

ALLEGRO INSIGHTS: NEW RESEARCH

# Virtual Sales Coaching Report: How Sales Training Has Changed

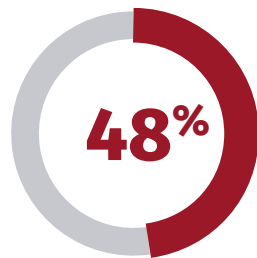
New Research Shows How to Coach Effectively  
When You Can't Meet In-Person

allego 

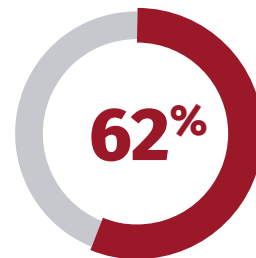
# Adapting Coaching for Remote Teams

2020 was a transformational year for sales organizations. The challenges caused by COVID-19 launched a boom in virtual selling and an estimated 90% of B2B sales are now done virtually.

**Sales organizations ramped up tools and tactics to support this new paradigm, with mixed success:**



Sales professionals say remote selling has made it harder to close deals.



Sales professionals say they've lost a sale because they couldn't meet personally with a buyer.

This data reveals the impact of the pandemic across industries. Virtual selling requires new skills, new content, and increased “backstage” support. To be effective, companies must rethink how they onboard and train both new hires and veteran performers.

But with reps AND prospects working remotely, sales leaders are often no longer physically in the same building for observation and mentoring of their team. Practice, role playing, call coaching, reinforcement—all the traditional tools in a sales coach's arsenal—have typically been done in person.

How are successful sales teams adapting their coaching to ensure reps can find and close deals despite the challenges of remote work? After all, missing the mark on training means missing revenue targets too.

Allego, the leader in learning and sales enablement technology, answers these questions and more with new, independent research. We surveyed a random sample of 248 sales trainers and their teams and found that while remote coaching poses new challenges, there are tactics teams can use to be even more effective.

The findings in this report offer an insider's view into the current state of sales coaching. We hope they'll help you understand the forces at play and adapt your coaching initiatives to the next normal.

## Report Methodology

Allego, the leader in learning and sales enablement technology, surveyed a random sample of 248 sales trainers and their teams in January 2021. Survey respondents were randomly sampled by an independent research firm in partnership with Lucid, a global leader in survey panel response. The margin of error for this study is +/- 6.22% at the 95% confidence level.



**44%**

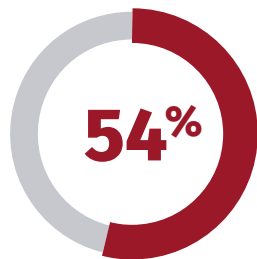
**Sales leaders say it's been harder to fill openings on their teams during the pandemic**

# Key Learnings: Virtual Coaching Poses New Challenges

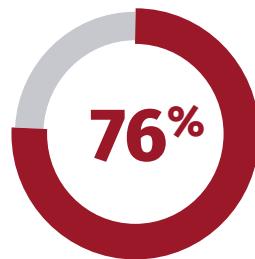
## INSIGHT #1:

### Coaching is Harder When Teams Can't Meet In-Person

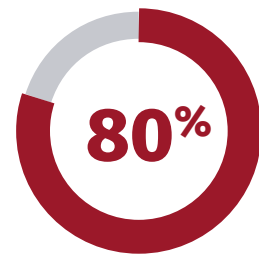
Despite sales organizations' rapid adoption of video conferencing and other virtual sales tools, we found that respondents simply found it harder to coach when their teams were not working together in an office.



Sales leaders say they are less effective coaches because their teams went remote due to COVID-19.



Sales leaders say that not being physically present with their team has made it harder to observe and coach.

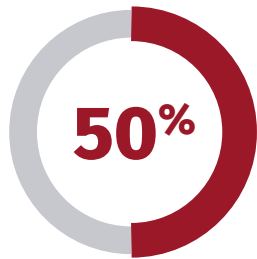


Sales leaders say coaching is the difference between success and failure, but only 25% of them say their coaching has definitely gotten easier due to remote work.

