

## Sample interview questions

Good interviews should feel more like a conversation, rather than one person firing questions over to the other.

Follow this guide to really get to know the individual you're talking to as well as the key information you need to know if they're right for the job.

### ***Their career path in product marketing including their achievements and results***

From our conversations with product marketers we know there are many ways to get started in PMM, so finding out what led them here in a bit more detail might reveal hidden strengths and interests. Start with a few open questions, including a few not based on their resume.

- How did you get into Product Marketing?
- What part of Product Marketing excites you most?
- What did you enjoy/hate the most in prior product marketing roles?
- In which work environment do you thrive?
- Which work environment hurts your creativity and growth?

### ***Experience in product marketing disciplines***

It's important to ask these kinds of questions so you can gauge how multi-disciplined they are and how much responsibility they've been given in the past. Here, you're trying to feel out what level they're at in terms of the core technical competencies you're looking for.

#### *Product positioning*

- Describe the product portfolio at your last company?
- Name a company who is doing a great job at Product Marketing and why?

- How would you approach positioning a new product for a new buyer persona in our company?
- How have buyer and user personas shaped your strategy in the past?
- How would you position the product/solution you are interviewing for as Sr. Product Marketing Manager (based on your limited knowledge)?

*Managing product launches*

- What does good go-to-market planning look like?
- Describe a product launch you worked on. What went well? What would you do differently now?
- How would you help drive adoption if a product launch was not as successful as you planned?
- Thinking of a launch you worked on, what did you do to engage internal and external audiences? What worked best?
- What sales enablement planning did you do at each stage of the launch?
- How do you bring cross-functional stakeholders to prioritize and meet product launch timelines?

*Conducting customer and market research*

- Win/loss data shows that your win rate against a close competitor is decreasing. What steps would you take to address this?
- How should customer feedback drive the product roadmap?
- You get feedback from the sales team that pricing is too high and the win rate is suffering as a result. What would you do to investigate this further?
- What do you consider to be the fundamentals of a good win/loss programme?

*Why they're suited to this role*

- How will you upskill to become an expert in our product, market, customers and industry?
- What would you do in your first 90 days in the job?
- How would your peers assess your strengths and weaknesses?

### ***GTM Sample Interview Questions***

There are many different types of questions you can ask in an interview but go-to-market skills are the bread and butter skills that every PMM needs, so you need to know that your hire can perform well when the pressure is turned up. These example questions are all about making sure they're strategically focused, good planners, understand your core positioning and can measure their success.

#### *Questions about their research methodology*

- Every go-to-market strategy starts with solid research. What questions would you seek to answer in your research?
- It's very important that our positioning differentiates us from our main competitors. Can you talk a little bit about any experience you have in competitor research?
- How would you start to gather information about our target personas and how we can solve their problems?
- What signs would you look for in your research that would indicate this is the right time to launch a new product?

#### *Questions about your planning process*

- In your opinion, what is the most important information that a go-to-market plan should include?
- Go-to-market requires a huge coordinated effort across several teams, including product, sales enablement, sales, design and content. How would you ensure that collaboration and communication remained strong throughout the process?

- We want to meet our customers in the right place and at the right time. What messaging vehicles would you use to sell our product/service and why do you think they are relevant for our users?
- What experience do you have in terms of working with a budget and predicting a return on investment?

*Questions about objectives and goals*

- Can you give an example of a time when you have set yourself or your team a list of goals and objectives and used specific metrics to track your success?
- Your objectives and goals may change depending on the specific product but can you list some key objectives that you would *always* be looking to achieve within any product launch?
- Do you have any experience creating messaging and positioning frameworks and what should a strong framework look like?
- What do you think would be the top area for improvement in our business? How would you incorporate that into your goals?
- How do you measure Product Marketing success?

*Questions about brand positioning*

- What stands out to you about our brand and how do you think we currently separate ourselves from our competitors?
- Can you point to any specific ways that our brand positioning may influence our go-to-market strategy? Is there anything that you would never do for our brand?
- Can you give an example of a great marketing campaign you saw recently that you felt supported a brand's market positioning?
- Can you think of any new markets that we could expand into whilst still maintaining a strong brand position and identity?

*Questions about voice and messaging*

- What key messages from our brand would you incorporate into your go-to-market strategy?
- Thinking of the brands you interact with, how do you like them to communicate with you and why?
- How would you describe our tone of voice and brand personality?
- Do you have any specific ideas for marketing campaigns that would work well with our current tone of voice?

### ***The key skills you're looking for***

One thing you need to bear in mind is that product marketing varies a lot between organizations and sometimes you come across candidates who have a lot of experience but may not be able to adapt to your way of working and the company culture and objectives you're working with.

When we asked product marketers what kinds of customers they serve and what kind of product they market 83% said B2B customers and 74.2% said SaaS for marketplace overall. It's obviously crucial that you take your customer base and marketplace into account when you're deciding who has the best experience for the role you're looking to fill.

You're also looking for someone who can learn quickly and is open to new ways of working. These skills are musts in most PMM roles:

- The ability to inspire and influence - oftentimes, product marketing is responsible for a lot of different outcomes but may not actually be responsible for doing the work to get the outcome. You must recruit people who have the ability to influence others to buy into and execute your strategy.
- A sense of curiosity - a great product marketer is always curious. It will pay dividends to hire someone who is always asking questions about who your customers are, over someone who has experience but no genuine interest in your customer base.

- A flair for storytelling - this is both a hard and soft skill. In most cases, you'll want to hire someone with excellent writing skills. However, you also need someone with imagination and empathy to really reach your stakeholders and customers on a level that will make them do what you want them to do.
- Empathy - whenever we reach out to our community and ask them what skills are the most important, empathy comes back again and again. They must be able to empathise with both your customers and internal stakeholders
- Communication - PMMs should be in constant communication so you're looking for someone for whom clear, concise and effective communication comes naturally.
- Collaboration - a good PMM has to be a people person. This doesn't mean they have to be extroverted but they do have to genuinely enjoy working *with* others to solve problems and deliver results.
- Business acumen - do they understand the specific growth levers of your business? Do they understand a profit/loss sheet and how to calculate different growth metrics?