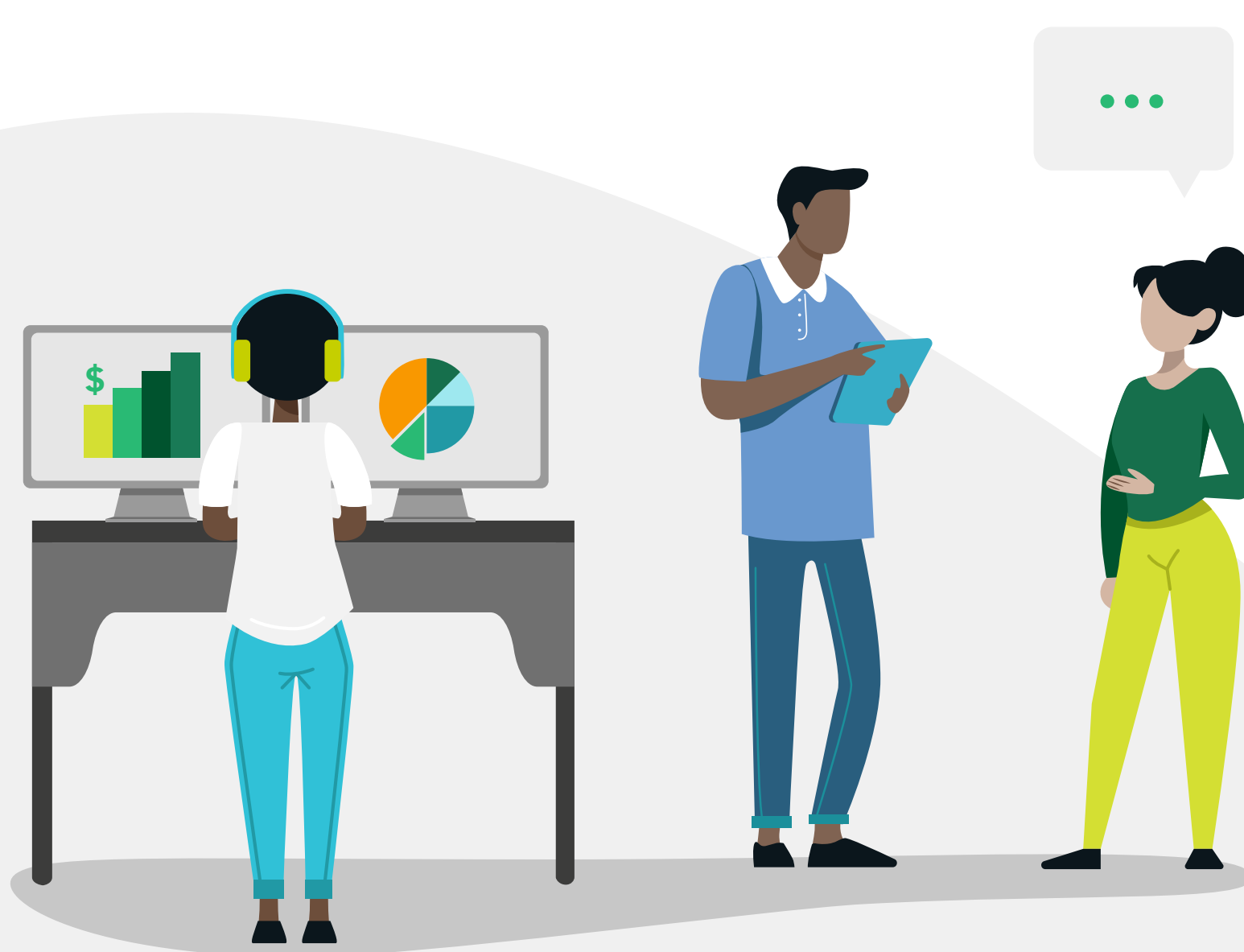


# BCG Digital Sales Market Insights

VOLUME EIGHT

