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DEMANDREPORT
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Telesales 2.0™:

Improve Revenue Impact With
Modernized Teleservices



**A Guide To How Progressive BtoB
Companies Are Transforming
the Process Of Cold Calling By
Incorporating Insights, Intelligence
& Understanding Of Client Needs**

Sponsored by




The**Vanella**Group, Inc.

Strategic Telesales 2.0™ for High Tech



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SiriusDecisions estimates that 70% of the BtoB buying cycle is complete by the time sales people at any level engage prospects for the first time.

In a little more than a generation, the function of BtoB sales has evolved from a single outside sales rep responsibility to a system of specialized tasks broken up and performed by outsourced human and software solutions. Yet telemarketing-based lead generation continues to be one of the tougher areas to outsource successfully, even though it is the highest yielding marketing activity. This white paper will explore best practices of companies that have done this with high levels of success and maintained long-term outsourced programs to build their pipeline with deals they wouldn't have otherwise identified.

A modernized teleprospecting function will not just identify traditional prospects, but also the following:

- Real-time opportunities;
- Live sales intelligence;
- Build revenue producing relationships;
- Achieve meaningful live dialogue with individuals who are key at all stages of the buying cycle; and
- To do this, it will take much more than an old-fashioned cold call — better known as the Telesales 1.0 way of doing things.

This is not a choice to step up quality of outreach, but a necessity. SiriusDecisions estimates that 70% of the BtoB buying cycle is complete by the time sales people at any level engage prospects for the first time. That's because the informational and research function has shifted almost completely to the potential buyer versus having a sales rep control the presentation of information about a product. The dependency on discussions with sales reps for early-stage product research is over. That means that telesales outreach can't simply be an early-stage transactional, low level interaction on the way to a purchase — telesales efforts


need to uncover, add value and develop relationships in ways they've never accomplished before.

Truly "cold," or uninformed, calls has become a thing of the past. Telesales 2.0 has given way to a new generation of savvy, senior-level professionals who can understand exactly where the prospect is in their buying cycle based on real-time discussions and situational fluency. What that means is that calls are made and the information offered is sales intelligence that makes the difference in progressing deals. Telesales 2.0 is the transformation of telesales professionals from junior level appointment-setters and information-pushers into peer-level solution and relationship building experts.

Keeping pace with buyer-centric demands in the marketplace, progressive organizations will put on their front lines people that have:

- Well developed situational and business fluency;
- The ability to mentally map information the prospect provides to present the most relevant information and speak confidently to pain points and business objectives; and
- Peer to peer conversations with executives.

While many BtoB sales organizations focus primarily on later stage deals and engaging senior reps at the end of the sales cycle, greater emphasis should be allocated to the need to put the best foot forward in the beginning so that sales teams don't miss opportunities from late outreach, lack of visibility of a deal, or lack of intelligent engagement with prospects at



earlier stages in the buy-cycle, where there is a tremendous opportunity to influence. The evolution of the way companies have to sell today calls for **senior-minded team members at every single stage of the buy cycle** who understand how to help discover and qualify.

Another challenge in the mix is many companies that implemented marketing automation to address early stage prospect engagement, now struggle to empower sales reps to utilize that data gleaned effectively. To supplement this all too common problem, progressive firms are tapping plug and play teleservices solutions that can understand automation data and marketing analytics and can put that to work effectively.

“Don’t settle when hiring salespeople for any role, especially your front lines,” said Aaron Ross, Managing Partner, Predictable Revenue. “It’s like buying leads — better quality than quantity. Hire great people, in and they will pay you back a hundredfold in results. A ‘great’ person — smart and determined — on the front lines can double the results of a

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‘good’ person, which can mean twice as many high quality leads for your account executives.”


Another shift in the selling process is the depth of conversations buyers have, they are willing to provide a lot of information up front to vendors to quickly determine if there is a fit., This requires having a person at a cold-call stage that can manage executive discussions that are unplanned, unscripted and unpredictable. They need to be able to map topics in real-time to meaningful solutions and understand business problems. The ability to sense what topics to discuss or not discuss, the application of sales intelligence and research, the understanding of client environments, and the ability to progress a discussion to the next level are all very highly developed skills.

