

# Smarter Selling with AI

New Data on How the Sales Process Is Changing



### AI is Giving Sales Reps More Time to Be Human

Are artificial intelligence (AI) tools at a point where they're changing the game for sales teams? A wave of AI apps came on the market in a flash in early 2023, with <a href="ChatGPT">ChatGPT</a> bringing in 100M monthly users just two months after launching. Now, sales teams have had the better part of a year to try out different AI-assisted outreach platforms, generative AI tools, and automated features within the sales tools they already use. What's the verdict so far? Without so much time spent on manual, administrative tasks, sales reps are dedicating more of their days to high-value, human-centric tasks like connecting with customers and closing deals.

Our latest survey found that AI and automation tools are already saving sales teams **over two hours a day** in meeting scheduling, note-taking, outreach creation and editing, and CRM data entry. They also provide <a href="https://huge.time.savings">huge.time.savings</a> in the areas of new rep onboarding and <a href="coaching">coaching</a>, and they help managers quickly identify areas for growth on their sales teams.

Today, only 37% of sales professionals' time is spend building connections with prospects, leads, and customers — because they have so many other manual, low-value tasks to take care of.

By automating the automatable, sales professionals can use their time to focus on the human side of sales.

HubSpot and G2 are excited to share new data and insights from 600+ sales pros across B2B and B2C teams, along with 175+ sales leaders on how they're using AI tools and the results they've seen. We hope this report helps guide your strategy and leads your team to sales success.



**KELLY BROOKS**Chief of Staff, Global Sales, HubSpot



#### **INTRODUCTION**

### Keeping Up with **Buyer Expectations**



In 2023, the top sales challenges are closing deals, connecting with prospects, and deepening customer relationships. None of these tasks are simple, but chipping away at them is all part of a day's work for a great sales rep.

But there's an additional level of economic difficulty layered on top of typical sales challenges this year: Consumers and businesses alike have become more cautious with their finances, so savvy reps have had to focus on the long game (building relationships that can bring in more revenue later) as opposed to bringing in quick wins. Plus, 74% of sales teams have to do more with less because of today's economic conditions.



83%

of sales leaders say that productivity is a top concern on their sales team.



87%

of sales reps' time is currently spent connecting with prospects and customers.



89%

of sales leaders agree that building and maintaining personal, human relationships is the most important part of selling.

This disconnect has led many sales teams to turn to new AI-based tools that optimize the sales process, automate manual tasks, and help sales professionals actually spend their time connecting with prospects, getting more leads, and closing more deals.

To learn more about how sales teams are addressing these challenges and the value of AI tools in sales, we surveyed 648 sales professionals and 300 business leaders in March 2023 on how they're using AI and automation tools.

### How Sales Teams + Leaders Feel About AI

Sales leaders say the top ways they can help their teams be more successful are investing in relationship building, improving customer insights, and helping reps spend more time selling — and AI tools can help in all of these areas.



80%

of sales pros say that AI and automation tools can help them **spend less time on manual tasks like data entry and scheduling meetings**.



**60%** 

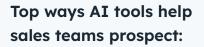
of sales pros already find that AI tools are important to their overall sales strategy.

The impact of AI and automation goes way beyond just saving time on transcribing sales calls - 71% of sales teams also already find that AI and automation tools are helpful for prospecting.



AI/automation tools can make my prospecting efforts more effective





- 1. Personalizing outreach
- 2. Building rapport
- 3. Spending more time selling



The #1 reason sales/marketing professionals don't yet use AI/automation is because they don't want to become overly reliant on them. However, with proper guardrails and processes in place, these tools can be a gamechanger.

Ultimately, human connection is key to selling, and AI tools allow sales pros to spend more time building meaningful connections with prospects and customers.

We'll get into the data and insights highlighting how sales teams are using AI tools today, what platforms they're trying, the risks and best practices around AI tools for sales, and what the future of sales looks like.

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### Supercharge Sales Team Efficiency

Harness the power of AI with our new <u>Content Assistant</u> and <u>ChatSpot tools</u>, designed to streamline your day-to-day tasks and help you hit your goals.

