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Intelligent Recruiting, Human-Led

MOGEL INSIGHTS · 2026 EDITION

The MOGEL Commercial Hiring Outlook

Q2 2026 · Inaugural Issue

What we are seeing across senior commercial hiring this quarter

Why this exists

This is the inaugural issue of the MOGEL Commercial Hiring Outlook, a quarterly publication drawn from active senior commercial searches across MOGEL's client base.

Drawn from MOGEL's senior commercial recruiting practice since 2014, with founder experience in senior commercial recruiting dating to 2002. The observations below come from active engagements across EdTech, SaaS, FinTech, HealthTech, and PE-backed and venture-backed growth environments.

This is not a salary survey. It is not a labor statistics report. It is market intelligence from a firm that is in the middle of running senior commercial searches every day. We publish what we are observing in active engagements, not what a database tells us six months after the fact.

The goal of this publication, issued quarterly, is to produce a documented archive of what MOGEL observes across active senior commercial searches. Eight issues across the next two years compound into a record of the senior commercial hiring market as it actually moves, observed by practitioners running the searches.

Executive Summary: Q2 2026

Five observations from this quarter:

1. Compensation remains the single largest source of search friction. In our experience this quarter, a meaningful share of senior commercial searches surface compensation expectations that require recalibration during the process. Bands set 12 to 18 months ago no longer match current market reality, particularly in AI, Enterprise SaaS, Cybersecurity, and Data & Analytics leadership.

2. The strongest VP Sales candidates increasingly come from adjacent categories rather than direct competitors. The most successful slates we are presenting include candidates who built revenue in adjacent verticals or sold to similar buyer personas in different categories. Hiring teams asking for direct-competitor experience are screening themselves out of the strongest pool.

3. Organizations with structured intake processes continue to hire materially faster than organizations that recalibrate mid-search. Well-calibrated searches close in 45 to 60 days. Searches that drift extend to 75 to 120 days. The discipline at week one determines the outcome at week ten.

4. Product Marketing remains one of the most difficult leadership functions to recruit across SaaS and EdTech. Demand has continued to exceed supply for senior Product Marketing leaders who combine technical product fluency with commercial GTM operating experience. This pattern has held across multiple consecutive quarters in our active searches.

5. PE-backed and growth-stage companies continue prioritizing revenue leadership over functional specialization at the executive level. The CRO is being asked to own more (marketing, customer success, and revenue operations in addition to sales) than was typical 24 months ago. This expanded scope is changing the candidate profile, the compensation band, and the calibration discipline required at intake.

Section 2: What we are seeing across active searches

Hiring velocity by role (directional)

These are MOGEL's observations from active searches in Q2 2026. Days-to-hire varies by stage, sector, and buyer maturity. These ranges reflect what we are seeing, not a benchmark.

Role	Time-to-hire range (well-calibrated)	Notes
VP Sales	45 to 70 days	Adjacent-category candidates close faster than direct-competitor candidates
CRO	60 to 100 days	Expanded scope (sales + marketing + CS) extends the calibration phase
VP Marketing	50 to 80 days	Brand-led searches close faster than demand-gen-led searches
Product Marketing	70 to 110 days	Supply-constrained at the senior level
Customer Success Leadership	45 to 65 days	Profiles becoming more technical

When intake drift requires recalibration, add 30 to 50 days to each range above.

Compensation trends from active searches

What we are seeing in active calibration conversations this quarter:

- **CMO**: most searches we see currently fall within $200K to $400K+ total compensation, depending on ARR, funding stage, and AI fluency requirements
- **CRO**: most searches we see currently fall within $250K to $600K+ total compensation, with expanded-scope CROs trending toward the upper half of that range
- **VP Sales**: most searches we see currently fall within $180K to $350K+ total compensation
- **VP Marketing**: most searches we see currently fall within $175K to $325K+ total compensation
- **Other senior commercial**: $140K to $400K+ depending on function

These ranges reflect MOGEL active placement work. They are not survey data. They will move as the market moves.

Fastest-rising sectors for compensation: AI, Enterprise SaaS, Cybersecurity, and Data & Analytics leadership. All four have shown accelerated compensation movement over the past 24 months. This pattern has not slowed in Q2.

Section 3: Sector Watch

EdTech

What we are seeing in active searches: - Hiring remains cautious but more active than 12 months ago - The strongest EdTech CMOs and CROs increasingly come from adjacent SaaS categories with EdTech sector adjacency, not pure-play EdTech - Multi-product platform EdTech (consumer plus institutional) requires a different operator profile than single-product - PE-backed EdTech is currently the most active sub-segment in our pipeline

SaaS / Enterprise Tech

What we are seeing in active searches: - AI-native and AI-enabled SaaS companies are driving the highest senior commercial demand - CROs with proven AI marketing and AI sales operating fluency are the scarcest profile - Product Marketing remains the hardest function to fill at the senior level - Customer Success leadership profiles are trending technical (technical CS Director profiles in higher demand than relationship-only CS profiles)

