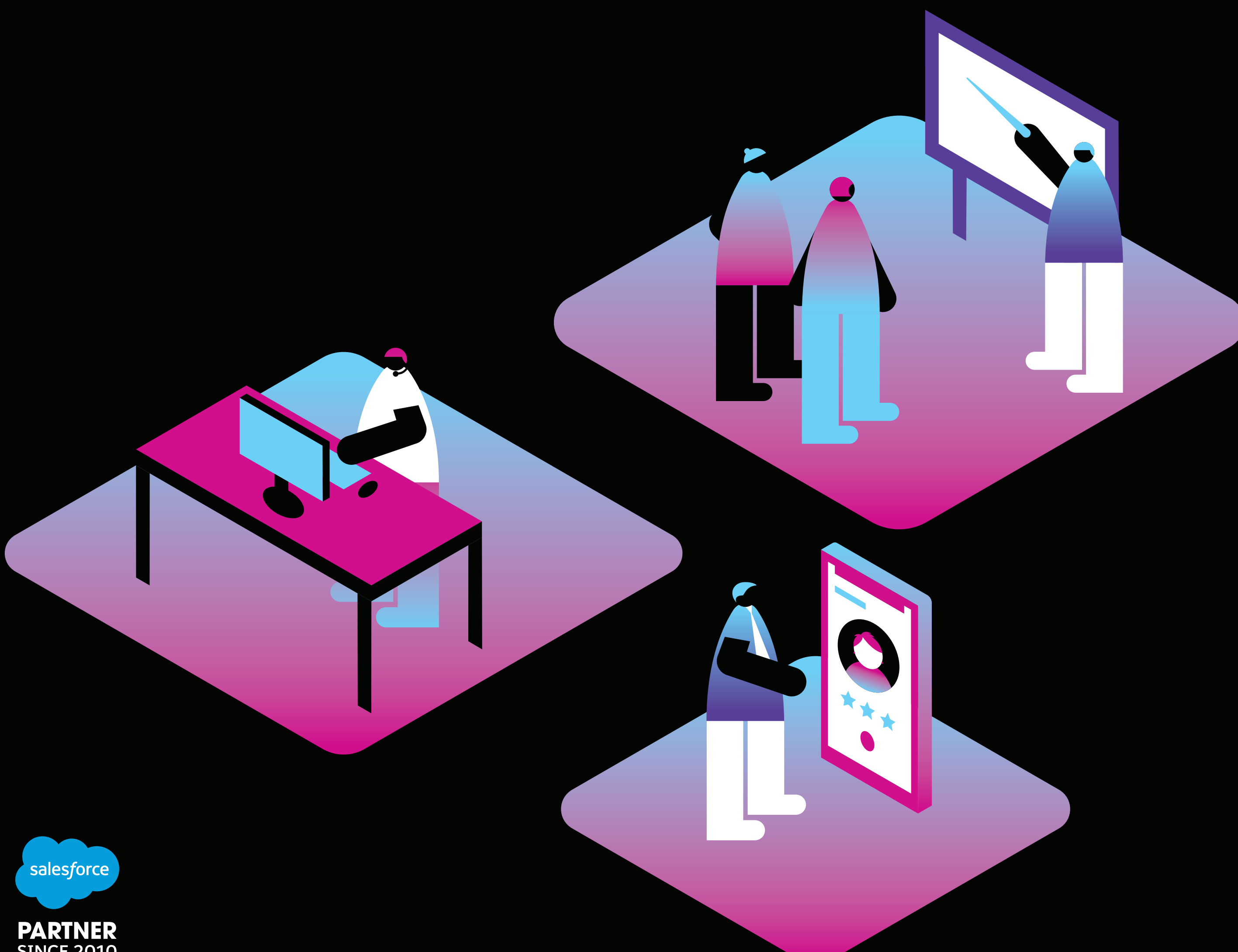
VONAGE

The Ultimate Guide to Inside Sales

Building Your Inside Sales Team

A GUIDE FOR SALES MANAGERS



salesforce
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Introduction

In 2021, having a powerhouse inside sales team will be critical to compete in a world in which where we work now matters far less than how we work. Ensuring your team is highly productive, engaged, and connected is more important than ever.

We'll be honest: this guide was written before the pandemic, but when we reviewed to update, we were struck by how much the core concepts have remained exactly the same. That's because what you need to build a strong inside sales team hasn't changed, regardless of where your team is working. If you're looking for a guide on how to stay connected with a digital contact center, this isn't it (although **we have that too**.) Instead, this guide will take you through the tried-and-true practices of how to staff, train, organize, motivate, and optimize your inside sales team for peak performance.

Who this guide is for

Are you a sales manager who's new to inside sales? Or, are you already running an inside sales team but just want to polish up your knowledge? You're in the right place. This was written for sales managers and anyone who wants to build and nurture their inside sales team. It's also valuable information for sales operations managers who license and deploy software to support inside sales teams.

Why did we write this guide?

We wrote this guide to share some of the insights we've collected over the years while developing our own sales team and working with insides sales organizations from companies around the world.

Vonage is one of the leading providers of **inside sales software**. We've worked with hundreds of insides sales organizations to deploy solutions that helped drive higher engagement rates and improved lead conversion.. For example, internet retailer **Six Pack Abs** cut training time down from 3-4 months to 3-4 weeks, increased the average number of calls made each month from just over 10,000 to 62,000 and increased deals closed per day by 127 percent. We also use our software for own insides sales team to drive the growth of our business.

What is inside sales?

If you're reading this, you probably know the answer, but here's a quick refresher: Inside sales is the process of selling products or services by a team of sales representatives over the phone, by email, or by other online channels. Inside sales reps generally serve as the "tip of the spear" and are often the first to engage with new prospects and represent your brand. They provide essential product information, answer questions, and qualify new leads before handing them over to a more experienced account executive. Inside sales managers recruit, train, and coach teams of inside sales representatives and are measured by the number of calls made, leads engaged, meetings booked, and opportunities created.

As a result of the pandemic, every company is leaning heavily on their inside sales teams to make more connections with prospects. This makes it even more important to have the best processes, tools and technology at your disposal to stand out in the crowd. As businesses are now looking for new ways to improve conversion rates at all stages of their sales funnel, one of the most effective ways to build more pipeline is to build and nurture a skilled inside sales team.

Did you know
that just five minutes of preparation prior to calls boosts success by 88 percent?

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CHAPTER 1

Sales Development

Identifying Your Inside Sales Roles

The sales process, in the same way as any other process, benefits from specialization. When you allow your inside sales team to find an area of focus that best suits their skill set and help them refine their process, they will flourish in their new sales roles.

When you consider how to build and expand your inside sales team, it is important to have clearly defined sales roles within the team. It will help guide your hiring process, performance targets, pipeline mapping, on-boarding, and training programs.

Consider carefully if your inside sales team is likely to field inbound calls or whether they will be making outbound prospecting calls as well. Are they likely to spend most of their time trying to find new customers and prospects, or will they be working with existing customers and looking to up-sell and cross-sell?

When defining key inside sales roles, many organizations align themselves around answering a set of key questions from prospects:

- Why do anything?
- Why do it now?
- Why do it with us?

If you include customer success and account management you may also add:

- Why continue to work with us?

Sales development (or inside sales) activity can be centered around answering the first question and to some extent a portion of the second. Your account executives can then pick up and address the question of "why do it with us?"

Give Your Teams More Focus Through Specialization

The sales process, in the same way as other processes, benefit from specialization

Specialize your four core sales roles

The skill set to uncover and follow up on leads is different to the skill set required to explore prospects needs and explain why your solution addresses particular requirements. Both of these roles are different to the role of working with customers to make sure they get the best return on their investment in your solution.

Recommendation

Find what your team members are good at and wherever possible allow them to specialize in that area, they will reward you for it.

Many businesses have traditionally used a ‘sales handles everything’ approach. However, that practice has evolved. Organizations today realize they can improve performance by using telemarketers to qualify and discover leads and a sales team to close business. Many businesses organize their teams into four key sales roles as illustrated here:

1. Qualifiers

Sales Development Outbound Reps

Outbound reps work through lists of assigned contacts and businesses. They align with objectives such as talk time, calls made, meetings booked, and successful hand-offs to account executives. Outbound reps are critical to uncovering new opportunities.

2. Qualifiers

Sales Development Inbound Reps

In conjunction with working on outbound tasks as detailed above, this team follows up on leads that have proactively engaged with your business—those that may have downloaded a piece of content from your website, requested a quote, or called your toll free number.

