



THE MFS B2B PRODUCT MARKETING GUIDE

How To Succeed in B2B Product
Marketing in 2025



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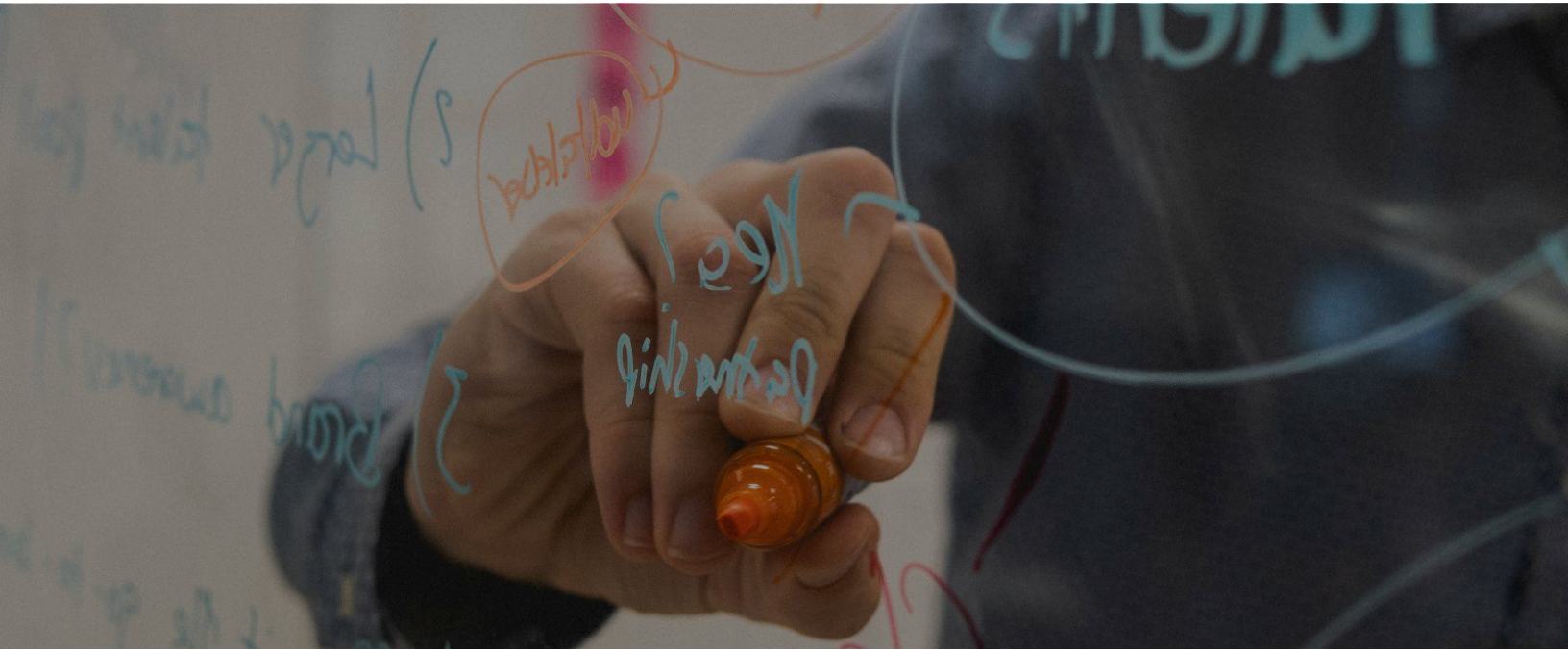
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INTRO



B2B Product Marketing is an area that has gained considerable traction over the past decade - particularly in the software space. For startup companies looking to bring a product to market, the cross-functional expertise of the product marketing manager or PMM has proved vital. Similarly, larger enterprises looking to communicate the value of a new product to a more mature market, have leaned heavily on PMMs to do so.

The changing dynamics of the modern B2B landscape has led to a situation where the role - and, indeed, the performance of the PMM is now inexorably linked with the success or failure of a product. Firstly, the product launch timeline is shrinking and so is the success window. Companies need to demonstrate success quickly after launch, and, as a result, they rely heavily on the PMM to identify and communicate product value to the target market in such a way that grows the customer base and, ultimately, revenue in a fast-paced manner.

Secondly, there are more decision makers involved in the B2B buying process than ever before. Similarly here, companies rely on the PMM to both identify the key decision makers involved and also develop messaging that communicates the product value to disparate stakeholders who may have conflicting needs.

Thirdly, B2B client expectations continue to rise - particularly in the areas of customization and technical know-how. The traditional product-oriented approach to marketing will no longer suffice. Communicating features and benefits to the modern client won't do. Instead, PMMs are leading the transition towards a go-to-market approach based on a tailored and technical value proposition for each audience segment.

In this guide, we outline what we have learned about product marketing over the course of 15+ years in the B2B environment - delving into areas like best practices, skills, strategies, responsibilities, and more.

B2B PRODUCT MARKETING DEFINITION

Considering the way product marketing has and continues to evolve, it is worth taking time to define exactly what B2B product marketing means today.

Product marketing is the link between the product team, sales, marketing, and the customer—working closely with each to develop and hone a go-to-market approach for a product that meets customer value expectations. The modern PMM essentially works as a strategic integrator focused on the continuous alignment of disparate teams towards the ultimate goal of product success. The role is multifaceted but there are some core product marketing activities to take note of.



