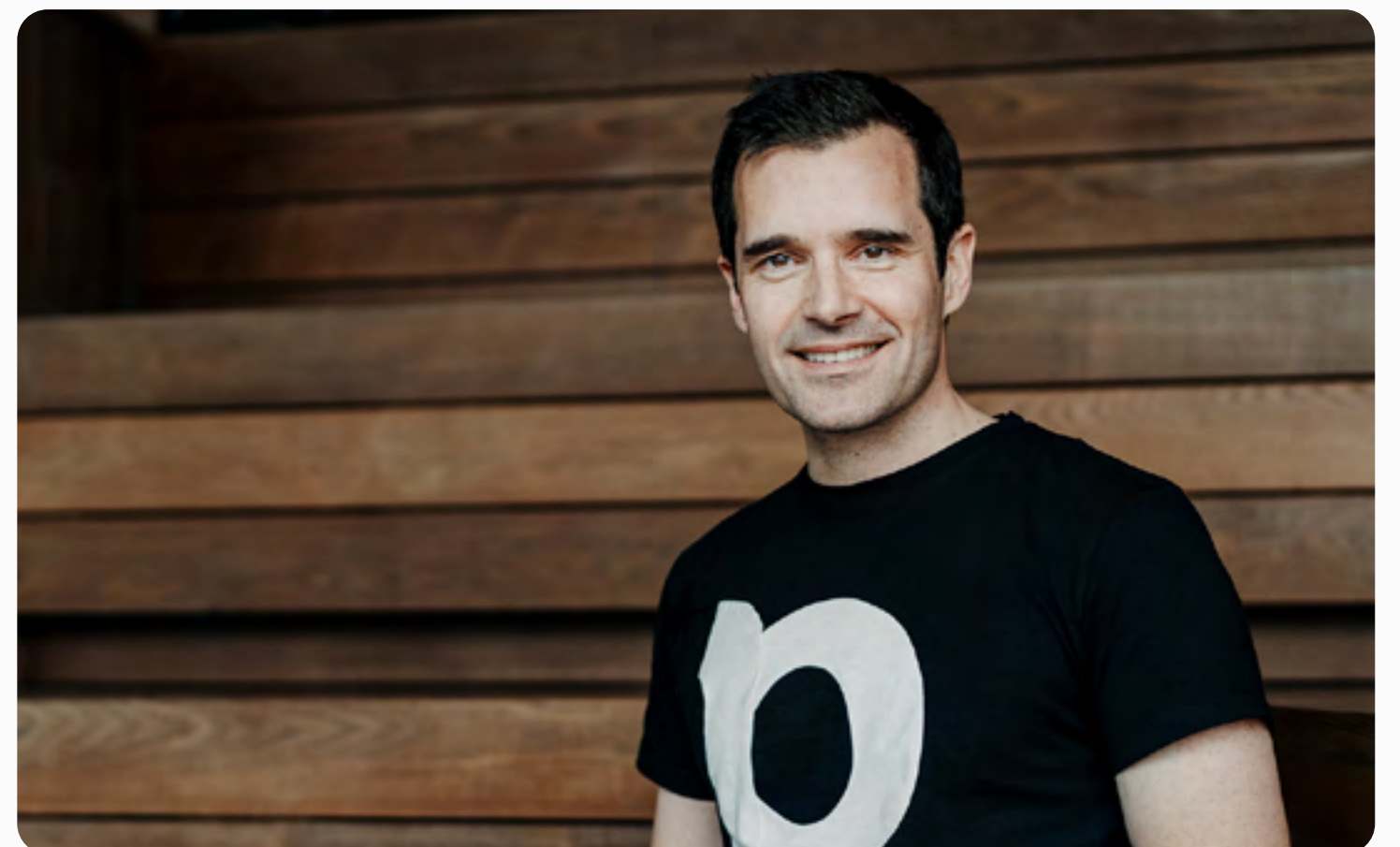
Accustomed to change, revenue teams have mastered the skill of adapting to these ongoing challenges. In addition to the recent impact of Covid, evolving technology continually challenges the status quo, shaping the future of sales and marketing.

Automating repetitive tasks fills the human resources gap and aids productivity, efficiency and growth. With the right data and digital solutions at hand, learning new skills, unlearning old habits and upskilling technology paves the way for business success. However, one constant is that growth is always enabled by exceptional leadership skills, unleashing the true power of revenue teams.

Over the last few years, Pipedrive has undertaken regular research to deep-dive into the dynamics of sales trends. This year's Pipedrive State of Sales and Marketing Report explores the key insights from the sales and marketing industries and takes a deeper look at how sales and marketing integration impacts revenue. Even though the challenges that companies face differ, one thing is for sure: the collective effort and inspiring adaptability of the sales industry is tangible proof that an exciting and bright future is ahead.

Dominic Allon

CEO, Pipedrive



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WHAT WE'VE LEARNED

Key findings in sales and marketing 2021/22

- 1 Strong growth across the board**
Despite the challenges they faced last year, 71% of respondents said their company grew more in 2021 than in 2020, while 73% said their company achieved or exceeded its revenue goals.
- 2 Tech adoption aids growth and employee satisfaction**
Respondents who adopted technology and automated their sales and marketing tasks were 16% more likely to hit their sales targets. They were also 22% more likely to be satisfied with the tools made available to them.
- 3 Strong leadership is key to success**
Nearly 40% of respondents who didn't reach their sales target last year (and never or rarely hit their regular sales quota) believed that leadership and management in their company requires improvement.
- 4 Sales and marketing integration boosts revenue**
Companies with well-integrated sales and marketing were 26% more likely to say their revenue exceeded forecasts. They were also more likely to have a clear understanding of their strategy, mission and goals.
- 5 Marketing investment yields results**
Over three-quarters of respondents (78%) reported an average, good or very good return on their marketing investment in 2021. Meanwhile, companies that spent more on marketing saw more revenue growth.
- 6 Remote work contributes to better productivity**
Two-thirds of respondents said that remote working has had a positive impact on their working life, while almost half (46%) said that it has made them more productive, compared to 12% who said they were less productive.

1

Sales performance

In last year's State of Sales, we reported that sales professionals were staying optimistic and adapting to the challenges they faced in 2020. Last year was no different, with salespeople, business leaders and marketers achieving success both on a personal level and for their businesses.

Only 12% of respondents said their company grew less in 2021 than in 2020 and 60% said they usually or always hit their sales quota. This is especially noteworthy given the fact that due to the pandemic, the demand and ease of selling may vary quite significantly from quarter to quarter.

The story wasn't completely positive, however.

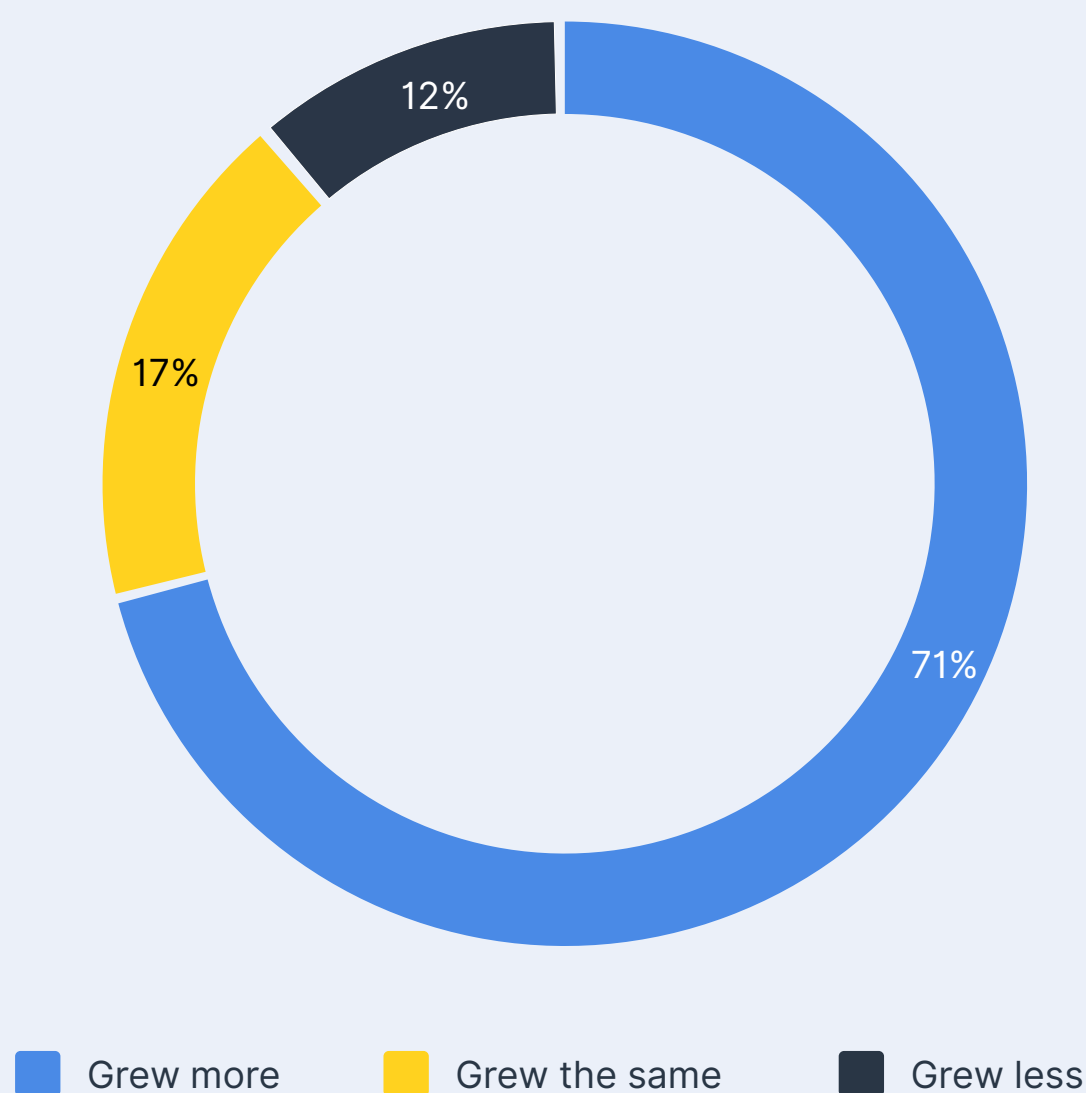
The impact of the pandemic was still very tangible: Those who worked in companies that had lower budgets and had to shrink teams due to the impact of the pandemic were less likely to reach their sales target.

Meanwhile, sales and marketing professionals continue to struggle with their work-life balance: Only a fifth (22%) said that they didn't regularly work additional hours each week.

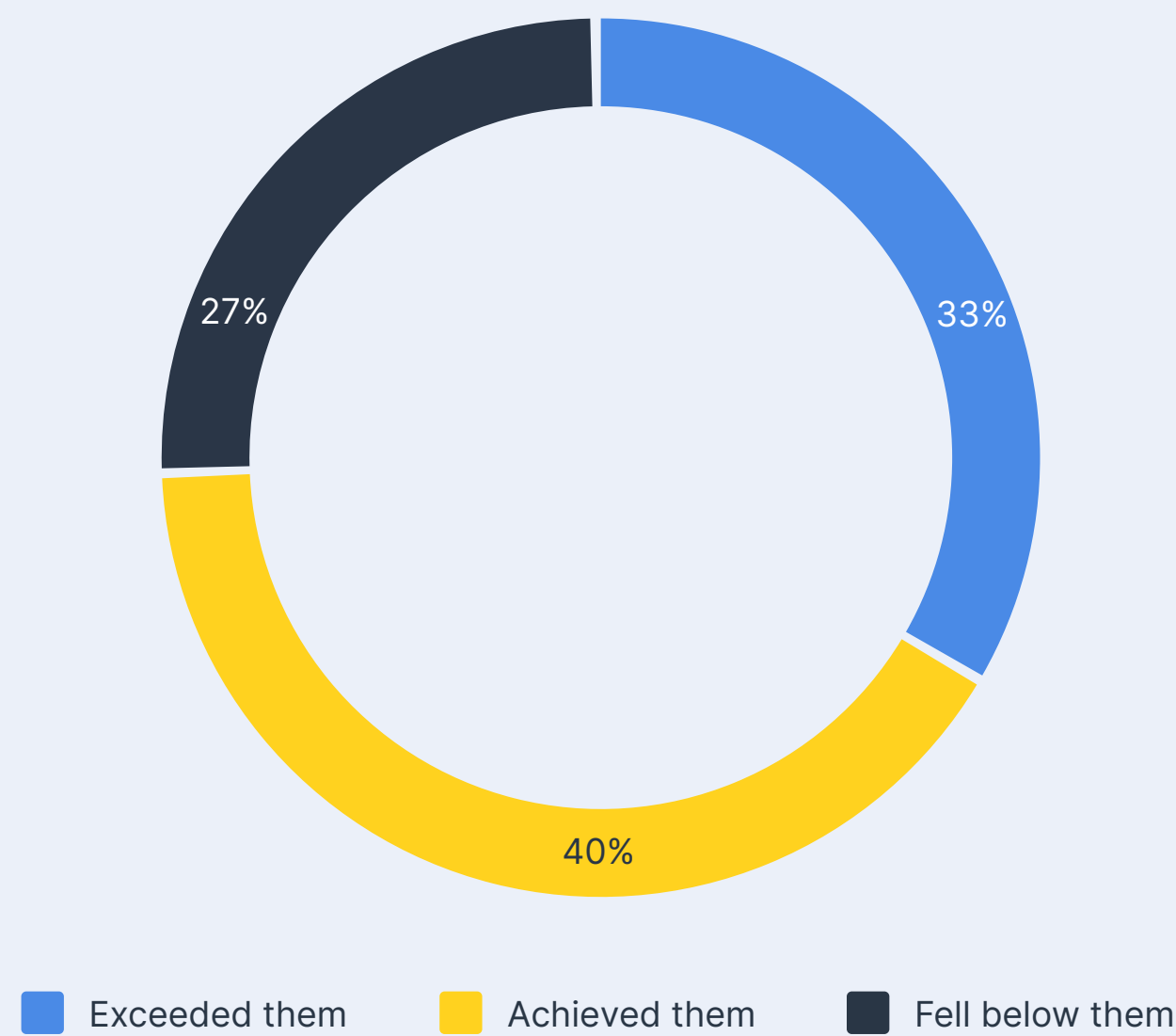
Strong growth despite the challenges of 2021

It's no secret that businesses had to navigate plenty of obstacles last year. Even so, the majority of respondents (71%) saw a growth in their company's revenue and either achieved (33%) or exceeded (40%) forecasts compared to the previous year.

Compared to last year, my company...

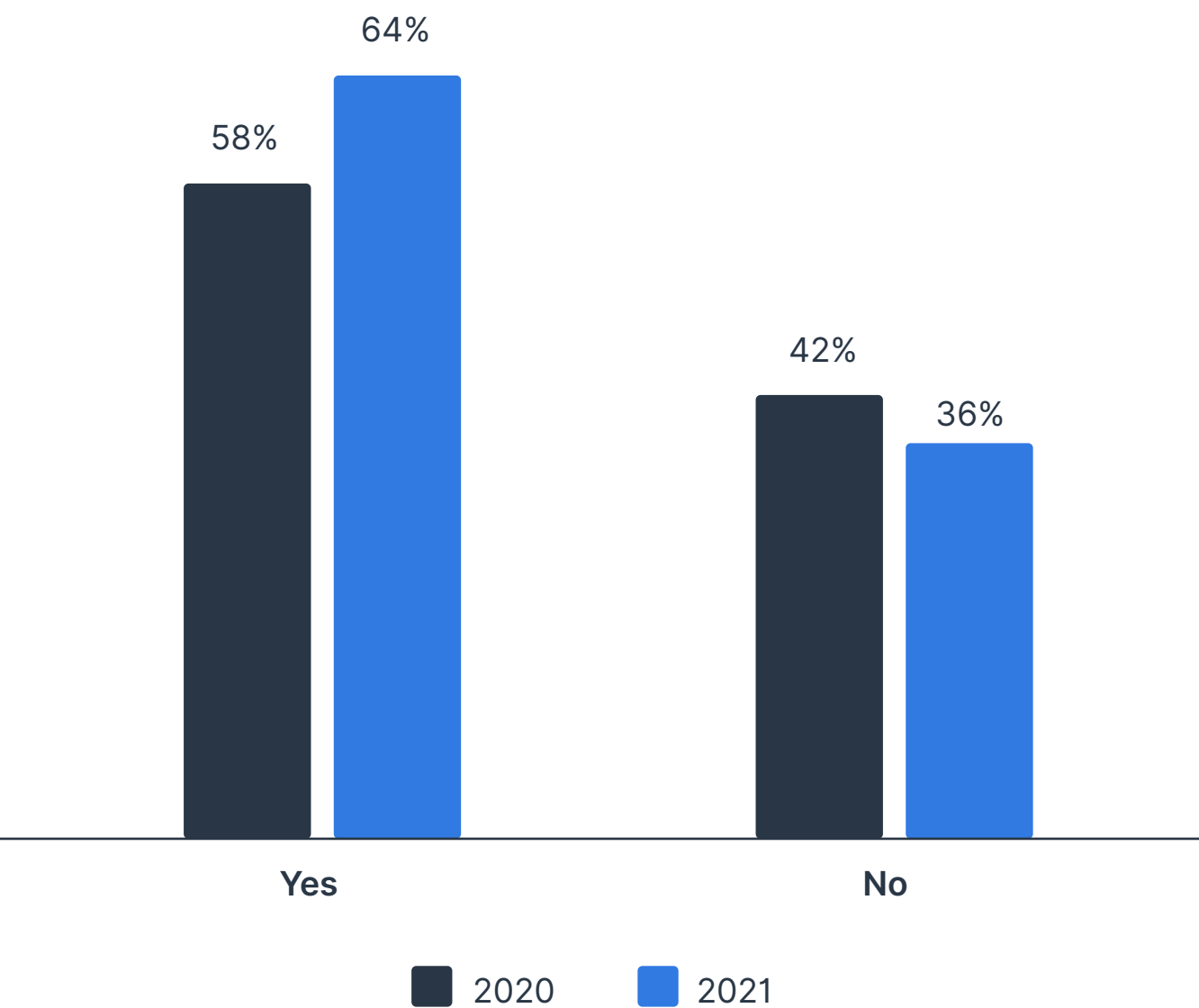


Compared to forecasts, my company's revenue growth...

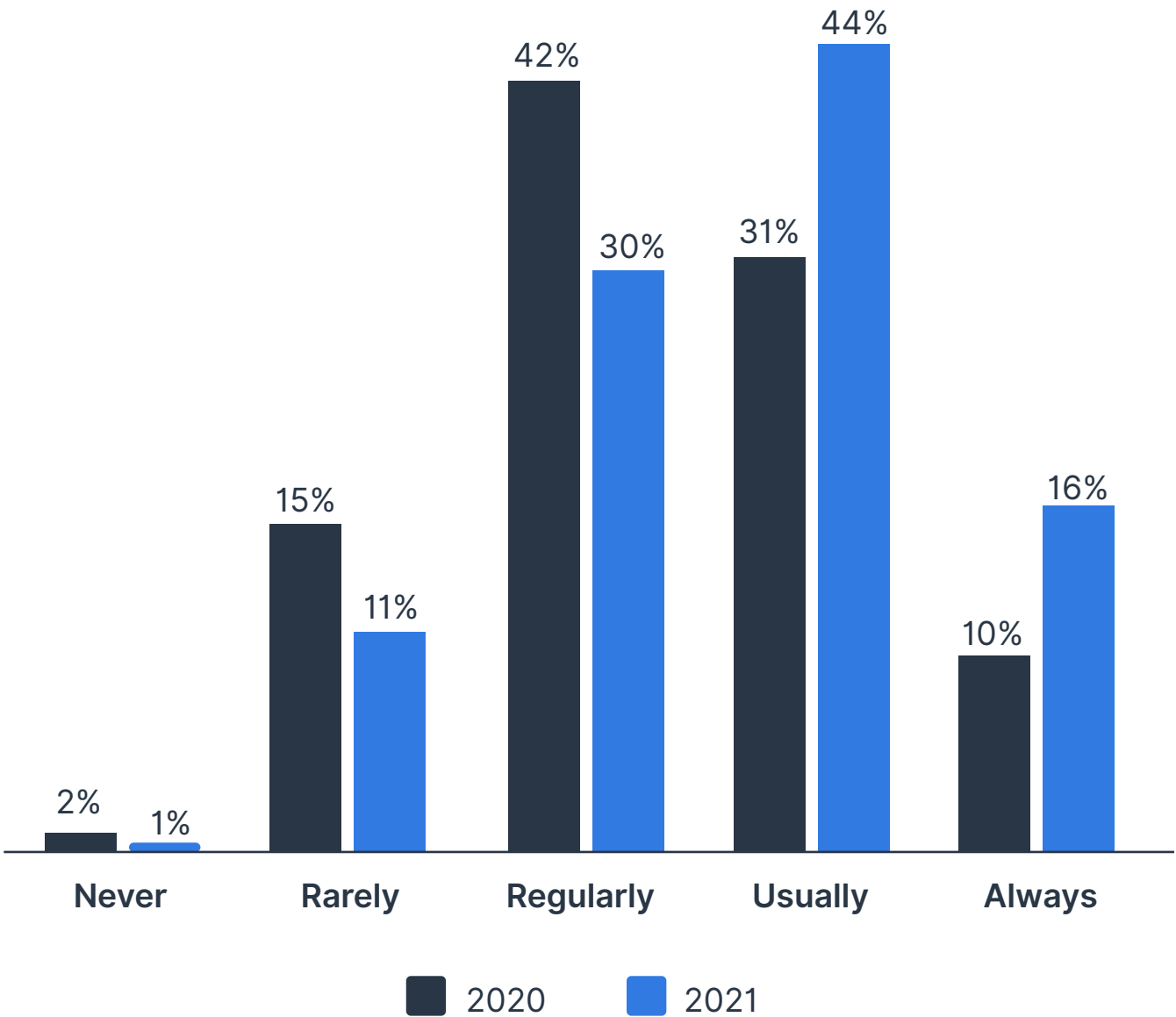


On a personal level, professionals were also able to achieve their goals, with 64% of respondents reaching their personal annual sales target in 2021 compared to 58% in 2020. When it comes to regular sales quotas, 44% said that they usually hit their quotas in 2021, a 13-percentage-point increase on 2020.

Did you reach your personal annual sales target last year?



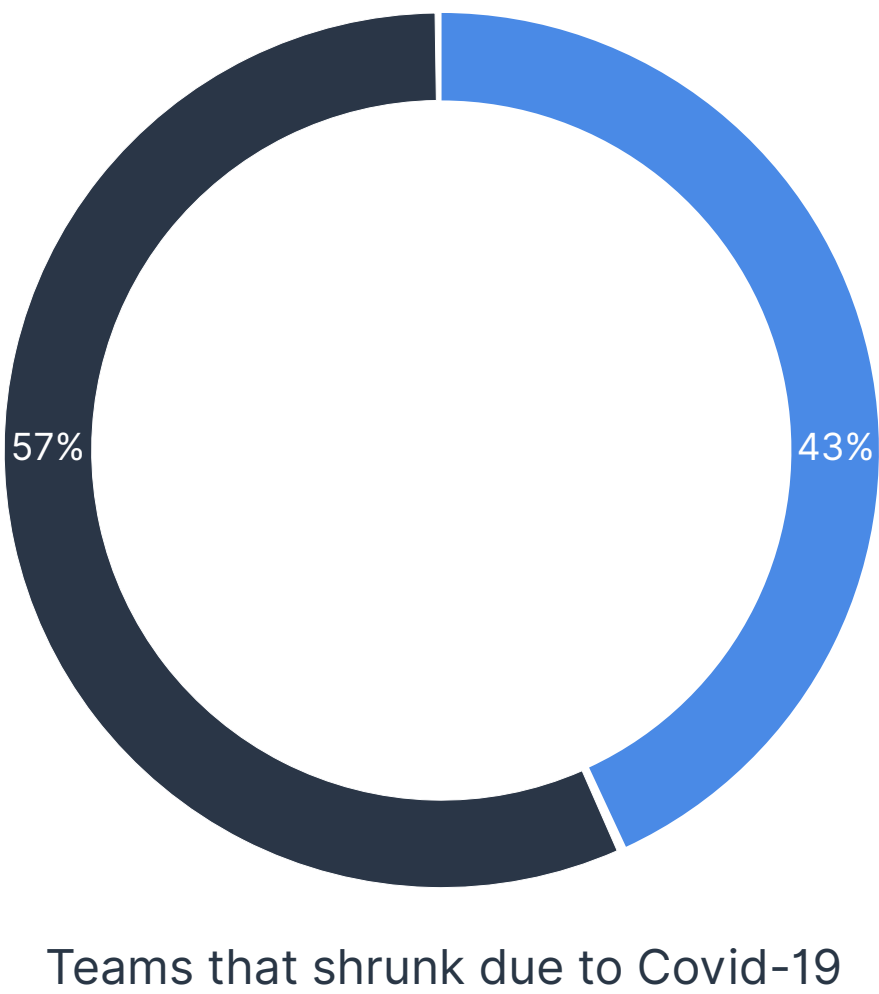
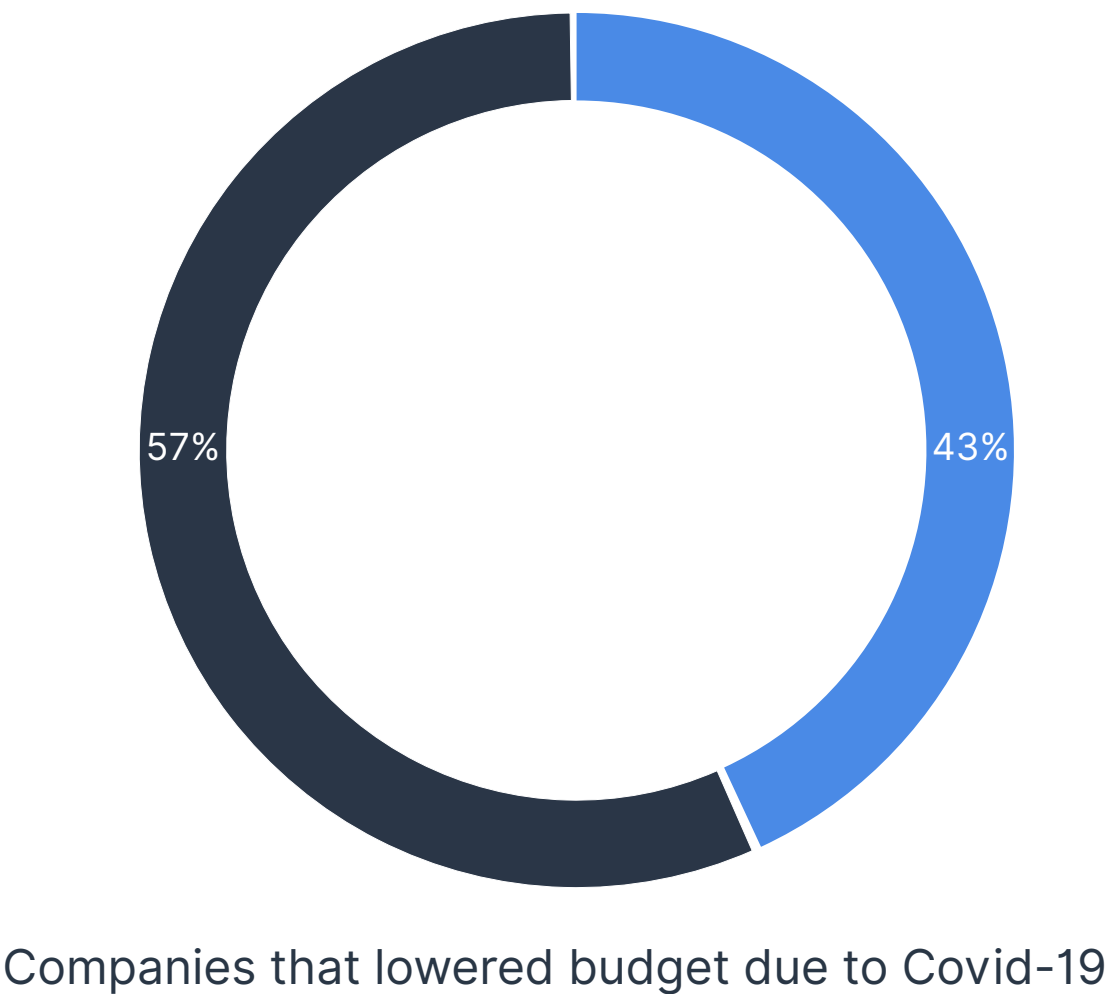
How often do you hit your regular sales quota?



