The 17th Annual
Pragmatic Marketing

Product Management
and Marketing Survey

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!
<table>
<thead>
<tr>
<th>Name: A. Typical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender: Male</td>
</tr>
<tr>
<td>Age: 35-44</td>
</tr>
<tr>
<td>Occupation:</td>
</tr>
<tr>
<td>Product Manager/</td>
</tr>
<tr>
<td>Product Marketing</td>
</tr>
<tr>
<td>Manager</td>
</tr>
<tr>
<td>Experience in industry: 6+ years</td>
</tr>
<tr>
<td>Experience in role: 1-2 years</td>
</tr>
<tr>
<td>Education: Bachelor’s degree+</td>
</tr>
<tr>
<td>Technical skill level:</td>
</tr>
<tr>
<td>- Very technical</td>
</tr>
<tr>
<td>- Somewhat technical</td>
</tr>
<tr>
<td>- Not technical</td>
</tr>
<tr>
<td>Professional certificates held: 1-3</td>
</tr>
<tr>
<td>Importance of professional certificates to your career:</td>
</tr>
<tr>
<td>- Very Important</td>
</tr>
<tr>
<td>- Somewhat important</td>
</tr>
<tr>
<td>- Somewhat unimportant</td>
</tr>
<tr>
<td>- Very unimportant</td>
</tr>
<tr>
<td>Department role:</td>
</tr>
<tr>
<td>- Individual contributor</td>
</tr>
<tr>
<td>- Department head</td>
</tr>
<tr>
<td>- Executive</td>
</tr>
<tr>
<td>Number of products managed or worked with: 3</td>
</tr>
<tr>
<td>Of the 35% who selected department head or executive, just 27% managed 7+ people</td>
</tr>
</tbody>
</table>
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**
- Hardware: 28%
- Software: 56%
- Hosted or Cloud Services: 57%

**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%

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

**Emerging Trend?**
Over 20% of those who selected ‘Other’ stated that their department reports to the head of operations.
Some of our respondents knew these other roles quite intimately, having held them previously.
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**.

Number of respondents from each state

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United States of America

76%

Canada

10%

United Kingdom of Great Britain and Northern Ireland

4%

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North America: 87%

Europe: 10%

Asia: 2%

Oceania: 1%

Middle East: .1%

Africa: .1%

Central America: .2%

South America: .1%
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.

**TACTICAL vs. STRATEGIC**

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

**TIME SPENT ON Activities**

- **48 HOURS = AVERAGE WORK WEEK**
  - **Attending meetings**: 40
  - **Managing email**: 32
  - **Reviewing or creating marketing materials**: 12
  - **Assisting with specific sales deals**: 6
  - **Participating in thought leadership**: 6
  - **Supporting development team efforts**: 27
  - **Talking to customers**: 8
  - **Talking to noncustomers in non-sales situations**: 8
  - **Managing email**: 32
  - **Deciding what should go in products**: 26%
  - **Creating and executing go-to-market strategies for products**: 33%
  - **Each about equally**
Where they spent the majority of their time drove the specific activities they were responsible for:

**BUSINESS ACTIVITIES**

- Understanding market problems: 92% (Deciding), 84% (Creating), 7% (Each)
- Performing win/loss analysis: 26% (Deciding), 38% (Creating), 38% (Each)
- Articulating distinctive competencies: 55% (Deciding), 43% (Creating), 38% (Each)
- Market definition, including market sizing and segmentation: 30% (Deciding), 40% (Creating), 30% (Each)
- Defining the right distribution strategy for the product: 45% (Deciding), 21% (Creating), 34% (Each)
- Managing product portfolios: 24% (Deciding), 25% (Creating), 25% (Each)
- Creating and updating the business plan: 46% (Deciding), 43% (Creating), 43% (Each)
- Setting and maintaining pricing: 26% (Deciding), 32% (Creating), 32% (Each)
- Making buy, build or partner decisions: 67% (Deciding), 34% (Creating), 34% (Each)
- Tracking product profitability: 49% (Deciding), 25% (Creating), 25% (Each)
- Defining positioning: 82% (Deciding), 18% (Creating), 18% (Each)

