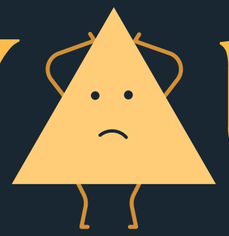
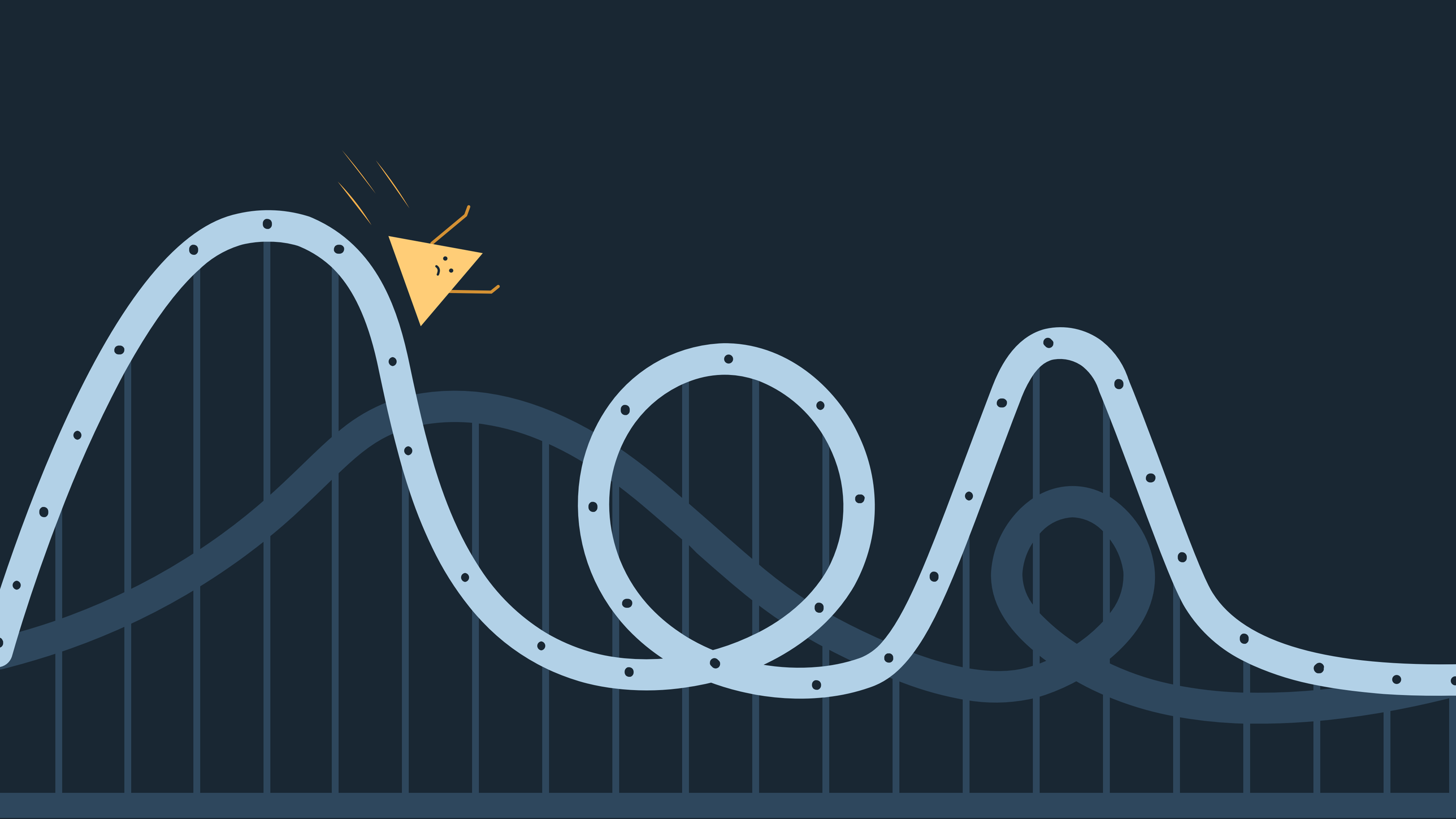
We may make statements regarding planned or future development efforts for our existing or new products or services or statements regarding management's expectations for future growth. These statements are not intended to be a promise or guarantee of future availability of products, services, features, or expected growth, but merely reflect our current plans based on factors currently known to us. These planned and future development efforts may change without notice. Purchasing decisions should not be made based on reliance on these statements.

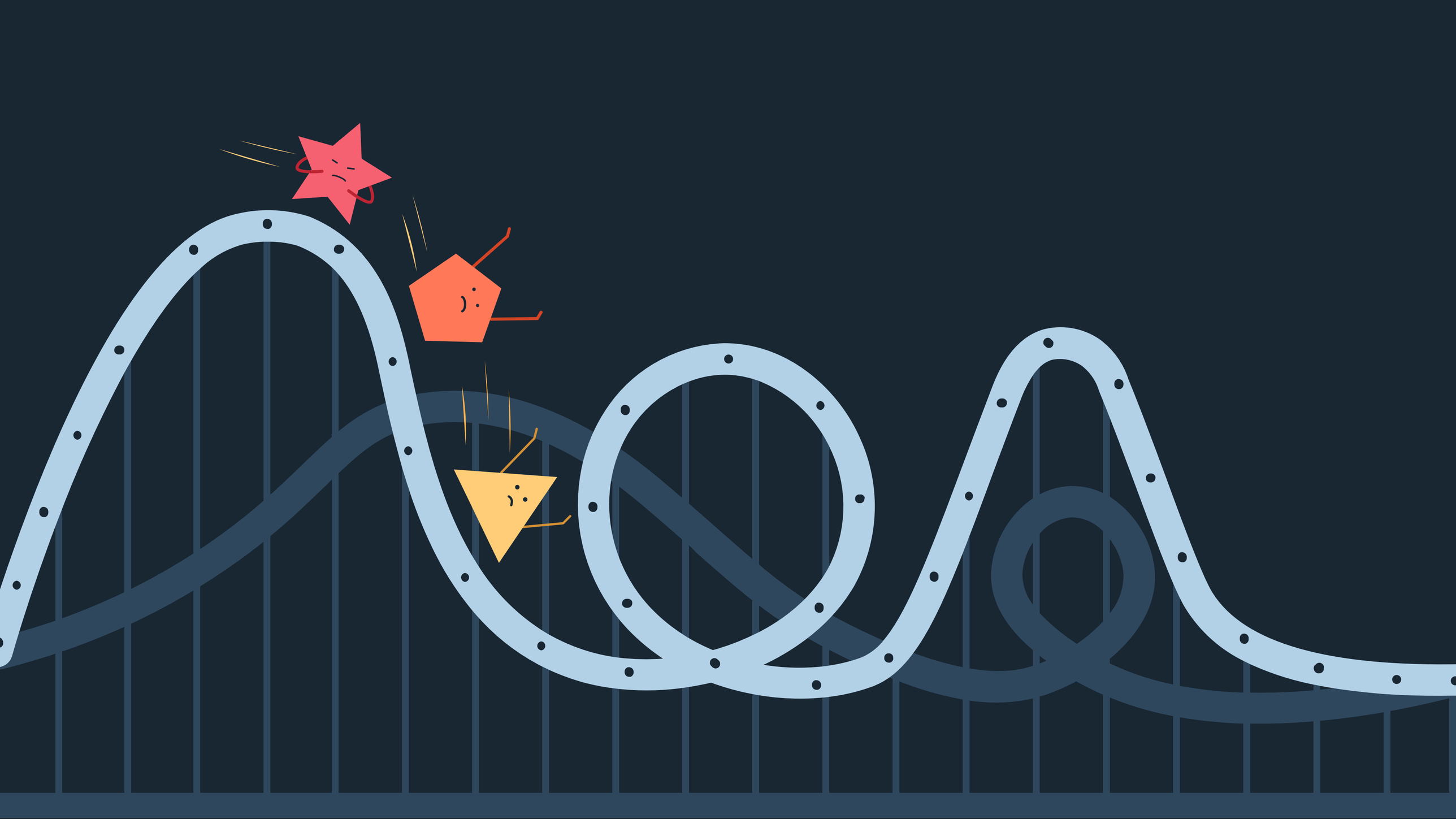
These statements are being made as of today, September 7, 2022, and we assume no obligation to update these forward-looking statements to reflect events that occur or circumstances that exist or change after the date on which they are made. If this presentation is viewed after this date, these statements may no longer contain current or accurate information.

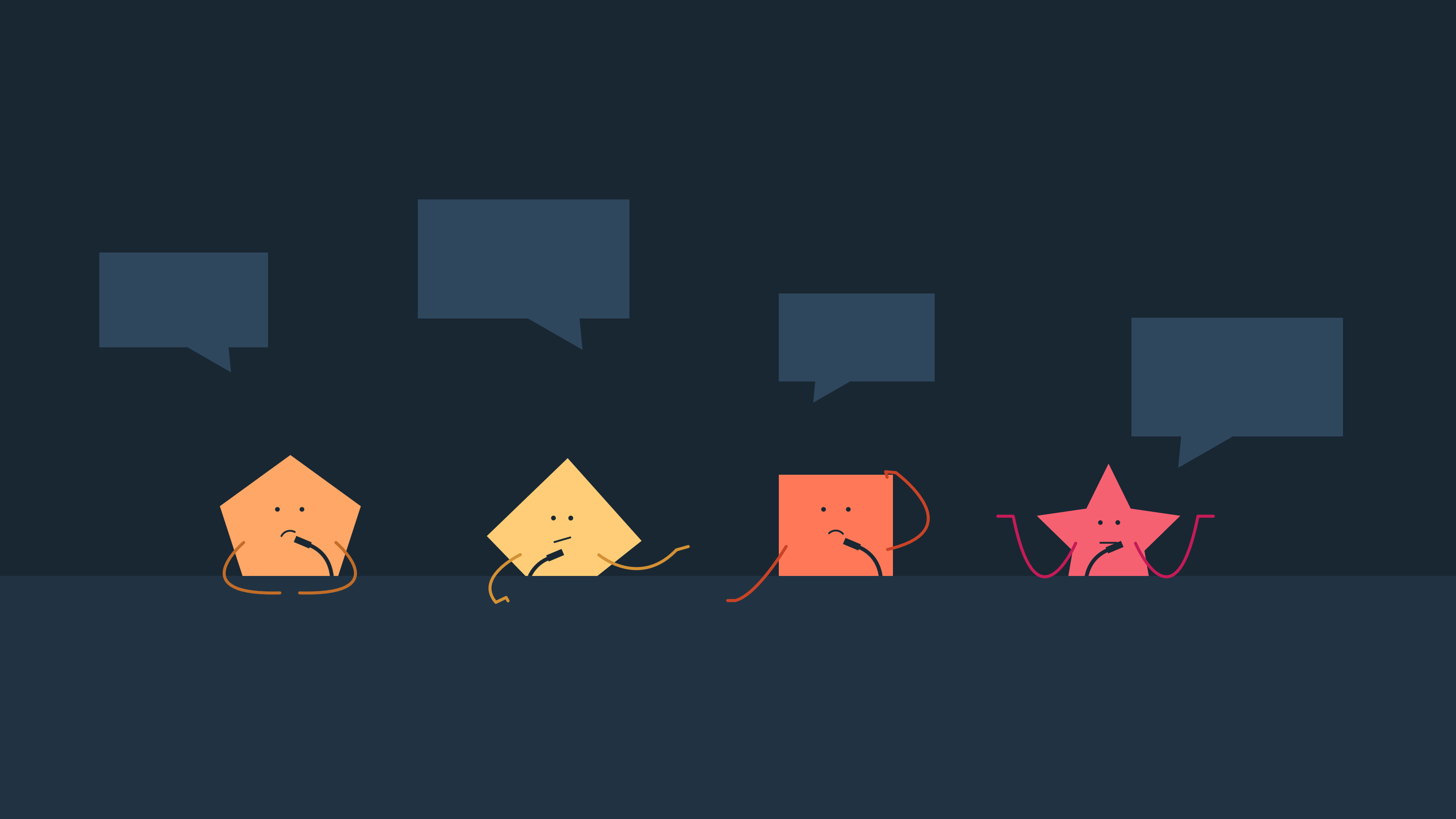
The Age of the Connected Customer

How are you?

How are y  u?







Disconnects

creating a gap
to growth

Disconnects

creating a gap
to growth

Connects

closing the gap
to growth

1

Companies are struggling with

Disconnected

systems

What is the biggest *pain point* for your business?

Source: HubSpot Market Research Problem Statement Validation Survey (Apr 2022)

The average company has

242 SaaS apps today

Source: Productiv - The State of SaaS Sprawl 2021 Report

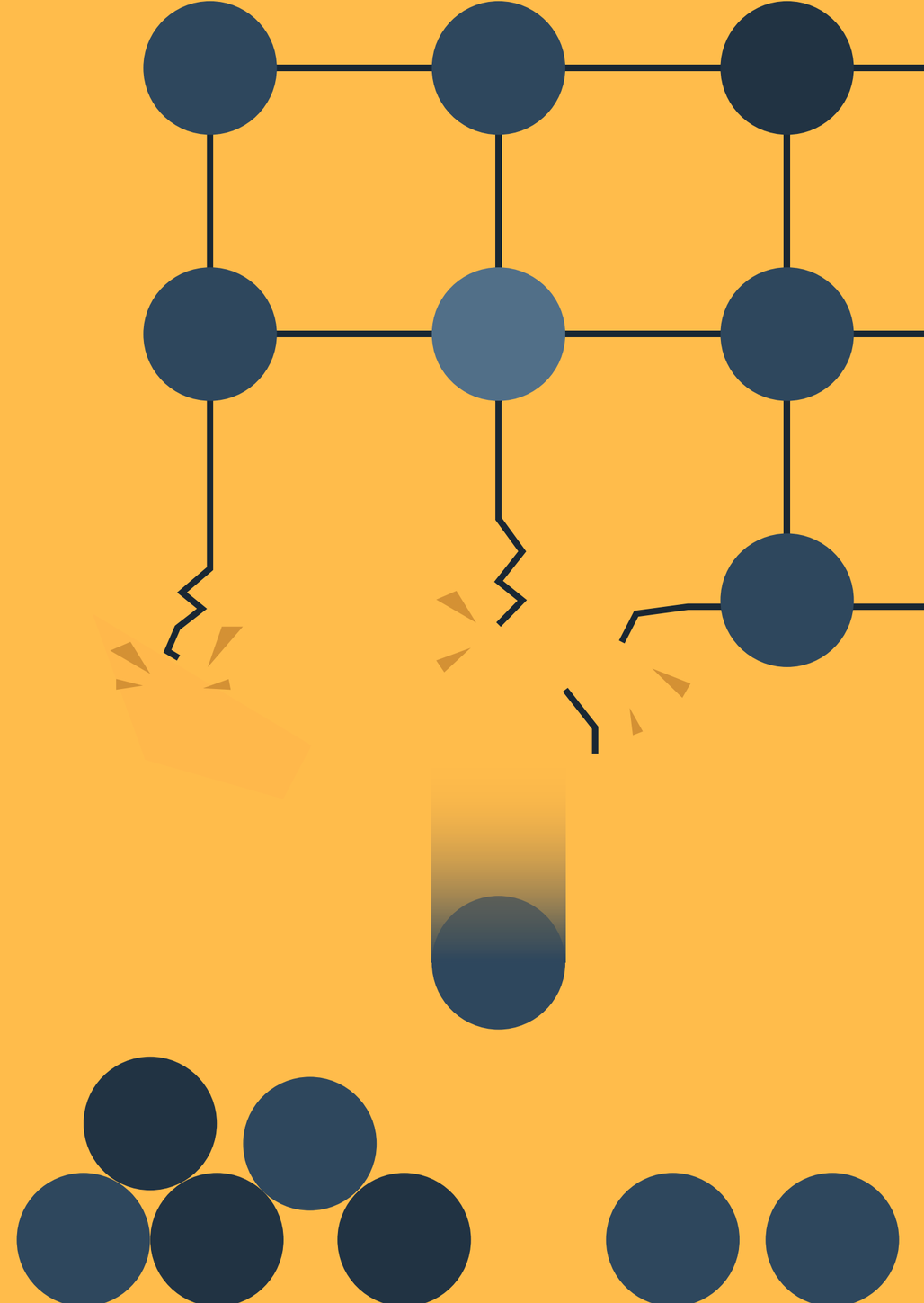
Ineffective.

Stuck.

Inefficient.