Conduct Market Research - The PMM is responsible for the initial market research before a product launch. The PMM needs to learn everything about the target market including its size, growth trajectory, existing incumbents, and any developing trends.



Identify the Buyer Persona - PMM's must develop the buyer persona before launch. The persona should include details like ideal company size, persona job title or titles, and key concerns or pain points.



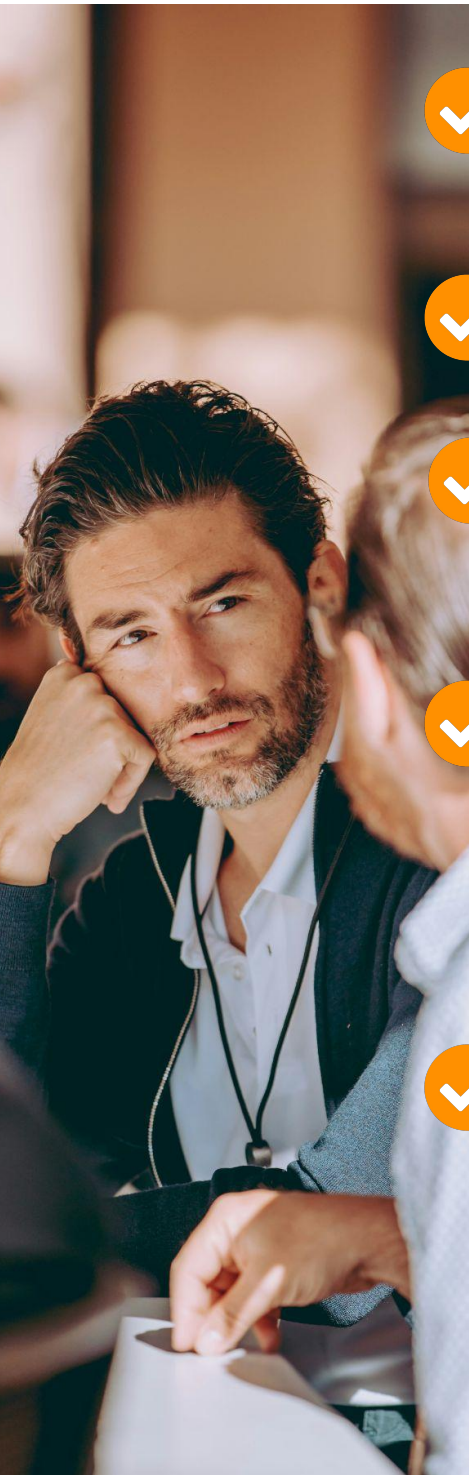
Define Product Positioning - Building on the initial market research, the PMM needs to figure out how to position the new product in the marketing. Competitive positioning will come into play here too as the PMM figures out how the new product will stack up against existing incumbents and what is the best way to communicate this position.



Create Product Messaging - Again, this task will build on the existing work on market research and product positioning. The task here for the PMM is to develop product messaging which will be used as the base for all supporting sales and marketing materials. Such is the complexity associated with many B2B products today that the messaging might need to be tailored for each of the various stakeholders involved in the buying process. The ultimate goal of the product messaging is to articulate the product value in a way that resonates with the customer.



Create a GTM Launch Strategy - On the one hand, the PMM is a strategic integrator - aligning disparate teams towards the ultimate goal of product success. On the other, the PMM is also a strategy driver - creating and overseeing the execution of the product launch strategy. The GTM launch strategy will contain all the various activities that go into a product launch including PR, outbound sales, website updates, email marketing, paid ads, social media campaigns, sales enablement, and more. Again, the role of the link player within the organization will come into play here for the PMM as they liaise with all the various teams that will be involved in a product launch.





Develop Sales and Marketing Materials - The PMM will work with the content resources at the company to create all the materials needed to support the product launch. Sales materials will include updated sales decks, and sale enablement materials such as competitor comparison documents, ROI calculators, and any case studies as they emerge. Marketing materials will cover all the content needed to build out the launch strategy including web content, marketing emails, social media graphics, and sell sheets.



Define, Measure, and Analyze Product Success Metrics - While revenue will be the ultimate product success metrics, there will be some key metrics to focus on that will help provide key insights into the success or otherwise of the product. In a sea of available metrics, it is up to the PMM to highlight which key metrics to focus on. B2B software products, for example, can provide PMMs with valuable data around usage metrics and which features are providing the most value to the customer.



Collect Customer Feedback - The PMM must maintain an open-minded approach and seek out customer feedback at every opportunity. The sales team can bring a lot of value here too as it is they who are on the front lines dealing with customer feedback and objections on a daily basis. Similarly, the customer success team will have insights into which product features or use cases are achieving the highest levels of customer satisfaction. If there is an opportunity to speak with a customer directly or sit in on a sales call, it can be a source of invaluable insight for the PMM as they look to hone and develop the product.



Liaise With the Product Team - The product manager is ultimately responsible for overseeing the development of the product, but the PMM has a lot of valuable feedback and even guidance to bring to the product team. Close-knit collaboration between the product team and the PMM throughout the entire product lifecycle will be key to the product's success or failure. Remember, it is the PMM who will have visibility into all those other areas we have outlined including buyer pain points, customer feedback, sales insights, and more that can be leveraged throughout the product development lifecycle.

