

CREATED BY:



The Art of Conversation

How revenue intelligence and conversation intelligence are shaping the future of product marketing

BUILT IN PARTNERSHIP WITH:

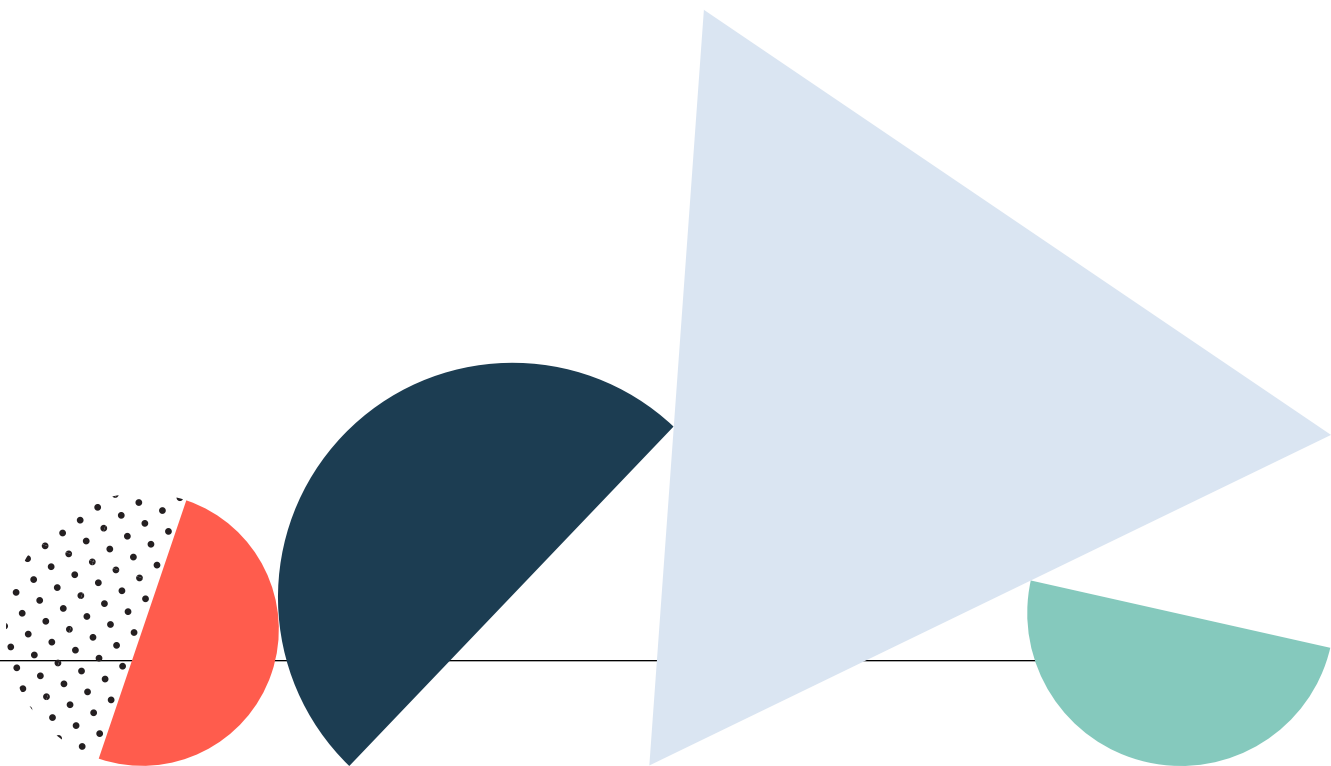


CHORUS



Contents

- 03 An introduction to your report**
- 05 What are revenue intelligence and conversation intelligence?**
- 08 Assumptions vs. VoC: out with the old and in with the new (or is there room for both?)**
- 10 Key features, uses, and benefits for product marketers**
- 13 Quantifying VoC: turning conversations into actionable insights**
- 15 How often are product marketers using these tools?**
- 16 Tying product marketing efforts to revenue**
- 18 Conclusion:**
 - 18** How are revenue and conversation intelligence shaping the future of product marketing?
 - 19** What we've learned: key takeaways



Introduction

Over the past 18 months, there has been explosive growth in the application of conversation intelligence and revenue intelligence tools. Remote working means the sales cycle has evolved and conversations have shifted into more virtual forms. This change has opened up a whole host of new opportunities to shadow customer conversations without the limitations of timezones and availability.

More companies are implementing tools like this to tap into an abundant source of on-demand insights. Up until now, AI-based platforms like these conversation intelligence and revenue intelligence platforms have been predominantly used for sales coaching and very much tied to the sales ecosystem. However, we're now starting to see more prominently how these tools are an untapped resource and unsung hero for product marketing teams too.

In this report, we cover a number of topics under the subject umbrella. First, we'll explore what conversation intelligence and revenue intelligence actually are, for those who aren't familiar. Then we'll take a deep dive into where data and intelligence like this leave the 'assumptions versus voice of the customer' debate - is it a case of out with tradition and in with new processes? Or is there still room for both?

In true Product Marketing Alliance style, we won't stop there either. Next, we'll investigate how PMMs around the globe are using conversation intelligence and revenue intelligence tools to generate actionable, data-driven insights to inform strategies. We'll get to know more about how integral to the PMM function tools like these currently are and how this might develop moving forward.

This report was built in proud partnership with Gong and Chorus - two leading platforms in the world of conversation intelligence and revenue intelligence. You'll also get a closer look at what each has to offer in terms of key features, while we'll also tap into how product marketers from various industries are using them to support their function.



