

ROCKROSE EXECUTIVE SEARCH · SINGAPORE GTM COMPENSATION 2026

# Singapore Go-To-Market Talent Salary Report 2026

What Singapore's top enterprise GTM talent actually earns — and why the performance gap is wider than most companies account for

Singapore · 2026 Edition · Enterprise SaaS Focus · 5+ Years Experience

## EXECUTIVE SUMMARY

### **Singapore's commercial talent market has fractured into two distinct pay tiers — and the gap is not closing.**

Top-performing Account Executives, Customer Success Managers, and Solutions Consultants in Singapore's enterprise technology market are earning packages that bear little resemblance to the market average. This report draws on first-hand, disclosed compensation data from our proprietary database to quantify that divide — by role, by experience band, and by the performance attributes that separate one tier from the other.

What emerges is a consistent and clear finding: the environment you operate in, and the commercial accountability your role carries, matters far more than how long you have been in the market. The highest earners in every category covered here did not simply accumulate tenure. They made deliberate choices about where to work and how to position themselves within the revenue organisation.

#### **ON-TARGET EARNINGS (OTE) — A NOTE ON FIGURES**

All compensation figures reflect OTE — base salary plus variable compensation at 100% of plan attainment. Stock options, RSUs, equity grants, and all other long-term incentives are excluded from every figure shown. Data covers Singapore-based, mid-to-senior professionals with a minimum of five years of relevant experience.

## At a Glance

<p><b>PART I</b></p> <p><b>Account Executives</b></p> <p>FULL RANGE (5+ YOY)  <b>S\$200K – S\$540K</b></p> <p>HIGH PERFORMER AVG OTE  <b>S\$442K</b>          Range: S\$393K – S\$540K</p> <p>MARKET AVERAGE OTE  <b>S\$249K</b>          Range: S\$200K – S\$295K</p> <p><b>+78% performance premium</b></p>	<p><b>PART II</b></p> <p><b>Customer Success Managers</b></p> <p>FULL RANGE (5+ YOY)  <b>S\$172K – S\$410K</b></p> <p>HIGH PERFORMER AVG OTE  <b>S\$353K</b>          Range: S\$250K – S\$410K</p> <p>MARKET AVERAGE OTE  <b>S\$207K</b>          Range: S\$172K – S\$225K</p> <p><b>+71% performance premium</b></p>	<p><b>PART III</b></p> <p><b>Solutions Consultants</b></p> <p>FULL RANGE (5+ YOY)  <b>S\$135K – S\$340K</b></p> <p>HIGH PERFORMER AVG OTE  <b>S\$252K</b>          Range: S\$204K – S\$340K</p> <p>MARKET AVERAGE OTE  <b>S\$154K</b>          Range: S\$135K – S\$168K</p> <p><b>+64% performance premium</b></p>
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*On-Target Earnings across all three GTM roles. Proprietary and public benchmark data. Equity excluded throughout.*

### MARKET CONTEXT 2026

## A tight market, selective hiring — and overachievers with more leverage than ever

Singapore's technology sector enters 2026 with a distinct character: hiring volumes are measured, employers are deliberate, and the market rewards specialisation. Digital infrastructure, cybersecurity, fintech, and compliance technology continue to attract headcount investment even as other segments retrench.

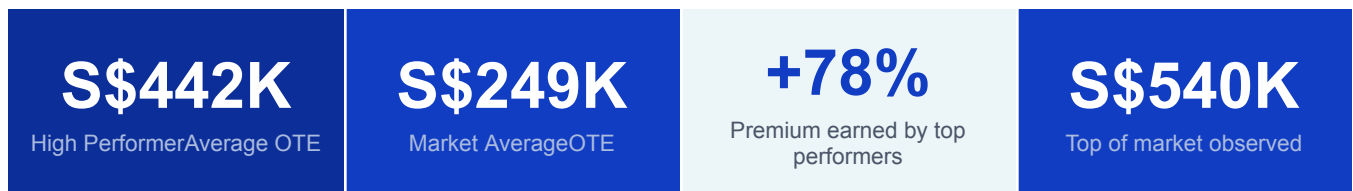
Globally, quota attainment across enterprise SaaS has been declining — and that has a direct consequence for Singapore's compensation landscape. As fewer AEs consistently overachieve, those who carry a verifiable track record hold proportionally more negotiating leverage. The performance gap we document in this report is not just a structural feature of the market. It is widening.

