



COVID-19

Member Survey:
How is your business coping?

Insights Report

March 26, 2021
Round 3



METHODOLOGY



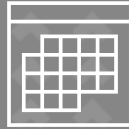
STUDY



With the ongoing coronavirus outbreak, CPSA created a survey to analyze the perceptions of sales leaders and frontline sales staff

The main purpose is to gain insight on how the pandemic has affected day-to-day sales activities and identify how businesses have responded and adapted to the pandemic

This report is the third round of this series



FIELD DATES



Field Start: Friday February 12, 2021
Field End: Friday February 26, 2021
Days in Field: 14



SAMPLE



We collected responses of Canadian Adults (age 18+) who are members of the Canadian Professional Sales Association

To keep the sample as representative as possible, we controlled the sample output so that it was as reflective of the CPSA membership base demographics as it could be

n=146



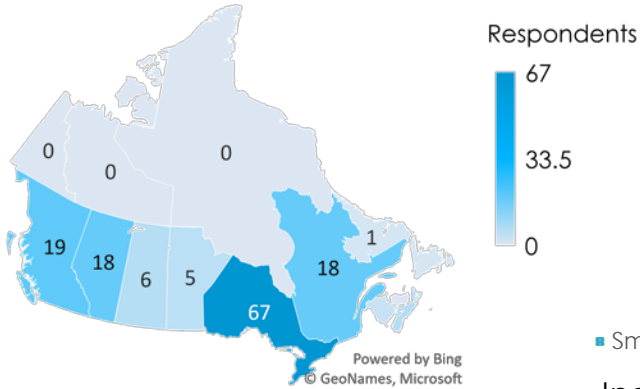
NOTES



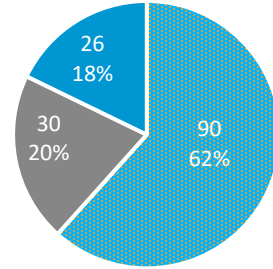
The survey and its associated findings/insights are intended to act as a tool to share how other businesses have responded to the COVID-19 pandemic, and how things will look in the near future

DEMOGRAPHICS

Region

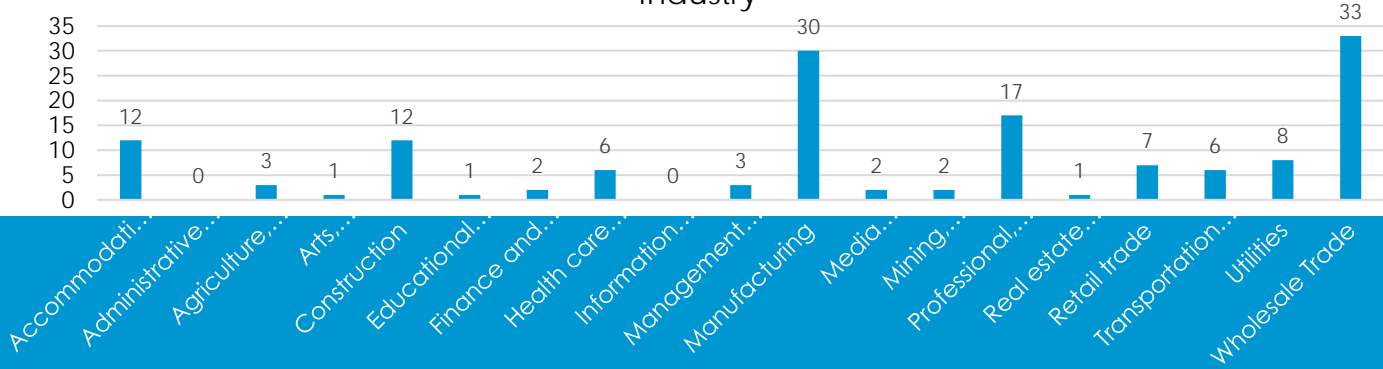


Size of Business
(number of employees)

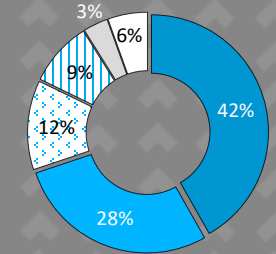


■ Small (99 or fewer) ■ Medium (100-499) ■ Large (500 or more)