In 2020's survey, the majority (81%) of the respondents expected that their sales would increase in 2021 compared to 2020. However, as we saw on the previous page, just 64% of the respondents to 2021's survey managed to reach their personal annual sales target.

Hopes were high, but the impact of Covid-19 was still very tangible: Those who worked in companies that had to lower budgets and shrink teams due to the impact of the pandemic were less likely to reach their sales target.

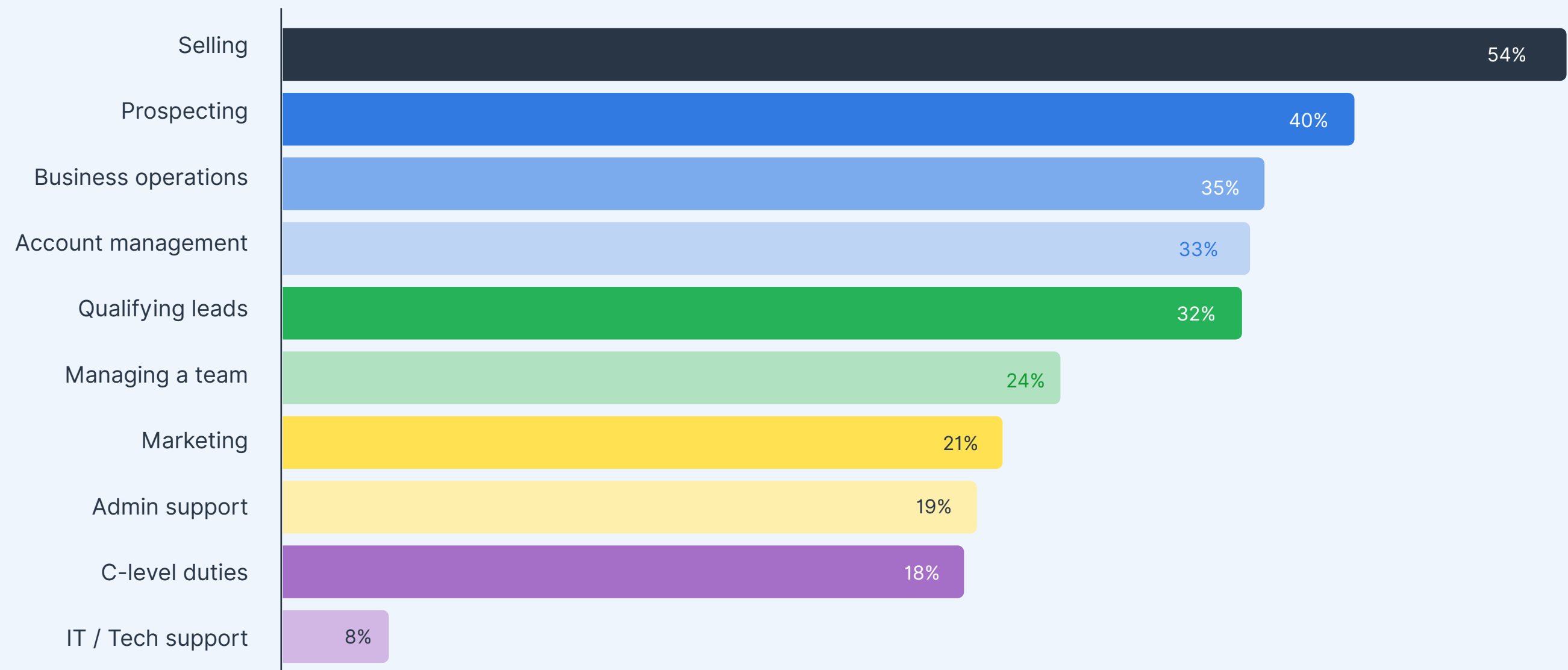
Did you reach your personal annual sales target last year?



Yes No

Responsibilities on the increase

Which of the following tasks do you spend most of your working day on?

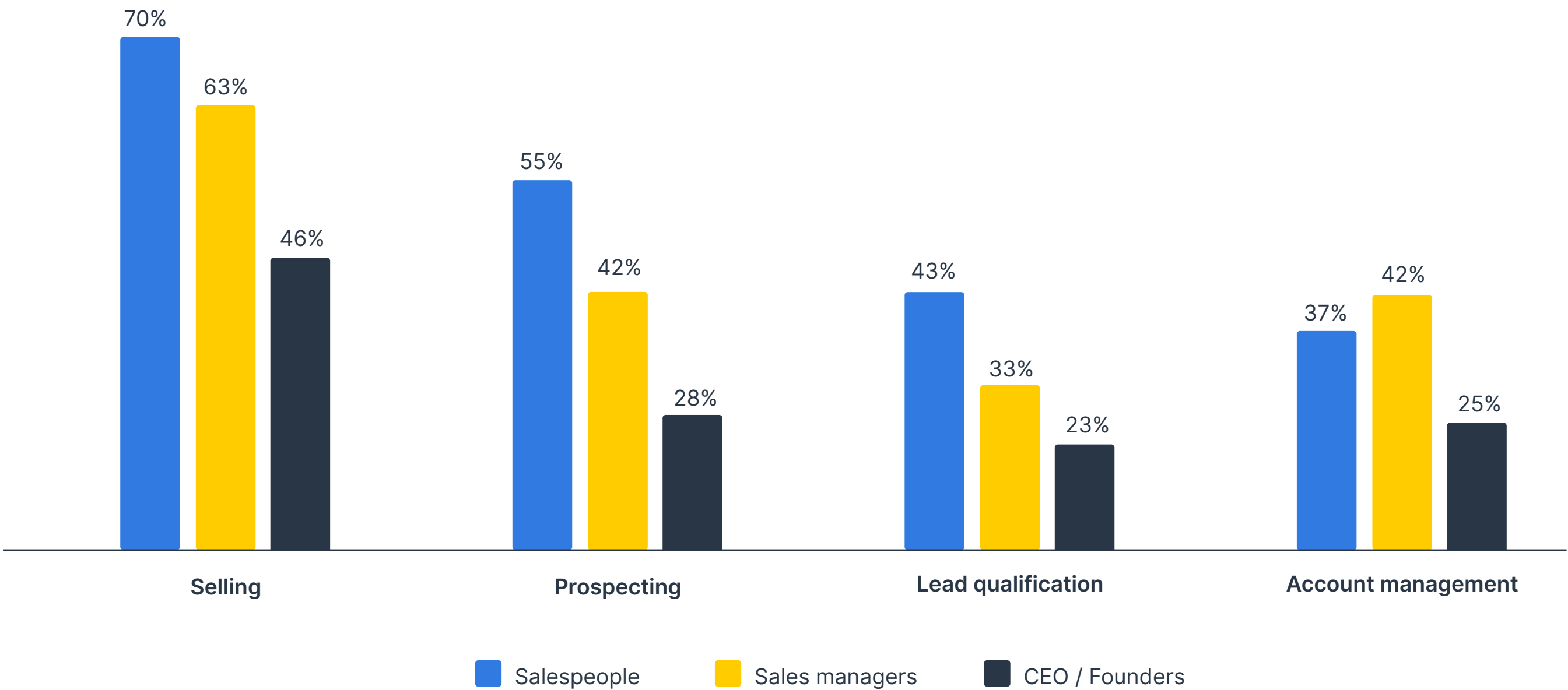


There are many layers to selling a product or service. Respondents are increasingly having to turn their hand to additional responsibilities and spend their day working on 2.84 activities on average. To break that down, on an average day, salespeople work on 2.77 activities, sales managers on 3.04 activities, CEO/ founders on 3 activities and marketers on 2.38 activities.

Considering the number of responsibilities and tasks, it's unsurprising that those with shrinking teams have struggled to hit their sales targets. We also discovered that just over half (54%) of the respondents spend most of their day selling, which, as we see on page 11, could have an impact on revenue.

Looking at specific tasks, salespeople and sales managers are also busy with prospecting, lead qualification and account management. CEOs and founders spend a fair amount of time juggling several tasks.

Which of the following tasks do you spend most of your working day on?



Responsibilities are on the increase but time to sell is still key

Respondents who spend most of their day selling are more likely to reach their sales target and hit their regular sales quota. This also applies to CEOs and founders.

On the other hand, those who didn't reach their annual sales target last year are less likely to spend most of their day on selling, and instead, they're more likely to spend most of their time on prospecting.

Which of the following tasks do you spend most of your working day on?



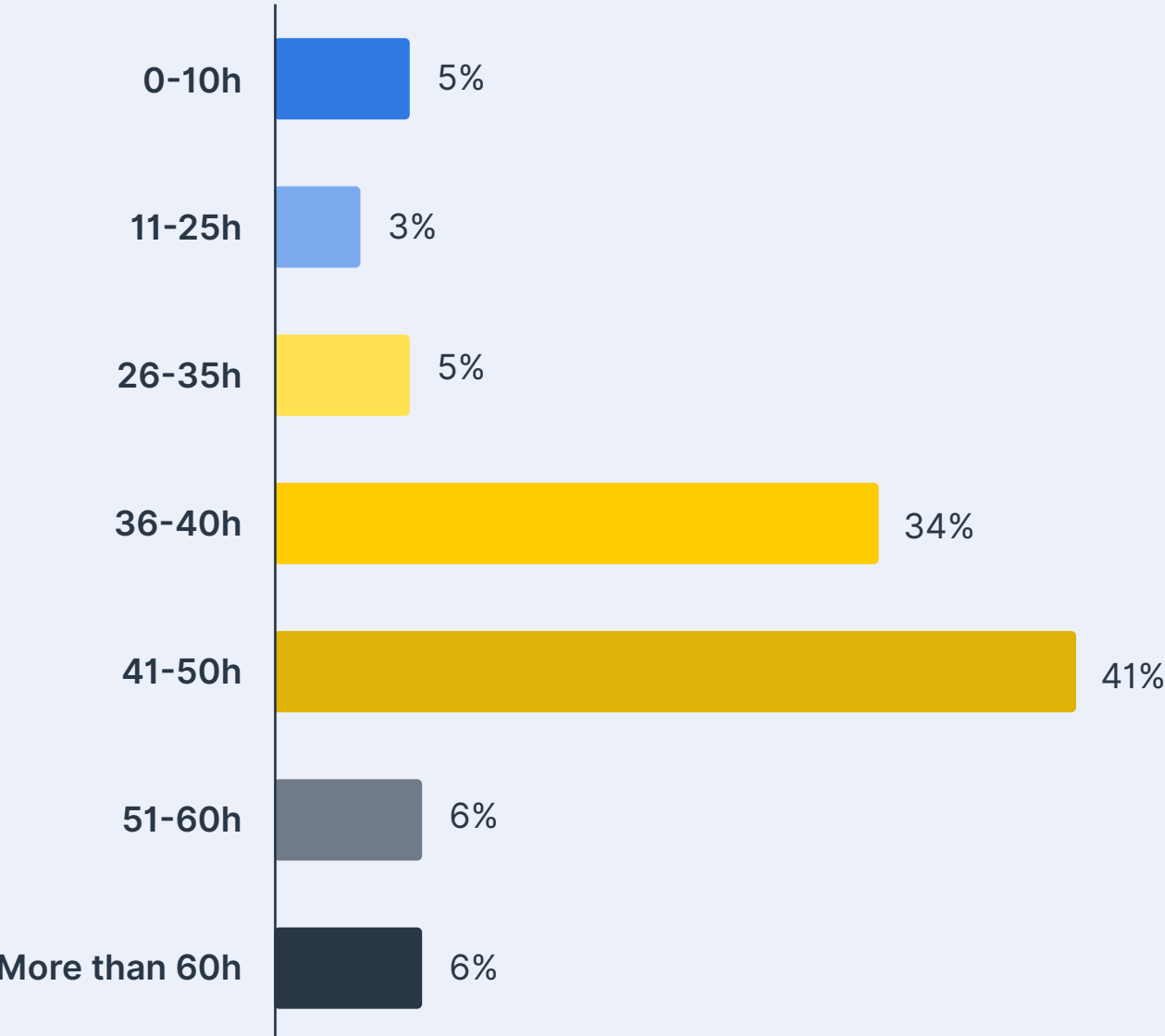
I reached my personal annual sales target last year



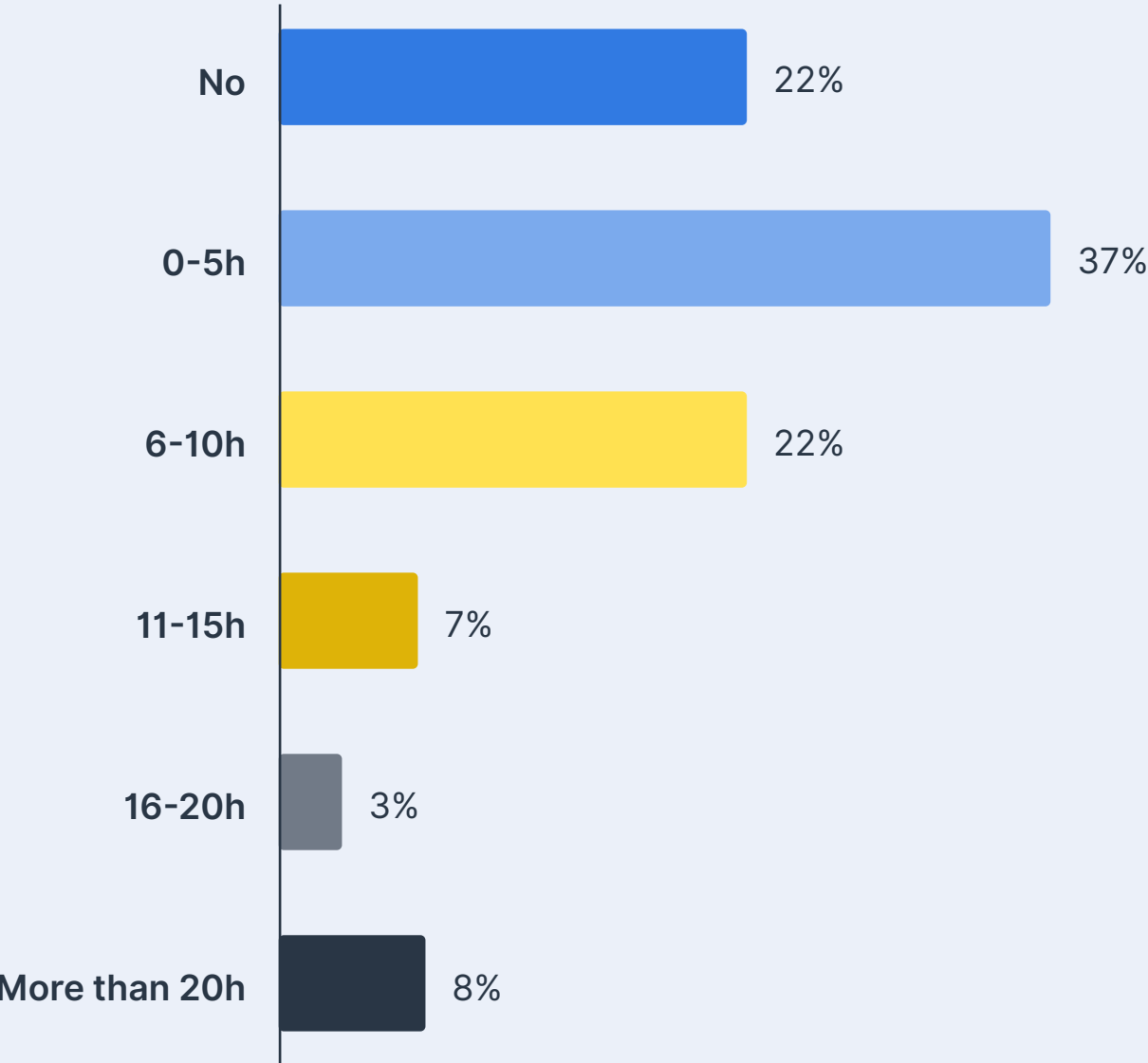
Overcommitment is the norm

Considering how much is on their to-do list, it's perhaps unsurprising that over half (53%) of the sales and marketing professionals we surveyed work more than 40 hours per week. In fact, more than three-quarters (78%) work overtime.

How many hours are you contracted to work each week?

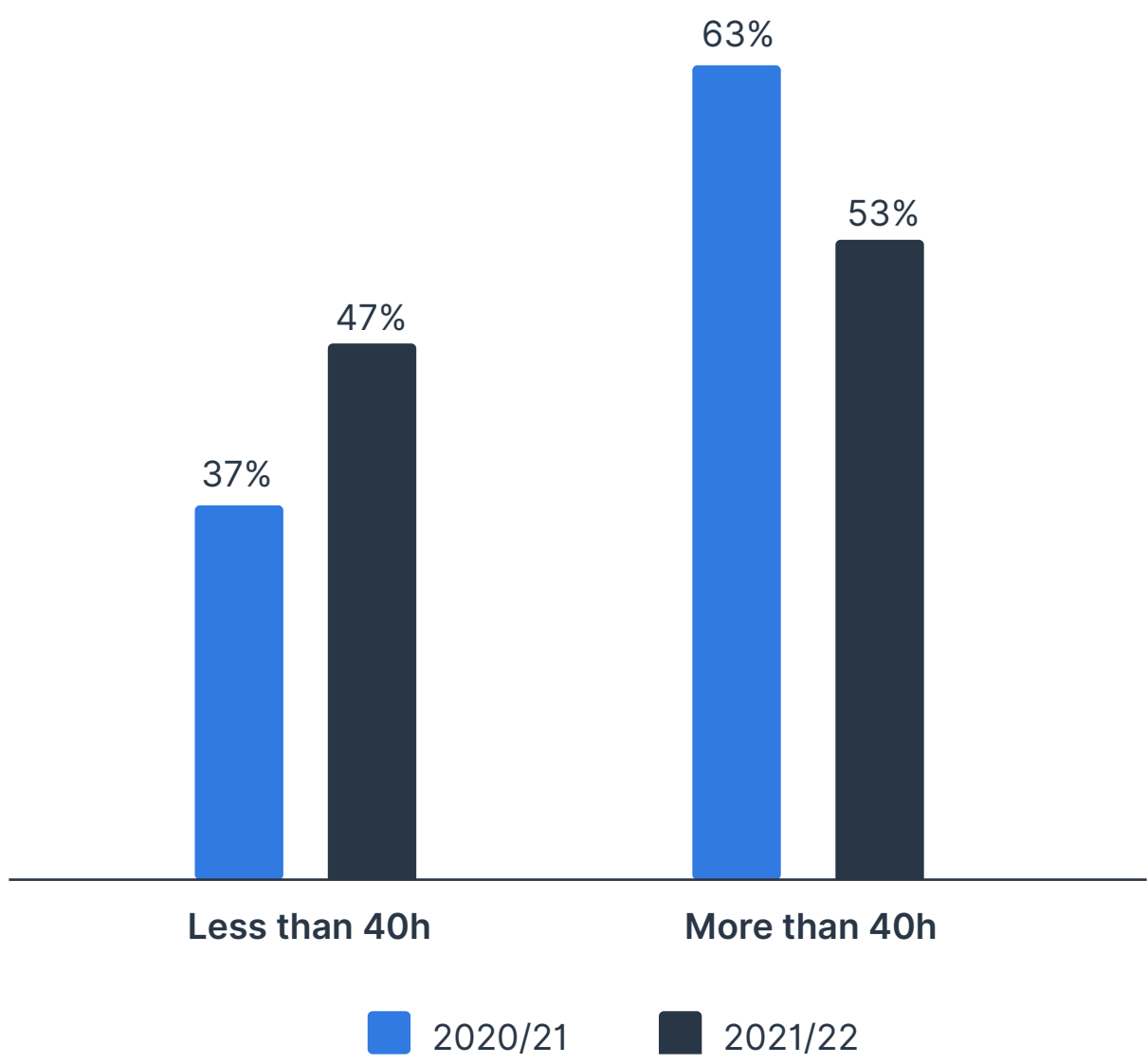


Do you regularly work additional hours each week and, if you do, how many do you usually work?



Interestingly, however, the percentage of respondents who worked more than 40 hours per week decreased by 10 percentage points between 2020 and 2021.

On average, how many hours a week do you work?



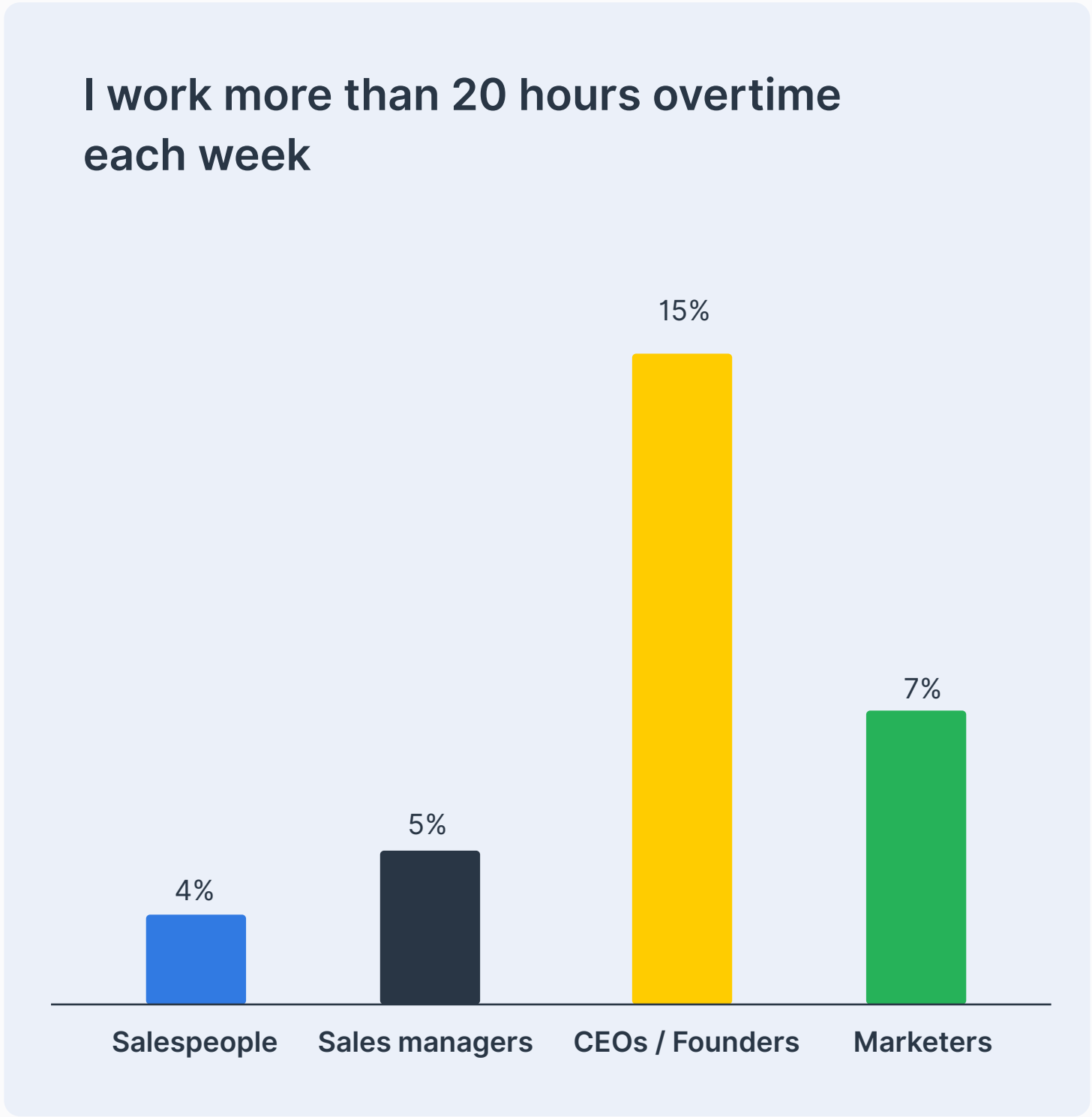
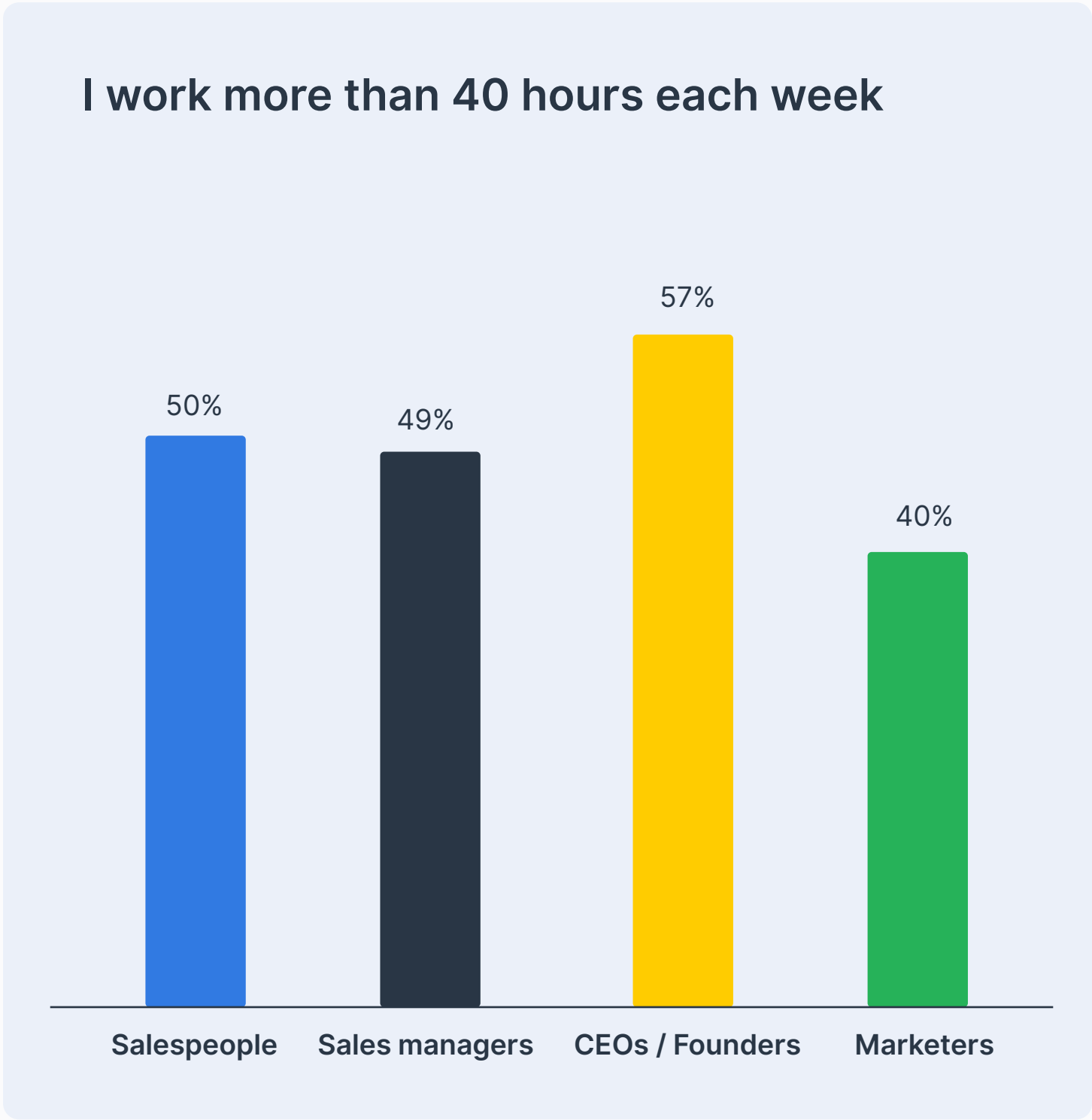
“ Two years into the global pandemic, the evolution of major life developments has changed the way we understand work. More than ever before, finding the right work-life balance is key to personal, as well as professional, success. With remote work on the rise, employees have benefited from the decreased need to commute constantly and the possibility to focus on what’s really important.



