

SCALE

Product Marketing Council

Organizational Design for Product Marketing

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Today's Product Marketing Council leaders



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Today's Agenda

- Welcome and Introductions (20 min)
- Presentation - Organizational Design for Product Marketing (40 min)
- Open Discussion (30 min)

**We help our portfolio
build and optimize
hyper-growth GTM
machines**

Advisory

Been-to-Market Expertise



Advising our portfolio
companies with bespoke
GTM consulting

Content

Step by Step Guides



Distilling decades of
experience into concise
GTM playbooks

Events

The Power of Community



Connecting our network
of EIRs, Exec Advisors
and portfolio execs

Introductions

1. Name
2. Title
3. Company
4. What is currently your favorite TV series?

Organizational Design for Product Marketing

Jackie Palmer, VP Product Marketing at Pendo

About Me



Typical PMM Team Structures

What Does Product Marketing Do?

- Thought Leadership
- Messaging/Positioning
- Ideal Customer Profile (ICP)
- Buyer/User Personas
- Pricing & Packaging
- Product Enablement
- GTM Launches
- Competitive/Market Intel
- Product Evangelism
- Analyst Relations
- Win/Loss Analysis
- Plus more!



*Plus even more legs for Finance, Legal, Education, Analysts, Influencers, and More!!!

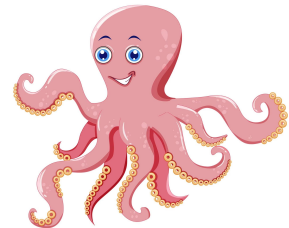
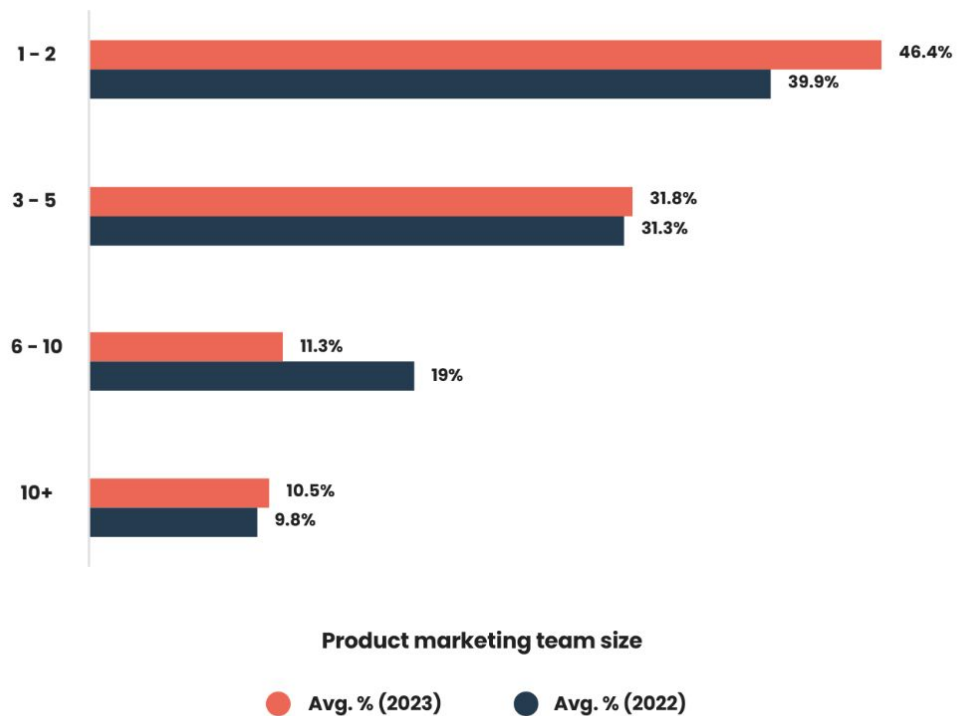


Image by brofx on Freepik

Team Size by Company Stage

Early pre-market fit	1/2 Product marketers
Early post-product market fit	2/3 Product marketers
Mid-growth with an established go-to-market team	4/6 Product Marketers
Late growth/scale up	9 Product marketers

Product Marketing Team Size



Two Typical Ways to Organize a PMM Team

- By feature/product area - works well in multi-product companies or with complex single products
- By function (thought leadership/positioning, launches, competitive, analysts, pricing, enablement, etc)