Industry

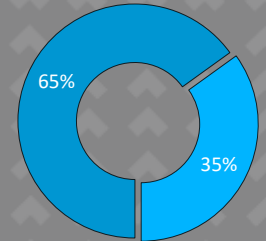


Size of Sales Team



■ 1-5 ■ 6-20 ■ 21-50
■ 51-100 ■ 101-200 ■ 201 or more

Leader vs. Frontline



■ Sales Leader
■ Sales Representative or Frontline Worker

RESULTS

Distribution of change in 2021 revenue due to COVID-19

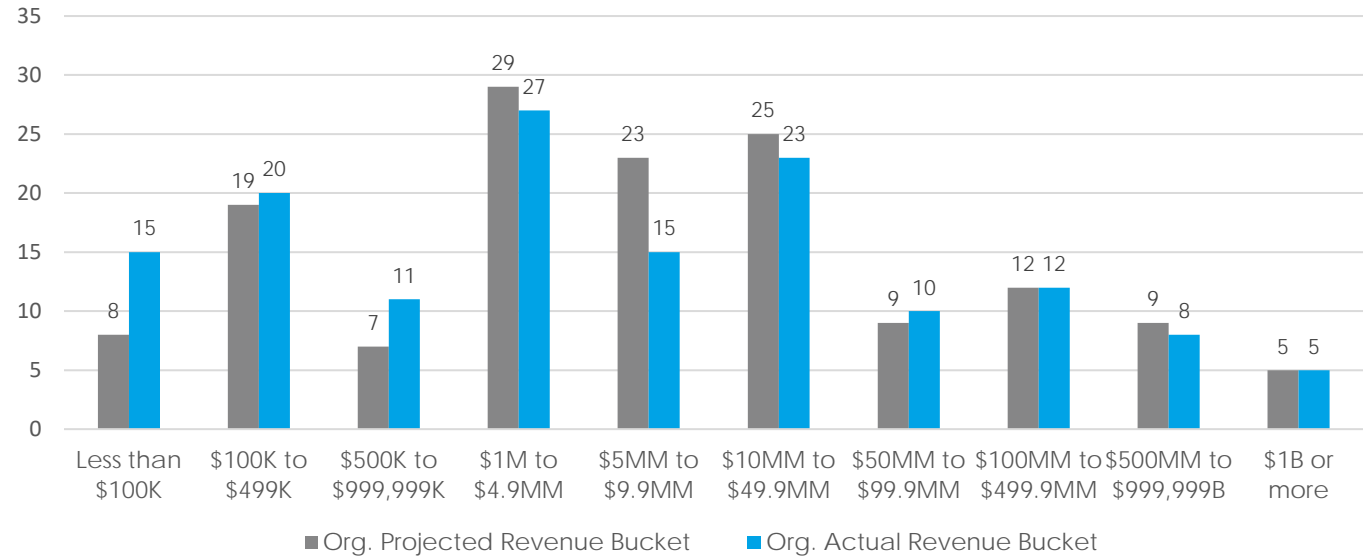
	Accommodation and food services and drinking places	Administrative and support, waste management and remediation services	Agriculture, forestry, fishing and hunting	Arts, entertainment and recreation	Construction	Educational services	Finance and insurance	Health care and social assistance	Management of companies and enterprises	Manufacturing	Media representatives	Mining, quarrying and oil and gas extraction	Professional, scientific and technical services	Real estate and rental and leasing	Retail trade	Transportation and warehousing	Utilities	Wholesale trade
Increase In Revenue	-	-	33%	100%	50%	-	50%	33%	-	40%	-	-	24%	-	29%	50%	50%	30%
No Significant Change	-	-	33%	-	8%	-	50%	50%	33%	23%	-	50%	18%	100%	-	-	25%	18%
Decrease In Revenue	100%	-	33%	-	42%	100%	-	17%	67%	37%	100%	50%	59%	-	71%	50%	25%	52%


Base: Sales Leaders and Frontline Sales Reps (n=146)

*Percentages represent the proportion of respondents within each industry; based on change in self-reported revenue change



Change in revenue projections due to COVID-19




Average Increase in Projected Revenue for Organizations Who Saw an Increase
30-39%


Average Decrease in Projected Revenue for Organizations Who Saw a decrease
10-29%

