

HubSpot CRM Renewal / Replacement Decision

Decision-grade risk interpretation for an 80 -> 120 person B2B revenue team. Focus: TCO, lock-in, export readiness, governance, privacy handoff and named alternatives.

Vendor	HubSpot CRM	Package	Deep Review
Decision	Renew under conditions	Client	DemoCo
Claims	112	Public sources	55
Alternatives	Salesforce / Pipedrive / Attio	Status	Example review with marked assumptions

Decision

HubSpot is probably the lowest-disruption operating path in the assumed state, but it is not an automatic Go. A longer renewal becomes ready for internal review only when quote, export/API, governance, DPA/subprocessor and alternative-proof gates are closed.

Reading	Meaning
Go	Not an unconditional Go. HubSpot remains the likely operating path.
No-Go	No 24-month expansion without quote, export, governance, DPA and alternative gates.
Conditional Go	Renew or extend briefly only if the five gates are closed.

1. Use Case and Decision Corridor

CRM renewal for a growing B2B revenue team

DemoCo uses HubSpot as the operational CRM and Revenue Ops system for sales, marketing, customer success, management reporting and integrations. The question is not whether HubSpot has strong features. The question is whether a 12- to 24-month renewal is lower risk than switching to Salesforce, Pipedrive or Attio.

Operating assumption	Decision relevance
80 employees today, growing to roughly 120 employees within 24 months.	Affects TCO, lock-in, export, governance or alternative fit.
42 regular HubSpot users, including 28 sales/service-near users and 4 admin/RevOps roles.	Affects TCO, lock-in, export, governance or alternative fit.
Critical dependencies: custom properties, associations, activities, workflows, lists, dashboards, integrations and role model.	Affects TCO, lock-in, export, governance or alternative fit.
Marked assumption: 40 active workflows, 18 critical lists, 12 management dashboards and 14 integrations.	Affects TCO, lock-in, export, governance or alternative fit.
Data classes: contacts, companies, deals, tickets, activities, emails, notes, calls, meetings, custom properties, attachments and reports.	Affects TCO, lock-in, export, governance or alternative fit.

Decision question

Should DemoCo renew HubSpot for the next cycle, extend briefly, renegotiate, or test an alternative before renewal?

Evidence resolution

Resolved findings	Blocking open gates
The decision is a renewal/replacement question with lock-in, TCO and governance effects, not a feature comparison.	Quote and order form are missing for final TCO certainty.
HubSpot is operationally embedded in the example scenario and is therefore not easy to replace with a lower-cost CRM alternative.	Tenant-specific export/API test is missing for practical portability.
Export/API documentation is positive but not sufficient for exit readiness without a practical tenant test.	Governance evidence is missing for SSO, SCIM, roles, permission history and offboarding.
Salesforce, Pipedrive and Attio are valid alternatives, but with very different risk profiles.	Legal/privacy approval for DPA, subprocessors, transfers, deletion and return remains with the responsible expert.

2. Decision Gates Before Signature

These gates are minimum proof points for a longer CRM commitment. If one fails, the recommendation changes to short renewal, renegotiation or alternative proof.

Gate	Condition	Why it matters	Owner	Status
Fixed written quote	Written 12/24/36-month quote including hubs, seats, contacts, add-ons, support, term, uplift and cancellation window is available.	Without a quote, TCO remains a model and cannot support a renewal recommendation.	Procurement / Finance	Open
Export/API probe	Sample export/API pull for records, properties, associations, activities, attachments and reports has been completed successfully.	Documented export paths are not enough to prove practical portability.	RevOps / IT	Open
Governance fit	SSO, SCIM, role model, permission history, admin offboarding and external-user handling are evidenced for the target plan.	A CRM renewal for 80 to 120 employees is risky if governance is inferred only from feature pages.	IT / Security	Open
DPA/subprocessor handoff	DPA, subprocessors, transfers, deletion/return and data classes have been handed to the responsible privacy/legal owner.	EvidenceOps prepares the decision basis but does not replace legal review.	Legal / Privacy	Open
Alternative proof	Salesforce, Pipedrive and Attio are scored against the same use case and exit/governance criteria.	Alternatives are negotiation leverage only if they can carry the concrete operating state.	Ops / RevOps	Open