"You're not trying to simply gather data for the purposes of spitting it back to internal stakeholders - that's hearing, not listening. You're trying to aggregate and understand a set of problems that a plurality (not necessarily a majority) of those customers have, and be able to elucidate those problems in a clear and concise way to those who are willing to hear about them."

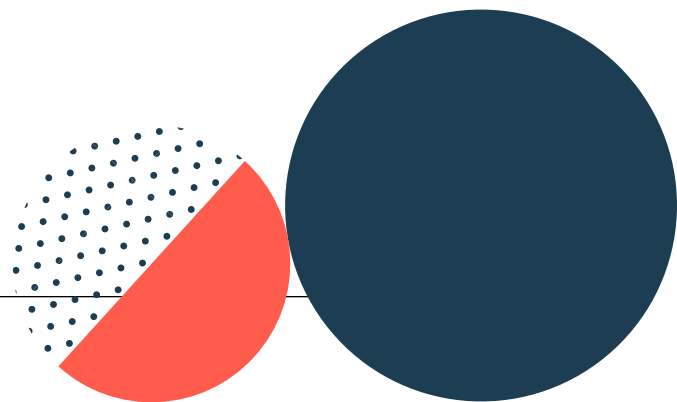
Erik Mansur, VP Product Marketing at Crayon

Here's a quick overview of what's coming your way:

- **An overview of what revenue intelligence and conversation intelligence are.**
- **A comparison of the old method (assumptions) and the new way of doing things (following VoC).**
- **A look at the key features, benefits, and use cases for product marketers specifically.**
- **Understanding how PMMs are using VoC to turn conversations into actionable, data-driven strategies.**
- **How often PMMs are currently using conversation/revenue intelligence tools as part of their function.**
- **The importance of tying product marketing to revenue, and how to go about it.**
- **How tools like these might impact the future of the product marketing function.**

Here at PMA, we like to use our community as a platform for product marketers fulfilling the role day in, day out to share their first-hand perspectives and experiences. So as part of this report, we enlisted the expertise of a number of interviewees from various areas of the PMM role to let them do the talking.

But first, let's put it all into some context...



What are revenue intelligence and conversation intelligence?

Before we take a deep dive into how tools like Chorus and Gong are increasingly supporting the product marketing function, let's first go back to basics and understand more about what revenue intelligence and conversation intelligence actually encompass.

The first important thing to note here is that both solve the same customer pain points, sell to the same buyer, and solve pretty much the same use cases.

Both concepts are based on acquiring insights (typically by a frontline rep such as an AE or CSM, but now also PMMs) from interactions with customers and prospects. Literally, it's about recording, transcribing, and analyzing customer interactions such as calls, meetings, and emails using a tool like Chorus or Gong. These actionable insights are then used to drive strategies and decision-making.

The main difference between revenue intelligence and conversation intelligence - when we really get down to the brass tacks - is in how the two companies we're shining the spotlight on here (Gong and Chorus) position themselves. Both companies started out as conversation intelligence. Since then, Gong has evolved to hone in on the term revenue intelligence, while Chorus has remained with their core: conversation intelligence.

What really sets conversation and revenue intelligence apart is the focus on various use cases. Revenue intelligence is predominantly specializing in deal intelligence, whereas conversation intelligence is focused on providing AI-based insights to the entire organization.

The common principles of both CI and RI are:

1. Automation over manual data entry.
2. A complete view of all customer interactions, not just an overview.
3. Access to real-time data for decision-making.
4. Forming data-driven strategies based on real conversations.
5. Connecting the entire company to the voice of the customer.

Gong describes revenue intelligence as "the new way of operating based on customer reality instead of opinions".

It combines deal intelligence, marketing intelligence, and people intelligence to provide a far more holistic approach to gathering and using data on what will maximize revenue. It also provides a more accurate view of customer reality by going beyond conversations, incorporating non-conversational data sources to derive richer insights using AI.

- Gong outlines the five principles of revenue intelligence as being:
- Productive: Automation over manual data entry.
- Comprehensive: A complete view of customer interactions, not just a fraction.
- Timely: Access to real-time data for decision-making.
- Unbiased: Forming strategies based on reality rather than opinion.
- Aligned: Connecting the entire company through data.

Chorus describes Conversation Intelligence as providing “a complete view of customer relationships to drive predictable revenue and outcomes at scale”.

Chorus solves three core business problems the entire office of the CRO struggles with:

- Driving team performance – this means understanding what works and what doesn’t across your frontline teams to drive winning behaviors.
- Maximizing revenue and preventing risk – deeply understanding the behaviors and relationships that drive revenue to get ahead of any looming deal or renewal risks.
- Making better strategic decisions – providing the entire organization (including product marketing) access to the voice of the customer to enable org-wide customer obsession.

The facts and figures

So why does all of this truly matter? As any revenue leader would tell you, one of their biggest struggles is access to timely, relevant data to hit their number. On the flip side, sellers aren’t spending enough time actually selling and are wasting their time with admin tasks.

We went digging around and found some interesting insights which demonstrate this:

- Only 1% of customer information makes it to the CRM, which means the rest is stored in people’s heads or is lost forever. (Gong)
- It can take up to 5 days, on average, for data to be updated in the CRM. (Gong)
- The 1% of customer information that does make it into the CRM is subjective – it’s often misheard and misunderstood. (Gong)
- Competitors are only accurately logged 10% of the time. (Chorus)
- Inaccurate data wastes up to 27% of a rep’s time. (SalesIntel)

Vincent Lo, VP, Product Marketing at Klue describes revenue intelligence and conversation intelligence as “a brand new stop on the train map” for product marketers and “one piece of the puzzle” that slots into place to bolster a stronger, more holistic approach to things like messaging and positioning, product launches, go-to-market, and customer marketing.



