

Inside Sales

Understanding the Dynamic Landscape and Trends

Michelle Seger



STRATEGY



TRAINING



COMPENSATION



SALESGLOBE

www.SalesGlobe.com
(770) 337-9897
+44 (0)20 7250 4754

Our Story- Sales Innovation

why?

Why do companies repeat the same old solutions?

Why do they use benchmarks and current practices as the answer?

Why do they leave themselves vulnerable to competition?



Michelle Seger

We are rethinking sales.

SalesGlobe is a sales innovation firm that solves challenging sales problems. We work with our clients to implement solutions that give them a significant ROI.

- Sales Strategy and Go-to-Market
- Account Segmentation and Targeting
- Voice of the Customer Insight
- Sales Process Optimization
- Sales Organization Design
- Channel Programs
- Sales Capacity and Goal Design
- Talent Assessment and Planning
- Strategic Account Programs
- Sales Compensation
- Quota Setting
- Technology Readiness



today

Inside Sales

- **Job Decontamination and Role Definition**
- **Organizational Structure**
- **Getting to the Customer**
- **Building the Relationship**
- **Retention**

Inside Sales



What's Happening

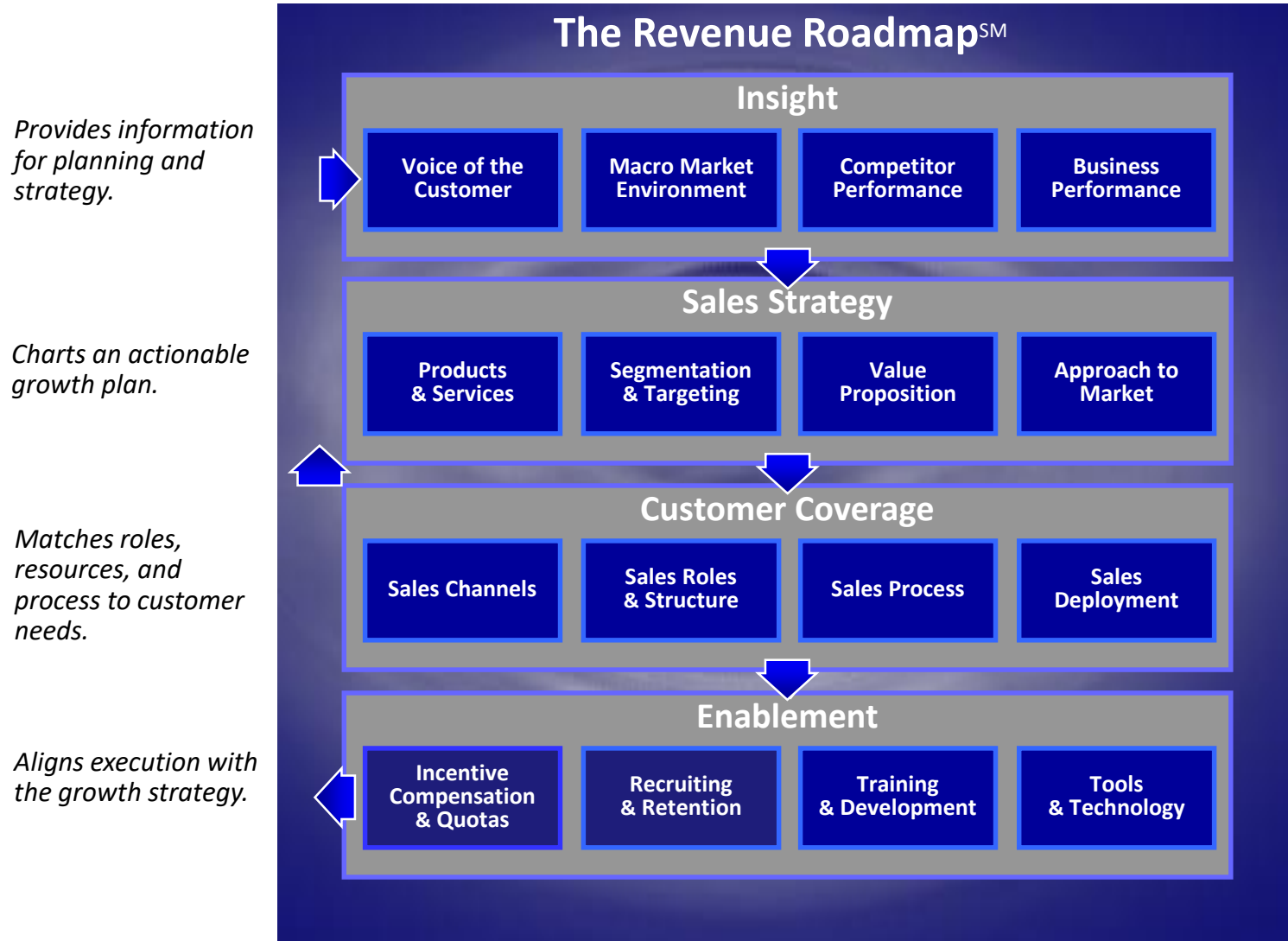
- Inside sales outpacing field hiring 15:1
- Technology impact on buying behaviors
- Complexity of offerings
- Turnover is high in the role

