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David Thompson
with Liz Kao

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About the Authors

David Thompson, CEO and cofounder of Genius.com, has been at the forefront of major trends in the software industry for nearly two decades, launching award-winning products and developing innovative programs that integrate sales and marketing efforts to create effective Sales 2.0 organizations.

Thompson started Genius.com after serving as CMO at WebEx Communications, where he shipped and branded award-winning SaaS solutions, directed legendary marketing campaigns that vaulted WebEx to #1 in on-demand software, and partnered with WebEx Sales executives to pioneer Sales 2.0 best practices. By the end of Thompson's tenure, WebEx had acquired more than 12,000 customers and generated $250M in revenues.

A veteran of the enterprise software industry, **Liz Kao** was an enthusiastic early adopter of the "software as a service" model and has worked at Oracle, NetSuite, and salesforce.com in a variety of strategic roles. Most recently she co-authored *Salesforce.com For Dummies, 2nd Edition.* In addition to writing about Salesforce, she consults for non-profits and high-tech startups. You can read her tips on her Web site, `www.kaoconsulting.com`. Liz lives in San Francisco and holds a B.S. in Business Administration from the University of California at Berkeley and an M.B.A. from the Stanford Graduate School of Business.

Publisher's Acknowledgments

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Introduction

Sales 2.0 is a seismic shift in sales today that is rapidly changing the role of both the sales manager and the individual sales rep. From the way sales people work, the technologies available to them, and their processes, all aspects of selling are undergoing dramatic changes that are enabling Sales to target customers more effectively and close business faster.

About This Book

This book is an introduction to the key concepts of Sales 2.0 and the innovative Web-based technologies that can help move your sales to the next level. Whether you're already experimenting with such tools or just getting started, this book can help you begin to develop a sound Sales 2.0 approach.

For many companies, adopting Sales 2.0 has become a business imperative — a necessary step to keep pace with customers and prospective customers. As customers have become more adept at using the Web to mine information, gathering data from corporate Web sites and seeking out comparisons using search engines, they've also become more informed. Today's sales teams need to keep pace by using the Web to understand and communicate with their customers.

Sales 2.0 levels the playing field for large and small sales organizations seeking to provide these smarter customers with better service. In some cases, smaller, nimbler companies use Sales 2.0 to play where their bigger competitors haven't even ventured. And in others, large enterprises are completely re-orienting their sales efforts around a Web-based approach to courting and closing the customer. In other words, Sales 2.0 is for businesses of all sizes.

How This Book Is Organized

This book is divided into three parts to help you understand and sell in a Sales 2.0 world.

Part I: "What Is Sales 2.0?" lays the groundwork in defining what this new attitude is all about.

Part II: "Top Sales 2.0 Technologies" explores the tools available to your sales and marketing groups to get them collaborating to sell smarter and better.

Part III: "Ten Ways to Ramp Up Your Sales 2.0 Attitude" guides you with actionable steps to evolve your sales and marketing groups to the Sales 2.0 way.

Icons Used in This Book

Throughout this book, you'll find helpful icons that highlight particularly useful information. Here's a quick rundown on what they mean.

TIP

This bull's eye appears next to quick tidbits that can make your work easier.

REMEMBER

This icon marks any point that you'll want to be sure to stash away in the part of your brain labeled "Important for future reference." You may even want to reread paragraphs with this icon.

Part I

What Is Sales 2.0?

In This Part

- Observing seismic shifts from traditional sales
- Understanding new roles for social networking
- Embracing new efficiencies of Sales 2.0

Welcome to the world of Sales 2.0, where the sales professional meets the world of Web 2.0 and where Web-based communication and hosted services foster collaboration and information sharing between parties. Here, your Sales team adapts its processes to take advantage of Web-based technologies so that reps can close significantly more business, in a lot less time. Sales 2.0 builds on the skills and interests of a new generation of sales professionals who bring to the workplace their expertise with technologies such as instant messaging, social networks, search engines, and e-mail to research, communicate, and collaborate.

Understanding Inefficiencies of the Old Way of Selling

The previous generation of customer acquisition is, for many organizations, still the current way many sales professionals interact with customers.

Outbound direct mail campaigns are sent in bulk to Fortune 1000 customers without really knowing how to track their effectiveness. You hand out glossy reports where analysts have written glowing comments about your product. Your sales team consists of the quintessential “elephant hunters” who play a lot of golf with senior executive clients and are always hopping on a plane or driving to a face-to-face meeting with the customer, wining and dining clients with the classic three-martini lunch, and waiting for your telesales or telemarketing team to toss over some leads. Sales managers leave sales reps alone as long as the rep gives the manager a forecast once in a while and brings in those enterprise-sized elephants. Your Marketing team and your Sales team are doing their own things — the former is sending out promotional campaigns, the latter continues to call and qualify leads. Marketing claims Sales isn’t doing anything with the bountiful amount of demand they’ve generated, while Sales complains that the leads brought in are worthless. Sound familiar?

Recognizing How the Internet Changes Sales Forever

The advancements in consumer Web-based technologies such as Google and Wikipedia have shaken up the old balance of power. With clean, simple interfaces that promote efficiency, these sites now give consumers access to information at their fingertips. It's a whole new world with winners and losers. Traditional businesses that charged a lot of money to reveal closely guarded information are now seeing their business models evaporating.

