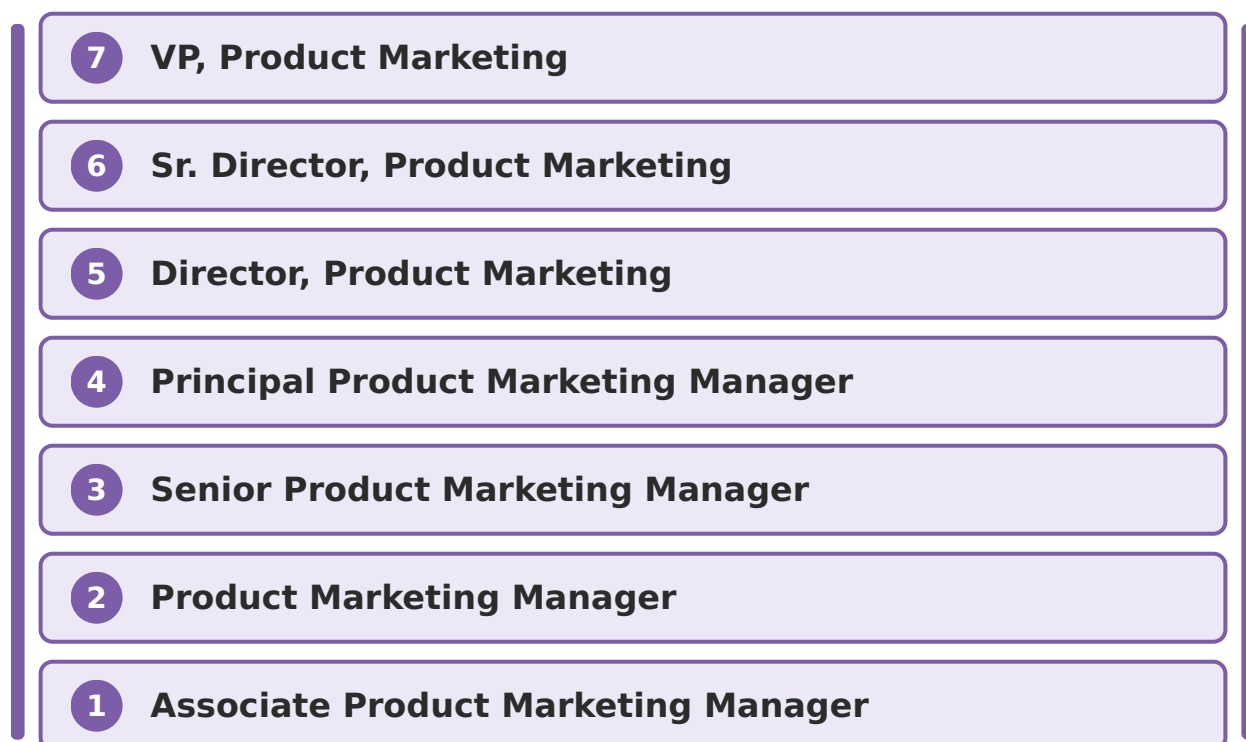


B2B Product Marketing Career Ladder

Competency expectations across seven levels, from Associate PMM to VP

THE SEVEN RUNGS

Climb from Associate (rung 1) at the bottom to VP (rung 7) at the top.



Career Ladder at a Glance

Dimension	1 Associate PMM	2 PMM	3 Senior PMM	4 Principal PMM	5 Director	6 Sr. Director	7 VP
PMM experience	0–1 yrs	2–4 yrs	4–7 yrs	6–9 yrs	8–12 yrs	12–15 yrs	15+ yrs
Total B2B experience	1–3 yrs	3–6 yrs	6–10 yrs	8–12 yrs	10–15 yrs	15–18 yrs	18+ yrs
Leadership track	IC – no reports	IC – no reports	Senior IC	Senior IC *	People manager	Manages managers	Org leader
Ownership scope	Features, use cases, personas	A product / use-case set	A product or product area	Across products (senior IC)	A product portfolio + team	Platform / portfolio, multi-ICP	Full portfolio / company
Core mandate	Reliable launch & content within scope	Owns a product's launch & messaging results	Owns outcomes for a product or area	Shapes results across products via positioning	Owns a portfolio's GTM results & team	Results across platform / portfolio & teams	PMM's contribution to company revenue & category