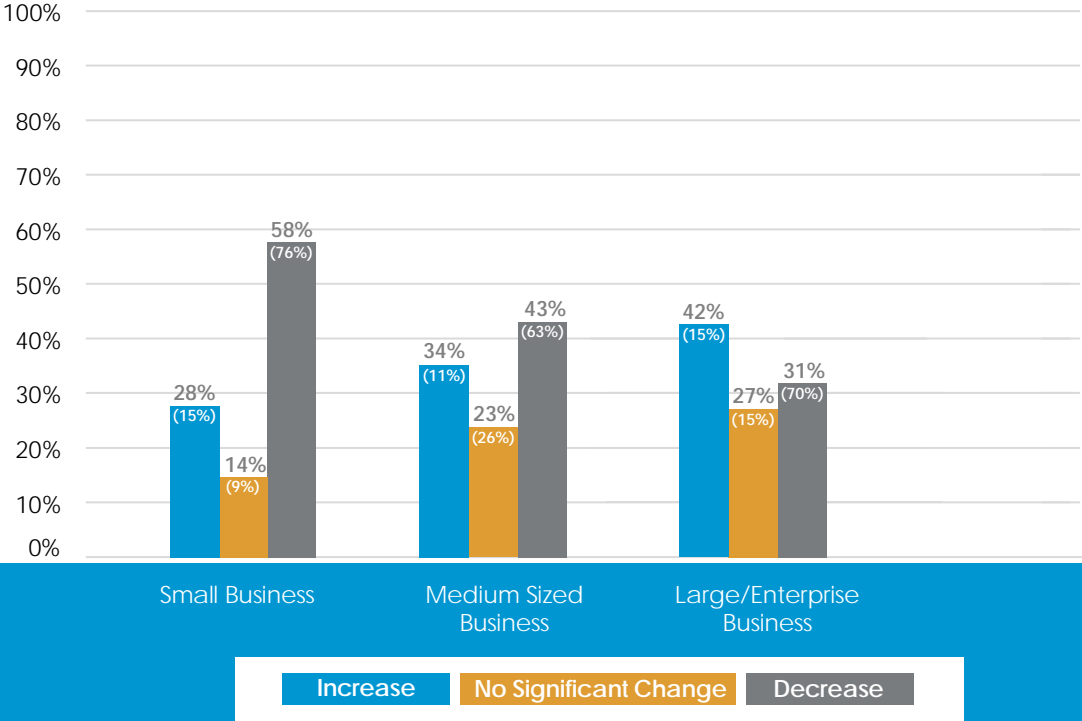
Base: Sales Leaders and Frontline Sales Reps (n=146)

RESULTS

Approximate average change in 2020 revenue due to COVID-19

	Accommodation and food services and drinking places	Administrative and support, waste management and remediation services	Agriculture, forestry, fishing and hunting	Arts, entertainment and recreation	Construction	Educational services	Finance and insurance	Health care and social assistance	Management of companies and enterprises	Manufacturing	Media representatives	Mining, quarrying and oil and gas extraction	Professional, scientific and technical services	Real estate and rental and leasing	Retail trade	Transportation and warehousing	Utilities	Wholesale trade
Approximate Avg Increase (if applicable)	-	-	0-9%	50-59%	20-29%	-	10-19%	1-9%	-	10-19%	-	-	40-49%	-	10-19%	10-19%	10-19%	10-19%
Approximate Avg Decrease (if applicable)	60%-69%	-	0-9%	-	10-19%	100% or more	-	40-49%	1-9%	20-29%	40-49%	30-39%	50-59%	-	30-39%	10-19%	30-39%	10-19%

