



CEO STUDY 2022

# The path to business growth

Learn the challenges, opportunities and possible solutions facing CEOs as they take their businesses to the next level

By Boom, in partnership with HubSpot



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# Foreword

CEOs wear a lot of hats—particularly in small and mid-sized companies. In addition to driving strategy and overseeing operations, many CEOs are having to fill in the gaps that exist within their organisations.

In this study, it became clear that the past few years have presented unique challenges for CEOs—specifically when it comes to talent acquisition. But it’s only by getting the right people into high-level positions that CEOs can stop filling those gaps—and instead, reshift their focus to the core tasks of running their businesses.

Because talent is such a hot topic for CEOs, with this study, we want to set the focus on people. The customer on the one hand, the employees on the other. This study reveals

the trend from customer-centricity to human-centricity. More than ever, CEOs must consider the question: What attracts people—and what pushes them away? And what role do vision and culture play in attracting and retaining people?

Luckily, CEOs are innovators and problem-solvers at heart. And, as such, many have found working solutions to overcome these challenges.

We’re grateful that so many CEOs openly shared their insights about the challenges they’re facing in driving business growth—insights we hope, together with the solutions we share in this study, you can use to move your own business forward.



*Dave Hertig*

Founder & CEO



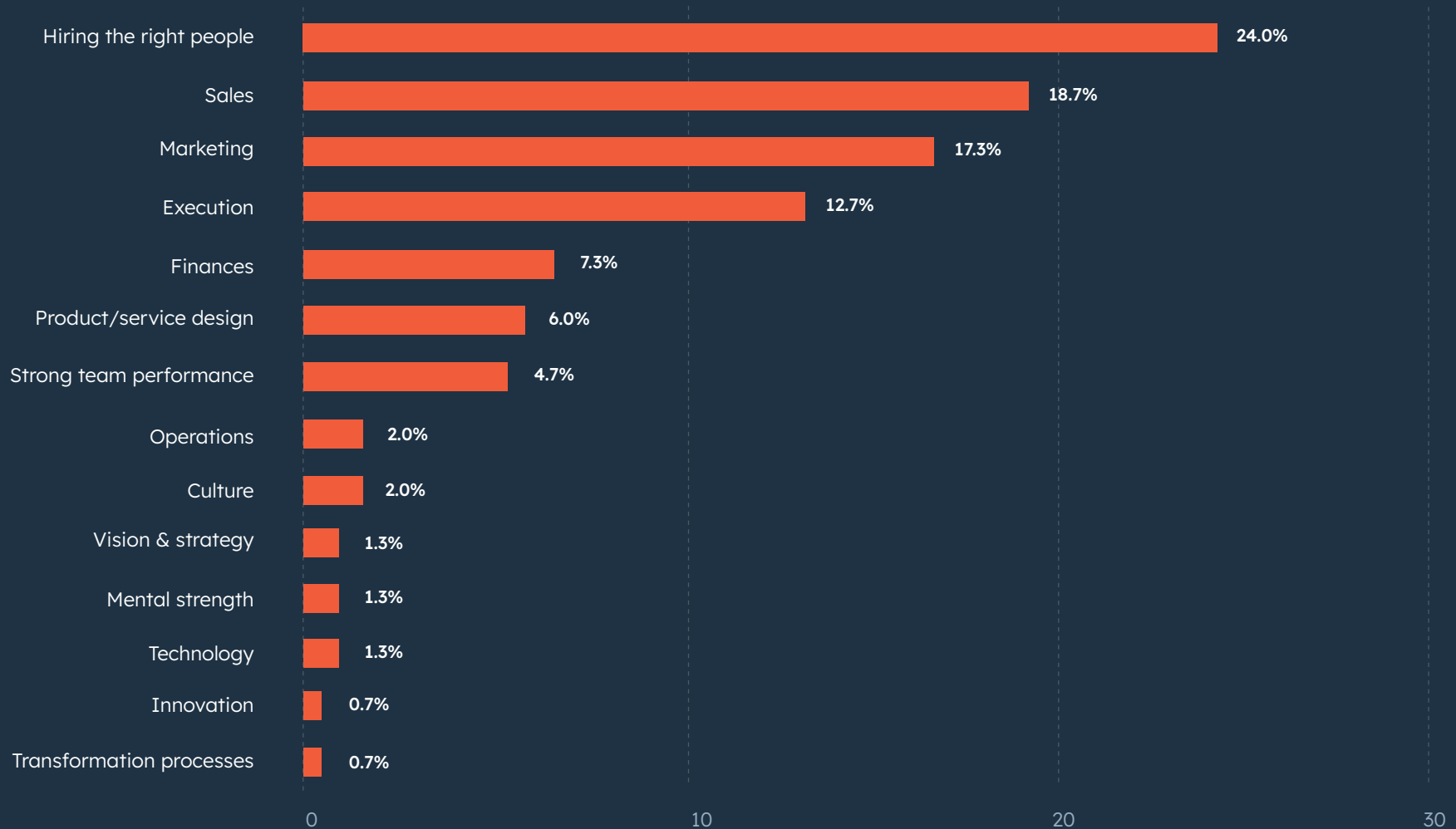
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International Brand Strategy Lead