Each role page details all eleven core competencies: Positioning and storytelling, Content creation, Cross-functional collaboration, Market research & analysis, Project management, Field enablement, Go-to-market strategy, Customer, analyst, and partner engagement, Interpersonal, organizational, and prioritization skills, AI and technology, Business impact — plus role requirements (education, experience, leadership track, and background).

* Principal is the most senior individual-contributor level, a step above Senior and below Director; typically no direct reports, though some organizations use it to give early management experience.

HOW TO USE THIS LADDER

- These are directional expectations, not a checklist. Calibrate people on scope, autonomy, and business impact, not on how many tasks they touch.
- Experience ranges are guides, not gates. Weight demonstrated impact over years served.
- A promotion reflects someone already operating consistently at the next level, not simply mastering the current one.
- Adapt titles and levels to your organization's size. Smaller teams can collapse adjacent levels; larger teams can split them.
- The AI and technology expectations aim for 'expert enough to excel in the role.' PMMs need working fluency to do their jobs well, not the depth of a data scientist or AI engineer.
- Scope of ownership scales with level and with what the company sells: junior PMMs typically own a feature, use case, or persona; mid-levels own a product; senior leaders own a platform, portfolio, or multiple industries and ICPs.
- This ladder assumes a scaling or larger B2B firm with a broad portfolio and a sizable PMM team. Startups and smaller companies rarely need this many levels, since they typically have far fewer PMMs.
- Hire for proven breadth and mastery across the PMM competencies, not for domain expertise. It is far easier to teach an excellent PMM a new market or product category than to teach a domain expert how to do everything a PMM must do. Domain knowledge is an asset, never a hard requirement.

CORE COMPETENCIES

Positioning and storytelling. How the market understands the product, portfolio, or company: the category it plays in, the buyer problem it leads with, and the differentiators that survive scrutiny. Turns internal capability into a story a buyer sees themselves in.

Content creation. The messaging artifacts that carry positioning across the full customer journey: top-funnel awareness and thought leadership (eBooks, category POV), middle-funnel consideration (white papers, best-practice guides, ROI tools), and bottom-funnel differentiation (datasheets, demos, battle cards), plus retention and advocacy. Kept consistent, on-brand, and tied to a buyer outcome.

Cross-functional collaboration. Aligning Marketing, Sales, and Product around one GTM story and plan, earning the trust to feed customer and market insight into the roadmap, and partnering with Product and presales on demo priorities. Product marketing is the hub the go-to-market motion runs through.

Market research & analysis. Knowing the market, buyers, and competitors well enough to make evidence-based positioning, pricing, and GTM calls. Spans competitive intelligence, category and customer insight, and informing pricing and packaging.

Project management. Planning and running launches and GTM initiatives on time and across functions, from a single product launch to multi-quarter, portfolio-wide programs. GTM initiatives include product launches, coordinated pricing and packaging launches, new partnerships, acquisition messaging integration, rebrands, and category moves.

Field enablement. Equipping all customer-facing field teams, sales, presales / SEs, partners, and customer support, to tell the story and win, through training, tools, and messaging that turn positioning into deal-level and customer conversations.

ROLE REQUIREMENTS

Education. Educational background and certifications typically expected or preferred at the level.

Product marketing experience. Depth and years of product marketing, or closely related, experience typically expected, weighted toward proven breadth and mastery across the PMM competencies. Domain or market knowledge is beneficial but learnable, and is never a hard requirement.