Tanya Channing
Chief People & Culture Officer, Pipedrive

CEOs and founders are often required to step into other roles and many are sole traders or have small teams (34% of respondents work for companies with 10 employees or fewer).

This is just one reason why this demographic was the most likely to work more than 40 hours per week (57%) and more than 20 hours overtime each week (15%).



2

Tech adoption



In the last chapter, we saw that the majority of sales professionals, business owners and marketers had a successful 2021, but what is driving this success?

Companies where salespeople are able to focus on selling were more likely to achieve their annual sales goals, of course, but our survey uncovered other key factors.

The first is tech adoption and automation, which has seen a steady increase over the three years we have been running this survey.

Respondents who adopted technology and automated their sales and marketing tasks were more likely to hit their sales targets, reach their revenue goals and be satisfied with the tools made available to them than respondents who didn't.

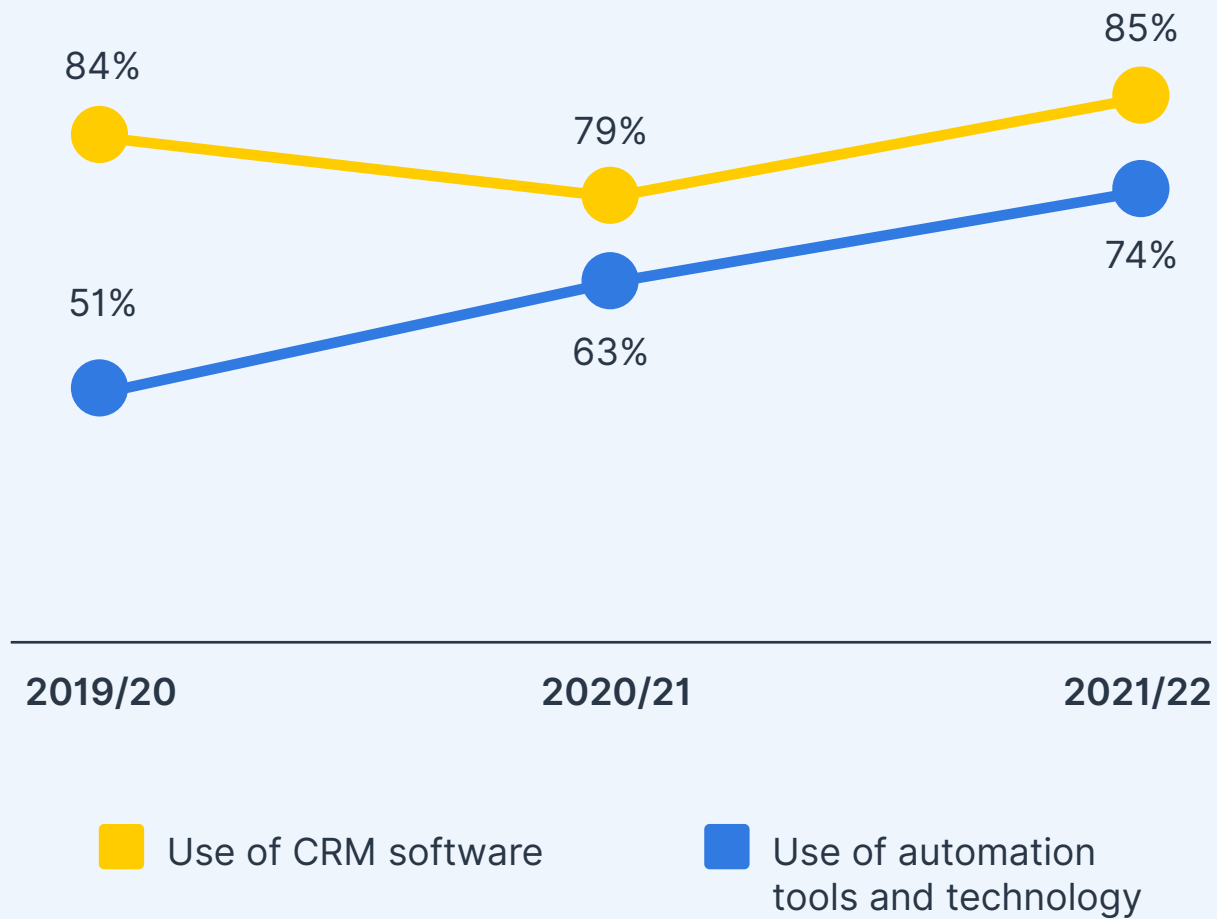
Another key factor in continued success that our survey uncovered was the quality of the company's leadership. We asked respondents what they believed needed the most improvement at their business. Those who said leadership and management admitted to hitting their sales targets less regularly than those who didn't.

When it came to the question about business areas needing improvement, we also uncovered some interesting differences between job role and company size.

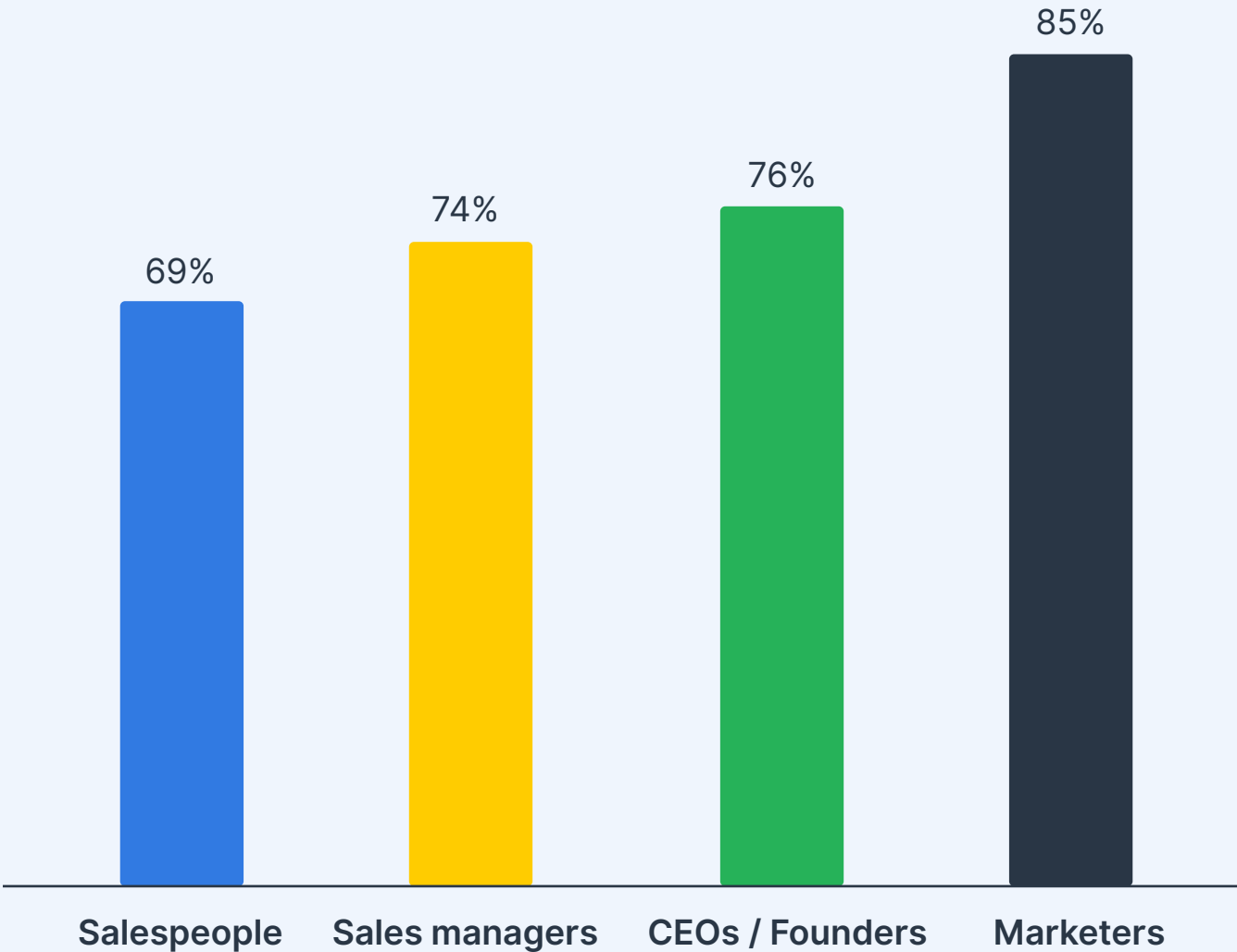
Tech usage is on the rise

The use of automation tools or technology in the workplace has seen a growth of 23 percentage points since 2019. Most participants (85%) use CRM software to track sales, and while 2020 saw a drop in CRM usage, perhaps due to the pandemic, people are now investing in the tool again – usage is now higher than pre-pandemic levels.

Tech usage over the years



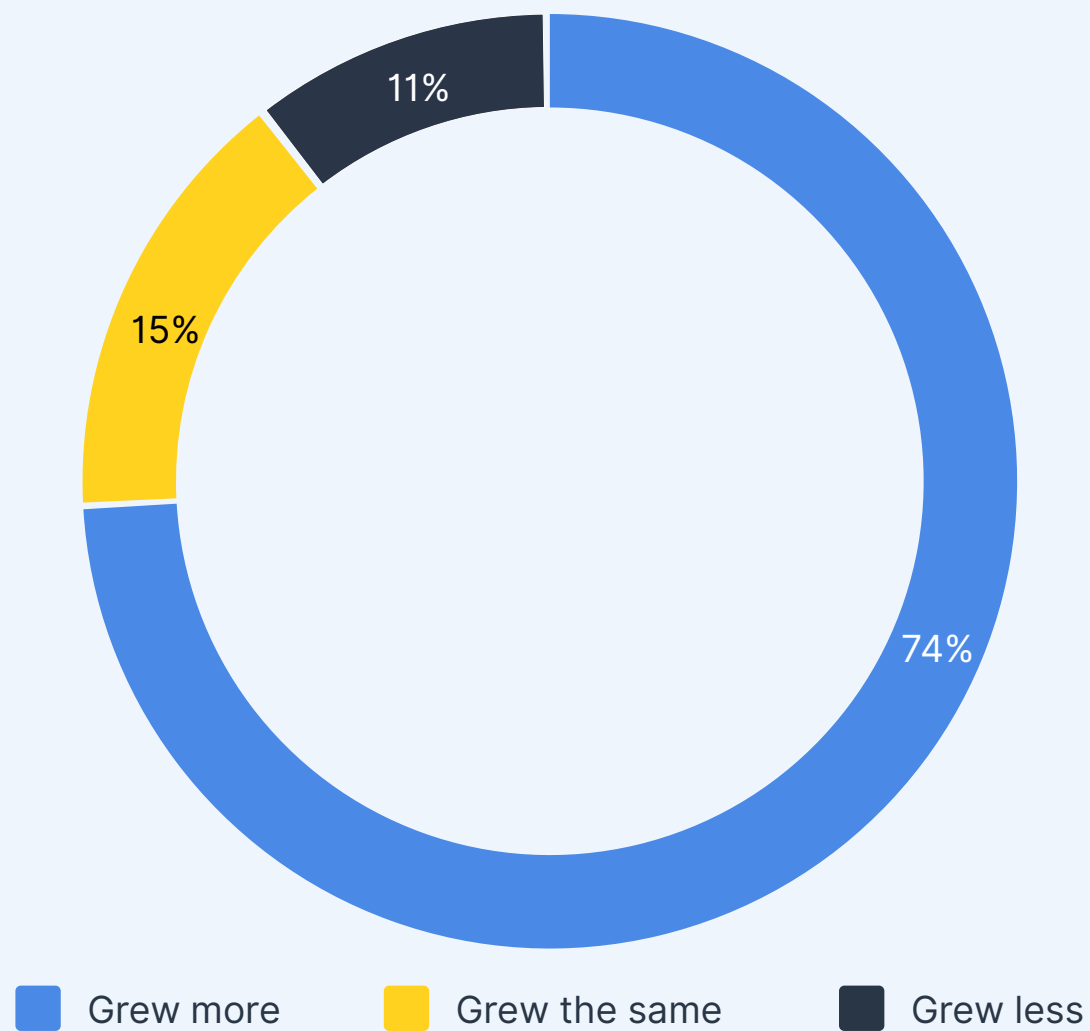
I use automation tools or technology



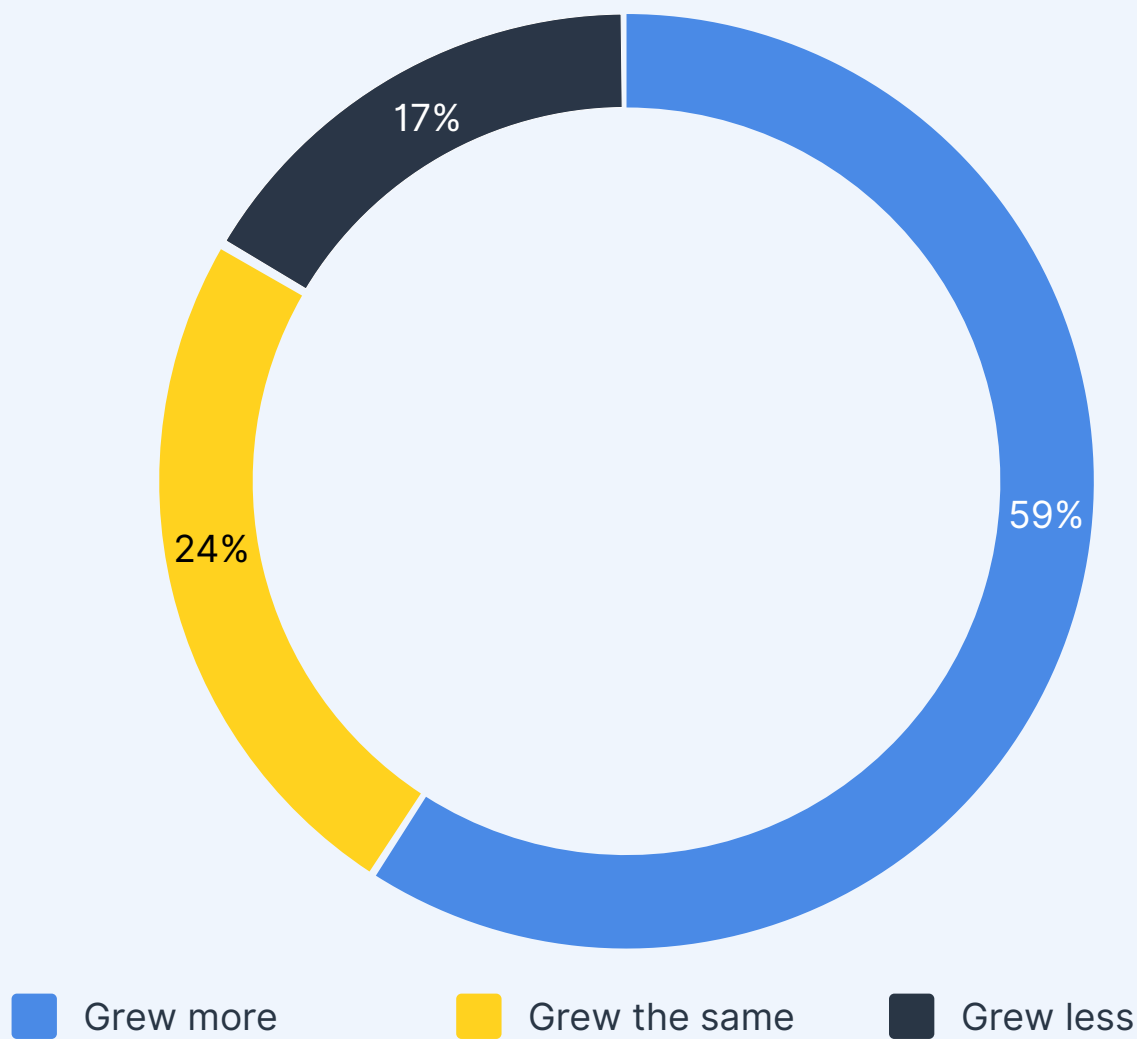
The benefits of CRM software are clear to see

Companies using CRM technology are 15 percentage points more likely to have grown their revenue in comparison to companies that don't use CRM software.

Compared to last year, my company...



Companies that **use a CRM software** to track sales



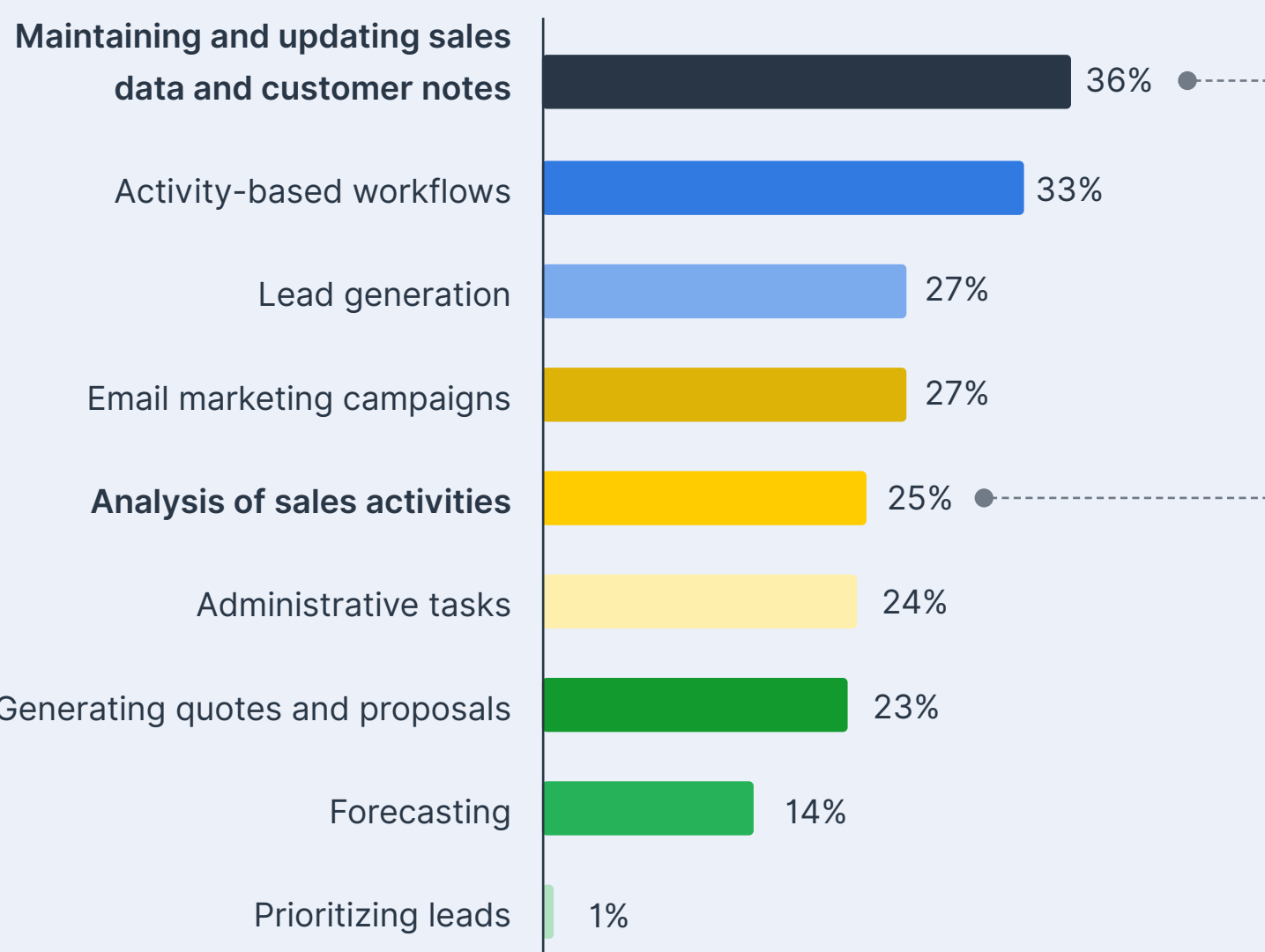
Companies that **do not use a CRM software** to track sales

Automation boosts sales

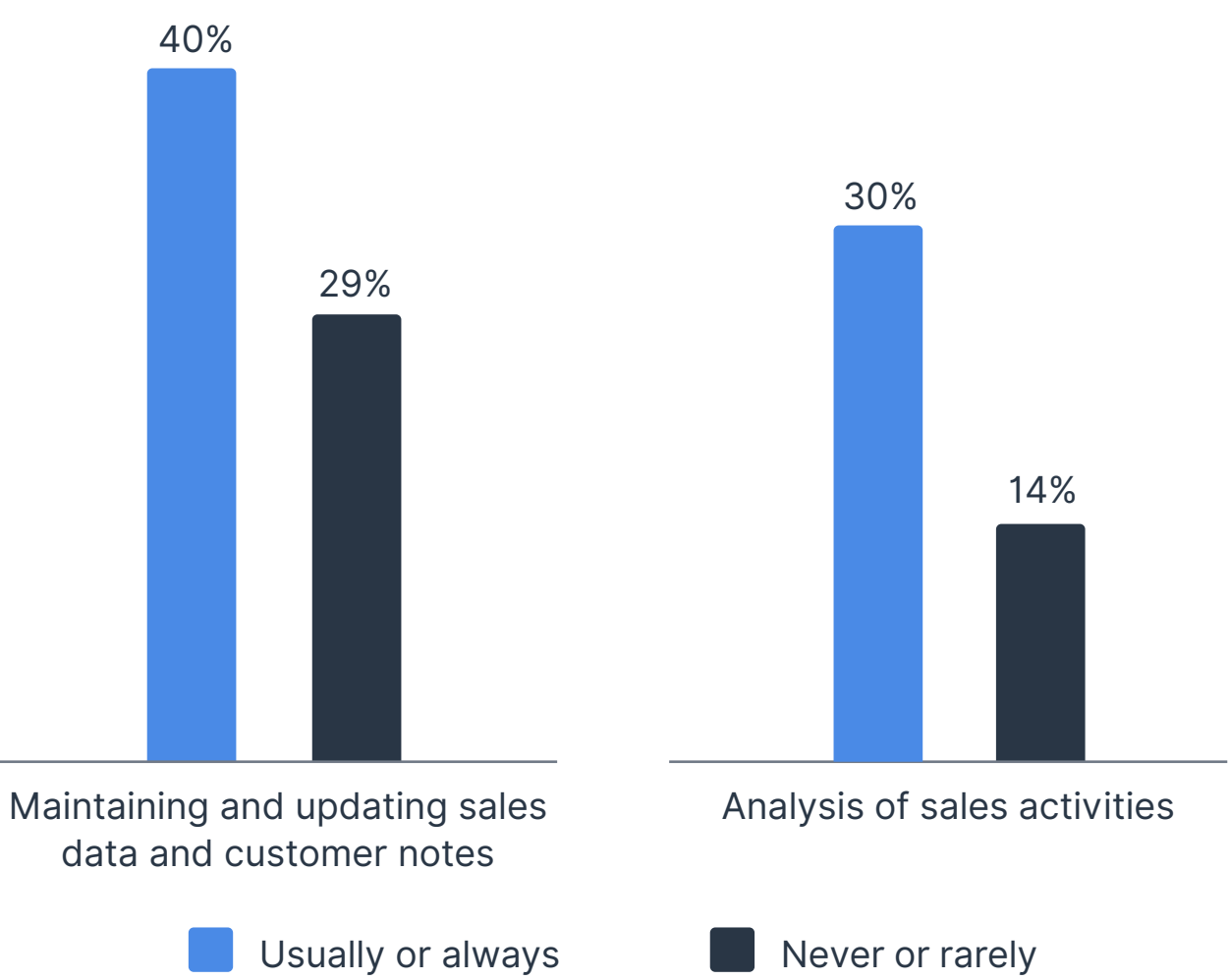
CRM software has many uses. The most popular use among our respondents is the automation of maintaining and updating sales data and customer notes. A significant number of companies have also automated activity-based workflows (33%).

Strikingly, those who have automated the maintenance of sales data and customer notes are more likely to usually or always hit their regular sales quota than they are to usually miss them.

Which of the following tasks are automated in your company?

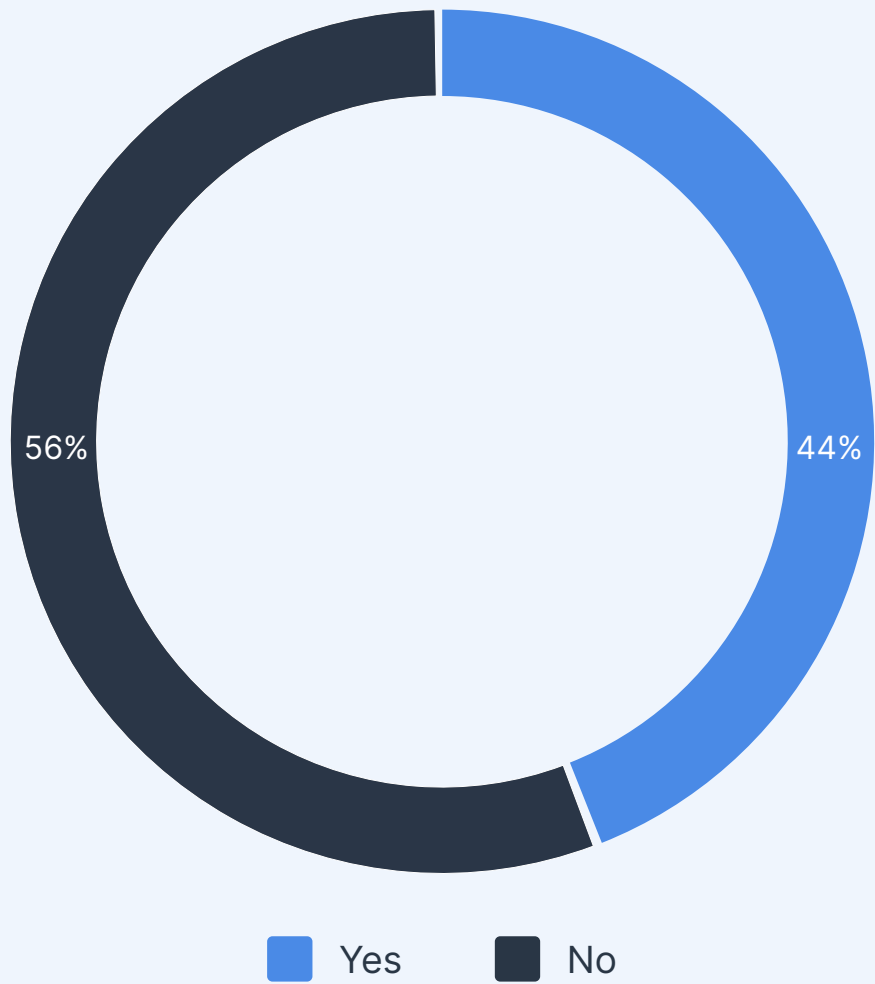


How often do you hit your regular sales quota?