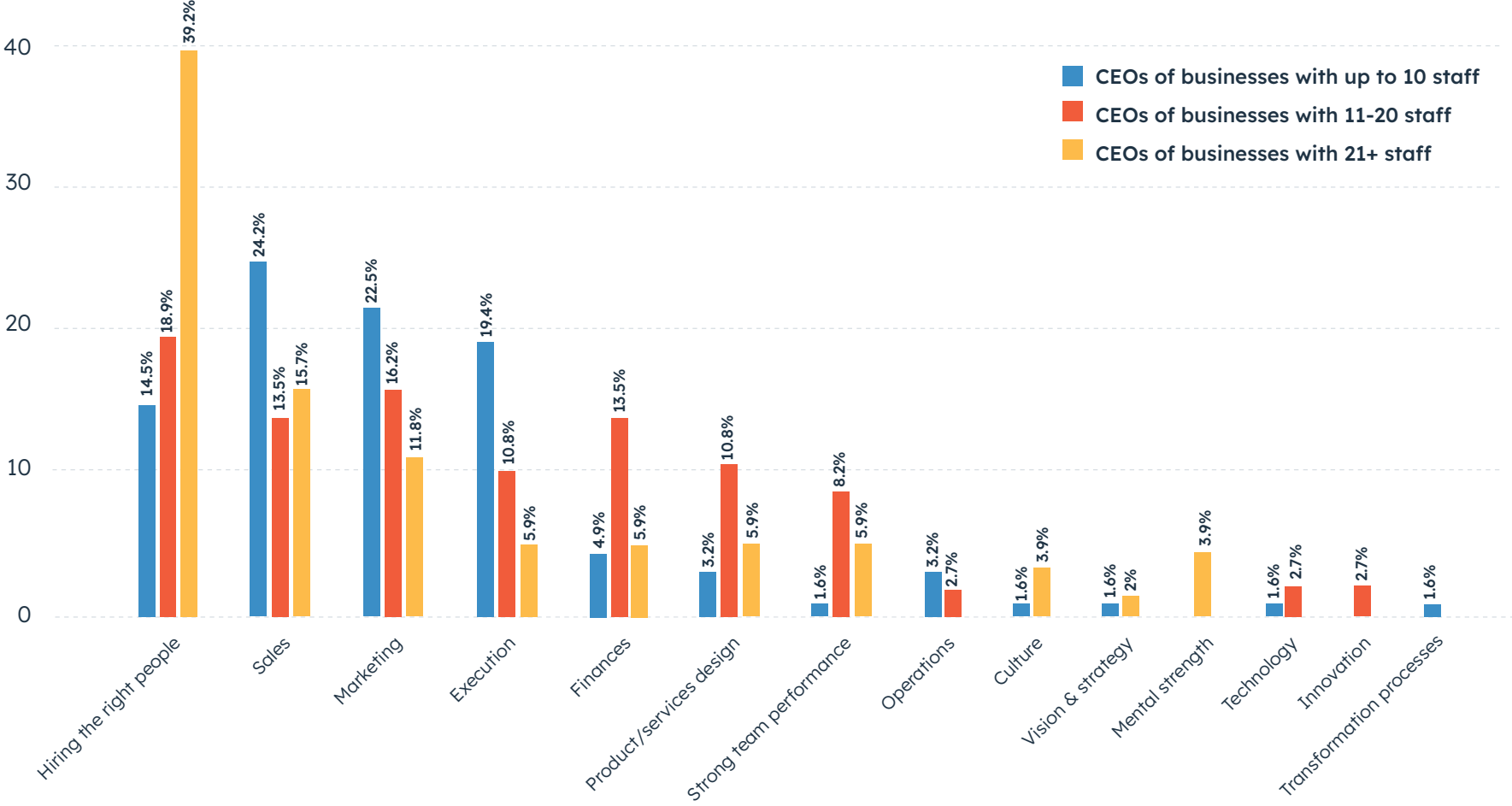


# Results of the CEO Study Research

When it comes to business growth, Hiring, Sales, and Marketing were, by far, the biggest challenges facing CEOs. In this diagram, you can see the percentage for each category across all CEOs that participated in the CEO study.



