Building Scalable Inside Sales

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Starwind

Scope of deck

Inside sales unleashed

"The most recent Lead Management study found that over the past three years, inside sales grew at a fifteen times higher rate (**7.5% versus .5% annually**) over outside sales, to the tune of **800,000 new jobs.**

The term **"inside sales"** originally came about in the late **1980s** as an attempt to differentiate "telemarketing" (or "telesales" in the UK) from the more complex, "high-touch," phone-based business-to-business (B2B) and business-to-consumer (B2C) selling practices.

Telemarketing is often believed to have begun in the **1950s** by DialAmerica Marketing, Inc., reported to be the first company dedicated to telephone sales and services. By the **1970s** telemarketing was a common phrase used to describe the process of selling over the telephone - large-scale "blasts" to lists of names to try and drum up quick sales, usually while the family is sitting around the dinner table" © Forbes.

Inside sales are different. Well-thought and well-structured sales process where engagement with the customer happens virtually (i.e. without physical contact or real-life meeting) through various medias.

Benefits and limits of inside sales

Benefits:

§ **Lower expectations** in terms of rep's skill set and shorter onboarding time

§ **Sales Predictability**

- Processes vs talent

§ **Sales scalability**

- Team scalability
- Pivots

§ **Low Customer acquisition cost**. Inside sales teams can bring in new customers for 40 percent to 90 percent less than field reps, according to the Harvard Business Review.

§ **Ultimately better ROI**

Limits:

§ Deal size

§ Industry specifics
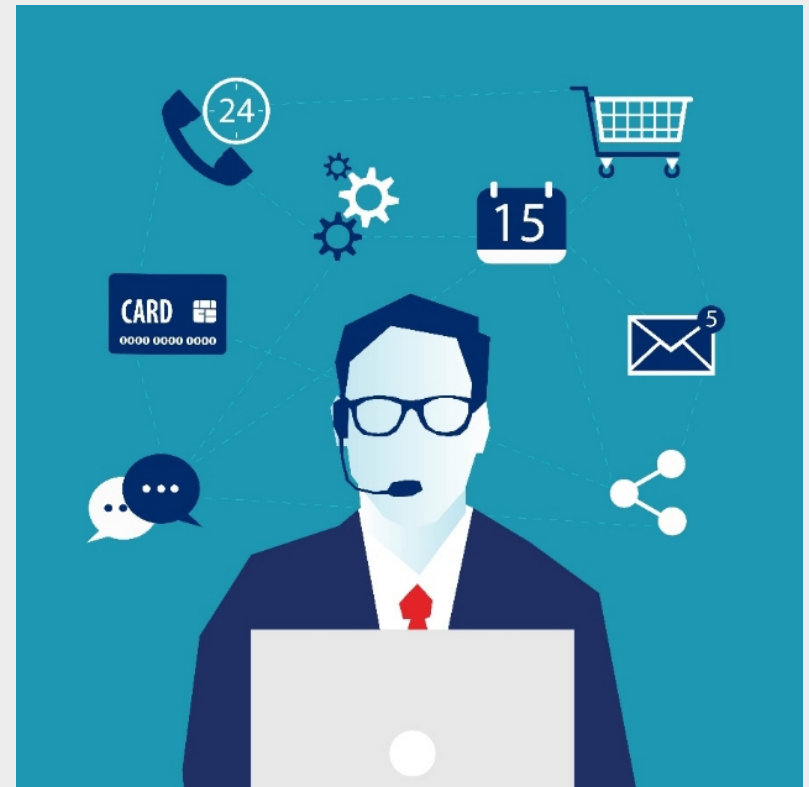
Bullet points of the inside sales process

§ **Lead generation**

- Rely on marketing or go proactively? I.e. is outbound still alive?

§ **Lead conversion**

- A webform simplicity and a balance.

§ **Lead nurturing**

- Touch your lead often. Remember Carnegie though.

- If not a customer than a reference

§ **Sale**

- Not always immediate goal. But always a strategic.

§ **Lead remarketing**

- Come back often but with a value

Inform

Educate

Involve

Validate

Convert

Keep Alive

Lead Nurturing Process

Crucial role of the web site

Web site is where the visitors are converted into the leads. Normally marketing activities aiming to bring yet unknown customer to the website where we **encourage** the visitor to share their personal information with us so **we can start interact with the customer directly.** Indirect marketing becomes direct.

But **"direct"** in a sense that we can now address needs of the concrete person versus talking to the imagined customer's portrait. It is still possible (and even presumed by the model) that **we will never meet our customer personally.**

§   What is **"good website"**?

§   Is there **one size** that fits all?

Numbers talk!

Sales is an art that can be measured with the numbers. Thus success is comparable and measurable and can be assessed by different KPIs.

There are monetary and non-monetary KPIs.

Monetary

- Pipeline
- Bookings
- Revenue
- Margins
- CAC, CRC, CLV

Non-monetary

- Ratios: MQL->SAL; SAL->OPPS; OPPS->WONS
- Leads received and processed
- Calls made
- You name it

CRM Software

CRM software is a category of software that covers a broad set of applications designed
to help businesses manage many of the following business processes:

§   Customer data and customer interaction

§   Automate sales

§   Track leads and contracts

§   Marketing and its effectiveness

§   Customer support

§   Support vendor/partner relationships

§   Employees and performance

§   Knowledge and training

§   Assets or resources

While CRM software is most commonly used to manage a business-customer relationship, CRM software systems are also used in
the same way to manage business contacts, employees, clients, contract wins and sales leads. Typically, CRM software is used in
the enterprise. However, many products scale and can be used in a business of any size © Webopedia

Big Data in CRM

What dashboards do we have in place?