3. Closers

Account Executives

These are the closers of your sales team. Often aligned to key geographical or vertical markets, they are skilled at educating prospects, objection handling, and negotiating service agreements. Account executives will work opportunities found by outbound reps through to closure and oversee all elements of the sales transaction.

4. Farmers

Customer Success / Account Management

Once deals are closed, new customers are introduced to your customer success team. This part of your sales team retains customers by ensuring they get the most from your product and services and then upsells by demonstrating the value of new products and services.

1 & 2 - QUALIFIERS

SALES DEVELOPMENT

1. Outbound Reps
2. Inbound Reps

Qualified Opportunities

3 - CLOSER

Account Executives

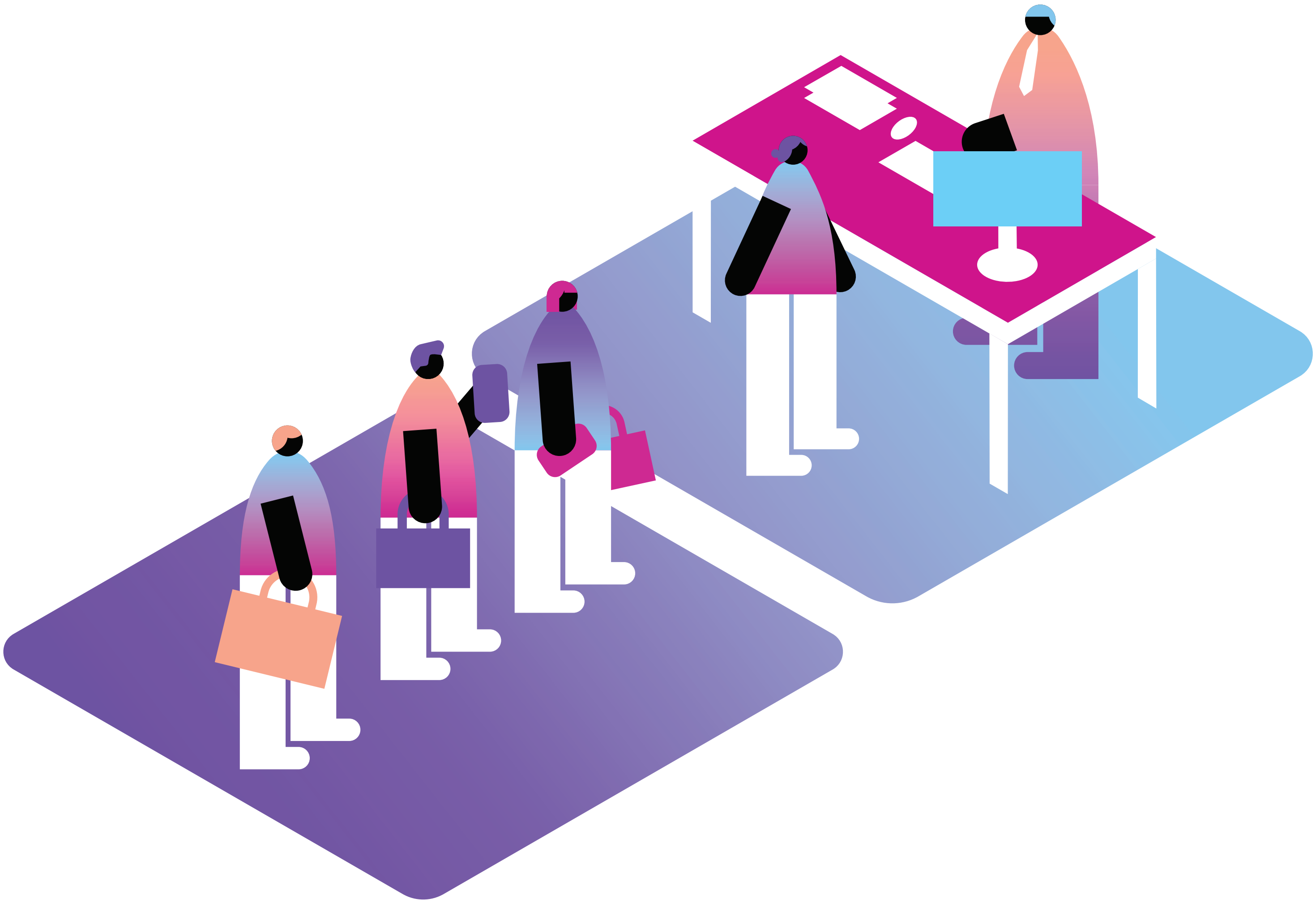
New Customers

4 - FARMERS

Customer Success / Account Management

CHAPTER 2

Inside Sales Recruitment



Once you understand the structure of your inside sales teams, it is time to recruit the right people and develop them to be the best they can be.

It is important to give your sales development team something to work for and ensure that you have the right people in place. To create a great inside sales team, you should promote from within whenever possible and champion progression and development as your key objectives.

Businesses often split their sales teams into three key sales roles:

- Sales Representative (SR)
- Enterprise Business Representative (EBR)
- Account Executive (AE)

Ultimately the aim is to progress SRs to EBRs and EBRs to AEs. Our experience at Vonage has shown that the most successful AEs started their careers as SRs. The knowledge they acquire about our solution as they progress through sales roles means they make immediate impact in more advances roles. This process also helps to minimize on-boarding costs, which helps maximize ROI.

SR and EBR recruitment is one of the most important activities in the sales organization. At Vonage, we typically expect to move our SRs into EBR roles within 12-18 months. We anticipate EBRs to climb to the AE level within a similar time frame.

Sales Recruitment

Begin by cataloging all the necessary skills and credentials that you would expect to see for each of your sales roles. Then, work with your HR department (or a sales recruitment agency) to curate attractive job descriptions, determine where you want to advertise, and find the talent that you need.

Work with your marketing department to update the website careers page to make sure it showcases an attractive work environment and a strong company culture. Ideally, you should also highlight the opportunities to receive sales coaching and career development within your inside sales team.

Consider your sales recruitment process thoroughly. Each individual hire is strategically important as you must find the right balance of skills and personalities. Here is a handy step-by-step guide to follow that will help you build your own unique process:

1. Start with profile screening.
2 Consider using personality surveys and personality profiling to categorize candidates.
3. For more strategic hires conduct behavioral panel interviews that draw from different departments and seniority levels within the business
4. Look to engage with many different interviewers including execs, stakeholders, managers, and even other sales reps
5. Create an evaluation template to keep scoring and evaluation criteria consistent
6. Assess candidates on key characteristics that you are looking for as well as things such as their preparation, cultural fit, industry experience, and past sales success
7. Finish your evaluation by asking each potential candidate to describe a recent selling situation, task, action, and result.

Here are three things
you simply have to know about your new inside sales rep.

Recommendation

Don't be afraid to be overly picky with your candidates. Knowing you have recruited the right person for the role will always outweigh taking a risk.

CHAPTER 3

Sales Coaching and Career Development

For your business to succeed, there must be a constant drive to improve sales skills and effectiveness through sales coaching. You must establish processes and a structure to your inside sales teams' day to make it easy to plot their progress and improve their productivity over time.

Onboarding Process

- Create a curriculum for sales coaching based on the sales skills you want your inside sales team to acquire.
- Set realistic expectations for when you anticipate your inside sales team to complete the program.
- Orient all new-starters within the team and make sure that they understand who to go to for what.
- Assign peer mentors for new starters. They will act as a confidant and a source for information about things are done.
- Review your sales process playbook with your team. Make sure they are comfortable with the way you sell.

Make sure to provide in-depth training and sales coaching on your products and services. Remember that your inside sales reps will be the first people with which your prospects interact. They need to understand what you sell and how to quickly communicate your key value proposition. At Vonage, we put all new SRs and EBRs through a rigorous sales coaching and onboarding "boot camp" where they:

- Learn about our products and services.
- Practice communicating key product messages over the phone and through email.
- Understand how to properly qualify new leads based on B.A.N.T (Budget, Authority, Need, and Timing).
- Learn our sales process and the day-to-day mechanics of using Vonage Contact Center for Salesforce to place calls, respond to inquiries, and track leads.