Try ChatSpot for free

Here are a few ways sales pros can use ChatSpot to reduce time spent on manual tasks and focus on connection:

#### Follow-up

"Draft a follow-up thankyou email for Mary Doe."

#### follow-up thank- "Find Saas

"Find SaaS companies in California with more than 1,000 employees."

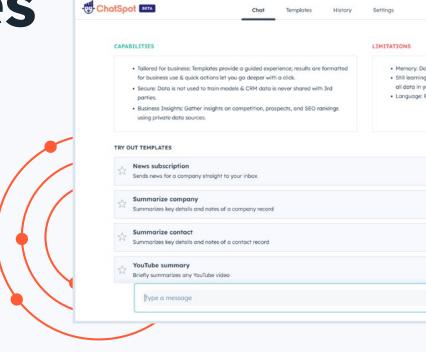
#### **Quick status updates**

"How many contacts do I have assigned to me?"

#### Reporting

**Prospecting** 

"Show me a monthly summary of web visits for last year."



#### **Lead management**

"Add contact mdoe@example.com with note, 'will be in Boston next week.""

#### **Forecasting**

"List the deals closing this month with stage and forecasted revenue."

## How Sales Teams are Using AI Tools



### Are Sales Professionals Using AI Tools?

In short, yes! Nearly three-quarters (74%) of sales pros are currently using some form of AI and automation, and 31% are using generative AI tools for writing sales outreach messages or creating sales content.

### 71%

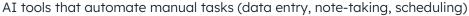
of sales pros say that AI and automation tools have somewhat, significantly, or moderately **impacted how they plan to sell this year**.



### What Types of AI Tools and Chatbots Are Sales Professionals Using?

From drafting prospect outreach emails to analyzing sales training calls to making quick work of sales forecasting, there's virtually no limit to what AI tools can do for sales teams. Here are some of the most popular types of AI tools being used by sales professionals today.

#### What types of AI/automation tools do you use in your sales role?



35%

AI tools that offer data-driven insights (sales forecasting, lead scoring, pipeline analysis)

34%

Gen. AI tools that help write sales content or outreach messages (ChatGPT, Jasper, DALL-E)

31%

AI tools that analyze or simulate sales calls for coaching purposes

28%

AI tools/chatbots that assist with prospect outreach/lead gen

26%

AI tools/chatbots that assist with qualifying leads

25%

### Top Three Sales Use Cases for AI Tools + Chatbots

- 1 Automating manual tasks
- 2 Gaining data-driven insights
- Writing prospect outreach messages and sales content

These use cases are also the most impactful against sales goals, so they're a great place to begin for teams looking to experiment with AI.

#### **PRODUCTIVITY TIP**

Use AI-based tools to take notes on sales calls or to summarize key takeaways! Only 38% of sales teams report using AI tools this way today, but offloading note-taking can be a huge time saver for busy reps.

### **Generative AI in Sales**

The buzziest type of AI tool this year is generative AI platforms like <u>ChatGPT</u> and <u>Jasper.ai</u>— and they have extensive sales applications, especially when it comes to the content creation and outreach involved in prospecting.

Generative AI is most useful for sales teams re-purposing messages to prospects by adapting them to a different audience (32%), writing messages to prospects (21%), and getting ideas and inspiration for prospect outreach messages (20%).

And 86% of sales pros using generative AI to write messages to prospects say it's an effective tool. It makes sense — especially when it comes to repurposing and tailoring outreach content for various types of prospects, there's never been a faster way.

But AI isn't replacing salespeople - it's just taking care of the most repetitive aspects of their work. Nine in ten sales pros make some edits to the text created by generative AI, so the AI tools are just providing a starting point that's further down the line than a blank screen and a blinking cursor.



