

HubSpot × Sales Innovator

Point of View · Discussion document · 11 October 2026 · For the Managing Director, HubSpot ANZ, with the JAPAC sales leadership

Objective: equip every JAPAC seller and partner to lead renewal, multi-hub and upmarket conversations with a researched, outcome-led point of view, lifting net revenue retention without adding headcount.

Illustrative, unsolicited, built from public sources only. HubSpot reports in US dollars; the seller's illustrative baseline is in Australian dollars.

Growth Brief

THE CLAIM · CHALLENGER STATEMENT

HubSpot's next JAPAC growth point is the renewal already in the diary: two NRR points, about US\$6.6m a year, lost when renewals open without a researched point of view.

Net revenue retention is 102%, down from 103%, with the full-year view cut to flat (CFO, Q2 2026 call); deals over US\$120,000 grew 38% year on year (Q2 call); JAPAC has about 28,000 customers (HubSpot release, Oct 2025).

How you win it: this is how you win these opportunities: give every JAPAC seller and partner a point of view per account from Sales Innovator Intelligence, teach them to present it as a case a CFO can sign through the Storytelling Masterclass, and measure where it sticks with the Value Selling Maturity Assessment.

What it is worth

US\$330m JAPAC ARR: about 28,000 customers × US\$11,800 global ASRPC, if JAPAC matches the global average	102% 104% Net revenue retention today and with the initiatives: the one to two points management expected in May (Q1 call)
US\$3.3m One point of NRR a year on US\$330m of JAPAC ARR	US\$6.6m Two points a year, the uplift used in the arithmetic

Illustration on HubSpot's own published figures, not a forecast. The seller's baseline (70 sellers, 32 opportunities each, A\$42,000 average deal, 42% win rate) is hypothetical, for illustration, prices one point of win rate at about A\$924,000 a year, and is not added to these tiles.

Where HubSpot's revenue can grow: the proposed initiatives' business case

The finding	Growth opportunity for HubSpot	Sales Innovator capability	Metric it moves	Expected additional revenue (illustrative)
Price judged without an outcome; "downgrade pressure" at renewal (Bug List rows 1–2, 6; CFO, Q2 call)	Scaling existing accounts: renewals that hold or expand instead of downgrading	Sales Innovator Intelligence builds a researched point of view per renewing account	JAPAC NRR, 102% to 103%	US\$3.3m a year: one point on US\$330m
Committees cannot see the next hub's return (Bug List row 5; Q2 call)	Competitiveness: multi-hub and upmarket cases that reach board approval	Storytelling Masterclass turns the case into a story tailored to the client	JAPAC NRR, 103% to 104%; multi-hub pipeline	US\$3.3m a year: second point on US\$330m
Partners source and co-sell the largest deals (CEO, Q1–Q2 calls)	New revenue line: partner-sourced upmarket deals opened with the same case	Partners resell Intelligence, Accelerate and the Quotient into their accounts	Partner-sourced JAPAC pipeline in US\$	[to confirm]: partner share of JAPAC deals × average deal × win-rate uplift; upside on top of the headline
April retraining "reduced sales capacity" (CFO, Q2 call)	Cost: capacity recovered on fixed headcount	Value Selling Maturity Assessment targets coaching to the measured gap	Qualified opportunities per seller; preparation hours (leading indicator)	[to confirm]: capacity lost in Q2 × ARR per selling hour; upside on top of the headline
Rows 1 and 2 sum to the fourth tile; rows 3 and 4 are upside on top of the headline and are not added.				US\$6.6m a year

Next step

A half-day discovery workshop in Sydney with the Managing Director, ANZ, the JAPAC sales leadership, two renewal sellers and two partner managers, mapping the Moments that Matter across ten live JAPAC renewals, each with a Sales Innovator Intelligence point of view, judged by the team on whether the case holds on its own accounts.

When: before the 2027 plan is locked; HubSpot's year ends 31 December and the first 2027 renewals are being scheduled now.

Then: Phase 2 pilots one ANZ renewal cohort, measured on renewal win rate and multi-hub pipeline; Phase 3 extends to all JAPAC sellers and co-selling partners, measured on net revenue retention, where each point is about US\$3.3m a year.

