




Marketing Career Framework

<u>Aa</u> Level	 Experience & Skills	 Delivery & Impact	 Leadership & Influence
<u>Level 1</u>	<p>You have broad knowledge about the core concepts related to your role. You can apply your skills and experience to existing projects and execute at a high level, with guidance. Your main focus atm is learning: learning how Buffer works and learning from others to deepen your skills and experience. Examples: Audience marketer: Can take an existing idea and turn it into a Facebook Ads campaign. Ships it after advice & approval Product marketer: Assists with rollout of GTM Lifecycle marketer: Takes an existing A/B test idea and ships it Customer marketer: Can map out a basic drip campaign if given a strategic objective Brand marketer: Puts together proposals for brand campaigns to promote a new event.</p>	<p>Focus: shipping. You are a rock-solid shipper who can take a to-do list and get stuff done. You are responsible for yourself and your tasks. Examples: Teammate A: Writes 2x blog posts per week. They're great blog posts. Teammate B: Connects with 1x customer each week and shares learnings with the team.</p>	<p>You effectively communicate progress to the team, and you seek out the information you need to do your role. Focus: yourself. Examples: Teammate A: Drops a Slack message into the #marketing channel every time a new campaign ships and shares an async Thread to follow-up Teammate B: Keeps daily tabs on all relevant marketing conversations in Slack, Threads, and Paper</p>

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<u>Level 2</u>	<p>You have deep knowledge about the core functions of your role. You can come up with multiple ways of accomplishing a goal, and you're able to decide which way is best for right here, right now. You're actively seeking to learn and grow in your role. Examples: Audience marketer: Comes up with a variety of ad options to test in order to meet goals for CPA. Tests-and-learns to reveal the best one Product marketer: Builds new email sequences — with smart segmentation — for upcoming GTM Lifecycle marketer: Brainstorms a number of A/B tests to try on the pricing pages and chooses most efficient option Customer marketer: Troubleshoots messaging errors and provides a number of possible solutions (and advice for which to pursue) Brand marketer: Runs a brand campaign from beginning to end. Reports on outcomes.</p>	<p>Focus: results. You deliver high-quality work that makes a positive impact on your goals. You fully own an area, channel or discipline and work on small- to medium-sized projects within that circle. You're accountable for the results of your work. Examples: - Teammate A: Writes 2x blog posts per week and tracks performance of traffic, shares, and read rate. Iterates on blog post style in order to improve. - Teammate B: Identifies and chooses customers within particular segments to connect with and learn from. Filters learnings through strategic lens.</p>	<p>You give timely, helpful feedback to peers and managers. You proactively communicate what you're working on. Focus: others. Examples: - Teammate A: Surfaces product bugs and opportunities after spending time using Buffer. - Teammate B: Kicks off a Thread to discuss upcoming project / campaign. Updates the Thread regularly until the project is shipped.</p>
<u>Level 3</u>	<p>You are an expert in XYZ role at Buffer. And you're developing an expertise in the role, industry-wide: watching the trends, knowing what's next, with an eye</p>	<p>Focus: team results. You display beginning-to-end responsibility on projects of all sizes. You own medium- to large-sized projects that you initiate.</p>	<p>You share your knowledge with the broader team. You share learnings or best practices transparently. You</p>

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	<p>toward optimizing. You see how your role fits within the marketing team, and you proactively find ways to apply your skills to marketing objectives. You are leading your own personal development. Examples: - Audience marketer: Proactively iterates on existing ad campaigns, given new ideas in the market, new trends, upcoming best practices. - Product marketer: Iterates on existing GTM template, incorporating new strategies for distribution and adoption - Lifecycle marketer: Understands data behind acquisition performance and uses data to inform which levers to pull for website optimization (A/B test vs. SEO, e.g.) - Customer marketer: Given the team's focus, identifies and optimizes existing email sequences to boost CTR and customer delight - Brand marketer: Identifies which brand campaigns will move the needle for team goals. Prioritizes and selects.</p>	<p>The work you ship is high-quality, high-value, and data-informed, and you can tie your efforts directly back to marketing's goals and objectives. Examples: - Teammate A: Begins a new content strategy with shortform posts and multimedia content. Strategy based on data and validated with lean tests. - Teammate B: Begins customer research project to identify our marketing personas.</p>	<p>always communicate decisions at the right time, to the right people and in the right format (kick-off docs, meetings etc.) Examples: - Teammate A: Holds a lightning talk to share knowledge about a particular aspect of the role: copywriting, branding, community building, etc. - Teammate B: Posts learnings following a major initiative, sharing outcomes and results and tying back to the initial objective of the project.</p>