Go-to-market strategy. Who to sell to, with what message, through what motion, and how success is measured. Owns ICPs, use-case priorities, campaign themes, right-to-win prioritization, and messaging's accountability to pipeline and win rate.

Customer, analyst, and partner engagement. Working with the dedicated teams that own customer advocacy, analyst relations, and partner marketing. PMM plays a major supporting and prioritization role, clarifying what's needed (e.g., which case studies), delivering much of the messaging and content those teams require, and building relationships that generate proof and shape market perception.

Interpersonal, organizational, and prioritization skills. The operating skills that decide whether a PMM's work lands: influencing without authority across Sales, Product, and Marketing; ruthless 80/20 prioritization across many concurrent initiatives; and clear, persuasive communication, in writing, in decks, and in the room.

AI and technology. Working fluency with the AI, data, and RevTech / MarTech tools that make a modern PMM effective, used responsibly and in line with corporate policy, and verified against real evidence. Expert enough to excel in the role, not to replace data science or engineering.

Business impact. The business results a level is accountable for and the scope those results span, from owning a feature, use case, or persona, to an entire product, to a multi-product platform, portfolio, or multiple industries and ICPs, up to company revenue and category leadership. Actual scope depends on what the company sells.

Leadership / management track. Whether the level is an individual-contributor or people-management role, and the leadership scope that comes with it.

Total B2B tech experience. Total years in the B2B technology industry that typically accompany the level.

Background. The kinds of prior experience and accomplishments that typically prepare someone for the level.

Associate Product Marketing Manager

IC – no reports

GTM Perspective

PMM EXPERIENCE

0–1 yrs

TOTAL B2B EXP

1–3 yrs

OWNERSHIP SCOPE

Features, use cases, personas

CORE MANDATE

Reliable launch & content within scope

CORE COMPETENCIES

Positioning and storytelling. Assist in developing feature- and product-level messaging; learn to translate feature language into the buyer's problem and grasp differentiation fundamentals.

Content creation. Create specific bottom-of-funnel and enablement assets, such as sales decks, product sheets, battle cards, and infographics, and adapt existing content for a feature, use case, or persona.

Cross-functional collaboration. Support the broader cross-functional team (sales material, promotional content, campaign support) and contribute demo scripts alongside Product managers and presales / SEs. Share customer and field feedback with Product, and begin building credibility.

Market research & analysis. Conduct foundational competitive research and track category trends; note where competitors sound the same. Compile competitive pricing and packaging data points that inform the pricing decision.

Project management. Assist with launch tasks and GTM initiatives, including product launches and event or campaign support.

Field enablement. Help develop field enablement content for sales, presales / SEs, and partner teams.

Go-to-market strategy. Learn the fundamentals of go-to-market planning, contribute to execution, and track launch metrics.

Customer, analyst, and partner engagement. Support the advocacy, analyst-relations, and partner-marketing teams: coordinate briefings, run customer interviews, and help produce case-study and briefing inputs.

Interpersonal, organizational, and prioritization skills. Manage multiple concurrent projects and communicate clearly with immediate stakeholders; learn to prioritize when everything feels urgent.

AI and technology. Use genAI chat tools to draft, validate, and improve messaging, copy, and content within team prompts and brand guardrails. Verify every AI output against real sources, and follow data-privacy and IP rules for what can and cannot be shared with AI tools. Build familiarity with the RevTech and MarTech stack (CRM, marketing automation, analytics / BI) that captures pipeline, customer, and campaign data.

Business impact. Owns specific features, use cases, or personas within a product; delivers reliable launch and content contributions measured within that scope.

ROLE REQUIREMENTS
Education

- Bachelor's degree in marketing, business, communications, computer science, or a related field, or equivalent experience.

Product marketing experience

- 0-1 years in product marketing or a related role (content, demand gen, sales enablement).
- Early exposure across several PMM competencies.
- B2B SaaS or tech exposure is a plus; domain knowledge is not expected.

