

Unveiling the ambivalent effect of remote selling on sales performance

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Abstract

On-site face-to-face (FTF) interactions between salespeople and buyers have been fundamental in business-to-business (B2B) selling. The COVID-19 pandemic has essentially changed B2B selling as shutdowns limited salespeople's interactions with buyers via on-site calls. Salespeople adapted to these restrictions by shifting to remote calls, using videoconference tools. Though restrictions have been lifted, time- and cost-efficient remote selling has become established in B2B markets. While enhancing sales efficiency, our results show an inverted u-shaped effect of salesperson remote call activity on sales effectiveness. Firms' acquisition focus increases the effect of remote call activity on sales effectiveness. Allocating remote calls on high-value customers enhances the effect of remote call activity on sales efficiency. This study investigates the contingent nature of the effect of remote selling on sales performance, resulting in actionable managerial implications.

Subject Areas: *Business-to-Business Marketing, Channels, Customer Relationship Management and Customer Satisfaction, Sales Force*

Track: Sales Management and Personal Selling