The Quest for Top Talent: How to Build Your Marketing A-Team
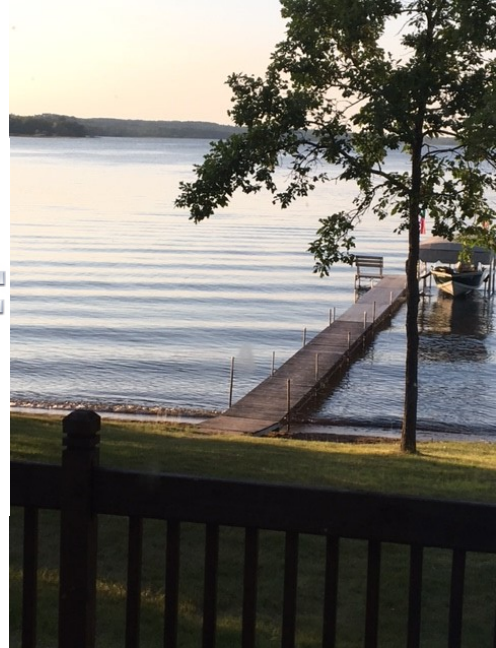
Wes Lieser
Practice Director - Demand Generation
Versique

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TOP CHEF

Professionally

- Versique Search & Consulting
    - 52 employees
    - 8 Practice Areas
    - 3,400 placements since 2003
- Built Demand Gen Recruiting Practice from scratch
    - Clients in SF, LA, NYC, NJ, CT, MN, Seattle, Denver, Austin, and more
        - VC and PE backed
        - Mostly Series A, B, C
        - Some Fortune 500

Agenda

1. Survey Results
   ➢ DG Hiring Challenges
   ➢ Marketing Ops Skills
2. Identifying Top Talent
3. Building a Marketing Team
4. How to Avoid a Bad Hire?
5. Takeaways