### How are Sales Professionals Using Generative AI Tools?

- 1 Content creation, including writing copy, creating images, or getting ideas for sales enablement content
- Prospect outreach, like using generative AI to write emails, social media messages, and call scripts
- Research, including market research, finding datasets, and summarizing articles
- Data analysis and reporting
- To learn new skills like sales forecasting or a new excel function

### Let's Get Even More Specific: How Does Generative AI Help with Prospect Outreach?

- Writing messages to prospects, like emails, social media messages, and call scripts
- 2 Repurposing messages to prospects by adapting them to a different audience, like asking AI to turn a message to a small business owner into a message for a decision-maker at a big corporation
- Translating messages for prospect outreach into other languages
- Getting ideas and inspiration for prospect outreach message topics
- Changing the tone of messages to prospects, like asking AI to make a message more formal or more casual depending on the recipient.

With <u>HubSpot's AI email writer</u>, you can generate hundreds of sales email drafts in minutes. Easily customize emails using slash and highlight commands to edit length, spelling, and tone.



### **HubSpot Users are Early Adopters of AI Tools**

We already knew our users were hard-working and inspiring — but we've also learned they're agile, open-minded, and ready to innovate. In fact, sales reps that use HubSpot are 91% more likely to use generative AI tools for sales.

And compared to 72% of all sales reps we surveyed, 83% of reps that use HubSpot said AI and automation tools are already important to their sales strategy.

Sales reps that use HubSpot are 44% more likely to use AI tools/chatbots that assist with prospect outreach and lead generation. They're also more than twice as likely to use generative AI for sales content creation, like writing sales copy or getting ideas for sales enablement content.

HubSpot users are twice as likely to feel that AI tools have significantly impacted the way they plan to sell in 2023 - 29% of HubSpot-using reps vs 14% of general sales reps say so.

### **Automate Administrative Sales Tasks with ChatSpot**

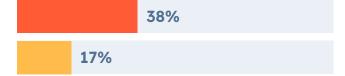
**ChatSpot** is a conversational CRM bot that sales professionals can connect to HubSpot to maximize their productivity. Ask ChatSpot to send follow-up emails, pull reports, add new contacts, and much more.

Start chatting for free

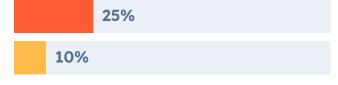
### How do HubSpot users vs. general sales teams use AI tools in the sales process?







#### Repurposing messages to prospects



#### Changing the tone of messages to prospects

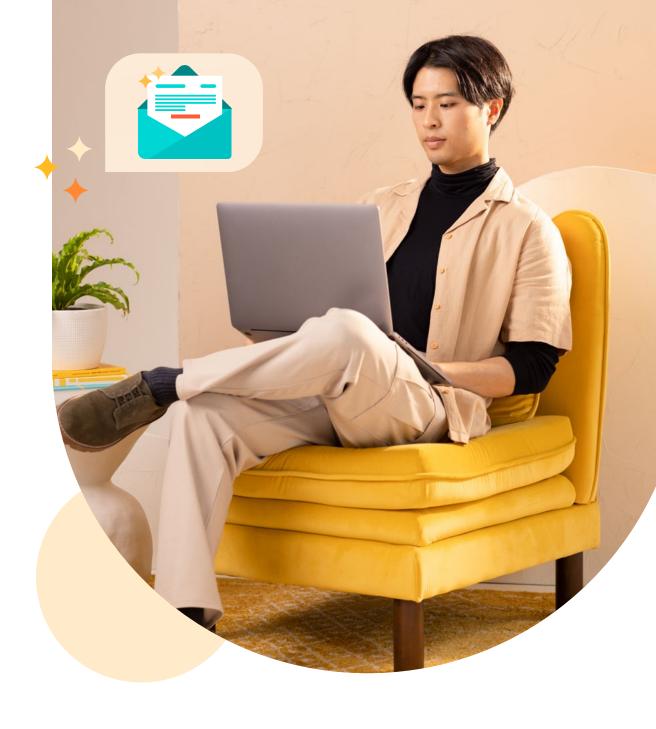


### How are B2B and B2C Sales Teams Using AI Differently?

Overall, B2B sales teams seem to be a little bit quicker to adopt new tools — 66% of B2B teams have already invested in AI or automation tools for sales use, compared to 62% of B2C teams.

