

White Paper

The way to sell has
changed.

Discover the next level
of sales, beyond
personal sales.

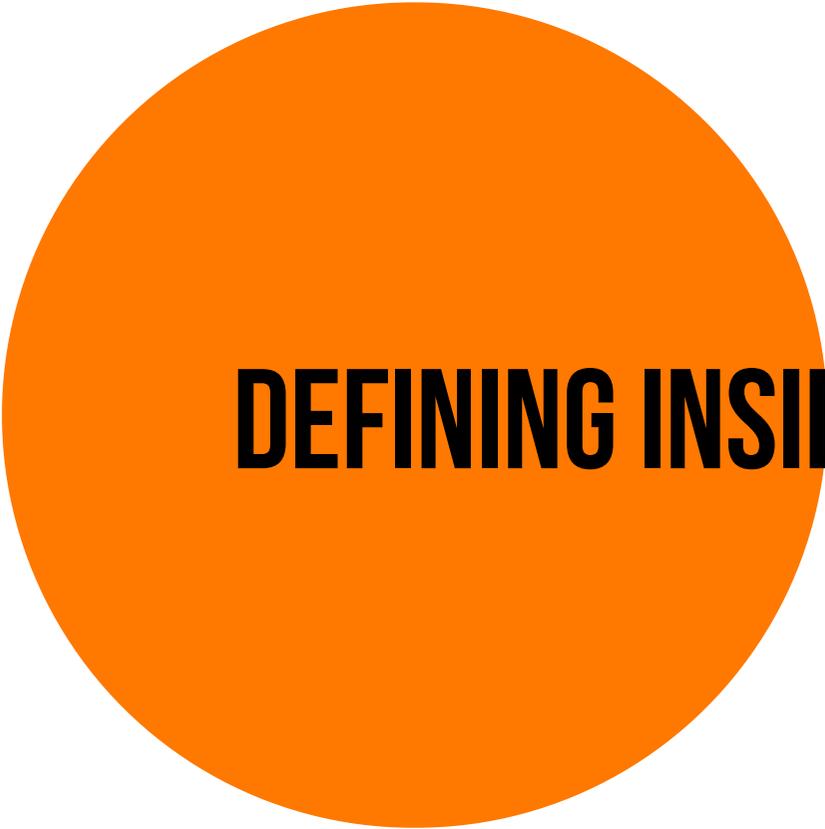
ATENTO

Leading Next Generation CX



HOW CAN SALES FORCE BE TRANSFORMED IN THE POST COVID-19 ERA?

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DEFINING INSIDE SALES



The way brands relate to their customers has evolved with the emergence of new digital channels, A fact that has become extremely pronounced with the Covid-19 crisis. If there was already a fast increase in the use of digital channels in the brand-customer relationship, the trend has been magnified by the arrival of the health crisis in which we have been forced to eliminate the face-to-face channel from our lives.

Thus, companies dedicated to managing customer experiences that had not yet sufficiently incorporated new channels into their services, had to do so as quickly as possible if they wanted to survive. In addition, based on the premise that the customer, increasingly informed and demanding, requires close and customized attention through digital channels, they'll want to have a personal advisor who understands their needs and offers tailor-made products or services.

As a result of this reality, the opportunity has arisen to create a new sales service model that focuses on offering end customers a high value proposal through highly-qualified agents who, assisted by Artificial Intelligence tools and analytical technologies, can increase sales results while optimizing decision-making and complex problem solving. As a result, we can deliver memorable experiences to end customers.

Very popular in the United States, this type of service is easily implemented in companies that have a physical sales network distributed throughout the national territory, especially taking into account that ensuring the continuity of our business may involve facing future situations in which a face-to-face relationship is no longer viable.

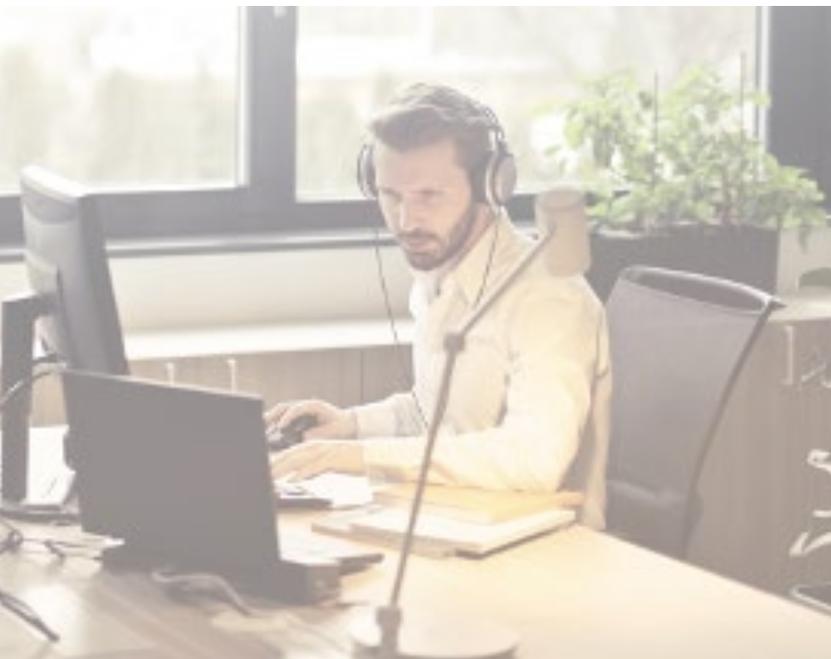
Thus, the Inside Sales professional model arises from the need to replace and/or complement the traditional face-to-face network, commonly known as 'door-to-door', for a profile that offers the same services, but from a workplace or electronically.