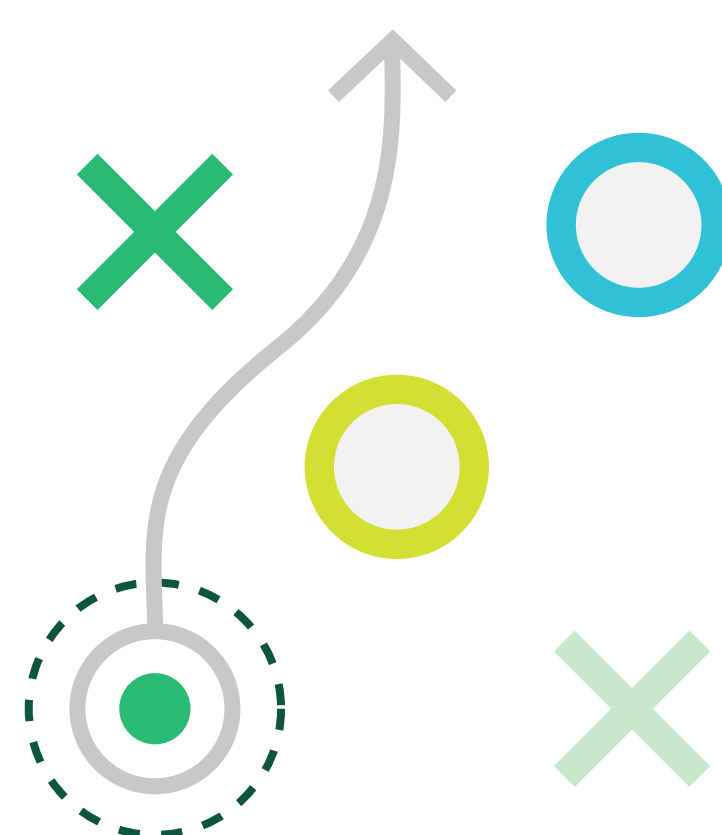
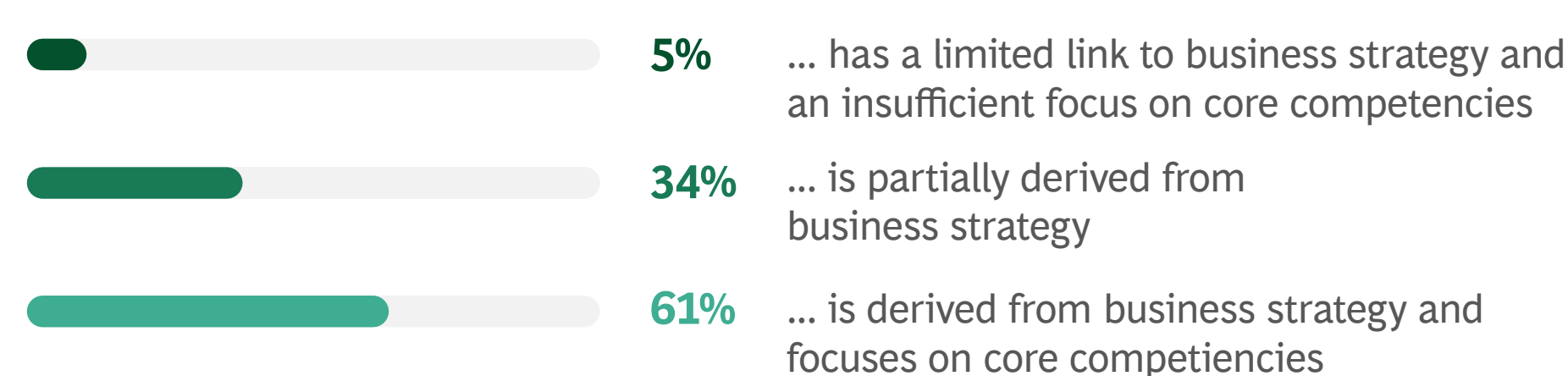


