

November, 2009

## Jigsaw Customers Derive Measurable Value from Inside Sales Enablement

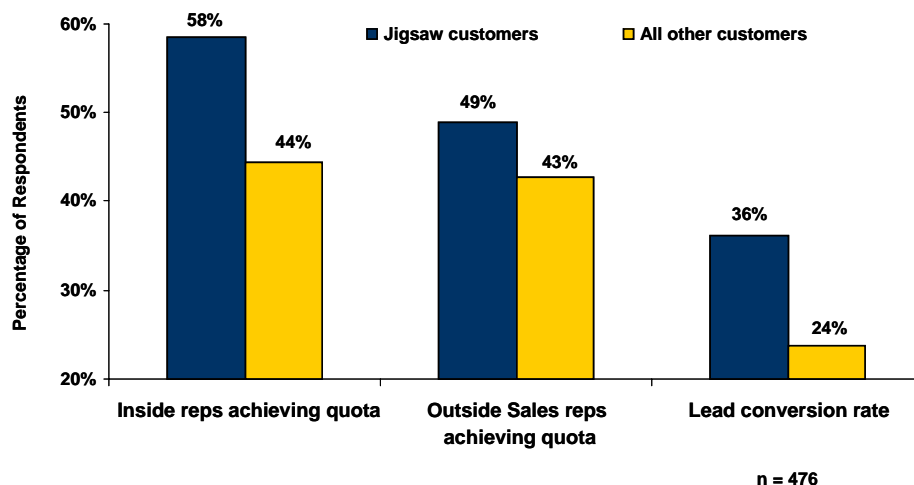
Companies seeking to steer highly qualified leads to their “closers” are faced today with a combination of competitive threats, information overload and hesitant buyer behavior requiring new strategies and tools to succeed. The never-ending economic pressure for sales organizations to increase productivity, while “doing more with less,” often results in organizational emphasis on segregating responsibilities between inside and outside sales teams.

Aberdeen research conducted in October and November, 2009 of nearly 500 corporate sales teams, has provided extensive data that will yield actionable recommendations to be published in the upcoming Benchmark Report, *Inside Sales Enablement: “Let Them Drink Coffee!”* Initial analysis of 113 end-user organizations currently deploying Jigsaw on behalf of their inside sales teams shows these sales practitioners outperform other companies in both performance and the adoption of Best-in-Class practices, which are defined in this Analyst Insight.

### Deconstructing Best-in-Class Inside Sales Deployments

Among the 476 sales organizations researched by Aberdeen, the sample of 113 that named Jigsaw as a sales intelligence vendor represents the second-highest customer total within the data set.

**Figure 1: Current Inside Sales Performance of Jigsaw Customers versus All Other Companies**



Source: Aberdeen Group, November 2009

### Analyst Insight

Aberdeen’s Insights provide the analyst perspective of the research as drawn from an aggregated view of the research surveys, interviews, and data analysis

### Survey Demographics

In October and November, 2009, Aberdeen surveyed 476 organizations, of which 420 reported deploying inside sales teams. These companies’ demographics are as follows:

- ✓ **Job Title:** job titles: CEO / President (20%); EVP / SVP / VP (14%); Director (23%); Manager (26%); Consultant (4%); and other (13%).
- ✓ **Department/Function:** sales and business development (58%), marketing (18%), corporate management (8%), operations (6%) and other (10%).
- ✓ **Industry:** software (31%), IT consulting and services (12%), computer equipment, hardware or peripherals (6%), telecommunications (6%), financial services (5%), and other (40%).

continued

These end-users (see sidebars for demographics) provided extensive insight into both their current and year-over-year performance, as well as how they respond to business pressures by deploying various capabilities and enablers. As illustrated in Figure 1, Jigsaw customers outperform those who do not use their service, in terms of current sales metrics, by an average of 34%. One of these measurements, the current percentage of inside sales representatives currently achieving quota, is a Key Performance Indicator (KPI) used by Aberdeen to construct the Best-in-Class designation within this research study (Table 1).

