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Exploring the Paradigm Shift in Sales Performance, Technologies, & Learning

How Much Do You Know About Sales 2.0?

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If you are a sales trainer or enterprise learning executive with responsibility for supporting national or global sales teams, you are probably preparing your WBT solution for the next product launch...

If you are a sales representative, you are probably overwhelmed with constant business travel to and from client meetings and too concerned about making your quarterly revenue quotas to devote any time to understand the meaning of Sales 2.0.

If you are a sales executive, you may be one of many who have a passing familiarity with the term but are simply too busy gathering sales metrics, setting quotas, and closing deals to spend any more time exploring the implications of Sales 2.0.

If you are a sales trainer or enterprise learning executive with responsibility for supporting national or global sales teams, you are probably preparing your WBT solution for the next product launch and trying to determine how many members of the sales force have the training and information they need to be fully "ready" for launch.

To be blunt, whatever you are doing right now in any one of these sales or sales support roles, stop and consider: There is probably nothing more important to the future success of your company or to your own personal success than understanding the implications, problems, and potential of the seismic paradigm shift taking place from the increasingly outdated Sales 1.0 solution selling model to that of Internet-enabled and customer-centric Sales 2.0.

The rapidly-evolving internet is creating a cultural paradigm shift

Over the past twenty years, we have seen changes in all types of sales processes across all industry segments. Most of the significant changes have come over the past seven years, driven largely by new enabling technologies, an increasingly tech-savvy customer base, and rapid evolution of the Internet. These changes have affected the roles of both sales and marketing, as well as the ways in which they interact and support each other. In addition, economic factors continue to lengthen and complicate purchase decision cycles and drive up the cost of traditional field sales operations.

Technology advances have changed the playing field in highly competitive markets, making the familiar solution selling Sales 1.0 model too expensive, too slow, too unpredictable, and too hazardous for building relationships with today's more sophisticated and knowledgeable customers and decision makers. As a whole, customer preferences, the ever-rising cost of sales, and the availability of next-generation technologies are together mandating a Sales 2.0 transition for sales organizations that want to outperform the competition — or merely to survive.

The importance of becoming Sales 2.0 literate

It is increasingly clear that Sales 2.0 is not just another buzzword. Each company and sales organization must face the changing needs of the market and the evolving landscape that is Sales 2.0. Sales 2.0 is quickly becoming the new mantra for business-to-business selling as well as the model for other types of sales models.

The bottom line: What do you need to know about Sales 2.0 selling techniques, enabling technologies, and relationship-differentiators that will enable you to move yourself, your sales team, or your sales training organization toward Sales 2.0?

This white paper provides an introduction to these critical questions and describes the challenges and potential benefits of the Sales 2.0 selling and learning model.
In the following sections, you'll discover:

- What you need to know about Sales 2.0. As a starting point, exactly what it is.

- The business, social, and technology forces that are driving Sales 2.0.

- How Sales 2.0 is qualitatively and quantitatively different from the old Sales 1.0 solution selling model, and why it is a better way of selling.

- The potential problems and pitfalls associated with movement to the Sales 2.0 selling model.

- What you can do as a sales leader or a learning professional to move to the new model.

The evolution of the internet: Web 1.0 to Web 2.0

Before exploring the Sales 2.0 paradigm shift, we must first look at the foundational seismic shifts in Internet technology and social networking that gave birth to Sales 2.0 and other related paradigm shifts. A few basic statistics quickly make it clear that the Internet is rapidly evolving around us:[1]

- Nearly 1.5 billion people around the globe now have access to the Internet.

- Mobile devices outnumber desktop computers by a factor of two.

- Nearly 50% of all U.S. Internet access is now via 24 x 7 "always-on" broadband connections.

- The two largest social networks, MySpace and Facebook, were each attracting 1.5 million worldwide visitors a month in April 2008.

- By the second quarter of 2006, 50 million blogs had been created; new blogs were being added at a rate of two per second.

- eBay reports that it has more than 84 million active users worldwide, who trade over $2,000 worth of goods every second.

These trends in Internet usage manifest themselves under a variety of common names and technologies, including "social computing," "user-generated content," podcasting, and blogs. Taken together, these trends and user-friendly technologies are now labeled Web 2.0 and represent the next generation of a user-driven, intelligent web.