Stop condition
No written 12/24/36-month quote including hubs, seats, contacts, add-ons, support and renewal mechanics.
Export/API test shows gaps in activities, associations, attachments, custom properties or reports.
SSO, SCIM, role model, permission history or audit requirements are not evidenced in the target plan.
DPA, subprocessors and transfer mechanics cannot be approved by the responsible privacy/legal owner.
An alternative covers the concrete use case with lower risk and acceptable switching effort.

3. Findings: Commercial, Export, Governance

Commercial / TCO - Conditional Go

HubSpot can remain the rational path despite higher license cost if workflows, reports, integrations and data model are deeply embedded. A long renewal should not be accepted without a fixed written quote. Evidence basis: HubSpot pricing pages, product catalog, customer terms and the marked-assumption TCO model. Decision effect: Renewal remains viable, but only with written quote and 12/24/36-month TCO. Next proof: Collect order form, quote, add-ons, contact volume, seat forecast and renewal deadline.

Export / Portability - Negative until tested

Official export and API documentation is a positive signal, but it does not prove that DemoCo can migrate its actual tenant without losing context in activities, associations, attachments, custom properties or reports. Evidence basis: HubSpot export/help pages and CRM/API documentation. Decision effect: No 24-month Go before a real export/API sample succeeds. Next proof: Run sample export/API pull and produce a migration gap log for the key data classes.

Governance / Admin controls - Conditional Go

SSO, SCIM, permission history and role design are decisive for the target state. They must be verified against the exact target plan and tenant, not read from a generic checklist. Evidence basis: HubSpot Help Center pages for permissions, permission history, SSO and SCIM plus target-plan/admin evidence. Decision effect: Governance can support or block renewal depending on plan inclusion and tenant configuration. Next proof: Review admin screenshots, role export, identity-provider requirements and offboarding process.

4. Findings: Privacy, Lock-in, Alternatives

Privacy / DPA / Subprocessors - Handoff required

DPA, subprocessors, security/trust artifacts and deletion/return questions are identifiable, but final approval belongs to the responsible legal/privacy owner. Evidence basis: HubSpot DPA, subprocessor page, terms, trust/security pages and client data classes. Decision effect: Renewal is not ready for final internal approval while DPA/subprocessor handoff remains open. Next proof: Hand over data classes, transfer questions, subprocessors and deletion/return rights for privacy/legal decision.

Automation / Process lock-in - High lock-in risk

Workflows, lists, dashboards and integrations are likely the largest hidden switching-cost surface. A CRM switch is not only a data export project; it is a process and reporting rebuild. Evidence basis: Marked assumptions for workflows/lists/dashboards/integrations plus HubSpot workflow, list, report and integration sources. Decision effect: Replacement should wait for an inventory and effort estimate; otherwise short renewal or renegotiation is safer. Next proof: Pull workflow, list, dashboard and integration inventory with criticality and owners.

Alternatives - Negotiation leverage

Salesforce, Pipedrive and Attio answer different risks. Salesforce is the enterprise-control path, Pipedrive the cost/sales-focus path, and Attio the flexible data-model path. None is better without use-case parity. Evidence basis: Official pricing, security, legal, export and developer sources for the alternatives plus comparison criteria. Decision effect: Alternatives strengthen negotiation and fallback, but replace HubSpot only after proof. Next proof: Score each alternative against must-haves, migration, reporting, governance and 12/24/36-month TCO.

5. Dependency Map

Dependency	What must be evidenced in the tenant	Decision effect
Data model	Objects, properties, associations, activities, attachments.	Determines whether migration is data export or full rebuild.
Automation	Active/inactive workflows, lists, triggers, owners, criticality.	Can block replacement or materially increase cost.
Reporting	Must-keep dashboards, reports, KPIs, management dependency.	Low license price is weak if reporting must be rebuilt.
Integrations	Accounting, support, enrichment, website, calendar, warehouse, sync direction.	Migration risk depends on data flow and writeback rights.
Governance	Roles, teams, admins, external users, SSO, SCIM, permission history.	Can turn renewal into a security/governance decision.
Privacy	DPA, subprocessors, transfers, deletion/return, data classes.	Legal/privacy approval is prepared, not replaced.