**Table 1: Top Performers Earn Best-in-Class Status**

Definition of Maturity Class	Mean Class Performance
<b>Best-in-Class: Top 20%</b> of aggregate performance scorers	<ul style="list-style-type: none"> <li>▪ 87% of inside sales reps currently achieve annual quota</li> <li>▪ 17% average growth in overall corporate revenue; 80% have shown improvement</li> <li>▪ 7% average increase in lead conversion rate (pass-through to closers); 47% have shown improvement</li> <li>▪ 6% average improvement in win-loss ratio; 50% have shown improvement</li> </ul>
<b>Industry Average: Middle 50%</b> of aggregate performance scorers	<ul style="list-style-type: none"> <li>▪ 52% of inside sales reps currently achieve annual quota</li> <li>▪ No change in overall corporate revenue; 43% have shown improvement</li> <li>▪ 1% average increase in lead conversion rate (pass-through to closers); 27% have shown improvement</li> <li>▪ No change in win-loss ratio; 17% have shown improvement</li> </ul>
<b>Laggard: Bottom 30%</b> of aggregate performance scorers	<ul style="list-style-type: none"> <li>▪ 25% of inside sales reps currently achieve annual quota</li> <li>▪ 14% average <b>decrease</b> in overall corporate revenue; 10% have shown improvement</li> <li>▪ 5% average <b>decrease</b> in lead conversion rate (pass-through to closers); 6% have shown improvement</li> <li>▪ 7% average <b>worsening</b> of win-loss ratio; 5% have shown improvement</li> </ul>

Source: Aberdeen Group, November 2009

Another metric in which Jigsaw customers perform well - lead conversion rate - has a correlation to an identical Best-in-Class metric used on a year-over-year basis; Jigsaw customers averaged a 3% growth in this area, compared to a flat annual change for other companies. The percentage of outside reps achieving quota, finally, represents another important element in overall sales team success, in that these individuals are traditionally the recipients of nurtured leads from the inside sales function, and their success is equally as relevant to overall corporate growth. Indeed, 62% of outside

**Survey Demographics (continued)**

- √ **Geography:** The majority of respondents (84%) were from the Americas. Remaining respondents were from the EMEA region (11%) and Asia-Pacific (5%).
- √ **Company size:** 17% of respondents were from large enterprises (annual revenues above US \$1 billion); 31% were from midsize enterprises (annual revenues between \$50 million and \$1 billion); and 52% of respondents were from small businesses (annual revenues of \$50 million or less).
- √ **Headcount:** 24% of respondents were from large enterprises (headcount greater than 1,000 employees); 28% were from midsize enterprises (headcount between 100 and 999 employees); and 48% of respondents were from small businesses (headcount between 1 and 99 employees).

reps within Best-in-Class companies currently achieve their annual quota, compared to 52% for Industry Average and 41% of Laggard companies.

## Best-in-Class Inside Sales Methodologies

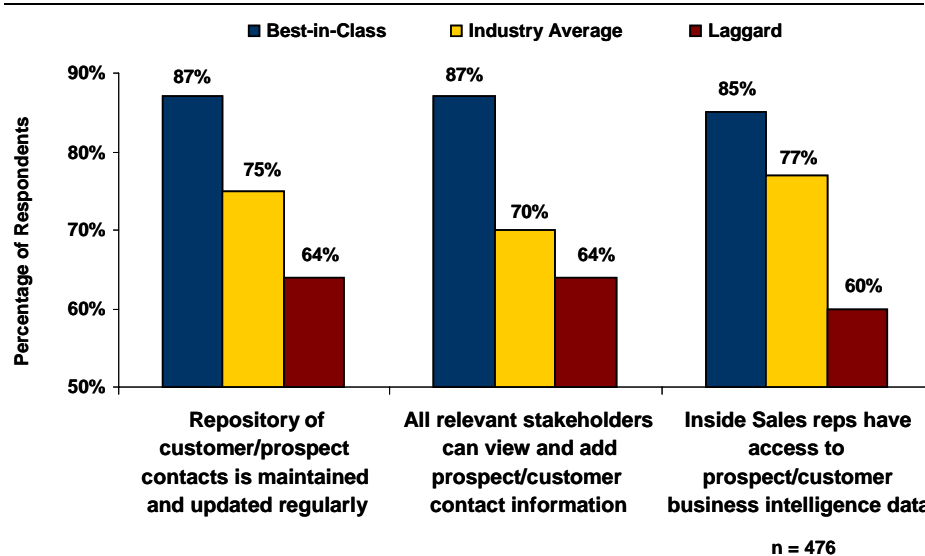
In Aberdeen’s research methodology, the top-performing companies are contrasted with other organizations primarily in terms of the capabilities and enablers used to support inside sales success. By analyzing the differentials between these audience groups, conclusions are drawn regarding how under-performing sales teams should alter their practices and technology deployments to better mimic the results of the Best-in-Class. The following are detailed explanations of select capabilities and enablers, in the context of the Best-in-Class performance by all companies evaluated in the study, which is explained in Table I.

