

MSA Product Marketing Manager (PMM) FY17 Role Excellence Profile (REP)

Introduction to the MSA Product Marketing Manager Role Excellence Profile

The Role Excellence Profile is a role development tool for growth mindset and not a substitute for role priorities or used as a direct measure of performance. This profile focuses on what exemplary performers produce, the actions they take, and how they measure success above and beyond role priorities. The REP is a composite profile comprised of Primary Accomplishments (PAs). For each PA, there are a set of relevant Key Actions (KAs) and Excellence Indicators (EIs) or leading indicators of success.

Note: Based on your individual Product Marketing Manager role focus, only a sub-set of key actions and Excellence Indicators will be applicable. This Role Excellence Profile is not one-size-fits-all.

The REP is based on the following:

- Interviews with high performers who have a sustained track record of success
- Input from Leadership
- Feedback and input from key internal stakeholder groups

The REP is the foundation for all execution support materials:

- Foundation for hiring guides, onboarding kits and readiness
- Role guidance for individual contributors and managers
- Role development discussions

Overall Role Accomplishment: Contribution to Bing Ads and all-up Search revenue and product/feature adoption through end-to-end accountability from strategy articulation to execution enablement

Primary Accomplishments
A. Contributions to the global Search Advertising product line strategy, plan and value proposition creation
B. Product-specific Go-to-Market (GTM) strategies, plans and enablement content
C. Post-release adoption and usage of features
D. Educated and inspired employees and customers with an increased commitment in the Bing Ads Platform
E. Product/business/industry/customer expertise and continuous learning with a growth mindset

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Definition of Terms - The below terms are used in this document. Definitions are provided to drive clarity of terms.

Term	Definition
Audience	<u>In the context of Bing traffic</u> : profile of Bing users <u>In the context of Bing Ads Marketing</u> : defines the various core personas we target either from a customer or an industry perspective, (e.g., Executive, Budget/Business Decision Maker, Daily doer/SEM Pro, SMB, journalists, trade bodies, influencers)
Campaign	A marketing campaign is a coordinated series of brand messages that promote a service/product through different mediums (e.g., social, television, radio, print, online) using a variety of different types of advertising).
Channel – Marketing	A set of standard practices or activities to convey the Bing Ads brand and/or products unique value proposition to the industry, customers or partners (e.g., industry events, web, social, webcast, media, CRM).
Channel – Consumer	Various ways (including at-scale and programmatic) to have your product/service (Bing) reach the end consumer (e.g., browser search, Bing App, syndicator's website, Siri. organic online, paid online). For a company like MSFT, a consumer channel would be our proprietary store vs. Best Buy
Channel – Customer	First party (MSFT direct sales force) or third party/intermediaries between MSFT and final customers (businesses) to drive specific sales/service call to action (e.g., direct sales, agencies, resellers, tele sales, CSS).
Co-marketing	Marketing programs with 3 rd party partners to help drive business goals (e.g., revenue, brand, new customers, etc.) <u>In the context of partner marketing</u> : account/joint marketing plans with a partner where both Microsoft and the partner invest resources, also called “through partner” marketing.
Customer Lifecycle	Individual evolution of a customer through the different stages of its engagement with Bing Ads, from a prospect to performing advertiser. By extension, describes the marketing motions, at scale or through sales and services, driving positive behaviors towards Bing Ads during these various stages to increase lifetime value.
Partners	3 rd party/intermediaries who transact with managed or unmanaged customers (advertisers) - including: agencies, SMB channel partners (a.k.a. resellers) and technology providers.
Partner Marketing	One-to-one and scaled marketing activities and initiatives targeted to key partner types (e.g., resellers, agencies and tech partners.)
Search ecosystem	The network or system of search-related sources (internal and external – people, data, hardware, software, services) impacting the behaviors of search advertising: primarily the advertisers, the search engine and the searchers, but includes secondary influential contributors like partners, tool providers, trade bodies, media and journalists, influencers.
Stakeholders	Key internal roles who need to be involved in a specific project either to consult, input, action, decide and/or review a given project.

