

5 Benchmarks from 1,200+ Rep-Years of Data

Your top 30% generates over 70% of revenue.
Here's why, and what to do about it.



Contents

1 Benchmark 1: The number you already suspect	4
2 Benchmark 2: There is no bell curve	5
3 Benchmark 3: The win rate gap is wider than you think.....	6
4 Benchmark 4: The revenue you're leaving on the table.....	7
5 Benchmark 5: Where the gap comes from.....	8
6 What this means for how you run your team	9
7 How to run this analysis on your own data	10
8 The benchmark.....	11
9 Future readiness	12

About this research

This report draws on Von's proprietary analysis across B2B SaaS sales organizations, spanning FY22 through FY26. The combined dataset includes 1,200+ rep-years, tens of thousands of closed new business deals, and ramp behavior data representing \$500M+ in post-ramp closed revenue. All analysis covers quota-carrying AEs only.

BENCHMARK 1

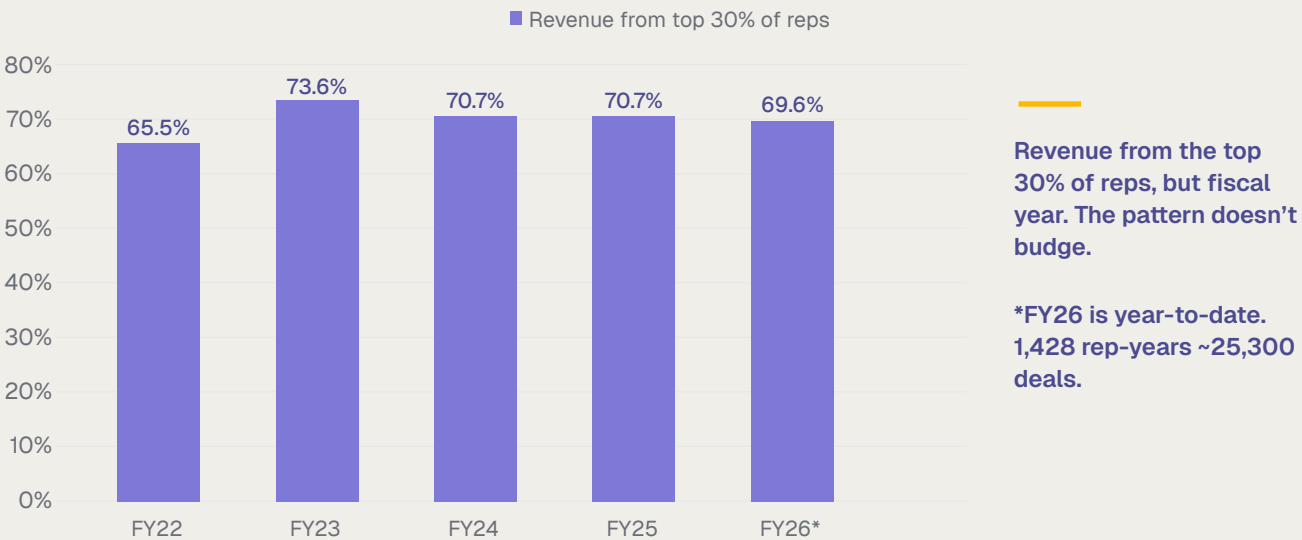
The Number You Already Suspect

Every CRO has a gut sense that revenue isn't evenly distributed. The gut sense is right, but the gap is larger and more structural than most leaders realize.

We analyzed over 1,200 rep-years of performance data. Every single year. That number held between 66% and 74% in every year we studied. It didn't spike and it didn't dip. This is the structural reality of how sales teams produce revenue.

Which means 70% of your team is splitting the remaining 30%.

REVENUE CONCENTRATION



70%+ Share of total revenue generated by the top 30% of reps. Held steady across 14 orgs, 5 fiscal years, 1,428 rep-years.

