

SECRETS REVEALED

Master Tactics for Exponential Growth

and the Secrets of Contact Rates



Ken Kroque
President and Co-founder
InsideSales.com



Mark Roberge
SVP Sales and Services
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Introduction

From Ken Krogue

Mark Roberge and I have been friends for several years since we seem to be speaking quite often at the same tradeshows. I was so impressed at one show years ago where he got pretty brave and shared many of the secrets that HubSpot uses internally to drive amazing results. His presentation included graphs, charts, and data; just how I like it.

HubSpot drives more visitors a month (over 1 million) to their website and more sales ready leads (60,000) than any B2B sales or marketing automation company I'm aware of. I wrote about them in [my weekly Forbes column](#) recently. We partner with several marketing companies like Marketo, Eloqua, and Act-On. They are all extremely strong in their market segments and areas of expertise, but HubSpot is noted for driving a ton of organic traffic and web leads.

Mark has been intrigued with how we at InsideSales.com have such incredibly high lead contact rates. We have maintained 92% contacted levels using our technology and best practices. The average is only 27%. HubSpot does quite well already and is nearly double the average, but all the leads in the world do no good if they don't get contacted and qualified...

Hence this webinar ([available here](#)) and eBook.

I talked Mark into sharing their secrets, and he said, "I will if you will!"

So we did... Here it is.

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About the Authors



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Ken is a results driven sales leader and visionary for the inside sales industry. The research and data driven approach he uses has led to best practices of contacting and closing leads. He pioneered the powerful sales automation PowerDialer which greatly increases the effectiveness and efficiency of inside sales professionals. Ken is also a regular contributor to Forbes.com.



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As the Senior Vice President of Sales and Services at HubSpot, Mark has increased revenue by 6,000% and grown the team from 1 to 200 employees in five years. Mark is also a self-proclaimed serial entrepreneur in Internet marketing, social media, and mobile with a background in sales, marketing, and business development.



Lead Generation: How Buyers Have Changed

For those who don't know the story about HubSpot, the idea behind our company started six or seven years ago in the halls of MIT where our co-founders and I were. We were looking at the change the Internet had on how people buy and shop. We noticed that the Internet gave a lot of control to buyers.

With that in mind, we started looking at how people were marketing to these buyers; we found it wasn't transformative. For example, with DVRs, people don't watch commercials as often, they are on do-not-call lists, and they have powerful SPAM blockers. So, how do you reach these people?

The Solution:

We wanted to make sure that when people did a Google search on how to market and generate leads, HubSpot was the number one result. When also wanted to make sure

when people asked a question about marketing and lead generation on LinkedIn, we were the ones being mentioned in the conversation. Basically, we wanted to make sure that we were found when people were looking for us. This technique has worked wonders.

Where do customers come from?

This data proves a point with the seven web channels that we get traffic from. Pay specific attention to the "customer" line and the "lead to customer" line. As the VP of Sales, I look very closely at the "lead to customer" metric because when my sales reps are calling 100 leads and closing .64% to customers, that's a lot of work. But when my guys close 2.3% customers, like from organic leads, that's a really nice yield.

Sources	Visits	Visit to Lead	Leads	Lead to Customer	Customers
Organic Search	59,100	3.1%	1,854	2.3%	43
Referrals	80,660	7.5%	6,059	0.64%	39
Paid Search	18,241	7.4%	1,348	0.52%	7
Direct Traffic	228,613	2.6%	5,851	1.5%	88
Email Marketing	89,817	9.9%	8,898	0.36%	32
Social Media	13,252	6.6%	874	0.46%	4
Other Campaigns	117,586	12%	14,245	0.25%	35
Totals	607,269	6.44%	39,129	0.63%	248

Customers are able to see these inbound lead statistics on their HubSpot dashboard. The leads that are finding you (organic and direct) from inbound marketing efforts close at a high rate and they close fast. They change the game for your business.

Key Point:

If you focus your attention on organic growth, some really nice things will follow in terms of business growth.



Lead Generation: How Buyers Have Changed

Inbound Lead Costs

Looking at more data surrounding inbound leads, our cost per new lead generated is \$7.00. For our other paid/advertising leads, we pay an average of \$25.00 per lead. Not only are inbound leads much cheaper, but we close those leads at a rate 3x higher.

This proves a significant inbound lead advantage. In fact, the total sales and marketing cost per new customer for cold calling is \$15k; for paid/advertising leads it's \$13k; and for inbound leads it's \$5k.

Social authority is largest influencer of SEO

Most of the industry is starting to understand how SEO works, but it's really about generating inbound links with lots of high quality inbound content.

There is also a huge correlation between different assets of your company online, your marketing presence, and your ability to rank well on Google. From the graph below, you can see that social media is something that highly influences search engine ranking.

This is a big trend that people don't appreciate, but yet Google is very public about paying attention to how many followers your business has. They are starting to pay attention to how many times your content is re-tweeted. They're using these data points to figure out how high to rank you in Google.

If you don't think your buyers are on social media and that social is a waste of time, I disagree with you. You can't afford to give up the social media game because you're also giving up on the Google search game as well. The research proves it.



Lead Generation:

How Buyers Have Changed

How does SEO work?

Write educational, quality content as often as you can. Promote this content on social media, your blog, and in as many places online as you can. When you are promoting your own content on social media, it is all about you, so make sure you also participate in industry conversations, to become thought leaders related to your content.

Impact of Monthly Blog Articles on Inbound Leads for B2B and B2C Companies

The industry data, on average, will show you that if you blogged once per month in 2012, and plan on blogging every day in

2013, you will increase your lead flow by 5x. Imagine what that could do to your business. It's important to set a goal to be a content creator.

However, most people don't have the time to write the content fast enough. Then what?

Step 1: Form a Thought Leadership Committee

This committee should have about twenty people that relate to your target audience. For example, if you sell to a tech crowd, get your engineers. If you sell to a sales crowd, get your sales managers.

Step 2: Hire a Journalist

After you've hired a full-time journalist, have them interview a member of the committee every day about a niche subject related to your industry. If the committee member has to prepare for it, it's too complicated. This should be something they can rattle off in a half hour which the journalist can use to create the content.

Step 3: Create Niche Content

From the interview, the journalist now has enough content to write an eBook (put behind a landing page and form), 4 blog articles about different subjects within that eBook, eight Facebook posts, and 16 Tweets about each one of those blog posts.