Operating rule Model the real operating state first. Only then does price comparison become meaningful.

6. Alternatives Scorecard

Score method

The score is a weighted decision model for this example use case. It is not a general market ranking and is updated with client artifacts, quotes and admin evidence in a real project.

Option	Score	Fit	Main risk	Best use	Required proof
HubSpot Renewal	78	Strong operating fit if current embedding is high.	TCO, bundle/add-on exposure, lock-in and exit proof.	Conditional renewal or short renewal if gates pass.	Quote, export/API test, governance evidence, DPA handoff.
Salesforce Sales Cloud	70	Strong when enterprise control, complex roles and scaled governance matter more than speed.	Implementation cost, admin load, change management and overengineering.	Serious alternative if HubSpot fails governance/TCO gates.	Implementation quote, edition fit, object model, reporting rebuild and admin capacity.
Pipedrive	57	Good if the real use case is sales-led, lean and cost-driven.	Potential gaps in multi-hub workflows, marketing/service, complex reporting and governance.	Cost fallback, not automatic replacement for an embedded RevOps system.	Marketing/service gap check, reporting parity, integration test and export/API probe.
Attio	62	Interesting for flexible data model and modern CRM workflows.	Maturity, enterprise governance, reporting coverage and migration safety must be proven.	POC candidate for data-model-driven CRM, but not main path without proof.	Workspace POC, API/export test, security/DPA review and workflow/reporting coverage.

Score derivation

Criterion	Weight	HubSpot	Salesforce	Pipedrive	Attio
Use-case coverage	25	22	20	13	15
Migration and rebuild risk	20	16	10	14	13
Governance and control depth	20	14	19	9	10
36M TCO and commercial negotiability	20	12	8	14	12
Portability and exit readiness	15	14	13	7	12

7. 12/24/36-Month TCO

TCO rule

Every number must be marked as quote, public price source, client assumption or model assumption. Public price pages do not replace an individual quote.

Calculation step	How the number is built
12M TCO	Y1 subscription + Y1 implementation + Y1 migration/rebuild + exit test + Y1 admin run cost + risk contingency.
24M TCO	12M TCO + Y2 subscription after growth/uplift assumption + Y2 admin run cost.
36M TCO	24M TCO + Y3 subscription after another growth/uplift assumption + Y3 admin run cost.
Client-specific inputs	Subscription lines are replaced with quote/order form; implementation, migration and admin lines are replaced with partner offer or internal effort estimate.

Option	12 months	24 months	36 months	Interpretation
HubSpot Renewal	EUR 110,000	EUR 203,920	EUR 308,710	Likeliest operating path, but only with quote, export, governance and contract gates closed.
Salesforce Sales Cloud	EUR 211,000	EUR 325,320	EUR 446,219	Stronger enterprise-control path, but with high implementation and admin load.
Pipedrive	EUR 89,000	EUR 125,260	EUR 164,856	Cost-efficient fallback if the real use case is sales-led and less cross-hub.
Attio	EUR 106,000	EUR 149,440	EUR 196,406	Modern data-model fallback, but maturity, reporting and governance must be proven.

Price and effort drivers

Driver	Reading
Subscription	License/plan cost for the target scope. For HubSpot this includes hubs, seats, marketing contacts, add-ons and term; for alternatives it includes edition, users, add-ons and support.
Implementation	One-time setup, partner, enablement or reconfiguration effort not included in license price.
Migration/Rebuild	Data model, workflows, lists, reporting, integrations and training. This block explains why lower licenses do not automatically mean lower TCO.
Admin run cost	Ongoing RevOps, IT and admin capacity after renewal or replacement.
Risk contingency	Marked buffer for unproven items such as rebuild gaps, export quality, integration effort or plan-fit uncertainty.

