Director of Growth — Candidate Assessment

Saltbox

Welcome

Thank you for your interest in the Director of Growth role at Saltbox. We're excited to learn more about how you think, how you work, and what you'd bring to our team.

This assessment is designed to give you an opportunity to demonstrate your strategic thinking, your ability to leverage AI and modern growth tools, and your intuition for brand — all in a format that respects your time.

Please read this document in full before beginning.

About the Role

Saltbox is on a mission to simplify the hardest parts of running a small logistics-enabled business. We combine modern office spaces with flexible warehouse suites — designed to support ecommerce entrepreneurs as they grow.

The Director of Growth will own Saltbox's growth engine across paid acquisition, AI-powered outbound and GTM, conversion optimization, lifecycle marketing, and experimentation. This is a hybrid role — equal parts performance marketer, martech strategist, and AI-native growth operator.

We're looking for someone who can think strategically and execute at speed. Someone with deep growth marketing fundamentals *and* the ability to build AI-augmented systems that unlock 10x outcomes. If you're in the top 1-2% of AI users in the growth and marketing space, this role is for you.

About This Assessment

Philosophy

We believe the best way to evaluate a growth leader is to see how they actually think and work — not to quiz them on theory or review polished case studies from years past.

This assessment asks you to do something similar to what you'd do in your first weeks on the job: understand our business, identify opportunities, and propose how you'd create impact.

AI Usage Is Expected

Let us be direct: **we expect you to use AI tools to complete this assessment.**

This is not a test of what you can produce without assistance. It's a test of what you can produce *with* full access to the best tools available. We are hiring for an AI-native operator, and we want to see how you leverage AI as a thought partner, research assistant, and execution accelerator.

Use whatever tools you'd use in your actual work — Claude, ChatGPT, Perplexity, Clay, research tools, design tools, whatever gives you leverage.

What we're evaluating is not *whether* you used AI, but:

  - How sophisticated is your usage?
  - How do you refine and build upon AI-generated outputs?
  - How do you combine AI capabilities with your own strategic judgment?

Time Investment

We recommend spending **approximately one hour** on this assessment.

This is not a trick or a trap. We genuinely believe that an AI-native growth leader should be able to produce meaningful, high-quality work in this timeframe. The constraint is part of the evaluation — it shows us how you prioritize, how you leverage tools for speed, and what your ceiling looks like under realistic conditions.

If you spend 90 minutes and produce exceptional work, that's fine. But if you find yourself spending 3-4 hours, that may be a signal that this role isn't the right fit — the job requires operating at speed, and this exercise is designed to reflect that reality.

The Exercise

Part 1: Reverse-Engineer Saltbox's Growth Engine

Using publicly available information, map out your understanding of:

1. **Positioning:** How does Saltbox position itself, and how does it differentiate from alternatives (3PLs, traditional warehouse leases, self-fulfillment)?

2. **Acquisition:** What are Saltbox's primary acquisition channels, and how do they appear to be using them?

3. **The Gap:** Identify **one specific gap or inefficiency** in Saltbox's current growth approach. This should be something actionable — not "they should do more marketing" but a specific observation about what's missing or underoptimized.

Part 2: Your AI-Powered Growth Initiative

Based on your analysis, propose **one specific AI-enabled initiative** you would launch in your first 30 days as Director of Growth.

Your proposal should include:

- **What it is and why it matters** — The strategic logic connecting your initiative to the gap you identified
- **How you'd build it** — The specific tools, workflows, and systems you'd use
- **What success looks like** — The metrics you'd track and realistic benchmarks

Be specific. We want to see that you could actually build this, not just describe it conceptually.

Part 3: Present It

Package your analysis and recommendation in whatever format you believe best demonstrates:

- Your strategic thinking
- Your understanding of the Saltbox brand
- The quality of work you can produce

This could be a Loom video, a Notion page, a designed PDF, a slide deck, or something else entirely. Choose the format that lets you do your best work.

One note on brand: We're evaluating whether you can absorb and reflect a brand's identity. Spend a few minutes understanding how Saltbox presents itself — our voice, our visual style, our tone — and let that inform how you present your work.

Part 4: "How I Built This"

Include a brief appendix (can be bullet points) that covers:

- **Tools used:** What AI tools, research tools, or other technologies did you use?
- **Time allocation:** Roughly how did you spend your hour? (e.g., "20 min research, 25 min strategy/writing, 15 min presentation")
- **With more time:** What would you have done differently or additionally with 2-3 more hours?

This helps us understand your process, not just your output.

What We're Evaluating

To help you focus your effort, here's what we're looking for:

Dimension	What "Great" Looks Like
Depth of Insight	You saw something non-obvious about our business — not just what we do, but how we do it and where the gaps are
Strategic Clarity	Your recommendation is specific, defensible, and actionable; we could brief it to a team tomorrow
AI Fluency	Your proposed initiative (and your process) reflects genuine understanding of what's possible with modern AI tools
Brand Resonance	Your presentation feels like it could come from Saltbox — you absorbed our voice and visual identity
Execution Quality	The work is polished enough that we'd consider actually using it, not just reviewing it as a "sample"

Logistics

Submission

Please submit your completed assessment by email to [recruiter email] with the subject line: **"Director of Growth Assessment — [Your Name]"**

Include:

- Your presentation (as a link or attachment, depending on format)
- Your "How I Built This" appendix (can be included in the presentation or as a separate brief document)

If your presentation is a Loom or video, please ensure the link is accessible (not private).

Timeline

Please submit within **5 business days** of receiving this assessment. If you need an extension, just let us know — we're happy to accommodate reasonable requests.

Questions

If anything in this assessment is unclear, please reach out to [recruiter email]. We're happy to clarify — we want you to do your best work.

A Final Note

We know assessments take time and energy, and we don't take that for granted. We've designed this exercise to be as close as possible to the actual work of this role — so even if this isn't the right fit, you'll walk away with a useful analysis and a portfolio piece.

We're genuinely excited to see how you think. Good luck — and have fun with it.

— The Saltbox Team

If you have any questions about Saltbox, the role, or this assessment, please don't hesitate to reach out.