Disconnected point solutions

are not the solution



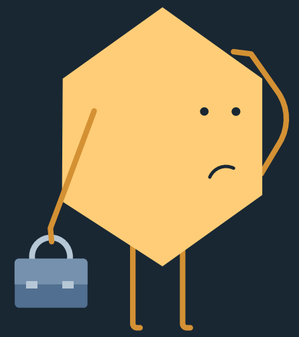
We rely on each other for

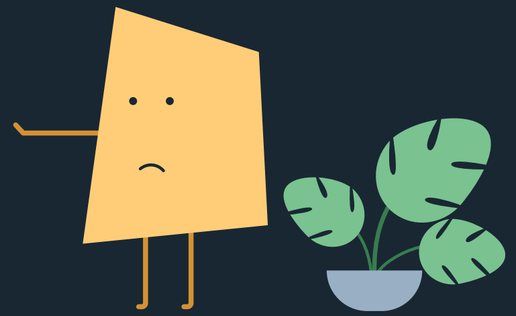
Support

Lack of Human Connection

45%

fewer interactions at work





57%

fewer social activities

Source: www.octanner.com/global-culture-report/2022/executive-summary.html

2

People are

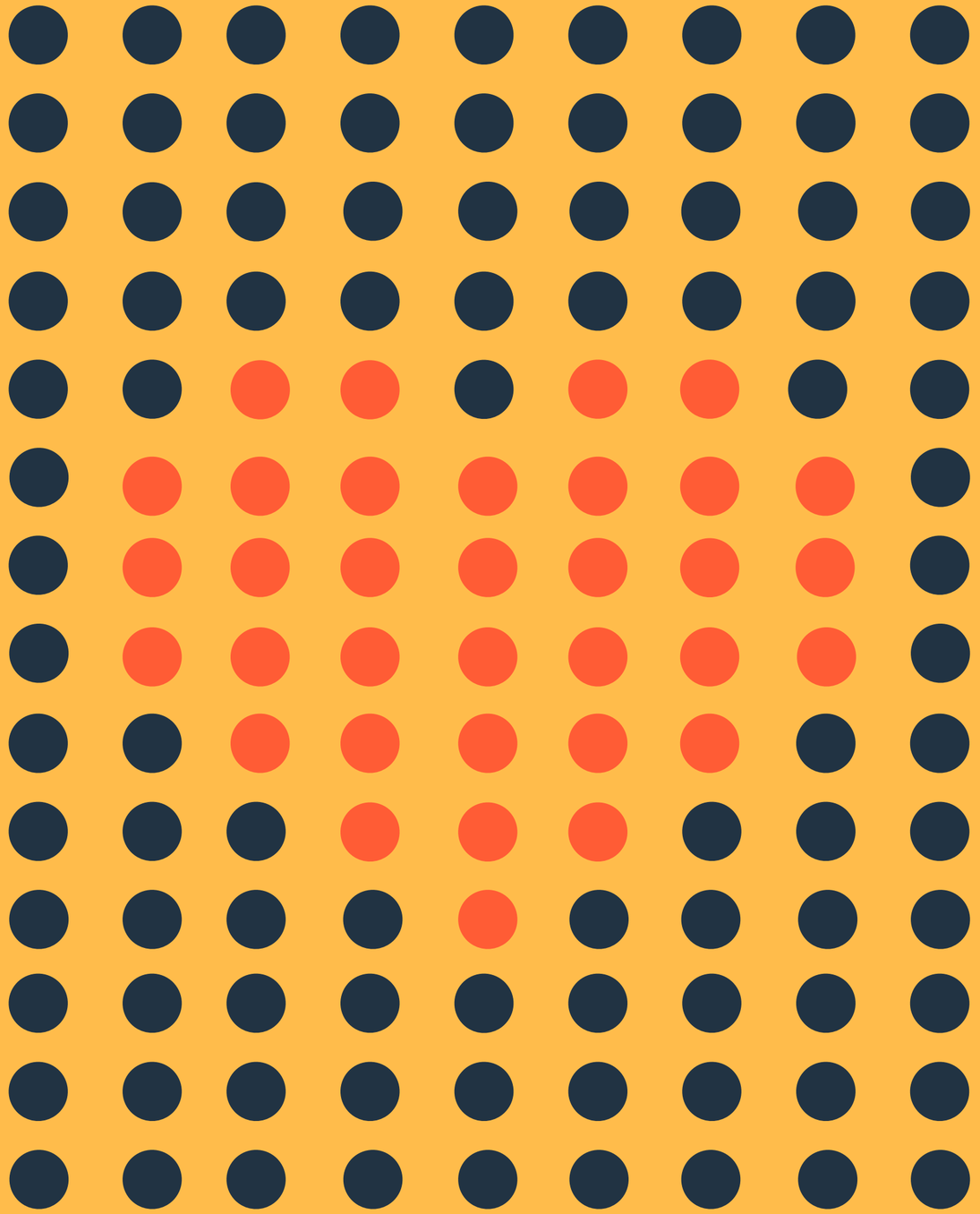
Disconnected

from each other

People crave

community

in good times and
not-so-good times



3

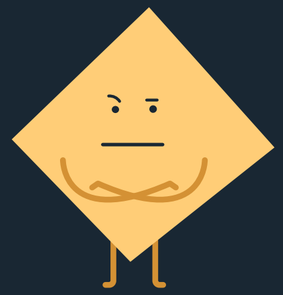
Companies are

Disconnected

from their customers

Digital fatigue

+



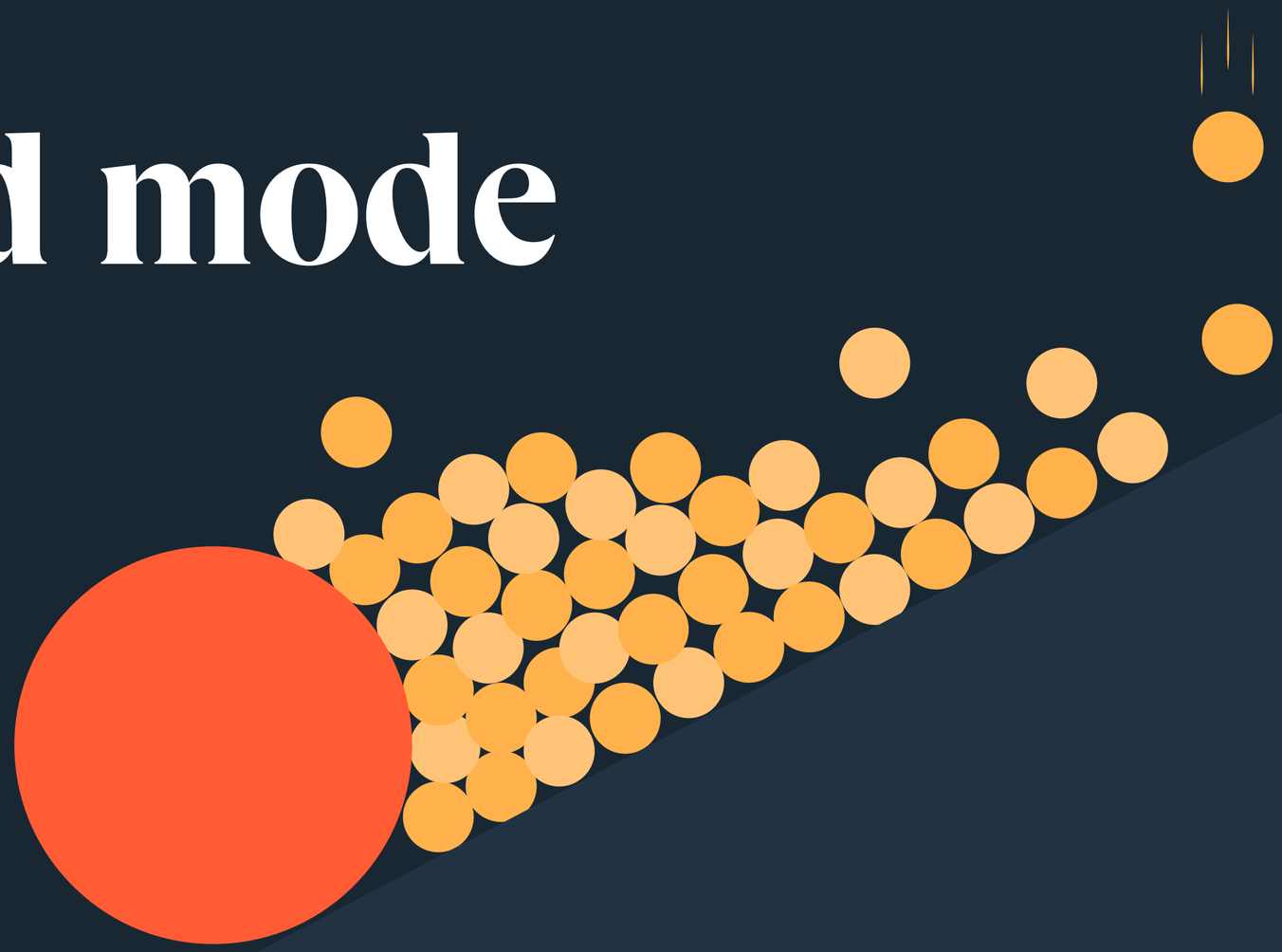
Distrust

=

Disconnected Customer

We are in

Overload mode



Google searches ended without a click

Fewer responses to sales emails

Average blog growth rate

Source: Animalz Benchmark Report 2021, Sparktoro 2020

PRI ACY

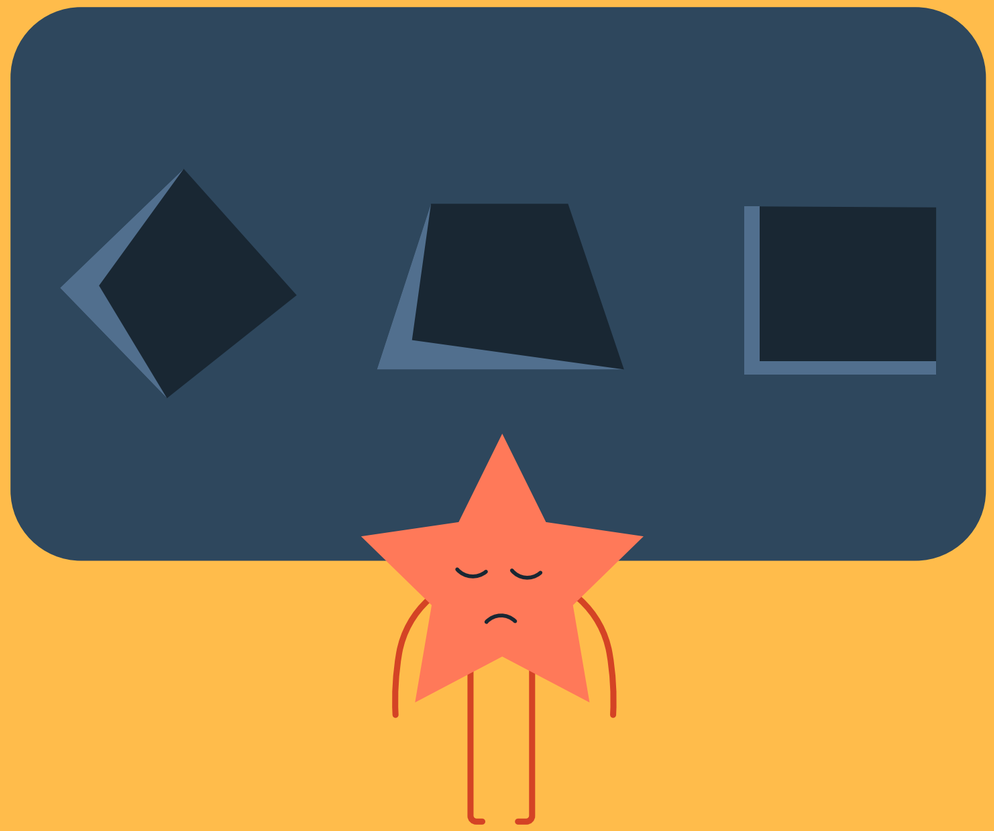
is queen

Privacy.
That's iPhone.

Old go-to
market strategies

will not work

in this new world



Disconnected

Systems

People

Customers

Customer

Management

Customer

~~Management~~ Connection

You need more than data

...You need context

You need more than content

...You need connection

You need more than contacts

...You need community

Connected Customer

Growth Strategy

Attract
Engage
Delight
Growth

Attract

- Be first to the party with first party data
- Diversify your distribution

Engage

- Earn that open rate
- Bring context to your conversations

Delight

- Make buying a breeze
- Give customers channel choice

Optimize for Customer Connection

- Be first to the party with first party data
- Diversify your distribution
- Earn that open rate
- Bring context to your conversations
- Make buying a breeze
- Give customers channel choice

Connected Applications

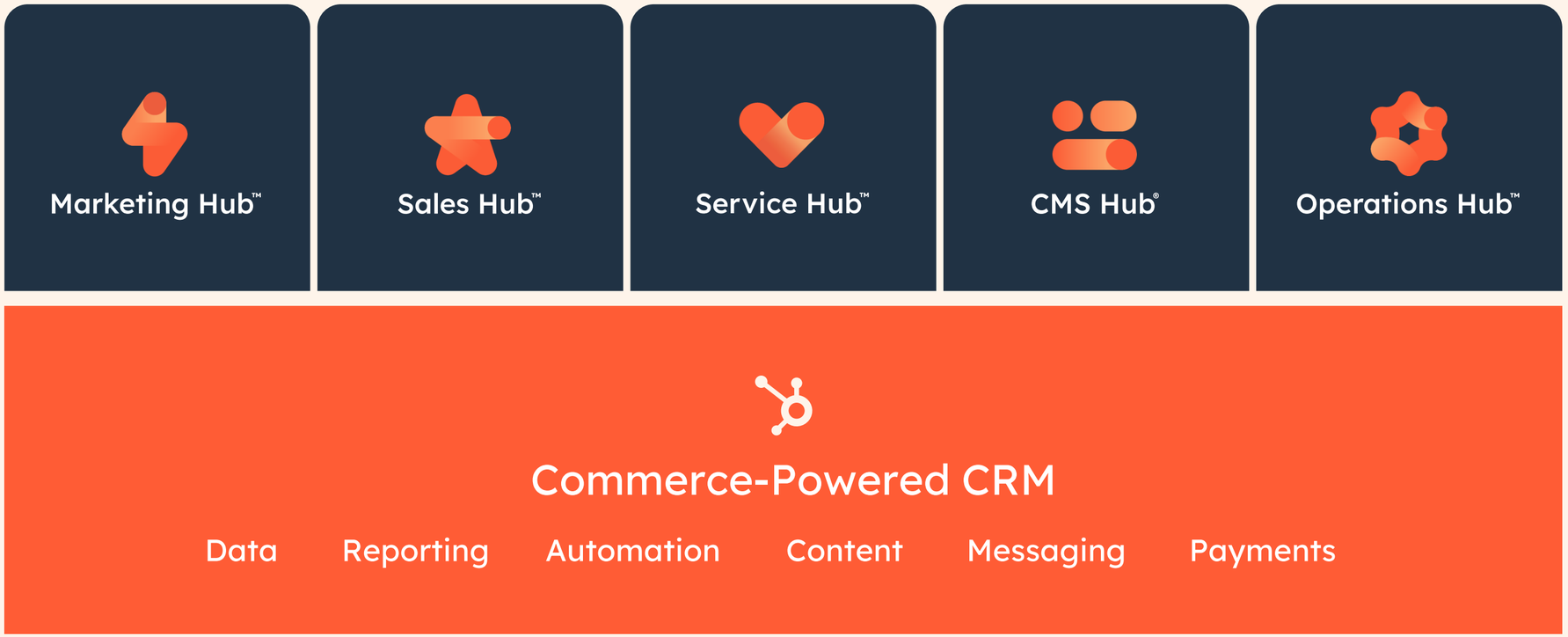
Connected Platform

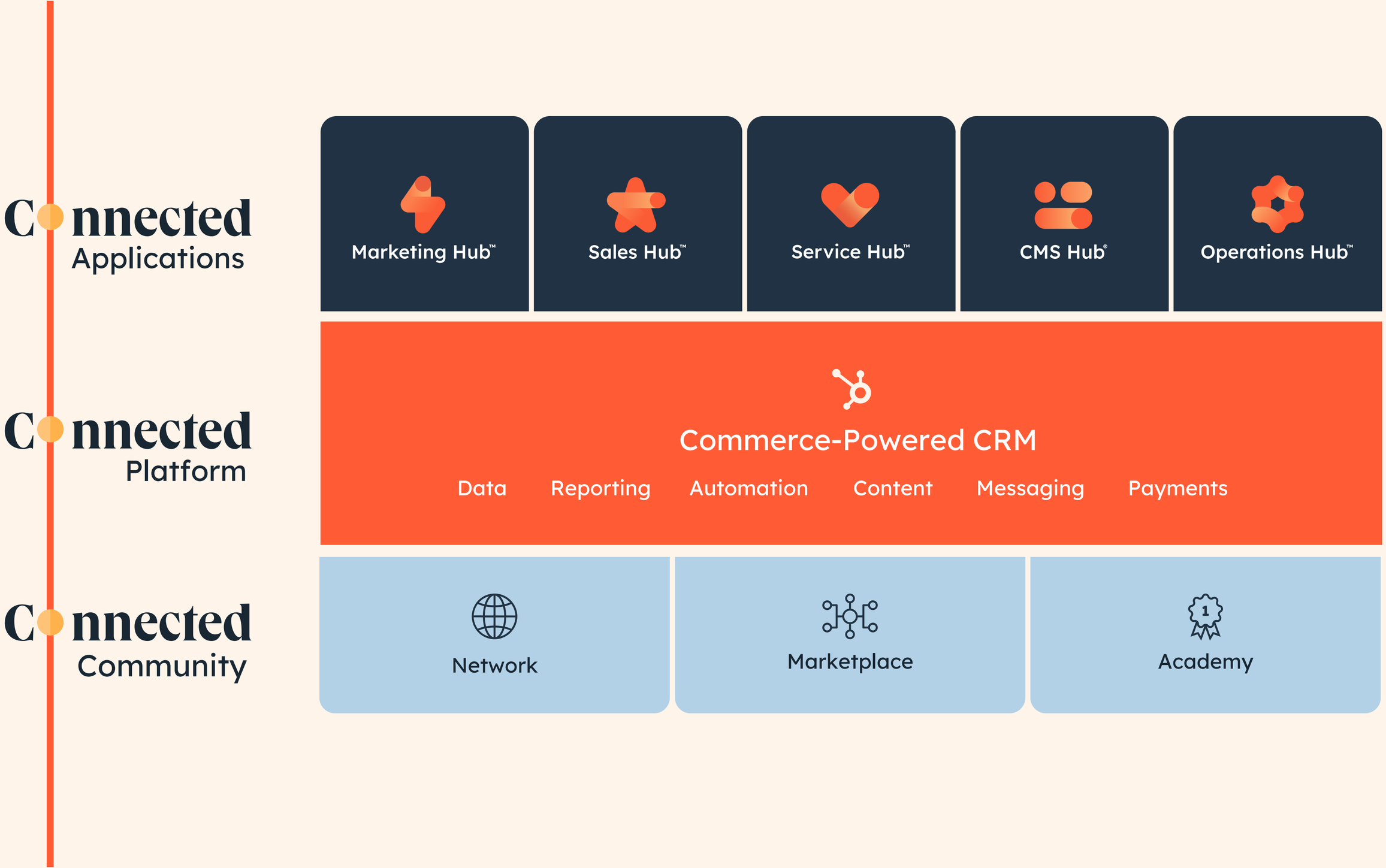
Connected Community

Connected Applications

Connected Applications

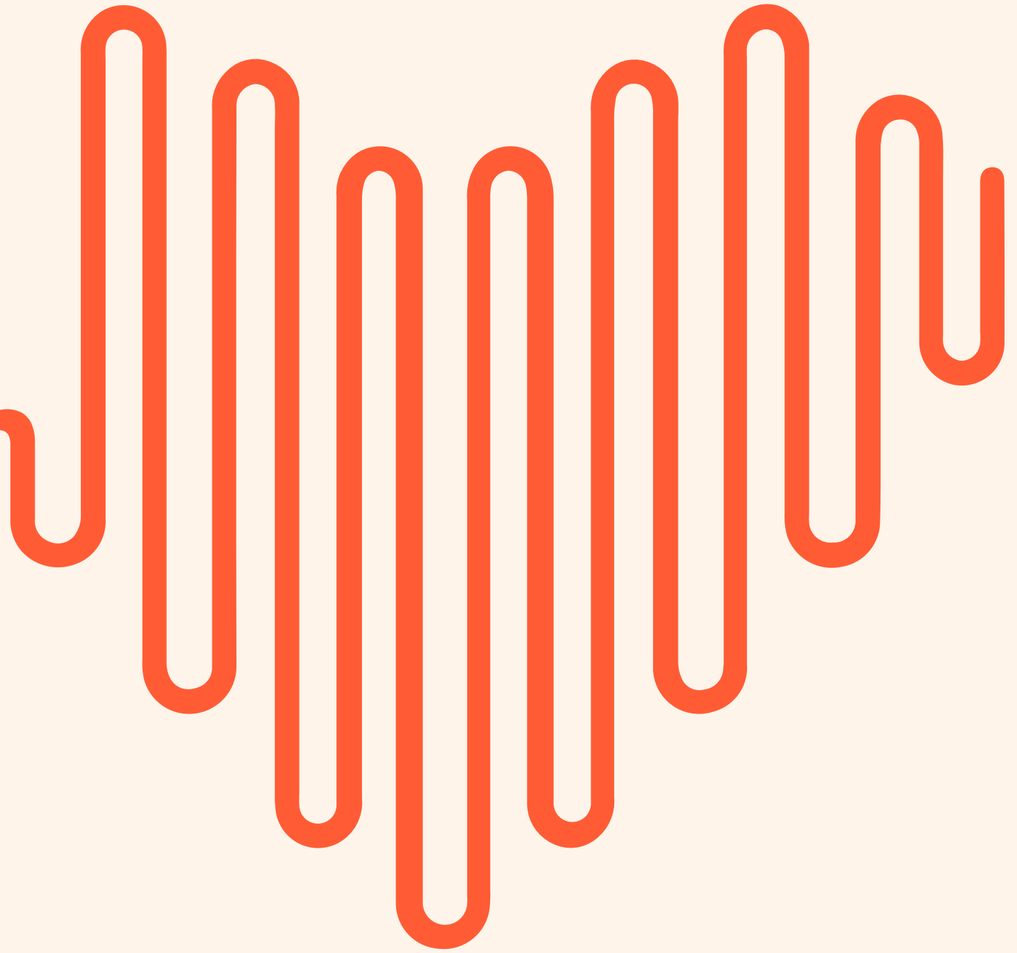
Connected Platform




Connected Applications
Marketing Hub™
Sales Hub™
Service Hub™
CMS Hub®
Operations Hub™
Connected Platform
Commerce-Powered CRM
Data
Reporting
Automation
Content
Messaging
Payments
Connected Community
Network
Marketplace
Academy

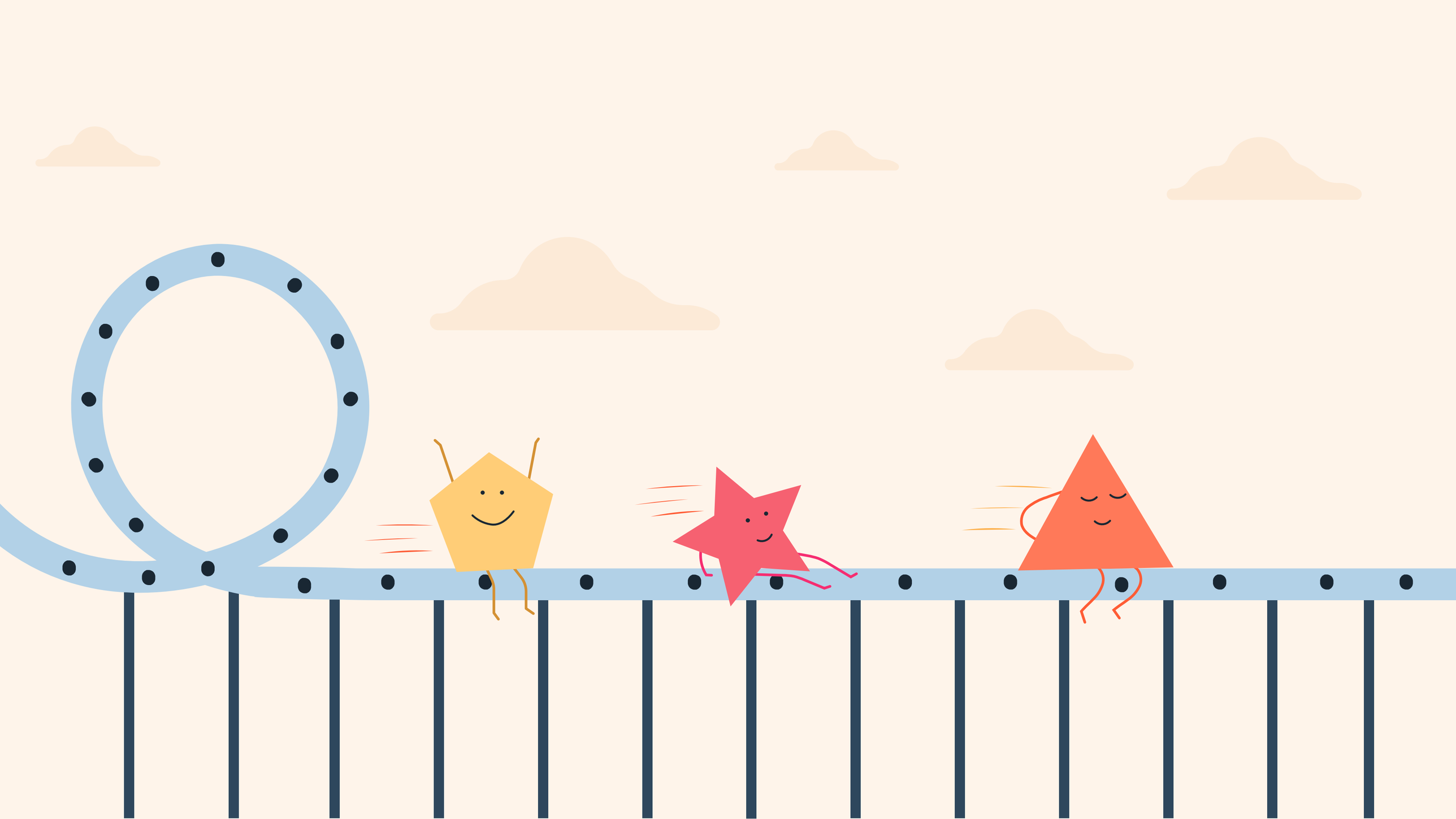
Best in class

Best in connection



How are you?

