



*White Paper developed by Phone Works and TeleSmart*

## **How Inside Sales 2.0 Organizations can become *Best in Class***

A *Best in Class* inside sales organization is a tightly integrated operation comprised of talent, operations and technology that is in complete alignment with corporate goals and objectives. Many companies are driving down the overall cost of sales, and the optimization of the inside sales operation becomes strategic in achieving this goal. As your organization enters new markets or introduces new (lower priced and less complex) products and solutions, its ability to penetrate the market quickly is realized through inside sales. In most large technology companies, Inside Sales' charter is to play many roles, each with specialization in the sales process. This includes:

- Lead generation, development and management. The main responsibility of this function is to provide a predictable stream of qualified leads to a deal-closing Sales rep (i.e., Field, Inside and/or Channel). Typically, where the sales cycle is complex and lengthy, this sales model leverages the deal-closing (higher compensated) rep by delegating the process-driven tasks of prospecting and qualification to an inside lead development rep. In this model, an inside lead development rep can support 3-5 field reps. Quotas are often set as to the number of qualified leads passed, or number of opportunities created, or some variation.
- Revenue generation within a defined market segment. Companies have identified market segments where their product and/or solutions can effectively be sold over the phone in vast quantities (high volume transaction environments). The segments can be broken out by company size (measured by revenue or employee size), industries or product type. In these scenarios, the inside sales operation carries its own quota without field support or intervention. It is its own discreet sales channel.
- Renewals. This is a quasi-subset of inside sales revenue generation with many variations. In all cases, the inside rep carries a quota for the renewable revenue that can be associated with a field or inside sales rep (account owner) or not.

In all these scenarios, whether achieving a lower cost of sale and/or driving market share, the *Best in Class* inside sales organization has distinct functions that are repeatable, measurable, predictable and scalable. Its measurable contribution to the company is identifiable and without question.

### **Talent**

As with many roles within a company, a valuable inside sales rep is not a commodity within the marketplace. Therefore it is incumbent upon the company to have a clear vision of the roles and responsibilities of the inside sales rep in

## INSIDE SALES 2.0

A REPORT FROM THE FRONT LINES



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order to attract, hire and retain the best match for the position. Key points include:

- Well defined roles and responsibilities of the inside sales rep with clear expectations for performance.
- Compensation aligned with those elements that the inside sales rep controls.
- Thorough and effective training that addresses market, audience, products, processes and techniques that maximize ramp time.
- Manager to rep ratio commensurate with group charter (higher ratios for “simple” sales processes, lower for more complex sales).
- Highly motivational environments with reward and recognition systems.
- Career path options to grow and retain talent.

Creating a team atmosphere with highly competitive (and competent) individuals is vital to sustain high performance. The inside sales rep must know his or her performance objectives and have control over those objectives. This will maximize the revenue contribution at the individual and team levels.

### Operations

A *Best in Class* inside sales operation is effective and efficient in its processes. This “nerve center” has tested and refined the entire sales process from incoming lead handling to prospect definitions to booking an order. Critical sales messages (opening statements, Feature/Benefit/Results, objection handling, competitive positioning, etc.) have been created, tested and refined and are consistently followed by all reps. Sales tools have been developed specifically for inside sales to facilitate the sales process. Other key criteria include:

- Performance Benchmarks are universally established, measured and tracked.
  - Expectations on activity levels to revenue contributions per rep (and everything in between)
  - Lead Generation expectations (both reactive and proactive)
  - Pipeline value and forecasting accuracy
- Processes are well defined and documented. They must be easily accessible in order to maximize ramp, support scalability, and address strategic initiatives (i.e., customer satisfaction).
- Reporting that tracks all key metrics daily, weekly, monthly and quarterly with regular analysis of trends.
- Closed loop analysis on lead generation investments/programs.
- Create multiple touch points throughout the sales cycle.
- Marketing and sales are interdependent and share accountabilities.



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Consistency in what gets done, how it gets done and visibility into the process are the trademark of the world class organization. Again, specifically the areas of marketing/lead generation and individual activity levels will require greater transparency in order to maintain/achieve scalability and repeatability.