The areas of product marketing and product management are closely intertwined but there are some crucial differences. Product management is primarily focused on overseeing the building and development of a product including features, roadmap, and vision. Product marketing, as we have seen, prioritizes how to bring the product to market in such a way that clearly communicates the value proposition to the target market.

Similarly, product marketing would have a good deal of crossover with marketing teams but, while product marketing is hyper-focused on launching and driving adoption of a particular product, marketing teams are tasked with a broader set of responsibilities including brand building, awareness, and creating sales opportunities for the company as a whole.



B2B PRODUCT MARKETING SKILL SET

The modern B2B Product Marketer or PMM is a unique individual with a diverse set of skills. In this section, we will outline those hard and soft skills that are essential to the role, and, as you will see, there are a considerable number of them. No two days are the same in product marketing. It is a challenging, fast-paced area that will throw up new situations every day. PMMs, in order to succeed, will need to call on a wide range of skills to overcome the daily challenges they face. In no particular order, the modern B2B PMM should possess some or, ideally, all of the skills listed below.



Research - Research is an activity but it is also a skill that can be honed. PMMs need to be able to effectively research markets, competitors, customers, and industry trends. Research involves a mix of information gathering, analysis, evaluation, organization, and finally communication back to the greater team. For PMMs research skills are non-negotiable.



Critical Thinking - The modern PMM will lean heavily on their critical thinking skills - which is the ability to analyze information effectively and in a way that allows them to make well-reasoned decisions.



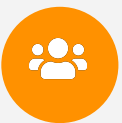
Writing - PMMs need effective copy writing skills to put together the messaging that all sales and marketing launch materials will be based on. Writing skills will be needed to communicate product value to all the various stakeholders involved in the buying process.



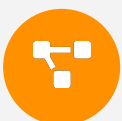
Communication - This skill has some crossover with the writing skills just mentioned - but, for the modern PMM, communication skills are one of if not the most important skills to have. PMMs will oversee all customer-facing product materials, so it is vital that they are able to communicate product value in a way that resonates with customers. Similarly, these communication skills will be vital internally as PMs liaise with the various teams involved in a product launch such as sales, marketing, product, and customer success. Communicating with different teams within the organization may mean tweaking the use of language for each internal audience.



Creativity - Again, the PMM will face new and unique challenges each day that will require creative solutions. There is no product marketing textbook that will give you the answer to everything. It is up to the PMM to figure out ways to meet the internal and external challenges that arise.



Teamwork - Some highly talented people are better-suited to individual contributor roles where they can let their skills shine. The PMM role is not for them. For PMMs, teamwork skills are simply non-negotiable as they navigate their way around the organization - strategically linking and aligning various teams around the common goal of product success.



Planning - The ability to effectively plan out and execute product marketing roadmaps is another important skill. Planning skill is the ability to organize tasks, allocate resources, and lay out the set of activities needed to successfully launch the product.



Networking - While more associated with outbound sales activities, networking has an important role in B2B product marketing and, more specifically, within the company itself. Leading PMMs use their networking skills to identify and build relationships with the key product stakeholders around the company.



Data Analysis - The PMM must be technically proficient in the realm of data analysis. In this role, there are large swathes of data to be collected, analyzed, interpreted, and communicated. As a starting point, industries and competitors need to be analyzed. Customer data must be analyzed and, in the case of a B2B software platform, there are any number of metrics to dive into which can give the PMM some insight into which features are providing the most or least value to customers. Being data proficient is just the first part, for the PMM it is vital that they figure out which metrics to focus on and which metrics to ignore. Finally, the PMM must be capable of interpreting the data in an insightful way. These insights must then be communicated effectively back to the broader team.



Problem Solving - As we have already touched on, the PMM will face new and unique challenges each day. Problem-solving skills are the abilities to identify, analyze, and solve issues in an effective manner.



Strategic Thinking - While there are so many and varying skills that go into the day-to-day life of the PMM, it is vital that they maintain a strategic mindset throughout. The ability to think strategically and not lose sight of the big picture - which is ultimately driving a successful product launch and growing revenue.



Leadership - Again, such is the multifaceted nature of the role, the PMM, in addition to teamwork and many other skills already mentioned, must also possess strong leadership skills. While the PMM will report to either the head of marketing or product, they must still lead many different people towards the goal of a successful product launch. Leadership, in this instance, might not be in the traditional sense of having a team that is answerable to the PMM, instead it is more that the PMM needs to be able to influence and lead their peers within the organization in an effective manner. If, for example, the PMM learns an invaluable piece of product feedback from the sales team, then the PMM needs to be able to bring this feedback to the various internal stakeholders and build out and oversee any subsequent actions. If the PMM is lacking in leadership qualities, these actions could fall on deaf ears in the product or marketing team.



Budgeting - Depending on the budget available for a given product or whose budget the PMM has to tap into, budgeting skills will still be important. This skill is the ability to allocate resources towards the areas that produce the greatest returns. The PMM will need to continuously analyze and iterate budget spend ensuring it is being allocated in the right way.



Project Management - Project management skills will include a mixture of many of the skills mentioned already including budgeting, communication, prioritization, and scheduling. For the modern day PMM, project management skills can be developed over the course of a career as various projects are carried out. Budding PMMs can also hone their project management skills by upskilling and completing a project management certification.