Lead Generation: How Buyers Have Changed

Step 4: Create a Content Calendar

After the content has been created, decide when it will be distributed throughout the course of the month. This ensures there are a bunch of tweets and posts going out that point to the blog article which, at the end, has a nice call to action for the related eBook.

With this model, we get 50-55% conversion rates on the click-through to leads.

As you create these eBooks, you grow your content library that you can spread across your website. For every page on your website, match it with an eBook that relates to the content on that webpage. This should easily create a 3% conversion rate as people download your eBooks. If originally you are at 1% visit/lead conversion and you increase that to 3%, you're going to triple your leads in days and weeks.



Lead Nurturing: It's All About Context

I'm always asking our customers what pieces of software they want to start with. For whatever reason, it's never our blog and social media tool or our landing page and CTA manager. They all want to start with our lead nurturing tool that allows them to segment their leads and create email marketing campaigns. It takes more than marketing automation though. They first need quality leads.

HubSpot
Email Marketing

- ✓ Design and build personalized emails that effectively target your leads.
- ✓ Track delivery, opens, and clicks for all of your contacts

[Get a Demo](#)

This is usually how our conversation goes:

Sales rep: *"Tell me. How big is your list?"*

Customer: *"Well, we have 50,000 leads in Salesforce."*

Sales rep: *"How long did it take you to build that?"*

Customer: *"We built it over the last 15 years."*

Sales rep: *"Have you cleansed it?"*

Customer: *"What do you mean cleanse?"*

Sales rep: *"Well, how did you build it? Was it a bunch of people came to your website and they asked to be added to your list? Or was it from buying lists and putting out fishbowls at a tradeshow?"*

Customer: *"Well, probably a lot more of the latter."*

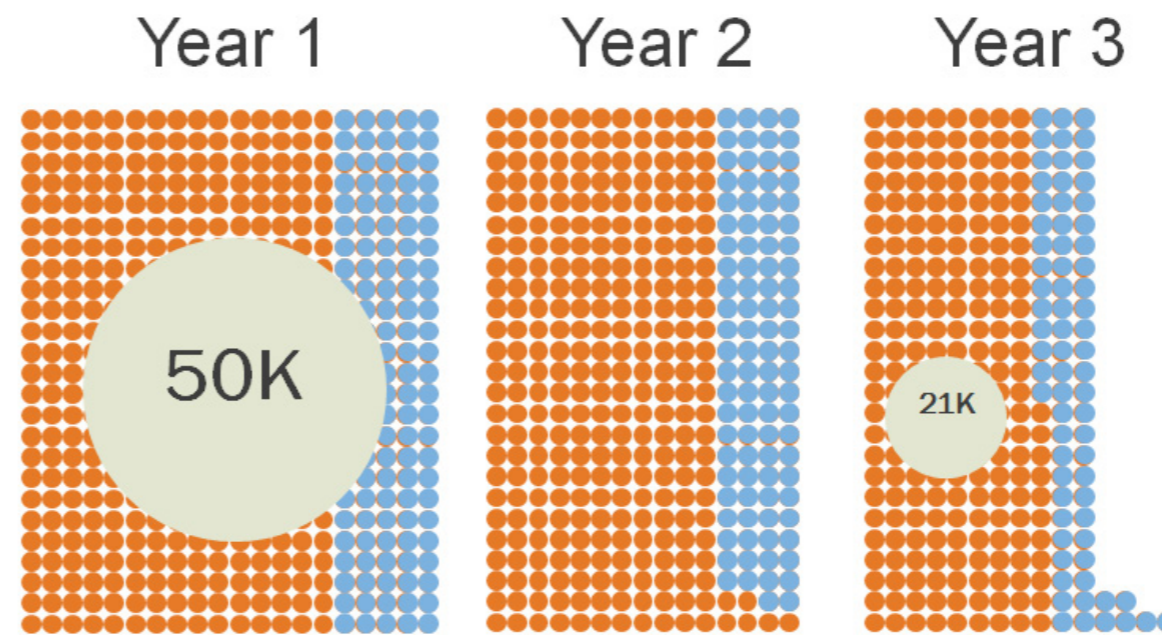
This client is in serious trouble if they think our automation is going to solve their problem.



Lead Nurturing: It's All About Context

Here's why:

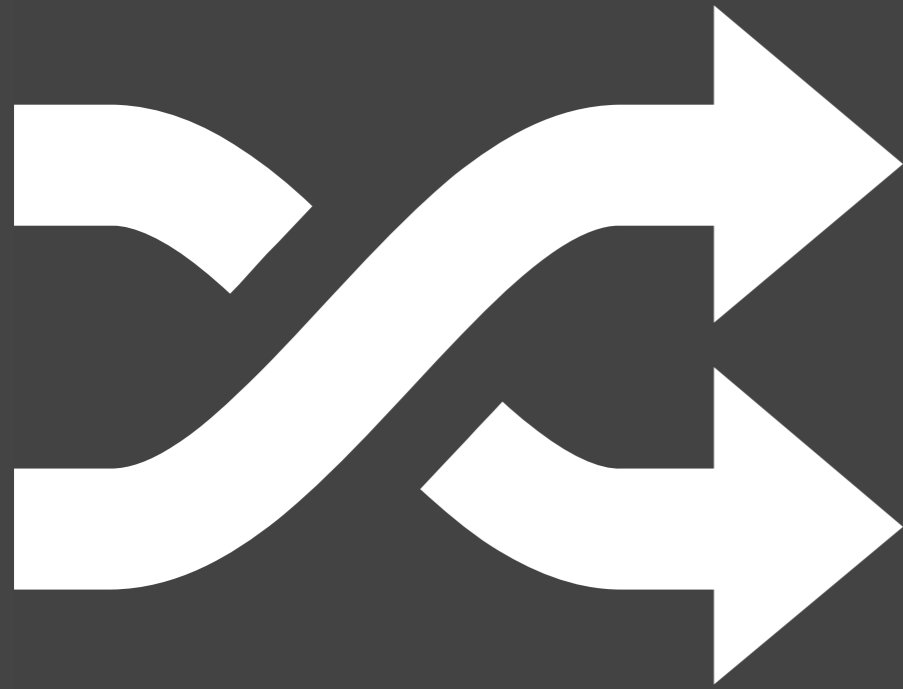
- You're not taking into account the database half-life. The industry data shows that if you were very fortunate to have 50,000 fresh, inbound leads right now, a year from now 25% will be irrelevant. That means 25% of those people would have moved on, changed roles, or are not a buyer. Every year that goes by the list is shrinking by 25%.
- The other thing, people don't appreciate that the engagement level expires. We ran data over a 70,000 email campaign and what we found was that if someone converts on your website today and you send them an email, on average click-through rate on that email is 5.5%. Ninety days from now, if you send that same person an email, their click-through-rate is going to be 2.1%. Why? Because most people don't remember the website they went to over a month ago.



