CMO Interview — Sonja Lutz

Context

Alloy is hiring a CMO to architect the next growth phase across Brand & Creative, Growth & Analytics, and Communications & Community. This person will need mastery in performance marketing, analytics, subscription economics, regulated healthcare marketing, and fluency with AI-driven marketing systems.

Sonja's Background

- **Current Role**: Co-Founder, DI Code (2024–present), a performance measurement and impact analytics company.

- **Former CMO Roles**:

  - **New Level Work (formerly BetterManager)** – B2B SaaS rebrand and global growth strategy; delivered 47% traffic growth and 38% conversion increase.

  - **Emtrain** – Led global growth marketing (+25% YoY), brand marketing, business development and GTM for B2B SaaS in eLearning, analytics & compliance.

- **Previous Experience**:

  - **Ava Women** – Global Brand Director for FDA-cleared fertility wearable (D2C), achieving 3x online sales and 243% conversion lift.

  - **Facebook** – Business Product Marketing (Marketplace).

  - **JustAnswer** – Director International & GM roles driving $12M+ revenue, scaling partner domains 10x.

  - **Luxury & Consumer Brands** – Montblanc (multiple senior marketing roles) and early career at Philip Morris.

- **Specialties**: Multilingual (German, English, Spanish, French), B2B SaaS & Marketplace growth, ABM & funnel optimization, category-defining brand building .

Potential Red Flags

- **Healthcare regulatory experience**: Limited direct exposure to HIPAA/FDA-compliant marketing—most experience is in SaaS, marketplaces, and luxury consumer brands.

- **Subscription economics**: Strong B2B SaaS growth background but less explicit subscription/LTV modeling at consumer scale.

- **Product/Engineering collaboration depth**: Worked cross-functionally in SaaS, but need to probe how she translates marketing needs into technical requirements in highly regulated environments.

- **AI fluency**: Has driven AI-enabled coaching platform rebrand and analytics initiatives, but depth of hands-on AI marketing systems usage should be validated.

Agenda (60 mins)

- **Get to know each other (5 min)**

- **Nick-led**: org design, performance, analytics, GTM systems, Product/Eng partnerships (~25 min)

- **Martin-led**: measurement, modeling, AI/creative, experimentation, AI mindset (~15 min)

- **Together**: Leadership, brand, healthcare/regulatory (10 min)

- **Candidate questions & close (5 min)

What We're Looking For

- Performance marketing with world-class analytics and attribution; AI fluency & strategic thinking on emerging tools.

- Experience with Product/Engineering partnerships and where things break.

- Cross-functional leadership with Product, Engineering, and Operations.

- Team building & scale across Brand, Growth, and Comms.

- Subscription business & budget discipline; smart ROI allocation.

- Healthcare compliance (HIPAA/FDA).

- Category-defining brand leadership across narrative, comms, and community.

- Executive presence with Board and investors.

Opening (5 min)

- "You've built brands across very different contexts—luxury at Montblanc, D2C femtech at Ava Women, B2B SaaS at Emtrain and New Level Work. What core marketing principles stayed consistent?"

- "What drew you to co-found DI Code after senior CMO roles, and what patterns are you seeing in marketing leadership challenges across industries?"

CTO Track (25 min)

Org & Operating System

- "Walk me through the marketing org you built at New Level Work or Emtrain. What critical leadership hires did you prioritize and why?"

- "How did you ensure message consistency across every channel while scaling B2B SaaS and D2C brands?"

- "How have you worked with Product and Engineering to align GTM strategy with technical roadmap—especially when constraints existed?"

Performance, Data, Systems

- "Describe your preferred attribution stack (MTA, MMM, incrementality). How did this inform budget allocation in SaaS vs. D2C?"

- "In your prior roles, how did you adapt CAC, payback, and retention frameworks to different business models? How would you approach Alloy's subscription model?"

- "Have you worked in a data-constrained environment? How did you partner with Data/Engineering to improve data quality and experimentation velocity?"

- "Give an example where product priorities conflicted with marketing needs—how did you resolve it?"

Cross-Functional GTM & Product/Eng Partnerships

- "Tell me about a time marketing strategy accelerated company objectives for a new product line; how did Product and Ops fit in?"

- "Describe when your team structure or systems were the bottleneck—what did you change to scale efficiently?"

- "How have you partnered with Product teams on growth features vs. traditional marketing channels?"

Healthcare Governance

- "Healthcare marketing requires different compliance than your previous industries. How would you build marketing operations in a regulation-heavy environment?"

Head of AI Track (15 min)

- "How have you used AI to improve your team's capacity or marketing performance?"

- "What's one AI tool you've tried recently that surprised you, and how might it apply to Alloy?"

- "How do you evaluate whether AI output is trustworthy, especially in regulated industries?"

- "Where could AI create the biggest competitive advantage for Alloy's healthcare platform?"

- "How would you balance AI innovation with HIPAA/FDA compliance?"

Leadership, Brand & Comms (10 min)

- "Tell me about a brand narrative that repositioned a company as category leader—e.g., Emtrain in eLearning compliance or Ava Women in femtech."

- "Your proudest team-building moment—how have you grown members of your team to work effectively with technical teams?"

- "Given your experience across SaaS, marketplaces, and luxury brands—how would you define Alloy's category in healthcare?"

Candidate Questions (5 min)

- "What would you want to accomplish in your first 100 days?"

- "Where do you see the biggest opportunities to define the category in healthcare?"

- "What do you need from Data/Engineering to achieve world-class analytics?"

- "How would you leverage your marketplace and SaaS experience for a healthcare platform?"

Scoring (1-4 scale)

Core:

- Brand & Category Leadership ___/4

- Growth & Analytics Mastery ___/4

- Org Building & Scale ___/4

- Cross-Functional Impact ___/4

- Subscription & Budget Discipline ___/4

- Healthcare Compliance ___/4

- AI Fluency & Strategic Use ___/4

- Executive Presence ___/4

Product/Engineering Partnership:

- Product Fluency & Communication ___/4

- Cross-functional Influence ___/4