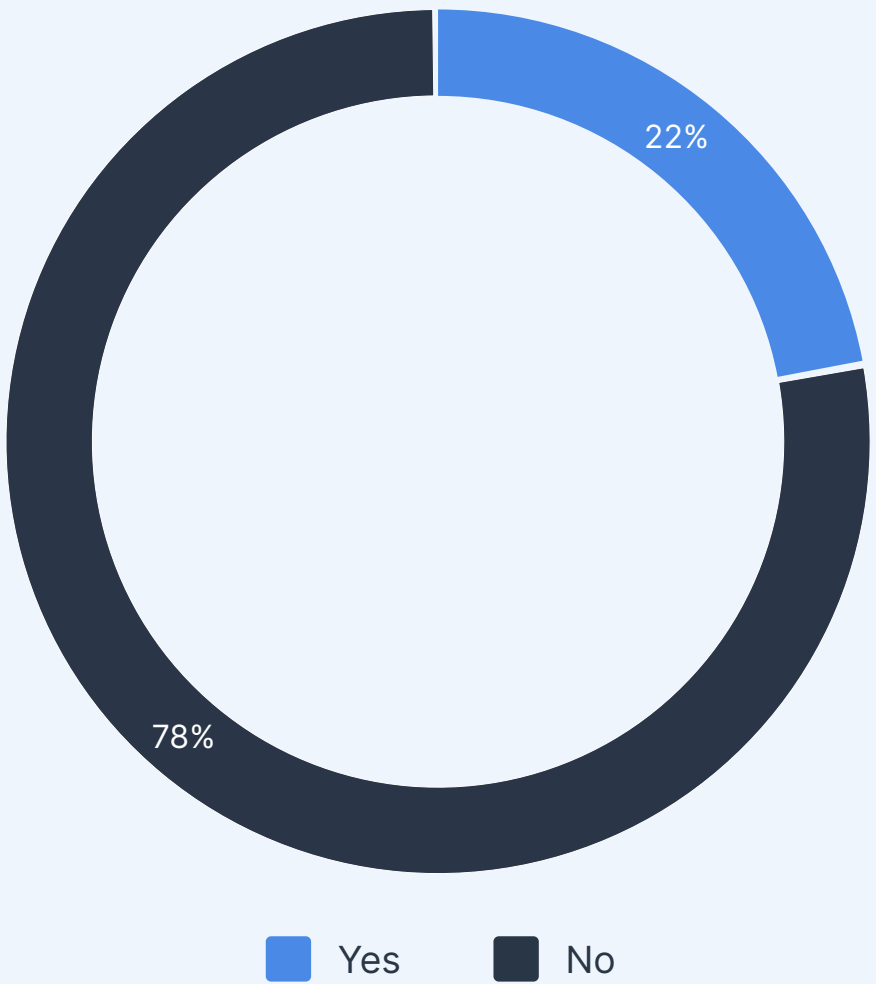


But that's not the only benefit of automation. Companies that have automated the maintenance of sales data are 22 percentage points more likely to have their employees say they're satisfied with the tools and tech available for their work. As we see on a later page, a happy workforce is a successful workforce.

Maintaining and updating sales data and customer notes is automated in my company



Professionals who are satisfied with the tools and tech available to them

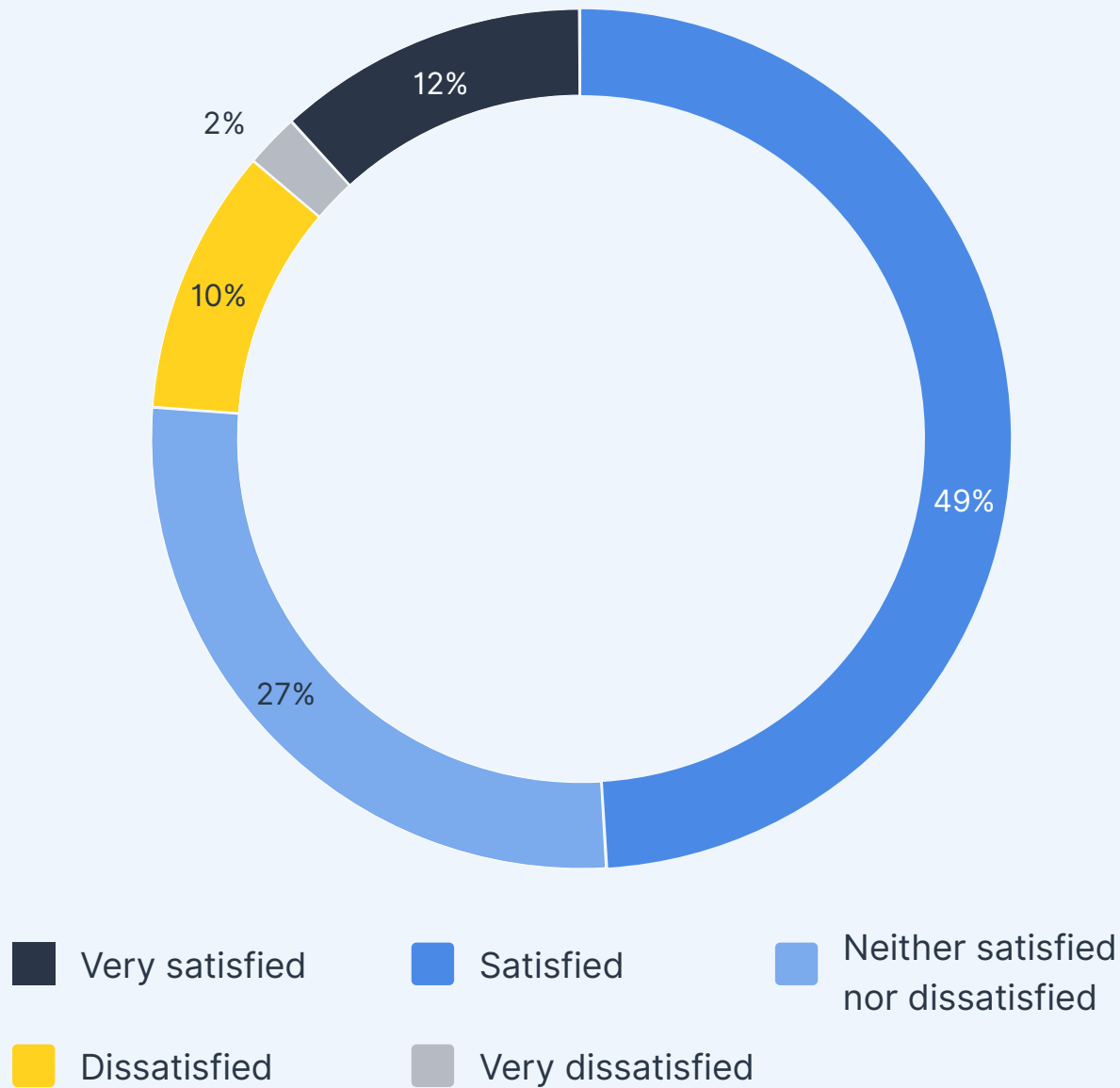


Professionals who are not satisfied with the tools and tech available to them

Overall, half of respondents (49%) were very satisfied with the tools and tech available to them for their sales and/or marketing work, while more than a quarter (27%) were satisfied.

Companies that work to adopt more of the right tools will find that their employees aren't just more satisfied, but they're also more successful.

How satisfied are you with the tools and tech available to you for your sales and/or marketing work?



Automation is one of the main benefits of adopting the right technology. It can reduce time-consuming admin work, decrease repetitive tasks, help to keep track of the right action items at the right time and unify tools. As a result, technology serves as an instrument for boosting the productivity of each team member and exceeding business goals.

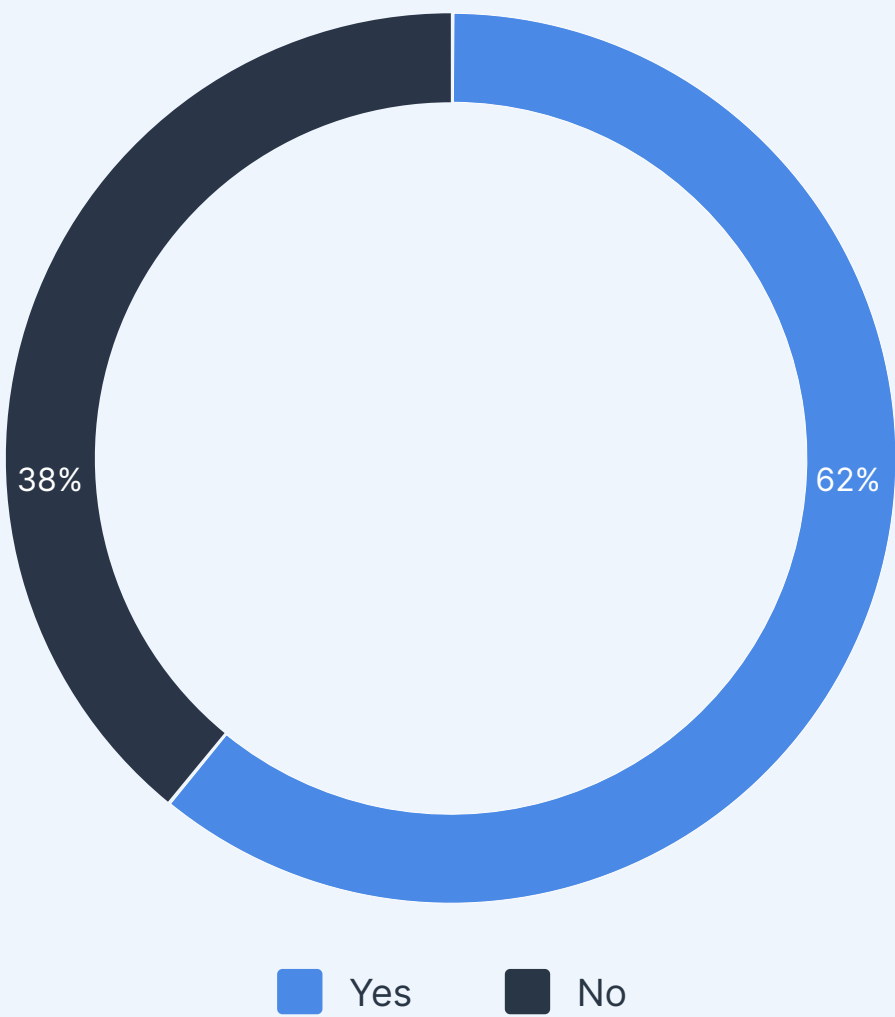


Peter Harris
Chief Operating Officer, Pipedrive

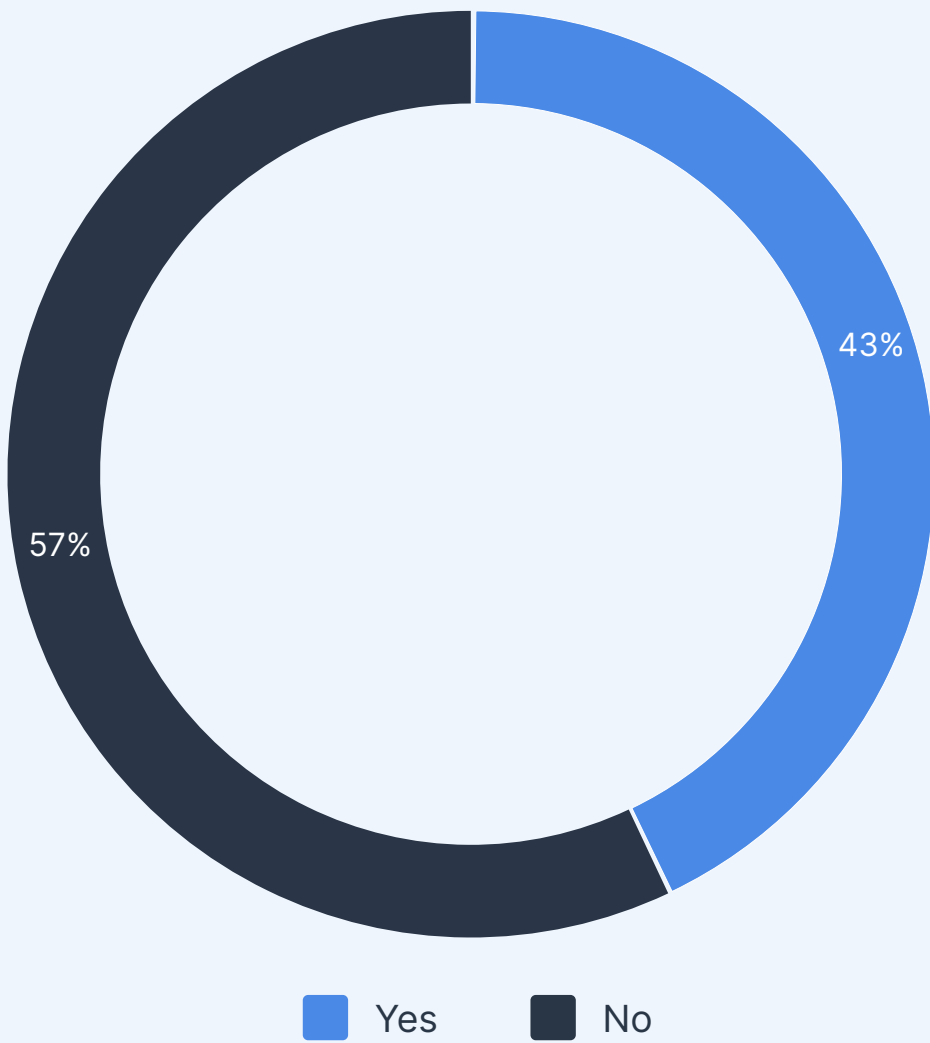
The statement on the above page is backed up by the fact that satisfaction with automation tools and tech is a key factor in people’s perception of having the correct tools they need to do their job.

Individuals who use automation tools in their role are 19 percentage points more likely to be satisfied with the tech available to them, highlighting that picking out the right tool for your team is crucial.

Are you satisfied with the available tools and tech?



Professionals who use automation tools or tech in their role



Professionals who do not use automation tools or tech in their role

Here are the key, revenue-focused benefits of employee satisfaction with tech. Respondents who were satisfied with the tools and tech at their disposal were considerably more likely to reach their personal annual sales target and usually hit their regular sales quota.

Respondents who are satisfied with the tools and tech available to them are far more likely to work in companies that grew their revenue and exceeded forecasts.

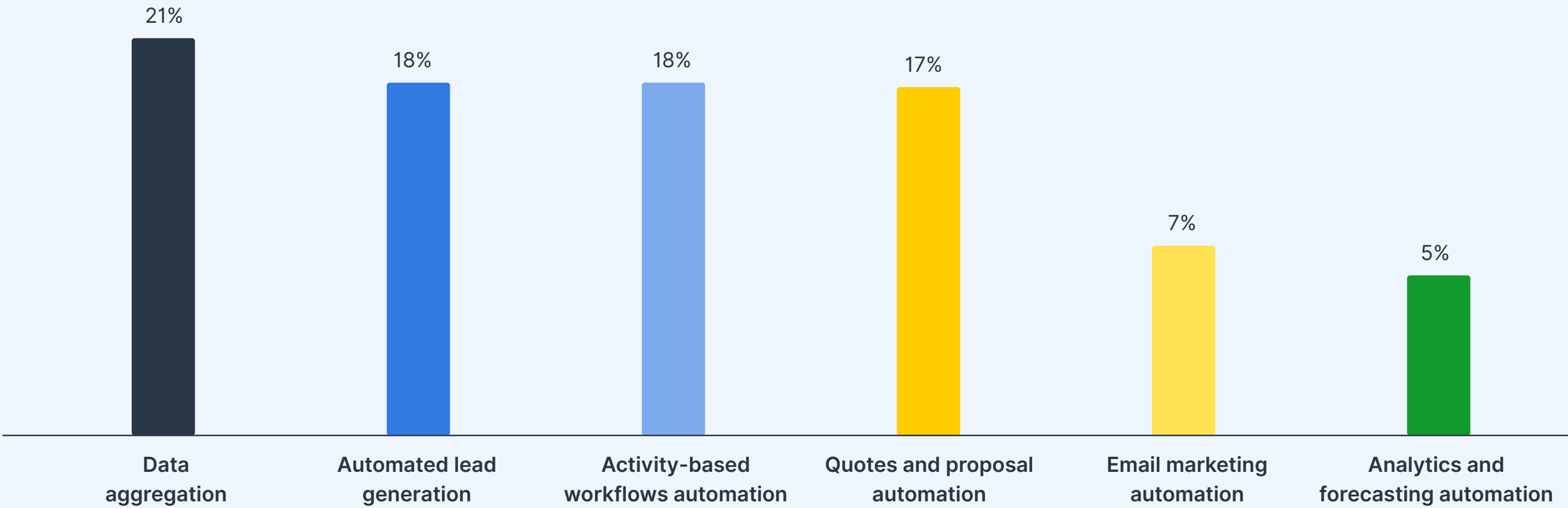


Data aggregation technology scores first place on employees' wishlists

Sales and marketing professionals believe that a comprehensive adoption of technology would improve their work.

Data aggregation (21%), automated lead generation (18%), activity-based workflows (18%) and automation of quotes and proposals (17%) are the most commonly requested tools.

In your opinion, the adoption of what technology by your company could have the biggest positive impact on your work?

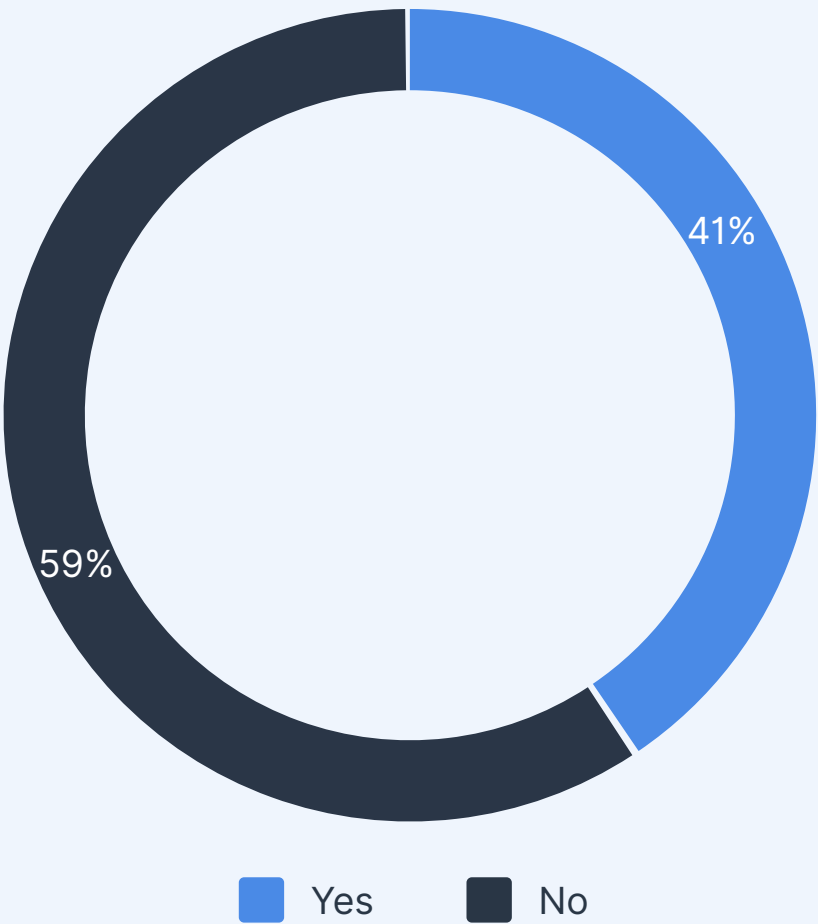


Leadership makes or breaks success

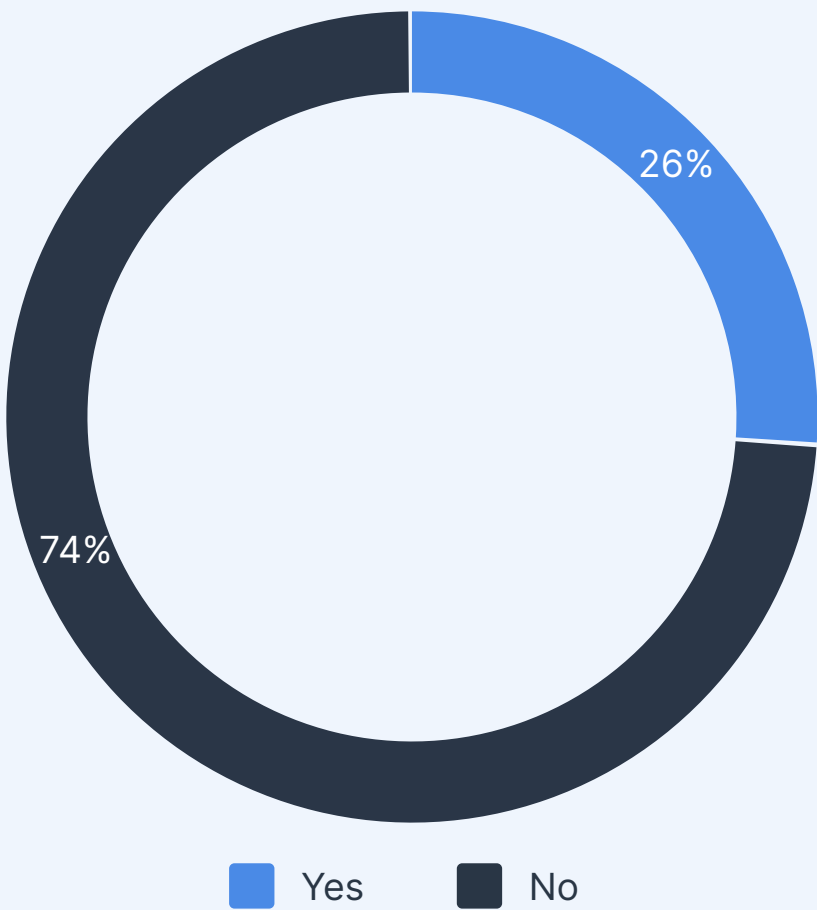
Technology adoption and automation aren't the only factors in company success. The quality of leadership and management also has a noticeable impact.

Over 40% of respondents who didn't reach their sales target last year (and never or rarely hit their regular sales quota) believe that leadership and management in their company requires improvement. On the flip side, individuals who reached their sales target last year and reach their regular sales quota were 15 percentage points less likely to be dissatisfied with leadership.

Leadership and management need improvement in my company



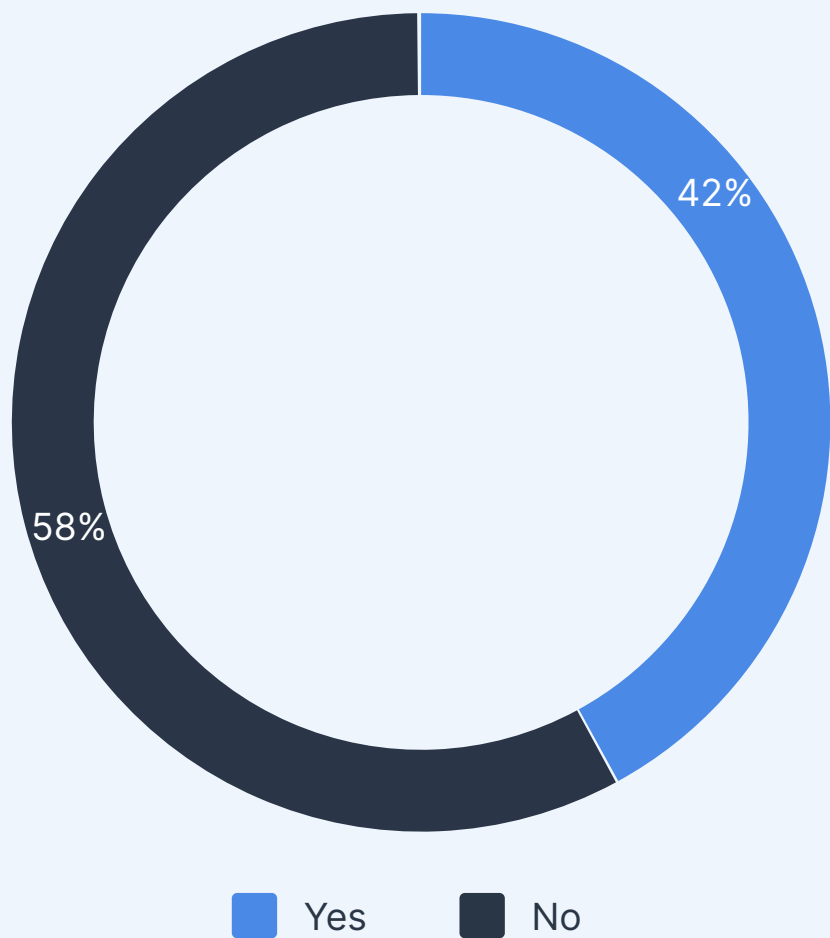
Professionals who **did not reach their sales target and never or rarely** hit their regular sales quota



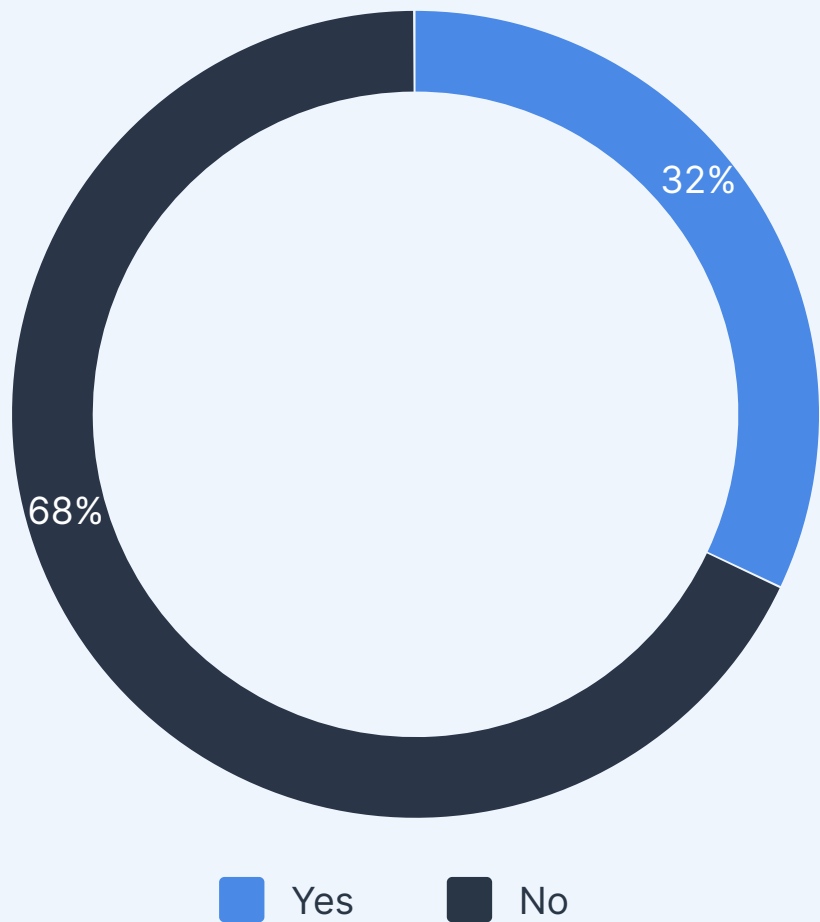
Professionals who **reached their sales target and hit their regular sales quota regularly, usually or always**

Companies that fell below revenue growth forecasts were 10 percentage points more likely to report that their strategy, goals and mission (something usually defined by leadership) needed improvement compared to companies that exceeded revenue growth forecasts.