People / Career Development

Your inside sales team development is an ongoing process. To get the most from your sales team, and every opportunity, constantly evaluate your team and consider deploying some of these tactics:

Lead interactive conversations around relevant topics, like competitive positioning and product features and benefits

Implement "lunch and learn" sessions

Bring in leaders and subject matter experts to conduct educational sales coaching sessions

Invite outside sales representatives to present to your inside sales team

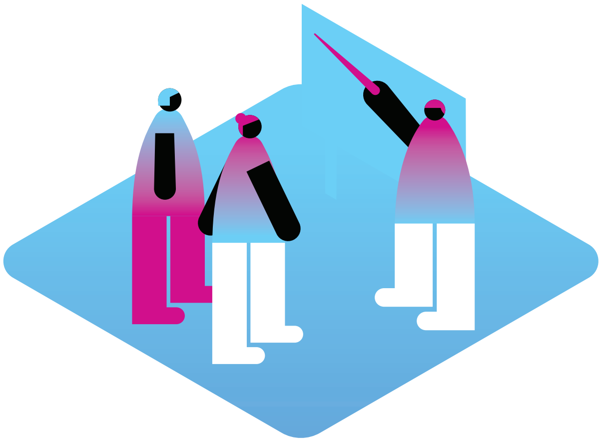
Invest in formal sales training

Always be quick to educate on new products and messaging

Ask staff during annual reviews to highlight key areas for improvement

Conduct career path planning with your sales team and help them achieve their goals

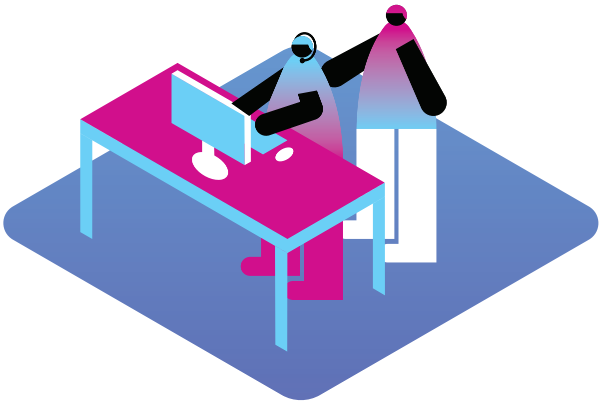
There should always be a next-step and a goal for your team members to accomplish and achieve. This will help provide constant motivation and push them to improve their technique and performance and ultimately deliver more value to your business.



Inside Sales Coaching

You should coach all of your inside sales team on a consistent basis. This is a key management task, and when conducted effectively will make a huge difference to your teams' performance.

Monitor and participate in calls with your sales teams regularly, and make sales coaching an integral part of the company culture. At Vonage, we use our own technology to track, monitor, and report on key performance indicators (KPIs) across our sales operation. For example, supervisors can make simple notes against call recordings that link directly to the activities inside Salesforce. This simplifies the arduous task of finding good quality calls and improves the ramp time of SRs significantly.



Look to provide feedback to your inside sales team in as timely a fashion as possible. Try and coach regularly enough that calls are still fresh in their minds. Use your dashboard metrics and reports in conjunction with feedback from the sales rep to run tailored personal sessions that look to address key areas for improvement. Discuss training roadmaps, and demonstrate how they are going to progress and improve.

Help your team members to help themselves where possible. Show them where to find examples of best practices, and point out the go-to experts on the sales floor for particular challenges and topics.

Above all else, keep communicating with your team in an open and honest way about your commitment to their individual success, and be quick to point out progress and address development gaps.

Recommendation

Work with other areas of the business to create a consistent and thorough training program for all your new starters to help them learn your product and your processes as quickly as you can.

CHAPTER 4

Inside Sales and Your Sales Funnel

With your inside sales roles established, the hiring process delivering the right candidates, and your coaching methodology accelerating them to profitability, it's time to build your sales funnel and measure success. In order to measure and track success, you need to have processes and stages in place where results are tangible and measurable.

Mapping Out Sales Funnel and Measuring Success

Once we had established roles and our recruitment and progression routes, we needed to implement ways and means of tracking and measuring our success as a sales organization.

You can see that we think of sales activity as falling into two distinct categories.

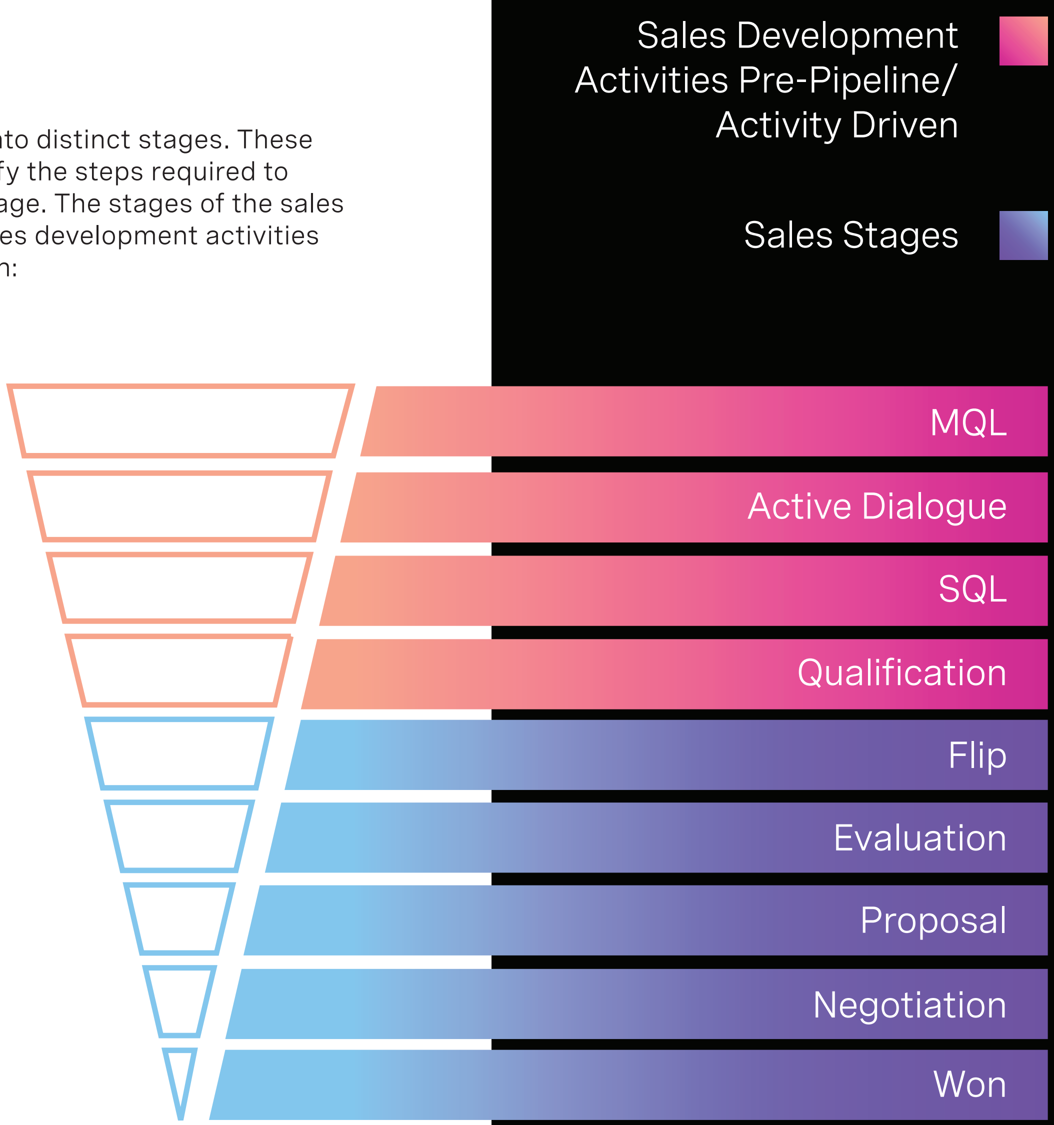
Top of the funnel

Sales development activities

Bottom of the funnel

Sales stages

The sales funnel can be split into distinct stages. These stages are separated to identify the steps required to move prospects to the next stage. The stages of the sales funnel clarify at what point sales development activities finish and sales activities begin:



1. Top of the Sales Funnel: Pre-Pipeline Stages

1. Contacts

This is your entire database of "known" leads. If you are using a marketing automation system like Marketo, you may also have a database on "anonymous" leads. These are visitors to your web properties that your marketing automation system is tracking but have yet to fill out a form or provide contact information through another means.

2. Marketing Qualified Lead (MQL)

A marketing qualified lead is a contact that has demonstrated an interest in your products or services and therefore is displaying some buying signals. Your inside sales team should follow up with these leads quickly with the intention of booking a meeting to discuss their needs and requirements.