And significantly more B2B sales teams find AI tools useful for qualifying leads — 92% of them say it's helpful, compared to only 84% of B2C sales pros.

The #1 use case for both B2B & B2C sales pros is repurposing messages to prospects by adapting them to different formats, like asking AI to turn an email into a LinkedIn message.



### How Al Adoption **Benefits Sales Teams**



AI and automation enable salespeople to spend more time selling, and help them create outreach that's more effective.



**85%** 

of salespeople using AI say it makes their prospecting efforts more effective.

It's amazing how a few minutes here and there can add up: the average sales professional saves over two hours a day when they've implemented AI tools.



**79%** 

of sales pros using AI say it allows them to spend more time selling.



of sales reps using AI say it helps them build rapport faster.

2h 15m

The amount of time **each day** that sales professionals save by using AI tools to automate manual tasks.

### 2h 7m

They also save 2+ hours a day using AI to assist with prospect outreach.

Plus, consider how much of each sales

rep's time on calls is spent multitasking. By implementing AI sales tools, they can focus clearly on their conversations

and create deeper connections instead of typing while talking.

### What Kinds of Manual Tasks can AI Tools Help Automate?

- Data entry
- Scheduling and moving upcoming meetings
- Note-taking
- Call transcription + summarizing

### How AI-based Time Savings Impact a Top Account Executive

Byron Sierra-Matos is one of <u>Apollo.io</u>'s top account executives. While leading up to 14 demos a day, Sierra-Matos didn't always have time to do the important work of inputting notes to the CRM.

That's why he brought on AI-powered <u>Dooly</u>, which collects contract details, account notes, and CRM preferences and adds them to the CRM automatically — no more time spent multitasking on a call, listening and talking while entering data.

Just this one new automated workflow has saved him about one hour every day.

Sales leaders have already seen major improvements since investing in AI and automation tools — here's where they've reported the greatest impacts, including increasing employee effectiveness and productivity, cutting costs, and improving the customer experience.

#### Top Benefits from Leveraging AI + Automation Tools

Improve the overall experience customers have with my company



Make employees more effective at their job

34%

Help my company cut costs/saves my company money

31%

Help employees understand our customers better

30%

Make employees more productive

29%

Help employees collaborate with each other more effectively

27%

Make the experience customers have with my company more personalized

26%

Help employees make data-driven decisions

25%

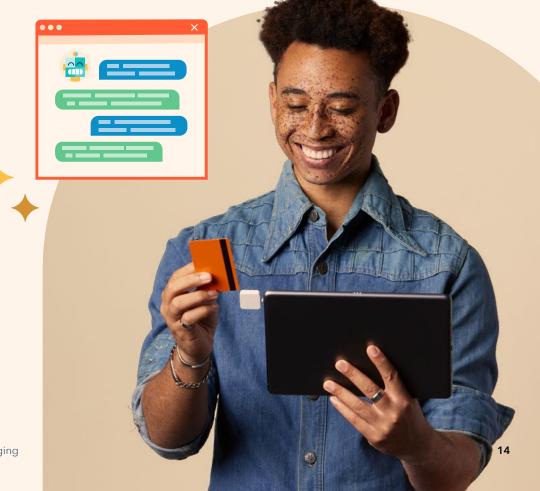
Help employees share data with each other more effectively

24%



# Implementing AI in the Sales Process — Types of Tools + When to Use Them

The buzz around AI technologies has been increasing, and further heightened by ChatGPT's emergence, but AI is more than just a hype-cycle. Earlier this year, G2 surveyed 1,700 global B2B software decision makers. According to the results revealed in G2's 2023 Software Buyer Behavior Report 81% of respondents said it is important or very important that the software they purchase in the future has AI functionality — suggesting AI solutions are not a fad but perhaps a future requirement when evaluating new products.





There's also been consistent growth in traffic to the AI Sales Assistant Software category on G2 in the past 12 months, reinforcing the popularity of AI-infused solutions for sales. Given this popularity and the breadth of solutions available, let's break down some of the ways AI can be leveraged throughout the sales process.