BENCHMARK 2

There is No Bell Curve

Most capacity planning, territory design, and quota modeling assumes a normal distribution: a few stars, a few underperformers, and a thick middle.

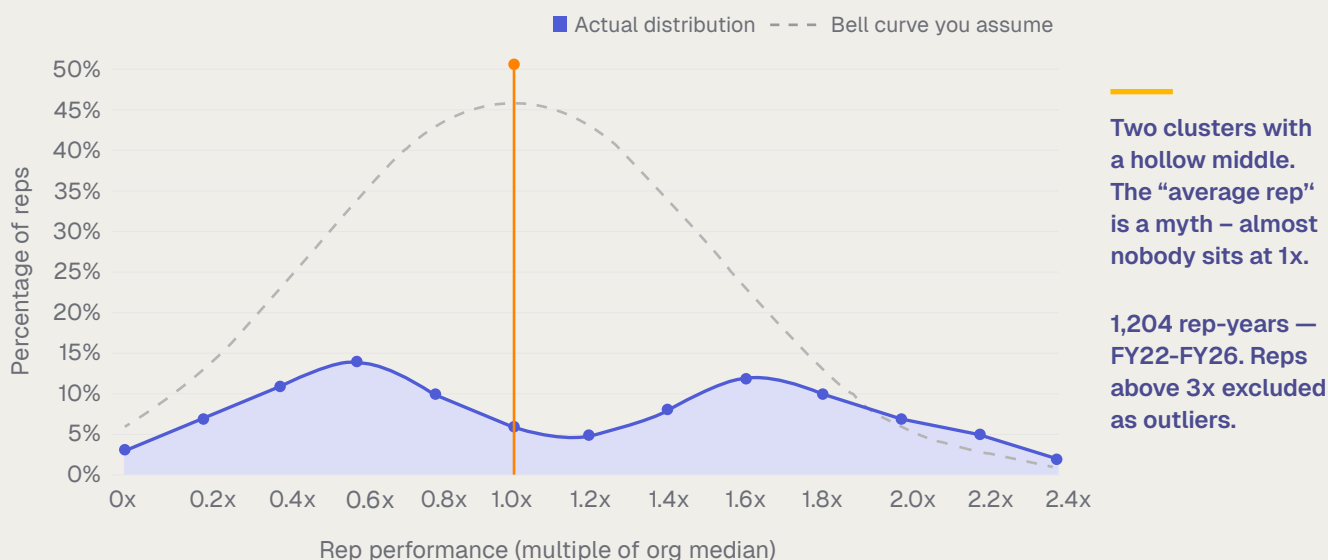
That middle doesn't exist.

When we plotted rep performance as a multiple of each org's median, the distribution showed two distinct clusters with very little in between. The zone most leaders would call "average" contained only 19% of reps.

The top half closed 80% of total revenue and outproduced the bottom half by 4.2x per rep. The bottom half split the remaining 20%.

The middle also tilts toward the bottom. In 92% of orgs, the midpoint sat closer to the bottom cluster than the top.

PERFORMANCE DISTRIBUTION



19% The share of reps who actually sit in the "average" zone. The bell curve you're planning around doesn't exist.

BENCHMARK 3

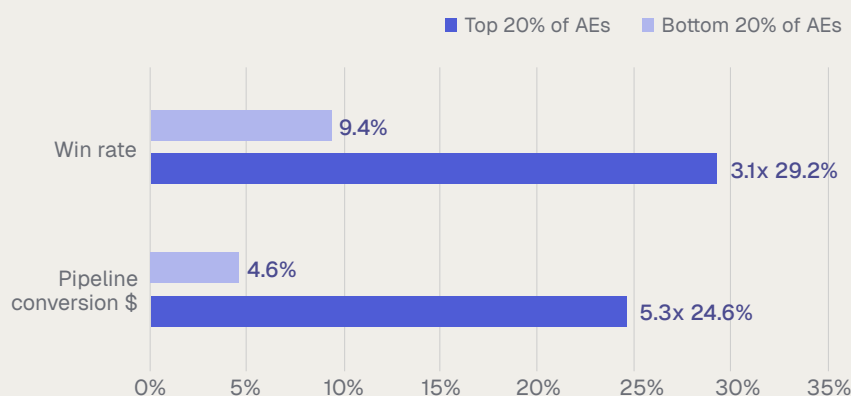
The Win Rate Gap is Wider Than You Think