3. Active Dialogue

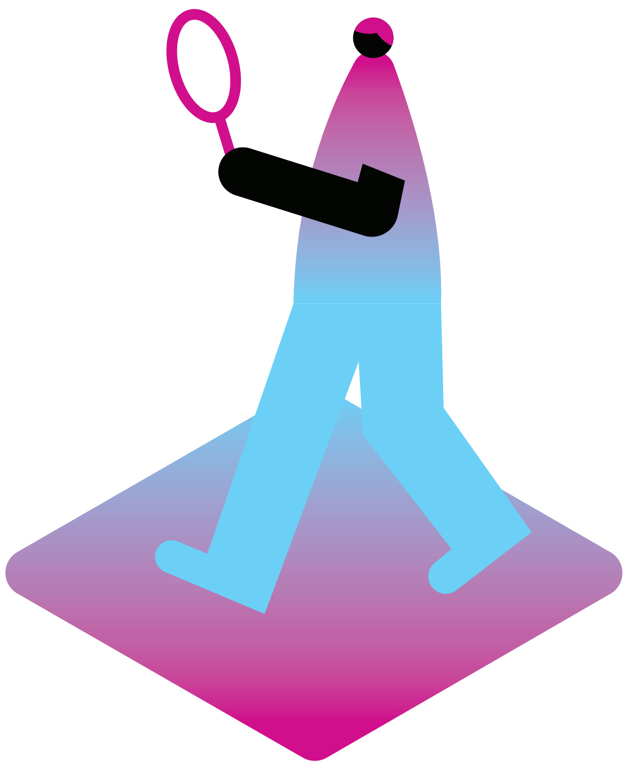
At this stage, an inside sales rep will develop a rapport with the contact and open up dialogue where information is shared by both parties. Aim to understand requirements and qualify the prospect for B.A.N.T. The purpose of the active dialogue process is to establish an initial answer to our first question—why do anything? And to lay the foundation for our second question—why do it now? This is where questioning techniques are of vital importance and coaching through listening, evaluating, and playing back calls to SR's pays dividends.

If the SR determines that the prospect is qualified, their goal is to set up a more in-depth meeting with an account executive. During that, or a subsequent meeting, a full demonstration targeted to their specific needs may be given.

4. Opportunity Qualification: SQL or Sales Qualified Lead

During this final step of pre-pipeline, your sales development reps qualify the prospect further and develop the lead into a full opportunity. SRs gain further understanding of a prospects' needs and secure access to the people and the time needed to continue a meaningful dialogue about the solution. At the end of this process we can answer our first two questions—why do anything and why do it now?

This stage will involve a member of the account executive team, and it will be fully determined if the opportunity should be moved from pre-pipe to the pipeline.



2. Bottom of the Sales Funnel: Pipeline Stage

1. Discovery: Flip or Pipeline

Flips are leads that have "flipped" to become real opportunities and are then added to the sales pipeline. This stage in the funnel is called "discovery."

The discovery phase is the point at which an opportunity enters the sales pipeline, and we start to address the third question—why do this with us? The aim here is to dive into the technical aspects of the opportunity and gather as much information about use cases, individual needs, and business processes as possible. The more you know about your prospects, the more effective and targeted your proposal will be.

2. Evaluation

Once you have acquired as much information as possible from the prospect, you need to evaluate their needs against your product specification:

- Does it do what they are looking for?
- How might it work in the future?
- How could you improve on their current systems?
- What products and features are they likely to need?
- How does the pricing structure look?
- At this stage you want to answer all their key questions and remove any doubt.

3. Proposal

After the evaluation stage of your sales funnel, you will formulate a proposal. Proposals should always focus on the value that your solution and/or service will deliver to the prospect and demonstrate how your solution will resolve all their key challenges.

4. Negotiation

The negotiation stage of the sales funnel is where the terms of the agreement are negotiated. This will likely include pricing, timelines, services, support, and other terms that must be agreed upon in order to sign a contract.

5. Closed Won

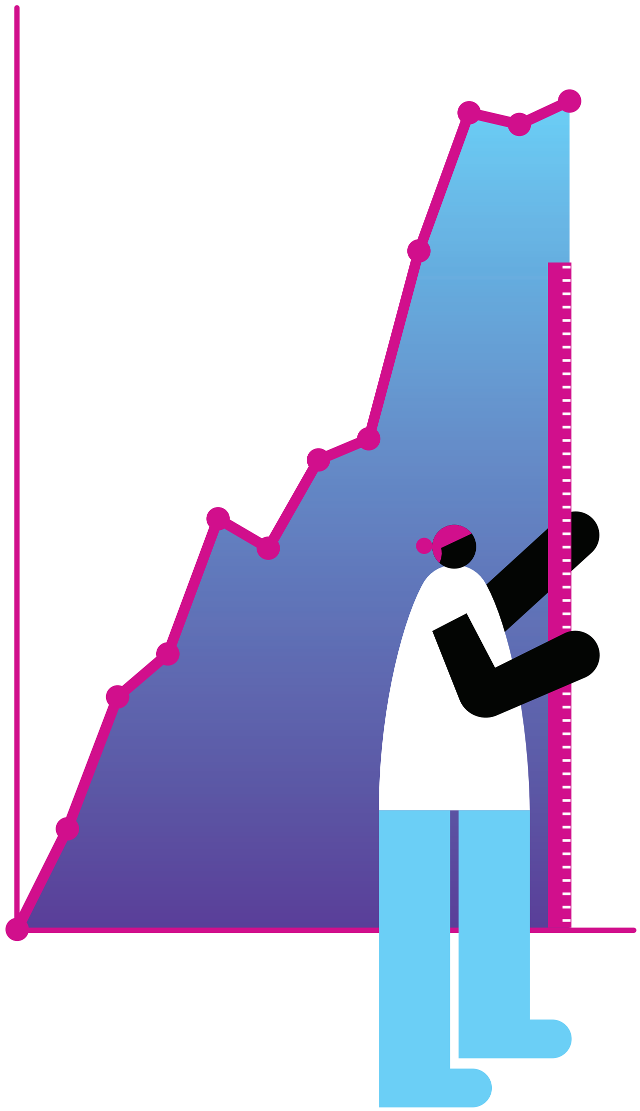
At this stage in the sales funnel, all open issues have been addressed, terms are agreed to, and a final contract is signed.

Measuring Success: SR Sales Development

It is easier to measure what works well and what needs to improve when you separate the sales funnel into sales development and account executive activities.

In order to maintain the levels of success you require, one-on-one sessions are extremely important. Below are a few key areas we work through with our SRs to improve individual performance:

- **MQLs:** Are we processing the MQLs quickly?
- **Check old opportunities:** Are we calling back at the right time?
- **Salesforce views:** Are the call lists and views the most appropriate for the SR?
- **Recycle:** Are there common reasons for recycling that are related to the SR more than the quality of the MQL?
- Have the SRs made calls and sent emails relating to events and campaigns?
- **Targeted emails:** Ask (1) is the SR sending out enough emails, (2) are they of the right quality, and (3) what is the response rate?



Are you a Salesforce user?

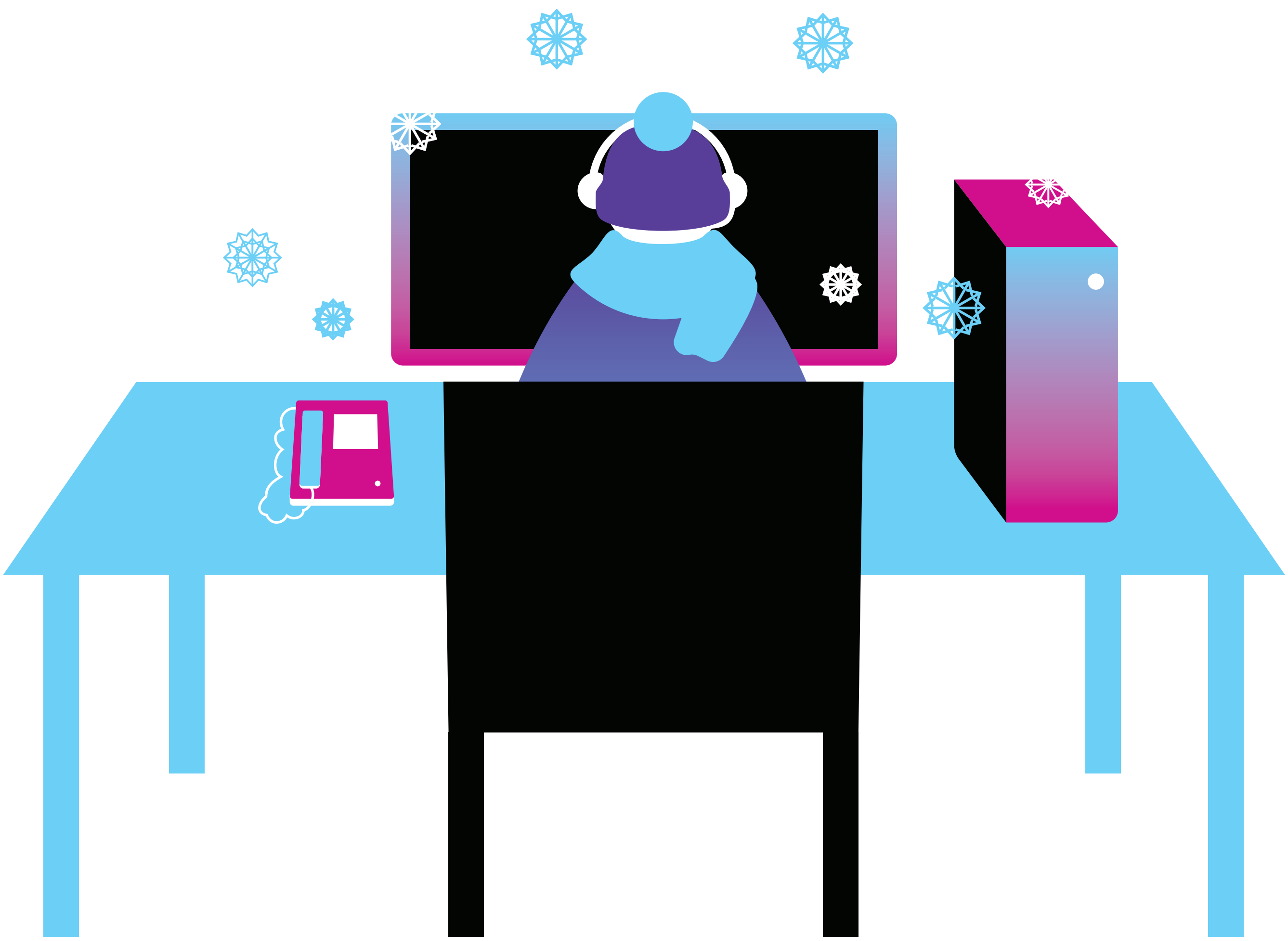
If so you have to check out our guide on how integrating your phone system with Salesforce boosts sales performance.