Adaptability - PMMs should stay agile and flexible in their approach to work. Every day will present unique challenges but also opportunities. PMMs need to keep an open mind and seize on opportunities and be willing to make whatever tweaks are necessary to the launch strategy in order to generate better product outcomes.



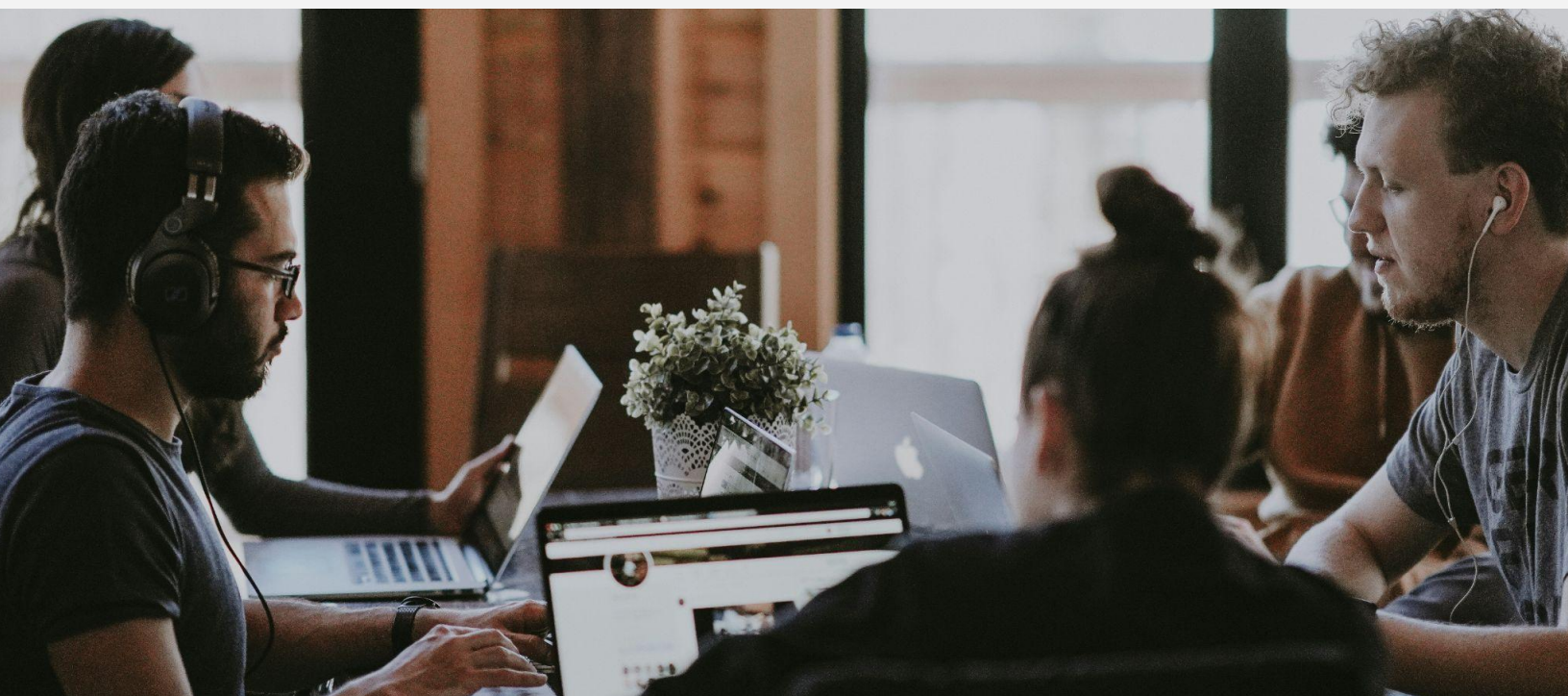
Cross-Functional Knowledge - This attribute arguably comes into the category of knowledge rather than skill, but it is vital nonetheless. The PMM does not need to possess the skills to perform the roles of sales, marketing, product, or technical teams, what they do need however is the knowledge to understand deeply the roles and the activities performed by each team. This knowledge will help the PMM understand exactly how to communicate with each function and how to leverage the resources available to drive the product to success.



Public speaking - For the PMM, public speaking will mainly come in the form of internal meetings. There may be occasions such as webinars or trade shows where the PMM will have to speak publicly about the product to a wider audience. Again, public speaking is a skill that most PMMs will have developed over the course of their career and is something that will improve with practice.



Technical Expertise - Similar to the cross-functional knowledge we mentioned earlier, the PMM must possess a degree of technical expertise and, in particular, how it relates to the product. A lack of technical understanding here will quickly alienate key figures on the product development team and that is the last thing a PMM needs.



CAREER PATH

Product marketing is a field that is challenging, exciting, at times testing, but, ultimately, very rewarding. Rewarding in both the financial terms on offer but also in terms of the personal satisfaction gained from overseeing a successful product launch. PMMs today are in high demand but the competition for roles is fierce. In this section, we will take a look into the career path of the modern PMM and how aspirants can break into this field.



