

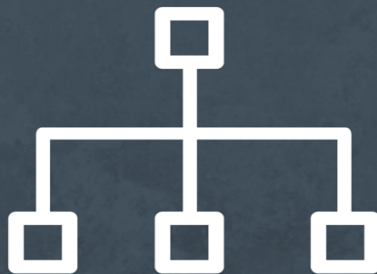
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# BUILDING AND SCALING AN INBOUND TEAM

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# CONTENTS

- Introduction
- Characteristics of an Inbound Marketers
- Sourcing
- Screening and Interviewing
- Organizational Structure
- Conclusion

# INTRODUCTION

Building an Inbound Marketing team is not something that happens over night. It takes strategic thinking and careful planning in order to maximize the effectiveness of your team.

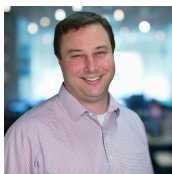
But where do you start? How do you find the right people for the right positions on your team? How does the look of your team change as your team grows? All of these questions will be answered in this ebook.

Whether you have an existing team and are looking to optimize its effectiveness going forward, or you are starting to source and build a team from the ground up, this ebook will provide best practices and instructions on **four main components you should address when building and scaling an inbound team**:

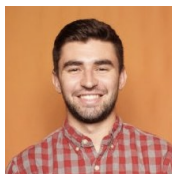
- ① Key Characteristics of Inbound Marketers
- ② How to Source Inbound Marketers
- ③ Screening and Interviewing
- ④ Organizing an Inbound Team

We will also give you a brief look into the structure and management styles implemented on HubSpot's marketing team to give an inside perspective on how HubSpot runs marketing.

Happy Hiring!



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CMO  
HubSpot  
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Corporate Marketing  
HubSpot

# CHARACTERISTICS OF EFFECTIVE INBOUND MARKETERS

Hiring for new positions on your team can be difficult. When looking at candidates for your team, there are two main traits that shouldn't be overlooked no matter what their role is: you want people who are smart, and people who “**GSD**,” or “get shit done,” as we say at HubSpot.

## Hiring for the DARC Ages

Another set of characteristics and abilities that are especially important to look for in inbound marketers is what we call **DARC**: **D**igital, **A**nalytical, **R**each, and **C**ontent. HubSpot co-founders Brian Halligan and talk about this framework in their book, [\*Inbound Marketing: Get Found Using Google, Social Media, and Blogs\*](#).

### Digital Citizens

- People who have a good sense of how to interact online (social media, blogging, etc.).

### Analytical Chops

- There is so much **data** involved in all areas of marketing. For any type of marketer, you want someone who is interested in metrics, wants to understand and interpret those metrics and **judge success by metrics** too.

### Reach (Web Reach)

- Find people who have a broad reach and have developed a following online. Marketers who can build a large following for themselves can help your company build a following as well.

### Content Creators

- Content Marketing is not new, but has become much more important. You want to find people who are willing to create content and aren't resistant to it. Marketers who shy away from content tend to struggle

# Different Skills by Funnel Stage

Your inbound team should be composed of people specializing in different stages of the funnel. While it remains important to look for candidates with skills in all four areas of **DARC**, marketers who are more skilled in certain areas will be better suited for different stages of the funnel. Here are some guidelines on how to think about these roles:

## Top of the Funnel: ATTRACT

These people need to be especially savvy in **Digital** and **Content**, while also maintaining **Reach**. Analytical skills tend to be less important in these positions. Key skills and functions at this stage include:

- Blogging
- SEO
- Social Media
- Writing
- Design
- Creative

## Middle of the Funnel: CONVERT

Marketers working the middle of the funnel should be incredibly **Analytical**. **Digital** and **Content** skills are also important, but the ability to work with and interpret data is essential. Key skills and functions here include:

- Optimization of landing pages, calls to action and workflows
- Analytics
- Lead Scoring

## Bottom of the Funnel: CLOSE

For marketers working closely with the sales team **Content** skills are of premier importance. Key skills and functions include:

- Product Expertise
- Training
- User Testing
- Messaging

# SOURCING MARKETING HIRES

## Always be Hiring

A famous quote in sales is “always be closing.” Well, when it comes to hiring a marketing team, the sentiment is similar: “always be hiring.” Obviously depending on how your company is growing, you can only hire so much, but the philosophy remains the same. In order to build an outstanding inbound team it is exceedingly beneficial to be looking for new talent whenever and wherever you can.