Web 2.0 sites have changed the way that consumers use the Internet by adding

- Rich, interactive, user-friendly interfaces.
- Application delivery exclusively via browser.
- Site data that is user-owned and user-controlled.
- A culture of participation encouraging users to add value to the applications as they use them.
- Social networking as part of the site's appeal.

Web 2.0 consumer Web sites also shape people's expectations with business products and services. Buyers are now more informed and can learn about your product anonymously without ever speaking to an associate. Sellers now have less control over the process of revealing product information, especially when they have no idea what data these anonymous visitors are finding out. Customers also expect much shorter sales cycles, as the advent of e-commerce sites has trained them to expect one-stop shopping and instant gratification.

As your customers' buying behaviors and expectations evolve in this Web 2.0 world, so must your sales and marketing processes adapt, while your company learns how to benefit, too. This evolution is critical for any business, whether they sell on-demand technology, traditional software, or a large-scale physical product. By discovering how to work as a team to acquire customers, optimize the sales cycle, sell using more-efficient channels, and better analyze and track your prospects' behaviors, you'll gradually transform your sales process into the world of Sales 2.0, and improve your topline and bottom line results as well.

Sales 2.0 is social networking

Let's face it. Sales, whether you're in the business of hunting or farming, has always been about networking. Informal exchanges of information through your personal network are often more valuable than messages you're getting from professional, official channels.

Sales 2.0 is the natural fusing of the sales person's innate tendency to exchange information, his or her ability to adopt the techniques that make sales more efficient, and the advent of Web 2.0 technologies.

Sales 2.0 removes the overhead and inefficiencies that previously kept you from finding the right person to exchange information with. With social networking, you can make connections and engage with peers, clients, and partners all over the world. And you can do it all more efficiently and in environments that are structured to reward and reinforce reciprocation. For example, Jigsaw enables you to trade business contacts with members of its online community (see Figure 1-1).

Figure 1-1: Using Jigsaw for networking.

This new ability to reach out and make an immediate connection also affects how you network with complex enterprises. You can now more easily find someone within a department, and provide that person with a solution. In a Sales 2.0 world, decision makers are frequently at the department level, rather than executives. Not surprisingly, more companies develop and sell solutions targeted towards departments and their decision makers instead of enterprises.

Not only is *how* you sell evolving; *what* you sell is also evolving in the world of Sales 2.0. Groundbreaking companies such as WebEx and Salesforce.com that sell "software as a service" (SaaS) circumvent the IT and implementation bottlenecks by providing hosted solutions at a dramatically lower price point. Their services get up and running within days — a timeline virtually unheard of when most sales were focused on expensive enterprise applications.

Shaking hands with a new form of relationship selling

Don't get us wrong; selling is fundamentally about relationships. Of course, if a buyer is going to hand over a few million dollars to you, in-person meetings help seal that trust. But with Sales 2.0, relationship selling occurs in several new media, and is more efficient, measurable, and cost-effective than ever before.

Sales 2.0 raises the quality of the types of engagements you have with your prospects and customers, anytime, anywhere. If a customer or prospect is able to visit your Web site outside of business hours, you still need to know about it, and know what they were looking at. You need to create closer connections with your prospects, many of whom are anonymous, and keep them highly engaged with you.

Instead of using traditional sales methodologies where customers are informed of certain value propositions over a regimented series of steps, Sales 2.0 is about adapting to customer's buying behaviors and helping them when they need it. The new form of relationship selling isn't about selling anymore — it's about helping the customer with their buying.

Selling Faster and Smarter with Sales 2.0

If you're a sales rep, especially one who gets on planes and travels, one of the things you receive from the corporate office are leads into your sales funnel. From this stack of leads, you make your weekly appointments to visit your prospects. How often do you arrive at your meeting and within moments know that the lead really isn't qualified? Sure, they may have met some factual criteria to be considered a qualified lead, but maybe they don't have the budget, a champion, or specific goals spelled out yet. Worse, maybe they stump you with questions that could have been answered by a person back in your home office. That's turned into a wasted trip for you.

Selling faster without flying

Sales 2.0 reduces the annoyance and inefficiency of these scenarios. More streamlined processes — and the technologies to carry out these smarter approaches — can directly save you time and money. Less time spent traveling means lowered travel expenses and more time selling. More time selling means you get to focus on raising your average seat price, while the number of accounts you touch increases, too.

For example, Web conferencing stands out as an early Sales 2.0 technology that has changed the way people sell by enabling relationship selling through the Web.

REMEMBER

Increasing selling speed alone isn't enough. You need better visibility into your customers' actions, whether or not you visit with them face-to-face.

Measuring your selling smarts

Sales 2.0 is about making anything and everything in the sales and marketing lifecycle measurable, so that you in turn can take that information and resulting analysis to help your customer make better buying decisions.

SalesGenius from Genius.com lets you instantly track which prospects have opened your e-mail and clicked through to your Web site (see Figure 1-2). For example, if you get a report that Prospect X visited your Web page four times and you know that page primarily offers registered prospects the chance to watch your product video, you can immediately contact them to ask whether they have any additional questions. You've already reduced the sales cycle for yourself and your prospect by not having to cover redundant information. Your conversations not only occur more often, but become more personalized and smarter.

Figure 1-1: Following up on leads with SalesGenius.

Sales 2.0 truly merges Sales and Marketing into a seamless effort to target buyers more effectively and bring in a lot more business at lower cost. It helps reps hit their quota more predictably and turns your Sales and Marketing teams into a competitive advantage by shaking up age-old concepts of selling. Take an honest look at the chart in Figure 1-3 and see where you stand, and how well that approach is working for you and your bottom line.