THE B2B PMM BACKGROUND

PMMs today come from a diverse range of backgrounds. There is no set career path, nor is there a prescribed education route. In fact, it may well be the set of experiences and skills acquired over a diverse career that makes someone realize mid-career that they are in fact an ideal candidate for product marketing. That being said, in terms of education backgrounds and previous roles, there are some areas that will have more crossover with product marketing than others.

In terms of education, programs like MBAs or other business courses will give you a solid grounding to embark on a career in product marketing. Bachelor's degrees in areas like computer science, psychology, product management, or even philosophy can also help to build up some of those key skills we mentioned earlier around critical thinking, creativity, and technical knowledge. College will give you the foundation to build your career, but what you do after will probably prove more decisive.

If you have finished college and are looking to specialize and really hone in on the area of product marketing, there are various certifications that can be completed that may give you an edge in the job market.

In career terms, landing that first role in product marketing can certainly be challenging. Again, when you think about the skills outlined in the previous chapter, many of those skills and competencies are those that will be sharpened and developed over the course of a career. As a result, it is worth considering various related roles as your stepping stone to product marketing. Roles in marketing, product management, customer success, sales operations, business development, or product development will all have an element of crossover with product marketing. Indeed, it may well be in one of these earlier roles that you start to really develop the skills you will need to succeed in product marketing.

Whether you are applying for a product marketing role internally or as an external candidate, there are some activities you can undertake that will improve your chances of landing the job.

- ✓ **Upskill** - As we have stated, PMMs need a broad range of skills and are continuously developing their competencies throughout their career. If you are missing any of the skills laid out in the previous section, then you should be looking to address any weaknesses.
- ✓ **Outreach** - Find someone you want to emulate and reach out. This person might be a successful PMM within your company or someone externally that you admire. You should reach out to this person in a no-pressure capacity and ask for some advice on how to get into product marketing. Many people are happy to take on a mentorship role in situations like that and can provide invaluable insights that you won't find in a textbook. The worst that can happen is your message gets ignored - nothing ventured, nothing gained!
- ✓ **Positioning** - We have already talked about the importance of product positioning for PMMs, but, in this instance, the positioning we are talking about is how to position yourself as a candidate. This step requires some thought and it is worth visioning out the role you see yourself playing within the organization as a PMM. Think about the skill set and knowledge you have already acquired and how you will leverage it in a future role. This step will help you to articulate the value you can bring to the role during the interview phase.
- ✓ **Networking** - Networking, in addition to reaching out to people you would like to emulate, can help open some PMM doors for you. There are product marketing groups on Slack and LinkedIn that might be worth joining, and it is worth keeping an eye out for any professional groups located in your area that might have some cross over with product marketing.
- ✓ **Resume** - Take the time to finetune your resume in such a way that it highlights all the parts of your career or education background that are in any way relevant to product marketing.
- ✓ **Interview Preparation** - There is so much generic interview advice dished out by HR and recruitment professionals today - but, apologies in advance, we will indulge in a little bit of interview preparation advice ourselves in this instance! Industry and product knowledge is absolutely essential to product marketing, so you will need to do the hard yards to prepare for an interview. Think about how you would position the product, how it stacks up against competitors, and any relevant industry trends you need to be aware of.
- ✓ **Personal Website** - Another activity that will take some time, but won't do you any harm. Think about building a site that highlights your skills or covers product marketing-related topics.

Once you land that first product marketing role, there will be plenty of scope for upwards progression. A typical product marketing career might progress along the following route.



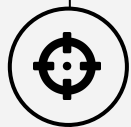
ASSOCIATE PRODUCT MARKETING MANAGER

This role would be entry level and hands-on contributing to all the various product marketing activities including creating product launch marketing and sales materials, learning about customer personas, sitting in on team meetings, and researching the market. Learning on the job and developing key skills is paramount here. The salary for this role ranges from \$80,000-\$150,000 per year.



PRODUCT MARKETING MANAGER

In the PMM role, you will start to lead those key GTM initiatives. You are starting to become the master of your own domain. The salary range for a PMM is \$100,000-\$150,000.



DIRECTOR OF PRODUCT MARKETING

The next step on the ladder is a director role where you will start to hand off some key tasks and instead adopt a more strategic stance where you can oversee product marketing activities and ensure they remain aligned to the company's strategic goals. Salary range here is \$150,000-\$220,000.



VP OF PRODUCT MARKETING

Success product marketers can see themselves taking a seat at the intersection of market leadership and executive decision-making. As VP of Product Marketing, you will start to oversee global GTM execution and ensure the company's business units are aligned. Salary range here is around \$200,000-\$250,000.



C-SUITE

It is not unheard of for a PMM to end up in the C-suite. In fact, the broad set of experiences and skills associated with PMMs is, in many ways, the exact type of background that is essential for executive leadership.



B2B PRODUCT MARKETING BEST PRACTICES

Having delved into the key skills and responsibilities associated with product marketing, we will now share some best practices. Rather than general tips, we will focus on some guiding principles to lean on throughout a career in product marketing.

1 - KEEP YOUR KNOWLEDGE CURRENT

As a PMM, you are charged with being the link between the technical capabilities of the product and the more practical requirements of the customer. Doing so requires in-depth product, industry, and customer knowledge. It also requires a high level of communication skill and marketing skills to reach the customer with a message that resonates. Keeping your industry, competitor, product, and customer knowledge current is vital. If you fall behind on a trend or industry development, you risk alienating customers or even falling behind on key product requirements. There are a number of ways to ensure your knowledge stays up to date:

Follow all relevant people and topics on X - In addition to following industry thought leaders on X and other social sites, you can follow topics to keep abreast of the latest industry developments.