<p><b>~51%</b></p> <p>SaaS AEs globally who hit quota in 2024 — down from 66% in 2022 (Bridge Group)</p>	<p><b>2.2 years</b></p> <p>Average tenure of a SaaS AE globally</p>	<p><b>4–5x</b></p> <p>Typical quota-to-OTE ratio for SAAS AEs</p>
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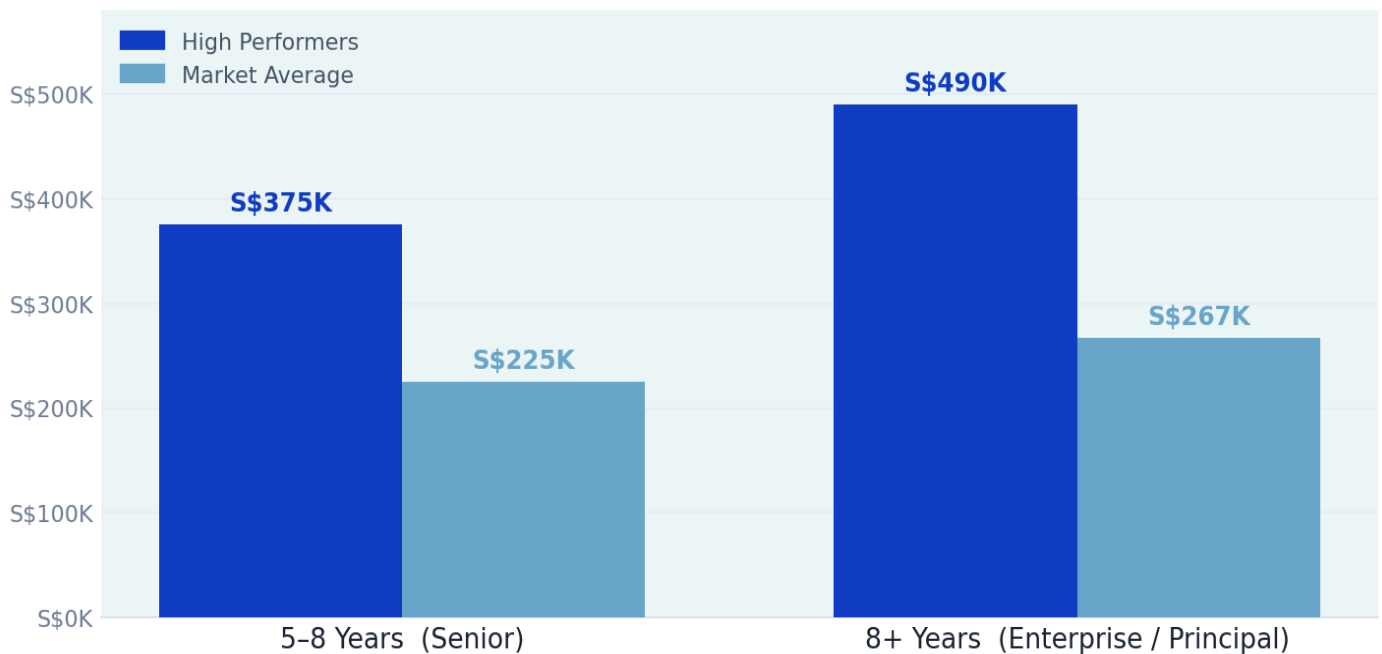
PART I

# Account Executives

Enterprise AEs in Singapore show the widest absolute compensation range of any GTM role. Professionals at well-funded, high-growth organisations are earning packages comfortably at the top of the professional market. Those at slower-growth firms remain significantly behind — often at the same tenure and ostensibly similar seniority. The difference is not experience. It is the environment, deal complexity, and track record. Globally, only around half of AEs consistently hit quota — which is precisely why those who do command a significant and growing premium.