Defining Sales 2.0

Sales 1.0		Sales 2.0
Rigidly following a sales process	▶	Helping prospects buy
Controlling what the buyer knows	▶	Buyers educate themselves before they come to you
Marketing vs. Sales	▶	Integrated and interdependent Marketing and Sales
Selling Solutions	▶	Helping customers succeed
High-efficiency vs. high-touch	▶	High-efficiency AND high-touch
Volume vs. Relationships	▶	Relationship-driven volume
Travel, meeting and schedule hassles	▶	Engaging anytime, anywhere
Technology is a burden	▶	Technology makes sales reps more effective
Count every activity	▶	Measure activities that count
Forecast probability	▶	Forecast predictability
Pipeline volume	▶	Pipeline shape and velocity
Mass prospecting	▶	Network/Community of unlimited opportunities
Hoarding best (and worst) practices	▶	Making best practices pervasive

Figure 1-3: Understanding how Sales 2.0 transforms your sales approach.

Part II

Top Sales 2.0 Technologies

In This Part

- Following the Sales 2.0 funnel model
- Bringing in new customers
- Getting to know your clientele
- Tracking customer interactions
- Closing deals online
- Keeping customers satisfied

In order to sell and market more effectively with Sales 2.0, you need certain essential applications. All of the technologies described in this part help transform your Web site and online presence from static brochureware for visitors who come and go anonymously, to a highly interactive store, where sales people meet and greet customers and offer them highly personalized service based on their specific needs. This part presents the top technologies to turn your Web site into a Sales 2.0 sales and marketing powerhouse every step of the way. Bear in mind that technology works best when you have clear aims.

The Sales 2.0 Funnel

The Sales 2.0 Funnel (see Figure 2-1) updates the traditional sales lifecycle by identifying each stage of the Sales 2.0 process with a sampling of new Web-based technologies that enable you to approach each step in a faster, more cost-effective, and measurable way.

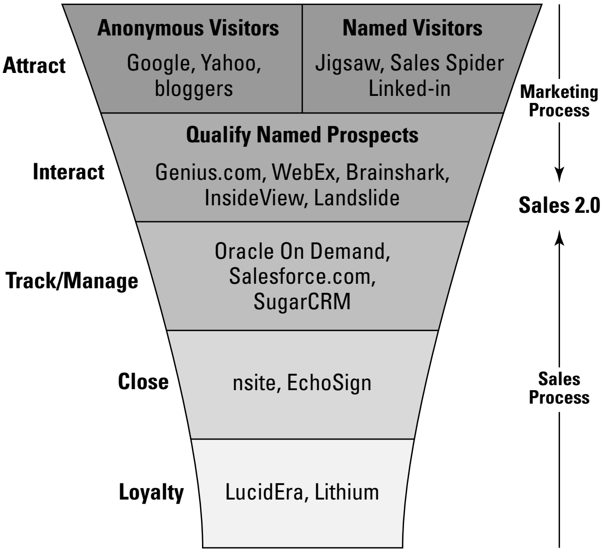

Figure 2-1: The Sales 2.0 Funnel

As Marketing drives the demand that brings leads through the top of the funnel, Sales defines the processes for managing prospects to a close and beyond. Marketing brings prospects into your Web site with various invitations to the site (called *campaigns*) and Sales then interacts with prospects as they browse the site, to understand their buying needs and close them faster with better service. The lines between these two departments and their processes are blurring at every customer touchpoint. In effect, your site becomes your virtual store.

Sales 2.0 is about breaking down the walls between Sales and Marketing and defining a new set of strategic processes where incentives and goals are aligned to deliver smarter, measurable results. No longer do you need to contend with Marketing executing campaigns that Sales doesn't know about.

TIP

Two consulting firms that specialize in building and refining Sales 2.0 processes within businesses of any size are Phone Works (`www.phoneworks.com`) and TeleSmart Communications (`www.tele-smart.com`). Part III covers more on these topics.

Attracting Customers

First things first when it comes to acquiring customers — you've got to get them in the door. Attracting customers occurs along two branches: seeking out named individuals that you think are the best fit to getting deeper into a targeted account, and informing anonymous visitors about your product.

Attracting named visitors

In the Sales 2.0 world, even prospecting for open doors in named accounts takes a new spin. Historically, data about a company, its key decision makers, and their contact information were carefully mined and cleansed by a few large giants such as Dun & Bradstreet or Hoover's. Access to this information came with a high price tag and wasn't always accurate anyway. Sure, you've got your own Rolodex built up over the years, and you rely on a few key contacts to get you in the door, but how up-to-date and organized do you think those business cards are?

Sales 2.0 now provides this type of data more transparently, and at little to no cost, to members of various social networking communities. Incentives within these communities promote the maintenance of accurate information and outreach to new participants. Examples include Jigsaw (`www.jigsaw.com`), LinkedIn (`www.linkedin.com`), and Sales Spider (`www.salespider.com`). Not only can you find new information, you can confirm whether the data you currently have is correct. So now you can sell more to your *existing* contacts as well as to *new* ones.

For example, at Jigsaw, members access a business directory of contacts for free if they contribute or update business contacts of their own. Even those with a limited network can still afford to purchase access to contacts. The self-correcting nature of Jigsaw ensures accuracy of the data, while its reciprocal nature spurs its growth.

