

THE 18TH ANNUAL

Product Management AND Marketing Survey

GAME ON!



 PRAGMATIC
MARKETING®

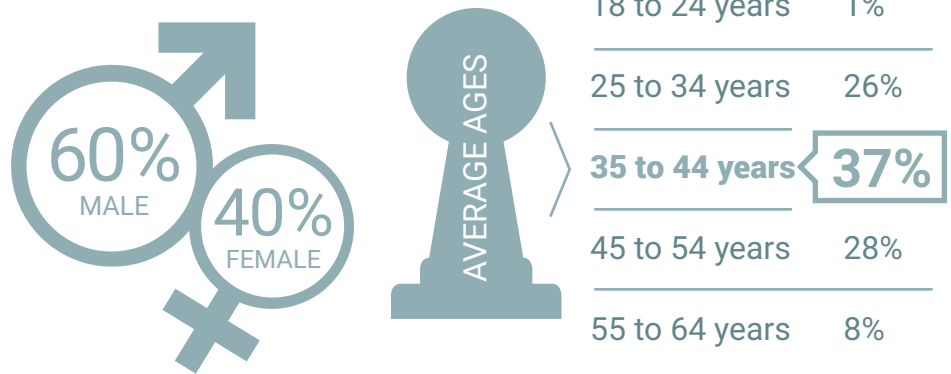
pragmaticmarketing.com

READY.
SET.
GO!

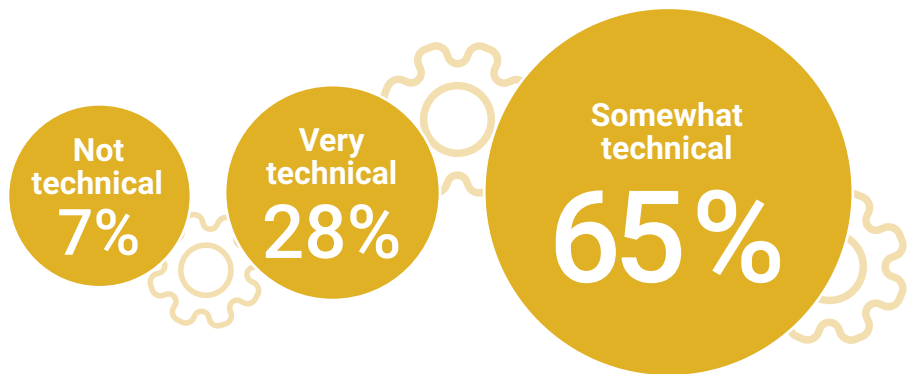
Pragmatic Marketing 2018 Annual Survey

1,700 INDIVIDUALS FROM OVER 45 COUNTRIES responded to this year's product management and product marketing survey. And while every respondent had a different story to tell, there were some common winning strategies. Let's take a look.

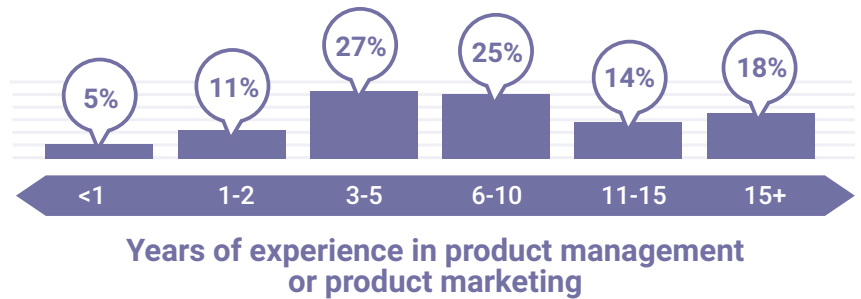
Meet the players



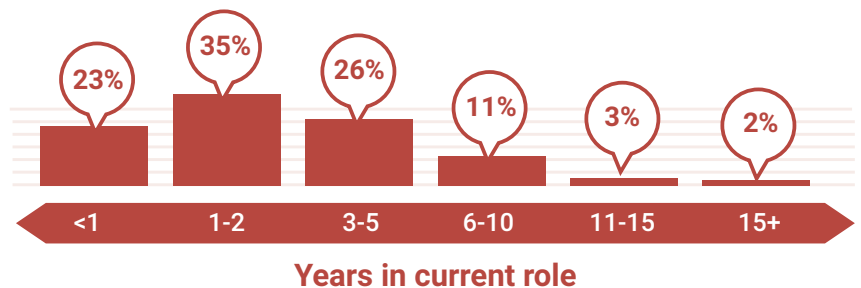
Technical skill level



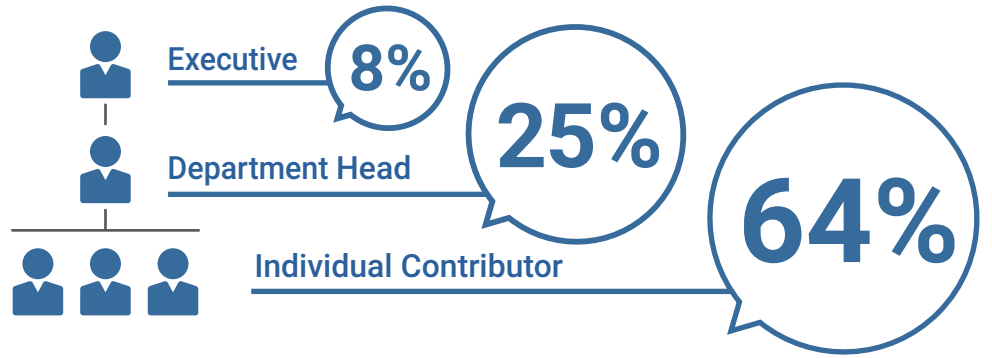
Years of experience



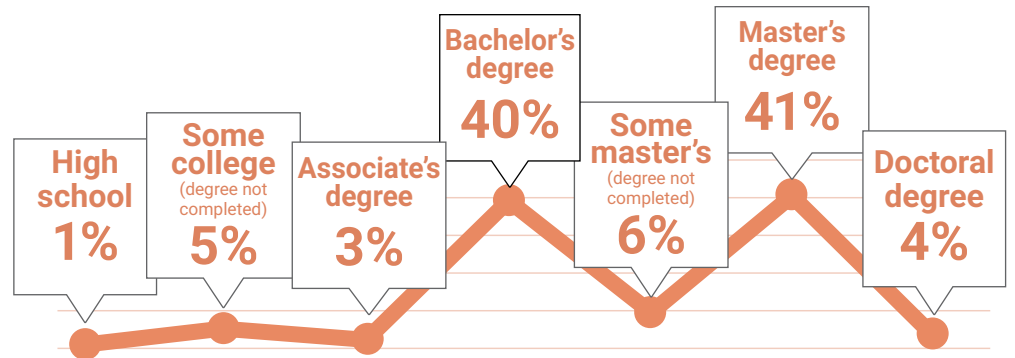
Years in current role



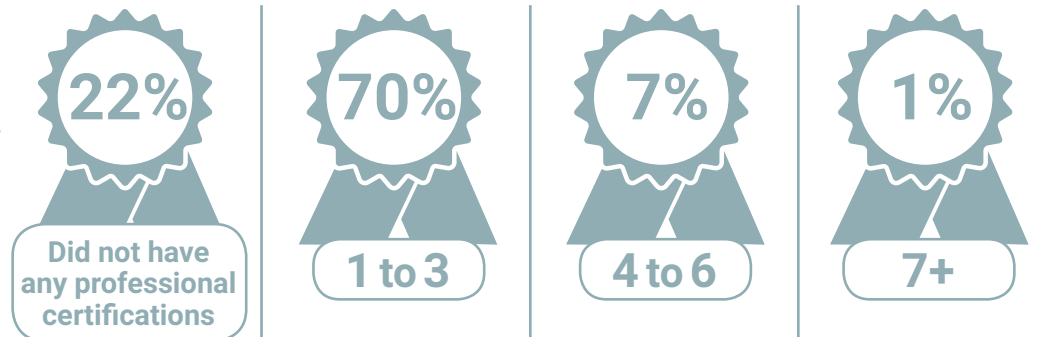
Current role within department



Highest level of education



Number of professional certifications



Titles are a mess.
486
different titles
were reported from
respondents this year.