Our strategy, goals and mission need improvement in my company



Companies that **fell below** revenue growth forecasts



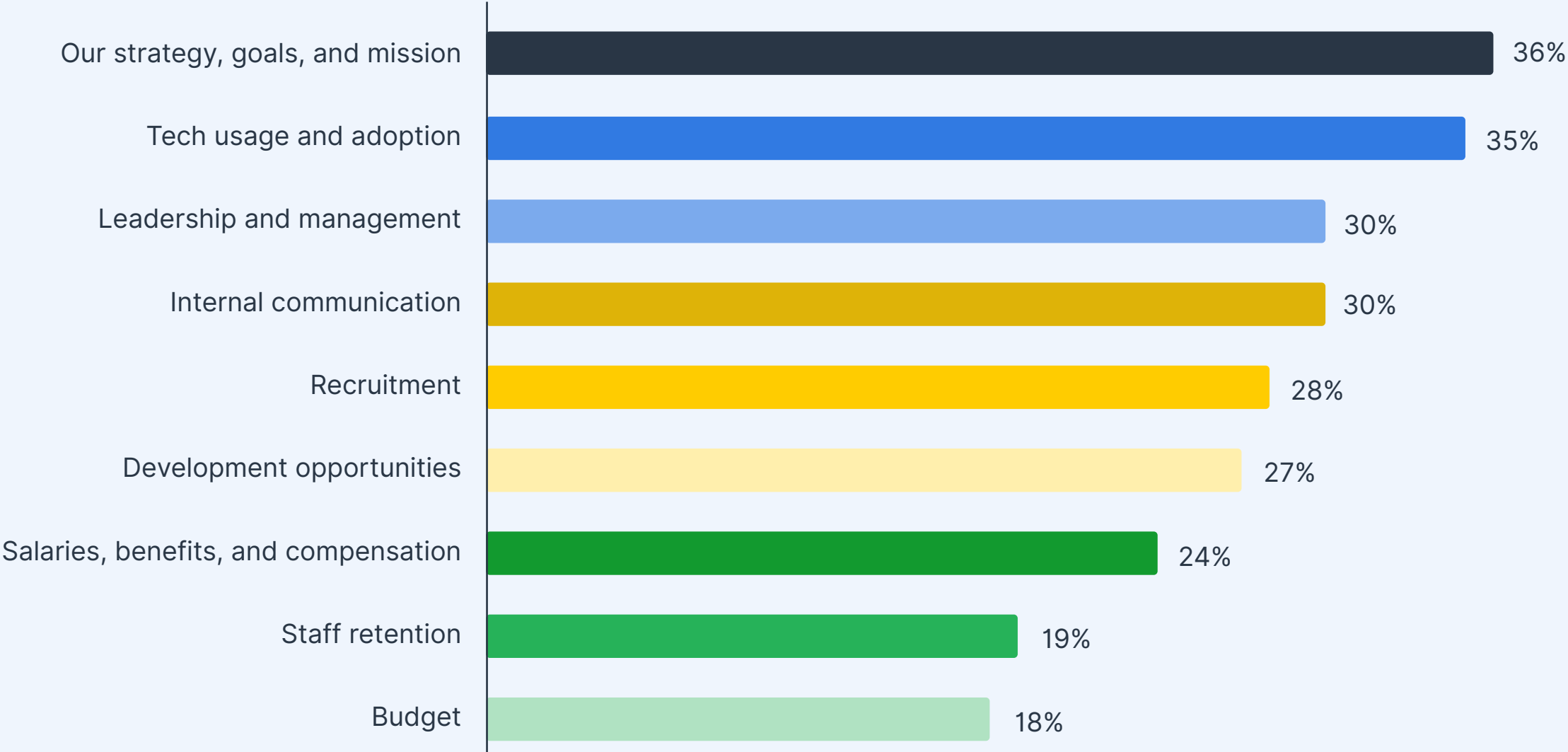
Companies that **exceeded** revenue growth forecasts

What changes do employees want to see?

As we've seen, strong leadership and technology adoption yields strong results. When asked about the areas that need improvement in their company, strategy, goals and mission (36%) led the way ahead of tech usage and adoption (35%) and leadership and management (30%).

In an era of uncertainty and constant change, having clear goals from leadership and the necessary tools for delivery is a strong formula for growth and success.

In your opinion, which of the following areas need improvement in your company?

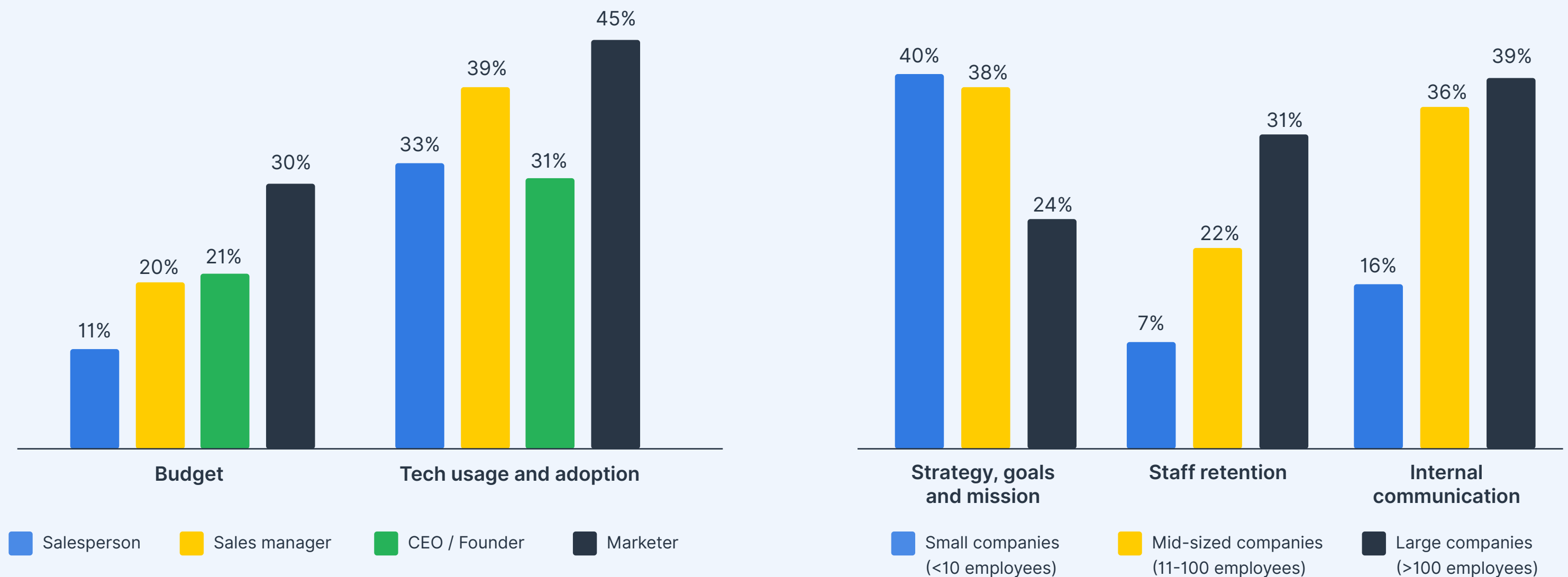


Different role, different size, different challenges

As we saw at the start of this section, marketers are the most likely to utilize automation and adopt technology, so it's no surprise that they were also the most likely to consider that budget and tech usage and adoption are insufficient.

There were also some interesting (but perhaps not surprising) differences in responses from each company size. Small and mid-sized companies need to improve their strategy, goals and mission, whereas mid-sized and large companies face difficulties in staff retention and internal communication.

In your opinion, which of the following areas need improvement in your company?



3

Digital marketing and sales integration

Decisive leadership, clear strategy and automation were some of the factors in our respondents' continued success in 2021. Sales and marketing integration also had a clear, positive impact, as did marketing investment.

There was a clear connection between a business's revenue growth and how well its sales and marketing teams were integrated.

Companies with well or very well integrated sales and marketing departments were far more likely to say their revenue grew and exceeded forecasts. They were also more likely to report having a clearer mission and better communication, which stands to reason, as we know that a clearer mission directly aligns with sales targets being achieved.

Those businesses that invested in marketing in 2021 saw further growth. Over three-quarters of respondents (78%) reported an average, good or very good return on their marketing investment in 2021.

Meanwhile, those that invested more in email marketing during the pandemic were much more likely to exceed their revenue growth forecasts than those that did not.

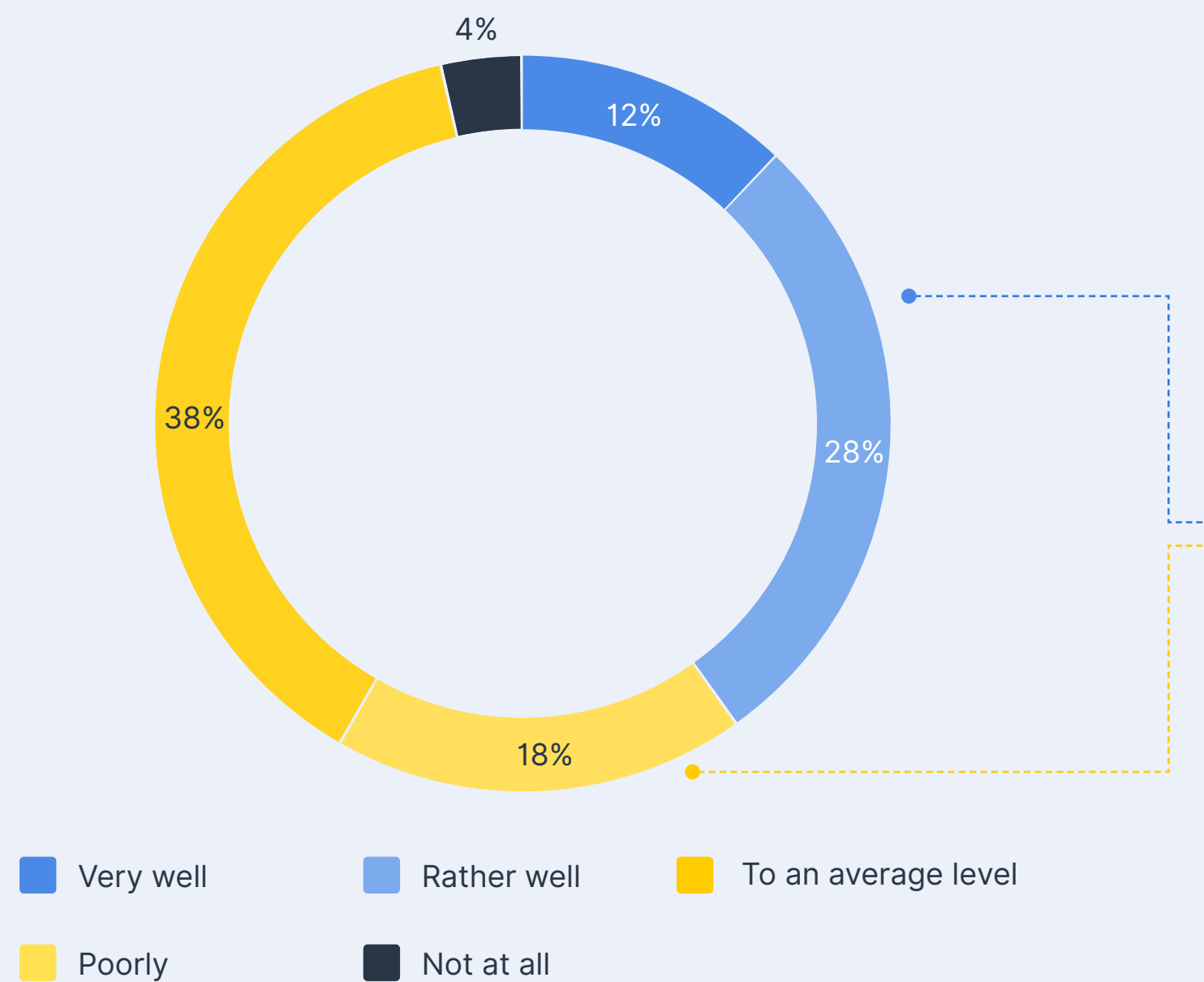
When it came to the question about business areas needing improvement, we also uncovered some interesting differences between job role and company size.

Sales and marketing integration drives revenue

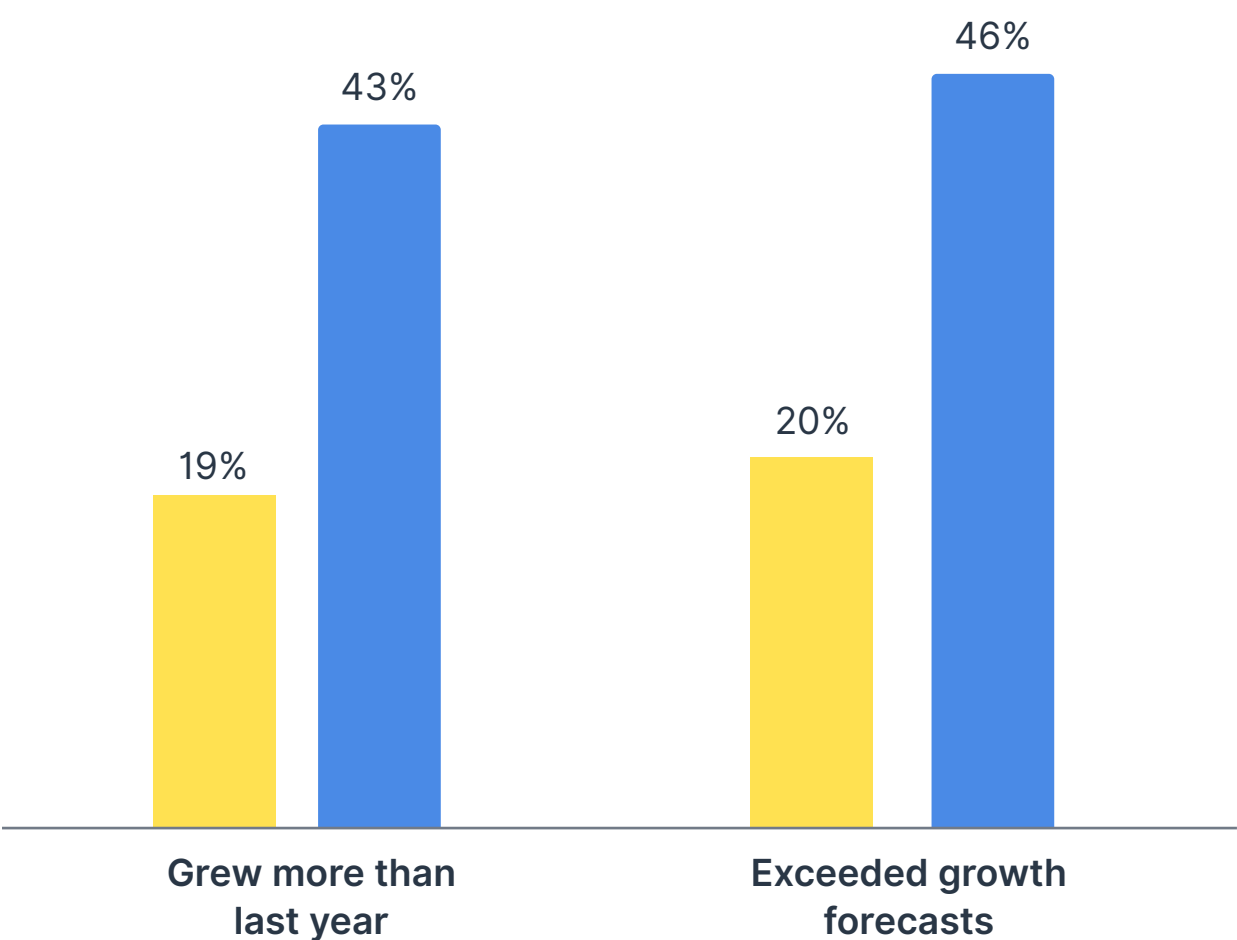
Attempts at integrating sales and marketing are clear to see, with the majority of respondents stating that the sales and marketing processes of their company are integrated either to an average level (38%), rather well (28%) or very well (12%).

The integration of sales and marketing processes appears to drive revenue growth. Companies with a good level of integration are more likely to report that their revenue grew and exceeded forecasts than companies with a poor or average level of integration.

How well would you say your company's sales and marketing processes are integrated?

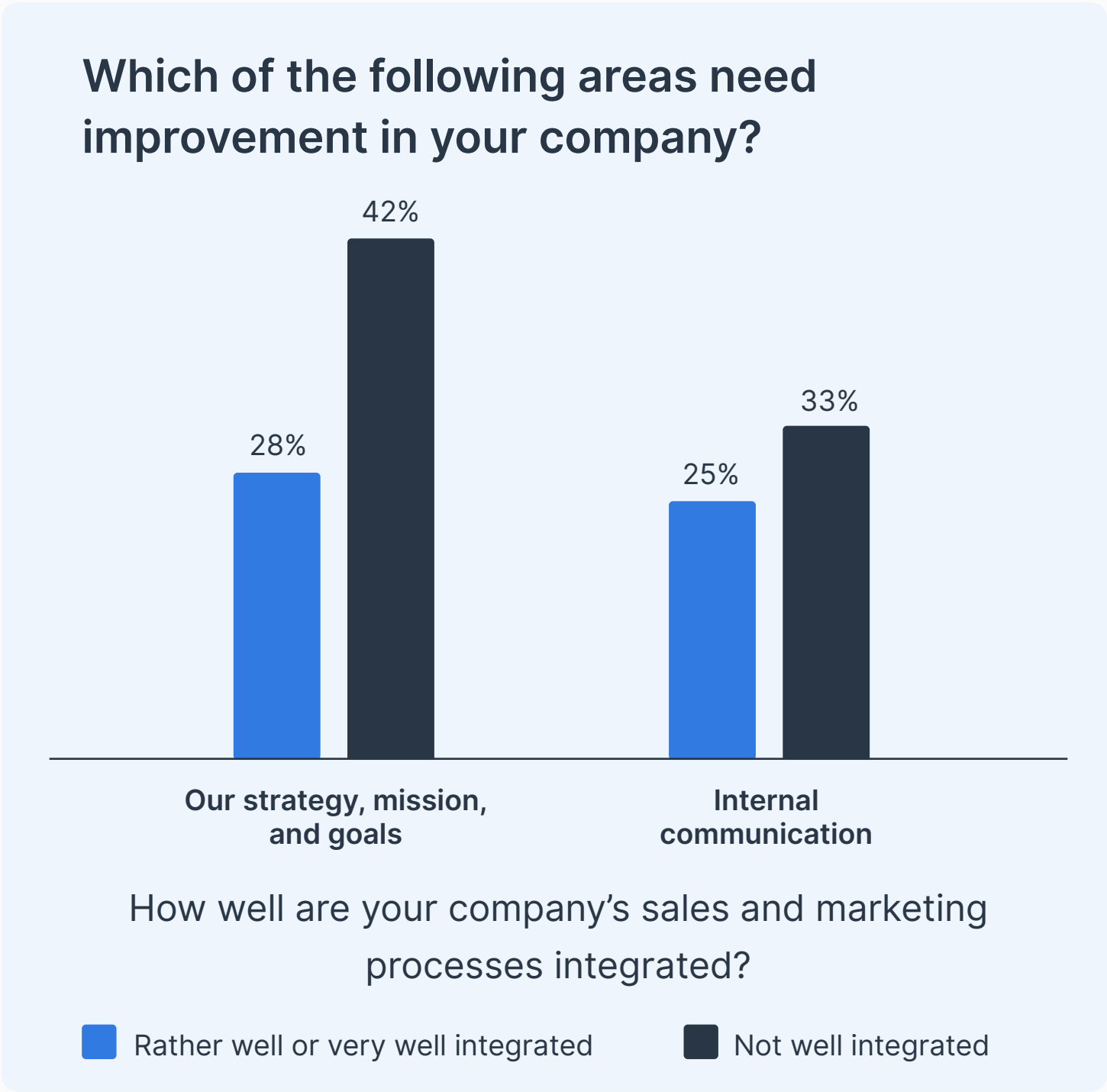


My company's revenue



Respondents who benefit from a positive integration of sales and marketing processes are also more likely to reach their personal annual sales target and hit their regular sales quota more frequently.

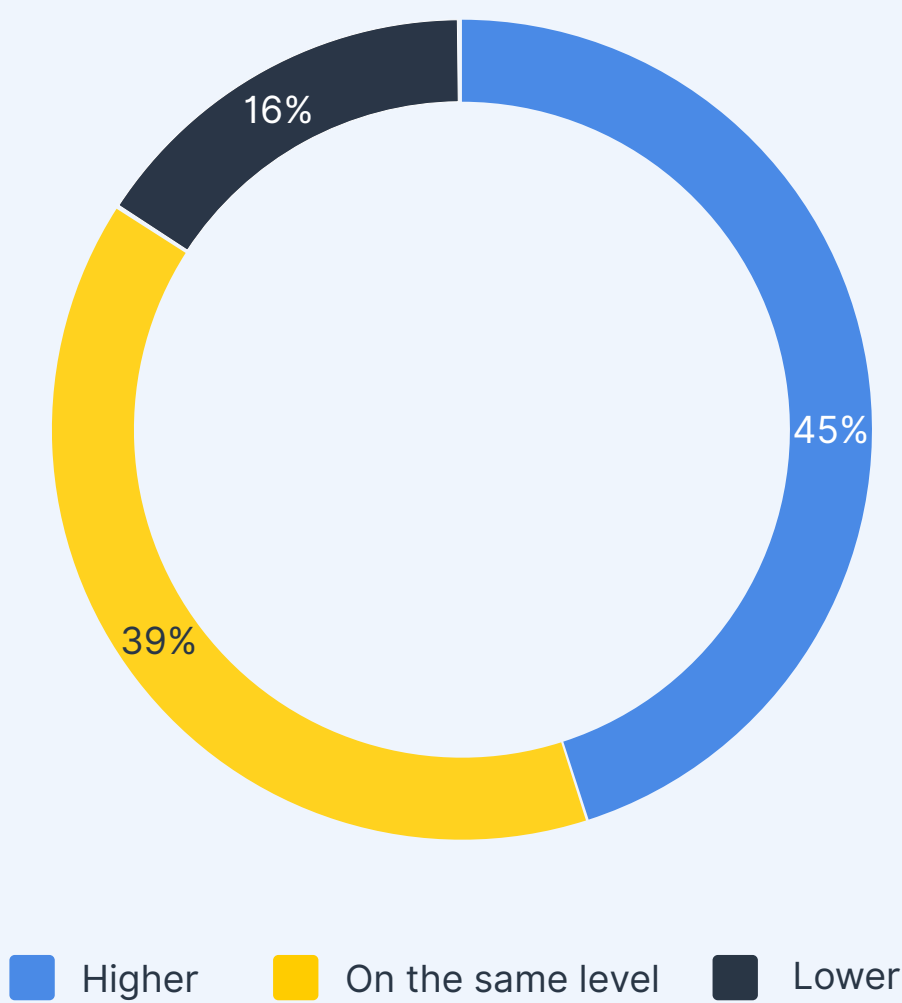
In contrast, individuals working in companies with a poor alignment of sales and marketing processes were considerably less satisfied with the strategy, mission and goals of their company, as well as with internal communication.



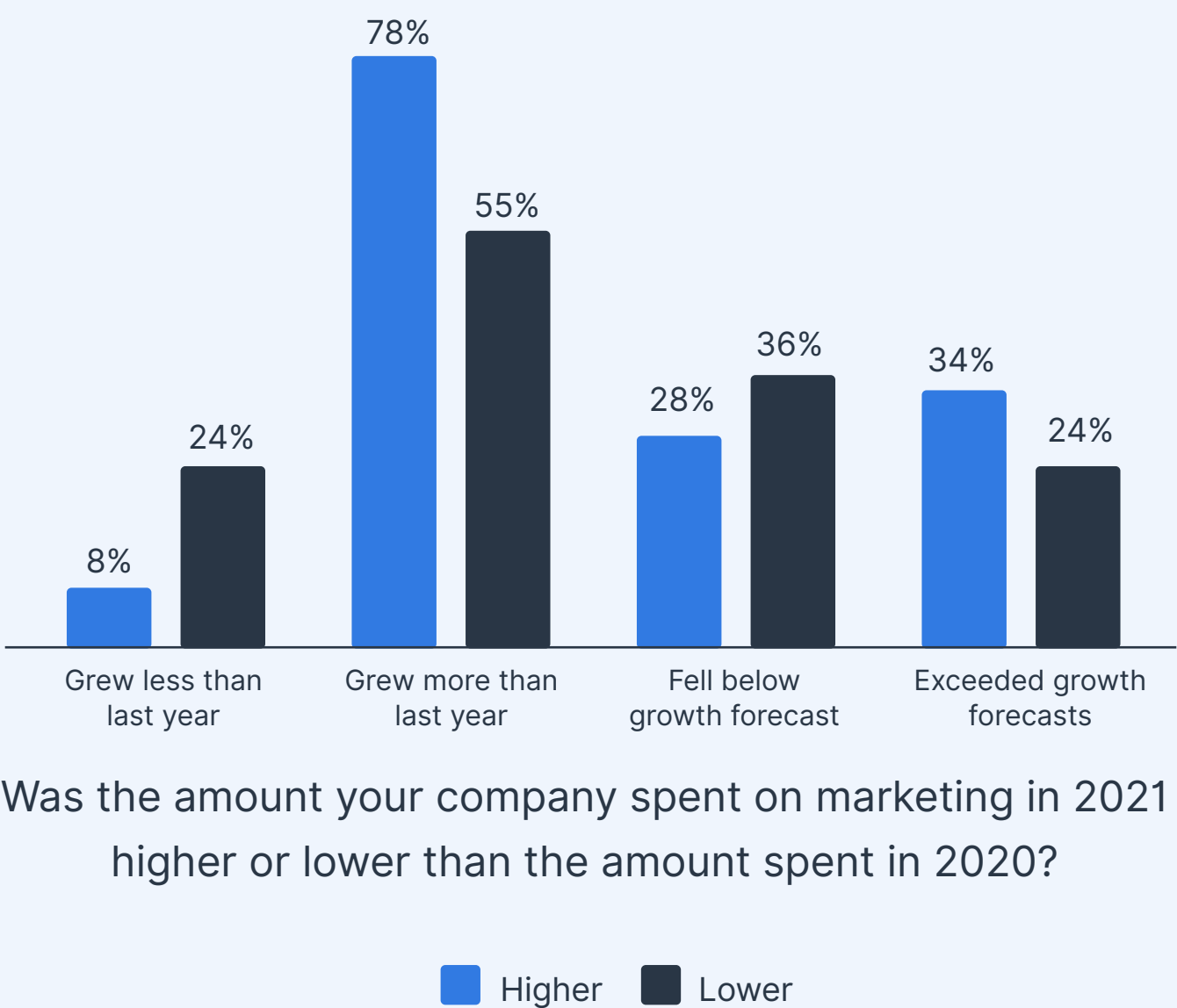
Marketing spend brings results

Companies that spent more on marketing in 2021 than in 2020 were significantly more likely to grow their revenue and exceed their forecasts. Over three-quarters (78%) of companies that spent more on marketing in 2021 saw more revenue growth than in the previous year, which suggests a direct correlation between the two areas.

Was the amount your company spent on marketing in 2021 higher or lower than the amount spent in 2020?