### Inside Sale Solutions Provided

Aberdeen’s Research into inside sales enablement focuses on solutions provided in these eight functional areas:

- ✓ Consulting
- ✓ Customer Relationship Management (CRM) or Sales Force Automation (SFA)
- ✓ Live chat/co-browsing
- ✓ Marketing automation
- ✓ Sales intelligence
- ✓ Software
- ✓ Telephony
- ✓ Training

**Figure 2: Capabilities that Support Inside Sales Success**



Source: Aberdeen Group, November 2009

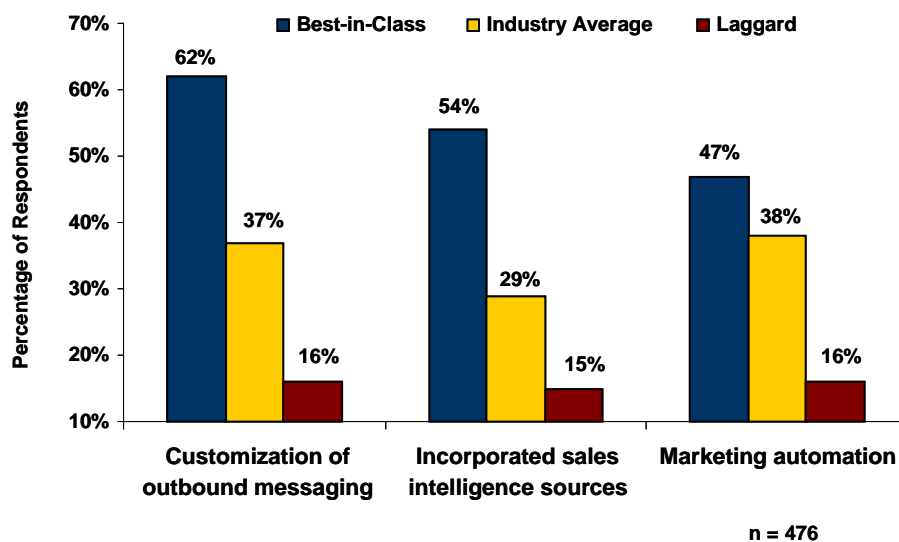
**Repository of contacts:** Eighty-four percent (84%) of Jigsaw customers deploy this Best-in-Class organizational capability, compared to 66% of other companies. By maintaining a centralized library of the companies currently doing business with an organization, and the prospects who will potentially become clients, these sales teams are better able to efficiently organize both customer service and selling activities. With regular, vendor-provided updates to accurately identify the specific decision-making individuals within those companies, inside sales practitioners can more effectively spend their time prospecting rather than searching for contacts.

**Stakeholder access:** Top-performing sales teams are 26% more likely than Laggards to provide all relevant personnel – inside sales, closers, customer service, and marketing – with access to prospect and customer contact information, allowing a democratic and effective process to support inside sales success. Limiting access to this data can create a bottleneck and,

again, steal valuable selling time from quota-centric staff. Eighty-one percent (81%) of Jigsaw customers, and 63% of other companies, adopt this organizational capability.