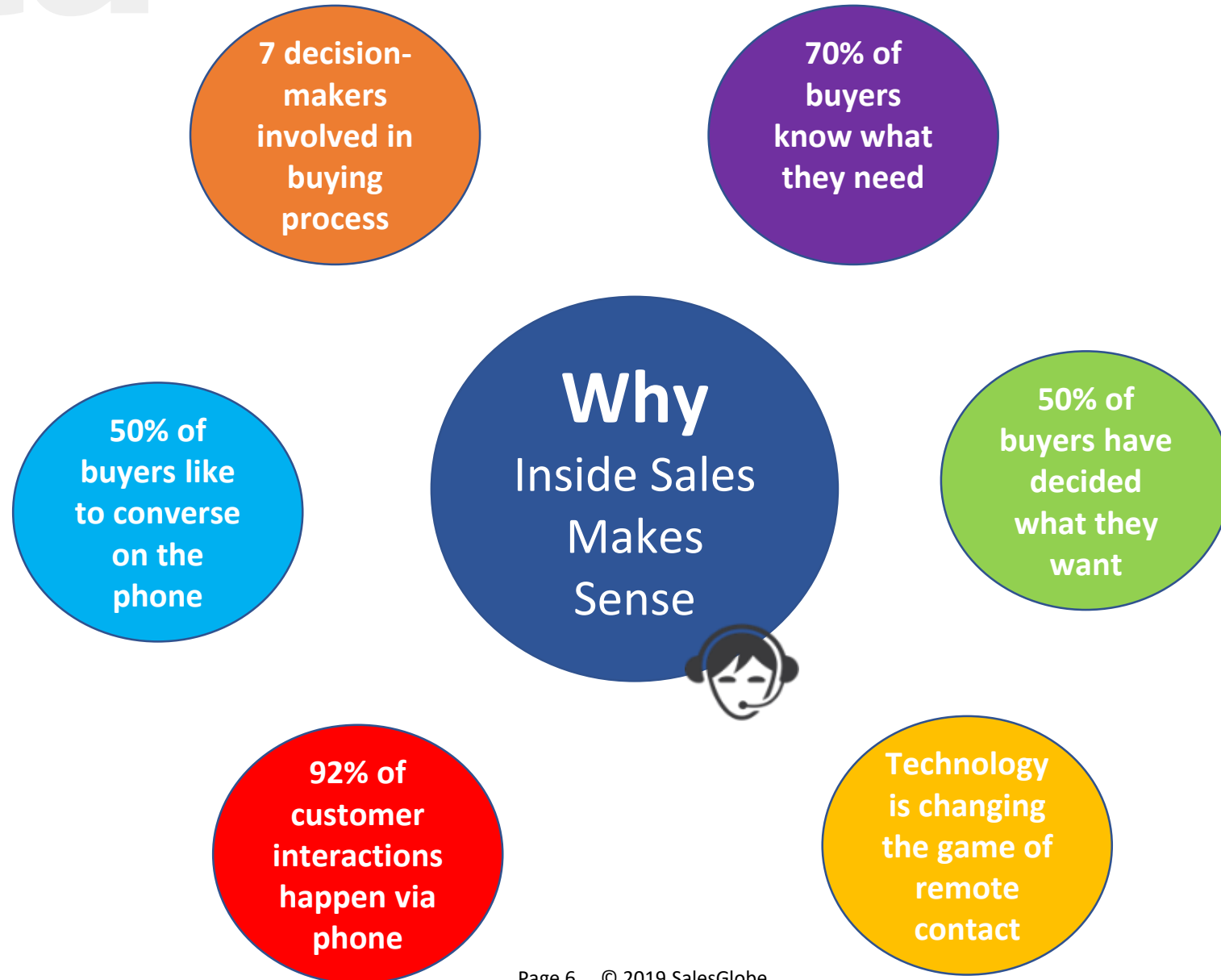
Trending Solutions

- Shift and lift
- Organizational structure changes
- Dynamic environments
- Customer comfort with remote contact
- Not just entry level anymore
- Women may be better!

