

Build Your Marketing Team

Allyson Letteri



“I need marketing to get more leads, work with sales, and define my messaging.
But who should I hire?”

Founder @ Series A health tech startup

Your questions

- How big should my marketing team be by company stage?
- How do I scale my team over time?
- How should I structure the team?
- How do I address content creation and social?
- How do I create growth opportunities for my team?



So many marketing roles

Acquisition

Growth

Demand Gen

Operations

Content

PR

Community

Social

Insights

Messaging

Go-to-market

Lifecycle



**GROW your
marketing team**

The **GROW** Framework

Goals Define your marketing **goals**

Roles Map your marketing **roles**

Organization Design your marketing **org**

Watchouts Plan to avoid **watchouts**

By the end of today

You will know how to:

- Decide which marketing **roles** you need on your team
- Design the next stage of your marketing org **org**
- Prepare in advance to avoid common team **challenges**

Hi, I'm Allyson Letteri

MARKETING LEADER

Built marketing teams from scratch

- Intuit
- Thumbtack
- Handshake



MARKETING ADVISOR

Seed, Series A & B stage startups

- Growth strategy
- Messaging strategy
- Launch strategy
- Team design

50+ founders in 2022

Marketing is a growth engine



Kristin Stoller Forbes Staff

I'm the deputy editor of the Forbes 30 Under 30 list.

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May 12, 2021, 08:00am EDT



Handshake's cofounders say their goal is help students from all backgrounds receive the same access to employment opportunity regardless of gender, race, socioeconomic status or type of school attended. COURTESY OF HANDSHAKE

01

GOALS

Define marketing goals and success metrics

**You need to know your goals
before you can decide your roles.**

Learn which marketers can achieve your top goals.

Important: B2C vs. B2B marketing

	B2C	B2B
Customer type	Consumer Small Business	Small Business Mid-Market Enterprise
Sales motion	Product-led growth Self-serve	Inbound Outbound ABM (Account Based)

Big impact on **goals** and the **roles** you need

5 Phases of Customer Journey

	Business Goal	Customer outcomes
Attract	Generate qualified traffic and interest	Awareness Attention
Nurture	Educate and qualify leads	Trust Desire
Convert	Get new customers who sign up / buy	Confidence Action
Onboard	Accelerate time to value for new users	Results Ease
Engage	Drive active use and retention	Results Loyalty

Quiz time

Which option reflects your top goals?
Choose A, B, or C

Option A

	Goals	Channels
Acquisition	Build brand awareness Drive traffic Attract new prospects	Paid advertising SEO Partner marketing
Demand Generation	Generate new leads Nurture leads Qualify opportunities for sales	Website / Landing Pages Email / CRM Events
Growth	Increase conversion Test and optimize Increase signups	Website / Landing Pages Email / CRM Notifications
Marketing Ops	Manage MarTech stack Execute campaigns Enable ops and analysis	Website / Landing Pages Email / CRM Data platforms

Option B

	Goals	Channels
Insights	Gather target audience insights Learn about your competition Discover category trends	Customer research Competitive research
Messaging	Develop personas & positioning Define brand & messaging strategy Provide sales enablement	
Go-to-market	Launch new features Drive feature adoption Launch to new segments	In-product Website / Landing pages Email / CRM
Lifecycle	Drive more active use Increase retention Expand accounts	In-product Email / CRM Account Managers

Option C

	Goals	Channels
Content	Develop content strategy Create content to attract and engage Drive conversions from content	Blog *Provide content to other channels
PR	Develop and pitch stories for media Land ideal media coverage Increase awareness & share of voice	Press Online Media
Community	Connect with target audience Engage community Provide support	Social Media Community
Social	Develop social media presence Grow executive platform Connect with target audience	Social Media

Results are in!

Option A

Growth Marketing

Acquisition
Growth
Demand Generation
Marketing Ops

Option B

Product Marketing

Insights
Messaging
Go-to-market
Lifecycle

Option C

Content Marketing

Content
PR
Community
Social

Before we move on...

What function do you need most?

What marketing goal will they help you drive?

02

ROLES

Map marketing roles to your goals

**Marketing spans many capabilities.
Narrow in on a function then role.**

Learn the superpowers, success metrics, and roles
in each function.

3 Main Marketing Functions

Option A

Growth Marketing

Acquisition
Growth
Demand Generation
Marketing Ops

Option B

Product Marketing

Insights
Messaging
Go-to-market
Lifecycle

Option C

Content Marketing

Content
PR
Community
Social

Growth Marketing Superpowers

The Attractor

Builds **awareness**, gets your target audience's attention, drives **traffic**

The Nurturer

Turns traffic into **qualified leads** or drives prospects to **sign up and convert**

The Optimizer

Runs growth experiments to optimize and increase **conversion**

The Expander

Influences customer behavior to increase **active use, retention, and revenue**

The Operator

Equips team with the right **tech platforms** and marketing **automation**

Growth Marketing Metrics

Success Metrics

- Traffic and Unique Visitors
- Click through rate (CTR)
- Conversion rates (CVR)
- Qualified Leads and Pipeline created (MQLs)
- Cost per lead (CPL) or Cost per acquisition (CPA)
- Customer acquisition cost (CAC)
- Lifetime value (LTV)