FinTech

What we are seeing in active searches: - Compliance-aware revenue leadership is in demand following regulatory shifts - Cross-border GTM experience is increasingly valued - Senior commercial leaders with payments and embedded finance experience command premium compensation

HealthTech

What we are seeing in active searches: - Provider-side HealthTech selling continues to require buyer-specific experience - Senior commercial leaders with payer-side experience are scarce - AI in HealthTech commercial leadership is an emerging profile (early days, supply not yet established)

Section 4: Risk Signals This Quarter

The Senior Hire Risk Pyramid (MOGEL Insights, 2026 Edition) identifies five layers of risk where senior commercial searches fail. This quarter, we are observing the following risk signals from active engagements:

Intake Risk

We continue seeing unrealistic compensation assumptions create downstream search delays. The most common pattern: a compensation band set in 2024 against a 2026 market that has shifted by 15 to 25 percent in fastest-rising sectors.

Calibration Risk

A meaningful share of senior commercial searches required role recalibration after launch this quarter. The pattern is consistent with the prior 12 months. The recalibration is the right move; the discipline is to make it happen in week two, not week six.

Compensation Risk

In our experience this quarter, a notable share of senior commercial searches encountered compensation band misalignment that surfaced mid-search. The fastest movement is in AI, Enterprise SaaS, Cybersecurity, and Data & Analytics. A search that opened in Q1 with a band benchmarked in late 2025 is likely to require recalibration by Q2.

Integration Risk

Most early-placement failures we observed this quarter stem from expectation misalignment rather than candidate capability. The candidates being placed are strong. The onboarding contexts they enter are sometimes not.

Tenure Risk

The drivers of long-tenure placements continue to be environmental, not candidate-specific. Clear decision-making structures, realistic onboarding expectations, aligned executive teams, willingness to calibrate compensation early, and strong founder self-awareness correlate with the longest placements we have observed since 2014.

For the full framework, see The Senior Hire Risk Pyramid (MOGEL Insights, 2026 Edition).

Section 5: What we expect over the next 90 days

These are observations from Eric Gilo, MOGEL Founder & CEO, on what to watch in Q3 2026:

Continued AI compensation pressure. The fastest-moving sub-segment in our active pipeline is AI-enabled and AI-native commercial leadership. Compensation bands set in Q1 2026 are likely to require recalibration before Q3 closes. Hiring teams running searches in this segment should plan for compensation refresh discipline at week two.

Increased scrutiny on revenue leadership hires. Boards and PE Operating Partners are asking sharper questions about CRO and VP Sales hires than they were 12 months ago. The bar is higher. The willingness to wait for the right candidate is also higher. Searches that would have closed at "good enough" in 2024 are extending in 2026 in favor of "right fit."

Growing demand for operators who can scale efficiently. The senior commercial leader who can grow revenue with disciplined cost is more in demand than the senior commercial leader who can grow revenue at any cost. This shift is most pronounced in PE-backed companies but is showing up across venture-backed and enterprise as well.

More emphasis on retention and productivity than pure headcount growth. The hiring conversations we are having with CROs and CHROs are increasingly about per-rep productivity, retention math, and quality of leadership, rather than expansion math. Senior commercial leaders who can demonstrate productivity discipline are the most-asked-for profile this quarter.

Adjacent-category hiring continues to outperform direct-competitor hiring. This pattern is durable. The strongest VP Sales and CRO candidates increasingly come from adjacent verticals or adjacent buyer personas rather than direct competitors. Hiring teams that screen rigidly for direct-competitor experience continue to underperform.

How to use this Outlook

This is a quarterly publication. We publish what we are observing in active senior commercial searches. We do not publish predictions, surveys, or industry forecasts.

The Outlook is most useful for: - CEOs, founders, and board members evaluating senior commercial hiring strategy - CHROs and Heads of Talent calibrating compensation bands and intake discipline - PE Operating Partners assessing portfolio-level talent risk - Investors evaluating commercial leadership transitions at portcos

The Outlook is published quarterly. Next issue: Q3 2026.

To receive the Outlook directly each quarter, subscribe at mogelrpo.com/outlook.

Methodology

Observations drawn from active MOGEL senior commercial searches across Q2 2026, across MOGEL's client base of our client base spanning EdTech, SaaS, FinTech, HealthTech, and PE-backed and venture-backed growth environments.

Compensation observations reflect active calibration conversations from MOGEL placement work. They are not survey data. Ranges will move as the market moves.

Time-to-hire observations reflect MOGEL placement work. They are directional, not statistical.

Sector observations reflect what MOGEL is seeing in active searches this quarter. They are practitioner intelligence, not industry forecasting.

External research consulted for validation only: SHRM on time-to-fill benchmarks, Pave on compensation market dynamics, Harvard Business Review on executive transition risk.

About MOGEL

MOGEL helps high-growth companies scale talent through AI-enabled, human-led recruiting. Operating since 2014, with founder experience in senior commercial recruiting dating to 2002. Active across EdTech, SaaS, FinTech, HealthTech, and PE-backed and venture-backed growth environments.

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