It's Pragmatic Marketing's 17th annual industry survey where we check the pulse of today's product management and marketing professionals, tracking all their vitals, finding out what ails them and looking at the overall health of their compensation. Over 3,500 individuals responded to this year’s survey, allowing us to perform the most thorough checkup yet!
Name: A. Typical

Gender: Male

Age: 35-44

Occupation: Product Manager/Product Marketing Manager

Experience in industry: 6+ years

Experience in role: 1-2 years

Education: Bachelor’s degree+

Technical skill level:
- Very technical
- Somewhat technical
- Not technical

Professional certificates held: 1-3

Importance of professional certificates to your career:
- Very Important
- Somewhat important
- Somewhat unimportant
- Very unimportant

Department role:
- Individual contributor
- Department head
- Executive

Number of products managed or worked with: 3

Of the 35% who selected department head or executive, just 27% managed 7+ people

22% of respondents managed 10+ products

Over 1000 unique titles reported by respondents

Only 17% had 5+ years in role

3% don’t just play doctor on TV, they have a PhD
E N V I R O N M E N T A L  F A C T O R S

Your environment has a direct impact on your overall health and happiness. So we asked this year’s respondents to tell us about the organizations they work for.

MARKET SERVED
- Primarily B2B: 80%
- B2B and B2C about equally: 11%
- Primarily B2C: 9%

PRODUCT TYPES OFFERED
- Software: 56%
- Hosted or Cloud Services: 57%
- Hardware: 28%

ANNUAL COMPANY REVENUE
- 1B+: 24%
- 101M–1B: 25%
- 51M–100M: 10%
- 11M–50M: 16%
- 1M–10M: 9%
- < 1M: 1%
- No Revenue: 1%

WHERE DEPARTMENT REPORTS TO
- Product Management: 35%
- President/CEO/Managing Director: 23%
- Marketing: 15%
- Development or Engineering: 10%
- Product Marketing: 4%
- Sales: 4%
- Services or Training: 1%
- Support: .3%
- Other: 7%

Emerging Trend?
Over 20% of those who selected ‘Other’ stated that their department reports to the head of operations.
### HOW DEPARTMENT SIZES COMPARE
For every one product manager at their company, respondents reported:

<table>
<thead>
<tr>
<th>Role</th>
<th>Number of People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineers/Developers</td>
<td>9.2</td>
</tr>
<tr>
<td>Salespeople</td>
<td>8.3</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>2</td>
</tr>
<tr>
<td>Sales Engineers or Pre-Sales Consultants</td>
<td>1.9</td>
</tr>
<tr>
<td>Engineering Manager/Development Manager</td>
<td>1.6</td>
</tr>
<tr>
<td>Product-level Architects or Designers</td>
<td>1.3</td>
</tr>
<tr>
<td>Project Management</td>
<td>1</td>
</tr>
<tr>
<td>Business/Systems Analyst</td>
<td>0.9</td>
</tr>
<tr>
<td>Marketing Communications</td>
<td>0.5</td>
</tr>
<tr>
<td>UX Designers</td>
<td>0.5</td>
</tr>
<tr>
<td>Product Marketing</td>
<td>0.5</td>
</tr>
<tr>
<td>Product Owners</td>
<td>0.4</td>
</tr>
</tbody>
</table>

### OTHER ROLES HELD IN CAREER
Some of our respondents knew these other roles quite intimately, having held them previously.

- Product Owner: 35%
- Technical/Development: 32%
- Sales: 22%
- Marketing Communications: 20%
- Trainer/Educator: 20%
- Outside Consultant: 16%
- Business Analyst: 4%
- Project Manager: 4%
THE GREATEST ENVIRONMENTAL FACTOR: WHERE DO THEY LIVE?

For this year’s survey, we had respondents from EVERY STATE except Louisiana and Hawaii and from 56 COUNTRIES.
ACTIVITY LEVELS

We all know staying active is key to a healthy lifestyle. Let’s take a look at what kind of activities kept our respondents’ pulses racing.