How are you?



The Age of the Connected Customer

HELLO

120
Countries

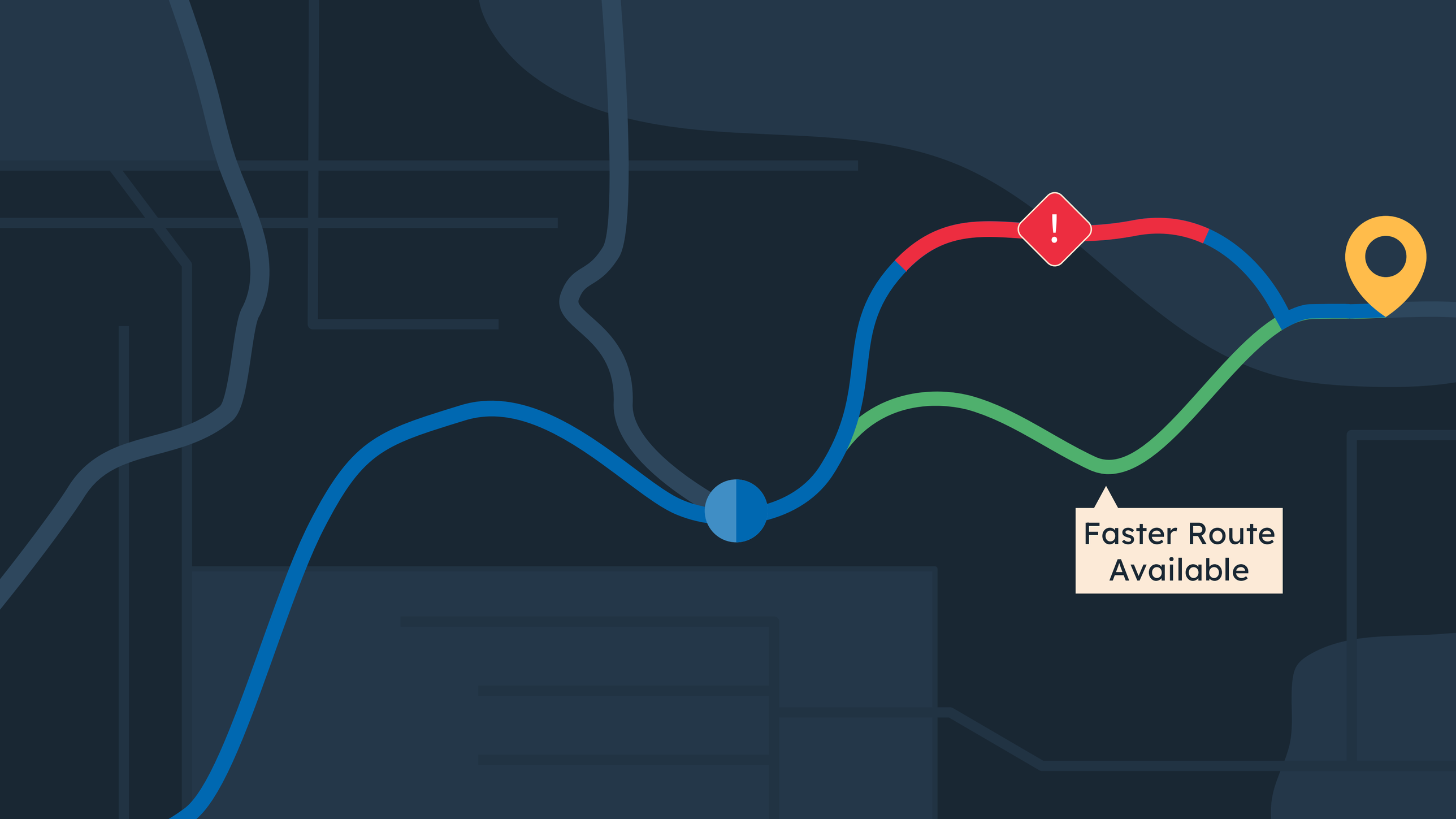
58b

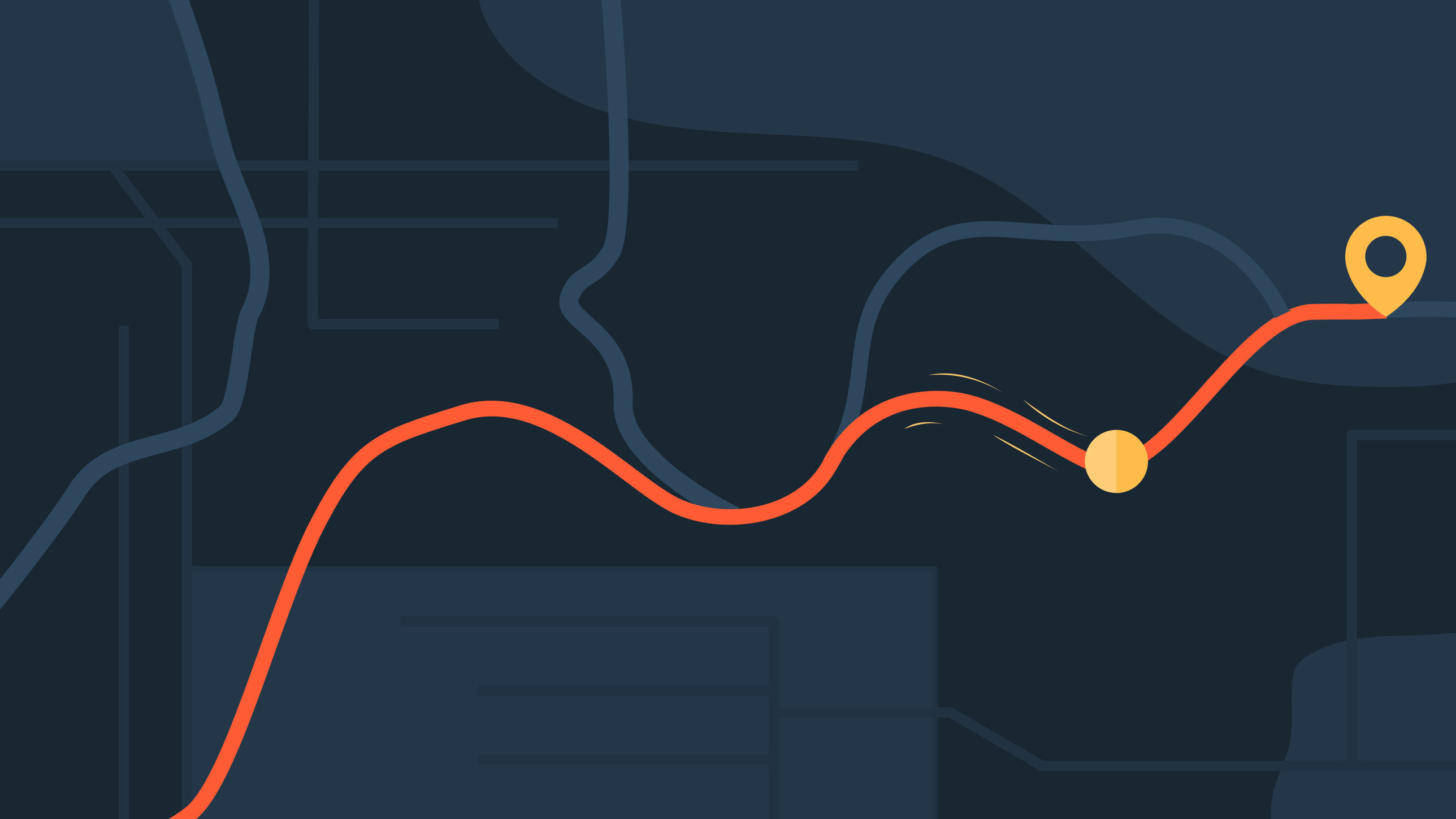
Website Visitors

Global Economy

Revenue Growth

Ad Effectiveness


!
Faster Route
Available



Connected

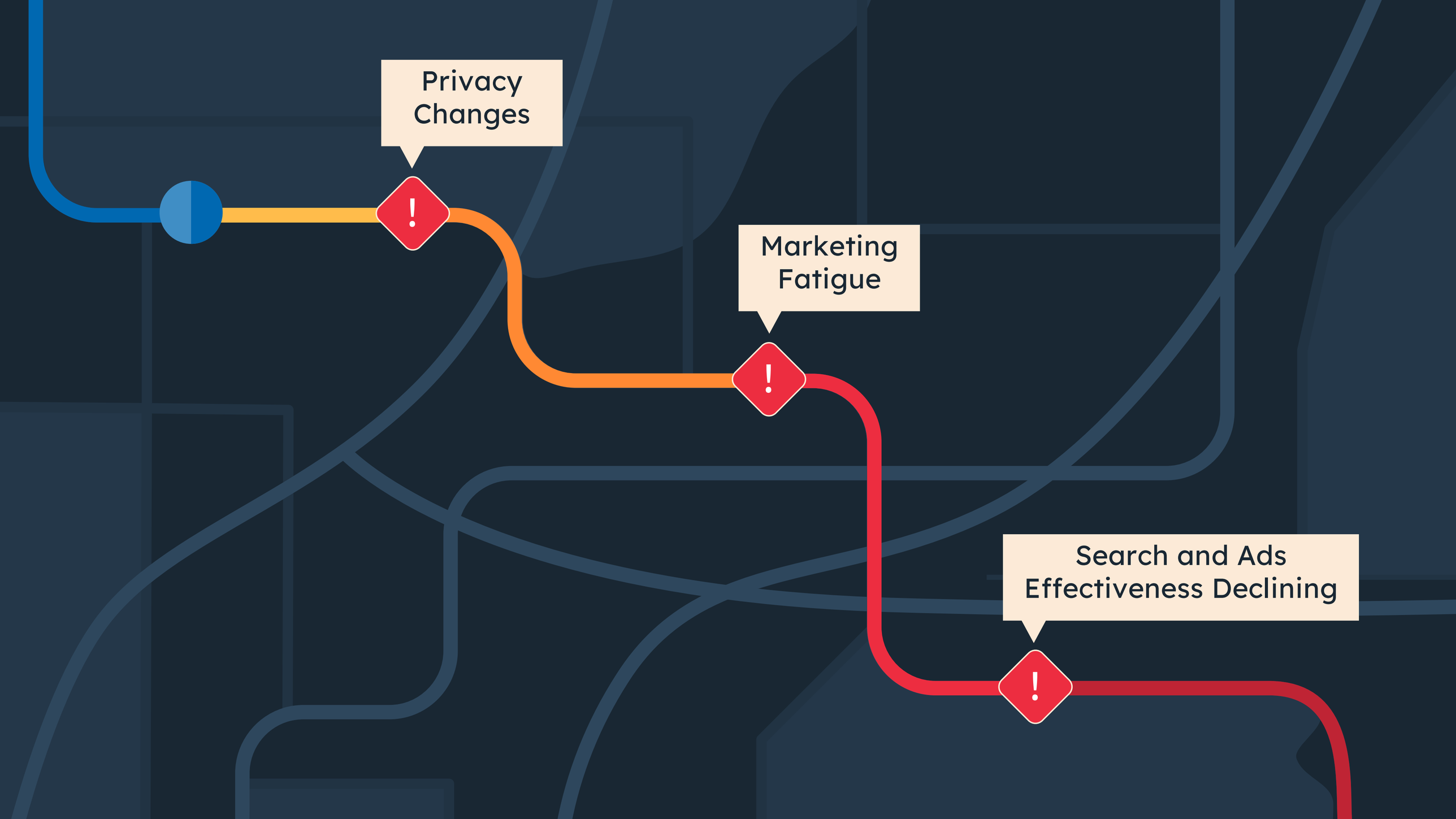
Platform
and Applications

Connected Platform and Applications

Connected Community

Connected Platform and Applications

Connected Community


Privacy Changes
Marketing Fatigue
Search and Ads Effectiveness Declining

Marketing Campaigns

Campaigns

Manage | Calendar | Tasks

All Campaigns (31) | Draft Campaigns ✏️ | Launching Soon ⚠️ | Pending Approval | Recently created | + Add view

Loom Builds Demand Generation Campaigns With HubSpot CRM

80% Faster

loom

Marketing Campaigns

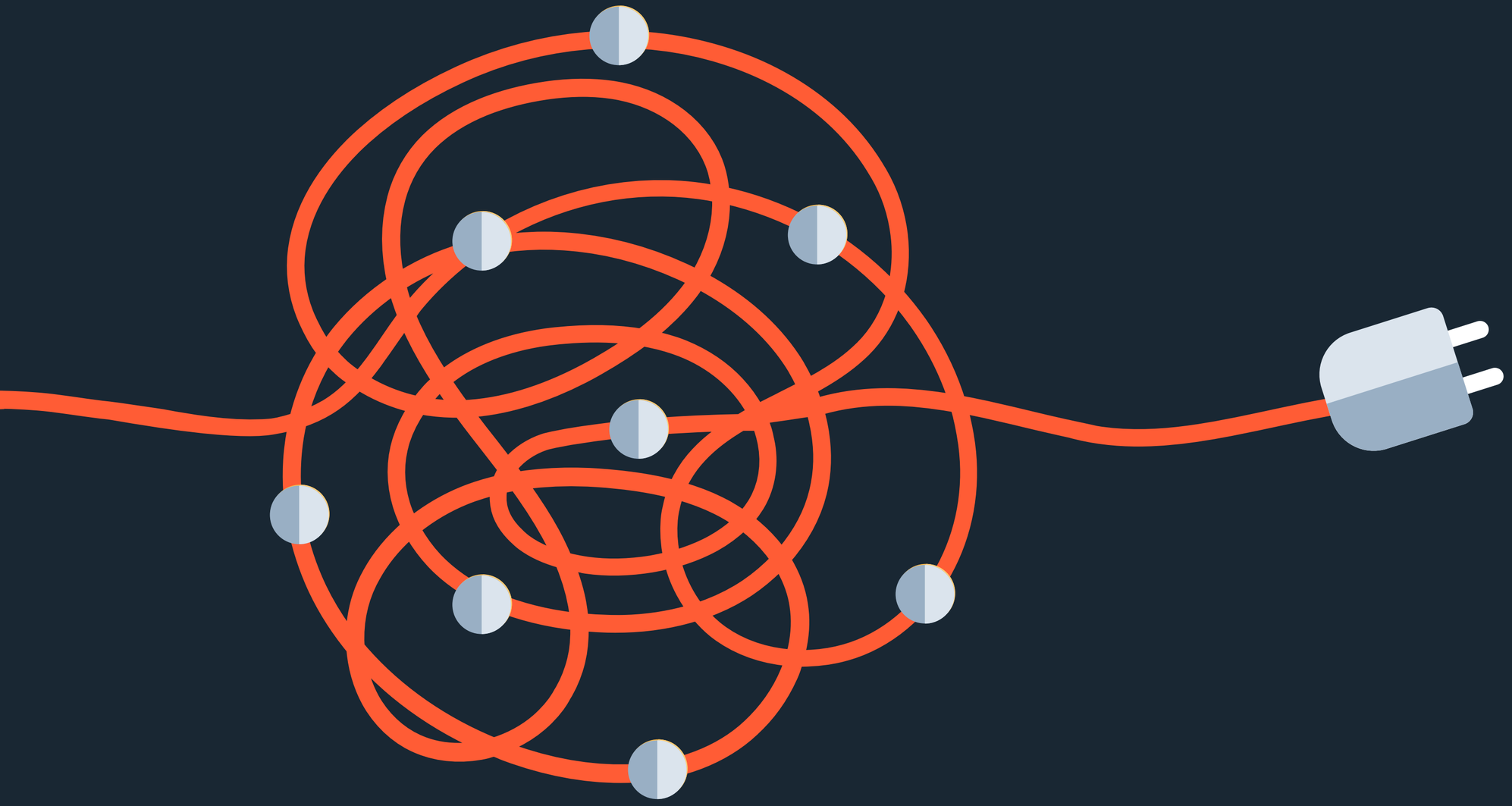
LIVE

Customer Journey Analytics

Customer Journey Analytics

NOW IN PRIVATE BETA

PUBLIC BETA IN OCTOBER



of CRM data
goes unused

of all ops time
is spent cleaning and
preparing data

of companies have
data that meets basic
quality standards

Data that is

CLEAN, CLEAR AND CONNECTED

Crafted Data Management

Your Preferences
General
Notifications
Security

Account Setup
Account Defaults
Users & Teams
Integrations
Marketplace Downloads
Tracking & Analytics
Privacy & Consent
Sandboxes
Business Units

Data Management
Data Model Overview BETA
Properties
Objects
Import & Export

Tools
Calling
Inbox

Data model overview

The data model represents the way you store and structure data in HubSpot. It impacts how you import, view, automate, and report on your data.