Recommendation

Be sure you are measuring the right things. This helps you clearly map what success looks like for you.

CHAPTER 5

Cold Calling for Inside Sales: How to Structure Your Team's Daily Activities



It is paramount that you create a well-planned and structured day for your inside sales teams. It ensures everyone knows what they should be doing and that new hires have a clear view on expectations.

Outlined below are two examples of how to structure your sales and enterprise business representative's day. The cold calling activities outlined below include:

- Following up on high priority website requests—for example a "contact us" or "request a quote"
- Calling and emailing MQLs
- Following up with event attendees
- Making cold calls to non-MQLs—for example to invite them to an event

A word of advice, don't stick to these to the letter, there are always variations in any given work day. Allow some freedom for your sales teams otherwise they will be unhappy.

Sales Representative Daily Cold Calling Planning

Key things to analyze for cold calls are volumes, call duration, and the nature of the outbound calls. This allows you to use the schedule as a recommendation rather than a strict template that has to be followed to the letter. It gives your SRs more freedom and a sense of responsibility for their own results.

With the schedule, your team has sufficient time to work through the required volume of MQLs and then examine those MQLs that are recycled to ensure the scoring criterion for leads is accurate and works effectively.

Here at Vonage, in the last 12 months, by analyzing our cold calling criteria, we have increased the number of MQLs that make it through to our pipeline by over 50 percent. This has been invaluable and something we strive to improve each month.

Fig.1 (page 19)

Enterprise Business Representative Daily Cold Calling Planning

It is a good idea to implement a similar EBR cold calling schedule for continuity through progression of SR to EBR. The same basic principles should apply. Remember, this is a recommendation and should be optimized through performance tracking. It can also be used as a tool to provide sales coaching where appropriate.

The EBR role is more targeted and focused on key accounts and activities. The cold calling activities in this schedule are often led by marketing campaigns with a particular focus on a set of specific accounts.

A key tip for your EBRs is to combine them into teams to so you can run multiple campaigns at once. This keeps their activities varied and provides a healthy element of competition too, helping to keep them motivated. Check out the chapter on gamification later in this guide for more information on how to introduce healthy competition and build best practice behaviors.

Fig.2 (page 19)

Cold Calling 2.0: Daily Structure for an SR

We believe structure is fundamental to our success. It gives new starters a clear view on our expectations and provides all our SRs a consistent development program. **Fig. 1**

<table>
<tr><th></th><th>MONDAY</th><th>TUESDAY</th><th>WEDNESDAY</th><th>THURSDAY</th><th>FRIDAY</th></tr>
<tr><td>8:30 - 9:00</td><td>Prepare for calling</td><td>Prepare for calling</td><td>Prepare for calling</td><td>Prepare for calling</td><td>Prepare for calling</td></tr>
<tr><td>9:00 - 10:30</td><td>Calling (9:30 - 11:00)</td><td>Calling</td><td>Calling</td><td>Calling</td><td>Calling</td></tr>
<tr><td>10:30 - 10:45</td><td>Break</td><td>Break</td><td>Break</td><td>Break</td><td>Break</td></tr>
<tr><td>10:45 - 12:00</td><td>Calling</td><td>Calling</td><td>Calling</td><td>Calling</td><td>Calling</td></tr>
<tr><td>12:00 - 13:30</td><td>Review calling/lunch</td><td>Review calling/lunch</td><td>Review calling/lunch</td><td>Review calling/lunch</td><td>Review calling/lunch</td></tr>
<tr><td>13:30 - 15:00</td><td>Team meeting/training/research/121's/internal meetings</td><td>Calling</td><td>Calling</td><td>Calling</td><td>Calling</td></tr>
<tr><td>15:00 - 15:15</td><td rowspan="2">Calling</td><td>Break</td><td>Break</td><td>Break</td><td>Break</td></tr>
<tr><td>15:15 - 16:30</td><td>Calling</td><td>Calling</td><td>Calling</td><td>Calling</td></tr>
<tr><td>16:30 - 17:00</td><td rowspan="2">SFDC admin and prepare top 3 to dos for tomorrow</td><td rowspan="2">SFDC admin and prepare top 3 to dos for tomorrow</td><td rowspan="2">SFDC admin and prepare top 3 to dos for tomorrow</td><td rowspan="2">SFDC admin and prepare top 3 to dos for tomorrow</td><td>Admin and prepare top 3 to dos for Monday</td></tr>
<tr><td>17:00 - 17:30</td><td>Home early, if weekly targets achieved</td></tr>
</table>

Cold Calling 2.0: Daily Structure for an EBR

For continuity through progression of SR to EBR, we implemented a similar daily schedule for our EBRs. The same principles apply too, in that this is a recommended schedule supported by our ability to track activity and coach where appropriate. **Fig. 2**

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:30 - 9:00	Email/plan day	Email/plan day	Email/plan day	Email/plan day	Email/plan day
9:00 - 11:00	Priority calls/calling	Priority calls/calling	Priority calls/calling	Priority calls/calling	Priority calls/calling
11:00 - 12:00	Bashos/general emails	Bashos/general emails	Bashos/general emails	Bashos/general emails	Bashos/general emails
12:00 - 13:30	Meetings with AEs/ lunch	Review calling/lunch	Review calling/lunch	Review calling/lunch	Review calling/lunch
13:30 - 14:00	Priority calls	Priority calls	Priority calls	Priority calls	Priority calls
14:00 - 16:00	Calling	Calling	Calling	Calling	Calling
16:00 - 17:00	• Research for Bashos/ Vitos • Finding contacts for accounts • Social	• Research for Bashos/ Vitos • Finding contacts for accounts • Social	• Research for Bashos/ Vitos • Finding contacts for accounts • Social	• Research for Bashos/ Vitos • Finding contacts for accounts • Social	Vertical research, blogs, to follow, news, etc
17:00 - 17:30	SFDC admin and prepare top 3 to dos for tomorrow	SFDC admin and prepare top 3 to dos for tomorrow	SFDC admin and prepare top 3 to dos for tomorrow	SFDC admin and prepare top 3 to dos for tomorrow	Home early, if weekly targets achieved

What you will notice however, is the greater focus and emphasis on more targeted activities. These targeted sessions are often led via campaigns with particular focus.

Cold Calling 2.0: Cold Calling Emails

Your inside sales teams should structure their day to maximize calling efforts. They should also allow time for training and meetings, as well as cold prospecting emails. Detailed below are three types of emails with corresponding target audiences. Some emails target corporate executives while others are intended for department heads and managers.

These emails should form a part of your prospecting strategy, particularly when you are looking at targeting specific accounts and markets.

Basho Emails

Definition: Highly targeted, should take 15 minutes to write plus 30 minutes' research of company. The aim is to seek referral to the right person in the company.

