

# Product marketing career table

## 1. Product marketing skills and knowledge expectations

Wondering what’s to be expected as you progress through your PMM journey? Discover key information in our overview summarizing the key roles and responsibilities as you move up the career ladder, from Associate Product Marketing Manager to Director of PMM.

\*Job titles vary from company to company. Some companies may refer to a Snr. Product Marketing Manager as a Product Marketing Team Lead, and so forth. When referring to this career table, establish where roles in your respective company align around the top line buckets we’ve provided below.

Title	Associate Product Marketing Manager	Product Marketing Manager	Senior Product Marketing Manager	Director of Product Marketing	VP of Product Marketing
Overview	<ul style="list-style-type: none"><li>Orchestrates individual and team objectives;</li><li>Unites with colleagues to form ideas and problem-solve;</li><li>Communicates with others to understand core business principles;</li><li>Resolves issues in a creative and methodical manner.</li></ul>	<ul style="list-style-type: none"><li>Takes ownership of team, department, and operational objectives, as well as personal targets;</li><li>Has the ability to work independently and resolve professional, technical or operational project problems;</li><li>Applies business acumen and analytical mindset within their practice.</li></ul>	<ul style="list-style-type: none"><li>Oversees functional objectives and/or technologies and demonstrates natural leadership traits;</li><li>Offers insights and advice to colleagues in need of support;</li><li>Serves as a leader for teams within the organization and ensures specialist projects run smoothly;</li><li>Assumes a managerial role within their respective department;</li><li>Sets objectives according to goals within the business, and enforces solutions to problems;</li><li>Envisions the ‘broader scale’ and sets defined objectives for team members.</li></ul>	<ul style="list-style-type: none"><li>Has a profound effect on functional strategies in place, offering diverse advice to fellow pros, in addition to guidance to executives;</li><li>Guides a host of teams, focusing on an array of functions, completes specialized projects, and runs departments;</li><li>Forecasts potential problems and uses business initiatives to identify appropriate priorities and resources.</li></ul>	<ul style="list-style-type: none"><li>Executes strategies for a portfolio of products or a cross-functional group;</li><li>Drives revenue and performance, addressing segment-level market/product gaps with appropriate strategies.</li></ul>

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Market	<ul style="list-style-type: none"><li>Has an in-depth knowledge of the business, in addition to the wider marketplace, and competitors;</li><li>Actively seeks new opportunities to enhance existing business knowledge.</li></ul>	<ul style="list-style-type: none"><li>Has an implicit understanding of the marketplace and competing organizations.</li></ul>	<ul style="list-style-type: none"><li>Understands the market, essential trends, and rectifies problems as they arise;</li><li>Implements key information to mold the product, messaging, and GTM strategy.</li></ul>	<ul style="list-style-type: none"><li>Can interpret data specific to the industry and identify which trends can influence a product;</li><li>Suggests appropriate courses of action surrounding product/messaging or GTM strategy.</li></ul>	<ul style="list-style-type: none"><li>Defines market segments and their requirements;</li><li>Responsible for developing communication which forms the basis of the industry and key analytic thinking.</li></ul>
Product	<ul style="list-style-type: none"><li>Holds a comprehensive understanding of products and an awareness of potential barriers the business may encounter;</li><li>Actively seeks to develop knowledge of products and how features can address customer pain points;</li><li>Makes the most of tools at their disposal to cultivate personal practice and boost comprehension.</li></ul>	<ul style="list-style-type: none"><li>Outlines how the product operates, explains its core benefits, as well as how it helps the customer;</li><li>Utilizes available materials to form new tools and assets.</li></ul>	<ul style="list-style-type: none"><li>Holds a thorough understanding of the main product and related products;</li><li>Writes a range of materials, including tools/assets/content to supplement GTM plans;</li><li>Is comfortable in delivering demonstrations and presenting information relating to products, highlighting key product features and USPs.</li></ul>	<ul style="list-style-type: none"><li>Demonstrates an expert understanding of their respective field;</li><li>Crafts diverse content, such as thought leadership pieces, tools, assets etc. with a principle aim of differentiating their product;</li><li>Is adept in hosting events such as customer briefings and product presentations, if needed.</li></ul>	<ul style="list-style-type: none"><li>Refines segment-level communications;</li><li>Establishes openings to develop portfolios;</li><li>Introduces carefully planned strategies designed to oust competition.</li></ul>
Persona	<ul style="list-style-type: none"><li>Has a basic understanding of the customer’s business needs and personas, and how these can be applied to the product.</li><li>Actively seeks to work with their peers to gain a further understanding of personas and why they’re important.</li></ul>	<ul style="list-style-type: none"><li>Identifies and understands the needs of the customer and ways they use the product;</li><li>Can confidently explain the persona to colleagues and teams throughout the business.</li></ul>	<ul style="list-style-type: none"><li>Establishes relevant buyer personas in accordance with business needs;</li><li>Considers the needs of the customer and communicates how the product brings value.</li></ul>	<ul style="list-style-type: none"><li>Pro-actively validates and reforms their persona assumptions, using a variety of research methods;</li><li>Improves GTM plans, using insights gained from research as guidance.</li></ul>	<ul style="list-style-type: none"><li>Uses cutting-edge persona designs;</li><li>Assists teams in introducing cross-functional practice, combining management, design, and development;</li><li>Uses market insights and needs research to cultivate practice.</li></ul>

