Best Practices in

Sales Enablement from Mark Roberge

Chief Revenue Officer of HubSpot

by Mohit Garg

MindTickle

In this ebook you will learn about

1. The **relationship** between sales and marketing;
2. The **changing face** of sales technology;
3. How the **approach to sales training** needs to change;
4. Mark's **top 3 tips** for high-growth companies; and
5. What is **changing** in sales leadership

What is MindTickle Sales Readiness Software?

MindTickle enables you to prepare your new hires to be sales ready and consistently keep them updated to close more deals.

Outcomes

1. Design an effective and scalable **onboarding program**;
2. Develop a structured **coaching program**;
3. Assess and track the **sales readiness** of your new sales reps; and
4. Reinforce the **sales training** on an ongoing basis.

Talk to a Sales Enablement Expert

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Mark Roberge is Chief Revenue Officer of HubSpot Sales Products and best selling author of The Sales Acceleration Formula: Using Data, Technology and Inbound Selling to go from $0 to $100 Million. He is an authority and success story in sales enablement. In his time at HubSpot, he increased revenue over 6,000% and expanded his team from 1 to 450 employees. These results placed HubSpot at #33 on the 2011 Inc. 500 Fastest Growing Companies list.

In this guide Mark shares helpful sales enablement practices to unlock the potential of your sales team. Can you really afford not to read this eBook?

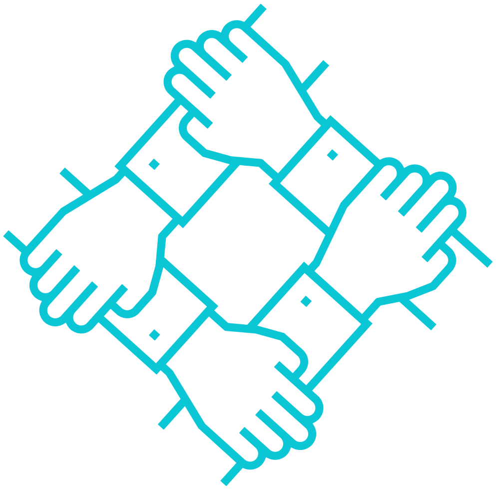
CHAPTER 1

The Relationship Between Sales and Marketing

How Do You Ensure A Successful Partnership Of Marketing And Sales?

When you transform marketing, you also have to transform sales. The findings in my travels are probably not that much of a surprise, especially if you've worked in sales or marketing at a reasonably sized company. Sales and marketing have not traditionally gotten along. I think marketers perceive salespeople as overpaid, spoiled brats. Salespeople think marketers do arts and crafts all day.

There is a culture where these two groups don't get along and revert back to their respective corners of the office. This was fine a decade or so ago, but in this day and age, when so many buying journeys are starting online and really need to be owned by marketing, and then strategically handed off to sales, this legacy relationship between sales and marketing can be the kiss of death to an organization. The sales and marketing alignment is growing in importance.



The Key To A Successful Partnership is to Quantify Expectations

- **What is marketing supposed to deliver to sales?**
- **What is sales supposed to deliver to marketing?**

That's the underlying philosophy. The first step is a relatively straightforward and simple one, and that's just figuring out what a qualified lead is and how many you need.

That is the initial step that Mike [Volpe, CMO HubSpot] and I took. Early on, a qualified lead was a company that filled out one of our forms with their email and phone number and was greater than 10 employees. That was simple enough.

Over time we understood, because we were so metrics-driven, that any time we gave a mid-market salesperson 100 inbound leads a month, that they would connect with half of them, create 30 opportunities, do 15 demos, and close five customers. It was a very predictable situation.

A MID-MARKET SALESPERSON RESULTS IN:

100	**50%**	**30**	**15**	**5**
inbound leads a month	are connected	opportunities result	demos completed	customers acquired

With **10 sales people** on the mid-market sales team and each of them needing **100 qualified leads a month**, the maths was easy. Marketing was on the hook for **1000 sales qualified leads** in the mid-market group.

Categorize Your Leads Into Buckets and Determine Their Conversion Value

When Mike's team started to get behind, we would always count a VP of Marketing who downloaded a white paper as a qualified lead. We would also count a VP of Marketing who requested a demo as a qualified lead. When Mike got behind in his numbers the white paper download was far easier than the demo request to generate, but the demo request closed at three or four times the rate because they were further down the buying journey. There was a natural misalignment that any time the marketing team got behind, they would just revert all the calls-to-action to white paper downloads, and the sales team would start to complain.

