High Velocity Sales

Deloitte Digital Point of View

December 2021

Deloitte Digital NL – Digital Customer – Sales & Service Transformation
## Contents

- Introduction .......................................................................................................................... 3
  - Digital transition: From traditional selling to inside selling ......................................... 4
- What is High Velocity Sales? ................................................................................................... 5
- High Velocity Sales: Exclusive functionality .......................................................................... 8
  - Use case ................................................................................................................................ 9
  - Feature: Sales Cadences ........................................................................................................ 10
  - Feature: Work Queues ........................................................................................................... 11
  - Feature: Einstein Call Coaching .......................................................................................... 11
- Conclusion ................................................................................................................................ 12
- Thank you. ................................................................................................................................. 14
Introduction

One year into the COVID-19 pandemic, the nature of selling (B2B and B2C) has changed. Organisations are eager to re-accelerate growth, as they come to grips with the undeniable shift in how commerce and selling take place. The trend of transitioning from traditional selling to virtual selling has gained a lot of traction the past few years, similar to the rise of e-commerce, and the pandemic has played no small part. Now it’s time for companies to carve their own paths through this bright new digital sales landscape.

This point-of-view document sets out to briefly explain inside selling and the pandemic-propelled movement toward it. We’ll also illustrate how to bridge any gaps between your old selling strategy and your new approach, using the Salesforce Platform and one of its latest products: High Velocity Sales.

Here’s what we’ll cover:

- What is High Velocity Sales and what existing problems does it solve?
- What are the key features and how do they work?
- When should you consider High Velocity Sales for your organisation or clients?
DIGITAL TRANSITION: FROM TRADITIONAL SELLING TO INSIDE SELLING

The pandemic gave a not-so-gentle push to nearly all businesses engaging in sales, toward digital channels. When non-essential businesses closed their doors against coronavirus, retailers and shoppers alike pivoted overnight to a digital-only reality.\(^1\) Although this crisis will eventually come to an end, the business world will look different after COVID-19.

The biggest challenge now is making sure sellers are meeting targets while meeting the expectations of increasingly digitally oriented buyers.\(^2\) Traditional sales-force automation solutions still value face-to-face interactions, but today's reps are using technology (email, messaging, videoconferencing chats, and Voice over Internet Protocol – VoIP) in their sales processes. Unified channels and customer service have become more important than ever. And many businesses are favouring virtual meetings and focusing more on inside sales.

With inside sales, reps focus on selling to prospects and customers from a desk (or their kitchen table), not out in the field. Research conducted by Gartner showed that organisations are increasingly looking to replicate the face-to-face meeting with digital tools. Some organisations have sales reps focus on certain tasks or specific parts of the sales cycle.

New sales models are gaining popularity: 45 per cent of CTOs are reportedly planning to focus on long-term inside selling.\(^3\) That means it's important for organisations to stay ahead of the curve, not just with their teams but their technology.

The average inside sales rep spends most of their time on administrative duties, such as looking up contacts, logging calls and monitoring customer behaviour – most of their time is not actually spent on selling.\(^4\) What's more, the bulk of information they need to have an engaged conversation is split among different systems. To avoid costing the company excessive time and money, those reps need a streamlined solution that places content from internal sources at their fingertips, giving them back time for what they do best: selling.


What is High Velocity Sales?
Before 2020, it was already hard for some organisations to effectively, swiftly get new employees working at full potential and following defined sales processes. There was also a good chance the new employees would change jobs within just two years. Those problems haven't disappeared, and they're now compounded by sales reps being sequestered at home during the pandemic, raising the challenge of how to monitor them for quality and increase productivity.

Sales managers want to supervise their teams from a distance, and provide them with the necessary tools to work effectively. They're aware that COVID-19 has increased the demand for inside sales reps, drastically. For companies that have standardised sales processes with repetitive steps and high volumes of leads and opportunities, there is the opportunity to improve the productivity of their inside sales agents, even as the cost of onboarding and training diminishes.

Specifically for these organisations, Salesforce developed High Velocity Sales (HVS): a streamlined solution that's easy to implement and configure. HVS is tailored to inside sales teams, including sales development and business development of reps. It's designed to speed up and structure the sales process, while making it more efficient. Bringing together many of Salesforce's core technologies with new features, HVS gives inside sales teams:

- Insights on how to prospect smarter and faster
- New levels of best-practice automation for scalable, repeatable success
- An overall increase in sales rep efficiency and conversion rate.

