

Global Sales Leaders on How to Boost:

Remote Sales Performance in 2021

April 2021



U
Uhubs

Contents

Sales leaders interviewed	2
Abstract	3
How we did it	4
Sales processes	5
Data: Key Skills	6
Sales culture	7
Data: Blindspots	8
Sales upskilling	10
Data: Growth	11
About Uhubs	13
Resources	14

Sales Leaders Interviewed



Ryan Burke
Chief Revenue Officer at Qatalog



Natasha Dadlani
Global Head of Sales at Market News



Ollie Sharpe
VP of Revenue, EMEA at SalesLoft



Anup Khera
Chief Revenue Officer at Smarp



Henrique Moniz de Aragao
VP & General Manager, EMEA at G2



Dan Hardy
VP of Sales at Crowdcube



Steve Aird
Vice President of Sales at Ebsta



Hugh Furness
Head Of Channel Strategy



Alice Smith
Sales Growth Coach at ACS Sales Consulting



Paul Towse
Regional Vice President EMEA & APAC - Salesforce





Abstract

In January 2021, Uhubs carried out a series of interviews with sales leaders across an array of industries. The focus of this study was to highlight how sales professionals have adapted to remote working, and monitor sales leader's attitudes to managing remote teams.

The findings offer fascinating insight into what sales leaders consider the most pressing challenges to sales teams working remotely and how leaders can adapt to meet those challenges.

The insights in this report have been supplemented by several thousand data points analysed by Uhubs Sales Performance Pulse™ Tool. The aggregated data has shone a light on which sales skills are most important in this new sales reality.

This whitepaper brings to light sales leader's opinions on the remote working landscape now and in the future, looking at three key areas:

- 1) Remote Sales Processes
- 2) Remote Sales Spirit and Culture
- 3) Remote Upskilling and Onboarding



Cognism

crowdcube

ebsta

mni

Qatalog

salesforce

smarp

SalesLoft

sales for startups⁺



How We Did It

Over 100 salespeople across all levels provided data through over 4400 questions, collated by our performance pulse tool. Our co-founder Matt Milligan also interviewed 12 experts from across 9 of the top B2B SaaS brands - accompanying the wealth of performance pulse data with finely-honed insights from industry-leading minds.

Finally, with the help of our content team, and analysis via our platform - we have collated and visualised the data into this easily digestible whitepaper. Our hope is that these insights will be shared across the sales leader ecosystem to help improve remote sales performance globally.



The Impact Of Remote Work On Sales Processes

How Sales Leaders Are Adapting Processes For Remote Work

Key Insight One

73% of sales leaders said they have upped contact time with their team

Key Insight Two

45% of leaders said that utilising technology has been key to adapting their processes



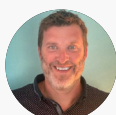
KEY TAKEAWAYS

COVID-19 and remote work has increased the need for seamless remote working processes that allow sales leaders to check in with their teams regularly. The combination of a need to increase contact time, as well as the need to utilise technology has meant that sales processes have evolved significantly in a short period of time.

Sales leaders have an urgent need to understand their individual team members' feelings and personal development progress, as well as their sales targets and performance. Beyond the standard sales metrics, leaders are adapting their processes to take into account other measures of progress such as wellbeing, motivation and overall satisfaction day to day.

On the one hand, sales processes have become more regimented as a natural progression of working remotely, with tech at the forefront of that change. However, on the other hand, human connection and communication has been key to effective adaptation to remote working with a boost in contact time being imperative.

"In terms of how we evolved our onboarding we made everything very intentional. This means breaking things down to the day, and having that outline for maybe the first month or first three months. It's important that there are human touch points there and those check ins are really laid out."



Ryan Burke

Chief Revenue Officer at Qatalog

The Three Most Important Priorities for CROs

Uhubs Sales Performance Pulse Data 2020 The Pulse collects information from CROs, team managers and reps across 9 sales skill categories to identify where teams should develop to improve their performance.

Question asked

“How important is this skill category for sales at your company?”

Priority #1:

Internal Supportiveness:

Reps who champion Supportiveness are quick to identify when their team needs guidance. They look out for the rest of their team as much as they look out for themselves.