Set up alerts - Google Alerts and other tools like Talkwater Alerts will provide you with notifications any time there are industry developments you need to be aware of.

Study Industry Reports - Gartner, Forrester, and other research and advisory companies will publish regular industry reports which will delve into the latest industry developments including trends, market sizing, and leading companies.

Leverage Competitive Intelligence Platforms - There are competitive intelligence platforms that can be leveraged to ensure you do not miss any key industry or competitor developments. Again, take the time to set up all the relevant alerts you need to stay up to date.

The final point to make here is that industry knowledge is not a one off research task, maintaining it is something you will need to build into your day-to-day life. Instead of getting alerts throughout the day and distracting from other key tasks, it might be an idea to schedule 30 minutes or so each morning or evening to catch up on all the day's developments.





2 - DEVELOP CROSS-FUNCTIONAL RELATIONSHIPS

As we have seen, relationship building is a key part of the PMM's remit. An important part of the job is working with the different product stakeholders across product management, sales, marketing, customer success, and development teams. But, working with someone on a different team is not the same as building a relationship with them. In fact, if you are solely focused on working with someone without building a relationship, then the task might become progressively harder. There are some best practices to follow when it comes to building cross-functional relationships.

Tailor your use of language - Each team will have their own concerns and their own way of viewing the world. Sales people are primarily concerned about making quota. Time, to them, is quite literally money. Product development teams might think in more technical terms, while marketing professionals will be focusing on ways to grow the pipeline. The onus is on the product marketer to tailor their communications in a way that is relevant to each of the various parties.

Embrace the water cooler - The oft-scorned water cooler moments do, in our experiences, actually have a lot of value for the PMM. Catching

up with your colleagues for a few minutes in a slightly more informal setting like the watercooler or coffee station can help to build rapport and nurture important relationships. You may or may not be discussing anything product-related but that is secondary. The benefits of those casual chats are mainly that they can help both you and your colleagues grow more comfortable in each other's company and, once the pressure of a product launch commences, a solid relationship will be important.

Introduce yourself to new team members - The fast-paced nature of the B2B world today means that incomings and goings will be part of the PMM's life. Regardless of experience level or skill set, starting into a new role is challenging. As new team members join, the PMM should look to introduce themselves and kickstart a solid working relationship. Even something small like offering to meet the new employee for a coffee can mean a lot. Remember, you will be working with this person on a product launch where everyone has a vital role to play. Helping to smooth the new hire's transition into their new role will benefit everybody in the long run.

3 - THINK ABOUT THE BIG PICTURE ALWAYS

There are so many varying activities within the remit of the PMM that it is easy to lose sight of the big picture. Product success and, ultimately, revenue growth is the goal. There are many other metrics, data points, and activities within which the PMM could easily get mired in. Part of the PMM skillset is to maintain that strategic vision while balancing all those other actions and tasks that make up the greater product launch plan. Key here will be regular prioritization of tasks, declining low value meeting invitations, delegating where possible, and assessing each action item in terms of strategic impact.

4 - THE PMMS WORK IS NEVER DONE

While racing towards a product launch might seem like there is a finish line in sight, the reality for the PMM is that, in terms of their work, the race is not complete. Post-launch, a PMM will focus on a new set of activities including tracking KPIs, analyzing sales and marketing data, implementing feedback loops, writing case studies, implementing feedback loops, and building out customer referral programs. As a product matures, the PMM must also figure out how to adapt their competitive positioning be it defensive or offensive depending on the share gained within the market.

The PMM might in the future be assigned to new products as they are launched or, if their career progresses, end up in a position overseeing numerous products. In general, it is worth remembering that product marketing is a fast-paced and relentless field to work in. The rewards are plentiful, but it might be a good idea to schedule some holidays at times throughout the year to recharge the batteries for the next product launch. That being said, if you are part of a startup company that successfully launches your product, there is always the potential for acquisition which can bring sizable payouts to PMMs - who are so integral to the success or failure of a product and indeed a company.



METRICS



PMMs if they are not careful can easily get drowned in a sea of data. The many data points available to the PMM are themselves a manifestation of the diverse and wide-ranging set of activities the PMM encounters. In this section, we will outline some best practices to keep in mind when setting up your product marketing metrics. We will also pinpoint what we believe are the most important metrics the PMM should focus on.

Tracking, measuring, identifying, iterating, and improving are fundamentals of product marketing. Figuring out which metrics to focus on is vital. Before you choose your metrics, there are some key guidelines to keep in mind.

Revenue Focus: Revenue is the ultimate metric. For all other metrics, your starting point should be - how does this data point link back to revenue. Product Marketing Metrics Dashboard: PMMs need to be agile in their approach to work. A dashboard can provide you with the up-to-date insights and key metrics that can help PMM's make data-driven decisions in real time. Your dashboard should contain a mix of high level sales, marketing, product, and customer metrics.