Import

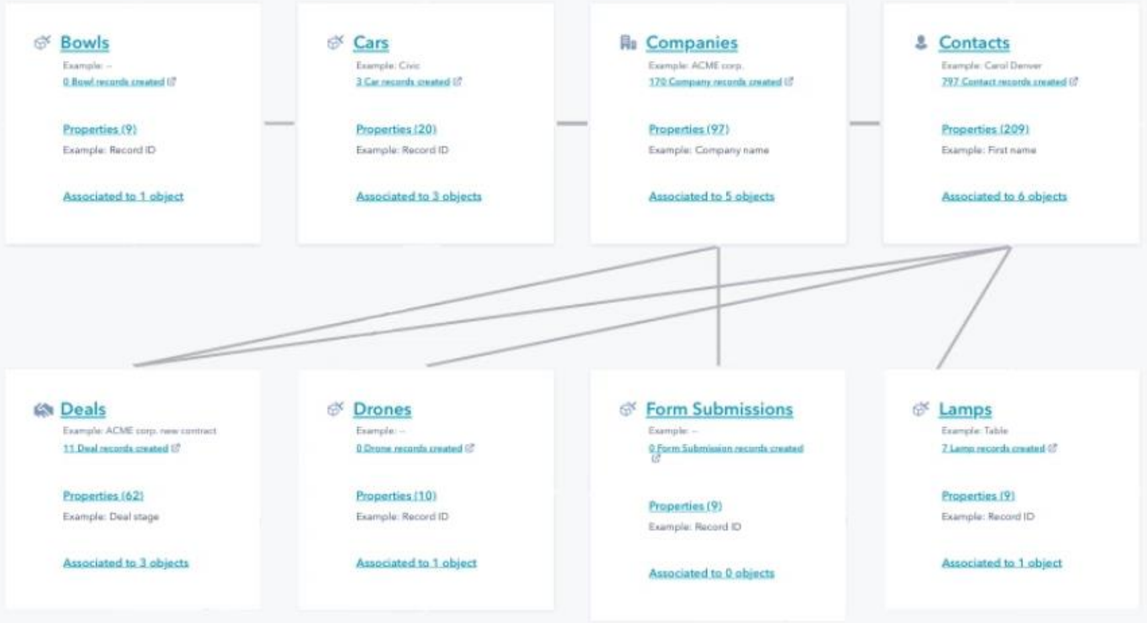
Objects

An object is a type of data you're tracking in HubSpot.

Objects in view

- [x] Bowl
- [x] Car
- [x] Company
- [x] Contact
- [x] Deal
- [x] Drone
- [x] Form Submission
- [x] Lamp
- [ ] Robot
- [ ] Shipment
- [ ] Ticket

If you need to track and manage a new type of data, create a custom object



Select an object:

Go to contacts settings

Properties (292) | Groups | Archived Properties (0)

Filter by: All groups | All field types | All users | Ari's Account (Account) | All access

Search properties

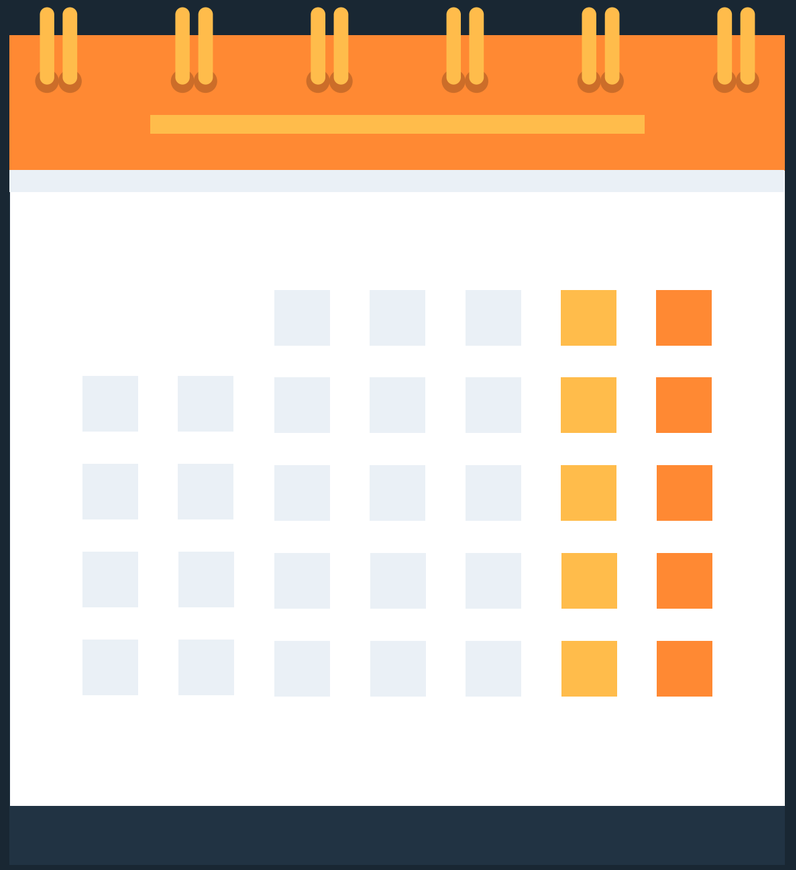
Create property

NAME	PROPERTY ACCESS	BUSINESS UNIT	GROUP	CREATED BY
A Lifecycle Stage Dropdown select	Everyone can view and edit	Ari's Account (Account)	Contact	Aaron Plaut
Age Number field	Everyone can view and edit	Ari's Account (Account)	Contact	Aaron Plaut
All-time Favorite Red Sox Player Dropdown select	Assigned to users and teams	Ari's Account (Account)	Contact	Aaron Plaut
All-time Favorite Spurs Player Dropdown select	Assigned to users and teams	Ari's Account (Account)	Contact	Aaron Plaut
Annual Revenue Number field	Everyone can view and edit	Ari's Account (Account)	Contact	HubSpot
Ari's Random Revenue Number field	Everyone can view and edit	Ari's Account (Account)	Contact	Aaron Plaut
Assists Number field	Everyone can view and edit	Ari's Account (Account)	Contact	Aaron Plaut
Average Pageviews Single line text	Everyone can view and edit	Ari's Account (Account)	Analytics	HubSpot
B Lifecy... Dropdown s	Edit Clone More	Everyone can view and edit	Ari's Account (Account)	Contact	Aaron Plaut

Help

X

MC
M+
÷
X
7
8
9
-
4
5
6
+
1
2
3
=
0
.



NOPE
MC
M+
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7
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9
-
4
5
6
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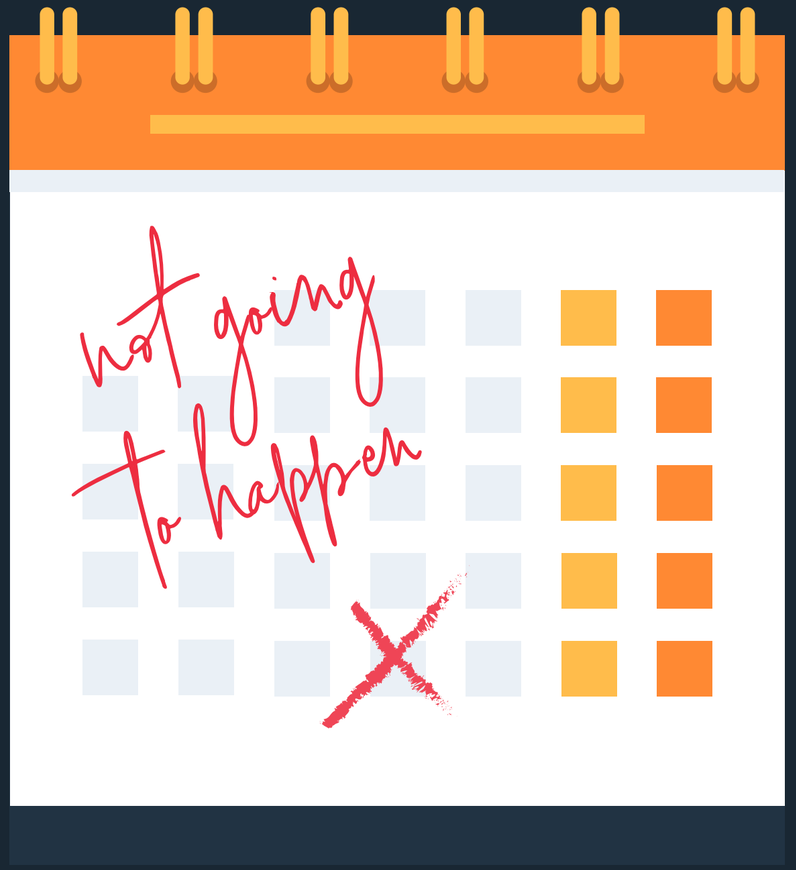
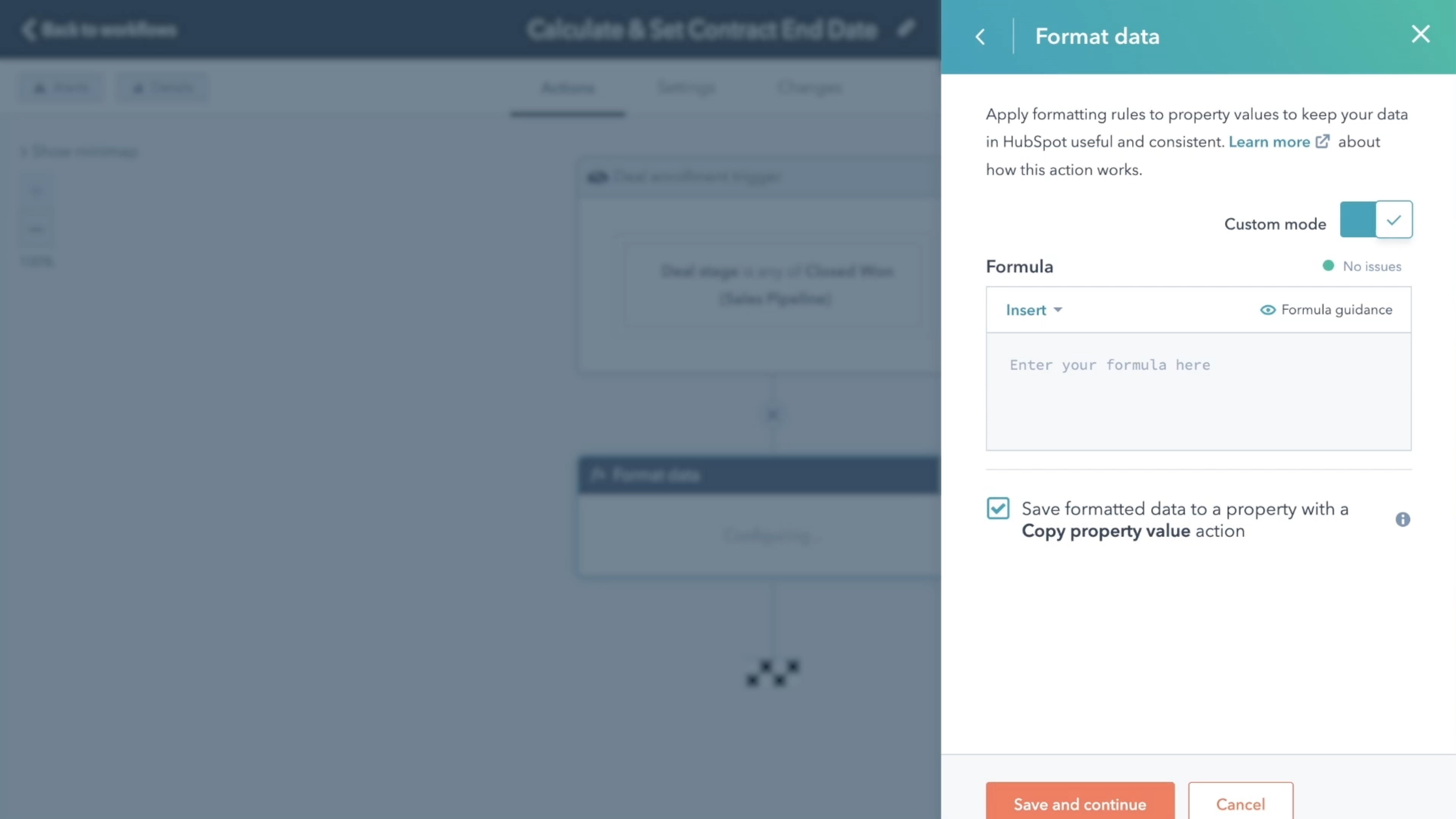

not going
to happen


Format data
Apply formatting rules to property values to keep your data in HubSpot useful and consistent. Learn more about how this action works.
Custom mode
Formula
No issues
Insert
Formula guidance
Enter your formula here
Save formatted data to a property with a Copy property value action
Save and continue
Cancel

Data Quality

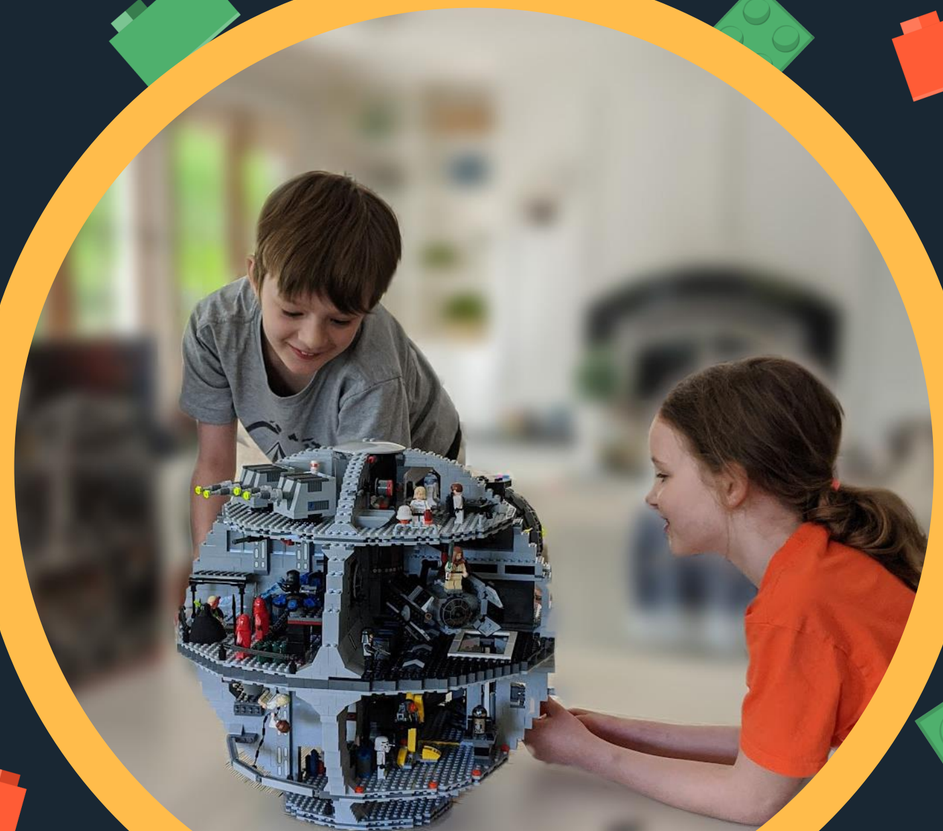
Crafted Data Management

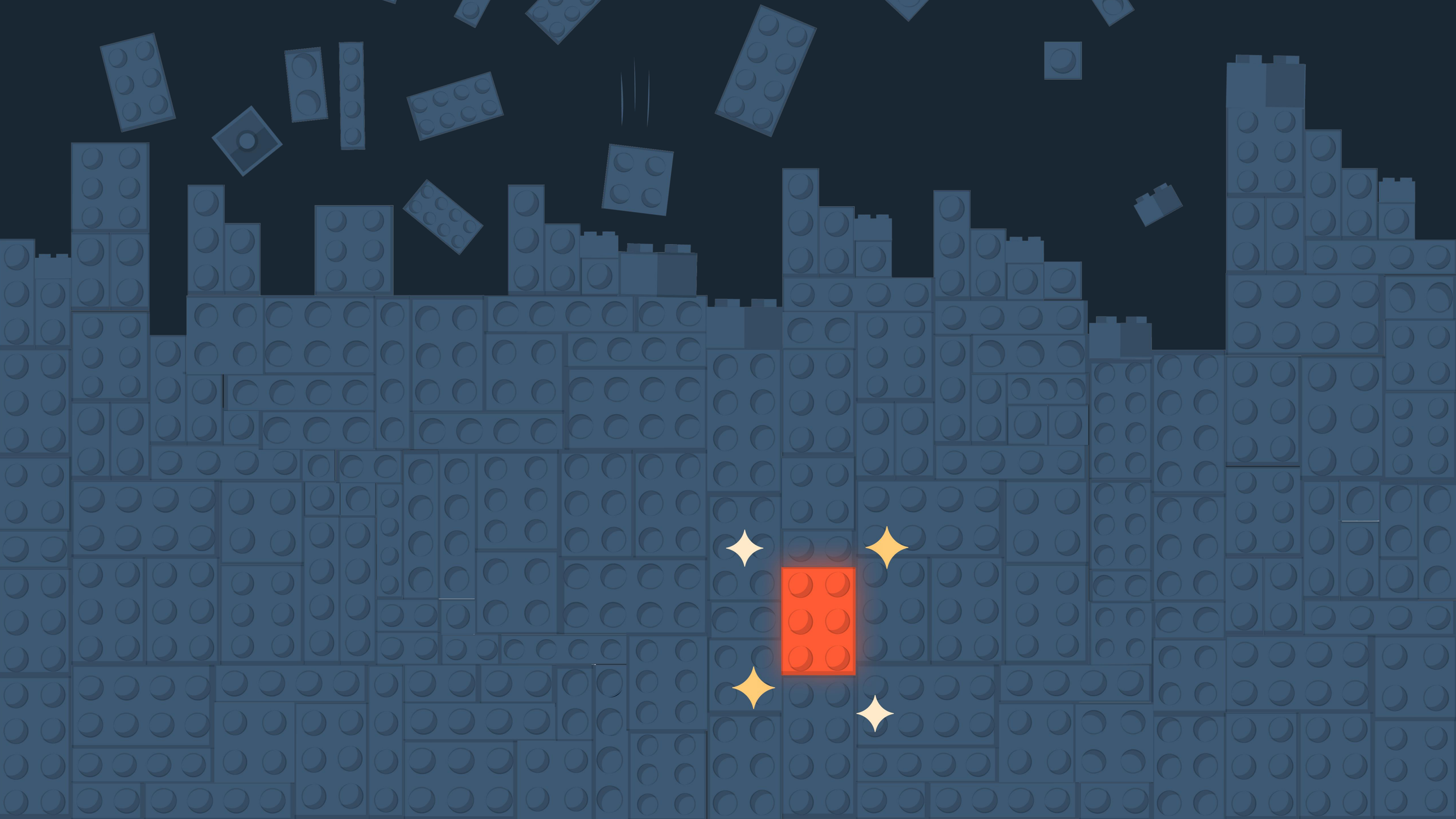
PUBLIC BETA

CLEAN, CLEAR AND CONNECTED

Teams want to

view the data





Customize the CRM

Overview Activities Custom

CREATE DATE	LIFECYCLE STAGE	LAST ACTIVITY DATE
05/12/2021 1:45 PM EDT	Opportunity	08/08/2022 12:22 PM EDT

Recent Communications

Katherine Man sent an **email** to **Amy Powers**	August 8, 2022
Katherine Man logged a **call** to **Amy Powers**	August 4, 2022
Katherine Man logged a **call** to **Amy Powers**	August 1, 2022

Companies

COMPANY NAME	COMPANY DOMAIN NAME	PHONE NUMBER

Customize the CRM

PUBLIC BETA

Something is

Missing

Connected

Payments

Payments

Easy to

Purchase

Gold Consulting Package - Payment Link

Cool Robot (bh@hubspot.com)

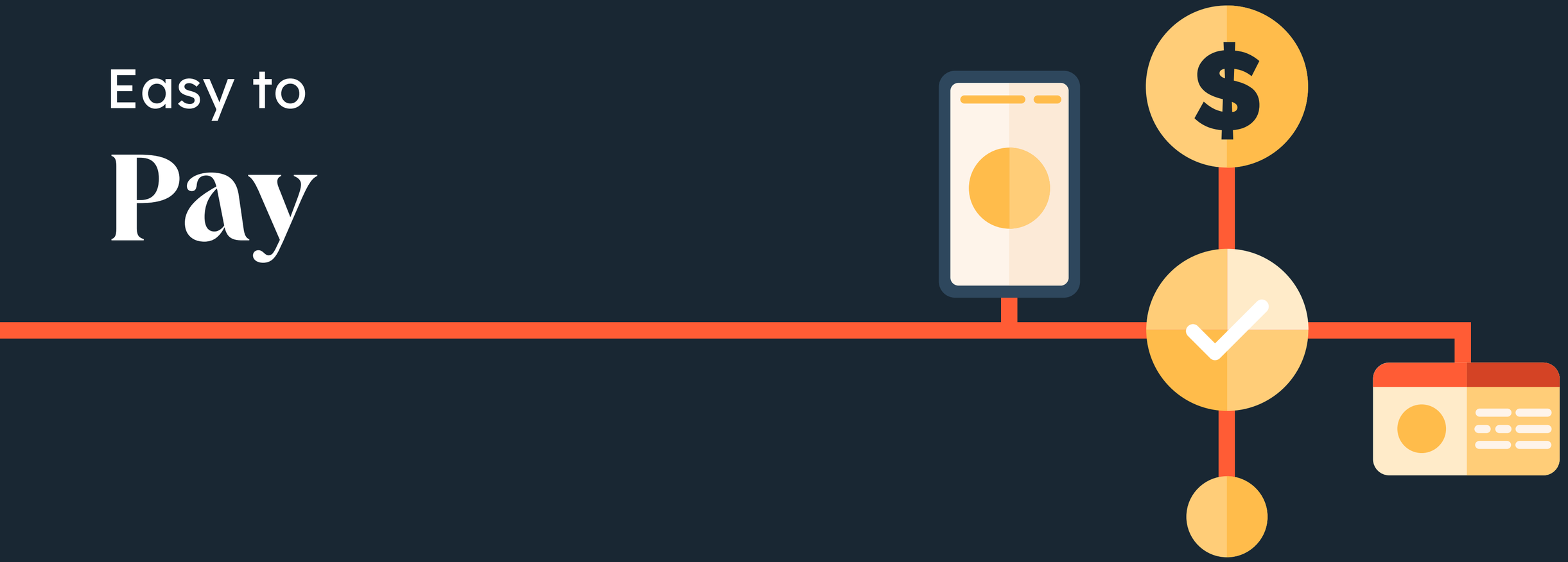
Gold Consulting Package - Payment Link

Templates Meetings Tasks Sequences Snippets Documents

Insert: +33% Capture

Easy to

Pay



CHOOSE TIME — YOUR INFO — PAYMENT

Summary

Gold

Full access to the Gold subscription offering

$1,000.00 / month

Total $1,000.00

Then $1,000.00 per month

Meeting Time

Friday, August 19, 2022 3:00 PM

We will follow up with next steps to get started!

