

# Building 0-1

**BUILDING MARKETING  
TEAMS & FUNCTIONS:  
STARTUP vs. ENTERPRISE**



## INTRO

# KAREN ZHANG

**Former Head of  
Global Product  
Marketing, Fashion**  
eBay



11+ YOE B2C & B2B2C Marketer (PMM, Lifecycle, and Brand)

Former Digital Analyst

Fashion, Commerce Tech, Fem Tech, and VC/Angel enthusiast

Dog owner; grew up in Boston but now SF is home



## **Dog Tax**

Meet Chef Furry (@chef.furry)



# Enterprise

## 30 DAY

### ONBOARDING

15-30 min 1:1 or group X:1 intros w/ team & cross-functional (xfn'l) stakeholders (P1-P3)

Joined (~1-2 wks in) recurring xfn'l and team meetings

Started team "hub" to help start defining R&R an understand function's capabilities

### ROADMAP

Started identifying priority projects to jump into based on discussions, performance/experiments, and company goals (KPIs, revenue impact, industry trends, etc.)

## 60 DAY

### ROADMAP

Built out next 3 mo priority goals (including company-wide initiatives & internal processes); included this into team hub resource

### PROCESSES

Got organized:

- 1) Shared Google Drive
- 2) 1:1 shareable note template (Notes & Action Items)

Set expectations for LOE or SLAs

Built new and analyzed existing Dashboards

## 90 DAY

### FEEDBACK

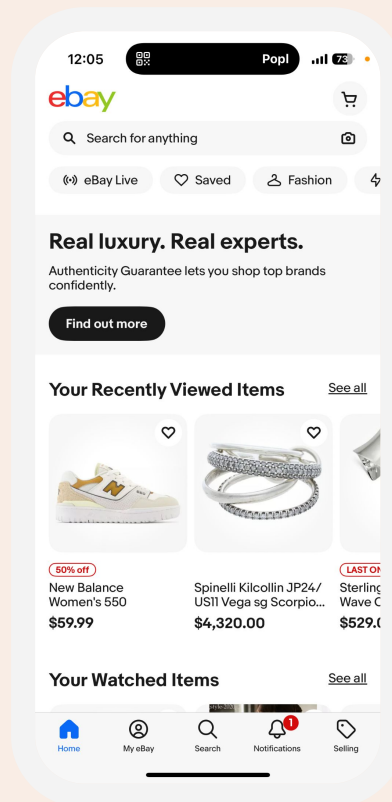
Proactively asked for feedback and assessed which colleagues were open to receiving constructive feedback

### GROWTH

Re-visited self and team growth vs. business objectives and capacity and re-evaluated with leadership (team, xfn'l, etc.)

### PROCESSES

Continued to socialize processes via 1:1s, group meetings, lunch & learns, etc.



# Enterprise

## 30 DAY

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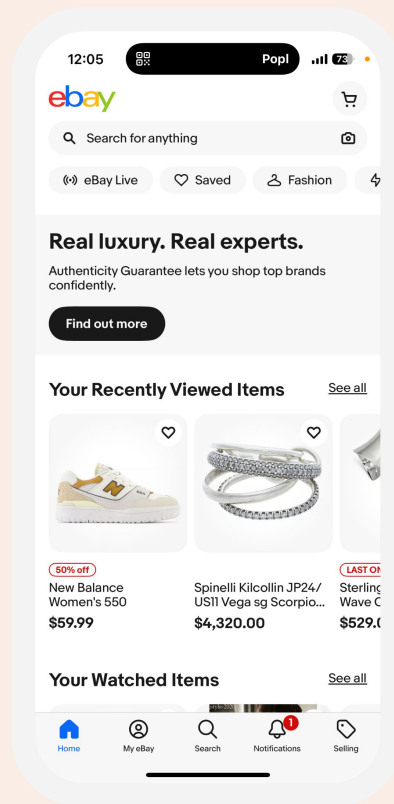
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# Enterprise