Change in revenue projections due to COVID-19



Proportion of Industries Overall Increase Projected Revenue

32%



Proportion of Industries No Significant Change Projected Revenue

19%

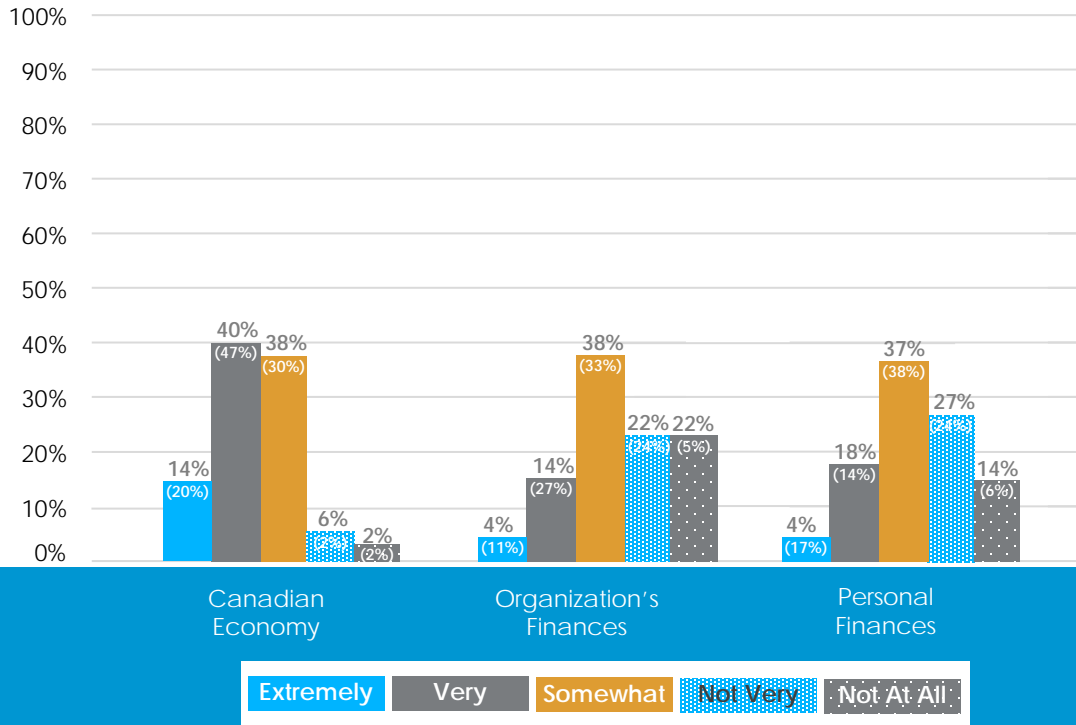


Proportion of Industries Overall Decrease Projected Revenue

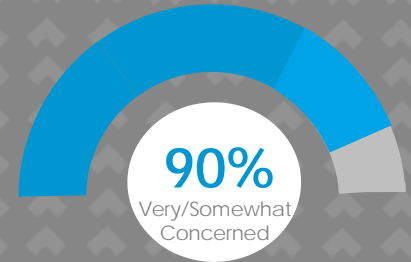
49%

Base: Sales Leaders and Frontline Sales Reps (n=146)
*Previously reported % is displayed in brackets

Level of concern among frontline workers - finances



Level of Concern Among Sales Leaders



- Very concerned
- Somewhat concerned
- Not concerned

Down from 98% previously reported

Primary Reasons for Concern

26%
Economic impact due to disruptions to the normal course of business

26%
Supply chain management resulting in shortages

24%
Cash flow or revenue concerns - downturn in sales

The top 3 reasons for low and high impacted businesses

Negatively Affected (High Impact)

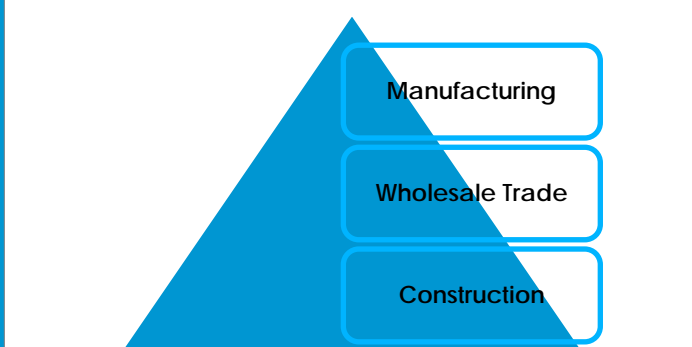


Revenue or sales volume

Access to customers in Canada

Cash flow

Positively Affected (Low Impact)