1. Hiring Challenges Survey

Survey Overview

- 100 marketers nationally

- 34.6% response rate on email

- 85% Director, VP, or C-level

- Marketed as 60 second survey

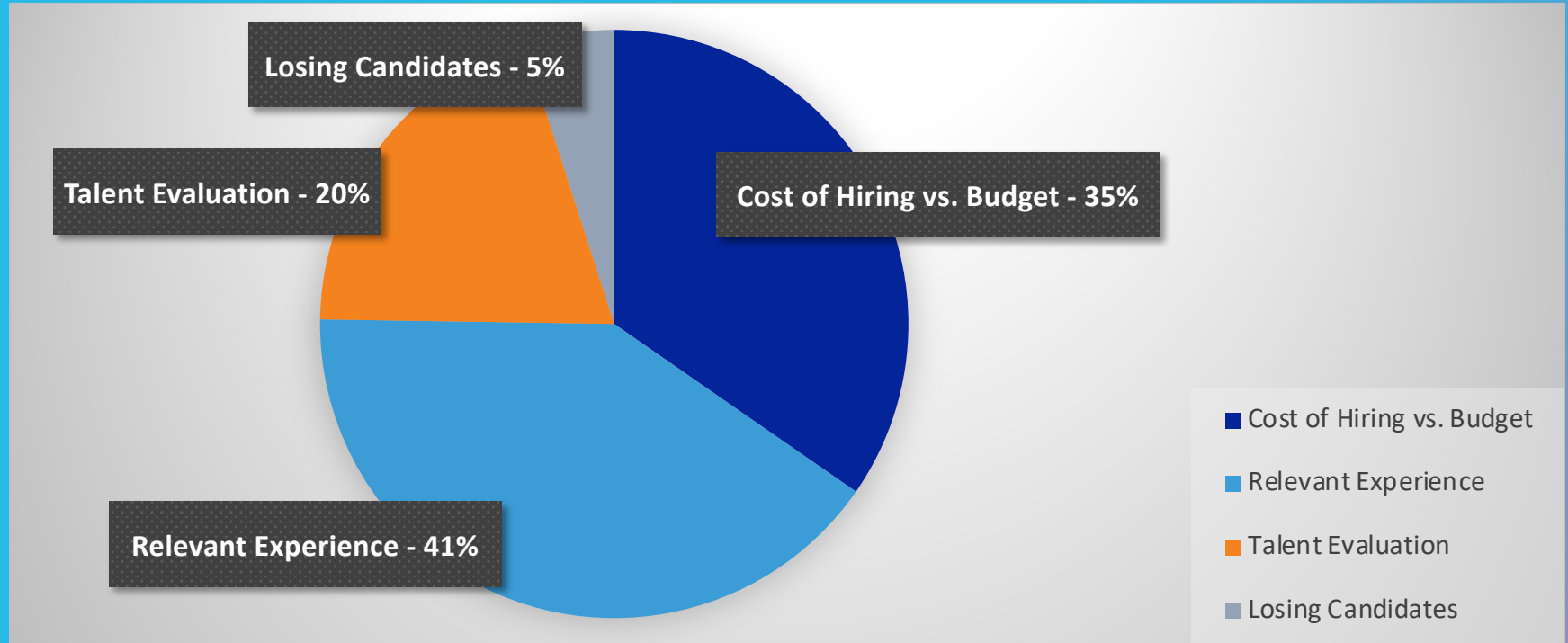 - Actual average completion time = 2:26

Survey Questions

1. As a marketer, what is the software/tool you couldn't live without?
2. What are the most important traits needed in a marketing operations professional?
3. How would you prefer your compensation package to be structured?
4. What is the hardest part of hiring a Demand Generation candidate?
5. Do you think DG initiatives within companies will increase or decrease in the next 10 years?
6. What is your current job title?
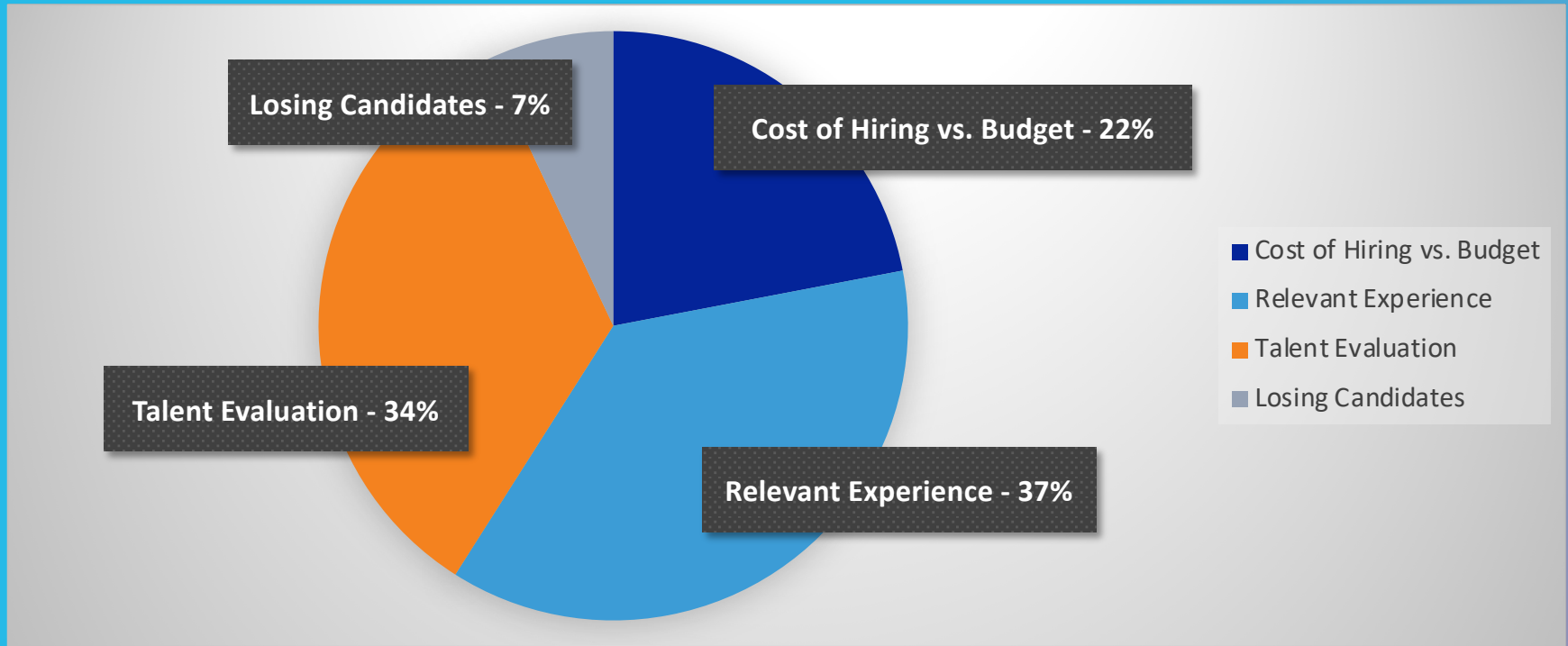
Hardest part of hiring Demand Gen

