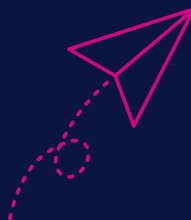




Building your B2B Marketing Org from \$1M to \$100M ARR



A PLAYBOOK BY:
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Former VP of Marketing, Klaviyo



Before We Get Started

EVERY COMPANY IS **DIFFERENT**



“The following is a generalized example.

It’s based on **my experience** with B2B software companies from **Series A to \$100M ARR** targeting small to mid-market customers, with a hybrid product & sales led growth model.”

-Agata

klaviyo™





Marketing Hire Vocabulary

Understanding Skills

When hiring, there are three types of marketer to consider

Brand Marketer: a marketing specialist focused on the creative and design aspects of a company—such as logo, color palette, and top-level awareness initiatives like thought leadership and community marketing—rather than direct lead generation or driving immediate sales results

Product Marketer: a marketing specialist responsible for defining a company's market positioning, messaging, and value proposition, while developing the go-to-market strategy, understanding target audiences, supporting sales through collateral and competitive analysis, and acting as the strategic command center for the marketing team

Performance Marketer: a marketing specialist focused on driving lead generation and demand creation through measurable, results-oriented tactics such as advertising, growth campaigns, and conversion optimization, with the goal of directly impacting business revenue rather than brand aesthetics or top-level awareness

\$1M to \$5M ARR

YOUR FIRST FULL-TIME **MARKETING HIRE**

MARKETING MGR/DIR.

Tips: Look for a scrappy entrepreneurial, generalist fluent in modern tools and automation. Prioritize science over creativity because you likely need leads vs. sexy design.

Reporting: This person should always report to the founding CEO... but is independent If you're managing the day-to-day tasks of your sole marketer vs. drafting behind them, you have the wrong person.

AVOID

- ✗ Brand marketer (won't generate leads yet)
- ✗ VP/CMO title—too early (title mismatch)
- ✗ Avoid agency experience, it's a different model
- ✗ Early-stage experience, but never scaled it

LOOK FOR

- ✓ Performance Marketing background
- ✓ Scrappy generalist — tools, automation, content
- ✓ Revenue-minded (they talk in numbers)
- ✓ High-growth startup, hands-on experience

How to Interview Your First Marketer



Interview: Use the STAR Interview method to understand real world outcomes

Communication: Make sure you, as CEO, can understand what they're saying, ignoring any jargon

AVOID

- ✗ Wants to outsource core work to agencies
- ✗ Talks brand/design first, pipeline second
- ✗ Can't explain metrics in concrete terms

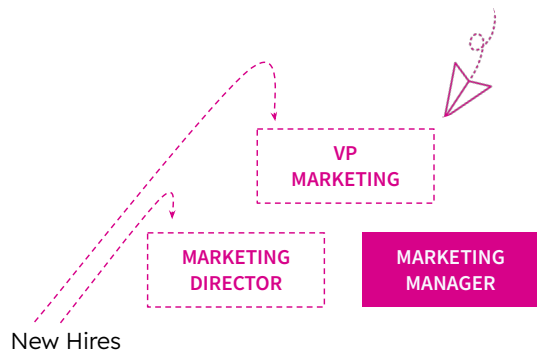
LOOK FOR

- ✓ Explains campaigns with clear results
- ✓ Demonstrates self-learning ("last skill you taught yourself")
- ✓ Connects actions directly to **revenue** impact

\$5M to \$10M ARR

YOUR FIRST FULL-TIME **MARKETING LEADER**

This was **me** at Klayvio in 2016



When: Leads are slowing or plateaued

Tip: Seek an Individual contributor for the first hire, it makes the second hire over them easier

AVOID

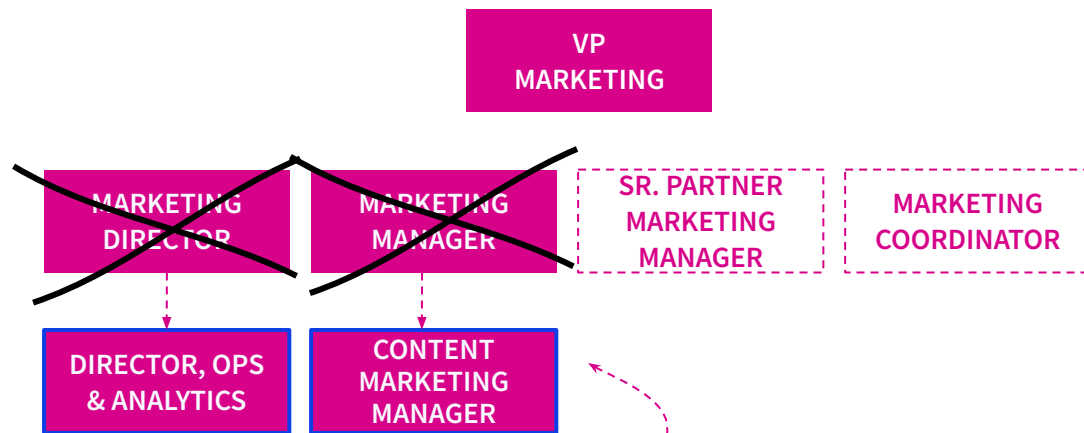
- ✗ Focusing on domain experience, it can be learned
- ✗ Inflated titles like CMO
- ✗ A lack of focus on quantified revenue and business impact