Remember:

The whole problem is that you cannot jump into lead nurturing automation unless you are generating 25% fresh leads every year. Otherwise, your

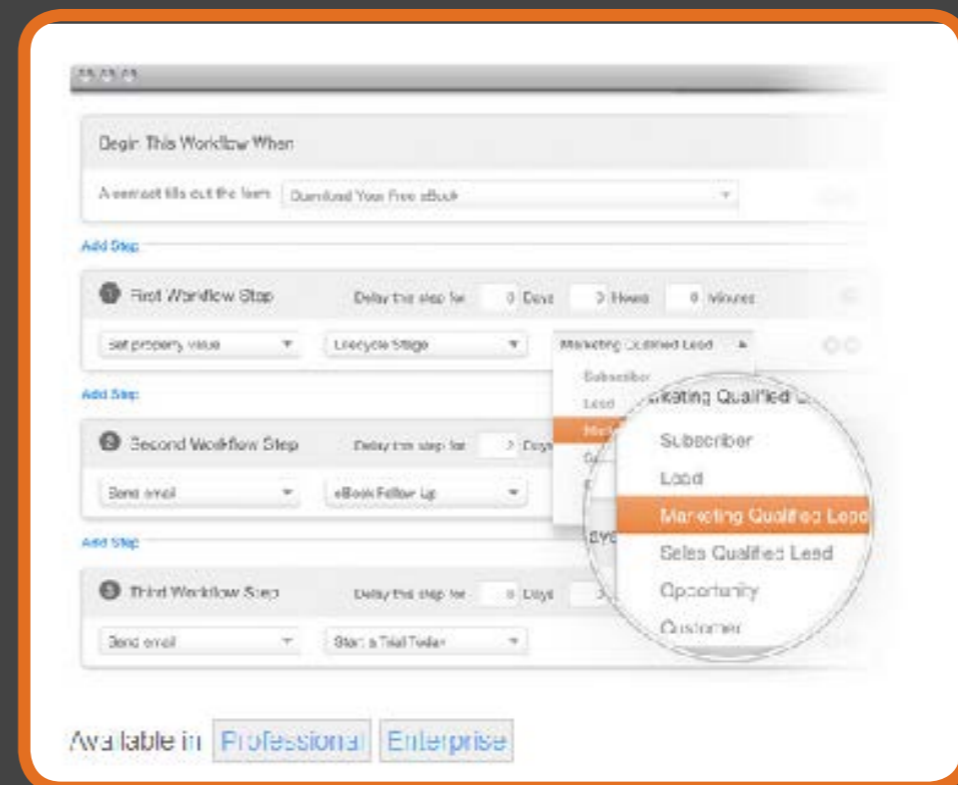
whole strategy is hinged on a dying asset. If you're committed to inbound, this won't be a problem for you.



WORKFLOWS

Segment and Nurture Your Leads

- ✓ Segments: Use smart lists to create targeted segments and automatically nurture them.
- ✓ Email: Trigger emails based on downloads, property changes, pageviews, or clicks.
- ✓ Update: Use workflows to update contact properties and add or remove leads from lists.
- ✓ Score: Create customized lead scores based on lead activity.



Get a Demo



Lead Nurturing: It's All About Context

Traditional Marketing Automation is Not Lovable

The issue we did see and fix was our approach to lead nurturing automation. When we first started out, we were obsessed with having a work flow. For example, every time someone requested a free trial and didn't come back in two days, we would send them a specific email.

This didn't have a huge impact. But, we kept building these work flows for demos and pricing pages. Pretty soon we had 27 different work flows for different scenarios. It was a complete mess. They weren't related and leads kept getting lost.

This is not how people buy. Don't think of your leads as someone who came to your pricing page three days ago. Think of them in terms of individuals. They could be a sales executive (buyer persona) who is a passive visitor to a website. That's the way

you need to design these lead nurturing campaigns: they need to be buyer focused.

How To:

Start by identifying the different [personas](#) that are involved in your buying process (sales, marketing, IT, HR, etc.). Then identify the different buyer cycle stages that they go through as they start to learn about your company and product. As your leads move through the different stages, start to customize and personalize your content to whichever stage they're at. The rules behind your automation campaign are to segment these people into specific boxes.

The other large problem we had was only using personalized email marketing. That isn't enough. You have to personalize the entire sales and marketing experience.

For example, if I come to your homepage for the first time, I don't want to see a demo request - it's too pushy. Instead,

show me a whitepaper. However, if I've come to your website for the seventeenth time, I'm talking to a salesperson, and I'm in a trial, you don't need to offer me a free trial.

By not personalizing your homepage, you're missing out on a huge opportunity. Show them a case study about their industry that gets them excited about your business.

Free Template to Help You Create Buyer Personas

[name]
[demographic]
[goals]

Get Your Free Template!

HubSpot



Sales & Marketing SLA: Agree to Agree

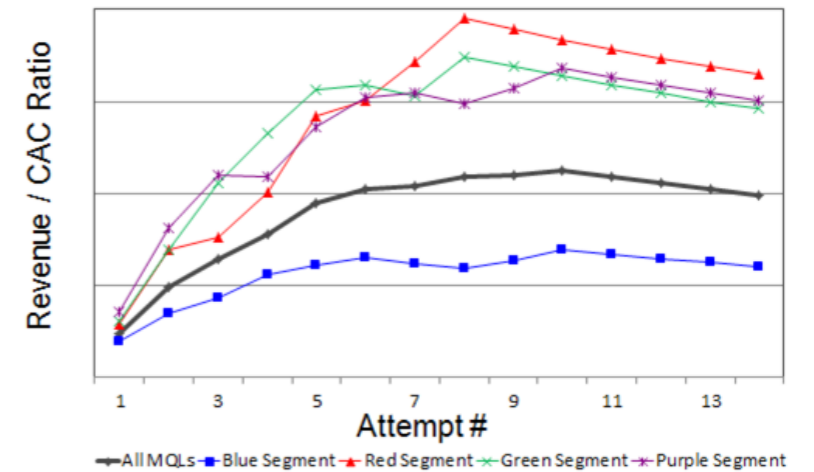
SLA stands for service level agreement and is used often in the worlds of hosting and IT. It's important to extend this concept to the sales and marketing relationship. Be very quantitative and clear about what marketing delivers to sales and what sales delivers to marketing.

