



# The Ultimate Hiring Guide for **Building a Solid Marketing Team**







# Introduction

---

As digital marketing channels have exploded in the past 10 years, so too have the array of marketing jobs. Where once a marketer could hone their skills in a particular tactic or channel and iterate to perfection, disruptive technologies and an upended media landscape have dismantled and re-formed everything marketers once knew into completely new channels, audiences, and tactics. Where there was once a clear delineation between marketing channels, there is now a web of connections. The lines between technologists, marketers, and salespeople grow ever fainter - but with this upheaval comes huge opportunity.

It's not enough for the modern marketer to tolerate change. They must live it. Agility and technological savvy are now chief among the skills needed by marketers, and those who can keep pace with the changes in our industry are well-placed to thrive in an uncertain future. But how do you, as a marketing leader, find the right candidates to meet your marketing strategy needs? And how can you future-proof your team?

In this eBook, you'll get expert insight from Betts into best practices for hiring marketers who know how to generate leads in today's marketing landscape.



# Table of Contents

---

Introduction	02
<hr/>	
The Modern Marketer: Overview by Role	04
<hr/>	
What Should I Pay Them?	06
<hr/>	
What Motivates the Modern Marketer?	08
<hr/>	
Advice from a Marketing Leader	11
<hr/>	
Perfecting the Recruitment Process	12
<hr/>	
Conclusion	17



# The Modern Marketer: Overview by Role

---

Modern marketers are generally especially skilled in one channel or tactic - for example, advertising - or they're digital marketing generalists, with an understanding of a range of channels as well as audiences, tactics, and customer journeys.

## Product Marketing

---

Product marketing drives demand for a specific product or service, often through building demand for the benefits it brings. Product marketers must have a solid grasp on how the product works and what it can do for customers, as well as an intimate knowledge of the sales cycle.

It's better suited to Software-as-a-Service offerings than, say, clothes because there's more of a need to communicate the benefits of software than gym socks. Frequently, product marketers are involved in the launch of a new offering and lead the strategic development of key messaging, market positioning, and sometimes brand.





## Demand Generation

Demand generation is what one might call marketing's long game. Put simply, it's any tactic used to hype up a product or service:

- ➔ Advertising
- ➔ Email Marketing
- ➔ Influencer Marketing
- ➔ Content Marketing

Their most important skills are their analytical disposition and their command of platforms like Salesforce, Marketo, and Google Ads, and they use these skills to execute marketing campaigns and pull metrics to gauge their effectiveness.

Most demand generation professionals are generalists with a deep understanding of cross-channel marketing, an appreciation and respect for sales conversion best practices, and an obsessive focus on return on investment. They don't hesitate to try and test different tactics, channels, and creative approaches.





***Content marketing professionals are frequently specialists and it can be tough to find all-arounders who have excellent writing chops and an understanding of inbound strategy.***

## Content Marketing

Content marketing is a huge growth industry. Content comes in an eye-popping array of forms, from:

- ➔ Video
- ➔ Blogs
- ➔ Social Media Posts
- ➔ Infographics
- ➔ eBooks/White Papers
- ➔ Sales Enablement Content
- ➔ News Articles



Alone, content raises brand recognition and can support product marketing by educating potential customers about the benefits of their offer. Leveraging channels such as landing pages, signup forms, email nurture campaigns and more, it's a powerhouse for customer leads. Content marketing professionals are frequently specialists and it can be tough to find all-arounders who have excellent writing chops and an understanding of inbound strategy.

## Marketing Leadership

Marketing leadership bridges the gulf between the day-to-day activities of a marketing program and the lofty goals of the enterprise.

Often, marketing leaders are responsible for developing and iterating marketing strategies, researching the competition and emerging market landscape, building brand awareness, budgeting, and overseeing marketing.

- ➔ Website traffic
- ➔ New qualified leads
- ➔ Conversion rates from marketing-sourced leads to opportunity or closed-won deals
- ➔ Social media growth

There are also soft skills required, including internally communicating marketing’s importance, partnership management, and collaborating with sales, IT, and (increasingly) operations leaders.