Contact info

Email address *

bh@hubspot.com

First name *

Brian

Last name *

Halligan

Payment info

(•) Credit or debit card ( ) ACH (bank transfer)

Credit card number *

VISA 4242 4242 4242 4242

Expiration date *

02 / 23

Security code *

123

Easy to

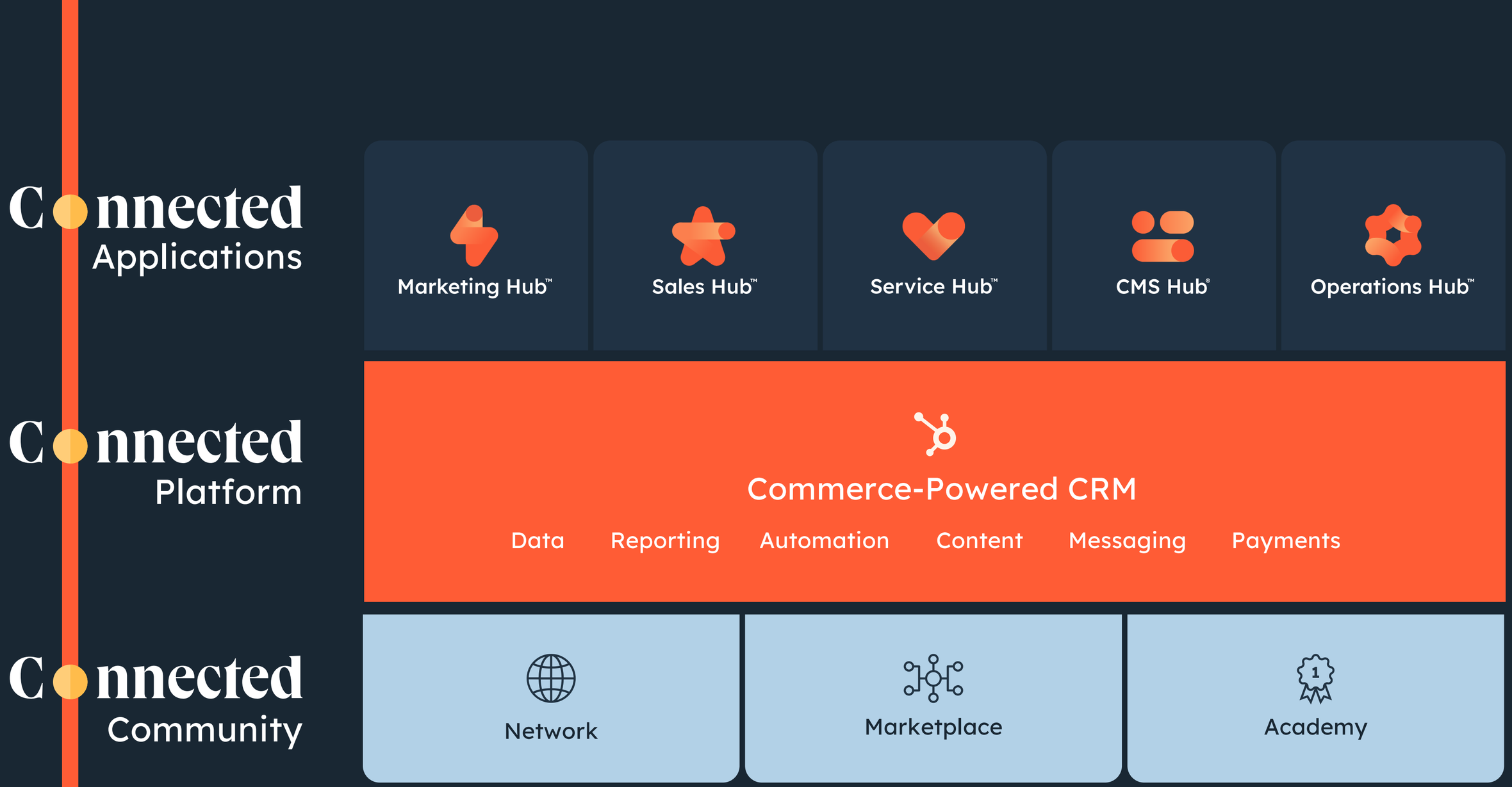
Connect

Create Paid Invoice in Quickbooks Online

Actions | Settings | Changes

Payments

LIVE


Connected Applications
Marketing Hub™
Sales Hub™
Service Hub™
CMS Hub®
Operations Hub™
Connected Platform
Commerce-Powered CRM
Data
Reporting
Automation
Content
Messaging
Payments
Connected Community
Network
Marketplace
Academy

hubspot.com/new

THANK YOU

Connect the Dots

Grow Better With Community

HubSpot

@dharmesh

Greetings, fellow humans.

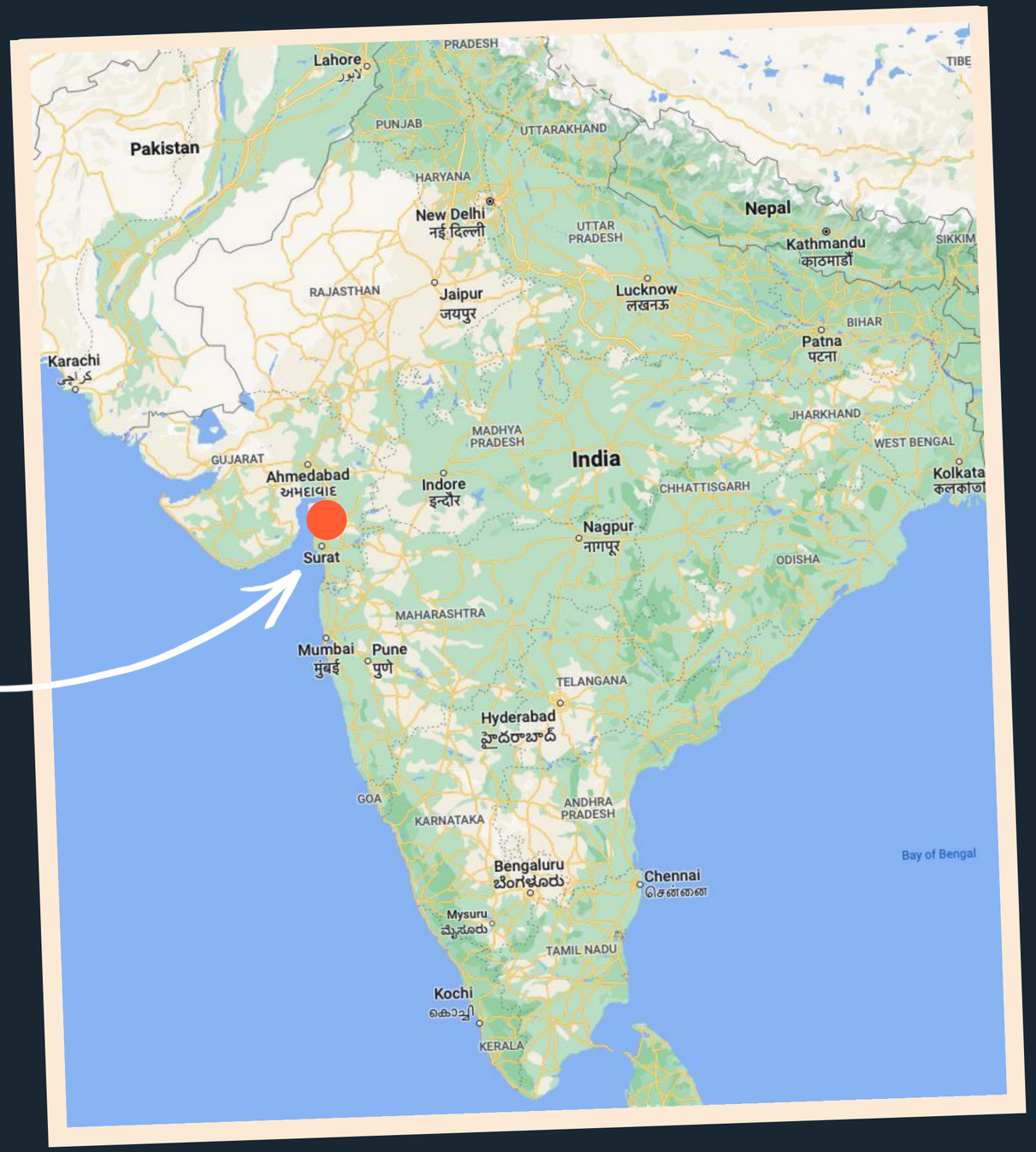
In Person

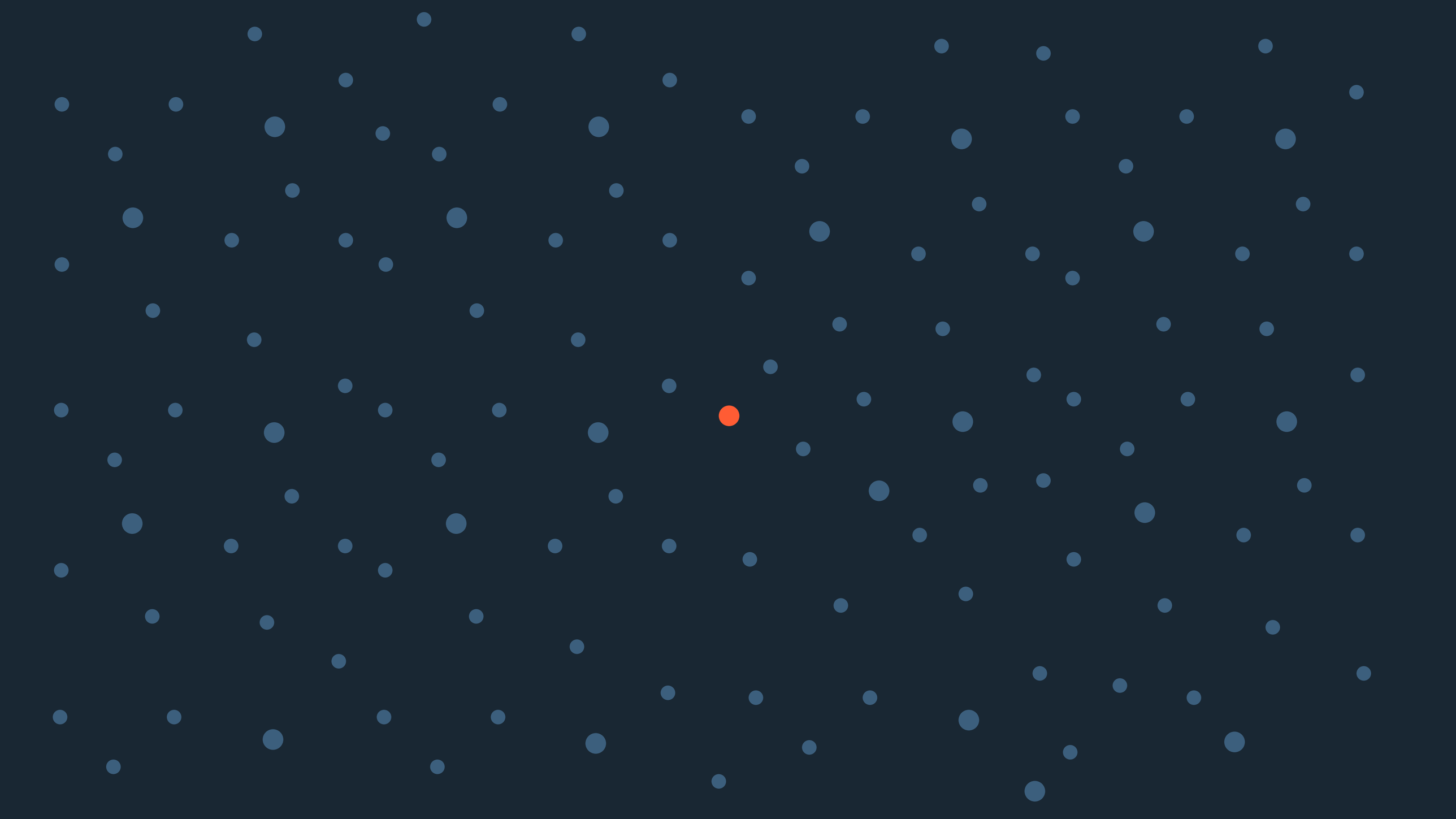
In Person

In Pajamas

I’m @dharmesh.