In the category of the smallest companies, CEOs reported that sales and marketing were their biggest challenges. CEOs in companies of this size also had challenges around issues related to execution. For mid-sized companies with between 11 and 20 employees, CEOs claimed hiring as their biggest challenge. Finances also presented a challenge for companies of this size—as did marketing (even more so than sales). For larger companies, hiring has proved to be the biggest challenge facing CEOs; in fact, hiring was named as a challenge by CEOs as often as the following four categories combined. Sales and marketing round out the top three challenges facing CEOs in companies with 21 or more employees.



# Top Findings of the CEO Study 2022

- When it comes to driving business growth, the 3 biggest challenges facing CEO's today are Hiring, Sales and Marketing.
- Hiring is the biggest challenge for mid-sized companies (18.9% of companies with 11 to 20 employees named hiring as their biggest challenge). But it becomes an even bigger problem as companies grow. Nearly 40% of companies with 21 or more employees reported hiring as their biggest challenge—more than the next four categories of challenges combined.
- While Hiring, Sales, and Marketing are the most pertinent challenges facing CEOs, they're certainly not the only challenges; Execution and Finances were also named as top concerns, specifically for smaller businesses.
- Marketing is the only challenge that made it into the top 3 CEO challenges across all segments.
- For some companies, sales and marketing are so intertwined that many of the CEOs we interviewed had challenges separating the two—which is why, for the purposes of this study, we've combined them into a single section.
- Interesting fact: Not one of the CEOs of a business with more than 100 employees named sales as their biggest challenge.

## Methodology of the CEO Study 2022

For the CEO Study 2022, we asked CEOs, “What’s your biggest challenge when it comes to driving business growth?” 160 CEOs responded, both online and through personal conversation – and their answers were collected using the software Bucket. The demographics of the study are as followed: CEOs that run companies of 21 or more employees (33.5 percent), CEOs that run companies of between 11 and 20 employees (23.6 percent), CEOs that run companies of between 5 and 10 employees (24.2 percent), and CEOs that run companies with fewer than 5 employees (18.6 percent). Using Bucket’s ranking system, we filtered out both low-pain responses and anonymous results. As such, all the data included in the CEO Study 2022 is from CEOs that shared their contact information, including names and email addresses. Nearly 60 percent of CEOs also left their phone number, which by the design of the study, was their way of inviting us to follow up with additional questions, which allowed us to gather further data to include in the study. Geographically, the CEO Study 2022 focuses mainly on CEOs who live in the European regions/countries D/A/CH (Germany, Austria, Switzerland), France, and the United Kingdom.

# The Challenge of Hiring

Hiring is a major challenge facing CEOs in 2022. But how that challenge manifests varies from company to company.

For example, when asked about hiring challenges, one CEO of a company with 30 employees said, “The biggest challenge is to find the right people who have the skills we need.”

Another CEO, who runs a company in the Consumer Finance industry and manages a staff of 10, echoed that sentiment – specifically when it comes to technical skills. “We often spend way too much time looking for good engineers, while we ignore important things like personal qualities, drive and motivation when hiring, and while overpaying for inexperienced talent.”

Another leader, a top manager of a business with hundreds of employees that, until recently, acted as CEO of a startup, said their hiring challenges are more about finding someone who fits into—and elevates—the current team: “The biggest challenge is to find the best person for a job who matches the existing team and also complements it”.

This challenge is particularly pertinent to growing companies. One CEO, who is looking to double her business from five to 10 employees, said their biggest concern is maintaining their culture as they scale. How do you make sure that your new hires are a match for your company culture—particularly when you grow quickly?

Another CEO (who runs a company of eight employees) said finding and hiring employees with vision and drive was a major challenge. “The biggest challenge is to find people that have a vision for the company and the ability to actively help shape it.”

While all of these issues fall under the umbrella of “hiring challenges,” they come in different shades—whether that’s finding employees that have the right skillset to successfully do the job, finding someone who can seamlessly fit into the existing team dynamic, or finding the perfect hire to help shape and drive the company’s mission and values.