**TECHNICAL ACTIVITIES**

- Performing technology assessment: 38% (Deciding), 16% (Creating), 37% (Each)
- Performing competitive analysis: 59% (Deciding), 24% (Creating), 24% (Each)
- Maintaining the roadmap: 37% (Deciding), 85% (Creating), 50% (Each)
- Managing innovation: 54% (Deciding), 23% (Creating), 23% (Each)
- Writing product requirements: 86% (Deciding), 23% (Creating), 23% (Each)
- Defining user personas: 67% (Deciding), 59% (Creating), 59% (Each)
- Defining use scenarios: 83% (Deciding), 45% (Creating), 45% (Each)
- Monitoring product milestones: 76% (Deciding), 33% (Creating), 33% (Each)
**GO-TO-MARKET ACTIVITIES**

- **Defining marketing plans**: 70%
- **Measuring the ROI of marketing programs**: 49%
- **Understanding the customer’s buying process**: 71%
- **Building customer acquisition plans**: 44%
- **Building customer retention plans**: 35%
- **Launch planning**: 80%
- **Buyer personas**: 64%
- **Success stories**: 69%
- **Thought leadership**: 70%
- **Lead generation**: 51%

**SALES READINESS ACTIVITIES**

- **Providing sales channel training**: 66%
- **Creating customer-facing sales collateral**: 86%
- **Creating internal sales tools**: 78%
- **Creating presentations and demos**: 84%
- **Going on sales calls**: 58%
- **Staffing seminar and trade show events**: 60%
- **Answering sales questions by email or phone**: 74%
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
- **30%** Salespeople consciously avoid selling certain products in our portfolio
- **28%** Product launches do not meet management expectations
- **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
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.

**AVG AVERAGE EARNINGS**

$105,400 + $14,800 BONUS

And how do they feel about that?

Very satisfied 9%

Satisfied 52%

Dissatisfied 33%

Very dissatisfied 6%

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

89% Company revenue or profit

61% Personal objectives

34% Product revenue or profit

5% Market Visits

9% Other

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

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**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>10K</td>
</tr>
<tr>
<td>Mountain</td>
<td>120K</td>
<td>8K</td>
</tr>
<tr>
<td>Midwest</td>
<td>100K</td>
<td>6K</td>
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<tr>
<td>Northeast</td>
<td>80K</td>
<td>4K</td>
</tr>
<tr>
<td>South</td>
<td>60K</td>
<td>2K</td>
</tr>
<tr>
<td>Southeast</td>
<td>40K</td>
<td>0K</td>
</tr>
</tbody>
</table>

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**CANADIAN SALARIES BY REGION**

<table>
<thead>
<tr>
<th>Province</th>
<th>AVERAGE SALARY</th>
<th>AVERAGE BONUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario</td>
<td>127K</td>
<td>8K</td>
</tr>
<tr>
<td>British Columbia</td>
<td>121K</td>
<td>6K</td>
</tr>
<tr>
<td>Quebec</td>
<td>92K</td>
<td>9K</td>
</tr>
<tr>
<td>Alberta</td>
<td>88K</td>
<td>7K</td>
</tr>
</tbody>
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**GEOGRAPHY VS. EARNING**

<table>
<thead>
<tr>
<th>Country</th>
<th>Avg Salary (K)</th>
<th>Avg Bonus (K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>127K</td>
<td>8K</td>
</tr>
<tr>
<td>USA</td>
<td>121K</td>
<td>6K</td>
</tr>
<tr>
<td>France</td>
<td>98K</td>
<td>4K</td>
</tr>
<tr>
<td>UK</td>
<td>95K</td>
<td>2K</td>
</tr>
<tr>
<td>Germany</td>
<td>95K</td>
<td>1K</td>
</tr>
<tr>
<td>Canada</td>
<td>92K</td>
<td>8K</td>
</tr>
<tr>
<td>Ireland</td>
<td>88K</td>
<td>7K</td>
</tr>
<tr>
<td>India</td>
<td>64K</td>
<td>5K</td>
</tr>
</tbody>
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TOTAL COMPENSATION IN THOUSANDS (US DOLLARS)
Just like with your health, there are a number of factors that contribute to your level of risk, or in this case reward.
Survey results describe typical practices. To learn about best practices in product management and marketing, register for a Pragmatic Marketing course near you.

2017 PRODUCT MANAGEMENT AND MARKETING SURVEY

Have a question about any of the data shown or want to know more? Contact us at survey@pragmaticmarketing.com.