Web 2.0 is a set of economic, social, and technology trends that collectively form the basis for the next generation of the Internet. Today's Internet is a more mature, distinctive medium characterized by user participation, openness, and interaction. Although its features are operating across much of the Internet today, the vast disruptive impact of this paradigm shift is just beginning.

Web 1.0 was primarily a broadcasting medium that allowed one-way communication of pre-packaged content. In sales processes, Web 1.0 was a vehicle for online versions of brochures, press releases, information sheets, and other types of traditional marketing collateral. By contrast, Web 2.0 is primarily an interactive medium that allows two-way communication of collaborative content.

Like Sales 2.0, Web 2.0 is more than just a technology buzzword. It is a transformative, seismic force that is propelling companies across all industries – and within virtually all functional segments of those companies (e.g., sales, marketing, enterprise learning) – toward a new way of doing business.

The scope of Web 2.0 typically includes the following set of technologies:

- Social networking software such as FaceBook.com and MySpace.com.

- Wikis or user-created knowledge bases such as Wikipedia.com.

- Collaborative software including tools for web conferencing and team-based collaboration.

- Blogs and global bloggers, who have become major news sources and destinations with major political and social importance on the web.

- Video-sharing using such sites as YouTube.com.

Using Web 2.0 technologies and social networking, it becomes easier for individuals (both inside and outside the corporate world) to add comments, create blogs, articulate and widely-publicize their opinions, and upload audio and video.

What is important for sales professionals is not the new technology, but the fact that Web 2.0 signals a cultural shift in the way all types of people and organizations use the Internet to interact with one another. The following table compares the key characteristics of Web 1.0 to those of Web 2.0.

Sales 2.0 defined

Sales 2.0 uses Web 2.0 technology to overlay the reactive style of Sales 1.0 solution selling onto the innovative mechanisms and milestones of the modern Internet's consumer marketing environment. Sales 2.0 is an evolving conceptual paradigm whose vision is to merge sales and marketing into a seamless effort to target buyers more effectively using innovative and integrated tactics in order to bring in more business at a lower cost. Key objectives of the Sales 2.0 approach are simply:

- **More predictability:** Knowing what is coming down the pipeline.
- **Higher velocity:** Closing deals faster and with less cost of sales.
- **Higher volume:** Closing more deals.
- **Higher value:** Generating more revenue at lower costs.
- **Higher customer satisfaction:** Creating and sustaining long-term customer satisfaction and loyalty.

Sales 2.0 is the synthesis of new technologies, sales models, processes, and mindsets. The paradigm leverages people, process, technology, and knowledge to make significant gains by integrating the power of Web 2.0 and 'on-demand' technologies with proven sales techniques in order to increase sales effectiveness and velocity.

Sales 2.0 also leverages increased communication and collaboration between sellers and buyers and members of the selling team, together with a proactive and visible integration of knowledge and measurement of the buying cycle into the sales cycle.

Sales 2.0 key implications

In Sales 2.0, buying patterns have changed radically. For example, 80% of customers find you before you find them. Also, "push" has become "pull" as customers prefer to be drawn into purchases by clear and compelling value propositions that explain why they need the product or service. Meanwhile, sales and buying processes are undergoing continual re-alignment as products, technology, and customer sophistication increases in complexity.

At the same time, a new Knowledge Imperative requires sellers to become well-armed "knowledge warriors" able to deal with the "situational fluency" dilemma. Why? Because sales now operates in an 'on-demand world' — 24 hours a day, seven days a week.

Today's broadband Internet presents an entirely new venue for customer/seller interactions. Elements include software-as-a-service (SaaS), which provides a new mode of infrastructure acquisition with "virtual data centers." Sales 2.0 also creates a new culture of person-to-person and B2B interaction.

To be sure, Sales 2.0 demands insightful use of the impressive new technologies in the arsenal. Among the most important questions: How can technologies accelerate the sales process? Also, where does technology fit into the overall "solution architecture" and "sales architecture"?

Sales 2.0 also creates leverage for savvy sales organizations in a variety of ways. Sales cycles have become less pronounced and meaningful in a 24/7 world, premier opportunities are more easily prioritized, while scarce expertise and industry knowledge have become increasingly valued. In addition, best practices proliferate more quickly, while the incoming generation of sales people is more rapidly identified and empowered, a key to retaining tomorrow's leaders.