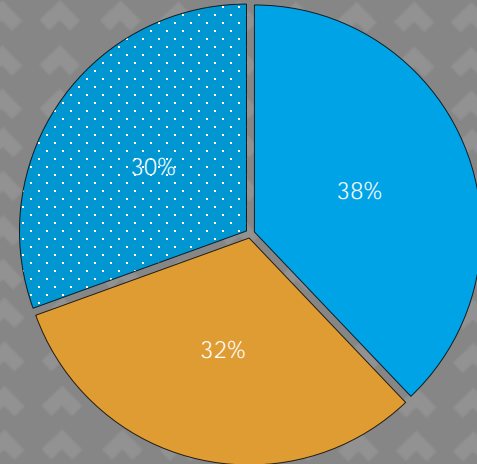
Supply chain

Access to customers in Canada

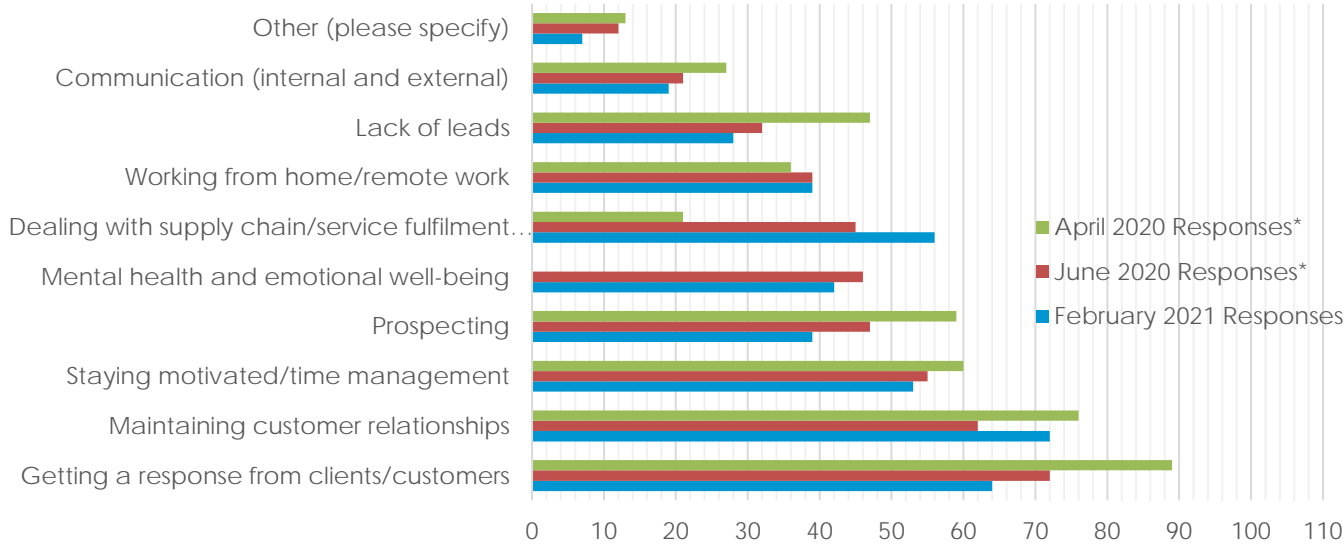
Availability of staff

Level of Impact

- Low impact - sales performance is expected to be on or above target
- Moderate impact
- High impact - sales performance is expected to be significantly under target



Biggest challenges



Other (please specify)

Dealing with government roadblocks and failed lockdown policies

No sales team in place due to pandemic - tasks re distributed between existing managers

Learning new skill sets to support all areas of the business

Not being able to visit clients/customers

Current state of business continuity and what others are doing

Actions being taken by those with a preparedness plan

67% of Sales Leaders are **communicating – promptly, clearly, and transparently** (prev. 68%)

56% of Sales Leaders are **keeping expenses in check and having backups for budget deficits** (prev. 67%)

65% of Sales Leaders are **putting employee well-being above all else** (prev. 59%)

32% of Sales Leaders reported **creating new product or service offerings** (prev. 35%)

Open-ended responses

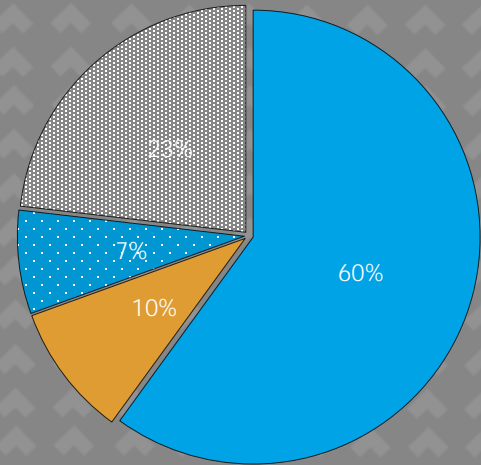
Changes to logistics and supply-chain management

Increased focus on current clients/customer

Prospecting new industry opportunities/strategy planning for new accounts

Did You Have A Business Continuity or Emergency Preparedness Plan?