§ Pipeline

§ Performance analytics

§ Won/Lost reasons

§ Leads analytics

§ Comparative dashboards

§ Ratios dashboards

§ Customers feedback

How it works at StarWind?

The sales process is the teamwork. Theory

General benefits of the teamwork:

§ **Creativeness and learning**. Ongoing brainstorming and ability to teach and learn by example are natural outcomes of the teamwork.

§ **A mix of the useful skills across the team**. One person, cannot possess all the necessary skills hence teamwork helps each member of the team shine at their best.

§ **Less stress**. If you can concentrate on the something, you are best doing you will have less stress at your workplace.

§ **Reduced absenteeism**. With less stress, you are reducing absenteeism

§ **Increased effectiveness and efficiency**

The main challenges any team leader or manager dealing with are:

§ Building the trust and communication lines

§ Choosing common objectives and conflicts management

§ Overcoming the ownership feeling and participation in the decision-making process

§ Find the best use for the diversity of the talents

§ Team spirit and team building

For a sales teams specifically we have two main tasks. Maintaining the pipeline is a critical activity. No pipeline today results in no sales tomorrow. But the sale itself not to be forgotten.

This duality suggests that separating of the responsibilities within the sales team can be beneficial and increase the efficiency of the sales processes.

Two main objectives of the rep are:

§   Closing the deals.

§   Building the pipeline.

Inside sale team structure

As a rep you have a dozen of deals on the march and all of them are on different stages. You can´t be on time everywhere. You want specialization. You need a team. An example team would consist of

§ **AE** (Account Executive, a team lead. This guy is closing)

§ **SDR** (Sales Development Representative. This guy is building the pipeline).

§ **One or two SDAs.** These guys work with the existing customers, CRM etc. etc.
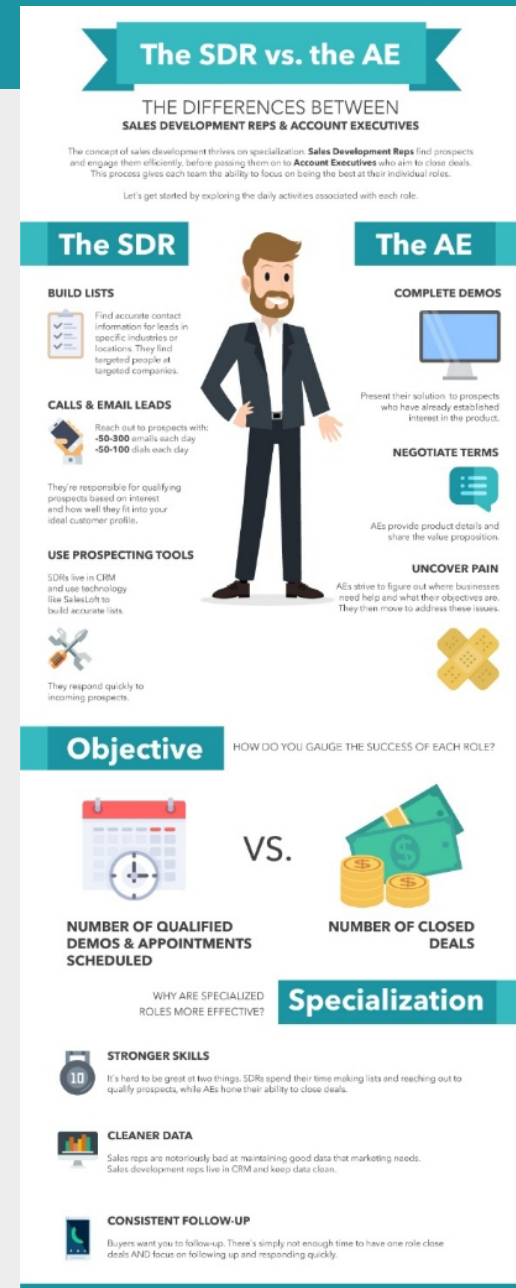
Inside Sales Rep compensation

The compensation of the sales rep can be either or mix of the salary, commissions and bonus. Performance based part is important.

§ **Salary** is not the best idea yet it happens

§ **Commissions** is normally a significant portion of the total compensation

§ **Bonus** is usually a part of more senior position's compensation unless you have a profit-sharing schema in place

The limits. Implications for employees and employers

You are not on your own, and whatever you are doing you are acting within the bounds of the society. In the work environment, the society is represented by the office and team. Sometimes the unsatisfying results of your work are the results of something that is beyond your control. On the other hand, as a manager, you should be aware and distinguish the individual performance driven problems from the systematic ones.

PERSON **+** **ENVIRONMENT** **=** **RESULT**

§ Core characteristics
§ Skills
§ Motivation
§ Values & attitudes

Organizational systems:
§ Pay and other rewards
§ Performance Management & Appraisal
§ Training & Development

Organizational context:
§ Culture, leadership, structure, etc.

Performance

Takeaways

Inside sales. Lean and effective

Inside sales is a process

Web site centric world

Numbers rule. CRM and its importance

Teams structure. Find your role

About lecturer

Art Berman, MBA

Art Berman is a successful serial entrepreneur who has founded a number of companies in the technology industry. Mr. Berman brings more than a decade of entrepreneurial experience building and advising successful software companies. Art has managed worldwide online sales and operations since 2003. Mr. Berman earned his Bachelor degree in Economics from Moscow International Business Institute in 1997 and Executive MBA in Edinburgh Business School - Heriott-Watt University in 2014.

Thank you!

Questions