Dover

Hiring Guide:

Marketers

Table of contents

Introduction

Once a product is built out, it needs to be shown to the right audience, at the right time in the right way. Easy, right? Not quite.

Marketing is best defined as the revenue and brand awareness machine of your company. Through press, blog posts, outreach, company events, social media, and valuable content, your marketing team is (hopefully) creating an image of your brand that is in line with your mission and hard to forget.

While there are a wide variety of marketing professionals, the key goals remain consistent: provide a channel to interact with customers, build company reputation, and help drive sales.

However, most early-stage companies don't know who they should be looking for and when it makes sense to bring that person in: a senior VP who can do a lot of individual execution for a few months before you build out your team? A generalist who's pretty good at a bunch of things that you hope will grow to become the head of your department?

This guide aims to help you answer the who, what, where, when and why about bringing a marketer on your team — we've also backed it up with Dover's internal data and insights from our work with 200+ startups.

Types of marketers

Because the number of marketing channels used to be fairly limited, it meant the department itself fit into a neater, tighter definition. The number of ways to reach customers has since grown exponentially, as has the scope of the role.

That's why startups hire teams under four broad functions that fit under the larger umbrella of "marketing." They are:

1. **Brand marketing**: Brand strategy, positioning, naming, messaging, visual identity, experiential, events, community.
2. **Product marketing**: UX copy, website, email marketing, customer research and segmentation, pricing.
3. **Communications**: PR and media relations, content marketing, social media, thought leadership, influencer. Communications is sometimes looped in with brand.
4. **Growth marketing**: Direct response paid acquisition, funnel optimization, retention, lifecycle, engagement, reporting and attribution, word of mouth, referral, SEO, partnerships.

Product marketing

Product marketing is important for a company frequently launching new products or features, upselling products to current customers, or creating campaigns to increase net new business.

Your product marketing team ensures that:

- Feedback from the market is making its way into the product
- Customers love to use the product
- Key stakeholders such as industry analysts, SEs, and more know how to use the product

Additionally, day-to-day tasks of the typical product marketer include: creating competitive analysis docs, product 1-pagers, or go-to-market (GTM) strategies, crafting messaging, understanding product nuances, and defining audiences.

Growth marketing/ Demand generation:

You'll likely start small with just a few marketing programs at first, but will quickly find that your growing sales team has a never-ending thirst for leads. Your early growth team will be strategic thinkers with some solid marketing automation chops. They should be able to get Marketo+Salesforce off the ground until you hire into marketing ops, while also running early programs like events, email nurturing, and more.

Your growth team will likely split off into subcategories as your company grows. Each subcategory may have it's own director that manages ICs. These channels might include:

- Social media
- Paid advertising, including print
- Email marketing
- SEO/SEM (this may also fall under content marketing at some point)
- PR/Influencer (though this typically falls under brand and content)
- Events

Core responsibilities of a growth marketer include:

- Creating and updating creative content
- A/B testing
- Planning, optimizing, and scaling paid ad campaigns
- Managing social acquisition channels
- Planning and optimizing creative email campaigns and their timing
- Updating and/or abandoning any traditional marketing campaigns
- Building effective and engaging referral programs

Brand/ Content marketing

Your brand and content marketers are there to nail your messaging and PR activities at the same time. They'll work closely with product marketing to ensure that all teams are aligned on the correct language and design/tone for external or customer-facing docs.

Content marketing might handle things like search engine optimization (SEO), design, content strategy, and/or provide assets to growth and sales to help them promote and close leads. Brand marketing focuses on building a community through organic social, events, PR and networking. As such, both can become an extremely powerful way of generating website traffic and leads — even if they've never heard of your company before.

Look for strong storyteller (and writers). You'll most likely want someone that knows how to structure a message effectively more than someone good at graphics, which can more easily be outsourced until new reqs appear. You can also use programs like Canva which make designing simple and cheap until you're ready to hire a visual designer to create more polished assets.

Core responsibilities include:

- Writing and researching high-quality content
- Creating an editorial calendar and strategy
- Optimizing content considering SEO and SEM
- Analyzing web traffic metrics
- Ensuring a strong web presence on various channels
- Generating thought leadership and leveraging influencer marketing to drive brand recognition and trust

pro tip:

On progression.fyi, or levels.fyi, you can compare your career ladder to those at similar or larger companies than yours to gather insights and inspiration.