Before the meeting, confirm

- JAPAC ARR.** Whether JAPAC's average subscription revenue per customer matches the global US\$11,800.
Why: it sets the US\$330m base and therefore every tile.
- Downgrade share at renewal.** What proportion of JAPAC renewals have downgraded since April's credits move, and by how much. **Why:** it decides whether the first point is defence or expansion, and how fast it can be won.
- Partner share of JAPAC deals.** What proportion of deals over US\$120,000 are partner-sourced or co-sold. **Why:** it sizes row 3 and decides whether partners join the pilot or the rollout.

Market Context

Five facts that shape the claim, each with why it matters.

- **Growth is intact and shifting to the base.** Q2 2026 revenue was US\$911.7m, up 20% reported and 17% in constant currency; full-year guidance is US\$3.69–3.70bn (Q2 2026 release, 5 Aug 2026). Why it matters: more of 2027's growth must come from the 306,446 customers already paying.
- **Retention has been cut to flat.** Net revenue retention was 102% in Q2, down from 103% in Q1, with the full-year view cut to flat under "downgrade pressure" at renewal (CFO, Q2 2026 call, 5 Aug 2026); in May, management expected one to two points of expansion (Q1 2026 call, 7 May 2026). Why it matters: the distance between May and August is the prize this document prices.
- **Inbound has stopped carrying growth.** Q2 net additions were 7,000 against 9,000–10,000 guided, with 5,000–6,000 a quarter now assumed (Q2 call); HubSpot's marketing leaders wrote that the blog lost 5 million visits in 30 days as AI search grew (Fortune, 22 Sep 2026). Why it matters: the next point of growth is won by a seller, not a search result.
- **The buy motion changed in April.** Agents moved to credits and outcome-based pricing and the whole sales organisation was retrained, which "reduced sales capacity" (CFO, Q2 call); sellers now "lead with outcomes" in "a different buy motion" (CEO, Q2 call), and on 30 Sep 2026 HubSpot declared "The Outcomes Era is Here" (hubspot.com). Why it matters: the direction is set; whether every seller can state the outcome for each account is not.
- **Upmarket is growing on a fixed headcount.** Deals over US\$120,000 ARR grew 38% year on year, with larger buying committees and some deals needing CEO and board approval (Q2 call); non-GAAP operating margin of 20.3% reflects "a disciplined approach to head count spend" (CFO, Q2 call), and press reported a 7% staff cut on 9 Oct 2026 (Yahoo Finance; not yet confirmed by a filing). Why it matters: capability must grow per seller, not by adding sellers.

HubSpot is one listed company; no professional-standards rule limits what it sells, though GDPR, the EU AI Act and its own data processing agreement govern how AI features are deployed (HubSpot legal pages, Oct 2026).

The promise: "the agentic customer platform for scaling businesses" (Q2 2026 release). The Walk tests whether a customer at renewal feels scaled.

SWOT, first draft, for validation with HubSpot

STRENGTHS

- 306,446 customers, up 14% year on year (Q2 release).
- Gartner Magic Quadrant Leader, sixth year (hubspot.com, 24 Sep 2026).

WEAKNESSES

- Retention 102% and falling, downgrade pressure (CFO, Q2 call).
- Sales capacity reduced by April retraining (CFO, Q2 call).

OPPORTUNITIES

- Deals over US\$120,000 up 38% year on year (Q2 call).
- Partners source and co-sell the largest deals (CEO, Q1–Q2 calls).

THREATS

- AI search cut blog traffic by 5m visits (Fortune, Sep 2026).
- EU AI Act and GDPR duties on AI features (HubSpot, 2026).

What it reveals: HubSpot believes it creates value by scaling a business on one platform; that belief is tested at renewal, where the customer decides whether the platform scaled them.

1. Serendipity Walk

Your business as your customers experience it: where the promise is kept, where it slips, and what bugs them.

HubSpot's customers are businesses (HubSpot customer-reviews page, Oct 2026). This Walk follows a mid-market revenue leader approaching renewal.

a. Is the promise kept?