"Jigsaw takes a new approach to something that's been done for ages," reflects Jim Fowler, CEO and founder of Jigsaw. "Sales people have always exchanged information. Our platform creates huge efficiency gains for reps by drastically reducing the time-consuming work of finding, accessing, and maintaining their list of business contacts. Unlike other business networks that may be more geared for job hunters, Jigsaw is for selling. We're shaking up the old way of doing things: Jigsaw is to the data dinosaurs what Wikipedia is to Encyclopedia Brittanica."

Keeping the door open for potential contacts

Don't let those past lists of prospects just sit there gathering dust. Sales people know that timing is everything — a prospective buyer may pass by an offer at one point in time, but with changed circumstances, re-engage later. Sales and Marketing can also use Web technologies to look for every opportunity to stay in touch with an unconverted user base, whether it's people who've signed up for Webinars in the past or trial users who didn't convert. Sending and tracking e-mail newsletters on a regular basis enables you to keep product and pricing announcements front and center with an audience that is at least partly qualified. Using a solution such as Genius.com's SalesGenius to track which recipients open the newsletter and click through to read the articles provides an invaluable indication of renewed interest that Sales can act on.

Attracting anonymous visitors

So how do you get new prospects to you? Most companies don't have the luxury of an instantly-recognized brand presence that automatically drives information seekers to their Web site. Every company also has competitors clamoring for mindshare, too. Both of these factors are more noticeable than ever when information seekers simply go to a search engine such as

Google or Yahoo and type in some keywords to look for a solution. The difference between a first-page listing within a search result, and a second-page listing can translate into an order of a magnitude of visitors that either click through or never hear of your site. If your customers can't find you, they can't buy from you.

The more that sales leaders understand the competitive advantage of keyword advertising, the more they can help Marketing know which keywords are viewed as most relevant by prospects. "Businesses need to abide by three core tenets of search engine marketing before anything else," advises Barbara Coll, CEO of WebMama.com Inc., and founding president and chair of the industry trade association, Search Engine Marketing Professionals Organization (SEMPO, `www.sempo.org`):

- "Decide what keywords to buy to advertise on search results pages and then buy the advertising."
- "Design your Web site to be search engine-friendly."
- "Use Web analytics to track conversions."

In the Sales 2.0 world, a key goal of a company's Web site is to convert anonymous visitors to known prospects that Sales can then contact and close. Sales must truly integrate with Marketing to succeed — it's not enough to get lots of visitors to the Web site. Sales and Marketing need to work together to give that anonymous visitor a name and face so that Sales can meet and greet through the Web site.

A variety of Sales 2.0 technologies help here. For example, by offering real-time chat on your Web site, regularly-updated landing pages, Web forms tied directly into your CRM system, and Web conferencing invitations to live demos, you provide the prospect with multiple ways to engage with you.

Yes, this step requires extra effort. Yes, you and your team are already swamped. But Sales management needs to make a conscious effort to allocate resources to harvest visitors from your Web site. Don't let all these online store visitors browse and leave. You wouldn't do that in a bricks-and-mortar store, would you?

TIP

Create a schedule — assign some reps on a rotational basis to staff instant chat sessions, or host regular Web conference demos promoted on Web site landing pages. Work with Marketing to add time-limited promotions to key landing pages.

Interacting with Customers

In the traditional shopping model, sales associates greet store visitors, observe their body language and what they're browsing to assess if they're serious evaluators or just kicking tires. Questions are readily answered, and advice is doled out as needed. But how do you give your virtual store visitors the equivalent of the quality department store treatment?

Once you've attracted prospects to your Web site or marketing event, you need to interact with them to understand which visitors are seriously considering what you're offering. Sales 2.0 tools make for a richer interaction between you and your prospects, by helping you view and assess the online equivalents of body language and interest level. With this added insight, your Sales 2.0 team can better prioritize their time with qualified and interested prospects, thus building a smarter pipeline.

Examples of these tools are varied and include solutions from Genius (`www.genius.com`), Brainshark (`www.brainshark.com`), InsideView (`www.insideview.com`), Landslide (`www.landslide.com`), and WebEx (`www.webex.com`).

SalesGenius takes the concept of reading online body language a step further by empowering sales reps to track how prospects respond to e-mails, which parts of your Web site they visited, and for how long. Armed with this knowledge, Sales is now better informed and can respond more intelligently. Visitors can even chat with sales reps from the Web site, via real-time instant messages. Being able to give Web site visitors high-touch, personalized, and consultative customer service is like delivering the power of Amazon's famous personalized book referral service from the hands of an individual sales rep. Web development teams and IT are removed as bottlenecks because SalesGenius enables you to do all this without any programming or IT assistance. A few years ago, building all this intelligent interaction capability into your Web site would have cost tens if not hundreds of thousands of dollars, and taken a painfully long time to implement.

Brainshark enables both sales and marketing users to easily and affordably create rich, trackable content to help shorten the sales cycle. All reps need is a PowerPoint deck, a phone, and a Web browser to add a custom message. When more and more visitors are educating themselves about your product after hours, Brainshark is one example of extending your reach to prospects on their schedule. "Companies no longer need to accept the struggle of low response rates and the traditional challenge of getting through with cold calls or e-mails that fall flat. But communications have to be compelling and easy for customers to consume at their own time and in formats they want. Technology today empowers you to communicate more intelligently and effectively with your customers than ever before," remarks Joan Babinski, vice president of marketing at Brainshark.