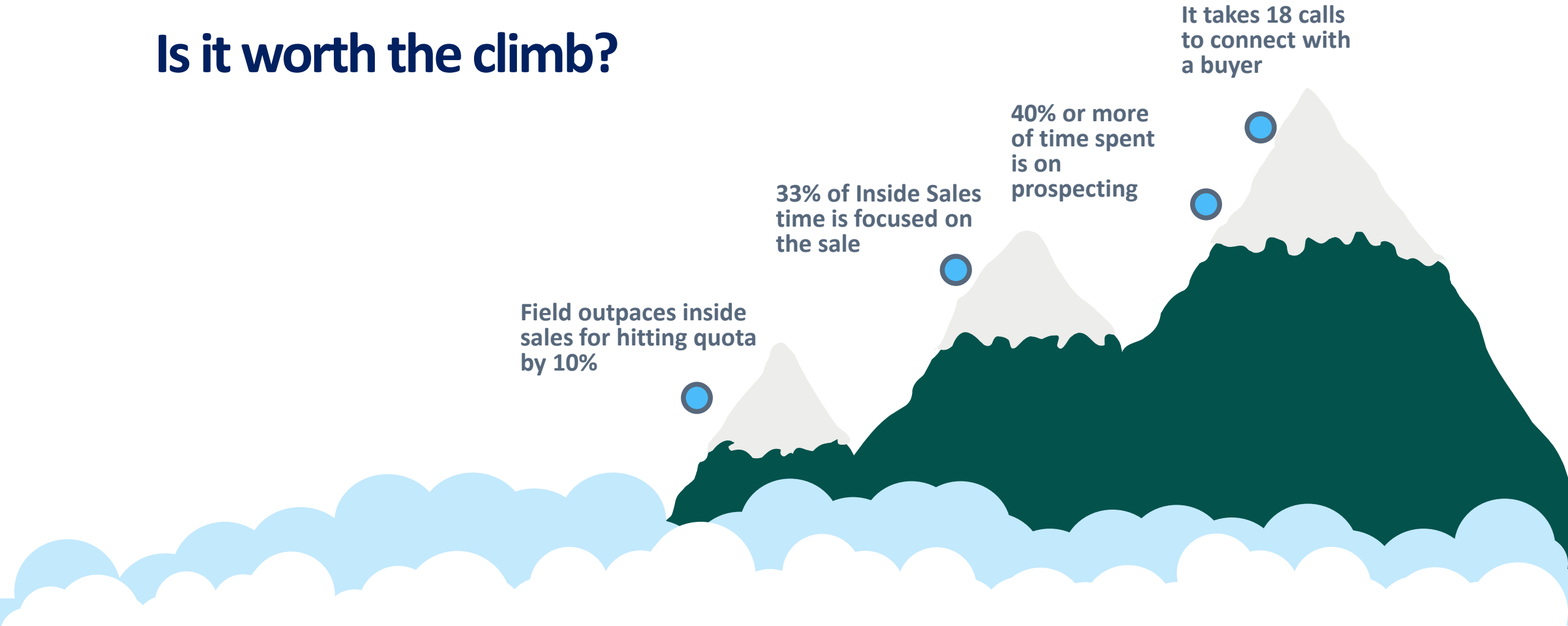
context

The Revenue Roadmap





Is it worth the climb?



Top Sales Effectiveness Challenges



Setting and Managing Effective Quotas

61%



Developing an Actionable Sales Strategy

48%



Implementing an Effective Sales Process

45%



Hiring and Retaining Top Talent

31%

Coaching and Developing the Team

27%

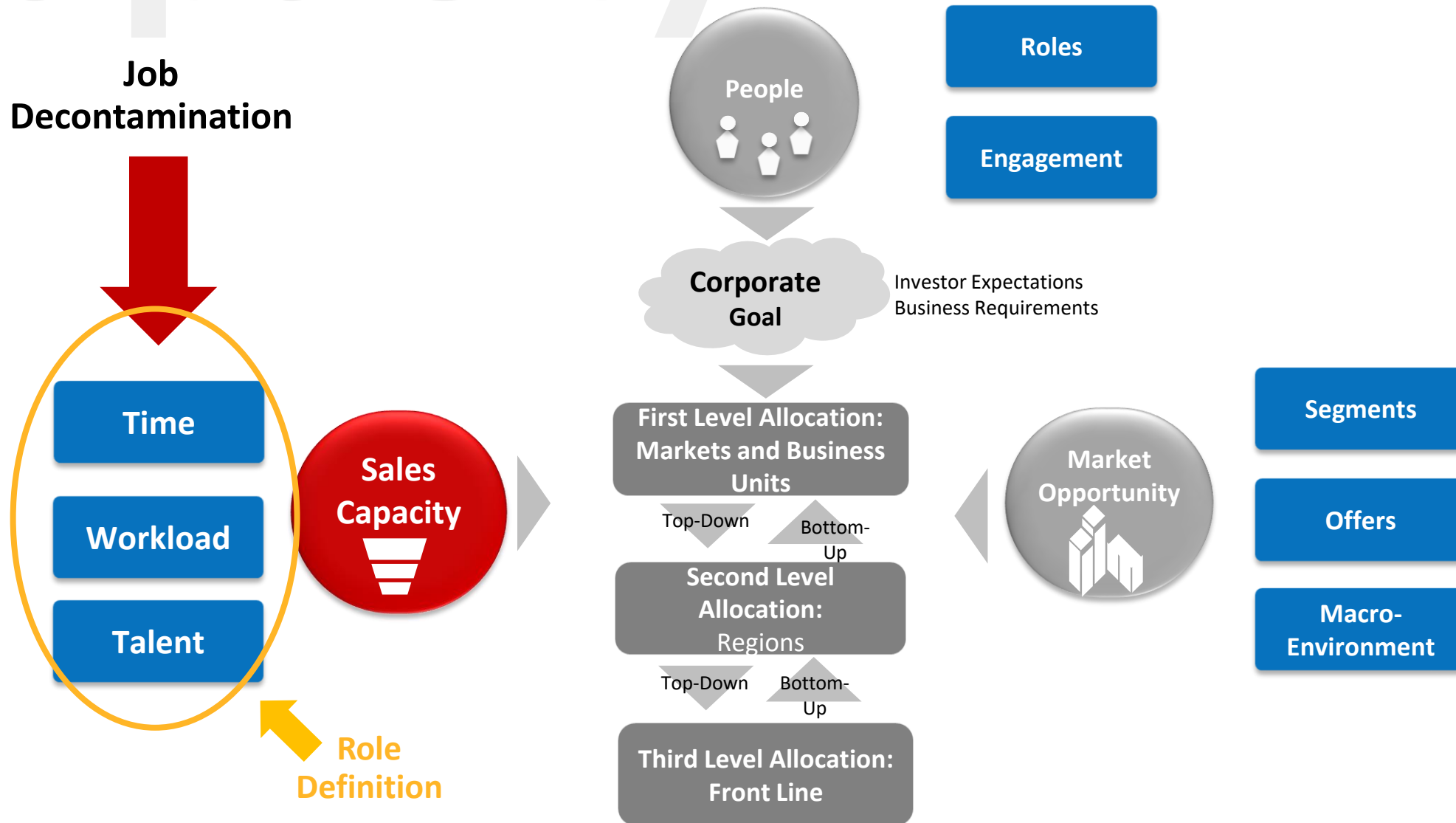
Aligning Sales Compensation With the Strategy

25%

Integrating Organizations From Mergers and Acquisitions

25%

The Quota Success Model- Sales Capacity



Calculating Sales Capacity- The Fundamentals

$$\frac{\text{Sales Time}}{\text{Workload per Account Won}} = \text{Number of Accounts Closed per Year} \times \text{Average Revenue per Account} = \text{Annual Sales Capacity}$$

Calculating Sales Capacity- The Fundamentals

$\frac{\text{Sales Time}}{\text{Workload per Account Won}}$	=	$\frac{\text{Number of Accounts Closed per Year}}{16}$	x	$\frac{\text{Average Revenue per Account}}{\$250,000}$	=	$\text{Annual Sales Capacity}$
$\frac{1,000 \text{ hrs. (2,000 hrs. x 50\% Sales Time)}}{63 \text{ hrs.}}$		16		\$250,000		\$4,000,000 per Rep

How can you increase sales capacity looking at the components above?