Leadership / management track

- No formal leadership required.
- Collaborates within project teams.

Total B2B tech experience

1-3 years

Background

- Experience supporting product launches, creating content, or conducting research.
- Experience working cross-functionally with sales, product, and marketing teams.
- No direct management required.

Product Marketing Manager

IC – no reports

GTM Perspective

PMM EXPERIENCE
2–4 yrs

TOTAL B2B EXP
3–6 yrs

OWNERSHIP SCOPE
A product / use-case set

CORE MANDATE
Owns a product's launch & messaging results

CORE COMPETENCIES

Positioning and storytelling. Own feature- and product-level messaging that leads with the buyer's problem, not the product. Draft differentiators and influence portfolio positioning.

Content creation. Own the content for a product across the funnel, from BOFU datasheets, product videos, and explainer content to MOFU solution briefs, buyer's guides, and blogs, in step with content marketing priorities.

Cross-functional collaboration. Coordinate Marketing (PR, Demand, Enablement), Sales, and Product on GTM execution. Bring structured customer and win/loss insight to Product managers to earn a voice in roadmap discussions for a feature, use case, or persona.

Market research & analysis. Conduct competitive and pricing analysis. Identify customer priorities, category trends, and repeated competitor claims. Contribute pricing and packaging inputs that shape the decision wherever it is owned.

Project management. Lead GTM projects and launch execution for specific products, such as feature launches and campaign rollouts.

Field enablement. Develop training materials, battle cards, and high-impact collateral for sales, presales, partner, and customer-support teams.

Go-to-market strategy. Guide sales and marketing on Ideal Customer Profiles, top use cases, and campaign messaging. Track how messaging performs in market.

Customer, analyst, and partner engagement. Provide customer advocacy and enablement support; participate in analyst briefings; deliver messaging and content the AR and partner teams need.

Interpersonal, organizational, and prioritization skills. Juggle several launches and requests at once; apply an 80/20 lens to focus effort where it matters, and communicate crisply across functions.

AI and technology. Apply a range of AI models and AI-enabled applications across research, content, and enablement, switching tools as the market changes. Consistently fact-check AI output, and handle customer, roadmap, and confidential data responsibly. Develop working knowledge of how win/loss, campaign, and pipeline data are captured across the stack (CRM, CDP, analytics, competitive and conversation intelligence), and use it to sharpen messaging.

Business impact. Owns the launch and messaging results for a product, or a significant set of use cases and personas; measured by launch execution, adoption, and sales usage of materials.

ROLE REQUIREMENTS

Education

- Bachelor's degree in marketing, business, communications, computer science, or a related field, or equivalent experience; a master's or MBA is a plus.

Product marketing experience

- 2–4 years in a Product Marketing or Product Management role.
- Demonstrated capability across several core PMM competencies.
- Domain or market knowledge is beneficial but can be learned on the job.

Leadership / management track

- Individual contributor.
- Leads through influence and cross-functional coordination; no direct reports.

Total B2B tech experience

3–6 years

Background

- Hands-on experience developing messaging, sales enablement content, and supporting GTM strategies.
- Demonstrated ability to work cross-functionally with sales, product, and demand generation teams.
- Prior experience in B2B SaaS, enterprise software, or tech is preferred.
- Comfortable leading projects and influencing cross-functional teams.

Senior Product Marketing Manager

Senior IC

GTM Perspective

PMM EXPERIENCE

4–7 yrs

TOTAL B2B EXP

6–10 yrs

OWNERSHIP SCOPE

A product or product area

CORE MANDATE

Owns outcomes for a product or area

CORE COMPETENCIES

Positioning and storytelling. Develop category, portfolio, and product-level positioning. Lead differentiation strategy and pressure-test each claim for proof and credibility.