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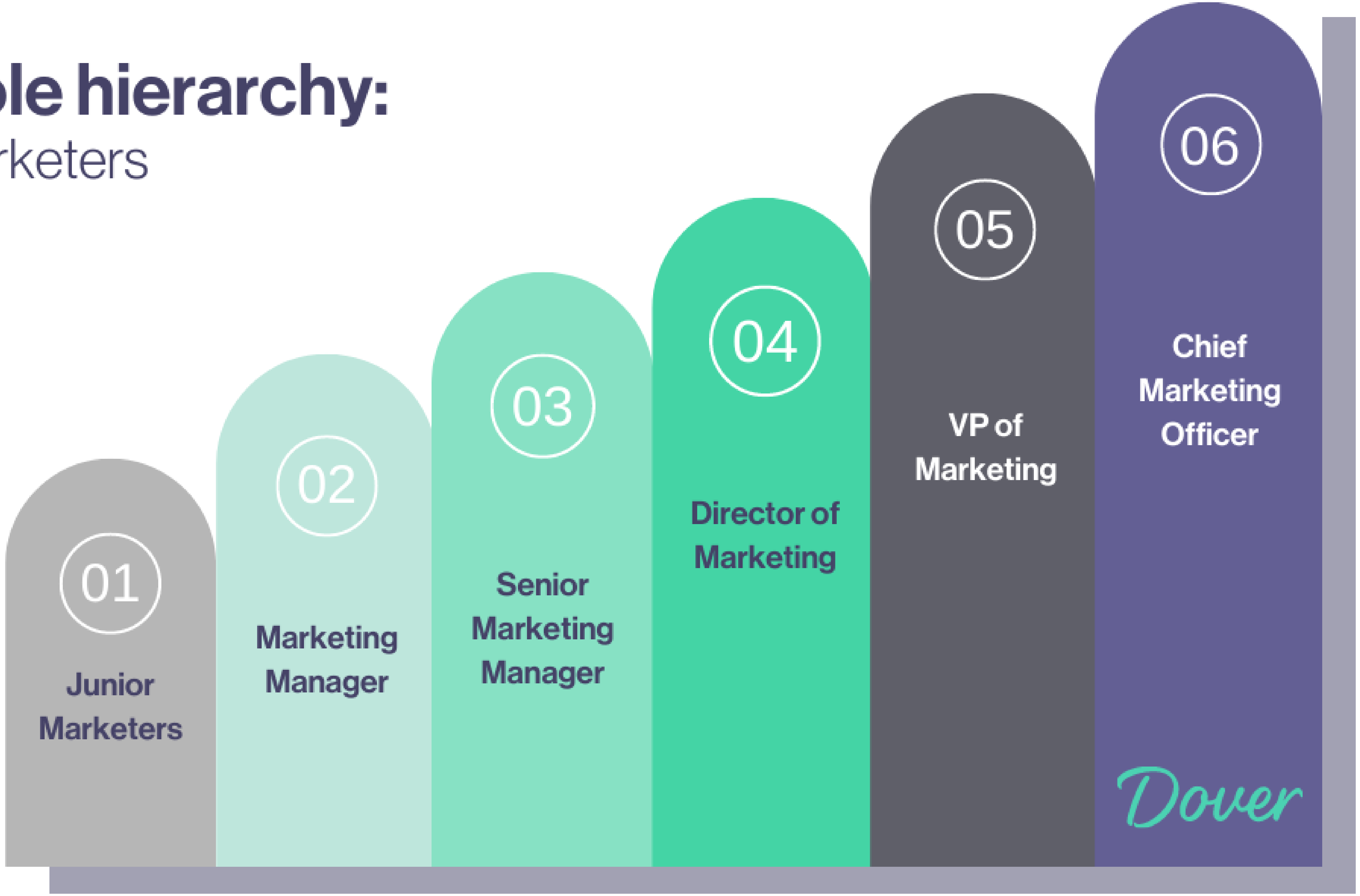
Career ladders for marketers

Role hierarchy:

Marketers



Your first hire

While it may be tempting to hire a VP or CMO right off the bat, you have to sit down and consider what their actual day-to-day responsibilities will look like. Sometimes, it can be helpful to hire a generalist or a junior marketer who is curious and eager to learn enough to fill in the gaps, and roll up their sleeves to get things done. This is someone super scrappy who understands how to experiment across marketing channels until they find the right mix.

The reality is that anyone who excels across all marketing functions is a unicorn and nearly impossible to find. Even a VP will likely have one or maybe two areas they're exceptionally good at.

This is why a generalist will typically bring deeper expertise in one of the big marketing functions: brand, product, communications or growth. Before making your first hire, you need to figure out which marketing priorities are most urgent and which marketing "persona" is most appropriate for you.

These 5 questions will help you align your idea of what you're looking for with who you should hire:

1. Which marketing channels have proven most effective?

- Social
- Influencer
- Paid ads (Adwords, LinkedIn, etc.)
- Content (SEO-focused, thought leadership, gated, blog, video, etc.)
- Events (happy hours, trade shows, webinars/ AMAs)
- Email
- Word of mouth

If you know the answer to this questions, you've got a great head start. Put simply, if you recognize a promising channel early on, you'll want to hire someone with expertise in it to build out your marketing function. In other words, don't fix what isn't broken. For example, if you are seeing amazing results with Instagram ads, hire a candidate who has expertise in growth marketing and have them venture into more paid social.

2. Do you know where your target customers hang out?

- Yes
- No

This ties in a bit with question one, as your channel alludes to where your target customers typically network or go to learn about the latest trends/programs (like LinkedIn, for example).