Web 1.0

- Doubleclick
- OFOTO
- Akamai
- MP3.com
- Britannica online
- Personal web sites
- Evite
- Domain name speculation
- Cost per page view
- Screen scraping
- Publishing
- Content management systems
- Directories (taxonomy)
- Stickiness

Web 2.0

- Google adsense
- Flickr
- Bittorrent
- Napster
- Wikipedia
- Blogging
- Upcoming.org and EVDB
- Search engine optimization
- Cost per click
- Web services
- Participation
- Wikis
- Tagging ('folksonomy')
- Syndication

Moving to Sales 2.0: why Sales 1.0 doesn't work anymore

Sales 1.0, the traditional enterprise sales model, follows the top-down, rigid process 'funnel' shown below. Within the Sales 1.0 model:

- Field-based sales representatives and sales executives conduct most of their business through face-to-face prospect and customer meetings.
- Sales people are held accountable for the entire sales process from suspect to prospect to proposal to deal close.
- Individual members of the sales team are measured on revenue they generate.
- Sales people are primarily interested in closing the next deal and making their quotas.

- Sales people have essentially learned that their personal store of information, best practices, and sales tips must be kept a closely-guarded secret from other members of the highly-competitive sales team if they are to achieve individual goals.

Sales 2.0 represents a better way of selling

Sales 2.0 requires marketing and sales groups to behave quite differently. In the Web 2.0 world, a high value is placed on authenticity. Similarly, with Sales 2.0, customers expect sales reps to be genuine, authentic and non-manipulative, and to avoid the kind of high-pressure tactics that still worked within the Sales 1.0 world.

Sales 2.0 represents not just a better way of selling, but a substantial enhancement of the entire customer purchasing experience. Too often, the Web 1.0 environment, with its emphasis on pushing information out to a wide audience, tended to overload customers with information. While customers gained access to information that in the past belonged entirely to sales professionals (e.g., product features, comparison pricing, customer complaints), they often regarded that data as an undifferentiated blur of meaningless facts.

By creating a more collaborative environment, Sales 2.0 allows the sales professional to use his or her specific expertise to help the customer differentiate between essential and non-essential information.

The following table similarly compares the key characteristics of Sales 1.0 to those of Sales 2.0.

Sales 1.0	Sales 2.0
• Rigidly following a sales process	• Helping prospects buy
• Controlling what the buyer knows	• Buyers educate themselves beforehand
• Marketing versus sales	• Integrated & interdependent marketing/sales
• Selling solutions	• Helping customers succeed
• High-efficiency versus high-touch	• High-efficiency and high-touch
• Volume versus relationships	• Relationship-driven volume
• Travel, meeting, schedule hassles	• Engaging anytime, anywhere
• Technology is a burden	• Technology makes sales reps
• Count every activity	• More effective
• Forecast probability	• Measure activities that matter
• Pipeline volume	• Forecast predictability
• Mass prospecting	• Pipeline shape and velocity
	• Networks and communities of unlimited opportunities

In addition, the two-way communication inherent in Web 2.0 technologies helps ensure that the sales professional remains focused on customer needs rather than on a predetermined sales agenda. Sales 2.0 also helps sellers refine their message because Sales 2.0 emphasizes authenticity and interactivity. Given the faster feedback capabilities of Sales 2.0 enabling technologies, it becomes immediately clear to the sales team when a set of messages is poorly received or ineffective.

A new culture for selling

Taken as a whole, Web 2.0 and Sales 2.0 represent a cultural evolution in the way consumers think about selling and about sales people. Well-designed Sales 2.0 web sites also shape customer expectations for business products, services, and for the entire selling/ purchasing experience. These sites have changed the way consumers use the Internet to shop and make purchases by providing:

• Rich, interactive, user-friendly interfaces.

• Application delivery exclusively via browser (SaaS).

• Data that is user-owned and user-controlled.

• A culture of participation that encourages users to add value to the application as they use it.

• Social networking as part of each web site's appeal, interactivity, and collaborative nature.

Buyers are more informed and can learn about products anonymously without needing to speak to a sales person. Sellers have less control over the process of revealing product information and no idea as to what data these anonymous visitors are accessing. Customers have come to expect much shorter sales cycles because e-commerce has trained them to expect one-stop shopping and instant gratification.

A new type of relationship selling

Selling is still fundamentally about building and sustaining relationships. That hasn't changed. But within the Sales 2.0 world, relationship selling is facilitated by a new type of media and can be more efficient, measurable, and cost-effective than Sales 1.0 selling.