Rank the following (1-most difficult, 2-very difficult, 3-moderately difficult, 4-least difficult):

❑ Cost of hiring vs. budget allocated
  - ✓ (CAN'T AFFORD)

❑ Relevant technical experience
  - ✓ (CAN'T FIND)

❑ Talent Evaluation
  - ✓ (CAN'T TELL IF THEY'RE GOOD)

❑ Losing candidates in interview process
  - ✓ (COUNTER OFFER/COMPETITION)

Demand Gen Hiring: Most Difficult

Losing Candidates - 5%

Talent Evaluation - 20%

Cost of Hiring vs. Budget - 35%

Relevant Experience - 41%

Legend:
- Cost of Hiring vs. Budget
- Relevant Experience
- Talent Evaluation
- Losing Candidates

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Demand Gen Hiring: Very Difficult

Losing Candidates - 7%

Cost of Hiring vs. Budget - 22%

Talent Evaluation - 34%

Relevant Experience - 37%

- Cost of Hiring vs. Budget
- Relevant Experience
- Talent Evaluation
- Losing Candidates

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DG Hiring – Moderate/Least Difficult

Moderately Difficult

- Losing Candidates - 27%
- Cost of Hiring vs. Budget - 30%
- Talent Evaluation - 29%
- Relevant Experience - 12%

Least Difficult

- Cost of Hiring vs. Budget - 12%
- Relevant Experience - 10%
- Losing Candidates - 62%
- Talent Evaluation - 17%