By Feature/Product Area

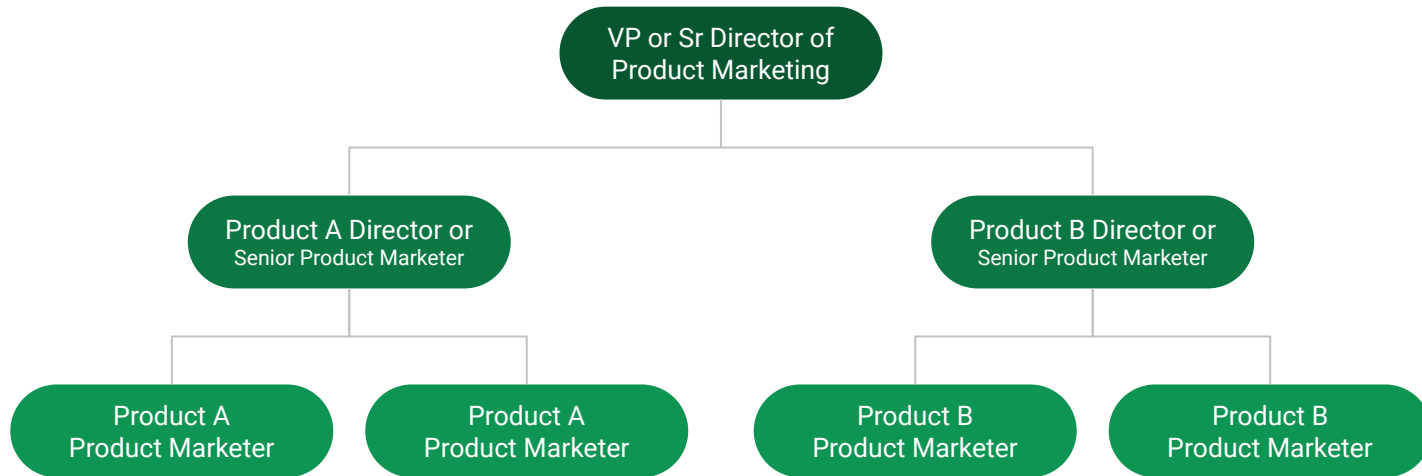
Pros

- Close alignment with Product Management
- Allows each PMM to become a specialist
- Clear lines of responsibility
- Flexibility to add or change “minors” when needed

Cons

- Risk of becoming feature-focused vs value-focused
- Increased possibility of silos and duplication
- Not as easy to monitor competitors or analysts if they cross multiple features or products

Sample “By Feature/Product” Org Chart



* Multiply by the number of products/product areas!!

By Function

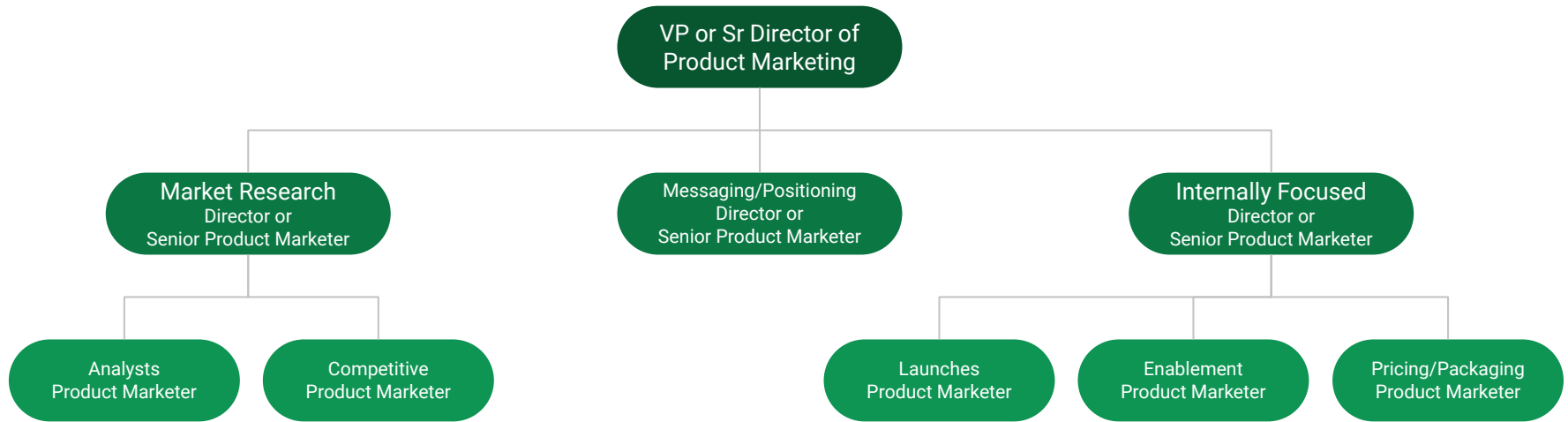
Pros

- Allows each PMM to become a specialist
- Can offer tighter alignment to Sales with a single point of contact

Cons

- Significant risk of silos
- Risk of pigeonholing team members which could impact their career growth
- Less backup if someone leaves
- Can be more costly as it typically requires a larger team

Sample “By Function” Org Chart



What's Worked Best for Me: a Mix of Both

- Give each generalist team member a Major (usually a product or product area) and 1-3 Minors (e.g., personas, competitors, regions, function)
- You can also have a few people specialized by function (e.g., pricing, analyst relations, industry) as you grow

Pros

- Close alignment with Product Management
- Allows each PMM to become a specialist
- Clear lines of responsibility
- Can offer tighter alignment to Sales with a single point of contact

Cons

- Risk of becoming feature-focused vs value-focused
- Still some possibility of silos and duplication
- Not as easy to monitor competitors or analysts if they cross multiple features or products