## **Technology**

Last but not least, technology is vital to enable efficiency and maximize productivity. All systems and tools must be implemented for ease of use by the inside sales rep and transparency of tracking. Technology is implemented throughout the sales cycle from routine contact and account management to increasingly sophisticated opportunity management and prospect collaboration. Minimally, the key components include:

- A company-wide CRM system, accessible and used by all who touch the prospect to customer process, which maps sales processes and workflow in order to:
  - Support a volume, transaction-oriented environment
  - Provides visibility on pipeline values and velocity
  - Enables forecasting consistency and accuracy
  - Captures key data for market knowledge and marketing support
  - Provide reports and dashboards with up to the minute performance
- A telephony system that tracks call volumes (inbound and outbound), talk time and abandon rates in order to:
  - Accurately assess staffing levels
  - Identify performance laggards immediately
  - Provide trends and analysis at a macro level for model refinement
- Web conferencing capabilities such as Webex in order to present and demonstrate products and solutions.
- Build interactive web sites.
- Prospect Intelligence tools that improve ISR visibility prior to calling, i.e., Hoovers, D&B, OneSource, Sales Genius.
- An on-line repository (i.e., Corporate intranet, SharePoint) for all processes and procedures, documents, templates, etc., kept up to date by content owners and easily accessible for inside sales reps. Companies on the forefront are providing Blogspheres and Wikis (“white space”) that allow employees (and partners) to share and rate best practices.

Technology in the area of improving sales productivity is a rapidly changing landscape. Dedicated resources knowledgeable in sales processes and methodologies are necessary in order to stay on top of this important function, often referred to as Sales Enablement. Organizations today should continue to work towards full utilization of these tools to improve overall productivity and visibility of efforts.

## **Summary**



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It is this melding of talent, operations and technology that create world class inside sales operations that outperform their competitors and generate increased revenue and market share. Inside sales organizations are taking measure to stay ahead of these changes and understanding where they are in the Sales 2.0 continuum is important. The following outlines the changes taking place:

<b>Current</b>	<b>Future</b>
Product Specialist	LOB Specialist
Controlling what the buyer knows	Buyers educate themselves before they come to you
Marketing vs. Sales	Marketing and Sales are integrated and interdependent
Selling Solutions	Helping customers succeed
High-efficiency vs. high-touch	High-efficiency AND high-touch
Volume vs. Relationships	Relationship-driven volume
Activity rules	Customer-tested process rules
Coordinating flying, driving and meeting schedules	Engaging anytime, anywhere
Long new hire boot-camps	Ramp time is reduced to less than 3 months to reach full productivity
Count every activity	Measure activities that count
Forecast probability	Forecast predictability
Pipeline volume	Pipeline shape and velocity
Mass prospecting builds a limited linear funnel	Network/Community of unlimited opportunities
Managing by what my reps say	Managing by what my prospects say
Hoarding best (and worst) practices	Making best practices pervasive

This Inside Sales *Best in Class* White Paper is developed by two pioneers and thought leaders in the industry - TeleSmart Communications and Phone Works.



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These organizations provide services to small, mid-sized and enterprise global organizations on how their inside sales teams can become Sales 2.0 ready.

**About Phone Works**

[Phone Works](#), a professional services company, has helped over 250 clients design and implement Inside Sales strategies by building or improving inside sales groups via predictable, measurable sales processes that deliver optimized productivity, accelerated results and increased revenues. Companies of all sizes, including VeriSign, Veritas, Hyperion, Business Objects, LiveMeeting, SuccessFactors, Tablus, Everdream, and Netline, have realized significant inside sales results through Phone Works proven methodology.

**About TeleSmart Communications Inc. - [www.tele-smart.com](http://www.tele-smart.com)**

TeleSmart is a 13-year-old global training company based in San Francisco that specializes in developing efficient, focused and strategic telephone and on-line communications for Inside Sales teams and managers. Clients such as **Agilent, Apple, Cisco, EMC, Harte-Hanks, Microsoft and VeriSign** have certified their global Inside Sales organizations with the TeleSmart 10 system, a methodology exclusively designed for inside sales.

**Life in the Telebusiness Trenches Blog - [www.tele-smart.com/blog](http://www.tele-smart.com/blog)**

The first blog dedicated to the front-line sales champions and managers who are selling and servicing their customers by phone and on-line.

To learn more about TeleSmart, call 415-759-6537.