



Product
Management
Festival

Product Management

Trends & Benchmarks

Full version

Report 2019

About Us

Julia Jacobsson
PM at tutti.ch, p. 14

Adrian Zwingli
Chairman

Product Management Festival

Product Management Festival (PMF) is an organization whose aim is to support product management (PM) as a profession. It contributes to the development of product managers and helps establish their role in the organizations they work at by offering them all the resources and tools to empower them to create products, that matter. PMF strives to amplify the impact of product management - not only on the products themselves, but also on their organizations, to help product managers be more successful and influential at the same time adding real value in these organizations.

PMF believes that supporting product managers in becoming masters in their "craft" will help ensure the creation of extraordinary products and even redefine the way we perceive these currently. It also hosts local events for the PM community and annual 2 day conferences in Zurich and Singapore, which showcase the latest information and innovation in product management from leading experts from around the world. PMF is led by a steering board with representatives from organizations such as Ava, Google, Facebook, Atlassian, UBS, Zalando, BBC, Pivotal Labs, Naspers, and SAP.

www.ProductManagementFestival.com

Who is behind?

ADVISORY BOARD



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SVP Product & Growth



Mark Hull
Director of Product Management



Christoph Lange
VP Partner Solutions



Raphael Leiteritz
Director of Product Management & Conference Co-Chair



Ram Papalta
Vice President of Global Experiences



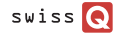
Otto Ruettinger
Head of Product JIRA



David Vismans
CPO



Adrian Zwingli
Chairman



CONFERENCE BOARD EUROPE



Naemi Benz
Director of Product



Liam Darmody
Senior Product Manager



Caroline Hynes
Director Global Product Management



Ram Papalta
Vice President of Global Experiences



Giovanni Iachello
International Video Products



Christoph Lange
VP Partner Solutions



Raphael Leiteritz
Director of Product Management & Conference Co-Chair



Lucie McLean
Head of Product



Daniel Ott
Head of Service and Product Management for WMPC Technology



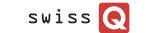
Duncan Steblyna
Senior Director - Product, UX, and Mobile Strategy



Timo Wagenblatt
Global Vice President Product Management



Adrian Zwingli
Chairman



Key Findings / Insights

Female Product Managers earn less than their male counterparts

Data shows gender-related differences in pay with significant disparity in salaries observed at senior Product Management levels (title and years of experience).

See more about the relation between gender, experience and roles on page 11.

Product Managers – Key success factors

Across industries the importance of Product Management has grown remarkably. Product Managers are seen as leaders and their role central to the success of a product and even organization. Therefore, it is no surprise that 33% of respondents say that the number one area of investment in Product Management is talent acquisition.

See more on pages 18-22.

75% of PMs are on the lookout for new opportunities

Organizations at risk of losing PMs:

Half of the respondents (50,6%) are open to new opportunities and 21,4% are actively looking for a new job. The level of openness to hiring is directly related to the type of organization the PM is working for. The highest percentage of “actively searching for a new opportunity” respondents (48,4%) are working at “chaotic” companies, where PMs are constantly battling lack of process/ coordination and fighting fires.

See more on pages 35-37

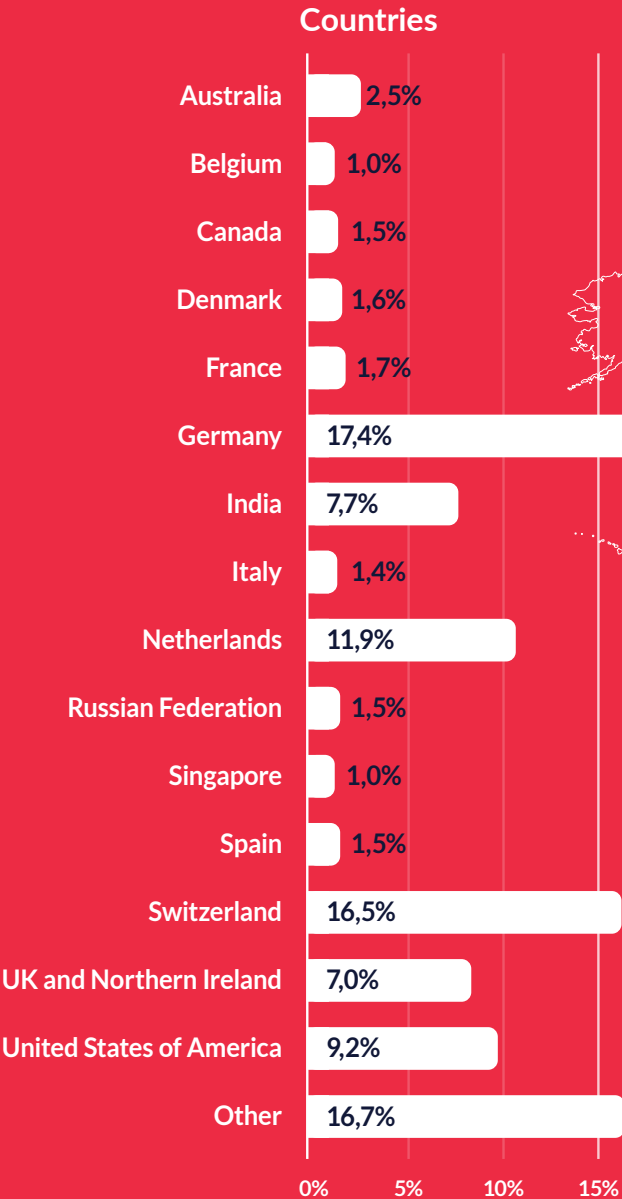


Frame of Survey

Countries | Business Sectors | Customers | Product Areas



Frame of Survey | Countries | Business Sectors | Customers | Product Areas

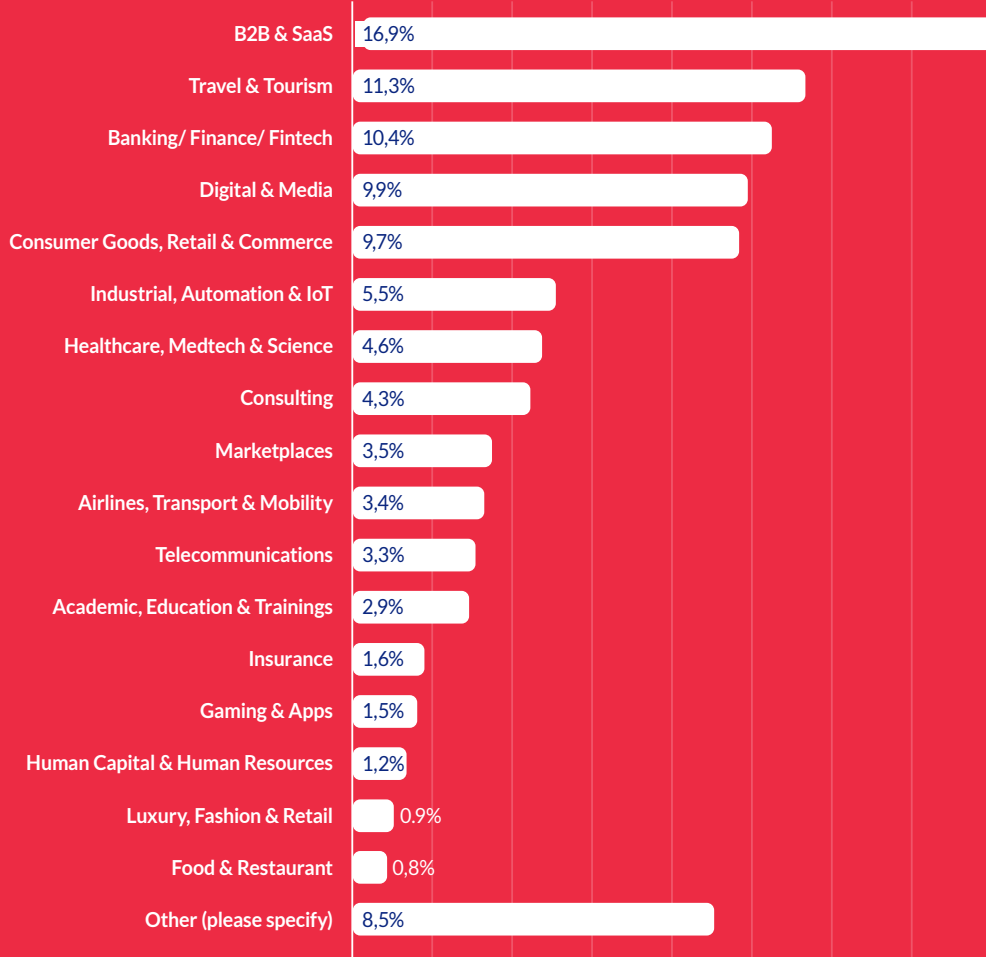


The survey was taken by 1011 respondents (49% increase over 2018's survey) from 59 countries over a 5 week period.

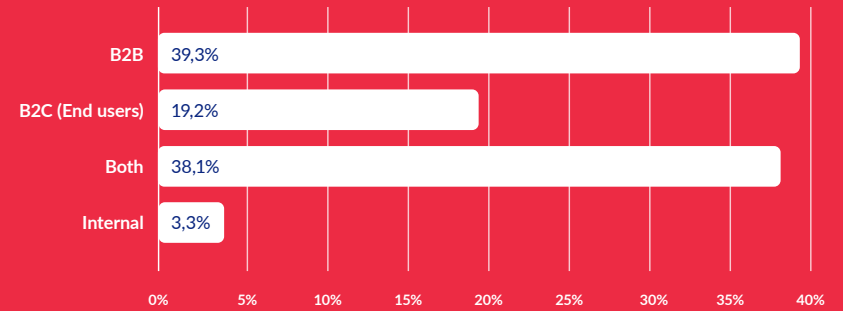


Frame of Survey | Countries | Business Sectors | Customers | Product Areas

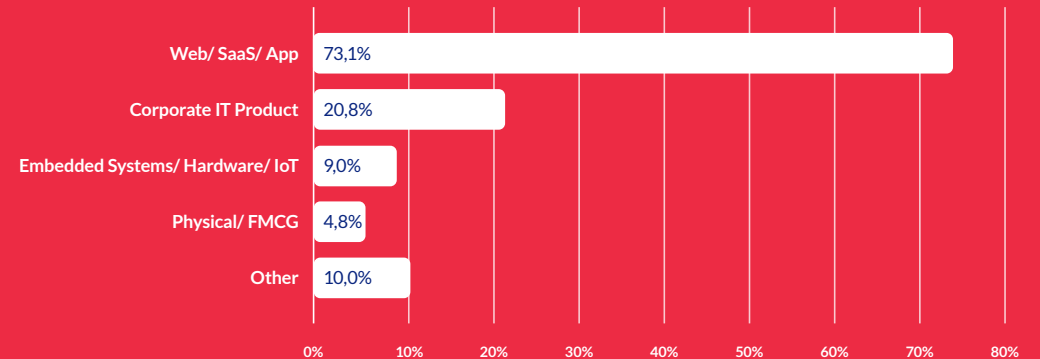
Business Sectors

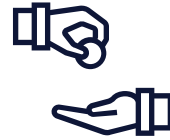


Customer Type



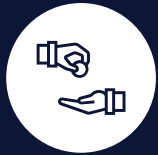
Product Area





Salaries and Experiences

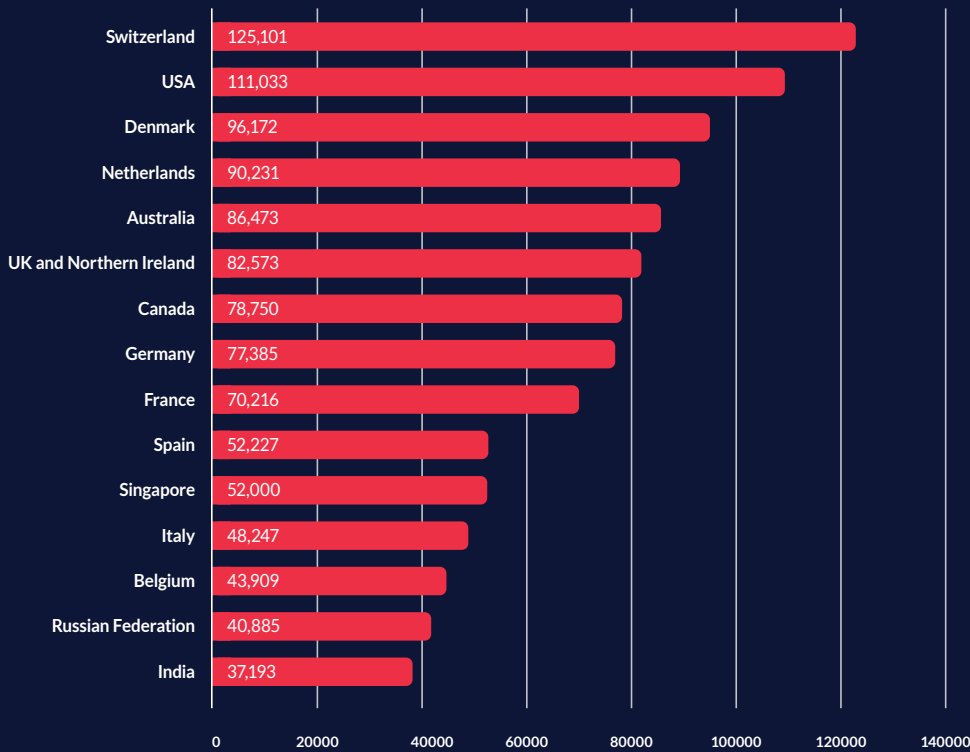
Salary | Experience | Career Path | Stories



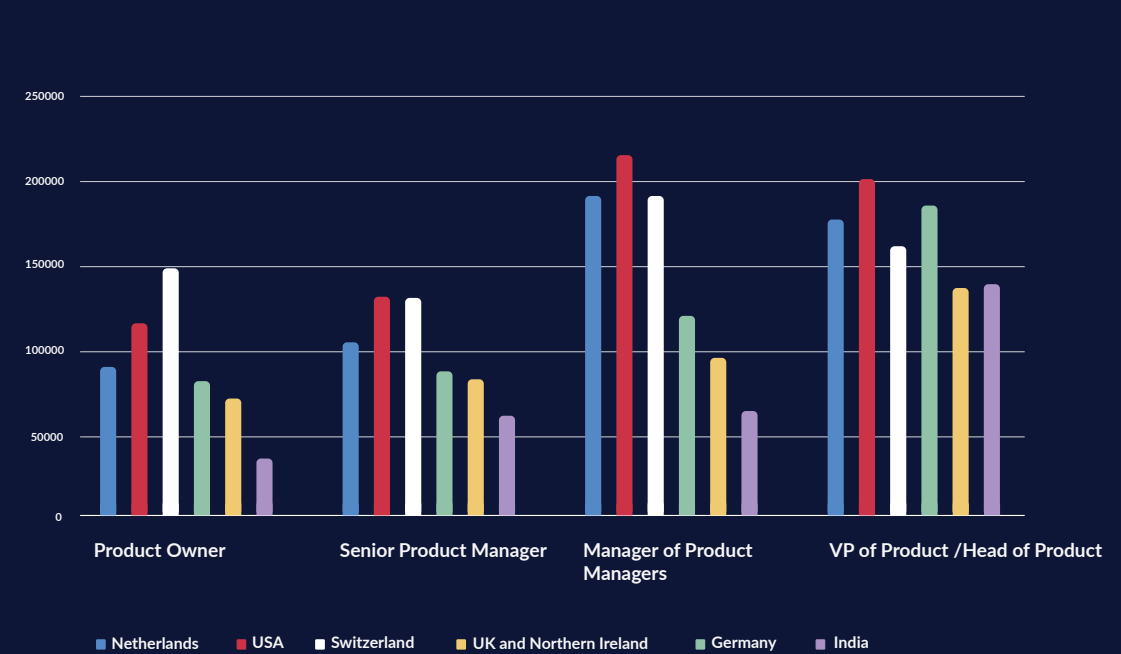
Salaries and Experiences | Salary | Experience | Career Path | Stories

Salaries across Roles and Countries, before Tax (USD)

Product Manager Average Annual Salary, before Tax (USD)



Product Manager Average Annual Salary by Role, before Tax (USD)



Average salary in Product Manager role per country stated if at least 3 samples were available. Salaries have been asked in local currency. For comparison, salaries have been converted to USD.

Average salary per role and country stated if at least 3 samples were available. Salaries have been asked in local currency. For comparison, salaries have been converted to USD.

