MarketStar

The Role of Tech and Tools in Empowering Sales Teams with Sid Kumar

Introduction

[0:17] Joy Dumandan: Hello, everyone, and welcome to the CXO Masterclass, Future-Proof Your Sales Organization: Preparing for Change and Uncertainty.

In today's episode, we're going to focus on the role that tech and tools play in empowering sales teams.

Joining us is Sid Kumar. He is Senior Vice President of RevOps at HubSpot.

[0:36] Sid Kumar: Thanks for having me. Excited to be here.

Section 1: Creating a Compelling Customer Experience Through Digital Transformation

[0:38] Joy: When you are talking with your clients, what is the number one thing or goal that they want to accomplish when they come to you?

[0:47] Sid: I would say it's delighting their customers.

We're thinking about how we create a great customer experience for our customers' customers.

If you think about our platform, it is a front-office platform that goes from the point of attracting and engaging prospects all the way through engaging them in a sales cycle to servicing them after they purchase the solution.

They're coming to us because they're typically at a point where they need a digital experience to drive a compelling front-end experience for their customers. They're ready to take that digital transformation journey, and HubSpot plays a really key role in helping them deliver that compelling customer experience to their own customers.

It's understanding: What is our customer trying to do? What are their objectives in terms of their market? What does their end customer look like? And then, how does HubSpot play a role in crafting that customer experience?

[1:55] Joy: What are some of the roadblocks? What are some of the challenges that you find? Because I'm sure that along the way, there's going to be a customer or a client who just wants more.

[2:06] Sid: It's really trying to understand where they're coming from. It's staying really closely aligned with that customer after the sale.

I think that's why we've had such a big focus on customer success and what happens after the sale. Are we ensuring that they're getting activated within a short period of time? Are they driving usage of the solutions in the context of the use cases that they needed to get activated on when we went through the whole sales cycle?

I think a lot of times you see the journey end at the sale, and that's not where it ends, especially in a customer-centric organization.

You need to really be thinking about: Are they adopting it? Are they getting value? Are they expanding their usage of it?

These are all signals that we pay really close attention to, to see if they're actually getting the value that they anticipated and to keep them as a happy customer.

[3:08] Joy: Well, let's talk a little bit about your sales reps. How do you prepare them to be able to meet the client's needs and make sure that it's tailored to what they need?

Section 2: Building Trust Through Sales Enablement and Personalized Customer Engagement

[3:17] Joy: I mean, obviously, you have a great product there at HubSpot. But with that being said, product aside, it's also an interaction. So what is your advice to your sales team?

[3:27] Sid: We have a very structured and methodical approach to onboarding.

When we bring our new sales reps on board, they're going through a very structured program. It teaches them about the product, teaches them about HubSpot, and then, of course, sales skills on how to represent the value of our different hubs in the context of our customers' use cases.

We start with a structured onboarding program, then continued reinforcement and re-enablement, or "always boarding," as we call it, so that they're always staying ahead of the new capabilities and features that are coming out and staying on top of it.

[4:10] Joy: Candidly, and probably in your experience, that's so true in building trust with your clients, because when your client feels that they're being taken care of, they then have confidence in your product.

[4:21] Sid: Spot on. If they're going to invest the time to learn and get themselves educated, they want it to be a value-added interaction. And in their context, I think that's what's really important.

Do you understand what they're going through and what problems they're trying to solve? How does our solution help them go faster in achieving that specific use case and get value sooner?

They're arguably looking for something that's a pain point. Can you identify that pain point and help them solve it as fast as possible? That's what it's all about.

[4:59] Joy: Yes. And I feel like, at the end of the day, especially in the times that we're in right now and how people can spend, if they're going to make an investment and choose, let's say, HubSpot, they want to make sure that they feel almost like they're the only client that you have.

It's finding that balance to make them feel like, "Okay, you're the only one. We're going to focus on your needs and your goals, and we're going to make it happen and work as a team."

Again, letting your client walk away saying, "Oh my goodness, this is a really personalized experience." That probably goes along with building trust and making sure that the loyalty is there so they continue to grow with you.

[5:43] Sid: One hundred percent. It is all about establishing that trust and keeping it. That's what drives loyalty.

When we think about our go-to-market model, we don't think about it as a funnel. We think about it as a flywheel. It's a closed loop.

You're attracting customers, you're engaging them, and then, if you delight them, you start to attract more customers. You have this community and network effect of really satisfied customers who are getting value from their solutions.