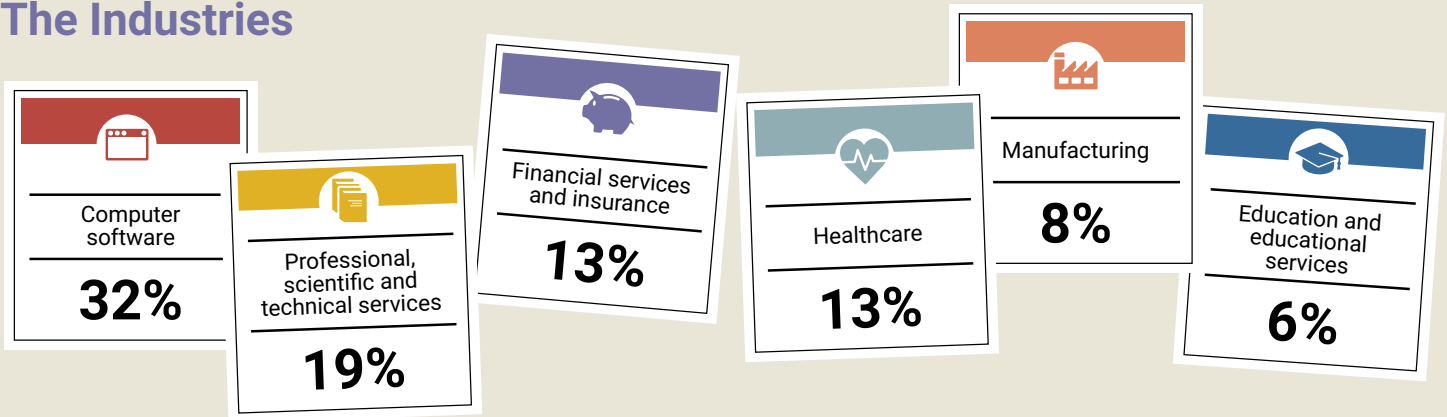


The Company

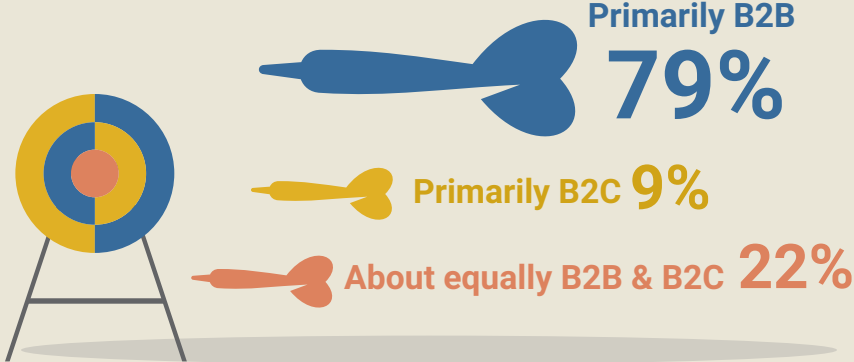
(AKA: Who is sponsoring these guys?)

While all of our respondents created some type of technology, that's where the similarities ended. Here's a breakdown:

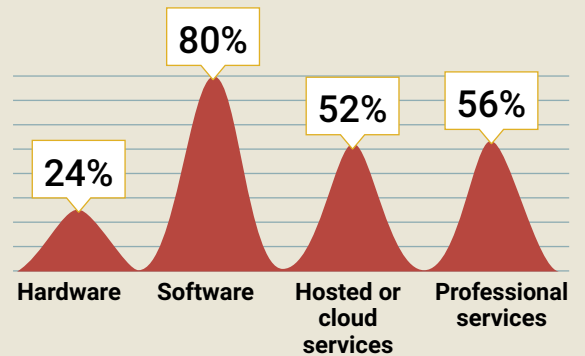
The Industries



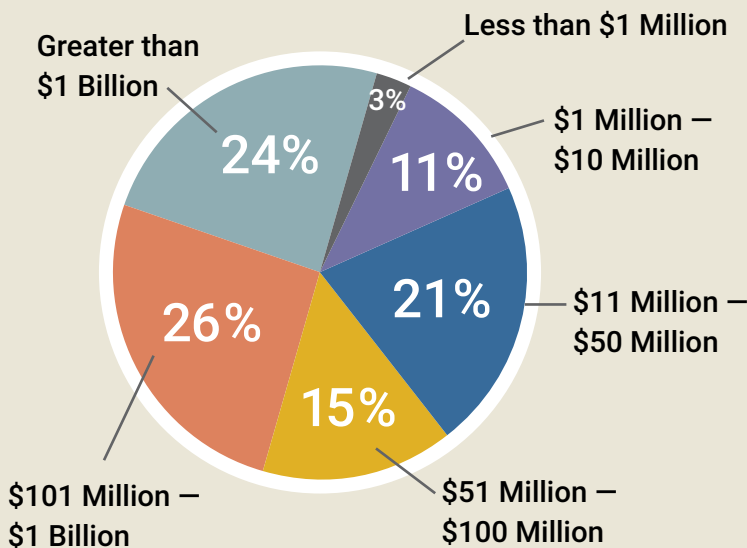
The Focus



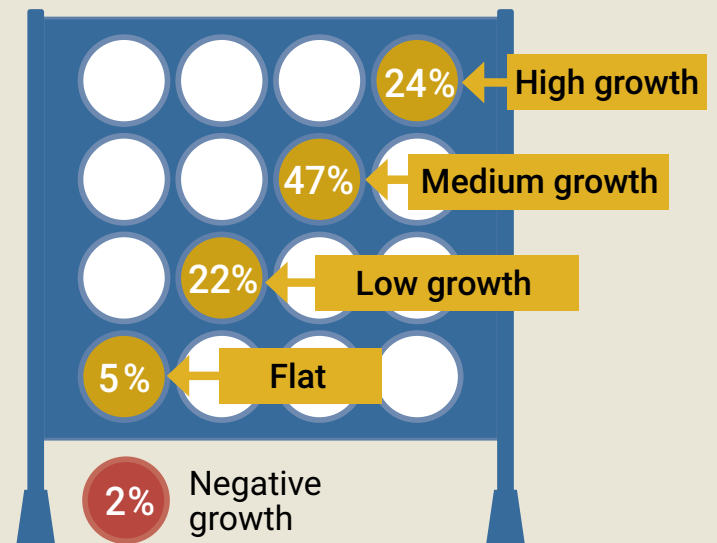
The Offerings



The Annual Revenue

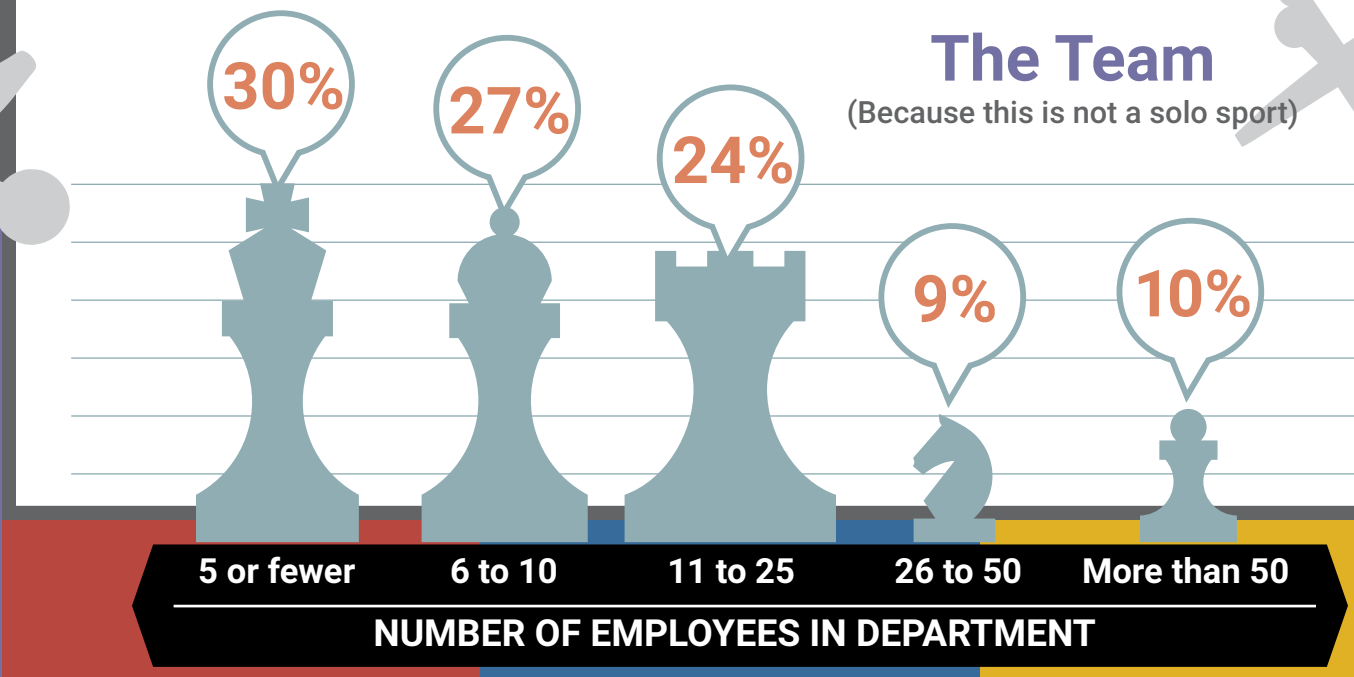


The Growth Trajectory



The Team

(Because this is not a solo sport)



NUMBER OF EMPLOYEES IN DEPARTMENT



Where does the team report to?

How do department sizes compare?

For every one product manager at their company, respondents reported:

Salespeople 13

Engineers/developers 5

Sales engineers or pre-sales consultants 3

Project management 1

Quality assurance .9

Marketing communications .7

Product marketing .6

Engineering/development manager .5

Business/systems analyst .4

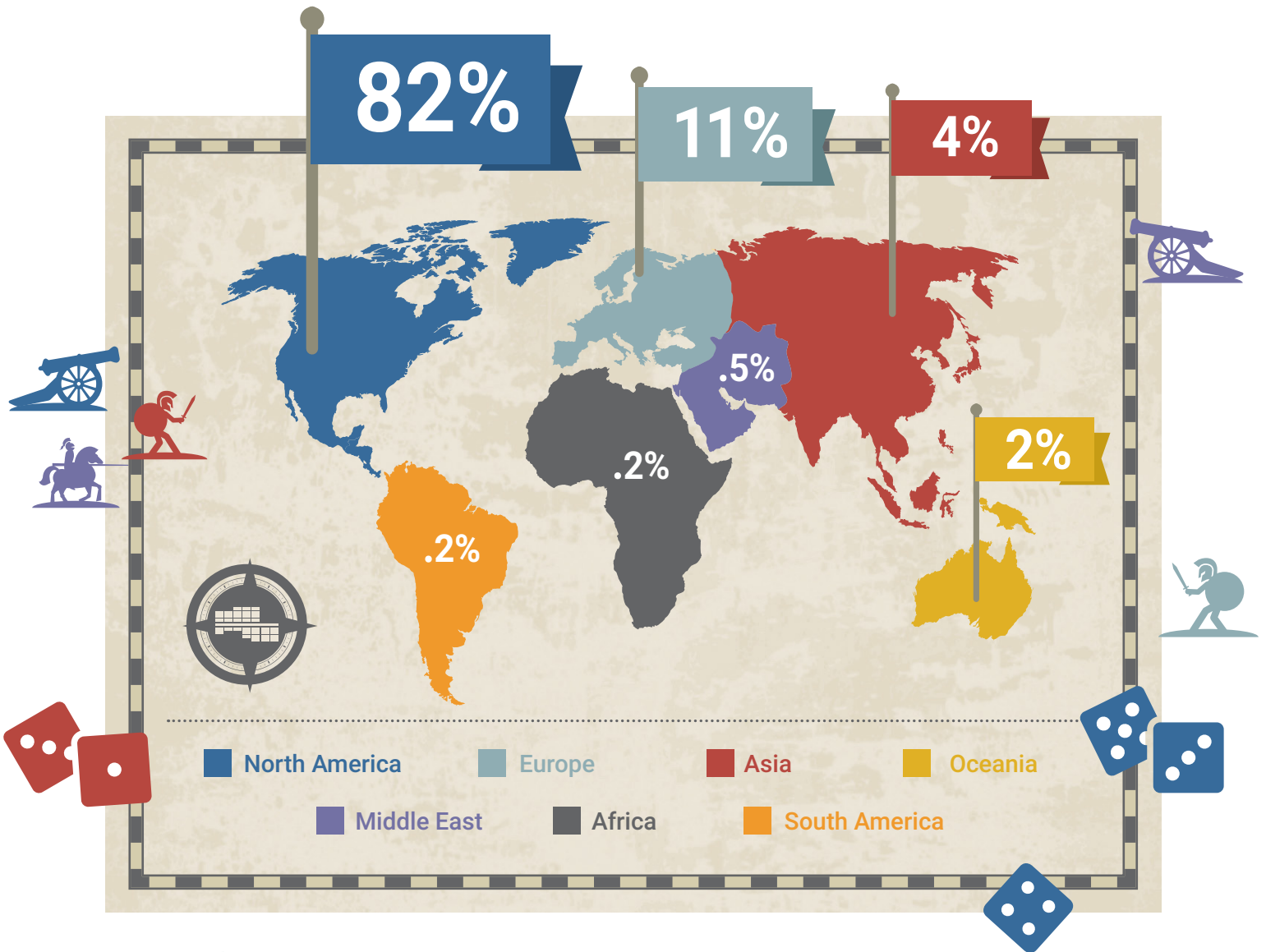
Product-level architects or designers .3

Product owners .3

UX designers .2

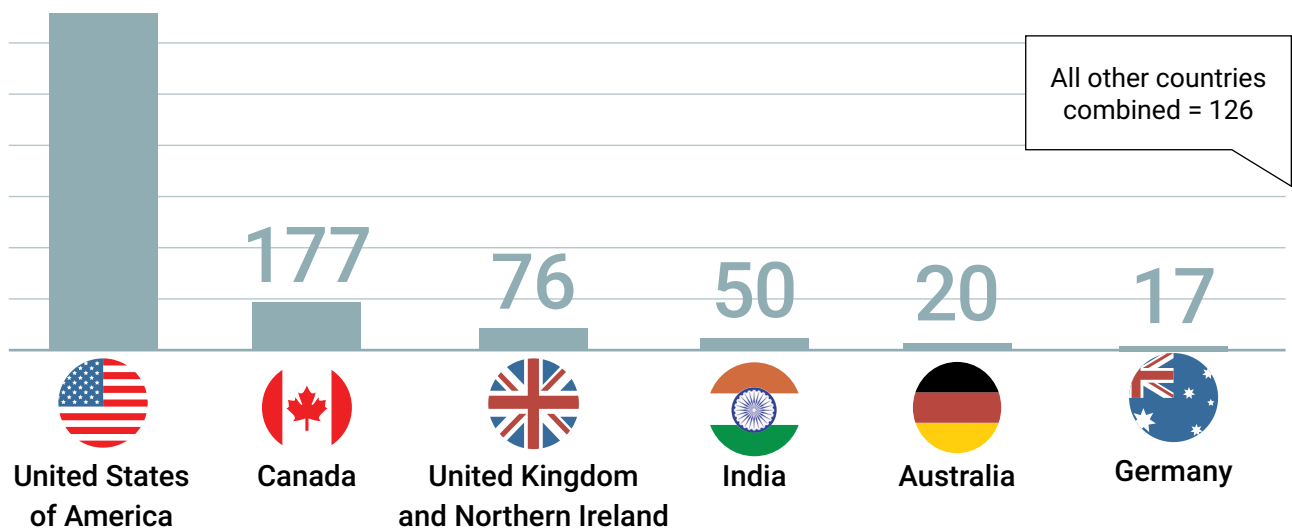
World Domination

Product teams are having an impact the world over and the profession is growing internationally. Here's a breakdown of respondents by region:



1167

Most Respondents by Country

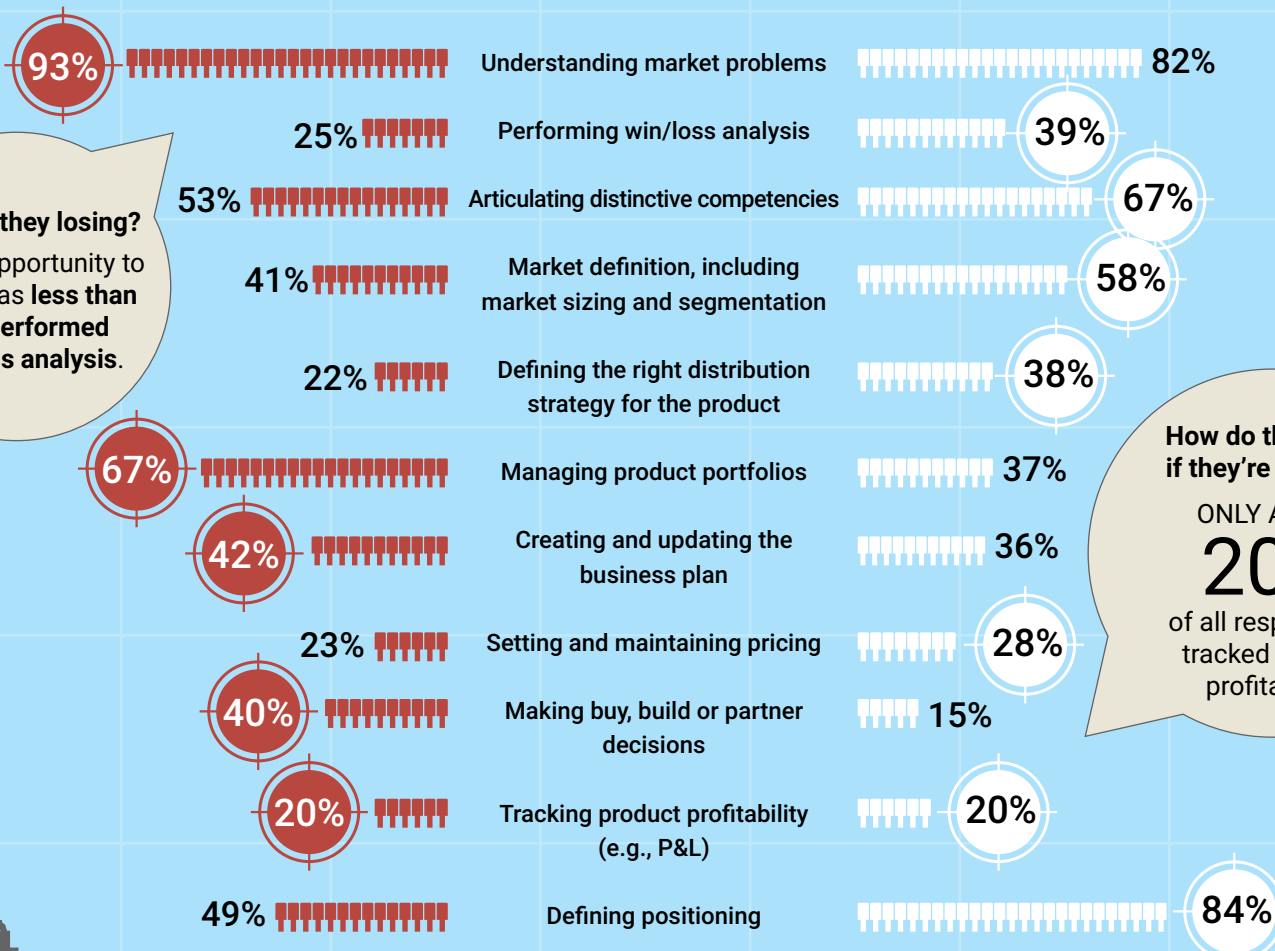


A Player's Gonna Play...But What?

Here's a breakdown the key activities that product management and product marketing own.

Product Management vs. Product Marketing

BUSINESS ACTIVITIES



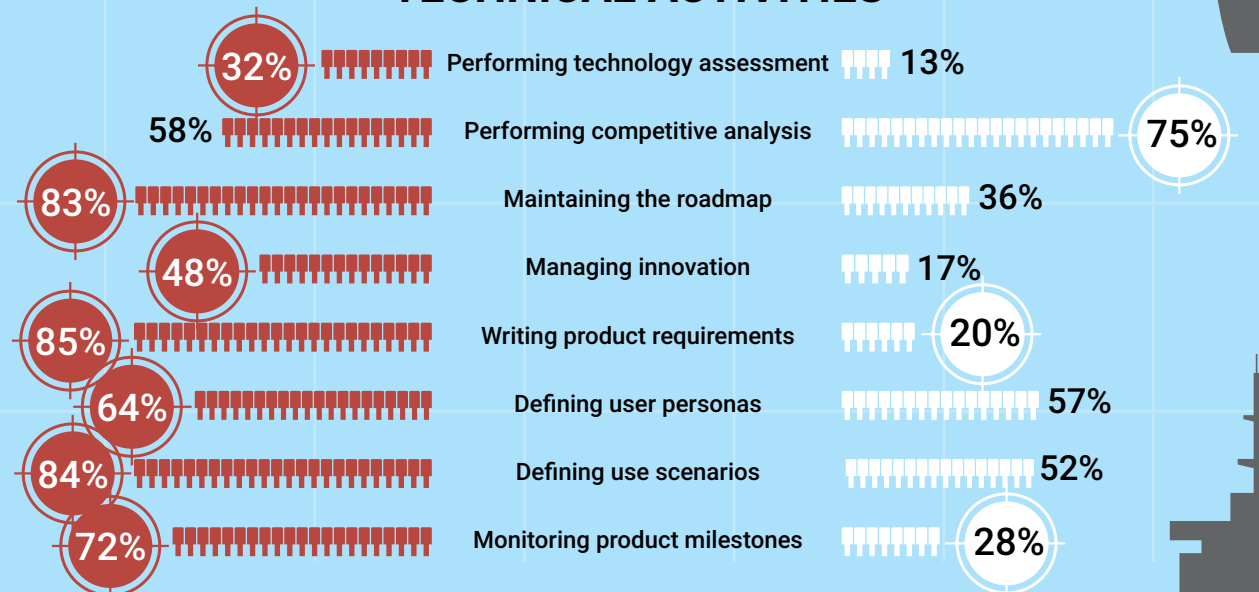
Why are they losing?

Lots of opportunity to find out as **less than 32% performed win/loss analysis.**

How do they know if they're winning?