LOOK FOR

- ✓ Stage-aligned business model experience
- ✓ Experience scaling marketing and its revenue impact
- ✓ Proven team builder with a strong culture fit
- ✓ Hands-on, but seeks to hire themselves out of the role

\$10M to \$20M ARR

SPECIALIZATION BEGINS BUT KEEP THE ORG **FLAT**



 Early team members begin to specialize and focus

Roles Start Generalized:

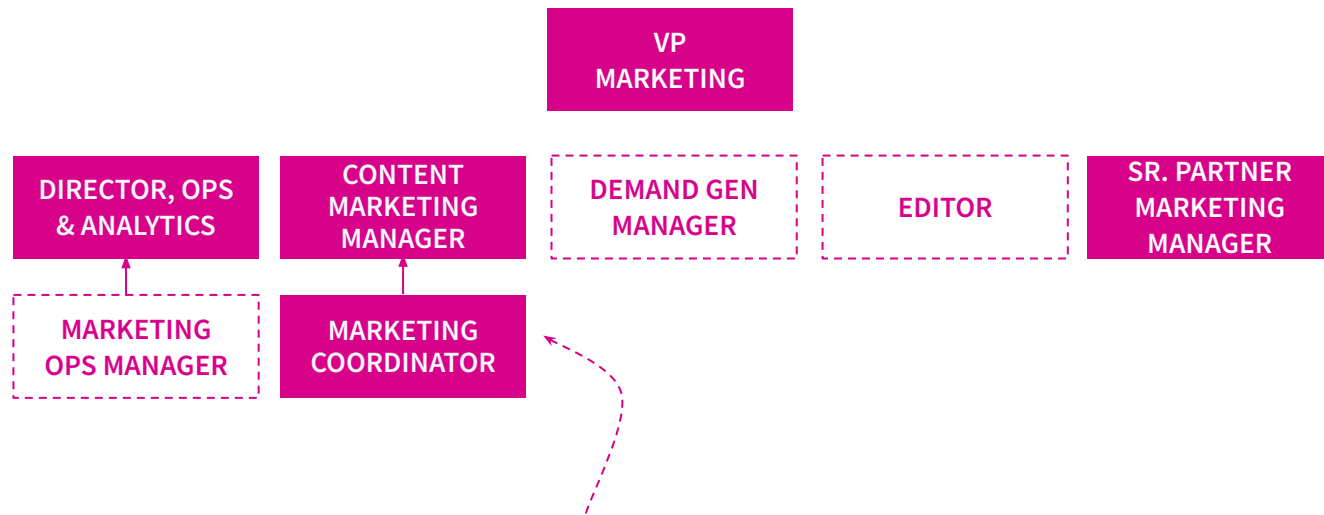
At this stage, the VP of Marketing clarifies responsibilities, assess capabilities & create transition paths as needed.

Hire specialized skill sets only when a strategic growth area has a high probability of success:

*In this example, that's the **partner marketing manager**.*

\$20M to \$30M ARR

TEAMS START TO **TAKE SHAPE**



Early team members may start reporting to former peers who rise into leadership roles.