In this sense, it also has the additional advantage of relying on analytical technology and Artificial Intelligence tools to perform its function more successfully and efficiently. It should be noted that this is crucial to ensuring the success of sales and customer experience in an Inside Sales service. Let's assume that around 20% of leads generate 90% of sales; therefore it is the application of this type of technology that will help us to select contacts with the highest probability of conversion, while giving the agent the pitch best suited to customer needs, customizing the offer accordingly.



The SME segment is probably that which best responds to this sales model, and if we take into account that there are more than 200 million companies in the world in this segment (according to the United Nations), we can appreciate the high potential of the sales activity that can be developed under the Inside Sales model.

Although this potential in B2B activity is obvious, it is extremely important in determining the target, meaning limiting the SME universe we are addressing. Each sector and country has an idiosyncrasy to consider when defining the customer.

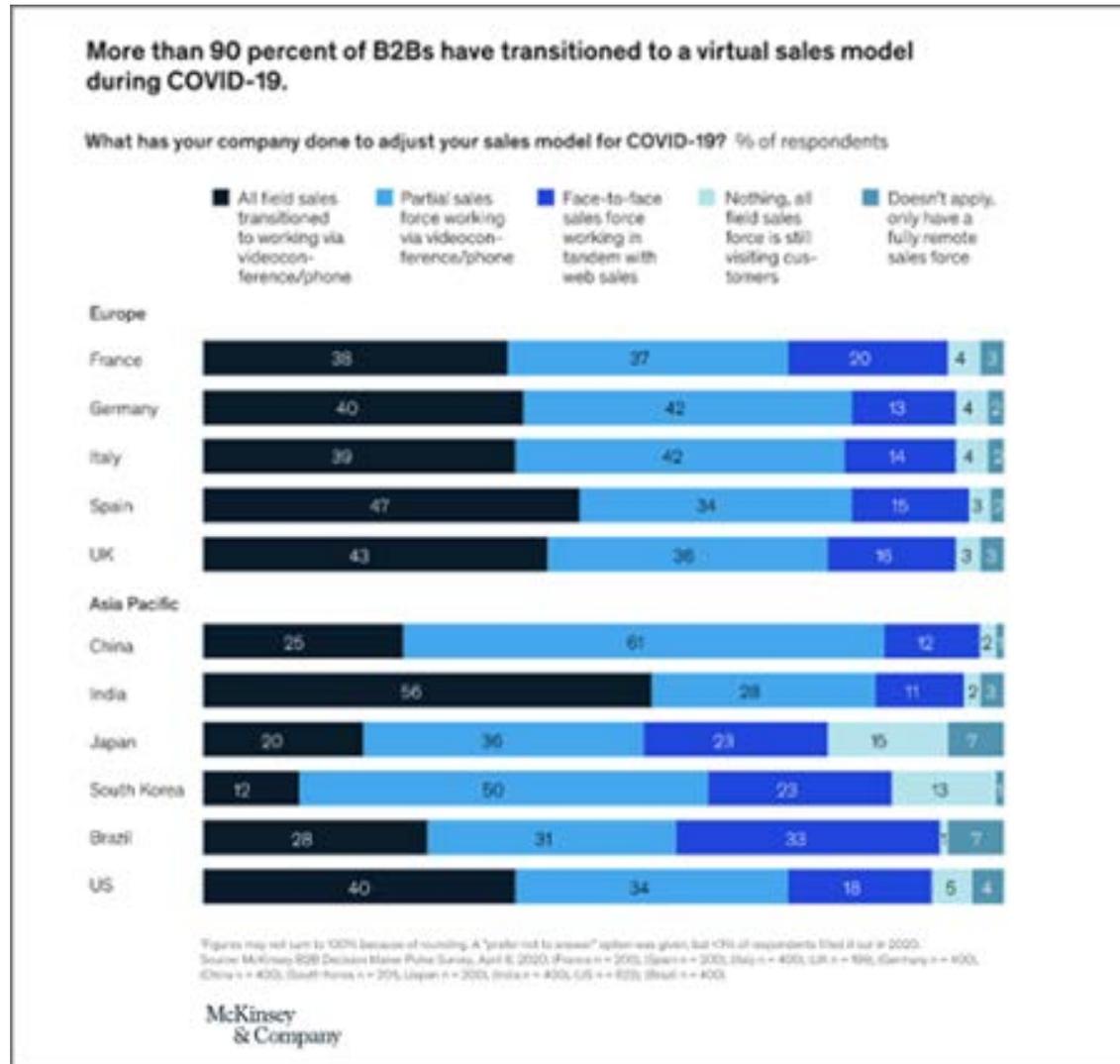


In this way, Customer Experience Centers can find an opportunity in this type of service, as it represents an evolution of their own activity. Professionalization of the sales profile, as well as the technological tools used to make it more effective and durable, are the basis of a service that shifts the traditional telemarketing sales paradigm.

We are currently at a point where **the digitalization of business models is becoming even more important**, providing our sales network with the tools and methodology it needs to carry out its work in a delocalized way. This situation is well known and increasingly accepted in our society. In the wake of the Covid crisis, the SME world is not exempt from this sales model transformation, judging by the data.