“To me, conversation intelligence is an important part of the voice of the market and, generally speaking, if you ask product marketers, that’s what they want to be. There’s no better way to hear what customers are actually saying than having recordings and intelligence around that – it’s as basic and simple as that.”

Vincent Lo, VP, Product Marketing at Klue





"Gong, Chorus, and tools like them record every conversation a salesperson has, and sometimes just a little tidbit of information about your competition or about your prospect or customer's needs can bubble its way up to the top because tools like these transcribe these conversations. Suddenly it becomes far more usable data because it exists out there on the internet and it's not anecdotal - it's actually something that is researchable and you can gather that field intelligence in a really remarkable way."

Erik Mansur, VP, Product Marketing at Crayon

What does this all mean for product marketers?

In our **State of Product Marketing 2021 report**, we discovered that despite **25%** of PMMs identifying their company culture as 'customer-first', almost a fifth (**19%**) of survey respondents admit they never talk to the customer.

Here's what **Erik Mansur, VP, Product Marketing at Crayon** had to say on the matter:

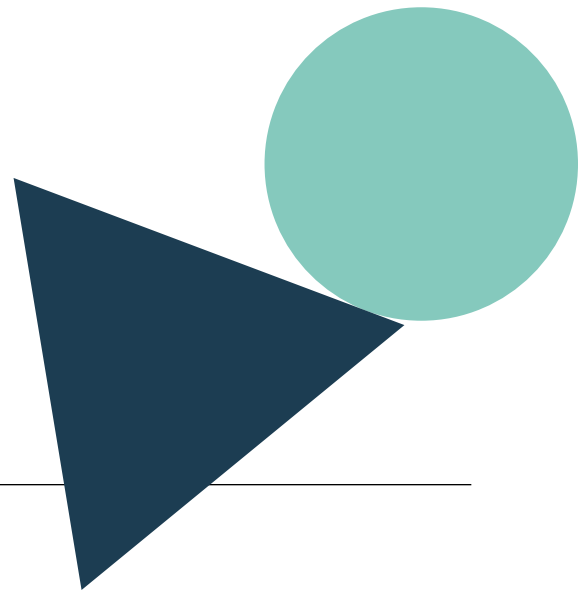
"I feel like that's a serious problem. I'm a big believer in acting as the voice of the customer within my organization. How can you truly understand what your customers' or prospects' challenges are if you don't have regular touchpoints with them? Relying solely on feedback from other teams is also dangerous because there's an inherent 'telephone gaming' that can occur when you're getting secondhand information. The person who is sharing the customer's feedback can't help but add their own biases and opinions, both in the capturing of the information, and their subsequent delivery of that information back to the PMM."

But perhaps the issue here is that product marketers haven't yet had access to the right tools with which they can appropriately and effectively communicate with their customers, or analyze these interactions.

We also asked Erik about the value he sees in revenue and conversation intelligence insights for product marketers, to which he added:

"It becomes so valuable, not just for the sales team itself for the purpose of training and making sure they've got all their ducks in a row for customer needs analysis, but also from a product and product marketing perspective too. You get to really better understand what your customer's challenges are and the benefits they're seeking, and it's all there in black and white, recorded in audio and video."

So, while PMMs have long relied on assumptions to shape their customer research tactics, tools like Gong and Chorus could now pave the way for more emphasis on the voice of the customer (VoC) and data-driven decision-making.



Assumptions vs. VoC: out with the old and in with the new

Or is there room for both?

To find out more about what **Louise Dunne, Product Marketing Manager at Linnworks** dubs “an untapped resource” for PMMs, we grilled those on the industry frontline to get their insights.

When quizzed about where his alliances fall when it comes to assumption versus VoC, **Jon Lewis, Product Marketer Manager at MongoDB** said:

“Assumptions make an ass of you and me. It means we don’t know what our customers are actually saying or how they’re reacting. Not even just our actual customers – it’s about internal customers too, like sales. If we don’t know what they’re saying and what they’re doing, then we’re just guessing.”

When we put the debate out to 200+ PMMs and marketers in the form of a simple survey, **Selene Suau Ignacio, Marketing Manager at Witivio** threw the ball back in our court by asking: “the real question is: what was first, the chicken or the egg?” and she’s right – we do have a bit of a chicken-or-the-egg kind of situation on our hands here.

Why’s that? Because, without making assumptions, how are you going to know which customers to approach to listen to their voices? And vice versa: it’s pretty difficult to generate theories or preconceived ideas without some sort of customer-based insight at the origin; even assumptions have roots in fact and reality.

So, what *did* come first, assumption or VoC?

15% of product marketers surveyed said assumptions should always take the forefront, including **Dario Dallefrate, Product Marketing Manager at Guardsquare**:

“Assumptions! I can’t imagine a VoC that starts without any assumption. For instance, PMMs make implicit assumptions when they select the prospect to interview. Why prospect X rather than Y? Why industry Z rather than industry W?”

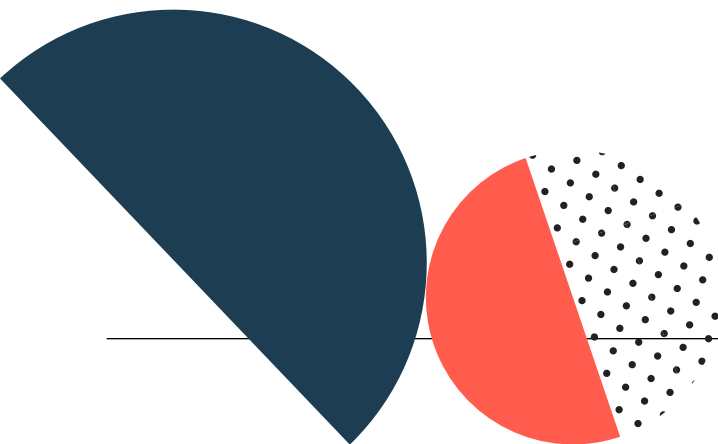
For the majority (**85%**) though, voice of the customer is what should always take precedence in any product marketing effort. That said, when we did a little digging behind these decisions, it seems the secret to real success would be some combination of both approaches.

