15th Annual Product Management and Marketing Survey
The 15th Annual Product Management and Marketing Survey was conducted by Pragmatic Marketing between November 19 and December 19, 2014 and was completed by more than 1,300 product management and marketing professionals. In this report, we dig into the state of today’s product teams—the experiences they bring to the position, the items they are asked to tackle and the salaries they earn for doing so.
**THE ROSTER**

**WHO MADE THE CUT?**

- **44%** have a master's degree or higher
- **61%** male
- **93%** somewhat or very technical
- **37%** 35 to 44 years old

**VERSATILE PLAYERS**

More than 20% of respondents have also held the position of product owner, project manager, business analyst or programmer.

**THEY ARE VETERANS OF THE POSITION ...**

- <1: 7%
- 1-2: 13%
- 3-5: 22%
- 6-10: 24%
- 11-15: 15%
- 15+: 19%

*Years in the Role*

**... BUT FAIRLY NEW TO THE TEAM**

- <1: 22%
- 1-2: 34%
- 3-5: 27%
- 6-10: 12%
- 11-15: 3%
- 15+: 2%

*Years in the Position*

**HOW DEEP IS THE BENCH?**

- <5: 28%
- 6-10: 27%
- 11-15: 24%
- 26-50: 9%
- 50+: 12%
Who makes up the rest of the roster?

For every 1 product manager at a company there are:

<table>
<thead>
<tr>
<th>Role</th>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering/Developers</td>
<td>5.6%</td>
</tr>
<tr>
<td>Sales People</td>
<td>5.6%</td>
</tr>
<tr>
<td>Project Managers</td>
<td>1.2%</td>
</tr>
<tr>
<td>Quality Assurance Engineers</td>
<td>1.1%</td>
</tr>
<tr>
<td>Business/System Analysts</td>
<td>0.8%</td>
</tr>
<tr>
<td>Engineering/Development Managers</td>
<td>0.5%</td>
</tr>
<tr>
<td>Product Marketing Managers</td>
<td>0.4%</td>
</tr>
<tr>
<td>Product Owners</td>
<td>0.3%</td>
</tr>
<tr>
<td>UX Designers</td>
<td>0.2%</td>
</tr>
<tr>
<td>Marketing Communication Professionals</td>
<td>0.4%</td>
</tr>
<tr>
<td>Product Owners</td>
<td>0.4%</td>
</tr>
<tr>
<td>President/CEO/Managing Director</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

Who is calling the plays?

Respondents reported up through a variety of different departments.

1. Product Management: 32%
2. Marketing: 15%
3. Other: 12%
4. Development or Engineering: 11%
5. Sales: 2%
6. Services or Training: 1%
7. Support: 0.4%
8. President/CEO/Managing Director: 22%

The teams they play for

Big Market, Small Market and Expansion Teams

Percent of Respondents

- No Revenue: 0.5%
- <1 million: 2%
- 1-10 million: 10%
- 11-50 million: 19%
- 51-100 million: 14%
- 101 million-1 billion: 27%
- Over 1 billion: 28%

Company Revenue in Dollars

Offering All Product Types

Respondents chose all that applied.

- Software: 79%
- Hardware: 26%
- Hosted or Cloud Services: 53%
- Professional Services: 53%
With respondents from 40 different countries, all kinds of “football” fans were represented in this year’s survey.

### United States of America

42 different states (+ the District of Columbia)

- **Canada**: 12%
- **United States of America**: 72%
- **United Kingdom of Great Britain and Northern Ireland**: 5%

Numbers represent how many respondents are from each state.
The Coin Flip
Respondents universally stated that they *should* spend about half their time on strategic items and half on tactical items. Unfortunately, in reality, it was a different story.

How They Actually Spent Their Time

- **Strategic Activities:** 28%
- **Tactical Activities:** 72%

The Position
What activities made up those strategic and tactical initiatives depended on how they defined their primary focus.

- **40%**
  - Deciding what should go in products

- **38%**
  - Each about equally

- **22%**
  - Creating and executing go-to-market strategies for products

No matter which side of the ball they’re on, respondents spent:

- **29** hours/month managing email
- **39** hours/month in meetings

Percent of Time Supporting Each Functional Area

- **Development**
  - 45%
  - 11%
  - 27%

- **Sales**
  - 12%
  - 29%
  - 20%

- **Marketing**
  - 10%
  - 36%
  - 16%

- **Existing Customers**
  - 15%
  - 9%
  - 14%

- **Executives**
  - 10%
  - 11%
  - 13%

- **Other**
  - 7%
  - 5%
  - 9%

Most Valuable Player
Supporting teammates in other departments was a critical part of the role for all respondents. Which department they were MVP for varied by their primary focus.