TIME SPENT ON ACTIVITIES

**TACTICAL vs. STRATEGIC**

<table>
<thead>
<tr>
<th>Tactical Activities</th>
<th>Strategic Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>72%</td>
<td>28%</td>
</tr>
</tbody>
</table>

48 HOURS = AVERAGE WORK WEEK

**ATTENDING MEETINGS**

- Talking to noncustomers in non-sales situations: 8
- Reviewing or creating marketing materials: 12
- Supporting development team efforts: 27
- Attending meetings: **40**

**MANAGING EMAIL**

- Managing email: **32**
- Participating in thought leadership: 6

**ASSISTING WITH SPECIFIC SALES DEALS**

- Assisting with specific sales deals: 6
- Talking to customers: 8

**WHERE THEY SPEND THE MAJORITY OF THEIR TIME**

- Deciding what should go in products: 41%
- Creating and executing go-to-market strategies for products: 26%
- Each about equally: 33%

We all know staying active is key to a healthy lifestyle. Let’s take a look at what kind of activities kept our respondents’ pulses racing.
Where they spent the majority of their time drove the specific activities they were responsible for:

**BUSINESS ACTIVITIES**

- Understanding market problems: 95%
- Performing win/loss analysis: 78%
- Articulating distinctive competencies: 53%
- Market definition, including market sizing and segmentation: 84%
- Defining the right distribution strategy for the product: 50%
- Managing product portfolios: 72%
- Creating and updating the business plan: 43%
- Setting and maintaining pricing: 27%
- Making buy, build or partner decisions: 45%
- Tracking product profitability: 54%
- Defining positioning: 49%

**TECHNICAL ACTIVITIES**

- Performing technology assessment: 38%
- Performing competitive analysis: 77%
- Maintaining the roadmap: 87%
- Managing innovation: 55%
- Writing product requirements: 86%
- Defining user personas: 71%
- Defining use scenarios: 83%
- Monitoring product milestones: 76%
What’s ailing our respondents, keeping them from hitting their numbers or enjoying a good night’s sleep? These were the common symptoms that popped up as ‘always’ or ‘frequent’ occurrences.

- **46%** Salespeople request customized sales tools on an account-by-account basis
- **35%** Must commit to adding features in order to close a deal
- **34%** Delivered features aren’t being used by customers
- **32%** Marketing team does not deliver an adequate supply of qualified leads
- **30%** Important features are dropped from each new release
- **42%** Difficulty adding innovative features because our customers demand the support of old features
- **39%** Launch dates are missed
- **31%** Sales pipeline is below revenue forecast
- **30%** Salespeople consciously avoid selling certain products in our portfolio
- **28%** Product launches do not meet management expectations
One of the most heavily weighted stats in any checkup? BMI. And it’s no different here, though in this case BMI=Big Money Index. So let’s take a look at what our respondents were earning and what factors affected their BMI score the most.

**AVERAGE ANNUAL EARNINGS**

$105,400 + $14,800 BONUS

*And how do they feel about that?*

Very satisfied 9%  
Satisfied 52%  
Dissatisfied 33%  
Very dissatisfied 6%

**U.S. SALARIES BY REGION**

(US Dollars in Thousands)

<table>
<thead>
<tr>
<th>Region</th>
<th>Average Salary</th>
<th>Average Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pacific</td>
<td>140K</td>
<td>105K</td>
</tr>
<tr>
<td>Mountain</td>
<td>120K</td>
<td>80K</td>
</tr>
<tr>
<td>Midwest</td>
<td>100K</td>
<td>50K</td>
</tr>
<tr>
<td>Northeast</td>
<td>100K</td>
<td>50K</td>
</tr>
<tr>
<td>South</td>
<td>120K</td>
<td>80K</td>
</tr>
<tr>
<td>Southeast</td>
<td>140K</td>
<td>105K</td>
</tr>
</tbody>
</table>