Audience: C-Level

Target type: Target accounts

Target Emails

Definition: From template with customized intro based on research on their website, Google alerts, or news. Add relevant vertical references, too. The aim of this email is asking for conversations.

Audience: Direct reports of C-levels, Directors (U.K.), VPs or Head of (U.S.), Managers

Target type: Target accounts

General Automated Email

Definition: Short email without a specific target. Contains relevant links in signature. It is asking for a referral to right person to speak to. Do not follow up general emails with a call unless they respond to the email and highlight who to talk to.

Audience: Direct reports of C-levels, Directors (U.K.), VPs or Head of (U.S.), all new contacts—particularly from third-party data source

Target type: Cold accounts

Basho (or Haiku) is a form of structured Japanese poetry. A Basho email is a highly-structured email to a very specific person containing relevant information and a suggestion of why this should be useful to the recipient. The aim is for a referral to C-Level direct reports, issued from a C-Level target.

Target emails are less specific than Basho emails and are directed slightly lower down in the organisation, asking for a conversation.

General automated emails ask for a referral to the right person to speak with and can be sent en-masse.

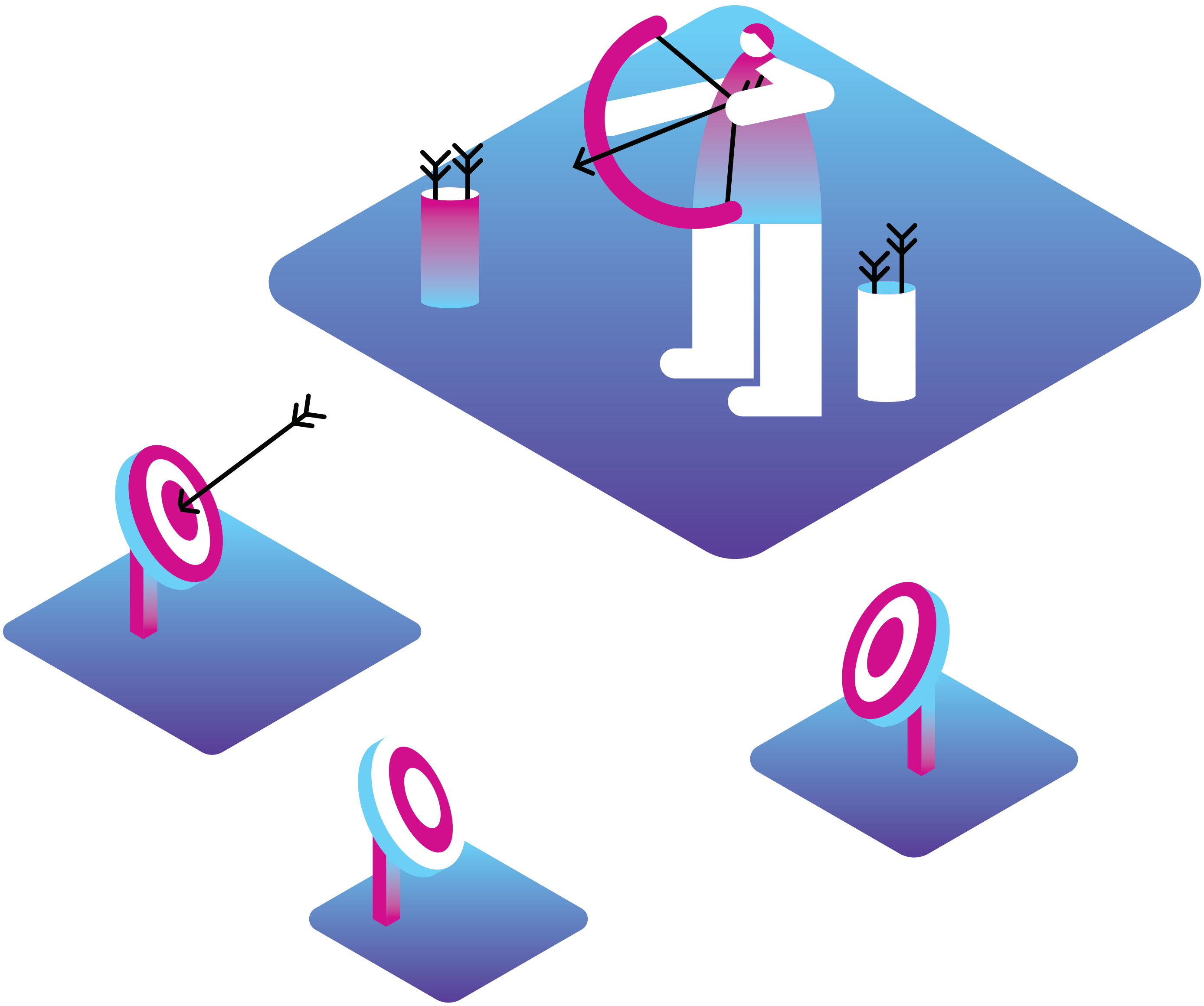
Avoid relying on one particular audience or tactic too heavily, and rotate between these methods on a rolling cycle.

Recommendation

Look at inviting your marketing department or your copywriters to help your sales teams improve their email writing and persuasive copy, particularly when it comes to subject lines.

CHAPTER 6

Sales Target Accounts: Tailoring Communications to the Right Person

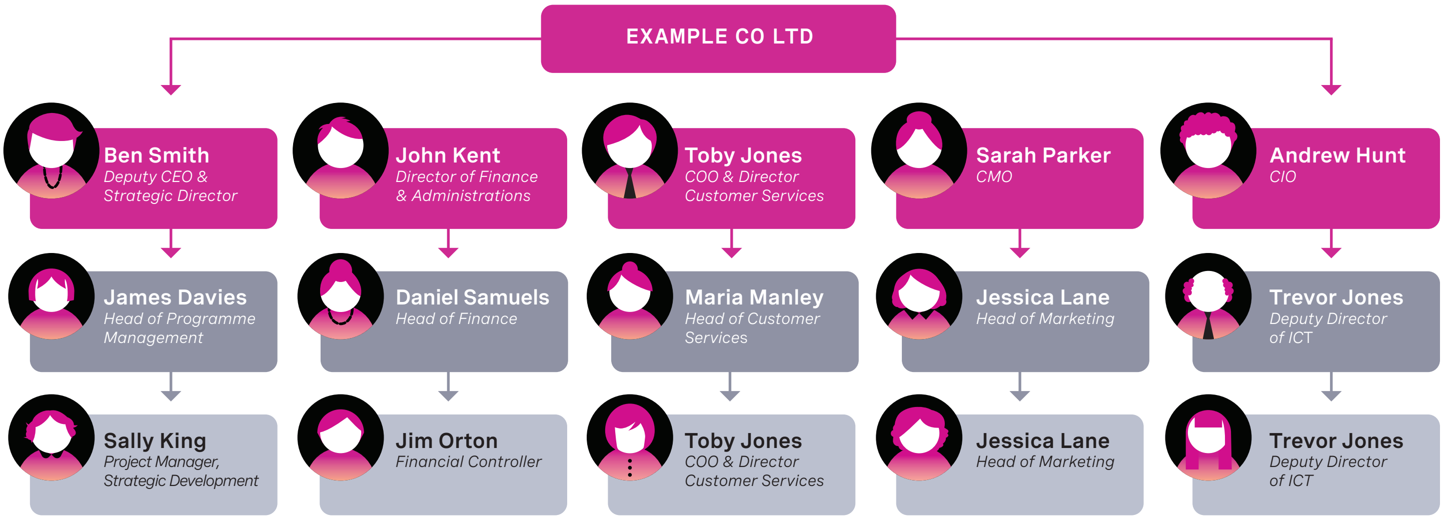


It is imperative today that your inside sales team use their time effectively. The last thing any sales manager wants is for their inside sales team to waste valuable time and effort chasing the wrong accounts or the wrong people at those accounts. Define your target accounts. It is a critical segmentation exercise for your inside sales organization that must be done regularly. Once you've defined your set of target accounts, you must then understand the organizational structure within those accounts so that you can appropriately customize your communications.

We recommend that your EBR team devote a portion of their time to understanding the organizational structure of their target accounts as shown in the example shown below. After this is done, they will be able to use the various types of emails defined in the prior section to target specific people within the organization. Also, by understanding the needs and pain points of various people in various roles, they can further customize their communications. For example, a director of finance will be more interested in the cost savings provided by your product or service while the chief information officer is likely to be more interested in things like security or reliability. Additionally, by understanding the "org chart" within your target accounts, your EBRs will also be able to determine who the real decision makers are as opposed to which people serve as recommenders and influencers.