1. **Time.** Decontaminate roles to increase sales time allocation.
2. **Workload.** Decrease workload per account through pipeline management.
3. **Talent.** Inventory, develop, and upgrade your team to increase revenue per sale.

Why You Want to Increase Capacity


Job Decontamination ROI							
If the Organization Increases Its Sales Time Percent to:	Each Rep Would Have This Many Hours of Sales Time:	Incremental Revenue per Rep Assuming 30%			Total Revenue per Rep Would Be:	Which Would Have This Incremental Revenue Impact to the Organization:	
		Productivity Would Be:		of Current Revenue			
50%	1,000	\$ -	\$	\$ 4,000,000	\$ -		
51%	1,020	\$ 24,000	\$	\$ 4,024,000	\$ 3,000,000		
52%	1,040	\$ 48,000	\$	\$ 4,048,000	\$ 6,000,000		
53%	1,060	\$ 72,000	\$	\$ 4,072,000	\$ 9,000,000		
54%	1,080	\$ 96,000	\$	\$ 4,096,000	\$ 12,000,000		
55%	1,100	\$ 120,000	\$	\$ 4,120,000	\$ 15,000,000		
56%	1,120	\$ 144,000	\$	\$ 4,144,000	\$ 18,000,000		
57%	1,140	\$ 168,000	\$	\$ 4,168,000	\$ 21,000,000		
58%	1,160	\$ 192,000	\$	\$ 4,192,000	\$ 24,000,000		
59%	1,180	\$ 216,000	\$	\$ 4,216,000	\$ 27,000,000		
60%	1,200	\$ 240,000	\$	\$ 4,240,000	\$ 30,000,000		
61%	1,220	\$ 264,000	\$	\$ 4,264,000	\$ 33,000,000		
62%	1,240	\$ 288,000	\$	\$ 4,288,000	\$ 36,000,000		
63%	1,260	\$ 312,000	\$	\$ 4,312,000	\$ 39,000,000		
64%	1,280	\$ 336,000	\$	\$ 4,336,000	\$ 42,000,000		

Understanding Where the Time Went

A “Day in the Life”

- Inside Sales Rep



- Healthcare Technology Solutions
- Works an average of 7.9 hours/day
- Spends 4.7 hours on revenue generating activity 
- Spends 3.2 hours on non-revenue generating activity

- Not hitting quota and earning incentive! 

- Highly leveraged role: 50/50 mix

- VERY high turnover 

- Specialized skill set

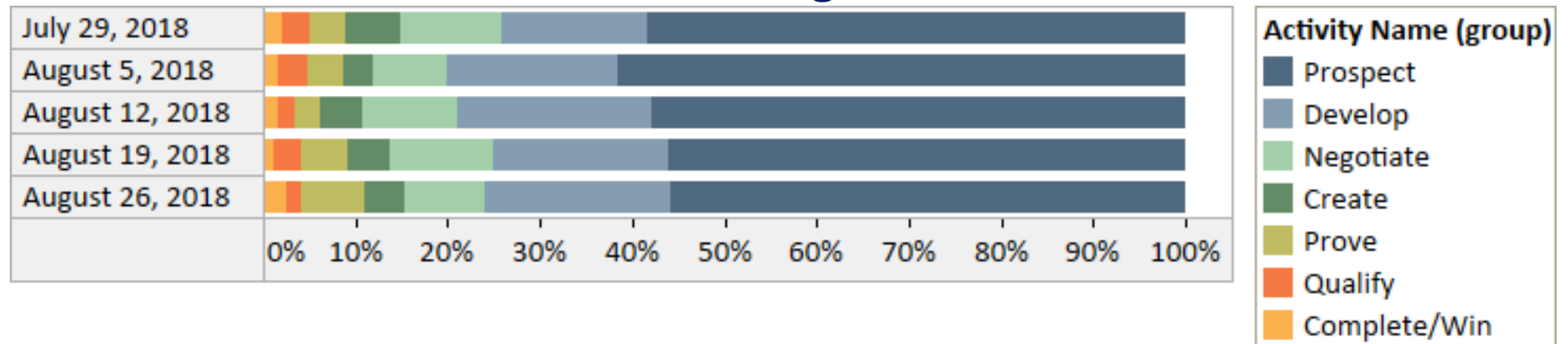
Shifting 1 hour of NRG activity per day, could yield up to a 20% increase in time for revenue related tasks and improve productivity!

Understanding Where the Time Went

- 58% of time spent on prospecting
- 1% of time spent on closing/winning opportunities
- 20% of time spent developing opportunities






Opportunity to decontaminate THIS role!