### Anatomy of a Strategic Marketer



The knowledge and confidence to ask questions that elucidate goals



An understanding of audiences, pain points, and motivations



Unshakable curiosity



Iterative creative skills



Laser focus on results



Commitment to updating their channel and skill knowledge





# What Should I Pay Them?

Packages vary from region to region, and it’s important to understand what kind of pay top marketing candidates will expect. Here are four key marketing jobs and their pay ranges:

	San Francisco	New York	Austin	Chicago	Los Angeles	Denver
Content Marketing	\$85-125K	\$70-110K	\$70-110K	\$70-110K	\$85-110K	\$85-110K
Demand Generation	\$85-125K	\$70-110K	\$70-110K	\$70-110K	\$85-110K	\$85-110K
Product Marketing	\$85-125K	\$70-110K	\$70-110K	\$70-110K	\$85-110K	\$85-110K
Head of Marketing	\$85-125K	\$70-110K	\$70-110K	\$70-110K	\$85-110K	\$85-110K



## The Ultimate Guide to Compensation

Get up-to-date salary benchmarks to strengthen your salary negotiations, key takeaways, expert insight, role profiles, and more.

Get the Guide





## What Motivates the Modern Marketer?

---

### 1 Executive Support

The long-term nature of marketing campaigns - the process of developing content for a campaign, executing the campaign to capture leads, and warming and nurturing those leads through the marketing funnel before handing them off to sales - is often at odds with sales teams whose instinct is to sell hard and close fast.

Marketing professionals tend to be more motivated when they have the support of an Executive Team that understands that good marketing takes time, and that fairly mediates the occasional strategy disagreements between marketing and sales.

---

### 2 Fair Reward Structure

How marketers are paid for their time and experience is relevant, of course, and when planning pay rates and raises, managers must consider how much business the marketers can develop.

While marketing wages may lag behind sales positions of equivalent experience, there's evidence of some equalizing in the market and a merging of the roles as technology-enabled and algorithmic sales continue to gobble territory that once belonged to a salesperson.



## Management Strategies for Motivating Marketers

---

There's no formula for the perfect marketing team. But there are a few steps you can take to make your marketing team as successful as possible:

### Define Roles Clearly

As when recruiting for any position, having a clear role description and required skillset is crucial. With marketers coming from a broad range of backgrounds with different specialties, and the sector changing fast, it's vital to deeply consider the traits, skills, and experiences they require from their team members and plan accordingly.

The blurring line between sales and marketing heightens this challenge, but clear role definitions will help you and your reports understand what each person contributes to the success of the team.

### Be a Gutsy Leader

Being a great leader means asking the right questions, building coalitions, and keeping the team on track for ever-higher levels of success. Being a gutsy leader means all that and more - making the hard calls, defending the team and its work against detractors, and speaking truth to power.

Building a great team means believing in what they do and making sure marketing has a seat at the table when leaders are evaluating the success of the company. Gutsy leadership manifests not only in how internal stakeholders treat your team - it also comes out in smarter, bolder, and more agile marketing.

### Be Responsible - and Responsibility Focused

Marketers are go-getters by nature, and many thrive on the challenges of their work. But there are only so many hours in the day and you have goals to meet, so you must establish a robust set of priorities for your team and hold them accountable to their responsibilities. Establishing a clear agenda for the week, month, quarter, and year will help your team stay on task and avoid the rabbit holes that marketers can fall down every day.



## Advice from a Marketing Leader: Matt Kaufman on the Nuances of Hiring Marketers

Matt Kaufman is the VP of Marketing at Qualia, and has partnered with Betts to hire Demand Generation Directors and Product Marketing Managers. We sat down with Matt, and he shared his firsthand insight into some key considerations that leaders face when hiring marketers, as well as best practices for attracting top marketing talent.