## Where to Find the Right Inbound Marketers

Hiring great talent can be tricky sometimes. It’s a difficult combination of aligning the right person, with the right job, at the right time. This is why it becomes increasingly important to leverage the networks around you and to have a grip on how you can get in touch with the right people.

The first place to look would be in your own personal network. Some of the best marketing hires come from employee referrals, and it is critical to take advantage of these networks when you can. Another place to look for candidates is at events. In order to make the most of conferences and other networking events, you should be taking note of impressive marketers and/or presenters and making sure you get in contact with them to add them to your network.

And of course you have a fantastic tool for sourcing new hires at your fingertips right now: the internet. Staying active on LinkedIn to keep up with your personal connections, as well as 2nd degree connections and people in common groups can help you stay looped in to potential candidates easily and over long periods of time.

### PRO TIP FROM MIKE VOLPE:

**Create a list of 10-30 marketers** who you know, or know of and admire, and make sure you keep in touch with all of them. You might not be hiring right now, and people on the list might not be available, but maintaining a **close network of talented marketers** proves to be **extremely valuable when the time is right.**

# SCREENING AND INTERVIEWING

## Screen Out Candidates That Don't Fit

So by this point, you have utilized your networks to source candidates. Now you want to figure out which of these candidates you want to hear more from in an interview, and more importantly, which candidates you want to screen out. It is a good practice to answer the following questions to screen out candidates that will not be a good fit, especially for people you have not directly sourced yourself:

### Does the candidate...

- ✓ Have a track record of success and growth?
- ✓ Have expertise in this specific domain or industry?
- ✓ Have any inbound experience or certifications?
- ✓ Have a relatively large and quality digital footprint? (blogs, social media, etc.)
- ✓ Have an email address other than AOL or Hotmail? It sounds oddly specific, but using these relatively antiquated services indicate that they are not very digitally inclined.

If you are answering **no** to these questions (or yes to the last one), it is likely a bad sign and best to save some time and not move on with an interview.

Screening takes more than just looking at a resume. To answer the aforementioned questions, it is worth it to take a look at how potential members of your inbound team market themselves. Do a quick Google search to evaluate his or her **social media presence**, any **blogs** in their name, and any other **online publications** they have published.

Another worthy practice is to use tools like [Marketing Grader](#) or Website Grader to evaluate the quality of sites they have done work on with past companies. By doing this, you can evaluate their digital competence and effectiveness in creating and managing websites and content.

## 3 Interview Questions for Inbound Marketers

HubSpot CMO Mike Volpe identifies three questions he has found useful when interviewing for his inbound marketing team:

### 1. The Funnel Question

Draw a funnel on the white board. Fill it in with a certain number of visitors, leads, MQLs, opportunities, and customers.

- **Ask:** What do you think about this funnel? How would you improve it?
- **Goal:** Good marketers will start talking about conversion rates, how they can make certain parts of the funnel more efficient, and they might cite things they have done in previous jobs that have helped. The point is to determine if they understand the connections between stages in the funnel and how to improve stages of the funnel.

### 2. The Lead Scoring Question

Start a scenario in which you give a spreadsheet with 10,000 leads with some company and industry information. 200 of them have been designated as customers.

- **Ask:** How can you use this data to create a lead scoring system to help prioritize these leads in the future? Also, what type of lead scoring have you done in the past?
- **Goal:** Notice in their response if they are simply looking at the data as a whole, or breaking down the data and beginning analysis. If they are open to thinking differently than the system they had previously used, they are likely more coachable and willing to adapt.

### 3. Website Homepage Question

Draw out two designs for a website homepage. Tell them they are responsible for choosing which to launch.

- **Ask:** The CEO and COO are split on the issue. Which do you decide to launch and why?
- **Goal:** A bad response for this question would be someone who says they would use their own intuition. He or she is probably not a good fit for that type of position. You want someone who talks about defining the goals of the page and aligning those goals with data in order to make the decision.