Here’s what the PMMs had to say:



“I see that in the PMM role, there is always a mix of assumptions and market research. You make assumptions regarding the market and the target audience to select potential customers to interview. Then with the VoC, you surface the uncovered needs. With the results, you make other assumptions to proceed or not with the initial new product idea. Bottom line: I would add the option of both.”

Dario Dallefrate,
Product Marketing Manager
at Guardsquare





"In an ideal world, you rely more on the voice of the customer, but I think too often we fall back on relying on internal assumptions because our plates are so full and we don't have the time we'd like to do thorough customer research."

"If you have a trustworthy internal SME (subject matter expert), it saves an awful lot of time to take their word for it. But in an ideal world, you'd then want to follow that up with primary research to validate the assumptions and put some hard numbers behind them. And it's always valuable for PMMs to talk to customers as much as possible to hear it directly from their mouths."

Lea Schweitzer, Senior Director of Strategic Marketing at View



"I don't think that relying on internal assumptions is something you should be ashamed of. In a company, I'd assume that the majority of the stakeholders should be familiar with the product, and in most cases, customers would also be - whether by using the competitors' products or your own. Therefore you should take their opinion into consideration. That's why a mixture of the internal assumptions within an organization and the voice of the customers through market research is the best combination for me."

Martin Rusev, Product Marketing Manager at Gameloft



"You validate an internal assumption by data and/or listening to your customers. Bottom-line metrics do not always give correlation. Customer feedback can help to determine that. But sometimes you need to test internal assumptions first to see if you can replicate the bottom-line data: experiment."

Jasper de Vaal, Product Marketer - Marketing, Development and Optimization at NEN



"I find that any one data channel is not sufficient to make properly informed decisions. The more channels, touchpoints, stakeholders, and inputs that are used, the better the outcome. Being a good PMM requires finding the best path forward, within all the noise coming in from a diverse set of channels."

Dylan McPhetres, Product Marketing Manager at Sedaru

Key features, uses, and benefits for product marketers

As promised, we're now going to run you through some of the main key features that appeal to users of Gong and Chorus, before honing in on how our PMM interviewees are employing the platforms as part of their wider efforts.

The aim of both tools is to use AI to convert speech into text, which can then be transcribed and turned into data for analysis. Both platforms use natural language processing (NLP) to identify patterns in topics, pick up questions asked, understand sentiment, competitor mentions, and much more. However, many companies also use these tools to analyze email interactions too.

Key features:

- Call recording and transcription.
- Automatically capture interactions and understand the context of conversations.
- Captures customer interactions across phone, web conferencing, and email.
- Provides a real-time view of your pipeline.
- Proactively calls user attention to risks in the pipeline before a deal is lost.
- Integration with whatever apps you're using to make calls and send emails.
- A single source of truth about all customer conversations and the pipeline.
- Access to insights around deal maturity.
- Data to assess the performance of individual salespeople and the wider sales team.

Now we've covered the facts, features, and main selling points about the tools themselves, let's take a look at a specific product marketing use case.

Here's how the team at **MongoDB** are utilizing tools like these in practice, through the lens of **Jon Lewis, Product Marketing Manager**:

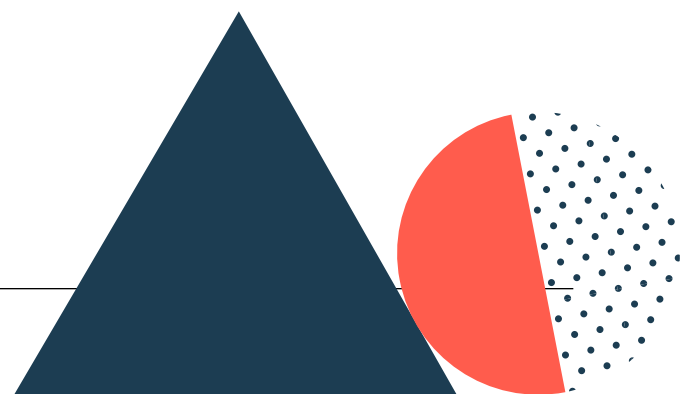


"I guess there are two ways our team at large uses it. I know some of our more senior product marketers will use the tool to help flow into product management and actually build stuff. But when

I'm thinking of boots on the ground and marketing tactics, it's used in a different way. For example, if I did a round of sales enablement, I can use it to see if the training actually sticks. Did the sales team talk about an offering in the correct way? Did the customer receive the messaging in the way we intended? Has my training been effective?

"I can go back and look at how the salesperson talked about my product, or how they use slides – did they use the slides that I built as part of our core deck or did they make something of their own? Are they receptive to the messaging that I built, or are they in need of something better? And then how did the customer react to the sales delivery?"

Jon Lewis, Product Marketing Manager at MongoDB





"I see the process like this: you start with your calls and just listening on to get a sense of what customers are saying and how your teams are responding. Then you gather up a couple of themes you think you want to test or gather hypotheses about. Then you kind of dig into a number of different tools in terms of data points. Conversation intelligence is one, to find out how much conversation there is around particular topics you want to talk about. You then dig into your internal data and your own notes about it, and you also dig into your competition's way of describing themselves. You can then bring them all together. That allows you to thematically prioritize your investigations and research."