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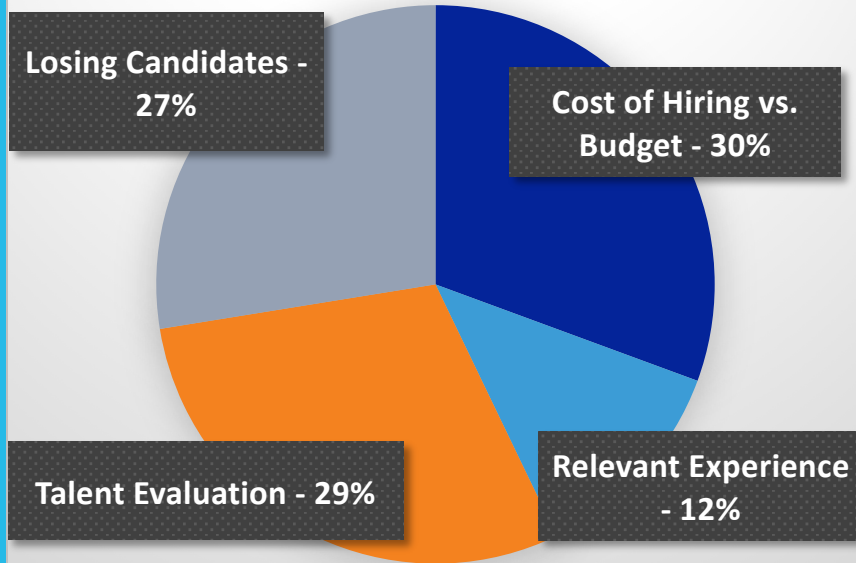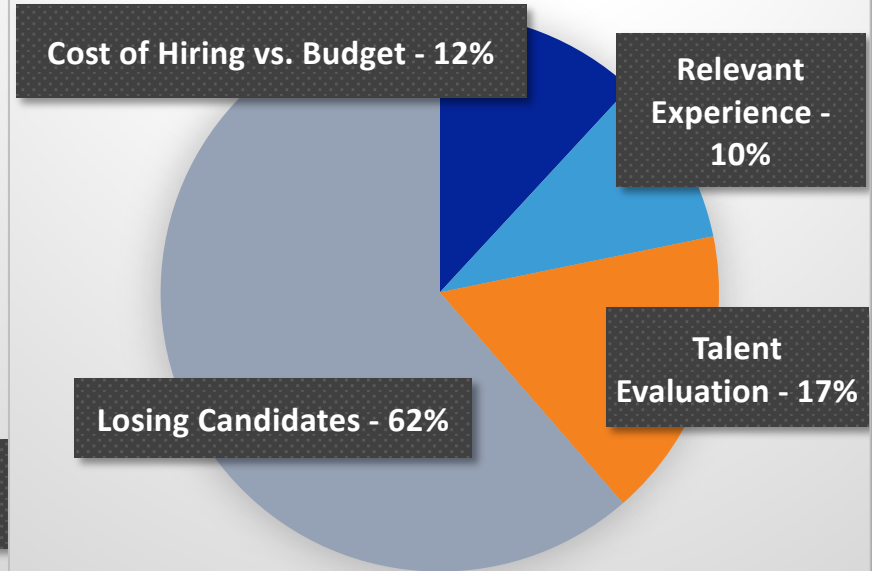
DG Hiring Challenges – Trends

Most Difficult

1. Relevant experience – 41%
2. Cost of hiring vs. budget – 35%
3. Talent evaluation – 20%

Very Difficult

1. Relevant experience – 37%
2. Talent evaluation – 34%
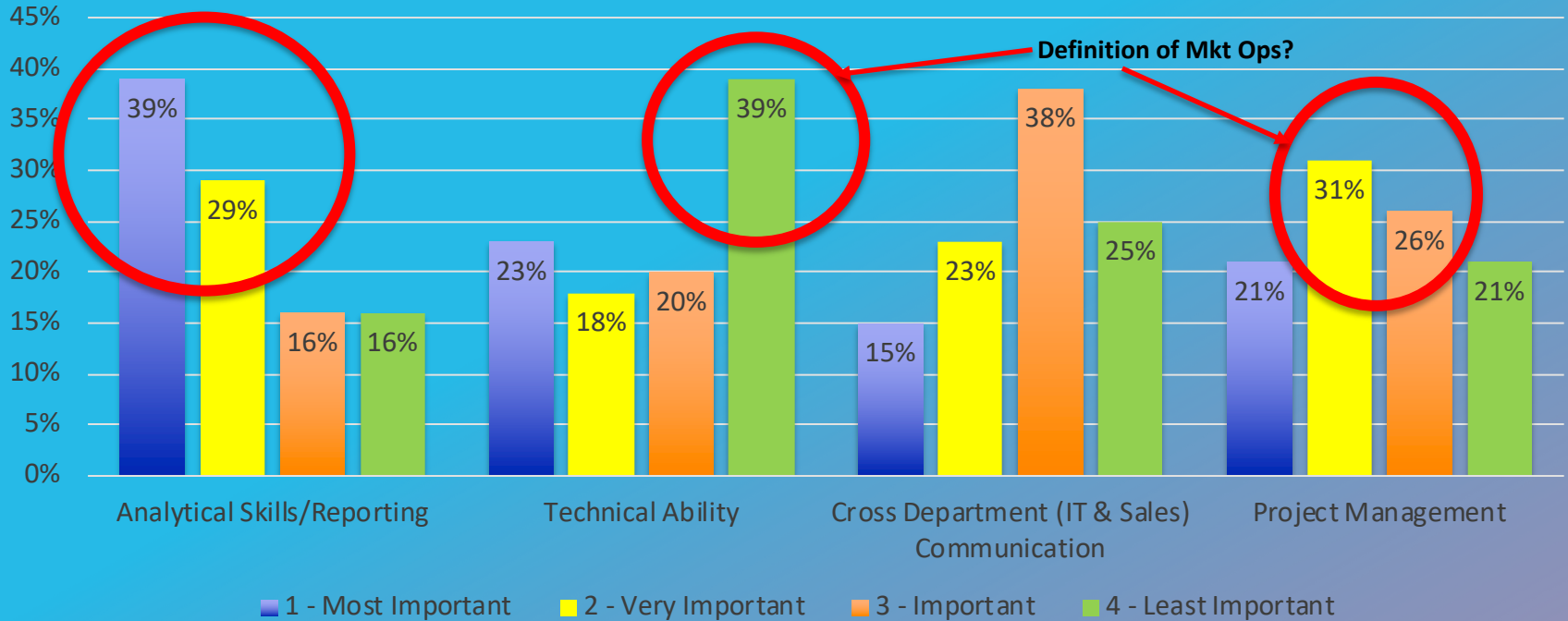3. Cost of hiring vs. budget – 22%