They're going to go talk about it to other prospects, and then that flywheel keeps spinning. It's very much underpinned by trust and value.

[6:31] Joy: When you first started in your career and then you see what's happening in technology now, how has there been this shift?

Section 3: The Shift to Digital Sales and the Buyer-Controlled Customer Journey

[6:38] Joy: Tell me what you've seen in this landscape.

Sid: The whole shift to the web—I mean, that's what really started all of this, right? The move from mainframe to client-server to web-based applications in a much more distributed world really democratized access to information and data.

That really changed the sales profession, in my opinion, shifting it to a digital sales model that was supplemented and complemented by people.

I think what COVID and the whole pandemic helped us realize was that this digital world is here today, and there's always going to be this interaction between human and digital. Understanding what that mix looks like is continuing to evolve.

That was nonexistent before the web, and now it's about figuring out what the right mix is for our customers. Every company is going to have to answer that in a different way.

Even within your company, different target markets may respond differently based on geographic and cultural sensitivities and ways of doing business around the globe.

I think that's what makes it so dynamic and exciting, candidly—continuing to tweak those dials until you figure out what that mix is.

If I look back at the past 10 years, there's been such a transformation related to the explosion of the internet and digital. How customers and prospects engage with companies has completely changed.

I think control is much more in the hands of the buyer. That's been a big shift over the past 10 years or so, and how companies engage with customers or potential customers along that customer journey needs to continue evolving.

There's more and more data being generated with every touchpoint customers interact with. It's dynamic. There's a lot of change going on.

They want access to information right away, at their fingertips, when they need it, and in the format and mode they want to consume it. That is a reality.

Being able to experience and actually use the product in a trial or freemium-type capacity is also a reality. They want to be able to control that journey and then engage a human at the point where they need to engage a human.

But that interaction with the human needs to be really high quality and super high value-add if it's not something they can learn on their own through their own research or your community.

I think it's all about how much a prospect or an existing customer can learn about the solution and its capabilities in the context of their use cases without having to engage you.

They can do it on their own time and at their convenience. If they're at a point where they've done all the, for lack of a better word, tire-kicking they wanted to do on the solution, then it's, okay, can I engage the vendor or the company themselves to give me more context on how this might work in my specific use case?

Or, Can I leverage others in the community or listen to analysts to get a broader outside perspective after I have that foundational understanding and knowledge?

Section 4: Connecting Marketing, Sales, and Customer Success Across the Customer Journey

[10:22] Joy: How does technology play a role, then, when it comes to marketing and your marketing teams?

[10:38] Sid: I think marketing teams play such a critical role.

If we go back to the term "connected go-to-market," marketing is working really closely with sales around: What does your total addressable market look like? Where do you have the highest-intent prospects? How do you go after them in a thoughtful, deliberate way?

I think it's about co-creating what that customer engagement model looks like between digital and humans. It's not marketing doing it on one side and sales doing it on the other. It's co-created.

What is the customer experience we want to create and believe we need to create? And then, how do we craft it between those different touchpoints?

It's very much a two-in-a-box. I could even say it's three-in-a-box when you add customer success into it on the post-sales side.

We're a CRM platform, and on top of it, we have a Marketing Hub, Sales Hub, and Service Hub. If you think about those capabilities, it's about providing a connected go-to-market experience for our customers' customers and really thinking about marketing, sales, and customer success alignment across that customer journey.

It shouldn't feel like a bunch of handoffs that seem disjointed. To a customer or prospect, it's a seamless experience, regardless of who they happen to be dealing with.

They're looking for an integrated customer experience. They're looking for greater connection across their internal functions and more collaboration across those functions to deliver that end-to-end customer experience.

[12:29] Joy: How much are you or your team holding their hand throughout this process? Or is there a point where you give them the tools they need and they can really take it and run with it?

[12:42] Sid: One of our value propositions for HubSpot is ease of use and a "crafted, not cobbled" experience.

It's meant for SMBs. Our target market is SMBs that may not have extensive investments in technology or lots of IT professionals. So, it is a pretty intuitive set of capabilities out of the box.

But we have a large ecosystem of partners that will work with them. We also have our own services team that will work with our customers as much as they want and need to help them get up and running and get value out of the box.

[13:23] Joy: What are some categories or tools that you can use to enable sales and marketing teams to really talk to one another and work seamlessly throughout this process?

[13:35] Sid: That's a great question, and I think it's one that is continually evolving in terms of what that technology landscape looks like.

But I would actually back up a little bit and say data is so important in this whole discussion. I view data as the fuel that goes into your CRM and powers the CRM.