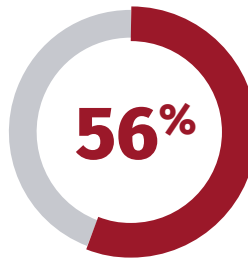
## INSIGHT #2:

# Going Remote Has Hurt Productivity and Morale

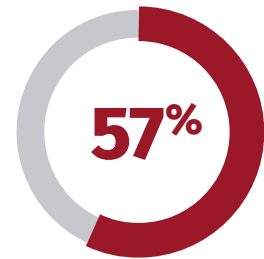
Sales teams reported that the shift to virtual work had a significant negative impact on motivation—one of the most important elements of sales success—and that it takes longer for new hires to show results.



Sales professionals hired before COVID-19 are 50% more likely to feel unmotivated than those who have been hired since COVID-19 emerged.



Sales leaders say remote work has negatively affected team culture.

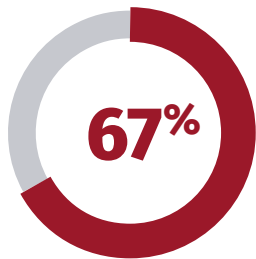


Sales reps say they've felt unmotivated working remotely during COVID-19.

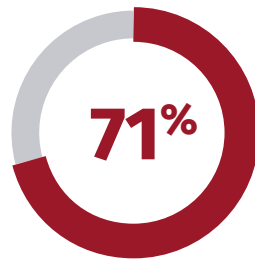
## INSIGHT #3:

# Time Zones and Distributed Locations Reduce Coaching Effectiveness

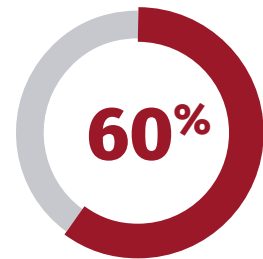
Sales trainers who can't work side-by-side with reps are less effective because they can't observe reps in action.



Sales leaders say it's harder to observe remote reps during calls to give them constructive feedback.



Sales professionals say team members working in different time zones makes training difficult.



Sales leaders say it's hard to keep their remote team current on new products, features, and pricing.

# 38%

Reps and managers feel they don't spend enough time practicing techniques learned in training

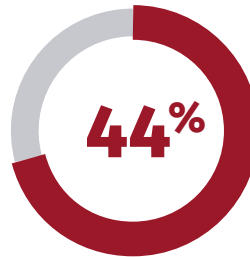
## INSIGHT #4:

# Going Virtual Has Hit New Hires Harder

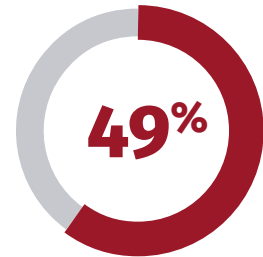
Reps who were hired after the pandemic have faced an uphill battle. It takes twice as long for them to produce results and they report that they haven't received the right coaching on virtual selling.



On average, it takes 2 times longer for new hires to be productive during the pandemic compared to when they could train in-person.



Sales leaders say it's harder to get new hires up to speed / onboarded during the pandemic.

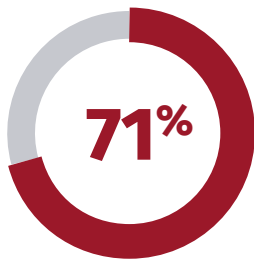


Sales reps hired since COVID-19 say they haven't been coached well enough on virtual selling to succeed.

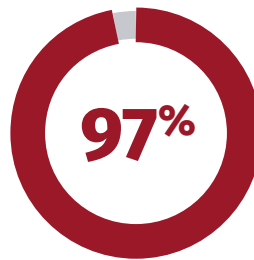
## INSIGHT #5:

# New Tools Can Improve Virtual Coaching

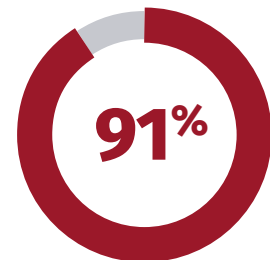
Sales teams are getting creative and tapping into new technologies to support virtual selling, especially asynchronous tools.