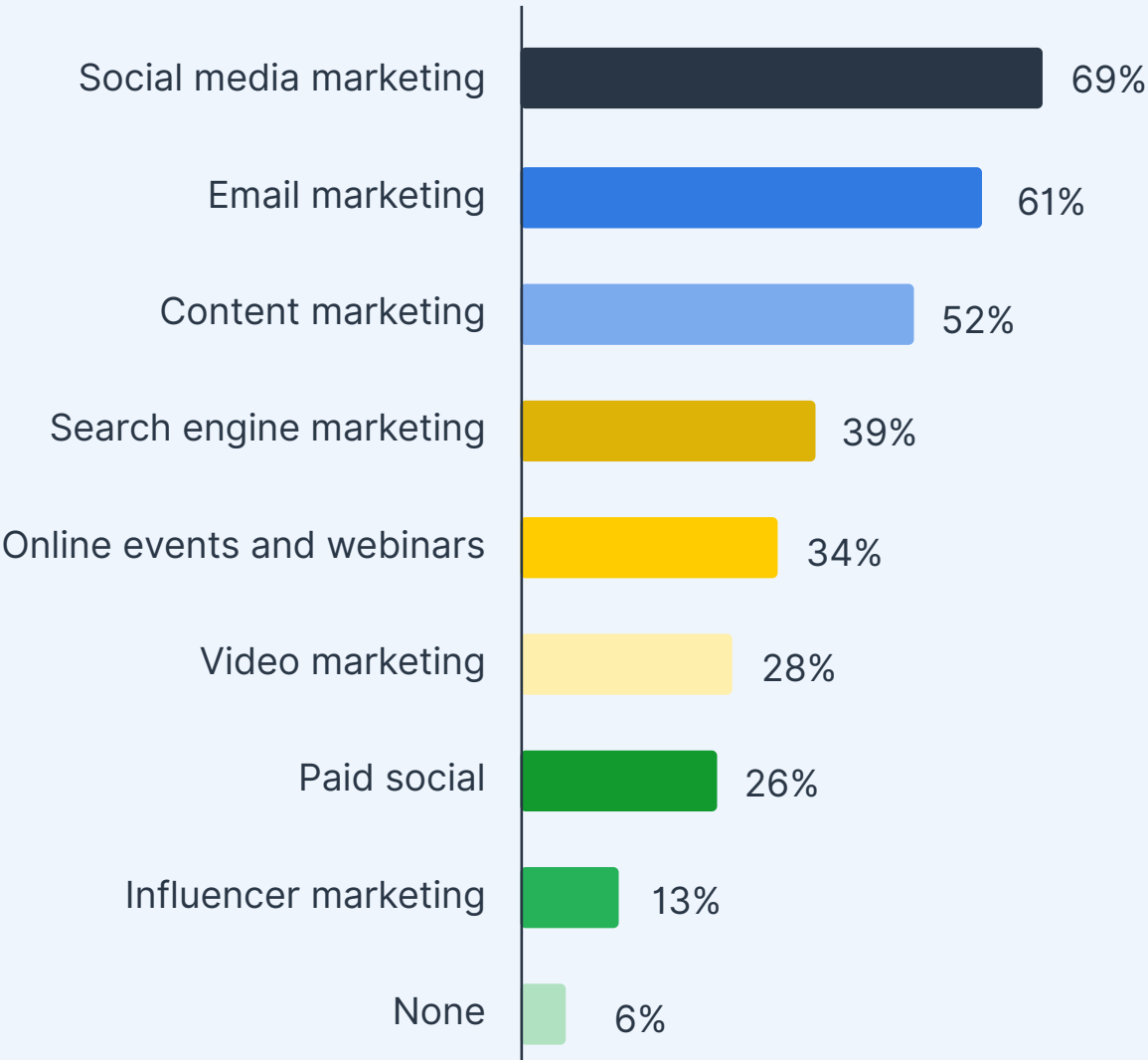


My company's revenue...

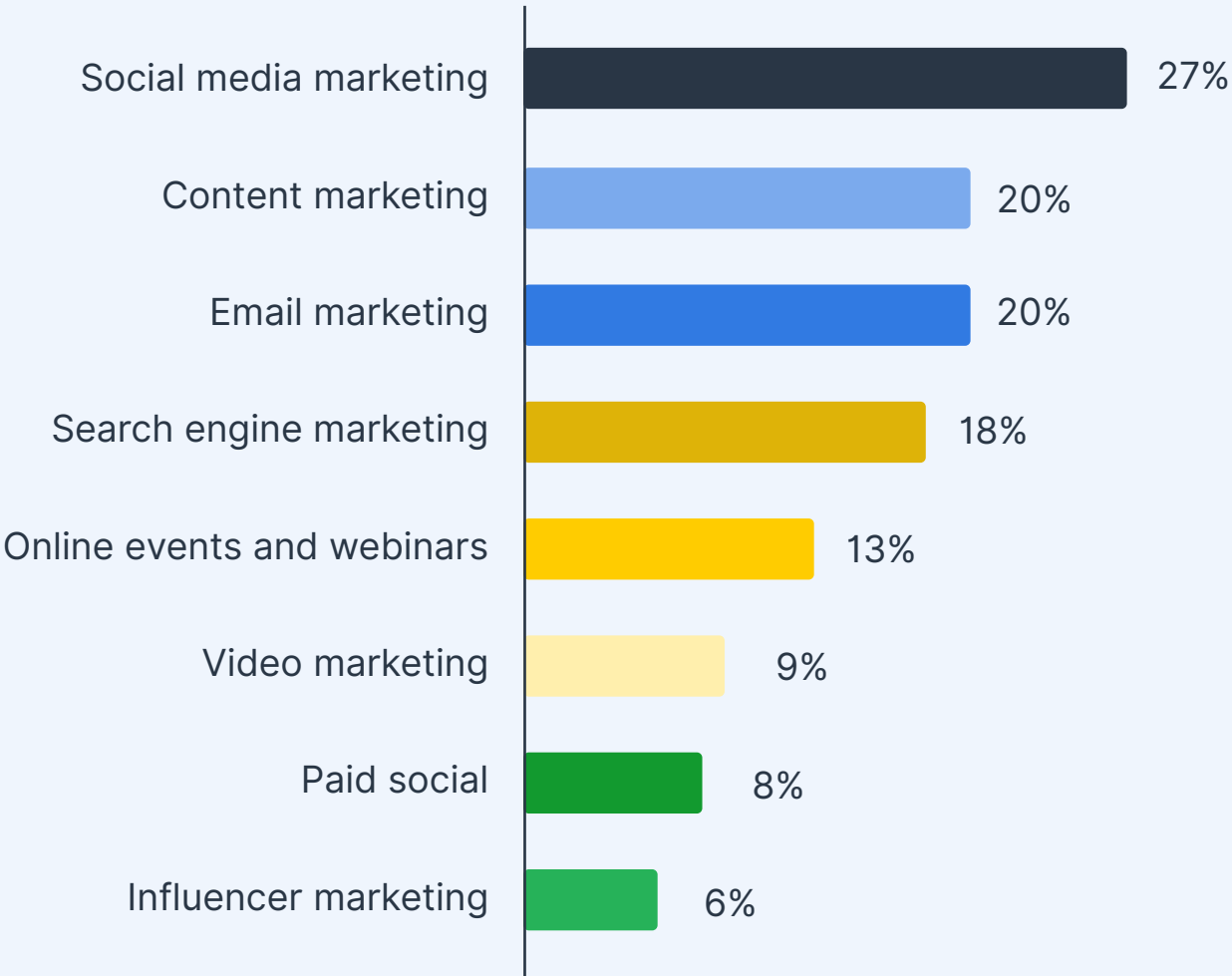


Of course, marketing is a broad term. Narrowing in on what marketing activities have been driving that growth, we see that social media is the most popular channel companies use (69%), as well as the channel that drove the greatest ROI (27%), with content marketing and email marketing completing the podium.

Which of the following digital marketing channels does your company currently use?

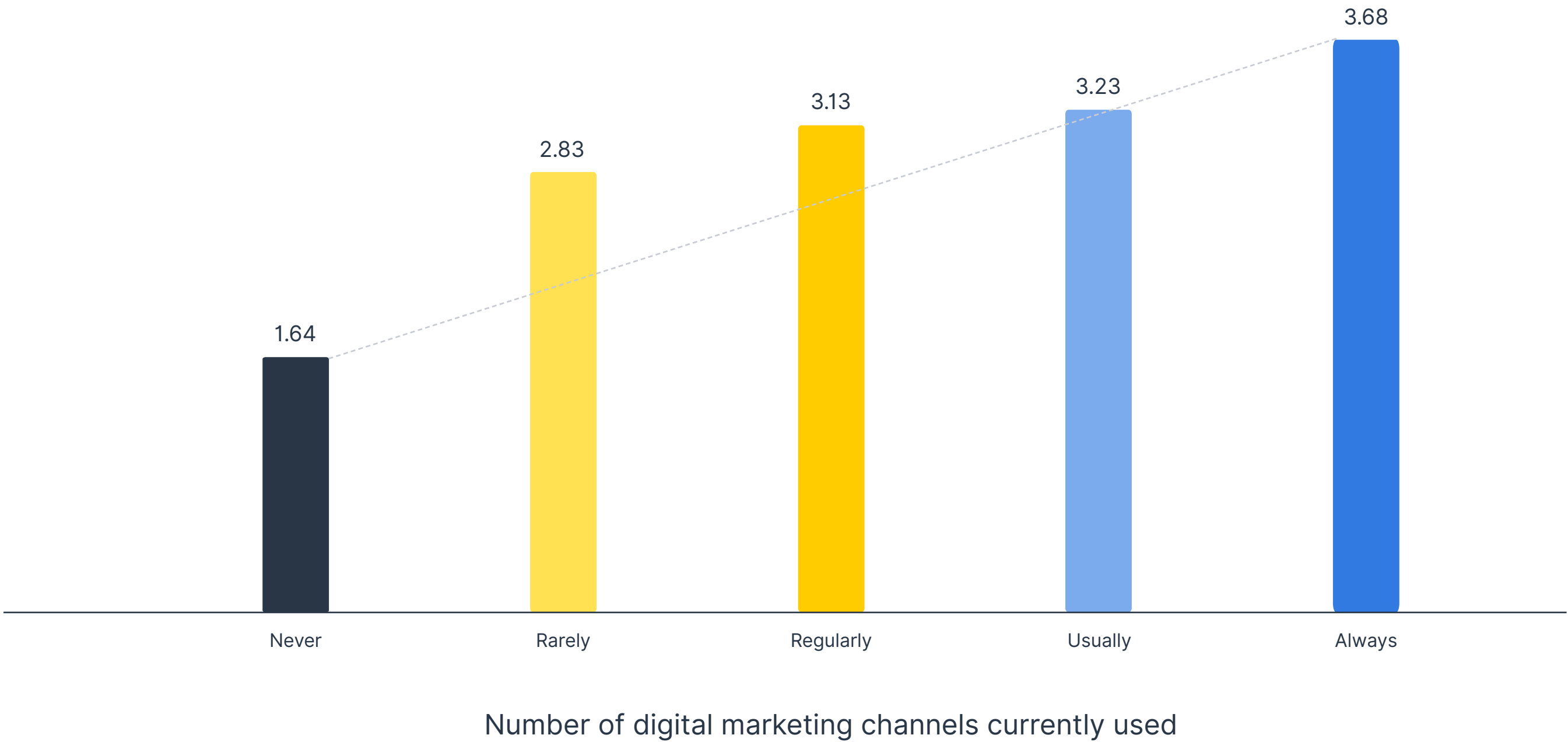


Which of the following marketing channels have driven the greatest ROI for your company?



But that’s not to say one channel works best. Capitalizing on a variety of digital marketing channels is the right move in terms of sales performance. Individuals who work in companies that use a greater number of digital marketing channels are more likely to hit their regular sales quota more frequently.

How often do you hit your regular sales quota?

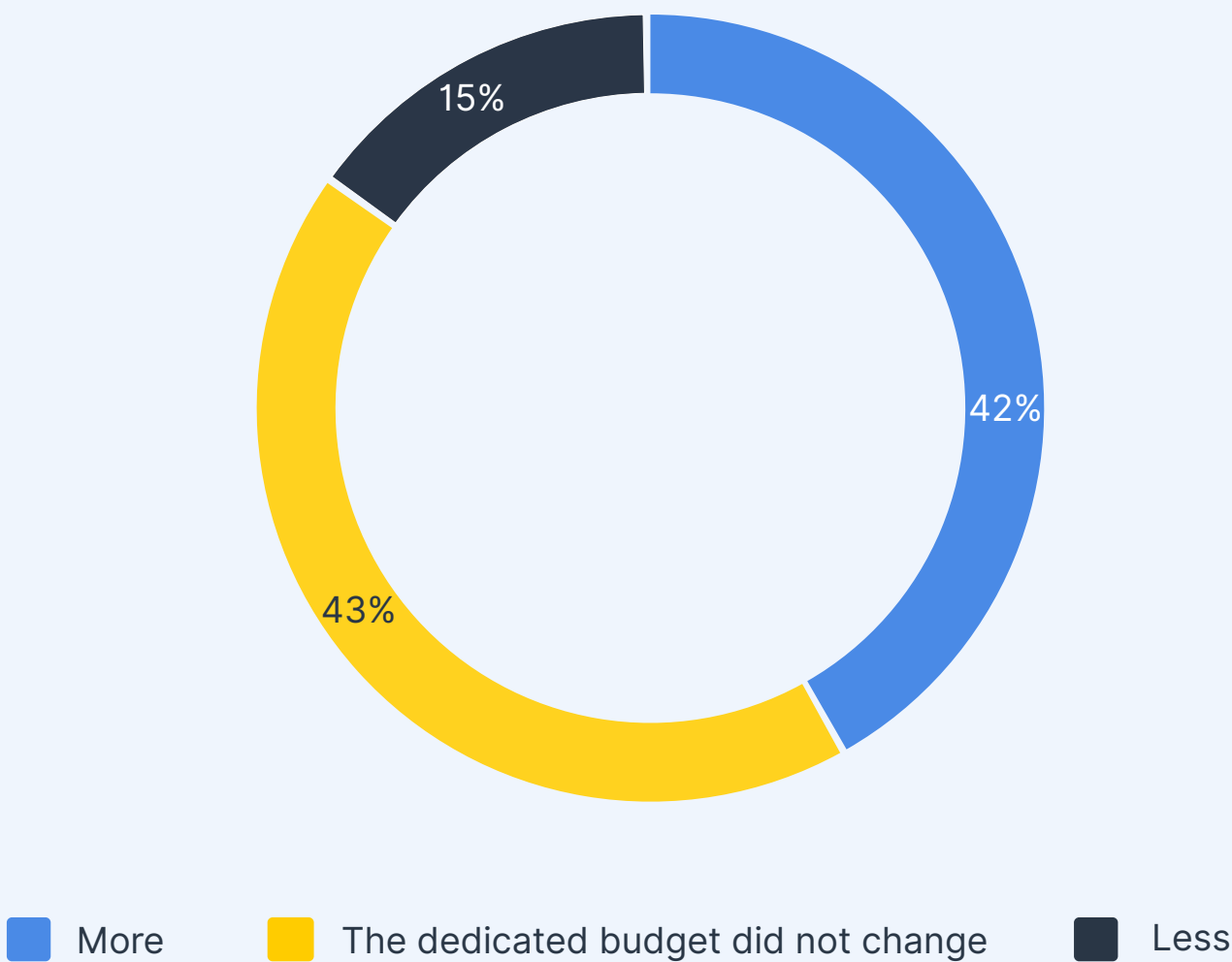


More companies investing in email marketing

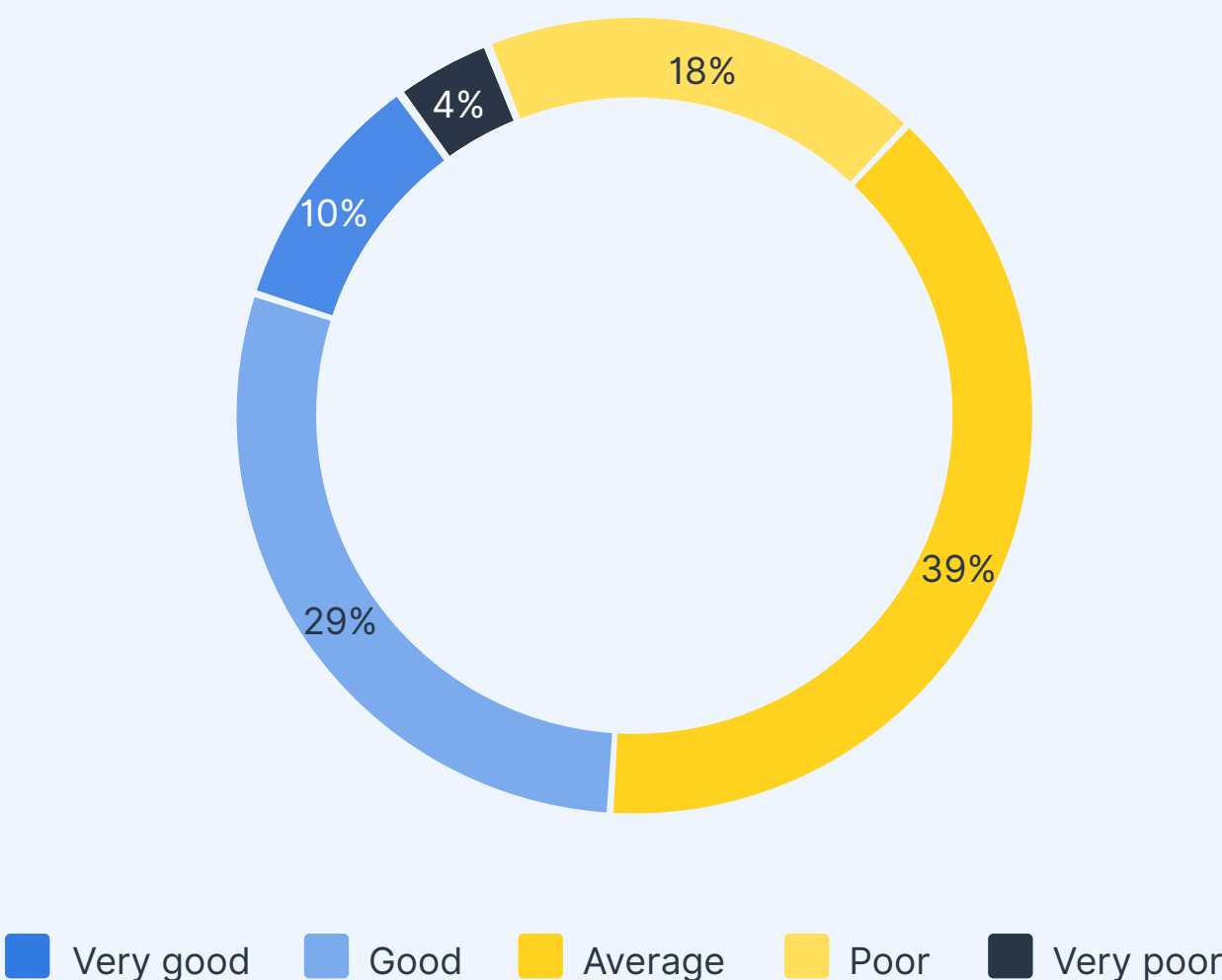
Email marketing may not be a new platform, but its use is on the rise, with 42% of companies investing more in it during the pandemic.

In fact, 39% of respondents rated email marketing’s ROI as good or very good, while 39% rated it as average.

Did your company invest more or less in email marketing during the pandemic?

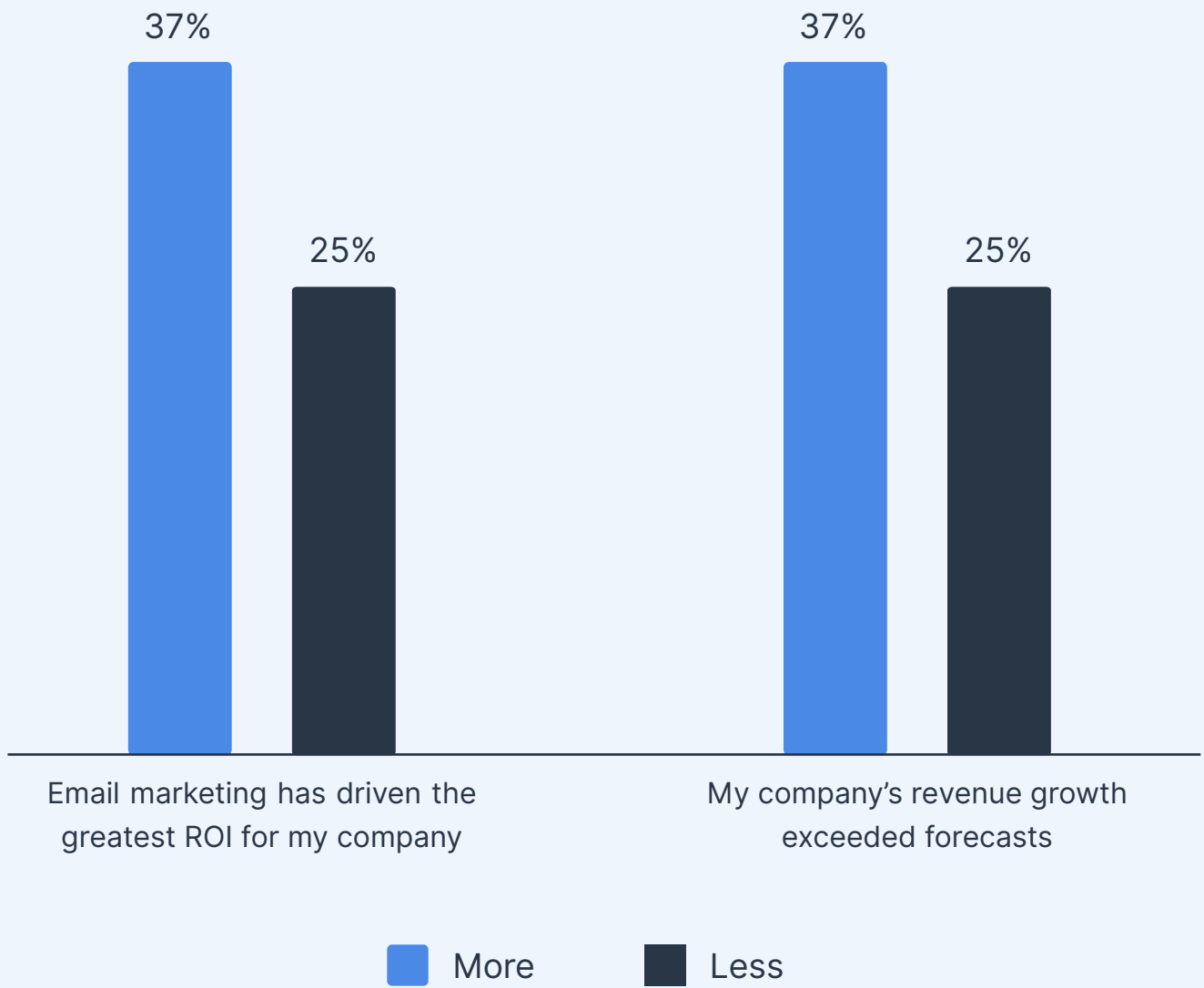


How would you rate your company’s ROI on email marketing last year?



Those companies that invested more in email marketing during the pandemic were significantly more likely to indicate it as their greatest source of ROI and report that their revenue growth exceeded expectations.

Did your company invest more or less in email marketing during the pandemic?



“ The art of impactful email marketing lies in building meaningful relationships with existing and potential customers. The right message at the right time to the right audience helps personalize every stage of the customer journey, enhancing seamless, meaningful, and long-term connections between brands and people.

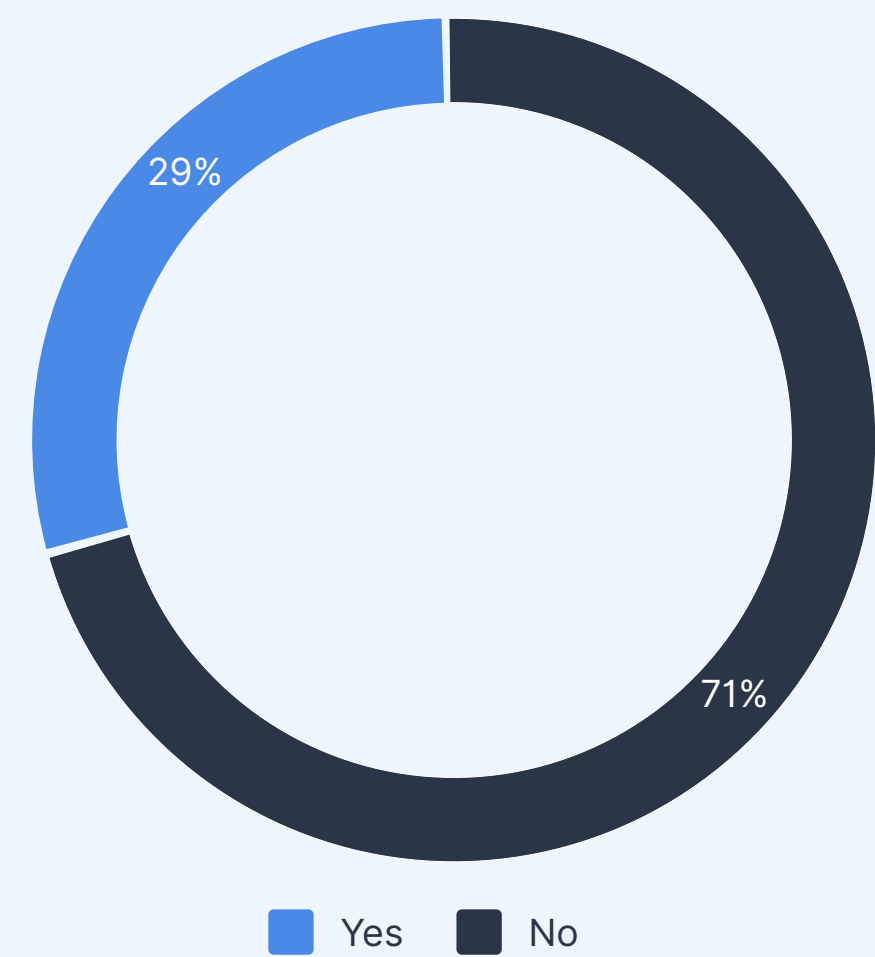


Heidrun Luyt
Chief Marketing Officer, Pipedrive

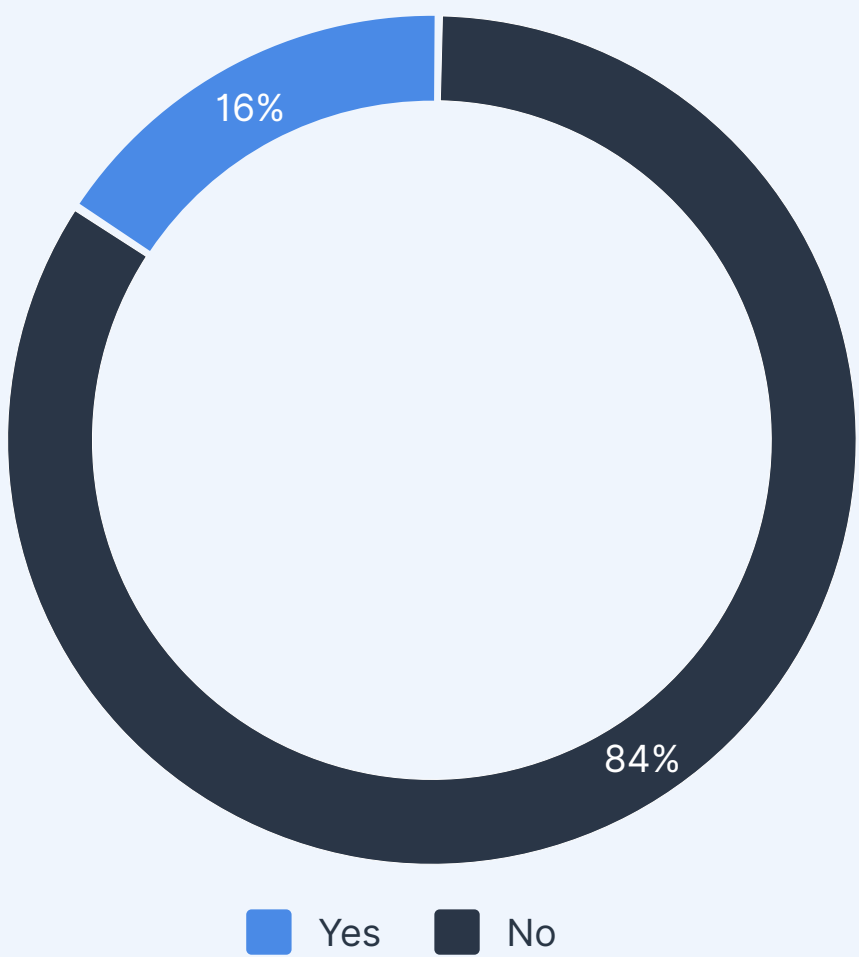
When it comes to email marketing, the automation of email marketing campaigns is a key factor in getting the most from a tool.

