Michael Williams – Product Marketing Proof Portfolio

AI-native Product Marketing and GTM for AI, Cybersecurity, Identity & Infrastructure Companies

Address: PO Box 41402, San Jose, California 95160, United States | Phone: +1 (669) 332-6655 | Email: michael@revgrow.pro
LinkedIn: https://www.linkedin.com/in/williamsma/ | Website: https://revgrow.pro/portfolio | GitHub: https://github.com/michaelrobotai

OVERVIEW

I turn technically complex products into stories buyers understand and sellers can win with. I've built and managed teams, and I do my best work hands-on, working directly with Product, Engineering, Sales, analysts and buyers from CISOs and CIOs to development teams. Buyers span enterprises, software and hardware vendors (ISVs and IHVs), and government.

Companies bring me in when they have:

- A strong product that buyers don't yet understand
- An unclear or crowded market position
- Entrenched competitors blocking new accounts
- A GTM motion that needs to be built or fixed

Selected results

- **Infoblox:**Created the DNS Security category, which helped drive #1 market share, 30% quarter-over-quarter growth and a successful IPO.
- **Malwarebytes:**Led product marketing for an AI/ML malware protection portfolio, and created a new category within it, Linux server malware protection, launched as a new product. Contributed to 30% year-over-year growth on a $240M base. Repositioning and sales enablement drove a 35% increase in bookings within weeks.
- **Nokia:**Built buyer, sales and demand-gen journeys against Cisco and VMware, achieving inroads into 80% of locked accounts, sales cycles 6–12 months shorter, and 300% of MQL target.
- **Axiad:** My message house, rebrand and full website rewrite helped make Axiad a finalist for the 2023 Gartner® Marketing & Communications Award for Excellence in Brand Activation and Experience[1]. Also helped earn a Representative Vendor placement in the 2023 Gartner® Market Guide for User Authentication.
- **AI-native PMM:**Built research agents, a competitive-monitoring app and a tested AEO/GEO methodology for how AI assistants rank products.

These results reflect cross-functional teams, not product marketing alone. My contribution was the narrative, tools and market motion that helped each company compete.

HIRED AT INFLECTION POINTS

I'm usually brought in when a company is pivoting, repositioning or building GTM from zero. Each assignment left lasting assets the company kept using.

Company	Situation when hired	What I left behind
Securin (21 months)	Repositioning an AI-powered security portfolio	Platform and product packaging; AI-driven battlecards for the full competitive set; AI-assisted research that identified a new security issue, toxic weakness chains, which make exploits more likely
Axiad (14 months)	Pivot to phishing-resistant authentication	Rebrand, full website and message house; finalist for a 2023 Gartner Marketing & Communications Award; Gartner Market Guide placement; working SDR motion
Prismo (9 months)	First PMM hire, finding product-market fit	Structured GTM tests across five segments, SDR motion built from zero
Malwarebytes (14 months)	Enterprise malware sales were flat	Launched Linux server malware protection as a new category; repositioned EDR around ransomware; trained SDRs to generate EDR leads for Sales; 30% YoY growth on $240M; 35% bookings lift
Nokia (4 years, 8 months)	Breaking into accounts held by incumbents	Buyer journey program adopted as the prototype for all of Nokia
Infoblox (20 months)	DNS was being attacked from every side despite firewalls; the fix had to be built into DNS layer	DNS Security category, #1 market share, 30% QoQ growth, contribution to a successful IPO

Across my career: 2 IPOs, 4 acquisitions, and over 20 products taken to #1 market share.

[1] https://www.linkedin.com/posts/gartnermarketingcommsawards-gartnercommsawards-share-7030964695759032320-horZ/

PORTFOLIO BY PRODUCT MARKETING RESPONSIBILITY

Each section below covers one core product marketing responsibility, with the example, the results and the work samples behind it.

1. Translating Technical Products into Business Value

Technical companies often describe what their products do. Buyers need to understand why the capability matters, what problem it solves, and why the company's approach beats the alternatives.

Example: Nokia

Challenge. Nokia's OpenStack-based cloud and DevOps solutions were technically credible, but Nokia had little credibility with enterprise buyers in open source, DevOps or cloud. Incumbents such as Cisco, VMware and Juniper had locked Nokia out of target accounts, and enterprise buying cycles were long.

What I did. I built buyer, sales and demand-generation journeys that translated open-source cloud architecture into business and operational outcomes:

- A practical migration path from legacy infrastructure to hybrid cloud
- Board-level alignment around cloud modernization
- Lower total cost of ownership, validated by IDC
- Freedom from vendor lock-in

Results. The work contributed to:

- 30% year-over-year revenue growth
- Inroads into 80% of previously locked target accounts
- Enterprise sales cycles shortened by 6–12 months
- 300% of the MQL target
- The highest awareness gains of any Nokia segment, and #11 company-wide for social media traffic

Technical differentiation becomes commercially useful only when it is connected to the buyer's decision, risk, economics and implementation path.