Content creation. Architect a content strategy across the full journey: TOFU eBooks, thought leadership, and category POV; MOFU white papers, best-practice guides, and ROI or business-case tools; and BOFU differentiation and demo content, for a product or area of ownership.

Cross-functional collaboration. Lead GTM alignment across Marketing, Sales, and Product for a product. Trusted by Product management to influence roadmap priorities with evidence, and partner with PM and presales counterparts on demo priorities.

Market research & analysis. Define competitive strategy and customer insights for key initiatives; map where every competitor sounds alike. Translate market and buyer insight into pricing and packaging recommendations.

Project management. Manage major launches and complex cross-functional initiatives, such as a coordinated pricing and packaging launch or a new partnership go-to-market.

Field enablement. With enablement partners, design and execute global enablement programs across customer-facing field teams.

Go-to-market strategy. Shape overall campaign themes and targets, messaging frameworks, and go-to-market priorities. Run message testing and win/loss analysis.

Customer, analyst, and partner engagement. Collaborate closely with advocacy, AR, and partner-marketing teams; drive prioritization of case studies and proof, and supply the core messaging for briefings and partner GTM.

Interpersonal, organizational, and prioritization skills. Influence without authority across Sales, Product, and Marketing; make defensible prioritization trade-offs and present persuasively to senior stakeholders.

AI and technology. Build and train reusable AI skills and prompts that encode brand, messaging, and launch guidelines for the team to reuse, with verification and source-checking built in. Model responsible AI and data use for peers. Collaborate with marketing and revenue operations to turn stack data into positioning and campaign decisions.

Business impact. Owns outcomes for an entire product or product area; measured by pipeline influenced, competitive win rate, and enablement effectiveness.

ROLE REQUIREMENTS**Education**

- Bachelor's degree in marketing, business, communications, computer science, or a related field, or equivalent experience; a master's or MBA is a plus.

Product marketing experience

- 4-7 years in a Product Marketing role.
- Proven breadth and growing depth across most core PMM competencies.
- Domain expertise is a plus, not a requirement; a strong PMM can ramp on a new market.

Leadership / management track

- Senior individual contributor.
- Mentors junior PMMs; may serve as a project or team lead. No required direct reports.

Total B2B tech experience

6-10 years

Background

- Strong expertise in positioning, storytelling, and enablement.
- No direct people management required, but must mentor junior team members.
- Proven track record of leading successful product launches and working with sales teams.
- Experience leading cross-functional teams and influencing stakeholders.

Principal Product Marketing Manager

Senior IC

GTM Perspective

PMM EXPERIENCE

6–9 yrs

TOTAL B2B EXP

8–12 yrs

OWNERSHIP SCOPE

Across products (senior IC)

CORE MANDATE

Shapes results across products via positioning

CORE COMPETENCIES

Positioning and storytelling. Drive differentiation and category strategy for a product or product line; own its category- and product-level messaging. Retire claims a competitor could equally make, and flag when competing category frames dilute the story.

Content creation. Set high-value content direction across products, including flagship thought leadership, purchased and sponsored analyst research, and the narrative that connects awareness-stage POV to bottom-funnel proof.

Cross-functional collaboration. Serve as a strategic advisor across Marketing, Sales, and Product. A sought-after roadmap influencer whose market and competitive insight helps shape product direction across an area.

Market research & analysis. Shape competitive intelligence programs and analyst relationships; name the territory no competitor is credibly claiming. Influence portfolio pricing and packaging strategy with market and competitive evidence.

Project management. Lead multi-quarter strategic initiatives, such as a platform launch, a category move, or acquisition messaging integration.

Field enablement. With enablement partners, develop advanced training and enablement frameworks for sales, presales, partners, and support.

Go-to-market strategy. Collaborate cross-functionally on go-to-market strategy for a product or product line; use win/loss and message testing to refine positioning.