*In some countries, Manager of Product Managers come mainly from very large companies, while VP from smaller ones. This may result in disproportions in earnings at these two positions in some countries.



Salaries and Experiences | Salary | Experience | Career Path | Stories

Annual Salaries by Country

USA (USD)



UK and Northern Ireland (GBP)



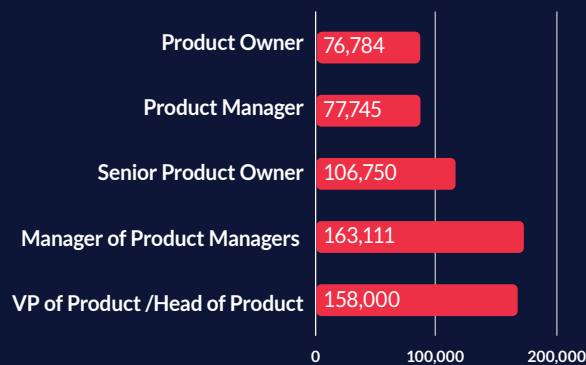
Switzerland (CHF)



Germany (EUR)



Netherlands (EUR)



India (USD)



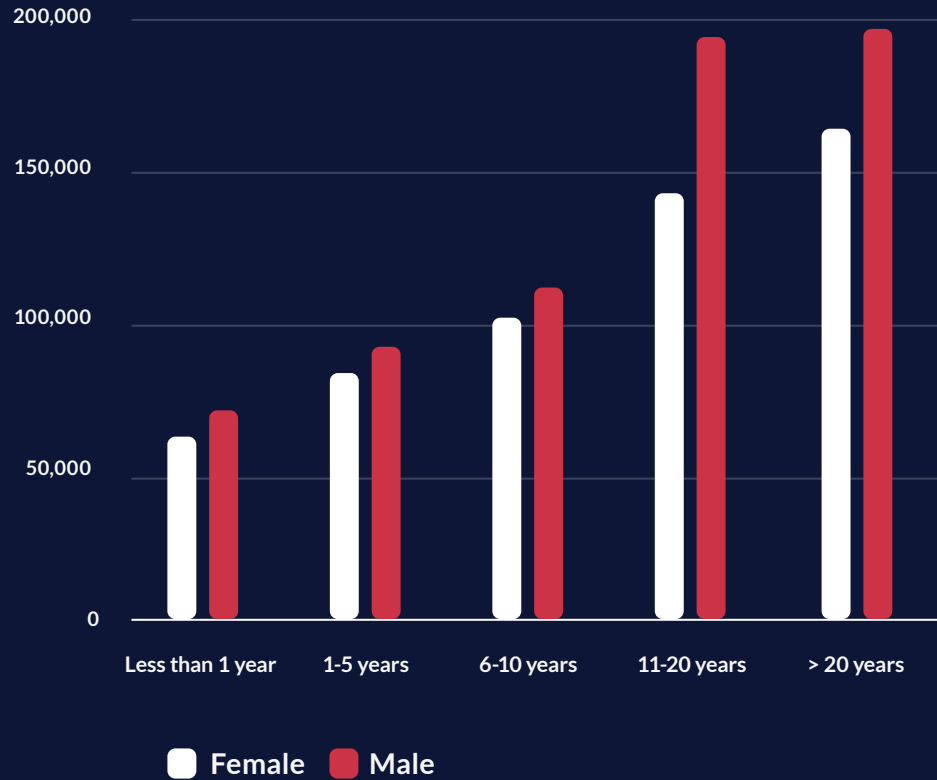
Roles per country only listed if at least five responses were available.



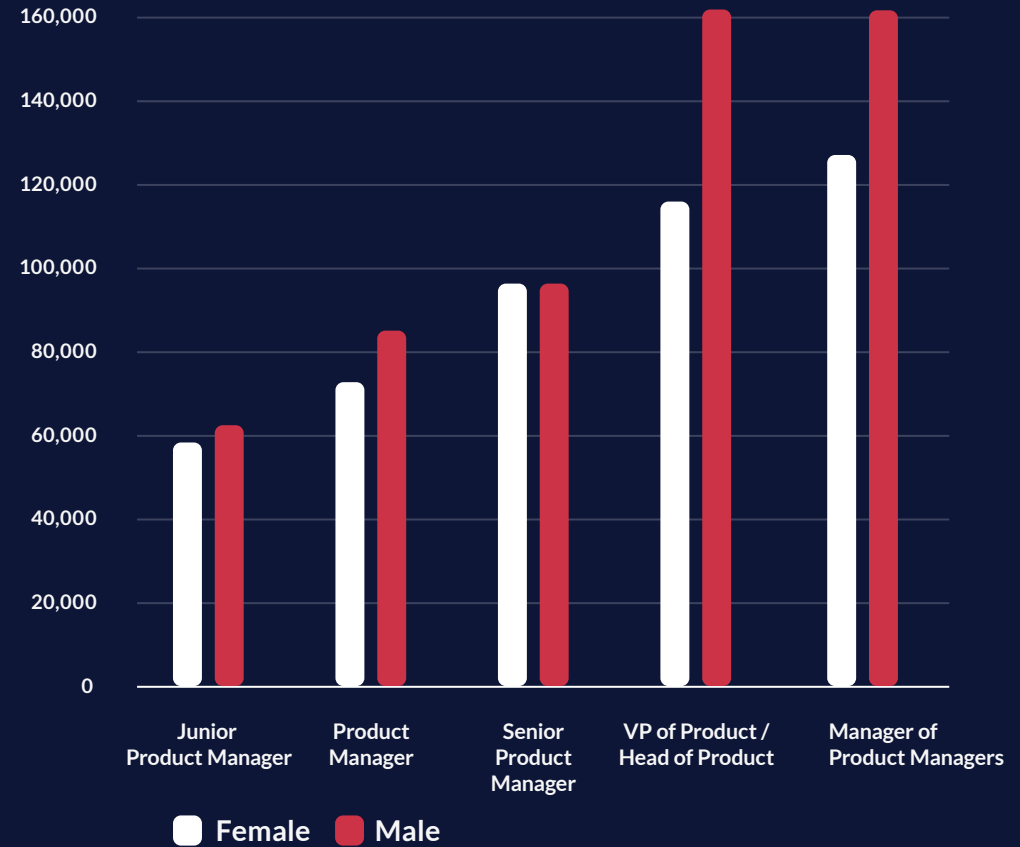
Salaries and Experiences | [Salary](#) | [Experience](#) | [Career Path](#) | [Stories](#)

Salaries by Gender

Average PM Salary by Gender and Experience



Average PM Salary by Gender and Role



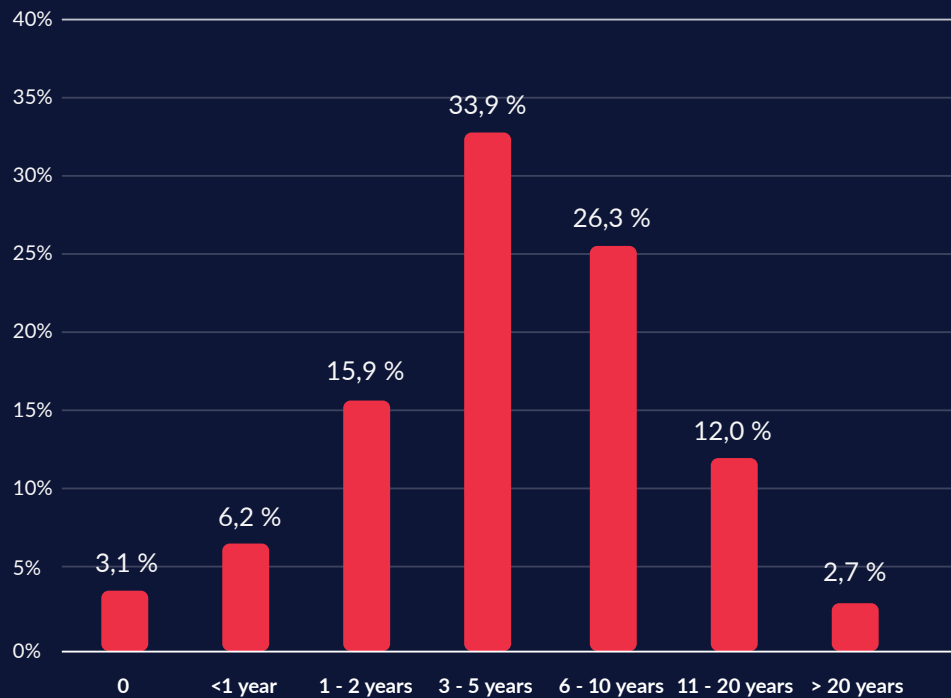
For comparison, salaries have been converted to USD.



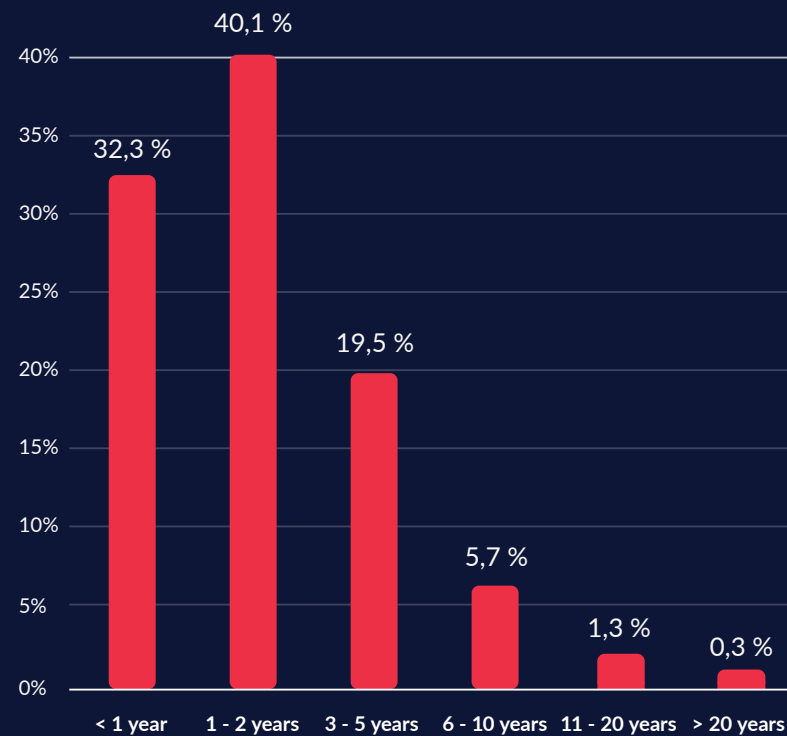
Salaries and Experiences | *Salary* | *Experience* | *Career Path* | *Stories*

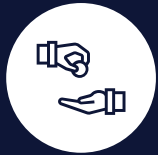
Experience

Years of Experience in PM Career



Years of Experience in Current Role

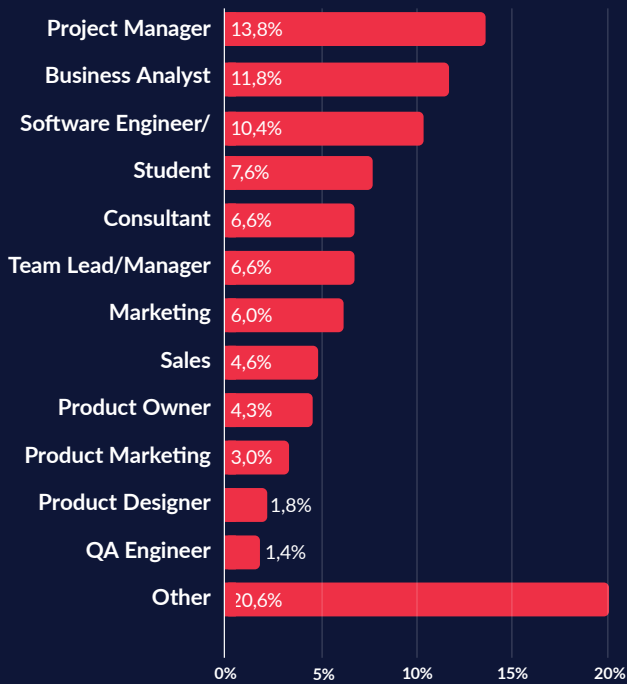




Salaries and Experiences | Salary | Experience | Career Path | Stories

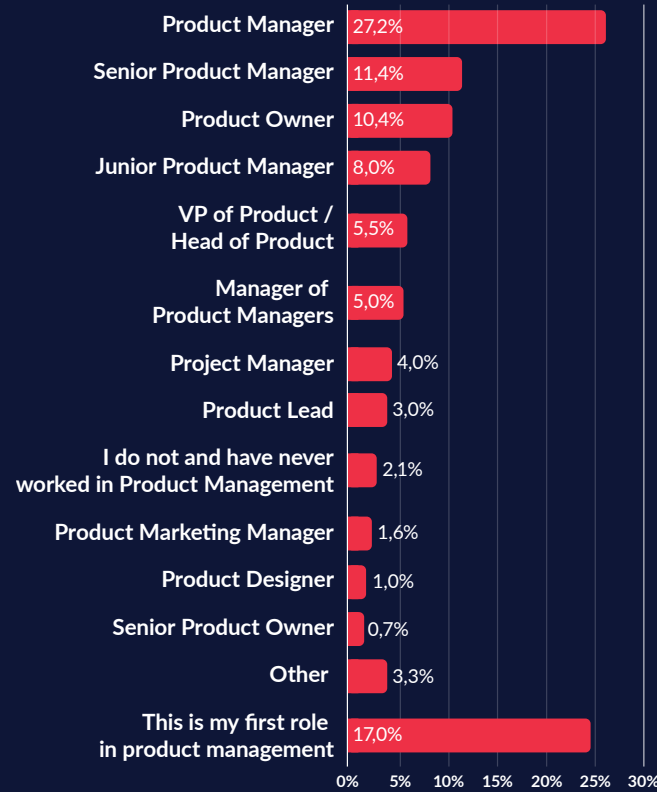
Career Path

Last Role before Starting in Product Management

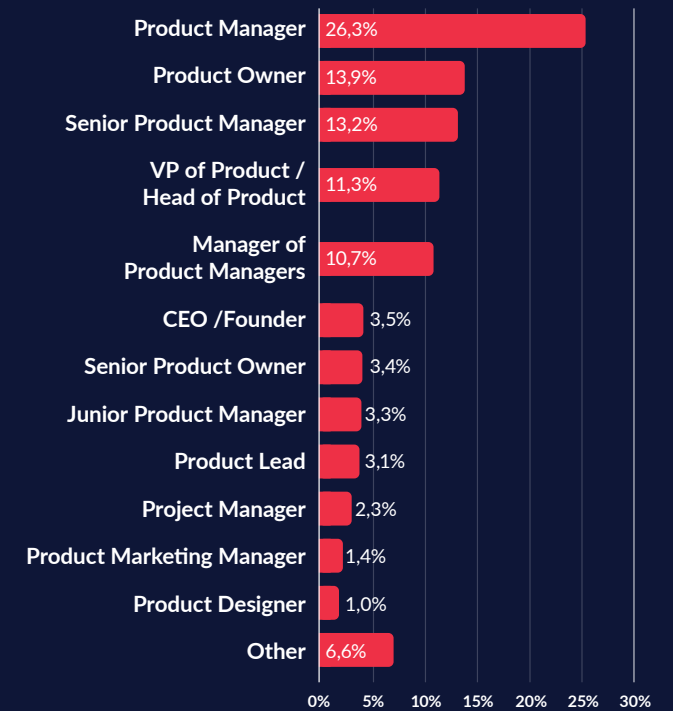


Top "Other" : Business Developer, Program Manager, Customer Success Manager, Solution Architect

Previous Role in Product Management



Current Job Title





Sample Career Paths for Product Managers





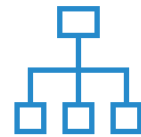
Sample Career Paths for Product Executives



Lucie McLean, UK
Latest area of study:
MBA



Nicholas Goubert, Germany
Latest area of study:
International Business Administration