One way to decide which department they should live in is to consider how your target customers are currently finding competitive products or services. For example, if you know from competitive research that clients are finding out about data migration solutions through recommendations from friends, you may want to hire a brand marketer who can work on driving brand awareness.

3. Do you have lots of competitors in your category?

Additionally, ask yourself this: are your competitors dominant players with strong brands? Do they have endless marketing budgets? Are CACs in this space huge because everyone is outbidding each other?

If so, you might want to put money into building an exceptional brand or product/customer experience. This person would craft a unique story and build brand visibilty through word of mouth, PR, influencers and organic social media. The more times prospects come across your company, the more likely they are to learn more about your product and think of you when they're considering a product.

4. Where do your founder's skills lie?

- Product
- Brand
- Growth
- Communication

As an early company, a founder or your early team will likely have some expertise in one of these categories.

For example, if a founder has a strong vision for product and extensive experience building and launching features, then focus less on a product marketing hire and rather supplement the skillset with another marketing priority (i.e., brand marketing).

Likewise, if a member of your team has a strong vision for the brand but no one on the team knows how to build one, that's a skill gap that your first marketing hire should fill.

5. Are you entering a new industry and/or does your product entail a lot of human interaction (i.e. dating apps or on-demand services)?

- Yes
- No

Trust building has become an increasingly important aspect for startups as customers become more discerning, and the space becomes more crowded.

If your brand is B2C and customer reptuation is critical, or if you're entering an early market, consider a branding expert who understands how to build trust and credibility.

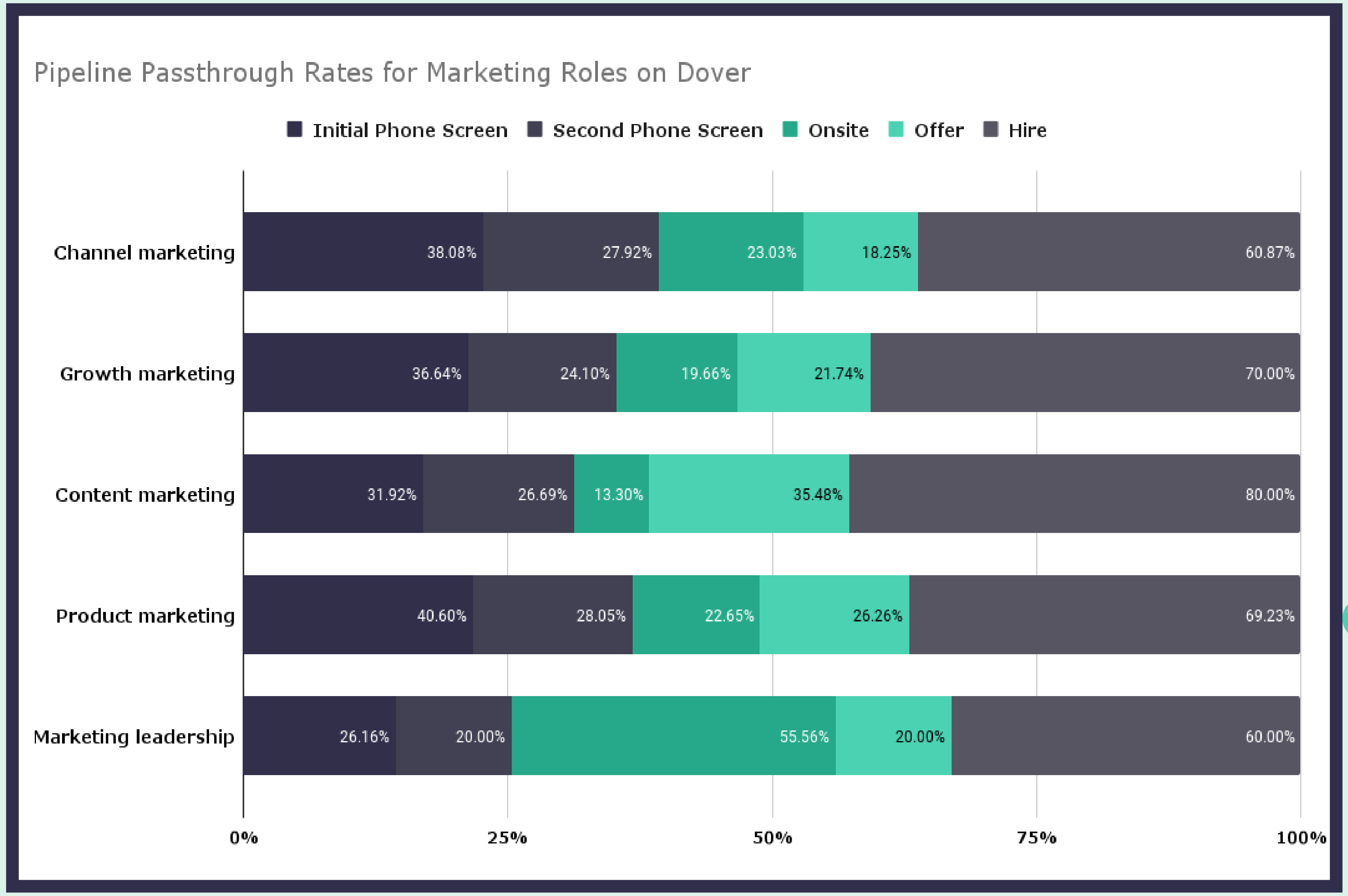
This person will likely have deep expertise in PR and thought leadership, as these channels tend to inspire the most trust among consumers.