Pinpoint Leading and Lagging Indicators: Lagging indicators are those historical data points that highlight key results - an example would be the number of inbound leads for the previous month. Leading indicators, on the other hand, are primarily about measuring activities and can help you with things like sales forecasting. A leading indicator could be the number of outbound emails sent the

previous month. If you know that, for example, you have historically generated 10 sales opportunities for every 500 outbound emails sent, then you can use the number of emails sent per month as a leading indicator to help you predict the number of sales opportunities you will generate.

Work Backwards: "I'm the backwards man, the backwards man, I can walk backwards as fast as you can, I can walk backwards as fast as you can." The immortal words of eccentric comedian Tom Green have a certain relevance to product marketing metrics in that you need to work backwards from revenue to identify all the key data points - particularly leading indicators - and understand how these metrics influence revenue. Identify and review correlations on an ongoing basis. Working backwards will help you select which key metrics to highlight on your dashboard and where to focus.

Separate out Metrics, KPIs (Key Performance Indicators), and OKRs (Objectives and Key Results): Metrics has become the all-encompassing term that covers all data points, but, in reality, there are differences between KPIs, OKRs, and metrics that are worth highlighting before finalizing your approach to measuring product marketing performance.

Metrics are all those measurements used to track the performance of product, marketing, sales, and customer success.

KPIs are a subset of metrics. They are the various activities deemed by the organization to be the most critical to performance and success. KPIs are tracked over time to analyze progress.

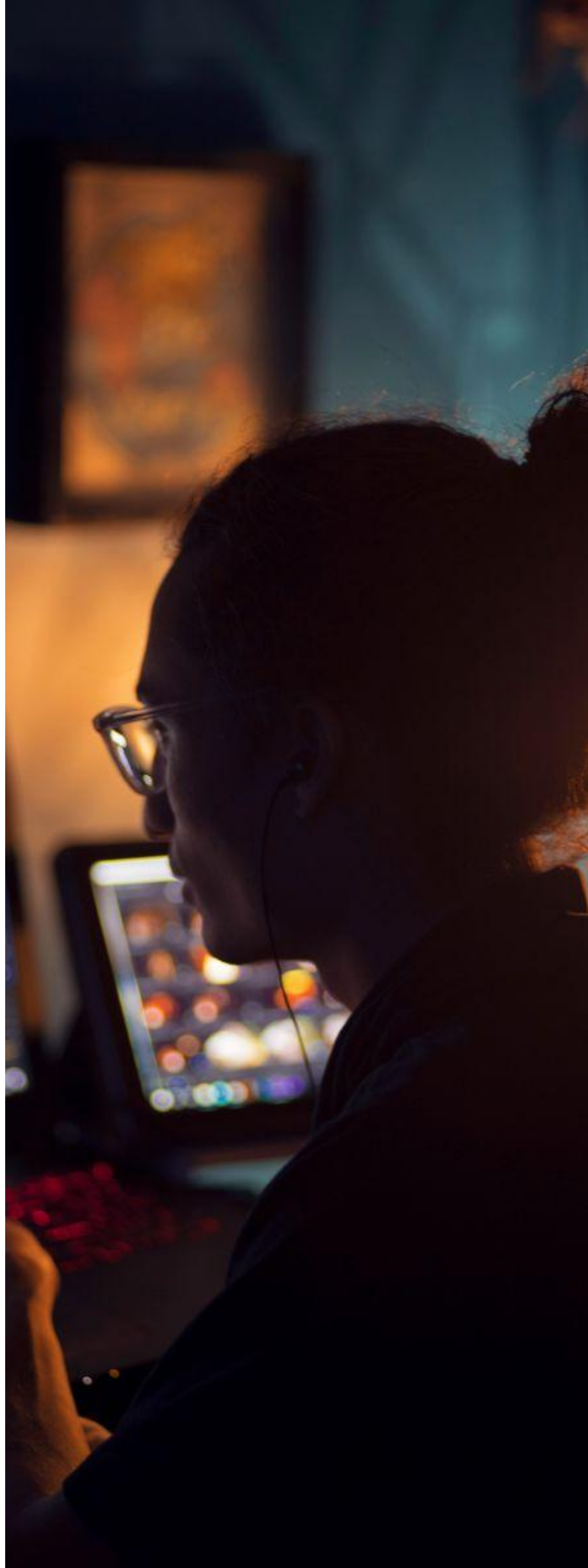
OKRs are used as part of a goal-setting framework and come in two parts. First the objective is the broader goal - in the case of the PMM, one objective could be to increase product awareness. The key results then are the metrics tied to the objective. In this example of increasing product awareness it could be a target metric of increasing monthly web visitors, organic search, and social media impressions by a target percentage.

By separating out metrics, KPIs, and OKRs, PMMs can then figure out where to focus, how to evaluate performance, and how to use KPIs, OKRs, and PMMs in tandem to build a highly effective product marketing metrics framework.

Given the diverse nature of product marketing, there are a variety of metrics across many different functions for the PMM to familiarize themselves with. Familiarization is one part, but, the second, more crucial part is to hone in on the key metrics to focus on.

From our many years in the B2B environment, we would recommend that PMMs focus on metrics in the following categories:

- Sales Metrics
- Marketing Metrics
- Sales Enablement Metrics
- Product Metrics
- Customer Success Metrics



SALES METRICS

Monthly Recurring Revenue (MRR): Product subscription revenue generated in a single month.

