

# Reinventing the B2B Sales Organization in 2021

A Roadmap for Success



**As we approach the one-year milestone of the COVID-19 pandemic, much remains unknown, and the health and economic future of the United States may still be unclear.**

**But one thing *is* clear: 2021 will be a tipping point.**

COVID-19 has challenged senior leadership across industries, requiring rapid responses to unexpected and fluid situations. Many B2B companies furloughed or laid off their field sales representatives as client visits, trade shows, and other face-to-face selling opportunities were canceled. Some brought their outside sellers inside but are finding that the skills that made them successful in the field are quite different from what is required for inside sales.

On the flip side, many B2B companies have found that selling remotely has opened the door to new opportunities. They have witnessed the benefits of virtual meeting technologies, recognized that they can more easily schedule meetings with multiple stakeholders without the barriers of time and travel, and become convinced that COVID-19 has ushered in a new era of B2B selling.

So, what's next? How do sales leaders reinvent their organizations? Do they hire or outsource? How do they tackle recruiting and training not just the best talent, but the best talent that is skilled at the dynamics and nuances of remote selling? How do they demonstrate to executive leadership and their Board that virtual sales is not just a bullpen of new college graduates who spend their days making lead gen calls using an auto-dialer, but can make sound fiscal sense?

In this eBook, we'll tackle the issues plaguing sales leaders as they grapple with the future of their sales organizations and offer some strategies—and benchmarks—to help drive decision-making.

# Contents

<b>Chapter 1:</b> The Tipping Point	4
<b>Chapter 2:</b> Rethinking the B2B Sales Org Structure	5
<b>Chapter 3:</b> Built For Speed	10
<b>Chapter 4:</b> Hire or Outsource?	12
<b>Chapter 5:</b> What Does it REALLY Cost to Hire a B2B Salesperson?	14
<b>Chapter 6:</b> Mitigate Financial Risk and Shorten Time to Revenue	16
<b>Conclusion</b>	18

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# Chapter 1:

## The Tipping Point

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In the early weeks of the COVID-19 crisis, organizations all over the world scrambled to make sense of the rapidly evolving situation and its implications. Their focus on protecting the health and safety of their employees, families, and communities was the overwhelming necessity. That was followed by a rush to preserve the business and its ability to sustain operations and its workforce.

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As we approach the one-year milestone of the pandemic, much still remains unknown and the health and economic future of the United States may still be unclear. Nonetheless, businesses are reengineering to emerge from the crisis. While some are looking to merely survive, others are actively looking at how they might reimagine their business models and return stronger than they were.

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For many businesses, *2021 will be a tipping point.*

In the early days of the pandemic, the initial response was swift with businesses reacting to the near-overnight changes in customer expectations of the ways in which businesses would engage with them. Acting in real-time, organizations instituted changes in response to the unexpected, immense, and immediate needs that COVID-19 presented. With a level of agility, flexibility, and speed not seen before, corporate America showed that it has what it takes to operate in a crisis. The result was the institution of business practices—people, processes, and technology—aimed at shoring up the “now.”

The level of disruption we saw across businesses of all kinds is giving organizations reasons—if not an undeniable push—to transform for the long term. Those businesses that take advantage of this opportunity and make thoughtful changes for the long term will be those that thrive rather than just survive.

As we usher in 2021, we are entering a new phase. Whether we call it restarting, rebuilding, or reimagining, B2B sales executives are now taking a more holistic and deliberate approach to what comes next.

## Chapter 2:

# Rethinking the B2B Sales Org Structure

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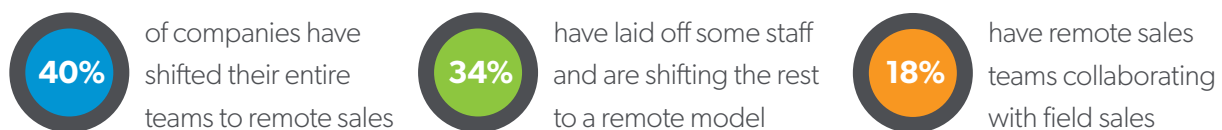
COVID-19 has challenged senior leadership across industries requiring rapid responses to unexpected and fluid situations. Many companies furloughed or laid off their field sales representatives as client visits, trade shows, and other face-to-face selling opportunities were canceled. Some brought their outside sellers inside but are finding that the skills that made them successful in the field are quite different from what is required for inside sales.