InsideView's stance toward smarter customer interactions focuses on aggregating customer information and using analytics to look for and categorize relevant customer data. By automating the act of researching customer information and providing updates on latest relevant company news, InsideView offloads the time-consuming part of selling. "With today's search engine capabilities, buyers have raised the bar in the types of conversations they want with you," Umberto Milletti, founder and CEO of InsideView notes. "You've got to add value by understanding how your products make a business contribution to your buyer, and where their latest concerns lie. It's not just about features and functionality anymore. By keeping track of the latest developments at all your targeted accounts, you're now able to build a better quality pipeline and begin conversations at a much deeper level than ever before."

For selling cycles that are more process-oriented, where specific actions must occur at defined stages, Landslide offers a process-based set of tools and services to help local and remote sales reps adopt the best practices of their company's superstars. While other companies in this stage of the funnel help sales reps better qualify a lead, Landslide's customized process engine helps you convert a lead into an opportunity and eventual deal through a combination of dedicated interactions and alert-based updates. "Landslide removes both buyers' and sellers' frustrations of missed calls by providing personalized interaction portals for each prospect, while eliminating sales reps' data entry and fulfillment frustrations," remarked Razi Imam, CEO and founder of Landslide.

Last but not least, WebEx and other Web collaboration applications stand out as a critical tool in every Sales 2.0 believer's arsenal. Examples of companies offering various Web conferencing services include:

- Adobe Acrobat Connect (`www.adobe.com`)
- Citrix GoToMeeting (`www.gotomeeting.com`)
- Convenos (`www.convenos.com`)
- Microsoft Live Meeting (`www.livemeeting.com`)
- WebEx (`www.webex.com`)

As one of the pioneers of what we now describe as Sales 2.0, WebEx and their processes have paved the path for many of the Sales 2.0 tips we offer in Part III.

"Web collaboration is really about increasing a sales rep's productivity in a streamlined sales organization, while reducing the inefficiencies and expenses around constant travel and face-to-face meetings," says Jeff Weinberger, director of products, WebEx SalesCenter. "Productivity is increased when you become highly engaged with the customer. Collaboration now occurs both within a meeting and outside it, too. WebEx allows meeting attendees to quickly find and contact subject matter experts in case the customer asks a stumper of a question. And in between meetings, we keep customers engaged by giving them access to a private portal where they research the latest, personalized information specific to their business needs. Sales reps have got to be able to engage with their customers at anytime, anywhere, and as efficiently as possible in order to win and maintain their customer's focus."

Tracking and Managing Customers

Within the last five years, applications for sales and marketing teams to track and manage their customer interactions have gained widespread adoption. Managing pipeline information within silos of teams and selling as lone wolves have given way to increased collaboration and a team-based approach to customer acquisition and retention, broadly called *Customer Relationship Management (CRM)*. Examples of CRM systems include

- Salesforce.com (`www.salesforce.com`)
- SugarCRM (`www.sugarcrm.com`)
- Oracle On Demand (`www.oracle.com/ondemand/index.html`)

Salesforce.com is a Sales 2.0 pioneer, whose product and own internal best practices have helped prove and define the Sales 2.0 model. Access to traditional CRM systems typically took a long time to implement (which wasn't even guaranteed), and required a huge investment of cash. Salesforce.com opened the door to smarter selling at a price point that businesses and departments of all sizes could easily understand and afford.

Today you see a variety of CRM options — hosted or on-site, open source or proprietary, integrated with back-end systems or as part of a best-of-breed suite.

"If your business is running without an on-demand CRM solution, get one, or risk missing out on critical sales, marketing, and support insights," says Tien Tzuo, chief strategy officer at salesforce.com. "Salesforce.com breaks down the barriers between Sales, Marketing, and Support so that all customer-facing groups share a unified, on-demand view of their customers' information. The next step in the evolution is seeing other divisions within your company leveraging that same powerful concept of a unified view of data, delivered over the Internet for purposes beyond managing customer relationships."

Other options in the CRM space include SugarCRM and Oracle On Demand. SugarCRM offers an open source architecture to enable integration with a wide range of existing business processes. By following an open source model, CRM developers in SugarCRM's community contribute feedback, develop extensions to the core product, and design solutions so you don't have to invent the wheel from scratch. Oracle On Demand offers solutions tailored to more than 20 industries, by integrating with Oracle and other business applications within your company.

Closing Customers

When a customer agrees to buy your product, a whole new set of closing processes that sales reps have to manage kick into gear. You need a simple system for the creation and general administration of contracts, the collecting of signatures from the customer's buyers and authorized purchasing agents, and overall ensuring that all the Is are dotted and Ts are crossed. Nothing is more frustrating than having an eager customer who wants to start using your product but can't because paperwork has tied things up.

Sales 2.0 technologies such as Nsite (`www.nsite.com`) and EchoSign (`www.echosign.com`) make the closing process more efficient by tracking it from the moment a customer commits to buying a product to when he or she signs on the dotted line.

Nsite supports the entire quoting cycle, including quote creation, product configuration, proposal generation, and the management of various standard terms and conditions. By automating the proposal preparation process, Sales 2.0 teams reduce approval bottlenecks and get the products to the customer faster. Then they can manage more prospects through the funnel in a shorter amount of time.