1. **Relevant experience = 78% - CAN'T FIND**
2. **Cost of hiring = 57% - COST TOO MUCH**
3. **Talent evaluation = 54% - CAN'T TELL WHO'S GOOD**

Best skills for Marketing Ops

Rank the following skill in order of importance: (1-most important, 2-very important, 3-important, 4-least important):

❑ Analytical skills/reporting

❑ Technical ability

❑ Cross department (IT & Sales) communication

❑ Project Management

Survey Results: Marketing Ops Skills

Definition of Mkt Ops?

- 1 - Most Important
- 2 - Very Important
- 3 - Important
- 4 - Least Important

Analytical Skills/Reporting: 39%, 29%, 16%, 16%
Technical Ability: 23%, 18%, 20%, 39%
Cross Department (IT & Sales) Communication: 15%, 23%, 38%, 25%
Project Management: 21%, 31%, 26%, 21%

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2. Identifying Top Talent

Identifying Top Talent

1. Why looking for new opportunity?
   - Running away vs. <u>running toward</u>
2. Know performance metrics
   - Measuring impact
3. Understand Job Hoppers - Have they been successful?
4. Know the great companies in your market
5. <u>Open ended interview questions</u>
   - How was your relationship with sales?
   - What other departments did you work with? Tell me about the relationship.

What does Top Talent look like?

What they've done vs. Impact

- Created and implemented lead generation and demand generation campaigns
- Achieved a 78% increase in lead volume via demand generation campaigns

VS.

- Increased qualified leads by 20% over two years through targeted lead generation programs using inbound and outbound, event marketing, field marketing and channel partner programs
- Led the demand generation campaigns strategy and execution to accelerate opportunity creation for freemium and paid products. Increased leads qualified for sales by 35% and opportunities created by 70%.

Working with HR or Talent Acquisition

- Give them metrics - NOT company story
    - Marketing contribution & expectations
- Understand HR's workload and know their timeline
- Have them show interest/excitement to top candidates
- Candidate's need feedback within 24-48 hours
- Hardest to find are $90K-$120K (4-10 years)

3. Building Your Marketing Team

Structuring your Team

1. Understand the skills that exist
2. Budget vs. specific roles
   - Be flexible
3. Promote from within
4. Know what you don't want
   - Need vs. nice
   - Higher comp doesn't translate to better
5. DON'T chase the shiny object

Startup/SMB – Building Your Team

- ✓ Content/copywriter
- ✓ Demand Gen
- ✓ Product
- ✓ Event/Field
- ✓ Automation/Operations
- ✓ Digital
- ✓ Campaign/Programs
- ✓ Creative

Enterprise – Center of Excellence

CMO

Marketing
- Brand
- Communications
- PR
- Event

Product
- Channel
- Product
- Content
- Customer Insights

Digital/Demand Gen
- Acquisition (SEO/SEM)
- Demand Gen
- Field
- Operations
- CRM
- Analytics
- Social