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Primary Accomplishment A: Contributions to the global Search Advertising product line strategy, plan and value proposition creation
Summary: *Key actions the PMM takes to partner with engineering to build and release high quality and high value features or products.*

Key Actions *(Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Develop a product marketing plan with value proposition that clearly outlines where the market potential exists with product line strategy recommendations on how to increase adoption, drive revenue and increase advertiser satisfaction.
2. Deliver a market perspective (mission critical customer pains points, voice of field, usage scenarios and revenue impact) to influence the product roadmap and innovation vision.
3. Drive alignment among internal stakeholders on product initiatives, business strategy, marketing plan and value proposition.

Excellence Indicators (EIs) *(Observable and/or measurable leading indicators/outcomes of excellence)*

- a. Product revenue and product adoptions aligned to annual product plan
- b. PMM's plan is broadly reflective of business, market, industry, customer, competition, sales and marketing channels and ecosystem dynamics for near term and long term business goals
- c. Agreement by leadership and internal key stakeholders that PMM's value proposition and strategies are of high quality (e.g., internal business review go-well)
- d. Formal or informal feedback from engineering, sales and support teams that PMM is an effective collaborator and trusted partner

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Primary Accomplishment B: Product-specific Go-to-Market (GTM) strategies, plans and enablement content

Summary: *Key actions the PMM takes, working with internal stakeholders, to land the product-strategy through successfully developed and socialized GTM plans.*

Key Actions *(Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Collaborate with the R&D Program Manager to build out/develop the global feature release strategy and then socialize the GTM plan internally.
2. Create a core set of Bill of Materials (BOM) and ensure all materials are ready prior to launch.
3. Lead feature v-teams with internal partners (engineering, business team, sales, marketing, etc.) to provide timeline, readiness plans and enablement that ensure partners are ready to post externally.
4. Ensure new GTM release is embedded into sales enablement and marketing campaigns, globally.
5. Ensure there are ongoing feedback loops are in place with program management, sales, support and the rest of marketing to understand how things are landing and if there are any updates that need to occur with the materials.

Excellence Indicators (EIs) *(Observable and/or measurable leading indicators/outcomes of excellence)*

- a. Meet/exceed defined product launch goals/targets (e.g., customer satisfaction, revenue, and adoption goals)
- b. Feature release (GTM strategy/plan) is globally relevant and aligned to audience-specific value propositions, marketplace opportunity, customer segmentation strategy, competitive analysis and opportunity
- c. Feedback from relevant stakeholders is reflected in iterated value proposition, GTM plans and communications
- d. Positive feedback from stakeholders and management that BOMs are complete with all needed materials and of high quality
- e. High awareness of the feature by everyone as evidenced by: customer coverage, customer awareness, minimal/no escalations; high pitch/close rates *(shared EI)*

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Primary Accomplishment C: Post-release adoption and usage of features

Summary: *Key actions the PMM takes to effectively manage features from release through end of life(full product lifecycle).*

Key Actions *(Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Drive adoption growth based on clear reporting against benchmarks (scorecards), analyzing data, synthesizing key drivers, articulating the adoption trends, blockers and accelerants to deliver an action plan that aligns/enables partners to better results.
2. Continually assess the effectiveness of the product's value proposition through proactive listening (e.g., what the field, customers, competition and the media are saying) and adjust (as needed) to positively improve product perception and adoption.
3. Work with marketing peer group to influence feature/solution prioritization within the execution plan required to meet the business goals and objectives.
4. Swiftly respond to and manage messaging around ad hoc crises / issues with appropriate resources for resolution.
5. Manage and monitor marketing budget spending goals month-by-month and measure the effectiveness of the spend.