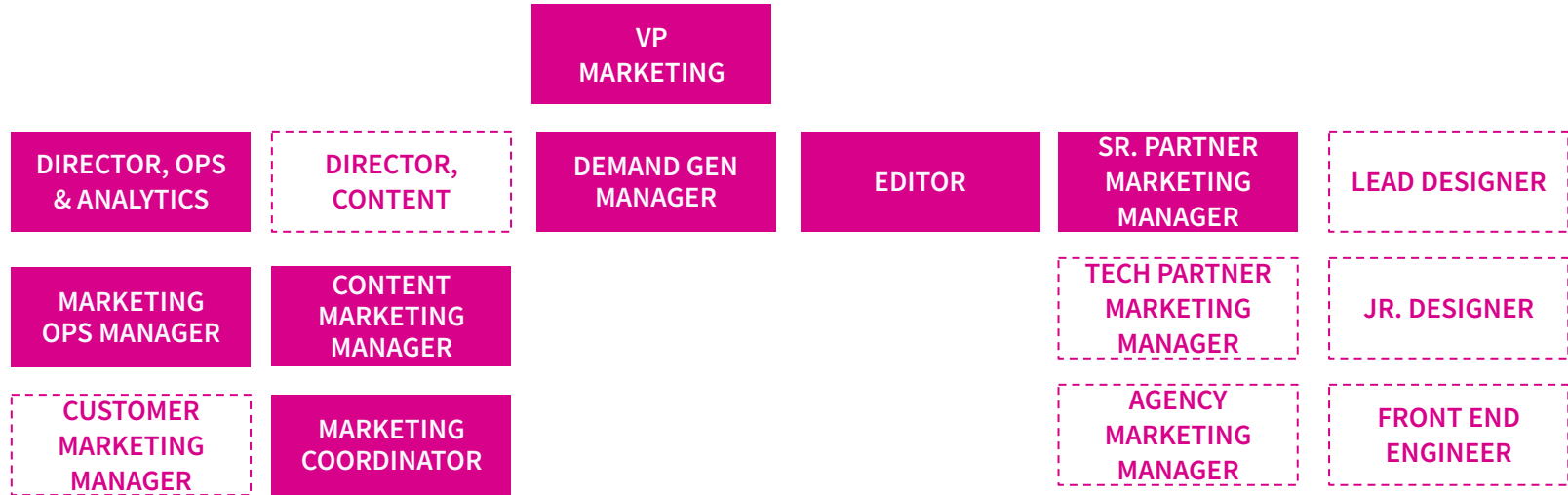
Teams Take Shape

Still largely flat org. Hiring at director level for “slightly” specialized skills at this stage is challenging.

Try to **promote from within** if you can.

\$30M to \$50M ARR

YOUR FIRST FULL-TIME **MARKETING HIRE**



Roles Start to Evolve:

Set up functional team leads. Hire/promote to recognize and/or bring more experience to the team. Adjust roles to support major growth areas. At this stage, business growth starts outpacing some team members.