Telesales 1.0

1. Generalists manning the phones
2. Low-level junior staff that view outbound calling as a stepping stone to a better job.
3. Collecting name and contact information for high-profile decision makers
4. Notation of industry and financial conditions at 30,000 feet
5. Cryptic note taking that isn’t progressive and meaningful to progress an account
6. Reactive to industry and company news about products, executives and the industry at large
7. Leaves relationship management to the client
8. Prospects don’t perceive the call as high value interaction

Telesales 2.0

1. Professionals that bring fluency, experience and strategic business insight to each call
2. Identifying a variety of key influencers within organizations who force buying decisions
3. Ground-level knowledge of customers’ day-to-day business activities that triggers immediate action when they need products and services
4. Ahead of industry and customer news to better anticipate opportunities
5. Partners with client to enhance relationship management
6. Prospects engage with enthusiasm realizing there is potential and reason to engage now



“Too often telesales and lead gen, although the most personal and human of all direct marketing programs, with the highest potential ROI, has been relegated to the worst last minute execution,” said James W. Obermayer, Executive Director, [Sales Lead Management Association](#). “From list procurement to choosing the right callers, or vendor, marketers in their frenzy to produce have not made informed choices to do the work.”

This white paper will discuss new approaches in the evolution of outbound telesales and lead generation – the traditional function of identifying and gathering potential sales prospects by phone.

The Current State Of Telesales/ Lead Generation

Even with the addition of new software and social media tools to assist telesales professionals in their quest for new client opportunities and information, the fact remains that it's the experienced voices having actual discussions with deep knowledge of an industry and company that are more likely to see opportunities that translate into won business.

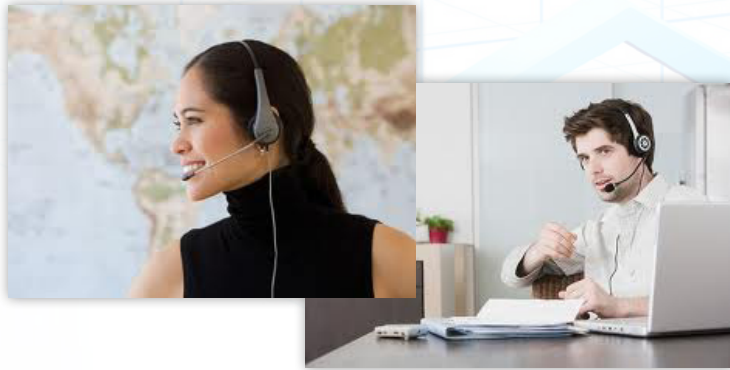
Yet who mans the front lines of telesales today? Junior salespeople or inexperienced vendors with unskilled staff who end up frustrating prospects and actually damaging brand value. Smart telesales service providers are putting talent and high-level skill in front of prospects. The best telesales/teleservices companies bring peer-level discussions as part of early outreach, not waiting until someone is willing to have a demo or discloses they have a budget. They won't even disclose that kind of information to a low level agent.

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*- James W. Obermayer, Executive Director,
Sales Lead Management Association*

The following are elements of the deliverable of efficient telesales best practices:

- Detailed, relevant prospect initiatives that reflect current niche opportunities or future areas of explosive growth
- Underlying business drivers that most telesales professionals aren't trained or incentivized to communicate to decision makers
- Human motivators for purchase decisions, whether budgetary, behavioral or event-related
- Detailed information on competitors and their inroads into your business
- Critical advance timing and budget information on projects



telesales today that goes beyond selling. We take the time to only onboard professionals with the qualifications that translate into having peer-to-peer discussion with similarly high-level executives about their infrastructure and long-term needs. It isn't that prospects don't take calls, it's that they don't take bad calls. When you are able to have the type of discussion that leads to understand the needs of a customer's business, reading a script or sales pitch isn't what is going to enable that type of conversation. You need to be far more advanced than that."