## Sales Learning and Development

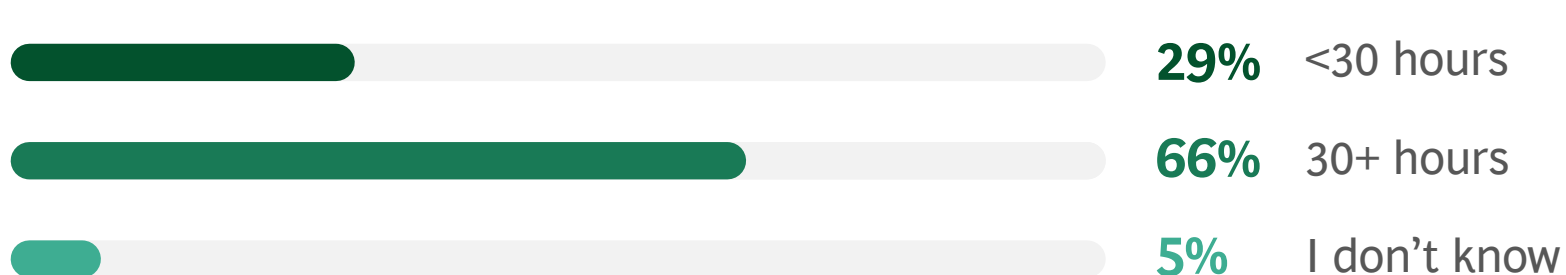
In the eighth survey of an ongoing series, BCG partnered with the American Association of Inside Sales Professionals to assess the state of learning and development for inside sales functions. The results indicate that although most firms have formal training programs in place, their level of investment may be insufficient, and sales leaders often struggle to link the investment to a clear return. Because inside sales serves as a pipeline to the overall sales organization, learning and development at this stage are critical to producing long-term results.

**1** Nearly 40% of sales leaders say that their training program is not closely linked to the company's business strategy and core competencies.

### OUR LEARNING AND DEVELOPMENT PROGRAM ...



### HOW MANY HOURS OF TRAINING IS EXPECTED DURING THE ONBOARDING PERIOD?



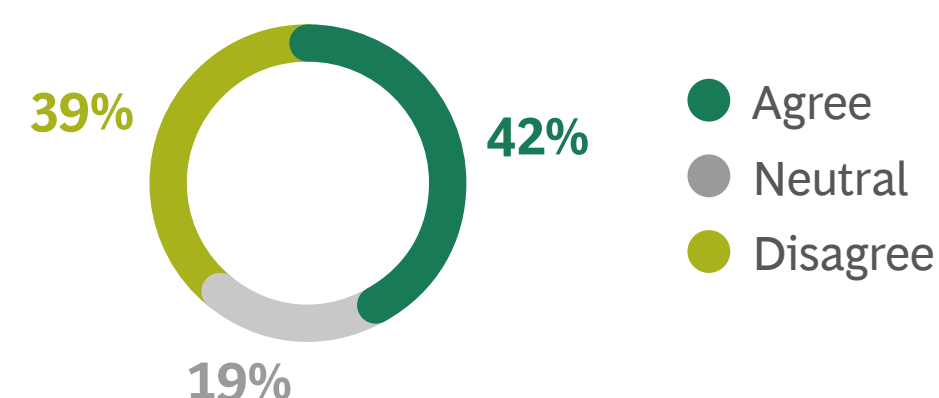
### HOW MANY HOURS OF TRAINING IS EXPECTED ANNUALLY?



**2** Almost 60% of the companies in our sample have a dedicated overall leader for sales learning. Yet some programs may not be comprehensive enough. At approximately one-fourth of those companies, sellers receive less than 30 hours of training during onboarding and less than an hour of ongoing learning and development each month.