How much experience should they have?

Once you've answered these five questions, you should have a pretty good idea of the type of marketer you want. But just how much experience should that person have? Jamie Viggiano, VP of Marketing at TaskRabbit, recommends that early-stage teams look for "senior manager or director-level candidates at midsized companies."

"At the 6 to 10 year experience level these candidates' salaries tend to be more in line with a young company's budget. Moreover, they tend to be both strategic and tactical. This means they can level up and think strategically about the business and the marketing function, but they are also happy to get their hands dirty and execute."

Jamie Viggiano
Former VP of Marketing, Taskrabbit



How long will it take me to hire a marketer?

The unemployment rate for tech jobs is 1.3%, its lowest level since June 2019 and about one-third of the national rate. As more startups open up their talent pool by adopting hybrid or remote work models, the projected growth rate for tech jobs over the next decade is near twice the national jobs rate. That means that hiring marketers is about to become harder than ever.

On Dover's platform, we've seen that candidates **reach onsites 50% faster and are nearly 40% more likely to convert to an offer** when passing through our process management. We credit that to creating a positive, transparent and responsive candidate experience.

If you're curious, the graph on the left breaks this down further by role type.

Top Job Boards for Marketers

General:

- LinkedIn
- Indeed
- AngelList
- MarketingHire
- We Work Remotely
- Swipe Files
- Exit Five
- Remotive

Women:

- Hire Tech Ladies
- In Her Sight
- Power to Fly
- Where Women Work
- Career Contessa
- Fairy Godboss
- Elpha

Underrepresented groups:

- Power to Fly
- Diversity.com
- iHispano
- Black Career Network
- Black Jobs
- HLPA
- WorkplaceDiversity
- Diversity Jobs

Focus on the you vs. the I or we.

The goal of an initial recruiting email is solely to get candidates on the phone. You'll have an opportunity to sell them on the company during the interview process. Leave your mission statement to 1-2 sentences and spend the rest of the message focusing on the role.

- How much impact will they have?
- How much autonomy and ownership do you offer?
- How big is your engineering/design team? Who will the be working with on a day-to-day basis?
- Do you have any out-of-the-box benefits?
- What are some projects they'll work on in the first six months?
- Who will they be working alongside?

Keep sentences short, simple and concise.

Emails are read on mobile — think of the scroll test; if they have to scroll more than twice, they're probably not reading the entire email. Get the important information in first.

Use flattery and personalization.

In the crowded tech space, catching a talented candidate's eye often requires a personalized pitch. Crafting an email subject line or LinkedIn message that references one of their unique experiences or interests will get their attention much faster than a generic recruitment message.

If you can manage to establish a personal connection with a candidate, it can really pay off in the long run. **On Dover's platform, outreach that contains a personalized sentence results in 10 to 30% more interested responses** — even if those candidates have responded as not interested to another company's outreach. And even if the individual isn't looking to change careers at that exact moment, they're likely to keep you in mind once they are ready to consider new opportunities

Have a direct CTA .

Include specifics and action steps for the candidate. Writing: "Can you hop on a call within the next few days?" is much more specific and commital than "Are you free to chat sometime soon?"

Include relevant links.

- LinkedIn profile of the person sending the email
- The job posting for the role
- Your company website
- Any relevant press (if you haven't had a write-up yet, you can also consider writing a blog post about why you started your company as something to include in outreach)

Follow up 2-3 times.

Many people may not respond to your initial reach out, especially secondary connections. In fact, **our data shows that you double your response rate by sending 2-3 follow-ups at 3 day cadence**.

Your follow-ups should be shorter than your initial outreach. It's ok to reinforce a key point, but consider introducing a new concept to avoid being too repetitive. Ideas include additional press, or employee testimonials.

Optimizing outreach

30%

increase in interested responses in outreach that includes details about the candidate's interests or past roles.

Let’s take a look at an example

Subject: Launch new products at BlueVine - fintech startup with $200M raised

Hi [redacted] ,

I'm a MIT grad/engineer running a boutique search firm for software and bio startups. Your nearly 6-year tenure and rise into management at [redacted] caught my attention. I thought you might want to learn more about BlueVine or connect for a broader discussion of the market & your career goals. Plus, it's always good connecting with fellow alumni! :)

(And BTW, if you want to keep working in the city, I could see [redacted] and [redacted] also being worth discussing/having on your radar.)

BlueVine has raised nearly $200M in venture funding and made over $1B in small business loans the past 5 years. Their engineering team is based in Tel Aviv, but we're looking for a hands-on eng manager to build out a new product group in Redwood City and develop our new generation of products.