Remember to keep in mind that not all leads are created equal and they have different close rates. For example, a demo request closes a lot faster than someone who went to a webinar, but you want both of those leads.

We went back six months and looked at a group of 50,000 leads. Of those that were demo requests, we figured out what the close rate and average sales spend was and came up with a lead value. We did this with webinars, eBooks and free trials. With this information, you know how many types of leads you need in order to reach quota and it creates perfect alignment.

If marketing is going to step up and do this, then so does sales. Sales' responsibility is to call those leads as efficiently as possible. Ken Krogue and InsideSales.com are the industry experts on this. We all know they've done research with MIT and determined that you need to call leads back within a matter of minutes. We did some additional research. If I call a lead now, when should I call them again and when should I give up on attempting contact?

In the graph, you can see that the ideal number from all the leads is somewhere in the 8-9 range. For the smaller leads, the blue line, it was more like 5-6 attempts but the bigger companies it was more like 9-10. With this data, you can go the sales team and tell them exactly how many times they need to be attempting contact with leads in order to bring the most value out. You can also build this into Salesforce.com to make this an automated process for your sales reps.



Click image for larger view (Adobe Acrobat)



Sales & Marketing SLA: Agree to Agree

Daily Accountability For Marketing & Sales

Every single night it's important to send accountability audits to your sales and marketing teams to ensure that they are on track to reach goals. This ensures that your sales reps are actually calling using the contact research discussed previously and that marketing is generating the appropriate amount and type of leads. This makes everyone accountable on a daily basis and adjustments can be made accordingly to meet weekly goals.

Also, before the sales team gets on the phone with a lead, make sure to provide the sales team a complete 360 view of where that lead has been. If they did a Google search for "IT services in Birmingham" and then scrolled through 17 pages

and clicked on two emails and your sales team doesn't know that, they're flying blind. This information tells you how interested that lead is and that's vital information.



PowerSuite

Ultimate sales automation platform

Click icons for more information (Adobe Acrobat)

PowerDialer™

PowerInbound™

LocalPresence™

Click-to-Call™

Recording &
Monitoring™

The PowerSuite™ by InsideSales.com provides reps with everything they need to put their sales into overdrive.

Benefits:

- Increased response & contact rates
- Optimized sales workflow
- Monitor sales rep activity
- Automatic call distribution
- Call recording for quality assurance
- Happy sales reps



High Velocity Sales: Win Faster

Inside Sales vs Outside Sales

In the sales industry, we're seeing a shift happening. Inside sales is fast becoming the preferred method of sales.

What is inside sales?

Inside sales is professional sales done remotely. Also, inside sales is usually B2B or complex B2C sales. It's not telemarketing, it's not customer service inbound. It's professional sales. In fact, I wrote a blog defining inside sales on my website, kenkroque.com, called, "What is Inside Sales? - Our Definition of Inside Sales."

The InsideSales.com Environment

At InsideSales.com, you'll find a very open environment with hardly any frills. We invest in great technology for our reps and we don't use cubicles. Instead, we have an open concept work environment so that all the cool techniques that are really driving results can be shared and implemented by everyone on the sales floor. This creates

a collaborative environment where everyone on our sales team can grow and learn every day.

We also have stat boards everywhere and turn work into a game. In fact, we did a webinar not too long ago with Chuck Coonradt, the grandfather of gamification, on [turning work into a game](#). That's what we've tried to do and we've seen our results increase dramatically.

Power Tools

Our team would be nothing without the tools that we use every day to get the job done. In fact, what we advocate is, "If you're going to build a house, use a nail gun not a hammer." The traditional model of manual sales is a hammer. It's slow and ineffective.

What we have seen is that our technology turns a regular sales rep into Iron Man. Humans plus technology = super hero.

We're doing things that have never been done before in the sales industry with the leverage of technology.

Specialist vs Generalist

At InsideSales.com, we've tried to specialize the sales process. One of the first research studies we did with Dr. James Oldroyd found one key stat: if you specialize your sales force (lead gen reps, closers, account managers all separated) your average close ratio will be 7 points higher.

For example, if a company has a generalist model with a 10% close ratio, by incorporating a specialist system they create a 17% close ratio. This is a big deal. We've seen this same thing in manufacturing. By building an assembly line, Ford was able to produce far more vehicles than a generalist model.