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Title	Associate Product Marketing Manager	Product Marketing Manager	Senior Product Marketing Manager	Director of Product Marketing	VP of Product Marketing
Buyer's journey	<ul style="list-style-type: none"><li>Has nominal grasp of the customer's buying process;</li><li>Seeks ways to understand the triggers for consumer buying behaviors and constituents of the wider GTM plan.</li></ul>	<ul style="list-style-type: none"><li>Understands the customer's buying process, and can identify factors which prompt purchase;</li><li>Acknowledges the role of a customer journey in the wider GTM plan.</li></ul>	<ul style="list-style-type: none"><li>Recognizes how the buyer's journey is shaped by the personas of the decision maker and influencers and addresses key queries confidently;</li><li>Utilizes information to form GTM plans to complement the journey of the buyer.</li></ul>	<ul style="list-style-type: none"><li>Pro-actively validates and reforms the buyer's journey, using a variety of research methods;</li><li>Improves GTM plans, using insights gained from research as guidance.</li></ul>	<ul style="list-style-type: none"><li>Incorporates supporting practices to support GTM strategy and organizational transformation;</li><li>Maintains customer relations to improve conversion rates.</li></ul>
Product launches	<ul style="list-style-type: none"><li>Operates within the product release cycle to form pertinent comms for partners and customers;</li><li>Liaises cross-functionally across marketing, supporting the formation of key areas such as data analysis and problem solving.</li></ul>	<ul style="list-style-type: none"><li>Is proficient in coordinating the product release cycle, and emphasizes key factors such as customer and partner communications;</li><li>Adept in ensuring team members work collaboratively to fulfil goals and objectives;</li><li>Evaluates analytics and offers recommendations for the next course of action.</li></ul>	<ul style="list-style-type: none"><li>Delivers, as well as creates, plans for product launches pre-determined by a tier system;</li><li>Formulates and launches a host of sales tools, info on new products, data templates., guides, in addition to other assets designed to heighten the sales cycle;</li><li>Applies methods driven by data to develop plans and place focus on core objectives.</li></ul>	<ul style="list-style-type: none"><li>Creates inventive GTM strategies for new releases;</li><li>Reviews, refines, and delivers in-depth GTM plans to inspire product success;</li><li>Demonstrates a versatile approach, amending practice based on data performance, team feedback, and changes within the market.</li></ul>	<ul style="list-style-type: none"><li>Provides launch strategies to ensure campaigns perform to their optimum potential;</li><li>Uses appropriate messaging across segments to provide support for level one themes and narratives.</li></ul>

2. Product Marketing deliverables

Title	Associate Product Marketing Manager	Product Marketing Manager	Senior Product Marketing Manager	Director of Product Marketing	VP of Product Marketing
Product marketing Go-to-Market plan	<ul style="list-style-type: none"><li>Proactively develops knowledge of GTM strategy and each stage of the customer journey;</li><li>Takes on supplementary tasks and responsibilities, when needed.</li></ul>	<ul style="list-style-type: none"><li>Implements the key constituents of a clear-cut GTM plan.</li></ul>	<ul style="list-style-type: none"><li>Independently establishes and carries out GTM plans across a 12-month period for focus product area;</li><li>Clearly communicates key information pivotal to GTM tactics, such as market, product, and persona elements;</li><li>Proactively forms plans directed by metrics and data.</li></ul>	<ul style="list-style-type: none"><li>Creates inventive GTM plans leveraging cross-functional teams, fulfilling the requirements of global marketing teams;</li><li>Focuses on key areas such as objectives, strategy, market, technology, competitive intel, personas, buyer's journey etc;</li><li>Demonstrates leadership traits and mentors other team members;</li><li>Adapts practice accordingly, when needed, working with peers to implement revised plans.</li></ul>	<ul style="list-style-type: none"><li>Creates and/or certifies GTM plans and provides guidance when required;</li><li>Collaborates with others to establish the success of GTM strategies, optimizing where needed, depending on how the market is shaped;</li><li>Directs segmented teams and works alongside other leaders to achieve ROI.</li></ul>
Personas and buyer's journey	<ul style="list-style-type: none"><li>Identifies key information relating to existing persona(s), amending methods of communication;</li><li>Understands the role of personas in areas such as value proposition and GTM plans.</li></ul>	<ul style="list-style-type: none"><li>Is able to comprehend and communicate information relating to existing personas. Clearly outlines the relationship between value propositions and GTM plans.</li></ul>	<ul style="list-style-type: none"><li>Can establish personas at each stage of the buyer's journey, considering questions which may materialize at each stage;</li><li>Shares insights across multiple teams, including OM, Marketing, etc. providing supplementary coaching, where necessary.</li></ul>	<ul style="list-style-type: none"><li>Adopts insights from the persona and buyers' journey to shape product roadmaps and marketing plans;</li><li>Applies insights to pinpoint openings with a view to achieving product success;</li><li>Hosts workshops to enhance and validate A) personas, and B) the buyer journey.</li></ul>	<ul style="list-style-type: none"><li>Implements buyer cohort insights gained via methods such as research, communications, and meetings held with multiple teams;</li><li>Impacts the investment decisions made to address essential gaps correlating with company strategy;</li><li>Builds competitive portfolios and roadmaps to enhance customer loyalty.</li></ul>