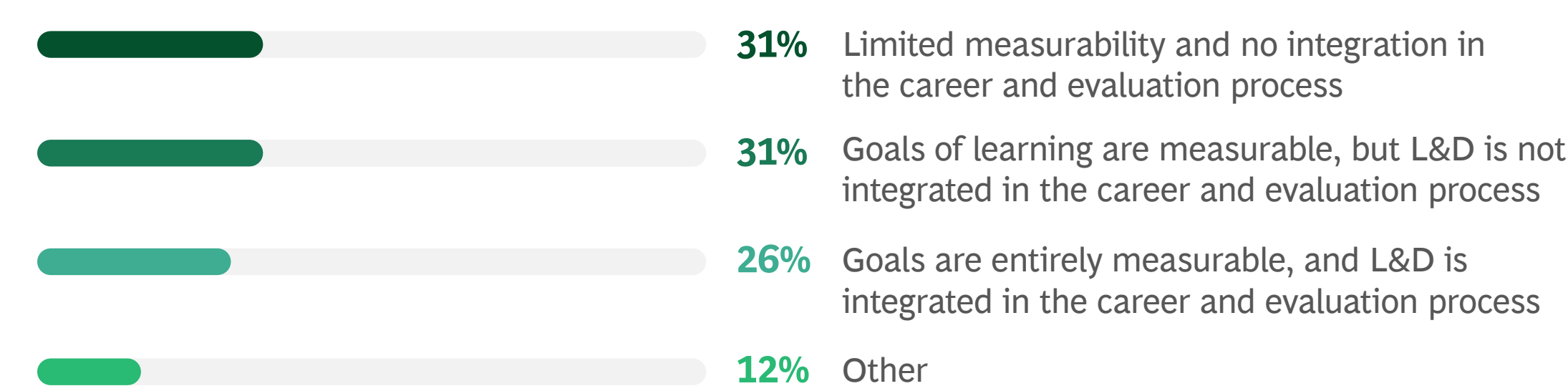
**3** Sales leaders feel that companies aren't investing enough in learning and development, but they also struggle to articulate the value they derive from their current investments. In addition, more than half of sales leaders don't have a clear sense of investment levels.

### WE ARE INVESTING THE RIGHT AMOUNT OF BUDGET TOWARD TRAINING AND DEVELOPMENT.



**55%** of sales leaders don't know how much their company spends on annual training per seller.

### ARE THE GOALS OF THE LEARNING PROCESS DIRECTLY MEASURABLE? IS L&D INTEGRATED IN THE CAREER AND EVALUATION PROCESS?



### HOURS SPENT COACHING

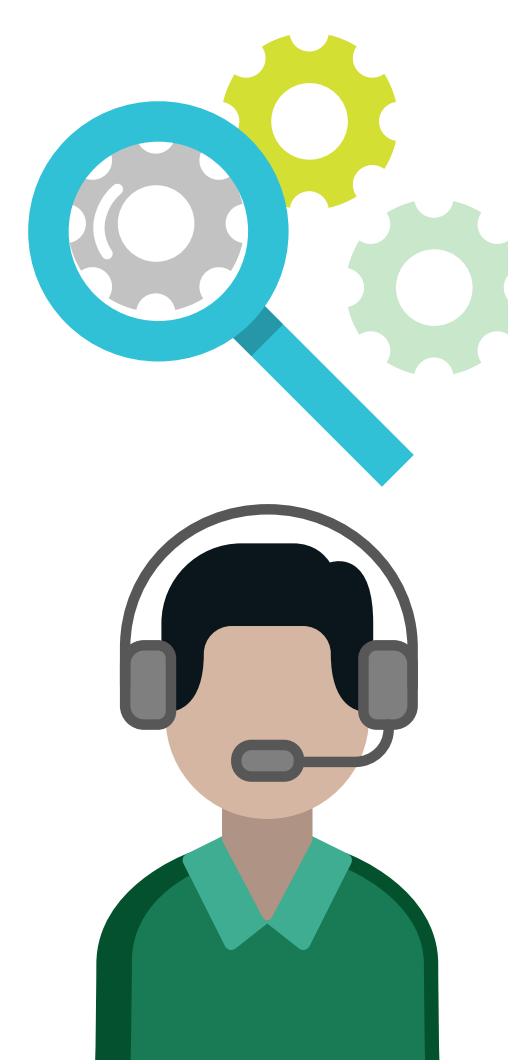


**4** Only 25% of companies have special programs for high-potential sellers, and only about 15% of managers report spending more than 10 hours a week on real-time coaching with sales reps.

**5** Most companies provide training in sales tools and technical elements of the job, but far fewer offer instruction on how to leverage those tools effectively to understand and improve performance over time.

**90%** Training provided in sales tools and technical aspects

**45%** Training provided in leveraging KPIs, reporting, and dashboards



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