B2B Marketing ICP Checklist

This guide helps you define your Ideal Candidate Profile (ICP) before posting a job. An ICP aligns your team on who you need and why they will thrive. It covers three layers: Technical, Behavioural, and Motivational. Use this framework to improve clarity, speed, and candidate experience across B2B marketing roles including demand generation, ABM, growth, content and product-led growth (PLG).

Below is a summary of the three layers and their purpose:

|  |  |
| --- | --- |
| Assessment | Purpose |
| Technical | Non-negotiable competencies, motion fit, and tools required for success. |
| Behavioural | Traits and behaviours that show how the candidate plans, collaborates, and decides. |
| Motivational | Drivers and values that explain why they will thrive in your environment. |

## Use this checklist to align stakeholders before any job ad or outreach.

## 1. Role Context

What areas of focus do you need this hire to focus on? What friction points do you need them to resolve?

Where can they drive impact?

Examples:

* Go-to-market motion: PLG, sales-led, or hybrid. Segment focus and ACV band.
* Funnel definitions: shared meanings for MQL, SQL, SAL and ownership by stage.
* Commercial goals for this hire: sourced pipeline %, stage conversion, win rate, cycle time.
* Team context: SDR alignment, AE coverage, marketing ops support, content resources.

## 2. Outcomes to Own

Define 3–5 measurable outcomes for the first 6–12 months.

Examples (pick a few):

* Source 25% of qualified pipeline in two named segments;
* Increase MQL→SQL conversion from 18% to 28%;
* Lift meeting acceptance rates by 15% in Tier-1 accounts;
* Reduce cost per qualified opportunity by 20%;
* Improve Stage 2→3 conversion by 10 points through enablement.

## 3. Technical Skills (select the non-negotiables)

What skills or tolls do they need experience with?

Examples:

* ABM orchestration across paid, content, events and SDRs; account tiering and routing.
* Marketing automation and CRM hygiene; lead lifecycle and scoring; RevOps partnership.
* Attribution literacy; experiment design; dashboarding for pipeline contribution.
* PLG growth levers where relevant: activation, expansion, telemetry and experimentation.
* Content systems for demand creation and capture; SEO for intent; webinar and event plays.

## 4. Behavioral Traits (Examples)

* Plans jointly with sales and holds shared targets with SDRs/AEs.
* Writes tight briefs and clear narratives; communicates decisions asynchronously.
* Runs weekly tests and closes the loop with learning notes and next steps.
* Uses data to drive decisions (strong prioritization).
* Calm under pressure; manages stakeholders and resets when plans change.

## 5. Motivations and Values (Examples)

* Motivated by owning sourced pipeline and revenue outcomes.
* Enjoys complex buying committees and multi-threading across personas.
* Wants to build motions and playbooks, not only run campaigns.
* Values tight collaboration with SDRs/AEs and product or CS where relevant.
* Keen to coach juniors and document what works.

## 6. Trade-offs and Dealbreakers (Examples)

* Strategist vs operator: choose the dominant need for the next 6–12 months.
* PLG experience required or nice-to-have? Decide early.
* Industry domain depth vs adaptable generalist.
* Evidence of sourced revenue and stage movement is a must-have.
* Hybrid presence and travel cadence; region/time-zone constraints.

## Create Your Ideal Candidate Profile

Fill in the details for your role below. Include measurable outcomes, trade-offs, and motivators. We’ve provided some examples to get you started.

|  |  |  |
| --- | --- | --- |
| Category | Context | Your Notes |
| Business Outcomes in the first 6 months | Source 25% of qualified pipeline in two named segments |  |
| Increase MQL to SQL conversion from 18% to 28% |  |
| Audit and deploy a new ROI case study |  |
| Reduce average Cost Per Qualified Opportunity (CPQO), by scaling efficiency in Paid Search campaigns.  |  |
| Business Outcomes in the first 12 months | Scale ABM to Tier-1 and Tier-2 with 30% opportunity creation |  |
| Lift Stage 2 to Stage 3 conversion by 10 points via enablement |  |
| Technical Layer (skills, tools) | ABM orchestration, marketing automation, attribution literacy |  |
| PLG activation and expansion where relevant; product telemetry |  |
| Proven hands-on expertise in Marketo/HubSpot |  |
| Ability to build a custom multi-touch attribution dashboard in Salesforce and Google Analytics |  |
| Content systems for demand creation and capture; SEO and intent |  |
| Behavioral Layer (traits, collaboration) | Demonstrated success co-owning targets with the SDR/Sales team and holding weekly pipeline reviews to align MQL quality with SQL needs |  |
| Runs a rigorous test-and-learn cadence and clearly documents hypotheses, results, and statistical significance (lift) for all CRO activities. |  |
| Writes clear briefs and decision notes; async communication |  |
| Motivational Layer (drivers, values) | Motivated by owning sourced pipeline and outcomes |  |
| Enjoys complex buying committees and multi-threading |  |
| Wants to build the motion, not just run campaigns |  |
| Trade-offs and Dealbreakers | Trade-off is acceptable if they lack specific domain experience but have deep experience in a similarly complex B2B motion (e.g., FinTech to HealthTech) |  |
| Must show evidence of sourced revenue, not just MQLs |  |
| Dealbreaker if they have only worked in SME marketing and lack experience with enterprise-level ABM or multi-persona targeting. |  |
| PLG experience required or not  |  |

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