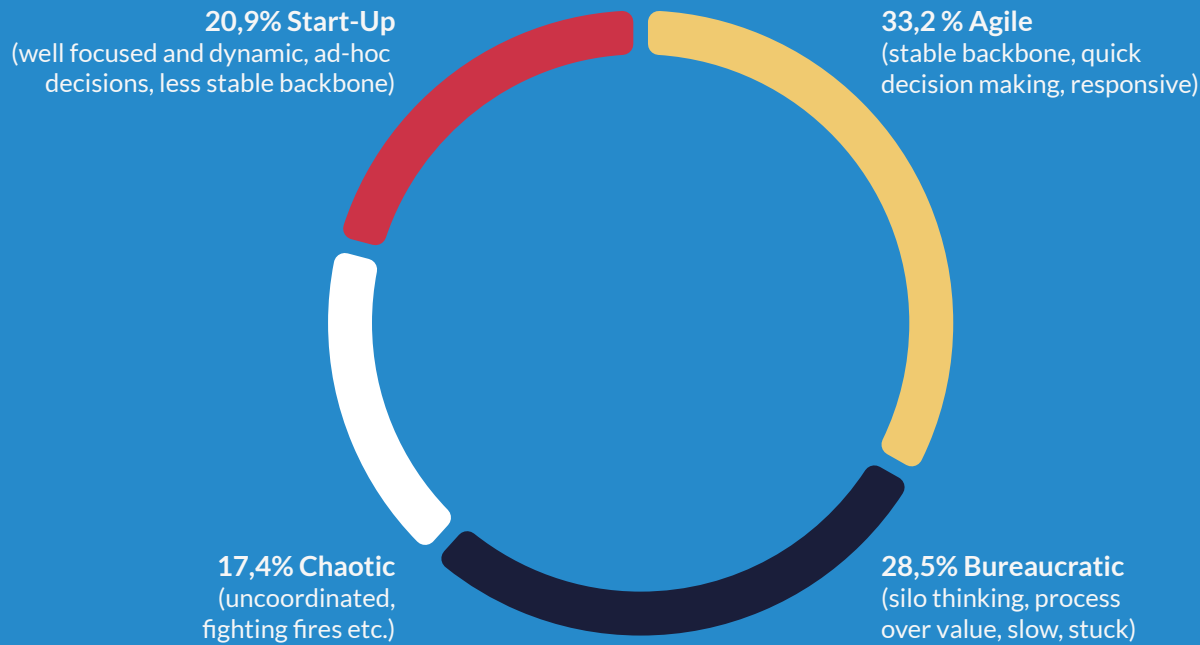
Organization

*Types | Investment | PM Maturity | Collaboration | Value
Span of Control | Recruiting*



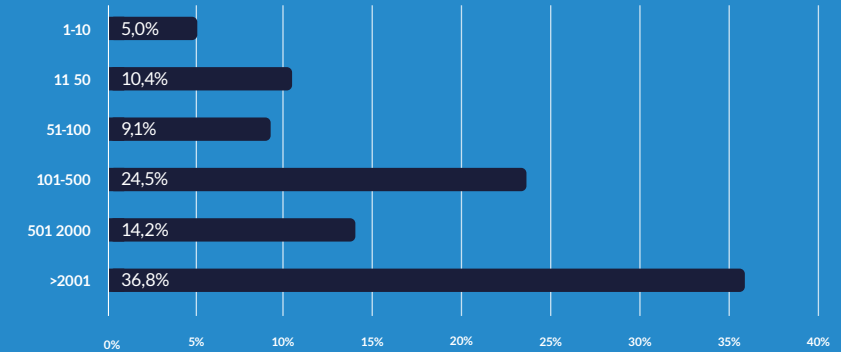
Type of Organization

Type of Organization currently working for

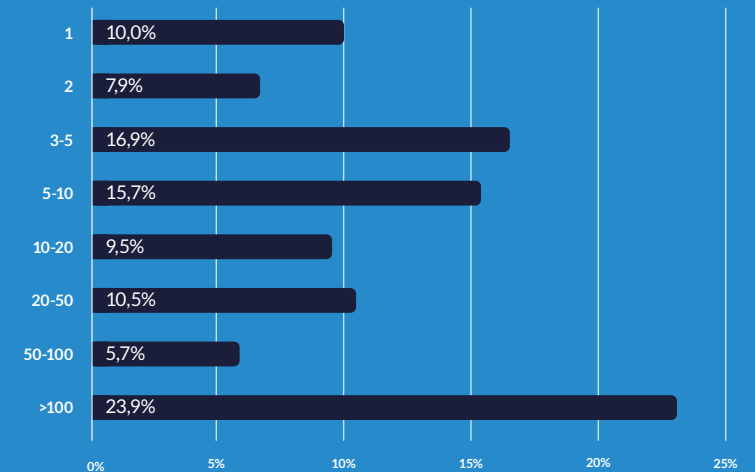


Agile Organizations are least at risk of losing their PMs. (See page 37)

Size of Organization (Number of Employees)



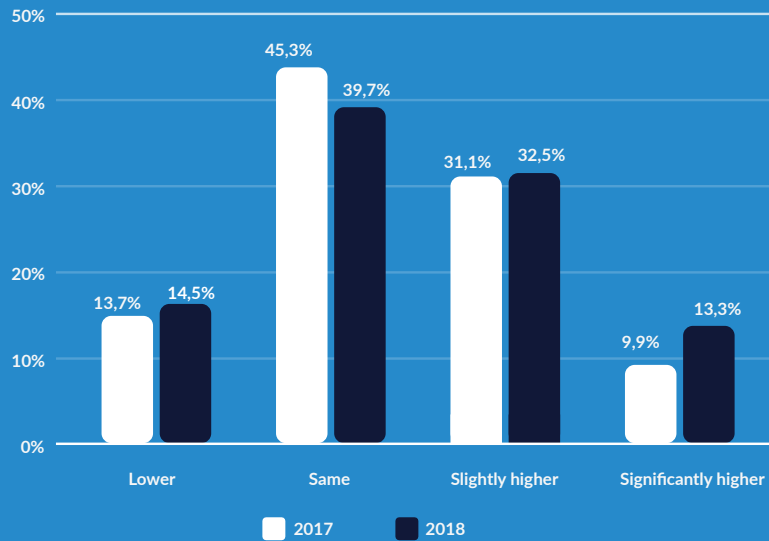
Number of Product Managers in the Organization



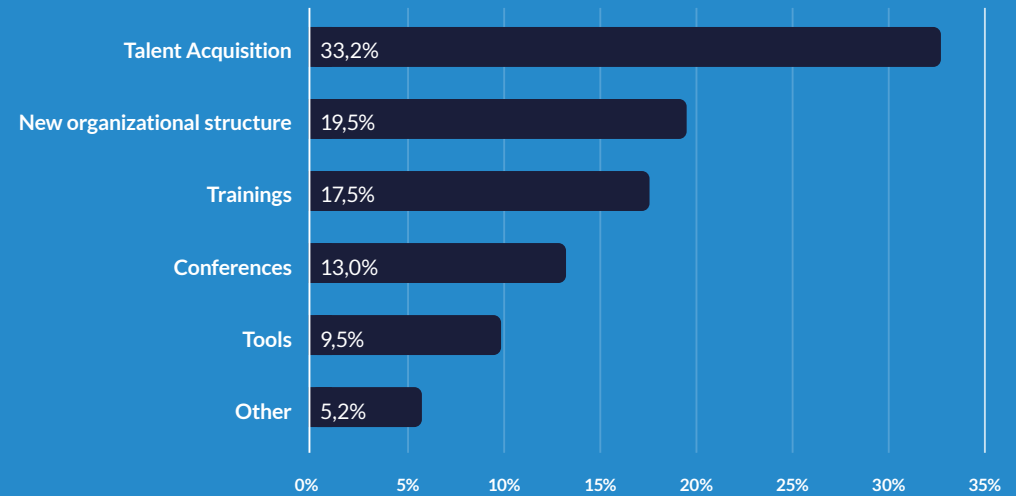


Investment In Product Management

Investment in Product Management (YOY)



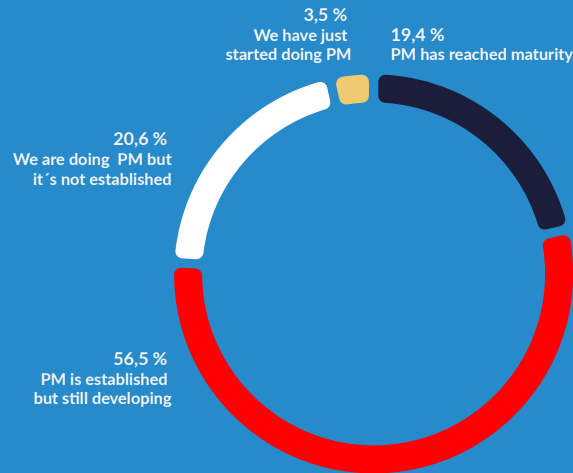
Areas of Investment in Product Management



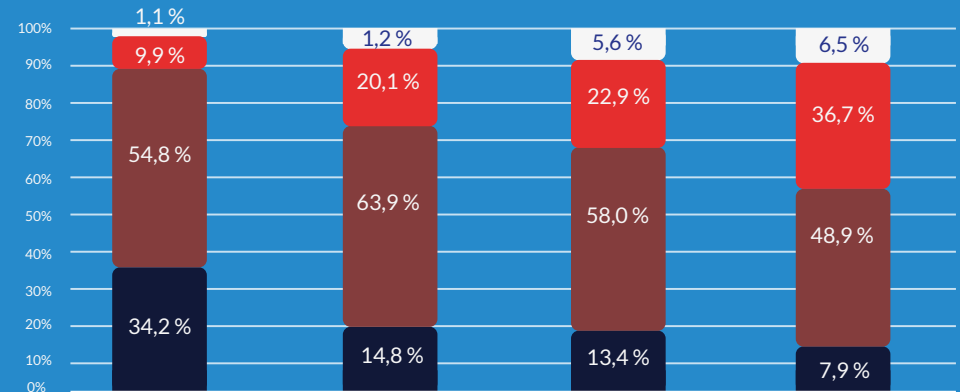


Product Management Maturity

PM Maturity in the Organization



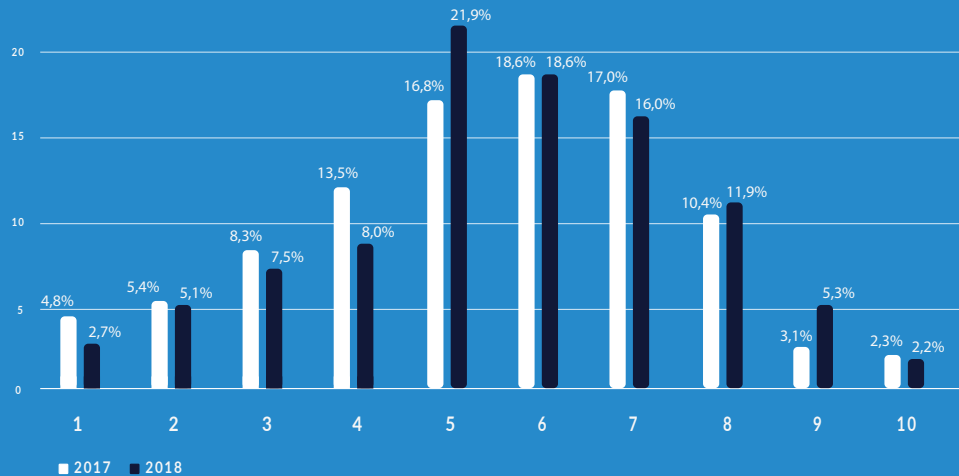
PM Maturity Rate by Organization Type

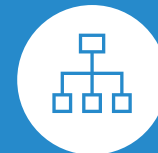


- PM has reached maturity
- PM is established but still developing
- We are doing PM but it's not established
- We have just started doing PM

Product Management Maturity (YOY)

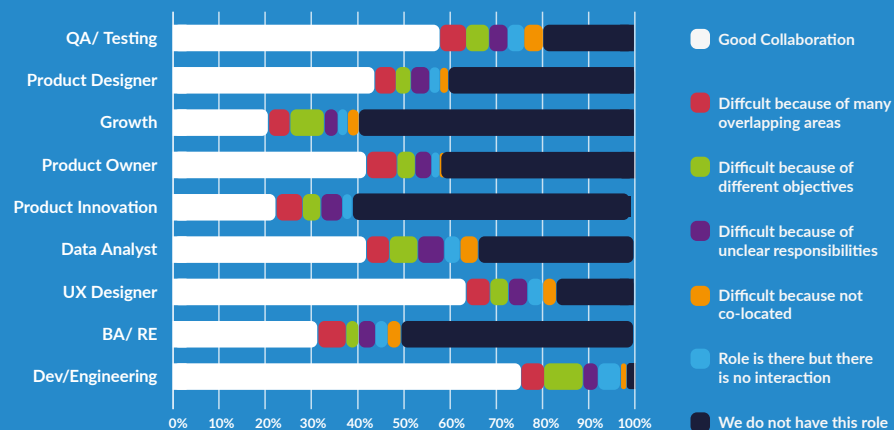
1 - we have just started doing PM | 10 - PM has reached maturity