What we ended up doing is categorizing the mid-market qualified leads into buckets and say, "White paper downloads convert at 1%, and demo requests convert at 3%." We would then multiply the conversion rate, the 1% or the 3%, times the average purchase price from those leads. That would yield a dollar value for each lead. Now we were in a position to put marketing not on a lead quota, but a revenue quota. **Instead of saying, "We need 1000 leads from you guys a month," we'd say, "Hey, we need $500,000 of lead value." Now the marketing team had much more incentive to work hard for those demo requests.**

The Marketing - Sales Relationship Goes Two Ways

This is not marketing working for sales. When marketing steps up and takes on this level of accountability, sales needs to too. They need to commit to calling these qualified leads within a certain amount of time, calling them with a certain amount of frequency and depth, and committing to convert a certain percentage of them into pipeline.

When you can establish those quantified relationships, with what we call the Service Level Agreement (SLA) between the two groups and then report on them every day, then you have a really well-tuned machine and a relationship that's off to a good start.

> "When marketing steps up and takes on this level of accountability, sales needs to too."

Have An Abundance of Content to Support the Sales Process

What we do is look at where folks are stuck in the buying journey and the most common objections. We also look further down in the post-sale arena to understand why people are canceling and what isn't a fit. That allows us to learn about how to overcome objections and how to hone in on the right addressable market that will have the most success for us.

This is where our sales enablement team and product marketing team really did a lot of work. They developed case studies that emphasize these messages in e-books, white papers, product collateral and training that helps salespeople overcome common objections that were coming up in 30%, 40%, 50% of the opportunities that we pursued.

One area we tried to iterate on is having an abundance of content to support the sales process.

One of the most difficult parts of the job of the salesperson is to run great discovery and understand the unique context of the buyer. **The more that the sales enablement team, and the software, can support sales and help them understand the perfect case study, the perfect e-book, the perfect piece of collateral that's appropriate for that buyer at the particular buying stage, the more valuable sales enablement becomes.**

CHAPTER 2

The Changing Face of Sales Technology

Sales Technology is Now Being Built For Salespeople

I think, across the industry, there's still an under-appreciation for the value that can be driven from sales technology. I think sales technology has gotten kind of a bad rap over the last few decades because it's largely been developed for the VP of Sales, in terms of driving pipelines and forecasts and getting visibility into what's going on in the organization.

In many cases, because the focus has been on the VPs of Sales and their use cases, sales technology has actually slowed down sales people. **It has actually created work for them.**

There's a new category of sales technology, that is built for the salesperson first and foremost. It's intended to help the salesperson accelerate their existing processes, whether it's finding people to call or email. It's helping them do their job better by providing context that they maybe wouldn't have had if they didn't have the sophisticated technology. We're not in the early majority stage of this adoption. **There are tremendous productivity gains that can be gained from evaluating and adopting sales enablement technology.**

Sales Enablement Technology Is About The Salesperson

When I look at generic training programs, there are new areas that I feel like legacy training organizations haven't leaned into as much.

The first one is just putting the salesperson in the seat, the day-to-day job of the prospect, as aggressively as possible in training. I think this need is driven by the fact that prospects have access to so much more data than they did a decade ago. Their reliance on the salesperson to adequately assess a vendor or a problem is much lower these days. For a salesperson to be successful, they really need to be a really top-notch consultant or advisor.

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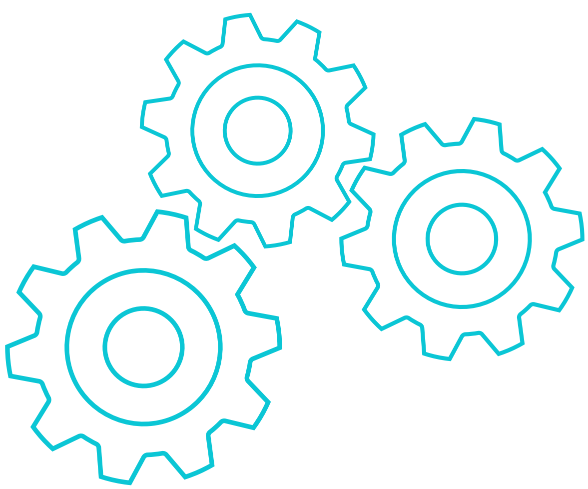
CHAPTER 3

Sales Training Is Changing

Give Your Salespeople A Day In The Life Of Their Buyer

For them to really live and breathe these people's problems and day job is critical. For example here at HubSpot, every single one of our salespeople create their own blog and website on the HubSpot software in the first 30 days of training. They rank in Google for organic words. They build a social media following around this mini business that they start. They use A/B test calls to actions. They run an email campaign. They develop a lead-nurture and a market-automation campaign. They do all this on the HubSpot software. **By the time they're on the phone with their first business owner or marketer, they've lived through this pain.**

Whether you're selling routers or landscaping services or whatever it might be, use your imagination and do your best to try to give your salespeople a day in the life of their buyer so they can relate to them on a deeper level.