**CANADIAN SALARIES BY REGION**

<table>
<thead>
<tr>
<th>Region</th>
<th>Average Salary</th>
<th>Average Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario</td>
<td>130K</td>
<td>90K</td>
</tr>
<tr>
<td>British Columbia</td>
<td>120K</td>
<td>80K</td>
</tr>
<tr>
<td>Quebec</td>
<td>120K</td>
<td>80K</td>
</tr>
<tr>
<td>Alberta</td>
<td>140K</td>
<td>105K</td>
</tr>
</tbody>
</table>

**Emerging Trend?**

Customer satisfaction ratings (including NPS) was the most common ‘Other’ answer provided.

**GEOGRAPHY VS. EARNING**

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<tr>
<th>Country</th>
<th>Average Salary</th>
<th>Average Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>127K</td>
<td>98K</td>
</tr>
<tr>
<td>USA</td>
<td>121K</td>
<td>95K</td>
</tr>
<tr>
<td>France</td>
<td>95K</td>
<td>95K</td>
</tr>
<tr>
<td>UK</td>
<td>95K</td>
<td>95K</td>
</tr>
<tr>
<td>Germany</td>
<td>92K</td>
<td>92K</td>
</tr>
<tr>
<td>Canada</td>
<td>92K</td>
<td>92K</td>
</tr>
<tr>
<td>Ireland</td>
<td>88K</td>
<td>88K</td>
</tr>
<tr>
<td>India</td>
<td>64K</td>
<td>64K</td>
</tr>
</tbody>
</table>

**19%** of respondents receive no bonus. For those who did, bonuses were based on:

Company revenue or profit 89%  
Personal objectives 61%  
Product revenue or profit 34%  
Market Visits 5%  
Other 9%
Just like with your health, there are a number of factors that contribute to your level of risk, or in this case reward.

**LEADING BMI CONTRIBUTORS**

- **27K** Work in Idaho
- **29K** 35 or younger
- **22K** Less than 3 years' experience in industry
- **19K** Work in Canada
- **12K** Never heard of Pragmatic Marketing
- **7K** Not participating in thought leadership
- **6K** B2C products only
- **3K** Not technical

- **25K** Work in California
- **18K** Work in Washington or Maryland
- **13K** Department head or higher
- **17K** 11+ years' experience in industry
- **11K** Male
- **4K** Master’s or doctorate
- **8K** Track profitability
- **7K** Setting pricing

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We asked this year’s respondents to tell us what would make them more effective in their role. Here’s what they prescribed for their careers.

**MARKET VISITS**
- More direct client contact.
- Talking to more customers and understanding wins and losses.
- Travel budget for client meetings as well as attendance at 2-3 industry conferences each year.
- Less time on email, more time interacting with customers and prospective customers.

**STRAategic FOCUS**
- Less tactical responsibilities.
- Full, cross-company buy-in that the role should spend more time on strategic rather than tactical activities.
- “If I worked for leaders who were customer obsessed and not competitor focused.”

**AUTONOMY+ AUTHORITY**
- Having the power to set the price and being able to control P&L.
- Ability to influence senior management more and have more decision-making authority.
- More authority over external product messaging and pricing.

**RESOURCES**
- More people! A budget!
- More resources ... most importantly: more people.
- More team members to work on the details of product management. I’m swamped and chaotic nearly 100% of the time.

**ORGANIZATIONAL ALIGNMENT**
- Executive understanding of product management discipline and benefits.
- A defined business strategy for the organization.
- A company-wide understanding of what product management does, what service/value we bring to the organization.
- Open communication between product management, development and UX.

**TOOLS+ TRAINING**
- Continuing education on broader topics to better answer business questions.
- Standardized trainings across departments vs. just a select few groups or individuals.
- “Keeping tools consistent and obtaining the necessary training on how we should be using them in our environment.”

Survey results describe typical practices. To learn about best practices in product management and marketing, register for a Pragmatic Marketing course near you.