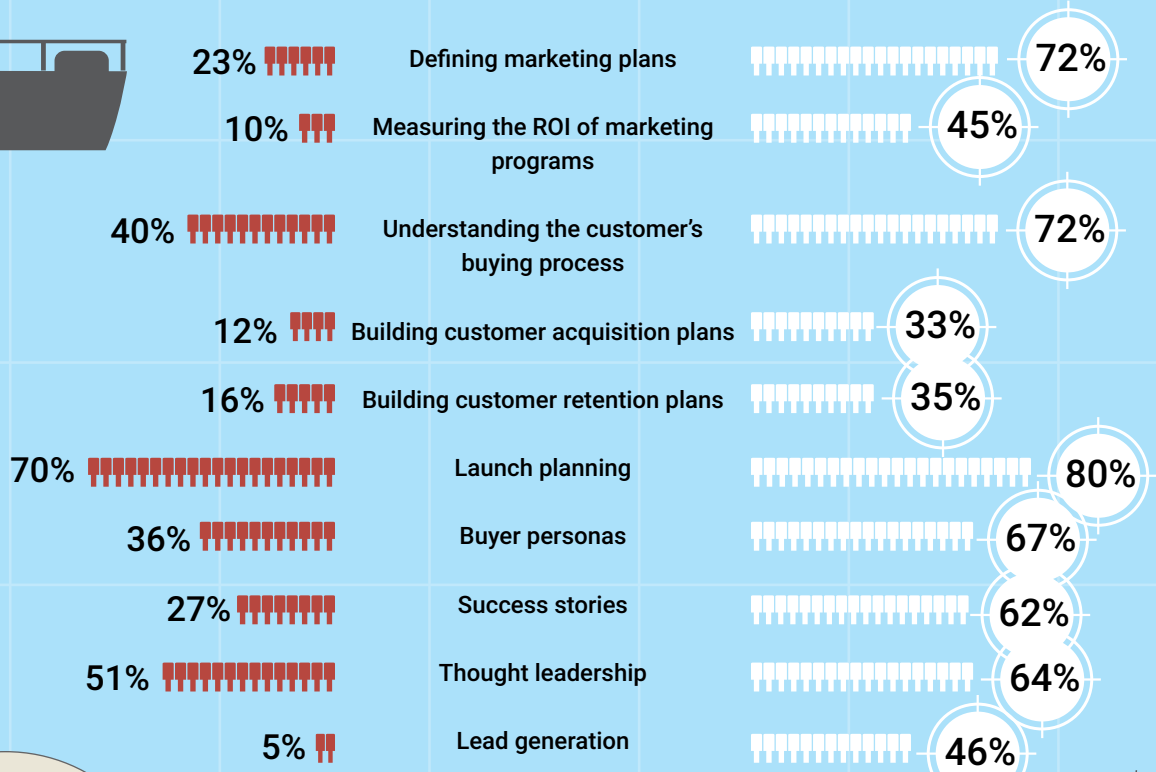
ONLY ABOUT **20%** of all respondents tracked product profitability.

TECHNICAL ACTIVITIES



Product Management vs. Product Marketing

GO-TO-MARKET ACTIVITIES



Respondents are doing all this for

10.8

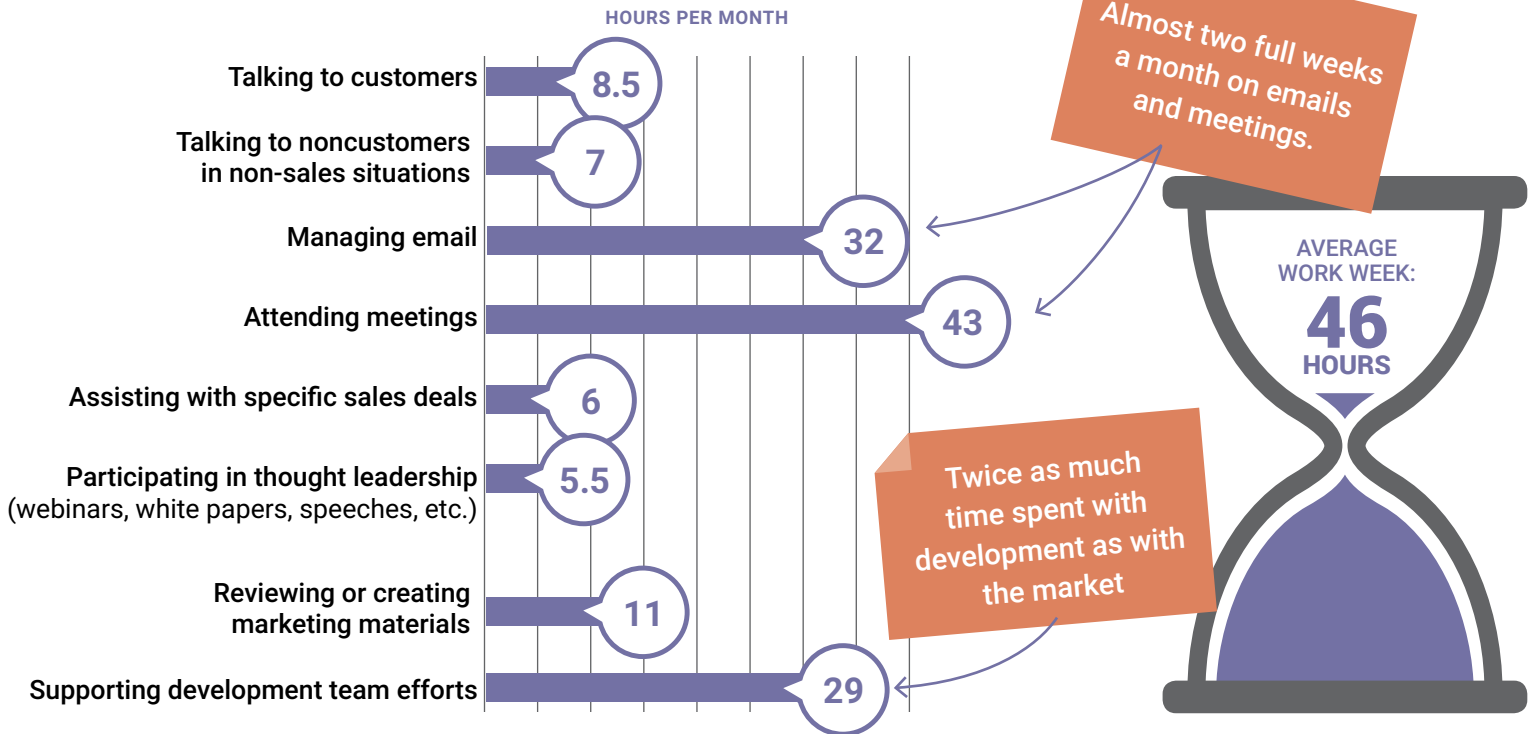
PRODUCTS ON AVERAGE.