Whether it's first-party data or third-party data, it's about really understanding who your customers are, who your prospects are, and what your total addressable market looks like.

I think it's important to spend time on that data foundation, which will, in turn, feed your CRM.

Then, there's a whole set of technologies out there, and I won't attempt to go through all of them. But I think about guided selling and leveraging AI—being very prescriptive for the seller about what actions to take, when, and with which customers.

Then, it's thinking about how you drive sales productivity around pipeline management, deal management, and forecasting. There are plenty of tools and technologies out there on that side.

The other area is enablement—making sure sellers are equipped and know how to represent the value proposition to their segment and market.

[14:54] Joy: With that being said, though, what are some of the drawbacks?

Section 5: Balancing Sales Technology, AI, and the Human Customer Experience

[14:58] Joy: I mean, are we moving too fast? Is technology really ready for this explosion of everyone wanting things now and for almost that lack of human interaction?

[15:10] Sid: Yeah, that is exactly it. What is that balance, right?

If you look at the sales technology or even just the go-to-market technology landscape, there are hundreds and hundreds of tools out there.

I think there are two elements to it. One is customer experience. How do you optimize for that customer experience and not overdo it with technology and digital engagement? And how do you know when it's appropriate to bring in an account rep or a solutions architect to add value to that engagement?

Then, on the other side, there's rep productivity. Reps have a finite amount of time in their day, and we want to maximize the amount of time they're in front of customers and partners.

Adding more and more things to that tech stack without thinking about how it's brought together in the context of the rep experience is going to be counterproductive.

I think about rep experience and customer experience. If it's going to be additive and create a better experience for each of them, then I think it's worth looking at. If not, then really think about whether you need to add that additional tool to your tech stack.

[16:21] Joy: What role will AI and even ML—machine learning—play in strengthening an organization? Tell me about how that will all combine and play a role.

[16:42] Sid: That's a great question, and I think it has a big role. I'll start with that.

There are two areas where I think about it. One is around sales productivity. How do you make your reps—or, on the post-sales side, your customer success reps—highly efficient and productive?

What actions should they be taking, when, and with whom? It's about being very instrumental in that guided selling journey and understanding what touchpoints should happen at which frequency.

On the other side is customer experience. Where are there elements of the customer journey that can be automated? Where can we help a customer or prospect learn and engage with a solution without having to engage with a human?

Again, it goes back to an earlier point. They can do it on their own time, in the way they feel comfortable, and at their own rate and pace, and then get further down the sales process.

The other area is the intersection between marketing and sales that we touched on earlier. I think about that as a really important connection in the context of understanding your total addressable market and going at it together.

We call its "marketing" here at HubSpot. It's that joint marketing and sales alignment.

It's about identifying the right-fit customers and the right intent they have to engage with you. Are they the highest-propensity customers that you should be going after—the better part of your target market?

That's another example where AI plays a huge role.

[18:26] Joy: So, what would the philosophy be for HubSpot when it comes to combining all three aspects of that?

[18:33] Sid: We brought marketing, sales, and customer success together under a flywheel organization and a single Chief Customer Officer probably about two and a half years ago.

It was very much along the lines of: If we want an integrated customer experience across the customer journey, we need to think about each of those phases—attract, engage, and delight—in a seamless, end-to-end way.

The customer shouldn't feel like they're moving from marketing to sales to customer success. They're just engaging with HubSpot.

[19:13] Joy: It's a very collaborative experience, then.

[19:15] Sid: Yeah. It's thinking horizontally across the customer experience as opposed to just at the functional level.

I think RevOps plays a key role there in bringing together that end-to-end view and aligning these teams across the customer journey.

Section 6: Starting the Digital Transformation Journey and Building the Right Sales Tech Foundation

[19:36] Joy: If companies haven't fully made that investment in digital transformation yet, have they missed the boat?

[19:46] Joy: Can they still get on board and be successful in the future?

[19:51] Sid: Yeah, absolutely. I don't think it's ever too late.

Honestly, you have the benefit of learning from other companies and other industries that have already gone down that path. You can learn from some of the obstacles and challenges they faced and really look at where you go from here. What do the next three to five years look like for your company?

I don't think there's any point in thinking about why you didn't do it. The conditions may not have been right. You may not have been hearing it from your customers.

I think every industry is going to go through a different wave and a different adoption curve, for that matter. So I think there's no better time than now to start planting some seeds.