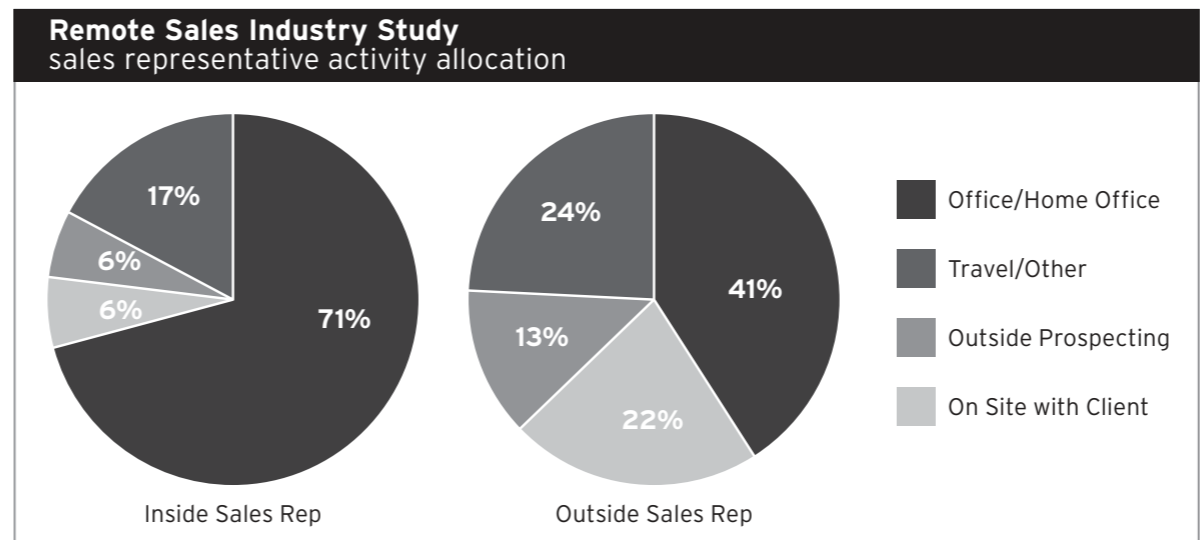
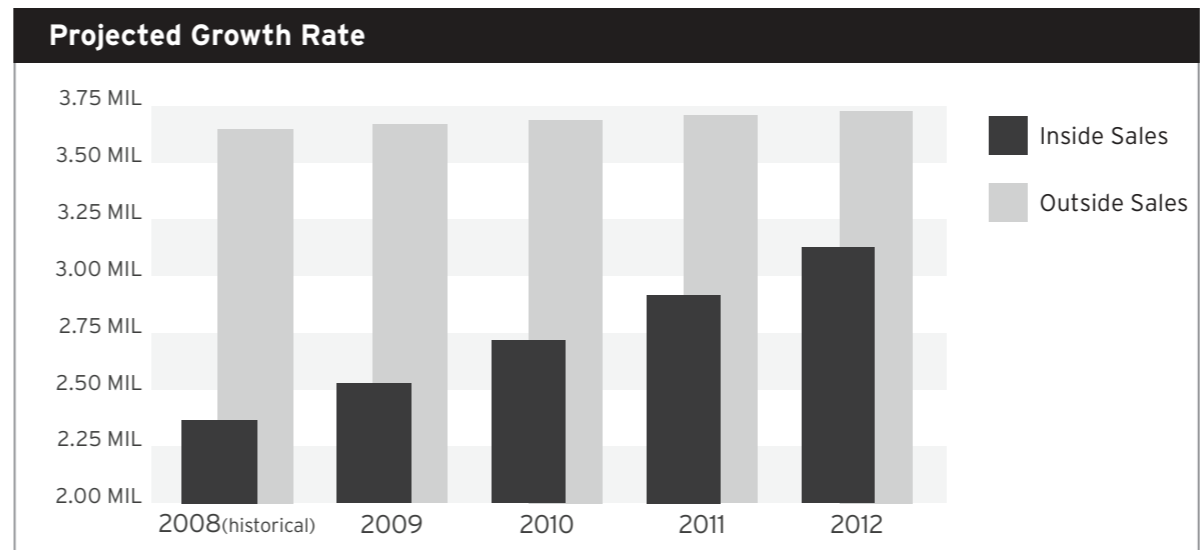
High Velocity Sales: Win Faster

Inside Sales Growth

Inside sales is growing like crazy. In fact, this graph from a research study by infoUSA and Dr. James Oldroyd shows remote (inside) sales vs. outside sales. As inside sales continues to grow, outside sales remains stagnant. In fact, inside sales is outgrowing outside sales 15x.

Maybe more interesting is that the average inside sales rep spends 71% of their time selling remotely while outside sales reps are spending 41% of their time also selling remotely. This data was done in 2009. Two years ago, a new statistic for percentage of time inside sales reps spend selling remotely found that now the number is 46%. Outside sales reps are spending more time; on the phone and selling through the internet remotely.

What does this tell us? Inside sales is the optimal way to respond to web generated leads.