Target Account Mapping

The message schedule for our EBRs is augmented by making sure we are delivering the most appropriate messages based on function and seniority. Experience shows tailoring communication on this basis is more effective than blanket messaging, and while this will come as no surprise to you this is why we suggest an hour per day is taken to research organizations they will write to and call.

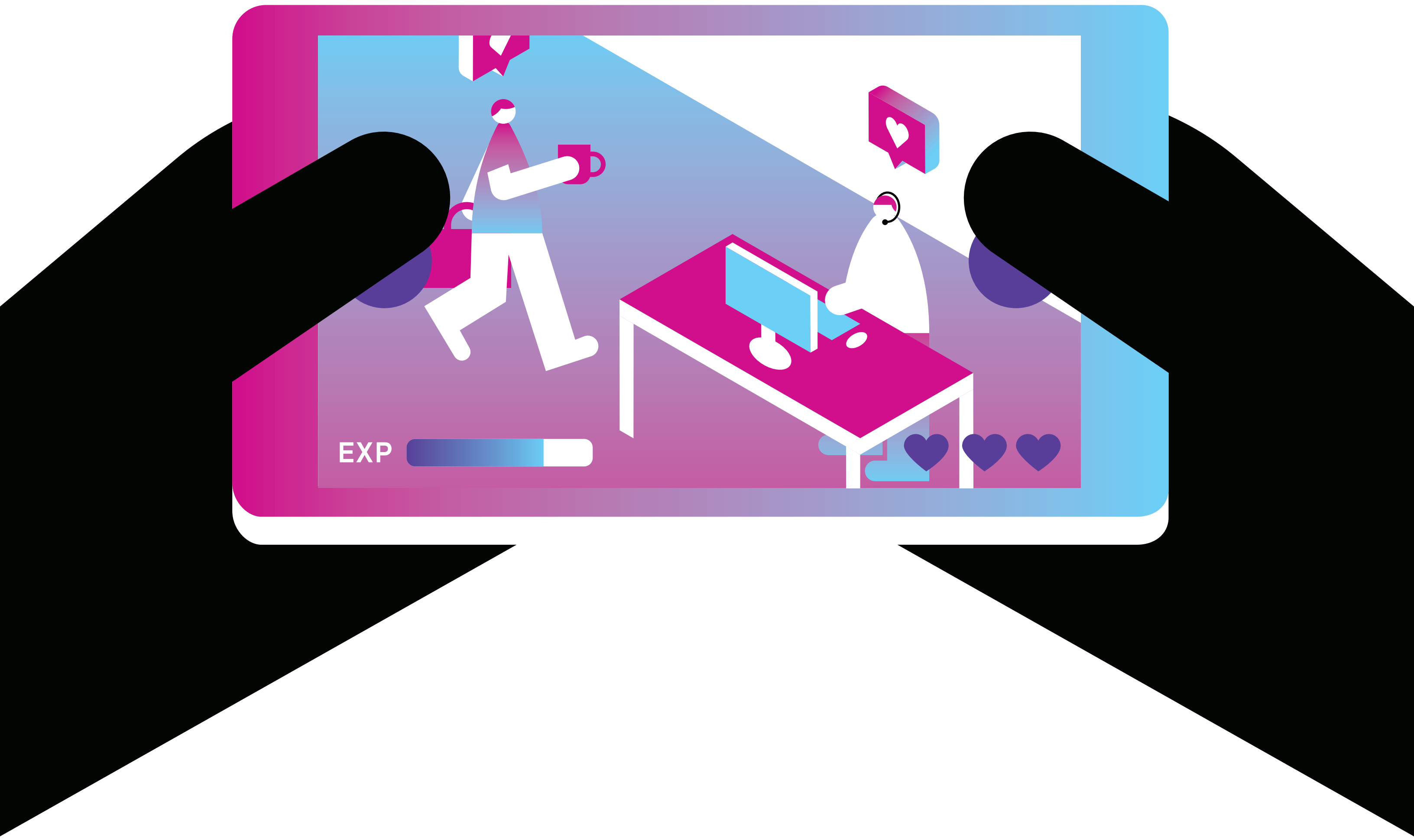


Recommendation

Where possible, purchase your sales team premium Linkedin accounts and show them how to research properly using the platform and the web.

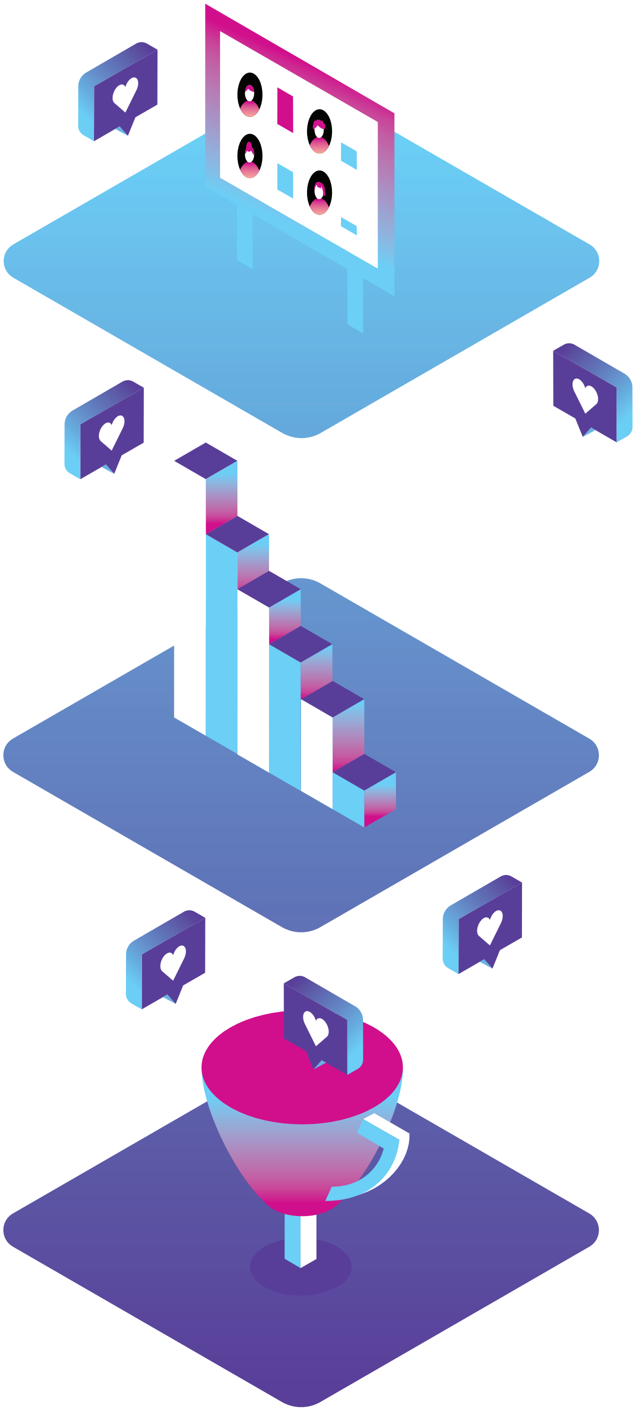
CHAPTER 7

Sales Motivation and Gamification: Incentivizing Inside Sales



A key challenge for sales managers is keeping inside sales teams motivated and driven. The very nature of sales cycles means that energy levels fluctuate wildly as the success or failure of deals has a huge impact on morale.

When you find a way to maintain energy and excitement and instill a healthy competition between inside sales reps, you increase productivity significantly and create a positive work environment.



Sales Motivation Through Gamification

Gamification is proving to be a game changer for sales development and inside sales alike. It makes representatives feel empowered for their own success and creates an exciting environment to work in. It is expensive to hire new staff, on-board them, train them and coaching them to a profitable level. That's why it is invaluable to keep your inside sales staff motivated.

Gamification provides three key factors fundamental for sales motivation:

1. **Autonomy** - the urge to control who/what /when/where of work
2. **Mastery** - the drive to get better at what we do
3. **Purpose** - the sense of connecting to something bigger

These three things, according to Dan Pink in his book Drive, are what motivate us as individuals. Money tends to motivate us in short bursts, providing short lived feelings of accomplishment. But ultimately, the money is spent and that feeling subsides.

Wherever possible, think about motivating your teams through non-monetary rewards.

Independent research conducted by Aberdeen Group shows the effect of gamification on results. What the data shows is that companies that deploy gamification techniques grow annual revenues and average deal sizes faster than those that do not. It also demonstrates that lead conversion rates and lead closure rates are higher than those still not using these techniques:

Gamification: The Analysts Agree

Independent research conducted by Aberdeen group shows the effect of gamification on results. What the data shows is that companies deploying gamification techniques grow annual revenues and average deal sizes faster than those that do not. It also shows that lead conversion rates and lead closure rates are higher than those still not using these techniques.