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<u>Level 4</u>	<p>You are the go-to expert in multiple areas at Buffer, and people seek you out for your opinion. You understand how your role fits within the broader business, and you're beginning to optimize your day-to-day to be most effective. You are leading your own personal development, and you are beginning to develop others. Your expertise shapes best practices for your area.</p> <p>Examples: - Audience marketer: Adapts paid media strategy from CPA focus to CPM focus as Buffer strategy shifts to broad reach rather than targeted acquisition. - Product marketer: Identifies opportunities for new GTM strategies of existing or upcoming features. Backs up GTM beliefs with data, research - Lifecycle marketer: Takes a revenue goal and figures out which levers to pull - Customer marketer: Owns the decision for when and how to communicate with customers over email vs. SMS vs. messenger - Brand marketer: Ideate brand campaigns six months ahead and make meaningful progress toward successful outcome.</p>	<p>Your work and learnings shape marketing team objectives and strategies. You can scope and define major projects and communicate clearly the "why," the "how," and the "what's the state of this" with stakeholders. You take on complex or important medium-term projects. You have a consistent record of very strong ownership for your area. You're accountable for high-level results in that area, and those results connect directly to marketing team-wide goals. Examples: - Teammate A: Leads a full migration of podcasting to new hosting service with the goal of increased listens and attention. Actively works with stakeholders to achieve those goals and follows up afterward with results. - Teammate B: Identifies ways to optimize content cross-channel and builds system to easily create and repurpose content on multiple platforms.</p>	<p>You make others better (through mentorship or guidance on specific areas related to what you know). You provide feedback on projects outside of your core area, and you proactively seek feedback for projects you own. You regularly communicate the high level of your work with the team. You unblock other people, even those outside your team. Examples: - Teammate A: Shares a quarterly Thread with high-level strategic updates and learnings for your area of focus, e.g. content marketing, publishing PMM, etc. - Teammate B: Moves cross-functional churn project forward by reallocating resources to match updated priorities and by identifying a new approach to retention tactics that unblocks team</p>

<u>Level 5</u> Level	 Experience & Skills	 Delivery & Impact	 Leadership & Influence
	<p>You are a go-to-expert in multiple areas at Buffer and beyond. Your breadth of experience and depth of strategic knowledge allows you to identify and choose the best paths for your work. Your expertise shapes best practices for marketing. You grow yourself, and you grow others at Buffer. Examples: - Audience marketer: Shifts paid budgets to emerging channel like voice search and takes an ROI-driven approach to measuring and reporting on results - Product marketer: Institutes new customer insight process for marketing team to inform personas, messaging, positioning, and target customer - Lifecycle marketer: Identifies gaps in the signup funnel and proactively works to solve, resource, and ship solutions & share learnings - Customer marketer: Thinks holistically about all customer touchpoints and builds/optimizes a system for tracking - Brand marketer: Takes stock of market, customer, and industry vibes to roadmap the next year of brand activities</p>	<p>Your work and learnings shape company objectives and strategies. b/c of your great track record on projects, you are recognized as a prolific contributor to core projects. You consistently and capably reduce the complexity of projects, systems, and processes. You focus on the most impactful work. You drive forward forward large, long-term projects that have significant impact on the business. And of course, you're fully accountable for your area's performance. Examples: - Teammate A: Launches entire new content channel (keeping in mind Keep / Start / Stop so team doesn't get overwhelmed). Sees project through to the finish line and ensures successful outcomes through continuous refinement and follow-up. Systemizes everything. - Teammate B: Comes up with new channel strategy for awareness, including targeted audience</p>	<p>You get buy-in for your goals through collaborating on strategic decisions. You guide others' work when needed, looking for ways to help other people in the team to really shine and develop their own skills. You give useful feedback to those around you and are great at facilitating cross-team work and helping others make their own decisions. You are seen as a role model-slash-mentor. Example: - Teammate A: Assists on large-scale PMM project by providing timely insight and feedback that allows PM & designers to better accomplish goals and objectives - Teammate B: Provides clear and actionable advice to level up a channel marketer and inspire their work to help achieve broad, strategic goals</p>

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<u>Level 6</u>	<p>Your experience and skills are recognized internally and externally. Your expertise shapes best practices for Buffer. You grow yourself, and people within and without Buffer look to you for advice and ideas. Examples:</p> <ul style="list-style-type: none"> - Audience marketer: Thinks holistically about audience spend and suggests reallocations to high-leverage channels like SEO or unconventional PR - Product marketer: Shapes company strategy through market insight and customer research - Lifecycle marketer: Creates new paths for revenue growth by validating acquisition / activation improvements and strategies - Customer marketer: Proposes new messaging standards for all customer communication (style, medium, message, timing) - Brand marketer: Shapes company purpose through active involvement in brand conversations and exercises 	<p>approaches that map to current personas.</p> <p>Your work puts the company on new trajectories. Capable of solving the thorniest challenges the team faces. Consistently delivers large projects involving one or more teams' contribution on time at a high level of quality. Can quickly break down complex problems into knowns / unknowns / potential solutions. Fully owns the outcome and strategy for their work; is accountable for saying what they're going to achieve and then achieving what they said.</p> <p>Examples:</p> <ul style="list-style-type: none"> - Teammate A: Solves yearslong attribution challenge with content signups through creative problem-solving, putting numbers on a new trajectory that sustains and grows over time - Teammate B: Coins new phrase for product positioning, unlocking a brand new audience segment for the company 	<p>You guide the whole company's approach on a range of subjects and influence people industry-wide. (Whoa.) You are a multiplier — you build systems, spot patterns to raise everyone's productivity across the company. You advocate for Buffer in relevant communities by doing talks or writing blog posts. You lead the conversations about the direction of major areas of your job, driving team-wide consensus to the adoption of this direction, and using this direction to inspire other team members. Seen as a role model and mentor by everyone at the company. Examples:</p> <ul style="list-style-type: none"> - Teammate A: Seen as an industry leader who is regularly chosen to speak at conferences and on podcasts - Teammate B: Advocates for and builds ABM system to

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			better track, understand, and analyze acquisition at Buffer.
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