CEOs may be facing different challenges with hiring. But one thing the CEOs we spoke to did have in common is an understanding that the labor market is changing. In today's world of work, it takes more than a competitive offer to attract top talent. Today's employees aren't just asking, "what can I get out of this job?" They're also asking, "What will my impact be if I work for this company—and how will this job support my personal and professional growth?"

In response, CEOs are having to put more thought into how to shape their companies, cultures, and job structures to be more appealing to candidates. We found that even many of the CEOs that prioritize vision, purpose, and culture are still unclear on how to better position their companies to the kind of candidates they want to attract during the hiring process.

Other hiring-related pain points for CEOs include:

- A lack of in-house resources, particularly for tasks that are less frequent
- Simultaneously investing in talent and driving revenue growth
- Finding, hiring, and retaining talent that can drive results—and supporting that talent's growth—while also satisfying investors



**HR BUSINESS PARTNER EMEA**

**Clemence de Saint Aubin** | **HubSpot**

“Regardless of the company's size, employees expect top leaders, including CEOs, to constantly give sense and explain where we are today, where we shall be tomorrow, and how we'll make the journey together. It's crucial that a constant 'all together storytelling' communication plan is implemented.”

# Solutions That Worked for Hiring



**Noémie Duschletta, CEO Young Enterprise Switzerland**

“We recruit new employees almost exclusively from our circle of former programme participants. This means that we have already worked together on entrepreneurial projects and know each other well. It is particularly important for us that new team members are committed to our mission and values—and that we feel their passion for making a difference.”

**Jean Felix Clauteaux, CEO URIJI, France/UK/World, former CEO L'Oréal Venezuela**

“By applying conventional HR rituals, you’ll never end up working with the people you thought you had hired. This way, though, hiring is impossible to do well. Instead, the hiring process should go on for a longer period of time. It makes sense to meet every 6 months over the course of 3 years, for instance. Ideally, you already start collaborating in a different arrangement before both sides commit for the long term. Engage the person as a freelancer or an advisor first, for instance. The long term hiring process, that’s how we do it.”





**Charlie Mack, CEO Cranstoun, United Kingdom - 450 staff**

"The most important thing for me is getting somebody who connects directly with the values and the vision and the mission of the organisation. Recruiting on that basis has been one of the many secrets to business growth for me over the last years. Skills are important, yes, but people with the right values and who are aligned to your vision and your mission can also grow with the organisation."

**Pero Mičić, CEO FutureManagementGroup, Germany**

"Not long ago, even Tesla was a start-up with 5 employees. They are not innovative because they are big, but big because they are innovative. We are 20 people and in terms of spirit, I do a lot of the same things as Tesla does. We can learn from companies like that. The crucial thing in hiring is to offer people a positive image of the future. By doing work that is good for the environment...for instance, for the advancement of mankind. Always have an exciting vision."



# Expert Insights About Hiring

When asked about how she conducts business, **Elke Rottmann** defines her strategy as sustainable headhunting. In her eyes, the old ways of hiring no longer work in today's employment market. An unparalleled networker with a deep understanding of matching companies and employees, we asked for her insights on the hiring challenges facing CEOs—and how they can overcome those challenges to find and hire the right people.

“Never hire for skills, always hire for attitude.”

## THERE IS NO PERFECT PROFILE, BUT A PERFECT MATCH

### Elke, what do you want CEOs to know about hiring?

There is no perfect profile, no perfect candidate. Instead, look for the perfect match between your company and that person.

### Is hiring being done wrong?

Most people still hire for achievements of the past – certificates, qualifications and experience. But it's way more important to make sure that this new person fits with the company, the team, the role and what they're capable of achieving in the future. It's not about certificates but about personality, talents and skills.



## Many modern CEOs would agree. Problem solved?

Unfortunately not, in most cases. Finding the right person requires that a company knows their own culture in-depth. Based on my experience, it seems to be hard for most businesses to figure that out. But you need to know who you are before you can define what kind of person you look for in a new employee.

## In summary, how should hiring be done differently?

First, a company usually says something like “we need an HR manager”. They pull out a job description that has been used in the market for a few decades, dust it off a bit and think it will work in today’s environment. But the world is changing and a lot of it has to do with what people want today. Which leads to the second challenge: Who are we, what’s our culture? What are the values that we actually live in our every day? Does all of this match with the kind of people we want to hire? And can we offer an environment for these kinds of people to perform and to grow?