This is an opportunity to have the impact and flexibility of an early-stage startup, backed by the resources of a high-growth business. BlueVine has made a big dent in the lending world but harbors much larger abitions. It would be great to tell you more.

Feel free to put time on my calendar for an intro call. If the timing isn't right, I'm happy to circle back later or grab a coffee. Would love to see if I can be of any help.
Warm regards!

Personalization and flattery.

High-level overview of company funding, investors and customers.

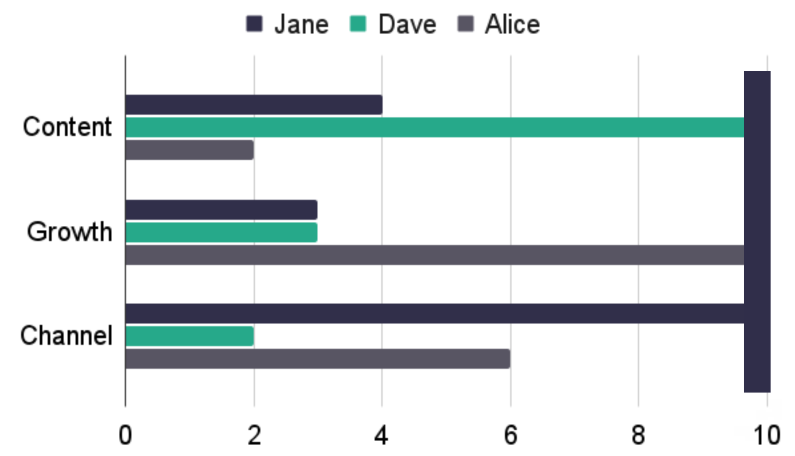
Focus on impact and scope of the role.

Direct CTA — including a calendar link can double response rates.

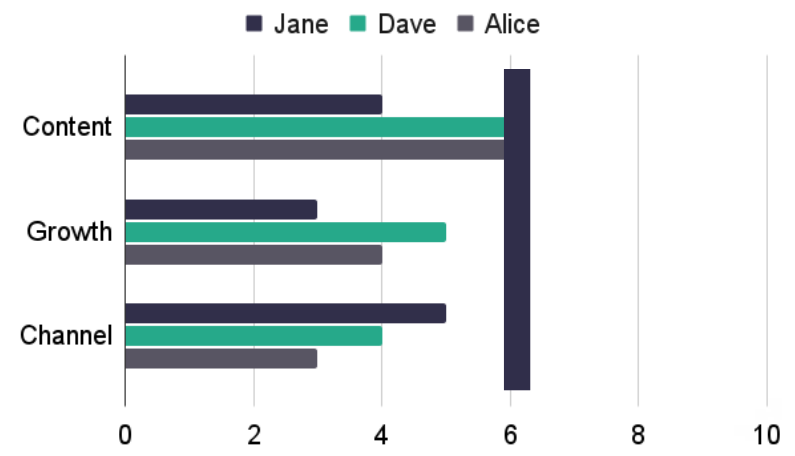
Designing an interview loop

With marketers, the interview process is about finding the right strength instead of a lack of weakness. As mentioned earlier, it's difficult to find someone who exceeds in all areas of marketing, and your goal is to figure out where their spike in strength is.

To visualize this, think about this as a graph. **The y-axis represents the different areas of marketing, and x-axis represents a strength of someone on your team. The bar represents an ideal state of performance**: you have a content machine, your ads are humming along, you're hitting your revenue targets, etc.



If you hire people with spikes all around (again, highly unlikely), it'll actually lower the bar for success, since their individual spikes will be much lower.



Pre-interview: be transparent about the steps in your process early on.

Nerves are a part of every interview. One way to reduce stress and help your candidates put their best foot forward is to include key information about the interview process early on, in places like your job description and in outreach or calendar invites.

You should include who the candidate will speak with, as well as detail the different stages of the process.

1. Initial sell conversation

Your first intro call is an opportunity to garner interest in the role, and your company with the hopes of moving the candidate into a traditional interview process. Read more in our Selling and Closing Guide.

2. Remote screen #1

The first remote screen tends to focus on the candidate's background, experiences, and any particular personality traits you're looking to evaluate. A first-round phone screen should quickly qualify the candidate for or eliminate them from further evaluation so that no one is wasting their time.

Additionally, they can help you:

- Check for potential dealbreakers early on (e.g. availability, relocation, proficiency in marketing automation platforms, etc.)
- Ask for clarification on information in candidates' resumes or LinkedIn profiles
- Evaluate candidates' verbal communication skills (especially if they're going to work in a senior or managerial role)
- For passive candidates, learn about their goals and desire to switch companies
- Their passion for your problem space and hands-on technical expertise

Save more in-depth skills assessments for your second screening interview.

Download our phone screen scoring rubric templates to get started.

3. Remote screen #2

This second screen tends to focus on technical or practical skills. This interview should map to the hard skills in your rubric.

This is where the candidate may also as you more hard-hitting questions about the business, such as your revenue streams, funding and future vision.