Customer, analyst, and partner engagement. Shape the proof and narrative behind analyst and partner programs; a key contributor to AR and partner-marketing strategy without owning those teams.

Interpersonal, organizational, and prioritization skills. Navigate complex, competing stakeholder agendas; drive alignment through influence and communicate a clear, defensible point of view to executives.

AI and technology. Design agentic and automated workflows that apply GTM guidelines and handle recurring PMM tasks at scale, staying tool-agnostic as AI platforms evolve and building in evidence checks and data-handling safeguards. Partner with analytics teams to align positioning, content, and GTM strategy with the data, and help the team get more from the RevTech and MarTech stack.

Business impact. Shapes results across products through positioning and differentiation, as a senior IC; measured by category traction, win rate, and message adoption.

ROLE REQUIREMENTS

Education

- Bachelor's degree in marketing, business, communications, computer science, or a related field, or equivalent experience; a master's or MBA is a plus.

Product marketing experience

- 6–9 years in a Product Marketing role.
- Deep, demonstrated mastery across the core PMM competencies (senior IC track).
- Domain familiarity helps, but craft mastery matters more.

Leadership / management track

- Most senior individual-contributor level, a step above Senior and below Director.
- Sets strategic direction and mentors broadly through expertise. Typically no direct reports, though some organizations use this level to give early management experience.

Total B2B tech experience

8–12 years

Background

- Expertise in category positioning, analyst engagement, and GTM strategy.
- Experience leading high-impact marketing strategies for complex products.
- Recognized as a subject-matter expert in their industry.
- No direct people management required, but responsible for thought leadership, mentoring, and setting strategic direction.
- Past success influencing executive-level stakeholders.

Director, Product Marketing

People manager

GTM Perspective

PMM EXPERIENCE

8-12 yrs

TOTAL B2B EXP

10-15 yrs

OWNERSHIP SCOPE

A product portfolio + team

CORE MANDATE

Owns a portfolio's GTM results & team

CORE COMPETENCIES

Positioning and storytelling. Own and drive company-wide alignment around positioning and messaging for a product family, including its problem-to-value narrative and the category frame it commits to.

Content creation. Oversee the content portfolio and priorities for a product portfolio; enforce brand, voice, and full-journey coverage (eBooks, white papers, blogs, videos, customer stories, analyst research) across content and content-marketing partners.

Cross-functional collaboration. Align Marketing, Sales, and Product leadership on GTM strategy for key initiatives. Institutionalize how customer and market insight informs the roadmap, and how PMM and presales set demo priorities.

Market research & analysis. Define and oversee competitive intelligence and category insights. Turn competitive whitespace into portfolio positioning. Serve as a major contributor to portfolio pricing and packaging, and maximize analyst relationships to position the company's portfolio.

Project management. Lead large-scale GTM initiatives across a portfolio, from major releases to M&A and partnership programs.

Field enablement. With enablement partners, set enablement strategy and global execution plans for a product portfolio across all field teams.

Go-to-market strategy. Drive go-to-market priorities for a product portfolio with cross-functional stakeholders; tie messaging to influenced pipeline and win rate.

Customer, analyst, and partner engagement. Partner with advocacy, AR, and partner-marketing leaders on priorities for a portfolio; ensure PMM delivers the messaging and proof they need to succeed.

Interpersonal, organizational, and prioritization skills. Set priorities and operating rhythm for a team; coach communication and prioritization, and represent PMM credibly with executives.

AI and technology. Ensure the team's AI use complies with corporate data-privacy and IP policies, and scale proven skills, agents, and automations across the team. Enable the team's AI fluency and measure the efficiency and quality gains AI delivers. Drive how the team uses stack data and analytics to improve messaging, campaigns, and win rate.

Business impact. Accountable for a product portfolio's go-to-market results and team performance; measured by influenced pipeline, win rate, and launch impact.