While the pandemic has challenged companies in ways they never imagined, many are using the changes to re-think the ways in which they do business so that they can emerge stronger and better positioned for long-term success.

Forward-thinking sales leaders are looking at ways in which they can adapt to the new—or next—normal. For many, rethinking the structure of their sales organization is one way they can create a long-term strategic advantage.

### The Move to Virtual Selling

“Sales leaders are already moving quickly to navigate the crisis, with the best ones focusing on how to make targeted changes that help their businesses weather the storm and start preparing for the recovery,” according to a survey of B2B businesses by **McKinsey & Company**. Only 5% of sales departments in the U.S. still have their full field sales teams visiting customers, with more than 90% having transitioned to a virtual sales model. McKinsey found that in the U.S.:



These virtual sales teams are using videoconferencing, phone, web, or other digital technologies at least some of the time. And more than half of B2B decision makers believe that their new model is just as effective or better at reaching and serving customers.

“The sudden and massive shift to remote working prompted by the COVID-19 pandemic and the ‘consumerization’ of B2B buying that was already underway have profound implications for how companies sell to and buy from one another,” according to the McKinsey report. Where organizations may have resisted change and the adoption of a new paradigm in the past, buyers’ willingness to buy in this way has quickly eliminated much of that hesitation.

The quickly redesigned sales organization, dictated by the dual demands of changes in customer behaviors and rapid acceleration of digital trends, has caused many leaders to recognize the necessity of moving forward in a fundamentally different way than their pre-pandemic way of doing business.

As we emerge into the next normal post-COVID-19, sales leaders are grappling with the question of whether to maintain—or even grow—their remote teams. Reimagining the sales organization as entirely remote or with a significant remote component requires thinking about several critical areas to ensure success.

## Bringing the Outside Sales Team In

Before COVID-19, outside sales reps were already starting to do more of their work remotely.

There has been a **migration to the inside sales model** over the past decade with companies realizing that inside sellers can be just as effective at selling higher value deals and complex products and solutions. But this doesn't mean that these sellers are equipped to sell in an entirely virtual environment. Or that sales leaders are prepared and able to manage a virtual team.

Inside salespeople must have the ability to sell from a distance, develop leads, move prospects through a sales cycle, and close deals without any in-person contact.

One inside sales manager **shared with MarketSource** that her most successful remote inside salespeople have been those who previously worked in outside sales. Those sellers have already learned to self-motivate and pursue performance targets independently. But not all field sales representatives make the transition to virtual selling so easily.

If sellers are working virtually for the first time, they may need more contact from their managers—and perhaps more group meetings than one might expect. Managers of these teams will need to touch base regularly, at least at first, and will need to continually monitor performance.

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Management of a virtual sales team requires the ability to set clear expectations, establish trust and team camaraderie, monitor performance, and coach. While sales leaders are often skilled at managing in an in-office environment, virtual management brings unique challenges. And often, requires a greater time investment.

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Every rep needs to know what's expected of them. Setting clear KPIs, goals, and standards provides the kind of structure that teams often miss when they are virtual. Sales reps who know what they need to accomplish, how their performance will be measured, and how their goals connect to the organization's success are more likely to hold themselves accountable. As well, defined and measurable goals give managers metrics against which they can track and manage progress throughout the year.

Building trust can be more difficult and requires extra effort when managing remote sales teams. When managers don't see their teams in the office every day, communications become ever more important. Leaving room in their calendar along with an increased frequency of planned and spontaneous check-ins can go a long way towards maintaining open lines of communication and building trust.

And don't forget that virtual teams need time around the watercooler just as much as in-office workers. Managers who give their teams the opportunity to learn about one another and encourage conversations around non-work topics find that it combats workplace loneliness and builds healthy team relationships.