The B2B world has been affected by this transformation, and we can see data on how it is evolving during the Covid crisis in terms of digitalization. According to **McKinsey & Company**, in the current context more than 90% of B2B companies have evolved to a model based on virtual tools. Thus, Inside Sales services are being presented as the response to a situation of limited personal contact and are setting a trend that will remain in place beyond the health crisis.







**MAIN DRIVERS TO
IMPLEMENT AN INSIDE
SALES SERVICE**

COVID IMPACT

Opportunistic evidence is the process of scaling-down the lockdown by region and sector, as well as the social impact that the crisis has generated, not only in terms of prevention but also in terms of behavioral models, especially in large cities.

REDUCTION IN COSTS

Travel and expenses associated with the face-to-face sales model are reduced, just as the sales force is optimized since fewer salespeople are needed for the same number of sales.

Another aspect to value is that it also boosts Farming thanks to the process' agility.

AGILITY

As a result of workplace digitalization, and unlike the face-to-face model, Inside Sales allows users to generate a greater number of visits per salesperson, since there is no travel involved.

SCALABILITY

One of the most valued points is the possibility of generating successful projects that can be scaled to other regions, even going so far as to centralize sales activity in a single hub.



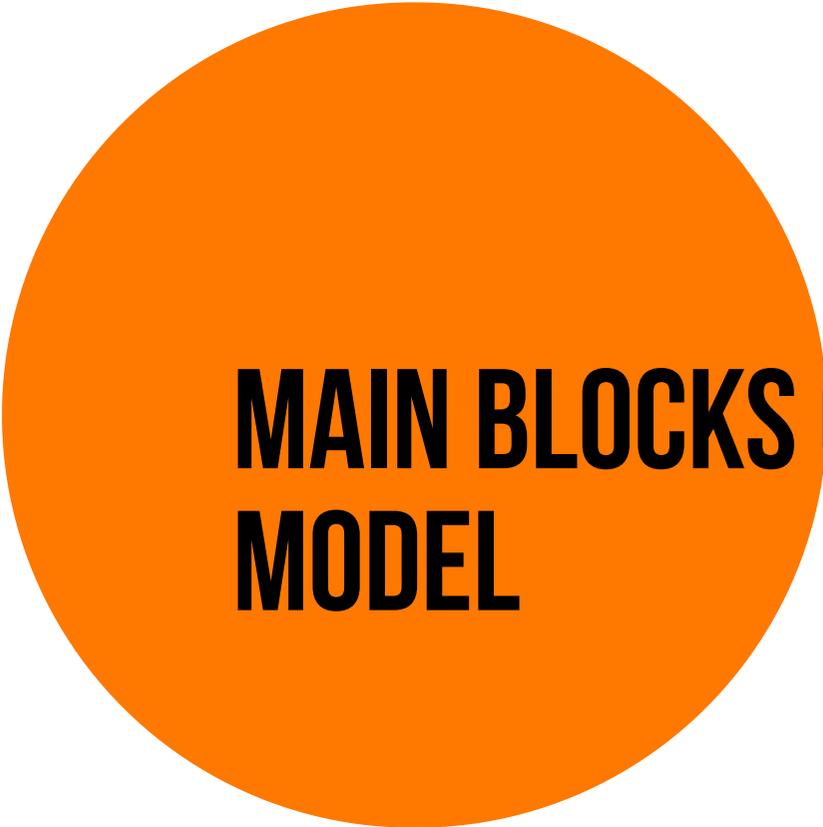
DIGITALIZATION

If there still weren't enough reasons, an obligation to digitalize the company, online presence and the performance of these models are forcing many companies to rethink their business model.

