

BUSINESS SUCCESS IN 2026:

Make embedded sales training
your budget priority

As businesses plan their budgets for 2026, one question looms large: *If sales performance in 2025 has not gone to plan, how will you ensure next year is different?*

Without factoring targeted sales team development into budgets, companies risk repeating the same mistakes and carrying weaknesses into a new year.

Below, I explore:

- The hidden factors that hold sales people and teams back.
- Why embedded sales training must be a budget line item.
- The cost of not investing.
- The ROI of improving how your sales team operates.
- How Toggle Switch Consulting's provision of the OMG Sales Effectiveness and Improvement Analysis gives leaders the evidence they need to act with confidence.

What's holding your sales team back?

On the surface, the problems are easy enough to diagnose: weak pipeline coverage; stalled deals; and/or missed forecasts.

The root causes typically run deeper:

- Salespeople relying on product pitching rather than consultative selling.
- Difficulty uncovering real customer pain points.
- Inconsistent qualification and deal management.
- Lack of confidence to ask tough questions or challenge customer assumptions.
- "Sales DNA" beliefs and habits that hold sales individuals back (e.g. fear of rejection, a discomfort discussing money, or a need for approval).

Without visibility into these root causes, leaders often waste time and money treating the symptoms rather than fixing the underlying problems.



"I founded Toggle Switch Consulting to help leaders to diagnose underlying issues and create lasting change. I'd noticed that many organisations doubled down on marketing, technology, or headcount, but overlooked the most critical factor — the effectiveness of their sales team."

Tim Ogle

Toggle Switch Consulting founder



We were blown away, to be honest, when we actually started on the whole process. It was excellent. - **Neil Jordan, General Manager of Celcat**



Sales development and training should be a line item

Too often, training becomes a “discretionary” spend — an optional activity in “good” years. **In reality:**



Markets have changed - with longer buying cycles, more risk-averse stakeholders, and tougher procurement.



Customers have changed. They expect insights, not pitches. Customers are more complex with tighter budgets!



Competitors have changed. Those investing in modern sales capabilities are pulling ahead.

Sales development and training are no longer optional extras but strategic must-haves. They need their place in the budget alongside marketing, technology and operations as part of the growth engine.

My experiences as a sales leader taught me they are the most important factor:

- What use is marketing, if your sales person isn't on message or can't close?
- What use is the best tech, if it's not used to its full potential?
- What use are effective operations if you've no customers to service or if your projections are meaningless because they aren't realistic?

One-off training session are not enough. You need it to stick. What message are you giving to your sales team by not prioritising their continuing development?



By embedding training into the budget, you'll signal performance improvement is not just valued, but non-negotiable.

The cost of NOT training ...

Failing to invest in training and development carries a heavy price. For example:

1. Missed revenue opportunities

- Salespeople leaving money on the table by not advancing deals or upselling effectively.
- Specifically: A sales team missing 10% of potential conversions on a £50M pipeline leaves £5M unrealised!

2. Higher sales turnover

- Salespeople who consistently miss their targets churn faster, creating recruitment and ramp-up costs.
- Replacing a salesperson typically costs 1.5x their salary.

3. Customer impact

- Poor sales interactions erode trust and damage brand reputation.
- Inconsistent messaging leads to confusion in the market.

4. Opportunity cost

- While you stand still, competitors who are developing their teams are accelerating past.



The question isn't “*Can you afford to train your team?*” - it's “*Can you afford not to?*”

Your return on investment from embedded training

When sales teams learn to sell differently, the impact is measurable:

- **Pipeline Velocity:** Faster progression through the funnel.
- **Win Rates:** More qualified deals closing successfully.
- **Deal Size:** Better value conversions = larger average order values.
- **Retention:** Stronger development improves morale, reducing churn.

A Simple Model of ROI

- Current pipeline: £50M
- Current conversion: 20% (yielding £10M)
- Improved conversion: 24% (+4 points)
- Improved revenue: £12M (+£2M revenue gain)
- Additional profit: 20% + 2% uplift (£640k)

If the training investment is £150k, that's a **4x ROI from a modest 4-point improvement** - and many programmes deliver over 5-10x.



Where to start your transformation



Objective
Management
Group

As data from Sales Data experts **Objective Management Group (OMG)** shows, the gap between current investment and potential return is often huge!

Indeed, at **Toggle Switch Consulting**, we've seen our clients' pipeline grow exponentially. We've coached sales teams to successfully increase their win rates.

The difference lies not in more headcount, but in **how** your team sells.

Making 2026 the year of change

To avoid repeating 2025's challenges in 2026, businesses must:

1. **Budget for sales development:** Treat it as essential, not optional.
2. **Focus on sustainable change:** Shift from one-off workshops to embedded programmes with reinforcement and coaching.
3. **Diagnose before you prescribe:** Identify the real issues before investing in solutions.



First diagnose the problems

Before deciding how to invest, you need clarity on **what's really holding your team back**.

Toggle Switch Consulting brings the **OMG Sales Effectiveness and Improvement Analysis (SEIA)** to business leaders, giving them the data they need to act with confidence. The SEIA provides:

- A data-driven view of your team's current strengths and weaknesses.
- Identification of hidden performance gaps and Sales DNA barriers.
- Benchmarks against global data from over 2.5M salespeople.
- Clear, actionable recommendations on where to focus training for maximum ROI.



If you want 2026 to look different from 2025, the first step is to diagnose.

Toggle Switch Consulting will use the OMG Sales Effectiveness and Improvement Analysis to give you the evidence and insight to build a development plan that works.

This FREE webinar explains why data on the effectiveness of your sales team should form part of your budget for 2026. Watch to learn how Toggle Switch Consulting has transformed its clients' teams.

Every company is planning budgets for 2026. The ones who succeed will be those who invest in their people as deliberately as they invest in their products and markets.

Sales training and development is not an optional expense. It's the lever that determines whether targets are hit or missed.



You decide: Do you want to repeat 2025, or contact me, Tim Ogle, founder and director of Toggle Switch Consulting to make 2026 your breakthrough year?