SALES READINESS ACTIVITIES



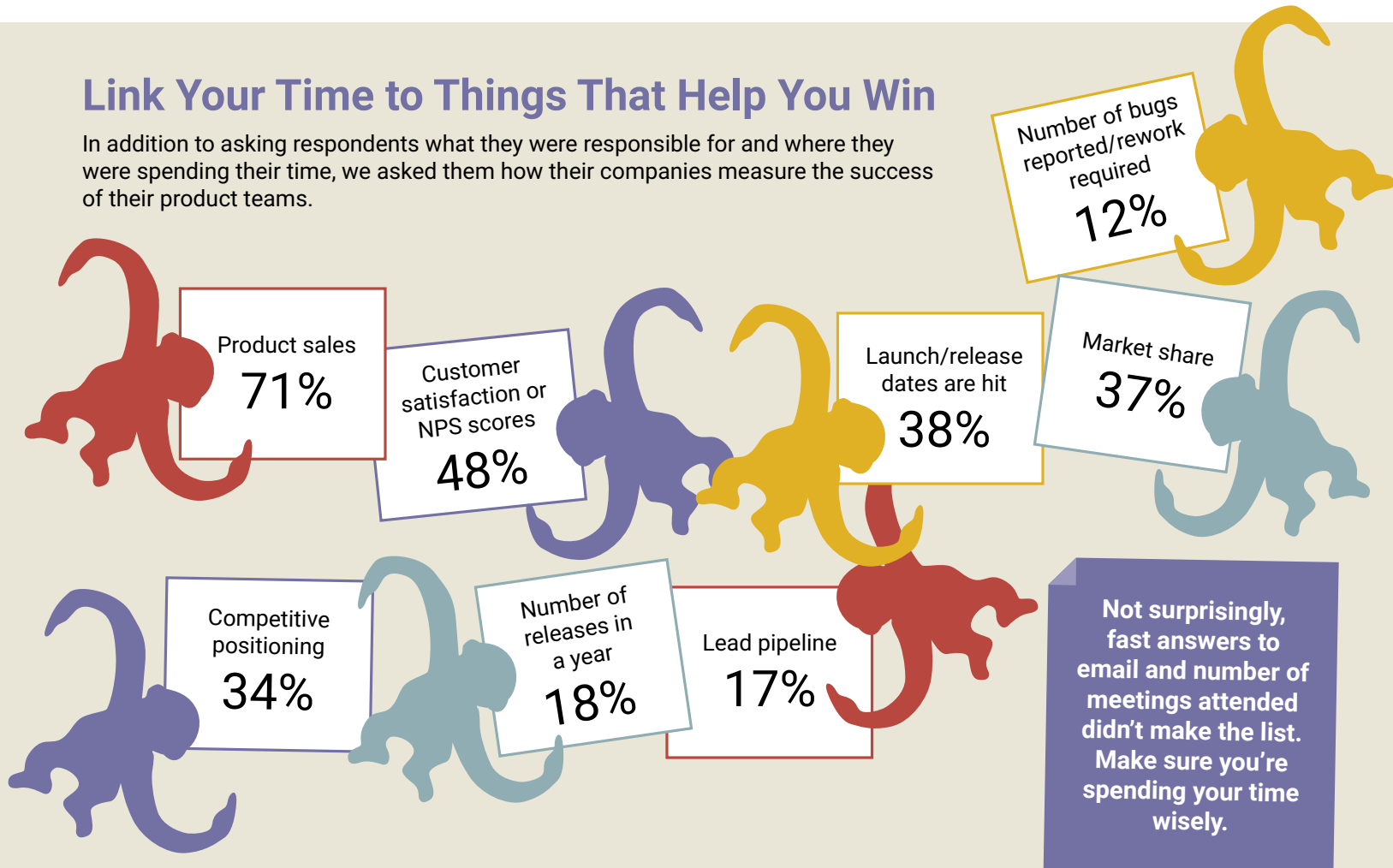


Of course, what they're responsible for doesn't always line up with where they're spending their time. In fact, product team members are spending **72% of their time on tactical activities**, leaving just about a quarter of their time for the high-value, strategic activities. Here's a breakdown of how their hours are being consumed.



Link Your Time to Things That Help You Win

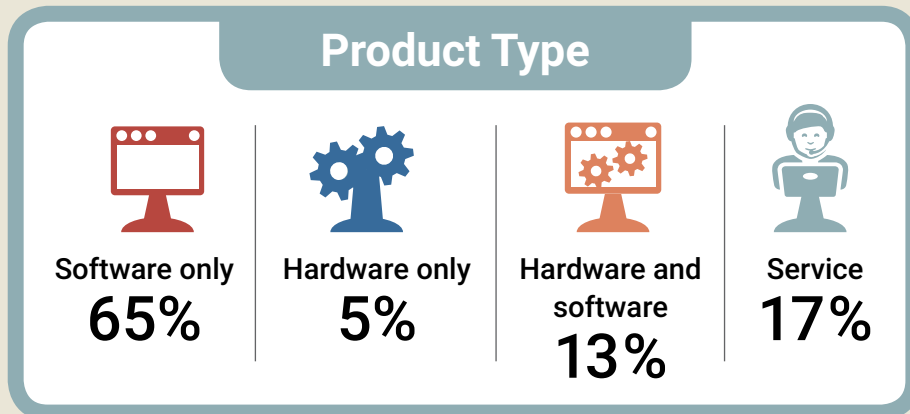
In addition to asking respondents what they were responsible for and where they were spending their time, we asked them how their companies measure the success of their product teams.



Powering Up with Pricing

This year's survey dug deep into how technology companies today are pricing their products. Did they have firm pricing strategies in place, or were they leaving it all up to chance?

THE PRICING JOURNEY



Don't have the data to make a decision; lose a turn

When was the price first put on the product?

Not until right before (or after) release
45%

Before development started building it
25%

Choose Your Strategy

Respondent selected the pricing methodology that most closely represented the one they used.



COMPETITION PRICING

(copying a competitor's price)

17%



COST-PLUS PRICING

(charging a desired margin above our costs)

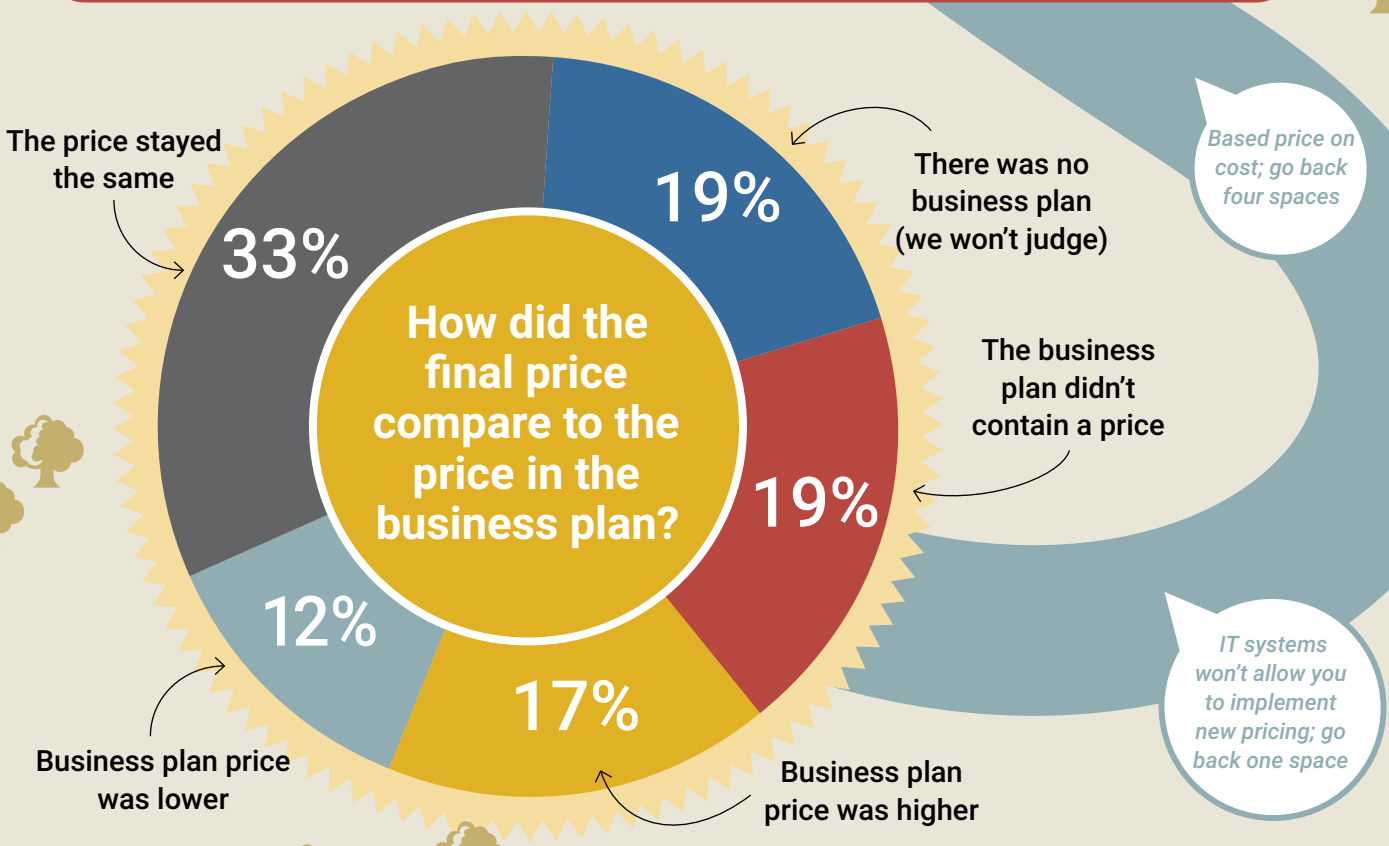
21%



VALUE-BASED PRICING

(charging what the customers are willing to pay)