### What are some of the hiring challenges that are unique to marketing roles?

*Unlike some other teams where you have a lot of people doing the same function, for marketing teams, you'll oftentimes only have one person doing that function. Your risk of hiring wrong is really high, because you're placing a lot of bets on a single person. You're also oftentimes creating roles from scratch, so segmenting those out and starting to specialize is also a big task.*

*Then there's the issue of how they all relate to each other, and the question of at what point do you actually start to add layers into a function. You're certainly running a revenue generating scheme, in terms of how we think about marketing. But you're also probably one of the most intertwined teams in the company, because you're working with Product, Engineering, Sales, Customer Success very aggressively, and need to be able to speak all of those languages.*

***"The best thing you can do is to be unsatisfied with the status quo."***



Matt Kaufman  
VP of Marketing  
Qualia

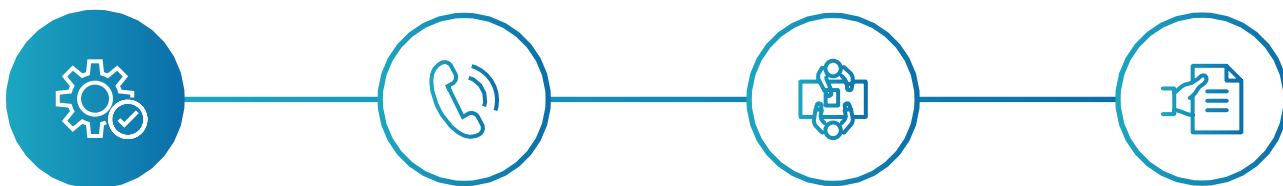
### What are some things that VPs and hiring managers can do to attract top-talent marketers and help their marketing teams succeed?

*Keep doing new things. The best thing you can do is to be unsatisfied with the status quo, not just in building the business, but with building a marketing organization. We're constantly trying the best and new stuff that's out there. There's no set rule that says "this is how you have to do it."*

*So I treat our marketing organization like a product organization. I like to ask: How are we experimenting with new channels and new tools and new ways of doing things? By doing that, you create a fantastic opportunity and challenge for candidates who are looking to not just go to a company that's got a great culture, but one that also has a trajectory with respect to growth and professional development. That gives them an ability to develop their own personal brand as they become some of the leaders that are trying out the new and most innovative methods in marketing.*

# Perfecting the Recruitment Process

## Role Development



The first step in a successful recruitment process is knowing what you want. While you'll rarely be in a position to build your entire team from scratch, it's worth considering the whole team in this process whenever you have a vacancy, as this will help you identify skill gaps, overlap, and mentorship opportunities you might not see in the day-to-day business of running a marketing team.

Identify the skills you need to be successful, then apportion those skills to the roles that make the most sense. For most marketing roles, these key attributes will be required: Motivating others, creativity, decision quality, goal setting, agility, as well as the technical skill to do their work.

***Identify the skills you need to be successful, then apportion those skills to the roles that make the most sense.***

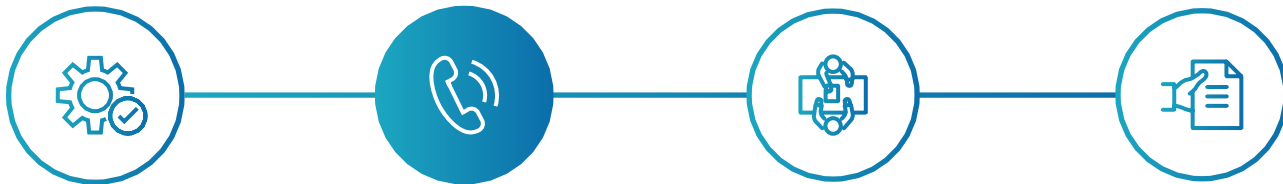
Next, you'll define a role using those skills. This will be the basis of your internal role description and the position description you put out into the world. The key skills you identified will help you decide which resumes make the cut, and guide appropriate questions for your phone screen and in-person interviews. When writing your questions, start with the in-person interview. Consider your deep knowledge, competency, and culture fit questions for the interview, leaving more obvious skill test questions for the phone screen.

The more time you work on these skills and the role description, the less time you'll spend later agonizing about which candidates should move to the next round. Throughout this process, consider the different ways people could have developed those skills and note that the candidate's lived experience, career path, and education background may be different from yours.