Sales 2.0 raises the quality of the types of engagements that sales people can have with prospects and customers, and expands the timeframe from regular business hours to an anytime, anyplace, 24/7 context. Traditional Sales 1.0 methodologies in which customers are informed of certain value propositions through a regimented series of sales process activities are now considered too slow and largely ineffective.

Sales 2.0 processes are specifically adapted to the customer's buying behaviors and focused on helping them get what they want, when they need it. In fact, this new form of relationship selling is no longer considered selling. It is now regarded as helping the customer with purchasing decisions, with the customer as the focus of control and attention.

Sales 2.0 – problems and pitfalls

Industry analysts argue that sales organizations face several types of risks with Sales 2.0:

• If they do not take advantage of the substantial benefits, they will lose competitive advantage in the marketplace.

• As hype continues to build around Sales 2.0, it will be increasingly difficult for sales leaders to separate reality from false promises; large sums of money will be spent and mistakes will be made. It will become increasingly difficult for sales leaders to ignore Sales 2.0 and simply do nothing.

• Commitment to the Sales 2.0 paradigm requires more than financial investment in new tools and technologies. It requires a strong and sustained commitment to process change and substantially more discipline in standardizing and documenting sales processes.

• Sales 2.0 also requires a major cultural change, at both the sales team level, sales leadership, and individual team member levels.

Serious attention must be directed toward re- training of the sales and marketing teams and sales leadership. Key topics include disciplined, documented, and repeatable sales processes; pervasive measurement of results; and selection and use of Sales 2.0 enabling technologies. Sales teams must also prepare for shifts in customer interaction, and increased emphasis on knowledge sharing and team collaboration.

Success in the new era also demands that a hard look be taken at the skills and abilities of the current sales team. Communication skills, collaboration, team work, technical savvy, and willingness to transfer knowledge are essential skills for all members of the team. That includes the sales "super stars" who previously operated in a semi-independent mode. Generational differences in communication, peer collaboration, and knowledge sharing will also come into play, as younger members of the sales team operate within the Sales 2.0 model.

Are traditional sales people still necessary?

Industry journals and blogs actively speculate about how Sales 2.0 will alter the role of the sales person in the 21st century sales processes, and how it will inevitably require a different set of sales competencies, knowledge, and skills. Some industry analysts even question whether traditional sales people are necessary in a Sales 2.0 world. Many sales leaders and industry observers contend that while the seller/customer relationship will change, relationships will continue.

Another provocative theory is that Sales 2.0 will change the desired Sales 1.0 constellation of sales personality traits (persistent, aggressive, money-motivated) toward a set of "trusted advisor" traits that include greater demonstration of authenticity, rapport, engagement, and strong technical knowledge.

There is widespread controversy and disagreement regarding the degree to which any of these possible Sales 2.0 scenarios will transpire.

Web 2.0 is creating Learning 2.0

But one thing is clear. Web 2.0 represents a radical shift in thinking from the delivery of learning to the enabling of learning. As learning becomes less hierarchical, learning leaders become knowledge "merchants." Learning staffs relinquish some control over enterprise training but still manage the network ("renegades" versus "comrades").

In addition, enterprise learning must partner with IT and other departments to provide Web 2.0 infrastructure, even though doing so may disrupt traditional learning environments. Enterprise learning goals need to shift to knowledge sharing, enterprise knowledge flow, and elimination of information "silos". In short, Learning 2.0 is about:

- Creating adaptive learners who are self-motivated, life-long learners.
- Allowing people to make sense of learning in their own way, and in their own time.
- Creating an adaptive organization.
- Reducing the time it takes to identify new opportunities or competitive threats. Improving capacity for innovation and decision-making

Similar to the earlier paradigm shift diagrams, Learning 1.0 is giving way to the evolution of Learning 2.0. Yet a key difference about Learning 2.0 is that the paradigm shift is cumulative. It builds upon the strengths and approaches used in Learning 1.0 rather than discarding many of them as in the Net 1.0/2.0 and Sales 1.0/2.0 models.

Leveraging the capabilities of learning 2.0 to support Sales 2.0

Best practices from the Learning 2.0 training model are increasingly being leveraged to provide leading-edge Sales 2.0 training. Sales training in the Learning 2.0 world is increasingly focused on providing continuous knowledge transfer, content acquisition, and "on-demand" learning.[2]

Indeed, simply to recognize the continuous process of sales learning calls for a fundamental change in perspective. Continuous learning is part of the Learning 2.0 model, and it accomplishes several important objectives:

- It enhances the ability of the sales training function to support performance of individual sales professionals.
- It creates agile sales organizations better able to respond to the continuous challenges of new and complex product information.
- It helps reduce high rates of turnover among sales professionals.

