



Goals

- Company positioning and messaging
- Industry awareness and thought leadership
- Generate content to support brand, acquisition and retention
- Consistent brand look and feel, style guide, creative design
- Inbound: Customer insights, market research, product input
- Outbound: GTM messaging, positioning, sales enablement - aligned with personas, segments
- May include pricing & packaging
- Drive traffic to site and apps to acquire users
- Optimize CAC, funnel and conversion for trial, freemium, or demos
- Manage and optimize spend across portfolio of channels
- Manage and grow customer LTV
- Reduce churn and increase customer retention and upsell
- Maintain multiple touch points across customer lifecycle to nurture usage and satisfaction
- Hit revenue plan
- Develop structured, repeatable sales cycle via processes and metrics
- Focused on bringing in larger clients

Goals

- Needs depend on maturity of market and category
- Brand/Content may be its own separate group more closely aligned with Acq, Engagement & PMM functions
- Can group PMMs by solution or industry
- Scale based on complexity of product, customer segments
- For enterprise or sales-assisted SaaS where Acquisition delivers leads; function often called "Demand Gen"
- May include Marketing Ops
- Key function for subscription products, may include pricing and promotions
- Analytics can stand alone to support KPIs and experimentation across lifecycle
- Partner/Channel marketing brings cross-functional program to partners
- Customer success can support retention and new marketing
- BDR teams live under marketing in some orgs, handle light touch sales
- Enterprise manages larger scale org-wide contracts - can follow bottom up entry or top down sale
- "Growth" function may span Acquisition, Engagement, and Product to optimize conversion and engagement throughout product experience