## Do you have a mantra for hiring?

Never hire for skill, always hire for attitude. You can always, always, always teach skills.

*Elke Rottmann*

Expert, CEO, Boom Partner

# Expert Insights About Hiring

**Oliver Damm** is the author of the Limbic Personality assessment, which tells businesses how people react and respond when things get difficult and which candidates match with the company's culture and the requirements of their specific role. Oliver has been studying human personalities for decades; here, he shares his insights into how CEOs can improve their hiring activities.

“People are not looking for a job. They are looking for a family.”

## THE SOIL AND THE SEED NEED TO MATCH

### Oliver, why is hiring the right people difficult?

Almost everyone who hires overestimates the technicalities of a CV and a straight path in life so far.

### How should it be done instead?

CEOs need to understand that the soil and the seed need to match. You can put an apple seed in European soil and an apple tree will grow. Do the same in the sand of a city in the desert and the seed will die quickly. Same with hiring.



**So the company culture (the soil) and the employee's personality (the seed) need to match.**

There are several layers of culture and everyone in an outstanding business is a match for the overall company culture plus any other layer that is relevant to their position. For example, some sales teams have a super tough culture. Most people could never thrive in such an environment, but the right people do.

**Do you feel that this is best practice today?**

The opposite is true. I've never met someone for the first time and found out that they're already making use of this knowledge. Franchising companies like McDonald's are quite good at it for some of their roles, of course. They know exactly what personalities thrive in those specific roles. It's time that businesses that desire to stand out start to do this with all of their hires.

**What else should CEOs know about hiring?**

People are not looking for a job. They're looking for a family. Humans want to be part of something bigger. Every company should feel like a great tribe.

*Oliver Damm*

Expert, CEO, Boom Partner

# The Challenge of Selling

Often, CEOs have to fill in the gaps that exist within their company, particularly when they're growing fast—and that includes sales.

But just because a CEO is equipped to run a company doesn't mean they have the background, skills, or experience to drive sales strategy and execution—and having to fill in that gap and lead sales operations is one of the most common, persistent challenges facing CEOs in 2022.

Take the case of one CEO founder, who heads a B2B company headquartered in Switzerland. “I was a developer all my work life, and I was very good at that. At the moment, though, I work as the only salesperson in our business and my skills are at the level of a sales junior. I need to learn everything from scratch.”

This CEO may consider themselves a “sales junior,” but despite their perceived lack of experience, they were able to grow their company to 20 employees in just two years and to maintain profitability through that growth—even though they were the only person managing sales throughout that process.

But even though the CEO was successful at sales, they still didn't feel like it was their true area of expertise. “I'm becoming better at it but it doesn't feel great today,” they said.

The CEO has considered finding a more seasoned sales professional to take over the sales portion of the business—but because hiring is also a significant challenge, the process has proven difficult.

“We are thinking about hiring a Head Of Sales,” they said, “but hiring the wrong person is a EUR 60,000 problem at least.”

And this CEO's sales challenge (“Do I keep trying to run sales on my own, even though it's not my area of expertise—or do I risk hiring the wrong person and lose my company serious money?”) is far from unique. Many CEOs are currently trying to run their company's entire sales operation—even without a background in or a talent for sales.



And while many would benefit from hiring talent with a strong background in sales, the potential loss of making the wrong hire often acts as a deterrent. Between the long hiring process and the potential impact of an unideal hire (including damage to the company's reputation, risk to client relationships, and decreased morale with the remaining team), many CEOs ranked hiring the wrong salesperson as an even more expensive mistake than the CEO referenced above (between 100,000 to 150,000 CHF/EUR).

Other sales-related pain points for CEOs include:

- Long sales cycles across a variety of industries, particularly for businesses that operate in the B2B space
- Qualifying leads at the beginning of a sales cycle—and ensuring that they're putting their time and energy into the leads that are most likely to convert into clients
- Difficulty setting up clearly structured, metrics-driven sales and marketing processes that drive results



## EMEA SALES RECRUITING LEADER

**Supriya Panje** | HubSpot

“The challenges brought by the pandemic invoked a sense of purpose amongst people wanting to do meaningful work. Companies now have to reconsider their employer brand, culture, and employee value proposition to help attract and retain talent. Hiring for potential is key! Avoid looking for culture fit, instead look for talent who can add to your culture and elevate it. Refrain from overselling the job, though, as it might seem tempting for a short-term win, but will make it challenging to retain talent in the long-term, which can impact your baseline and employer brand.”