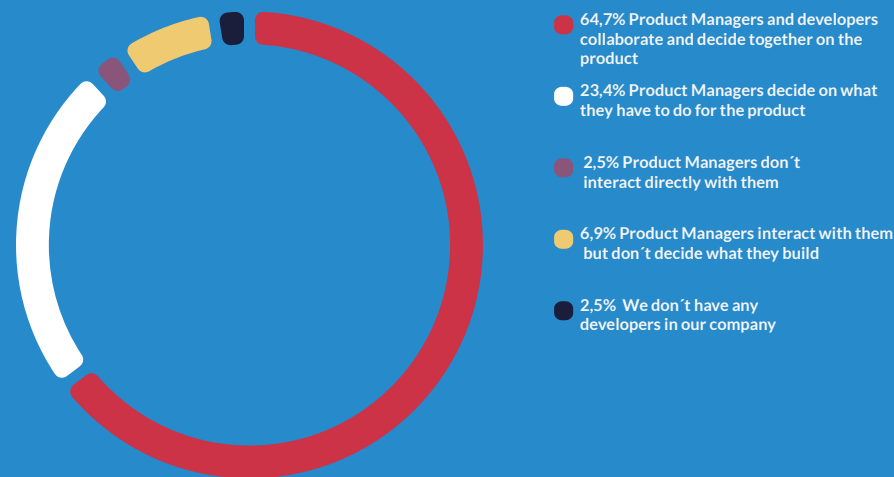


Collaboration

Collaboration Effectiveness with Surrounding Roles

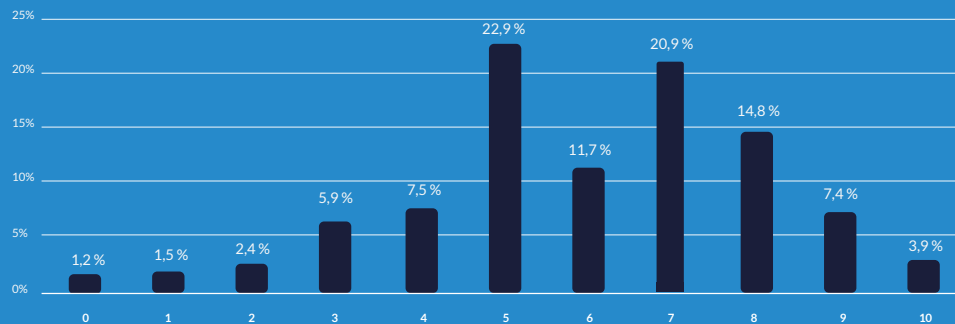


Product Manager - Developer Relationship



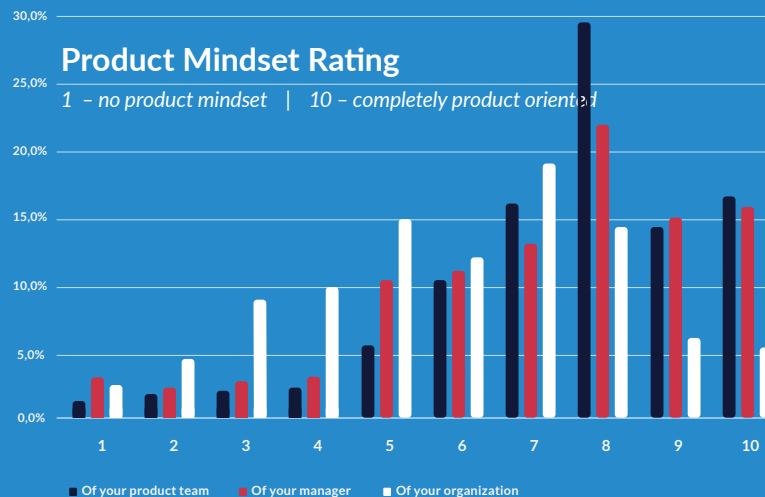
Product Team Health Rating

1 - bad mood and slow | 10 - happy and fast



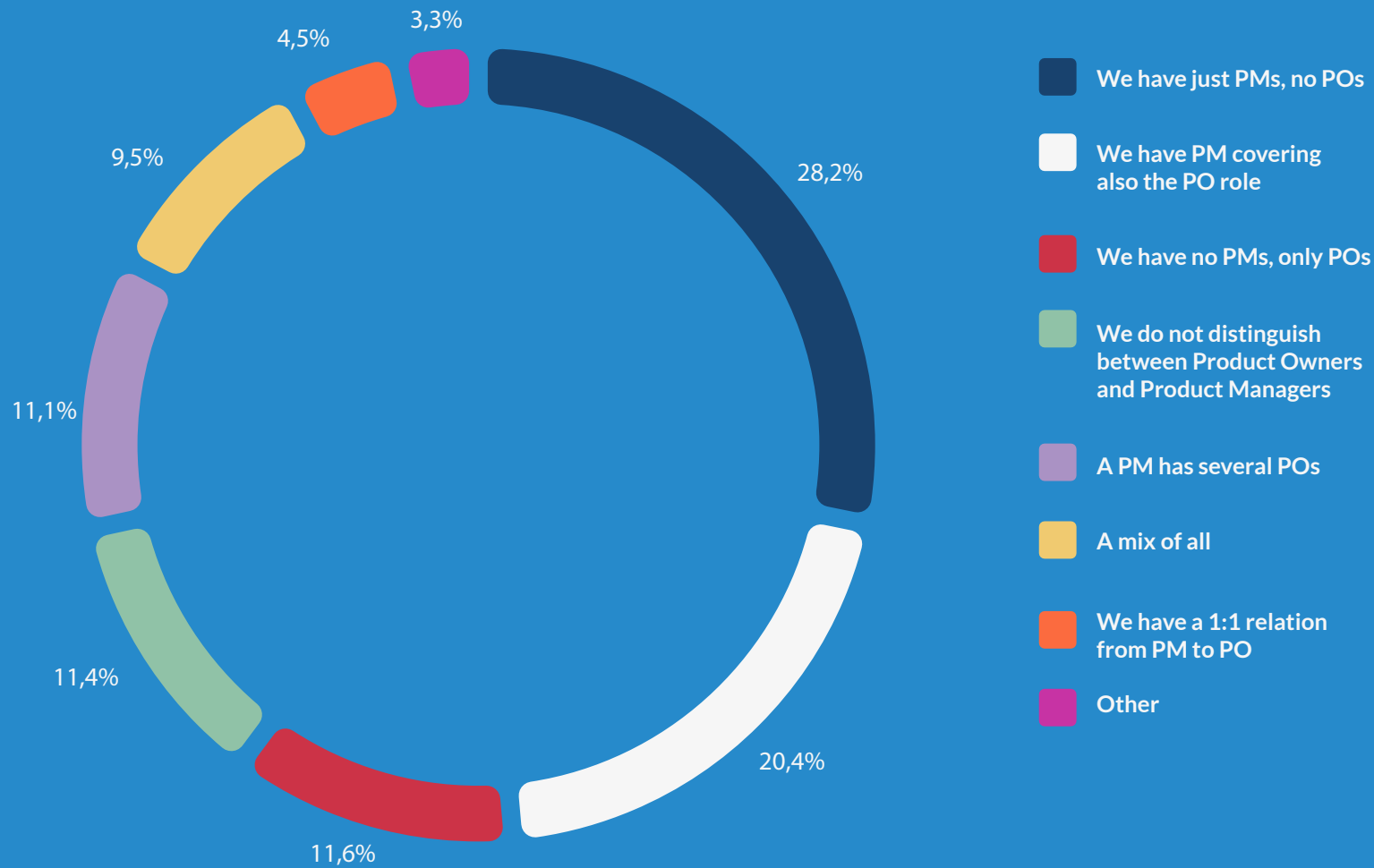
Product Mindset Rating

1 - no product mindset | 10 - completely product oriented





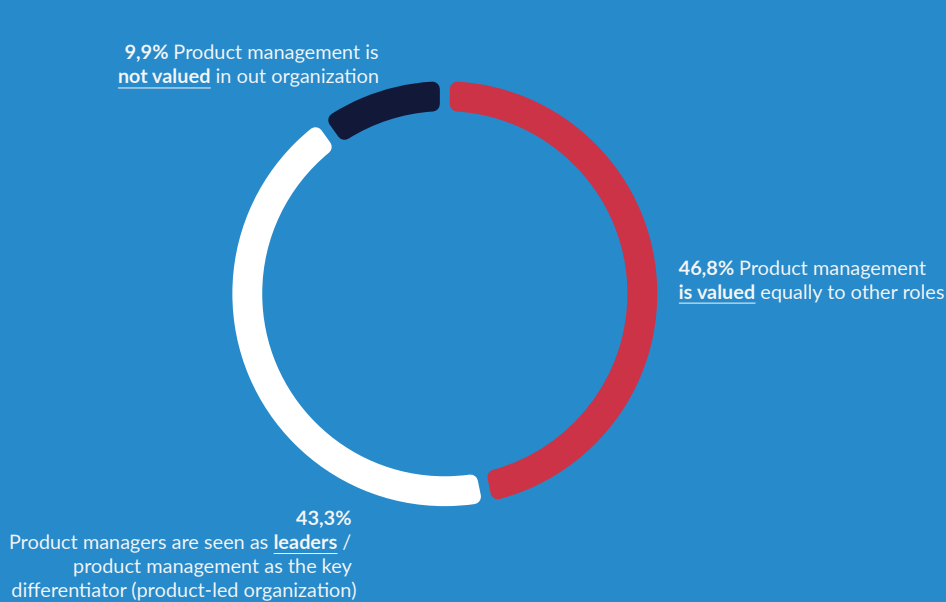
Product Manager – Product Owner Relationship



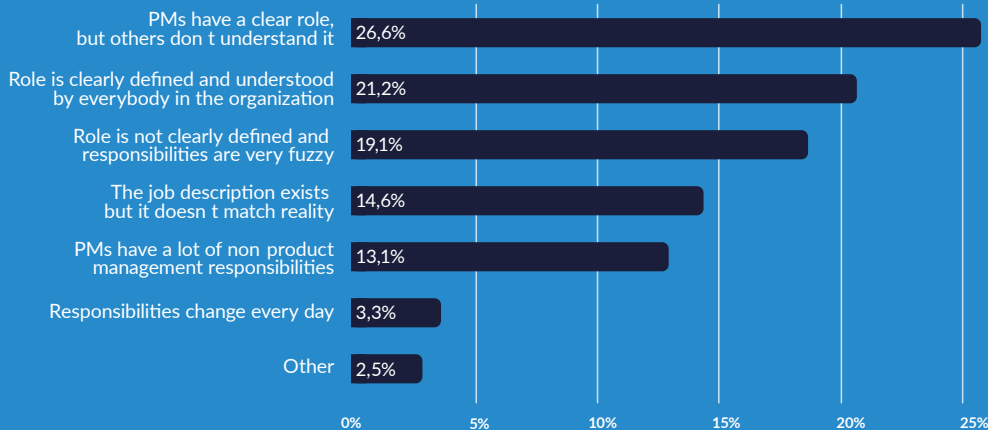
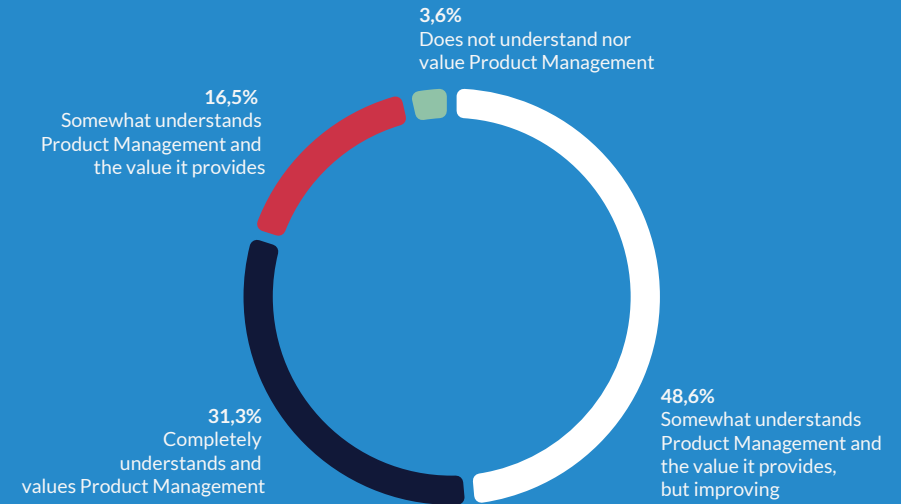


Product Manager Role and Value

The Perception of Product Management within the Organization



Executive Team's Approach to Product Management



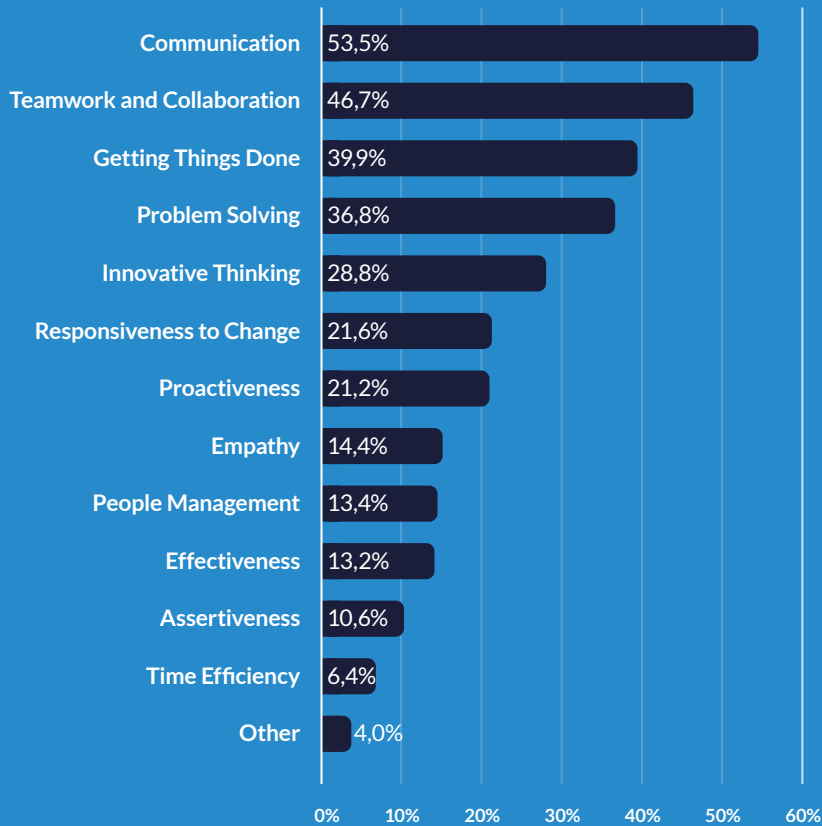
Product Management Perception and Role Definition within the Organization

Clarity and understanding of the role from others in the organization can have direct impact on the challenges that PMs face and the hindrances to Product Impact. (see page 34)

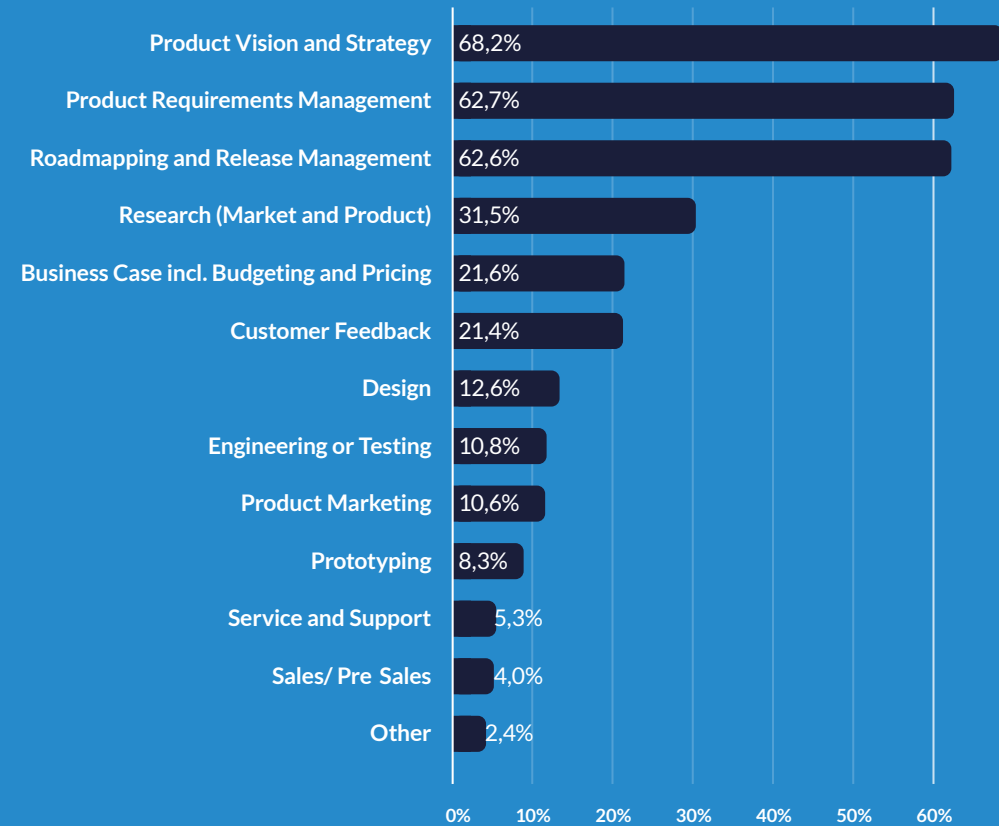


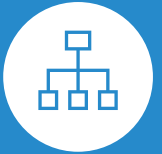
PM Skills and Responsibilities

Most Important Product Management Soft Skills



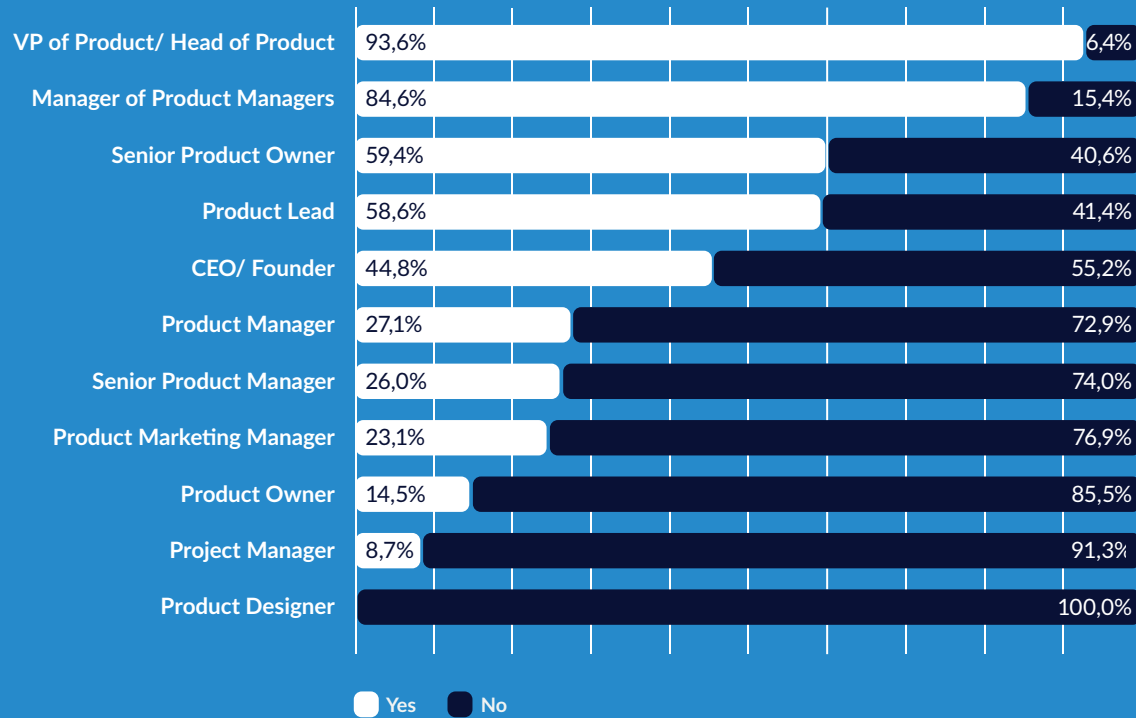
Top Product Manager Responsibilities



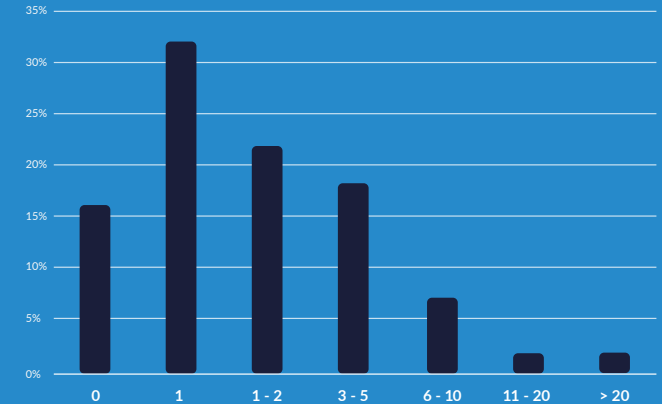


Span of Control

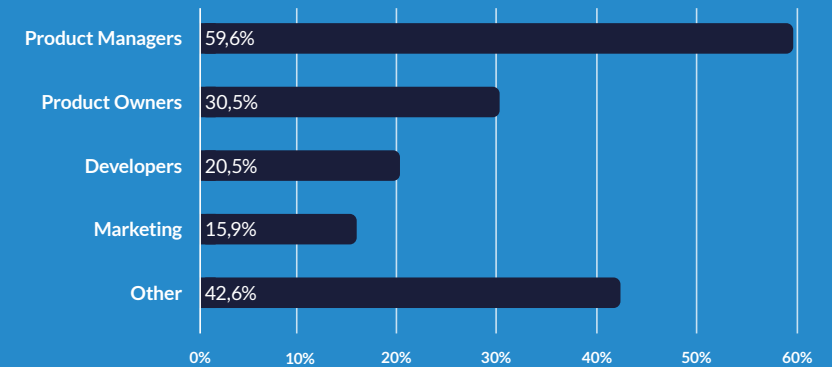
Roles with Direct Reports



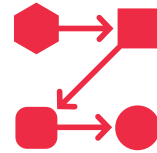
Number of Direct Reports



Roles of Direct Reports



Top 'Other': Designers UX/UI, Designers, Product/Business Analyst, Product Designers