Vincent Lo, VP, Product Marketing at Klue

After finding out more about how PMMs are using Chorus and Gong to support their product marketing efforts, we wanted to tap into the benefits they're experiencing as a result.

To summarize the following comments from our interviewees, the main benefits for product marketers right now are:

- Being able to support and enable sales teams more effectively.
- Validating and supporting theories to other teams.
- Becoming more acutely aware of customer pain points so that product marketing can be proactive, not just reactive.
- Improved rapport with customers and greater customer success.
- Helping shape messaging and positioning by listening to the customer and using the words they use within your own messaging.
- Bolstering stronger competitive intelligence.



"I can't tell you how many times a customer conversation opened my eyes to a problem with our product that I was heretofore unaware of. By absorbing these insights, helping to recognize commonalities in your customers' use of the product, and making use of the product yourself to test out those theories and experiencing the same pain (or joy), will help you better represent those feelings to key constituencies within your organization."

Erik Mansur, VP Product Marketing at Crayon



"You can use the customers' words to build your messaging and positioning, whether you're using Gong or talking to sales. I like to hear directly from the customers though because when you start with a blank piece of paper, you're doing yourself a disservice. You're sitting in a room with your team saying, 'Oh, what do our customers actually want?'. Well, why don't you start with your customers? I think when you make that switch, the messaging and positioning almost writes itself. When you listen to what your customers are saying about what's important to them and how they make decisions, the themes that should form your messaging and positioning become super, super clear."

Farhan Manjiyani, Technical Product Marketing Manager at Rev.ai



"I think product marketing - especially in such a technical world - is basically being able to resonate with the customer. The best way you can do that is by listening to the customer and that's something I found difficult in past product marketing roles without tools like Chorus. PMMs are that one step removed from the sales process, with a tool like this and that added visibility into the sales process, you're able to not only hear how the customer is speaking about their own pain points but also understand how they're responding to your version of solving these pain points. It allows you to reflect and really hone your message, to make sure you're answering exactly what the customer needs."

Emma Lullo, Associate Product Marketer Manager at MongoDB



"If you think about product marketing and what we need to do, we need to understand where the market is going so we can inform our stakeholders with evidence. That's one of the hardest parts about voice-of-market because a lot of it's predictive, a lot of it's fuzzy logic, a lot of it's projections and forecasts. It's basically nothing more than mist until you actually get a quote in place - that's when you make things real. When you get multiple quotes that talk about the same thing, then you can spot a theme."

"That's what Gong and Chorus are doing extremely well - to be able to create thematic ideas and put real data behind them, and actually have the technology to do all the work. It helps product marketers understand what customers, the market, and prospects are saying, at scale."

Vincent Lo, VP, Product Marketing at Klue

Quantifying VoC: turning conversations into actionable data-driven strategies

To take our exploration of how product marketers are using conversation and revenue intelligence tools to support their operations, we asked a few of our interviewees how they're turning their insights and findings into actionable strategies.

Here's what they revealed:



"I get multiple emails a week flagging something interesting someone has said on a Gong call. It's then sitting in my email inbox and I'll go take a listen to it and think, 'Wow, that's fascinating intelligence'. That

will then become part of our battle card strategy and part of rounding out a particular competitor, or it becomes a piece of anecdotal data that I can take into a conversation with sales management, for example.

"It's almost like the tip of the iceberg, where that one thing that resonates with someone means you suddenly start unearthing a lot of other layers. Instantly, you start making better business decisions because once you get that one nugget of information, you can start digging for more."

Erik Mansur, VP, Product Marketing at Crayon

Erik also spoke to us about how gathering data and field intel via tools like Chorus and Gong is a highly effective way to speak in the same language as the customer. He touched on how call recording was less widely accepted pre-COVID, but how the pandemic has shifted attitudes and opened new realms of opportunity for sales teams and PMMs.

"At the outset of the pandemic, when anybody heard the Zoom lady say, 'call recording is on', people were off-put by it, they were like, 'why are you recording my phone call?'."

But now, I think people have started to recognize that people want to have it for posterity – they want to be engaged and look at the screen without having to constantly be taking notes. I like being able to get what my customers and what my prospects say right, in their voice, in its purest form. Recording a conversation has become far less stigmatized. It's no longer a bad thing to want to get it right the first time."

Aligning messaging and positioning with words that customers actually use is also a sentiment and actionable strategy echoed by **Vincent Lo, VP, Product Marketing at Klue:**



"As product marketers, we're responsible for communicating what we provide as an offering out in the marketplace and provide a narrative that differentiates it. Well, guess what? You can't actually do

that in a vacuum. Prior to conversation intelligence, you'd sit on customer calls and prospect calls. The second way would be to find time to schedule in interviews and have calls with your prospective markets and other people in your ICP. But neither of those are exactly scalable.

"Conversation intelligence allows you to do it from a product marketing perspective – from a messaging and storytelling perspective; from the perspective of what customers are saying they're hearing in the market so you can adjust your own messaging and positioning, and align this with the words customers actually use. I think that's often an overlooked aspect of intelligence and insight. We're actually mapping what we want to say to the words that people actually use."

Vincent Lo, VP, Product Marketing at Klue

An example of Gong in action

Louise Dunne, Product Marketing Manager at Linnworks, shared with us how the product marketing team at her company use Gong to refine messaging, create buyer persona assets, define customer and market research, shadow live sales cycles, and support sales more effectively:



"I first used Gong in a previous product marketing position where it was rolled out to the sales team as a sales coaching tool. Product marketing was given access to the platform so that we could analyze call recordings and transcripts using watch-back functionality, as we were refining our high-level messaging to create assets for specific buyer personas."