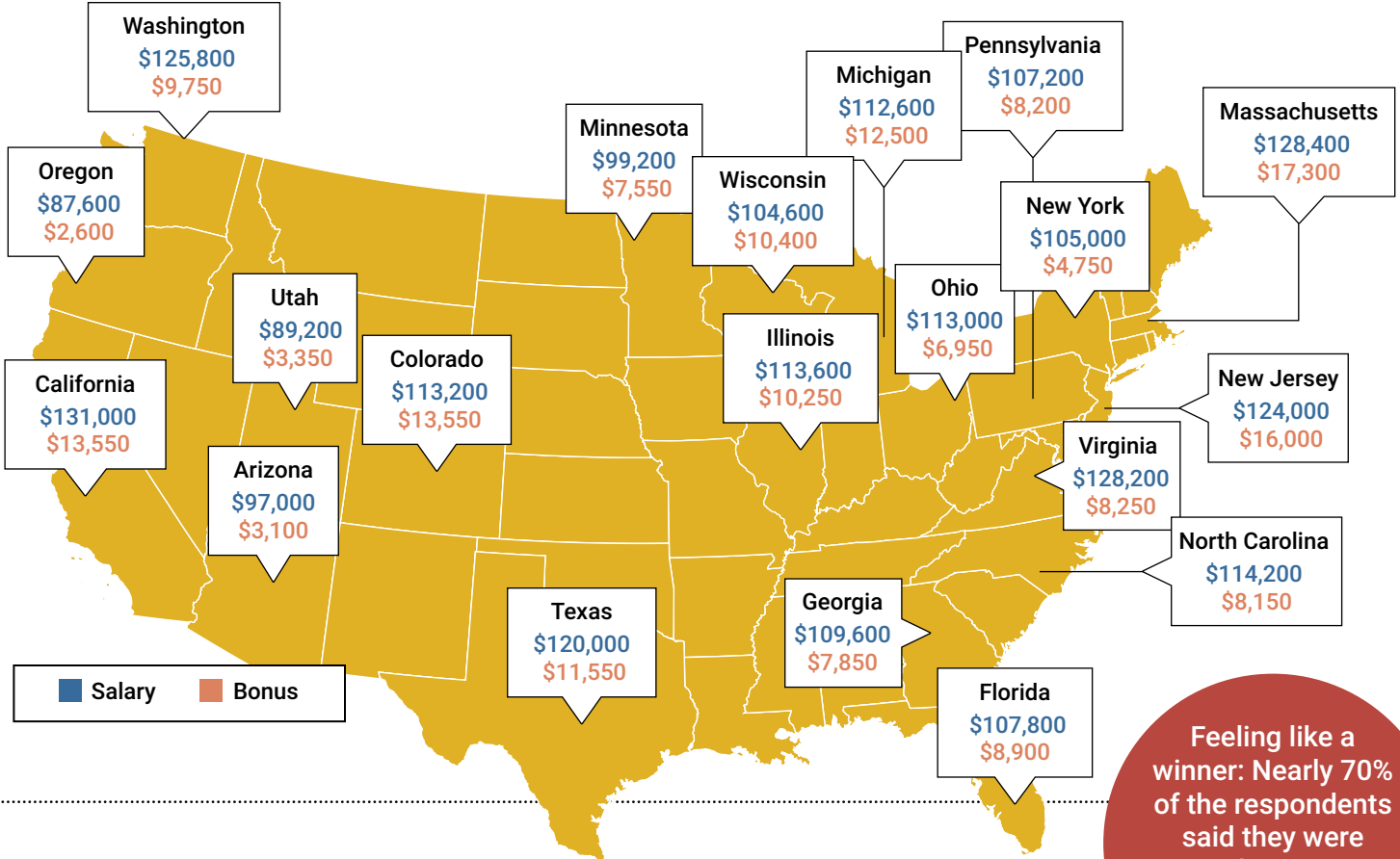
61%



What Does Winning Get You?

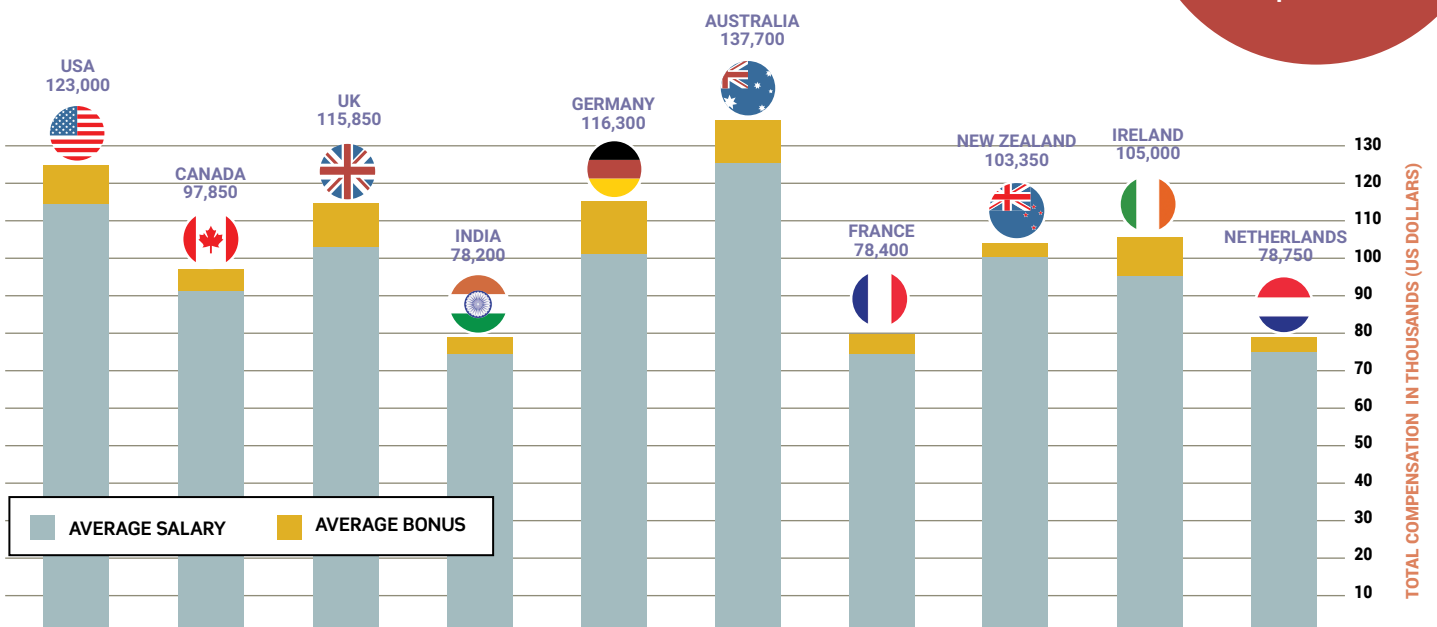
Landing on the right spot could mean winning it all, especially when it comes to earnings. Here's a look at some of the top salaries by geography.

Top Salaries in the United States



Feeling like a winner: Nearly 70% of the respondents said they were satisfied or very satisfied with their compensation.

Top Earnings Around the world



Salaries by Traits



Gender

Male \$112,600 Female \$101,200



Education

Some college \$100,600	Some master's \$107,200
Associate's degree \$103,800	Master's degree \$111,800
Bachelor's degree \$103,600	Doctoral degree \$127,800



Years in product management or marketing

< 1 year	\$83,200
1-2 years	\$80,600
3-5 years	\$93,200
6-10 years	\$109,200
11-15 years	\$125,600
15+ years	\$132,800



How technical do you consider yourself?

