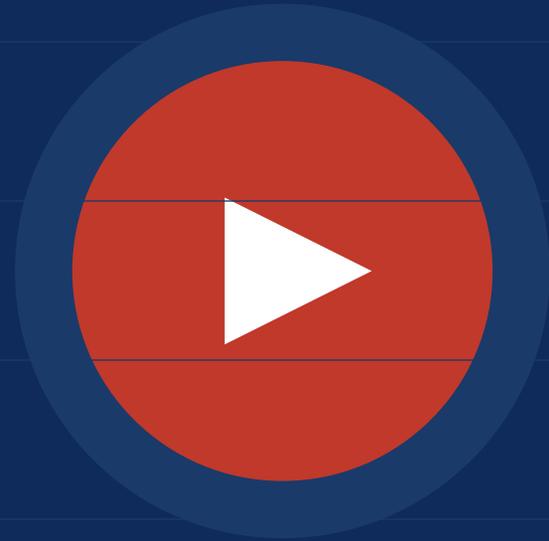


THE DEMO STACK.



*Match the tool to the moment.
Stop building demos nobody watches.*

A generation of demo automation tools — Demostack, Reprise, Supademo, Arcade — has made it possible to build, maintain, and personalize demo experiences at a scale that was previously inconceivable. This whitepaper provides a practitioner's guide to the three-tier demo landscape, the decision matrix for matching tool to moment, the PMM's ownership map, and the Demo Asset Pyramid.

●
THREE-TIER LANDSCAPE

●
DEMO DECISION MATRIX

●
PMM OWNERSHIP MAP

●
ASSET PYRAMID

Executive Summary

Product demos are among the most time-intensive and highest-leverage activities in the PMM toolkit — and they are being transformed by a generation of automation tools that make it possible to build, maintain, and personalize demo experiences at a scale that was previously inconceivable. Demostack and Reprise let teams clone full product environments for executive briefings without touching live infrastructure. Supademo and Navattic capture HTML walkthroughs in an afternoon. Arcade and Loom produce embeddable micro-demos in minutes. The tools exist. The strategy to deploy them coherently, for most PMM organizations, does not.

This whitepaper provides a practitioner's guide to the three-tier demo landscape, a decision matrix for matching tool to sales moment, a responsibility map that clarifies what PMMs own versus what SEs and AEs own, and the Demo Asset Pyramid — the architectural model that turns a single master environment into an infinite range of channel-specific expressions.

The PMM who is still hand-crafting a single demo environment for every sales situation is not just leaving leverage on the table — they are building a maintenance burden that compounds with every product release.

The One-Size-Fits-None Problem

Walk through any enterprise PMM organization and ask a simple question: how many distinct demo environments do you have, and which one gets used for which sales moment? The answer, in almost every case, is some variation of: we have one main environment, and the SEs use it for everything, and the AEs sometimes wing it, and we're not entirely sure what gets shown in discovery calls.

The problem is not that PMMs are bad at demos. It is that the demo category has fragmented into at least three distinct types of experience — each with different tooling, different build economics, and different optimal use cases — while most PMM strategies still treat demo as a singular noun. A discovery call needs a low-friction, persona-aware walkthrough that a rep can run without SE support. An executive briefing needs a high-fidelity environment with business outcome framing and no rough edges. A website embed needs to load in two seconds and qualify intent without a gating form. These are three different products. One environment cannot serve all three.

The result is a predictable set of failure modes that surface every week in every B2B sales org. Discovery calls where the rep shows the wrong persona. Executive briefings where the CFO sees the same environment the SDR used for cold outreach. Conference booths where the live product crashes under load and there is no fallback. Async leave-behinds that are PDF decks with no interaction and no tracking. The pattern is consistent enough that it has a name: demo sprawl without demo strategy — lots of building, no architecture.

Figure 1: The Demo Landscape

The demo automation market has organized itself into three distinct tiers, each optimized for a different set of trade-offs between fidelity, build economics, and use-case flexibility. The tiers are not a hierarchy — Tier 3 is not worse than Tier 1. They are a menu, and the right selection depends entirely on the motion, the moment, and the buyer.