**Sales Engagement** 

The first application of AI in sales to note relates to engagement. Generative AI capabilities can automate the creation of sales messages and customize the message to better resonate and save sales reps' time. These solutions can automatically run sequences and incorporate personalized responses based on each prospects' needs and replies; a few examples include Apollo.io, Salesloft, and Outreach.

**Prospect Insights** 

With the increased reliance on AI to drive conversations, it's important to understand the prospect in terms of business needs, but also personality and behavioral preferences. Solutions like Crystal and Humantic AI provide reps with insights on a prospect's preferences to better tailor sales messaging and conversations and lead to more fruitful conversations. As AI-powered messaging increases, it will be imperative to resonate with prospects to reduce friction and break through the crowded noise.

**Conversational Intelligence and Sales Coaching** 

**Conversation Intelligence** solutions have been increasing in popularity in recent years as they leverage AI and machine learning technologies to capture and analyze sales conversations, share best practices, better coach reps, and ensure next steps and action items are fulfilled. Solution providers featuring this capability have expanded recently, but a few market leaders are **Gong** and **Chorus**. In addition to capturing sales calls, solutions are expanding their features to include live AI sales coaching to assist reps in overcoming objections in real-time to maximize time with prospects.







HubSpot Sales Hub





Drift

4.4 out of 5





Crystal







### **Revenue Operations and Intelligence**

Through leveraging conversation intelligence and other sources, a key use for AI in sales is Revenue Operations & Intelligence (RO&I). These solutions assist businesses in driving a predictable revenue engine, through analyzing deals to better forecast revenue and drive consistent sales. Solutions like Clari, BoostUp.ai, and Aviso leverage predictive AI to better guide sales teams on next best actions. RO&I solutions provide insights into deal viability and risk of churn, ensuring reps are maximizing their time on critical accounts that lead to revenue.



### **Quote and Contract Management**

AI is also being infused in **quoting** and **contracting** processes. Generative AI can generate proposals, RFP responses, and contract creation. Solutions like Responsive (formerly RFPIO) and Uman.ai craft proposals that include AI-recommended content and external data to better personalize the proposals and responses. Other solutions, such as LinkSquares, use AI to both streamline the contract review process and contract analysis.

These solutions expedite legal processes by allowing AI to first review the contract to ensure adherence. This saves legal teams time on tight deadlines to ensure the sales process isn't hindered. They also leverage AI to extract key data and contract clauses to guarantee language and terms are consistent across contracts and create a searchable repository. As sales teams are often found waiting on contract reviews to advance the deal, these solutions expedite that process and allow sales teams to focus on selling.

















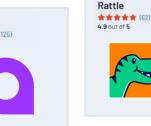




Scratchpad











### A Future with AI

AI will not go away; solutions will continue to emerge across all aspects of the sales cycle to assist teams in focusing on high-value tasks. While we've already discussed a variety of ways AI can be leveraged by sales teams, it's important to note these are just a few of its applications, and more will continue to surface and be enhanced.

While generative AI is fairly new, compared to predictive AI and other forms, it's gaining momentum quickly and likely will not plateau. According to <u>G2's 2023 Software Buyer Behavior Report</u>, 78% of respondents trust or trust strongly the accuracy and reliability of AI-powered solutions – which will likely increase as language learning models and AI solutions continue to learn and enhance their knowledge and accuracy.

It's important to recognize that while these solutions are continuing to emerge, they will not replace the importance of salespeople and the relationship building that's inherent to B2B sales. Companies should seek to leverage the advanced automation and efficiency provided by AI solutions to empower their sales teams, not replace them.



BLUE BOWEN
Research Principal, Sales, <u>G2</u>



### Leadership Perspectives on AI in Sales + a Framework for Choosing AI Tools



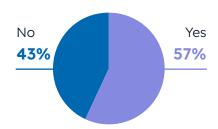
Company leaders across teams, including sales leaders, have shared their takes on AI tools and their potential applications — and the majority are very excited about the impact these tools can have on their teams and on the health of the business's finances.