Sales professionals say team members working in different time zones makes training difficult.



Sales professionals say that the difficulty of training in different time zones can be overcome with asynchronous training tools.



Sales professionals say having video-based training has helped them become more successful at working remotely.



# Recommendations for Sales Leaders: Tactics to Coach Virtual Teams

**Our findings reveal that coaching a virtual sales team—effectively and efficiently—requires a new approach.**

The good news is that all players are on the same page: Sales reps want more and better coaching, managers want to coach more effectively, and sales enablement and training leaders want to improve the support they provide.

Follow these tactical recommendations to improve coaching effectiveness and equip your sales teams for the next normal.

## RECOMMENDATION #1:

### **Use Technology to Your Advantage**

Survey results showed that sales leaders and reps prefer in-person coaching, but time zones and geography make live face-to-face activities difficult to coordinate. You need a tech solution that supports formal and ad hoc coaching for reps and managers to hone skills and prepare for selling situations.

Coaching software solutions that incorporate recorded video are a great way to replicate the face-to-face experience in an asynchronous way. Additionally, recorded call coaching capabilities with actionable, AI-powered insight can help you provide the most effective point-in-time feedback, and allow you to transcend the limitations of time and distance.

## RECOMMENDATION #2:

# Increase Peer-to-Peer Collaboration

In the survey, managers reported that it is challenging to provide high-quality coaching to remote teams. One approach—in addition to the solutions outlined above—is to leverage the power of peer-to-peer collaboration.

Enabling high performers to share best practices with others eases the burden of coaching for managers, while increasing the velocity in which new ideas are adopted by the field. Build a collaborative coaching environment where peers and SMEs play a vital role in sharing best practices for ongoing organizational success.



### RECOMMENDATION #3:

## Focus on Competencies, Not Just Results

When a rep falters, it shows up in the results. But you can't coach to results. Changing behavior requires incremental change via role-playing and reinforcement. When you focus on competencies, you can identify and improve the individual skills that lead to successful selling.

A virtual training program that includes personalized assessments, reinforcement, and analytics will allow you to track your team's competencies over time and fine-tune coaching efforts to focus on the greatest areas of need.