TIER 1 Full-Environment Cloning	TIER 2 HTML-Capture Mid-Market	TIER 3 Agile Self-Serve
<i>Enterprise / complex sale</i>	<i>Mid-market / growth motion</i>	<i>PLG / self-serve / website</i>
Demostack · Reprise · Testbox	Supademo · Navattic · Storylane · Walnut	Arcade · Loom · Scribe · Tango
Executive briefings, late-stage POCs, custom vertical tours. When the deal justifies weeks of investment.	Champion demos, SDR outreach, persona-specific leave-behinds, onboarding flows. Balances quality and velocity.	Website embeds, async follow-ups, blog posts, enablement docs. Fast to create, easy to update.
<i>Weeks to build. Expensive to maintain as product ships. Too heavy for top-of-funnel.</i>	<i>Limited interactivity. Feels captured rather than live. Limited branching logic.</i>	<i>Short shelf life. Can feel lightweight for enterprise buyers doing due diligence.</i>

Figure 1. The Demo Landscape. Three tiers — not a hierarchy. Tier selection is determined by the sales motion and the buyer context, not the deal size or prestige of the opportunity.

Tier 1: Full-Environment Cloning

The enterprise end of the market — Demostack, Reprise, Testbox — solves the oldest problem in demo strategy: how do you show a live-feeling product without risking the live product? Full-environment cloning captures the entire application stack, data layer and all, into a sandboxed replica that looks and behaves like the real thing. PMMs can populate it with curated data, lock navigation to guided paths, and hand it to an executive audience with confidence that nothing will break and nothing sensitive will be exposed.

The trade-off is build economics. A well-structured Tier 1 environment takes weeks to build correctly and requires ongoing maintenance as the product ships new features. For a six-figure enterprise deal where the demo is load-bearing, that investment is justified. For a discovery call with an SDR, it is not.

Tier 2: HTML-Capture Mid-Market

The middle of the market — Supademo, Navattic, Storylane, Walnut — captures the visual appearance of the product via HTML or screenshot, producing an interactive walkthrough that can be built in an afternoon and updated in minutes. The result is not the live product — buyers who look closely will see that it is a capture — but for the vast majority of use cases, it is close enough to serve the purpose and far easier to maintain than a full-environment clone.

Tier 2 tools are the PMM's primary production environment for champion demos, SDR outreach sequences, persona-specific leave-behinds, and onboarding flows. The build-to-maintenance ratio is favorable, the tools are designed for non-SE ownership, and the output can be embedded in email, shared via link, or displayed on a product page with minimal integration overhead.

Tier 3: Agile Self-Serve

The lightweight end of the market — Arcade, Loom, Scribe, Tango — produces embeddable micro-demos, annotated screen recordings, and step-by-step walkthroughs that can be created by a PMM, a content marketer, or even a power user in a matter of hours. The output is optimized for distribution: it loads fast, works on mobile, and can be embedded anywhere without an integration team.

Tier 3 is where most PMMs under-invest. The async channel — email sequences, blog posts, help documentation, LinkedIn posts — converts at scale, and a thirty-second Arcade embed on a product feature page can do more pipeline work than a Tier 1 environment that only gets used in twenty executive briefings a year.

Figure 2: The Demo Decision Matrix

Knowing the three tiers is necessary but not sufficient. The operative question is always: which tier for this moment? The Demo Decision Matrix maps six common sales moments to their primary tier, with guidance on when to deviate.

SALES MOMENT	Tier 1 Full-clone	Tier 2 HTML-capture	Tier 3 Self-serve
Discovery call <i>Tier 2 is lowest friction; Tier 1 is overkill early in cycle</i>	✓	✓✓ PRIMARY	✓
Champion deep-dive <i>Tier 1 when deal size justifies investment; Tier 2 for velocity</i>	✓✓ PRIMARY	✓	—
Executive briefing <i>Tier 1 only — business outcome framing is non-negotiable</i>	✓✓ PRIMARY	—	—
Async leave-behind <i>Tier 2 captures attention; Tier 3 for fast async follow-up</i>	—	✓✓ PRIMARY	✓
Conference / event <i>Tier 3 for open booth; Tier 1 for VIP executive suite</i>	✓	✓	✓✓ PRIMARY
Website embed <i>Tier 3 for PLG / SEO; Tier 2 for product-led sales motion</i>	—	✓	✓✓ PRIMARY

Figure 2. The Demo Decision Matrix. ✓✓ = primary choice for this moment. Deal size, buyer sophistication, and available SE resources all shift the answer. The matrix is a starting point, not a rule.

A few patterns in the matrix deserve attention. Executive briefings are the one moment where Tier 1 is not optional — a CFO or CTO audience doing diligence on a material purchase will notice if the environment feels captured, and the credibility loss is not recoverable in that room. Website embeds are the opposite: enterprise buyers who find your product through organic search are not ready for a Tier 1 experience, and putting a full-environment clone behind a gating form is worse than nothing.