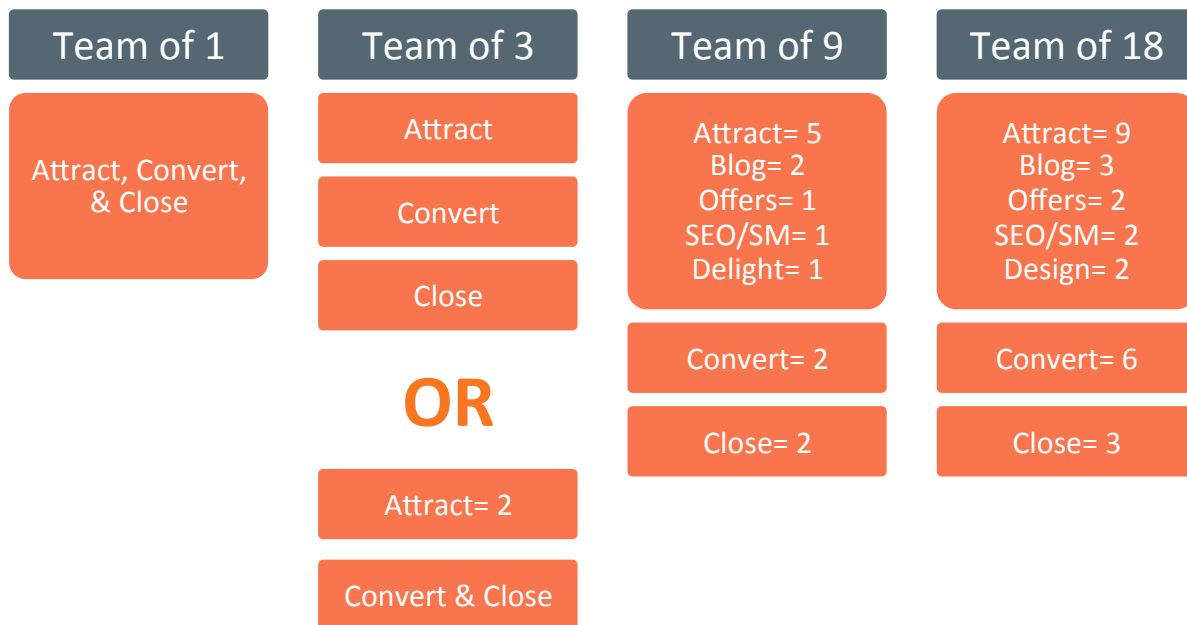


# ORGANIZING AN INBOUND TEAM

## Be Top-Heavy

When rolling out your inbound team, the goal is growth. The most efficient way to grow quickly is to start **stretching the top of the funnel** by growing more brand awareness and gaining more traffic to your website. There are so many more techniques to growing this part of your funnel than there were even 10 years ago, and it is easier than ever to leverage these techniques at a low cost to grow quickly.

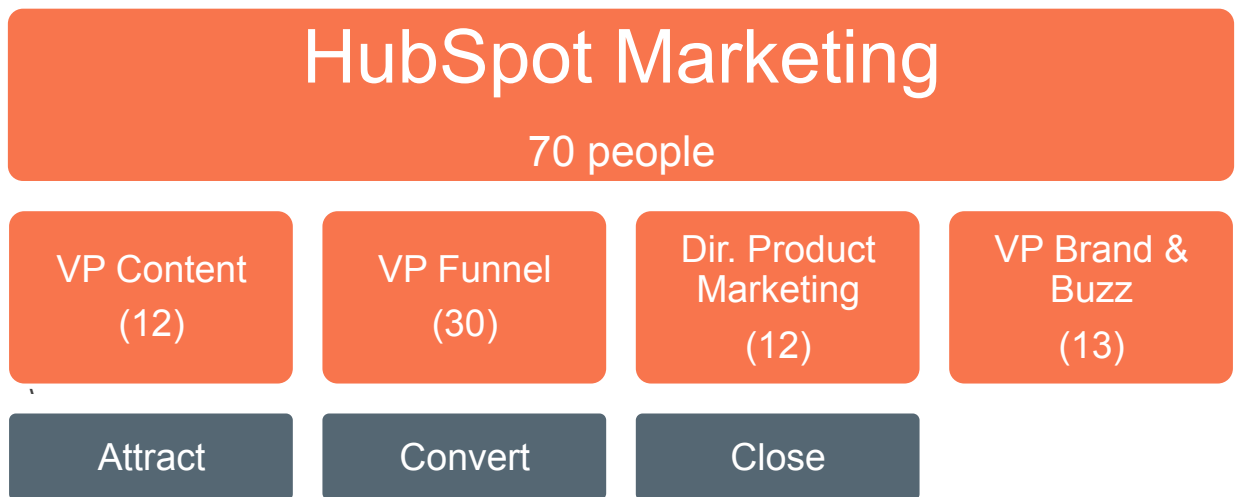
In turn, you will need to organize your team accordingly. With this top-heavy philosophy in mind, it is recommended to put at least half of your team in top of the funnel positions. When your team is small with just 3 or less people, the roles on your team should remain fairly general. But as your team grows, creating a structure of highly **specialized** marketers (as seen below) is very effective.