For the broad base, yes: Capterra rates HubSpot CRM 4.5/5 on about 4,491 reviews (Oct 2026) and Gartner Peer Insights shows 44% five-star for Marketing Hub (Sep 2026). It slips at the point of paying. Trustpilot's summary of 170 reviews (Oct 2026; consumer-only evidence, so not a business-customer finding on its own) says most reviewers were dissatisfied, citing price, subscription terms and support. **Likely cause:** the price is judged against the invoice because nobody has put the outcome in the customer's own numbers. **Cost:** "downgrade pressure" at renewal (CFO, Q2 call); the JAPAC share of downgrades is [to confirm], and a discovery question asks for it.

Moments that Matter:

- **The renewal notice under credits:** the first time a customer meets outcome-based pricing is as a price change, so emotion runs on cost, not value.
- **The next hub:** a committee that now needs the CEO or board (Q2 call) asks for evidence nobody in the room has prepared.
- **The critical issue:** when an operational workflow breaks, the speed of a human answer decides whether the renewal is a conversation or a complaint.

b. The gap: a renewing customer cannot see, in their own figures, what the platform returned and where their growth is.

HubSpot sells Ongoing Technical Consulting and an AI Data Agent that answers from the customer's own data (hubspot.com, Oct 2026); the research found no one in the account preparing a researched growth case for the renewal conversation itself. The core offering is a commodity CRM that serves every business; the gap is specific to each account. Enabler 1 fills it.

c. What irritates them

The Customer Bug List — first draft

#	What bugs them, in their words	Where	Source and date	To test on the Walk
1	Pricing is "extremely expensive"	Buying journey	Trustpilot review summary, Oct 2026 (consumer-only evidence)	Ask a renewing customer what the platform returned last year, in their numbers.
2	"Restrictive subscription terms" that commit them to higher costs	Buying journey	Trustpilot review summary, Oct 2026 (consumer-only evidence)	Read a renewal notice as the customer: can they see what the credits buy?
3	"Overly complicated, clunky, and frustrating to navigate for basic tasks"	Product	Trustpilot review summary, Oct 2026 (consumer-only evidence)	Complete one basic task in a trial portal; count the clicks.
4	Support "unresponsive and unhelpful" when critical operational issues arose	Service	Trustpilot review summary, Oct 2026 (consumer-only evidence)	Raise an operational question through the published channel; time to a human.
5	Hypothesis: a buying committee cannot see what the next hub returns before it signs	Buying journey	Q2 2026 call: larger committees, CEO and board approval	Ask a multi-hub prospect what evidence the board requested.
6	Hypothesis: the renewal arrives as a price change, never as a growth conversation	Buying journey	Q2 2026 call: "downgrade pressure" after April's credits move	Ask three renewing customers who opened the growth

#	What bugs them, in their words	Where	Source and date	To test on the Walk
				conversation, if anyone.

Four rows are observed, from one consumer-only platform, and two are hypotheses; G2 (about 38,000 reviews) and Capterra returned volume but no themes, so the list is short rather than inferred. Public reviews over-represent the furious and the delighted; the ordinary friction that costs the most money is described by neither, and the seller's own Walk is where it is found.

2. Challenger Statement

One researched, quantified claim about your business that reframes where the growth is.

HubSpot's next point of JAPAC growth is the renewal already in the diary, not a new customer. Two points of net revenue retention on about US\$330m of JAPAC ARR is about US\$6.6m a year, won when every seller and partner opens that renewal with a researched, quantified point of view on the customer's growth, built by Sales Innovator Intelligence.

HubSpot's own site and reports say outcomes are the direction; neither says that the first renewals under the credits model are being held by sellers whose capacity, by the CFO's account, fell in the quarter the retention view was cut.

Cost: each quarter at 102% against May's one-to-two-point expectation leaves about US\$3.3m–6.6m a year of JAPAC ARR unexpanded, and a renewal that passes through the credits model as a price change is harder to reopen as a growth conversation.

JAPAC base: about 28,000 customers (HubSpot release, 23 Oct 2025) × US\$11,800 ASRPC, a global average (Q2 2026 release) ≈ US\$330m ARR, if JAPAC matches the global average.