Growth Marketing Roles

ACQUISITION

Acquisition Marketing
Performance Marketing
Paid Digital Marketing

GROWTH

Growth Marketing
Lifecycle Marketing

DEMAND GEN

Demand Generation
ABM Marketing
Events Marketing

OPERATIONS

Marketing Operations
Email Marketing
Marketing Analyst

Product Marketing Superpowers

The Empath

Drives **research** and synthesizes **insights** on you customer, competition, and category

The Messenger

Develops compelling **messaging, positioning**, branding, and **sales aides** (B2B)

The Roadmapper

Collaborates with the **product** team to identify customer needs and prioritize features

The Cultivator

Motivates new and current customers to use **valuable features**

The Launcher

Launches new **features**, products, and updates to drive usage and value

Product Marketing Metrics

Success Metrics

- Feature usage
- Conversion rate (CVR)
- New user retention
- Brand perception shift
- Customer research insights
- Competitive analysis
- Net promoter score (NPS) (with Product Managers)

Product Marketing Roles

PMM (B2C)

Product Marketing Manager
Category Manager
Brand Manager

PMM (B2B)

Product Marketing Manager
Sales Enablement

LIFECYCLE

Lifecycle Marketing
Email Marketing

CUSTOMER MKTG

Customer Marketing

Content Marketing Superpowers

The Editor

Develops content calendar that **fuels channels**, drives acquisition and retention

The Traffic Driver

Creates content for that builds **awareness**, attracts, and convert prospects

The Storyteller

Creates powerful **content** with messaging, customer stories, and data

The Community Builder

Creates powerful **content** with messaging, customer stories, and data

The Brand Ambassador

Works with the **media** and influencers to increase awareness and build authority

Content Marketing Metrics

Success Metrics

- Organic search traffic
- Blog traffic
- Referral traffic
- Click through rate (CTR)
- Conversion rates (CVR)
- Email list growth
- Qualified leads / pipeline
- Brand sentiment
- Share of voice

Content Marketing Roles

CONTENT

Content Marketer
Copywriter
Editor

PR

PR Manager
Publicist

SOCIAL

Social Media Manager
Social Support

COMMUNITY

Community Manager
Community Moderator

Three hiring factors

Role

Level

Experience



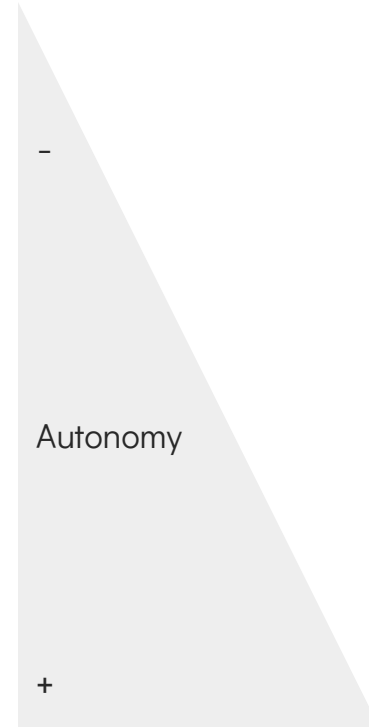
Marketing Levels

	Level 2	Intern / New Grad	
	Level 3	Associate	
	Level 4	Sr. Associate	
	Level 5	Manager	
	Level 6	Sr. Manager	
	Level 7	Group Manager	-
People Managers	Level 8	Director	Autonomy
	Level 9	Sr. Director	
	Level 10	Vice President	
			+

Marketing Levels - First Hire

Level 2	Intern / New Grad
Level 3	Associate
Level 4	Sr. Associate
Level 5	Manager
Level 6	Sr. Manager
Level 7	Group Manager
Level 8	Director
Level 9	Sr. Director
Level 10	Vice President

First hire sweet spot



Experience

Business model

B2C (PLG, paid, organic growth), **B2B** (inbound, outbound, ABM)

Industry

Familiarity with **competitive** dynamics and **customer** needs

Enablement

Similar levels of **budget**, **team size**, **data**, **infrastructure**

Mindset

Comfort with **ambiguity**, **flexibility**, and **bias towards action**

People Management

People manager and **hiring** manager expertise to build a team

Build a Role Brief

Business Goal

Goals

What are top **objectives** along customer journey?

Success Metrics

How will they be **measured**?

Role

What is the right **role**?

Level

What is the right **level**?

Experience

What **experience** do they need to bring?

Before we move on...

What roles do you need on your team?

What experience would accelerate their impact?

03

ORG

Design your marketing org in stages

**Plan your org in stages as you need
to expand capabilities.**

Learn the stages of marketing team growth,
and when to first hire an exec.

