

# Growth Marketer

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## Role Definition

Acquire, engage, and retain customers via a more holistic and multi-functional approach than traditional marketing channels. It includes a testing mindset around running smart experiments that yield insights and drive growth. Further, it bridges the gap between marketing and product, which need to be closely aligned for truly integrated growth efforts to be successful.

## RevelOne Insight

One of the most in-demand, yet least understood roles right now due to a variety of interpretations of scope. Therefore, when searching for a growth marketer, you need to clearly define the desired outcomes and related skills so you don't target or attract off-spec candidates who view the role differently.

Sean Ellis coined the phrase "Growth Marketing" when he ran marketing at Dropbox to describe a new approach to marketing. However, he himself admits that the term has been stretched and could use some redefinition given that many people associate it with "growth hacks" or shortcuts.

When done well, it's a multi-dimensional practice that requires both creative "art" and testing "science." We typically see it done well at SaaS companies, social networking platforms, online marketplaces, and other products that involve purposefully designed viral loops and product-driven tactics to acquire new users and better engage existing ones. For instance, Dropbox built into the product elegant social features that connected the core value proposition of sharing content to a convenient, simple process for the recipient to create an account to receive it.

## Section 1. Role Archetypes

### Growth Marketer

- Develops and owns a holistic growth charter. Focuses on breaking down the nuances of the customer journey using analytic frameworks and iterative testing to optimize acquisition and engagement. This can include customer lifecycles that are not linear funnels and involve touch-points across marketing channels, product behavior and even interaction with other users.
- Leads or partners with key organizational functions that impact revenue growth, with particular attention to **Product** (feature innovation, product virality, P2P product sharing) and **Marketing** (acquisition and retention marketing programs, scalable and efficient paid media, SEO, conversion rate and funnel optimization).
- Experienced growth marketers may also bring growth-oriented **Partnerships** into the equation, especially in earlier stage startups where this is not a dedicated role or group.
- Typical profiles come from platform companies that build user engagement and P2P facilitated user growth (DropBox, Docusign, etc.) and freemium / subscription models seeking to convert and monetize free users via messaging, offer, product tactics (StitchFix, HelloFresh, etc.). In some organizations where this tilts more towards product, it's titled "Growth Product Manager."
- Ideal candidates have a combination of marketing and product skills and usually come from Performance Marketing, Product Management or Engineering backgrounds.

### Performance Marketer

- "Growth" is sometimes used as a title for roles more focused on Performance Marketing or User Acquisition. This can be somewhat misleading given the differences in focus.
- The biggest difference between Growth Marketing and Performance Marketing is that Performance Marketers are typically focused on scaling and optimizing paid media channels. While data-driven, like their Growth marketing peers, they are usually more narrowly focused (and go deeper) on paid marketing channels and not as likely to possess a multi-dimensional toolbox that influences growth via product innovation and new features.
- Typical profiles come from ecommerce business models focused on transactional relationships with customers.

### The Growth "Hacker"

- A highly technical resource that combines marketing, product and engineering practices to "crack the code" around product virality, partnerships or conversion funnel optimization.
- Hiring managers looking for this profile often seek customer acquisition shortcuts lower in cost, similar to how AirBnb initially acquired users by posting home rentals on Craigslist and then linking back to their site.
- Focus on this profile and role scoping is not recommended as these tactics are not strategic, they require a significant degree of luck (or another company's platform /customers), and are not predictable.

## Section 2. Role Leveling

### Common Titles

Chief Growth Officer, Head of Growth, Growth Marketer, Growth Leader

### Role Leveling Chart

#### Chief / VP

- Can manage a team of 6-10+ people, capable of presenting a holistic vision and road-map at exec level. Understands all growth levers, build "RICE" prioritization models (reach, impact, confidence, and effort), manage large budgets and cross functional teams.
- Able to optimize and scale existing programs to get them to the next level as well as bring true thought leadership and find creative / break-out solutions.

#### Director / "Head of"

- Likely a "rising star leader" - close to execution and knows how to execute growth initiatives and tactics from the ground up, but can also think strategically, build prioritization models and manage a holistic growth road-map.
- Can manage a small team (3-5 people) and scale with the business but not likely to have managed large teams and will require some strategic support.
- May or may not scale with business and might be leveled with VP at next stage.

#### Manager

- A "doer" with hands on the dials, managing day-to-day growth tactics. May be starting to manage vertically integrated or "matrixed" employees but is still involved in execution of initiatives more so than strategy.
- Not yet focused on larger ideas or strategic program development.

## Section 3. Priorities & Skills

### Instructions

RevelOne suggests that you select 3-5 top role priorities to properly focus the requirements for the role / search.

#### Role Priorities Chart

Build a holistic growth road-map, managing initiatives via RICE scoring model (reach, impact, confidence, and effort) or other prioritization frameworks.

Galvanize and lead a cross functional growth team (marketing, product, engineering) focused on improving and optimizing customer journey.

Work closely with product and engineering teams to build product features that elicit trial, conversion and P2P sharing / virality.

Develop test and learn methodology and supporting infrastructure to drive rapid experimentation in channels and funnel.

Test and launch X new programs to expand and diversify growth levers.

Drive end to end, full funnel ecommerce self service experience and cross sell and up sell mechanics for field and inside sales teams.

Direct, lead, and mentor the "Growth" team.

#### Additional considerations for discussion

- Company stage
- DTC / B2B / Marketplace
- Vertical and company experience
- High or low consideration product
- Purchase is episodic (transactional) or continuous (subscription)
- Software usage and complexity model
- Channel diversity and mix
- Need for new growth programs development vs current growth programs optimization

## Instructions

Select the most desired skills. Consider priorities and skills holistically to ensure you seek skill sets that nest together in real-life candidates.

### Product & Engineering

Product feature prioritization

Growth / viral-oriented product features

Feature / tier / pricing definition

Competitive & market research

User research

Persona development / segmentation

### Testing & Experimentation

Hypothesis development

Conversion Optimization

Wireframing & Light UX

Rapid prototyping

Test design

Marketing / Product analytics

### Marketing & Ecommerce

Customer experience and user flows

Upper funnel paid media ( SEM, Paid Social, Native & Display Ads)

Organic Social

SEO (content and on page optimization)

Guerrilla marketing efforts (unpaid)

Mid and bottom funnel CRO initiatives (e.g., A/B testing of landing pages, offers and pricing; merchandising decisions)

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### **Distribution Partnerships**

Strategic prioritization of target segments and potential partners

Account planning for approaching and managing each potential partner

Defining “win-win” partnerships with follow-through for execution and realizing planned upside

### **Sales & Customer Success**

Buyer journey / purchase decision mapping

Solutions development

Customer upsell and cross sell programs

### **Key Metrics**

- Net new customers
- Customer Retention
- Churn
- Viral coefficient
- Engagement (incl. feature level)
- CAC, LTV, ROI
- Periodic Revenue Growth
- Contribution margin