Revenue Generating Activities



Understanding Where the Time Went

A “Day in the Life”

- Field Sales Rep 
- Financial Services Solutions
- Works an average of 9 hours/day
- Spends 2.2 hours on revenue generating activity 
- Spends 3.4 hours on revenue enabling activity
- Spends 4 hours on non-revenue generating activity 
- Not highly leveraged role: 80/20 mix 
- Very low turnover
- Slowly declining year over year growth 

solution

Understanding Where the Time Went

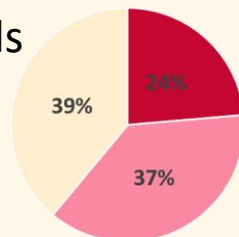
Revenue Generating Activities 24%

- Prospecting & Qualifying
- Analyzing Customer Needs
- Developing Solutions & Proposals
- Presenting Solutions
- Negotiating & Closing
- Solution Implementation

Revenue Enabling Activities 39%

- Call / Meeting Planning
- Client Entertainment
- CRM Updates
- Internal Solution Review & Approvals
- Tradeshow / Conference
- Training - Product or Solution
- Travel - Customer Related

Distribution of Logged Hours/Day by Activity Type



■ Revenue Generating ■ Revenue Enabling ■ Non-Revenue Generating

Non-Revenue Generating Activities 37%

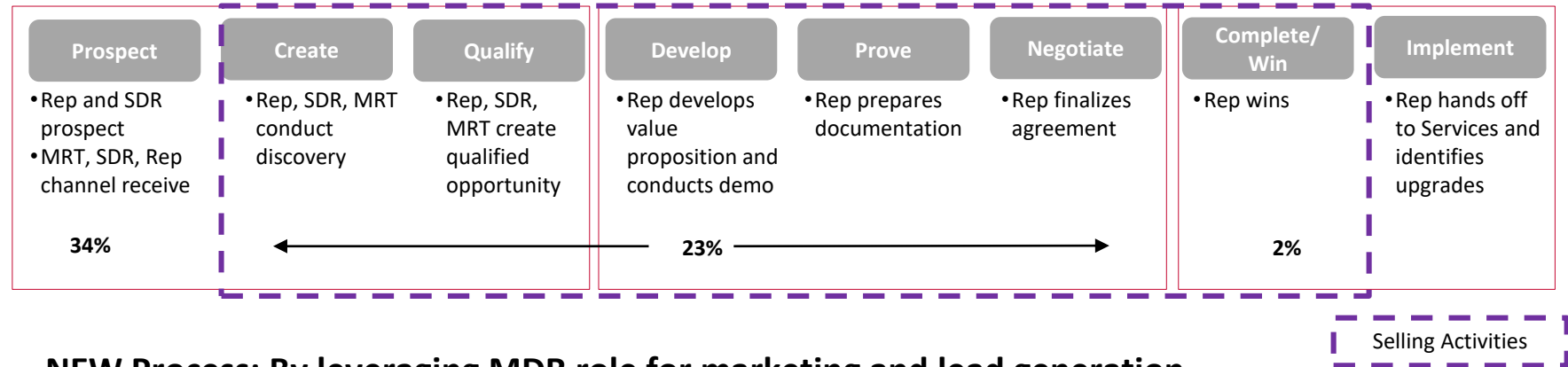
- Dealing with Customer Problem (Specify)
- Administration - Misc.
- Email Administration (non-customer related)
- Internal Meeting (non-customer related)
- Internal Reporting
- Order Management/Invoicing
- Training - Other (specify)
- Travel - Other (specify)
- Other (specify in comments)
- PTO (Paid Time Off)

Opportunity to decontaminate THIS role!

Example of Job Decontamination

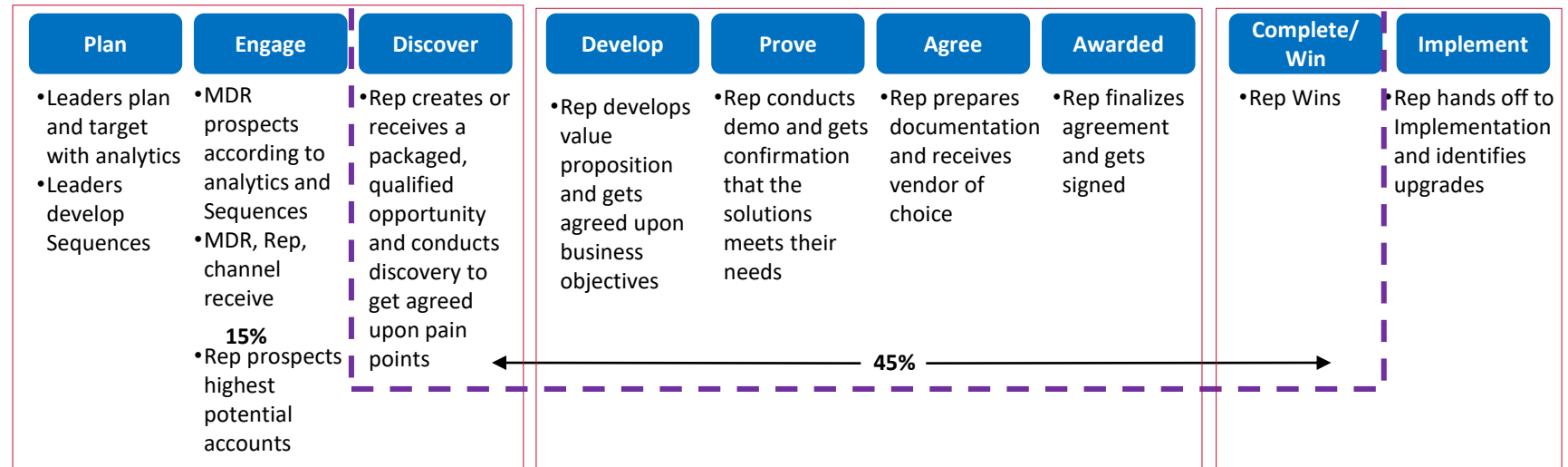
ORIGINAL Process: Sales Rep function included marketing, prospecting and selling activities.

- **34% Prospecting**
- **25% Selling activities**
- **41% Non-selling time**



NEW Process: By leveraging MDR role for marketing and lead generation, Sales Rep time shifts to selling activities.