## Phone Screen

---



The phone screen is designed to narrow your candidate pool to your in-person interview capacity. It should weed out those who lack the skills you need, and people who aren't able to muster the people skills required to be a successful marketer. Ask questions about their experience, how they make decisions, and why they want to work for you.

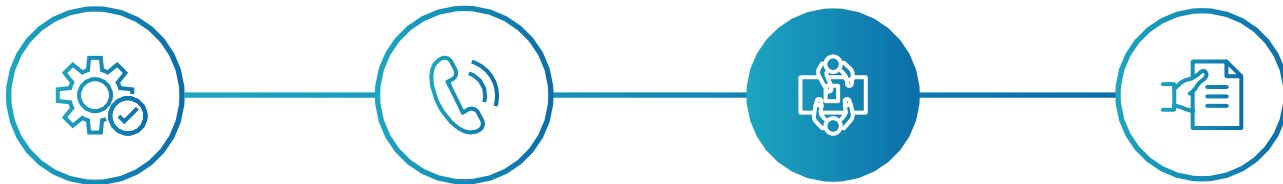


## Sample Marketing Manager Phone Screen Questions

---

- 1 What attracted you to this role?
- 2 Tell me about your experience with email marketing.
- 3 What are some campaigns you're proud to have produced?
- 4 Tell me about your experience juggling deadlines. What do you consider and how do you prioritize?
- 5 Marketing is a collaborative effort. How do you get other team members on board to help with your work?
- 6 What is your goal-setting process and how do you keep on track?

## In-Person Interview



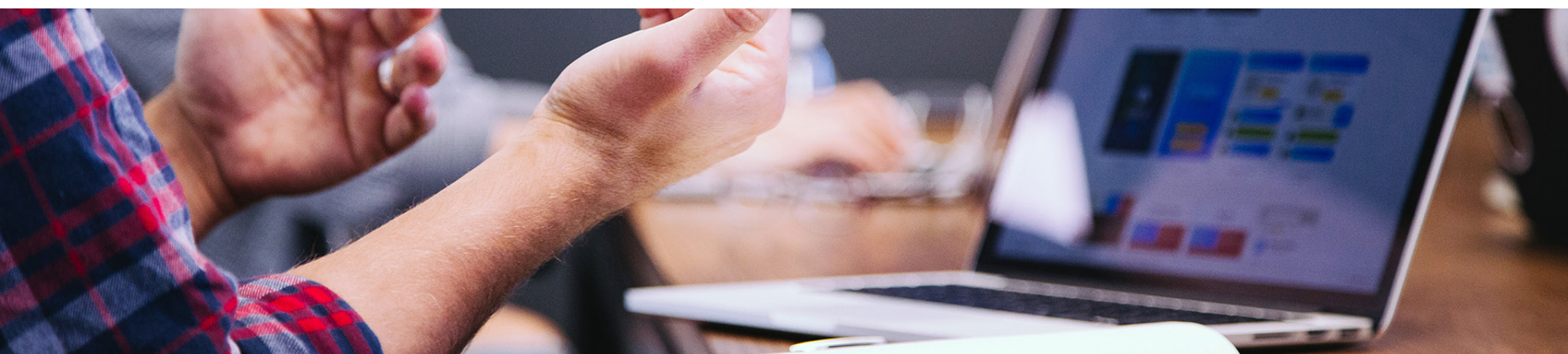
You're down to a small number of candidates and you're excited to meet them in person. It's time to book them for in-person interviews. In addition to getting more in-depth with your interview questions, this is also a great opportunity to have the candidate meet key team members they'll be working with should they get the job, and to get a sense of whether they're a good culture fit for your company.

In-person interview questions tend to be longer and more story-based than the phone screen. This is also your opportunity to adapt and reask questions they didn't answer to your satisfaction in the phone screen. Ask questions that get to the heart of how they learned their craft, how they work with others, what attitude they carry to their work, and how they make decisions. It's also a chance to present them with hypothetical scenarios that can help you gauge their decision-making process and how they perform under pressure.