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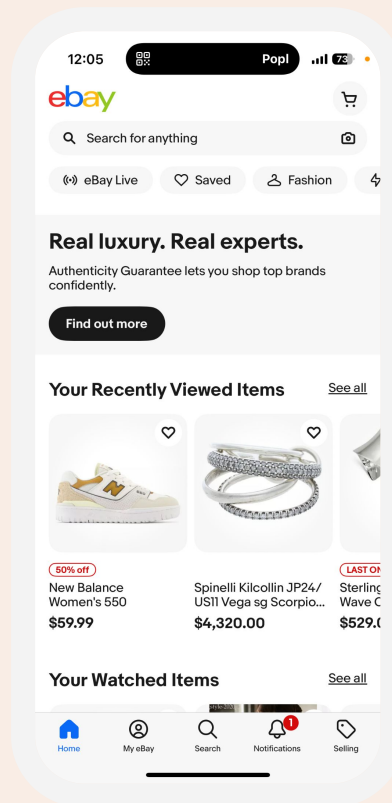
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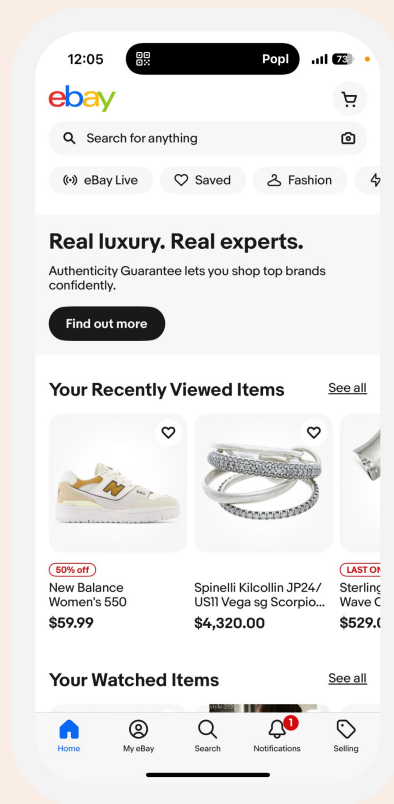
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# TEAM HUB

## INTRO

- Team org chart
  - Through executive level leadership
- Stakeholders
  - Product Management
  - UXR
  - Design
  - Brand Marketing
  - Analytics & BI
  - Sales & Monetization

## VISION

- Definition of Product Marketing
- Previous examples from experience
- Examples of impact existing team members have driven
- Catalog of value add

## STAKEHOLDER MANAGEMENT

- R&R / RASCI / “Ways of Working”
- Historical projects & insights (consumer/customer, industry/competitive, etc.)

## ROADMAP (/CONTENT CALENDAR)

- (Keep this relatively high-level)
- Note prioritization (eg. P0-P3) & LOE (t-shirt sizing)

## PROJECT TRACKER

- KPIs/Goals/Objective
- Linked resources (Exec decks, briefs, reporting, live campaigns, etc.)
- Campaign creatives/assets
- Historical or ongoing performance

# Startup

## 30 DAY

### ONBOARDING

15-30 min intros & information sharing / knowledge dump sessions

Learned vision, voice & tone

Evaluated existing roadmap / content calendar

Established expectations of launch timelines & fundraising

### FAILING FORWARD

Gathered previous learnings / “how” & the “why”

Tested self hypotheses via lower risk channels

## 60 DAY

### FAILING FORWARD

Experimented faster with scrappy ideas (eg. user feedback via social media, guerilla social listening via TikTok, Reddit, etc.)

### PROCESSES

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- 4) Default tools/vendors
- 5) “Ways of Working”
- 6) Reporting/dashboards

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Proactively asked for feedback from founders & fellow leadership (to help identify opportunities / gaps within team or self)

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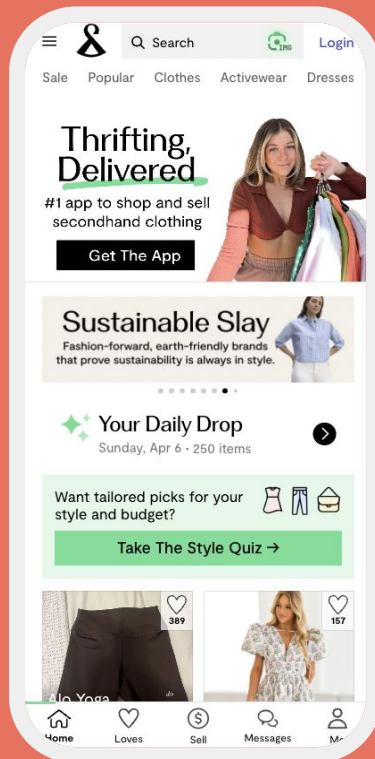
Provided quick feedback to founding team

### GROWTH

Established P1 → P2 → P3 hiring needs

Evaluated hiring practices; made recommendations

Posted JD, interviewed candidates, hired, trained, etc.



