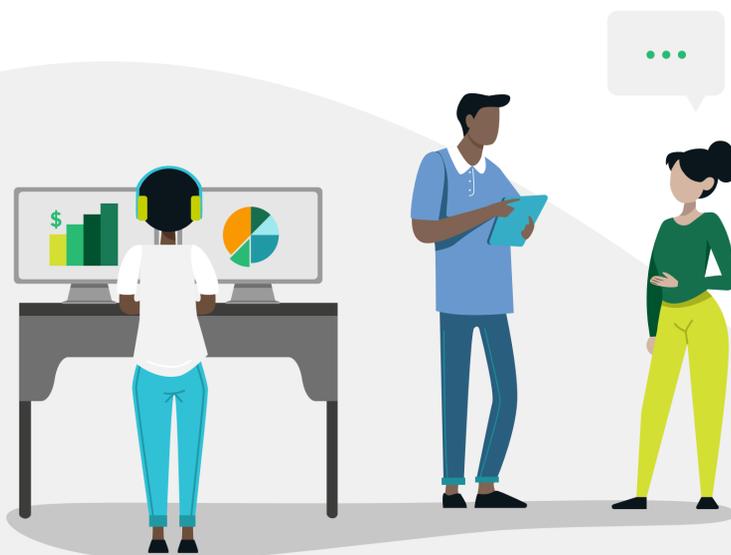


BCG Digital Sales Market Insights

VOLUME TWO



Inside Sales Organizational Strategy and Structure

In the second part of an ongoing series, BCG partnered with the American Association of Inside Sales Professionals to examine the role of inside sales teams in companies' commercial organizations. We surveyed C-suite-level business leaders at Fortune 500 companies. The key insight? Inside sales is an untapped resource at many organizations, but leading sales functions are capitalizing on this resource—particularly at tech companies with more flexible ways of operating. Our survey yielded five key findings.

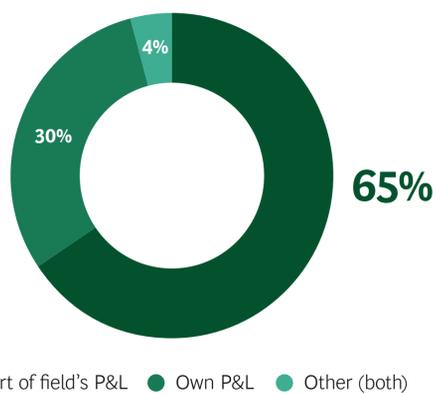
1

Companies are starting to give inside sales a larger role and more autonomy.

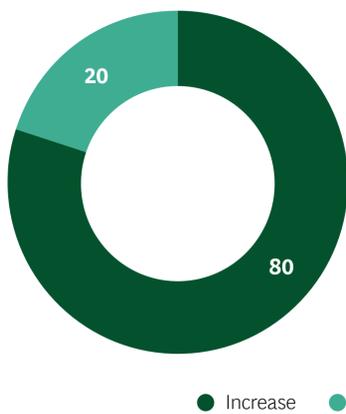
ORGANIZING PRINCIPLE

- 46%** | Each region has its own inside sales team
- 38%** | A single, centralized team serves multiple regions and business units
- 38%** | Each business unit or product team has its own inside sales team
- 21%** | Inside sales teams are assigned to field sales groups
- 17%** | Inside sales teams are organized by region or sector

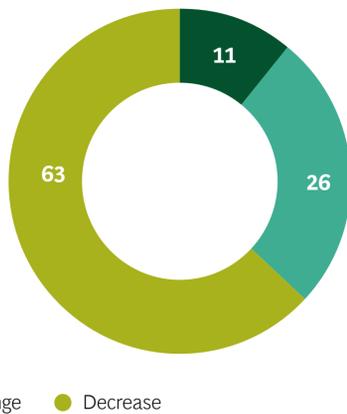
DOES INSIDE SALES HAVE ITS OWN P&L?



INSIDE SALES (%)



FIELD SALES (%)



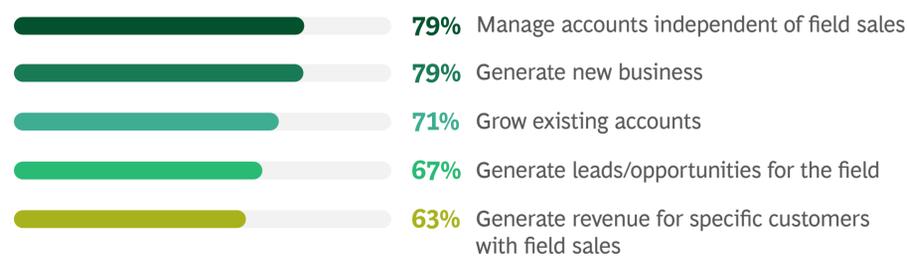
2

The share of revenue attributable to the inside sales channel is expected to increase over the next three years, even as it decreases for field sales.

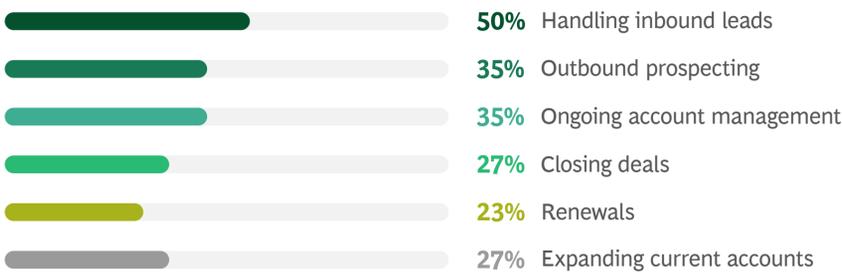
3

Inside sales teams are evolving beyond their traditional role. In addition to supporting the field sales force, they are gaining a stronger mandate to generate revenue independently. This is especially true of tech companies and those using a subscription-based business model.

WHAT IS THE MISSION AND STRATEGIC PURPOSE OF INSIDE SALES IN YOUR COMPANY?



ROLE OF INSIDE SALES TEAMS IN LARGE, STRATEGIC ACCOUNTS



These contributions have a significant financial impact. In some companies, inside sales employees manage as much as \$3 million to \$5 million in annual revenue.

4

Rather than serving only small customers—as in the past—inside sales now plays a significant role in servicing companies' biggest and most important accounts.

5



Most inside sales leaders believe that they could do more if they had the opportunity.

- 90%** | 90% of inside sales leaders say that the customers they serve are happy.
- 75%** | 75% believe that inside sales remains underutilized for larger accounts at their company.
- 50%** | Only 50% of inside sales leaders believe that they are operating with a mature organization that drives growth.