One point of NRR ≈ US\$3.3m a year; two points, the expansion management expected in May (Q1 call) ≈ US\$6.6m a year.

Seller baseline, hypothetical, for illustration: 70 sellers × 32 opportunities = 2,240 a year; one point of win rate ≈ 22 deals × A\$42,000 ≈ A\$924,000 a year.

Illustration, not a forecast.

3. Growth Strategy — Four Enablers

The four moves, enabled by Sales Innovator, that make the claim achievable, each tied to a growth outcome.

The opportunity

Today HubSpot's JAPAC growth reads as new logos minus churn, and both lines are moving the wrong way: additions guided down, retention cut to flat. The better position makes the 28,000 accounts already paying the growth engine, each renewal opened with a case for the customer's own growth that no entrant without HubSpot's usage data can write. That serves scale, competitiveness and partner revenue at once, on the headcount HubSpot already has.

SCALE EXISTING BUSINESS & INCREASE REVENUE

1. A researched point of view in every renewal

Priority: sellers "lead with outcomes" (CEO, Q2 call).

Capability: Sales Innovator Intelligence reads the account's report, market, public customer feedback and competitor gaps and produces the point of view, a first one in a few minutes (Sales Innovator website, Jul 2026); the vendor reports the manual equivalent took three weeks (vendor-reported, Sales Innovator profile, 2026).

Number it moves: the first point of NRR, about US\$3.3m a year.

Resolves: Bug List rows 1, 2 and 6, price judged without an outcome.

INCREASE COMPETITIVENESS

2. Multi-hub cases a CFO and board can sign

Priority: deals over US\$120,000 up 38%, some needing board approval (Q2 call).

Capability: the Storytelling Masterclass works on a real customer engagement and teaches sellers to present differentiated value tailored to that client rather than features and price (Sales Innovator website, Oct 2026). HubSpot already holds the licences, usage data and relationship in these accounts; a researched case turns that into an advantage.

Number it moves: the second point of NRR, about US\$3.3m a year.

Resolves: Bug List row 5, the committee that cannot see the return.

DEVELOP NEW REVENUE STREAMS

3. Partners carrying the same point of view

Priority: partners source and co-sell many of the largest deals (CEO, Q1 and Q2 calls); partner relationships are a stated risk factor (Q2 release).

Capability: partners can resell Intelligence, Accelerate and the Quotient (Sales Innovator Partners page, Oct 2026), so a partner-sourced upmarket deal opens with the same researched case as a direct one.

Number it moves: partner-sourced JAPAC pipeline; its share is [to confirm].

Resolves: Market Context fact 5 and the ecosystem map's partner row.

REDUCE COSTS

4. Measure where the April retraining stuck

Priority: "a disciplined approach to head count spend" (CFO, Q2 call).

Capability: the Value Selling Maturity Assessment measures readiness for value selling across teams and individuals (Sales Innovator website, Sep 2026) and reports the gap between self-score and manager score as the coaching agenda (vendor-reported, Sales Innovator profile, 2026), so coaching goes where capacity is still missing.

Number it moves: sales capacity recovered without headcount; the Q2 loss is [to confirm].

Resolves: Market Context fact 4, "reduced sales capacity".

Why this is fundable

The problem: retention at 102%, full-year flat (CFO). **The opportunity:** two points of NRR in JAPAC, about US\$6.6m a year. **The mechanism:** expansion and avoided downgrades at renewal, priced in HubSpot's own ARR.

Depends on: JAPAC's actual ASRPC; the downgrade share at renewal; whether sellers can tailor a value case per account (April's retraining is practice, not yet a result); partner take-up; preparation time per seller; a rollout cadence that reaches 70 sellers and partners within the year.

4. Open Innovation & Platform Strategy

How partners and platform thinking take this beyond one project into scalable, lasting advantage.