Priority #2:

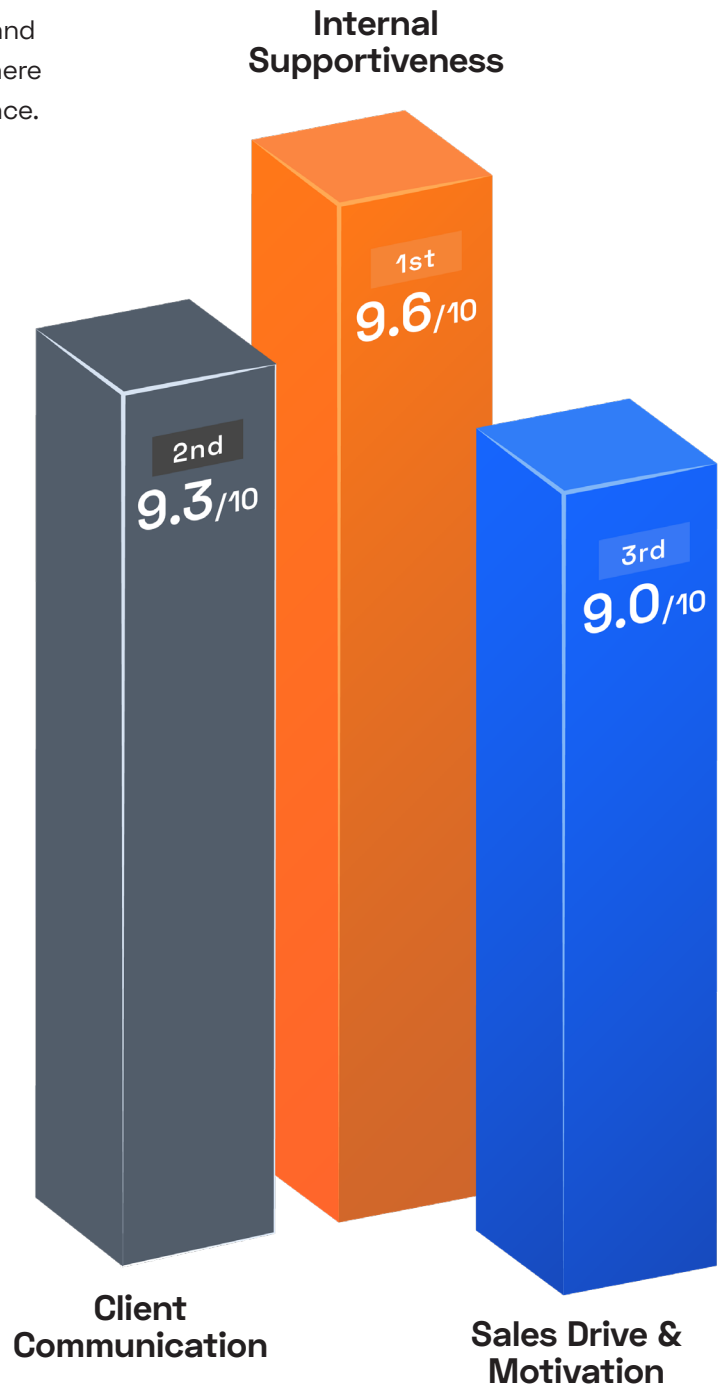
Client Communication:

Strong Client Communicators are productive communicators. They listen intently, give the prospect or customer conversational space and get the most out of every call with a prospect or customer

Priority #3:

Sales Drive and Motivation:

Motivated reps are always pushing themselves forward and work within a growth mindset. They take the initiative and can always be relied upon to go the extra mile.



The Impact Of Remote Work On Sales Culture

Key Insight Three

36%

of sales leaders noted that motivation had been lower when working remotely

Key Insight Four

73%

of sales leaders said that a positive remote culture had been harder to cultivate

The Impact Of Remote Working On Spirit And Culture

The need for remote working has been driven by COVID-19. For many businesses, this period has brought stress and challenges, as well as huge uncertainty around the future. Many of the sales leaders surveyed suggested that it has been a hard time to be in sales for that very reason - customers and clients simply don't want to talk to sales professionals at the moment.

This has naturally affected morale and motivation, with sales people struggling to come to terms with the fact that some markets are a lot tougher to pitch to, and in that sense salespeople can feel like a victim of circumstance.

Aside from practical issues, many of the sales leaders [73%] noted that a positive remote sales culture had been harder to cultivate remotely. Some attributed this to the lack of a distinct work space, some suggested that sales people thrive off of face to face competition and camaraderie, and others commented that peer to peer knowledge sharing has become harder as a team.