## The Right Tech Stack

With the right support, virtual sales teams can perform exceptionally well.

According to a [sales technology benchmark survey](#) by Smart Selling Tools (SST), usage of sales technology improved across nearly all categories between 2017 and 2019. The report measured tech usage across all segments of the sales funnel—from the top, bottom, and middle of the funnel to management, reporting, and skills development.

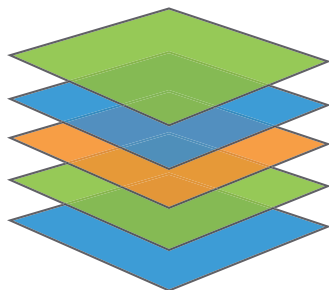
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Impressively, account targeting usage grew from 4% in 2017 to 51% in 2019, lead engagement usage increased from 11% to 65%, and sales enablement solution usage grew from 6% to 40%. These metrics reflect the growing importance of technology enablement for virtual sellers.

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With more sales teams moving to virtual environments, we can only expect to see sales tech stacks expand and improve, and usage continue to increase.

In order to remain competitive and give their sellers the best opportunity to uncover and win deals, organizations must provide their sales teams with tools to support all key sales activities. There are **five key activities** that sales teams depend upon to succeed:



1. Intelligence
2. Enablement
3. Engagement
4. Pipeline/Analytics/Measurement
5. Management/Coaching

And the technology to support each activity is robust and growing. Leading sales organizations know that investing in the right stack helps them sell more and pays for itself many times over.

But technology is not cheap. It requires significant investment. It requires experimentation to find what works for the organization. And it requires time to set up and train the team.

In the wake of COVID-19, companies have learned that the ability to move quickly and the agility to pivot are critical. Quickly pivoting teams to a virtual environment is one thing but having the sales tech stack to support them is quite another.

Companies that do not have the time or resources to build, manage, and train on the wide range of technologies needed to support virtual sellers often look to third parties that specialize in virtual sales and already have their tech stack well established. These organizations typically have experimented with and selected the very best technologies available for each sales activity and to support each stage of the funnel. And since they are high volume users of these technologies, they often receive early beta releases of new features and functions. With their established sales tech stacks, well-trained users, and expert sellers, these companies can “hit the ground running” and give organizations the agility they need in uncertain environments.

## Don't Forget the Customer

Before the pandemic, B2B buyers were already showing a strong willingness to buy in a virtual environment. In 2017 SBI reported that approximately 75% of decision-makers did not want to spend time meeting face to face, **preferring to engage remotely** with sales representatives. And with **90% of B2B organizations having now moved to a virtual sales model**, it's likely that this environment will continue to dominate.

Digital selling requires that organizations meet the needs of their customers in new ways. Whereas human interactions previously allowed for the development of relationships and other factors that are key to selling complex products with long sales cycles, virtual sales can do the same—and so much more. Meetings that were once difficult to schedule based on calendars and travel schedules can now take place just as soon as there is a mutual calendar opening. What's more, with just a quick check of calendars, the sales rep can bring together multiple members involved in the buying decision just as easily.

B2B buyers will continue to rely on digital for much of the buyer's journey. According to **McKinsey**, suppliers who provided exceptional digital experiences for buyers were more than twice as likely to be chosen as a primary supplier than a company that provided a poor experience. When a company “gets it right,” even through remote means, it can efficiently meet the needs of its clients.



But the ‘consumerization’ of B2B sales means that B2B buyers will be unwilling “to accept less from their professional experience as B2B purchasers than they are accustomed to getting from their personal experience as consumers.” Indeed, McKinsey survey results demonstrate that suppliers that deliver outstanding digital experiences are chosen as the primary supplier more than twice as often than those that provide poor experiences.