- Yes, we have begun implementing the plan
- Yes, but we have not yet implemented the plan
- No, but we are in the process of developing a plan
- No



Change in day-to-day sales activities

Doing Less – Frontline Sales

43% (0)
Cold calling

43% (+18)
Social Selling

41% (0)
Prospecting

Doing More – Frontline Sales

65% (+11)
Free professional development & training

57% (+19)
Account Management

55% (+3)
Cleaning up your CRM/maintaining client records

Other Adjustments to Job Duties of Sales Team

Greater investment in technology

Scaling back on sales-related activities

Sales staff doing non-sales tasks to support the business

Frontline Sales Reps

▲ **94%**

are currently working from home, up from **83%** previously reported

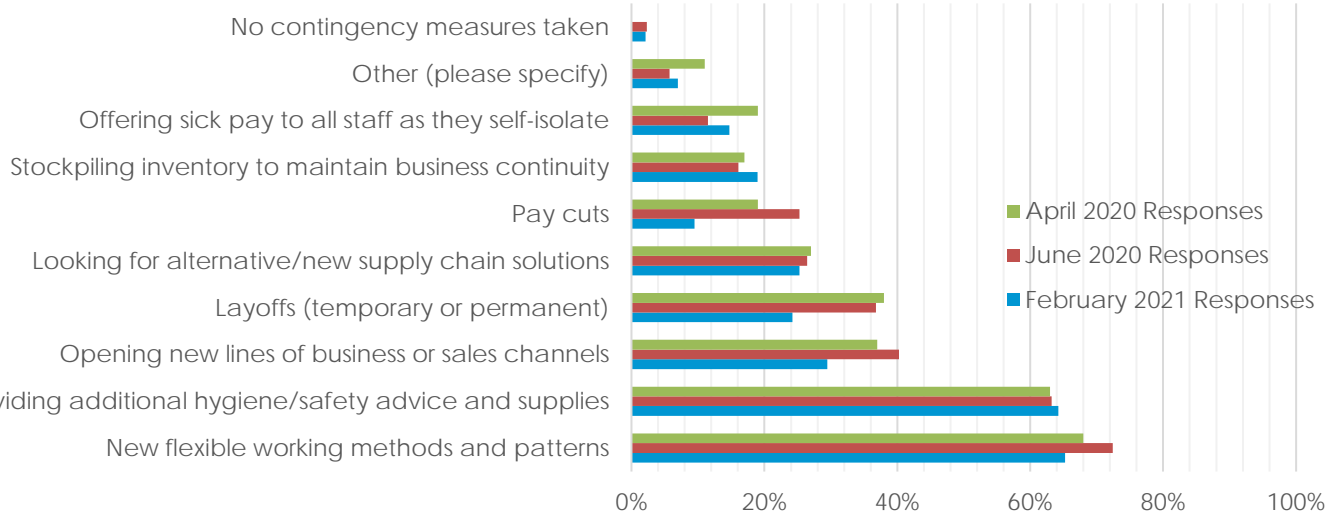
▼ **16%**

have reported shortening of work shifts/fewer work hours, down from **24%** previously reported

65% of Sales Leaders have their team putting a **stronger focus on account management** – an increase of 2%
34% of Sales Leaders are encouraging their teams to **engage in professional development/training** – a decrease of 21% → 12% of leaders are encouraging paid professional development vs. 22% free professional development
47% of Sales Leaders have their team **assisting operations, marketing, or other departments** – a decrease of 2%

What companies are doing to mitigate the impact of COVID-19

Dominant Themes - Other
(please specify)



