



Top Sales Management Secrets of HubSpot's Mark Roberge

PART 1: Sales Philosophy



Contents

Introduction	5
How do you approach sales management?	6
What's your mission as a sales executive?	6
How do you get the most from your reps?	6
What are some of the biggest mistakes you made setting up your sales team?	7
How have you worked to create a collaborative sales culture?	7
Conclusion	8

Meet the Authors



Mark Roberge

Mark is Chief Revenue Officer for Signals, HubSpot's premium sales tool. Under Mark's leadership as SVP of Sales & Services prior to running Signals, HubSpot increased revenue over 6,000% and expanded the team from 1 to 200 employees in five years. These results placed HubSpot #33 on the 2011 INC 500 Fastest Growing Companies list. Mark was also awarded the 2010 Salesperson of the Year at the MIT Sales Conference. Prior to HubSpot, Mark founded and/or held executive positions at start-ups in the social media and mobile sector. Mark started his career as a Technology Consultant with Accenture.

"My mission as a Sales Exec is to achieve predictable, scalable revenue growth"

The advertisement features the Signals by HubSpot logo on the left. On the right, there is a notification card for Roselyn Dwight with a profile picture and a red envelope icon, stating "Opened your email: 'Signed Contract'". Below the logo, the text reads "SEE WHO OPENS YOUR EMAILS" and "Works with Gmail, Outlook & Salesforce". At the bottom right, there is an orange button that says "GET IT FOR FREE" with a right-pointing arrow.

Meet the Authors



Zorian Rotenberg

Zorian is a sales and marketing veteran and a recognized authority on metrics-driven sales and marketing management in the software industry. Prior to InsightSquared, Zorian was on the management teams of several global software companies including Acronis, Veeam and AppAssure (which was sold to Dell), ranging from \$8 Million to over \$100 Million in annual revenues, each of which he grew by over 100% in revenue every year. He was also CEO at StarWind Software, a software company where he grew sales by 100% globally and North American Sales by 145%+ by using the best practices of metrics-drive inside sales management, lead generation and prospecting.

Zorian has a degree in Finance with minors in Applied Mathematics and Computer Science from Lehigh University and earned his MBA from Harvard Business School.



Mike Baker

Mike is a content writer and journalist who enjoys diving into complex issues and exploring the world of data-driven business intelligence. Before coming to InsightSquared, Mike earned an English degree from Oberlin College and wrote for several newspapers, websites and marketing firms around the country. You can email Mike at Mike@InsightSquared.com.



Introduction

Sales has undergone significant changes in the last several years: It has become more consultative, more analytical, and more closely tied to Marketing. One of the leaders of this charge is Mark Roberge. Over the course of his tenure at HubSpot, Mark has increased revenue over 6,000% and expanded the Sales team from 1 to 200 employees. Behind all this growth is a unique sales philosophy, a steadfast devotion to analytics, and a carefully created coaching strategy.

Sales Managers and VPs across the country have turned to Mark's guidance and insights. And now Mark is ready to share his secrets with you. InsightSquared recently sat down with Mark for a long interview to discuss his thoughts on everything from his mission as a Sales executive to his tips for hiring high-performing reps and aligning Sales and Marketing. In this exclusive 6-part eBook series, Mark covers a wide range of topics, answering nearly 50 questions that should be at the top of mind for anyone interested in metrics-backed sales management.

In the first installment of this 6-part series, Mark discusses his **Sales philosophy**.

Behind any successful Sales Executive is a strong and consistent philosophy. In this section, Mark shares some of the core tenets of his own philosophy that have shaped the way he leads his team and devises his strategy, including:

- His mission as a Sales Executive
- His biggest mistake
- His technique for building a collaborative Sales culture

Q: How do you approach sales management?

A: I turn to science and data whenever possible and make sure all my decisions are supported by data. This data-centric approach has also helped me be a more entrepreneurial leader – **think big, make bold decisions, and constantly challenge the norm.**

Q: What's your mission as a Sales Executive?

A: To achieve predictable, scalable revenue growth, which I accomplish by using five tactics:

- 1) **Hiring** the same type of successful sales person.
 - a. I use 14 criteria to rate each applicant during an interview.
 - b. And then, down the road, I perform a regression analysis to see how they performed after they were hired so I can fine tune the characteristics I'm looking for.
- 2) **Training** each sales rep in the same way.
 - a. All of my new reps go through training during the first month on the job, which consists of designing a website and getting 100 Twitter followers. At the end of that month, each new hire takes 3 examinations and gets an assessment grade from a trainer, which correlates extremely highly to the ultimate success of that rep.
- 3) Providing each salesperson with the **same quantity and quality of leads.**
- 4) Having the salespeople work the leads using the **same process.**
- 5) **Developing leaders** to execute and perfect the process.