## Account Executives — OTE by Experience Band



Average On-Target Earnings · High Performers vs. Market Average · Singapore enterprise SaaS

Average OTE by experience band — High Performers vs. Market Average · Singapore enterprise SaaS

## Performance Tier Comparison — Account Executives

METRIC	HIGH PERFORMERS	MARKET AVERAGE
Average OTE	<b>S\$442K</b>	S\$249K
Quota Attainment	<b>120%+ of plan</b>	~50-55% of reps hit quota
Base:Variable	<b>50:50</b>	65:35
FSI Client Coverage Premium	<b>+15–20% to OTE</b>	Minimal

Market average reflects % of fully ramped enterprise AEs hitting quota globally (Bridge Group, 2024). High performer figure reflects average attainment % among overachievers.

### Company Stage & Funding Tier

Account Executives at Series B-and-beyond or post-IPO companies consistently earn 60–80% more than peers at earlier-stage or slower-growth firms. The OTE structure differs — but so does the commercial infrastructure: territory carveout, pipeline support, and deal size expectations all move upward in tier.

### Enterprise vs. Mid-Market — A Structural Pay Gap

Selling into enterprise accounts commands significantly higher OTE than mid-market coverage — not just because of deal size, but because of deal complexity. Enterprise clients sign multi-year contracts of three to five years, meaning incumbents are deeply entrenched and difficult to displace.

### The Financial Institution Premium

AEs whose customers include banks, insurers, asset managers, and exchanges consistently command a higher OTE premium. Selling to financial institutions demands rigorous procurement, security reviews, and long relationship timelines. Companies price the rarity of AEs who can operate in this vertical accordingly.

### Track Record Is the Asset

Consistent overachievement creates durable negotiating leverage. As quota attainment rates decline globally, making genuine overachievers rarer, this dynamic has strengthened. The commercial track record, more than tenure alone, drives compensation at the top of this market.

#### ROCKROSE PERSPECTIVE

*The Account Executives at the top of this range are not necessarily the most senior by tenure. They have deliberately positioned themselves in high-growth environments, taken on enterprise coverage with genuine commercial accountability, and built a track record that is specific and defensible. The market rewards that choice — significantly and increasingly so.*