At Dover, our philosophy is to give them an open-book view of the business. Most candidates should know (and do know) that joining a startup is a risk. **Transparency will lead you to candidates who are curious and creative problem-solvers, want to collaborate, care about autonomy and believe the pros of joining your startup outweigh the risk.**

If you choose to be more cage-y with this information, you run the risk of hiring someone who ends up leaving if they feel they were sold a faulty vision of where the business is headed and what the job entails.

4. Take home assessments and work samples

Asking candidates to do part of the job helps you see and evaluate their work. The right homework assignment or exercise can even get candidates excited about the job. Homework, in particular, can also allow them to show off what they can do without the added pressure of being in an interview.

That being said, don't overdo it. Choose assessments that make sense to candidates (they should be able to see how it's relevant to the job) and try to confine their work to 2 to 3 hours at most.

5. Onsite Interview

If candidates make it to the final stage of the process, you have enough conviction that they would be able to do the job. The point of an onsite is to assess culture fit and increase the likelihood that the candidate signs.

You can read more about running an onsite interview process in this guide, but at a high level, we suggest choosing 3-4 focus areas from your hiring rubric that you care the most about for a product manager. Hiring managers should assign which question set will be covered by the interviewer during each portion.

6. Debrief

After a candidate has gone through your onsite process, the hiring manager should meet with all interviewers to discuss whether or not an offer will be extended.

You may realize in a debrief that you have insufficient information to make a hiring decision, and in this case, having a formal conversation is still helpful because it will help you uncover what signal you may be missing on a candidate and align on what next steps (if any) to take. This could mean more assessment, or a revamp of your rubric or questions.

How to structure a debrief

1. **First, make sure that interviewers are not talking about the candidate before everyone has written up this feedback.** If you can, schedule a debrief on the day of an onsite interview to decrease the probably of interviewers biasing each other.
2. **Ask interviewers that participated in the panel to simultaneously throw out rankings from 1 (low) to 4 (high)**. By doing this at the same time, you prevent bias or a junior team member being swayed by a senior team member.
3. **In the order that the interviews were conducted, ask each interviewer to explain their rating.** Start by recapping what they were asked to evaluate in their interview, so the room has that context. The hiring manager should take notes and enter them into your ATS, or a spreadsheet.

   If you're having trouble understanding how the interviewer landed on their rating, you should ask follow up questions, like "this interview sounded positive, what would you have needed to see to give a strong yes, vs. a yes?" or "why was this a weak no vs. a solid no?"

A note on social fit

When hiring marketers, you obviously want to select folks that you would enjoy working with. However, despite someone having the best resume, you might not groove with them in the way you'd hoped.

In this case, you have to ask yourself two important questions:

1. **Are they inconsiderate and rude, or just different from me?**
2. **Will their social skills affect their spike?** I.e. If they're a poor collaborator or can't communicate ideas, this could be a good enough reason to not hire them as a product marketer.

If you simply find that someone's personality is a bit different than yours, remember that interviews can be nervewracking, and difference in personality leads to diversity in insights and creative approaches. Unless someone is truly unprofessional, don't penalize them for personality.

Take-home assessments

The goal of a take home assessment for a marketer is to get a sense of how they approach a new problem, and how they work with others (including how they incorporate or take feedback). You aren't necessarily looking to see if they get everything 100% correct — instead, you are looking at how they break down the problem, how they justify their choices and describe why they're doing what they're doing, and how they communicate it to you.

Make sure you're assessing for good thinking, not just someone who validates your thoughts as a person who thinks about this problem day in/day out.

Here are a few ideas for assessments based on the type of marketer you're looking for:

Product/Growth Marketers:

- Ask them to assess your competitors and deliver a summary of how they perform better/worse than your company.
- Create an ad campaign and budget for a product launch or new feature.
- Audit our website and tell us how you would go about improving it strategically.

Content/Brand Marketers

- Write a 500-1,000 word blog post about an area of focus in your industry.
- Ask them to write a press release about a new feature or product launch.
- Present them with an object and have them come up with as many uses as they can in <1 minute. Ask them to pick their favorite and write a press release on it.

Additionally, here are two tips for conducting take-home assessments fairly:

1. **Create a rubric so you can assess candidates in a standardized way.**

Depending on the type of assessment you're conducting, you'll want to create a set of criteria that are dealbreakers — answers that would mean a candidate wouldn't move on to the next round. This helps to eliminate bias and assess candidates as equitably as possible.

2. **Offer feedback on their assessment, or conduct a working session during your onsite.**

Even if they went above and beyond your expectations, this final conversation can help you understand how well they accept and incorporate feedback, and articulate their reason behind the choices they made.

For writing assessments, you should also talk through how they would go through distribution and promotion. Bonus points if they're able to talk about future versions of the project/asset, or how it would fit into the company objectives at large.