Companies that have automated email marketing campaigns are 13 percentage points more likely to have email marketing as their leading source of ROI.

Email marketing has driven the greatest ROI for my company



Companies that have automated email marketing campaigns



Companies that have not automated email marketing campaigns

Larger companies use more digital marketing channels

In comparison to medium-sized and large companies, small companies with under 10 employees are less likely to use a variety of digital marketing channels, potentially due to different needs and fewer resources.

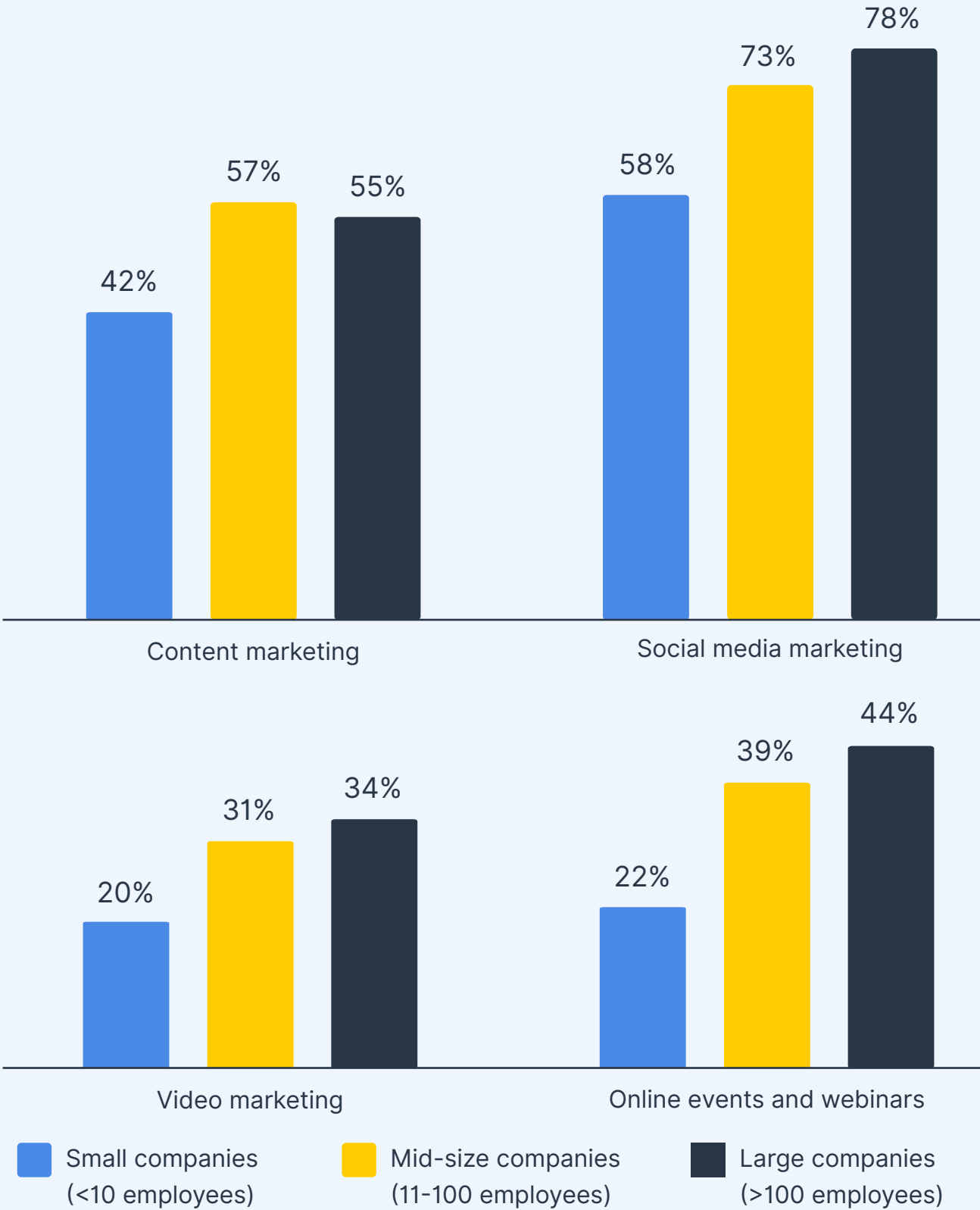
The greatest difference was noted in online events and webinars, which saw a rise in popularity during lockdown, with 22% of small companies using it, as opposed to 39% of mid-sized and 44% of large companies.

“Mastering digital marketing enables brands to engage directly with existing and potential customers without physical borders, learn their online habits, and increase sales and revenue by connecting the brand with the right target audience. Empowered by the data-richness of digital marketing, businesses can make data-led commercial decisions fast, design effective digital strategies, and optimize their resources.



Heidrun Luyt
Chief Marketing Officer, Pipedrive

Which of the following digital marketing channels does your company currently use?



4

The pandemic and remote work

As we saw in the first chapter of this report, business leaders and sales and marketing professionals were able to succeed despite the challenges of 2021. When we delve further into the data, we discover that many of the consequences of the pandemic have actually had a positive impact.

The most significant change has been the growth of remote or hybrid work. Almost half of respondents (48%) say that they now work more remotely due to Covid-19, while two-thirds (66%) of respondents say that the remote working trend has had a positive impact on their working life.

Almost half (46%) say that remote work has made them more productive, compared to just 12% who admit to being less productive.

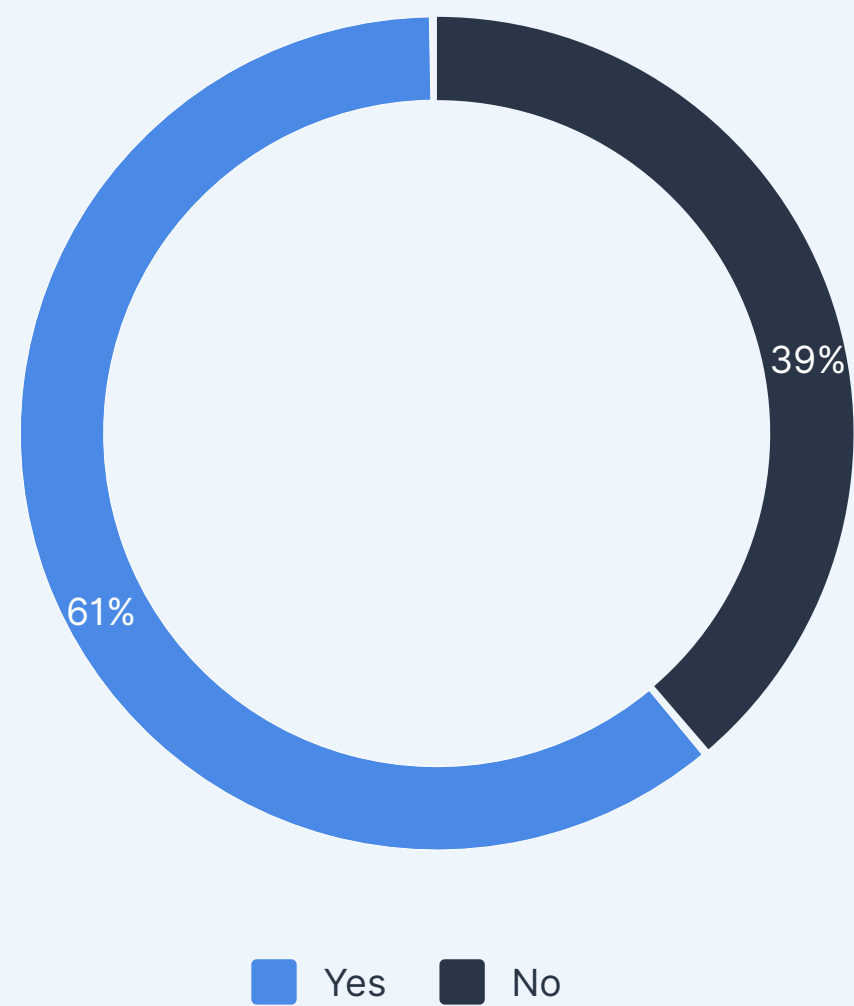
Why then, if people are more productive and are automating tasks more readily did we see so much overtime in an earlier chapter? This chapter also contains data that solves that mystery, revealing that working remotely has actually caused people to work longer hours. Only 11% say they now work fewer hours than before, compared to 48% working more.

Pandemic working conditions: More positives than negatives

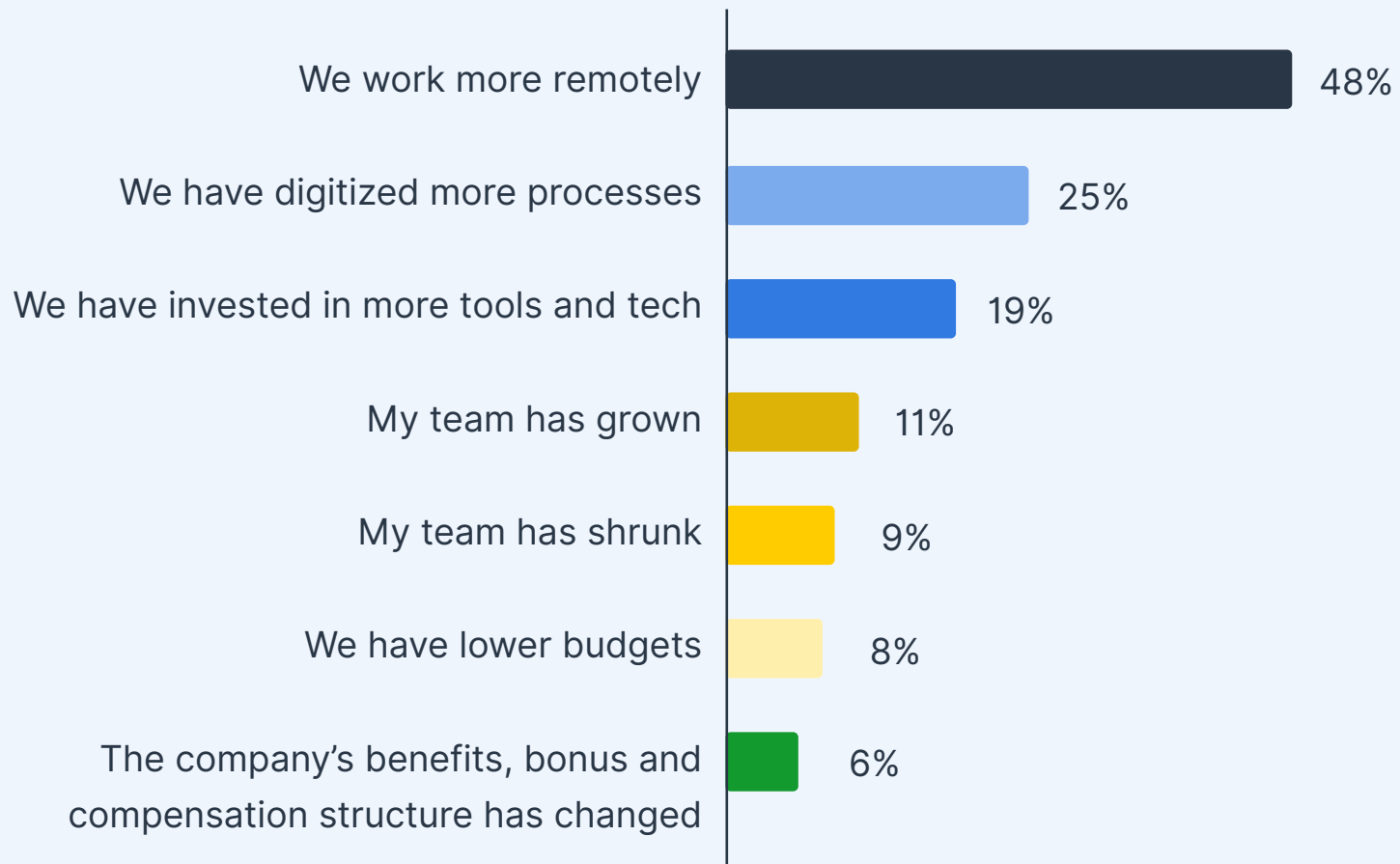
The pandemic saw significant changes to working conditions. Six in 10 respondents stated that COVID-19 had a lasting impact on the way they and their company operate. As to be expected, more people moving to remote work was the most prevalent effect of the pandemic.

Interestingly, though, companies generally cited positive changes due to the pandemic. Fewer companies downsized, cut budgets, or changed compensation and benefit packages, with more growing their team or investing in more tools and tech.

Has Covid-19 had a lasting impact on your company's working conditions?

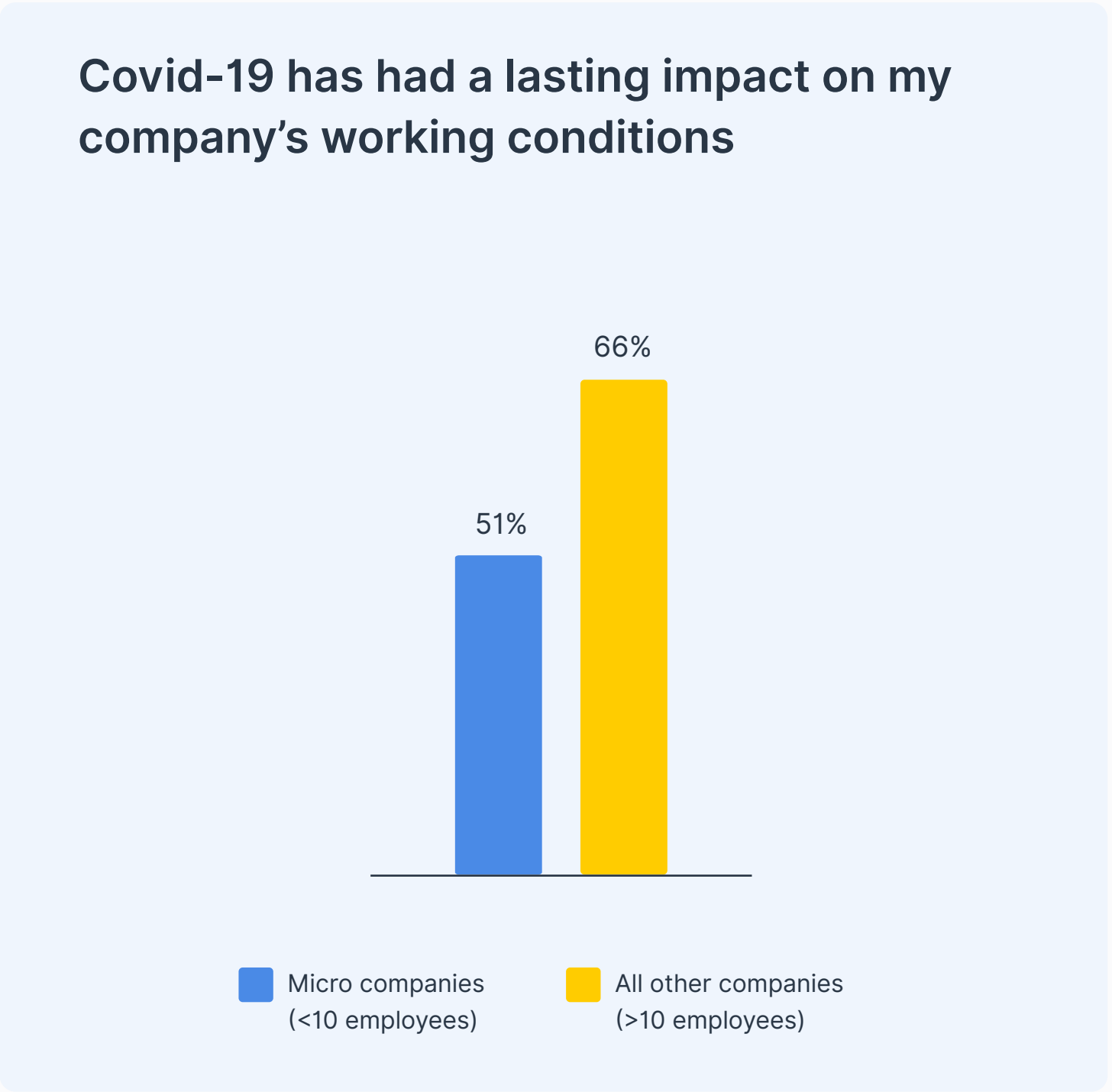
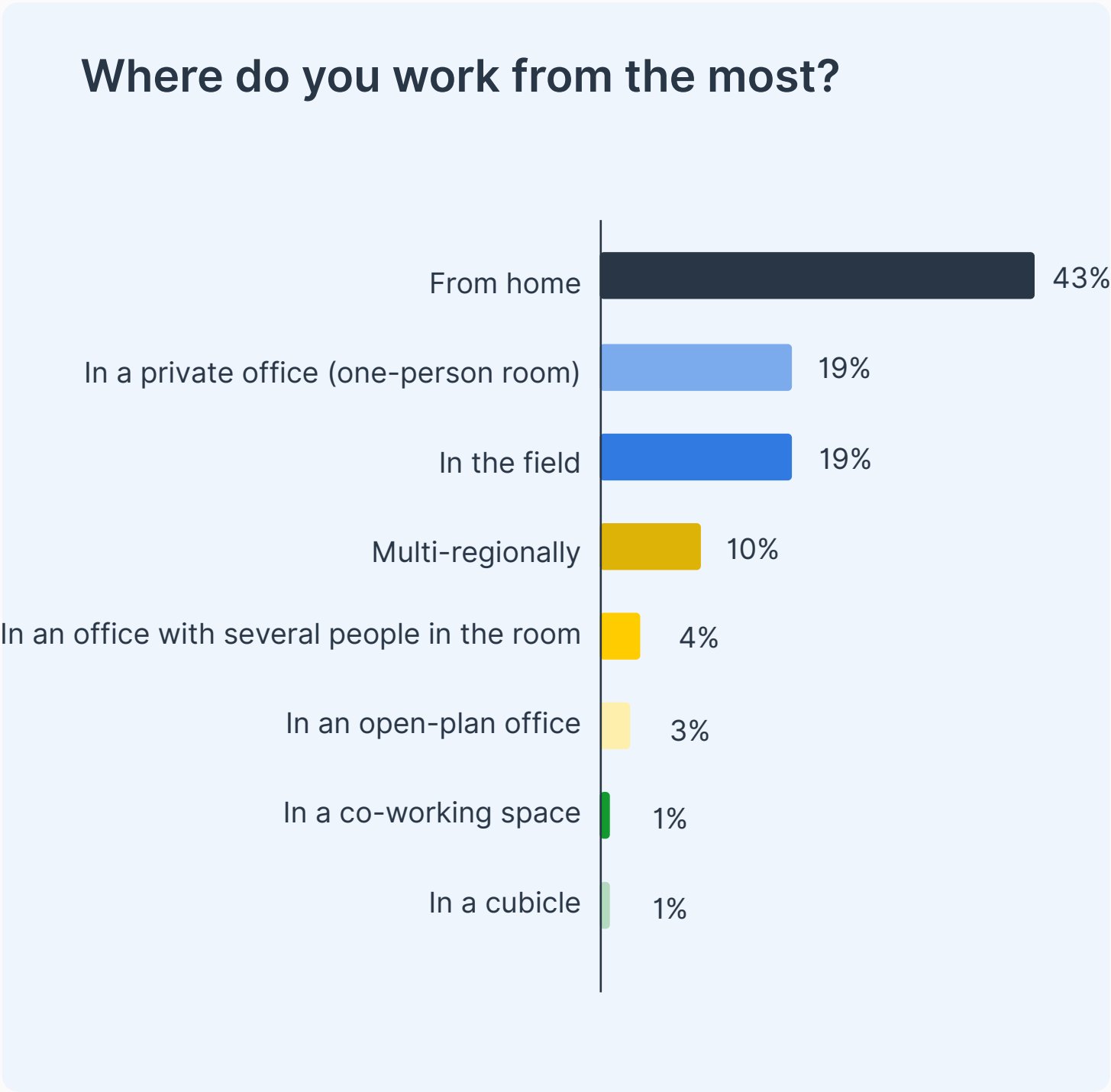


How has COVID-19 affected your company's working conditions?



In terms of remote work, 43% of respondents mostly worked from home. Only one in five respondents mostly worked either in an office with several people in the room (19%) or in a private office (19%).

The pandemic had a greater impact on larger companies. Significantly more small (66%) and mid-sized and large companies (67%) reported a lasting effect than micro companies (51%).

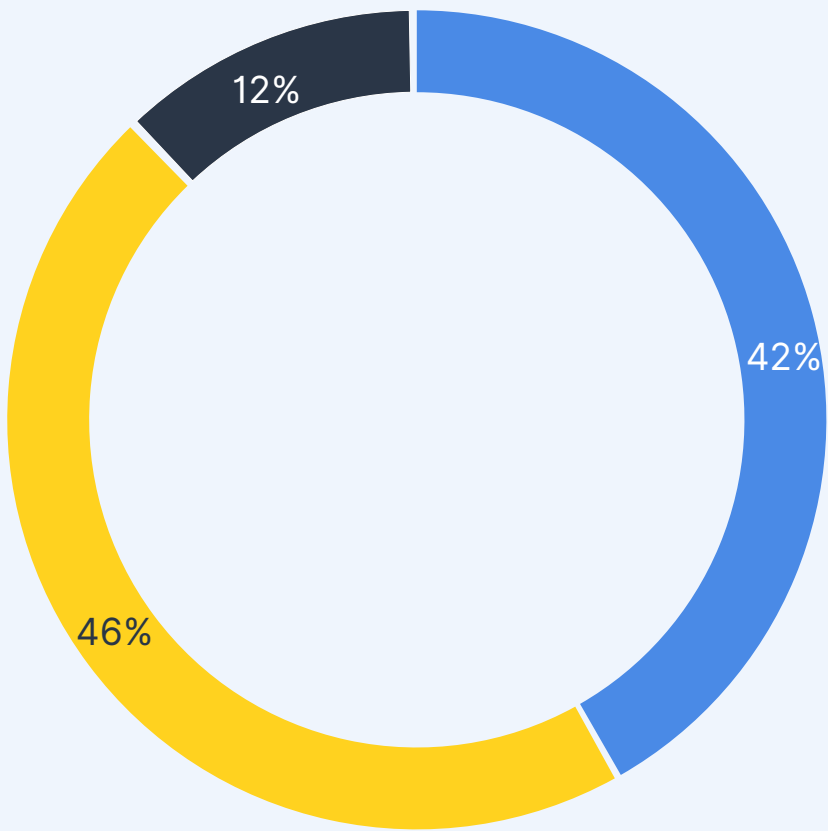


Working from home: a blessing in disguise

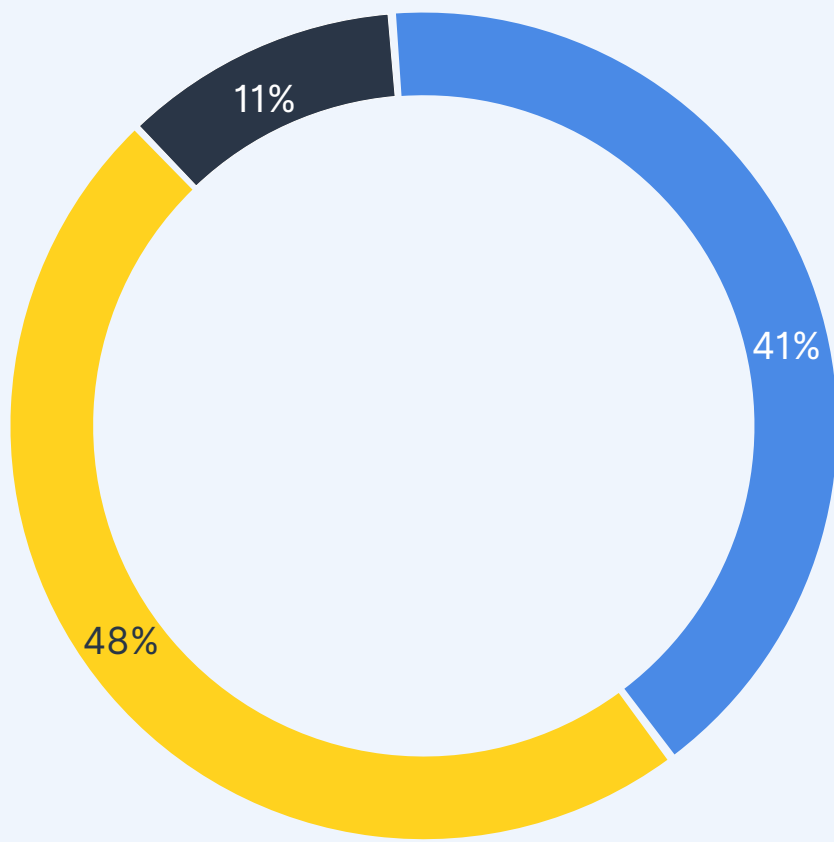
For the majority of respondents, working remotely had a positive (46%) or very positive (22%) impact on their working life.

Almost half of sales and marketing professionals (46%) felt they worked more productively, although 48% felt they worked more than usual, a likely consequence of the blurring of lines between personal and professional life.

Due to remote work, I...



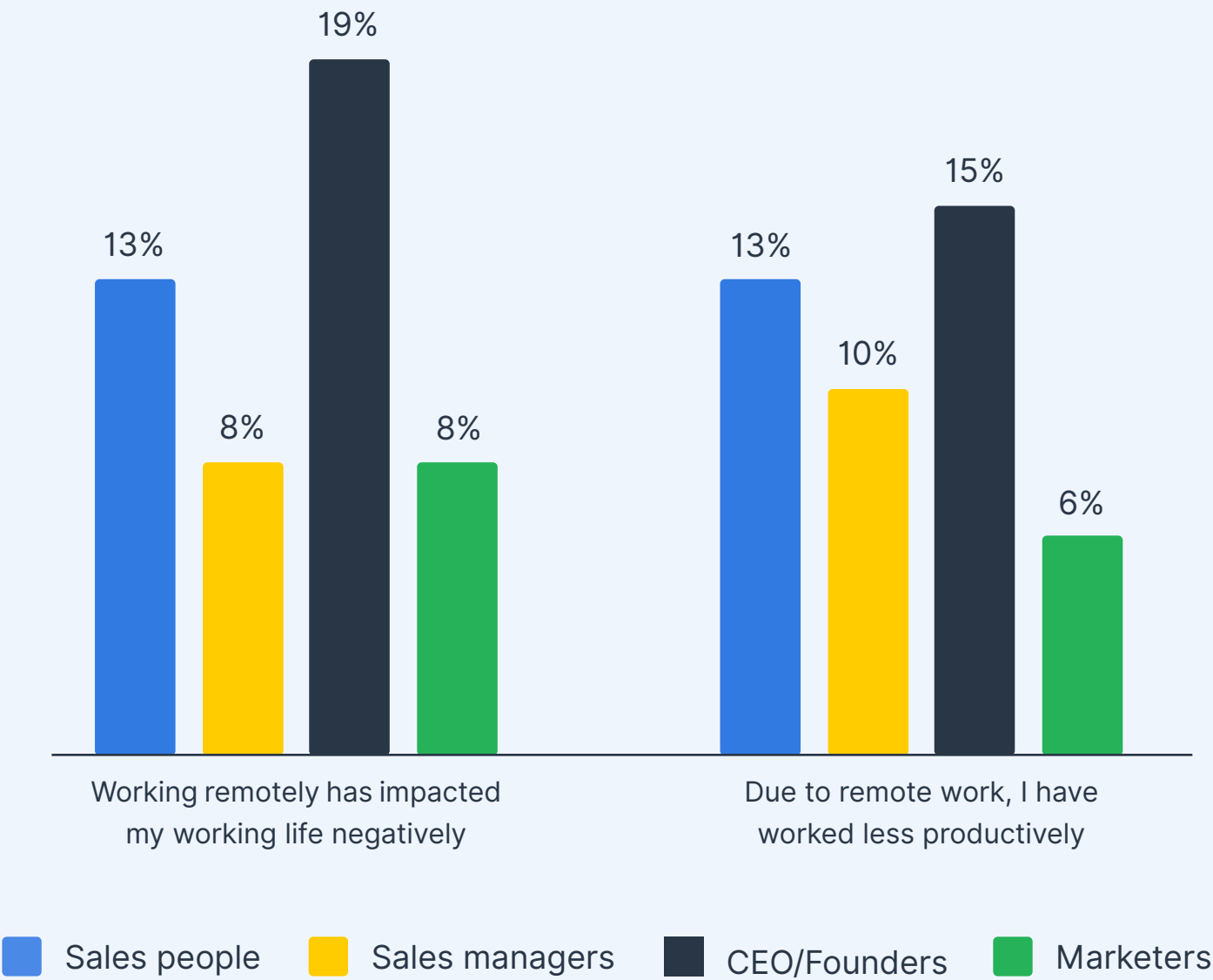
Have worked less productively Have been as productive as I was before Have worked more productively



Have worked fewer hours than usual Have worked same hours Have worked more hours than usual

Remote work doesn't work for everyone, though. CEOs and founders are the most likely to report a negative impact on their working life (19%), as well as working less productively (15%).