Process and Product

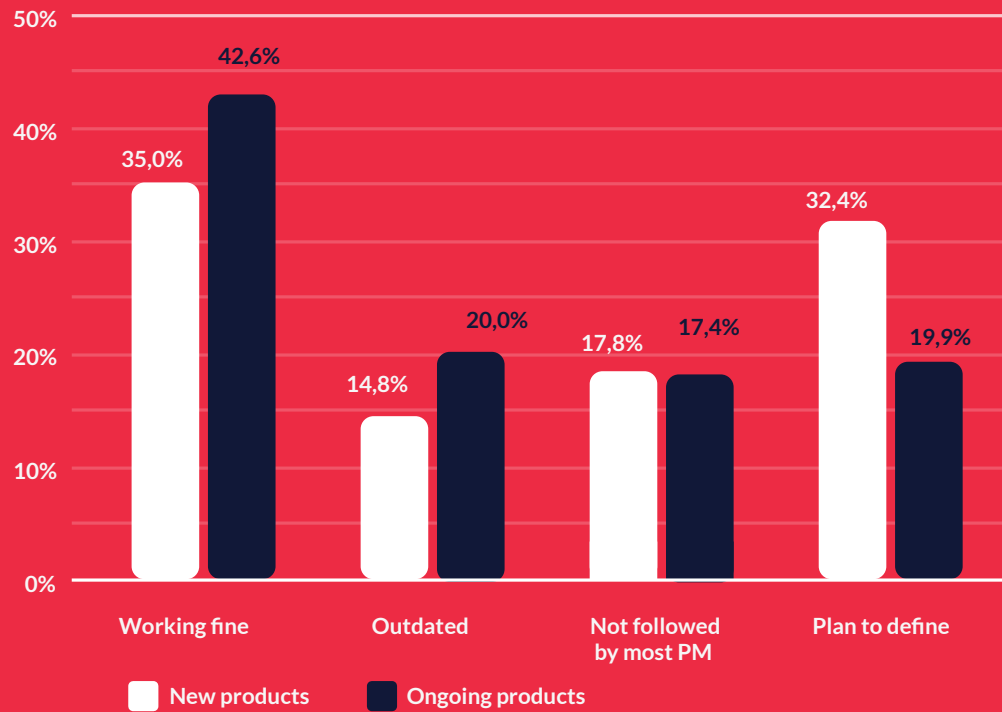
Process | Vision | Decisions | Methods | Tools



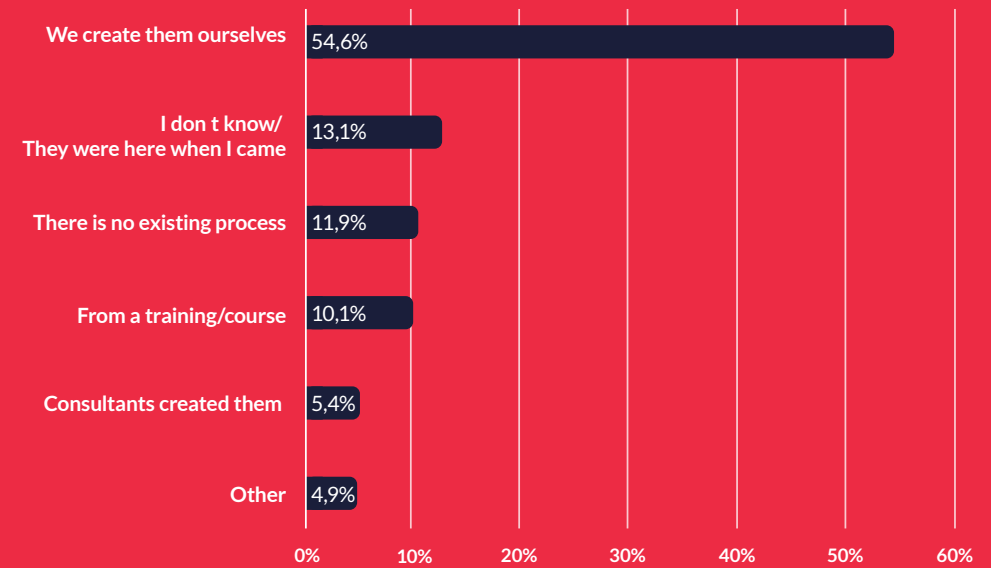
Process and Product | *Process* | *Vision* | *Decisions* | *Methods* | *Tools*

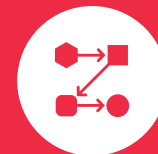
Process

Product Management Process Effectiveness



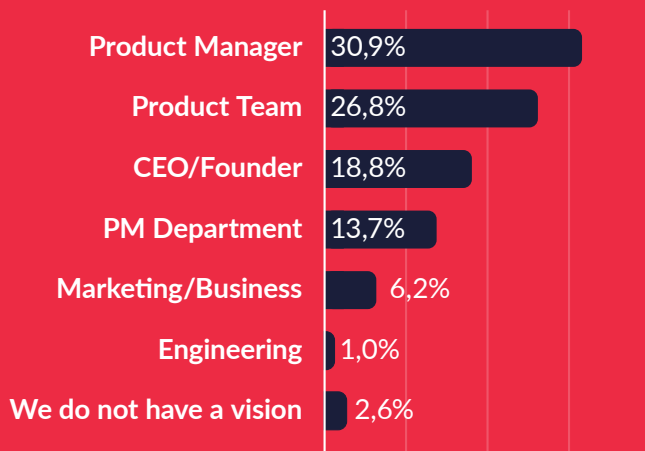
Product Management Process Sources



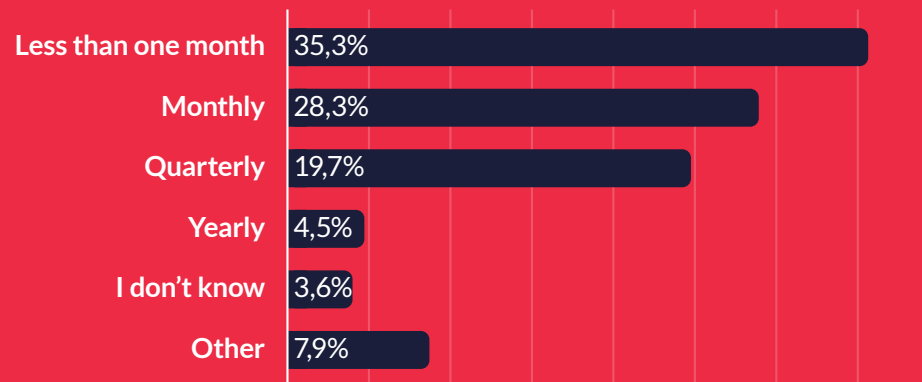


Product Vision

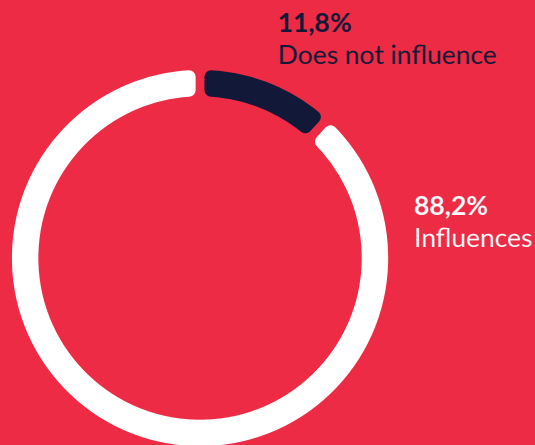
Product Vision Responsibility



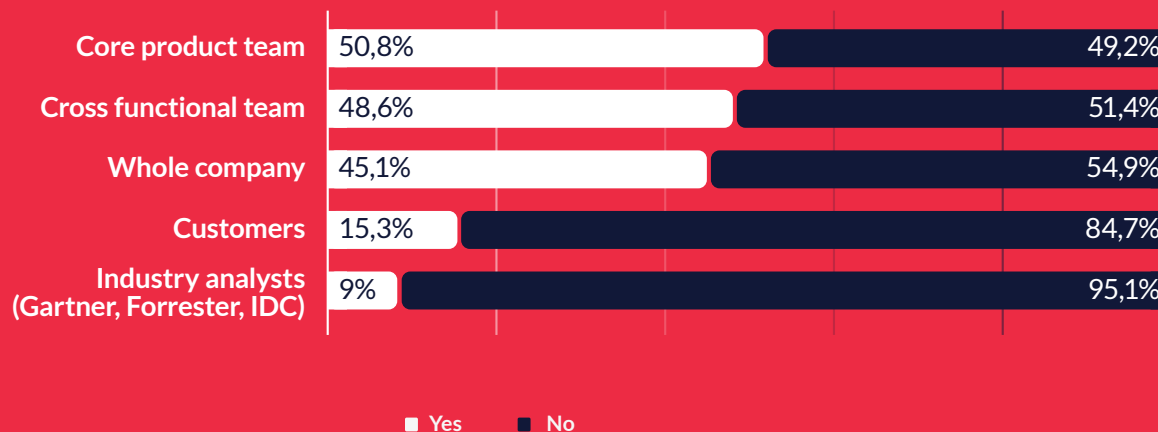
Product Strategy/Vision Review Frequency

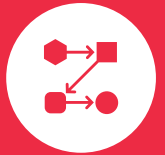


The Influence of Product Vision on Roadmap/Backlog Prioritization



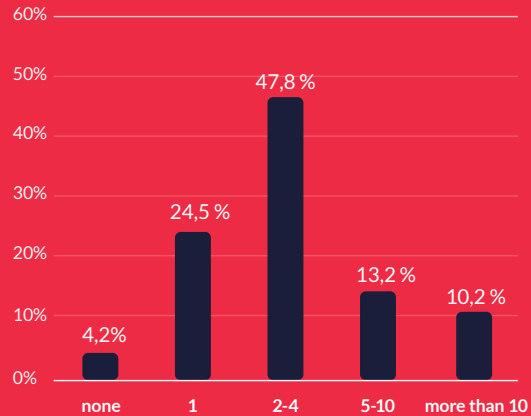
Stakeholders Informed of Strategy/Vision Updates



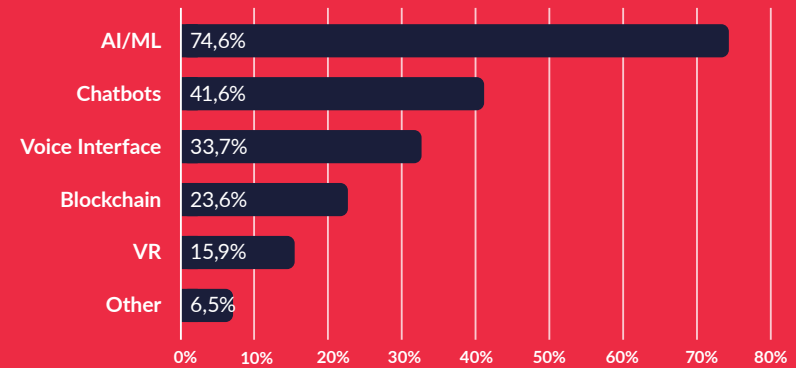


Product Management Practice

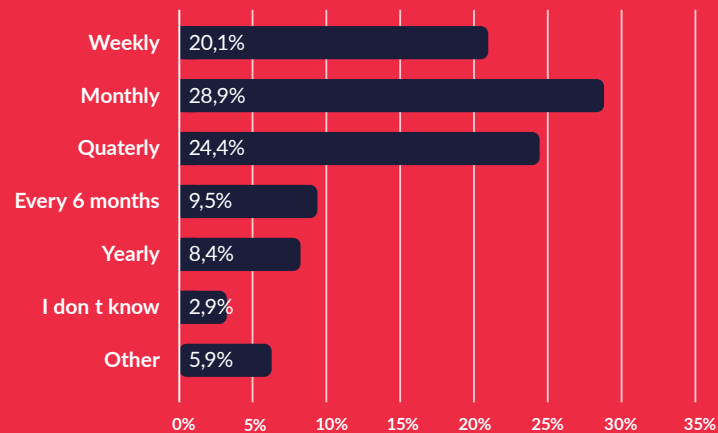
Number of Products managed by a Product Manager



Technology Investment Areas Over Next 3 Years



Frequency of New Feature / New Product Releases



Feature Bloat Removal Effectiveness

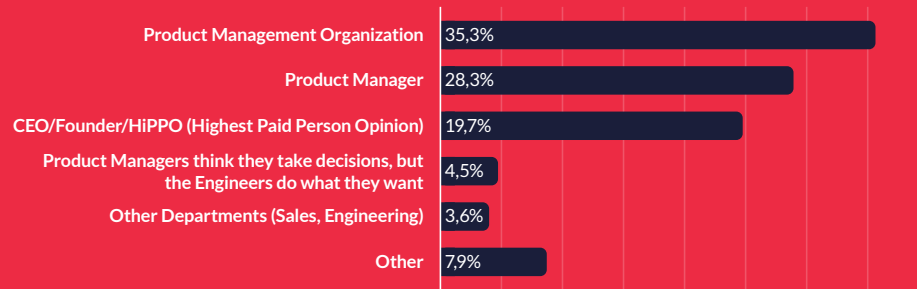




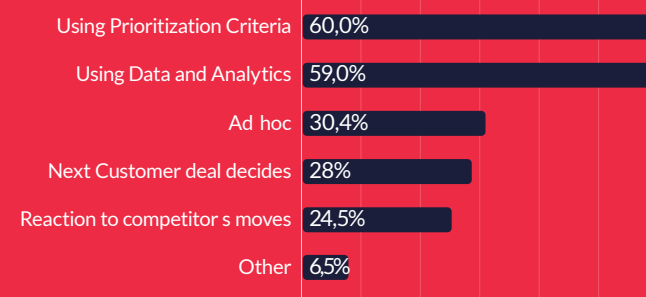
Process and Product | *Process* | *Vision* | *Decisions* | *Methods* | *Tools*

