The 14th Annual Product Management and Marketing Survey was conducted by Pragmatic Marketing between November 22nd and December 18th, 2013. The objective of this survey was to examine the experience, responsibilities and compensation of individuals responsible for product management and marketing activities in a wide range of technology companies. Over 1,800 individuals completed this year’s survey.
WHO
ARE THEY?

With an affinity for things technical...

92% consider themselves somewhat or very technical

WELL
EDUCATED

44% HAVE A MASTER’S DEGREE OR HIGHER

66% MALE

42% 35 TO 44 YEARS OLD

They are experienced in the role ...

... less so in the position

More than 20% also have experience as a product owner, project manager, business analyst or programmer.
Everywhere you’d want to be. And perhaps some you wouldn’t. Respondents worked at companies of all shapes and sizes and in locales around the world.

**Big players, little players and new players**
(Percent of Respondents)

- Revenue in Dollars:
  - No Revenue: 1
  - <1 million: 2
  - 1-10 million: 10
  - 11-50 million: 21
  - 51-100 million: 12
  - 101 million–1 billion: 26
  - Over 1 billion: 28

- Number of Employees:
  - <5: 27%
  - 6-10: 26%
  - 11-25: 24%
  - 26-50: 12%
  - 50+: 11%

**How big is the department?**

- No Revenue: 27%
- <1 million: 26%
- 1-10 million: 24%
- 11-50 million: 12%
- 51-100 million: 11%
- 101 million–1 billion: 10%
- Over 1 billion: 8%

**Who does the department report to?**

- Product Management: 32%
- President/CEO/Managing Director: 22%
- Marketing: 16%
- Development or Engineering: 11%
- Other: 11%
- Product Marketing: 4%
- Sales: 2%
- Services or Training: 1%
- Support: .5%

**How does the department compare?**

For every 1 product manager at a company there are:

- 13 Sales People
- 7 Engineers/Developers
- 2.5 Sales Engineers
- 2 Quality Assurance Engineers
- 1 Engineering/Development Manager
- 1 Business/System Analysts
- 1 Product Marketing Manager
- .9 Architects or Designers
- .6 UX Designers
- .4 Marketing Communications
- .5 Product Owners
- .3 Product Owners
Responses to this year’s survey came from all around the globe:

- **North America**: 84%
- **Australasia + Oceania**: 2%
- **Europe**: 12%
- **Asia**: 4%
- **South America**: 2%
- **Africa**: .2%
- **Middle East**: .2%

Numbers represent how many respondents are from each state.

**UNITED STATES OF AMERICA**

43 different states (+ the District of Columbia)

- **United States of America**: 72%
- **Canada**: 11%
- **United Kingdom of Great Britain and Northern Ireland**: 4%

Numbers represent how many respondents are from each state.
In this year’s survey, we explored what type of problems product teams were facing around the globe. Percentages are respondents who stated that they experienced these problems “always” or “frequently.”

- **35%** Miss launch dates
- **47%** Have requests from salespeople to customize sales tools on an account-by-account basis
- **31%** Our marketing team does not deliver an adequate supply of qualified leads
- **28%** Delivered features aren’t being used by customers
- **27%** Must commit to adding features to a product in order to close a deal
- **24%** Salespeople consciously avoid selling certain products in our portfolio
- **24%** Sales pipeline is below forecast
- **24%** Have product launches that do not meet the expectations of management
- **29%** Drop important features from each new release
- **39%** Have difficulty adding innovative features because our customers demand we support old features
- **28%** Have requests from salespeople to customize sales tools on an account-by-account basis

**Hard vs. Soft**
In hardware companies, the percent who missed launch dates climbed to 47%, while the percents for dropped and unused features were cut in half.
WHAT FILLS THEIR DAY?

Strategic vs. Tactical Focus
Respondents spent more time focused on fires than on the future. But there is good news: 63% were able to spend more time on strategic activities this year than in the previous one.

How they actually are spending their time

How they THINK they should be spending their time

Cross-Functional Support
Respondents spent their days supporting a variety of functional areas. Here’s how their time broke down

FAST STAT
42% also spend time managing direct reports

Sales 19%
Marketing 16%
Other 7%
Executives 12%
Existing Customers 15%
Development 31%
KEY RESPONSIBILITIES

What respondents spent the majority of their time on varied. And it was this focus that determined the key tasks and activities with which they were charged.

Deciding what should go in products 45%

Creating and executing go-to-market strategies for products 19%

Each about equally 36%

ACTIVITIES
Where do you spend the majority of your time?

- Deciding what should go in products
- Creating and executing go-to-market strategies for products
- Each about equally

BUSINESS

- Understanding market problems
- Performing win/loss analysis
- Articulating distinctive competence
- Performing market sizing
- Defining market segments to target
- Defining product distribution strategy
- Managing product portfolios

Creating and updating the business plan
- Setting and maintaining pricing
- Making buy, build or partner decisions
- Tracking product profitability
- Defining positioning
- Understanding the sales process
### KEY RESPONSIBILITIES

#### GO-TO-MARKET

- Defining marketing plans
- Managing marketing programs
- Measuring the ROI of marketing programs
- Defining market messages
- Building awareness plans
- Building customer acquisition plans
- Building customer retention plans
- Launch planning
- Buyer personas
- Success stories
- Thought leadership
- Lead generation

#### TECHNICAL

- Performing technology assessment
- Performing competitive analysis
- Maintaining the roadmap
- Managing innovation
- Writing product requirements
- Defining user personas
- Defining use scenarios
- Monitoring product milestones

#### SALES READINESS

- Providing sales channel training
- Creating collateral and sales tools
- Writing white papers
- Providing competitive intelligence
- Creating presentations and demos
- Going on sales calls
- Staffing seminar and trade show events
- Answering sales questions by email or phone

And they do all of this in support of an average of 7 products.