EchoSign manages documents and contracts by making it easy for you to capture signatures and manage the sending and receiving of signed and unsigned documents. Recipients can print out forms to sign manually or use an authorized e-Signature option. You can even have EchoSign route PDFs of the signed documents to the proper parties related to both sides of the contract, such as Legal, Accounting, or Sales Operations.

Cultivating Loyalty

In the Sales 2.0 world, after you close a customer, you don't just forget about that deal and move on to a new sales cycle. Sales 2.0 companies realize that nurturing customer interactions throughout their entire relationship with the buyer is critical. One bad experience and not only will you have lost future earnings from a customer, but you've also set yourself up for being vilified in the blogosphere.

So what sort of metrics can you analyze to determine what is and isn't working with your customers? Business intelligence (BI) tools help you critically analyze your data to streamline sales, and to make sure the right pricing and product mixes are available for your customers.

Sales 2.0 BI tools like LucidEra (`www.lucidera.com`) now exist to give you insight into your sales operations. LucidEra joins data from your existing SFA or CRM system with data from your accounting systems to analyze questions such as "What's the distribution of returns or canceled orders look like?", "How many deals were won with a reduced amount than originally forecast? An increased amount?", "Which sales managers are spending the most money, and is it translating to better sales?", and so on. As with other Sales 2.0 technologies, access to this type of information is now available at a fraction of the time and cost of traditional BI implementations.

Whereas BI tools help you look at quantitative data behind the scenes to improve how and what you deliver to your customers, community tools such as those created by Lithium (`www.lithium.com`) enable more front-line interaction with your customers. Support communities are one type of community created to cost-effectively share knowledge between employee and customer, or between customers, while encouraging others to participate. Other communities can exist to discuss all aspects of a business — its products, news items, wish lists, and so on. And communities have evolved from the days of forums to now include multiple channels for engaging participants. Chat rooms, buddy lists, private messaging, and RSS feeds all contribute to inviting a customer to browse, participate, and return for another visit.

This fundamental change in how most sales and marketing organizations view and use their Web sites also requires new techniques to selling. We describe these new approaches in Part III.

Part III

Ten Ways to Ramp Up Your Sales 2.0 Attitude

In This Part

- Examining exemplary Sales 2.0 leaders
- Keeping Sales and Marketing aligned
- Tracking sales metrics the easy way
- Ensuring repeat success
- Making the most of your Web site

All this amazing Sales 2.0 technology is useless unless you adopt a Sales 2.0 attitude in your Sales and Marketing organizations to achieve a high volume, high velocity, and high value sales and marketing model.

In this part, we touch on a few key of Sales 2.0 techniques and hear about some best practices WebEx uses to win big with Sales 2.0. Throughout this part, you get helpful, best-practice insights from Dave Berman, president of worldwide sales and services at WebEx, and two sales process experts, Sally Duby, president of Phone Works (`www.phoneworks.com`), and Josiane Feigon, founder and CEO of TeleSmart Communications (`www.tele-smart.com`).

At the end of this book, you can take a quick quiz with some basic questions to gauge how Sales 2.0 you are.

Following Sales 2.0 Models of Success

A great way to adopt a Sales 2.0 attitude is to look at companies that do Sales 2.0 really well. Among the inventors of Sales 2.0, one of the most prominent success stories is WebEx (`www.webex.com`), both in their internal processes and with the technology they sell.

WebEx's Dave Berman explains a key attitude shift:

> Sales 2.0 requires a total transformation of how organizations view the sales process and customer acquisition. In Sales 2.0, you don't only shoot elephants; you can get a small group going within a large enterprise, and then drive adoption with field sales, if the overall opportunity is big enough.
>
> With shorter sales cycles and a lower cost of sales, companies can target new types of buyers and deal sizes. You are not just selling to Fortune 1000 Chief Technology Officers nowadays. Sales 2.0 opens up sales doors and marketing opportunities to reach new market segments.

Aligning Sales and Marketing

As Part II explains in depth, in a Sales 2.0 world, Marketing and Sales are joined at the hip. Everything is coordinated and measured along the same, seamless funnel and captured in the CRM system.

If your Sales and Marketing teams don't meet regularly and see eye-to-eye on the Sales 2.0 process, you have a problem.

"The Sales 2.0 way means a higher volume of sales, moving at a faster velocity than ever before. It requires an integrated team selling approach. No one rep can manage the volume as a lone wolf," notes David Berman of WebEx. He adds these characteristics of a successful Sales 2.0 team:

> Sales 2.0 sales reps have supporting resources available at their fingertips to successfully manage their pipeline. Marketing, lead generation, inside sales, field sales, and sales engineering teams need to understand their roles (and everyone else's) and when to transition prospects to the next level.
>
> Make sure incentives and comp plans are aligned with your company's short- and long-term goals. Have the comp plans build in the right carrots and sticks to bring in enough monthly revenue without compromising repeat business and the customer experience. If your corporate goals are customer retention and satisfaction, don't drive your sales team to say or do anything just to get a purchase order in their hands.

With Sales and Marketing working closely on the Web site, it will become much more interactive. Marketing needs a ready stock of all kinds of juicy calls to action, such as free trials and live online demos, that engage customers. Sales then needs to be able to chat and interact with specific prospects with technologies such as SalesGenius.