"There were three of us on the team, each assigned a buyer persona. We worked together to plan our goals for the project, define our research approach, and created a scoresheet to document feedback on Gong calls such as tracking persona title, questions asked, aspects of the platform demonstrated, metrics, and so on. We identified recently closed, won opportunities with relevant personas, and then 'shadowed' these deals using Gong."

"As the company was global, it would have been challenging to shadow live sales cycles due to time differences and scheduling conflicts and would have had to rely on sales rep feedback rather than gathering these insights firsthand."

"After shadowing a number of deals, we each collated our findings and then worked with key stakeholders in field-facing teams to refine messaging based on the specific insights we learned about each buyer persona. We then created a bespoke bill of material for each persona type, building on core global messaging and reflecting the buying cycles for each persona."

"This bill of material was shared with sales teams targeting each persona and adoption of these assets was high, thanks to the hands-on involvement of sales reps in their creation and the validation that this messaging was targeted at specific personas."

Louise Dunne, Product Marketing Manager at Linnworks

How often are product marketers using these tools?

Despite the obvious advantages revenue intelligence and conversation intelligence tools bring, PMM usage is still varied and inconsistent from company to company. Some product marketers are employing them on a super regular basis, while others are revisiting them more sporadically.

So, how often are PMMs using tools like Chorus and Gong?



Emma Lullo, Associate Product Marketer Manager at MongoDB

told us: *"I review calls at least once a week and compile findings into a monthly report that I share out to relevant stakeholders across product, sales, and marketing."* She added: *"I usually spend about 10 to 12 hours a month in Chorus, or 2 to 3 hours a week".*



Jon Lewis, Product Marketing Manager

and colleague of Emma's also uses Chorus on a pretty regular basis in his role at MongoDB: *"On a normal workweek, I probably use [Chorus] for just a couple hours - I try to listen in on 3-5 sales calls a week just to keep familiar. That number temporarily ramps up when I'm actually using Chorus as part of post-launch".*



Louise Dunne, Product Marketing Manager at Linnworks

on the other hand, tends only to tap into their conversation intelligence tool of choice (Gong) for *"three hours a month - around one hour per call shadowed, depending on how many competitive deals there are to investigate"*.

We see more and more product marketing functions adopting Emma Lullo's approach in the not-so-distant future, using tools like Chorus and Gong as an extension of their daily or weekly operations.

Tying product marketing to revenue

We wanted to find out more about how product marketers are currently tying their efforts to the bottom line.

Tools like Chorus and Gong have been proven to have substantial impact on revenue but as all product marketing experts will know, tying the function to monetary results can be quite the challenge. Product marketing plays an equally fundamental role in generating this revenue as other teams, like sales and marketing – we know that – but it can be tricky to demonstrate on paper.

How are the experts doing it?

We asked some seasoned product marketers for their tips on attributing the efforts of the function to revenue, or how it works at their company. Here's what they had to say:



"I think you have to tie at least one of your KPIs to the outcome of a sale – I like SQO. Upsell and retention involve many more people, in my opinion. Form fills can be skewed and lead to fluffy metrics your sales leader will scoff at. I would rather the VP of Sales and I be on the same page when it's time to report numbers; I also think the diversity of opinions on what's considered to be the right approach might come from how teams are structured."

Damian Aguirrechu, Marketing Director at Organogenesis



"Have PMMs work directly with AEs and CSMs on ICP accounts. Each team is responsible for the initial sale, retention, upsell/cross-sell, expansion into new divisions, referrals to new business, etc."

John McTigue, B2B Customer Journey Architect at The Customer Journey Mastro



"Product marketing's goal is to drive awareness and demonstrate reason to try. Ultimately, it's activation and monetization that matters. Assuming the product proves useful, the next goal is to retain, cross/upsell and refer new business, demonstrating reason to stay and reason to share".

Sheldon De Sousa, Product Marketing and Product Management Professional



"It depends on your own strategic goals. I own most of the website so demo requests (that then turn into revenue) are a consistent metric. Expansion/retention is also a biggie; I think this is a great metric especially for anyone focused on product growth. But ultimately I'm looking at closed revenue as my north star as everything levels up to that."

Kerry Wheeler, Product Marketing Manager at Quorum

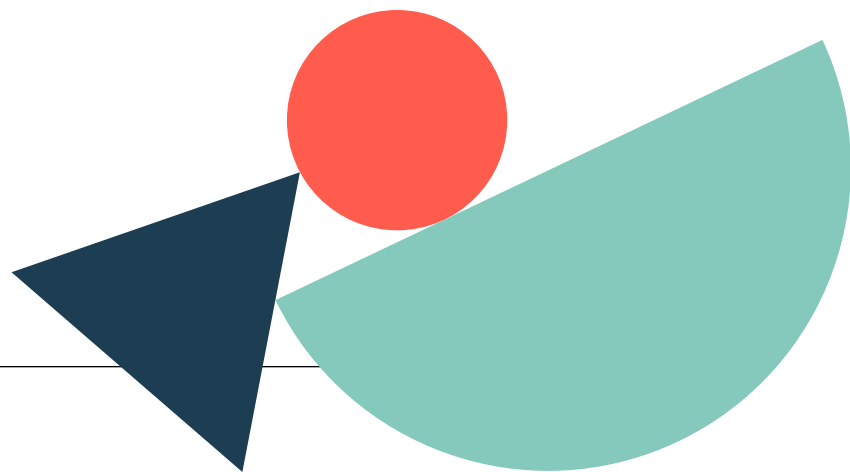
When it comes to tying revenue to product marketing efforts via tools like Gong and Chorus, here's the outlook of **Erik Mansur, VP, Product Marketing at Crayon**:



"We as product marketers, we think we know our customers. Depending on how big of a company you have, you're going to have relatively easy access to your existing customer base. If you say, 'Hey, can I put some time in your calendar two or three weeks from now?', you'll probably get that time. The people you don't get the opportunity to talk to as a product marketer because you don't have the keys to their kingdom are your prospects."