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**FAST STAT**

**How long does this all take?**

Respondents worked an average of 49 hours a week (18 of those in meetings).
The average respondent earned $100,000-$120,000 a year with an annual bonus (based on company revenue and/or and personal quarterly objectives) equal to just over $10,000.

So what determines whether you make more or less than the average?

- If you work for a company with one billion or more in annual revenue, add $13,200 and $13,600 if you have 4+ direct reports.
- If you happen to be in the state of California, add an additional $5,200.
- If it happens to be in the state of Massachusetts, add an additional $4,000.
- If you are in a department that directly reports to the president or CEO, add $5,400.
- If you have direct reports, add $14,000 double that if you have 4+ direct reports, triple it if you have 7-9.
- If you spent more than 50% of your time on strategic activities, add $13,600.
- If you spent less than 25% of your time on strategic activities, add $5,000.
- If you work for a company with one million or less in annual revenue, add $18,000 and $10,400 if you have 26 or more people in your department.
- If you spent the majority of your time creating and executing go-to-market strategies, add $4,800.
- If you work in a department that reports to product marketing, add $7,800 and $7,800 if you have 5 or fewer people in your department.
- If you live in the Midwest region, add $7,800.
- If you completed at least some master’s courses, add $5,200.
- If you are female, add $7,200.
- If you spend the majority of your time on strategic activities, add $13,600.
- If you live in the Northeast region, add $12,400.
- If you have 5 or less years in the field, add $7,200.
- If you have 5 or fewer people in your department, add $10,600.
- If you have 26 or more people in your department, add $10,400.
- If you have 5 or fewer years in the field, add $7,200.
- If you have more than 50% of your time on strategic activities, add $13,600.
- If you have 26 or more people in your department, add $10,400.
- If you live in the Midwest region, add $7,800.
- If you are female, add $7,200.
- If you spend the majority of your time on strategic activities, add $13,600.
- If you live in the Northeast region, add $12,400.
- If you have 5 or less years in the field, add $7,200.
- If you have 5 or fewer people in your department, add $10,600.
- If you have 26 or more people in your department, add $10,400.
- If you live in the Midwest region, add $7,800.
- If you are female, add $7,200.
WHAT'S IN THEIR WALLETS?

WHOEVER SAID LOCATION MATTERS WAS RIGHT. CHECK OUT AVERAGE SALARIES AND BONUSES IN THE COUNTRIES WITH THE MOST RESPONDENTS.

LOCATION, LOCATION, LOCATION

Of course, compensation within a country varies as well.

FAST STAT

Coasting all the way to the bank

Respondents from the Pacific and Northeast regions not only had the highest salaries, but over a third of them received annual bonuses of $15,000.+

FAST STAT

East Coast bias in Canada?

Respondents in Ontario or Quebec were two times as likely to get an annual bonus as their fellow Canadians.
We asked respondents: If you could change anything about your company, what would it be?

Here’s are just a few of the answers:

Greater focus on long-term strategy, rather than focus on short-term sales.

Define roles and responsibilities more globally, so everyone is aware of their major responsibilities and everyone else’s.

Stop executive one-off commitments to customers.

Eliminate the artificial pressure to develop every response, make every decision and complete every task within a few hours of it being identified/assigned. The crisis of the immediate definitely rules, leading to very shallow, reactive thinking that is constantly having to be changed and redirected, destroying morale, quality of life and efficiency.

Stop investing in solutions and technology that do not, and likely will not, generate revenue or happy customers any time soon—even if a lot of money has already gone there. Instead, invest in where there is stable revenue and potential.

More focus on defining a specific strategy and then sticking with it.

Better collaboration between leadership and those responsible for launching and managing the products.

Micromanagement from the executive level.

I would like the company to focus more on strategic cross-product solutions targeted to current and new customers and less on the individual business silos and their revenue.

Get rid of the old boys’ club. This small group of individuals stifle innovation, hold others back from advancing and believe the way of yesteryear is the be-all and end-all. They just don’t understand change is good and is happening all around them.

Spend more time out of the office to create outside-in thinking, to determine market problems & build personas to create meaningful products.

Let me run my business. If I’m really accountable, then let me make decisions on my own.

Spend more time focused on figuring out the problems, rather than just suggesting potential solutions for problems that don’t always exist.

Survey results describe typical practices. To learn about best practices in product management and marketing, register for a Pragmatic Marketing course near you.
Pragmatic Marketing, Inc. was founded in 1993 and has become the authority on product management and marketing. The company’s courses, taught by instructors with real-world experience in leading successful high-tech teams, are based on a proven framework for creating market-driven products people want to buy. To find out how you or your company can join the growing international community of more than 100,000 product management and marketing professionals trained by Pragmatic Marketing, visit www.pragmaticmarketing.com.