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Jonathan Pipek • 1st
 Product Marketing Consultant & Recruiter for B2B SaaS Startups & Scaleups | ...
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the hardest part of product marketing is managing executives

when your CEO wants one thing, your CFO wants the exact opposite, and your CPO is thinking about it in yet another completely different way... you're gonna have a bad time

I've been in this situation more times than I'd like to admit, fortunately, about 70% of the time, I've successfully herded the cats and gotten everyone aligned

here's what actually works:

- 1 talk to key stakeholders 1:1 first**
 get their unfiltered perspective before the group dynamics kick in, you'll learn what they really care about and where the landmines are
- 2 identify who has the real power**
 it's not always who you think, sometimes it's the person with the CEO's ear, not the person with the biggest title
- 3 get everyone in a room together**
 this is where the magic happens (or doesn't), force the hard conversations, make the disagreements visible so you can actually address them
- 4 create a plan and get commitment**
 document what you agreed to, who owns what, and when decisions get made, verbal agreements don't count.

oh, and for the sake of Gouda and all that is cheesy, please make this plan based on market/customer/competitive insights and data, not just whatever the CEO thinks

- 5 if they can't commit, get out**
 seriously, life's too short to bang your head against a wall, if leadership can't align after a real effort, that's a "them" problem, not a "you" problem

great PMM work requires executive alignment, without it, you're just spinning your wheels

P.S. this is exactly the kind of work we do at **Blue Manta Consulting** all the time, helping companies get aligned on positioning and GTM strategy before they waste time and resources going in circles, if you need an objective 3rd party to deal with tough personalities, DM me!

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 feels like this would be a great therapy session for all PMMs
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 SX Marketing Leader | Advisor | Builder | Writer
 The question is always: Are we really talking about [X] or are we actually talking about overarching strategy? Leadership teams are not always as aligned on the latter as we'd like to think
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 - Jonathan Pipek** • Author
 Product Marketing Consultant & Recruiter for B2B SaaS Startups & Sca...
 Joergen Aaboe that's for sure!
 That's one of the first things we figure out as PMM consultants, is there "actually" internal alignment?
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 I make product marketing cool
 "Sometimes it's the person with the CEO's ear." This line hits hard and is something we all have to learn.
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 - Jonathan Pipek** • Author
 Product Marketing Consultant & Recruiter for B2B SaaS Startups & Sca...
 Stefan Gladbach right? feels like every PMM misses this at some point and learns this lesson the hard way... at least I have lol
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 - Yael Davidowitz-Neu** • 1st
 Director of Product Marketing | AI Infrastructure, Enterprise AI & Platform GT...

Sage advice!

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Jonathan Pipek · 2w · Author
Product Marketing Consultant & Recruiter for B2B SaaS Startups & Sca...

Yael Davidowitz-Neu ain't that the truth? wild how one day things feel great and the next it all goes to crap haha

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Dan-Vlad Cobasneanu · 2nd · 2w
Director of Brand and Product Marketing at Synthesia.io

you basically have to follow the b2b sales playbook, but inside your company
👉 identify real pain > find & build a champion > get access to the economic buyer > create a mutual action plan > go/no go

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Ibukun Ogunsoola · 2nd · 2w
Product Marketing (SaaS) | Go-to-Market, Positioning & Product Adop...

Hi, Dan-Vlad Cobasneanu Kindly check your DM

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Isabella Ayulo Hochschild · 2nd · 1w
Brand & GTM Strategist | Product Marketing | Positioning & Market Expansio...

Jonathan Pipek Most PMM pain comes from one root issue: leadership hasn't agreed on what matters most right now and what problem they're actually solving. The real skill is turning multiple executive perspectives into a single, coherent direction. Alignment sticks when decisions are tied to customer reality, not internal preferences.

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Jonathan Pipek · 1w · Author
Product Marketing Consultant & Recruiter for B2B SaaS Startups & Sca...

Isabella Ayulo Hochschild, definitely agree! That's why it's important for PMMs to bring that customer & market insights to the company

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Mary Okarethe · 2nd · 2w
Product Marketing Manager | Driving Results with Innovative Strategies | Spe...

I'd love to add data too. Depending on the context of this stakeholder management, having data to back up your points or strategies can go a long way. This is where another part of stakeholder management comes in because most times you might have to get this data from sales, customer success and product.

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Jonathan Pipek · 2w · Author
Product Marketing Consultant & Recruiter for B2B SaaS Startups & Sca...

Mary Okarethe definitely! You have to have the customer/market/product/competitor data to back up your points or else it quickly becomes a matter of who is more senior or influential

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Puneet Srivastava · 2nd · 2w
Digital & Growth Strategy | Product Marketing | AI & Data Driven Marketing |...

Product marketing succeeds when you translate real customer problems into compelling positioning and measurable traction.

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Jonathan Pipek · 2w · Author
Product Marketing Consultant & Recruiter for B2B SaaS Startups & Sca...

Puneet Srivastava only if you can persuade execs and the rest of the org to buy-in!

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Neha Mantri · 2nd · 2w
Marketing & GTM Leader | Driving Strategic Brand, Product & Growth Decisi...

Managing up is part of the job. The higher you go, the more time you spend on alignment.

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Jonathan Pipek · 2w · Author
Product Marketing Consultant & Recruiter for B2B SaaS Startups & Sca...

Neha Mantri amen to that!

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