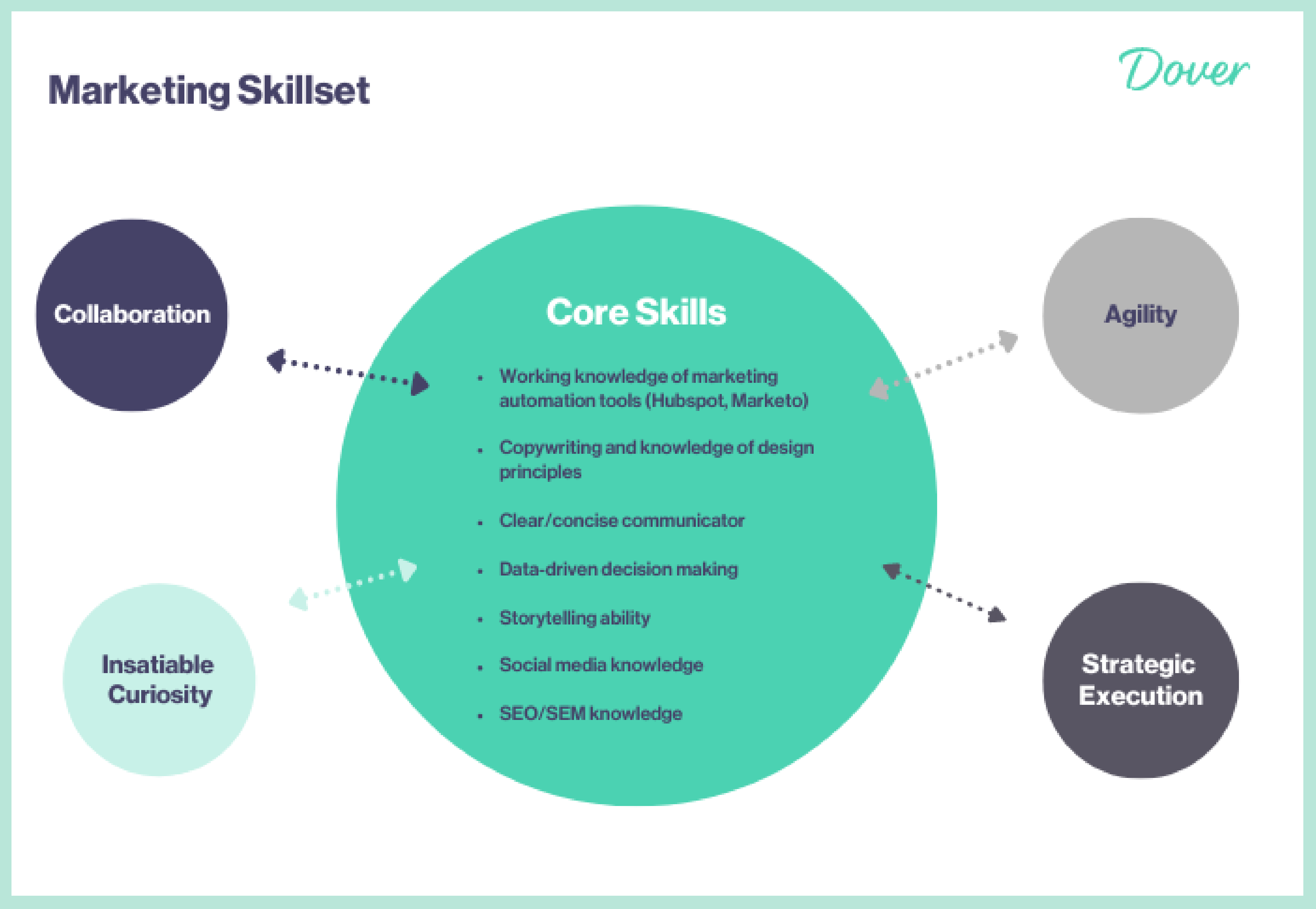
Skills and requirements

Core requirements

- Working knowledge of automation tools (Hubspot, Marketo)
- Copywriting and knowledge of design principles
- Clear/concise communicator
- Data-driven decision making
- Storytelling ability
- Social media knowledge
- SEO/SEM knowledge

Secondary skills

- Collaboration
- Insatiable curiosity
- Strategic execution
- Agility



Soft skills

To write this list, I sat down with Dover's VP of Marketing, Brian Tecklenburg. He's led 4 startups from zero to millions in revenue, and has tons of experience building teams from the ground up.

Collaboration

A marketer will have to function as a mediator between product, design and sales. Not only will they need to be good at delegating, they'll also need to effectively compromise and make their case as to why a certain framing or positioning is correct.

Example question: "Tell me about a time you disagreed with a member of your team and how you resolved it."

- **Weak answer**: Defensiveness, or placing blame on others, the problem resulted in gridlock or deprioritization rather than compromise and solution.
- **Strong answer**: They have humility and self-awareness. They're able to diagnose where and why they needed to compromise, and how they did so. A candidate who ends their response by saying what they learned from the situation and how they applied these lessons going forward should get serious bonus points.

More points if they allude to/give credit to the teammates they worked with to get the project accomplished. If an engineer is using a ton of "I" or "me" statements, they might not be the best collaborator, or are poor at giving credit where credit is due.