[20:46] Yeah, so it does start with CRM. I think there's a core element of that as the foundation. I talked about data a little bit earlier. Those are key.

I think guided selling—and those capabilities are typically within a sales engagement platform, or in our context, our Sales Hub—is about helping sellers identify where to spend their time and driving automated workflows that automate elements of their day-to-day job so they can spend as much time as possible in front of customers.

I think pipeline management, deal management, and forecasting are the next elements of the stack. You're making your reps productive, but how do you ensure that you're running a highly efficient and effective sales organization?

It's looking at: Do you have enough pipeline? Is it of the right quality? Are you managing your deals effectively through the sales cycle? And then, ultimately, are you forecasting and representing your business properly to the rest of the organization so you can do proper resource planning?

You can call those three different elements, or they can be part of a unit.

I would also say enablement capabilities. There are a lot of tools out there focused on how you effectively ramp and enable sales reps.

If you look at how much hiring has gone on over the past couple of years, it's really important that we ramp our sales reps effectively and quickly so they're able to add value to our customers.

When customers are done with the digital part of the journey and are ready to engage with a human, it should be a highly tailored, customized engagement that's adding value to the overall sales process.

Section 7: How the Pandemic Accelerated Digital Selling and Revenue Operations

[22:45] Joy: How did you find that switch? It was like one day we were all going about our business, and the next day we were all on lockdown. But businesses still had to continue. People had to make money, and the economy still had to continue.

How did that adjustment happen so quickly? You must have been amazed within your industry.

[23:08] Sid: Yeah, and you're right. I think it goes back to the fact that, pre-pandemic, if you started embracing digital engagement and weren't fighting it, you were better prepared to weather the storm and come out of it.

I look at my time at CA Technologies, where I ran a digital sales organization. It was in the earlier stages of digital becoming an acceptable form of engagement with customers.

We were continually testing how far you could take the sales cycle without having to involve a human on the other side. It really forced us to think about collaboration technologies, social, and all these different methods of engaging with our customers without actually seeing them or travelling and getting on a plane. That was inside sales.

But there was a group of field sales and outside sellers who embraced those same technologies because they realized customers were becoming more accustomed to that way of engaging. If they could do a Zoom call or a Webex, they might not want to spend half a day learning about something they could learn about in a much more time-efficient way.

I think the sellers who really embraced those types of engagement models and social selling adapted to the COVID wave more easily.

Now, I say everybody is, in some way, a digital seller. Whether you were on the inside or outside, it's almost like, what does that even mean at this point—inside or outside?

It's customer engagement. Where you happen to do it or how you happen to do it is a little less relevant.

[25:01] Joy: If you were to make a call or try to do a deal on the phone, it was like, "Wait a minute, why not this face-to-face interaction?"

Did that help when it came to RevOps and meeting your expectations?

[25:16] Sid: Yeah. I look at RevOps as the connective tissue across go-to-market, driving a connected go-to-market experience.

Especially in the world we're in right now, with high transaction volumes and lots of digital touchpoints, technology plays a really key role in bringing all of that together. Collaboration technology is an element of that. It's such a key underpinning of the customer engagement model.

In terms of how RevOps brought together go-to-market and how we're using that to engage with our customers, I think it just sped it up.

[25:59] Joy: Without a doubt. For the best, would you say?

[26:04] Sid: I think so. I think it accelerated what was already happening.

Depending on what studies you look at, digital transformation accelerated during COVID by probably 10 years. So, in three years, we got as far as we might have gotten 10 years later because there was a forcing function.

I think it was already going there. It was just moving at a more deliberate pace, as opposed to, we need to do this in order to be more effective with our customers.

Section 8: Preparing Sales Organizations for Economic Uncertainty and the Evolving Role of RevOps

[26:41] Joy: We've dealt with COVID. We're in this post-pandemic period now, but the whole economy is still shaky. We're still not on solid footing here.

How are you preparing for what the new year holds—for what 2023 holds—as far as the overall outlook?

[26:59] Sid: Yeah, it's a great question. I think everybody is asking this question right now, and I think it's about being flexible and maintaining a level of agility.

It's about being prudent and thoughtful about where you're investing your resources and not shutting everything down. You have to be really thoughtful about whether you're ready to capitalize on the opportunity when the market does shift, especially if you're in a market that is large and continuing to grow.

This is a business cycle, and I think we have to keep that in context. We've been through these before, and we'll go through them in the future.