- **15% Prospecting**
- **45% Time spent on selling activities**
- **40% Non-selling time**



roles

Inside Sales Continues to Evolve




	Responsibilities	Compensation Measures / KPI's	Reporting Structure
Demand Gen Specialist SDR, MDR, BDR	<ul style="list-style-type: none"> • Inbound leads • Outbound campaigns • Lead follow-up and first level qualification and hand-off to sales 	<ul style="list-style-type: none"> • Outbound calls made • Talk Time • Appointments Set • Marketing Qualified Leads (MQL's) • Sales accepted leads • Sales qualified leads (SQL's) 	<ul style="list-style-type: none"> • Marketing • Sales • Sales Operations
BDR or SDR	<ul style="list-style-type: none"> • Outbound calls – leveraging lead Lists/ internal lists • Lead development and first level qualification 	<ul style="list-style-type: none"> • Generated leads • Sales Qualified leads (SQL's) • Show rates • Converted Sales Qualified Leads to opportunity (secondary measure) 	<ul style="list-style-type: none"> • Marketing • Sales • Sales Operations
Inside Sales Rep (New Business) AE	<ul style="list-style-type: none"> • Accept or deny leads passed to them • Conduct discovery call • Conduct demo • Needs analysis • Negotiate and close the sale • New business focus 	<ul style="list-style-type: none"> • Revenue (MRR, Invoiced Revenue) • Velocity • Close rates 	<ul style="list-style-type: none"> • Sales

roles

Inside Sales Continues to Evolve



	Responsibilities	Compensation Measures / KPI's	Reporting Structure
Customer Success Client Engagement AM, KAM	<ul style="list-style-type: none"> Retention of existing business revenue Renewals Upsell and cross-sell Building relationships Identifying new buyers and buying points Point of contact for customer relationship Complex product and service offerings May visit customers (partial on-site) 	<ul style="list-style-type: none"> Churn reduction (cancellations) Customer retention Upsell and cross-sell Wallet share Addition of users (penetration SaaS) Customer satisfaction score 	<ul style="list-style-type: none"> Sales
 Account Manager Inside Sales Rep (AE, AM combo)	<ul style="list-style-type: none"> Hybrid role to support new business development and account management Relationship building and growth Interface with Lead Gen and Customer Service 	<ul style="list-style-type: none"> Revenue- new logo, penetration, retention Close rates Pipeline management Customer retention 	<ul style="list-style-type: none"> Sales
Customer Support Customer Service	<ul style="list-style-type: none"> Handle technical difficulties and delivery issues Assist with inbound inquiries that could include billing, issue resolution; everything non-sales related 	<ul style="list-style-type: none"> Customer satisfaction scores Net promoter score First Response time Customer retention 	<ul style="list-style-type: none"> Sales

Selling Models

Customer Experience Teaming

Customer views inside sales and field team as “my team”. Visits customers and attends conferences. Dedicated customers and rep(s). Seamless experience for customer. Weekly planning sessions with field and inside sales. Individual and shared goals and crediting. May lead the engagement.

Field Sales Teaming

Sells products and services. May delineate products/services from field based on complexity and customer preferences. Conducts demos, handles field sales support. May require individual and shared goals and crediting with the field.

Field Sales Support

First call for customer resolution and troubleshooting issues. May conduct demos and further qualify leads from lead generation. Keeps field informed of key issues and opportunities.

Segmentation Driven - Solutions

Selling products, services, solutions. Segmentation by customer attributes. Conduct demos etc.

Segmentation Driven - Transactional

Transactional products selling to specific customers. Segmentation by customer attributes (size, other).

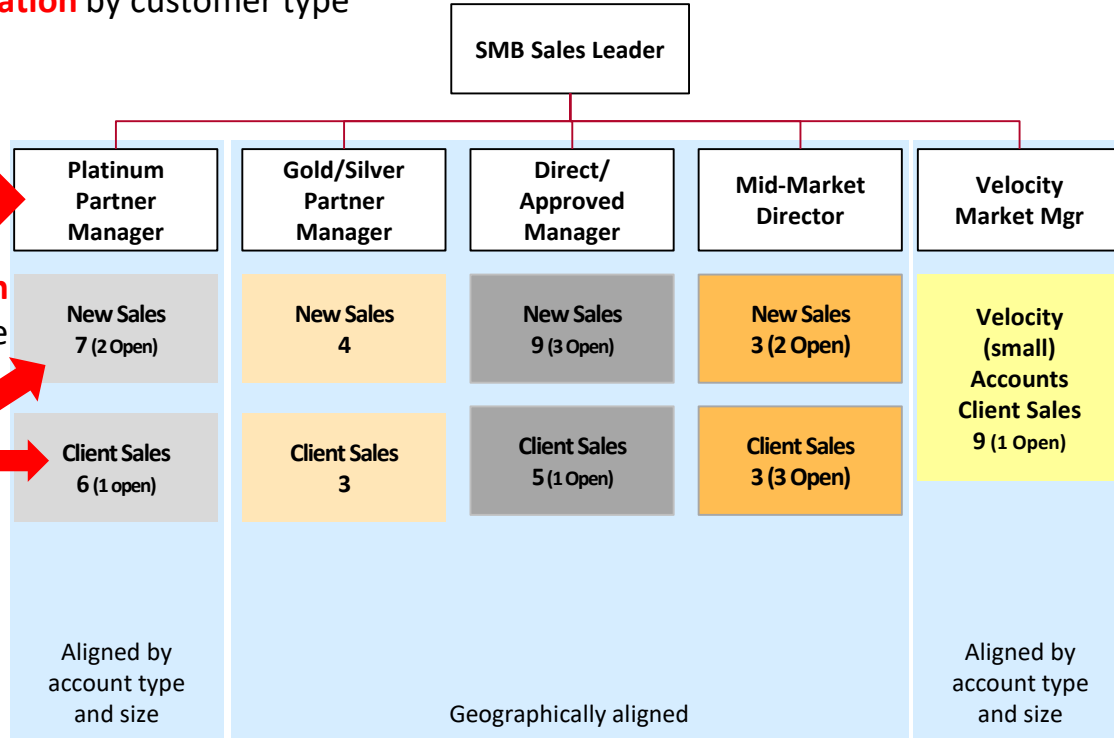
Product Specific - Transactional

Transactional products. May be regionally dedicated (dispersed) or round-robin (centralized).