**Business intelligence:** Aberdeen research for the *Sales Intelligence: The Secret to Sales Nirvana* report showed that Best-in-Class companies were 17% more likely than Laggards to provide lead augmentation and enrichment data to their sales teams, in the form of Business Intelligence (BI) about prospects. For the purposes of inside sales enablement, BI can amend company and contact information with more detailed financial, industry and competitive intelligence that can engender more customized selling discussions by better-informed and prepared reps. Jigsaw customers are 29% more likely than Laggards to adopt this capability in support of their inside sellers.

**Figure 3: Best-in-Class Inside Sales Enablers**



Source: Aberdeen Group, November 2009

**Customized messaging:** Technologies that allow inside sales teams to customize their messaging, even when scaled to high-volume proportions, are nearly three times as likely to be used by the Best-in-Class than by Laggards, and are deployed 32% more frequently by Jigsaw customers than by other companies. The benefits of knowing exactly who a salesperson's target individual is, within a specific company selected for its revenue, geography or industry vertical, allow them to either select from a variety of pre-determined messages (delivered by email, phone or live chat), or to manually customize their communications to deliver the greatest impact and increase sales effectiveness.

**Incorporating sales intelligence into the CRM/SFA:** While more Jigsaw customers than others (39% versus 24%) adopt this Best-in-Class enabler, neither group is realizing the full potential of directly feeding sales

intelligence into the daily selling tool represented by CRM/SFA systems. Top-performing sales teams are doing so at a 72% premium over Laggards, because they realize the value of limiting the number of sales technologies required for their team members' use. In Aberdeen research for [The Carrot or the Stick? Competing Strategies for Sales Effectiveness](#) report, the Best-in-Class were 60% more likely than bottom performers to promote CRM adoption through the incorporation of sales intelligence sources. In turn, companies with higher CRM adoption rates outperformed all others by an average of 17% around quota achievement, bid-to-win ratio and lead conversion rates.

**Marketing automation:** Used by 43% of Jigsaw customers, compared to 27% of others, marketing automation allows inside sales teams to spend their time more efficiently by using technology to guide how they spend their time. This kind of tool is used, for example, to score the interest level of individual contacts or companies based on their email open/click behavior and web site visit tracking. Inside sales organizations with the best performance are using marketing automation at nearly three-times the rate of Laggards to isolate the most promising prospects from the greater audience of suspects, and focusing their reps on communicating with those organizations more likely to enter the active sales pipeline.

“Now, on a daily basis we’re handing off fresh call lists and blocking out reps’ calendars to contact the clean records, knowing their time will be efficiently used.”

~ Spencer Parikh, Manager of  
Business Intelligence, New  
Horizons

## Case in Point

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Consider the case of New Horizons, the world's largest independent IT training company, with over 300 franchises globally. According to Spencer Parikh, Manager of Business Intelligence, the company had accumulated significant database content over nearly a decade of record-building and procurements. The problem, he explains, is that sales rep turnover, a poor legacy data repository and the effects of time created “quite a mess.” Instead of putting actionable information in front of his team, Parikh says that, “We were seeing our Account Executives perform a lot of painstaking, front-end recon, using Google and other tools to create their own outbound calling lists.”

Once New Horizons identified the problem and acknowledged it had reached critical mass, Parikh investigated a number of data-cleansing solutions, including software, outsourced scrubbing services and overseas-based data improvement processes. In the end, he deployed Jigsaw’s Data Fusion solution, which performs an automated, nightly scrubbing regimen that has yielded over 5,200 clean, sales-worthy records in the three months since implementation.