- Deciding what should go on the shelf
- Getting products to fly off the shelf
- Each about equally

By the Numbers
Those focused on what to put on the shelf support 7 products on average. Those focused on making products fly off the shelf, or both aspects equally, support 12.
IT ISN’T WHETHER YOU WIN OR LOSE . . .

It’s all about how you play the game. In football, coaches and players spend hours reviewing the game tape of every win and every loss. Product teams need to take a page from that playbook. On average respondents spent only 2 hours a month on win/loss. Just 31% of respondents said that performing win/loss analysis was their responsibility. Win/loss is one of the key ways we learn about our market and ourselves—don’t let such an important activity get relegated to the sidelines.

WIN/LOSS

02:00

DISCOVERING NEW MARKET OPPORTUNITIES

Across the board, respondents spent more than twice as much time interviewing current customers as interviewing potentials and conducting win/loss combined.

CREATING PRODUCT STRATEGIES FOR YOUR ORGANIZATION

All respondents spent more time on roadmap activities than they did on analyzing market segments.

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Providing product and market expertise directly to the sales channel

Ensuring the sales channel’s ability to sell

Creating and monitoring go-to-market plans

Translating business plans for other departments

On average, respondents spent 20 hours per month articulating product requirements and less than 5 articulating buyer requirements.

More time is spent on product launch than on any other go-to-market activity.

On average, all respondents spent 4.6 hours per month personally delivering product information to buyers.

Respondents with off-the-shelf responsibilities spent almost one day per week on sales channel enablement.
The average respondent earned between $100,000 and $120,000 per year with an annual bonus (based on company revenue and/or personal quarterly objectives) equal to just over $10,000.

**U.S. Salaries**

Just 25% of all respondents reported earning $140,000 or more.

**Canadian Salaries**

51% of all Canadians reported receiving a bonus. The average amount: $6,000.
WHO IS EARNING THE LEAGUE MAXIMUM?

What factors determine whether someone made more or less than the average salary?

- **-9K**: No direct reports
- **-24K**: Less than 2 years experience in the industry
- **-9K**: Department reports to sales
- **-8K**: No college degree
- **-8K**: Company revenue is less than $10M
- **-7K**: 5 or fewer people in department
- **-7K**: Female
- **+28K**: 7+ direct reports
- **+17K**: 11+ years’ experience in industry
- **+14K**: Live in California
- **+12K**: Live in Massachusetts
- **+8K**: 26+ people in the department
- **+5K**: Company’s revenue is 51M+
- **+5K**: Master’s or doctorate
- **+4K**: Male
- **+3K**: Reports to president or managing partner

**WHAT DID NOT AFFECT THEIR SALARY**

- ✓ Number of years in current role
- ✓ Whether they focused on hardware, software or services

*For the most part, the same factors that affected salary affected bonus. The exceptions: who their department reports to and their primary area of focus.*

**TIME IS MONEY**

How respondents spent their time directly affected how much they earned.

- **+$13,000**: Majority of their time as MVP for executives
- **+$7,000**: More time on strategic activities than tactical
- **+$11,250**: More time discovering new opportunities: interviewing customers (5+ hours per month), win/loss analysis (2+ hours per month) and interviewing potentials (2+ hours per month)

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**2015 STATE OF PRODUCT MANAGEMENT AND MARKETING**

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We asked respondents: if they could change one thing to make their company better, what would it be?

- Focus more on the problems we are trying to solve and not the solutions
- Break down departmental silos
- More resources to deal with day-to-day tactical activities so we could focus more on strategic planning and analysis of metrics
- Clear strategic priorities that can guide portfolio management and investments
- Gather evidence on market sizing from real conversations with customers and prospects
- Have a clear and defined strategy
- Better definition of corporate vision and strategy to allow alignment of product roadmap
- Fewer meetings

FOCUS, FOCUS, FOCUS

- Spend more time on the front end ensuring that development understands the context of the requirements, the market problems and end user use cases

HELP EVERY SINGLE PERSON UNDERSTAND THE VALUE OF SAYING ‘NO’

- Greater focus on product strategy and planning
- Better definition of roles and responsibilities
- Focus on customers’ problems and the value for them
- Develop a user-centered design culture
- Better working relationship and process between product management and development/engineering
- Get company focused on needs of customers rather than internal issues
- Become more outside-in rather than inside-out driven
- Have everyone go through Pragmatic Marketing training together

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

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About Pragmatic Marketing

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