Product Marketing

Role Definition

Brings products to market and connects them to customer needs. Develops competitive analysis, product positioning, messaging, and GTM plans for launch. Strong communication and collaboration with sales and product management.

RevelOne Insight

This role varies widely in definition and areas of ownership depending on company, org, and stage. Also, large tech firms have a seemingly insatiable appetite for hiring this role, which makes these searches very competitive.

Section 1. Role Archetypes

Multi-Functional Launcher

- Has worked in the early phases of company/product maturity.

- Supports marketing & sales in discovery, testing, and iteration mode on messaging, objection handling, and what tools are needed.

- Moves quickly and is stronger on creativity, problem-solving, and iteration than process.

Playbook Executor

- Good at executing against and refining an existing "playbook" foundation on messaging, competitive positioning, assets, and training.

- Very strong communications and cross-functional skills to align product management and sales teams.

- Typically gained experience at large tech companies where good habits were developed with products that had significant adoption/scale.

Generalist Leader

- Leans more marketing generalist with user research, brand, segmentation, and messaging toolkit. Classic "athlete" with a broader skill set, often with an MBA.

- Ownership runs from identifying consumer needs and segmentation to overall GTM plan.

- At startups, this person may wear multiple hats while larger companies with multiple products have many PMMs.

Section 2. Role Leveling

Role Leveling Chart

VP

- Strong cross functional leader and influencer.

- Drives overall product / GTM strategy and can represent it across the organization.

- Establishes processes for ongoing product marketing strategy development & communication at scale.

- Can hire and manage a PMM team (5+).

Director

- Either strong independent contributor or player-coach.

- Bridges setting strategy/process with execution, able to implement new process/playbooks and contribute to strategy around GTM.

- Can manage small, more junior PMM team.

Manager

- A "doer" and project manager focused on execution of research, positioning and assets to support go-to-market.

- Not yet focused on larger ideas or strategic program development.

Section 3. Priorities & Skills

Instructions
RevelOne suggests that you select 3-5 top role priorities to properly focus the requirements for the role / search.

Role Priorities Chart

Support new product launches by identifying customer segments, assessing market and competitive landscape, and developing positioning and messaging.

Develop integrated GTM plans for new product and feature launches.

Refine positioning, pricing and product tiers for existing products.

Develop collateral and materials around product, customer needs, and competitive positioning to support sales team and provide training and support (for sales driven products).

Collaborate across marketing team to align positioning and messaging with campaigns.

Collaborate with Product Management to provide feedback and insights from the market to inform roadmap.

Develop release notes, documentation, and messaging for new feature releases.

Additional considerations for discussion

- Company stage
- B2C vs. B2B
- Vertical and company experience
- Product complexity, technical nature
- Sales enablement vs. driving demand vs. both
- New or existing product category

Instructions

Select the most desired skills. Consider priorities and skills holistically to ensure you seek skill sets that nest together in real-life candidates.

Skill Portfolio Chart

Product Positioning & Messaging

- Competitive & market research
- User research
- Persona development / segmentation
- Requirements gathering
- Feature / tier / pricing definition
- Collaboration with Product Mgmt on roadmap
- Product P&L, financials

Marketing Strategy/ GTM

- GTM market planning & support - specific channel tactics
- Marketing messaging & positioning
- Content marketing support
- Influencer / community engagement
- Product release notes & documentation
- Sales enablement materials

Key Metrics

- Revenue
- Win Rates, conversion
- Trial, demo requests
- Leads, lead quality
- Product usage, adoption
- Customer retention (LTV), upgrade, satisfaction
- Content views, clicks, shares
- Sales enablement tool deliverabless