Product Decision

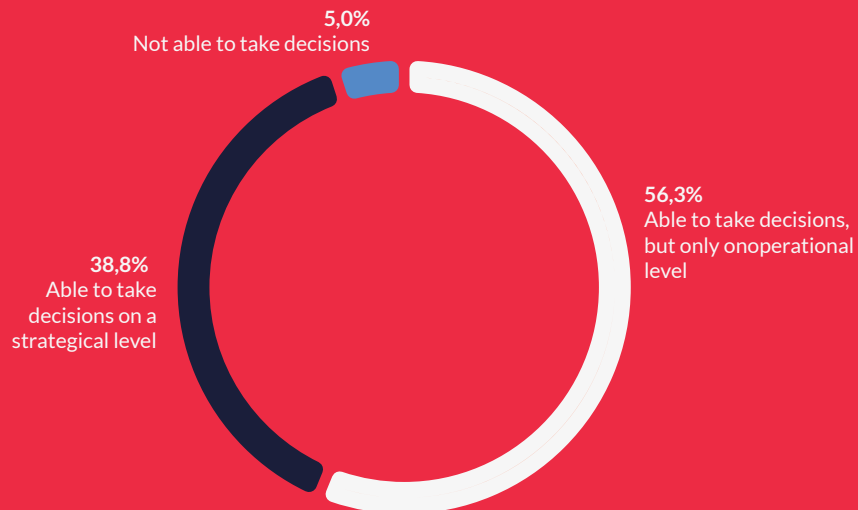
Product Decision Maker



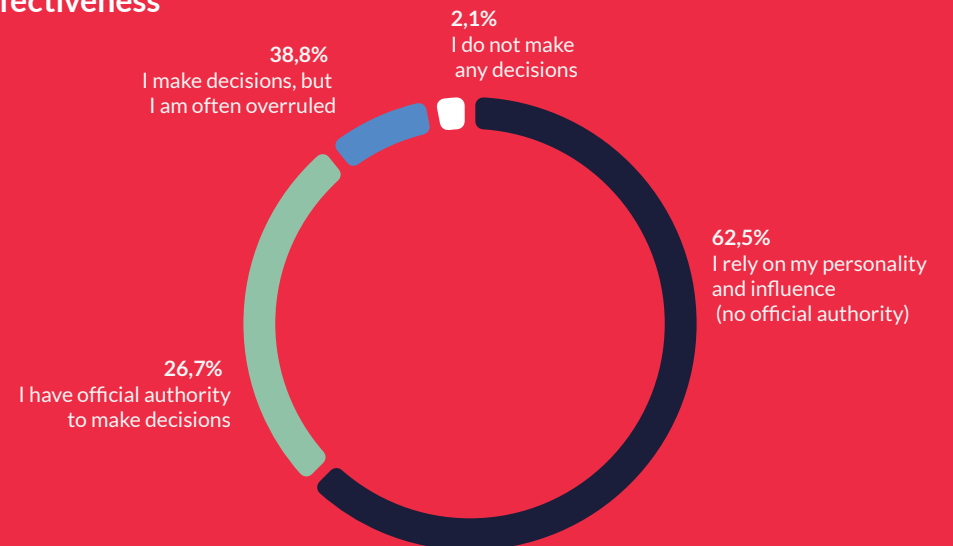
Product Decision Process



Ability to take necessary decisions.



Decision - Making Effectiveness

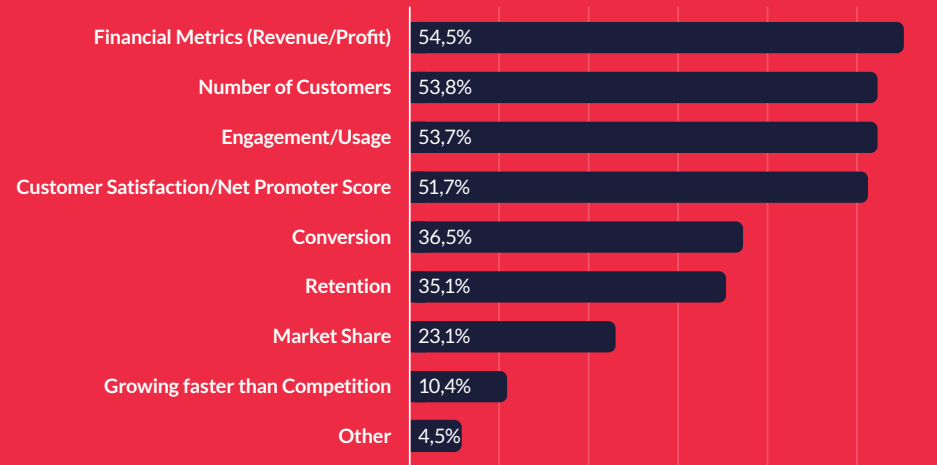




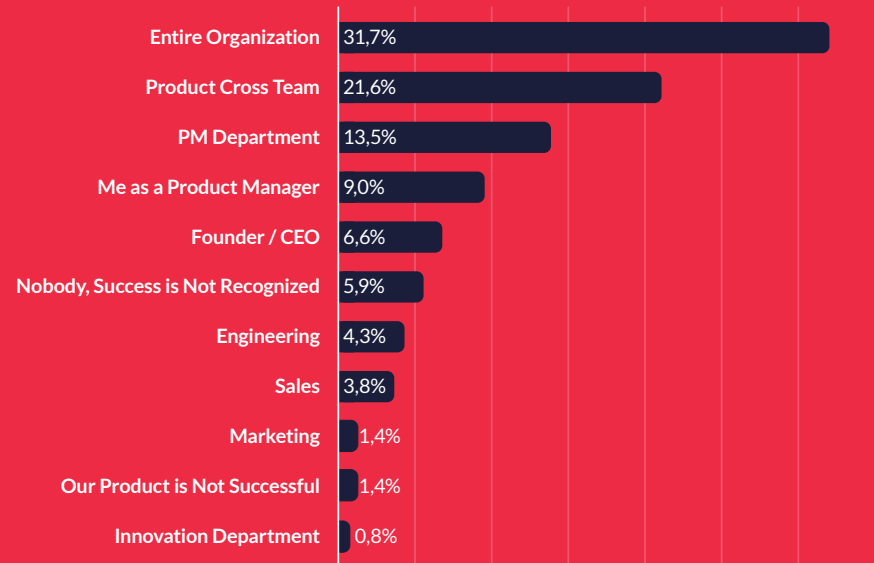
Product Success

81,3% of respondents said they measure success of their products.

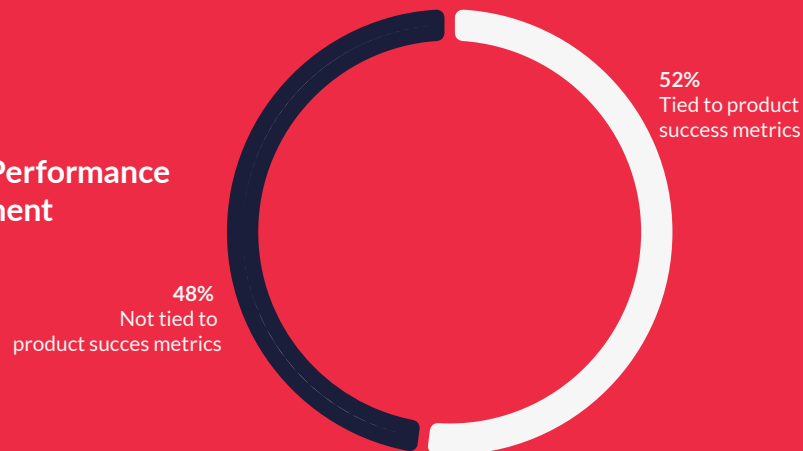
Product Success Metric



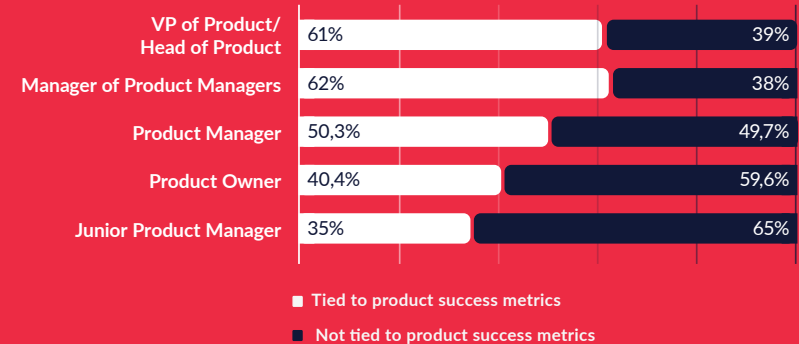
Product Success Credit Attribution



Personal Performance Measurement



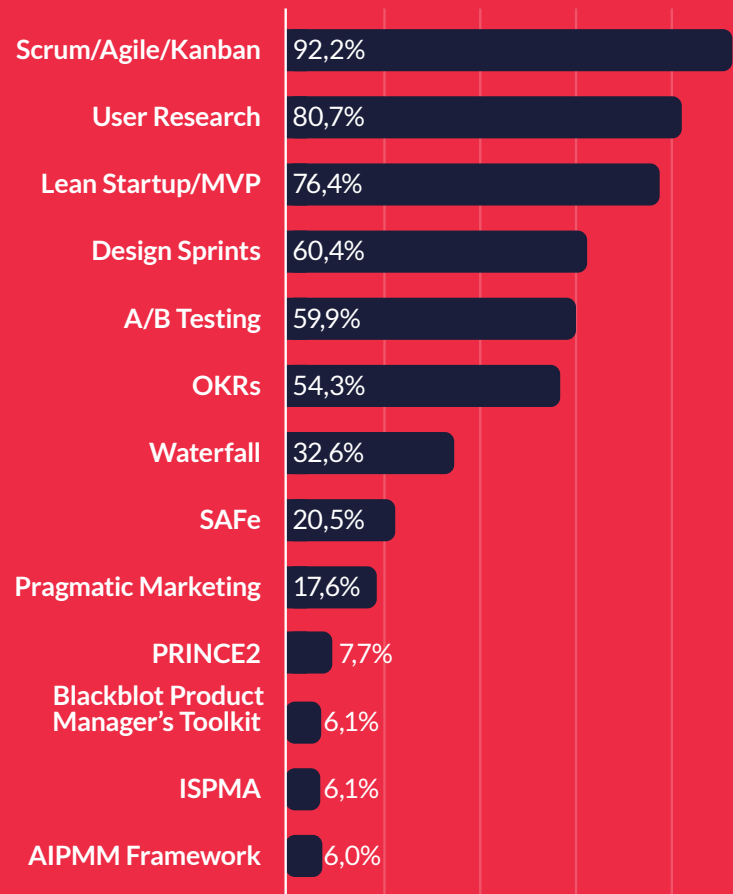
Personal Performance Measurement by Role