# The Challenge of Marketing

When it came to their biggest marketing challenge in 2022, many of the CEOs we spoke to said different versions of the same thing.

“Generate new leads.”

“Gain contact with potential clients.”

“Increasing the number of qualified sales leads that the sales team can work with.”

“Focus on the pipeline for new customers.”

Or, in other words, CEOs are struggling to generate and connect with qualified leads.

So why are CEOs struggling to connect with their target customers? Based on our data, there are a few reasons CEOs may find it challenging to get the leads they need to drive sales and take their businesses to the next level, including:

- **Market oversaturation.** One of the major challenges in generating and connecting with new leads is the sheer number of competitors also vying for those customers. Many companies are struggling to break through the clutter, connect with their ideal customer, and make a lasting impact. As one CEO described the challenge, “The customer is flooded with thousands of options every day—and the big corporations are so loud on social media that they shut up any other voice in the sphere.”



- **Lack of brand recognition.** Another lead generation challenge facing CEOs—particularly CEOs of newer companies—has to do with brand recognition. When a product or service is brand new, many CEOs struggle to get the word out, get their company in front of the right customers, and generate high-quality leads. As one CEO put it, “How do you generate leads for a product that people don’t search for, as they don’t know it exists?”

Other marketing-related pain points for CEOs in 2022 include:

- **Inconsistency.** Many CEOs find the process of keeping their lead generation steady and consistent to be a challenge.. “When I’ve previously allowed our business development pipeline to take a backseat, I learned some strong lessons on not resting on one’s laurels,” said one CEO. “Always make sure you nurture the pipelines.”
- **Fostering and maintaining relationships over time.** Businesses are seeing unprecedented employee turnover. That means that, even if CEOs are establishing relationships through marketing, their contact may change—putting them back at square one. “Changing roles of the people I work with at my clients’ companies are my biggest challenge,” one CEO reported.



**HEAD OF MARKETING, UK**

**Julie Lock** | **HubSpot**

“Your marketing strategy needs to align with your business objectives. Resources and budget must be focused on those areas, depending on whether you are looking to attract new customers or grow existing customer revenue. This will determine your go-to-market strategy. Planning and focus are key.”

# Solutions That Worked for Sales & Marketing



**Helen Roberts, CEO at CPG Executive Consulting - 15 staff in the United Kingdom, 87 worldwide.**

“Don’t focus on always bringing in new customers. The first strategy in business growth is to sell more to the existing customers. Those who like you already. You get the least resistance from them. They already know they can trust you. That’s a big plus because, while you might be trustworthy, a potential customer first needs to figure that out by getting on the trust ladder and slowly climbing it.”

**Sandro Schmid, former CEO at AAAccell - 15 staff in Switzerland/Germany. Sold the business to LPA Group (450 staff) and is now an LPA Partner.**

“With the startup, we never spent one Franc on Marketing. Instead, we did social media and found clients on 3 continents. In the financial industry, a lot of marketing is still done the conventional way: buy ½ a page in a newspaper and advertise. Social media is also being done, but usually half-heartedly. My advice, instead: Focus on 1 or 2 social channels, go all in and do it with passion.”





**Astrid Von Liechtenstein, CEO at Th. Kohl Group, France/Italy/Liechtenstein/  
Germany - 500 staff**

“Be especially close to your salespeople. They hold your business in their hands and you can experience wild things if you hire even just one bad apple. Therefore, be very careful in picking the right team member. Do a psychological profile, take time to get valuable referrals and see the person at least 3 or 4 times. It’s worth it because, in the end, they will become a part of your family.”

**Martijn Atell, CEO at VoteBash, Switzerland - Preparing to grow from 100 to 500 staff, and fast.**

“Doing sales means telling the story that builds the bridge to the person that needs your solution because it enables them to get from their current state to their desired state. The most important skill is to listen, to deeply understand the pain points. We call our salespeople client success managers and their job is to always seek to provide value regardless of the outcome of the sales deal or the sales call.”



**Karoline Gross, CEO at Smartzter, United Kingdom - The only salesperson in her business.**

“Systems are most important to our sales success. I can only reach out to dozens or hundreds of people in person but there are thousands of potential clients in our market. We built systems that combine automation software and work done by virtual assistants. At first, I found automation embarrassing, but it makes sense. Sometimes the tool reaches out 15 times to a person and, suddenly, the right time has come for them and you’re in a real conversation.”