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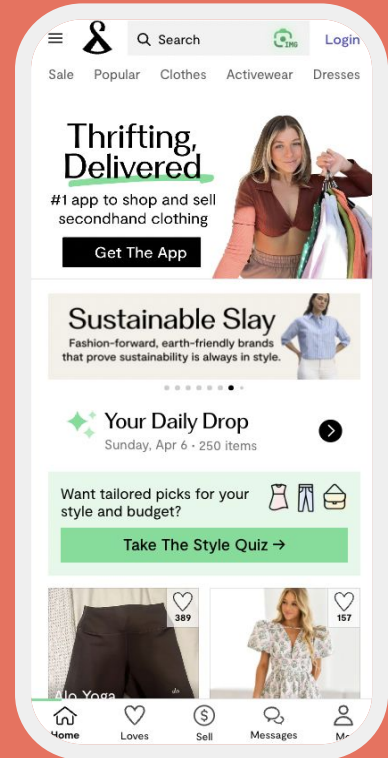
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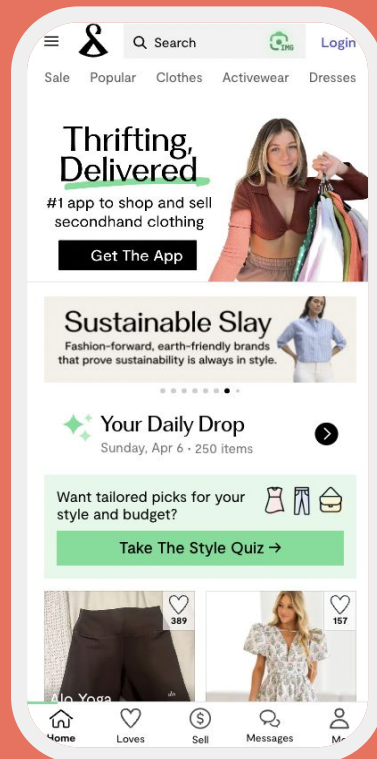
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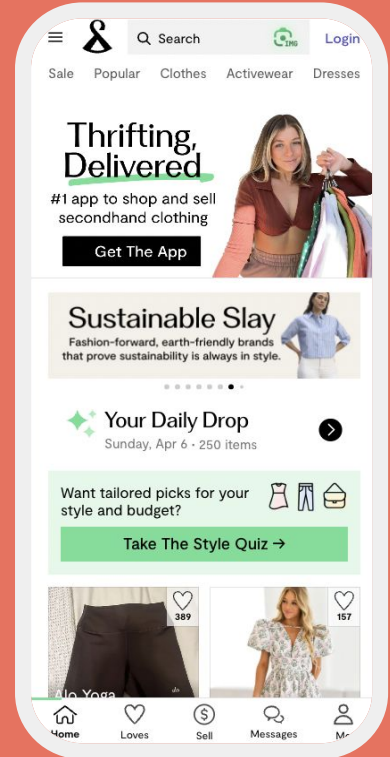
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### GROWTH

Established P1 → P2 → P3 hiring needs

Evaluated hiring practices; made recommendations and established new hiring practice for Marketing functions

Posted JD, interviewed candidates, hired, trained, etc.



# To Summarize

- 1** One of the most important steps of onboarding is to meet and **listen to stakeholders**.
- 2** Regardless of startup or enterprise size, building a function will require a ton of creativity and proactiveness.
- 3** Ask for feedback, early on. Don't wait for official review cycles (even within larger org structures).

# Q&A

Any questions?



Thank You!