ROLE REQUIREMENTS

Education

- Bachelor's degree in marketing, business, communications, computer science, or a related field, or equivalent experience.
- MBA strongly preferred to balance any lack of hands-on strategy experience.

Product marketing experience

- 8-12 years in a Product Marketing role.
- Documented history of leading high-performing teams.
- Broad command of the PMM competencies; domain knowledge is beneficial, not required.

Leadership / management track

- People-management track begins here.
- Directly manages a product marketing team; owns hiring, performance, and development.

Total B2B tech experience

10-15 years

Background

- Strong track record of developing positioning strategies, managing analyst relations, and executing major GTM initiatives.
- Experience working with senior leadership teams and influencing company-wide marketing strategies.
- Direct management experience with a team of product marketing managers.
- Experience managing a team budget and headcount, and fostering team engagement and retention.
- Track record of building strategic alignment across sales, product, and marketing.

Sr. Director, Product Marketing

Manages managers

GTM Perspective

PMM EXPERIENCE
12-15 yrs

TOTAL B2B EXP
15-18 yrs

OWNERSHIP SCOPE
Platform / portfolio, multi-ICP

CORE MANDATE
Results across platform / portfolio & teams

CORE COMPETENCIES

Positioning and storytelling. Own high-level category and brand positioning across multiple product families; commit the company to a single, defensible category frame.

Content creation. Align content strategy with the company narrative and themes across portfolios; own the balance of thought leadership, demand, and enablement content.

Cross-functional collaboration. Drive strategic GTM alignment across functions for multiple portfolios; a trusted peer to Product leadership in shaping roadmap and portfolio priorities.

Market research & analysis. Define research strategies for competitive positioning and market expansion. Help shape pricing and packaging strategy across portfolios as a key cross-functional partner. Develop analyst relationships and maximize them to position the company's portfolio.

Project management. Oversee multiple concurrent GTM initiatives and strategic programs across portfolios.

Field enablement. With enablement partners, own enablement strategy and global execution for one or more portfolios across sales, presales, partner, and support.

Go-to-market strategy. Set product marketing's role in go-to-market strategy for multiple product portfolios and lead the team in execution; hold messaging accountable to pipeline and win-rate outcomes.

Customer, analyst, and partner engagement. Align PMM support of advocacy, AR, and partner marketing across portfolios, and help set what proof and content the company needs.

Interpersonal, organizational, and prioritization skills. Scale prioritization and communication discipline across multiple teams; resolve competing executive demands with clarity.

AI and technology. Champion innovation of new AI processes, applications, and workflows adopted across the PMM organization, avoiding lock-in to any single technology and holding investments accountable to real ROI. Keep PMM adoption compliant with corporate policy, and advise corporate leadership on emerging PMM needs and risks. Lead alignment of GTM and content strategy with the organization's data and analytics capabilities.

Business impact. Accountable for results across a multi-product platform, portfolio, or multiple industries and ICPs; measured by contribution to revenue, market share, and GTM efficiency.

ROLE REQUIREMENTS

Education

- Bachelor's degree in marketing, business, communications, computer science, or a related field, or equivalent experience.
- MBA strongly preferred to balance any lack of hands-on strategy experience.

Product marketing experience

- 12-15 years in a Product Marketing role.
- 5+ years leading high-performing product marketing teams.
- Mastery across the full range of PMM competencies; new domains can be learned.

Leadership / management track

- Manages managers and/or senior PMMs across multiple teams or portfolios.

Total B2B tech experience
15-18 years

Background

- Deep experience in portfolio positioning, GTM leadership, and competitive strategy.
- Proven ability to shape category leadership and drive major product adoption.
- Manages multiple product marketing teams and senior product marketing managers.
- Experience managing budgets and headcount across teams, contributing to org design, and driving employee engagement and retention.
- Works closely with VP-level executives across sales, marketing, and product.