Yet B2B buyers still want a human touch. While they may be content to research information, learn about product features, and navigate much of the sale digitally and on their own, there are still times when they will seek human interaction. At those times, sellers must deliver value. Using technology and data to better understand their customer and where they are in the buying journey will give sellers what they need to deliver that value—not simply a repeat of digitally available information, *but true value.*



# Chapter 3:

## Built For Speed

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Agility and speed are critical to success in today's hyper-competitive business landscape, and COVID-19 has pushed these needs into overdrive. Failing to accurately anticipate and quickly respond to market changes can be disastrous in a world where second chances are hard to come by, and your competition is waiting to exploit your flaws.

The first question that many organizations face is whether to go it alone or align with a seasoned partner.

### Constrained Resources and Experience

When speed is a critical factor—as it likely will continue to be—the ability to quickly recruit, hire, and train is essential. In-house resource constraints and lack of experience limit the ability to rapidly scale and can create a severe competitive disadvantage. Managing a substantial and growing distributed and remote workforce requires specific knowledge and expertise in an area of competence that many organizations do not have.

Most organizations don't have sales-specific recruiting teams or the technology and know-how to quickly engage thousands of prospective employees from all corners of the market. Understanding the needs and nuances of sales teams and having access to a vast talent pool are often lacking in those organizations. To launch a sales team initiative nationwide, you must be able to scale rapidly and have a ready-made book of candidate prospects. Starting out from a standstill with zero candidates will add weeks to your recruiting schedule.

### Missed Opportunities

Companies that attempt to keep recruiting efforts in-house risk not only increased overhead but opportunity costs in the form of:

- Revenue erosion in open territories
- Repetitive training costs
- Disruption to the onboarding process
- Unrealized revenue in undiscovered channels and segments
- Declining market share
- Missed Service Level Agreements
- Increased management overhead time and cost
- Increased costs in recruiting, support, and sales

## Finding a Partner That Has the Essential Skills and Capabilities

When looking for partners with whom you can work to execute and accelerate your revenue and growth engine, be sure to ask whether they have these core skills and capabilities:

**Analytics and Business Intelligence.** To be agile in the market, companies need the ability to shift as the sales landscape becomes clearer. Opportunities will present themselves, but only when you possess the visibility to see them coming. Ask your prospective partner these questions: What type of analytics and data intelligence will give you insights into the performance KPIs of your sales team? How is that data coming back to you and is it in a digestible and actionable format? Is the information guaranteed to be accurate?

**Vertical Expertise.** When speed to revenue is a factor, there is very little time for major shifts in your strategy. If your recruiting and initial launch completely misses the target, correcting it can have exorbitant unrecoverable costs. Ensure that your partner has expertise in the industry verticals that are important to your organization.

**Consistency and Execution.** This is all about productivity. Once you have created a winning program in one region, you need to be able to replicate the model in other territories consistently. Have they created a playbook that you can use across your sales organization to build, train, and amplify your goals, strategies, processes, and tactics? Look to your partner for assurances that all sales, training, and operating procedures can be effectively repeated and scaled. This provides the ultimate value to your company. Not only are you achieving your current project's goals, but you are gaining valuable intellectual capital into what works best for your business.

**Capacity.** Your partner needs to have demonstrated the capacity to accelerate your goals in a highly efficient manner. Any internal infrastructure changes on your partner's side will slow you down and can cause you to lose your advantage. This is especially true when there is a perceived advantage over the competition with a small window to be a front runner. Question any prospective partner on their ability to onboard and train a high volume of resources in the required timeframe. Be wary of any lack in confidence.

**Iteration and Speed.** You are looking for the fastest and most productive approach for your go-to-market strategy. Your partner should be able to structure a strategy that makes sense for your revenue growth goals. They should have a coverage plan with supporting data and proof points to demonstrate why this is the best strategy to achieve your growth objectives. They should also have in-house experts with formal iteration and continuous improvement capabilities. Resources such as instructional designers and business process engineers will add tremendous value throughout the life of your program.

## Chapter 4: Hire or Outsource?

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Since the early days of the COVID-19 outbreak, the business landscape has changed drastically. Organizations that made rapid and significant changes to the ways in which they engage with prospects and customers have positioned themselves for continued growth through these ever-changing times and will be in a position to emerge stronger than before.