**68%** 

of business leaders say AI/automation tools are already important to their overall business strategy.

Has your company invested in AI/automation tools for employees to leverage in their roles?

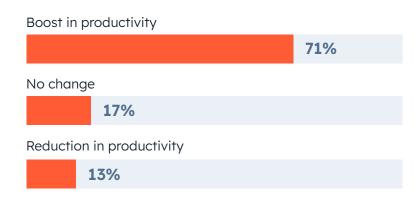


And well over half of business leaders say their companies have **already invested** in AI and automation for their employees to use.

How do AI/automation tools impact the productivity of your employees?

Among those who have brought on these tools, 71% report a boost in employee productivity

— which is particularly important, as many companies around the world have had to do more with less in these economically challenging times.



Even the early ROI of AI-powered tools is showing strong promise:

**72%** 

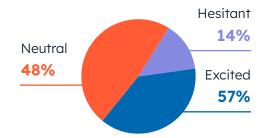
of business leaders say their company's investment in AI and automation tools have returned a **very positive or somewhat positive ROI**.



### Are Employees Ready to Dive into AI?

Business leaders also shared their perception of their employees' excitement or hesitation around AI tools: 38% said their employees are eager to use AI and automation tools in their roles. Nearly half (48%) said they're neither eager nor hesitant to use them, and another 14% are hesitant.

How would you describe your employees' willingness to leverage AI/automation tools in their roles?



### The Importance of AI Implementation Plans

A strong implementation plan is crucial before bringing on a new tool — especially one based in AI. Showing employees that the company's IT, security, business systems, and legal teams are ready to lead this new business effort can help assuage any hesitation.

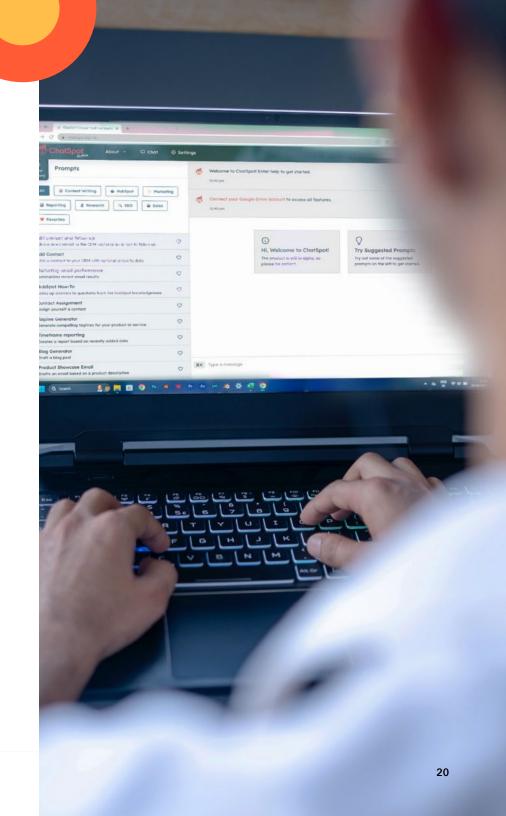
Almost half (46%) of business leaders already using AI tools say implementing and integrating them with their company's data and systems has been easy, but 11% say it was difficult, and many are early in their AI adoption journeys. Once multiple tools come into play, or sales reps begin experimenting with more directly customer-facing AI apps, integrating systems and ensuring compliance can become more complex.

Get ahead of challenges by creating workplace policies and plans for <u>artificial</u> <u>intelligence tools</u> with a wide range of stakeholders.

### How to Choose the Right AI tools for Sales

Before bringing on a new AI tool, it's important to conduct extensive research and bring in experts from around your organization to consult.