What is clear from these results is that, at least initially, remote working was a huge threat to a thriving sales culture.

"Our customer base is global, so we've always been used to having web meetings externally, however in terms of our internal knowledge sharing - missing the face to face element - has been difficult at times."

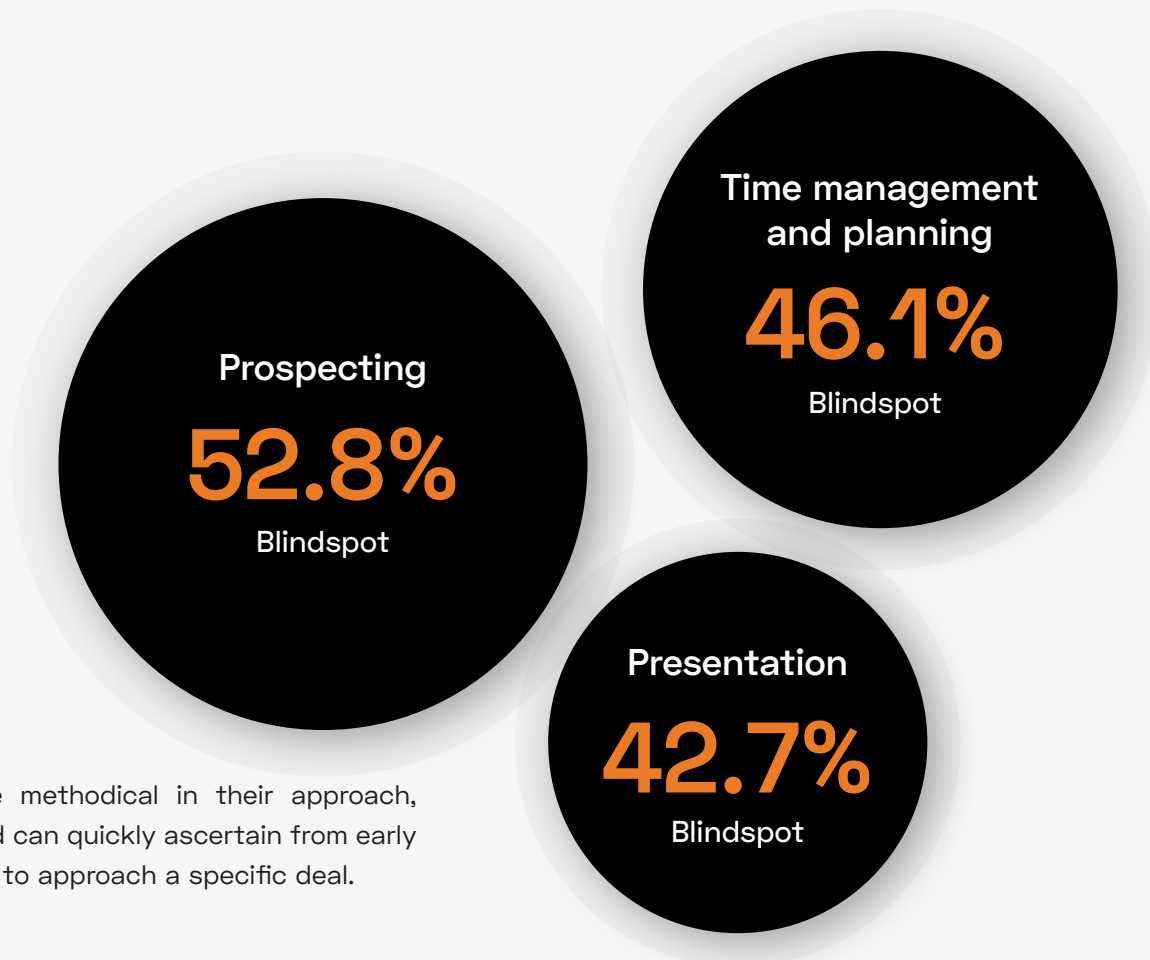


Anup Khera

Chief Revenue Officer at Smarp

The Biggest Blindspots: Managers vs Sales Reps

With the move to remote work, it's been much more difficult for sales leaders to identify where their teams need more training, leaving blindspots between how managers think their teams are doing, and how their teams think they're doing. Below are the top 3 skills category blindspots we identified:



Prospecting:

Strong Prospectors are methodical in their approach, experiment regularly and can quickly ascertain from early conversations how best to approach a specific deal.