It's not too late for those who have not adapted, and there remain viable strategies for organizations to begin their transition to the next normal.

Some may want to take a conservative approach and not place big bets on reconfiguring people and technology until the dust settles and they have greater certainty about what the business landscape will look like in the future.

By that time, it may be too late, and competitors will have beat you to winning brand preference and market share gains. There is no doubt that the way in which brands engage in selling and servicing will become a competitive advantage starting right now.

Many companies will seek to rebuild the pipeline before justifying the return of salespeople. Doing so requires an investment in prospecting and lead generation to fill the funnel. Marketing can't do this alone, so having well-trained and productive omnichannel outbound lead gen is a must.

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Full-service sales outsourcing is a way of mitigating the risk of swift action based on the current trends. Whether B2B or B2C, sales outsourcing provides a flexible opportunity to assess, design, and quickly implement in the new normal with the ability to swiftly pivot should the landscape change again. You can develop a strategy to optimize your sales expense and maximize your returns in this transitional environment by using high-value sales outsourcing—sometimes referred to as Business Process Outsourcing, or BPO. It often takes a CFO's vision to combine all the puzzle pieces and create a full picture of the value a sales BPO strategy can provide.

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Company CFOs (or senior financial executives) have an enterprise-wide view of the financials and a clear view of the full-burdened cost of resources—including sellers and the return they provide—when analyzing sales expenses and those returns.

In many companies, senior leaders of operating departments, including sales leaders, don't always have the full view of resource expenses in their P&Ls. It may be limited to compensation, travel, entertainment, and general expenses.

When assessing the ROI on an expense, many sales leaders think exclusively about revenue returns. CFOs, on the other hand, think in terms of increased revenue, decreased expense, and/or expense avoidance.

There are two sides to this equation: the true expense side and the full return side. When analyzing the true expense, a CFO will include the applicable carrying expenses of an employee. These expenses will include both direct and indirect expenses, such as allocations of corporate overhead. From a sales leader's perspective, the department P&L carrying cost of a sales employee can be more than 26 percent of his or her base salary. Through the enterprise lens of the CFO, the true cost can be as much as three to five times the total compensation based on the size and complexity of the organization and its offerings.

This is important when comparing internal expense to the resource expense in a sales BPO model. On the return side, the CFO will look at committed revenue attainment as well as expense savings or expense avoidance opportunities to calculate the full return.

These expense considerations include:

- Risk and liability expense avoidance
- Recruiting and onboarding
- Re-recruiting to address attrition and turnover
- Sales training and product/solution/service training
- Technology and other sales enablement expense avoidance such as CRM, LMS, and other sales productivity technologies and their administration
- Reduced opportunity loss by increased speed to productivity and deployment flexibility
- Expense avoidance of new sales performance capabilities, including advanced coverage modeling and targeting, rich sales analytics, and formal continuous sales improvement

These risks and costs only increase when internally operating a flexible model in the new norm of prospect and customer engagement. Sales outsource providers can often quickly pivot people, process, and/or technology without increasing the risk or cost to the company—a key advantage to sales outsourcing.

The CFO will assess these key areas and many more. If you are the senior financial executive in your company, dig into the powerful financial performance opportunity that sales BPO offers as we all transform into what will be a very different next normal.

# Chapter 5: What Does it REALLY Cost to Hire a B2B Salesperson?

As businesses settle into the next normal, they must rebuild pipelines and prepare for a return to growth. But what is the best way to do that? Can re-hiring sellers be justified in the absence of a pipeline? Is the financial risk of bringing sellers back into the organization too high when its future pipeline and revenue remain as unpredictable as the pandemic itself?

**Full-service sales outsourcing** can mitigate the financial risk and shorten the time to building pipelines and sales.

As we have seen, sales outsourcing provides a flexible opportunity to assess, design, and quickly implement a go-to-market sales strategy in the current normal, while retaining the ability to quickly pivot should the environment change, as it inevitably will.