# Appendix

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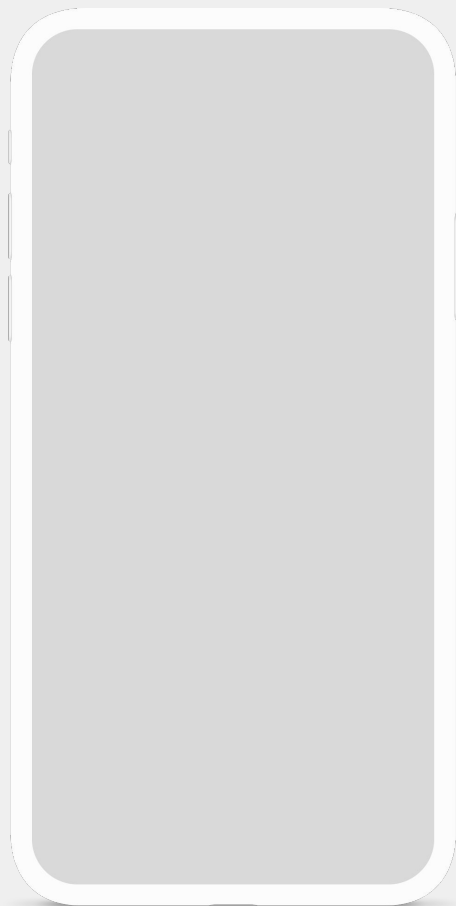
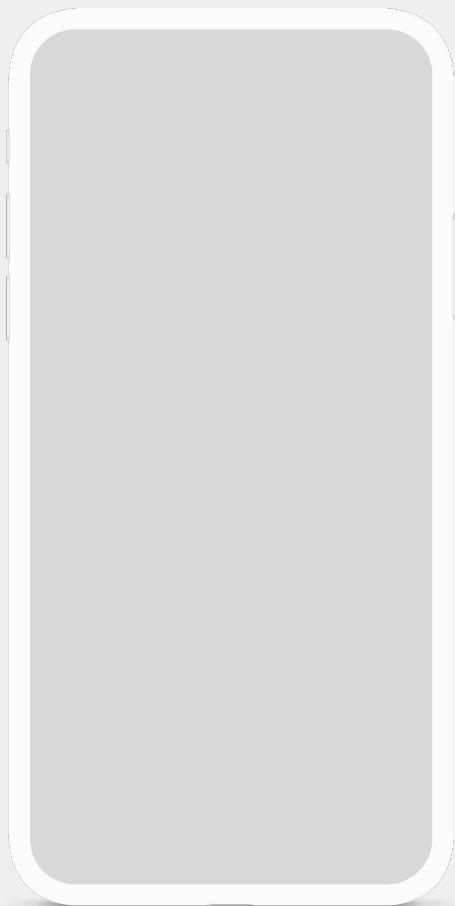
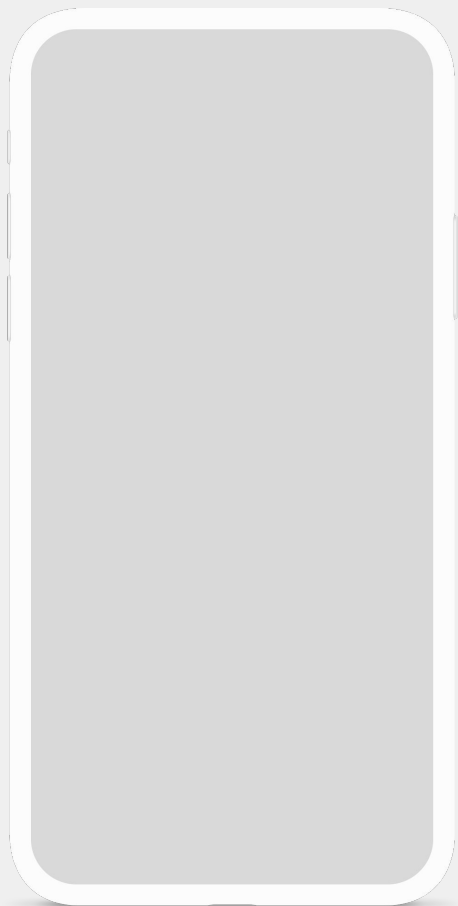
## RISK AND CHALLENGES