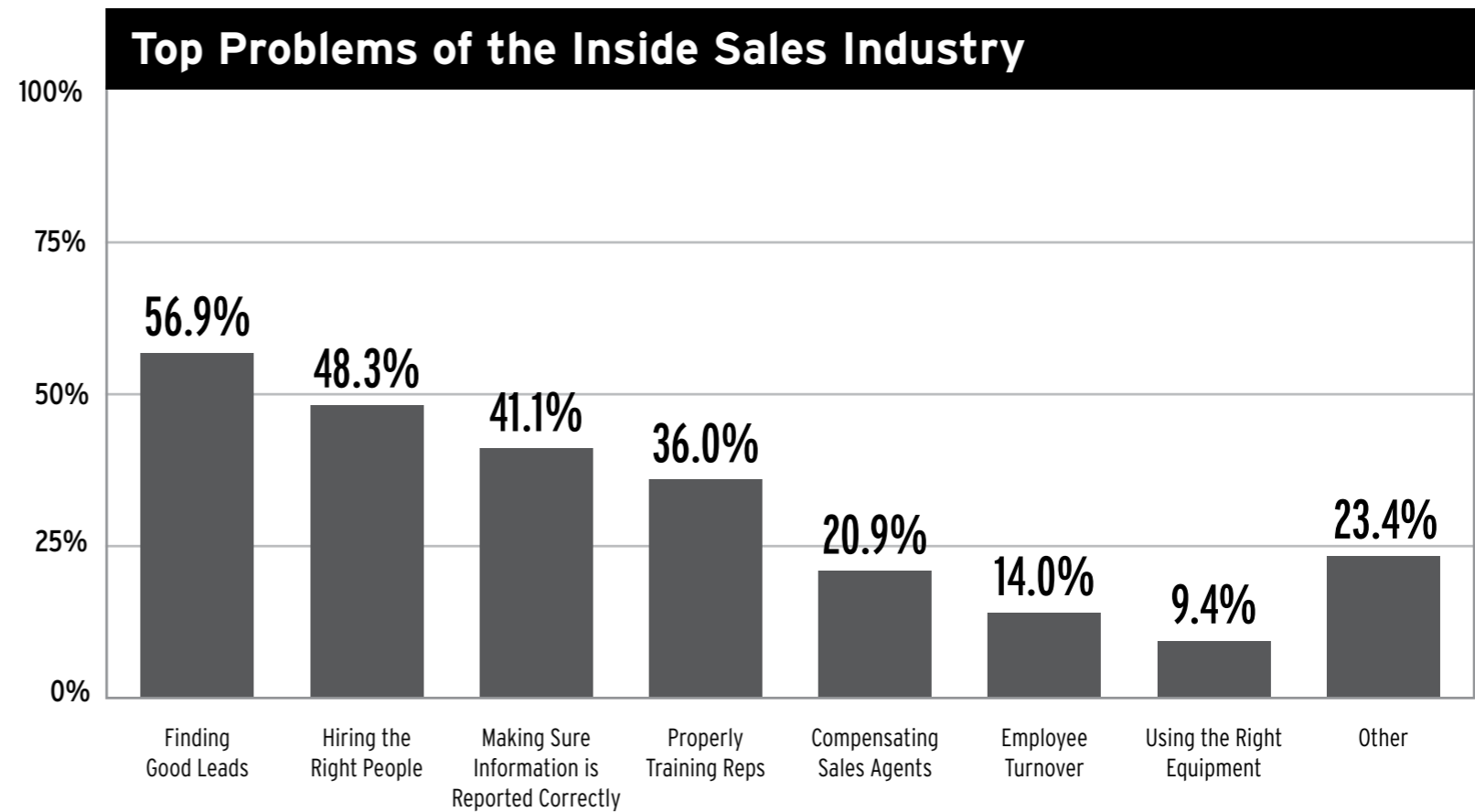




Top Inside Sales Issues: First Things First

What are the main issues faced by inside sales managers? The InsideSales.com research division published a study ([available for download here](#)) which surveyed 608 inside sales professionals and asked what their biggest obstacles were. Of those surveyed, 58% were sales managers and 42% sales reps. Of the managers surveyed, 56.9% said finding good leads was their biggest problem, 48.3% said hiring the right people and 41.1% said making sure information is reported correctly. What this shows is that it's all about the leads.

Once the leads have been found, they go to the sales reps. The top three problems inside sales reps face are making contact with leads (46.1%), accessing decision makers (41.5%) and knowing who to contact and when (35.3%). Again, these are all about regarding leads.





Top Inside Sales Issues: First Things First

Key Takeaway:

The single most powerful thing you can do as a leader in the inside sales space is to help your people increase their contact ratios.

Average Industry Lead Response Time

In order to increase your contact ratios, you need to have a benchmark of where your company currently sits. We developed a technology (similar to HubSpot's [Marketing Grader](#)) where you can see how you're doing in terms of [lead response](#). We've audited over 14,000 companies and we've found that the average company takes 46 hours and 37 minutes to respond to a lead for the first time. Also important to note, sales reps are only attempting contact 1.4 times before giving up.

So guess what? The marketers' intuition is right.

The sales guys aren't reaching their leads. Through our research, we've found how to get contact ratios up to 92%. The average company is only contacting 27% of their web generated leads. We've proved it 14,000 times.



ResponseAudit™

Find out how quickly your sales and marketing team responds to leads.

- Learn Current Lead Response Time
- Increase Effectiveness
- Competitive Analysis



7 Rules To Contact Ratios: Reach Busy Executives

Most sales training teaches sales reps how to close. That's actually not the main problem. The main problem is getting in touch with people to actually talk with the people we need to close.

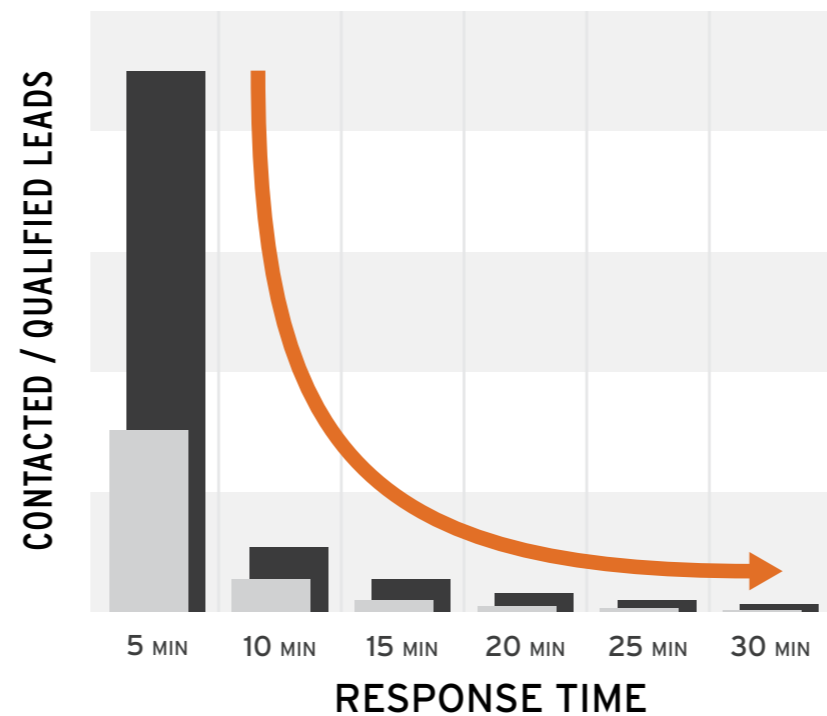
These are my 7 Rules of Contact Ratios that can get your contact ratios up to 92%. We tested this technique for over two years and consistently saw the same results.

Rule 1: Immediacy

Once again, Dr. James Oldroyd found that if leads were responded to in less than five minutes, the odds of contacting them were 100x higher than waiting 30 minutes. Also, the odds of qualifying a lead and bringing it into the sales funnel are 21x higher in the same time frame.

Think about the implications of this data. If the industry average is that a sales rep

CONTACTS MADE FROM FIRST DIALS



WITHIN 5 MINUTES

100 X Higher chance of contacting
21 X Higher chance of qualifying

AFTER 5 MINUTES

Contact rates drop significantly

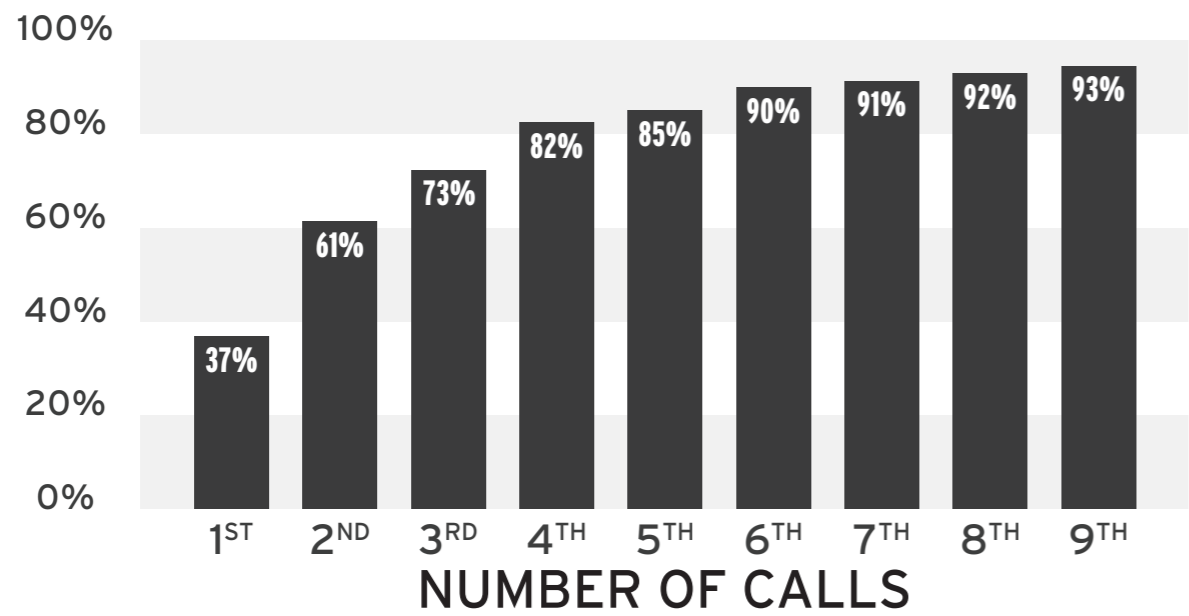
Leads That Become:
■ Qualified ■ Contacted