HVS is a package that can be added to the regular Sales Cloud, and offers a range of exclusive features:

- Sales Cadences
- Work Queues
- Einstein Call Coaching

...while also preserving trusted Sales Cloud features:

- Lightning Sales Console
- Einstein Lead Score
- Email Integration
- Lightning Dialer
HVS integrates many functions from the different clouds within Salesforce into a single platform, covering account management, lead management, case management, opportunity management and call centre delivery. Inside sales become more efficient, and easy to pick up and learn. The biggest advantages for the users lie in automation, reporting and the omnichannel capability:

- **Automation** means necessary information is shown to sales reps in the most efficient manner.

- **Reporting** allows managers to check effectiveness of various Sales Cadences and associated outreach actions. Call Coaching enables sales managers to monitor calls from a distance and also view trends within the conversations of their teams. Finding coachable moments in sales reps’ calls also becomes easier through the reporting features.

- The **omnichannel** capability automatically picks up leads gathered through different channels, which allows a customised approach through Sales Cadences.

Let’s dive deeper into the exclusive features offered by HVS. (Information on existing features can be found on the official Salesforce website.) In the next section, we’ll share a use case that highlights some of the most common ‘pain points’, showing how the new Salesforce HVS features can improve effectiveness and productivity of a sales team.
High Velocity Sales: Exclusive functionality
Use case

Sarah is a sales manager at a consumer-oriented sales organisation based in the Netherlands: the Sales Excellence Corporation. She began working there more than 20 years ago – back when she used to manage a team of account managers who typically drove across the Netherlands to visit big clients, build relationships, and sell products and services. After a day of visits, her account managers would return to the office to report back, log their sales visits in the local system and call smaller clients to follow up.

The Sales Excellence Corporation has been growing and using more and more digital tools, such as CRM systems, for sales. The past few years, Sarah has still overseen account managers who work in the field, visiting clients, but they've also been converting leads by email, phone or text message, for example. All results have been logged in the local CRM system. Based on certain sales KPIs, the sales reps have been managed, monitored and motivated.

In March 2020, everything changed with COVID-19. Working from home became the norm, and face-to-face visits were out of the question for anybody in the Netherlands. Sarah realised in one of her many video calls that a shift in the company's sales approach was not just necessary, it was already happening...fast. In-person meetings were transitioning to inside sales, and although some account managers adapted easily, others needed help with the sudden digital changes.

More challenges came from digital competitors, cropping up in new places, and from price pressure, which endangered current client relationships. Attracting new clients became harder than ever, and good leads became increasingly scarce within the market. Successful sales reps were characterised by high conversion rates. Others tried to keep up by increasing their call volumes. And sales reps typically struggled to keep an overview of prospects; deadlines were missed, and opportunities lost.
Feature: Sales Cadences

Based on regular feedback sessions with her account managers, Sarah realised that many experienced and successful sales reps were following a specific process that their colleagues weren’t aware of. Together, they developed a Sales Cadence for the Sales Excellence Corporation: A sales process fitted into Salesforce that ensures all reps follow the actions that result in the highest conversion and relationship-building possibilities. The Sales Cadence made sure all relevant customer deadlines were considered, and reminded sales reps to perform certain actions on time.

How it works

Sales Cadences are used to construct a sequence of activities with specific steps and actions to take (eg, when to email a prospect, when to call, when to wait). Additional customisation is possible by using Sales Cadence Branching, which focuses on creating a different path based on the outcome of the previous step. For example, sales reps can follow one path when they speak to a prospect and another when they leave a voicemail.

It's also possible to branch sales cadences based on prospects’ engagement with emails, send template-based emails automatically, preview linked Sales Cadences and group calls based on their outcome. Finally, a branch can be created based on email replies and can remove prospects automatically, based on specific criteria.

