## **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