More than 2,500 individuals answered our call for help in defining the challenges, opportunities and, of course, compensation of today’s product teams. And while they may not be able to jump over buildings in a single bound or stop speeding trains, all of the activities and pressures they juggle in bringing their products to market make them superheroes to us.
While they don’t walk around with a big “S” emblazoned on their shirts, there are some characteristics that can help you spot a product superhero in your midst.

**Their Not-So-Secret Identities**

- **39%** 35 to 44 years old
- **63%** male
- **92%** somewhat or very technical

Our heroes don’t win on brawn alone...

- **71%** hold at least one professional certification in addition to their degree
- **42%** hold a master’s degree or higher
- **76%** consider continuing education or certifications very or somewhat important to their career

### Years of Experience

**How long they’ve been wearing a cape**

<table>
<thead>
<tr>
<th>Years</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1</td>
<td>5%</td>
</tr>
<tr>
<td>1-2</td>
<td>14%</td>
</tr>
<tr>
<td>3-5</td>
<td>26%</td>
</tr>
<tr>
<td>6-10</td>
<td>24%</td>
</tr>
<tr>
<td>11-15</td>
<td>14%</td>
</tr>
<tr>
<td>15+</td>
<td>17%</td>
</tr>
</tbody>
</table>

### Years in Current Role

**How long they’ve been wearing this cape**

<table>
<thead>
<tr>
<th>Years</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1</td>
<td>23%</td>
</tr>
<tr>
<td>1-2</td>
<td>32%</td>
</tr>
<tr>
<td>3-5</td>
<td>31%</td>
</tr>
<tr>
<td>6-10</td>
<td>10%</td>
</tr>
<tr>
<td>11-15</td>
<td>2%</td>
</tr>
<tr>
<td>15+</td>
<td>2%</td>
</tr>
</tbody>
</table>
ALTER EGOS

Our superheroes go by a variety of names. In fact, more than 562 distinct titles were reported by the group.

Perhaps the titles reflect the variety of paths respondents took to their current product role. Here are some other roles our superheroes have held along the way.

A WHOLE LEAP

Total Number of People in Department

<5
6-10
11-25
26-50
50+

ROLE WITHIN DEPARTMENT

Individual Contributor 65%

Product Owner 35%

Sales 21%

Outside Consultant 17%

Technical/Development 34%

Marketing Communications 18%

Trainer/Educator 18%
League of Contributors

Our heroes don’t work alone; it takes a team to build and market truly great products.

<table>
<thead>
<tr>
<th>Department</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product Management</td>
<td>34%</td>
</tr>
<tr>
<td>President/CEO/Managing Director</td>
<td>23%</td>
</tr>
<tr>
<td>Marketing</td>
<td>13%</td>
</tr>
<tr>
<td>Development/Engineering</td>
<td>10%</td>
</tr>
<tr>
<td>Product Marketing</td>
<td>4%</td>
</tr>
<tr>
<td>Sales</td>
<td>3%</td>
</tr>
<tr>
<td>Support</td>
<td>1%</td>
</tr>
<tr>
<td>Services or Training</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
</tr>
</tbody>
</table>

Within Department

Department Head: 26%

Executive: 9%

Number of Direct Reports

- 0: 7%
- 1-3: 43%
- 4-6: 33%
- 7-9: 9%
- 10+: 8%

- 0: 11%
- 1-3: 23%
- 4-6: 31%
- 7-9: 12%
- 10+: 23%
Individuals from 57 different countries responded to this year’s survey.

North America: 76%
Canada: 10%
United Kingdom of Great Britain and Northern Ireland: 3%

Every state of the union was represented, except Alaska, New Mexico, South Dakota, West Virginia and Wyoming.

Numbers represent how many respondents are from each state.
So what kind of companies do our heroes work for? Turns out, companies of all shapes and sizes.

Agents of?

The average number of products supported was 10, but 66% of respondents work with 5 or fewer products.

POW! Points of Wisdom

ANNUAL REVENUE

Company Revenue in Dollars

Major Battles

They may not be running into burning buildings to save people, but they sure are fighting a lot of fires.

Time spent on activities:

28% Strategic vs. 72% Tactical

62% say this represents more time on strategic activities than during the previous year.

Points of Wisdom

Fighting for market-driven products is not for the faint of heart. Our respondents average 48-hour work weeks.

PRODUCTS OFFERED

(Respondents checked all that applied)

- Hosted or Cloud: 54%
- Software: 80%
- Hardware: 27%
- Professional Services: 53%

Markets Served

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B2B</td>
<td>78%</td>
<td>10%</td>
<td>12%</td>
</tr>
</tbody>
</table>

WHERE DO THEY SPEND THEIR TIME?

- Deciding what should go in products: 41%
- Creating and executing go-to-market strategies for products: 23%
- Each about equally: 36%
Major Battles

What Are You Responsible For?