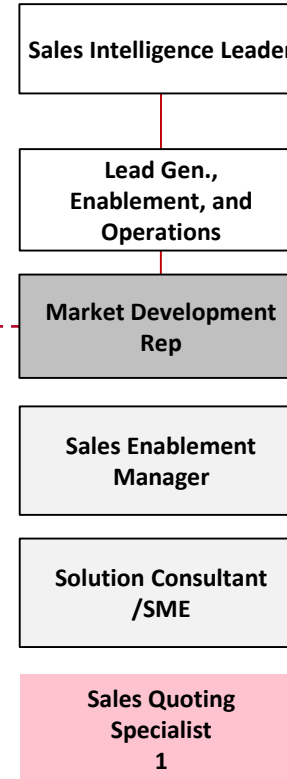
Organizational Structure – Example

2. Segmentation by customer type



3. Segmentation by revenue type

4. Geographic Alignment for all except Platinum and Velocity segments



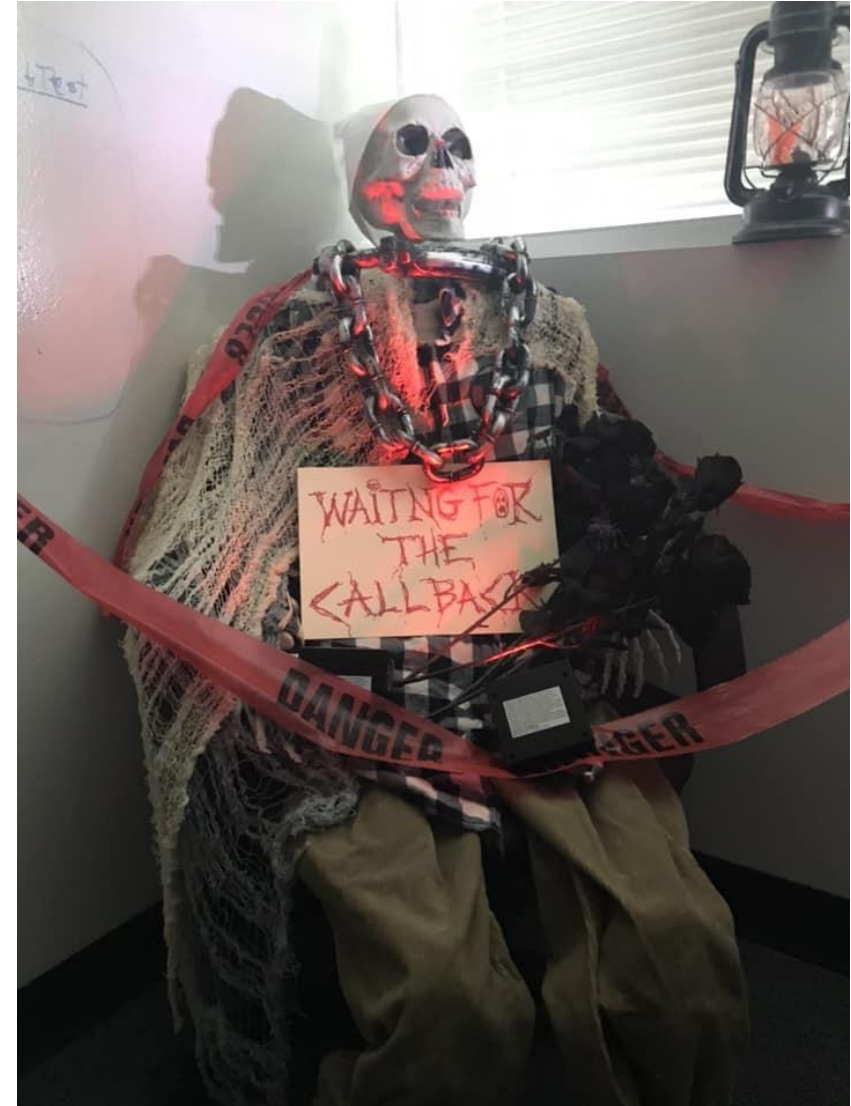
1. MDR qualifies leads that are sent over to the inside sales team.

Technology Impact on the Buying Experience

Sales professionals spend at least 15% of their time leaving voicemails

35% of professionals read email via their mobile phone

Email is twice as effective as cold calling



trends

Personalizing the Experience

Coach Smith,

I hope you are enjoying your summer and excited about the upcoming school year. One of my top priorities is getting to know my customers better, so I thought it would be helpful if you were able to learn a little bit more about me, too.

Where I'm From

Saratoga, NY but I currently live in San Diego with my husband Matt and our dog Cooper. Despite being in California, I'm still a loyal New York sports fan, and my favorite teams are the Yankees, New York Giants, Knicks, New York Rangers, and Syracuse Orange.

Sports Career

I started playing Tee-ball at age five. By the time I was ten, I was actively dancing and playing softball, and it was time to make a choice. It was easy. I played school and travel ball and won an athletic scholarship at the University of California, a NCAA Division 1 softball school.