Q: How do you get the most from your reps?

A: If you want to get the best performance from your sales reps, you need to understand **the four types of goals** that drive them:

1. Performance
2. Professional
3. Financial
4. Personal

Knowing how these goals motivate your reps will help you coach them and better identify the right incentives to compel them to work more effectively and efficiently.

Q: What are some of the biggest mistakes you made setting up your sales team?

A: I made a lot of mistakes, but the biggest one was around hiring. When we started to scale really aggressively, **I obsessed over hitting the hiring target and I dropped the bar a little in terms of quality**, which really hurt us. The cost of a bad hire is enormous in terms of both current investment and cultural impact. We work really hard to maintain the right culture, so bringing someone on board who goes against that is very problematic.

So now, even though we're continuing to scale quickly, I am willing to miss my hiring target if it means maintaining the same bar for quality.

Another mistake I made was having **a preoccupation with hiring salespeople with a lot of prior experience**. I've learned that it is better to find the right candidate across a variety of criteria – most importantly coachability – than it is to pick the one with the most experience.

Q: How have you worked to create a collaborative sales culture?

A: At many sales organizations, the sales culture is really cutthroat: Fighting over leads, fighting over territory. Even though there's a lot of money at stake and sales can be inherently competitive, we know that no one wants to work in an environment like that, so we've worked really hard to avoid it, but we're always working to get better too.

One of the biggest ways we've worked to combat this is by **using team contests as a motivation factor**. Throughout the industry, it's popular to run sales competitions with individual winners, like whoever gets the most sales this month wins \$5000. But having individual winners can often contribute to that cutthroat culture, so for the first 2 or 3 years, **we never ran a sales contest that had an individual winner**. It was always team winners. It's a little thing, but it makes a huge difference.

We also foster collaboration by really asking our reps to develop and teach each other. We encourage our salespeople, as a part of their own leadership development, to come and give presentations to management and the rest of the team. And that emphasis went beyond just the training room and found its way onto the floor.

And finally, it's about who you hire. **We have a 'no jerks' policy**. We've passed on plenty of good salespeople who we thought might stir it up a little bit – they might end up being a top performer, but they would likely have a larger negative impact.

Conclusion

A strong Sales philosophy is the foundation of any successful Sales team, but it is just the beginning. Once you've determined your philosophy, it's time to design and build your team. And this means hiring the right people.

In the second installment in this 6-part series, "On Building a High-Performance Sales Team," Mark discusses the secrets that helped him create his world-renowned HubSpot Sales team, including:

- What are the attributes you look for when you hire a new salesperson?
- How do you define and measure those attributes?
- What attributes don't correlate with rep success?
- How much does rep experience matter?
- Where do you find good candidates?
- Do you have any tips for interviewing?
- How do you onboard new salespeople?

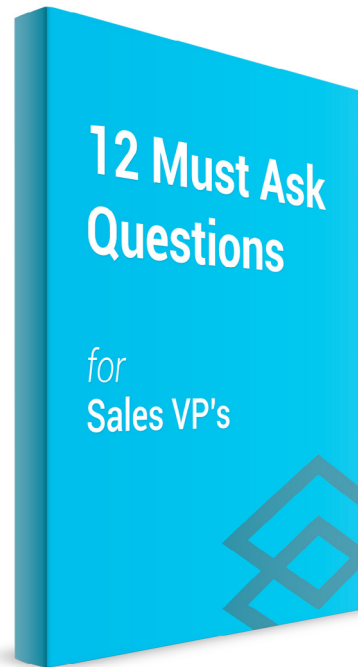
#1 for Salesforce Analytics

NEW Best-Practices Ebook

Want to develop a strong Sales philosophy like Mark Roberge?

Check out our eBook on the 12 must-ask questions for all successful Sales VPs.

[Download Now >](#)



To download a free copy of any of InsightSquared's ebooks, visit <http://www.insightsquared.com/resources/e-books>



Except where otherwise noted, this work is licensed under <http://creativecommons.org/licenses/by-sa/3.0/>