Work samples:

- Nokia enterprise cloud video: tells the whole story in business terms. https://www.youtube.com/watch?v=v8TZ-f6G2Pk
- Use case, DevOps for a Financial Cloud: a differentiated, repeatable solution proven to win against competitors. https://revgrow.pro/wp-content/uploads/2026/08/f-Nokia_DevOpsUseCase_FinancialCloud.pdf
- Case study: how a board-level mandate drove the requirement for cloud. https://revgrow.pro/wp-content/uploads/2026/02/g-Nokia_NN_Centuries_Young_Bank_CaseStudy.pdf
- The full buyer journey content set is in the Appendix.

2. Building Positioning and Messaging for Complex Products

I build messaging systems, not isolated slogans. A complete message house covers everything from short descriptions to detailed product, market and competitive positioning, built around each ICP's needs, drivers and priorities.

Example: Malwarebytes

Challenge. Enterprise malware sales were flat when I joined.

What I did. I led product marketing for the AI/ML malware protection portfolio:

- Researched the market's concerns about malware and ransomware
- Translated AI and machine-learning capabilities into buyer language
- Created a new category within the portfolio, Linux server malware protection, and launched it as a new product
- Repositioned the flagship EDR product around ransomware protection and automated response
- Trained SDR and Sales teams on the new story
- Supported analyst relations and thought leadership

Results.

- 30% year-over-year revenue growth on a $240M base

- A 35% increase in bookings within weeks of the repositioning and sales enablement
- Webinars I wrote and delivered averaged 3–5 sales each

3. Leading GTM from Market Insight Through Launch and Adoption

Product marketing is most valuable when it connects market understanding to execution. Launch is not the finish line: the market has to understand the problem, Sales has to be able to explain the value, buyers need a credible reason to change, and the company has to learn from adoption and objections.

Example: Infoblox

Challenge. DNS was being attacked from every side, despite being "protected" by firewalls and other products. Our view was that, architecturally, DNS security had to come from inside the DNS layer rather than from outside it.

What I did. I created the DNS Security category. That meant defining DNS as a security control rather than only a networking function, building the evidence, and giving buyers and sellers language that made the new category easy to understand.

Results. The work contributed to:

- #1 market share
- 30% quarter-over-quarter growth
- 50% competitive capture
- Shorter launch and release cycles
- The company's successful IPO

Work sample:

- Infoblox white paper that made the case for, and launched, DNS Security. https://revgrow.pro/wp-content/uploads/2023/10/infoblox-whitepaper-defeating-apt-malware.pdf

4. Creating Sales Enablement That Sellers Use

Sales enablement should not be a collection of attractive documents. It should help a seller have a better conversation, handle an objection, differentiate against an incumbent, or move an opportunity forward. The best enablement stays close to the language Sales already uses while making the conversation more strategic.

Example: Axiad sales narrative

Challenge. When I joined, Axiad had about ten customer and product stories, each with a useful differentiation point, but no single narrative tying them together.

What I did. I consolidated those strengths into one market story that:

- Kept the key differentiation in each proof point
- Clarified the problem the company solved
- Made the value clear to enterprise security buyers
- Gave Sales one consistent way to explain the product
- Connected customer evidence to the broader category narrative

Results. Sales adopted the new narrative. It gave sellers a reliable answer to the question, "Why this company rather than the alternatives?"

Example: Axiad SDR motion

I recommended and trained an outsourced SDR function, building a recurring cadence of qualified meetings each week from a standing start. This gave Sales a repeatable motion into target accounts, aligned with the new narrative.

5. Building Competitive Intelligence and Objection Handling

Competitive intelligence is useful only when it changes a decision. The output is not just a competitor matrix. It is a system that helps the company decide where to compete, how to position itself and how to equip Sales.

Example: Securin

Challenge. ChatGPT ranked Securin's vulnerability management product well below Cisco Kenna, a better-known competitor, which the two products' feature sets didn't support.

What I did. I built AI-assisted battlecards for the full competitive set, combining feature-by-feature Harvey ball comparisons with silver-bullet questions that steered sales conversations toward Securin's differentiators. To fix the

ranking, I mapped the criteria the LLM used, found that most of Securin's figures weren't public, and tested three content formats. A neutral buyer's guide lifted Securin's scores the most.

Example: Using AI to uncover and defeat competitor claims

Challenge. A consulting client's competitors were using silver-bullet claims to block its sales efforts.

