

Purpose: this is an Aventi Group created guide for product marketing management (PMM) leaders to devise a customized budget. We base this guidance on extensive work with our B2B technology clients many of which are world-class firms in their category. PMM leaders will need to tune and customize further based on their unique GTM strategy. This is a good starting point for building a robust annual budget that covers headcount, program dollars, and contracted resources.

Global PMM Budget Line Item	Minimum (\$K)	High End (\$K)	EXAMPLE 1: \$50M Annual Revenue	EXAMPLE 2: \$1B Annual Revenue
Headcount:				
A good rule of thumb is one FTE for every \$25-50M of product line revenue. (This does not count all the product option variations and line extensions of a main product line.) For example, a \$100M business should have two to four PMMs with highly separable product responsibilities. Note that each of these PMMs should have additional support, whether contracted fractional staff or program dollars.	1 FTE per \$50M major product line	1 FTE per \$25M major product line	2 FTE	8 FTE
Even if you're an early-stage startup with less than \$25M, you should have at least one PMM—not just a marketing generalist, but an experienced senior product marketing manager. Getting the maximum ROI on sales/marketing investments depends on having rigorous fundamentals in place like a solid GTM plan, well-honed value propositions, clear messaging and positioning, compelling use cases, competitive intel, and so on. You'll waste a lot of sales/marketing execution dollars if you don't do PMM right.	1 FTE	1 additional FTE per \$25M major product line	N/A	N/A
A senior PMM with 8+ years of experience is going to run you \$150-200K/year annual salary plus payroll, taxes, and benefits, which adds another 20% or so. There are also RSUs (restricted stock units) and end-of-year bonuses to consider.	\$200K/FTE fully loaded cost	\$250K/FTE fully loaded cost	\$400K/yr	\$2.4M/yr

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Customer Research:				
Good rule of thumb for annual <i>qualitative</i> research is \$1,000 for each in-depth interview. For example, a sample size of 30 interviews would run \$30K. We recommend no fewer than n=20, with a good mix of accounts in the categories above plus across geographies.	\$30K/yr	\$100K/yr	\$60K/yr	\$300/yr
Good rule of thumb for annual <i>quantitative</i> research is about \$200 per survey response. For example, a survey of 500 contacts will run you \$100K.	\$25K/yr	\$100K/yr	incl	incl
For companies with less than \$100M, you can get by with your product marketer having a budget of \$100K to fund an external agency of contractor(s) to deliver some (but probably not all) of the research that's needed.	—	\$100K/yr	incl	N/A
Competitive Research:				
Providing competitive intelligence and sales enablement for your sales organization (e.g., competitive battlecards, sales playbook content, competitive alerts, etc.) requires one dedicated FTE by the time you have \$100M+ annual revenue.	1 FTE for each \$100M annual revenue	1 FTE per \$25M major product line	1 FTE	3 FTE
For companies with less than \$100M, you can get by with your product marketer having a budget of \$100K to fund an external agency of contractor(s) to deliver some (but probably not all) of the assets noted above.	\$50K/yr	\$100K/yr	\$200K/yr	\$600K/yr
Content Development:				
We recommend a minimum \$100K budget per major product launch. Think of this as “burst capacity” for all kinds of content for new product or major update to an existing product. What might \$100K fund? That's enough to cover a couple solid whitepapers, three - five blog posts, an infographic, and perhaps a product animation/video. You can mix and match depending on TOFU, MOFU, BOFU needs of your digital marketing and campaigns team. Don't forget to reserve an additional budget of \$50K or so [per \$25M+ product line] to refresh existing content (writing and graphics) if this is not already budgeted in the content marketing team.	\$100K/yr	\$400K/yr	\$200K/yr	\$800K/yr
We're going to call out graphics/creative budget, as that's often an afterthought if it's not already covered in the content marketing team's budget. \$100K can cover more than just one \$25M+ product line, since creative/digital assets are more reusable.	\$50K/yr	\$100K/yr	\$50K/yr	\$200K/yr

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Campaign Support:				
Your campaigns/digital demand gen team will need support throughout the year for a variety of campaign needs, such as gated (e.g. webinar, eBook, whitepaper) and ungated assets (e.g. customer testimonial video, product animation, infographics). We assume the above content development budget will cover most, but not all, of your campaign team's needs. That's why we would recommend an <i>incremental</i> \$25-30K for each campaign. And remember: campaigns happen throughout the year, not just at major product launches.	\$100K/yr	\$200K/yr	\$100K/yr	\$500K/yr
Make sure your PMM team is providing the very specific inputs they'll need to drive demand: ideal customer profile, personas, buyer's journey, content strategy, key pain points, and use cases. If your PMM team isn't producing these in sufficient depth, reserve another \$100K to engage an external PMM expert or agency to help get these done.	—	\$100K/yr	incl	incl
Industry Expertise:				
Subscriptions to key firms such as Forrester/ SiriusDecisions, IDC, ESG, and Gartner Group are sometimes funded out of the analyst relations budget line item, but if they're not, then PMM should have some funding to cover these essential research tools. How much? We recommend \$100K per year.	\$50K/yr	\$100K/yr	\$50K/yr	\$100K/yr
It's important for the PMM to be knowledgeable about both the technology and the industry verticals (e.g. healthcare, banking, insurance, retail, ecommerce, communications, tech, etc.) into which your product line is being sold. This will require the PMM to have access to some valuable resources, which will cost money.			—	—
Sales Enablement:				
Firms that are over \$100M typically have, or should have, at least one FTE dedicated to a robust sales enablement function. If not, the PMM team should have a budget of \$100-200K to cover a range of tactics, including:	1 FTE per \$100M annual revenue	1 FTE per \$100-200M annual revenue	1 FTE	3 FTE
<ul style="list-style-type: none"> • <i>Content</i>: Sales playbooks, competitive battlecards, call scripts, email templates, etc. • <i>Tools</i>: Sales playbook infrastructure such as Klue, Crayon, and Seismic; listening platforms like Gong.io • <i>Training</i>: Webinars, coaching, mentoring, role playing, etc. 	\$100K/year	\$200K/year	\$100K/yr	\$600K/yr

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Go-to-Market Support:				
PMMs often form the hub of a wheel, with the spokes being a few key marketing functions such as field marketing, integrated/digital/demand gen marketing, events, campaigns, AR, PR, search marketing, social media, web team, etc.	\$100K/year	\$250K/year	\$100K/year	\$800K/year
This is typically already budgeted under a separate line item, so it's not necessary to give your PMM any extra money here. The content development budget mentioned above will be sufficient for PMM to feed the other internal teams.	—	—	—	—
Sometimes tech clients of ours give PMM money that they in turn dole out to serve internal marketing teams. If so, you'll want a war chest of \$100-250K. There's a huge range on this because it depends on the GTM plan.	—	—	—	—
Travel/Staff Development Budget:				
PMMs should be out with customers, attending key industry events (e.g. trade shows, user group meetings, etc.), and investing in their own career development (e.g. product marketing training, certifications, and professional development).	—	—	—	—
You might want to reserve \$10K per year for attendance in PMM events from organizations such as the Product Marketing Alliance, Product Marketing Community, and Sales Enablement Summit.	\$10K/year/ FTE	\$15K/year/ FTE	\$10K/year	\$80K/year
With people beginning to travel again, we recommend a \$15K travel budget per FTE.	\$15K/year/ FTE	\$15K/year/ FTE	Total Global PMM Budget	\$120K/year
			Total Global PMM Budget	
			\$1.3M	\$6.5M

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We'll listen to your challenges and craft the best plan of attack.

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 expertise. speed. results.

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