Continuous sales learning focuses on reducing time-to-proficiency and training costs for new products and services by providing "on demand" learning that is always available to the sales team. Continuous learning environments and sales knowledge repositories also enhance competitive advantage by helping develop a highly professional, responsive sales team that answers customers' questions quickly, accurately and comprehensively.

Learning 1.0

- Ilt, Wbt, virtual, blended
- Command & control, top-down, push
- Management hierarchy
- Centralized content creation
- Un-managed informal learning
- Taxonomies
- Company-identified experts
- Departmental, divided
- Localized search
- Multiple disconnected plans
- Silos and boundaries
- Structured, formal learning

Learning 2.0

- Blended, blogs, wikis, Q&A, search
- Bottom-up, peer-to-peer, pull
- Mentoring, knowledge networks
- Grassroots content creation
- Managed informal learning
- Tags
- Community-identified experts
- Unified, governance-enabled
- Unified, global discovery
- Unified development plans
- Fuzzy boundaries, open borders
- Informal, collaborative learning

Some specific best practice elements of continuous sales learning may include some or all of the following:

- A "one-stop" e-learning center for courses and collaboration that makes it easy for sales professionals to find the resources they need, such as market knowledge, competitive intelligence or experienced-based best practices.

- Discrete product or service learning "nuggets" that can be aligned to the current sales situation, skill level and knowledge gaps, so that just the right amount of knowledge is provided at the right time.

- Real-time "dashboards" that provide visibility into the sales team's readiness and enable managers to quickly identify team proficiency levels, flag readiness gaps by team and individual, and determine the best training for closing those gaps.

- Online peer (e-mail) communities – sales "knowledge banks" – that enable sales professionals to collaborate and communicate while they learn. The sales knowledge bank automatically captures these exchanges so that new knowledge is available to the whole sales community.

- Sales professionals are provided with 24x7 online access to current sales discussions and easy access to answers from community experts and peers.

Next steps for learning leaders: implement learning 2.0 for Sales 2.0

Learning leaders must confront their own paradigm shift from Learning 1.0 to Learning 2.0, albeit in a manner that builds upon rather than discards older learning techniques.

Learning leaders who increasingly work within the Learning 2.0 model must now design, deliver, and support sales learning that provides both sales people and sales leadership with at least a basic understanding of three critical components of the new sales model:

- Expertise is the ability to apply all types of knowledge to achievement of sales goals.

- Sales 2.0 enabling technologies and Learning 2.0 information sharing approaches will help them focus on applied expertise enabling them to hone that knowledge experientially through "learning by doing".

- Velocity describes the rate at which sales goals are achieved, at both the individual and organizational level. Sales professionals at all levels must clearly understand that the goal of Sales 2.0 is not just to increase the speed at which activities are effectively performed, but to increase that velocity through intelligent measurement and improved communication.

- Knowledge relates to what each sales person must know about the customer to be successful within the overall Sales 2.0 paradigm.

- The customer.

- The customer's business problem.

- How a product or service solution can be applied to solve the customer's problem.

- Competitive differentiation.

- The features and functions and value points of the product solution.

- The competition and the market landscape in which the product solution competes.

Knowledge also includes "situational fluency," or the ability to draw upon a sufficient store of information to succeed within specific situations that require a combination of broad and deep insights.

Next steps for all sales leaders: implement Sales 2.0 processes

Sales 2.0 is a significant process and cultural transition. Best practice data indicate that sales leaders should begin the transition to Sales 2.0 by immediately implementing the following changes:

- Synchronize marketing and sales efforts into what is now being called "smarketing".

- Create multiple customer communication points by leveraging such tools as phone, email, instant messaging and other methods to "touch" the customer.

- Update web sites to provide more interactive features and functionality.

- Take advantage of intelligent prospecting and business intelligence (BI) tools.

- Increase efforts toward "targeted" lead generation and cultivation.

- Build social business networks by leveraging the technologies that support and enable these networks.

- Align sales compensation with company goals.

- Structure the sales force with a "divide and conquer" approach that encourages information sharing rather than information "hoarding".

- Focus on customer satisfaction.