What I did. I used AI to uncover each claim, then built objection-handling battlecards that helped the SDR and direct sales teams overcome them and engage in more sales situations.

Results. The sales teams adopted the battlecards as-is, with enthusiasm.

Example: Methodology for how AI assistants rank products

I developed and published a methodology for analyzing how AI assistants rank and describe products in a category. It identifies the top vendors, the capabilities buyers care about, and each vendor's ranking on each capability. It also produces the list of content each vendor would need to fix its low ratings.

Work samples:

- White paper, AEO / GEO for High Tech Products: Getting Ranked Fairly in AI Comparisons. https://revgrow.pro/wp-content/uploads/2026/10/WhitePaper-AEO-GEO-ProductRanking.pdf
- The methodology applied to the top 10 AI identity and deepfake vendors, with capabilities compared in Harvey ball format. https://revgrow.pro/wp-content/uploads/2026/10/AI-Identity-and-Deepfake-Results.pdf

6. Producing Technical Content and Thought Leadership

Technical content must be accurate enough for experts and clear enough for decision-makers. The strongest technical content doesn't repeat product documentation. It gives the reader a useful way to understand the problem and shows where the company's approach fits.

Example: Securin original research

I packaged original thought leadership research, including a toxic weakness chains framework and Securin's AI-led vulnerability prioritization methodology. Both were published as white papers and adopted directly into sales conversations.

Example: Nokia cloud and infrastructure content

I created content on OpenStack, hybrid cloud, DevOps, migration, financial justification and enterprise adoption, written to be useful to both technical teams and business decision-makers. This included ROI-focused narratives for executive and board-level discussions.

Work samples:

- Stairway to Cloud application note: a 9-step migration from legacy to hybrid cloud, based on real customer implementations. https://revgrow.pro/wp-content/uploads/2026/08/e-Nokia_Stairway_to_Cloud_Application_Note_EN.pdf
- TCO white paper: shows that hybrid cloud based on OpenStack costs at least 25% less than legacy infrastructure, as validated by IDC and endorsed by the OpenStack Foundation. https://revgrow.pro/wp-content/uploads/2026/08/g-Nokia_Moving_from_Legacy_to_Cloud_White_Paper.pdf

7. Working Credibly With Product, Engineering, Sales and Technical Buyers

Technical product marketing requires credibility with several audiences. My role is often to act as the translation layer without flattening the complexity or making claims the product can't support. That means asking precise questions, understanding technical tradeoffs, identifying what is genuinely differentiated and protecting the integrity of the product story.

Example: Influencing product strategy and roadmap at Malwarebytes

We were close to launching the new Linux server malware protection category. My market and customer research showed that the real need was Windows file protection on Linux file servers. I gave the product management team the customer and market data to justify adding the capability, at the cost of a slightly later launch. Waiting for the next development cycle would have cost us first-mover advantage. We added the capability, the launch succeeded, and it contributed to the 30% revenue growth.

8. Using AI Hands-On to Improve PMM Research and Execution

I use AI hands-on to make product marketing work faster and better. My tools include Claude Code, Cursor, Python, Think4ever, ChatPRD for product requirements, several AI video tools, and ChatGPT, Claude or Perplexity depending on the task.

Work samples (original AI apps and agents):

- Validate: an AI application that interviews Ideal Customer Profile candidates and validates the industry, company and product. https://github.com/michaelrobotai/Validate
- Competitive Scanner: an AI app built with Think4ever that monitors competitors daily or on demand, down to the feature level. https://github.com/michaelrobotai/CompetitiveScanner
- Company research agent built with Cursor and Python. https://github.com/michaelrobotai/agent-company-research
- Claude guardrails skill that blocks unauthorized system commands and communications and adds basic security protections. https://www.linkedin.com/posts/williamsma_artificialintelligence-responsibleai-llm-share-7456429554711154688-WQ-y
- AI video creation: what I learned making an explainer video with AI. https://www.linkedin.com/pulse/ai-got-me-90-way-capcut-rest-michael-a-williams-htowc/
- The AEO/GEO white paper and its application to AI identity and deepfake vendors are in section 5.

9. Understanding AI Products, Risks and Market Requirements

AI product marketing requires more than adding "AI" to an existing message. Buyers want to know how AI furthers a business goal. I lead with the business outcome and use AI as the supporting argument for how the product gets there. My strongest in-market example is Malwarebytes, where I helped commercialize an AI/ML malware protection portfolio by tying the technology to business outcomes.