Excellence Indicators (EIs) *(Observable and/or measurable leading indicators/outcomes of excellence)*

- a. PMM is recognized by peers and management as an expert in the effective application of data-driven decision-making
- b. Meet or exceed of product scorecard metrics
- c. Quarterly spend aligns to budget forecast or budget accrual is in place for variance

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Primary Accomplishment D: Educated and inspired employees and customers with an increased commitment in the Bing Ads Platform

Summary: Key actions the PMM takes to educate and evangelize the Bing Ads platform and products that results in creating internal and external evangelists for the product.

Key Actions (Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)

1. Evangelize products across customer and industry channels via thought-leading product and product-line content.
2. Represent the voice of the product as a spokesperson and actively participate in the search ecosystem (e.g., customer meetings/summits/EBC, sitting on advertising panels/boards, speaking at conferences/ industry events, representing Bing at vertical/industry events, demos, social media, writing blogs, producing white papers, etc.).
3. Leverage every opportunity internally and externally (sales and support and partners) to amplify product messages and driver results.
4. Support the marketing organization at large to ensure the feature-to-product line value proposition is translated into how to tell the feature/product story through their channels.
5. Participate in product-specific partner advisory groups (PAGs and iPAGs – external or internal) with specific attention given to the direct feedback engineering partners are getting.

Excellence Indicators (EIs) (Observable and/or measurable leading indicators/outcomes of excellence)

- a. Evangelism efforts create awareness for the product and its value as evidenced by defined adoption metric
- b. Meet or exceed perception metric targets and early indicators
- c. Informal or formal feedback from sales and support to management that PMM's presence/visibility across the organization has given the product/feature positive attention
- d. PMM is recognized (formally and informally) as ambassador for the product

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Primary Accomplishment E: Product/business/ industry/customer expertise and continuous learning with a growth mindset

Summary: Key actions PMMs takes to “stay at the top of their game” so they can drive impact to the business and represent the best interests of customers and internal stakeholders.

Key Actions (Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)

1. Develop and maintain domain expertise on Bing Ads products and product line strategy to build relevant and credible materials.
2. Leverage relevant forums to maintain a voice of the customer and industry to keep up-to-date on the competitive landscape (e.g., competitive threats, product capabilities and related industry news) to develop response tactics that differentiate Microsoft’s Search Advertising products from the competition.
3. Develop a deep understanding of engineering culture and engineering rhythm to effectively work well with the R&D team.
4. Develop and maintain a working knowledge of the search industry, trends, competition and audience dynamics customers are facing.
5. Develop and execute a professional development plan (e.g., competency development, desired experiences, stretch assignments, mentee/mentor, formal trainings, etc.).
6. Attend relevant/required readiness trainings extending beyond PMM’s professional development plan (e.g., Fast Start, Bing-related trainings).
7. Participate in the local / global MSA community (e.g., Bing Ping Live; Global Standup, Yammer, etc.) to stay informed, share and scale best practices and provide feedback on how to make these forums more impactful to the business.
8. Demonstrate excellence in budget and vendor management practices in compliance with Microsoft’s guidelines.
9. Cultivate product-specific ecosystem insights using a One Microsoft approach, by proactively seeking learnings from various sources and individuals, internally and externally, (e.g., reading industry information, competitive landscape, trends, sharing current best practices, meeting with clients/partners, etc.) and then leverage those insights in planning and execution activities.

Excellence Indicators (EIs) (Observable and/or measurable leading indicators/outcomes of excellence)

- a. Others proactively engage Product Marketing Manager (PMM) for insights and advice as a coach/mentor
- b. Continual progress made against professional development plan
- c. Customers and/or co-workers recognize PMM as a subject matter expert in his/her area of expertise and solicit opinions and advice on the industry, marketplace, strategy or competition
- d. Other PMMs adapt / adopt the PMM’s personal best practices
- e. Campaigns/programs forecast within approved budget and in adherence with QFA (quarterly forecast accountability)
- f. Management of suppliers in compliance with MS Policy and marketing spend guidelines