Attract/Retaining Top Talent

- Attract, but don't oversell
- Have clear performance metrics
- Provide training/resources
- Whiteboard/strategize more
- Challenge them
- Backfill faster
- Proactively compensate
- If you don't think recruiters are reaching out to your ~~best~~ people…THINK AGAIN

4. How to Avoid a Bad Hire

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Avoiding a Bad Hire

1. Big vs. Small = there is a difference
   - Not just skill set. Personality as well
2. The little things
   - Bring resume
   - Follow up notes
3. Be careful "Yes" candidates
4. Chasing a ghost
5. Consultants vs. "Consultants"
6. Questions on a candidate's resume

5. Takeaways

Resume Example

Name

Street Address • City, State, Zip • Phone Number

SUMMARY:

I am a self-motivated sales & marketing professional, with 10+ years of extensive experience in several areas of sales and marketing, and I'm looking to take the next step in my career. I have a proven track record in success through creating dynamic campaigns that drive growth and deliver measurable return on investment.

HIGHLIGHT OF QUALIFICATIONS:

- MARKETO IMPLEMENTATION
- DATABASE SEGMENTATION
- FULL P&L

- GOOGLE ADWORDS CERTIFIED
- 10X PIPELINE GROWTH
- CONVERSION RATE OPTIMIZATION

TECHNICAL SKILLS:

Eloqua | Act-On | Marketo | HubSpot | Basic SQL | SFDC | Microsoft Dynamics | Microsoft Office |

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Resume Example

- ## Top 3rd is a movie trailer
- ## Modify based on role

✅

Name
Street Address • City, State, Zip • Phone Number

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❌

Skills
- Integrated Campaign Management
- Communications Strategy
- Marketing Automation
- Content Strategy
- Editorial Planning
- SEO & SEM
- Email Marketing
- Copywriting & Editing
- Consumer Research
- Product Launch
- Digital Product Management
- Brand & Concept Development Digital Marketing
- Digital Content Development Project Management
- Project Scope & Definition

Marketing Communications Strategist
With a keen ability to see projects through from conception to completion, I'm a results-driven digital strategist, project manager, and business analyst. Both creative and analytical, she enjoys tackling business challenges with smart research, innovative brainstorming, and iterative, data-driven execution.

Areas of Expertise
Communications Strategy
- Consumer Research – Leverage company insights, digital analytics, syndicated data, and consumer-reported feedback to develop marketing personas, market segments, and targeted campaigns.
- Brand Story – Create value propositions and brand messaging hierarchies as part of go to market strategy, new product launches, and rebranding efforts.
- Marketing Plan – Develop integrated marketing communications campaigns including: website content, sales and product documents, display advertising, social media, whitepapers, case studies, infographics, newsletters and other digital and traditional marketing assets.
- Content Creation – Write compelling short- and long-form copy, directing creative to re-inforce message, and optimize for target audience.
- Web Development – Collaboration with company IT, designers, and developers to create digital experiences from interactive landing pages to entire website redesigns.
- Data Analysis – Analyze available performance data from CRM platform, Google Analytics, and aggregators such as Mixpanel, to ensure maximum conversations, interactions and engagement with brands.

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Hiring Process

1. Prescreen (HR or TA) – **30 minutes**
2. Phone Interview (hiring manager) – **30 minutes**
3. In-person #1 – **2 hours**
   - Hiring manager –1 hour
   - 1 -2 colleague(s) of similar level - 1 hour
4. Assignment – **72 hours to complete**
5. In-person #2 – **2 – 3 hours MAX**
   - C-Level - 30-45 min
   - Direct Report/Colleagues – 1 hour
   - Executive Leader – 30 min
   - Hiring Manager – 30-45 min
6. Lunch/Coffee/HH (optional)– **1 hour**
7. Extend offer

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Additional Information:

wlieser@versique.com

http://www.versique.com/2017-demand-generation-salary-guide/#downloadnow

Questions?

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