takes 46 hours to respond to their leads, their leads don't even remember they submitted a lead two days ago.



7 Rules To Contact Ratios: Reach Busy Executives

% OF SALES BY CALL ATTEMPT



Based on internal InsideSales.com research

Rule 2: Persistency

This may seem familiar from Mark's comments previously. If you only make one phone call, you're going to wring 37% of the value from that lead. If you want to get 85% of the lead's value, you need to call five times. At InsideSales.com, we recommend

somewhere between six and nine calls depending on the lead type. If that lead is inbound, the rep should make nine contact attempts. However, for outbound leads, six attempts are adequate.

Rule 3: Optimal

There are two different ways to be optimal. The research that immediately comes to mind is a study conducted by Franklin Covey which discovered that, although pretty rare, in some instances it's not good to call back immediately. It's important that you do research on your customers to see what the optimal calling strategy is.

The second way to create an optimal sales strategy is to put a space on your lead form asking your leads when the best time to contact them would be. If they want you to reach them, they will put the best time.

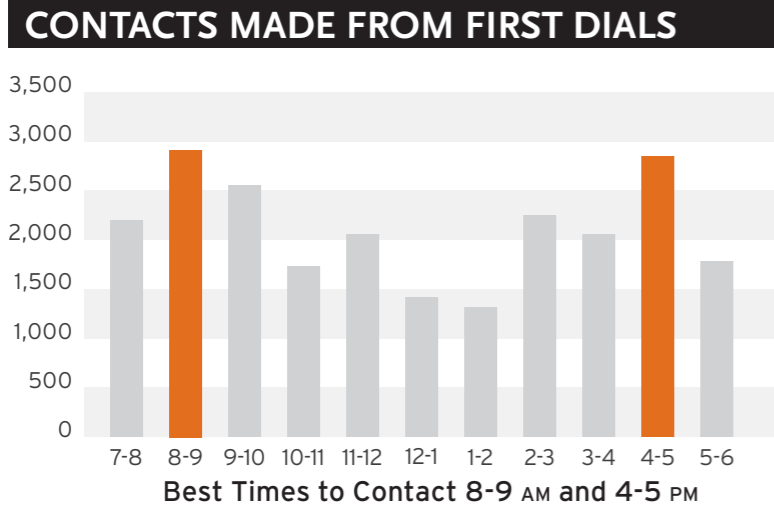


7 Rules To Contact Ratios: Reach Busy Executives

Rule 4: Time of Day

This came from the original MIT study. Time of day is a huge, relevant part of getting in contact with people. The two best times to make contact are between 8-9:00 a.m. and 4-5:00 p.m. Lunch time, 12-1:00 p.m., is the worst time to contact leads.

As a best practice, if you're currently having your sales meetings in the morning, move them to lunch time and ensure your sales reps are calling during the best times.

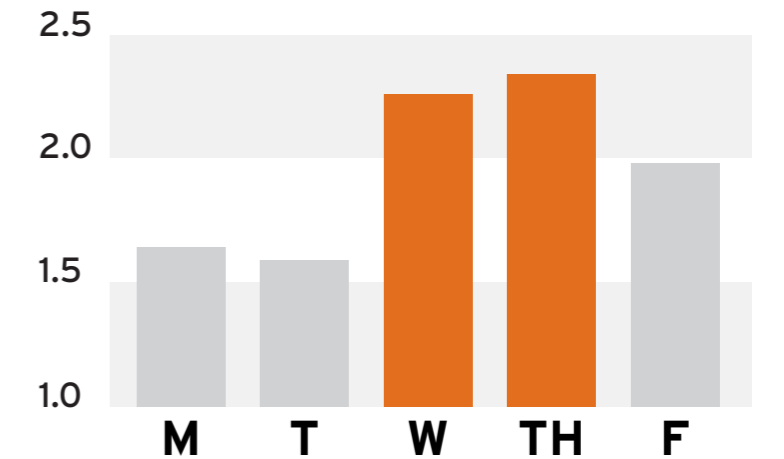


Rule 5: Day of Week

In addition to time of day, it's important to know which days of the week a sales rep is most likely to reach a lead. Wednesdays and Thursdays are by far the best days for making contact with leads. Mondays and Tuesdays are the worst. Fridays are not too bad. While we don't know why this is, time after time the data shows us that it's true.

So when should your sales meeting be? Around lunch time on Tuesday.

INITIAL DIAL TO LEADS THAT BECOME CONTACTED



Rule 6: Direct Dial Numbers

This research was provided by our friend Steve Richards at Vorsight. Steve did a study on six reps and looked at why some reps were more successful than others. What the research found was that the most successful rep had an average of 33 meetings per month and 97.6% of his database had direct dial numbers.

REP	AVERAGE MEETINGS PER MONTH (LAST 3)	% DIRECT LINES ON CONTACT LIST
1	11	51%
2	13	45%
3	20	76%
4	22	74%
5	29	87%
6	33	97.6%

Source Vorsight



7 Rules To Contact Ratios: Reach Busy Executives

This means that the first time the rep called the lead, they made sure they got the best number to reach the decision maker at. The worst rep only had 11 meetings per month with 51% of the database being direct dial numbers.

Rule 7: Caller ID

If you get a call from a blocked number, how likely are you to answer that call? You probably won't answer because you think it's a sales guy.

If you get a call from a toll free number, you likely think it's a marketing guy.