Ecosystem map — first draft

Role	Who	Status	What they contribute	Growth it delivers to HubSpot	Source
Channel partners	Solutions Partner Program, Untiered to Elite	Live	Source and co-sell the largest deals; AI strategy and RevOps services	Upmarket deals over US\$120,000 grew 38% (Q2 call); partner share of JAPAC deals [to confirm]	hubspot.com partner guide, 2025; Q2 call
Complementors	1,600+ technology partners, 2,000+ Marketplace apps	Live	Integrations that extend every hub	More jobs done on one platform, the renewal argument; attach rate [to confirm]	hubspot.com, Sep–Oct 2026
Strategic partner	OpenAI	Deepened 16 Sep 2026	CRM integration with ChatGPT Ads	A buying path as blog traffic falls (Fortune, Sep 2026); contribution [to confirm]	ir.hubspot.com, 16 Sep 2026
Customer segment	About 28,000 JAPAC customers within 306,446	Live	The renewal base this document prices	One point of NRR ≈ US\$3.3m a year (illustration)	HubSpot release, Oct 2025; Q2 release
Venture and accelerator	HubSpot Ventures; Catalyst six-month accelerator	Live	Invests in and accelerates integration partners	Outside capability reaching production [to confirm]	hubspot.com/ventures, Jun 2026; partner pages, Sep 2026
Market competitors	Salesforce, Microsoft Dynamics 365, Adobe/Marketo (third-party)	Live	The alternatives met in a multi-hub evaluation	HubSpot holds the usage data in its own accounts; rivals'	umbrex.com, May 2026

Role	Who	Status	What they contribute	Growth it delivers to HubSpot	Source
	profile, low confidence)			positioning is unverified	

Built from what is public; it will miss the partnership nobody announced, which is often the one worth asking about.

b. Open innovation

Insourcing: the move that fits is bringing a per-account point-of-view capability into partner enablement, so the Solutions Partner Program carries it to customers HubSpot's sellers never meet. **Outsourcing:** HubSpot already sells through partners who source and co-sell many of its largest deals (CEO, Q1 and Q2 calls); the shared model is unchanged, partners earn the services, HubSpot earns the ARR, and both earn more when the deal opens with a researched case.

c. Platform strategy

HubSpot already runs one: a Marketplace of 2,000+ apps, 1,600+ technology partners (hubspot.com, Sep 2026) and a published vision for an open agent ecosystem (hubspot.com, 9 Sep 2026). A point of view is not a platform; this strategy adds a capability to the people who sell on the platform, not another marketplace.

d. How they combine

They stand independently: a capability inserted into an existing channel.

e. The vendor

Sales Innovator's Partners page states partners can resell Intelligence, Accelerate and the Quotient (Oct 2026), which is enabler 3. The finding favours what Sales Innovator sells; that alignment is stated here rather than discovered later.

f. Readiness

Visible: live programmes, a six-month accelerator and an OpenAI partnership deepened on 16 Sep 2026. Not visible: whether an outside method has ever reached production inside the sales organisation, and who owned it. Full commitment means the JAPAC sales leadership owning the rollout with enablement, not a side project; both unknowns go to the Discovery Questions.

5. Persona Story

One composite person living the change, before and after, told in the six beats of a business story.

Persona: Ngaire Faulkner, 47, Chief Revenue Officer of a 160-person freight-visibility software company in Auckland, on Marketing Hub and Sales Hub Professional; she values clean numbers and a board that trusts her.

Setting: a kitchen bench at 6.50am on a Thursday in late November, laptop open before the school run.

Challenge: her renewal is nine weeks out and the board has asked for a tools review.

Moment One, today. The renewal notice came in overnight, priced in credits. Ngaire reads it twice and still cannot say what the platform returned last year. She knows what it cost. She knows that when a lead-routing workflow broke in September it took four days to reach someone who could fix it. She opens a spreadsheet and starts the case for dropping a tier. The functional cost is a week of her own time; the emotional cost is defending a cut she does not believe in, because nobody has given her the number that would let her defend the spend.

The turn. Her HubSpot seller and the partner who implemented the system ask for forty minutes. They bring a point of view on her business: her market, what her customers say in public about onboarding, where her growth is, and what a service hub tied to her sales data would be worth in her own pipeline. It is researched and specific, and it is the first time anyone at HubSpot has talked about her growth rather than her licence.