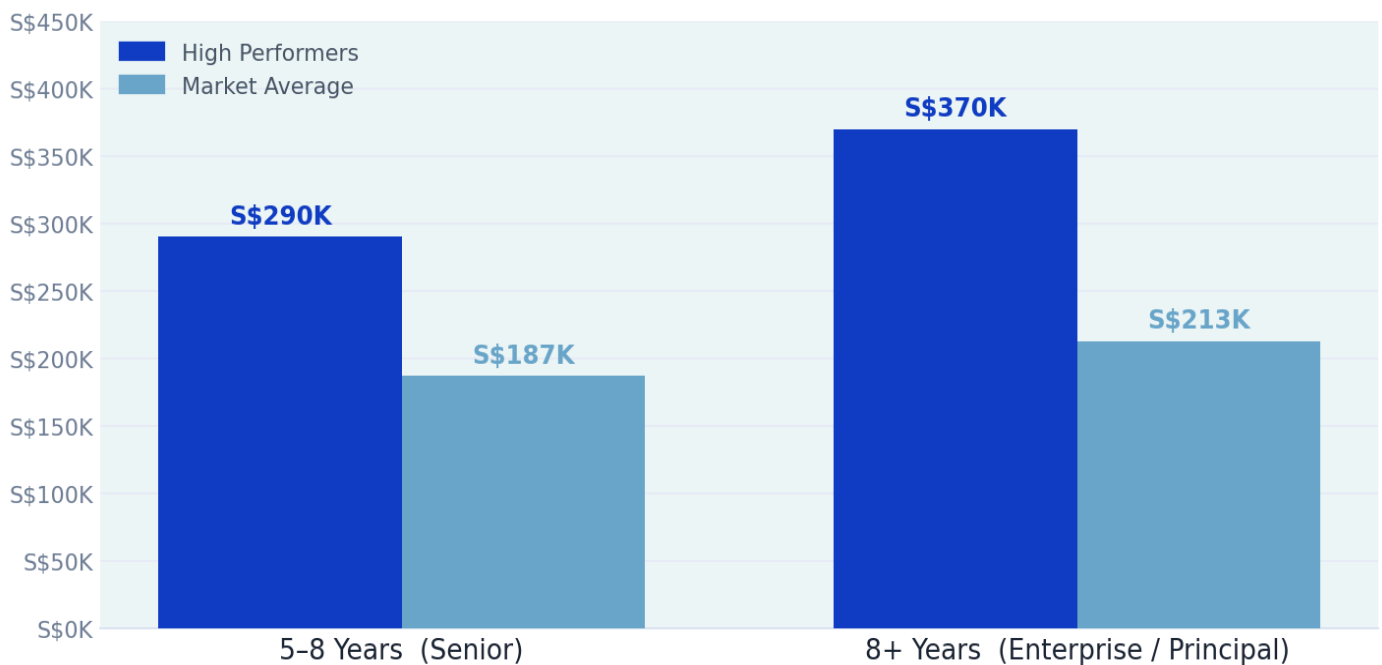
PART II

# Customer Success Managers

Customer Success is the role where compensation divergence is most misunderstood in the Singapore market. A CSM at an early-stage startup and one at a scaling cybersecurity or fintech company can be earning packages that differ by more than S\$150,000 — for what looks, on paper, like the same title. The difference is almost entirely structural: whether the role carries a revenue target, how the company defines CS commercially, and who the end customers are.



## Customer Success Managers — OTE by Experience Band



Average On-Target Earnings · High Performers vs. Market Average · Singapore enterprise SaaS

Average OTE by experience band — High Performers vs. Market Average · Singapore enterprise SaaS

## Performance Tier Comparison — Customer Success Managers

METRIC	HIGH PERFORMERS	MARKET AVERAGE
Average OTE	S\$353K	S\$207K
Revenue Ownership	Quota-carrying (NRR + expansion)	Advisory / supportive
Net Revenue Retention	120%+	95–105%
Base:Variable	60:40	80:20
FSI Client Coverage Premium	+15–20% to OTE	Minimal

### Revenue Ownership Is the Dividing Line

The single most consistent driver of CS compensation is whether the role carries a revenue target. CSMs who own NRR, expansion, or upsell quotas earn dramatically more than those in pure adoption and relationship management roles. The title is the same; the commercial expectation and the economics are entirely different.

### Financial Services Client Coverage

CSMs managing accounts within the financial services sector earn a consistent premium over peers in lower-complexity verticals. Compliance demands, renewal stakes, and relationship complexity of FSI accounts elevate the commercial value of the CS role materially.

### Scope, Seniority and Portfolio Size

CSMs managing high-value enterprise portfolios — particularly those with S\$5M+ ARR — or leading regional teams operate in a fundamentally different compensation bracket from IC peers, even at comparable seniority levels.

### Commercial Positioning Within the Business

The most well-compensated CS professionals are positioned as post-sale commercial partners, not support functions. Whether CS partners directly with Sales on retention and growth has a direct and measurable impact on both earnings and career trajectory.