Organizations can develop a strategy to optimize sales expense and maximize returns in this transitional environment by using high-value sales outsourcing, sometimes referred to as BPO.

## Assessing the Costs

Is outsourcing a good financial move? A good place to start is by calculating the cost of a salesperson. Many leaders run a quick calculation of salary and bonus or commission, plus a percentage allocation of overhead and that's their number. But is that the real cost?

Not finding a published answer to this question, MarketSource financial analysts set to work to figure it out. Using proprietary data based on years of experience in the human capital and sales outsourcing industry, they built a robust model that accounts for all the costs incurred in recruiting, onboarding, training, supporting, and managing a salesperson.

Using this **true cost model**, CFOs can understand the real cost of one salesperson and evaluate whether outsourcing may, in fact, be a wise financial move.

**B2B Sales Rep Expense Model™**

<b>Wages/Salesperson</b>		
Salary		\$60,000
Expected Bonus/Commission		\$40,000
<b>Total Wages</b>		<b>\$100,000</b>
<b>Employer Payroll Taxes &amp; Benefit Cost</b>		
Payroll Taxes (FICA, FUTA, SUTA, Medicare)	10.00%	\$10,000
Health Benefits (Medical, Dental, Vision)	7.50%	\$4,500
401K/Retirement	4.70%	\$4,700
Workers Comp	1.50%	\$900
Other Insurance (Life, etc.)	1.00%	\$600
<b>Total Taxes &amp; Benefits</b>	<b>24.70%</b>	<b>\$20,700</b>
<b>Recruiting, Training &amp; Rehire Cost</b>		
Average Recruiting Cost*		\$29,154
Average Training Cost*		\$36,290
2018 US Attrition Rate	<b>27%</b>	
Average Rehire Cost*		\$13,367
<b>Total Cost to Recruit, Train &amp; Rehire</b>		<b>\$78,811</b>
<b>Information Technology Cost</b>		
Hardware (Laptop, Telephony)		\$1,200
Software Licenses (Sales Enablement, CRM, etc.)		\$2,500
Telecom Service		\$500
Database Administration		\$1,000
Program Reporting		\$3,500
<b>Total Information Technology</b>		<b>\$8,700</b>
<b>Direct Overhead and Administrative Support Cost</b>		
Payroll		
Human Resources and Employee Relations		
Benefits, Unemployment, and Workers' Comp Administration		
Bonus/Commission Calculation and Administration		
Travel/Expense Reimbursement System and Administration		
Asset Management		
Helpdesk Support		
Insurance (General Liability, Professional Liability, etc.)		
Office Space		
Management & Supervision		
<b>Total Support</b>	<b>24%</b>	<b>\$24,000</b>
<b>Total Cost of a \$100K Salesperson</b>		<b>\$232,211</b>

© MarketSource 2020 | Source: \*DePaul Center of Sales Excellence Study

## Other Items to Consider in Cost Comparison

- Management time associated with interviewing, hiring, and training
- Lost revenue and opportunity cost of turnover
- Performance management including employee severance
- Employment and workers' comp claims
- Risk mitigation by using outsourced service
- ROI—revenue targets for internal vs. outsourced
- Continuous improvement in sales process
- Time and cost in testing, adopting, and utilizing new technology

## Chapter 6: Mitigate Financial Risk and Shorten Time to Revenue

Many companies seek to build—or rebuild—its pipeline by hiring FTE sales representatives. Doing so requires a significant investment in time, resources, and capital—creating considerable risk when revenue does not quickly materialize or meet your desired ROI goals. And as we saw in the B2B Sales Rep Expense Model™, it is costly.