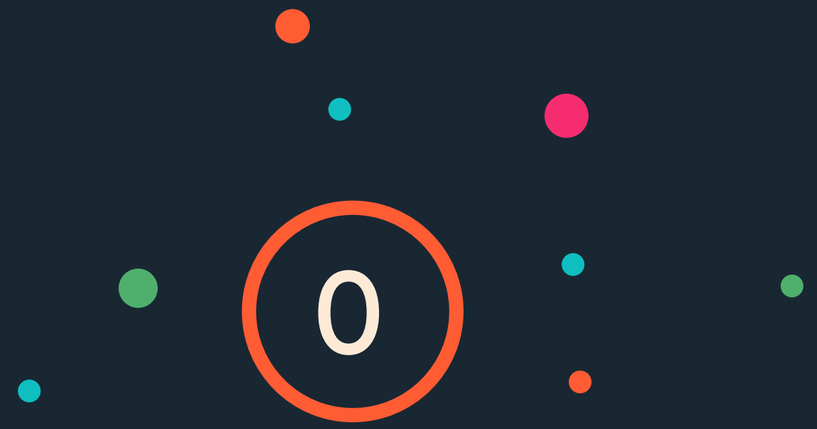
Ankleshwar,
Gujarat





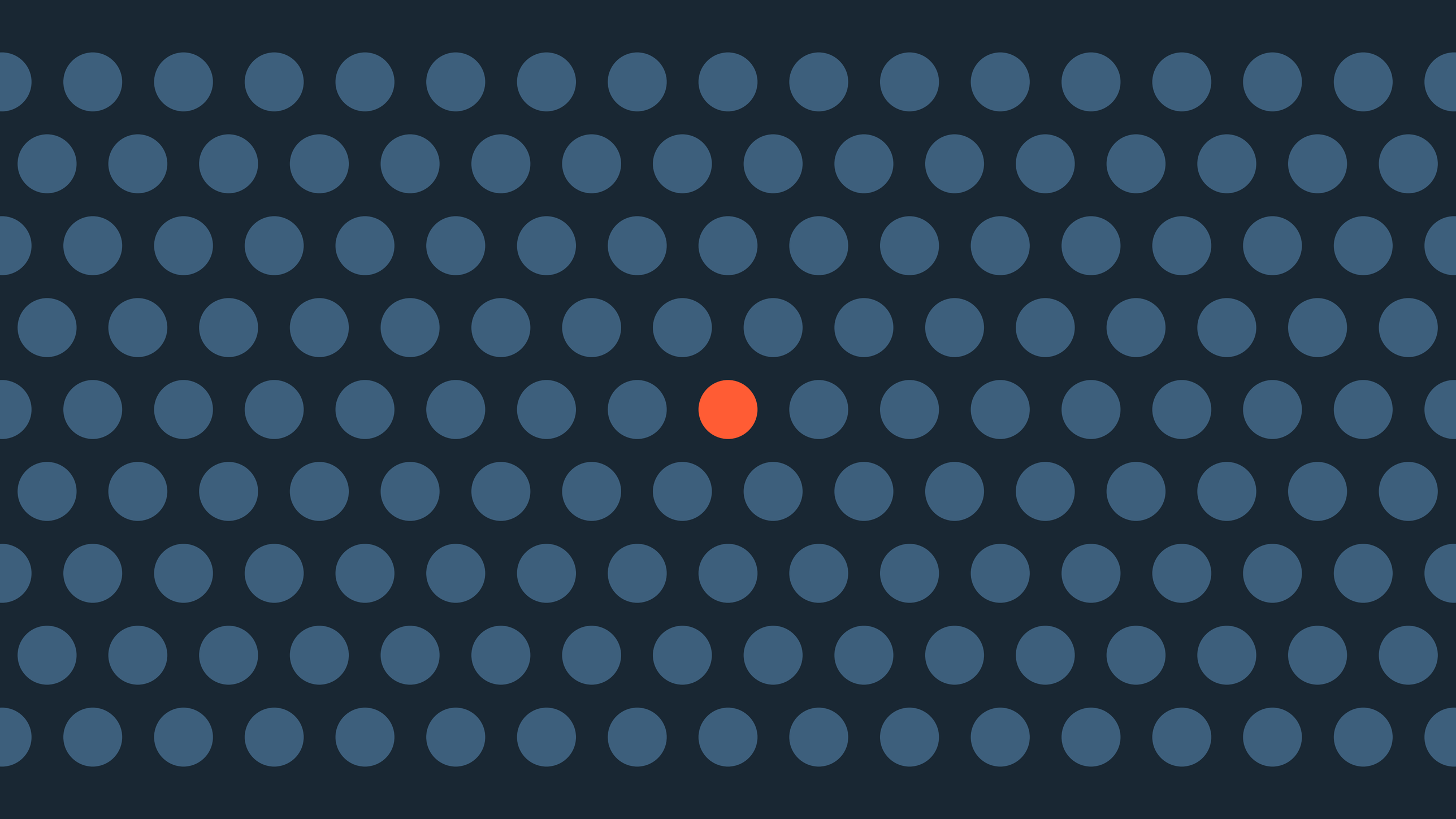
disconnected

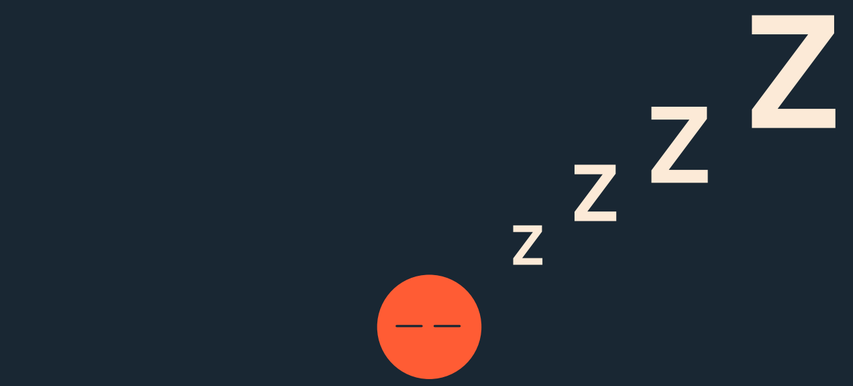
connect



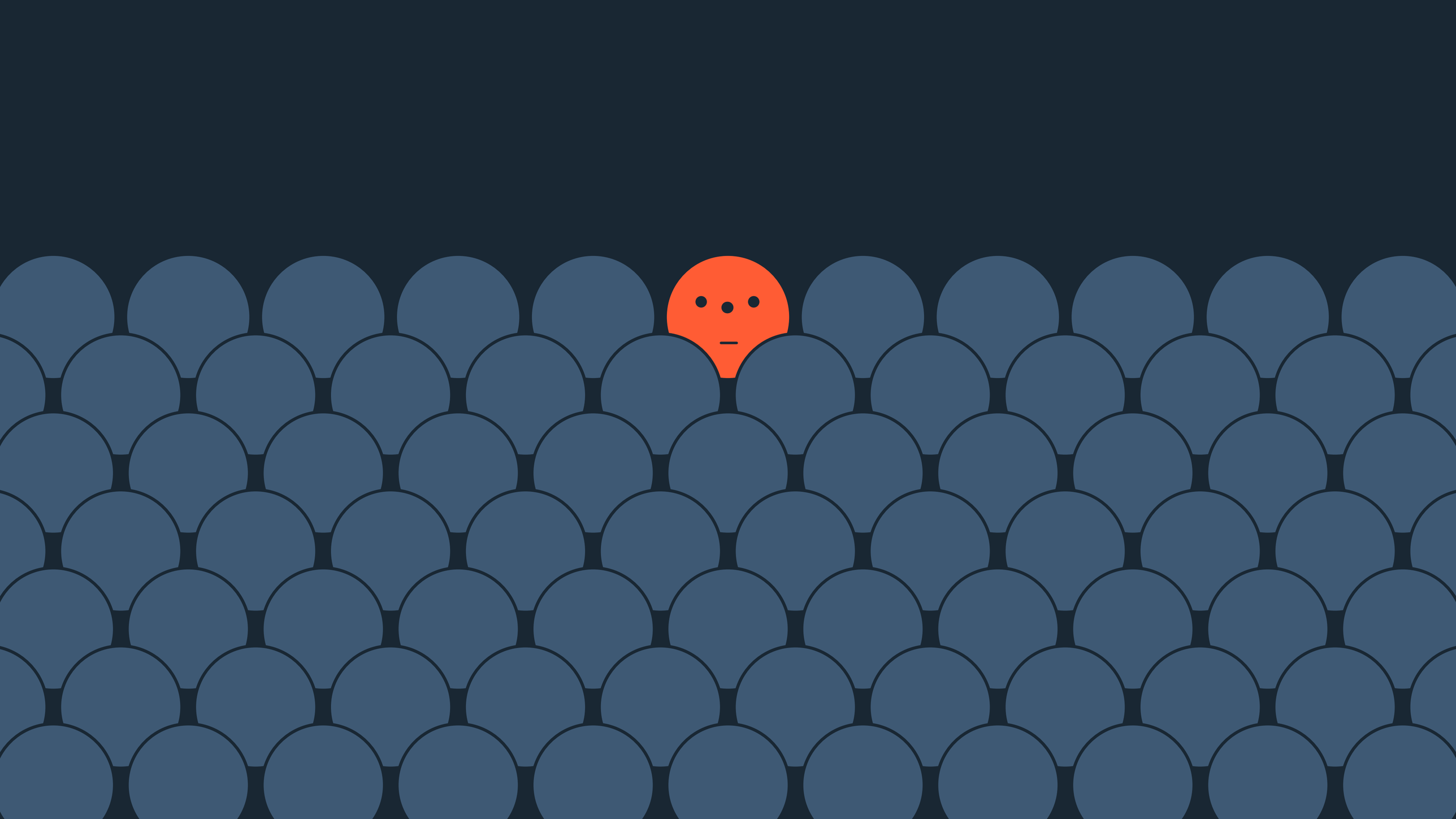
Community Matters

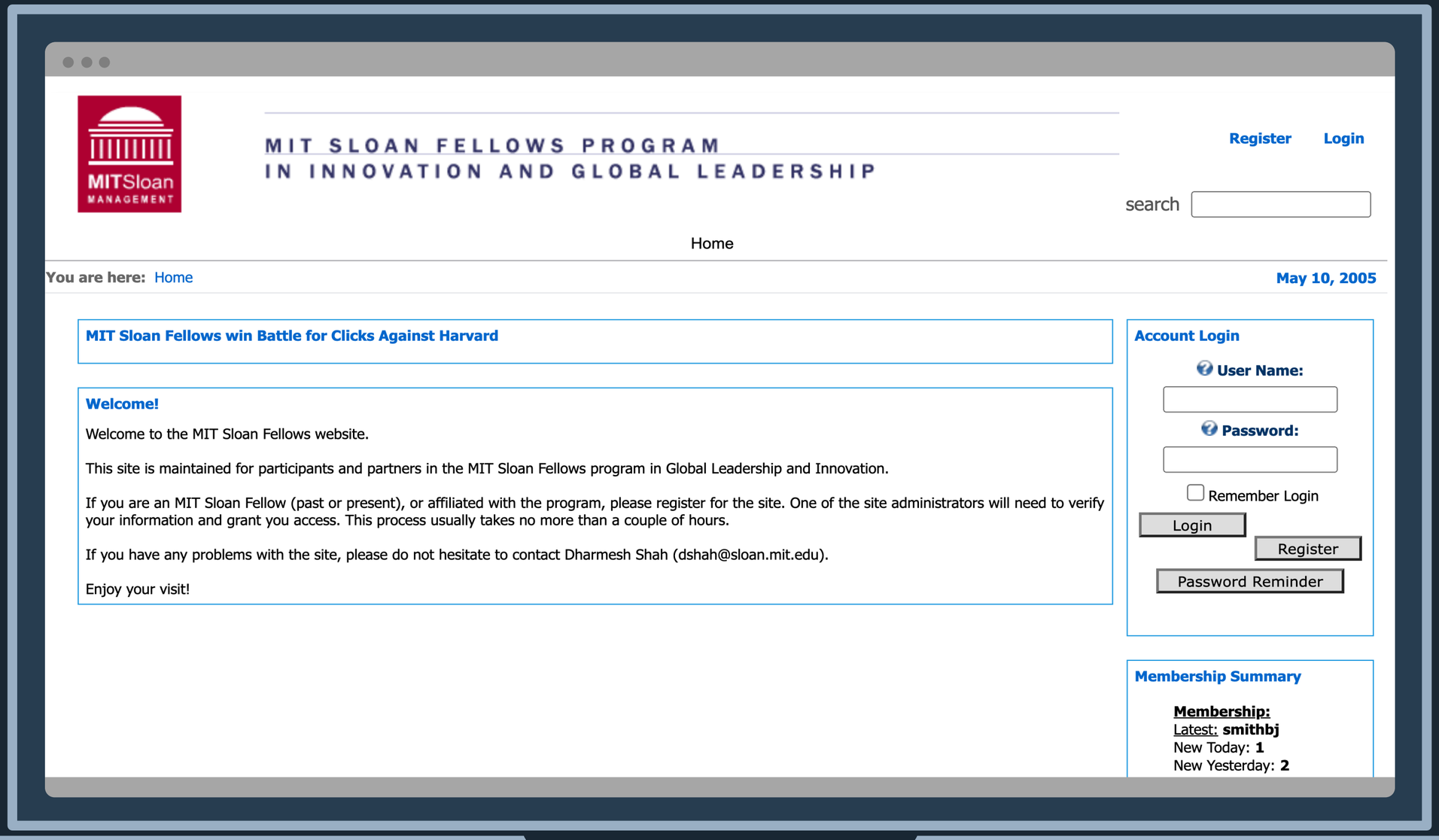
A dot.

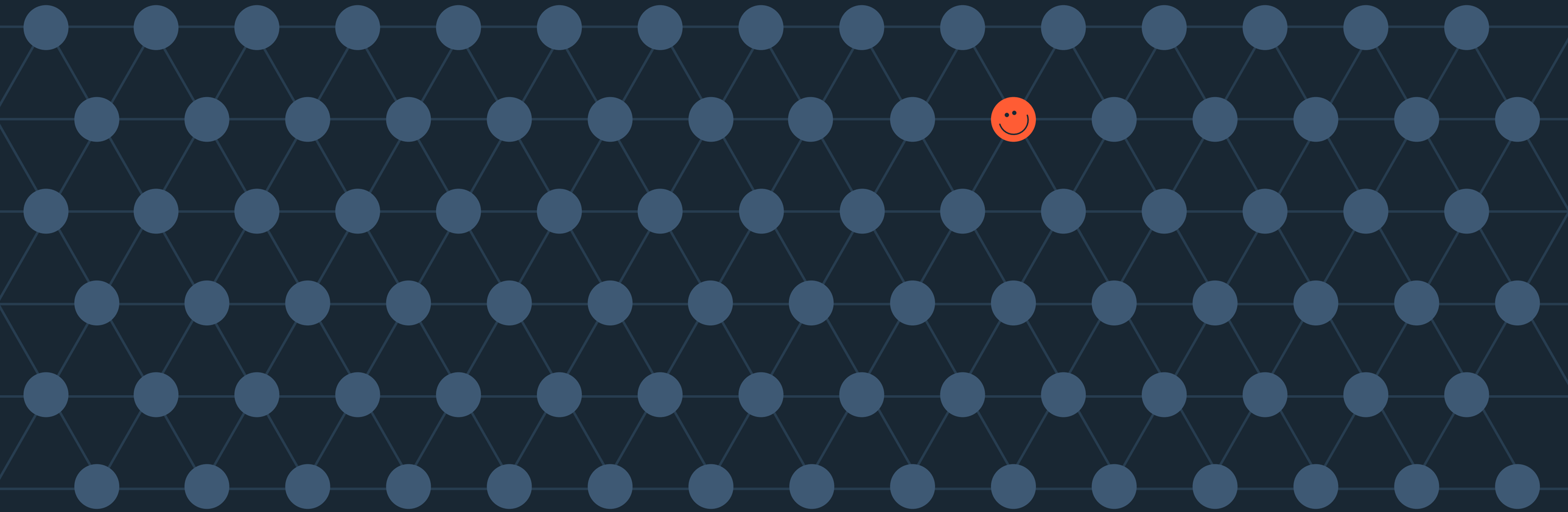


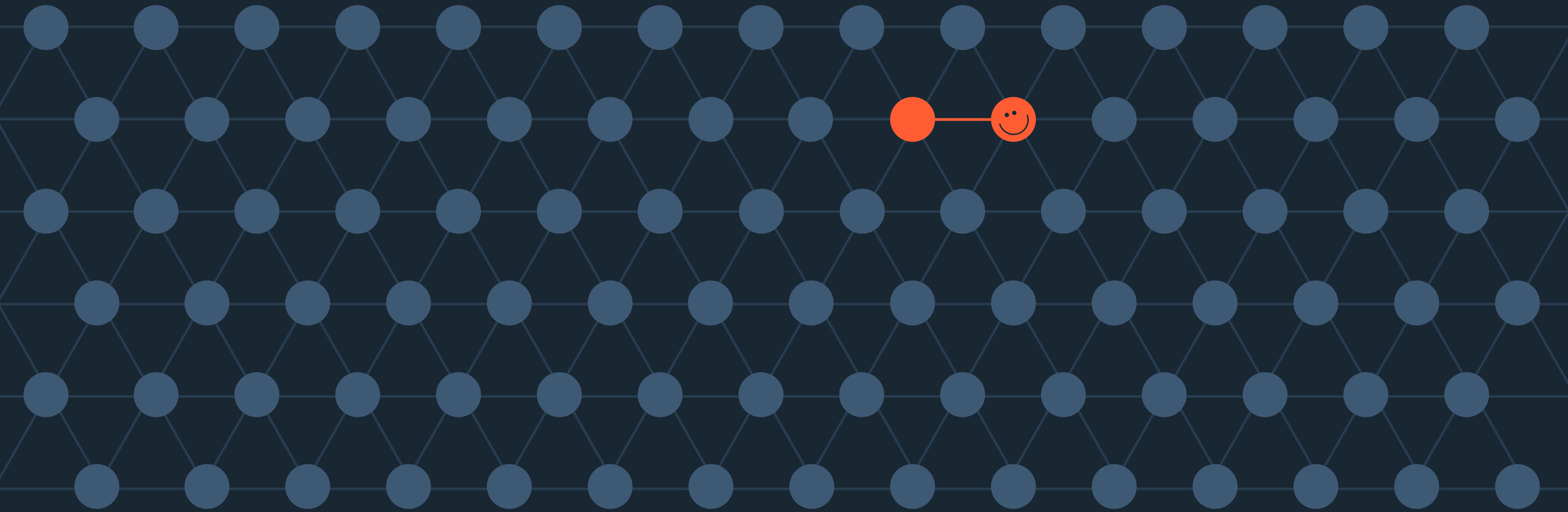


8:45 am



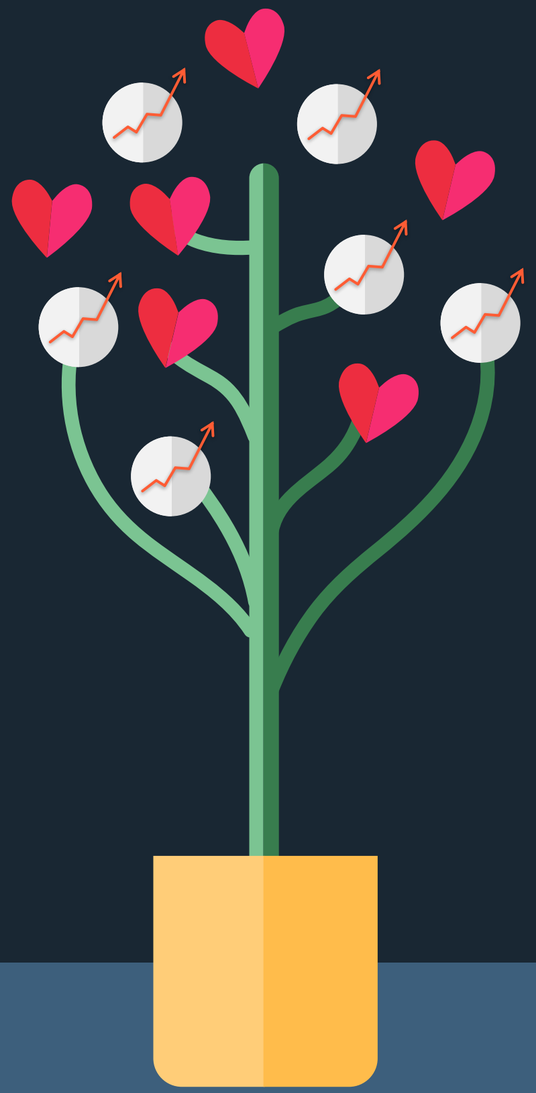

MITSloan
MANAGEMENT
MIT SLOAN FELLOWS PROGRAM
IN INNOVATION AND GLOBAL LEADERSHIP
Register
Login
search
Home
You are here: Home
May 10, 2005
MIT Sloan Fellows win Battle for Clicks Against Harvard
Welcome!
Welcome to the MIT Sloan Fellows website.
This site is maintained for participants and partners in the MIT Sloan Fellows program in Global Leadership and Innovation.
If you are an MIT Sloan Fellow (past or present), or affiliated with the program, please register for the site. One of the site administrators will need to verify your information and grant you access. This process usually takes no more than a couple of hours.
If you have any problems with the site, please do not hesitate to contact Dharmesh Shah (dshah@sloan.mit.edu).
Enjoy your visit!
Account Login
User Name:
Password:
Remember Login
Login
Register
Password Reminder
Membership Summary
Membership:
Latest: smithbj
New Today: 1
New Yesterday: 2





Brian Halligan

Me



growmance

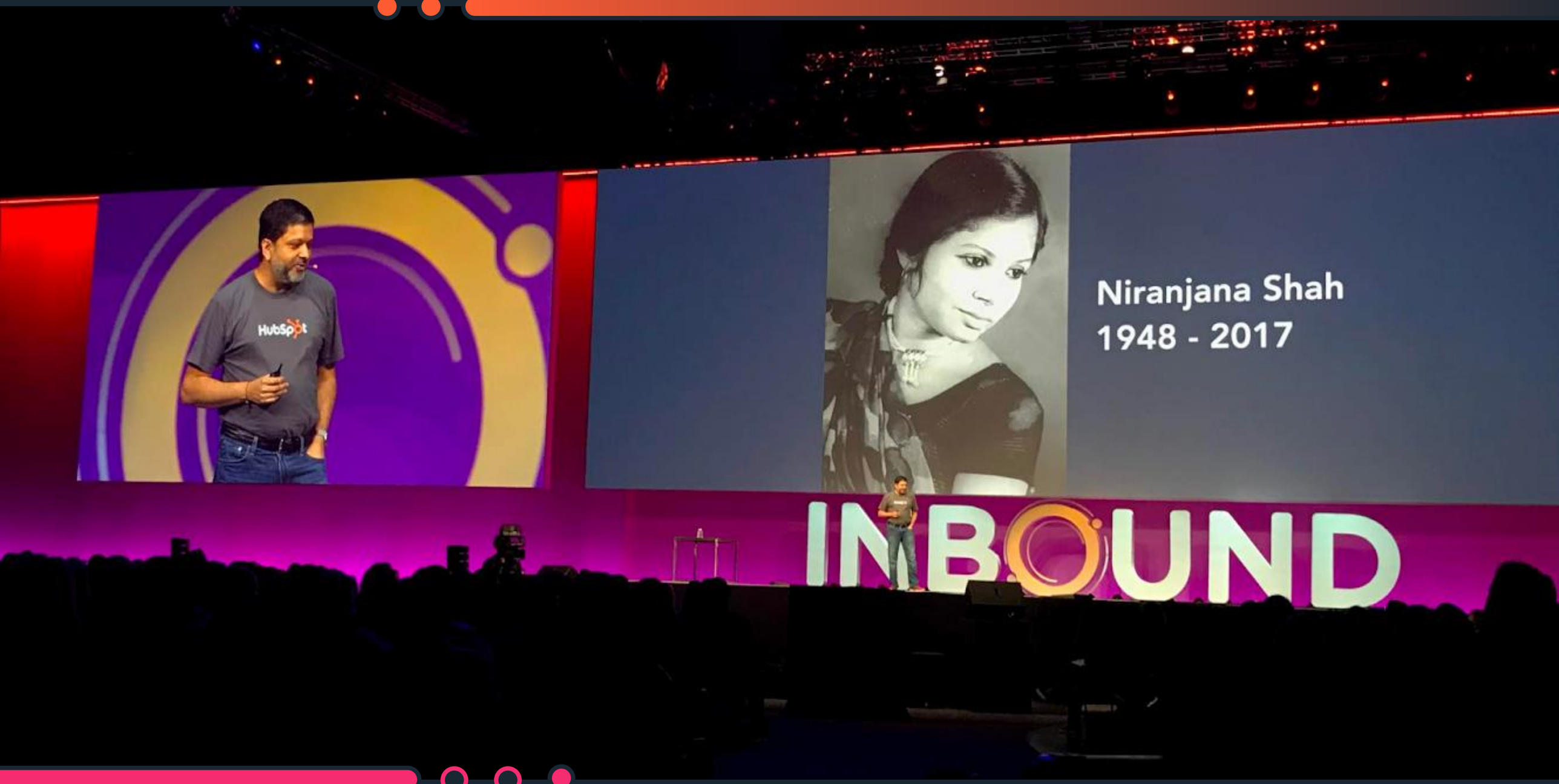
The Golden Rule of Inbound Marketing:

Market unto others as you would have them market unto you.

