



PMs AND PMMs



CORE FOCUS

PRODUCT MANAGERS

CREATE VALUE

- More heavily involved in technical and product lifecycle responsibilities: product requirements, roadmaps, and innovation.
- Stronger orientation toward engineering and development collaboration.
- Consistently spend more time in strategic product decisions (what to build and why) and technical feasibility.

SHARED CHARACTERISTICS

Both roles are deeply involved in understanding market problems and defining product positioning

PRODUCT MARKETING MANAGERS

COMMUNICATE VALUE

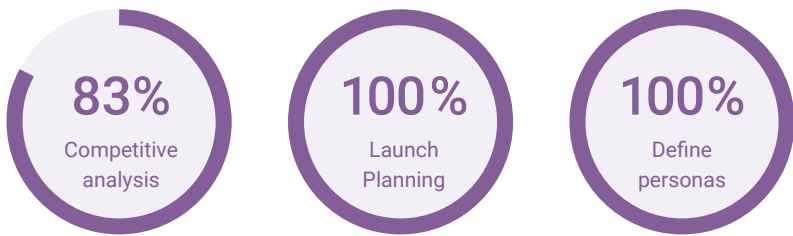
- More heavily engaged in go-to-market activities: positioning, messaging, launch planning, and sales enablement.
- Tend to focus on external market communication, buyer personas, and customer acquisition strategies.
- Spend more time aligning with sales and marketing teams.

* KEY ACTIVITIES

PRODUCT MANAGERS ARE ACCOUNTABLE FOR:



PRODUCT MARKETING MANAGERS ARE ACCOUNTABLE FOR:



THE BREAKDOWN

TIME ALLOCATION

- PMs consistently skew toward tactical activities (68% of time) despite aspirations for more strategic focus.
- PMMs balance tactical work with strategic brand-building, but their tactical focus is often sales tool creation, campaign support, and launch deliverables.
- Both roles show a long-term challenge: insufficient time spent on direct market research.

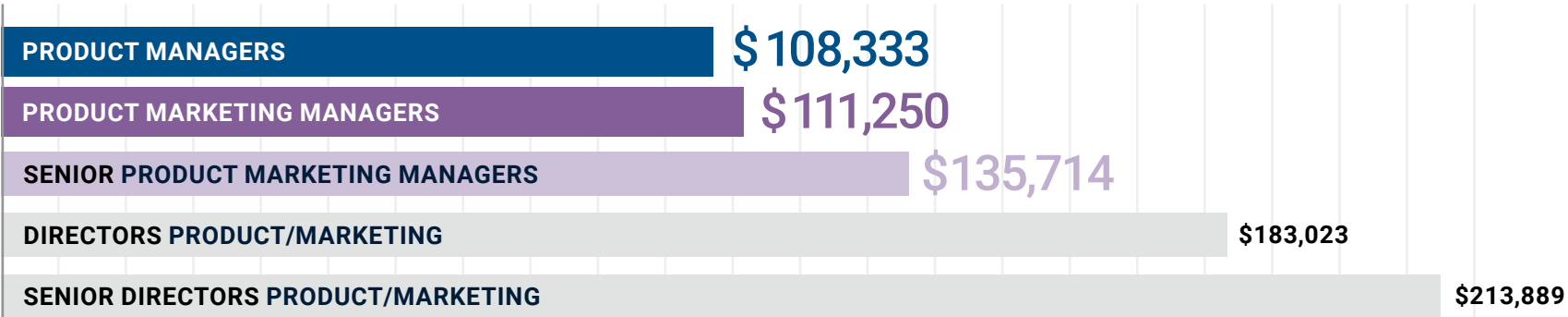
REPORTING STRUCTURES

- PMs are more likely to report into product management or directly to executive leadership, reinforcing their role in long-term strategy.
- PMMs often report through marketing, linking them closer to revenue-generation metrics.
- In recent years, both roles are more embedded in cross-functional teams, reflecting product-led growth structures.

PERFORMANCE METRICS

- PM success metrics lean toward product revenue, profitability, and product performance indicators.
- PMM success metrics lean toward market share, lead pipeline, customer acquisition, and campaign ROI.
- Customer satisfaction and NPS are increasingly common shared metrics.

REPORTED SALARIES



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* All statistics cited from Pragmatic's State of Product Management & Marketing Survey
[GET THE FULL REPORT >](#)

Want to learn more about the differences between PMs and PMMs?
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