### Hiring FTEs Takes Time and Creates Financial Risk

#### *Time to Productivity*

TIME	RISKS	COST
<p><b>4 months</b> to hire, train, and onboard 73% of sales staff*</p> <p><b>10 months</b> to hire, train, and onboard, and offboard, hire, onboard, and train replacement 27% of sales staff*</p>	<p><b>Unpredictability:</b></p> <ul style="list-style-type: none"> <li>Pipeline</li> <li>Revenue</li> <li>Time to revenue</li> <li>Public health environment</li> <li>Business environment</li> <li>Economic environment</li> </ul>	<p><b>Real Cost of a Sales Rep:</b> 2.1 – 2.5X salary + variable commission</p> <p><b>Opportunity Cost:</b> Lost revenue for open territories; decline 20 – 25% per quarter</p>

Source: \*MarketSource B2B Sales Rep Expense Model; MarketSource Revenue Loss Calculator ©2020

### Full-Service Sales Outsourcing Reduces Risk and Speeds Time to Revenue

Forward-thinking companies are using professional outsourced B2B sales teams to remove the unpredictability associated with pipeline and revenue, not to mention the public health, business, and economic environments in a post-COVID-19 world.

By reducing the time to hire, onboard, and train, organizations can achieve productivity and pipeline more quickly. They mitigate risk as their outsourced providers offer flexibility in assessing, designing, and quickly implementing a go-to-market sales strategy within the current environment, and possess the ability to quickly pivot if the environment changes, as many predict it will. And because the right outsourced provider possesses all of the investments needed to hire, train, and manage sales teams—not to mention the latest and most effective sales technologies—outsourced providers even further mitigate risk.

Not only that, but outsourcing can mitigate lost revenue for open territories, which can decline 20 – 25% per quarter, by offering a 95% or greater sales headcount fill rate.



## Good Financial Sense

Moving to an outsourced sales model allows companies to shift from fixed payroll to a variable cost model—an attractive position when operating in a fluid environment.

And with processes that have been designed and honed over years of successful sales programs, the right outsourced sales provider will be uniquely positioned to remain agile with the ability to quickly pivot people, processes, and technologies to meet changing needs.

For organizations looking to optimize their sales expense, sales outsourcing makes good financial sense. Especially in today's uncertain environment, the agility and flexibility of sales outsourcing deserves a closer look.

# Conclusion

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Leading a B2B sales organization through the COVID-19 pandemic is no easy task. While COVID-19 has challenged senior leadership across companies, many are using the challenge as an opportunity. They're reevaluating the way that they do business and rethinking the structure of their sales organization, hoping to come out better positioned over the long run.

The move to virtual sales models is happening and is likely here to stay. Now, sales leaders must evaluate how prepared their organization is and what changes they need to make in order to ensure their sales reps, sales managers, and sales tech stack are ready to support this shift today and in the future.

Companies willing to adapt to the new—or next—normal will create a long-term strategic advantage. Those that are financially savvy and understand the value of optimizing their sales expense will realize that outsourced sales can make a significant difference to their bottom line today, and in the years ahead.

For over 40 years, MarketSource has led its clients in quickly pivoting to meet rapidly changing needs. Our sales teams deliver more than \$6 billion in revenue for many of the most well-respected brands in the world and a diverse mix of forward-thinking businesses.

Let us determine the appropriate strategy for your company with a **free MarketSource revenue growth assessment**. MarketSource sales experts will work with you to define your challenges and design a turnkey solution. Whether you are looking to gain new customers, launch new products, grow market share, optimize sales expenses, or maximize a mature product, we can help. Reach out today and let's talk about how we can help.

A no-fee MarketSource Revenue Growth Assessment is available to our eBook readers. Use Promo Code **2021SalesOrg** to redeem this offer.



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## WE HELP COMPANIES SELL MORE, FASTER.®

MarketSource is an Allegis Group company, the global leader in talent solutions. At MarketSource, we believe better sales begin with better relationships. Backed by more than 40 years of experience, MarketSource delivers more than \$6B in annual sales for our customers. Our proven alternative to traditional outsourced B2B and Retail sales is led by a proprietary process that helps businesses thrive by fostering deeper connections between people and brands.

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Territory Strategy & Modeling | Compensation Planning | Sales Recruitment | Sales Training | Performance Management | Lead Generation | Customer Success | Virtual Brand Advocacy & Engagement | Experiential Demos | Merchandising Audit & Enhancement