Parikh explains that, “Now, on a daily basis we’re handing off fresh call lists and blocking out reps’ calendars to contact the clean records, knowing their time will be efficiently used.” Plus, when his team members are working their accounts, they are additionally able to reach out to potential customers outside the normal routes of Human Resources and IT staff, such as sales, marketing and finance decision-makers who, prior to his data

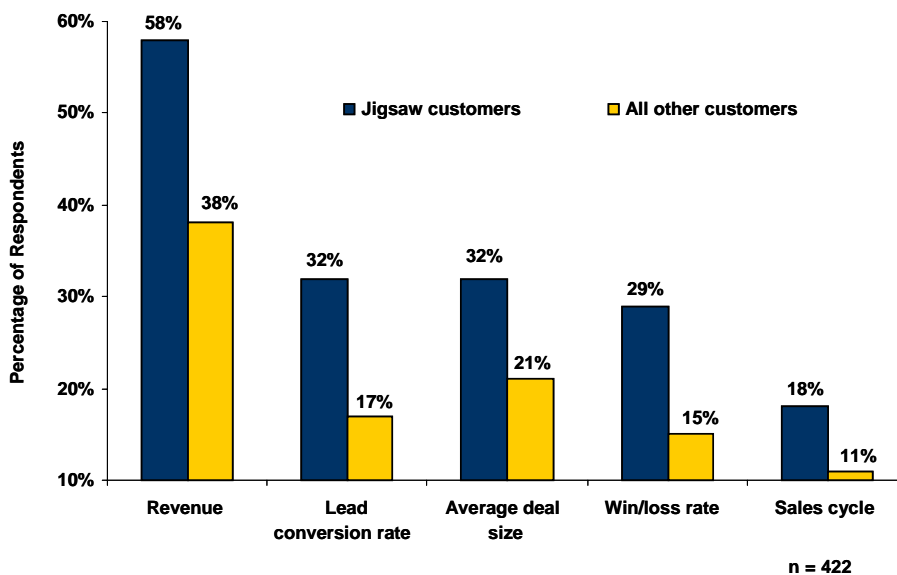
cleansing solution, would only have been identified through exhaustive manual efforts.

As a result, the bottom line results are showing new traction. “We’re ultimately measured on how many bodies come to our centers, and whether they pay for a seat,” says Parikh. And, New Horizons has seen a significant ROI on their technology investment by making their sales staff more effective.

## Key Takeaways

With consistently higher levels of adoption of Best-in-Class capabilities and enablers, Jigsaw customers are achieving measurable results, including the chronological values represented by Figure 4. Whether the metrics are financial (revenue; deal size) or activity-oriented (conversion and win/loss rates; sales cycle), this group is realizing considerable value from how they support their inside sales function.

**Figure 4: Year-over-Year Performance Change of Jigsaw Customers versus All Other Companies**



Source: Aberdeen Group, November 2009

## Conclusion

The upcoming Benchmark Report, *Inside Sales Enablement: “Let Them Drink Coffee!”* will provide companies with a roadmap for leveraging the tools and methodologies for driving increased revenue through inside sales, and to mimic the relatively strong performance of Jigsaw customers. Not only will the study outline steps to address the short-term need to enhance the sales pipeline, but will also provide long-term value to the field sales organization via career advancement between the teams. Further, the report will present

specific recommendations for defining measurable goals and metrics around inside sales management, based on the performance of Best-in-Class companies.

For more information on this or other research topics, please visit [www.aberdeen.com](http://www.aberdeen.com).

#### Related Research

[Inside Sales Enablement: "Let Them Drink Coffee!"; September 2009](#)  
[Sales Training: Translating Tribal Selling Knowledge Into Bottom-Line Productivity, September 2009](#)  
[Sales Training: Embedding Best Practices into Tribal Selling Knowledge; July 2009](#)  
[Sales Training: Tracking Best-in-Class Deployments; July 2009](#)  
[Sales Training: Instructor-Led Options for Best-in-Class Performance; September 2009](#)  
[Sales Intelligence: The Secret to Sales Nirvana; January, 2009](#)

[Sales Effectiveness: Pathways to Productivity; September, 2008](#)  
[Sales Analytics: Hitting the Forecast Bulls-Eye; July, 2008](#)  
[Sales Effectiveness: Leveraging Content to Close Deals, November, 2007](#)  
[Sales Effectiveness: Getting Sales Back to Selling; June, 2007](#)  
[Sales 2.0: Social Media for Knowledge Management and Sales Collaboration; September, 2008](#)  
[Users of Sales and Marketing Solutions Display a Significant Lack of KPI Awareness; August, 2008](#)

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