- Deeply research available options. Not all AI tools are created equally, and as the technology has exploded, it's even more important to vet any new tools that will integrate with sensitive company and customer data.
- Review product case studies and speak to peers who have used the top contenders.
  - Attend many different demos, coming prepared with test scenarios that use actual company data to see each tool in action.
- Loop in legal and your IT security teams to get their takes on the top tools and their potential risks.
- Compare pricing models and plot them against the company's allotted budget for AI systems. Map out the financial impact of the time-savings brought on by the tools in consideration.
- Build a plan for implementation with IT, security, and business systems teams.



## Tips and Best Practices for Using AI in Sales

Any AI system carries risk. Though some of the most commonly discussed AI risks come up when using AI for HR purposes — for example, how AI can perpetuate bias instead of fighting against it — there are business risks that come from using AI for sales, too. Here are the top three risks for AI in sales:



### Privacy risks.

Both <u>data tampering and data exfiltration</u> are risks that come with using new AI tools. Sales teams have access to piles of sensitive information about contacts and their businesses, so it's important to ensure AI systems have iron-clad security features that your internal security team approves of.

- Data preference compliance risks.

  Forrester recently released a report on the security risks of generative
  - AI, and one of the primary issues they raised for sales is that teams could accidentally violate contact preferences related to generating and distributing content.
- AI used without human intervention can lead to the sales process getting too automated.

A poorly implemented AI or automation tool can easily fail, leading to annoyed contacts — and worse, missed revenue. For example, an AI system that runs without human intervention might not catch that it needs to pause automated emails for a hot lead that just went out on vacation, leading them to receive an off-putting pile of sales emails all at once when they get back — and threatening the deal.

Ultimately, the most important piece of advice around AI for sales is to bring on AI to help sales pros — not replace them. Use AI tools to automate administrative tasks that sales reps typically spend hours on. This gives your sales reps more time to connect with prospects and customers, closing deals effectively and building lasting business relationships.

Here are four important best practices to keep in mind when using AI for sales.



Hire dedicated employees to support AI software.

More than half (64%) of companies that have invested in AI tools have brought on team members to help with their implementation and use. And among companies that haven't hired new employees to implement AI/automation tools, 44% plan to do so going forward.

- Conduct AI tool training sessions.

  Provide ample support documentation and office hours to ensure reps are using AI tools in the most effective and customer-centric ways.
- Create policies around the use of unvetted AI systems.

  Many major companies have banned teams from using AI tools they
  find online. Consider enabling employees to use AI tools that have been
  vetted by the company's security team.
- When investing in new tools, ensure that they have AI functionality.

According to <u>G2's 2023 Software Buyer Behavior Report</u>, there will be an increasing prominence of AI-powered solutions and importance for AI-functionality in products.

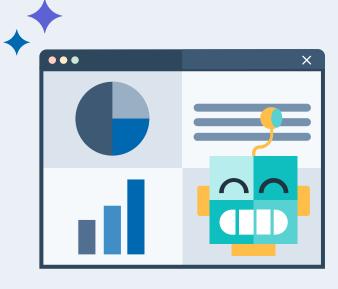
# Future Outlook and Predictions for AI-Assisted Selling

AI-powered solutions will continue to emerge, across all stages of the sales cycle, and enhance in accuracy and reliability. Organizations will need to understand risks associated with the outputs of these AI solutions and implement processes to safeguard against the risks.

AI will not replace salespeople, but rather be their counterpart in helping them to focus on high-value activities and enhance their capability to sell effectively. More than half (57%) of sales pros believe that by 2024, most sales professionals will use AI and automation tools in their roles.

Companies that have yet to take the plunge and invest in AI are largely mixed on whether or not they'll do so this year: 23% said they're ready to go for it and will be implementing AI tools in 2023. About half (49%) aren't sure, and 23% say they won't.

But among those who have already gotten a start with AI or automation tools, there's continued enthusiasm around the power of these tools — 42% plan to increase their investment in this area over the course of the year. Another 48% plan to maintain how much they've invested, and only 11% plan to cut back.





### **G2 Team Predictions**

What does the future look like with AI? AI is here to stay; solutions will continue to emerge to optimize processes across all stages of the sales cycle, helping teams focus on high-value tasks. The examples above are just a few of its applications, and more will continue to surface and grow.