Social Selling Enables Salespeople To Develop Their Own Personal Brand

There's an opportunity for salespeople to develop their own personal brand, using the social channels that are out there today, whether it's blogs or social media or discussions online. This is one of the most advantageous aspects to social selling – a term that gets thrown around a lot. There's a lot of hype to it and some misunderstanding but it is one of the biggest opportunities.

If I'm talking to a salesperson and they cold-call 50 hours a month, that's fine. That's part of their job. I challenge them to cold-call 40 hours a month and spend that 10 hours of found time engaged in social media, where their prospects are engaged.

Find the blogs your prospects read. Comment on those blogs, particularly on your blog. Sign up for an interview or write a guest blog for your own company's blog. Find the LinkedIn groups that your prospects are discussing items in and participate.

Add value.

Follow the same people they follow on Twitter and re-tweet those thought leaders.

Then after two months of doing that, ask yourself, "Were those 10 hours a month better spent cold-calling? Or better spent doing that social selling tactic?" In most cases, salespeople will be pleasantly surprised.

Today Sales Training Needs To Be Different

Sales training is often shadowing a top rep or doing a ride-along with a top rep for a few months. We need to think beyond the ride-along, which is too ad-hoc and add much more structure to the training process. I've interviewed a lot of heads of sales and they do tend to rely heavily on the ride-along and shadowing of best reps.

Allow Your Top Performers To Lean Into Their Excellence

When I look across our top reps here, they're top reps for very different reasons. Some of them are great rapport-builders. Some of them are great activity hounds. Some of them run a great discovery call. They're kind of average at the rest of the sales process, but they can **lean into their excellence in that one area so much**. It allows them to be a top performer.

When you take a top performer, who's great at rapport building, and you set them next to a top performer who makes it to the top through activity, and they train each other, it's not a pretty sight.

Sales training should strive to create a framework that isn't a restrictive process that micro manages and smothers sales superpowers. Instead, develop a framework that sales can operate in and add their own special sauce to. That's how a good sales training program is designed.

> "Develop a framework that sales can operate in and add their own special sauce to."

CHAPTER 4

Mark’s Top 3 Tips for High-Growth Companies

TIP 1 Specialize The Sales Team Sooner

I'd specialize the sales team sooner. It took me two years to do it. It may be a little unique to our context, but each buyer operates a little differently. For us, we had bigger companies, and we had smaller companies who buy extraordinarily differently, and the salesperson needs to adapt their skills accordingly.

This stage is the right time where you want to really be thinking about specialization. I wouldn't go so far that you only have one person in a patch, because you want to have a little bit of peer pressure to get them to rise to the top. Specialize. There's a lot of upside to that.

TIP 2 Specialize Your Channels

If you don't have enough inbound leads to feed all five reps and they have to cold-call, you might be better off siphoning enough inbound leads to one or two reps, they can specialize in that channel while the other reps cold-call. The difference between an appointment that's generated from an inbound lead and an appointment that's generated from a cold-call is very different. At least in the early stages, specializing by go-to-market as well is something that I did later, that I probably would have done sooner.

TIP 3 Obsess Over Customer Reviews

As we venture into the sales products arena, we're kind of redoing this from scratch. We do three film reviews a week and we listen to demos. We listen to discovery calls. At least twice a month, we have our Customer Success Manager come in and do a recap of customer success.

It's really important to look at customers that we acquired two weeks ago, four weeks ago, eight weeks ago and evaluate. Which ones are succeeding? Which ones are not? We can then build those learnings back into the sales process. You'll find that your overall business economics will drastically improve because you're not wasting time with bad customers. You'll also find that your sales cycles will probably become shorter too, because you're narrowing in on people that it's really resonating with.

CHAPTER 5

Changes In Sales Leadership

What's the difference between Chief Revenue Officer and VP of Sales?

Chief Revenue Officer is a newer type of title. There are two reasons why it's grown in popularity, especially in software organizations. The first one is that there are a growing number of organizations that get revenue both from a kind of non-human means, whether it's e-commerce or freemium or something along those lines, and from a human-driven sales team.

It's advantageous in many organizations to have one person owning both of those channels. To call that person a VP of Sales would not be accurate because, typically, that person is not associated with owning e-commerce or freemium, et cetera.

The other driving factor around it is that more of the buying journey is starting online. It is really critical to create a smooth process from marketing to sales to services. **For this type of customer experience, it's advantageous to have one person own all the functions across these opposed to having the CEO or COO manage the friction across those three disciplines.**

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