Happy 16th HubSpot and INBOUND!

My own dot.
Sohan

Sohan Shah
Launched 2011
INBOUND


HubSpot
Niranjana Shah
1948 - 2017
INBOUND

me

you?

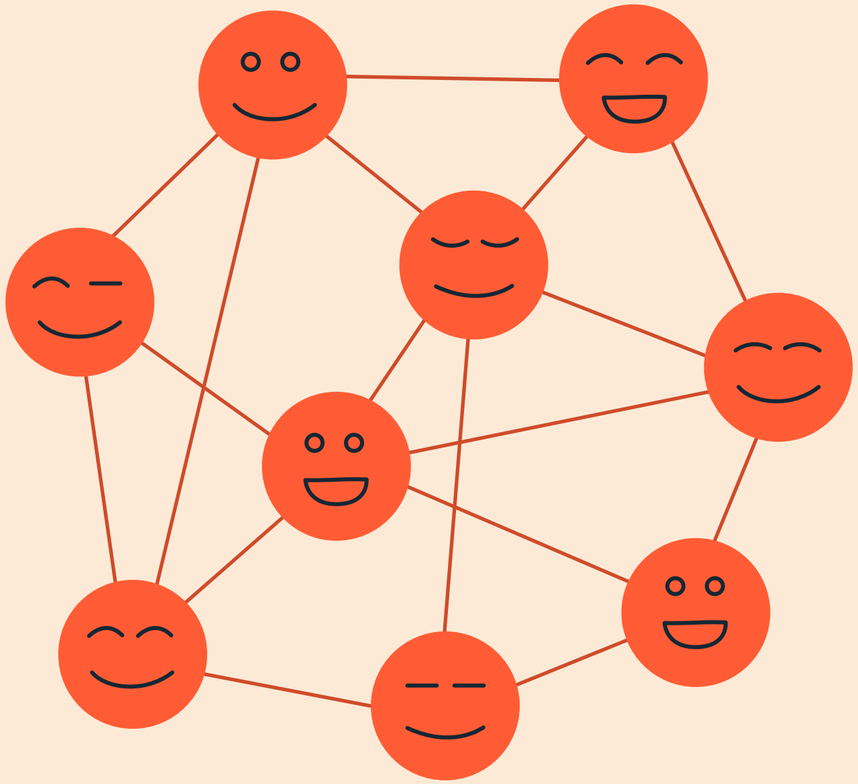
You belong.

You belong.
You have value.

You belong.
You have value.
You matter.

Crisis of Disconnection

Community



1

The Power of a Professional Community

inbound

=

The Evolution Of Value Led Growth

The Evolution Of Value Led Growth

Sales Led
Growth

The Evolution Of Value Led Growth

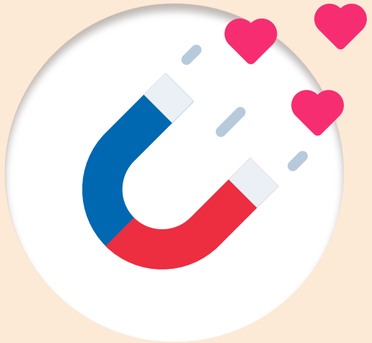
Sales Led
Growth

Consultation

The Evolution Of Value Led Growth

Sales Led Growth

Consultation



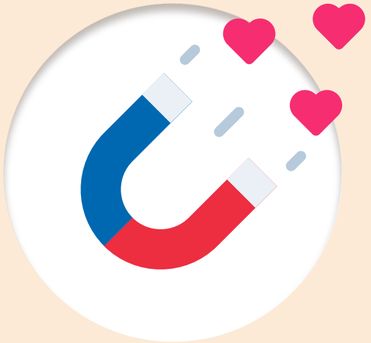
Marketing Led Growth

Content

The Evolution Of Value Led Growth

Sales Led Growth

Consultation



Marketing Led Growth

Content

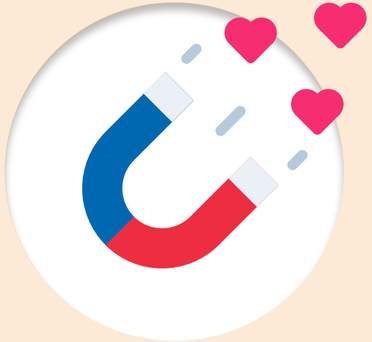
Product Led Growth

Code

The Evolution Of Value Led Growth

Sales Led Growth

Consultation

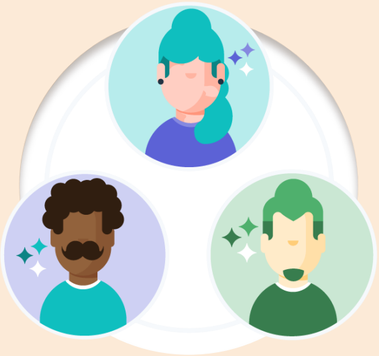


Marketing Led Growth

Content

Product Led Growth

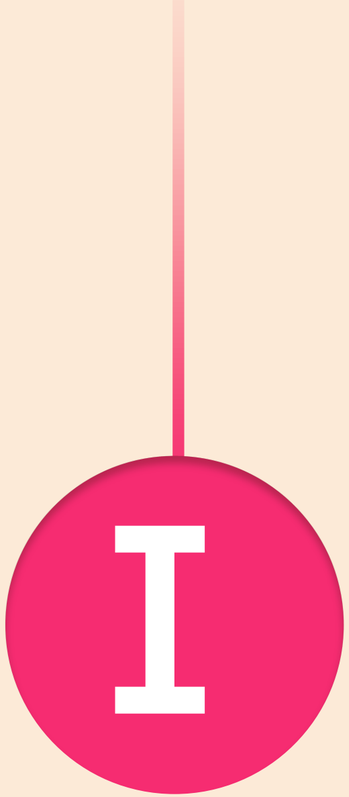
Code



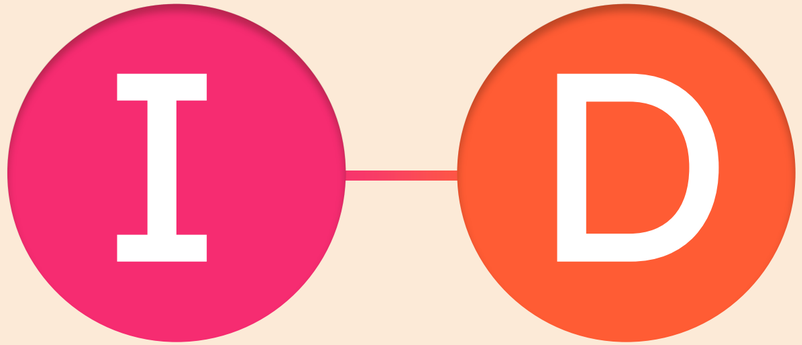
Community Led Growth

Connection

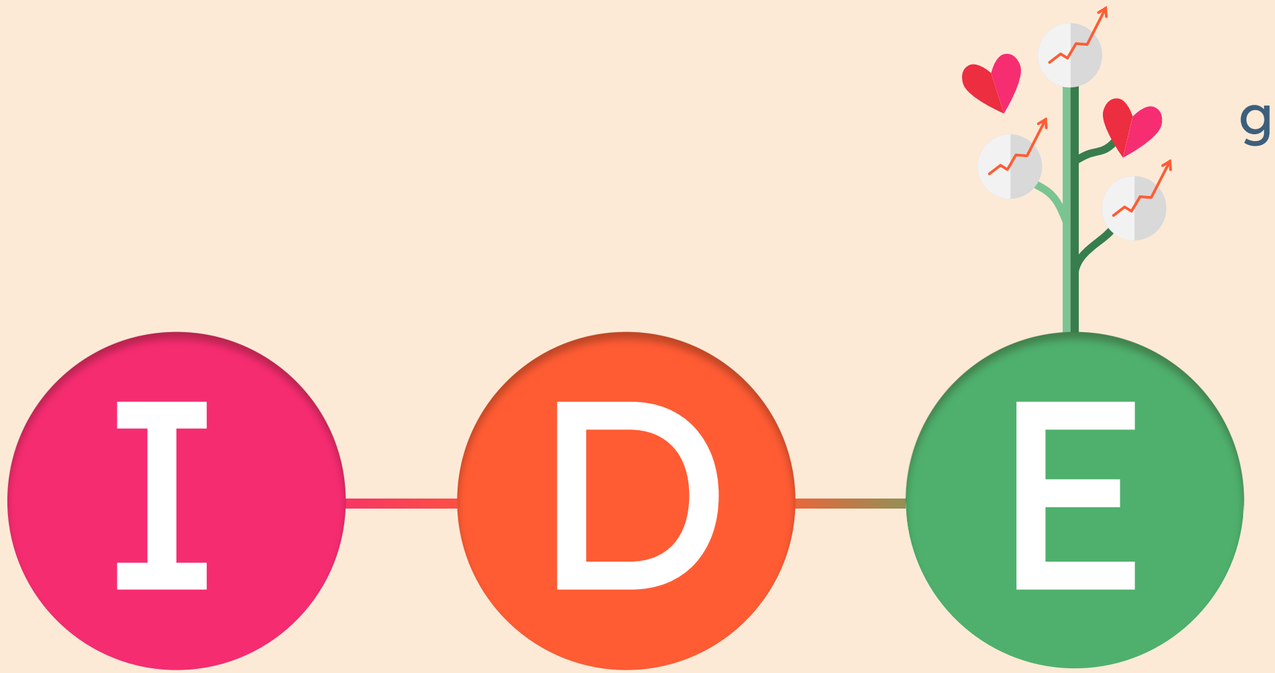
Crafting The Ideal Community



Identity

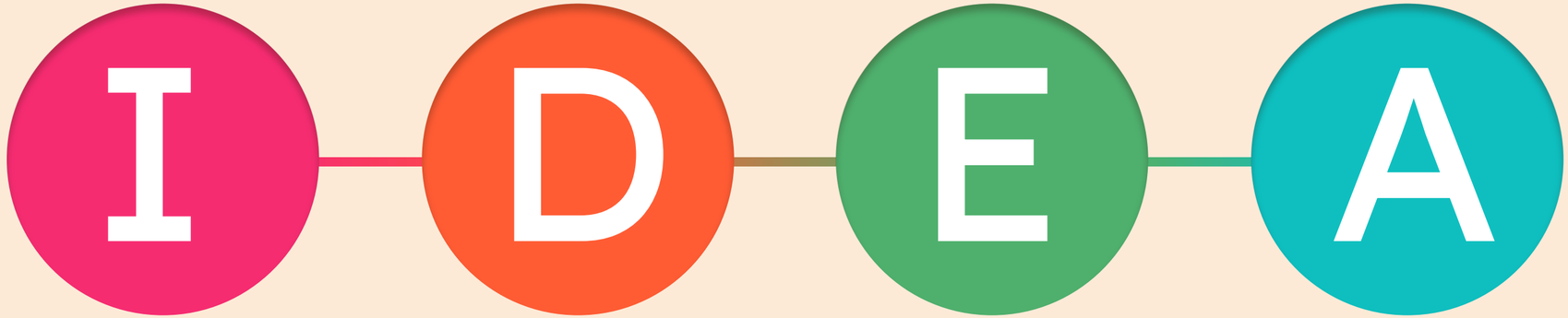


Diversity



growmance

Engagement



Action

I
D
E
A
L
Learning

Making a Professional Community

I — Identity

D — Diversity

E — Engagement

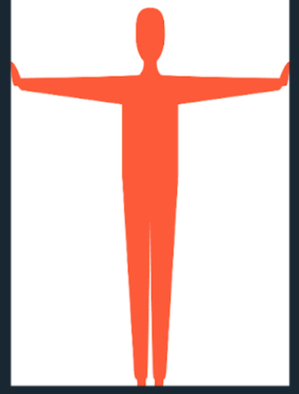
A — Action

L — Learning

Where We're Headed

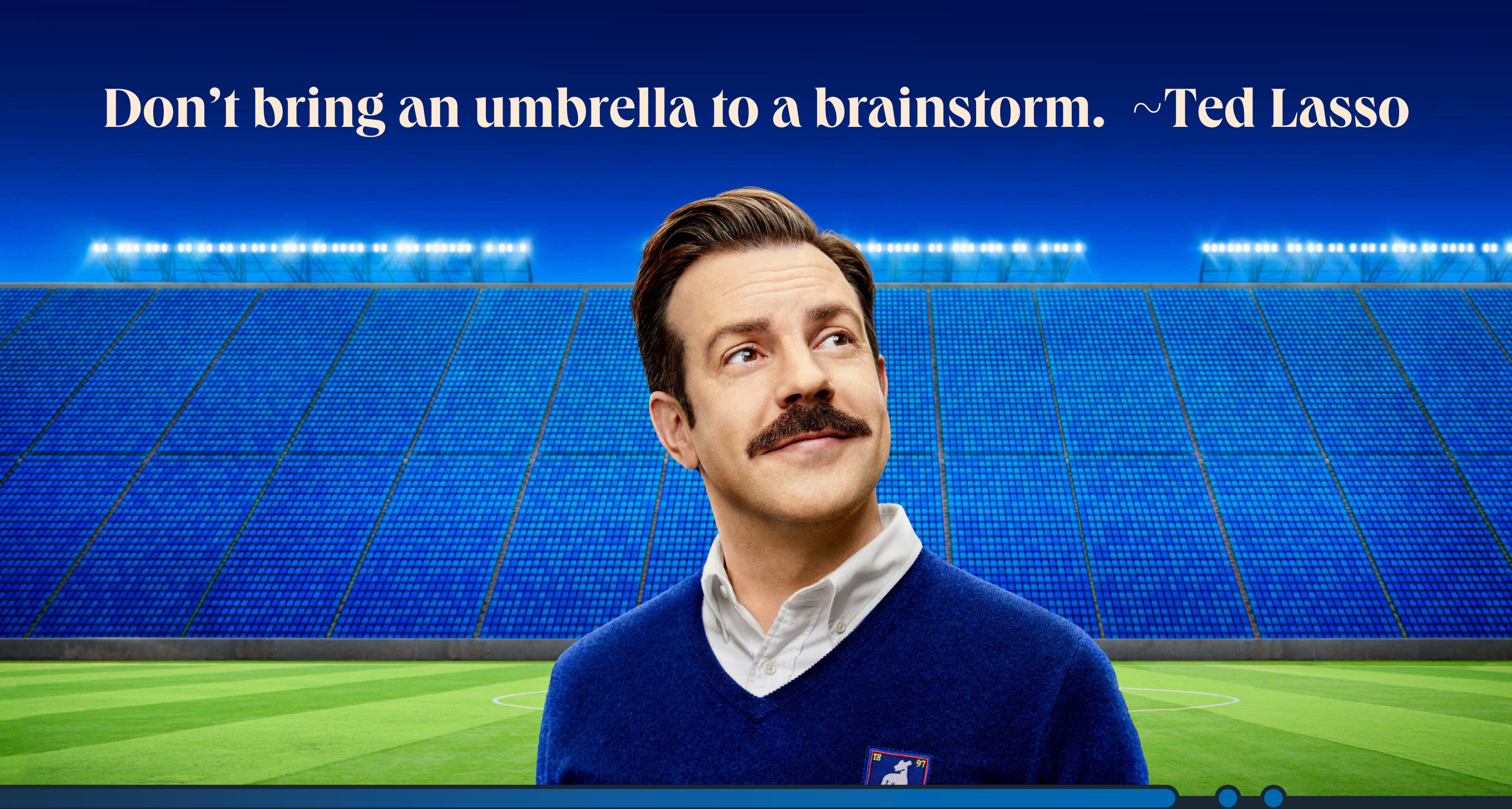
A peek behind the curtains

THINK BIG!



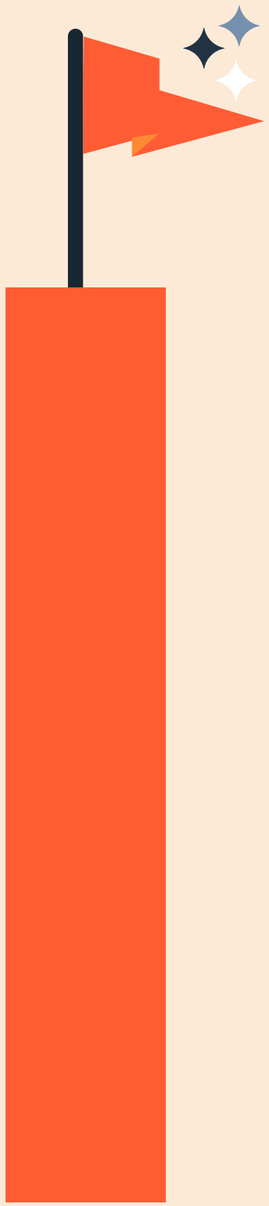
2022 Strategy Offsite

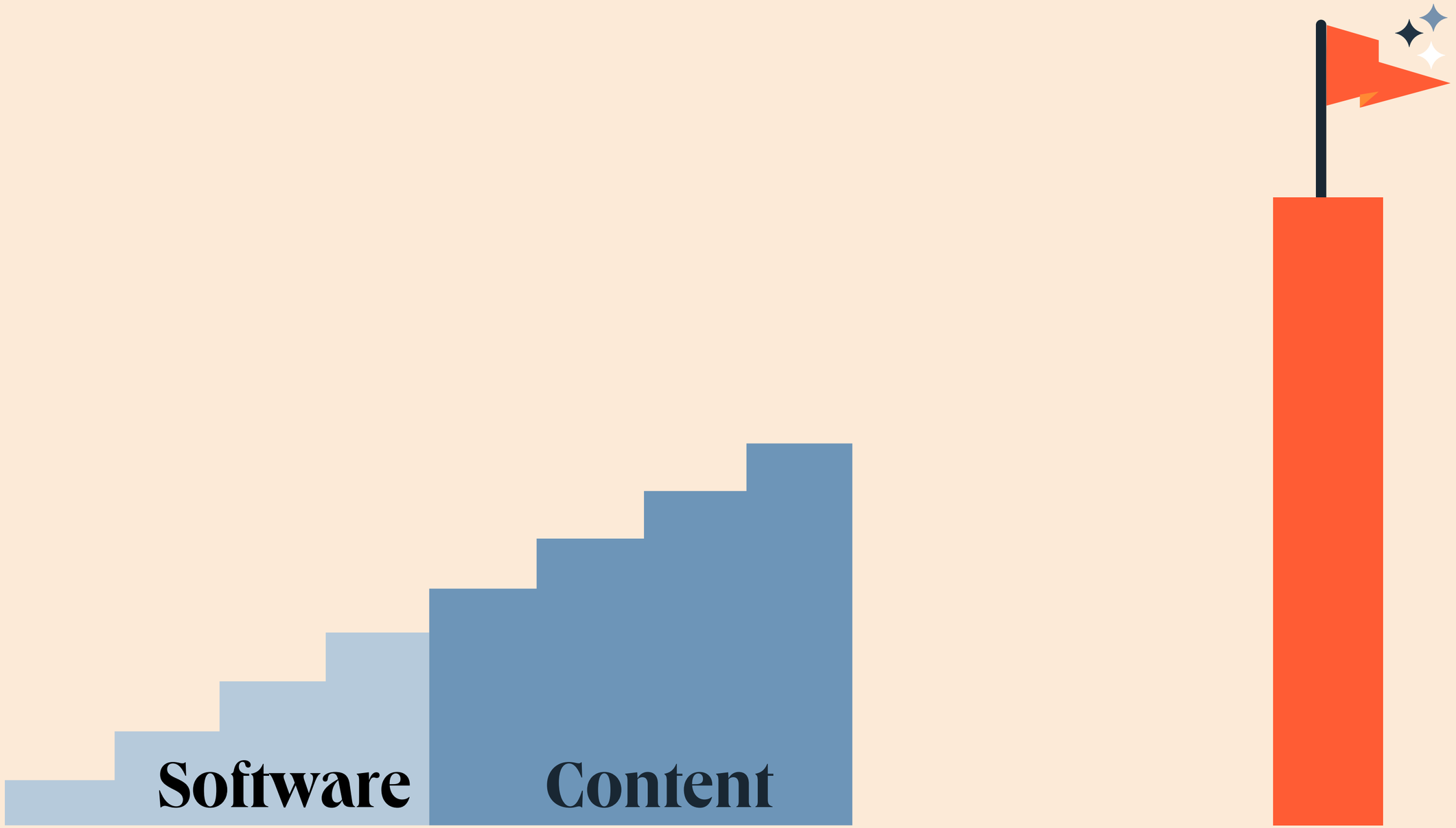
Don’t bring an umbrella to a brainstorm. ~Ted Lasso