8. TCO Derivation by Option

Option	Derivation	Replace in real project
HubSpot Renewal	EUR 66,000 Y1 subscription as renewal anchor for multi-hub/seat/contact exposure; plus EUR 12,000 optimization, EUR 6,000 exit test, EUR 18,000 admin run cost and EUR 8,000 risk contingency = EUR 110,000 12M TCO. HubSpot may look expensive versus lean CRMs, but it can still be cheaper than process/reporting rebuild if embedding is high.	HubSpot quote, current order form, contact volume, add-ons, term, uplift and admin effort.
Salesforce Sales Cloud	EUR 72,000 Y1 subscription as enterprise-control anchor; plus EUR 55,000 implementation, EUR 30,000 migration/rebuild, EUR 36,000 admin run cost and EUR 18,000 risk contingency = EUR 211,000 12M TCO. Salesforce can strengthen governance, but value depends on implementation, admin and change load being acceptable.	Salesforce quote, implementation partner offer, admin/owner model and migration plan.
Pipedrive	EUR 21,000 Y1 subscription as lower sales-CRM anchor; plus EUR 26,000 implementation, EUR 18,000 migration/rebuild, EUR 12,000 admin run cost and EUR 12,000 risk contingency = EUR 89,000 12M TCO. Pipedrive is cheaper only if marketing/service/reporting and governance gaps remain small.	Pipedrive quote, must-have gap check, export/API probe and reporting/integration estimate.
Attio	EUR 24,000 Y1 subscription as modern CRM anchor; plus EUR 30,000 implementation, EUR 22,000 migration/rebuild, EUR 16,000 admin run cost and EUR 14,000 risk contingency = EUR 106,000 12M TCO. Attio may be attractive for data-model reasons, but maturity, governance, reporting and migration need POC proof.	Attio quote, workspace POC, API/export test, security/DPA review and workflow/reporting coverage.

TCO quality rule

Every final TCO number must be marked as quote, public price source, client assumption or model assumption.

Public pricing pages are price anchors only; they do not replace a client-specific quote.

Implementation, migration, admin run cost, rebuild effort and risk contingency must be shown separately.

Alternatives are ranked by 36M TCO plus use-case risk, not by license price alone.

Assumption quality

Input	Value	Quality	Required proof
HubSpot Renewal Subscription	EUR 66,000 Year 1	Marked assumption	HubSpot quote or current order form including hubs, seats, contacts, add-ons and term.
Salesforce Subscription	EUR 72,000 Year 1	Marked assumption	Salesforce quote including edition, users, add-ons, support and implementation partner.
Pipedrive Subscription	EUR 21,000 Year 1	Marked assumption	Pipedrive quote including plan, seats, add-ons, integrations and support.
Attio Subscription	EUR 24,000 Year 1	Marked assumption	Attio quote including plan, seats, API/automation needs and support.
Implementation / Migration / Rebuild	EUR 12,000 to EUR 85,000 depending on path	Estimate	Implementation offer, RevOps effort estimate, workflow inventory and reporting rebuild estimate.

9. Deep Risk Matrix: Top Risks

Risk	Exposure	Required proof	Decision effect
Commercial	Actual renewal cost can diverge materially from public pricing anchors.	Written quote with hubs, seats, contacts, add-ons and term.	Final TCO view is blocked.
Commercial	Marketing contacts or multi-hub use can create hidden cost drivers.	Current and planned contact volume plus required hubs.	Can change package and alternative ranking.
Commercial	Discount expiry or renewal uplift can create future exposure.	Order form and renewal mechanics.	May require renegotiation or shorter term.
Commercial	Lower-cost alternatives may look too cheap before implementation cost is included.	Implementation estimate per alternative.	Prevents a false savings decision.
Data model	Custom properties can contain business logic that is hard to migrate.	Property export with owner and downstream usage.	Can justify renewal or trigger migration project.
Data model	Associations can lose context during migration if not tested.	Sample export/API pull with associations.	Can block replacement.
Data model	Activity history may need a separate export or API path.	Activity export and API sample.	Can make replacement conditional.
Data model	Attachments and files may need separate handling.	File export sample and storage map.	Creates separate migration track.
Automation	Workflows can encode critical sales, marketing or service handoffs.	Workflow inventory with owner and criticality.	Can block fast migration.
Automation	Inactive workflows can cause process complexity to be underestimated.	List of active and inactive workflows.	Can increase rebuild estimate.
Segmentation	Lists and segmentation can drive lifecycle and campaigns.	Inventory of critical lists.	Can influence Marketing Hub decision.
Reporting	Management dashboards may be expensive to rebuild.	Dashboard inventory and must-keep reports.	Can justify renewal despite price.
Export	Export documentation does not prove practical exit quality.	Export test package.	Mandatory gate before signature.
API	API migration may require engineering, rate and scope validation.	API test with core objects.	May require technical migration budget.