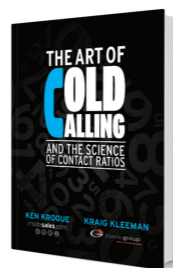
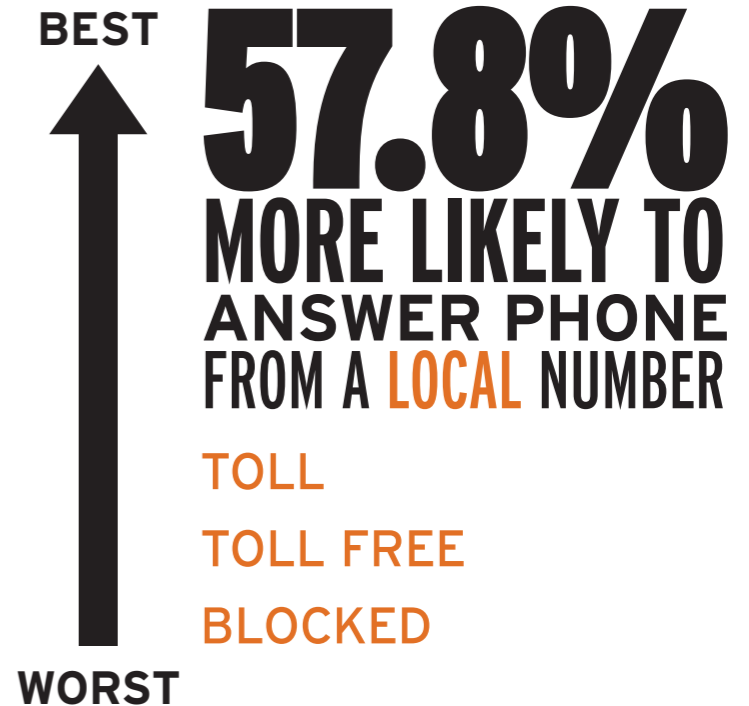
Likewise, if you get a call from a long distance number, you probably think it's someone you don't know.

But, if you get a call from a local number, research shows that you're 57.8% more likely to answer the call. Why? Because

you feel like you probably know who it is and you'll pick up. Caller ID is a really big deal for increasing contact ratios.

[LocalPresense](#), an InsideSales.com product, allows a sales rep to dial a lead and have a local number show up on the leads Caller ID. Why is this important? Our research has shown that the odds of contacting a lead increase drastically if they see a local number on their Caller ID.

Think about it.



Maximize Your Cold Calling Efforts

Boost Contact Rates and Learn Best Practices



Increased Sales Success: 3 Things to Remember

The Media vs The Message

From internal research at InsideSales.com, we've learned that it's not the message that is important, it's the media, or the medium you deliver it in. For example, you can take an email and cut and paste it into a LinkedIn message and the LinkedIn message will outperform the email with 7x the response. Even further, if you send the message by InMail, you'll get a 33x increase in response.

For more information on how to use LinkedIn effectively, check out these resources. Remember, the media used is just as important as the message you send.

Qualification Models

Everything you do needs to be based on priority, which is based on qualification. The age old qualification model for the sales industry was BANT and included

four qualification areas including: budget, authority, need, and timing. BANT went out of style about three years ago when a research study done by DemandGen found that only 20% of companies have an annual budget that they make purchase decisions from.

The new way to qualify is something we call ANUM: Authority, Need, Urgency, and Money. It's important that you start with authority then move to need. Through education and a needs analysis, you build the need like crazy. If you build the need, urgency and money tend to appear.

Sadly, the most common approach is what I call RANDUM: Rarely Any Need, Decision, or Money. For the best results, move away from the RANDUM approach and go to ANUM. ANUM can be used in both marketing and sales, but it's important that it's built into the process.



Motivate Your Reps

InsideSales.com PowerStandings

- Bring gamification to your team.
- Capture reps competitive energy
 - Real time performance ranking
 - Results oriented environment



Increased Sales Success: 3 Things to Remember

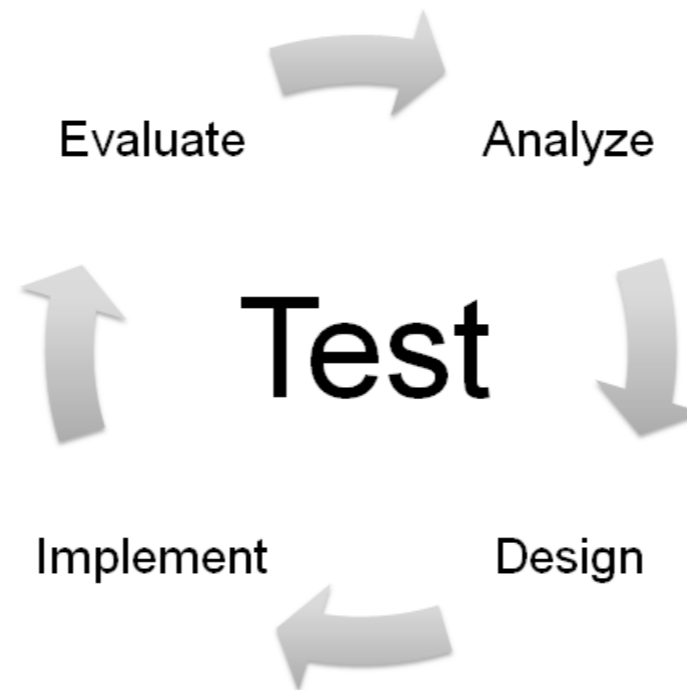
Systems Thinking

This is the key to success. With everything you do, it's important that you test your processes and strategies to make sure they are performing. This is the systems thinking model that I was originally taught by Dr. Chauncey Riddle and it changed my life.

Here's the process.

Begin by analyzing your problem, designing a solution, implementing a solution, and evaluating what you did. If it's off a little bit, analyze how it's off, design a solution, implement the solution, and evaluate how well it worked.

Systems thinking is a loop that keeps getting better and better. This is how sales and marketing really ought to be done - focusing on perfecting processes through testing.



Summary & Credits

Now that you know the inside scoop of how HubSpot and InsideSales.com drive results through inbound marketing and lead management, you can now implement these same strategies to increase the performance of your sales and marketing teams.

Inbound marketing is fast becoming the sole method to drive leads and improve SEO - both of which are vital to the success of your business. By hitting the wave now, you're setting yourself up for huge success in the long run.

For a more detailed, in-depth discussion on the tips shared in this eBook, watch the webinar featuring Ken Kroque and Mark Roberge available [here](#).

CONTENT

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