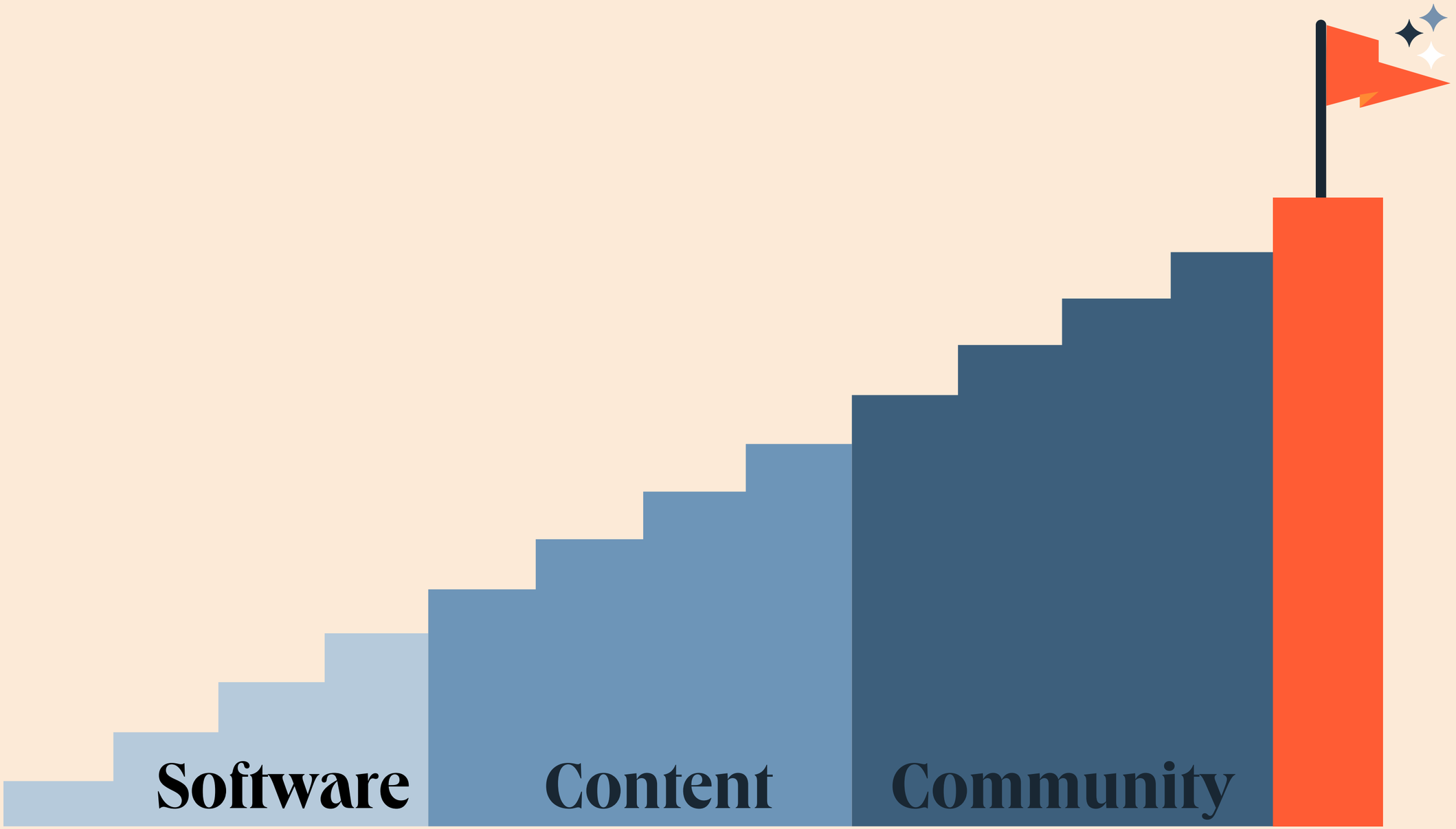


SOLVE
FOR THE
CUSTOMER

Software




Software
Content


Software
Content
Community

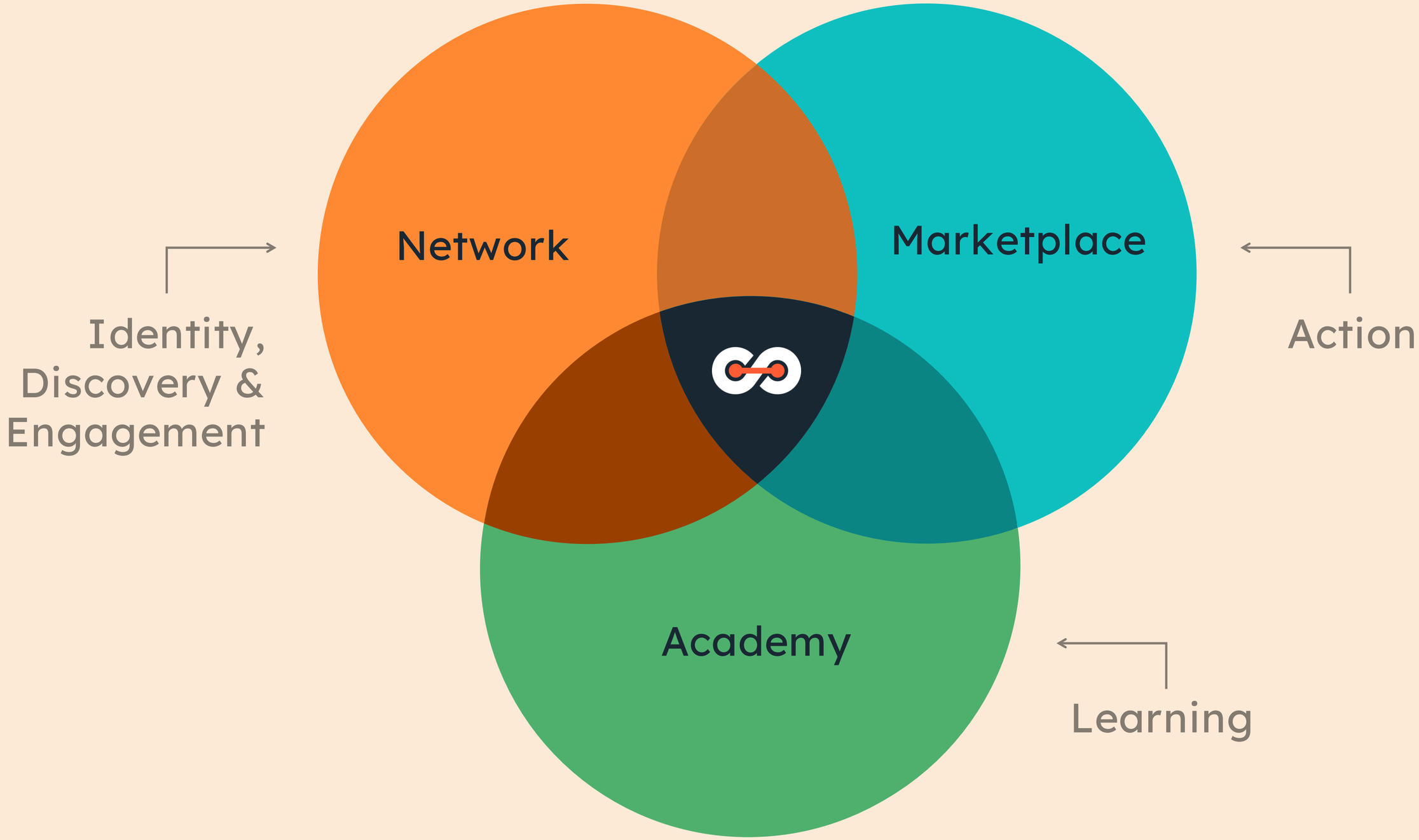
HubSpot = Success ~~Software~~ as a Service

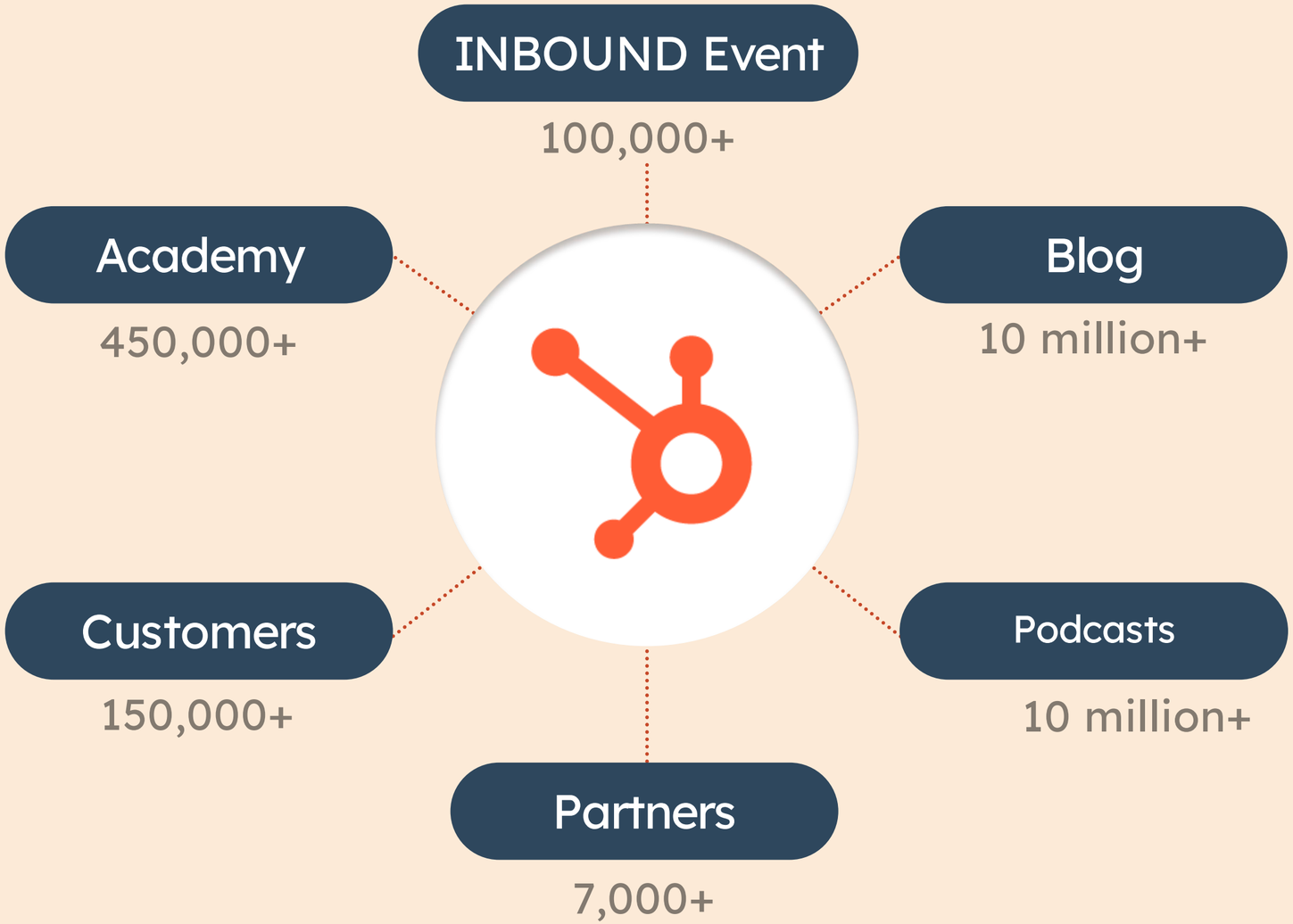
Breathe.

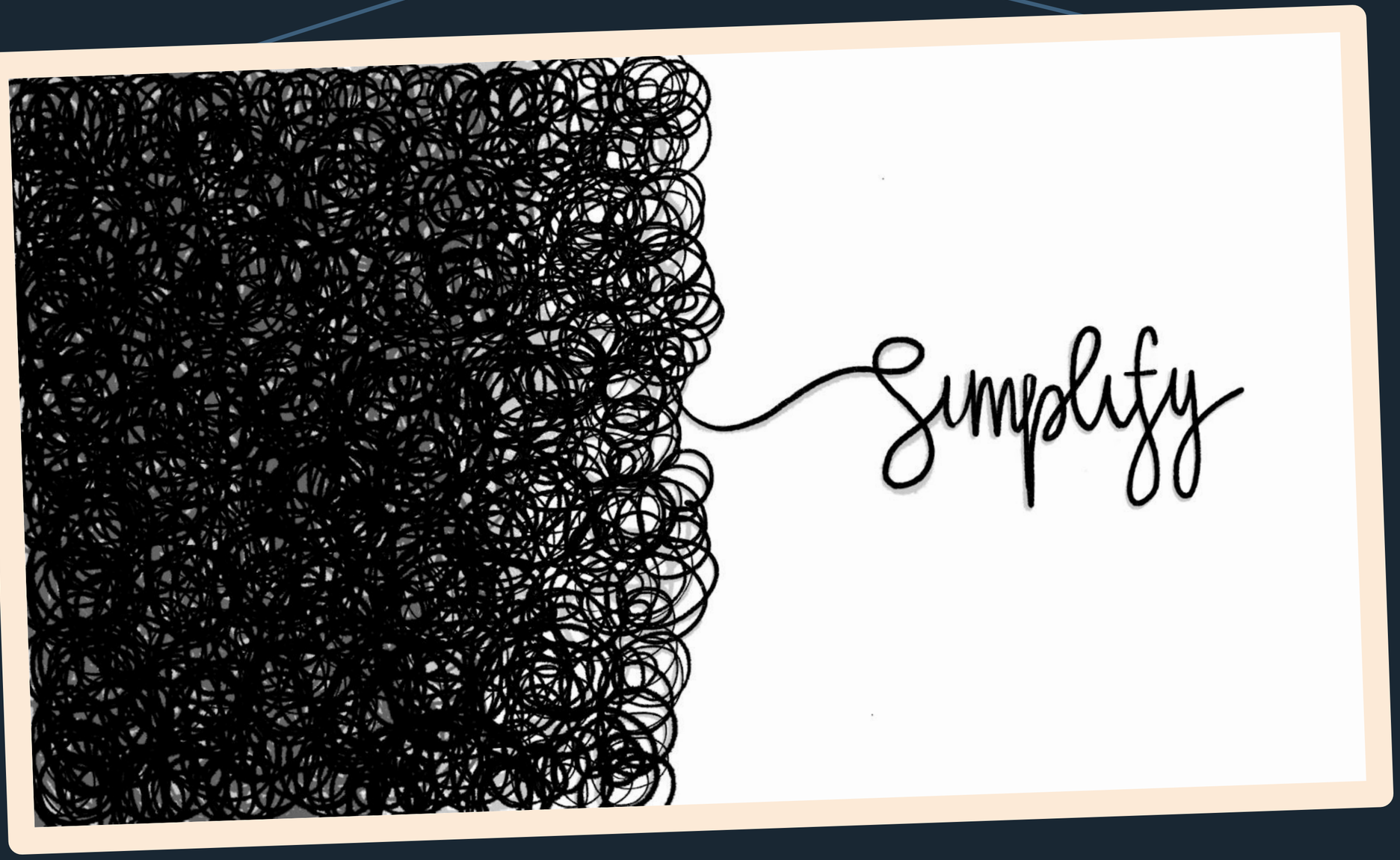
HubSpot

connect

The connected community for growth professionals.

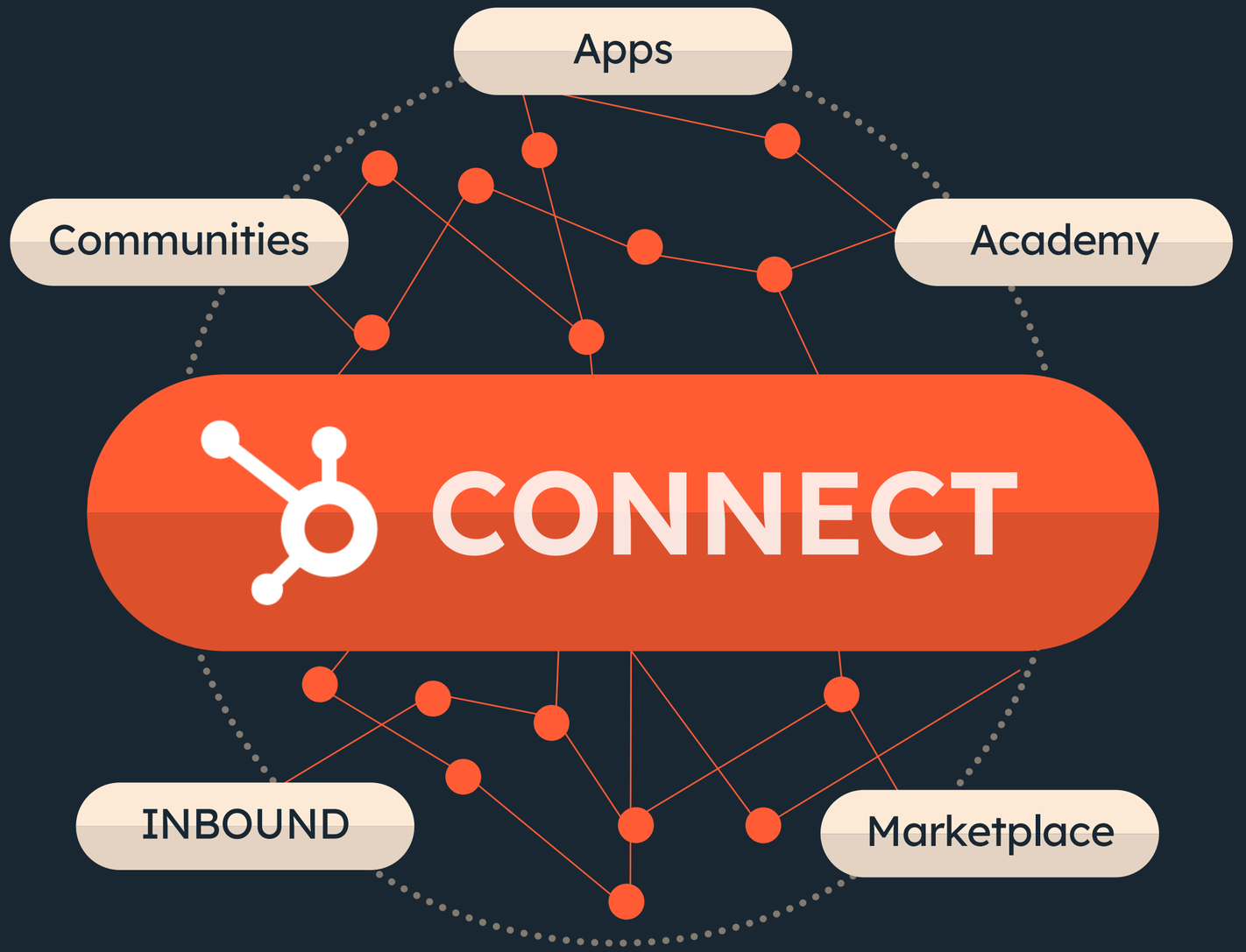

Network
Marketplace
Academy
Identity, Discovery & Engagement
Action
Learning


INBOUND Event
100,000+
Academy
450,000+
Blog
10 million+
Customers
150,000+
Podcasts
10 million+
Partners
7,000+


Simplify

Iterate small

CONNECT


Apps
Communities
Academy
CONNECT
INBOUND
Marketplace

connect.com/member/dharmesh

Dharmesh Shah

Co-founder/CTO at HubSpot

Member since August 2021

Current goal

Learning new skills

Connect with me

HubSpot product usage

Marketing Hub Sales Hub CMS Hub

Academy Community

Earned certifications

Inbound
Earned Oct 09, 2020

Inbound Marketing
Earned Jun 09, 2020

Inbound Sales
Earned Oct 19, 2020

Let’s all connect …

Thank you

@dharmesh

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