# Expert Insights About Sales & Marketing

**Kamales Lardi** is the author of “The Human Side of Digital Business Transformation”, published in 2022 by Wiley (a leader in publishing, education, and research), and one of Female One Zero’s “40 Over 40 – The World’s Most Inspiring Women”. Kamales helps leadership teams understand the levers of transformation. Here, she shares her insights into the challenges facing CEOs in today’s business environment.

“Success never starts with a tactic or a tool.”

## **A LOT OF THE REAL PROBLEMS ARE RELATED TO THE KIND OF ORGANIZATION THAT YOU ARE**

### **Kamales, what do you think about the results of the CEO Study?**

CEOs say that their biggest challenges are hiring, sales and marketing. These may be more symptoms of the underlying issues that need to be addressed.

### **What should CEOs focus on instead?**

In my experience, people definitely make or break any strategic business initiative and, therefore, great people are crucial. But why it is difficult to hire the right people? What are the underlying issues preventing growth through marketing and sales initiatives? I believe this relates to the company’s values and culture. Purpose-driven organisations will clearly reflect their values in marketing and sales and attract people with shared values and the required capabilities.



## What kind of marketing works?

Marketing should include communication that reflects purpose, values and the type of organisation you are to attract prospects and potential employees. What does it exist for—and why? That's the basis for attracting the people you need in any area of doing business.

## You're an expert on digital business transformation. Why don't you speak first about today's digital marketing tactics?

One might think that the problem with their current marketing is that it's not digital enough. Therefore, a digital transformation project will solve it. But success never starts with a tactic or a tool. Technology is an enabler and it can only enable success if the fundament is built well. We first need to understand what the customers want and how our organisation can deliver value for customers. That then boils down to a strategic plan which links to the purpose of the company.

*Kamafes Lardi*

Expert, CEO, Boom Partner

# Expert Insights About Sales & Marketing

Oliver Damm (right, in a chat with Elke Rottmann) authored the Limbic Personality assessment, which tells businesses how people react and respond when things get difficult and which candidates match with the company's culture and the requirements of their specific role. Oliver has been studying human personalities for decades; here, he shares his insights into marketing's impact on a business—and how CEOs can improve marketing within their organisation.

“People don't buy features. People buy feelings.”

## GOOD MARKETING CAN REDUCE THE SALES EFFORTS DRASTICALLY

Marketing is a big word and what I'm referring to here is the marketing that serves as an appetizer for potential clients and customers. It's a form of communication that makes them want to buy or become part of your big idea. If you have that kind of marketing, the right people find you. Good marketing can reduce sales efforts drastically. In Sales, you then basically just open the doors for those clients and customers that match your business.

If a CEO wants their business to create this kind of marketing, they might need to drop any communication that is based on features of their products or services.



The most important thing for outstanding marketing is to understand the basic needs of people, such as status, safety, connectedness, or autonomy. These are pillars of the programs that run in the background of all humans. Personalities are defined by the fact that some of those needs are more pronounced in one type of person than another one is. Great marketing starts by understanding that.

Your products and services and your marketing need to position yourself as the extraordinary choice for a specific kind of customer. If you can't do that, you're in trouble.

Doing business successfully is about the relationship with the people who make you successful. Marketing is about the relationship with the audience you want to enthuse about your products. Relationships start by being clear about exactly what kind of audience your business exists for. Don't think that people buy features. People buy feelings.

*Oliver Damm*

Expert, CEO, Boom Partner

# Corporate Culture as a Product and Growth Lever

While the world of business (and life!) is becoming increasingly digitized, it's also becoming more human. And while that may sound like a contradiction, on closer observation, it actually makes perfect sense.

Customers are more conscious than ever about the companies they choose to do business with. It's not just about the product or service; customers are paying more and more attention to how and why a company conducts business—and they're increasingly choosing to do business with companies that align with their personal values and vision.

The same goes for employees. Like customers, employees are no longer interested in working for any company; today's talent wants to work in a place where they feel inspired by the organisation's goals, values, and direction.

If CEOs want to thrive in today's market, they need to create a corporate culture that inspires and connects with both their customers and their employees. At HubSpot, we not only consider our corporate culture a top priority, but we consider it an actual product—a product that serves to help attract top talent in across disciplines and backgrounds to help us achieve our goals.