In general terms and as compared to more traditional models, the main advantages include:

	INSIDE SALES	FACE-TO-FACE MODEL
SALES CYCLE	SHORT	LONG
SCALABILITY	EASY	DIFFICULT
COSTS for seller	40% savings Inside Sales model	
AVERAGE VISITS LARGE CITY PER DAY	X2 visits and pipeline generated in the Inside Sales model	
ADAPTATION TO COVID	REMOTE CONNECTION	Face-to-face

However, there are intermediate levels of integration, like mixed levels, which combine the good practices of each environment, always adapting to the target, sector of activity, product or service. There is no universal model, only a segmented and studied process that can be modified in the various steps of the funnel thanks to its modular concept.



**MAIN BLOCKS OF THE
MODEL**

The business model defined in Inside Sales presents how to develop the end-to-end process of the sales activity, basing its strength on four main layers within the sales journey:

1. Lead generation

Target definition strategy and a good Digital Marketing strategy to drive leads to our landing or whatever channel used. Proper handling of the lead allows us to know more about it when it arrives at our funnel. Knowing about tracking and interest increases the success of the sale.

2. Nurturing for qualification and generation of needs

The customer doesn't always arrive directly, and our funnel must always be supervised so that the Nurturing process continues to handle our leads in a way that generates interest or identifies opportunity.



3. Tailoring the offer to the customer

Once the customer comes to our sales force, it's time for customization; our salespeople have the tools and flexibility to adapt the best offer according to the customer. In order to be effective in the conversation, the generation of NBOs (Next Best Offer) is of vital importance. To do this, we have analytical systems that can determine relevant scoring and analysis for identifying the NBO.

4. Account management to ensure a good customer experience and improve portfolio performance

Management by the customer's Farmer is of utmost importance. It is not always necessary to force entry to our brand through a great product; sometimes it is better to establish and develop a relationship with the customer. Our knowledge of the customer's behavior will make it easier for us to know what, how, when and even who, meaning a maximum exponent of customization.





**TECHNOLOGICAL
IMPLICATIONS FOR
TACKLING AN INSIDE
SALES PROJECT**

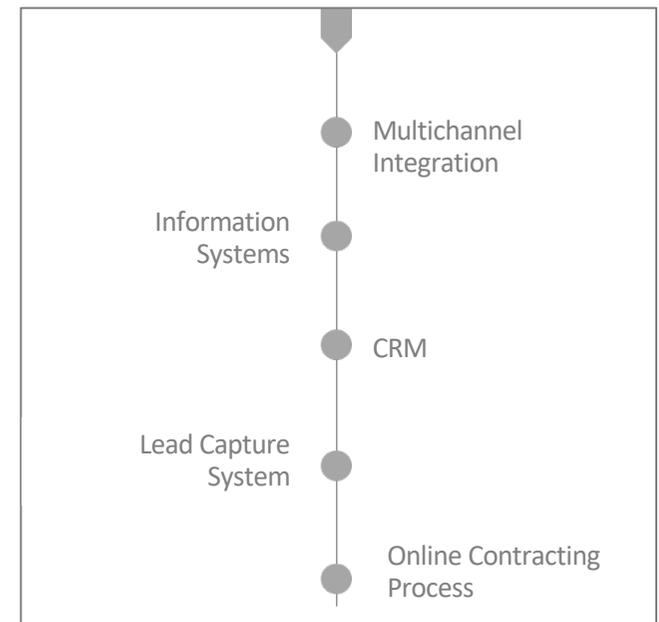
The required technology for executing an Inside Sales project can be summarized in these 5 systems.

1 MULTICHANNEL INTEGRATION

The telephone continues to be the main channel, but in this transformation of the sales force and following the direction of customer demand, Social Media tools for profiling and contacting, as well as communication channels via mail, chat and WhatsApp are of vital importance.

The customization we are referring to determines the channel strategy, since the channel can be adapted to each customer at every stage of the process.

For example, LinkedIn is a powerful segmentation tool in defining the target and for seeking out opportunities, as are the Instagram profiles and Facebook pages of the companies to be analyzed.





2

INFORMATION SYSTEMS

Informational systems can be understood as any tool for analysis, clusterization, generation of NBOs, etc., and in general, any technology that, using databases as a reference (whether they are structured or not), can extract patterns of behavior, actions to execute, and business intelligence always at the disposal of the sales force. To this we can add the point of Lead Capture.

3

CRM

The need to have a system for hosting contact data, tracking, history, product, offer, etc. is obvious, and we must emphasize this as it is the main driver for feeding the information systems in order to feed the strategy back as the origin of the funnel. It can help us to make media investment efforts more controlled.