Thought leadership:

- Your AI is Lying to You (And You Don't Even Know It). https://www.linkedin.com/posts/williamsma_analystmode-artificialintelligence-responsibleai-activity-7412210289015881728-6JFl
- Why Buyers Will Demand Multi-Layered Guardrails for AI in 2026. https://www.linkedin.com/posts/williamsma_aitrust-productmarketing-aistartups-activity-7389106461899087872-9T_b
- I Used AI for a Competitive Evaluation. It Failed, for Known Reasons (3 parts):
  - Part 1, the failure cause is known. https://www.linkedin.com/posts/williamsma_artificialintelligence-responsibleai-llm-activity-7416535853025431552-EAco
  - Part 2, checklist for marketing. https://www.linkedin.com/posts/williamsma_artificialintelligence-responsibleai-llm-activity-7419433005636677632--5k-
  - Part 3, reference architecture. https://www.linkedin.com/posts/williamsma_artificialintelligence-responsibleai-llm-activity-7427033908019613696-sD3D
- Bot Attacks on AI: A Market Gap (3 parts):
  - Part 1, the market gap. https://www.linkedin.com/posts/williamsma_ai-aisecurity-cybersecurity-activity-7391139533783908352-vBi5
  - Part 2, why today's technology falls short. https://www.linkedin.com/posts/williamsma_ai-aisecurity-activity-7393344950408691713-81dm
  - Part 3, what's needed. https://www.linkedin.com/posts/williamsma_bot-attacks-on-ai-whats-needed-post-activity-7406055997066317824-D6O_
- A contrarian stance on AI, based on the latest innovations from Samsung and Phison Electronics. https://www.linkedin.com/posts/williamsma_taking-a-contrarian-stance-on-ai-based-on-activity-7386049849093255168-XaVM
- Top 5 ways to use AI in marketing. https://www.linkedin.com/posts/williamsma_cybersecurity-ai-aio-activity-7365835843162288129-NFbr

APPENDIX: NOKIA BUYER JOURNEY CONTENT PORTFOLIO

Overview

Nokia faced three problems: low awareness and credibility in cloud and security, being locked out of accounts, and very long buying cycles. I targeted CISO, CIO and CFO personas and built three content journeys:

- **Buyer journey:** guides a lead from first contact through close, largely with thought leadership. It built Nokia's credibility in the open source and cloud communities.
- **Sales journey:** tools that shorten and streamline the sales cycle. Results are in section 1.
- **Demand gen journey:** content for nurture streams that step a lead through the buying process. It drove a 300% increase in active projects (qualified leads), a 20% improvement in lead quality through better screening, and a conversion rate 5% above target.

I created the approach and wrote all content except value-added OpenStack material, which I outsourced to an industry influencer, and an analyst brief, commissioned for credibility. I also wrote most of the financial services and general business collateral and web pages. Sample page: https://networks.nokia.com/industries/financial-services

Awareness stage: loosen the status quo

Showed buyers there was an open-source-friendly alternative to the major lock-in vendors.

- Board-level mandates fulfilled by Nokia: a slide used in presentations and materials (available on request).
- Top 5 Reasons for an Enterprise Cloud with OpenStack flyer: an easily tailored template for testing trends and messaging. https://revgrow.pro/wp-content/uploads/2026/08/d-Nokia_Top_5_Reasons_for_OpenStack_Enterprise_Cloud_Flyer_Document_EN.pdf
- Nokia enterprise cloud video. https://www.youtube.com/watch?v=v8TZ-f6G2Pk

Consideration stage: earn a place on the shortlist

Showed that the solution was feasible to consider and straightforward to adopt.

- Value-added OpenStack materials: vendor-neutral tips for planning and implementing OpenStack, across two podcasts and a white paper.
- Stairway to Cloud application note. https://revgrow.pro/wp-content/uploads/2026/08/e-Nokia_Stairway_to_Cloud_Application_Note_EN.pdf
- Use case, DevOps for a Financial Cloud. https://revgrow.pro/wp-content/uploads/2026/08/f-Nokia_DevOpsUseCase_FinancialCloud.pdf

Decision stage: justify the choice

Showed that the use case made sense from technical, financial and executive perspectives.

- IDC Spotlight on the value of Nokia's cloud architecture (available on request).
- Architecture and TCO blogs that ranked #11 across all of Nokia for social media traffic that year.
- TCO white paper. https://revgrow.pro/wp-content/uploads/2026/08/g-Nokia_Moving_from_Legacy_to_Cloud_White_Paper.pdf
- TCO press release promoting the analysis. https://finance.yahoo.com/news/nokia-analysis-demonstrates-significant-financial-140202112.html
- Case study: how a board-level mandate drove the requirement for cloud. https://revgrow.pro/wp-content/uploads/2026/02/g-Nokia_NN_Centuries_Young_Bank_CaseStudy.pdf