Across 70,000+ closed (won and lost) new business deals and \$246M in (closed-won) revenue, the top 20% of AEs close at a 29% win rate. The bottom 20% close at 9%. That's a 3.1x gap on the same pipeline.

Top reps also close bigger deals. When you combine win rate and deal size into pipeline conversion (won revenue divided by total pipeline dollars), the gap jumps to 5.3x.

A dollar of pipeline assigned to a top-performing rep is worth more than five times what the same dollar is worth in the hands of a bottom performer. Both groups generate pipeline. The difference is that only one group converts it.

PIPELINE CONVERSION GAP



Top 20% vs bottom 20% of AEs across 9 orgs. Over 70,000 closed new business deals. Closed NB opps only (won + lost). 9 orgs • ~70,000 deals • \$246M revenue.

5.3x Pipeline conversion gap between the top 20% and bottom 20% of AEs. Same pipeline, radically different output.

BENCHMARK 4

The Revenue You're Leaving on the Table

The bottom 50% of AEs hold 20% of all pipeline but convert at 11 cents on the dollar. The top 10% convert at 27 cents.

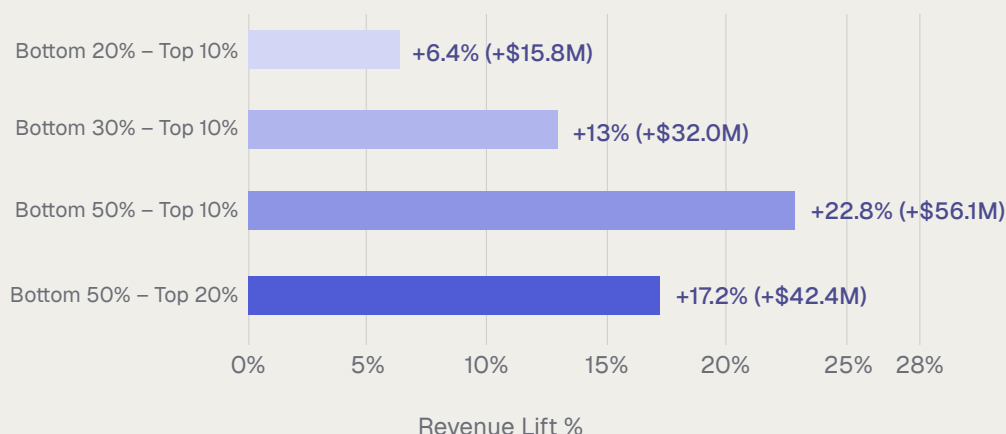
We modeled what happens when you redistribute underperforming reps' pipeline to your top converters:

Redistribute bottom 30% to top 10%: Revenue goes up 13%. On a \$246M base, that's +\$32M.

Redistribute bottom 50% to top 10%: Revenue goes up 23%. That's +\$56M from pipeline that already existed, closed by reps who were already on the team.

This isn't a recommendation to fire half your sales org. It's a way to quantify the cost of treating all pipeline as equal. Every deal sitting with a rep who converts at 11 cents instead of 27 cents represents revenue you're choosing to leave on the table.

REVENUE LIFT FROM REDISTRIBUTING BOTTOM



Revenue lift from redistributing bottom-cohort pipeline to top performers.

Same pipeline, higher conversion. Bottom cohort's pipeline \$ x top cohort's median per-org conversion rate. 9 orgs • ~70,000 NB deals • \$246M revenue base.

