

# PREFACE

In 1876, Alexander Graham Bell's invention of the telephone provided the first technological alternative to information exchange by mail or in person. In more recent times, we have access to a dazzling array of online products, mobile devices, and automated services that are changing the way we communicate and, therefore, how customers buy and how sellers sell. However, despite more than a century of technological advancement, we still have sales productivity challenges.

Thought leaders and technology vendors are defining a phenomenon called Sales 2.0, which evokes a newer, better, more effective way to identify and communicate with customers. Like Web 2.0—which defines the Internet as the platform for creating new business opportunities—Sales 2.0 is an umbrella term for describing best practices for predictable, measurable selling that results in improved business results. Although the “2.0” version number suggests that the Internet-based sales enablement tools are what give companies a performance edge, Sales 2.0 is not just about the Internet and the technological advances of Web 2.0. Technology, in fact, is *enabling* the Sales 2.0 movement—which centers on a measurable, customer-centric sales process, strong relationships, and the strategic application of sales resources for maximum profitability.

This book's purpose is to demystify the emerging Sales 2.0 trend and present ideas on how you can profit from it. We provide a framework for business leaders and sales professionals to understand the many facets of Sales 2.0 from the perspective of experienced sales managers. Since change in general is difficult, and implementing Sales 2.0 requires a different mindset, we provide guidance on how to introduce Sales 2.0 to your organization to achieve lasting success. Throughout the book, we demonstrate how Sales 2.0 leads to better business results in the real world, which transforms this subject from an academic curiosity to a compelling business case.

In Part 1, we introduce you to the general concepts of Sales 2.0 and its importance to your company. We explain why changing the way you sell is imperative, and we cover some common misperceptions that hinder the process of reaping the benefits of Sales 2.0. Part 2 explores the Sales 2.0 practice of selling by telephone and Web, and shows how inside sales is a strategic entry point and baseline for future Sales 2.0 initiatives. Part 3 showcases four innovative companies that are using Sales 2.0 practices to create competitive advantage and impressive returns. In Part 4, we conclude with some practical approaches to getting started with Sales 2.0—including

illustrations of how companies are using technology products to support the sales practices that improve business results.

The Sales 2.0 strategy includes the proper alignment of sales resources and customer opportunities that creates a leveraged approach to salesforce deployment and territory coverage. This means segmenting sales process steps, customers, and opportunities, and using the most profitable sales channel or communications medium needed to engage more buyers. Companies that include inside sales—the use of the telephone and Web to communicate with customers—in their sales mix, therefore, have a competitive advantage. Furthermore, companies gain the most traction and acceptance for Sales 2.0 practices through the groups that are most process-driven, technologically oriented, and open to change: inside sales groups for sales development and telesales. Through implementation of Sales 2.0 in sales development (for lead generation and qualification) and telesales (for telephone and web-based selling), companies can spearhead the transformation of an entire multichannel sales organization.

We pioneered Sales 2.0 concepts in the inside sales groups that we created and managed in the 1980s and 1990s, and we continue to perfect these approaches in our roles today. Although the quality and quantity of enabling technology products have increased by an order of magnitude, the fundamental sales practices have not changed. Using the phone and Web in the sales process is a huge opportunity for companies that have yet to fully exploit these highly effective, low-cost media, given shifts in customer buying preferences. For many businesses or markets, economics mandate the use of inside sales as the primary sales channel.

For nearly 20 years after leaving Oracle, Anneke has been applying the best sales practices she learned there and improving on them in the work she does with the clients of Phone Works, her sales consulting company. Led by her former Oracle colleague Sally Duby, the team of Phone Works consultants has designed, implemented, and relaunched measurable and predictable sales teams for hundreds of clients. Anneke has learned through her experiences that inside sales is a strategic business element and competitive differentiator with enormous value; and this book reveals why.

Brent has worked as a practicing sales manager with high-growth software companies for over 10 years. He is constantly looking for ways to increase the productivity of his telesales team at Verint Systems, which generates millions of dollars per year by staying engaged with customers. Brent writes on the topic of inside sales from a true insider's point of view. His research and reporting on implementing Sales 2.0 people, process, and

technology focuses on measurable results in groups such as the one he himself manages.

Because of our job experiences and the companies with whom we've worked, the book highlights technology companies selling business-to-business (B2B)—complex products that typically require several interactions between customers and salespeople before a purchase is made. And although you may be thinking that Sales 2.0 only applies to Silicon Valley companies in the computer software and technological products industries, this is not at all the case. As Professor Andrew McAfee at Harvard Business School states in his blog (“The Pursuit of Busyness,” <http://blog.hbs.edu/faculty/amcafee>, April 14, 2007), “I often look to high-tech companies to observe state of the art work practices. Something about the intensity of both the competition and the war for talent in their industries makes them laboratories for workplace innovations.” This speaks directly to the fact that there is an important message here for readers in other industries with similarly complex sales cycles and evolving markets in which customers are using technology to communicate.

We've also discovered that Sales 2.0 practices can be applied more widely than we originally realized. Through discussions with professionals who are not in technology sales—including a cofounder of a prominent San Francisco Bay Area environmental nonprofit, and a medical entrepreneur who wants to transform the way health care is delivered—we have learned that Sales 2.0 approaches will likely yield improvements in all kinds of organizations, given the key concepts of strategic resource alignment, measurable and predictable process, and online engagement.

We'd like to hear about your experiences with Sales 2.0, and share our ongoing insights after this book is published. Let's be consistent with the Sales 2.0 message, start a conversation online, and keep the relationship going! Join us on [www.sales20book.com](http://www.sales20book.com).

Thanks so much for reading our book.