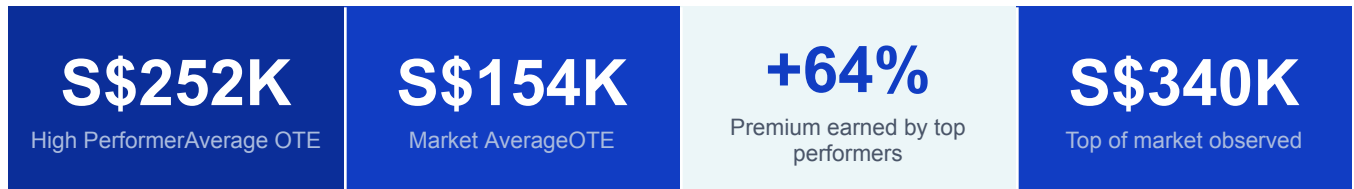
#### ROCKROSE PERSPECTIVE

*NRR is the new quota. The Customer Success Managers commanding the highest OTE are not the most tenured — they are the ones working at companies that have commercially repositioned their CS function around revenue accountability. The gap between advisory CS and revenue-carrying CS is the single biggest determinant of compensation in this category, and it is becoming more pronounced.*

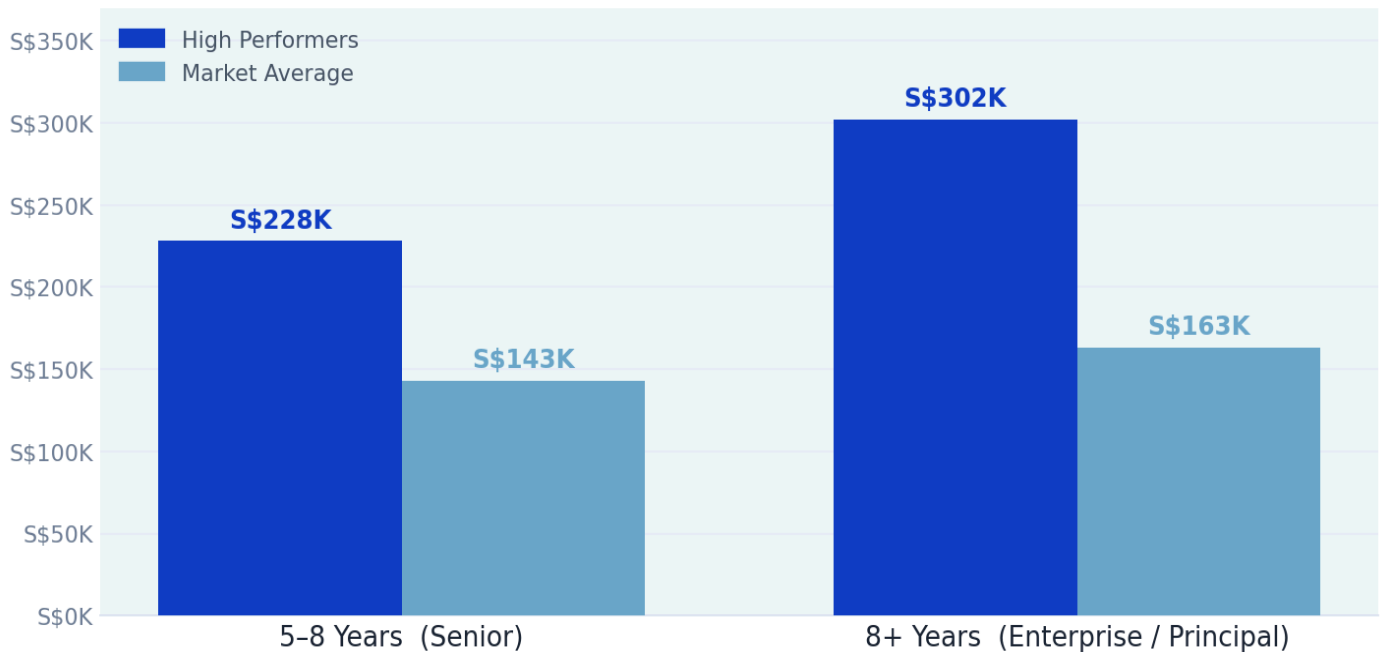
PART III

# Solutions Consultant / Pre-Sales

Pre-sales and solutions consulting spans a wide range of technical depth and commercial involvement. At the top of the market, Solutions Consultants are running complex proof-of-concepts, co-owning deal strategy alongside their AE partners, and earning packages that reflect genuine technical-commercial expertise. The ceiling for this role has risen materially over the past two years, driven by the growing complexity of enterprise sales cycles in financial services, cybersecurity, and regulated technology.