The async leave-behind column is where most PMM teams have the largest gap. After a champion demo, the buyer goes back to their organization to build internal consensus. What they have to share is a PDF deck that cannot be interacted with, cannot be tracked, and goes stale the moment it lands in someone's inbox. A Tier 2 shareable link solves all three problems: it is interactive, it tracks engagement, and it can be updated without resending.

The async leave-behind is the most under-leveraged moment in B2B demo strategy. A Tier 2 shareable link that tracks engagement and can be updated in real time is categorically better than a PDF. Most PMM teams are still sending the PDF.

Figure 3: The PMM Demo Responsibility Map

Demo quality degrades when ownership lines are unclear. The most common failure pattern is one where PMMs build a master environment, hand it to the SE team, and then lose visibility into what gets shown, to whom, and with what narrative. SEs, doing their jobs, customize and adapt the demo for individual deals without PMM visibility. AEs, under pipeline pressure, ask SEs to show whatever the prospect asked about rather than what the narrative demands. The result is a demo strategy that exists on paper and nowhere else.

DEMO ACTIVITY	PMM	SE	AE
Demo strategy & tool selection	Owns	Consults	Inputs
Master environment build	Leads	Builds	Reviews
Persona & use-case narrative	Owns	Supports	Inputs
Talk track & objection handles	Owns	Supports	Co-owns
Deal personalization	Template	Executes	Directs
Live demo delivery	Trains	Delivers	Leads
Post-demo leave-behind	Owns	Supports	Sends
Demo feedback & pipeline data	Owns	Reports	Reports

Figure 3. The PMM Demo Responsibility Map. PMMs own strategy, narrative, and feedback loops. SEs own build and delivery. AEs own direction. When these lines blur, demo quality degrades and demo data disappears.

The responsibility map is not a political document — it is a quality assurance mechanism. When PMMs own demo strategy and tool selection, the organization gets a coherent tier mix that matches the sales motion. When PMMs own persona and use-case narrative, the demo tells a consistent story regardless of which SE delivers it. When PMMs own demo feedback and pipeline data, the organization can actually improve its demo strategy based on evidence rather than intuition.

The critical handoff is at deal personalization. PMMs own the template — the structured framework that defines what can be customized and what cannot. SEs execute the personalization within that template. AEs direct the personalization based on what they know about the specific deal. When this handoff is clean, every

demo is both consistent and relevant. When it is not, every demo is a one-off that teaches the organization nothing.

Figure 4: The Demo Asset Pyramid

The architectural model that resolves the tension between consistency and customization is the Demo Asset Pyramid. The insight is simple: most organizations build demo assets horizontally — one environment per use case, one deck per persona, one recording per channel. The result is a portfolio of one-offs, each requiring independent maintenance, each diverging from the others over time.

The alternative is to build vertically. One master environment at the top, structured around the primary job-to-be-done and the primary buyer persona, serves as the single source of truth. Persona variants, use-case modules, and channel cuts all derive from the master. When the master is updated — because a new feature shipped, or a competitor made a major announcement, or the narrative changed — the update propagates through the entire pyramid with a fraction of the effort required to maintain five independent environments.

LAYER	DESCRIPTION	OWNERSHIP
MASTER ENVIRONMENT <i>The single source of truth</i>	PMM-owned. Product-accurate. Narrative-structured. Updated with every major product release. The foundation from which all other demo assets derive.	PMM Owns
PERSONA VARIANTS <i>3–5 buyer profiles</i>	CFO view · VP Engineering · End User · IT Admin · Line of Business. Each variant uses the master environment but leads with the narrative most relevant to that buyer.	PMM Owns
USE-CASE MODULES <i>One demo per key job-to-be-done</i>	Analytics · Integration · Governance · Collaboration · Reporting · Compliance. Modular cuts that can be combined for complex enterprise deals.	PMM + SE
CHANNEL CUTS <i>Formatted for the delivery context</i>	Web embed · AE-delivered · Event booth · Async follow-up · Enablement doc. Each channel cut inherits from the appropriate module and persona variant.	All Teams

Figure 4. The Demo Asset Pyramid. One master environment cascades into persona variants, use-case modules, and channel cuts. Build the master first. Every other asset is a derivative — one update propagates everywhere.

The pyramid is also a prioritization framework. PMMs with limited capacity should always invest first in the master environment, then in the one or two persona variants that appear most often in the pipeline, then in the channel cuts for the highest-volume distribution channel. Building channel cuts before the master environment exists is building on sand — the cuts will need to be rebuilt every time the master changes, which means they will rarely be rebuilt at all.