Very technical	\$109,600
Somewhat technical	\$107,600
Not technical	\$105,200



What kind of products does your company offer?

Hardware	\$107,800	Software	\$108,600
Hosted or cloud services		\$112,200	
Professional services		\$109,800	



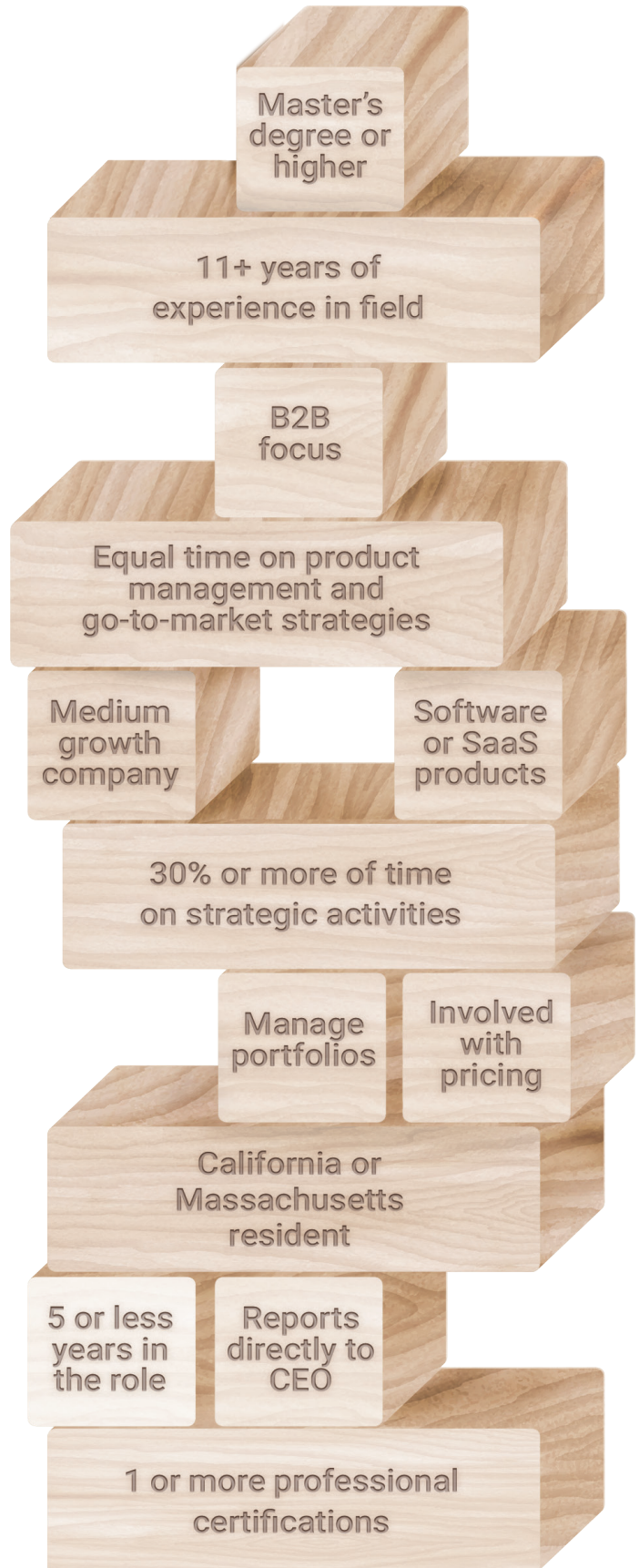
Where do you spend the majority of your time?

Deciding what should go into products	Creating & executing go-to-market strategies for products	Each about equally
\$104,800	\$108,600	\$113,400



Bringing Your Game to the Next Level

Looking to build up your earnings? Here are the most common traits of respondents who earned \$200k or more per year.



King for a Day

We asked our respondents: If you could say one thing to your CEO without fear of retribution, what would it be? Here is a sampling of their responses.



Market Focus

- ▶ “Market problems should be defined based on multiple sources of data, not just anecdotes from visiting customer offices.”
- ▶ “Spend 20% more time thinking about what is right for the customer and 20% less time only talking about the revenue.”
- ▶ “We need to focus more on determining our market problems and less time on competitive parity.”
- ▶ “We need to actually do what Pragmatic Marketing taught us.”



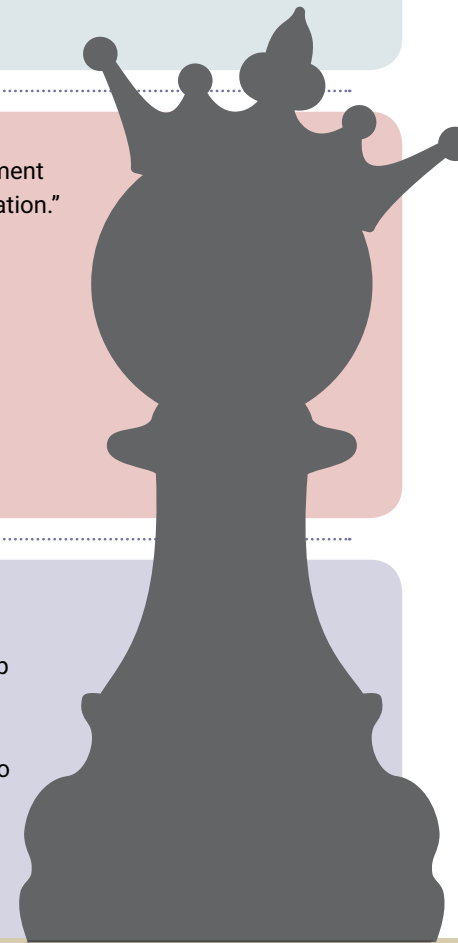
Strategic Alignment

- ▶ “Make sure there is a clear vision for every product in the portfolio and make sure everybody knows what it is.”
- ▶ “Drive cross-functional alignment on goals across the organization.”
- ▶ “Not everything can be the number one priority.”
- ▶ “Know when to say ‘no’ to new opportunities, because we are already stuffed to the gills with work committed to being done.”
- ▶ “Do less, and do it better.”



Revenue Marketing

- ▶ “Marketing is a huge part of being able to create and drive pipeline, which ultimately results in revenue. Cutting marketing means cutting revenue in reality, not just cutting costs.”
- ▶ “Marketing is more than brand and communication. Educate yourself on what real product marketing is all about.”
- ▶ “Build it before you sell it. Stop turning the organization upside down to win one deal.”





Product Pricing

- ▶ “Stop discounting product pricing just to win deals. When you give away the product and increase the workload on your teams without increasing revenue, you overwork your people and the quality of work suffers.”
- ▶ “We are far too greedy in our pricing and packaging to expect to continue growing as fast as we have in an ever-more crowded space.”
- ▶ “We need to change the way we price from a cost-plus to a market value, and we need to get product management added as a key member to a pricing committee.”



Product Support

- ▶ “I need more support to manage the product portfolio. One product manager without support staff cannot effectively manage a portfolio of 40+ products.”
- ▶ “We need more UX support. There are 26+ people in the product management organization and 3 UX people. It’s not enough.”
- ▶ “We’re on the right track with aligning development teams with captive product managers. We’re also on the right track with KPIs by product.”



Company Culture

- ▶ “Either fire me or let me do my job.”
- ▶ “Break down personal fiefdoms. Stop making organization-structure and business-process decisions based on affected egos.”
- ▶ “Congrats on the new job. Hope you last longer than the last one.”
- ▶ “We need to create an environment that celebrates the learning that comes from failures as much as the money that comes from successes.”

Survey results describe typical practices. To learn about best practices in product management and marketing, register for a Pragmatic Marketing course near you. Have a question about any of the data shown or want to know more Contact us at survey@pragmaticmarketing.com.



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