Recognizing a good Sales 2.0 rep when you see one

David Berman, president of worldwide sales and services at WebEx, describes what his company looks for in a sales rep who will likely perform well in the Sales 2.0 environment: "We look for aggressive, smart, and tech-savvy people who can switch between a high-volume and -velocity business and slower strategic selling. And they have to ramp up quickly, handling a faster and shorter learning curve than the old Sales 1.0 reps who took 6–12 months to come up to speed." Make sure your interview questions help you to discern these skills and attitudes in candidates for your Sales positions.

Measuring Everything

You may have noticed that each question in the Sales 2.0 quiz on the Cheat Sheet at the back of this book relates to metrics. That's because in a Sales 2.0 world, every sales and marketing action is *measurable*. That's the beauty of the Web. Every touch with a customer or prospect is measurable. And in order to measure actions, these interactions need to be goal-oriented. Always consider the business reason behind capturing the data you're looking for.

Instilling Repeatable Processes

In a Sales 1.0 world, processes tend to be pretty loosey goosey. Sales reps makes random phone calls to contacts in their contact list and try to set up face-to-face meetings to follow up. Then they hit the road and hope for the best when it comes to hitting their number for the quarter. Management bites their lips hoping the big deals will come through and the quarter will come in strong.

Sales 2.0 is all about managing volume and velocity to get highest value. You need to generate enough volume of potential deals (often from the Web), quickly qualify the potential deals, identify the real opportunities, and deliver the value that the customer needs to close business with you.

To do this, you need to create an agreed-upon, repeatable sales process. "Track each step of the sales process so you can analyze who's struggling, and who's doing well. Then make sure you share best practices to grow your team," advises Sally Duby, president of Phone Works.

As a Sales 2.0 manager, think first about the step-by-step process for acquiring customers in this high volume/velocity model, and how to measure results in each step before thinking about the best technology for a particular step.

Whiteboard the process (formerly known as flow charting to computer geeks), taking input from your star performers and other teams involved with touching the prospect. Keep it simple. If you're having trouble describing the process on paper, spend the time working it out before implementing any new technologies. If you already have some Sales 2.0 sales tools in place, assess which processes are working well in the application, and which processes need improving.

"Sales managers must proactively help teach their teams how to sell, instead of reactively coming in to save the day at the 11th hour. Build out your processes and be specific about when and how your Sales 2.0 technologies are used," adds Sally Duby of Phone Works.

Figure 3-1 shows a very simple example.

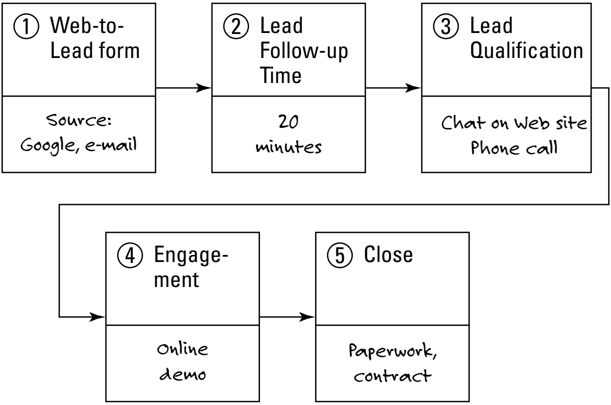

Figure 3-1: Whiteboarding your Sales 2.0 process.

If you're not comfortable doing this type of flow chart, get some help from sales process folks such as the experts at Phone Works or TeleSmart.

Using a CRM System

The first thing good Sales 2.0 managers do is set up a CRM application for their group. A Sales 2.0 CRM system is not just a modern substitute for a stack of business cards. Your CRM system must embody all of your sales processes.

Each task a sales rep performs in order to close a deal is defined as a trackable activity in the CRM system. As a sales manager, you need to be on board with this and lean on your team to make sure the data gets in there. The key to a successful CRM deployment is sales manager and sales rep buy-in. If the sales reps don't record their activities and use the CRM system to manage the sales process, you're not getting anywhere. Make sure your processes include both carrots and sticks to drive usage.

Turning Your Web Site into Your Top Sales Assistant

Your Web site is your company store. Do your Sales reps greet prospects as they enter the store? Whether from an online ad or an e-mail campaign, all leads land on your Web site in a Sales 2.0 world. Make sure you're ready for their sudden drop-in visits.

The days of glossy-but-static brochureware Web sites are over. With technologies such as Genius.com's SalesGenius, your Web site is now fully accessible for sales purposes and not exclusively a "marketing thing." Your Web site now becomes your virtual store, and each sales rep can greet and assess each visitor, just like in a real store.

With technologies such as Web conferencing, reps can fully engage with prospects as if they'd entered your physical conference room for a meeting. With a good Web-to-Lead form in place on strategic spots within your Web site, you grab prospect information as they take your calls to action, and funnel them straight to the right sales rep through your CRM system.

Inviting Prospects to Your Web Site

Products such as Genius.com's SalesGenius enable Sales to invite customers to your Web site using personalized e-mails that can then track recipients' responsiveness. Both Sales and Marketing benefit by gaining extra insight into their prospecting efforts. Now you know to follow up on the ones that have read your e-mail and responded to your call to action.

Make all your communications with your prospects a one-to-one dialogue. Have all e-mails come directly from the sales rep, not from a faceless Marketing address. (Of course, Marketing works with Sales to create e-mail templates so sales reps send out consistent messages without any spelling mistakes.) Have a specific call to action in your e-mail, such as a 10 percent discount if the recipient visits the Web site.