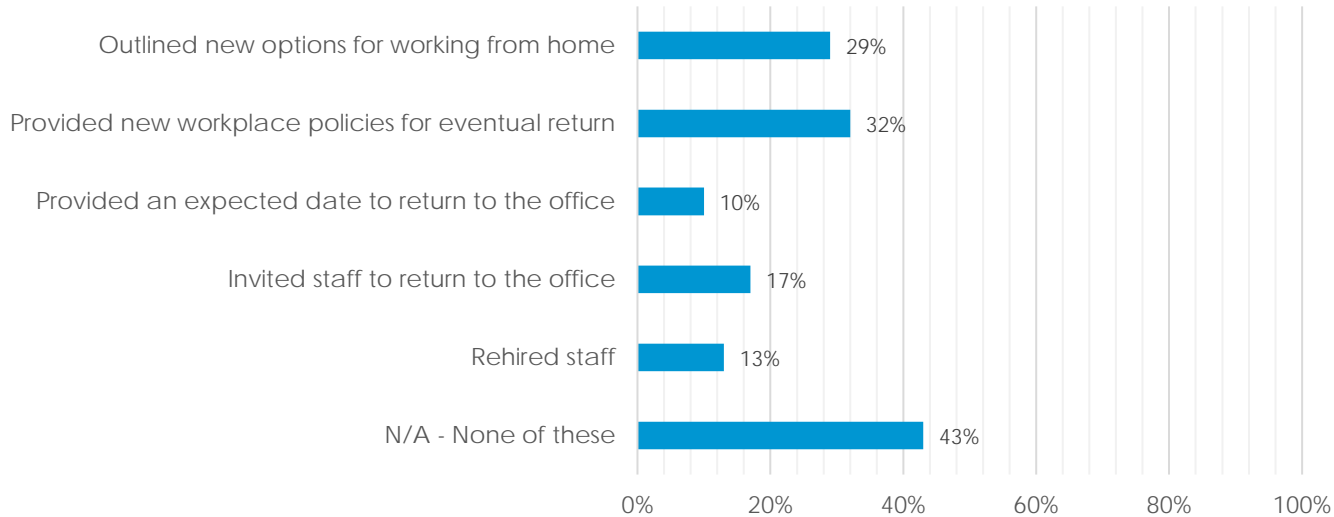
Engaging more with clients/customers

Improvement to online offerings

Plans to relocate to new office space

Marketing efforts to reframe how products/services are viewed

Getting ready for a return to business as usual



What will be most different upon return?