Moving Beyond BANT – Buyers Have a Preference Before They Meet BANT

Selling organizations have longed subscribed to the BANT method (Budget; Authority; Need; Timing) to qualify and prioritize sales leads. By identifying whether or not a lead meets the criteria of a ready-buyer, companies look to focus their sales efforts more efficiently at later stage sales cycles. They also look to more effectively help move prospects from cold to close by tailoring the approach to cater to key components of the decision-making process.

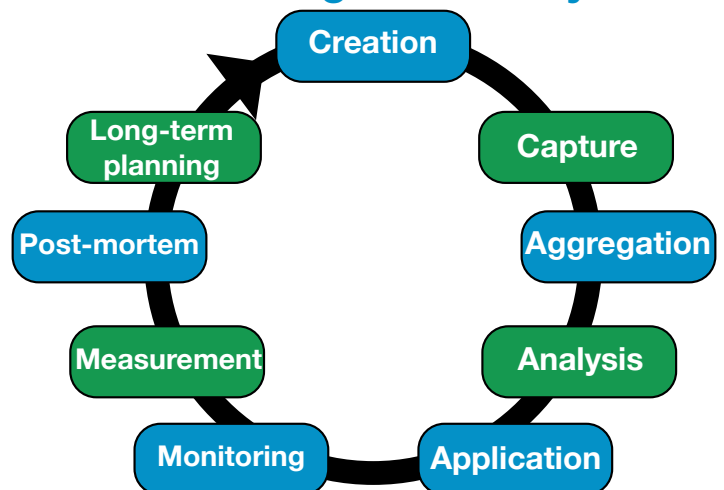
This critical real-time intelligence makes precious seconds on the phone relevant for the customer. Instead of suffering one more cold call, the customer gets a connection and level of understanding they weren't anticipating, and the company gets an opportunity to identify its customer's next spending opportunity.

Findings from DemandGen Report's survey titled *Inside The Mind Of The B2B Buyer* indicate that more customized telesales behavior can't come soon enough. For example:

- Prospects are increasingly biased against scripted sales pitches and cold calls. Only 10% of respondents said their initial engagement with a solution provider started with a cold call in that category.
- Prospects also are more independently proactive than ever before. In today's business climate, buyers surf the Internet diligently to research before ever interacting with a prospective supplier. More than 80% of buyers surveyed said they either called the solution provider directly or were contacted after they requested information.

"Companies need high-level resources doing their outbound sales to add credibility and unique intelligence beyond what buyers can access on their own," said Mari Anne Vanella, CEO and Founder of The Vanella Group, Inc, the tech industry's Telesales 2.0 provider. "You need a multifaceted skill set for

Sales Intelligence Lifecycle



© 2009-2011 The Vanella Group, Inc. Telesales 2.0™ Chart



Changing Market Dynamics

But in the sales world driven by savvy buyers, new rules of teleprospecting warrant an overhaul to traditional methods that push the boundaries of BANT as it has been viewed up until recent years:

- Budget understanding how companies will allocate budget uncovers how to progress the deal. But budget simply can't be an "effort" breaker for sales. For instance, just because a company is not ready to disclose its budget on a first call, the vendor needs to stay present, and demonstrate value that will lead to budget allocation.
- Authority is at the core of any buying decision. Sellers target key contacts in hopes of reaching the ultimate decision maker. However, it's important to consider whether that contact is, in fact, the most influential person in the deal. By using key prospect information, sales people can better navigate through the company's internal politics to reach those with the champion platform for decision-making.
- Need will always exist, and drives the greater part of the buying discussion. Rather than focusing on features and functionality, vendors need to build messaging around what is going on in an organization that is causing them to lose money today. Ultimately, solutions have to drive ROI by helping support the needs and objectives of buyers that are executive-focused.
- Timing is of the essence, so messaging and any engagement must be in line with and support the buyer's timeline. Moreover, vendors must assimilate to accommodate the buyer's timeline and be able to adjust based on behaviors and close, insightful dialogue.

For years, telesales was focused on one goal — a transaction that paved the way to an in-person meeting for in-house sales executives at the customer's offices, a trade show or any other offsite interaction. There is no question that face-to-face meetings can be an important step in any business relationship, but it's become an increasingly less significant touch point because prospects can bypass most of that process online. Large deals close remotely; online meetings and video communications replace face-to-face meetings.