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Title	Associate Product Marketing Manager	Product Marketing Manager	Senior Product Marketing Manager	Director of Product Marketing	VP of Product Marketing
Value proposition	<ul style="list-style-type: none"><li>Adept in addressing and contributing to essential areas such as value proposition and messaging pillars.</li></ul>	<ul style="list-style-type: none"><li>Has a thorough understanding of value proposition and messaging pillars;</li><li>Can gather information to form value propositions and establish proof points to provide support.</li></ul>	<ul style="list-style-type: none"><li>Forms value propositions and messaging pillars, implementing best practices driven by the needs of the customer; introduces creative methods to determine proof points, as well as justification.</li></ul>	<ul style="list-style-type: none"><li>Accomplished in using cross-functional events to focus on areas such as messaging creation and validation.</li></ul>	<ul style="list-style-type: none"><li>Hosts workshops focusing on value proposition and messaging;</li><li>Spots areas within industry where a marketing response is required;</li><li>Implements appropriate pricing strategies, led by the product and target personas.</li></ul>
Assets and tools	<ul style="list-style-type: none"><li>Takes a proactive stance to create assets such as product presentations and data sheets.</li></ul>	<ul style="list-style-type: none"><li>Is comfortable when forming product presentations and data sheets.</li></ul>	<ul style="list-style-type: none"><li>Builds content guided by personas and buyers' journey, whilst simultaneously concentrating on essential buyer needs;</li><li>Produces exciting product presentations to supplement additional sales tools and assets;</li><li>Uses insights from customers and partners to enhance the product's narrative.</li></ul>	<ul style="list-style-type: none"><li>Forms exciting content guided by thought leadership and differentiated competition;</li><li>Considers how different groups can be utilized to complement and supplement core essential content.</li></ul>	<ul style="list-style-type: none"><li>Has refined storytelling acumen, guiding the creation of content and supplementary assets;</li><li>Uses analytics, market research, etc. to facilitate the completion of company objectives.</li></ul>

### 3. Product Marketing processes and interlock

Title	Associate Product Marketing Manager	Product Marketing Manager	Senior Product Marketing Manager	Director of Product Marketing	VP of Product Marketing
Processes	<ul style="list-style-type: none"><li>Has no prior experience or existing knowledge of areas such as product launch, data sheet creation, and content creation;</li><li>Keen to establish a simple understanding of the aforementioned areas, completes tasks in line with pre-determined deadlines.</li></ul>	<ul style="list-style-type: none"><li>Establishes the role of teams involved in the creation and execution of a GTM plan;</li><li>Collaborates with sales teams domestically and internationally, delivering essential content to support the product.</li></ul>	<ul style="list-style-type: none"><li>Leads the GTM process and gives support to marketing, company partners, and sellers;</li><li>Orchestrates product plans and takes steps to ensure its successfully implemented.</li></ul>	<ul style="list-style-type: none"><li>Incorporates innovative practice with a principle aim of sparking product success, combining an array of sales methods and marketing channels;</li><li>Helps members of the organization utilize assets to their optimum potential;</li><li>Conducts risk analysis and communicates key findings to relevant departments;</li><li>Introduces high, yet attainable targets, and keeps the team and management informed of any pertinent information.</li></ul>	<ul style="list-style-type: none"><li>Verifies product marketing deliverables and communications adhere to the company rules and regulations, and maintain relevance externally;</li><li>Applies a thorough knowledge of the laws relating to business management to guide the strategies being used and enhance overall marketing standards.</li></ul>
Interlock	<ul style="list-style-type: none"><li>Understands the basics of how the different teams assist in establishing and carrying out GTM strategies.</li></ul>	<ul style="list-style-type: none"><li>Understands all the teams that are involved in creating and executing GTM plans. Be able to navigate and interact with geo &amp; seller teams that depend on product content.</li></ul>	<ul style="list-style-type: none"><li>Establishes and preserves cross-team relationships, particularly with areas with strong ties to product marketing.</li></ul>	<ul style="list-style-type: none"><li>Envisions business on a wide-scale and understands how different areas can complement one another;</li><li>Applies logical thinking to make well-informed business decisions, considering the potential ramifications an individual's actions can have on business performance.</li></ul>	<ul style="list-style-type: none"><li>Offers frameworks to support with product marketing and the management of team relations;</li><li>Encourages a collaborative approach to enhance the success of campaigns.</li></ul>

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#### What skills are needed to be a PMM?

There are also a variety of skills and attributes applicable to all levels of product marketing – whether you're new to the industry or somewhat of a veteran, such as:

- Communication
  - Collaboration
  - Creativity
  - Problem solving
  - Strategic planning and business skills
  - Empathy
  - Research and analytical skills
  - Content creation and copywriting.
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