Gamification: Driving the Right Inside Sales Behaviors

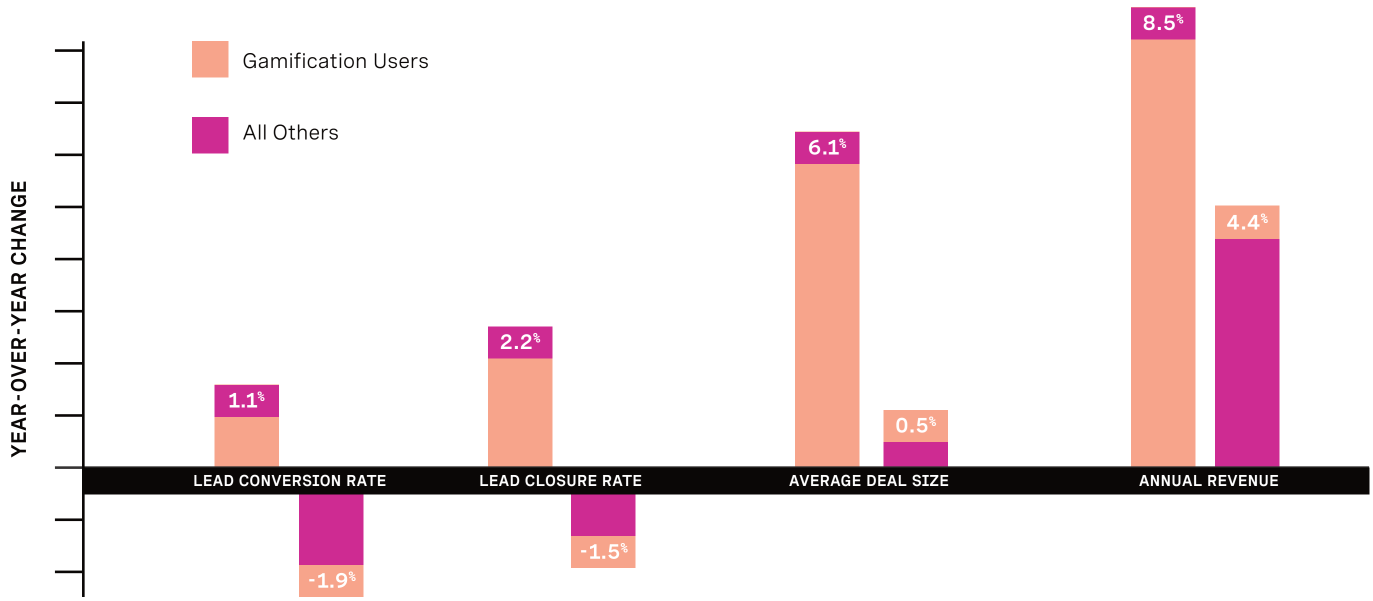
At Vonage, we offer a gamification product which we also use internally to motivate our own inside sales team. With it, we have dramatically increased our number of meetings booked and number of flips generated.

With gamification, we identified the activities and behaviors that made a difference for our business. This is a bit harder than it sounds and takes time and a lot of socialization of ideas with the sales and sales development organization.

After much deliberation we built scoring to support activities around four pillars:

- Call activities against target outbound analysis
- Call coaching assessment and recognition
- Improved volume of flips
- Cold calling activity

Remember that the devil is in the details. Be absolutely sure that what you want to gamify is right for your business and will foster the right behaviors in your sales team.



CHAPTER 8

Inside Sales Software: Building the Infrastructure

Inside Sales Software

Now that you've recruited a world-class team and have them organized for success, you'll also need a world-class inside sales software solution to get the most out of them. You'll want to make sure that your inside sales software supports your team and never, ever stands in their way.

Our business (like those of most of our customers) is built around Salesforce® as our single view of the truth. Along with that, we use a broad range of inside sales software to complement all the core functions of the business.

The marketing department and marketing operations in particular have built a sophisticated system to help us find, communicate with, clean, dedupe, prioritize, and predictively score our leads. This means that our sales organization is not:

- Wasting time calling wrong numbers
- Wasting time speaking to people who will never purchase from us
- Wasting time calling completely cold leads (rare occasions)
- Wasting time working on the same leads as someone else

Our sales department then uses Vonage Contact Center for Salesforce to further enhance sales activity by:

- Automatically logging activity for complete visibility of all sales activity
- Allowing reps to click to dial to make more call and eliminate misdials
- Using a sophisticated dialer and smart lists to reach more prospects
- Automatically recording calls for quality assurance and training

Inside Sales Software: Managing Inside Sales on a Global Scale

With our team growing globally, consistent management of disparate teams has become very important. It is vital for us to know that the right level and standard of work is being completed in all regions. Our operating model is to have local management from the head of sales in each region, but the activities of our SRs and EBRs are carried out in a globally consistent way as directed by our head of sales development. As an example, all EBRs around the globe produce a recommended volume of Basho-type emails during the course of the month but timing and content is naturally adjusted to be localized.

We use our inside sale software to review the performance of our global team in Salesforce, regardless of where they are physically located. Because they all use our solution, it is seamless to integrate efforts. This means the reporting of activities and—more importantly—call coaching and training can take place from any location globally. For example, calls placed by EBRs in San Francisco can be reviewed and critiqued by our team in Sydney, New York, or London.

This allows standards to be maintained regardless of location and makes managing and running our inside sales teams far simpler. As an organization, we see continued, sustained growth in all regions. We base this on the changes that we have made to our inside sales and sales development teams and the insides sales software we have implemented to help us achieve our goals.

Check out our quick demo video
on making outbound calls with our inside sales solution from inside Salesforce.

There is a broad choice of inside sales software out there designed to improve efficiency and productivity for sales, so making the right choices for you and your business is not an easy process. Below are a series of inside sales software solutions that will help you get the most out of your inside sales team.

CRM

CRM software is the foundation for any successful inside sales team. It includes a comprehensive inside sales software solution to manage and track your contacts, leads, opportunities, and accounts. It is critical to work from a single view of the truth to conducting intelligent conversations with your prospects and customers. Salesforce is the most widely adopted CRM on the market and one of the best platforms to build your sales organization on, boasting an excellent ecosystem of partners and applications available for integration through the AppExchange®.

CTI

Computer Telephony Integration (CTI) enables you to integrate your telephone system with your CRM. This allows your inside sales reps to click-to-dial, use automated dialing, record calls, and have inbound calls routed to them. To learn more about CTI, check out our Advanced Guide to Salesforce Telephony Integration.

Automated Dialer

When it comes to driving productivity, dialers enable sales managers to boost outbound calling dramatically. This increases the volume of connections made as well as the number of successful conversations, improving your conversion rates through inside sales.

Marketing Automation

Marketing automation software enables your organization to manage marketing campaigns including web, email, social, and mobile marketing initiatives. It allows your business to track, nurture, and score new leads. When leads reach a pre-determined threshold (or "score") based on criteria that you establish they are deemed to be "marketing qualified" and can then be passed to your inside sales for follow up. Leading marketing automation solutions include Pardot, Marketo, Hubspot, and Eloqua.

Online Meetings

A key inside sales team goal is to set up and conduct introductory meetings with new prospects. Given the number and frequency of these meetings, you'll need a solid solution to conduct online meetings and conference calls. Vonage Meetings, GoToMeeting, WebEx, and JoinMe all offer solutions for online meetings and presentations.

Social Profiles

As we described in Chapter 6, it's important for your inside sales reps to do their research and understand the organizational structure and the background of the prospects they talk to. Most inside sales teams use LinkedIn for this purpose and there are a number of great tools that will enable you to integrated this with your CRM—many can be found listed on the Salesforce AppExchange.

Check out
our quick demo video on our native Salesforce dialer.

VONAGE

Congratulations!

You made it through the Ultimate Guide to Inside Sales! Now You're Ready to Build and Strengthen Your Own Inside Sales Team

Just remember to periodically reference the recommendations documented in this guide as you develop your team and grow your business. And the Vonage team is always here to help. Contact us for more information.

About Vonage

Vonage is redefining business communications once again. We're making communications more flexible, intelligent, and personal, to help enterprises the world over, stay ahead. We provide unified communications, contact centers, and programmable communications APIs, built on the world's most flexible cloud communications platform. True to our roots as a technology disruptor, our flexible approach helps us to better serve the growing collaboration, communications, and customer experience needs of companies, across all communications channels.

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