The stories candidates choose to tell about themselves should give you an idea of what motivates them and makes them proud. Good marketing managers start making onboarding notes here.

***The stories candidates choose to tell about themselves should give you an idea of what motivates them and makes them proud.***

Note: Panel interviews are frequently grueling experiences for the candidate and often take panel members away from their work. Make sure that everyone on the panel has a reason to be there, that there isn't a better way for their concerns to be validated, and if they must be there, that they have a defined role and are prepared for it.





## Sample In-Person Interview Questions

---

- 1 Why do you think you're a good fit for this company?
- 2 How do you get help from the people you need to do your job?
- 3 What are the brainstorming processes you use to build and test ideas?
- 4 You discover a new marketing channel that might help your program. How do you vet it to see if it meets your needs?
- 5 All of next week's email calendar is earmarked for messages about the company's upcoming conference, but the development team wants you to get the word out about an app update. What questions do you ask and what do you consider when prioritizing these competing interests?
- 6 Tell us about a time your social media efforts did not go to plan, and what you did about it.

## Sample Campaign Presentation

---

Asking the prospect to present a sample campaign during the interview process will help you see how well they perform in a real-world environment. For example, you might ask them to set up a mock campaign that relates to your company's work or have them present the results of a campaign they worked on in the past.

The key elements you're might look for in the presentation are:

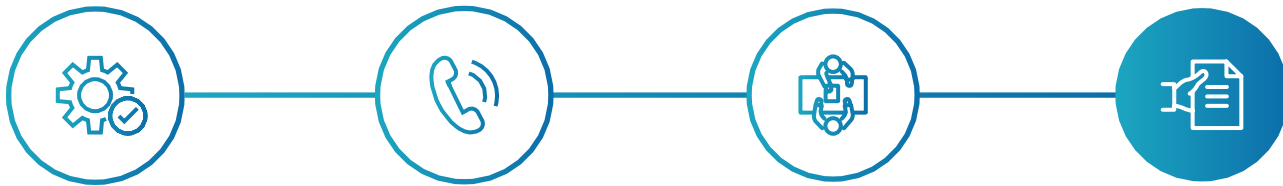
- ➔ **Presentation style, knowledge of the material, creativity, and ease**
- ➔ **Ability to break from script and adapt where needed**
- ➔ **How the initiative or campaign impacted leads or other goals**

And for specific roles, you should also consider:

- ➔ **Content Marketing Manager:** Measure the quality of their content and infer its impact
- ➔ **Demand Generation Manager:** Verifiable data that shows a dramatic boost from their work
- ➔ **Marketing Leadership:** Their leadership role in the campaign and how they managed workflow and people

## Offer & Negotiation

---



When you're ready to make an offer, make sure you have all of the following at your fingertips:

- ➔ **Complete package details, including health benefits, parental leave, disability insurance, vacation, sick leave, travel stipends, and anything else your company provides**
- ➔ **The pay you're offering, and any wiggle room you have pre-approved**
- ➔ **Pay and performance review period and process details**
- ➔ **Your calendar, to book a follow-up conversation or start date**
- ➔ **A list of questions you need answered to get their paperwork started**







## Conclusion

---

Rapid changes in our industry are shaping marketing team recruitment in profound ways, creating challenges for managers to find talent that is agile and technologically savvy. However, new roles and opportunities have opened up, and a smart marketing leader can attract top talent by being thoughtful about their role development and recruitment process.

- ➞ Marketing roles are changing and diversifying rapidly
- ➞ Marketing teams often consist of specialized roles. Clearly defined skills and robust role descriptions are
- ➞ Phone screens and in-person interviews show two sides of the same candidate. They're both important.
- ➞ When considering the success of a new employee, onboarding is just as vital as making a good choice.

We hope this guide helps you build an amazing team.

Best of luck!



# Let's Get In Touch

---

Betts Recruiting  
415.318.7520  
[www.bettsrecruiting.com](http://www.bettsrecruiting.com)

betts  recruiting

betts | connect 