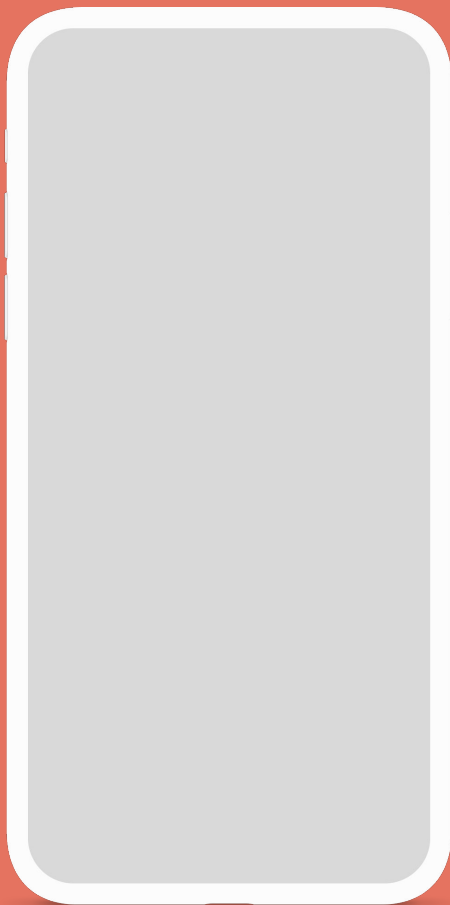
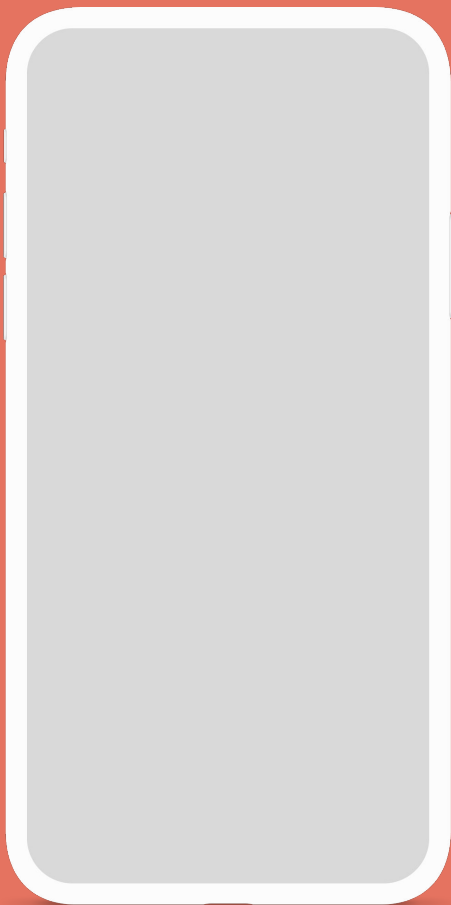
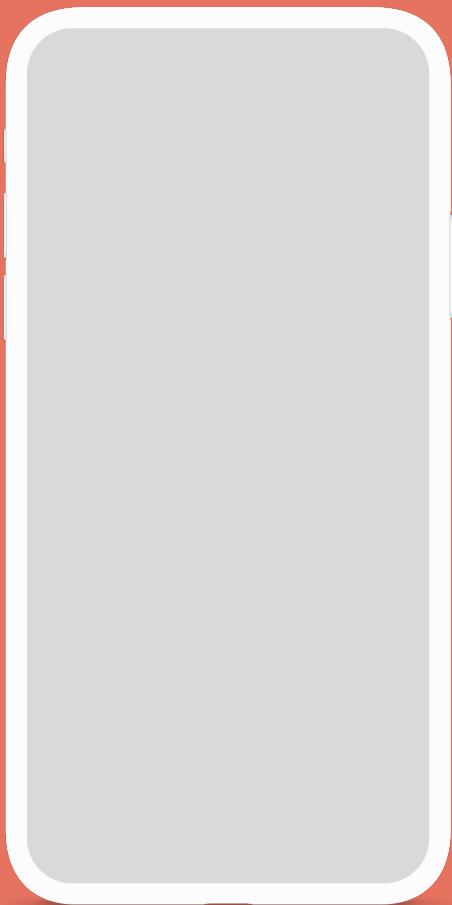
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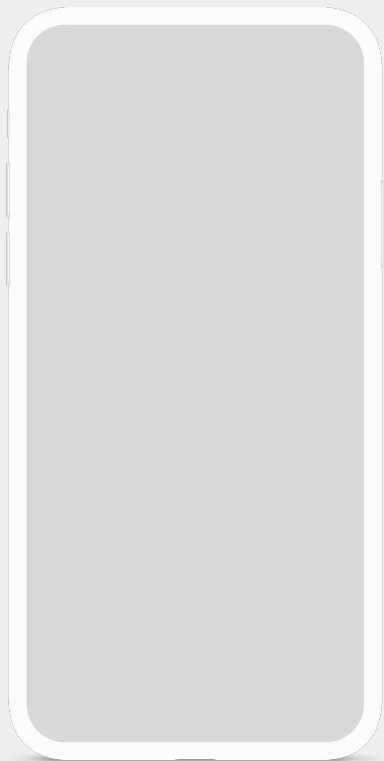