Business Activities

- Understanding market problems
- Performing win/loss analysis
- Articulating distinctive competencies
- Market definition, sizing and segmentation
- 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 (e.g., P&L)
- Defining positioning
- Understanding the sales process

Technical Activities

- Performing technology assessment
- Performing competitive analysis
- Maintaining the roadmap
- Managing innovation
- Writing product requirements
- Defining user personas
- Defining use scenarios
- Monitoring product milestones
Defining marketing plans
Measuring the ROI of marketing programs
Understanding the customer’s buying process
Building customer acquisition plans
Building customer retention plans
Launch planning
Buyer personas
Success stories
Thought leadership
Lead generation

WHERE THEY SPEND THE MAJORITY OF THEIR TIME

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

GO-TO-MARKET ACTIVITIES

SALES READINESS ACTIVITIES

Providing sales channel training
Creating customer-facing sales collateral
Creating internal sales tools
Creating presentations and demos
Going on sales calls
Staffing seminar and trade show events
Answering sales questions by email or phone
Invisibility might be great if you’re hiding from villains to protect the city, but it’s not what you want in your career. One of our instructors, Paul Young, talks about seven “X-factor traits” that separate the good from the great, the worker bees from the superheroes on product teams. In this year’s survey, we asked respondents to look deep inside themselves and assess their skills in these areas and how that might influence their career path.

**SUPERPOWERS**

Invisibility might be great if you’re hiding from villains to protect the city, but it’s not what you want in your career. One of our instructors, Paul Young, talks about seven “X-factor traits” that separate the good from the great, the worker bees from the superheroes on product teams. In this year’s survey, we asked respondents to look deep inside themselves and assess their skills in these areas and how that might influence their career path.

**How Strong Are Your Superpowers?**

<table>
<thead>
<tr>
<th>Superpower</th>
<th>Expert</th>
<th>Intermediate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Truth to Power</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Synthesis</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Pitch Artist</td>
<td>27%</td>
<td>52%</td>
</tr>
<tr>
<td>Executive Debater</td>
<td>23%</td>
<td>49%</td>
</tr>
<tr>
<td>Consensus Builder</td>
<td>32%</td>
<td>49%</td>
</tr>
<tr>
<td>Empathetic</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>Inspire Others</td>
<td>31%</td>
<td></td>
</tr>
</tbody>
</table>
What you said was most...  

...important to your career growth

1. Inspires Others  
2. Synthesis  
3. Consensus Builder  
4. Truth to Power  
5. Pitch Artist  
6. Executive Debater  
7. Empathetic

...rewarded by your company

1. Pitch Artist  
2. Inspires Others  
3. Executive Debater  
4. Synthesis  
5. Consensus Builder  
6. Truth to Power  
7. Empathetic

Fame and fortune

So which x-factors really help you get ahead?

Executives were twice as likely as individual contributors to say they have expert-level skills in:

- Pitch Artist  
- Executive Debater  
- Inspire Others

Expert-level skills in those areas also correlated to higher earnings: 25% more on average.
WHAT THEY WANT TO BE FOCUSING ON IN THE NEXT FIVE YEARS:

- 27% Deciding what should go in products
- 21% Creating and executing go-to-market strategies for products
- 9% Not focused on either

WHAT THEY KNOW IT WILL TAKE TO GET THERE: 65% OF THEIR TIME FOCUSED ON STRATEGIC ACTIVITIES.

WE ASKED RESPONDENTS WHAT THEY THINK THE FUTURE OF PRODUCT MANAGEMENT LOOKS LIKE.

- We'll have agile organizations, not agile development shops, as companies incorporate agile practices during the strategy, discovery and design phases.
- Cycle times to bring product to market will continue to accelerate. I also see an increased ability to provide customers with a more customized product experience.
- Product management and marketing will be responsible for driving the sales and profitability of product lines.
- More strategic, emphasizing market expertise over product expertise.
- More involvement in mergers and acquisitions, both as part of the validation and integration processes.
- Relying more on data to drive decision-making and prove ROI.
- Less about single products, more about interoperability between products (ours and others).
- More involvement in the strategic direction of products and businesses.
- Be more segmented: it’s a lot of responsibility for one person and requires many skills.
- Understanding and interpreting data will become even more critical. Quick recognition—and action to accommodate shifts—will separate the winners from losers, much more than the actual technology.
- The role will become more specialized (rather than the generalists they tend to be today) and be required to work within more cross-functional, decentralized, semi-autonomous teams.
The definition of product management will broaden. The number of product managers will increase and become more specialized in certain areas, such as product design manager, strategic product manager, product research manager, etc.

Will move from product-centric to solution-centric and more results-oriented.

It will be more about innovation and introducing revolutionary change than about incrementally managing current customer expectations.

It will be even more important to balance fast-paced decision-making with plan execution.