- Encourage and enable interaction across all fronts, both with external customers and collaborations with internal colleagues.

Intelligent measurement for sales management 2.0

Intelligent measurement within the Sales 2.0 model refers to measurement practices which produce not just metrics, but the right metrics at the right time. A critical component of Sales Management 2.0 is establishing proactive, meaningful metrics that seek to define "quality of the sales process" in the following areas[3] :

- Quality of leads. Cultivating and working on the right sales opportunities.

- Quality of the sales process. Doing the right sales actions, with the right people, at the right time.

- Quality of sales team members' execution of the sales process. Doing the right actions well.

- Quality of customer and client references. Doing the right types of customer support and customer service follow-through activities.

- Quality of overall sales metrics. Providing a sustaining mechanism for improving all of the quality metrics noted above.

Leaders of sales organizations should ask themselves the following questions to determine their readiness for Sales Management 2.0 and its essential Intelligent Measurement practices:

- Are there trackable, measurable processes in place for the sales and marketing teams?

- Are prospects sent concise and spell-checked e-mails with specific calls to action?

- Is the sales team notified if and when prospects open their e-mails?

- Are all sales reps able to source and qualify their own leads?

- Can the sales team track how many people came to the company web site today?

- Does the sales team know which of their contacts were on the web site today?

- Can the sales team see what web site visitors were looking at?

- Do sales leaders know how many contacts their team has with qualified web site visitors?

- Do sales leaders know what percent of their leads came from Internet search or e-mails?

- Do sales leaders have any idea what these metrics will look like tomorrow?

Summary

In highly-competitive markets, technology advances have changed the playing field for today's sales staff and the learning professionals who train and support them.

The Sales 1.0 model is too expensive, too slow, too unpredictable, and too hazardous to relationships with today's more sophisticated and knowledgeable customers and decision makers. Likewise, the increasingly-dated Learning 1.0 model does not enable sales teams to acquire the expertise, knowledge, and process velocity they need to compete in today's marketplace.

Sales 2.0 is the synthesis of new technologies, sales models, processes, and mindsets. The paradigm leverages people, process, technology, and knowledge to make significant gains by integrating the power of Web 2.0 and on-demand technologies with proven sales techniques in order to increase sales effectiveness and velocity.

Just as Web 2.0 stimulated the evolution of Sales 2.0, this paradigm shift is also creating momentum toward Learning 2.0 as well as other significant business and social paradigm shifts. Learning 2.0 is focused on creating adaptive learners who are self-motivated, life-long learners; allowing people to make sense of learning in their own way; creating adaptive organizations; reducing the time it takes to identify new opportunities or competitive threats; and improving the organization's overall capacity for innovation and decision-making.

The bottom line

The bottom line is three-fold:

- First, the rapid evolution of the Internet and emergence of Web 2.0 are creating a new and challenging environment for both sales and learning professionals.

- Second, sales leaders and individual sales team members must successfully acquire the technical knowledge, relationship-building expertise, and collaboration skills necessary for selling to the increasingly sophisticated, tech-savvy customers of the 21st century. They must acquire this constellation of new skills, implement new sales processes, and obtain Web 2.0 enabling technologies as quickly as possible if they are to survive and prosper in the new world of Sales 2.0.

- Third, learning leaders must immediately begin to leverage the benefits and capabilities of the Learning 2.0 model if they are to provide the continuous learning, focused training, and innovative communication and work skills needed by their sales force and sales leadership. This will involve a rapid re-thinking of current Learning 1.0 practices and technologies if the sales learning organization is to mobilize around the Learning 2.0 model, and thus keep pace with the knowledge and skill training required by the Sales 2.0 sales force.

Effective sales training must enable each and every person scrambling to build relationships, close deals, and generate revenue in today's fierce and fast-moving Web 2.0 marketplace to pull their own weight, contribute fully to the overall team, and sustain their knowledge and skills. Building optimum individual productivity and sustaining team accomplishment in the Sales 2.0 world is the continuous learning and performance challenge of today's Learning 2.0 enterprise learning organization.

As management guru Peter F. Drucker once noted, "It is the test of an organization to make ordinary human beings perform better than they seem capable of, to bring out whatever strength there is in [members of the team], and to use each person's strength to help all the others perform." The true test of today's Learning 2.0 training organization will be the extent to which they accomplish the goal of turning ordinary sales personnel into extraordinary Sales 2.0 performers.

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