Presentation:

Strong presenters ensure their audience are engaged, adapt their approach based on who they are speaking to and practise until they are pitch perfect

Time management and Planning:

The best Time Managers can accurately predict how long parts of the sales process will take, regularly finish tasks on time and have the ability to rapidly and calmly adjust their schedule when priorities change

Uhubs Sales Performance Pulse Data 2020

Uhubs Sales Performance Pulse Data 2020 – The Pulse finds the right growth path for each team member, identifies blindspots in performance and measures the ROI of development. The Pulse supercharges coaching conversations and helps managers improve team performance faster.

How Sales Leaders Are Improving Remote Culture

Wellbeing on the Agenda

64%

of sales leaders are encouraging conversations around wellbeing

External Coaching

45%

surveyed said that external coaching has helped them build a stronger remote culture

Rewards and Recognition

36%

of sales leaders said they are improving remote culture with rewards and recognition

KEY TAKEAWAYS

The majority of sales leaders surveyed said that they have started encouraging conversations around wellbeing, in the same way they would talk about professional development. Wellbeing, motivation and job satisfaction are key elements of creating a strong work culture, however paradoxically these are some of the hardest things to measure.

When working remotely, sales leaders noted that it's harder to grasp how their team is feeling day to day. Encouraging these conversations around wellbeing and mental health have been key to building a positive remote culture and ensuring that people are coping with the shift to remote working.

Some leaders mentioned that they have increased 1-1s, others commented that they have hosted breakout rooms on zoom where people could talk to wellbeing professionals, and others said that they had simply encouraged a more open culture where people feel they can share.

Alongside placing more focus on discovering how salespeople are really feeling day to day, sales leaders said that external coaching and rewards and recognition had been a key part of their strategy to boost their remote culture.

"If business leaders have had their eyes opened a bit wider to the importance of happiness, positivity and fun as part of one's life, then I think that can be seen as a really good outcome."



Alice Smith

Sales Growth Coach at ACS

"The more open you can be as a leader, the more open you'll find your team.

I built the team around culture. I wanted to build a culture where everyone's close, we have fun, and we have a laugh together. But we work hard together."



Ollie Sharp

VP of Revenue at SalesLoft

The Remote Upskilling Process

Sales Leader Attitudes Towards The Remote Onboarding Process

Key Insight Five

45%

of sales leaders said that remote onboarding was more challenging



KEY TAKEAWAYS

Many of the sales leaders surveyed noted that onboarding remotely had its own set of challenges. These included, communicating information effectively online, getting all departments involved in onboarding, and communicating company values remotely.

When working remotely, sales leaders noted that the main challenge was interviewing and onboarding people without meeting face to face. The lack of contact poses an inherent risk to the sales culture, as it is harder to build a rapport with someone and create that sense of unity from behind a computer screen. This goes for both the relationship between the salesperson and their manager, and the salesperson and their team.

Sales leaders noted that it wasn't actually the transfer of information when onboarding that was the challenge. In fact, in some cases getting information across during onboarding had become easier and better documented online. Instead, sales leaders noted that the difficulty was found in equipping the new starter with softer skills like understanding company culture, fitting in with their team and cultivating a safe space internally where the new starter felt they could be heard.

The result of this more challenging remote onboarding process seemed to be that onboarding was taking longer, with a longer speed to value time.

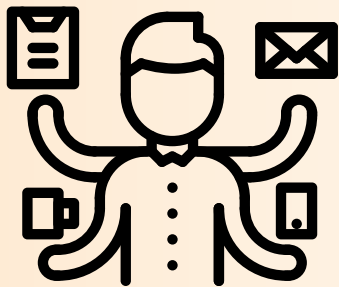
"It's no longer about the first three months because it's pretty easy enough to make the first three months good. It's the three to 12 months we want to make exceptional".



Steve Aird

Vice President of Sales at Ebsta

Growth in Remote Sales Teams



95%

of reps are passionate about their job

however

1 in 3

are not growing at the pace they want to



leading to



1 in 4

reps quitting every 12 months

How Sales Leaders Are Handling Training And Onboarding Challenges

Key Insight Six

36% of sales leaders said they had made the onboarding process longer

Key Insight Seven

45% of sales leaders had increased the number of professional development conversations

KEY TAKEAWAYS

As a result of the challenges of remote onboarding, sales leaders have had to make the onboarding process longer. This has been necessary to ensure that new recruits can pick up on the softer skills like negotiation, feedback, discovery and closing. The onboarding process has had to be longer to accommodate the evolving needs of new hires as they find their feet in the organisation.