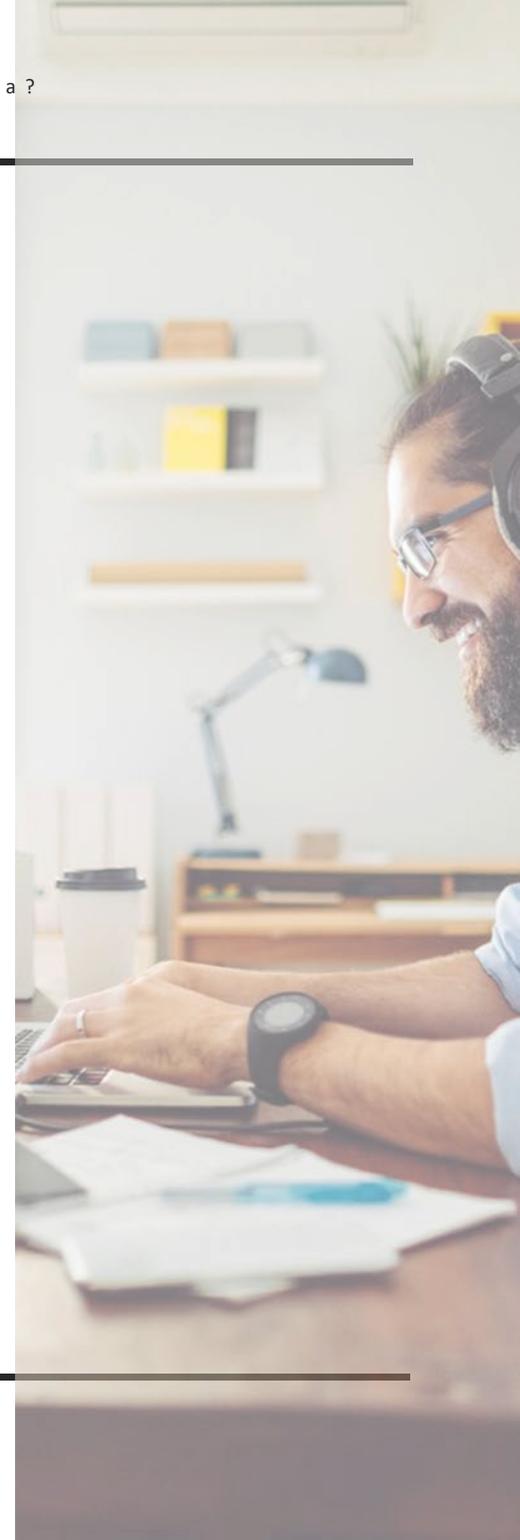
4 LEAD CAPTURE SYSTEMS (SOCIAL SELLING TOOLS)

Beyond creating a company page on Facebook, a profile on LinkedIn or a professional account on Twitter with the associated corporate messages, it's really about being in touch with your customers or prospects through social media, learning about their interests and looking for the strategic moment to approach them, both for contacting them with a more informative objective and closing a sale. One of the main advantages of social selling is its ability to generate trust. This is achieved by humanizing the brand and generating a valuable conversation that demonstrates your position as an expert.

Professional social networks offer some advanced social selling tools, but they are also clearly a source of knowledge in of themselves that can allow you to engage in conversation and better understand your customer's needs. If you implement a layer of listening technology that helps you automate these types of tasks, the potential can be significant, with a very high ROI. A well-designed Social Selling strategy allows you to find your target easily. If you have previously developed a detailed segmentation system, the subsequent task of impacting your target is simple. Likewise, it is essential to automate systems for notifying publications of your target audience in order to decipher their interests or find out about changes in their professional situation. Listing potentials and searching for related profiles can also be done thanks to Social Selling. It is clearly a tool that requires dedication in its use but can be a real asset for Inside Sales teams.

5 ONLINE CONTRACTING PROCESS

It is essential to have digital tools that successfully close the sales made under the Inside Sales model, and with the best possible Customer Experience. In this sense, we have electronic signature processes via SMS or certified mail to give contractual validity to the sales, and thus cover all legal requirements, offering the same rigor as face-to-face sales at the legal level. In fact, these same digital tools are already being used even when sales are made physically due to the security they provide for the customer.





**INSIDE SALES
PROFESSIONAL PROFILE**

The Inside Sales profile does not directly correspond to the telemarketing professional profile, as each has a different function. Telemarketing is based on a single call with a pre-defined sales-oriented script. On the other hand, Inside Sales identifies business opportunities with current and potential customers through tools usage (virtual demos, video conferences, chats, emailing phone contact) and advanced analytics.

