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New Science: Pioneering the Inside Sales Revolution

Follett Carter, executive vice president of sales and marketing for New Scienceⁱ — a Boston-based research and analytics firm — sat in his office looking at the sales performance numbers for the quarter. The company's aggressive 1995 revenue target of \$395 million represented 72% growth over the previous year, with just one quarter left. He was worried about two issues: 1) Would he attain the aggressive 1996 growth target? 2) How would the company continue this growth in future years? With 1,000 outside sales representatives at a cost of approximately \$400,000 a year each, it was clear the company could not continue to fund the manpower Carter believed the company needed to sustain its aggressive growth trajectory. It would be Carter's responsibility to create a less expensive sales model for the company.

New Science – IT Research and Analytics

Steve Trumble founded New Science in 1979 as an IT research and analytics firm primarily focused on IBM products. The company quickly expanded its business to over 13 fields of technology including software, personal computers, mainframes, networks, and benchmarking. Managers of small organizations, as well as Fortune 500 companies, faced difficult decisions on a broad range of technical innovations for which New Science provided objective research and advice. The company had steadily grown by providing buyers and sellers of computer technology with subscriptions to customized research and advisory services. Instead of offering the typical, lengthy, often-ignored studies, New Science distilled complex subject matter into relevant, readable, one-page memos for its customers. The business created strategic planning assumptions around fields of technology, providing its customers with forecasting regarding what could be expected in a particular technology field over the next three to five years. New Science felt that its objectivity set the company apart from its competitors. As a result of this objectivity, there was strong demand from vendors who wanted to understand New Science's strategic planning assumptions so they could better manage their own customers.

During its first ten years of operation, New Science grew to over \$27 million in annual revenue and had offices in North America and Europe. In 1988 it was purchased by Saatchi & Saatchi. New Science benefited

ⁱ New Science is the disguised identity of a real organization.

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