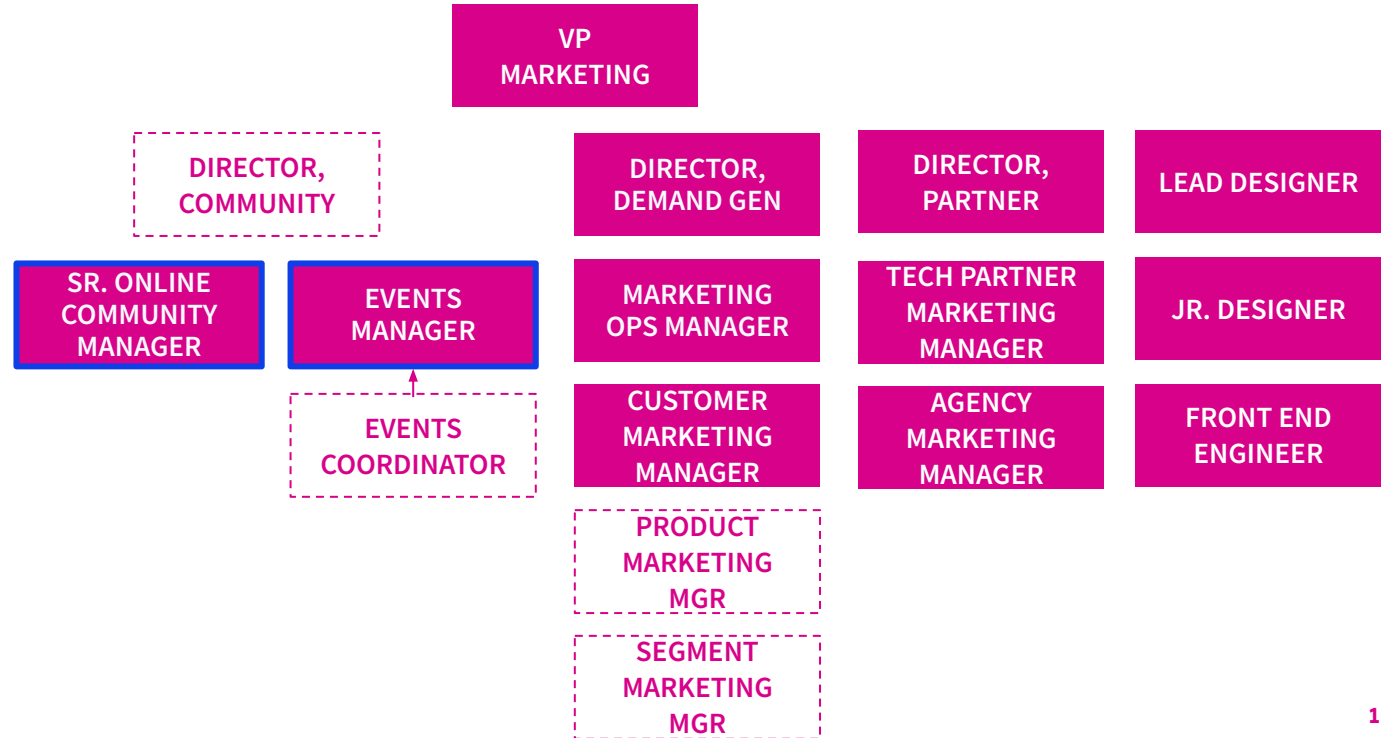
\$50M+ ARR

DOUBLING DOWN ON AREAS OF SCALE

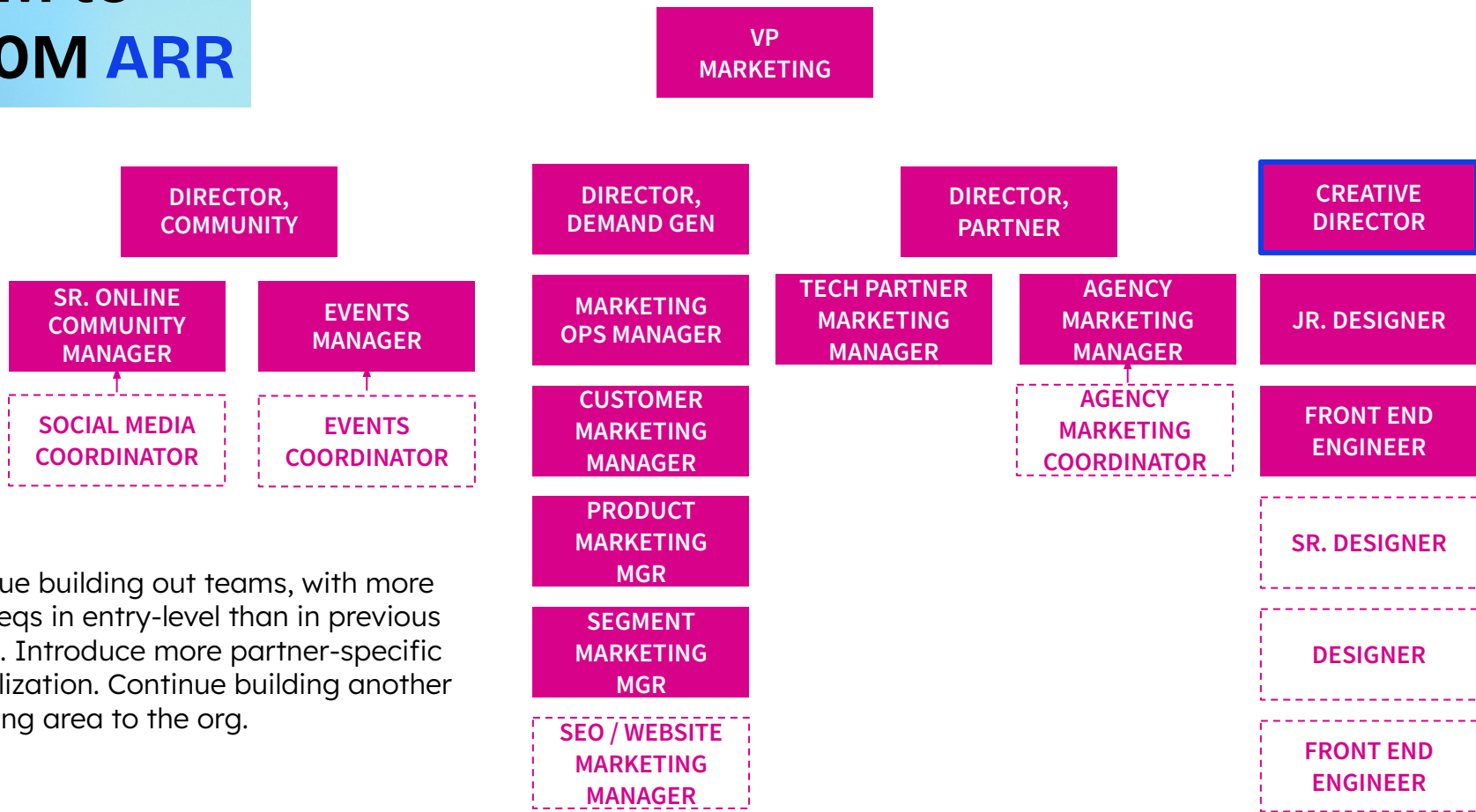
Keep the creative team staffed in proportion to the rest of the team.

In this scenario, creative would likely need at least one more designer, or a freelance budget.

Consider roles with audience-centric specialization: market segment, lifecycle, etc. Begin adding another layer to the org.



\$75M to \$100M ARR



Continue building out teams, with more open reqs in entry-level than in previous stages. Introduce more partner-specific specialization. Continue building another reporting area to the org.