Inside Sales services offer more complete solutions that generate a better and more customized Customer Experience

The Inside Sales professional stands out mainly for 4 aspects:

- **Consulting Role**
- **Specialization through Training**
- **Use of Digital Channels to communicate with the customer**
- **Use of analytical and Artificial Intelligence capabilities**

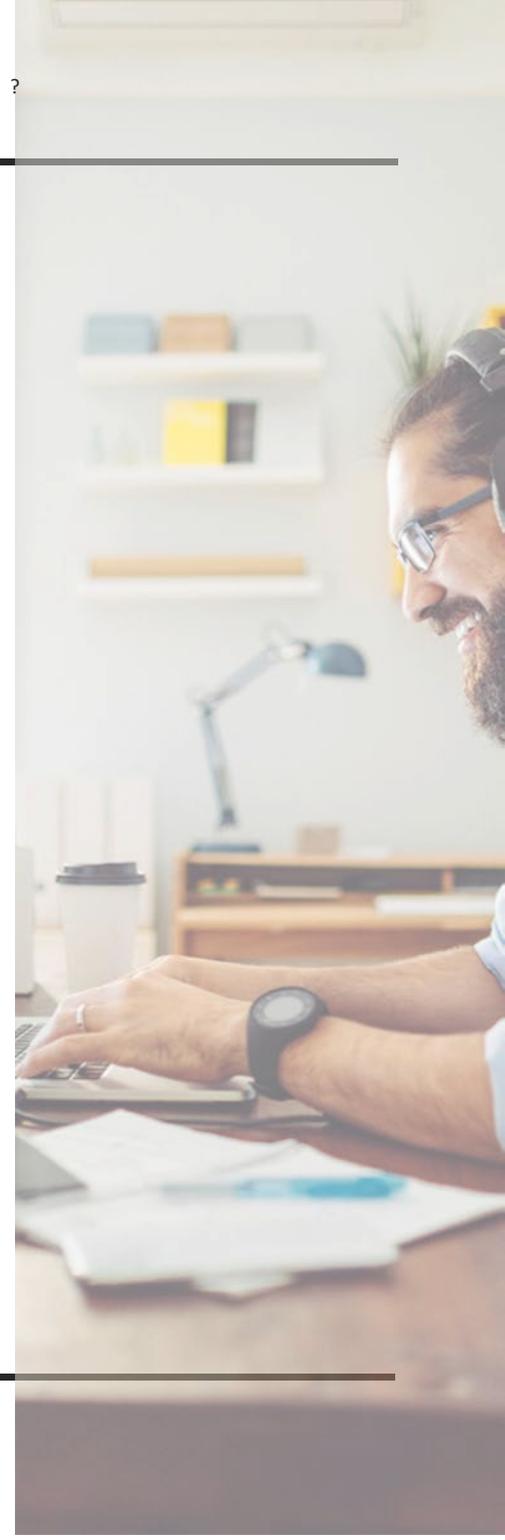


Consulting role

Thanks to their complete vision of the customer's history with the brand they represent, the Inside Sales salesperson provides customized advice, as they understand the customer's real needs. The very nature of these services allows them to take more time to listen and prepare customized offers.

Specialization through Training

We can go one step further, and not limit ourselves to only training professionals in the products or services they represent; they must also have extensive knowledge of the sector in which they work. Thus, if we speak of the Telephony and Telecommunications sector, for example, they should have an advanced knowledge of the latest technology such as 5G, IoT, Big Data, Cybersecurity, etc. It is for this reason that training is a fundamental pillar for these services. The norm is to give weekly trainings in products, trends, market and competition, with a minimum duration of 1 to 2 hours.