"Today, the salesperson is not involved until later in the sales process," noted Gerhard Gschwandtner, Founder and CEO of Selling Power, Inc. "Prospects can do most of the work remotely, so the key is to identify at what point the customer is in the sales cycle. There's a huge gap in awareness of how to do that."

Potentially, this makes the telesales professionals much more important in the sales process. In the new fast, virtual world of sales, anyone interacting with prospects becomes a potential influence. That's a major change telesales organizations and professionals need to grasp, according to Mari Anne Vanella.

In essence, organizations are holistically building their pipeline when telesales professionals are able to:

- Work hand-in-hand with their clients to sense subtle trends and movements in the customer relationship;
- Analyzing this information to take action in real-time;
- Map customer intelligence to the right message to surface the requirement.

Next-Generation Telesales, Telesales 2.0

Obviously, it's not all about lists and "phone skills" anymore. Telesales companies and their professionals need to become masters of relationships in all forms that fit their targets.

If you are communicating by phone, it's a mastery of information, immediate application of it, and fluid conversation skills.

That's created great opportunities but unique challenges as well. "Marketing automation and social media enables organizations to throw a wide net into their prospect base, it's important to know how to consume the results in a way that creates revenue — it doesn't happen on its own," Vanella said.

"True peer engagement is critical, but it's also important to have resources that a prospect can trust and discuss their business challenges at the exact point when they need it," Vanella said. "That helps them determine if it makes sense to move forward with the vendor relationship."

Moreover, industry research indicates that only half of marketers say they're currently mapping content, which is often discussed on calls, to the buyer's information needs at different phases of the buying cycle.

"A huge component of what we do with clients is help them have the right message for a cold call — the reason telemarketing campaigns may have lackluster results isn't the activity of telemarketing, it's who is making the calls and what is being said," according to Vanella.

Regardless of prospect type or industry, the most successful sales relationships depend on the depth of information about a potential customer's type of company, products, customers and leadership.

"The best telesales people know their prospect environments very deeply," Vanella said. "As an example, do they know what their infrastructure looks like? What does their staff composition look like? Are they a family company that's stable or a growing company that takes risk? What's the buzz about them? Telesales people need to step up their skill



Real Word Empowerment Via Telesales 2.0

A large telecom firm has worked with The Vanella Group, Inc. for a decade utilizing a modernized approach to the cold call. As a result, the company is able to engage at the window of influence. The reps now engage with the influencers in the deals prepared with demographic, behavioral and rich intelligence on what the requirements are and now to influence them.

Results: 80% of their recent deals closed were from this effort. This program generates the most deals that make it to their pipeline versus other demand gen activity.

"We clearly see the results The Vanella Group, Inc. provides through this effort is substantially more effective than other similar programs we have ran" said the Director of Marketing Programs.

set to be able to build a mental map about their prospects and their environments and speak to that.”

Vanella’s company works exclusively in the enterprise technology space. It is an industry that’s both very large and very small — large in terms of the hardware and software products that emerge every day to serve companies all over the world, large in investments made in these solutions; small in terms of the solution provider can be a smaller company themselves, but as still looking to identify people in an organization and identify critical decision-makers and their real-time buying cycle.

Situational Fluency: Knowing What To Say When

Fluency depends on being able to identify both macro and micro buying trends as specifically as possible.

Also you have to be able to address discussions that are unusual in the world of lead generation. “We recently got a CIO on the phone and the conversation turned to a discussion of a certain point solution our client had,” she continued. “The conversation was very technical and lengthy. We knew how to pull information from the prospect and understood exactly what they were looking for. It was an unplanned area of discussion. That’s not something you can build a script for — it’s all about situational and technical

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*- Mari Anne Vanella, CEO and Founder,
The Vanella Group, Inc.*

fluency, the ability to have that peer-to-peer discussion with a prospect so you can better understand their direction in the future — both short-term and long-term, and pull information from them — not be a an information-pusher.”