"Where the rubber hits the road and where the bottom line exists is, when you have this repository of information from prospect conversations and new customer conversations, you get a far more well-rounded view of who your target audience could and should be. That helps better refine what you're doing in terms of messaging and positioning and helps you better understand pricing – you can literally see if a person shudders or turns their nose up at a pricing tier."

"It helps calibrate the wins but sometimes what is just as valuable are those people who went with one of your competitors. You can use this to make tweaks to streamline the funnel with grease, getting people to buy based on knowledge about the people who said no."



Conclusion

How are revenue and conversation intelligence shaping the future of product marketing?

From the information and insights presented in this report, it's clear to see that revenue intelligence and conversation intelligence tools like Gong and Chorus are going to steer product marketing efforts significantly moving forward.

We see these assets becoming an integral part of the PMM toolkit, enabling product marketers to get closer to the customer than ever before.

Shifting this proximity means that the entire product marketing function will become better equipped and more comprehensively educated when it comes to strategizing and evaluating things like GTM, value props, positioning and messaging, and personas.

That's our perspective, but what did the product marketers out there in the field have to say on the topic?

Ricky Sevta, Chief Global Revenue Officer at simPRO Group reports how, in his organization, the increased access to data has actually generated a whole new role:



"We receive so much valuable data from Gong that we've created a Revenue Operations role dedicated to analyzing the information and presenting it to the C-suite. This addition will help us better translate

the insights we can glean from Gong's AI-driven dashboards into actionable strategies to increase sales."

Perhaps offshoots into more niche and specific roles will continue to open up as more and more product marketing functions adopt tools like Gong and Chorus.

For **Emma Lullo, Associate Product Marketer Manager at MongoDB**, it's going to be all about more fluid feedback loops, and more continuous, real-time research that isn't as stop-start as it was before:



"What I see is product marketing moving towards less structured research efforts and more real-time feedback. What Chorus lets me do is constantly iterate instead of saying, 'Oh, I haven't revisited my messaging in three

months, let me talk to sales and see how it's being received so I can refine and refresh it'. This tool allows me to do that on a continual basis, and keep that feedback loop open. I think that's the real difference between the before-state and the after-state of product marketing with tools like Chorus."

Here's what **Vincent Lo, VP, Product Marketing at Klue** sees on the horizon for PMMs:



"I think the main influence it will have is on the importance of data in product marketing, and whether the product marketing function has the skills, resources, and capacity to be able to understand that and dig into it. It is both an art and a science."

What we've learned: key takeaways

It seems this segment of the product marketing function is just as nuanced and varied from org to org and PMM to PMM as all other areas of the role. That much is obvious – but what exactly have we learned on a more granular level from our quantitative findings here?

- We're seeing a rise in the use of revenue intelligence and conversation intelligence tools in recent months as more of the sales cycle became virtual as a result of the pandemic.
- Product marketers are still divided when it comes to assumptions vs. voice of the customer – some PMMs prefer to rely on assumption, some can't function without VoC (literally), and some tend towards a combination of data channels.
- The main uses and benefits of these tools for PMMs right now are enabling sales teams more effectively, validating ideas to other teams, improving rapport with customers, better understanding customer pain points, and steering messaging and positioning with more structured direction.
- How often product marketers are using tools like these varies widely from company to company – for some it's a weekly occurrence, for others it can be months apart.
- We expect tools like Chorus and Gong to have a significant impact on the future of the product marketing function by creating new roles and placing more emphasis on real-time customer feedback, for example.

Share your thoughts

Here at PMA, we believe strongly in the power of communication and collaboration with our community. In fact, it's crucial to our success and progression, especially when it comes to producing reports that you want to download and read. That's why your feedback is so incredibly invaluable to us.

Like what you've seen here? Let us know. Share your views with us and thousands of other fellow PMMs via our Slack community, or via our LinkedIn, Twitter, or Facebook pages.



productmarketingalliance.com/join-slack



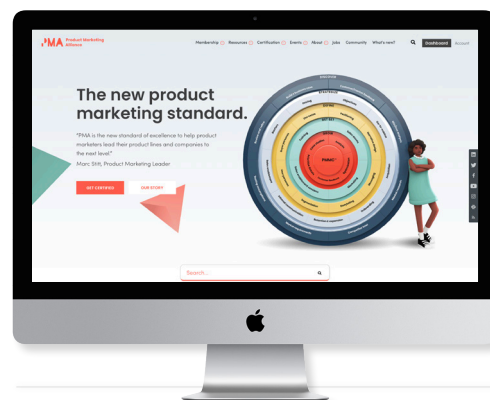
twitter.com/PMMalliance



linkedin.com/school/product-marketing-alliance



facebook.com/productmarketingalliance



A massive thank you for taking the time to read this report, we hope it has provided you with some interesting insights and food for thought.