And because we consider culture a product, we measure its success just like any other product—with a clear set of metrics to evaluate and optimize culture within the organisation. Our co-founder and CTO Dharmesh Shah is so convinced of culture as a lever for sustainable growth that he crafted **HubSpot's Culture Code** into a publicly available 128-page manifesto—a manifesto which, to date, has been viewed over 5 million times.

If you're a CEO that's looking to drive growth within your organisation, taking a different approach to corporate culture—and redefining it as a product and growth lever—can be a great jumping off point to building a culture that not only attracts top talent, but also drives long-term, sustainable growth for your organisation.



*Ben Harmanus*

International Brand  
Strategy Lead

**HubSpot**

## Useful links:

[HubSpot 2022  
Diversity, Inclusion, &  
Belonging Report](#)

[HubSpot 2022  
Hybrid Work Report](#)

# Thank You, CEOs!

Typically, there are between 8 and 14 C-level responsibilities within an organisation. And many of the CEOs we connected with for this study are juggling many—or all—of those responsibilities for their businesses.

And with so much on their plates, they still found the time to share their insights and challenges with us—and for that, we wanted to say thank you.

By participating in this study, you're supporting a better understanding of the challenges facing CEOs in driving business growth in 2022. Your insights into the challenges you're facing in your businesses—and how you're overcoming those challenges—will help to guide other CEOs as they attempt to grow their businesses in 2022 (and beyond).

So again, thank you. The CEO Study 2022 is a direct result of your support, efforts, and contributions. We couldn't have done it without you.

*Dave Hertig* Founder & CEO of Boom



# Growing Better Together



## Take your next step with Boom

Boom is committed to empowering the progressive CEO to drive business growth. The CEO Study 2022 is the first-ever edition of this publication. A milestone, and just the beginning of the conversation. As a progressive CEO, leverage your influence to move the world forward and improve your game.

[Join the Journey](#)



## HubSpot for Startups

Whether you're targeting customer #1 or customer #100,000, increasing leads, accelerating sales, and streamlining your customer service has never been easier thanks to HubSpot for Startups. With a huge library of education and training resources, access to the HubSpot Growth Platform, over 500 software integrations, and 24/7 support, HubSpot for Startup simplifies the process of growing your start-up—and all at a start-up friendly price.

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Want to explore how the HubSpot CRM platform can help you grow your business? Get started with HubSpot tools—including Marketing Hub™, Sales Hub™, Service Hub™, CMS Hub®, and Operations Hub™—for free today:

[Get Started](#)

# About HubSpot

HubSpot (NYSE: HUBS) is a leading customer relationship management (CRM) platform that provides software and support to help companies grow better. The platform includes marketing, sales, service, operations, and website management products with both free and premium options that scale to meet customers' needs at any stage of growth. Today, more than 135,000 customers across more than 120 countries use HubSpot's powerful and easy-to-use tools and integrations to attract, engage, and delight customers.

Named Glassdoor's #2 Best Place to Work in 2022, HubSpot has been recognized for its award-winning culture by Great Place to Work, Comparably, Fortune, Entrepreneur, Inc., and more. HubSpot was founded in 2006 and is headquartered in Cambridge, Massachusetts. The company's thousands of employees work across the globe in HubSpot offices and remotely.

# About Boom

Boom brings forward-motion to the world by empowering the progressive CEO to drive business growth. The CEO has leverage—and if it's used to bring the world forward, everyone benefits. To support that mission, we connect the progressive CEO with next-level solutions and can't wait to see more change happen.

## The CEO Study 2022 team

### HUBSPOT

#### Project Management

- Ben Harmanus, International Brand Strategy Lead, Project Lead and Strategy
- Michelle Navarro, International Brand Strategy Manager, Project Lead
- Tricia Reinken, HubSpot for StartUps, Audience Segmentation

#### Localization

- Laura Moyano, Localization Project Manager

### BOOM

- Christina Deravedisian, Brand Strategist
- Nici Jost, Photographer
- Houston & Ko (Paula Kokare & Claire Houston), Project Partner
- Kamales Lardi, Expert & Partner
- Elke Rottmann, Expert & Partner
- Rebecca Diamond, Webmaster
- Sandro Rupp, Project Manager
- Oliver Damm, Expert & Partner
- Dave Hertig, Executive Producer



*Julie Lock*

Head of Marketing  
UK, HubSpot

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We would like to learn more about how helpful the data and insights are for you. Your feedback helps us measure the quality of our content and optimise it for you. The survey takes only 2 minutes and your answers will be anonymous.

Thank you!

[Quick survey](#)