The PMM who builds five one-off demo environments owns five maintenance burdens. The PMM who builds one master environment and four derivatives owns one. The math of leverage is not subtle.

Three Moves

01 Move 01 · Own Demo Strategy Before Demo Environment

The most common PMM demo mistake is jumping to tool selection before strategy. The right sequence is: audit your sales motions, map the demo failure modes by stage, determine your tier mix, then select tools. A PMM who answers these questions first will buy fewer tools, build better environments, and enable reps more effectively than one who starts with a Demostack trial. The tool selection follows from the strategy. The strategy follows from the sales motion audit. There is no shortcut.

Action Item

Audit your last ten demo interactions. For each one: what tool was used, what persona was it built for, what sales stage, and what was the outcome? Map the gap between what was used and what the moment actually needed. That gap analysis is your demo strategy starting point. It takes two hours and tells you more than any vendor comparison matrix.

02 Move 02 · Build the Asset Pyramid, Not the Swiss Army Knife

The single most leveraged investment in demo strategy is a well-structured master environment — not a mega-demo that tries to show everything, but a narrative-structured, persona-aware environment that can be cut and remixed for any channel. Once the master exists, every persona variant, every use-case module, and every channel cut is a derivative. Updates to the master propagate everywhere. The PMM who skips the master and builds five one-off environments owns five maintenance burdens instead of one — and will be rebuilding all five when the product ships its next major release.

Action Item

Define your master demo environment this sprint. Answer four questions: What is the primary job-to-be-done it demonstrates? What is the primary buyer persona? What is the narrative arc — problem, insight, resolution? What does 'done' look like? Build that first. Everything else is a cut from the master. Nothing else gets built until the master is done.

03

Move 03 · Close the Feedback Loop from Demo to Pipeline

Demo data is almost never connected to pipeline data. PMMs build environments, SEs deliver them, and whether any of it correlated with pipeline movement is a mystery. The absence of feedback means demo strategy is rebuilt from intuition every cycle rather than from evidence. One CRM field changes that. Add a 'Demo Delivered' field to your opportunity close stage: format used (Tier 1, 2, or 3), persona cut, and use-case module shown. Brief your SE team in five minutes. Run for one quarter. The data will tell you which demo format, which persona cut, and which use-case module appear most often in won deals.

Action Item

Add three fields to your CRM opportunity close stage: Demo Format (Tier 1 / Tier 2 / Tier 3 / None), Demo Persona Cut (dropdown of your 3–5 personas), Demo Use Case (dropdown of your 4–6 use-case modules). Brief your SE team in five minutes at your next all-hands. Run for one quarter. Analyze before your next demo environment refresh. One quarter of clean data will transform your demo strategy from intuition into evidence.

The Demo as a PMM Asset

There is a version of this story that ends with a tool evaluation matrix and a vendor shortlist. That is not this story. The tools are not the hard part. Demostack is well-documented. Supademo has a free trial. Arcade can be running in an afternoon. The hard part is the architecture — deciding what the master environment should say, structuring the persona variants to reflect actual buying committee dynamics, and building the feedback loop that makes the whole system smarter over time.

The PMMs who get this right treat demo as a product, not a presentation. They own the strategy. They define the architecture. They build the master and license the derivatives. They track the feedback loop and update the pyramid when the data says to. They know which tier served which moment in last quarter's won deals, and they use that knowledge to decide where to invest next quarter.

That is the Full Stack PMM at work in the demo category — not building more demos, but building better leverage.

Chapter Takeaways

1

The demo landscape has three tiers. Full-environment cloning (Demostack, Reprise), HTML-capture mid-market (Supademo, Navattic), and Agile self-serve (Arcade, Loom). These are not a hierarchy — they are a menu matched to the sales motion.

2

The Demo Decision Matrix maps moments to tiers. Executive briefings require Tier 1. Website embeds require Tier 3. Async leave-behinds are best served by Tier 2. Most PMMs over-invest in Tier 1 and under-invest in the async channel.

3

PMMs own strategy, narrative, and feedback loops. SEs own build and delivery. AEs own direction. The Demo Responsibility Map makes these lines explicit — blurred lines produce inconsistent, untracked demos that cannot be improved.

4

The Demo Asset Pyramid is the most leveraged investment. One master environment cascades into persona variants, use-case modules, and channel cuts. Build the master first. Every other asset is a derivative — one update propagates everywhere.

5

Demo data must connect to pipeline data. A single CRM field — format used, persona cut, use-case shown — closes the feedback loop that almost no PMM organization has. One quarter of clean data transforms demo strategy from intuition into evidence.

Next: Chapter 8 — Building Your PMM Stack

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