$MRR = \Sigma$ (Recurring revenue from all active product subscriptions in month)

Annual Recurring Revenue (ARR): Total product subscription revenue normalized over a year.

$ARR = MRR \times 12$

Customer Acquisition Cost (CAC): The average cost of acquiring a new customer.

$CAC = \text{Total Product Sales \& Product Marketing Costs} \div \text{New Customers Acquired}$

Customer Lifetime Value (CLV): The total expected revenue from a customer over the entire relationship.

$CLV = \text{Average Revenue per Customer} \times \text{Average Customer Lifespan}$

Win/Loss Ratio: The percentage of deals won versus deals lost.

$\text{Win/Loss Ratio} = \text{Deals Won} \div (\text{Deals Won} + \text{Deals Lost})$

Revenue Growth Rate: The percentage increase (or decrease) in product revenue over a period.

$\text{Revenue Growth Rate} = ((\text{Current Product Revenue} - \text{Previous Product Revenue}) \div \text{Previous Product Revenue}) \times 100$

Average Deal Size: The average revenue generated per closed deal for the product.

$\text{Average Deal Size} = \text{Total Revenue from Closed Deals} \div \text{Number of Closed Deals}$

MARKETING METRICS

Lead Conversion Rate: The percentage of leads that convert into paying customers.

$\text{Lead Conversion Rate} = (\text{Converted Leads} \div \text{Total Leads}) \times 100$

Website Visitors: The number of unique individuals visiting a website or relevant product pages within a website.

$\text{Website Visitors} = \text{Count of Unique Visitors (via analytics tool)}$

Website Visitor Conversion Rate: The percentage of website visitors who convert.

$\text{Visitor Conversion Rate} = (\text{Conversions} \div \text{Website Visitors}) \times 100$

Campaign ROI: The return on investment from a campaign.

$\text{Campaign ROI} = ((\text{Campaign Revenue} - \text{Campaign Cost}) \div \text{Campaign Cost}) \times 100$

Market Share: The percentage of industry sales captured by your company.

$\text{Market Share} = (\text{Company Revenue} \div \text{Total Market Revenue}) \times 100$

Advertising Cost per Lead (CPL): The average ad spend per lead generated.

$CPL = \text{Advertising Spend} \div \text{Leads Generated}$

Cost per Acquisition (CPA, per source): The cost to acquire one customer per channel.

$CPA = \text{Channel Spend} \div \text{Customers Acquired from Channel}$

SALES ENABLEMENT METRICS

Content Adoption: The extent to which sales teams use product content.

Content Adoption = $(\text{Content Used} \div \text{Total Content Available}) \times 100$

Content Association with Opportunities: The frequency of content influencing deals. This metric may rely on some qualitative analysis but can be hugely valuable for the PMM to get an insight into which pieces of content are being used in both closed won and closed lost opportunities.

Content Association = $\text{Opportunities Influenced by Content} \div \text{Total Opportunities}$

PRODUCT METRICS

Active Users: The number of unique users actively engaging with the product.

Active Users = $\text{Count of Unique Users Performing Key Action}$

Feature Adoption: The percentage of active users engaging with a feature.

Feature Adoption = $(\text{Users of Feature} \div \text{Total Active Users}) \times 100$

Session Duration: The average time spent per session. Useful to track over time and will help alert the team to spikes or sharp declines that may indicate larger issues.

Average Session Duration = $\text{Total Session Time} \div \text{Number of Sessions}$

CUSTOMER SUCCESS METRICS

Net Promoter Score (NPS): A measure of customer loyalty and advocacy. This score is calculated from data collected during customer feedback surveys.

NPS = $(\% \text{ Promoters} - \% \text{ Detractors})$

Customer Churn Rate: The percentage of customers lost in a period.

Churn Rate = $(\text{Customers Lost} \div \text{Customers at Start of Period}) \times 100$

Customer Retention Rate: The percentage of customers retained.

Retention Rate = $((\text{Customers End} - \text{New Customers}) \div \text{Customers Start}) \times 100$

Customer Satisfaction Score (CSAT): The average customer satisfaction rating.

CSAT = $(\text{Sum of Survey Scores} \div \text{Number of Responses}) \div \text{Maximum Score} \times 100$

Onboarding Completion Rate: The percentage of customers completing product onboarding.

Onboarding Completion Rate = $(\text{Customers Completed} \div \text{Customers Started}) \times 100$

One of the more qualitative metrics which we didn't include but is of considerable significance is analyst reports and how your product is featured. The way your company or product is positioned in an analyst report can give you important visibility into how your product is being perceived in the market and how effective your positioning strategy is.

Overall, these metrics are not exhaustive by any means. Instead we have focused on the metrics we have, in our experience, seen to have the greatest impact on product marketing effectiveness. Indeed, there may be other metrics that are unique to your company's product that you will need to add into your metrics mix. These metrics are however a really good starting point and will help you finalize the product marketing metrics you need to focus on.



CLOSE

Thank you for downloading the MFS Guide to B2B Product Marketing and we hope you have found some value along the way. If you are bringing a new product to market, or are yourself acting the role of product marketer, we wish you the best of luck in your journey.

If your company is looking for extra product marketing resources or if there is a marketing challenge you are looking for support on, feel free to reach out to set up an introductory call - we would be more than happy to hear you out and see if there is a way we can add value.



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