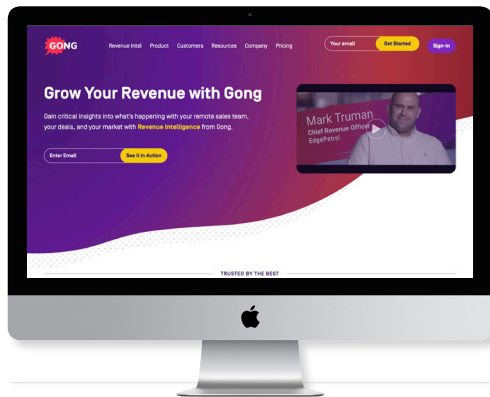
A special thank you

Our report sponsors



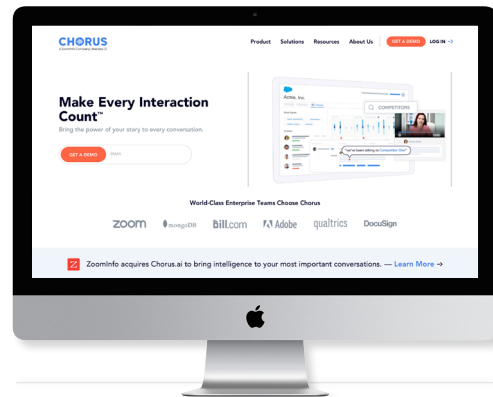
As a pioneer in the field, the brains behind Gong proudly describe themselves as the creators of the revenue intelligence category. Gong enables users to automatically capture customer interactions and provide critical insight so they can identify deal risks and churn risks early, and make the most of their existing pipeline, as well as maximize customer retention. The AI language-based platform drives revenue growth by transforming the way companies sell, how they market their products, how they develop their product offerings, and how they create winning customer experiences.

www.gong.io



Chorus, a ZoomInfo company, is a conversation intelligence platform that provides a simple, scalable solution to capturing and analyzing all customer calls, meetings, and emails to create visibility, drive process and behavior changes, and deliver bottom line impact. Its best-in-class AI helps companies build stronger customer relationships by enhancing human communication and providing invaluable, actionable insights. These insights then serve as the foundation of an effective coaching strategy, bolstering knowledge around the voice of the customer across the entire organization, and helping organizations build a predictable revenue engine.

www.chorus.ai



A special thank you

Interviewees and contributors

Damian Aguirrechu, Marketing Director at Organogenesis

Dario Dallefrate, Product Marketing Manager at Guardsquare

Dylan McPhetres, Product Marketing Manager at Sedaru

Emma Lullo, Associate Product Marketer Manager at MongoDB

Erik Mansur, VP, Product Marketing at Crayon

Jasper de Vaal, Product Marketer – marketing, development & optimization at NEN

John McTigue, B2B Customer Journey Architect at The Customer Journey Mastro

Jon Lewis, Product Marketer Manager at MongoDB

Kerry Wheeler, Product Marketing Manager at Quorum

Lea Schweitzer, Senior Director of Strategic Marketing at View

Louise Dunne, Product Marketing Manager at Linnworks

Martin Rusev, Product Marketing Manager at Gameloft

Ricky Sevta, Chief Global Revenue Officer at simPRO Group

Selene Suau Ignacio, Marketing Manager at Witivio

Sheldon De Sousa, Product Marketing and Product Management Professional

Vincent Lo, VP, Product Marketing at Klue



A special thank you

Producers



Richard King – Founder of Product Marketing Alliance

Rich is the Founder of Product Marketing Alliance and is at the helm of our voyage to elevate the PMM role worldwide. He's responsible for what happens next with the community so if you'd like to have your say, don't hesitate to get in touch – Rich is always open to invaluable feedback and ideas.



Bryony Pearce – Head of Content

Bryony is the brains behind the Aladdin's Cave of content we generously churn out for members and non-member alike. She's known as the Product Marketing Alliance 'Oracle', and has a never-ending supply of new ideas. Feel free to share your feedback with her – she'd love to hear it!



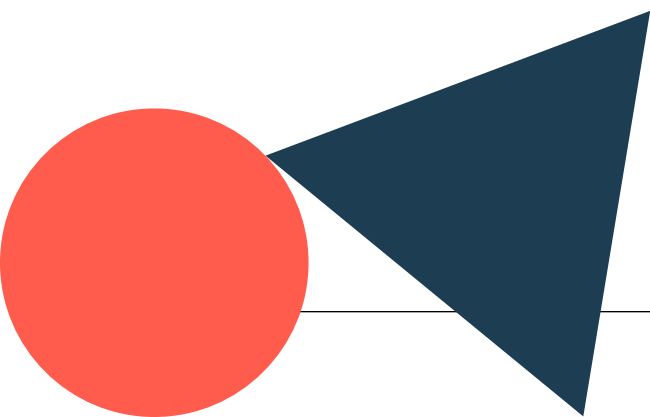
Stephanie Whalley – Senior Copywriter

Steph is our Senior Copywriter here at PMA and is responsible for all the research and words in this report. Want to see another area of product marketing covered in an upcoming report? Let us know and we'll be sure to take note.



Jon Sayer – Graphic Designer

Jon is our graphic designer and looks at all our design requirements. He's responsible for the layout and visual elements in this report and is always happy to hear your thoughts!



Sources:

- <https://www.linkedin.com/pulse/empowering-hybrid-sales-culture-accountability-global-ricky-sevta/?trackingId=eMZRQe%2BcR52ZuXCjhG5RhA%3D%3D>
- <https://www.gong.io/uk/>
- <https://www.chorus.ai/>
- <https://www.avoma.com/blog/gong-vs-chorus>
- <https://www.chorus.ai/blog/insights-from-analyzing-10000-competitive-deals>
- <https://salesintel.io/ebooks/bad-crm-data/>