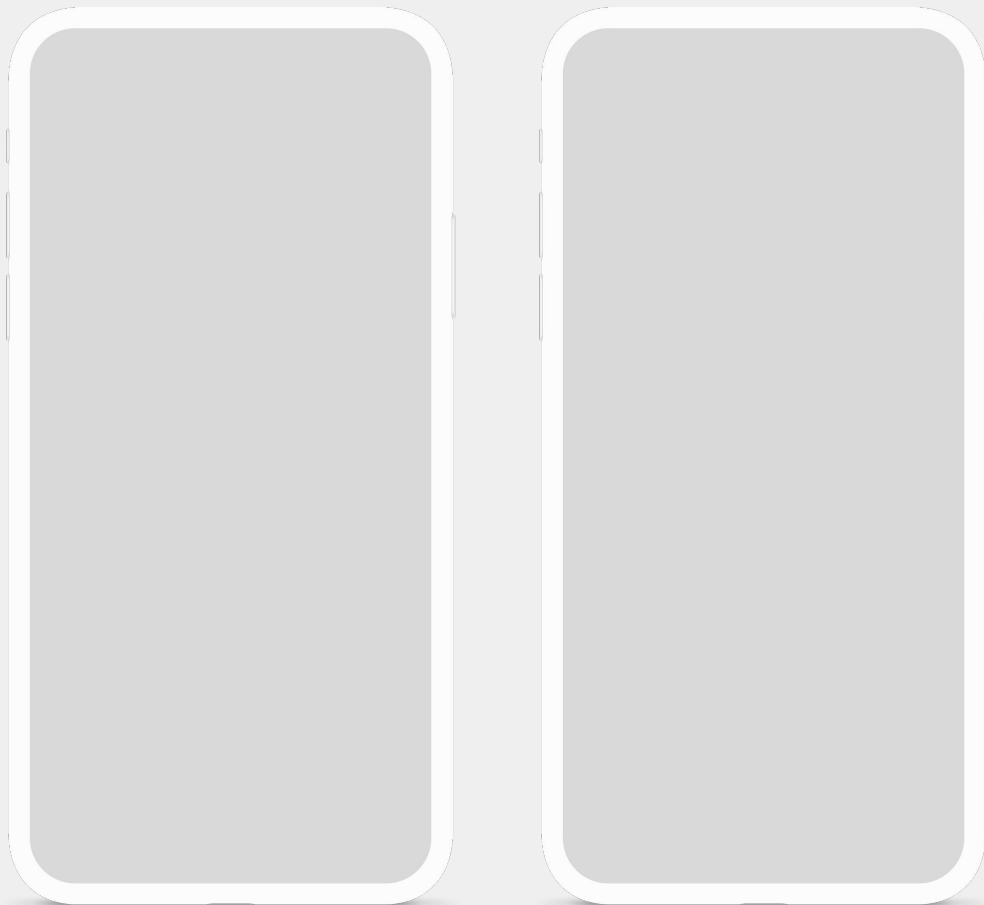
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## PRODUCT ROADMAP

# QUARTERLY CALENDAR

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