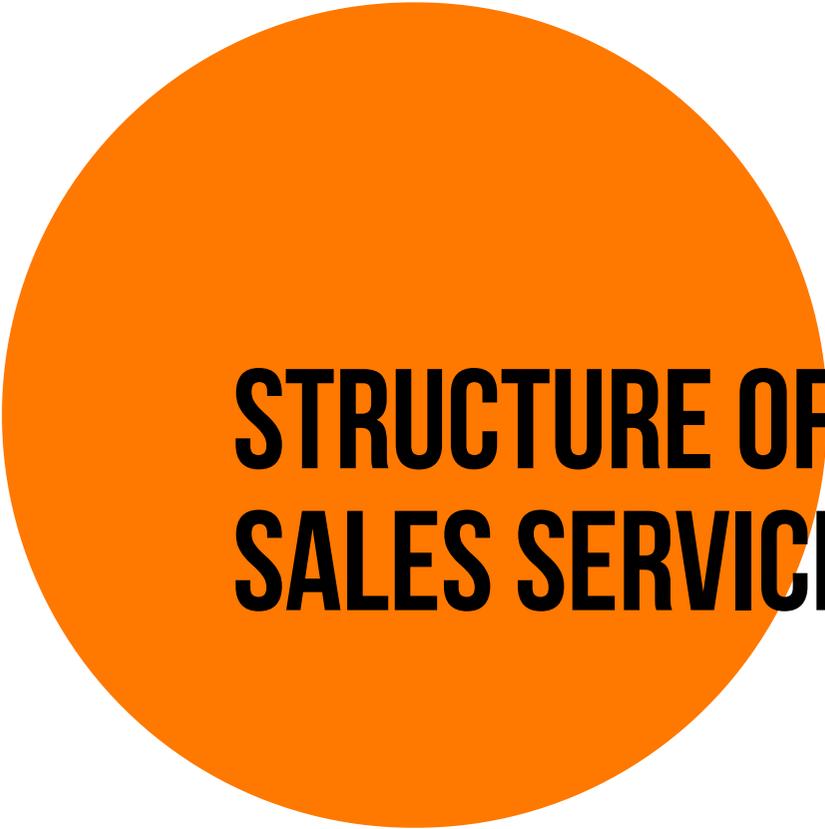


Use of Digital Channels to communicate with the customer

Social Media, Instant Messaging, Chat and Video Calls are the tools used by Inside Sales professionals to communicate with their customers. The telephone is obviously still a main one, but other channels with other benefits are increasingly being used. Using a complete mix depending on the moment and need presents a great advantage with a direct effect in improving the Customer Experience.

Use of analytical and Artificial Intelligence capabilities

This aspect is decisive since it achieves a double objective: on the one hand, it makes the professional's activity more efficient, and on the other, it increases the success in sales and, therefore, in the Customer Experience. Artificial Intelligence can make things more efficient through the automation of routine processes and analysis, giving salespeople a 360° vision of the customer, and thus being able to accompany them in their Customer Journey by offering services or products 100% adapted to their needs.



STRUCTURE OF INSIDE SALES SERVICES

There are 3 complementary profiles in Inside Sales services that guarantee success, taking advantage of the strengths of each profile:

CAPTURER - The person who makes the initial capture

These are the professionals working on new customer portfolios. The sales relationship does not yet exist, and we can't say that they attract customers through cold calling either, as they work with highly-specialized databases that significantly increase their conversion rate.

This is possible thanks to the figure of the Qualifier who carries out research, taking advantage of analytical tools.

The capturer profile is characterized by a high level of self-motivation and competitiveness. Highly focused, they are more willing to take risks.

DEVELOPER - The person who develops a relationship with the customer

In this case, we are talking about professionals who manage existing portfolios with the aim of making them grow. Their strength is loyalty, but they also have sales targets by leveraging upselling and cross-selling techniques.

A fundamental aspect for the Developer is that they need to have a complete vision of the customer's history, so it is important that any management regarding it is in a single repository.

In this case, the mix between inbound and outbound is quite balanced, and many steps are taken to follow up the sale, so customer satisfaction is guaranteed.

QUALIFIER - The person who makes the initial qualification

As noted above, the three profiles are complementary, although in the case of the Qualifier, this aspect is particularly relevant. The success of the capturer and developer's work is based on their work.

Analytics allows this person to do research, while creating predictive purchasing models and analyzing behavior patterns to improve the conversion rate. Their work as a lever for improving the Customer Experience is fundamental, as they put the technological capacities that give differential value to these services at their disposal.

Likewise, other types of capabilities are integrated into Inside Sales models such as Process Automation using RPA (Robot Process Automation), Process Consulting to optimize the Customer Journey, and Artificial Intelligence/Cognitive Technology for the analysis of feelings and more humanized interactions with consumers.





INSIDE SALES VERSUS OUTSIDE SALES

Given the success seen by many of the companies which we have implemented this service in, the Inside Sales model could come into conflict with the face-to-face sales network. In that case, the question is: Are the two models incompatible? Can they be used together?

It's a fact that the involved organization's economic contribution for a face-to-face salesperson's expenses are not like those of an Inside Sales professional. However, a priori, the first one has a higher conversion rate than the second. The familiarity provided by personal contact is hardly questionable, especially for those generations who have traditionally been assigned their own face-to-face salesperson. However, under the current conditions in which Covid has forced us to keep our distance, this advantage of the in-person sales model disappears.

Finding balance in cost of acquisition is the key issue.

The Inside Sales model allows for contacting many more leads in less time, as well as developing different tasks in parallel, avoiding off-peak moments. It also has more capabilities and access to more technology to investigate customer needs and accelerate the closing of the sale. In addition, they can cover certain geographical areas which, due to their dispersion, are difficult to access and therefore profitable for an on-site seller.



On the other hand, for customers with a larger LTV, face-to-face meetings may be necessary to ensure future sales or loyalty.