It had also become more important for sales leaders to check in with their people and host more professional development check ins. When working remotely, it can be harder to track progress, however leaders were keen to ensure that the onboarding process was thorough and complete by introducing more check ins to track progress.

Allowing people to take control of their own onboarding and training and reflect on their progress is essential. Training and development is arguably more important than ever, as sales professionals adapt to an ever-changing landscape.

“Sales people are coming out of this year, regardless of how they’ve performed or what their end year attainment might be, they will actually be better salespeople than they were at the start of the year. And we’ll see the benefits of that into the long term”.



Paul Towse

Regional Vice President EMEA & APAC at Salesforce

About Uhubs

Our Story

As founders of Uhubs, Matt and Ash followed very different paths, both of which led to them setting out to change the world of professional development.

Ash was previously marketing director at Just Eat, and he realised that marketing and sales together are critical for growth. Matt Milligan was founder of the EY startup network and through working with hundreds of b2b saas leaders found skills gaps in sales teams a massive blocker to growth.

Since 2019 Uhubs has upskilled over 5,000 salespeople and delivered over 300 live masterclasses from global experts.



What is the Uhubs Pulse

The Uhubs Pulse allows you to build awareness of your team's performance.

With the Uhubs pulse you can:

1. Find the right growth path for each of your team members
2. Uncover blindspots in performance and motivation
3. Measure the ROI of your development and onboarding, and hire smarter"

What are Sprints

We're not your bog-standard E-Learning platform - we provide live bespoke, outcome-driven masterclasses in the form of expert-led Masterclasses and courses in the form of sprints. Accessing these experts in a live, interactive environment can be a game-changer for skills development. Accessing these experts in a live, interactive environment can be a game-changer for skills development.

Pulse:

[Accelerate your Sales Team's Growth with the Uhubs Pulse](#)

Sprints:

[Upskill your Team with our Live, Expert Led Masterclasses](#)

Enjoyed this whitepaper?

[Sign up to our sales leaders summit on June 16th](#)

Resources Page

Ryan Burke

Chief Revenue Officer at Qatalog

Full **interview** [here](#). View time 26 minutes

Podcast [here](#). Runtime 21 minutes

Read **blog** [here](#). Read time 10 minutes

Anup Khera

Chief Revenue Officer at Smarp

Full **interview** [here](#). View time 24 minutes

Podcast [here](#). Runtime 14 minutes

Read **blog** [here](#). Read time 10 minutes

Natasha Dadlani

Global Head of Sales at Market News

Full **interview** [here](#). View time 31 minutes

Podcast [here](#). Runtime 20 minutes

Read **blog** [here](#). Read time 10 minutes

Paul Towse

Regional Vice President EMEA
& APAC - Salesforce

Full **interview** [here](#). View time 24 minutes

Podcast [here](#). Runtime 17 minutes

Read **blog** [here](#). Read time 10 minutes

Hugh Furness

Head Of Channel Strategy

Full **interview** [here](#). View time 26 minutes

Podcast [here](#). Runtime 19 minutes

Read **blog** [here](#). Read time 10 minutes

Henrique Moniz De Aragao

VP & General Manager, EMEA at G2

Full **interview** [here](#). View time 44 minutes

Podcast [here](#). Runtime 17 minutes

Read **blog** [here](#). Read time 10 minutes

Alice Smith

Sales Growth Coach at ACS

Full **interview** [here](#). View time 29 minutes

Read **blog** [here](#). Read time 10 minutes

Dan Hardy

VP of Sales at Crowdcube

Full **interview** [here](#). View time 24 minutes

Podcast [here](#). Runtime 17 minutes

Read **blog** [here](#). Read time 10 minutes

Ollie Sharpe

VP of Revenue, EMEA at SalesLoft

Full **interview** [here](#). View time 29 minutes

Podcast [here](#). Runtime 15 minutes

Read **blog** [here](#). Read time 10 minutes

Steve Aird

Vice President of Sales at Ebsta

Full **interview** [here](#). View time 37 minutes

Podcast [here](#). Runtime 28 minutes

Read **blog** [here](#). Read time 10 minutes