Reporting is also available on Sales Cadences. This key feature enables the real-time monitoring of very specific and often important points within the sales process. The following relevant reports are available:

- **Sales Cadence Completion Reason**
  - Shows the percentage of cadence completions by reason

- **Sales Cadence Engagement**
  - Shows which Sales Cadence and which outreach step are the most effective for each type of prospect engagement

- **Lead Conversion**
  - Shows how many leads sales reps convert, the value of the related opportunities, and the top sales performer

- **Call Activity**
  - Shows which sales reps are making the most phone calls, and the call results

- **Call Script Engagement**
  - Shows how prospects responded to calls based on your call scripts

- **Email Template Engagement**
  - Shows how prospects responded to emails based on your email templates
Feature: Work Queues

Now that Sarah has successfully set up her Sales Cadence, she wants to equip her sales reps with an automated overview of actions they should take to successfully convert each opportunity/lead. As Sarah has learned that an inside sales rep spends most of their time on administrative duties – such as looking up contacts, logging calls and monitoring customer behaviour – she wants to minimise that. She decides to use Work Queues.

Work Queues help Sarah's sales reps avoid wasting time on repetitive actions. For example, by clicking the phone icon to launch Lightning Dialer from the console, they don't have to type in the number: The customer is called directly with one click of the button. Also, making use of Email Templates that pre-populate customer information directly, reps can send follow-up emails with one click.

How it works

**Work Queues** are prioritised lists of actions for person accounts, contacts and leads, which are added to the Lightning Sales Console when using HVS. Actions are categorised by fields, which can be customised. Examples include: Send an email, make a call, and complete these tasks. Sarah chooses to structure her Work Queue by prioritising activities by lead score, using Einstein Lead Scoring.

Feature: Einstein Call Coaching

After Sarah streamlines and structures her Sales Cadence, she wants to better monitor her reps’ performance and coach them appropriately, so she decides to tap into the possibilities offered by **Einstein Call Coaching**. Then Sarah notices a trend in the pandemic world: Parents struggling with their children at home from school during lockdowns...they're juggling remote working, attention to the kids and home-schooling. Sarah quickly identifies a related opportunity her sales reps can leverage, and decides to coach them. This helps her generate increased customer satisfaction and cross-sell revenue for the company.

How it works

**Einstein Call Coaching** analyses conversations held through Lightning Dialer and video calls. It highlights the use of certain words or phrases, and records the speaking time of both participants. Playback of the recordings is possible. The feature is useful to gain visibility into references to competitors, products, custom keywords, pricing discussions and next steps. It puts a spotlight on insights and trends that surface from sales calls.
Conclusion

Is High Velocity Sales a good fit?
Could you or your clients find the same great value Sarah found in HVS? Although the practical use case featured the consumer industry, HVS can apply to all industries, based on our experience.

For any organisation with sales taking place from a desk, HVS plays a vital role – especially if there are highly differentiated sales processes across markets, and a high volume of deals with lots of repetition. Sales Cadences and Work Queues offer more structure for these deals, and standardise the sales processes. Also, it’s easier to onboard new sales agents quickly with pre-defined Sales Cadences.

Consider the energy, resources and industrials industry, for example: HVS can support generic sales through the steps of a complicated sales process involving highly complex products and services. Then there are recruitment organisations, which have to drum up enough candidates for their client, train new recruiters and, often, deal with high staff turnover. This costs them a lot of time and resources, but by standardising their process and making use of HVS, they can quickly get a new colleague up to speed.

In a world that continues to be shaped by COVID-19, HVS can be a critical tool for clients. Outside pandemic times, Sales Cloud on its own provides many of the HVS features and HVS requires an additional Salesforce licence. Deloitte Digital can help create an HVS business case for your organisation, including a productivity increase, multiplied by the number of leads and opportunities; a decrease in onboarding and training costs and time; and other factors.
Thank you.

HUIB AARTS
Senior Manager
haarts@deloitte.nl

ANDREA GRECHI
Manager
angrechi@deloitte.nl

SOLAIMAN AADROUN
Business Analyst
saadroun@deloitte.nl

LUUK JACOBS
Business Analyst
lujacobs@deloitte.nl

About Deloitte
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.nl/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our network of member firms in more than 150 countries serves four out of five Fortune Global 500® companies. Learn how Deloitte’s approximately 264,000 people make an impact that matters at www.deloitte.nl.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte network”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2021 Deloitte The Netherlands

Designed by CoRe Creative Services. RITM#####.