Coaching Career

Once my playing career was over, I began coaching girls' softball. In my 10-year coaching career I've coached at the high school, club, and select levels. I was also named US Softball Coach of the Year.

I have been a part of ACME Sports family for the last four years, and I understand the time and dedication it takes to be a coach. I want to make your experience as easy as possible, so you can focus on the development of your team. My job is to remove the hassles related to purchasing uniforms, equipment, and anything your athletic program may need. We are your one-stop-shop, saving you time so you can focus on impacting lives on the field.

I would enjoy the opportunity to discuss how ACME Sports makes your life easier as a coach if you've got some free time this week.

Do you have time for a call?

Best regards,



Samantha Jones

Acme Sports

455-298-5656

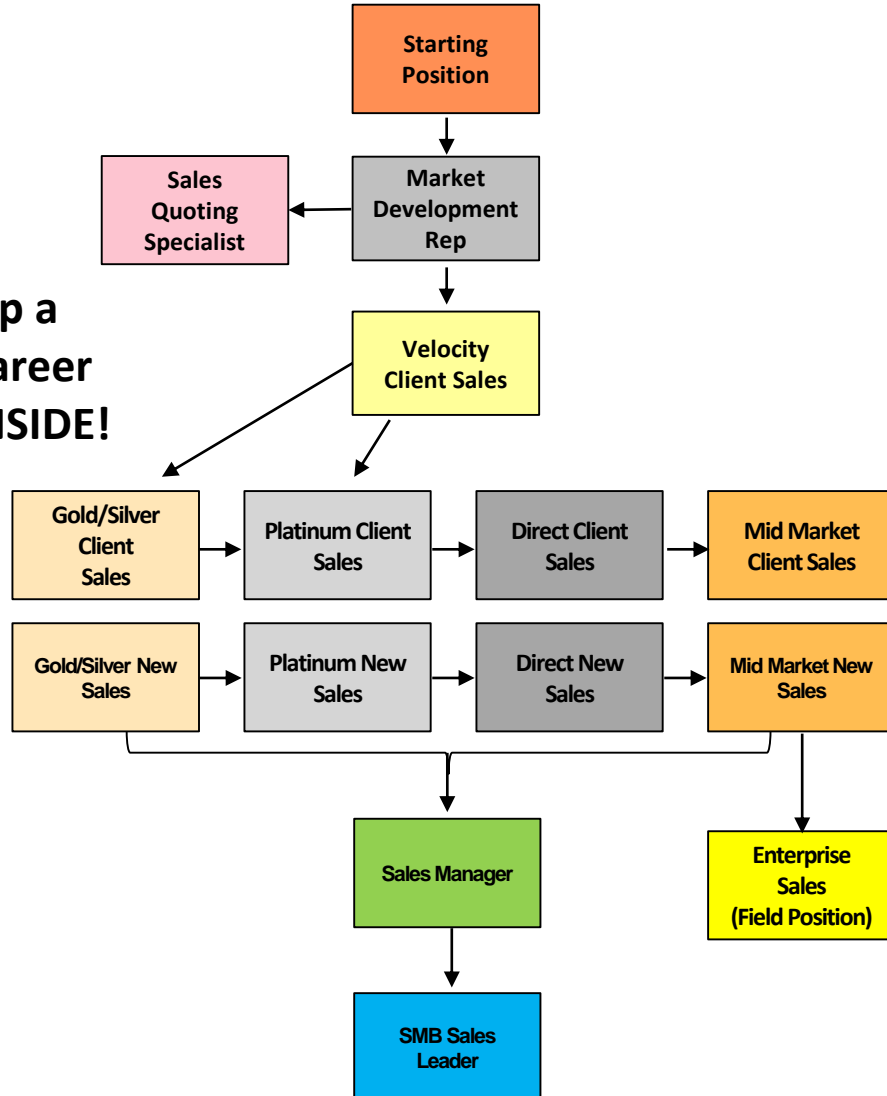
sjones@acmesports.com

FACTS:

- ✓ **45.15% open rate**
- ✓ **Received multiple responses**
- ✓ **Generated NEW orders**
- ✓ **Double digit increase in response rates**

Retention Grabbers

1. Develop a clear career path INSIDE!



2. Provide ongoing hands-on product, service, and sales skills training. Managers need to coach, not sell.
3. Take a critical look at compensation. This role is NOT entry level anymore. The informed buyer and technology drives *quota capabilities and increased sales capacity*.
4. Build respect for the role. This requires a culture shift for sales organizations that traditionally rely on field sales.

Why Women are Good at Inside Sales!

- Women are 25% more willing to prospect than men!
- Women outperform men and are more likely to be high achievers.
- Women tend to be more detail oriented and comfortable getting “to the heart of the need”.
- Women enjoy building trust, listening, and providing recommendations.
- The best salesperson should spend 20% of their time talking, and 80% of their time listening....



Your Homework - Some Quick Hits!

- **Try Personalized email campaigns.**
- **Increase number of customer “touches”.**
- **It takes an average of 18 contacts to finally connect with a customer.**
- **Average attempts: 1-3.**
- **Try something new: Ask your team to make 8-12 attempts within a two-week time period. Create a contest and measure the results!**
- **ASK your customers how they want to buy from you and make it part of a customer experience campaign.**

Thanks

Taking Action

1. **Contact us for a complimentary consultation!**
2. **Sign-Up for SalesGlobe News for Sales Professionals** www.salesglobe.com
3. **Book your sales effectiveness assessment with Salesglobe**
4. **Connect with me on LinkedIn and Twitter!**

Twitter: [@Michelleseger](https://twitter.com/Michelleseger)

LinkedIn: [/in/michelleseger](https://www.linkedin.com/in/michelleseger)

mseger@salesglobe.com

770-331-7531

info@salesglobe.com