While generative AI is fairly new compared to predictive AI and other forms, it's gaining momentum quickly and likely will not plateau. According to <u>G2's 2023 Software Buyer Behavior Report</u>, 78% of respondents trust or strongly trust the accuracy and reliability of AI-powered solutions — which will likely increase as language learning models and AI solutions continue to learn and enhance their knowledge and accuracy.



**78%** 

of respondents trust the accuracy and reliability of AI-powered solutions.

### Is AI Coming for Sales Jobs?

Half of sales professionals believe that by 2024, AI and automation tools will be advanced enough to reach out to prospects completely independently — 21% disagree, and 29% neither agree nor disagree. But as mentioned above, human connection is a critical aspect of closing deals, and AI tools are most likely going to become a critical aspect of sales work, automating the menial tasks that take reps away from facetime with their prospects — not replacing them completely.

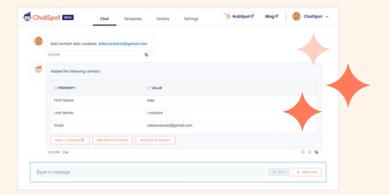
### AI for Sales Prospecting in Action

This year, HubSpot customer Revnew, Inc. brought on ChatSpot to optimize their sales team's prospecting workflow. As a result, the team generated 40% more qualified leads and 25% more appointments.

"ChatSpot helps our SDRs and research team find and connect with our ideal prospects. It can search and filter leads based on our criteria. It also helps us craft personalized messages and automate our outreach. It has increased our response rate, built rapport, and grown our pipeline."



**JYOTI SAHOO**Marketing Manager, RevNew Inc.



### Don't Let FOMO Stop You from Trying Al

Danielle Benecke, the global head of the machine learning practice at the Baker McKenzie law firm, <u>said companies today are faced with</u> "a fear of missing out and a fear of messing up" when it comes to implementing AI at work.

That's why it's so important for companies to proactively seek out vetted AI tools from companies they trust and <u>create policies around AI tools</u> that employees come across online.

That way, companies and employees can benefit from the massive time savings provided by today's best AI tools — without signing up for undue risk.

Thinking about starting to implement AI into your sales process? Don't try to boil the ocean and optimize every single aspect of your sales team's process.

Instead, focus on implementing tools that help sales teams reach their goals by <u>automating manual tasks</u>, <u>offering data-driven insights</u>, and helping to <u>write sales content or prospect outreach messages</u>.

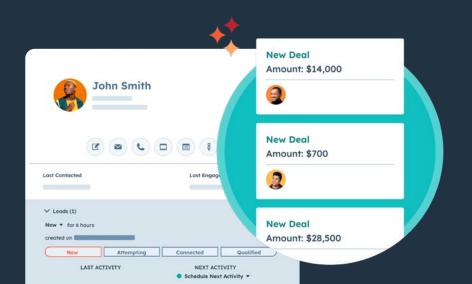


### HubSpot

### Prospect Smarter and Generate Pipeline with New Sales Hub Features

Accelerate revenue growth with new intelligent deal management tools like deal inspection and AI forecasting. Improve pipeline management with new deal journey analytics, lead funnel reports, a centralized prospecting workspace, and more.

**Explore sales tools** 

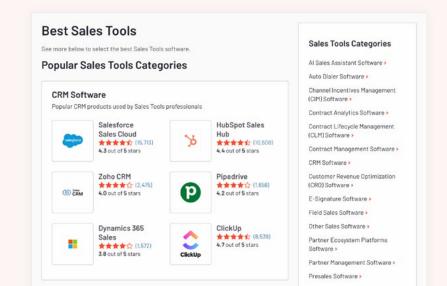




### Discover Sales Tools Used by the Highest-Performing Reps

Tens of thousands of sales reps at leading brands have shared their in-depth opinions on sales software. Search for key features, integrations, and use cases to find your perfect solution.

**Explore sales tools** 





### Methodology

The data in this report is from our survey of 648 sales professionals and 303 business leaders (Director-level+) in the US, in March 2023 on AI/automation.