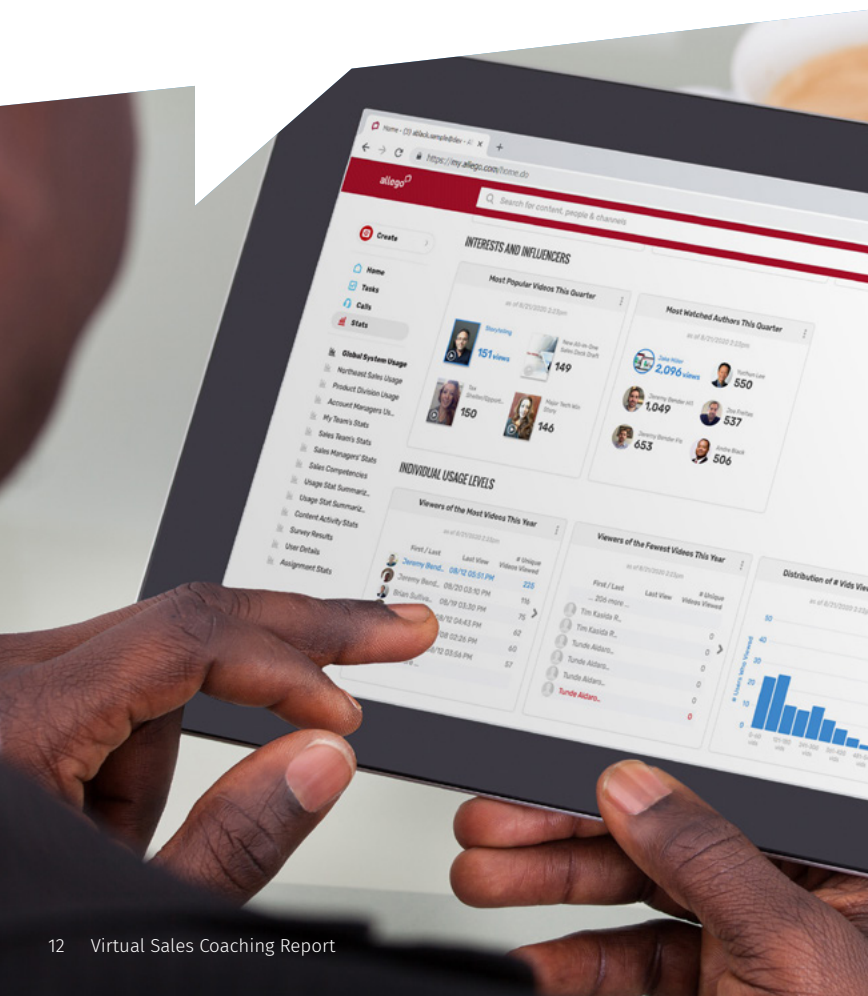
**78%**

**Sales professionals say their approach and training needs to be adjusted for more remote sales**

## RECOMMENDATION #4:

# Strengthen Communication with Sales Enablement

Sales enablement extends not only to sales reps, but also to sales managers. Work with your sales enablement team to get the support you need to inspire, motivate, and support new and veteran reps with good coaching.



Sales reps who were trained with recorded video are most confident about:

- Understanding buyer needs
- Answering product questions
- Closing deals

# Virtual Coaching with Allego

So, how do you go about implementing these recommendations? Leading sales organizations have found that the simplest and most impactful way to facilitate remote coaching and feedback within their teams is to leverage asynchronous mobile-video for collaboration anytime, anywhere.

Allego's sales learning and enablement platform offers mobile access and video-based technology that extends your reach and maximizes your time. From your home or office, you can accomplish as much as you could in an in-person ride-along.

Whether it's an existing product or service, or a new offering, Allego can facilitate the training between managers and teams and the ability to master their pitch in every sales situation.





# Here are five ways you can use asynchronous video to improve your virtual coaching.

## **Prep and mentor the sales team**

Create a short video asking for each rep to record and submit their version of how they handle a specific objection or selling situation. You can review and select the best pitch, and share that video with the whole team as an example of what “good” looks like.

## **Drive skills practice and coaching for new products**

Use Flashcard drills to reinforce long-term and short-term expertise on product knowledge. Managers can intelligently target quizzes, exams, courses and coaching. Track expertise level and focus drills on areas of growth.

## **Drive message consistency**

Share new product messaging, give assignments, and see exactly how reps are delivering their pitch via Allego’s intelligent call coaching functionality. This allows managers to continually review individual reps’ performance even with geographically dispersed teams.

## **Deliver just-in-time competitive intelligence sharing**

Build a library of short videos that reps can access between sales calls for a refresher on anything from product features to regulatory information. Include examples highlighting best practices, insights from the field, tips on objection handling, and customer stories with their entire team.

## **Provide remote training and certification**

Evaluate and certify sales reps without the challenges of travel, scheduling logistics, or connectivity. After viewing a certification submission, managers can provide in-video feedback and provide a standardized assessment with a customizable criteria scorecard.



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To learn how Allego can help you make your virtual sales meeting a success, [request a demo today.](#)

**About Allego:**

Transform your organization with mobile, interactive learning technology built for today's distributed teams. Allego's learning and enablement platform ensures that employees have the skills, knowledge, and content to accelerate team success. Instead of traditional onboarding and training approaches—which are rapidly outdated and quickly forgotten—hundreds of thousands of training, enablement, L&D, and customer-facing professionals use Allego to deliver the skills that employees need to succeed in today's dynamic business environment.