It's about being thoughtful, prudent, and efficient with your resources and headcount investments, while also maintaining that agility. When you start to see the market opening up more aggressively or budgets becoming more free-flowing, you need to be able to capitalize on that and not regret having been too cautious during that period of time.

[28:20] Joy: So, do you think leaders should pause, or should they continue investing in sales?

Given whatever happens with the climate—whether it is a recession, a mild recession, or we just stay status quo—should they continue or pause their investments?

[28:38] Sid: I think that depends on every company. It depends on where you've made your investments in the past and what your relative mix of investments looks like. It's a hard question to give a general answer to.

I would say that thinking about ROI on every investment is really top of mind right now. Are you getting incremental return? Is it a critical investment, either from a go-to-market perspective or a product and engineering perspective? Is it so critical to your roadmap that you would put yourself behind once you come out of this—whatever we call this period of time, the "R" word?

I think that's a judgement call, but the scrutiny around incremental investment is high, as it should be.

It's about being really thoughtful. By adding additional headcount, can you capitalize on more market opportunity during this period? Or are you at sufficient capacity where you don't need to do that, and you're better off making that investment in accelerating your product roadmap to pull a set of capabilities forward by six months?

Those are trade-offs every company has to make on its own, based on where it is in its maturity, its relative investment portfolio, and the overall market landscape.

[30:06] Joy: Then how does that impact the sales or RevOps function within a company? Looking at the economic forecast, how does that affect it?

[30:16] Sid: I think it makes RevOps a really critical component of the go-to-market engine.

RevOps is a relatively new function, and I think it's still being defined. I think about customer success and where it was 10 or 15 years ago compared to what it is now. RevOps is going through a similar evolution.

Some people think of it as sales ops with a broader remit. I think of it as very different from that. At its core, it's the go-to-market COO of the organization, driving that connected go-to-market motion across marketing, sales, and customer success, and reducing the friction points that might exist.

In this market, being really agile and reducing friction internally so that you can deliver a great customer experience are going to be even more important. I think RevOps is playing a very big role in that.

It's also about helping the organization sense and respond. What are the leading indicators and KPIs that we should be paying close attention to every week and every month to get signals of how customer and market behavior may or may not be changing?

Section 9: Leading Through Uncertainty: Finding Opportunity, Strengthening Foundations, and Communicating with Clarity

[31:43] Joy: Since the market has been so different, what has been your experience during the pandemic? Because that was a completely different experience for everyone.

[31:55] Sid: Yeah. I wasn't at HubSpot at that point—I was at AWS.

It was a really interesting time because digital transformation was becoming a bigger and bigger priority. Many customers and prospects leveraged the cloud to accelerate that journey.

I think it depends on the industry you're in. In some cases, these types of market conditions can actually be an accelerant. In others, they can become a headwind.

It really comes back to the market you're serving, the value proposition you're delivering, and whether your solution can help customers navigate those conditions.

[32:42] Joy: What changes typically happen during a time of uncertainty? What have you found through your experience?

[32:49] Sid: I think anxiety naturally increases, and people become much more cautious in how they approach their day-to-day decisions.

At the same time, it's an opportunity to ask: Where is the opportunity? If it's a recession—or whatever the market conditions happen to be—how does your solution fit into that broader opportunity for your customers?

Can you help your customers become more efficient and productive so they come out stronger on the other side?

That's where technology, process, and enablement all play an important role.

There are foundational things you can focus on during periods of uncertainty. Use the opportunity to strengthen your business by evaluating your foundation.

Ask yourself: Is this the right foundation? Are there areas we can improve so we emerge with a more scalable and extensible platform?

[34:05] Joy: That's forward thinking. But what about internally? How do you manage uncertainty within the organization?

[34:14] Sid: That's a great question.

Especially in today's hybrid world, you need to overcommunicate and be clear and candid. My advice is simple: communicate, communicate, communicate.

Everyone is wondering what's happening in the market, and the reality is that nobody has all the answers. There are plenty of opinions and perspectives.

What you can control is how your company interprets what's happening and how it responds. You can communicate that clearly, while also being honest about where you don't yet have all the answers and where you're still evaluating the path forward.

Communication is at a premium right now.

In a hybrid environment, you're no longer bumping into people in the office or gathering everyone in a town hall. You have to get creative about the different communication channels you use and how you reach different employee audiences.

[35:29] Joy: I love that advice because communication really applies to everyone. Especially in a hybrid environment, overcommunicating helps build trust and gives people confidence that their needs are being heard.

[35:47] Sid: One hundred percent.