+13% revenue lift From redistributing bottom-30% pipeline to top-10% converters.
That's +\$32M on a \$246M base, from the same pipeline converted by existing reps.

BENCHMARK 5

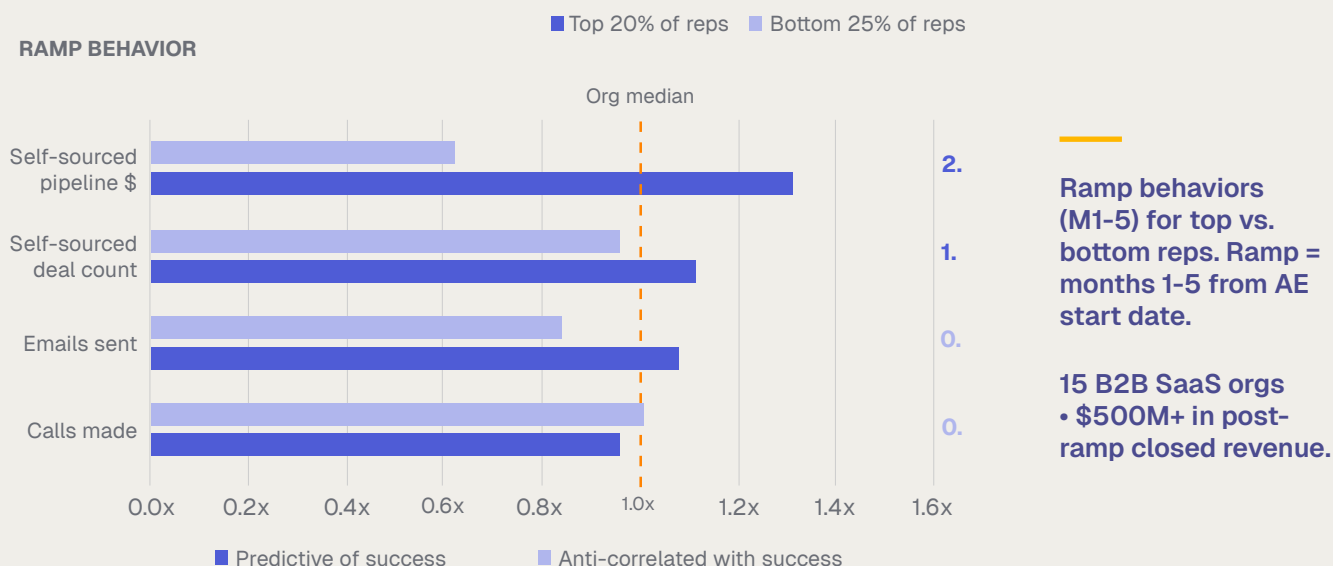
Where the Gap Comes From

If the performance gap were about effort, the hardest-working reps would be the top performers. The data says the opposite.

We studied ramp behavior across 15 orgs representing over \$500M in post-ramp revenue. Bottom-performing reps logged more emails and more calls than top performers during their first five months. Activity volume was anti-correlated with long-term success.

The single strongest predictor of future top performance: self-sourced pipeline during ramp. Top reps generated 2x more self-sourced pipeline dollars in months 1 through 5.

Reps who build their own pipeline early are behaving like future closers. Reps grinding activity metrics are not.



2x Self-sourced pipeline generated by future top performers during months 1 through 5, compared to bottom performers. Activity metrics predicted failure, not success.

What this Means for How You Run Your Team

The performance gap is structural. Every org we studied has it. The question is whether you manage around it or pretend everyone contributes equally.

Stop planning around the average rep.

Only 19% of your team sits near the middle. Capacity models, territory plans, and quota targets built on averages are built on a fiction. You have two cohorts, and your planning should reflect that.

Protect your top cluster.