A common mistake to avoid is placing too much marketing personnel at the bottom of the funnel, essentially doing the bidding of sales. Sometimes marketers will be too focused on making the “Close” stage the first priority when building their team instead of optimizing the funnel from the top down.

## How HubSpot Organizes its Marketing Team

Early in HubSpot's history, the organizational structure of the marketing team looked very similar to the top-heavy model described previously. However, as the team matured and evolved, the structure did as well. This is likely to occur as your team continues to grow as well. Here is the current structure of HubSpot's organizational structure:



The structure here is divided up into three clear divisions by funnel stage, but with an additional team in charge of “Brand & Buzz.” This group is composed of the PR team, events team, and in house creative team who all help throughout the entire funnel.

### Monthly Reviews

HubSpot's marketing team maintains a monthly cadence to review overall team performance and outcomes. We set monthly goals and the team works to execute on those goals. At the end of the month, the teams report on metrics and activities, and the VPs give feedback regarding what worked, what needs to improve or be adjusted, and determine goals for the coming month.

This monthly cadence allows for the team to go through a review process 12 times a year rather than four on a standard quarterly system. Doing this allows for the team to adjust and innovate three times faster than a team ordinarily would. Such a process requires a team with dynamic marketers who you can trust and give autonomy to- highlighting why a robust sourcing, screening, and interview process is so important.

# CONCLUSION

As you begin to build and scale your inbound team, it is important to understand that every instance will be unique and take its own shape.

Your buyers and customers probably go through their buyer's journey in a completely different way than the next company, and the way your marketing team allocates its resources should reflect that.

With that said, utilizing the best practices outlined in this ebook as a guide will help you more easily and more efficiently find ways to effectively build and scale your Inbound team.

Many of you reading this likely already have an established marketing team, and for you, it is probably not recommended to make a complete overhaul of your team to strictly fit all of these guidelines. But, it is likely you can implement some of these best practices into consideration when scaling your team going forward.

For instance, if you have had trouble sourcing marketing talent, or you notice that people you have hired don't fit their role quite like you thought, utilizing some of our tips outlined for screening and sourcing will likely be quite helpful in amending these issues.

Ultimately, building your ideal Inbound team is about organizing a group of marketers who are excited about their jobs, passionate about what they do, and are willing to adjust and innovate as your organization grows. Spending the time to find the right people who will use good judgment and who you can trust to excel in their respective roles will allow your team to work more efficiently and dynamically than before.

Want more advice on resourcing your inbound strategy? Thinking about hiring an agency? Check out the [CMO Guide to Resourcing an Inbound Strategy](#) for tips on when to hire an agency, when to retrain your organization and when to hire new talent.

Need Some Help Getting Started?

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# Request a Free Inbound Marketing Assessment Today

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In your assessment, an Inbound Marketing Specialist will show you:

- How to get more traffic to your website
- How to generate more leads
- Search engine optimization opportunities you are missing
- How you are doing relative to your competitors
- How to generate more ROI from your marketing activities

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