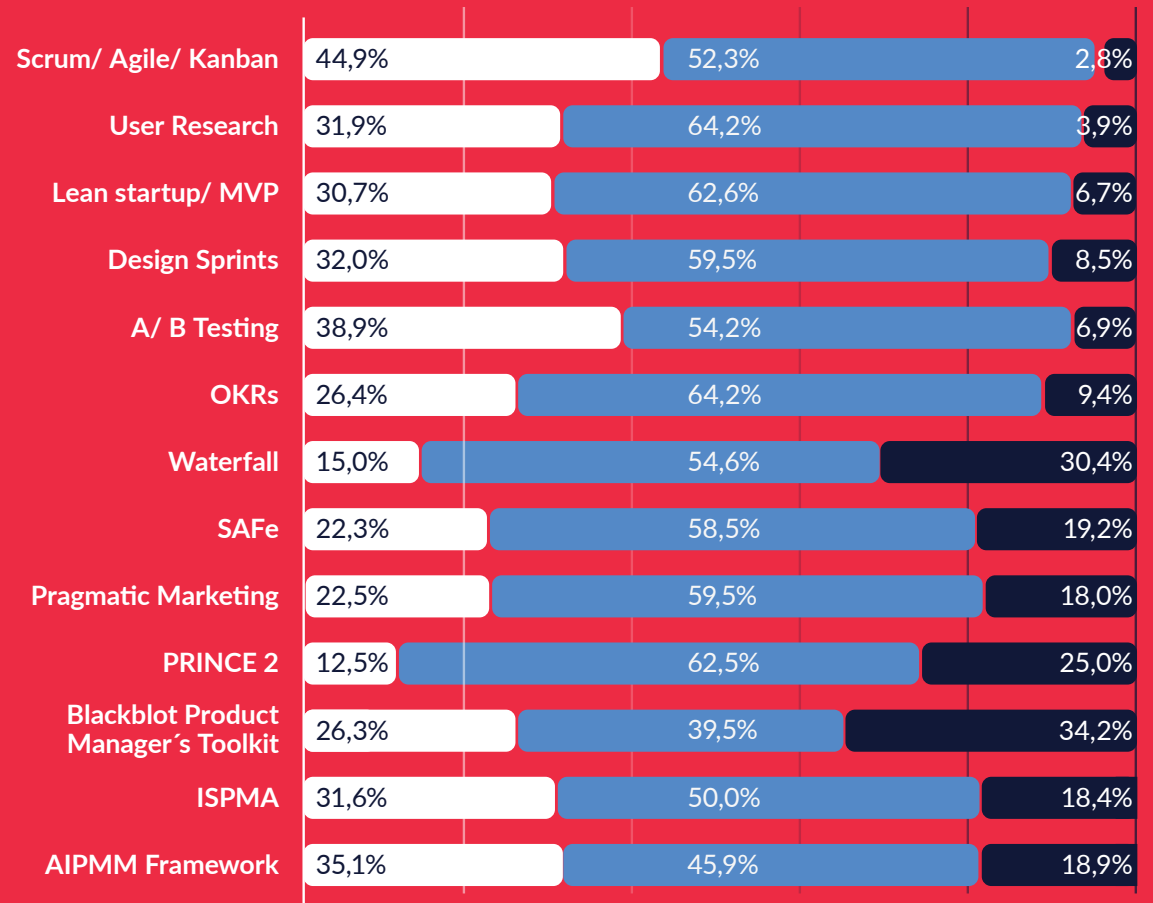


Frameworks and Methods

Methods/Processes in Use



Methods/Processes Satisfaction Level

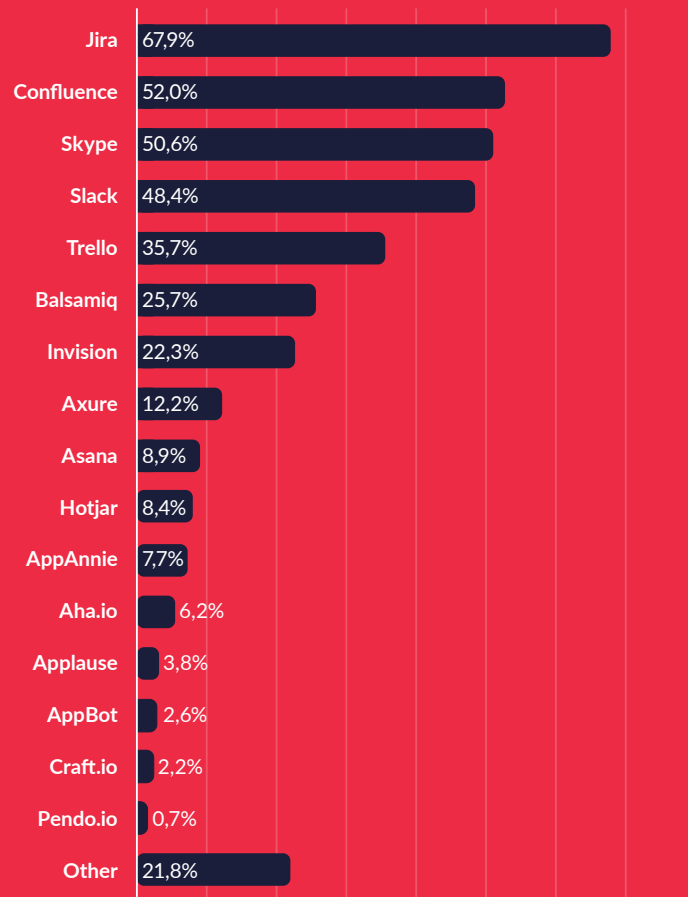


Works very well
 Could be working better
 Doesn't work at all



Tools and Templates

Tools Used in Product Management



Desired Areas for Better Tools/Templates





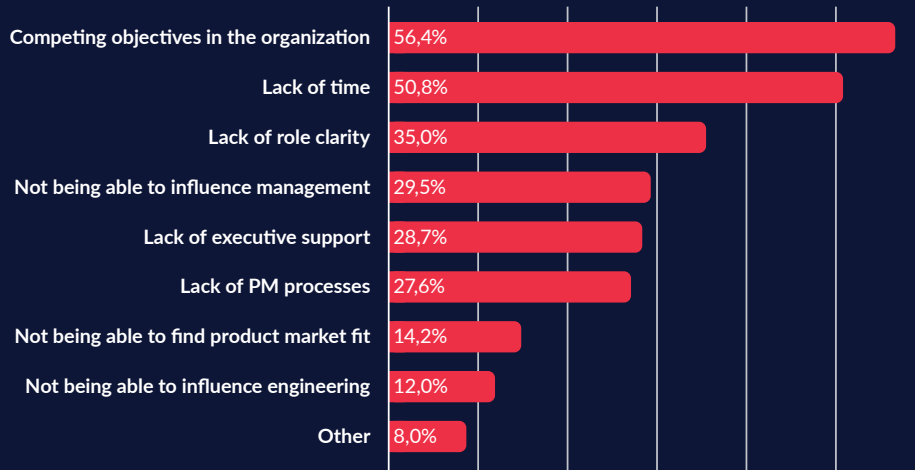
People

Satisfaction | Training | Leadership

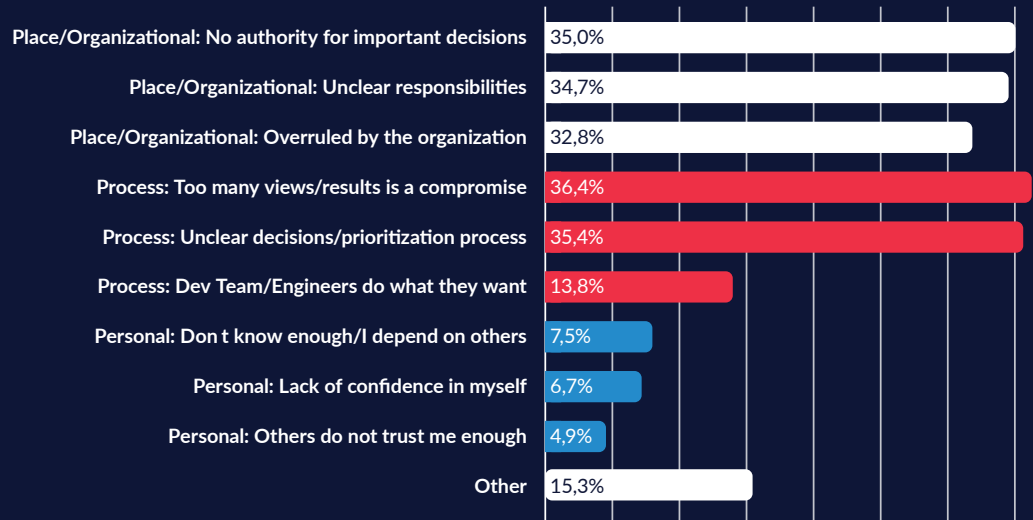


Challenges in PM

Top 3 Challenges for Product Managers



Product Impact Hindrances





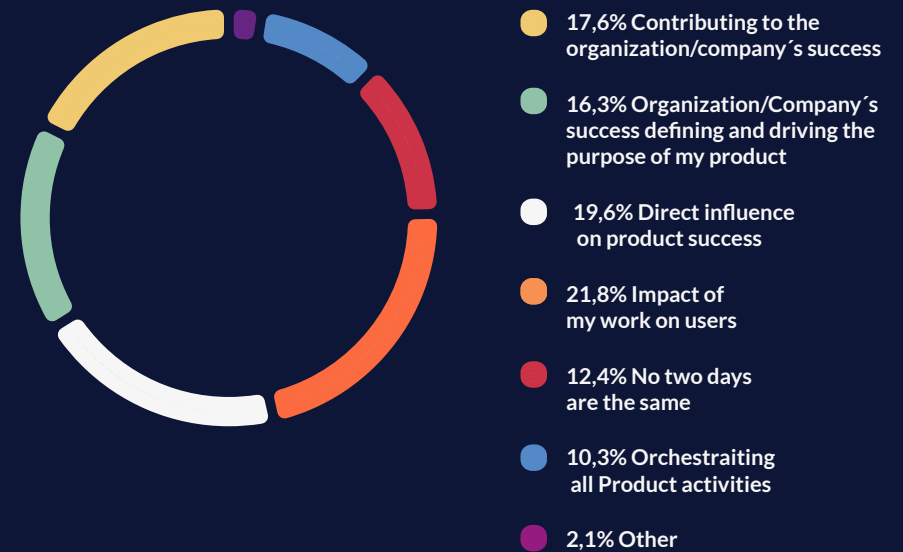
Job

Product Manager Main Activities

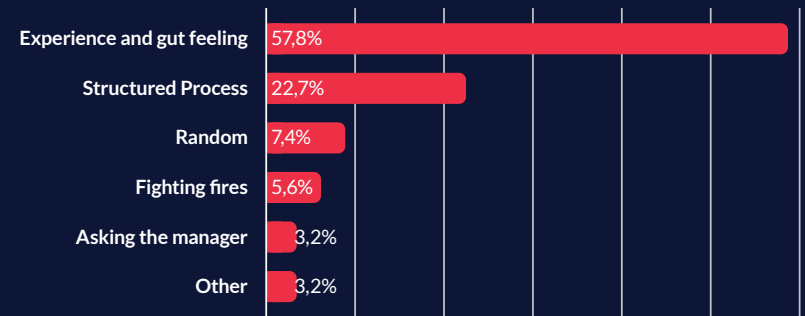


Note: Respondents provided main activities performed during the 4-8 week period prior to taking the survey.