A free-flow discussion model leads to results. “We recently uncovered a \$500K deal out of the gate from a prospect who initially was very negative on telesales calls. That’s because we weren’t the typical caller. Again, it isn’t that people won’t take calls, they won’t take bad calls — so make sure you have the best people making those first calls.”



The Relationship IS The Lead

Sometimes the best case studies come just by picking up the phone. “As a CEO, I get telesales calls,” said Vanella. “I had been to a large trade show recently and I had my badge scanned, and I had also picked up their material so I could check their site and I saw it had some potential value.” Within days, she got a telesales call and the exercise began.

“The caller had my name, but no idea what my company did,” Vanella continued. “They wanted to schedule an appointment for a demo. I had already looked at their site and wanted to log in and start playing with it to see if we could use it. The problem was the login the site offered didn’t work. I mentioned I just wanted to move forward with a trial and how could I get that going. The caller’s response, after a pause, “I don’t do that. I just schedule appointments.”

Said Vanella, “She had a chance to make a positive connection for both the client and prospect and progress this and she wasn’t motivated to step outside of the box and help me out. Once she identified I didn’t want to schedule a meeting, she simply thought, ‘You’re not an opportunity for

me, I’m not getting paid, time to shut this down.’ She didn’t pass my information on, and I never got a login — and at this point we decided to use something else. That’s a perfect example of a typical call executives get all the time.”

So many people in telesales fail to “connect the dots” because their employment culture doesn’t encourage it. , Vanella noted.

“We talk to executives, and executives don’t respond to uninformed reps, gimmicks and pressing the prospect into a sales cycle they don’t want to be in,” says Vanella. “Real discussions happen from peer level discussions. Executives don’t need to bait each other with ridiculous gimmicks to connect. They depend on relationships, and those relationships convert to revenue — but sales organizations are not goaled on relationships. They are not valuable to most reps. But relationship skills are essential to what we do and how we do it. Taking the approach of free flow discussion, peer-to-peer dynamics, fluency and depth actually results in 25% higher return than the traditional methods for telemarketing (per a 2009 DMA study. The results speak for themselves.”



The days of negative cold calling experiences are over.



Conclusion

Telesales 2.0 requires vendors with staff with deep industry knowledge who can think on their feet and ask thought-provoking questions on the fly, that not only keep prospects on the line, but also build a relationship that progresses. Prospects engage with eagerness and not resistance. Early stage Telesales and lead generation needs to become far more consultive, conversational and research-based than it has ever been to succeed in tomorrow's industries with practitioners via true conversational, reasoning and selective writing skills.

Recommended Reading List

1. "Insights into Cold Calling" - Mari Anne Vanella's blog

2. "Measured Approach to Marketing Automation Shows Biggest Payoff," DemandGen Report



3. SNAP Selling - Jill Konrath, Available on Amazon



4. 42 Rules of Cold Calling Executives - Mari Anne Vanella, Available on Amazon

5. Marketo B2B Sales Blog



The **Vanella** Group, Inc.
Strategic Telesales 2.0™ for High Tech

2059 Camden Ave
San Jose, CA 95124

1.888.335.0340

www.vanellagroup.com



DEMANDGEN^{REPORT}

411 State RT 17, Suite 410
Hasbrouck Heights, NJ 07604

1.888.603.3626

www.demandgenreport.com



About The Vanella Group

The Vanella Group, Inc. is the leading provider of expert, high-quality, B2B telemarketing and telesales-based lead generation services exclusively for technology companies.

Our Telesales 2.0™ programs deliver active opportunities to your team. Your reps will gain access to large opportunities we immediately transition over on a predictable and ongoing basis. Sales reps will connect with senior executives and get critical, real-time intelligence that makes the difference in successful engagements and progressing deals. We have a 10-year track record of success!

The Vanella Group, Inc.'s telesales/lead generation services are guaranteed to help you rapidly build your sales pipeline and get results.

About DemandGen Report

DemandGen Report is a targeted e-media publication spotlighting the strategies and solutions that help companies better align their sales and marketing organizations, and ultimately, drive growth. A key component of our coverage focuses on the sales and marketing automation tools that enable companies to better measure and manage their multi-channel demand generation efforts.