More focus on solving problems in the marketplace for Millennials, and less focus on the tried-and-true products that we have relied on to generate cash. We will need to invest more of our profits in developing new products.

More agile. Fewer business plans and more user stories.

Product management will be represented in C-level executives; chief product officers will become more prevalent.

The product management role will extend into other industries as software and technology become more ingrained in traditional, industrialized industries.

Being data-driven will become even more important. At the same time, people will start acknowledging that data can only provide so much insight into how to take your product further.

More marketing-focused, driven by profitability and usability.

Product management, client expectations and user experience will be intertwined.

Understanding customer and market problems will become more important, especially with new problems coming out of a “hyper-connected world.”

To suit the dynamic market, product management will become more agile and function at a faster pace.
**Super-Sized Salaries?**

**Breakdown of Average Salary and Bonus by Country**

- **Switzerland** 128K
- **Australia** 124K
- **USA** 122K
- **UK** 109K
- **Ireland** 108K
- **Netherlands** 103K
- **Israel** 97K
- **Canada** 96K
- **France** 90K
- **Germany** 90K
- **India** 66K

**Superman Never Made Any Money Saving the World from Solomon Grundy, But Today’s Product Team Members Can Expect to Earn $100,000—$120,000 Per Year with an Annual Bonus of $9,850.**

**How Satisfied Are You with Your Current Compensation?**

- Very Satisfied 9%
- Satisfied 55%
- Dissatisfied 30%
- Very Dissatisfied 6%

**U.S. Salaries**

<table>
<thead>
<tr>
<th>Region</th>
<th>Average Salary</th>
<th>Average Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midwest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mountain</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Northeast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pacific</td>
<td></td>
<td></td>
</tr>
<tr>
<td>South</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Canadian Salaries**

<table>
<thead>
<tr>
<th>Province</th>
<th>Average Salary</th>
<th>Average Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontario</td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Columbia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quebec</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alberta</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Points of Wisdom**

82% of respondents reported receiving a bonus; most commonly based on company revenue or profit (88%) and personal objectives (59%).
THE BIONIC EARNER

WHAT TURNS AN AVERAGE EARNER INTO A SUPER EARNER? WE STUDIED ALL RESPONDENTS WHO REPORTED SALARIES OF MORE THAN $200,000 AND IDENTIFIED THESE COMMON TRAITS.

44% OF TIME SPENT ON STRATEGIC ACTIVITIES

3-5 YEARS IN CURRENT ROLE

NEARLY TWICE AS LIKELY AS THE AVERAGE TO RATE THEMSELVES AS HAVING AN EXPERT-LEVEL SKILL IN
- TRUTH TO POWER (69%)
- PITCH ARTIST (58%)
- EXECUTIVE DEBATER (56%)
- INSPIRE OTHERS (63%)

WORK WITH 10 PRODUCTS 19%

MAINTAIN THE ROADMAP (95%)

4-6 DIRECT REPORTS (44%)

RESPONSIBLE FOR UNDERSTANDING MARKET PROBLEMS (92%)

SPENDS EQUAL TIME DECIDING WHAT GOES IN A PRODUCT AND MAKING IT FLY OFF THE SHELF (48%)

AGE 45-54 (54%)

CALIFORNIAN (37%)

B2B COMPANY (83%)

COMPANY OFFERS SOFTWARE (85%)

EXECUTIVE (58%)

MASTERS DEGREE (44%)

WORK 51 HOURS A WEEK (36%)

ANNUAL REVENUE OF $101M-1BILLION (33%)

MALE (79%)

44% OF TIME SPENT ON STRATEGIC ACTIVITIES

3-5 YEARS IN CURRENT ROLE

NEARLY TWICE AS LIKELY AS THE AVERAGE TO RATE THEMSELVES AS HAVING AN EXPERT-LEVEL SKILL IN
- TRUTH TO POWER (69%)
- PITCH ARTIST (58%)
- EXECUTIVE DEBATER (56%)
- INSPIRE OTHERS (63%)

WORK WITH 10 PRODUCTS 19%

MAINTAIN THE ROADMAP (95%)

4-6 DIRECT REPORTS (44%)

RESPONSIBLE FOR UNDERSTANDING MARKET PROBLEMS (92%)

SPENDS EQUAL TIME DECIDING WHAT GOES IN A PRODUCT AND MAKING IT FLY OFF THE SHELF (48%)

AGE 45-54 (54%)

CALIFORNIAN (37%)

B2B COMPANY (83%)

COMPANY OFFERS SOFTWARE (85%)

EXECUTIVE (58%)

MASTERS DEGREE (44%)

WORK 51 HOURS A WEEK (36%)

ANNUAL REVENUE OF $101M-1BILLION (33%)

MALE (79%)
ABOUT PRAGMATIC MARKETING

PRAGMATIC MARKETING 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:

PRAGMATICMARKETING.COM