## Solutions Consultants — OTE by Experience Band



Average On-Target Earnings · High Performers vs. Market Average · Singapore enterprise SaaS

Average OTE by experience band — High Performers vs. Market Average · Singapore enterprise SaaS

## Performance Tier Comparison — Solutions Consultants

METRIC	HIGH PERFORMERS	MARKET AVERAGE
Average OTE	<b>S\$252K</b>	S\$154K
Role Positioning	<b>Strategic technical co-owner</b>	Demonstration & scoping support
Technical Depth	<b>Architecture-level, independent</b>	Product-layer, supported
Base:Variable	<b>70:30</b>	80:20
FSI / Regulated Vertical Premium	<b>+15–20% to OTE</b>	Minimal

### Technical Depth & Independent Credibility

SCs who can lead proof-of-concepts without escalation and engage credibly at the engineering or security architecture level command a clear premium. Owning the technical evaluation process — not just supporting it — is where the compensation difference begins.

### Selling Into Regulated & FSI Verticals

SCs whose vendor sells into financial institutions or regulated industries earn a consistent premium. FSI evaluations involve security architecture reviews, compliance checks, and PoC timelines that are structurally longer and more demanding.

### Regional Scope

Singapore-based SCs with Southeast Asia or APAC-wide coverage command a consistent premium over those with single-country scope. Regional responsibility brings greater deal complexity, more executive exposure, and the demands of multi-jurisdiction technical engagement.

### Commercial Co-Ownership

The SCs at the top of the market contribute actively to deal strategy — shaping proposals and owning the technical dimension of the sales cycle end-to-end. Organisations that build their SC function around commercial co-ownership pay for it accordingly.