Marketing Team Size

5% of team

<50 employees

8% of team

50-500 employees

Startup Marketing Org Stages

STAGE 1

Pre-marketing team
Contractors & agencies

01

STAGE 3

Marketing Leader
Flat org

03

02

STAGE 2

First marketing hire
Contractors & agencies

04

STAGE 4

Marketing Exec
Depth in functions

Stage 1 - Contractors & Agencies

Copywriter

Accelerate **copy** assets - sales aides, website, email, blog, investor decks

Designer

Accelerate marketing assets **design** (without product design time)

PR Agency

Accelerate **press** coverage, brand **awareness**, credibility, exec platform

Ad Agency

Accelerate **paid acquisition** channel tests

Stage 2 - First Marketing Hire

B2B

B2C

Demand Gen

- Lead generation
- Content strategy
- Website & emails
- CRM
- Sales aides

Product Marketer

- Insights
- Positioning
- Sales aides
- GTM
- Feature launches

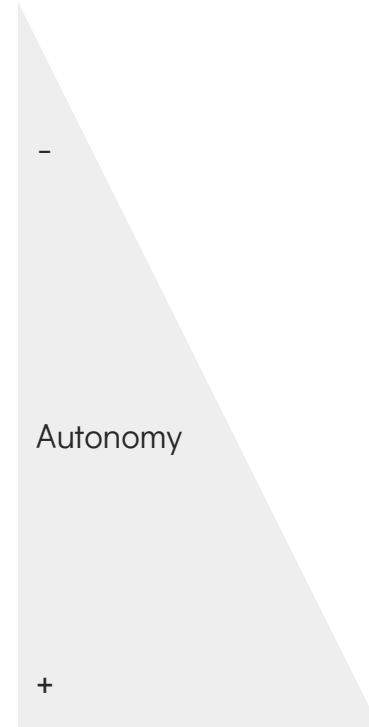
Growth

- Acquisition
- Conversion
- Website & emails
- Growth experiments
- Messaging

Marketing Levels - First Hire

Level 2	Intern / New Grad
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Level 4	Sr. Associate
Level 5	Manager
Level 6	Sr. Manager
Level 7	Group Manager
Level 8	Director
Level 9	Sr. Director
Level 10	Vice President

First hire sweet spot



Stage 3 - Flat Org

Dir of Marketing

Growth Marketer

*Digital Ad Agency
*SEO Agency
*Email Operations

Product Marketer

Content Marketer

Copywriter
Design

PR

*PR Agency

When you hire an **exec** too early...

“I tried to do it all, and I took on too much. I need a team but now I’m too exhausted to keep going.”

– **BURNED OUT VP Marketing**

“I did not realize how challenging the hands on work would be. My genius is managing a team.”

– **FIZZLED OUT VP Marketing**

Stage 4 - Marketing Exec

VP Marketing

Director Growth

Growth / Demand Gen
Email / CRM
Events
Marketing Ops
*Digital Ads Agency
*SEO Agency

Director PMM

Sr. PMM
PMM
PMM
Researcher

Director Content

Content Marketer
Copywriter
Editor
Design

Director PR

PR Manager
*PR Agency

Before we move on...

What marketing org stage are you in?

Who do you need to add next?

04

WATCHOUTS

Plan to avoid key watchouts that block marketers

4 Watchouts

GOALS

Align on company goals and top priority marketing results

01

02

RESOURCES

Plan budget, headcount, data, and tech infrastructure

03

04

COLLABORATION

Prepare cross functional teams and execs to work together

ADVANCEMENT

Plan review cycle, competencies, and growth opportunities

Onboarding Plan

Goals

Company and marketing team goals

Reading List

Links to curated set of docs, plans, and research

Who to Meet

List of who to meet, their role, and top questions to guide conversations

Operations

Overview of team meetings, 1:1s, review cycle, etc. meeting cadence

Key Conversations

1:1s

Recurring syncs on priorities and questions

60 day insights

Strengths / gaps / questions every 2 weeks in first 60 days

30/60/90 day plan

Marketer sets goals and milestones; leads planning for next quarter

Resource request

Ask for budget, headcount, data, and infra to achieve goals

Marketing Competencies

Strategy

Development of programs, campaigns, and test to achieve goals

Execution

Effectively manages project, resource, and team to hit goals

Creative Strategy

Effective briefs and collaboration with copy, design, and agencies

Technical Skills

Expert in key tools, analytics, and capabilities relevant to role

User Empathy

Develops insights and translates to program strategy

Team Collab

Effective communicator, collaborator, and manager. Embodies company values

05

NEXT STEPS

Plan your marketing team



“Our marketing leader has been an awesome addition to the team and is **moving us light years forward on our marketing strategy.**

THANK YOU so much for helping us realize we needed someone like her.”

Founder @ Seed stage transportation startup

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How Allyson can help

CONNECT

@allysonletteri



WORKSHOPS

Team design
Persona + Positioning
Messaging
Content + Channels

ADVISING

Growth strategy
Messaging strategy
Launch strategy
Marketing team design

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Thanks!

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