VP, Product Marketing

Org leader

GTM Perspective

PMM EXPERIENCE

15+ yrs

TOTAL B2B EXP

18+ yrs

OWNERSHIP SCOPE

Full portfolio / company

CORE MANDATE

PMM's contribution to company revenue & category

CORE COMPETENCIES

Positioning and storytelling. Own and refine market category leadership strategy and the company- and portfolio-wide problem-to-value narrative.

Content creation. Own brand voice and the company-wide content and thought-leadership strategy across all channels and stages of the journey.

Cross-functional collaboration. Ensure Marketing, Sales, and Product are strategically aligned company-wide, and represent the market and customer voice at the leadership table where roadmap and portfolio bets are made.

Market research & analysis. Guide research investments to inform high-level business strategy. Represent the market and customer voice in executive pricing and packaging strategy. Maximize the value of analyst engagements.

Project management. Oversee the entire product marketing function; prioritize the initiatives, launches, and bets that matter most.

Field enablement. With enablement, CRO, and sales leadership, drive global field enablement strategy at the executive level.

Go-to-market strategy. Define the vision for the company's go-to-market approach, both short and long term, measured by business results.

Customer, analyst, and partner engagement. Represent product marketing in executive analyst, customer, and partner engagement, and ensure PMM fuels those functions with the right narrative and proof.

Interpersonal, organizational, and prioritization skills. Set the standard for how product marketing communicates, prioritizes, and influences at the executive and board level.

AI and technology. Set the vision for how AI and emerging technology transform product marketing, and build the culture and practices to adopt them safely, quickly, and cost-effectively within corporate policy. Advise the executive team on AI-driven opportunities and risks for go-to-market. Champion an 'expert enough to excel' standard, and ensure positioning, GTM, and content strategy are driven by the company's full data and analytics estate.

Business impact. Accountable for product marketing's contribution to company revenue, growth, and category leadership across the full portfolio.

ROLE REQUIREMENTS

Education

- Bachelor's degree in marketing, business, communications, computer science, or a related field, or equivalent experience.
- MBA strongly preferred to balance any lack of hands-on strategy experience.

Product marketing experience

- 15+ years in a Product Marketing role.
- 7-10 years leading high-performing product marketing teams.
- Complete command of the PMM discipline; domain and category knowledge is an asset, not a prerequisite.

Leadership / management track

- Leads the product marketing organization for select or all business segments.

Total B2B tech experience

18+ years

Background

- Significant leadership experience in product marketing or a related function.
- Strong executive presence and thought leadership.
- Experience owning go-to-market strategy and positioning at a company-wide level.
- Experience leading product marketing teams or organizations and managing multiple senior staff.
- Proven experience managing budgets and headcount, org design, and employee engagement and retention.
- Track record of setting strategic direction for go-to-market, enablement, and positioning.

Don't Lose to a Better Message

This career ladder is a free resource from GTM Perspective.

25 years of B2B GTM strategy, execution, and mentoring. Rob has built product marketing and field programs that turn pipeline into revenue at early-stage startups and global \$1B+ businesses. As a former Forrester analyst, he advised hundreds of technology vendors and enterprise buyers. Deep expertise in differentiated messaging, GTM prioritization on winnable plays, and smart analyst engagement.

HOW I HELP

Positioning & Messaging Activation

The differentiated narrative your sales team will use and your buyers can't ignore: category design, competitive analysis, messaging, and sales collateral.

Analyst & Influencer Relations

Get on the right analysts' radar and shape how they talk about your category: analyst list, process, and a full engagement plan.

GTM Play Development

Identify the initiatives you've earned the right to win and build the motion around them: market and win/loss analysis, use-case scoring, and an execution plan.

Product Launch Strategy

Launch with confidence: a clear plan, defined process, and ready-to-execute collateral before day one.

Every engagement is accelerated with experience-trained AI apps and agents built on Rob's proprietary methodology.

Request a Free Messaging Diagnostic
gtmpov.com/contact