It's about employee satisfaction and engagement—especially when you think about people who were hired during the pandemic and may have never even been to an office.

How do you create that connectivity and sense of community? Not just within their own team, but across functions as well.

I think it also goes back to the point I made earlier about ROI. It's about thinking carefully about every incremental investment—what return it will generate and over what time horizon.

Section 10: Driving Smarter Decisions Through Data, Metrics, and Revenue Operations

[36:28] Sid: Use that as a way to evaluate your portfolio of trade-off decisions, assessing them based on the magnitude of the return and the timeframe over which you'll realize it.

Think about those decisions holistically so you can manage a balanced portfolio of investments. Be willing to place strategic bets, and when you see one paying off, double down on it.

Ultimately, it's about taking a disciplined, data-driven approach to investment decisions.

It's also an opportunity to reassess your existing investments. Are they deployed in the most effective way? Are there initiatives that made sense one or two years ago but are no longer relevant?

[37:18] Use this as an opportunity to take a zero-based budgeting or clean-slate approach. Ask yourself: How should I allocate my time and resources given today's realities and where I expect the business to be over the next few years, rather than how we operated during the pandemic?

Stay grounded in your North Star metrics and the leading indicators of your business. Monitor how they're changing monthly, weekly, or even in real time whenever possible.

Too often, organizations focus on lagging indicators like revenue or operating expenses, but by then it's often too late.

[38:09] Instead, pay attention to the signals you're getting from your customers and the market. Use those insights to adapt and pivot in near real time.

If your assumptions prove wrong, you can course-correct with minimal disruption rather than waiting six or nine months and losing valuable time.

Being dynamic, agile, and data-driven in your decision-making is what really makes the difference.

Section 11: Continuous Learning and the Future of Revenue Operations

[38:44] Joy: How do you stay competitive in this field? As you mentioned, RevOps is still a relatively new discipline that's continuing to define itself. How do you stay competitive, and how do you stand out?

[38:56] Sid: That's a great question.

I spend a lot of time reading about what's happening in the space. There aren't many books on RevOps yet because it's still evolving, so I rely on blogs, articles, and insights from RevOps practitioners to understand how the function is developing.

Community is also incredibly important. I look for go-to-market communities where people are discussing RevOps and the evolution of modern revenue organizations.

I especially value smaller, more intimate roundtable discussions where you can have one-on-one conversations over a meal and exchange ideas with peers.

Conferences are becoming more common again, and I find those in-person gatherings extremely valuable. Having conversations with other practitioners allows you to compare experiences and learn from one another.

[40:02] I like asking questions such as:

What does your RevOps journey look like?

How are you approaching RevOps at your company?

What roadblocks or challenges are you facing?

Where do our experiences overlap, and how can we help each other?

For me, it all comes down to keeping an open mind and maintaining a strong learning mindset. That's probably the best way to summarize it.

Section 12: The Future of Revenue Operations and Customer Engagement

[40:25] Joy: Looking ahead over the next five to ten years, what do you hope to see for both the industry and your own career?

[40:32] Sid: That's a long time to predict, especially given the pace of change.

What I'm most interested in is how organizations continue to refine the balance between hybrid, in-person, and digital engagement. Companies are still figuring out what the ideal customer engagement model looks like and how digital and human interactions should work together.

I believe digital engagement is here to stay. The question now is where, when, and how people should complement that experience throughout the customer journey.

Some industries embraced digital sales very early, while others accelerated their adoption during the pandemic. Many organizations are still determining the right pace of investment and how to deliver the best possible customer experience.

[41:41] Another aspect we don't talk about enough is the impact on efficiency and productivity. Organizations are continuing to explore where digital tools and automation can improve the buyer's journey while creating operational efficiencies for the business.

I think that's something we'll continue to refine over the coming years.

[42:08] Joy: As we head into 2023, what are your final thoughts? What are you looking forward to in the new year?

[42:15] Sid: Stay optimistic, stay agile, and remain hyper-aware of what your customers are telling you.

Pay close attention to customer signals and be ready to pivot proactively as their needs evolve.

This is the year to truly listen to your customers. Understand what they need and help them navigate the challenges they're facing.

If you stay focused on delivering value throughout the customer journey, you'll put yourself in the best possible position for success.

That's my biggest takeaway.

[42:57] Joy: I think that's the key to success.

Sid, thank you so much for sharing your insights with us today. We truly appreciate your time.

Once again, that was Sid Kumar, Senior Vice President of RevOps at HubSpot.

[43:09] Sid: Thanks for having me.

[End]