10. Scenario Matrix

Scenario	When to use	Conditions	Bias
Renew HubSpot under conditions	Existing HubSpot dependency is high and alternative rebuild cost exceeds the renewal premium.	Quote acceptable, export test passed, governance controls mapped, DPA/subprocessor handoff accepted.	Conditional Go
Short renewal plus exit test	HubSpot remains useful, but evidence gaps remain in export, contract or governance.	Shorter term or flexible commercial terms, funded exit test, alternatives shortlisted.	Keep optionality
Renegotiate with credible fallback	HubSpot fits operationally, but quote, term or add-ons are unattractive.	Pipedrive or Attio proof-of-fit is credible enough for negotiation leverage.	Negotiation leverage
Switch to leaner CRM	Actual use case is sales-led and HubSpot marketing/service/reporting dependency is low.	Pipedrive or Attio covers must-have workflows, migration test passed, governance acceptable.	No-Go for long HubSpot renewal
Test enterprise-control path	Governance, auditability and scale matter more than speed and simplicity.	Salesforce quote, implementation plan, admin owner and migration path are reliable.	Replacement or staged migration
Delay signature until vendor evidence is complete	Critical quote, DPA, subprocessor, export or control evidence is missing.	Open points have owners and deadlines.	No unconditional Go

Likely path

Conditional Renewal or Short Renewal is more plausible in this example than an immediate replacement path. Replacement becomes a serious option only when an alternative proves the concrete tenant and process state.

11. Verification Queue and Source Handoff

Day	Action
Day 1	Collect HubSpot quote, current order form, hubs, seats, contact volume and renewal deadline.
Day 2	Pull admin inventory: users, roles, integrations, workflows, lists, dashboards and custom properties.
Day 3	Run export/API sample for records, associations, activities, attachments and custom properties.
Day 4	Map security/governance against SSO, SCIM, permission history, admin roles and offboarding.
Day 5	Hand DPA/subprocessor package to the responsible privacy/legal owner.
Day 6-7	Score Salesforce, Pipedrive and Attio against the same must-have criteria.
Day 8	Update 12/24/36-month TCO with real quotes and implementation estimates.
Day 9	Align scenario decision and fallback path with leadership, Ops and IT.
Day 10	Finalize renewal, short renewal, renegotiation or replacement memo.

Closing logic

If the quote, export/API, governance and DPA handoff gates are closed, and no alternative proves clearly lower risk for the same use case, HubSpot renewal under conditions is ready for internal review. If a gate fails, short renewal, renegotiation or alternative POC becomes the better decision.

Source class	Count	Customer reading
Public/vendor sources	55	Basis for pricing, product, legal, trust, help, developer docs and alternatives.
Public sources requiring archival evidence	55	Archive a dated source copy for central claims.
Client inputs / marked assumptions	3	Must be replaced or confirmed in a real project.
Claim register	112	Traceable evidence layer with source, status and verification need.
Risks	30	Owner, required proof and decision effect.

Source rule

Public sources, client inputs and open verification items are shown separately. This makes clear which statements are evidenced and which must still be confirmed before signature.

Deliverables: PDF decision brief, editable XLSX evidence workbook, HTML evidence sheet and machine-readable JSON evidence bundle.