What's Worked Best for Me: Majors and Minors



Jackie Palmer

Overall Strategy
Thought Leadership
Executive Persona



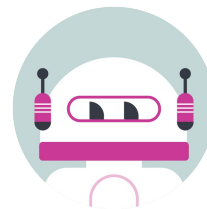
Product PMM

Product A
Persona A
Competitors 1 & 2



Product PMM

Product B
Persona B
Competitors 3 & 4



Product PMM

Product C
Persona C
Competitors 5 & 6



Industry PMM

Financial Services
Insurance
Cross-Product



Regional PMM

EMEA
Cross-Product



Analyst Relations

Market Research
Cross-Product



Pricing & Packaging

Strategy & Execution

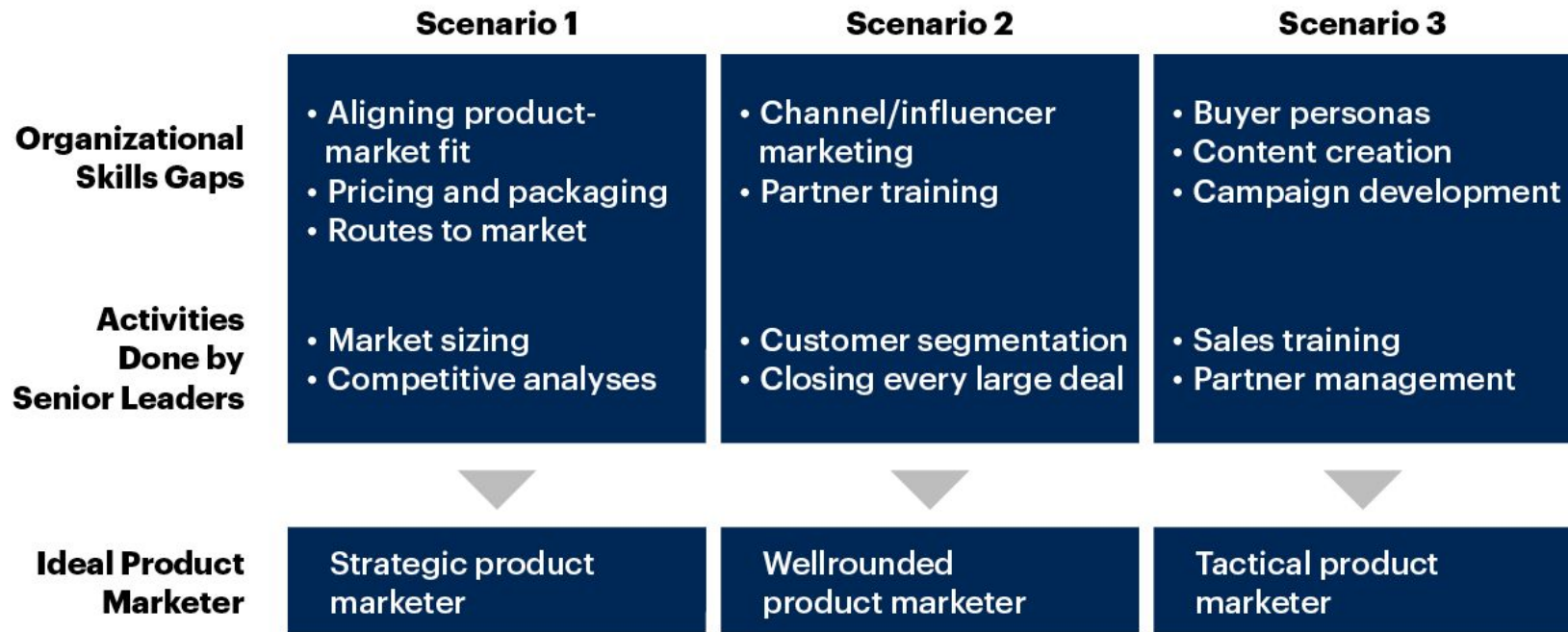
Less Common Ways to Organize a PMM Team

- By persona
- By segment/region/industry
- By outcome or journey stage (brand awareness, customer acquisition/activation, expansion/retention)
- Others??

What Structure is Best by Company Stage

- Early stage companies typically need generalists
- Middle stage to scaling companies may start to bring in some specialists like pricing and analyst relations
- Late stage to large companies often expand with specialists by segment, industry, and/or region
- PLG motions typically start with or add some outcome/journey-based PMMs

Three Common Scenarios When Hiring Product Marketers



Source: Gartner

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Championing Your Team for Success

An Ineffective Team Structure Can Cause...

- Poor communication
- Low engagement
- Lack of motivation
- Inconsistent quality



Empower Your Team for Success

- 
- Poor communication
 - Low engagement
 - Lack of motivation
 - Inconsistent quality

- Ownership via expertise
- Shared responsibilities
- Create safe spaces
- Foster relationships
- Celebrate successes

Avoid Silos with Other Teams

- Encourage collaboration and cross-team communication
- Use a buddy system
- Ask for feedback
- Hold post-mortems



Key Takeaways

- Structure your team so everyone feels like an owner
- Partner to break down silos
- Teach your team to build relationships
- Guide and support as much as possible!

Thank you!

Thank you!