Job role and remote work impact



“ The freedom and flexibility to choose when, how and where to organize your professional life is one of the main benefits of remote work. But for a business like Pipedrive, innovation loves company. Great minds in a tight-knit company drive business success. Getting together in person and collaborating with colleagues in the office space contributes to job satisfaction and helps avoid blurred lines between work and home.



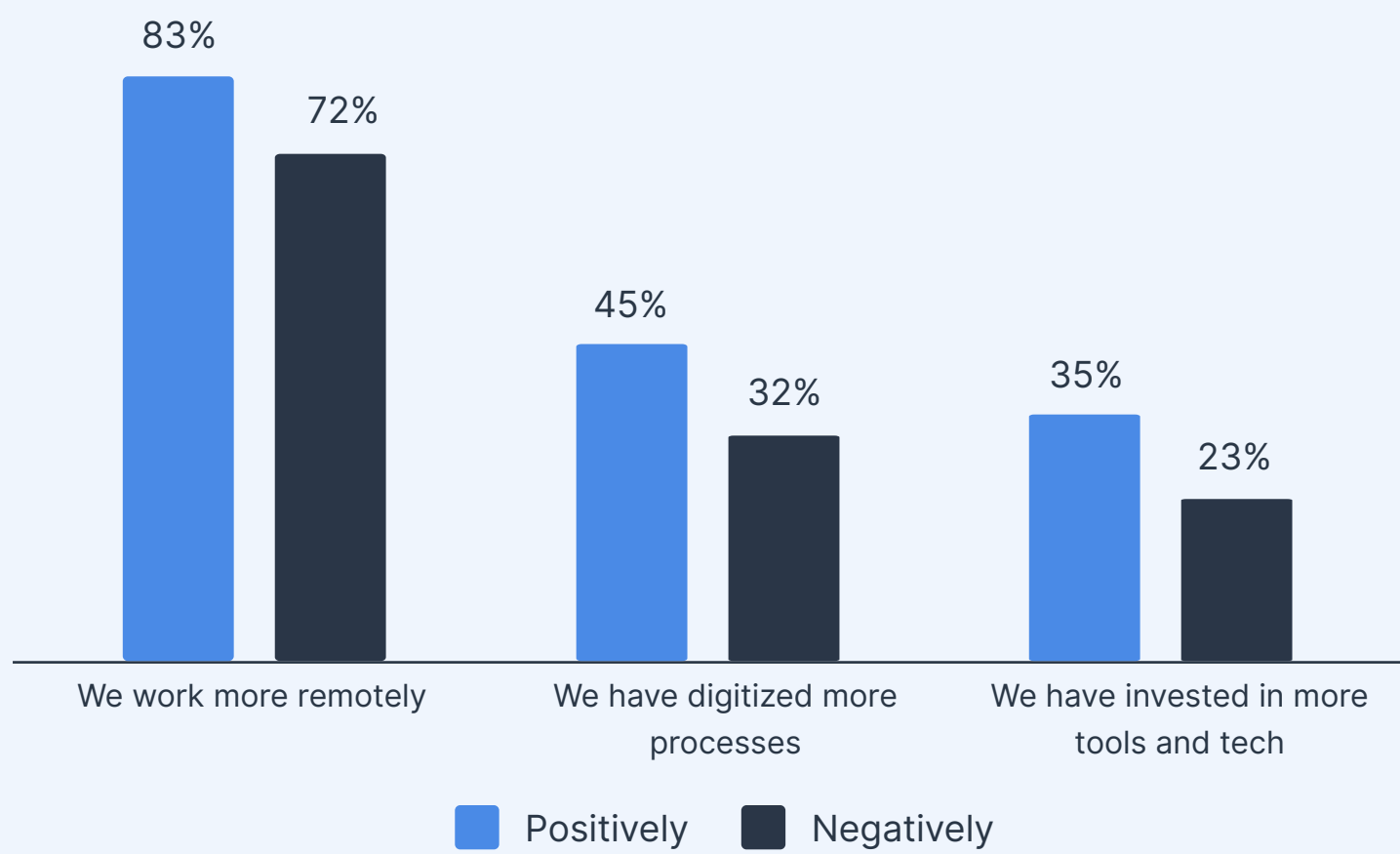
Dominic Allon
CEO, Pipedrive

Remote work poses challenges and opportunities

Individuals who work in companies that have increased remote work, digitized more processes and invested in more tools and tech are considerably more likely to experience a positive impact and, as a result, work more productively.

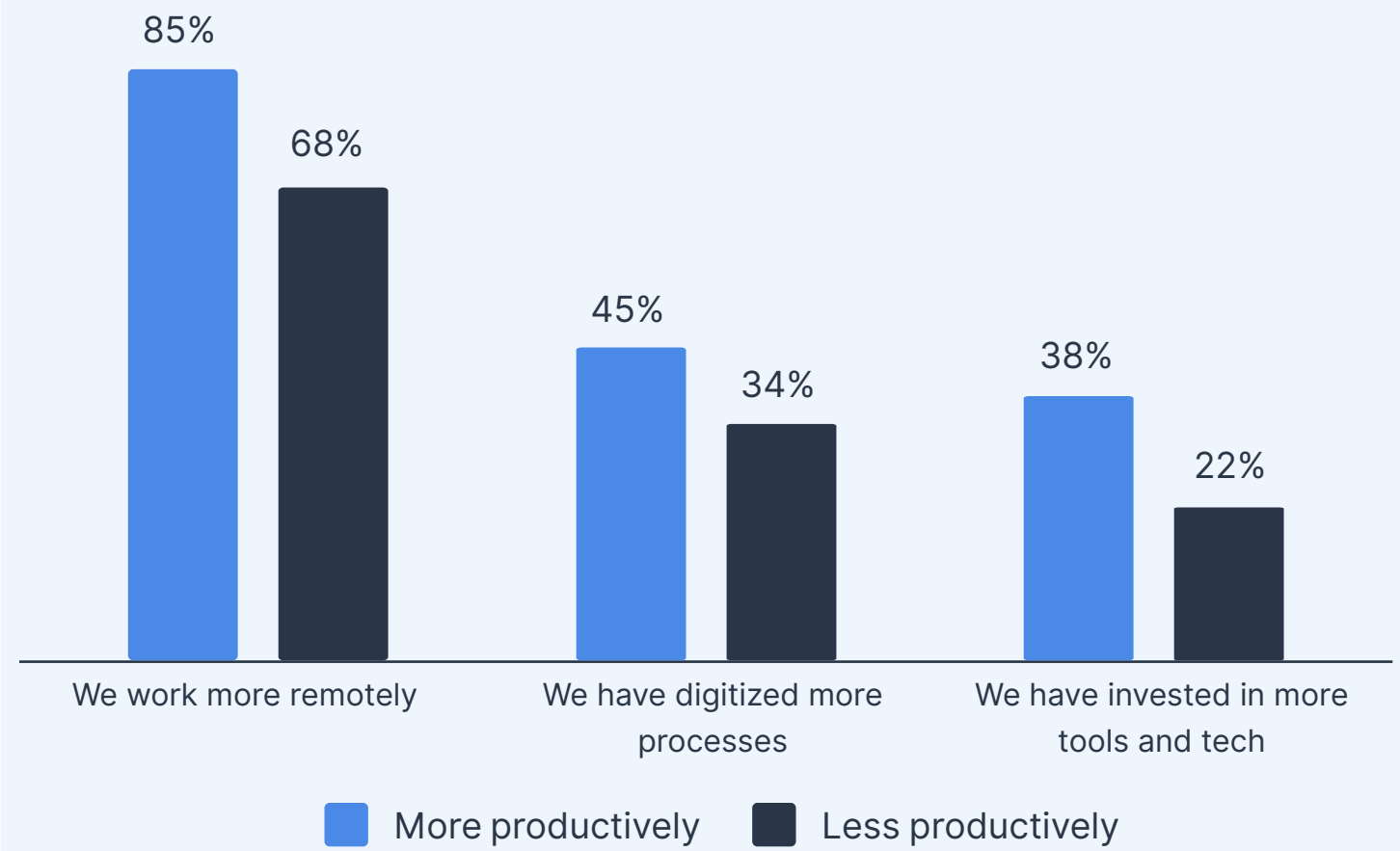
With the success of hybrid working and adoption of digitized processes, these elements are likely here to stay.

How has Covid-19 affected your company's working conditions?



Overall, how do you think working remotely has impacted your working life?

How has Covid-19 affected your company's working conditions?



Due to remote work, I have worked...

Conclusions

Despite the ongoing challenges caused by the pandemic, the industry has flourished across the board and proven to be resilient. We have seen that the key factors for business success are a strong strategic focus, collaboration between tight-knit sales and marketing teams and the right technology to enable growth.

It is remarkable how the majority of the sales industry managed to grow their company more in 2021 than in 2020, while almost two-thirds of respondents said their company achieved or exceeded its revenue goals.

However, responsibilities among employees are on the increase and, unsurprisingly, more than half of sales and marketing professionals tend to overcommit to work. Adaptability and resilience help us get through challenging times, but we all have to focus on establishing the right work-life balance for us and our employees.

Under the right leadership and with the right technology at hand, further digitization of businesses and automating repetitive tasks can help bridge the human resources gap. This year's report explored how collaboration between sales and marketing departments and access to digital tools drive business success. But more importantly, how technology helps sales and marketing professionals thrive in their careers.

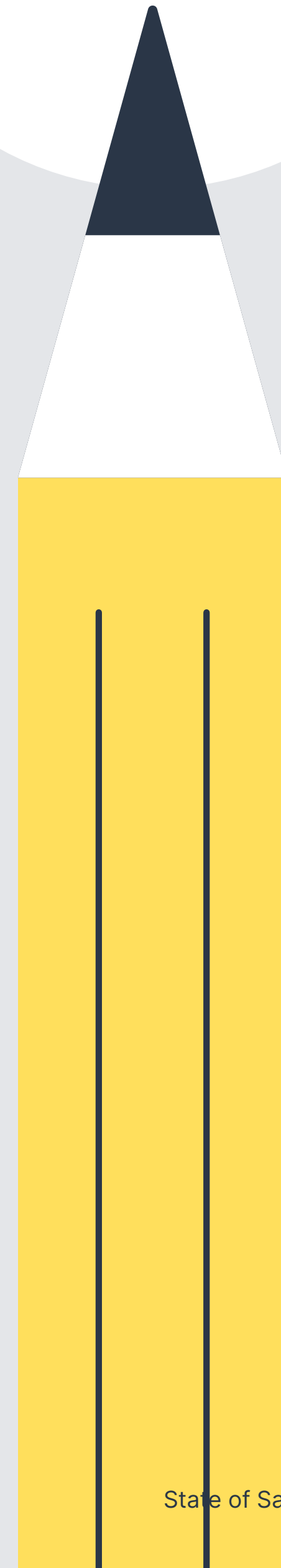
Pipedrive is committed to building intelligent and easy-to-use digital solutions for revenue teams in pursuit of business growth. Even though changes will keep challenging the future of the sales and marketing industry, we are certain that the inspiring adaptability of businesses, the right tools and tight collaboration between revenue teams will spark a bright future ahead.



Peter Harris
Chief Operating Officer, Pipedrive

5

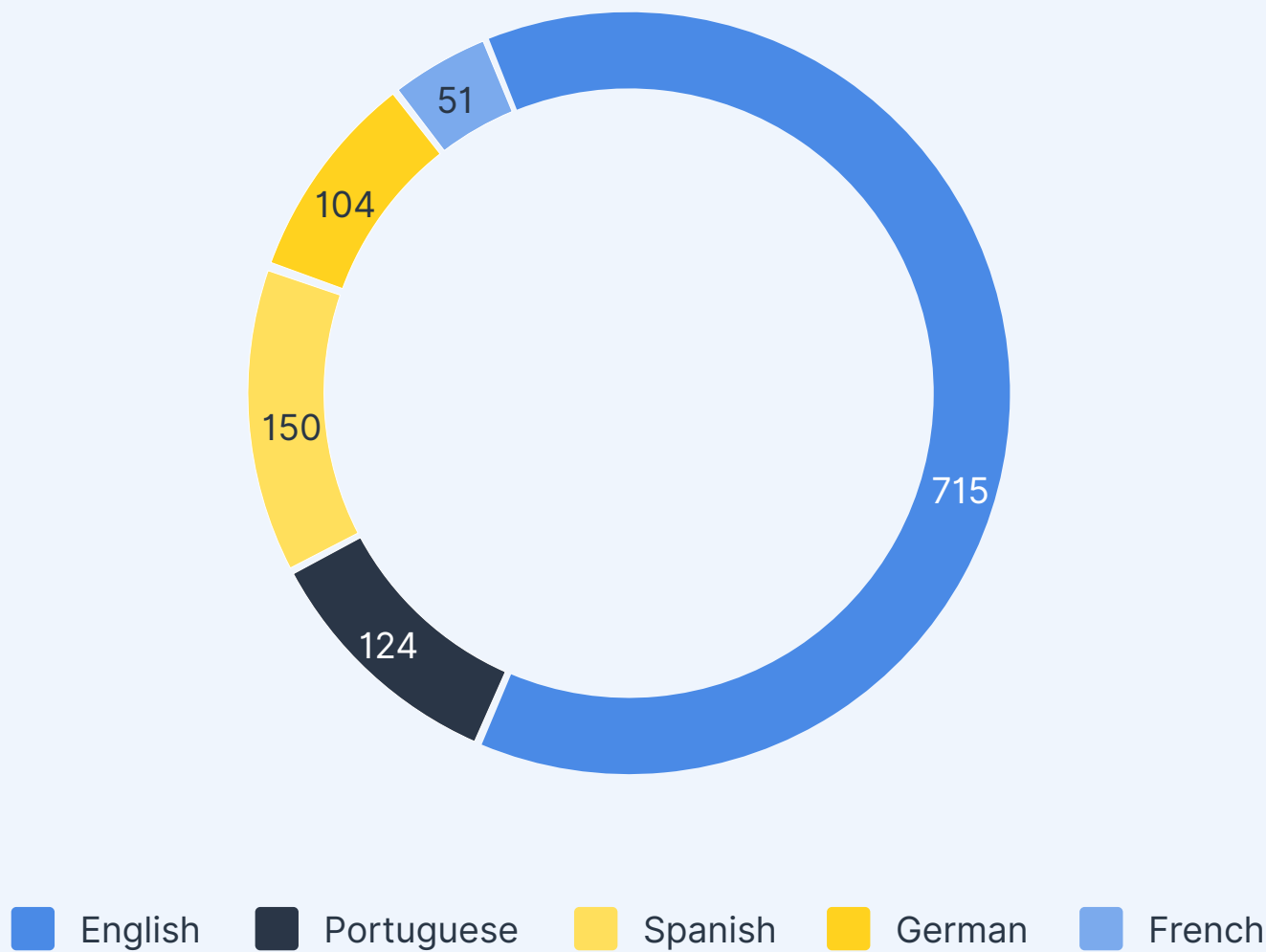
Survey respondent demographics



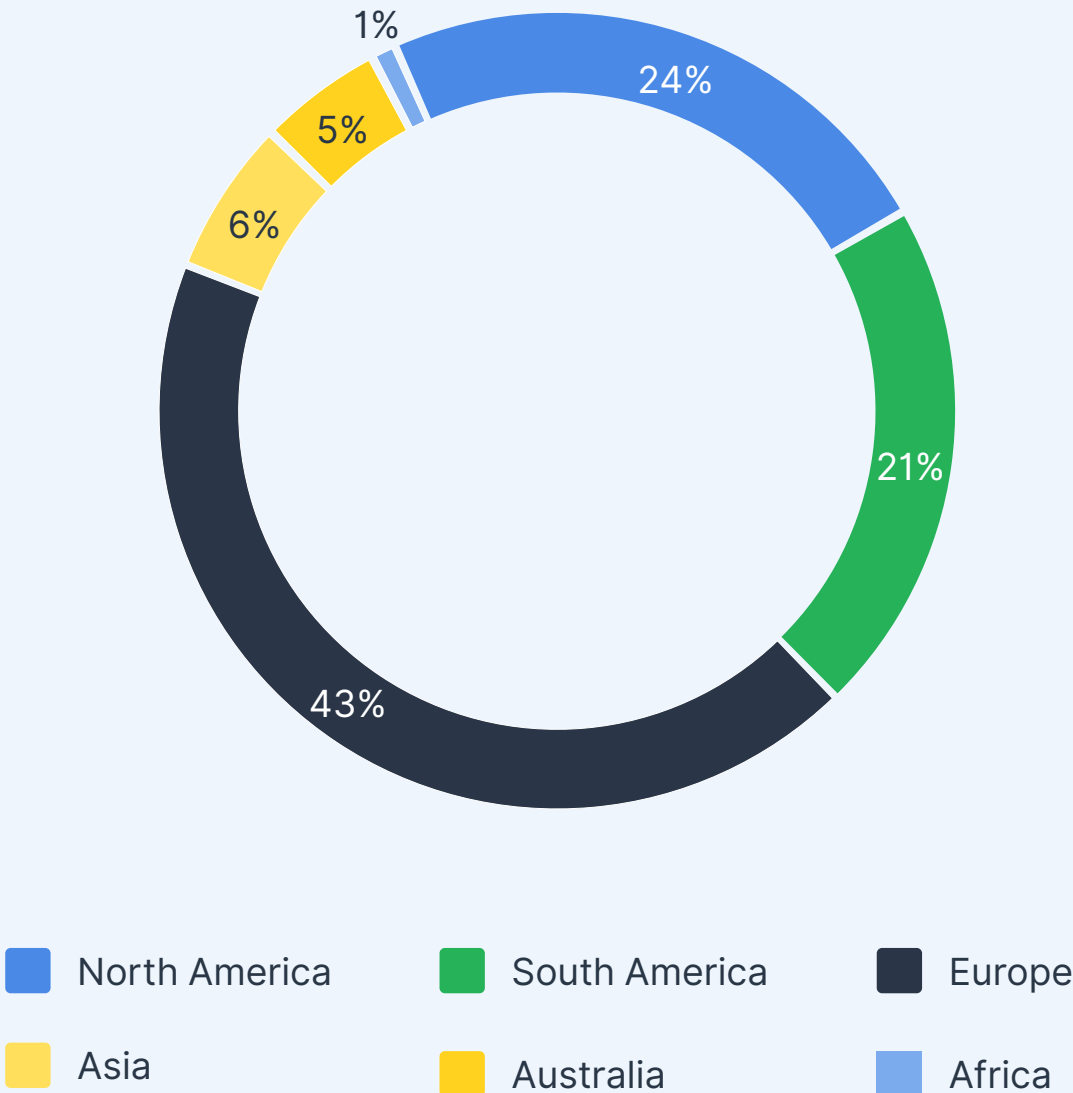
Although most respondents used English to complete the survey, we got insights from sales and marketing professionals from around the globe.

The majority were from Europe, North America and South America, but our respondents represented almost every continent (excluding Antarctica).

Spoken language



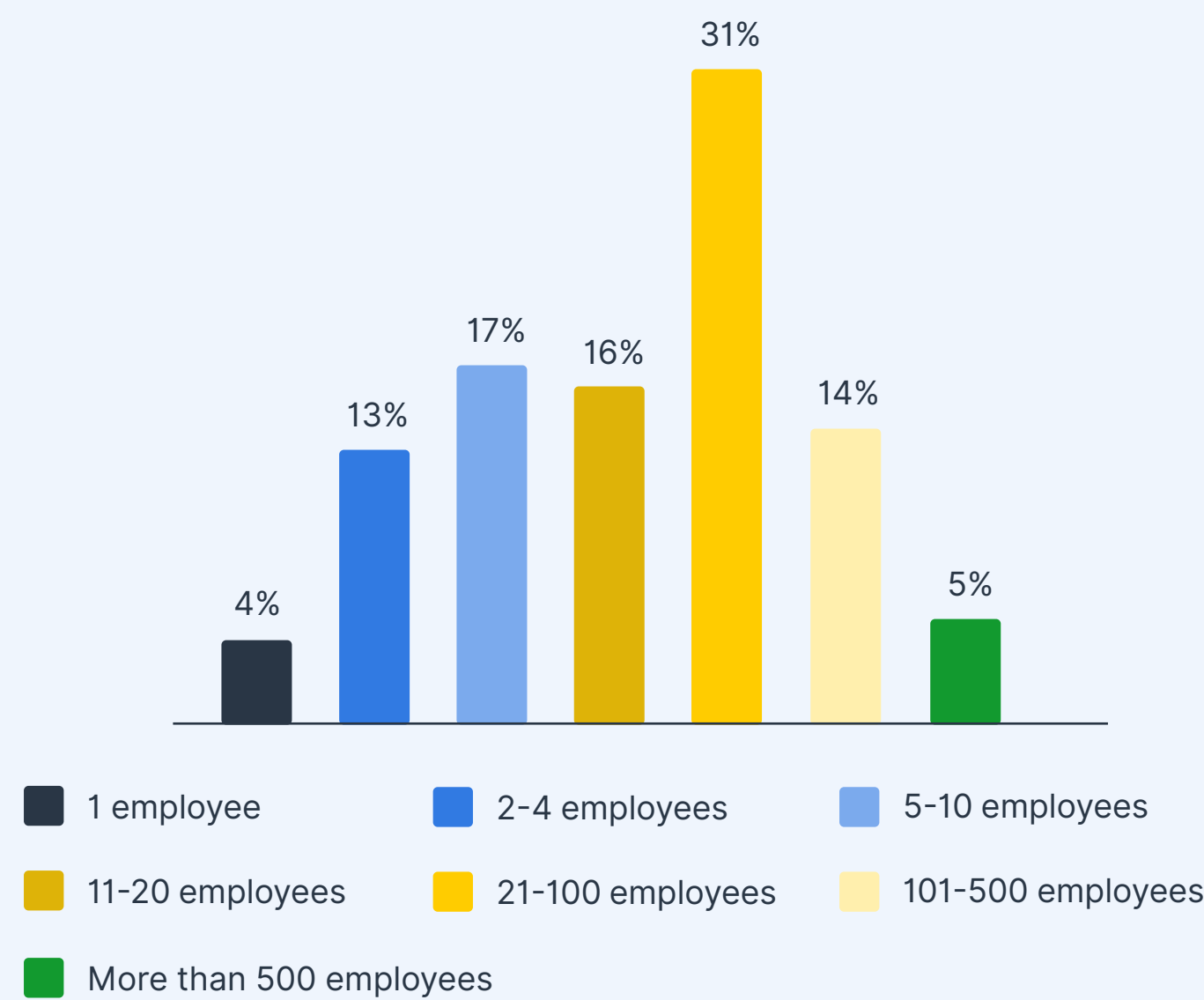
Continent of residence



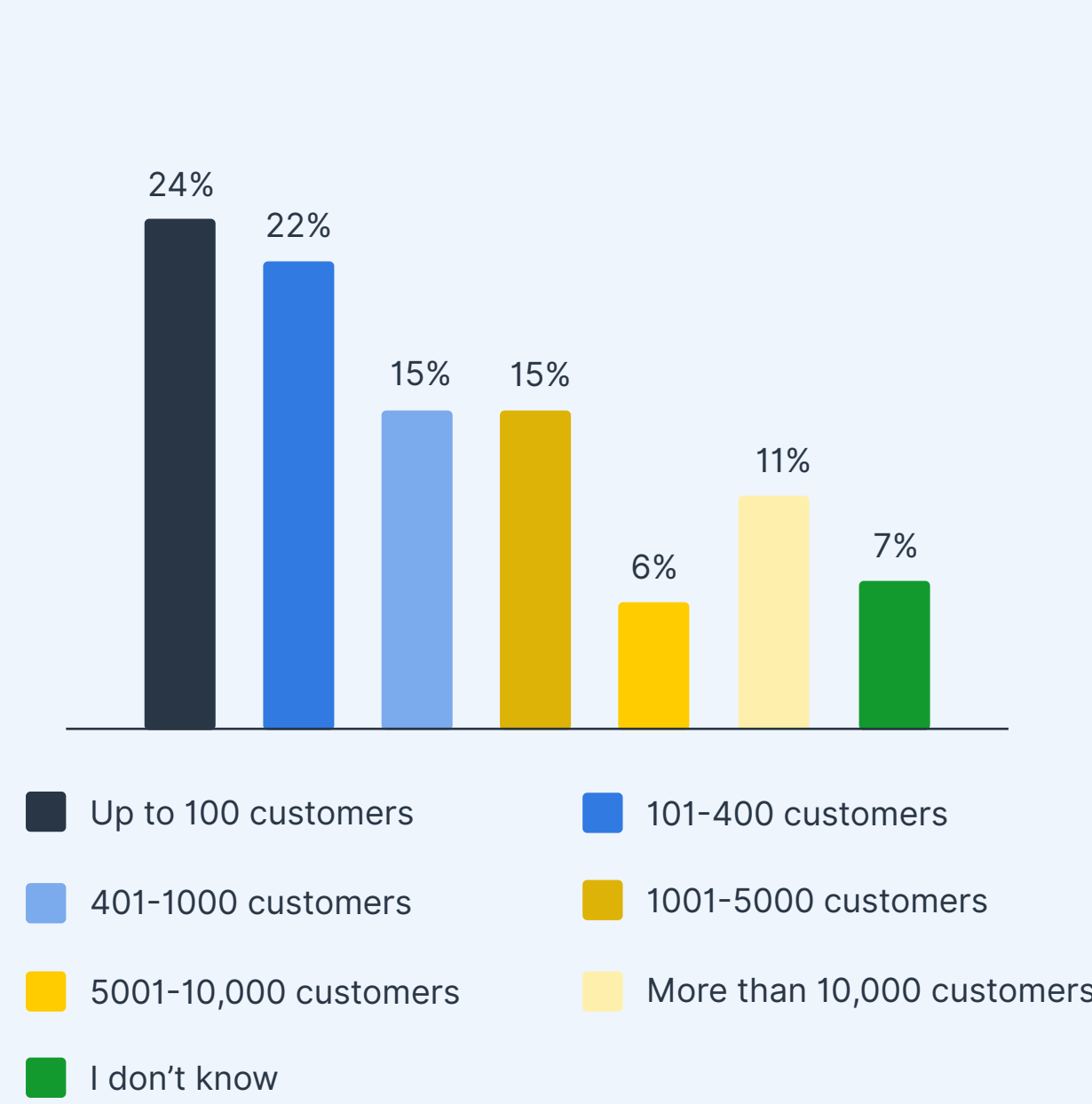
Company size

One-third of respondents worked in mid-sized companies of 21-100 employees (31%), while almost half (46%) of the companies had a customer base of either up to 100 customers (24%) or 101 to 400 customers (22%).

How many people work for your company?



How big is your company's customer base?





Want to learn more about how Pipedrive works?

[Try Pipedrive for free for 14 days](#) and see how we can help your business grow.

