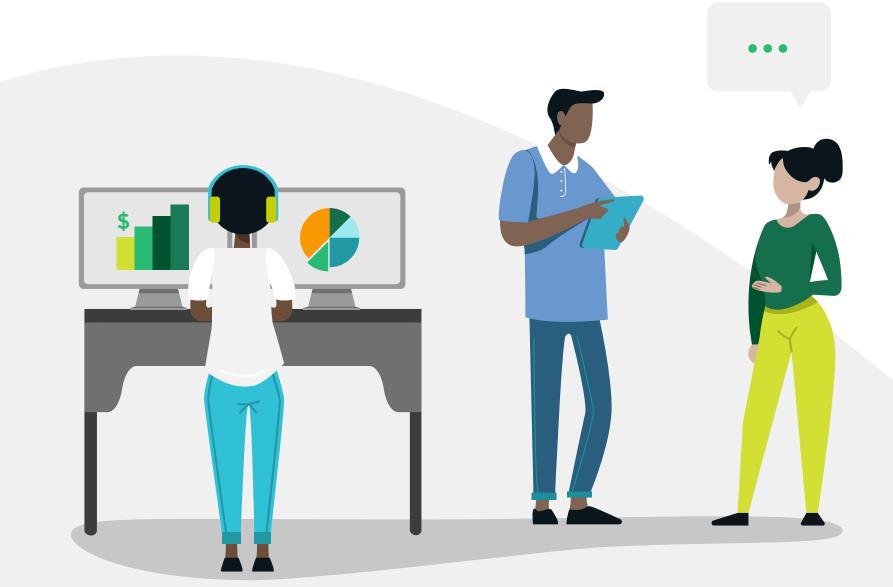
BCG Digital Sales Market Insights

VOLUME THREE



Improving the Talent Mix for Inside Sales

For our third survey in an ongoing series, BCG partnered with the American Association of Inside Sales Professionals to examine the talent mix at inside sales teams. The survey of C-suite-level business leaders at Fortune 500 companies reveals that inside sales talent has become an increasingly critical resource—and that organizations must devote more attention to recruiting and retention.

The competitive market for top inside sales talent has been exacerbated by an increased demand for virtual sales due to COVID-19.

PERCEPTION OF INSIDE SALES IN THE MARKET (%)

- It's a highly competitive market we have to fight for talent
 - A lack of knowledge means that we have to educate candidates
 - 18 We struggle to attract applicants due to a negative perception of inside sales



MAIN SOURCES OF TALENT







search firms



TOP THREE SOURCES OF INTERNAL TALENT FOR ENTRY-LEVEL ROLES (%)



For both entry-level and senior roles, companies are most likely to recruit from within. The main sources of talent are customer-facing groups in the organization.

Companies may be able to improve their recruiting results by tailoring their search criteria to specific roles.

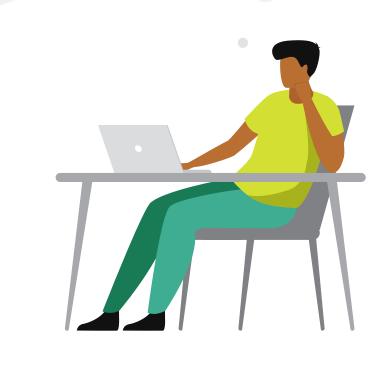
TOP QUALITIES THAT COMPANIES LOOK FOR IN HIRING, FROM ENTRY-LEVEL REPS TO SENIOR MANAGERS

Communication

Agility Assertiveness Enthusiasm

Confidence Resiliency **Empathy Ability to Listen**

Rigor

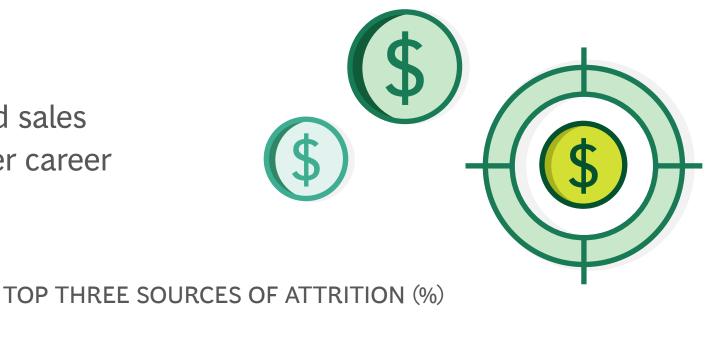


MINIMUM QUALIFICATIONS REQUIRED FOR ENTRY-LEVEL ROLE (%)

- High school graduate
- College graduate
 - 1–2 years of relevant work experience

Companies may be limiting their talent pipeline by requiring a college degree for entry-level hires.

Inside sales teams have more churn than field sales teams do, but higher compensation and better career planning can improve retention.



ANNUAL ATTRITION RATE

10%-20%

5%-10%

sales rep

Inside

Competitive offers by other firms

38 Lack of career path or length of time to be promoted Employee dissatisfaction

COMPANIES WITH TARGETS, BY GROUP (%)



30

Minorities



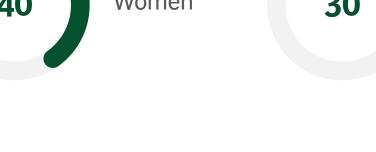
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have explicit diversity and inclusion targets. Instead, most use

broad programs as a key means of attracting and retaining talent.

Less than half of firms

Women

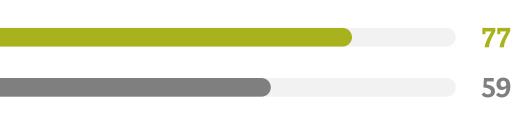




LGBTQ

Diversity and inclusion programs Diversity and inclusion training

TOP THREE MEASURES TO PROMOTE DIVERSITY AND INCLUSION (%)



Leadership development

Source: BCG Survey, February 2021, fielded to AAISP membership.