Moment Two. Five months on, the same bench, a board pack open. The renewal was signed at a higher tier. The service hub went live in March. Her support lead now sees the deal before the ticket arrives, and the onboarding complaints she used to read online have thinned. She is presenting the number the seller first put on the table, now in her own figures.

Happy ending. Her CFO got a case he could sign. Her support lead got the data. The HubSpot seller got an expansion instead of a downgrade, the partner got the implementation, and HubSpot's JAPAC retention moved up on one account rather than down. What the change delivered was a renewal she could defend to her own board in her own numbers, at a time when HubSpot's retention sat at 102%.

Ngaire is an illustrative composite, not a real individual.

6. Phased Roadmap

A three-phase path from first step to full value, each phase earning the next.

WEEKS 0-8

Co-create and prove

Scope: the discovery workshop, a Sales Innovator Intelligence point of view for ten live JAPAC renewals, and a Value Selling Maturity Assessment baseline for the sellers in scope.

Proof: the sales leadership judges, on its own accounts, whether the cases hold.

Value: leading indicators only (points of view used in meetings, assessment baseline); no revenue claimed.

MONTHS 3–6

Pilot with one ANZ renewal cohort

Scope: one cohort of sellers and partners runs every renewal and multi-hub conversation on a researched point of view, iterating on customer feedback.

Proof: renewal win rate and multi-hub asks against a matched cohort; decided on Phase 1's verdict.

Value: conversion rate from 37% and win rate from 42% (seller's hypothetical baseline), multi-hub opportunities and pipeline in US\$, closed expansion in US\$.

MONTHS 7–12

Scale and extend to partners

Scope: all JAPAC sellers and co-selling partners, with partners reselling Intelligence into their own accounts.

Proof: JAPAC net revenue retention against the 102% starting point; decided on Phase 2's cohort result.

Value: each point of retention about US\$3.3m a year; partner-sourced pipeline reported separately.

7. Call to Action

One specific next step, sized to where we are, with a timeframe.

A half-day discovery workshop in Sydney

This is what a researched point of view was designed for: Ngaire's world. The question for today is whether HubSpot's JAPAC customers and partners can do the same, and if yes, the simplest next step is a half-day workshop with the Managing Director, ANZ, the JAPAC sales leadership, two renewal sellers and two partner managers, mapping the Moments that Matter across ten live renewals, each with its own point of view.

When: before the 2027 plan is locked. HubSpot's year ends 31 December, so a November workshop lands ahead of the first 2027 renewals.

To confirm in the meeting

- Does JAPAC's average subscription revenue per customer match the global US\$11,800, and what is JAPAC ARR? (Confirms the US\$330m base.)
- What share of JAPAC renewals have downgraded since April's credits move, and by how much?

- What share of JAPAC deals over US\$120,000 are partner-sourced or co-sold, and which partners lead them?
- How much of the sales capacity lost in Q2 has returned, and what does a seller still prepare by hand?
- Are the 70 sellers and A\$42,000 average deal in the illustration JAPAC's reality or placeholders?
- Which Bug List irritants are already funded and in a project plan?

Evidence Base

Research date: 11 October 2026. Research pass 4 (competitor positioning) returned no verified competitor strategy or positioning; pass 1 did not expose the 10-K risk factors or a CEO/Chair letter; pass 3 returned review volumes but themes only from Trustpilot. The persona is an illustrative composite.

