



 World-Class
Sales Performance
Solutions

The Sales Force Transformation – Series II

The Evolving Role of Sales – Inside & Out

Provided by:

Growth Dynamics
Ty Swain, CEO

Growth Dynamics...

Growth Dynamics offers world-class sales force solutions to help today's leadership select, develop, retain and lead a sales organization that fits their company, culture and customers... resulting in increased sales team performance, revenue growth and customer retention.

The Sales Force Performance Company™

The Evolving Role of Sales – Inside & Out

In conversations with CEO's, Presidents and VP's of Sales in every industry over the last 2-3 years ... one trend is consistent: as customers have changed considerably how they buy and how they operate their businesses, the traditional role of sales or "selling" has changed drastically. Some say sales is dead... but frankly it is more alive than ever and companies are working harder than ever to recapture and develop customers as the economy and market rebounds.

As businesses needs have drastically changed, their expectations for your sales team has also changed... the real question is do you know how they really want, how they want to be supported – and how this will impact the field sales team? To many leading companies the role of sales is now diverse, complex and challenging with a performance-focused and accountability for successfully developing, supporting and retaining customers.

Today, as companies get more comfortable acquiring services and products on the web or through a company's on-line ordering process, the need for direct account visits, the traditional "milk run" or ill-defined sales calls is over... customers want solutions, ideas and suggestions that save them money, make their business more productive, or result in improvement... or they will buy elsewhere.



The Market, Economy and Sales

Across North America and abroad every type of company and industry is being affected by changes in the overall marketplace. We all know the economy, technology and market pressures have forever changed how customers operate and how they make buying decisions. Many sales organizations are dealing with competitive pressures and the need to adapt to customers who are seeking better products, services, support, pricing and product availability, etc. There is strong pressure to grow and develop customers before the competition does. This has also changed the business landscape and required the sales force to adapt and find new ways to succeed.

This has also changed how most sales leaders look at the composition of the sales team. Many are coming to realize that the field sales team can't be everything in the sales process. Traditionally, sales has always been a field-related position where a person travels the territory to develop new accounts, retain existing customers and grow their territory. But, this is changing.

Why has this change evolved so quickly?

Simple answer – technology. Today, technology has transformed how customers communicate, how products are ordered, how information is tracked, and more importantly what customers expect from your sales team. As technology has evolved it has transformed every aspect of how people engage, work and sell. Today, versus even 3 years ago, more customers buy on-line or accept internal support to assure the most efficient level of support – and are coming to require it!

Field Sales Evolution...

As customers rely on your sales team to be the expert and the conduit to assuring that their needs are met by your company, they must have the time to develop new business, manage and support new opportunities and assure the development of existing accounts... a more complex task than ever. To assure the best result, companies are coming to realize that an inside sales asset can be a very costly, effective solution to developing and sustaining existing customers... allowing the field sales team to focus more on new customer development and complex sales that drive growth in the field.



The Trend Toward Inside Sales– What’s Changing...

Based on study by Indeed.com in July 2015, the #1 fastest growing sales position in the industry was Inside Sales. The reason is simple... as the role of field sales has become more complex companies are struggling to hire the “right” people who can perform. And, as customer’s needs and expectations increase, they are more interested in faster, more effective support to develop and maintain their account.

As companies strive to grow their business, the most effective leaders are focusing the field sales team on more critical solutions where a highly trained, qualified and successful representative of the company is required for on-site meetings, collaboration or highly complex sales to establish trust, rapport and secure new customers. The roles of sales have now become more strategic, such as:

- **Field Sales** – A more advanced, solution-focused new business development expert who’s primary goal is to assure overall territory growth and development, with a focused eye on retaining accounts. Highly experienced, must be managed at a distance, harder to lead, more costly to lose and hard to hire.
- **Inside Sales** – A team of individuals that are well-trained in products, services and customer expectation to manage current or existing accounts and mine or grow these accounts through on-phone engagement and probing. In leading companies this role is an ever-evolving position where the customer-service type of inside sales role is ending, and a role of selling and supporting customers from an internal position is evolving. In addition, a person in this role is an ideal asset to the field sales team to assure account support or assistance when they need to focus on other more critical sales tasks. Internal and easier to lead and manage, easier to hire and less costly as an asset to a business.
- **Customer Service & Support** – This is a position that is changing as well and can be an ideal entry-level role to learn the business, understand customer’s needs and the business processes for supporting or servicing customer accounts. This role is also evolving to be more centric toward order processing, tracking deliveries, assuring service after the sale and as a key support to Inside Sales.

The Complex Hiring Dilemma...

The complexity of sales today as a profession is changing and it is harder. So, your company’s success will rely on your ability to effectively recruit, select, lead and retain the “right” sales professionals. To hire the right people who will fit and perform, business can no longer simply run an ad, hire any “sales guy” or take the risk of losing valuable, hard to replace customers with the wrong person in the field or in inside sales.

The Complex Hiring Dilemma... cont'd:

To hire the right people today, companies MUST define the role of top performance in a position so you can select and lead the “right” sales force that performs and stays tomorrow.

The right model is comprehensive defining top performance in the position that includes a targeted process to attract/recruit the right talent, qualify / assess candidate FIT, interview process to select those for consideration, an effective pre-selection/development assessment to validate candidate FIT, a company-specific leadership recommendations to hire right. Most often today, businesses attract average performers and pick the best of the average... resulting in an average team.

Effective selection requires the following:

1. A targeted, performance-based role description that accurately describes the level of experience, background, qualifications and primary responsibilities (ROI) for the role – it’s reason for being and the requirements for success.
2. A “Benchmark” that defines the focus, skills, motivation and attributes of a top performers in the role.
3. The actual skills required in the role for success
4. A strategic interview process that is role-aligned, filters the right candidates, and guides managers to qualify and select the best candidates
5. A compensation program that FITS the job and rewards and motivates success in the role and is aligned to the position
6. Defining failure in the role is as important as defining success.
7. And, last what is leadership’s role... for those selected what coaching, support, or direction and guidance will be required of leaders to support and lead success?

The Sales Leadership Challenge...

As the role(s) of sales grow in complexity both internally and externally, so will the efforts to recruit, hire and select the “right” people who FIT your company, culture and customer.

- No longer can hiring be a guess or gut decision... your customers expect the best people, employees will no longer accept any role, and the cost of hiring the wrong person has such a dynamic, wide-spread impact:
- Wasting costly, invaluable leaderships resources
- Poor example of leadership to other team members
- Cost of recruitment and training costs
- The impact to the sales team morale and performance
- The loss of customers, territory growth and future business
- Your company’s reputation

“A 2015 GDI survey of over 2,000 sales leaders... 66% of respondents defined sales as the most challenging role for hiring, 89% noted they struggle to attract the right sales talent, and 78% utilized some type of pre-selection assessment to hire or select the right sales talent.”

Top Performers Impact & ROI...

On the opposite hand... the “right” top performers learn faster, are more driven to succeed, require less leadership and are more fun to manage. And, research proves that the right hire will have an ROI of over 500% if the time, strategy and process invested to do it right is established and followed.

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