Strategic execution

You don't want to hire someone who is solely good at getting things done but too junior to think through each possible avenue. Think about it: what's the point of writing 20 blogs in one week if no one reads them? An ideal marketing hire for your early team should be comfortable with conducting research, scoping, and defining success metrics and then (and only then) acting upon them. Strategic execution also entails other important qualities like time-management, effective communication, and excellent people management skills.

Do you have an example of a time you've not had clear direction of a project?

- **Weak answer**: They've either never worked in an ambiguous environment, or recoil at the idea of working without definitive direction.
- **Strong answer**: They can describe specific situations in which they've worked with little guidance and enjoy working autonomously. They're able to discuss the roadblocks and hurdles involved, describe a thorough research and iteration process, and articulate how they sought feedback and revised the scope while still aligning with the company strategy or vision.

> **"In a startup environment, you're not handing your marketing team a pretty good version of a project for them to optimize — often, you're asking them to build something from scratch. For example, at an early stage company, you're probably not too concerned with which subject lines resonate with your ICP, you're wondering if you should do email at all."**

Brian Tecklenburg
VP of Marketing
Dover

Insatiable curiosity

Some of the best brands might feel like they have mind readers on staff — they serve you content exactly where you're looking and almost seem to know what you need before you know you need it. In other words, they're ahead of the curve on trends. But that's not psychic ability, that's curiosity.

This is backed by science: a study **published in the Harvard Business Review found that an increase in curiosity is directly linked to a significant increase in creative solutions (especially in volatile markets), and is associated with less defensive reactions to stress and less aggressive reactions to provocation**. If you're a seasoned marketer, you know that you will likely have to back your ideas up, field questions from the company, and have many tasks on your plate — defensiveness or aggression would indicate a huge lack in the candidate's ability to collaborate.

At a high-level, look for folks who read the news and subscribe to marketing newsletters, or who like to stay on top of trends and emerging technologies. Having a pulse on wider market trends will likely translate into creative solutions to customer acquisition, lead generation and content ideation.

How do you learn more about your users?

- **Strong answer**: Look for a wide breadth of knowledge when it comes to marketing trends: they should mention resources or programs they use for user research, and be able to articulate how they come up with solutions by consulting various sources.
- **Weak answer**: Giving obvious or broad answers, not naming specific trends, technologies, or procedures they've used in the past to conduct user research.

Have you ever found yourself unable to stop learning something you've never encountered before? Why? What kept you persistent?

- **Strong answer**: Look for candidates who describe needing to learn something "just to know it" or because "they wouldn't settle until they found the right answer." Look for folks who have diverse interests outside work, and are excited by learning opportunities, i.e. "I ended up taking a painting class because I just wanted to be better at it."
- **Weak answer**: If they have no interests outside of work, or can't name something that peaked their curiosity. This is not necessarily a red flag, but it could be indicative that this is just not how their brain works.

Compensation and equity

Salary

Compensation for marketers, like other roles, varies based on company size, equity and other types of benefits. We recommend downloading our compensation guide or checking out this blog post if your startup is new to benchmarking/ researching and setting salary bands.

First, you'll want to sign up for a compensation benchmarking tool (we recommend Pave), but there are plenty of free calculators that can give you a general sense of salary data in different locations, industries, and company sizes. Sites like Glassdoor, Elpha, progressions.fyi and levels.fyi can be extremely helpful as a reference point.

Regardless of which option you choose, you'll always want to cross-reference more than one tool to ensure you're making an informed decision.

In a broad sense, a solid range for junior engineers in 2022 is $80-$100K depending on experience, location, technical skills, and the amount of scope they'll have within the engineering/product team.

Equity

Equity for startup employees is a trickier subject to tackle than compensation. It's dependent on a number of factors, including your funding, size of company and which hire number they are (i.e. the earlier the higher, the greater their risk and the higher their equity should be.)

As a general rule, you should keep you startup and equity bands within the same percentile — for example, **if you're targeting 75th percentile for equity, and the salary for that role $155K, that would equate to 1.36% ownership in company** (for a company that has raised from $3 to $10 million). A great resource on equity compensation is the Holloway Guide to Equity Compensation. Programs like Pave or OptionImpact provide equity benchmarking alongside salary bands.

ROLE	MEDIAN SALARY + EQUITY
Junior Marketer	$89K
Senior Marketer	$130K
Director	$187K
VP	$250K
CMO	$334K

Source: BuiltIn, 2022, Median salary + equity

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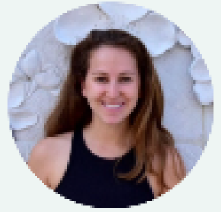
Looking to uplevel your recruiting strategy?

Dover is an end-to-end recruiting solution that helps high-growth teams achieve their hiring goals through automation and operational excellency.

Learn more at www.dover.com**.**

“**Working with Dover has meant we get support on all fronts**, and from every angle of recruiting including sourcing, optimal channel usage, and interview best practices.”



Sofi Pechner
Head of People Operations
Mozart Data

Helping some of the world’s best startups recruit top talent:

stripe

Lattice

Benchling

scale

INSTABASE