TIP

"Take control of the e-mails sent out to your prospects and customers. Develop a more consistent set of succinct e-mails to develop a stronger, strategic e-mail presence," says Josiane Feigon, founder and CEO of TeleSmart Communications.

Turning Your Web Site into a Trade Show

Sales 2.0 companies such as WebEx offer daily demos of their product. Going to their Web site is like going to a WebEx trade show or user conference. There's always a live demo (delivered by their own product, of course!) so visitors can take an in-depth look at the product (see Figure 3-2). A sales rep is always available for a chat. Customers can get their questions answered and get a higher degree of service than through a static Web site.

Figure 3-2: WebEx walks the walk and provides online demos of its services.

These online demos are a great source of leads, because the sales or marketing person giving the demo can quickly assess which of the participants are truly interested in the product. Prime candidates get a good introduction to the product and want to learn more about specifics for their business.

Driving qualified leads into a custom demo

After a Sales 2.0 sales rep has qualified a prospect with tools such as InsideView or Genius.com's SalesGenius with interactive capabilities, within 24 hours the sales rep can schedule a more in-depth demo with the prospect.

These one-to-one demos are the key to Sales adding value to the customer's experience. In these demos, the rep trains the prospective customer, gets that person started with a pilot, and answers all his or her questions. Best of all, because you're using Web collaboration tools, neither sales rep nor prospect needs to be away from their desks.

"A great underutilized coaching tool for an inside sales team is having them hear what they sound like on the phone," says Josiane Feigon of TeleSmart. "Setting up call recordings today has become extremely easy and cost-effective with the new technology that's available. Everything's digitized, and a sales manager or rep can play the audio files right from their iPods" (or any VoIP-enabled mobile device).

Providing a free trial

If your product lends itself to online demonstration, your Web site's homepage needs to prominently feature a free trial. A Sales 2.0 company typically offers this trial instead of forcing prospects to go through traditional and long qualification cycles. If you have a great product, your prospects should see it, right?

Throw away those old hardcopies of your whitepapers. The Web is about experiencing your product and company's brand through a variety of senses. Make sure that the customers can not only read about, but also see and hear what your company does before they buy. Sales 2.0 customers expect to play with your product without having to go through a lot of hoops.

Capturing Leads on Your Web Site

Embed Web-to-Lead forms in your Web site, in different places, and "underneath" many different calls to action. This is the best way to capture buyer interest because it happens on the Web site.

REMEMBER

Make sure these Web-to-Lead forms are directly linked to your CRM system so the leads flow instantly to the appropriate rep without any re-keying of information. That way, leads don't get lost, and reps can spend time following up on leads, and minimizing their administrative overhead. Call prospects back within 24 hours, if not sooner.

"At the end of the day, Sales 2.0 companies always put the customer's satisfaction first," says Dave Berman. "This attention to customer care begins the moment a prospect visits your site, through the initial contact, and doesn't end after the contract's been signed. Nowadays if you deliver bad service, anyone can and will tell the world about it. A customer's success just makes good business sense."

Wouldn't you agree?

If you're a sales manager and looking for guidance yourself on how to take your team to the next level, consider two options put out by the experts at TeleSmart and Phone Works:

- Enroll in the Sales Management Forum (`www.telesmart.com/services/sales-management-forum.html`) for one-on-one mentorship and strategic advice on how to be more effective in your Sales 2.0 role.
- Join the Telebusiness Alliance (`phoneworks.com/telebusiness/index.htm`) to share Sales 2.0 best practices and discuss common issues amongst an impressive list of your peers.

Is Your Organization Sales 2.0?

Use this handy checklist to begin transforming your company into a Sales 2.0 business. Do you . . .

- ❑ Have trackable, measurable processes in place for your sales and marketing teams?
- ❑ Send your prospects concise, consistent, and spell-checked e-mails with a specific call to action?
- ❑ Get notified if and when your prospects open your e-mail?
- ❑ Enable sales reps to source and qualify their own leads?
- ❑ Track how many people came to your Web site today?
- ❑ Know which of your contacts were on your site today?
- ❑ See what your Web site visitors were looking at?
- ❑ Track how many Web conference meetings your sales team has with qualified Web site visitors?
- ❑ Know what percent of your leads came to your site from an Internet search or an e-mail?
- ❑ Have any idea what these metrics will look like for tomorrow?

If you can answer at least two of these questions with specific data, you're on your way to Sales 2.0. If you can't answer any of them, go to the beginning of this book. It's full of tips to help you get cracking!

Take advantage of the Web to close more deals

Combine new techniques and technologies for sales success in a Web 2.0 world

The world of sales has shifted into high gear, thanks to new Web 2.0 technologies and techniques that let Sales harness the power of the Internet to attract, cultivate, and close more customers more quickly. This handy guide can help get your company up to speed with the changes that are improving the way people sell. Don't get left behind! Discover the best approaches and processes that can help your sales and marketing teams work smarter, bring in better leads, and close more deals. Leading experts on the key technologies and sales techniques explain how to get your team selling successfully the Sales 2.0 way.

Discover how to:

Use Web 2.0 technologies to sell smarter and more efficiently

Apply new methods to make the most of the Internet's potential to expand sales success rates

Align marketing and sales to drive more qualified leads into your pipeline

THE DUMMIES WAY

Explanations in plain English

"Get in, get out" information

Icons and other navigational aids

A dash of humor and fun

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