HubSpot's own reports and materials

- HubSpot Reports Q2 2026 Results — 5 Aug 2026 — <https://ir.hubspot.com/news-releases/news-release-details/hubspot-reports-q2-2026-results>
- Form 8-K for Hubspot INC filed 08/05/2026 — <https://ir.hubspot.com/static-files/e3b9c2c8-98c9-46eb-a2c2-2ede76ac5aff>
- Q2 2026 earnings call, 5 Aug 2026 (NRR, net additions, buy motion, upmarket, headcount remarks) — <https://ir.hubspot.com/static-files/f868efed-4a81-4a8b-b0c9-a68cde86a345>
- Q1 2026 earnings call, 7 May 2026 (one to two points of NRR expansion expected; renewals on the new model) — no URL in research
- Q2'26 Investor Presentation — <https://ir.hubspot.com/static-files/346bb897-5994-4b15-ae80-855ec812a540>
- Q4'25 Investor Presentation (2026 guidance) — <https://ir.hubspot.com/static-files/6dd5298c-8d6c-4c4a-b59c-62b85f389f20>
- Form 10-K for Hubspot INC filed 02/11/2026 — <https://ir.hubspot.com/static-files/efb8d22a-4fcd-4c15-b154-7cf59069c05c>
- HubSpot JAPAC release, 23 Oct 2025 (about 28,000 customers, led from Sydney) — no URL in research
- The Outcomes Era is Here — 30 Sep 2026 — <https://www.hubspot.com/company-news/the-outcomes-era-is-here>
- HubSpot named a Leader in the 2026 Gartner Magic Quadrant — 24 Sep 2026 — <https://www.hubspot.com/company-news/gartner-magic-quadrant-2026>
- HubSpot and OpenAI Deepen Partnership — 16 Sep 2026 — <https://ir.hubspot.com/news-releases/news-release-details/hubspot-and-openai-deepen-partnership-bring-ai-transformation>
- Our Vision for Building an Open Ecosystem for the Agent Era — 9 Sep 2026 — <https://www.hubspot.com/company-news/our-vision-for-building-an-open-ecosystem-for-the-agent-era>
- Technology Partner Program — <https://www.hubspot.com/partners/technology>
- Solutions Partner Program 2025: Tiers, Requirements — <https://www.hubspot.com/hubfs/Agency/Partner%20Tier%20and%20Benefits%20Guide.pdf?fsi=J81A2fqR>
- HubSpot Ventures Application — <https://www.hubspot.com/ventures>

- HubSpot Customer Reviews page — <https://www.hubspot.com/customer-reviews>
- Ongoing Technical Consulting — <https://www.hubspot.com/services/professional/technical-consulting/ongoing>
- AI Data Agent
- HubSpot Data Processing Agreement — <https://legal.hubspot.com/dpa>
- General Data Protection Regulation | HubSpot — <https://www.hubspot.com/data-privacy/gdpr>

Analyst, government and industry bodies

- Gartner Peer Insights, HubSpot Marketing Hub — 25 Sep 2026 — <https://www.gartner.com/reviews/product/hubspot-marketing-hub>

Press and industry reporting

- Fortune, 22 Sep 2026, HubSpot marketing leaders on the blog losing 5 million visits in 30 days — no URL in research
- Why Is HubSpot (HUBS) Cutting 7% Of Staff To Focus On AI? — Yahoo Finance, 9 Oct 2026 — <https://finance.yahoo.com/technology/ai/articles/why-hubspot-hubs-cutting-7-042917449.html>
- HubSpot Strategy and Business Model — umbrex.com, 13 May 2026 (low confidence) — <https://umbrex.com/resources/company-profiles/hubspot/>

Vendor-reported

- Intelligence - Sales Innovator — 10 Jul 2026 — <https://www.salesinnovator.ai/intelligence>
- Value Selling Maturity Assessment — <https://www.salesinnovator.ai/product-page/value-selling-maturity-assessment>
- The Storytelling Masterclass — <https://members.salesinnovator.ai/product-page/the-storytelling-masterclass>
- Partners - Sales Innovator — <https://www.salesinnovator.ai/partners>
- Sales Innovator internal positioning profile, 2026 (seller's input)

Public reviews and social channels

- Trustpilot, hubspot.com — 7 Oct 2026 — <https://www.trustpilot.com/review/hubspot.com>
- Capterra, HubSpot CRM Reviews — <https://www.capterra.com/p/152373/HubSpot-CRM/reviews/>
- G2, HubSpot Products — <https://www.g2.com/sellers/hubspot>

Seller observations

- Seller's research notes, October 2026: public-record figures cited from HubSpot's Q1 and Q2 2026 calls and releases; no internal data.

Prepared by Sales Innovator using Sales Innovator Intelligence from The Sales Innovators' Framework.
Discussion document — October 2026.