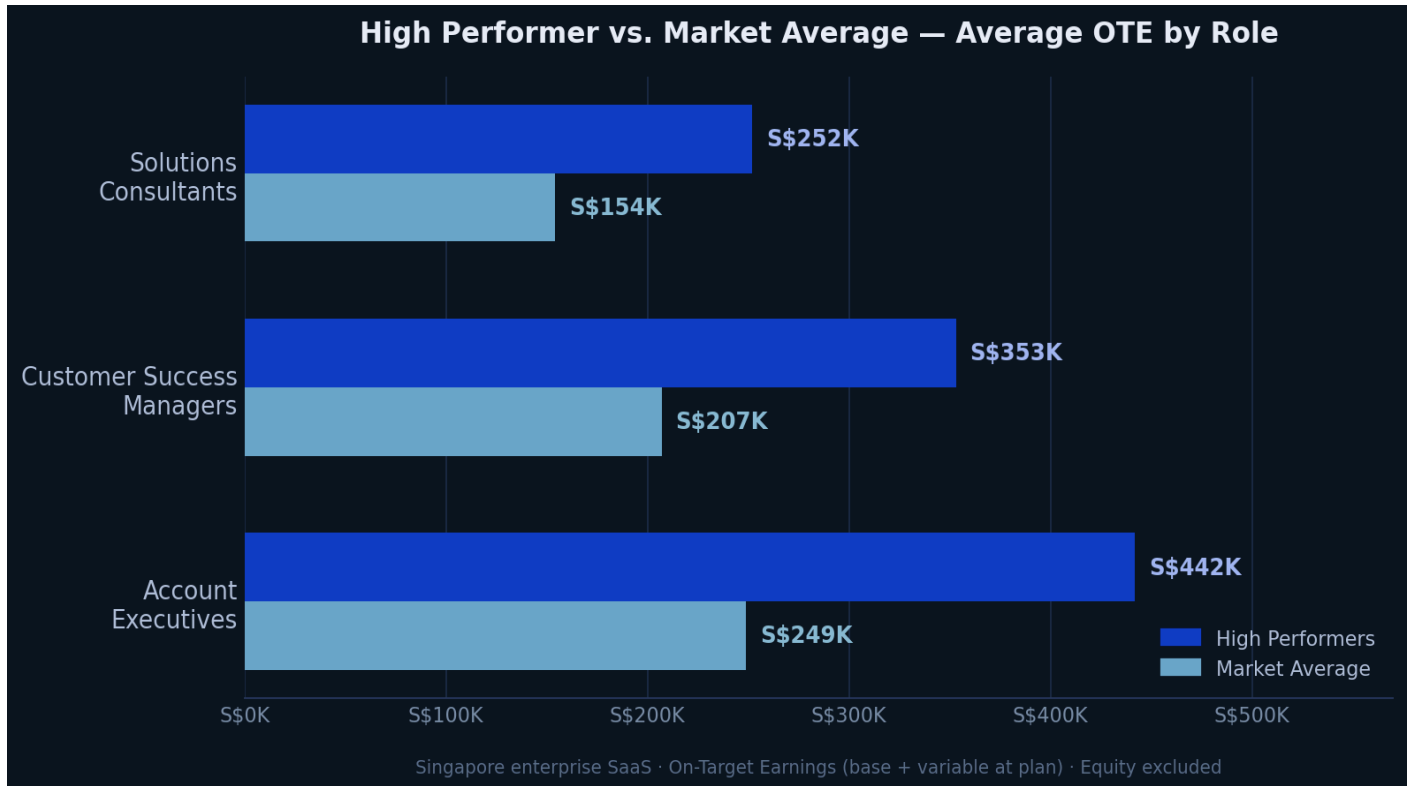
#### ROCKROSE PERSPECTIVE

*The pre-sales ceiling has risen materially in Singapore over the past two years. As enterprise sales cycles have grown longer and technically more complex — particularly in financial services and cybersecurity — companies are investing more seriously in their Solutions Consulting function. The professionals who have positioned themselves as strategic technical partners are among the clearest beneficiaries of that shift.*

SUMMARY

## The Performance Gap, Across All Three Roles

Across Account Executives, Customer Success Managers, and Solutions Consultants, the same pattern holds. Company tier, role definition, and commercial positioning matter far more than years of experience in determining where a professional sits on the compensation spectrum.



High Performer vs. Market Average — Average OTE by role · Singapore enterprise SaaS · All figures SGD · Equity excluded

### Performance Gap Summary

METRIC	HIGH PERFORMERS	MARKET AVERAGE
<b>Account Executives</b>	<b>S\$442K avg OTE</b>	S\$249K avg OTE · <b>S\$193K gap</b>
<b>Customer Success Managers</b>	<b>S\$353K avg OTE</b>	S\$207K avg OTE · <b>S\$146K gap</b>
<b>Solutions Consultants</b>	<b>S\$252K avg OTE</b>	S\$154K avg OTE · <b>S\$98K gap</b>

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## ABOUT

# Rockrose Executive Search



## Kristen Lim

### Founder & Managing Director, Rockrose Executive Search

Rockrose Executive Search is a specialist executive search firm headquartered in Singapore. We partner with high-growth scale-ups and large enterprises to identify and place talent across Singapore and the broader APAC region. Our work spans three practices:

- Go-To-Market & Revenue — sales, customer success, pre-sales, partnerships, and GTM leadership
- Technology & AI — engineering, product, data, and AI/ML
- Corporate Functions — legal, compliance, finance, risk, and HR

We work exclusively at the mid-to-senior end of the market, where the right hire has a measurable impact on commercial performance.

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## METHODOLOGY

### About This Report

Compensation benchmarks are drawn from Rockrose Executive Search's proprietary data, supplemented by public market research. All figures represent On-Target Earnings (OTE) — base salary plus variable compensation at 100% of plan. Equity, RSUs, and long-term incentives are excluded throughout. Data covers Singapore-based, mid-to-senior professionals with a minimum of five years of relevant experience across enterprise SaaS, cybersecurity, fintech, and data infrastructure.

High performers are defined as individuals in the top tier of the observed OTE distribution; market average reflects the remaining cohort. This report reflects market conditions across 2025–2026. © 2026 Rockrose Executive Search.