The mixed model is probably one of the best options, since it reaps benefits from both worlds, allowing for a more agile and flexible sales force who can contact a lot of leads, thus expanding the pipeline, and can close the most complex sales face-to-face, ensuring the efficiency of the funnel when the lead is of the most highly qualified level.

In short, a detailed analysis must be carried out to find the best model for each company. The mixed model may be appropriate for services or products of greater economic value and high complexity, while there are other products that, given their nature, could perfectly eliminate face-to-face sales and obtain significant returns in terms of savings and sales effectiveness.

Some of the main indicators that show the comparison between both models include:

- An increased PIPELINE, obtaining growth from 50 to 75%.
- An increase in sales. There are customers who have doubled their volume of sales, thanks to agility, a capacity to penetrate the market, the pipeline, etc.
- An increase of revenue by sale, the proper handling of the Funnel, and the detection of NBOs can lead to an improvement in profits of between 8 and 20% per account.
- The satisfaction indicator improves; the current situation where quickness, properly scheduling meetings and directing the product is appreciated at between 20 and 55% in customer satisfaction indicators.



4 BIG ADVANTAGES OF THE INSIDE SALES MODEL

Based on model Drivers, indicators and improvements obtained, we can sum up 4 great advantages of implementing an Inside Sales Service.

VOLUME

There is no doubt that the commercial activity you generate remotely generates more leads and a higher return, as you can avoid the useless time of traveling and waiting.

SAVINGS

As a result of the previous point, we've found that the Inside Sales model generates more contacts in less time and is therefore cheaper. The savings in travel, gas, food allowance, etc., is substantial (it is estimated to be between 50-90%, comparatively speaking).



NEW CUSTOMERS

Millennials, and Generation Z even more so, don't need (and don't even like) the physical contact demanded by older generations. They have grown up in a digital environment featuring remote interaction. In addition, they are extremely self-sufficient when it comes to product information, which saves time and reduces the value of face-to-face advising. According to the report *The Digital Evolution in B2B Marketing* conducted by the CEB Marketing Leadership Council in association with Google, 57% of the purchase process takes place before the potential customer talks to a sales representative. Hence, the importance of AI and analytics tools to map prospects, or even the intentions of customers in your portfolio, whatever they may be (contracting new products or risk of leaving).

ANALYTICS

An Inside Sales service includes the task of researching the customer; and thanks to various analytical tools available on the market, we can learn more about their business and needs. In addition, it can be configured and even automated, feeding itself continuously and, therefore, acquiring a level of complexity that continuously increases its effectiveness.





INSIDE SALES MODEL APPLICATIONS

The sectors with more opportunities to increase their sales ratios using an Inside Sales model are mainly those that offer products and/or services of limited complexity and investment, as is the case with SMEs and the self-employed. For large companies, where purchasing decisions involve more decision-makers and their processes for acquiring services or products must follow more protocols, this model is more effective in the initial phase of prospecting.

In the B2C world, where the Lifetime Value or LTV (net value of the revenue generated by a customer during the time they stay with us) is usually lower, traditional telemarketing models are giving way to a much more targeted sale based on analytical technology. Likewise, the degree of customization of an Inside Sales service could be achieved in B2C by taking advantage of the benefits of automation, which would help us make this sales model profitable for the individual customer.

It is important to note that here we can also find potential in service acquisition.

Taking all this into account, some of the most closely-related sectors could be the **Technology, Telecommunications and Healthcare sector**.



Tecnology Sector

Inside Sales is an interesting model for this industry because it allows you to customize the offer to each business. Moreover, thanks to remote communication channels, an after-sales service can be offered without travel and with maximum effectiveness..

Telecommunications Sector

This is another key activity where an Inside Sales service can be implemented. It's clear that all companies need to invest in providing their communications structures with the latest technology to help them update and transform their business models. In this sense, this sector has everything to successfully develop a sales model like Inside Sales.

Healthcare Sector

Medical visitors and the pharmaceutical industry can be other major beneficiaries of applying an Inside Sales model. In this case, perhaps the best option is to implement a mixed model.

Medical device sales are unlikely to be marketed 100% under an Inside Sales model; however, developing a strong, well-trained remote sales team with a suitable lead generation program allows the on-site sales teams to have a more immediate response to prospects and can transfer some tasks to the Inside Sales team. In this way, the sales structure would be balanced, reducing on-site sales teams and having high performance teams in Inside Sales.

Other Sectors

The Inside Sales model can be applied to any business that has a consultative and customized sales offer as its primary objective, and that invests in getting to know the customer in order to adapt its product to the Customer Journey. In conclusion, the most important thing is that the product and/or service has the flexibility to adapt to the moment the customer is experiencing, and that it has a vision of profitability based on selling better in the medium and long term, providing the best Customer Experience from the very first moment of prospecting.

**THANK
YOU!**