The highest-ROI move isn't turning a bottom-half rep into a top-half rep. It's preventing productive reps from slipping down. In 92% of orgs, gravity pulls toward the bottom. Protect the performers you have before chasing new ones.

Weight pipeline by conversion efficiency.

A \$100K opportunity with a top-performing rep is worth five times more than the same opportunity with a bottom performer. Your forecast should reflect that. If it doesn't, you're systematically overestimating what your team can close.

Track self-sourced pipeline during ramp, not activity.

If your ramp scorecard is built on emails sent and calls made, you're tracking noise. Self-sourced pipeline in months 1 through 5 is the signal. Weight it and make decisions based on it earlier.

How To Run This Analysis on Your Own Data

Everything in this report is based on data that lives in your CRM right now. Here's the framework:

Step 1: Pull closed new business data (won and lost) from the last 3 to 5 fiscal years. Filter to quota-carrying AEs. Exclude renewals, expansions, and services.

Step 2: Build the performance distribution. For each rep-year, calculate total closed-won revenue normalized against the org median. Plot it and look for two clusters.

Step 3: Quantify concentration. Rank reps by revenue within each fiscal year and calculate the share generated by your top 30%.

Step 4: Calculate the conversion gap. Compute win rate and pipeline conversion for each rep. Segment into top 20%, middle 60%, bottom 20%.

Step 5: Model the redistribution. Take bottom-30% pipeline, multiply by top-10% conversion rate, subtract actual revenue. That's your gap.

This analysis takes a competent analyst roughly a week of dedicated work.

Von handles it in minutes. Connect Von to your Salesforce instance, describe what you need in plain language, and get the full output: an Excel workbook with cohort breakdowns, redistribution scenarios, and a polished one-pager ready for your board.



“Von handles the analysis and insights that would normally require hiring another full-time analyst. It answers complex questions in seconds that used to take me hours.”

Taylor Kelly

Head of Revenue Operations

The Benchmark

Use these benchmarks to compare against your own data.

Metric	Benchmark	If yours is significantly different
Revenue from top 30% of reps	66–74%	Above 80% signals dangerous concentration risk. Below 60% is rare and worth investigating.
Per-rep output gap (top half vs. bottom half)	4.2×	Higher than 5× suggests your bottom half is severely underperforming relative to market.
Win rate, top 20% of AEs	~29%	Significantly lower may indicate a coaching or territory design issue even among your best reps.
Win rate, bottom 20% of AEs	~9%	Higher than 15% is actually good news and may mean your gap is more manageable than average.
Pipeline conversion gap (top vs. bottom 20%)	5.3×	Higher than 6× means your forecast is almost certainly overweighting bottom-cohort pipeline.
Revenue lift from redistributing bottom-30% to top-10%	+13%	This scales with your gap. A wider conversion spread means more revenue on the table.
Reps in the “average” zone	~19%	Higher than 30% suggests a more normally distributed team, which is uncommon but favorable.
Self-sourced pipeline gap during ramp (top vs. bottom quartile)	2×	A smaller gap may mean your pipeline distribution is masking natural ramp differences.

Your Performance Gap is Quantifiable. You Need the Right Analysis to See it.

Von is Claude Code for revenue teams. It connects to your entire tech stack (Salesforce, call recorder, emails, data warehouse, SharePoint, and more) and spends 3 to 5 days autonomously building a deep context graph of your business. From there, any knowledge work that used to take days gets done in minutes: pipeline analysis, forecast prep, building Salesforce flows, generating QBR decks, territory planning, deal risk identification, and more. All in natural language.

The core innovation is that Von reasons across structured data (CRM, data warehouse) and unstructured data (calls, emails, playbooks) at scale. It doesn't query your systems. It understands your business the way a tenured RevOps leader would, and then executes on it.

Von is the single application where the entire GTM team gets their work done.

Visit vonlabs.ai for more info and to schedule a demo.

TEAMS USING VON



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