In-person interactions

Increased virtual interactions compared to pre-pandemic

Travel and travel procedures

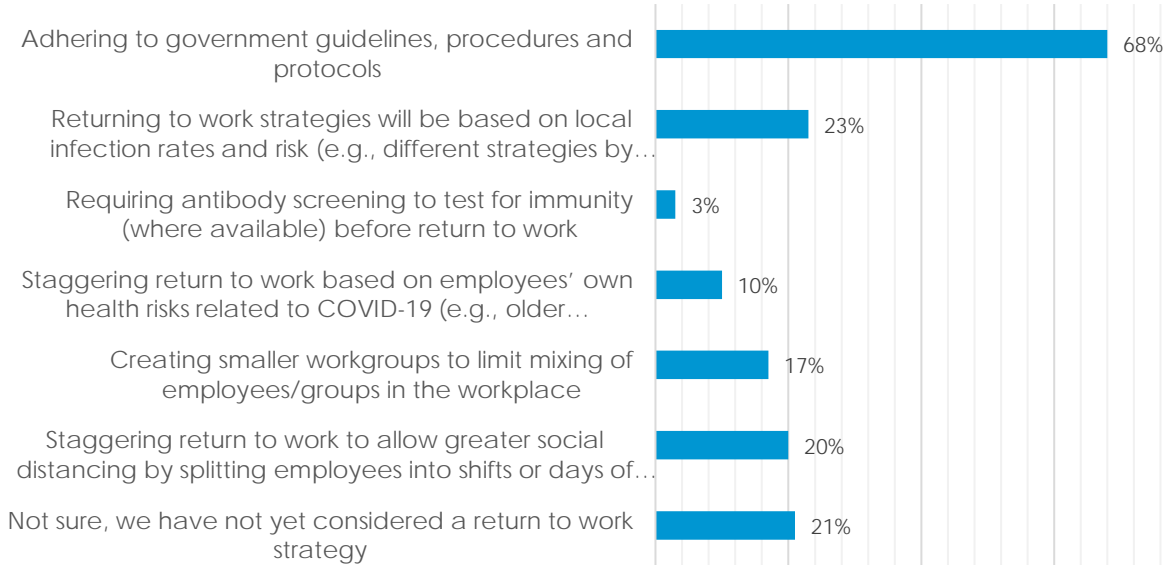
Health and safety precautions

Scaling up business

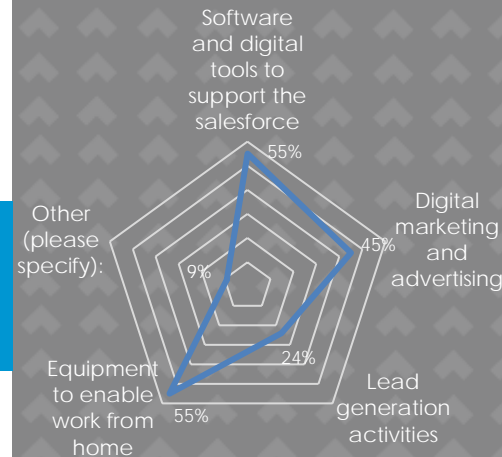
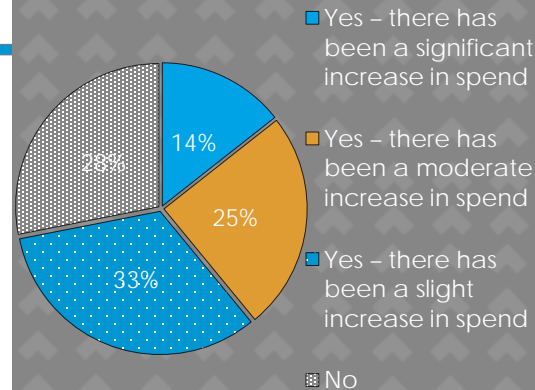
Buying habits of customers

There will be no return to the old normal

Planning for a return



Digital Tools, Software, and Tech Additional Spend



72% of businesses have seen an increase in spend on digital tools, software, and other technological infrastructure

Focus upon return

Sales Leaders – Dominant Themes

Increase or maintain focus on account management

Travel/Visit customers

Add more staff

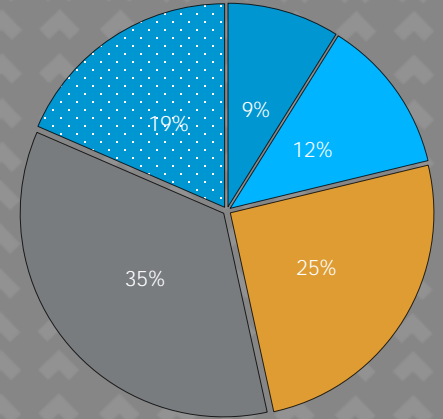
Frontline Sales – Will Do More

67%
Virtual calls with colleagues
(prev. 86%)

51%
Virtual sales meetings with clients/customers
(prev. 73%)

51%
Work from home
(prev. 55%)

When will monthly business to return to pre-COVID-19 levels?



■ In the next 3 months

■ In the next 4-6 months

■ In the next 7-9 months

■ Sometime in 2022

■ Once the general population is vaccinated

63% of Frontline Sales Reps will be holding **more in-person meetings** upon return compared with **38%** previously reported

60% of Sales Leaders **don't expect monthly business to return to pre-pandemic levels until 7+ months from now**. With an additional **19%** not expecting so until the general population is vaccinated

CONCLUSION



HURDLES



Where the biggest challenges used to be centered around sales processes and generating business (prospecting, lack of leads, communication, etc.), the challenges now seem to be more supply and demand based:

Dealing with supply chain or service/product fulfillment issues

Maintaining customer relationships & customer buying habits upon return

Getting a response from clients/customers



INSIGHTS & RECOMMENDATIONS



The government will play a large part in how businesses proceed. Keeping an eye on government recommendations and how things are trending, could help you better plan for what's on the horizon and allocate resources accordingly

Keeping expenses in check is becoming less of a concern, and businesses are starting to spend more where it makes sense. We are seeing more of a willingness to invest in tools and software that enable more virtual selling, advertising, and communication

Start thinking about how to **integrate changes we saw implemented as a reaction to the pandemic**. Both sales leaders and frontline workers are expecting there to be more virtual interactions, increased health & safety measures, less frequent travel, and fewer in-person meetings. In short, there will be no return to the old normal



FINAL THOUGHTS



Levels of concern surrounding the pandemic have decreased and we are seeing a shift away from "survival mode"

Sales professionals are eager to return to some semblance of in-person meetings and activities, but are well aware that it will be vastly different than it was pre-pandemic

Finally, an emphasis on health and well-being is now at the forefront, and businesses are showing a flexibility that pays homage to the old saying that that a happy worker is a productive worker



For any questions about
these findings please contact:

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