Key Drivers for Product Managers



PM Prioritization Process



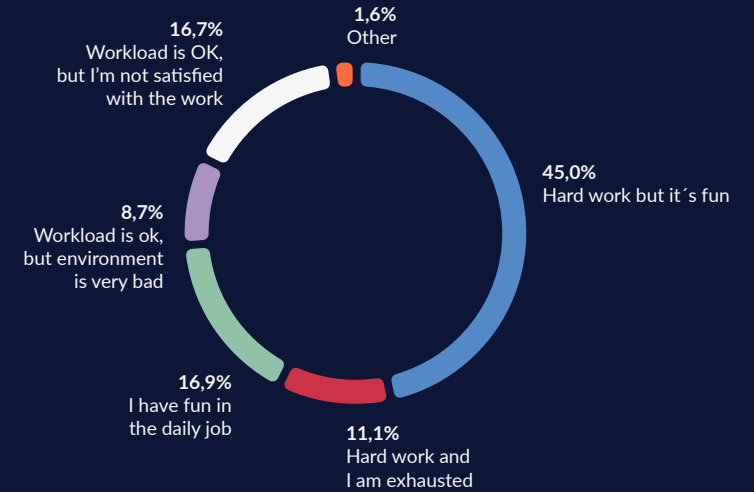


Job Satisfaction

Desired Characteristics of PM Role

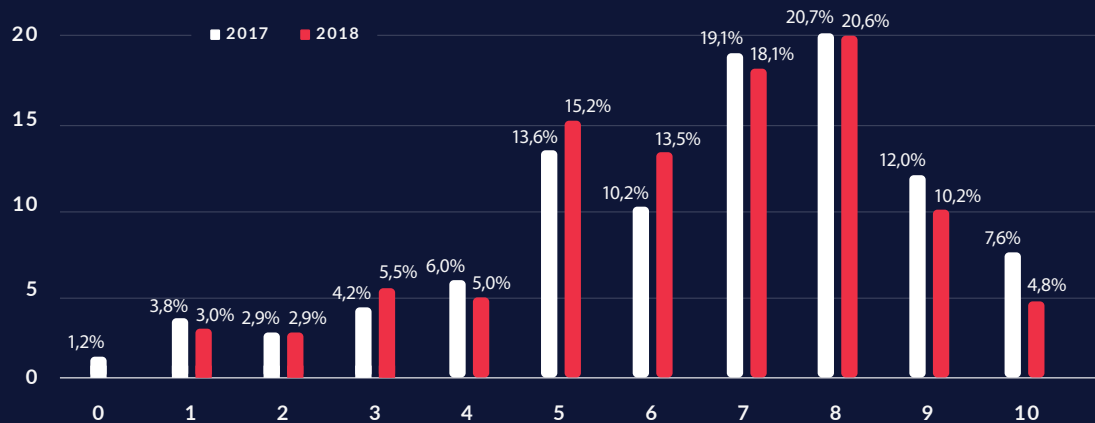


Satisfaction Status

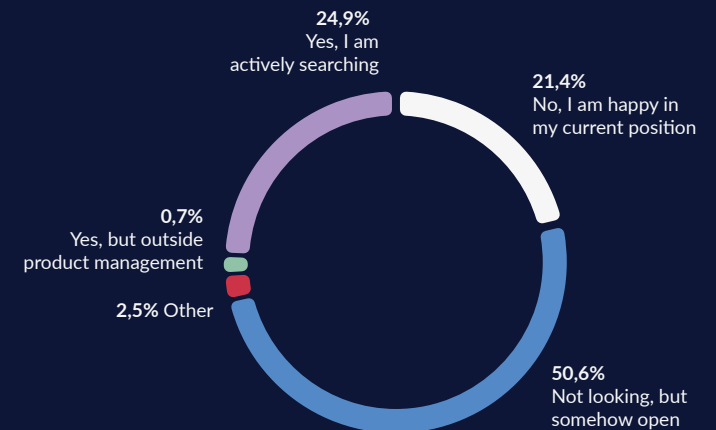


Job Satisfaction Rate

0 - very dissatisfied | 10 - extremely satisfied



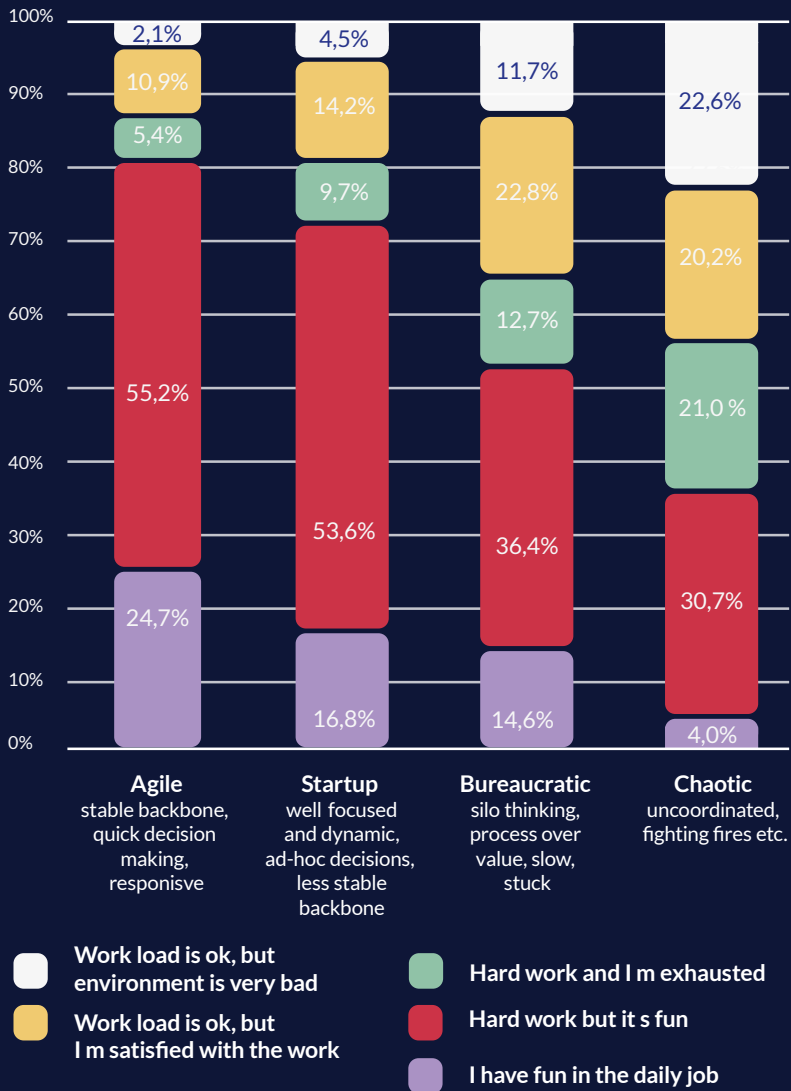
Openness to Other Jobs



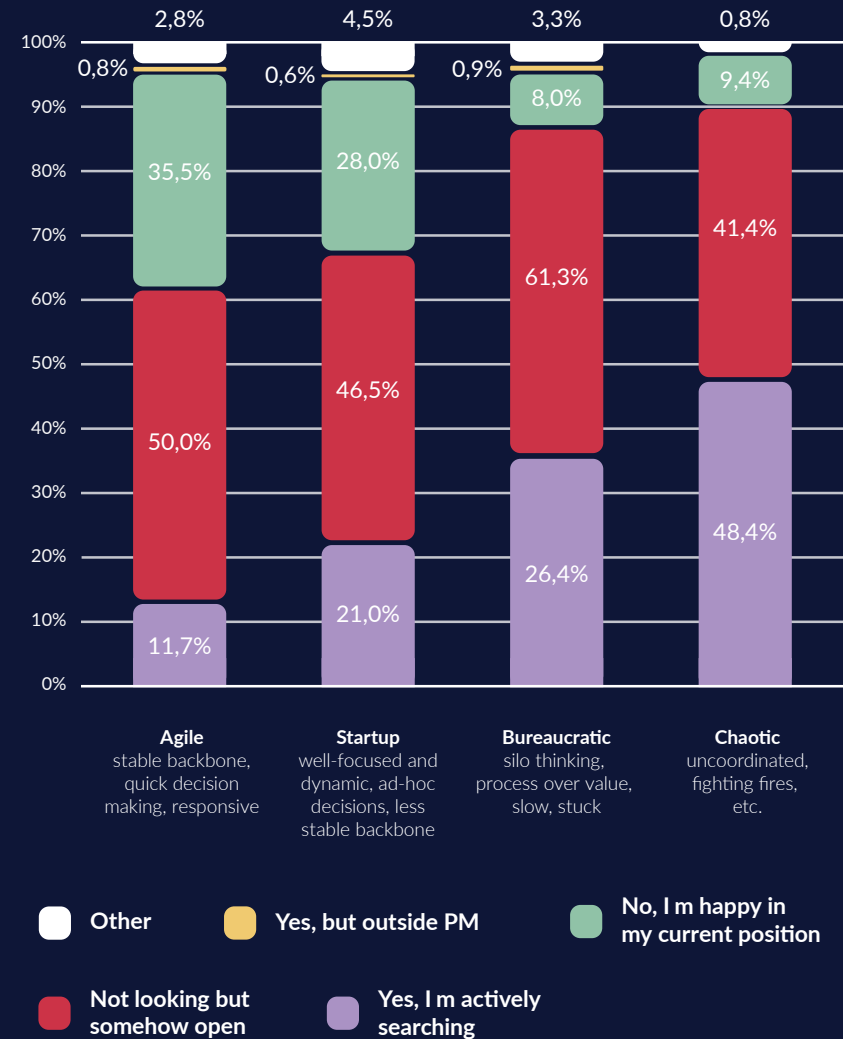


Job Satisfaction by Organization Type

Current Job Status



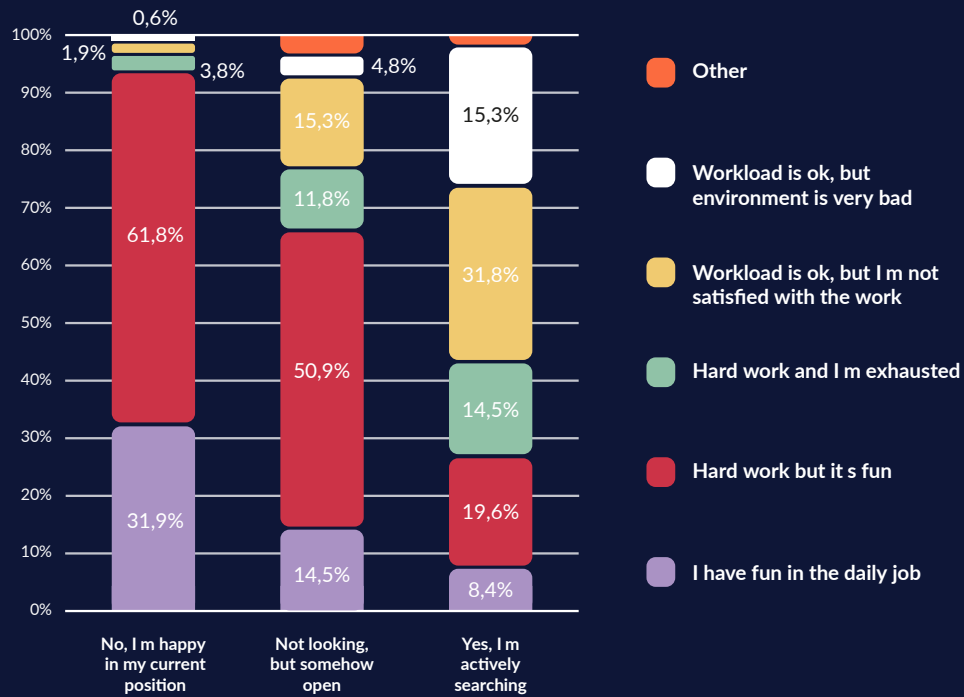
Openness to Other Jobs



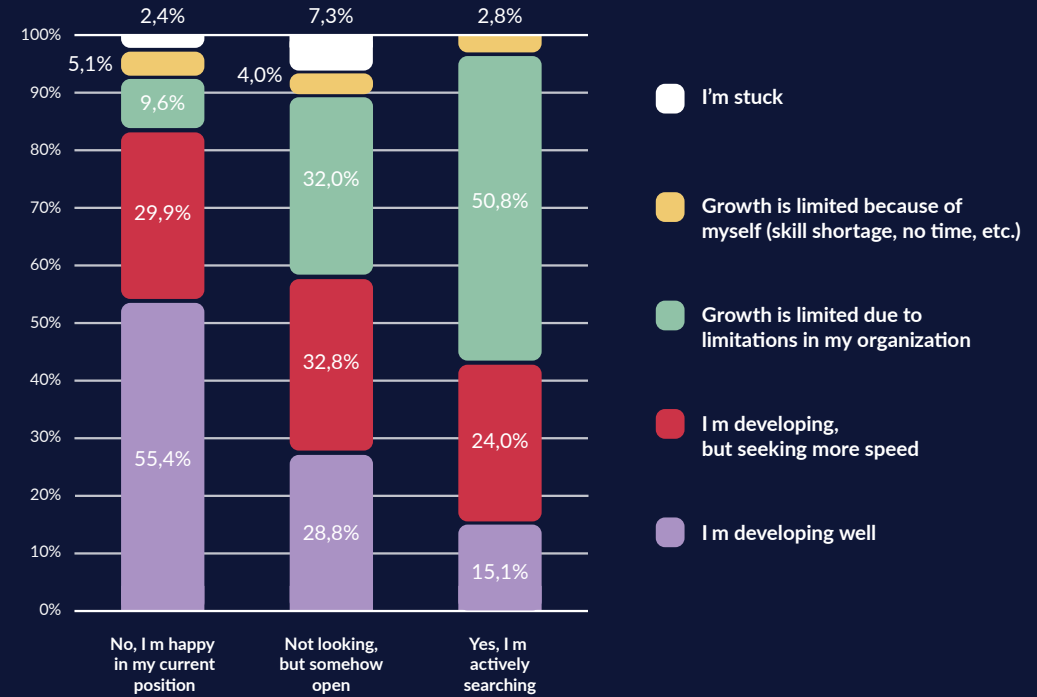


Job Satisfaction

Current Job Satisfaction and Openness to New Opportunities



Relation Between Career Path Status and Openness to New Opportunities





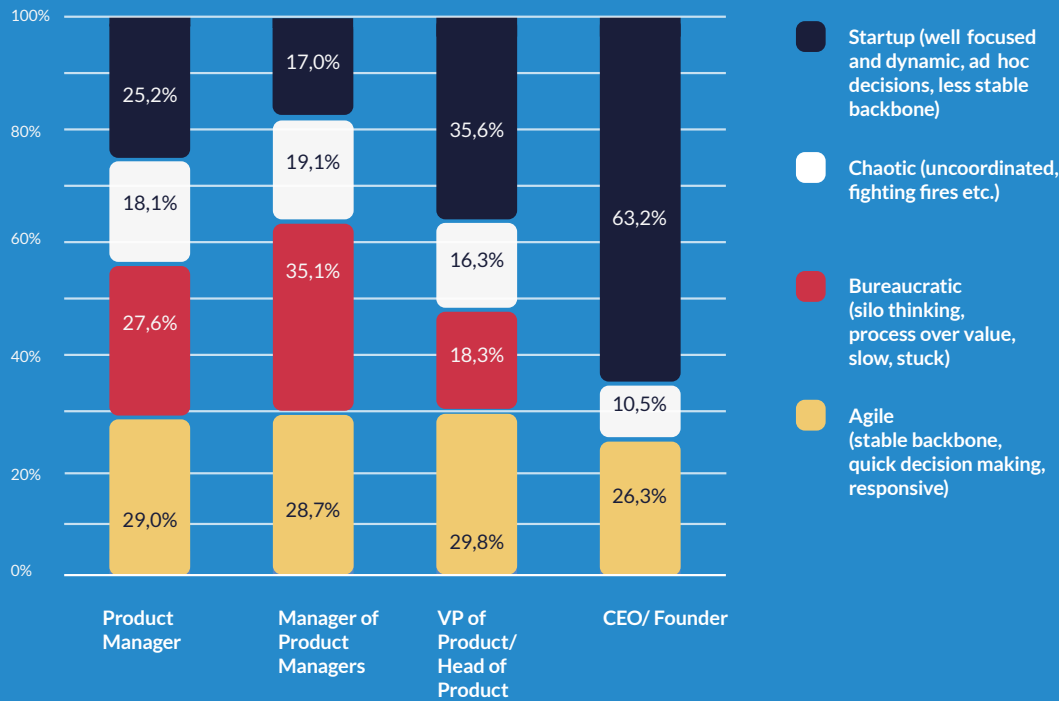
Leadership in PM



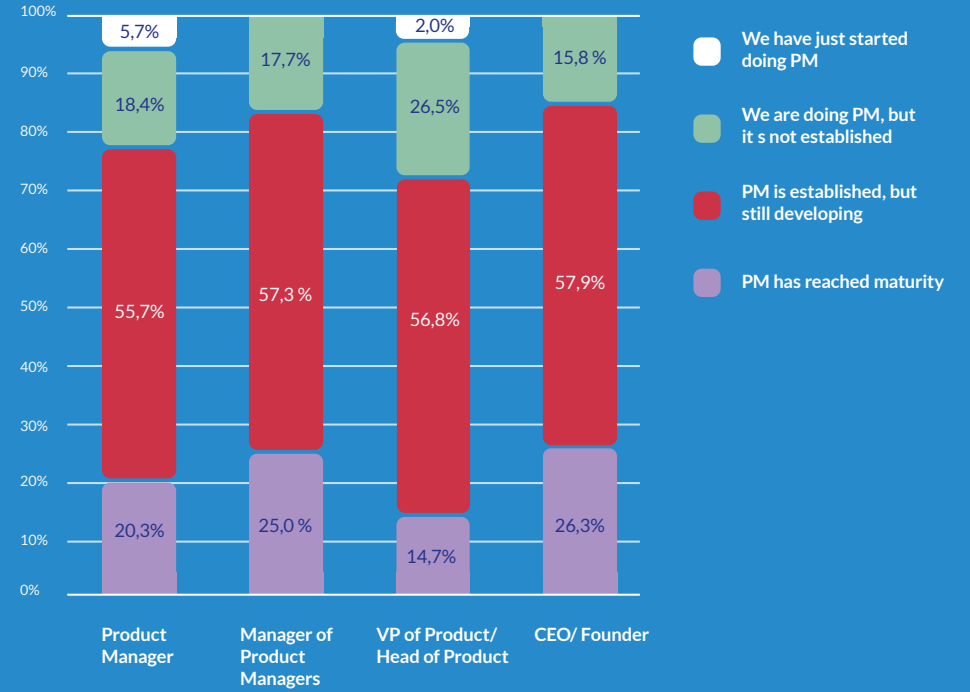
Leadership in PM

Perception of Organization by Role

Type of Organization Currently Working for



Product Management Maturity in the Organization



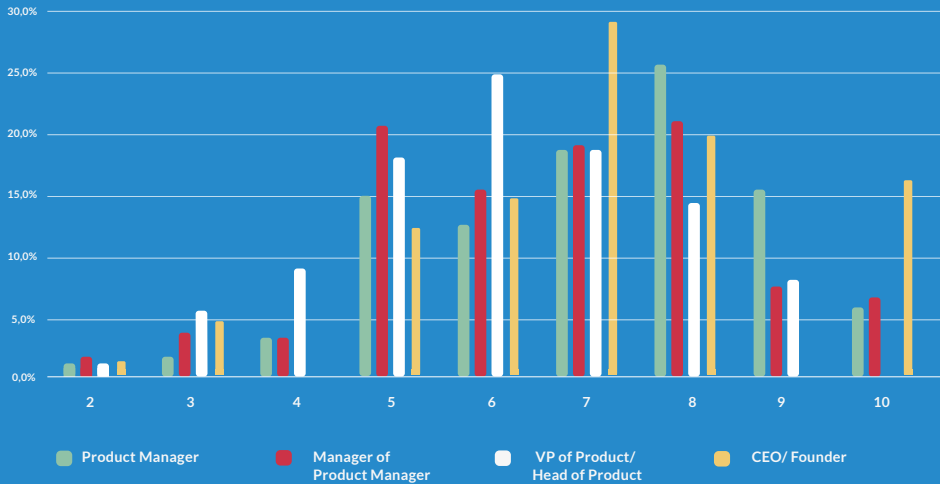


Leadership in PM

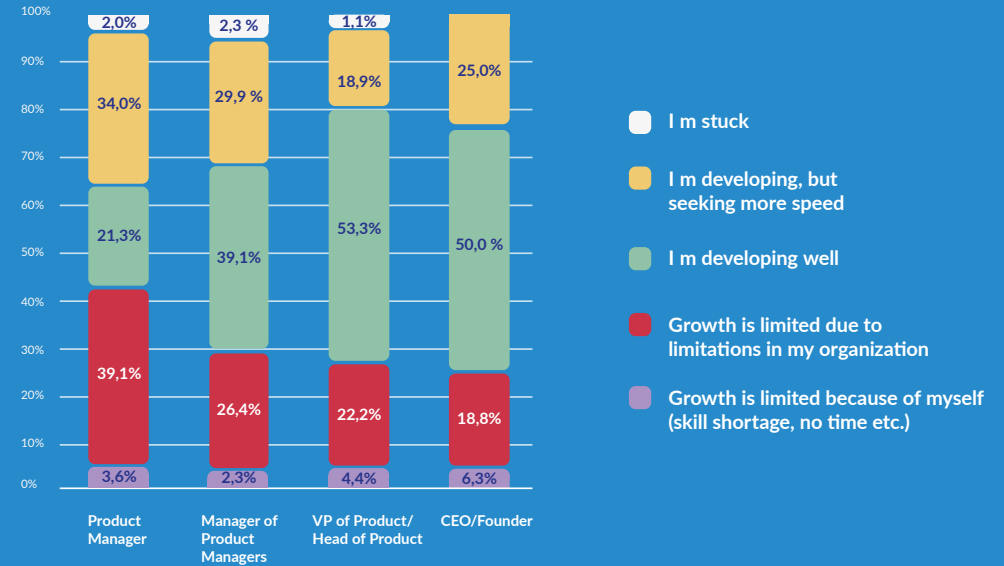
Job Satisfaction by Role

Job Satisfaction Rate

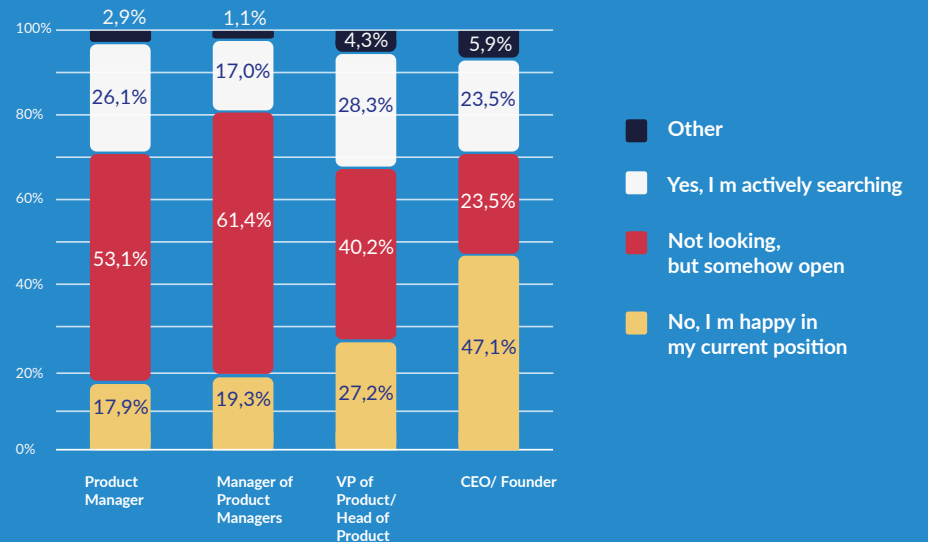
1 - very dissatisfied | 10 - extremely satisfied



Career Path Status



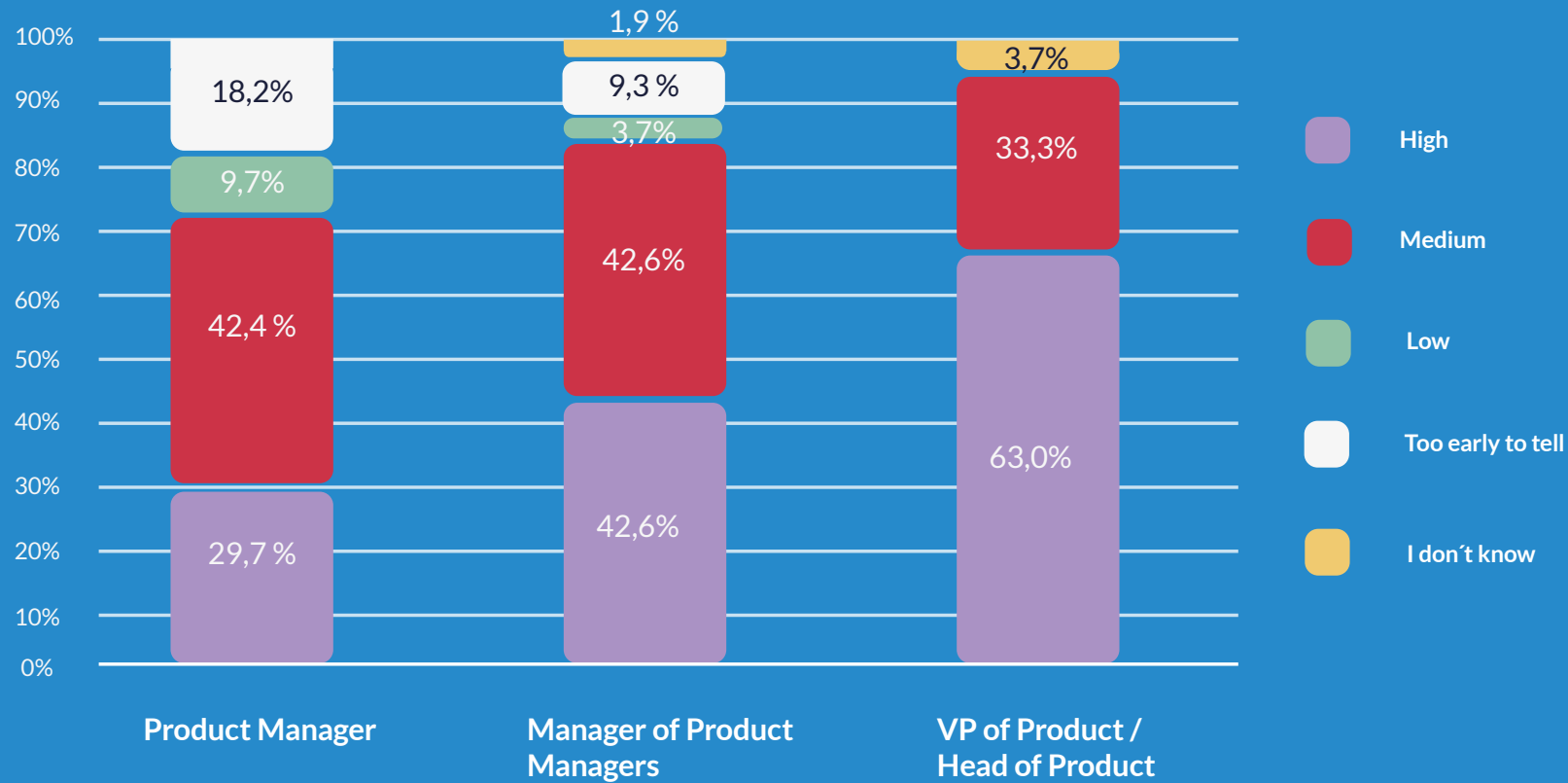
Openness to other Jobs





Leadership in PM

Personal Impact on Product Success

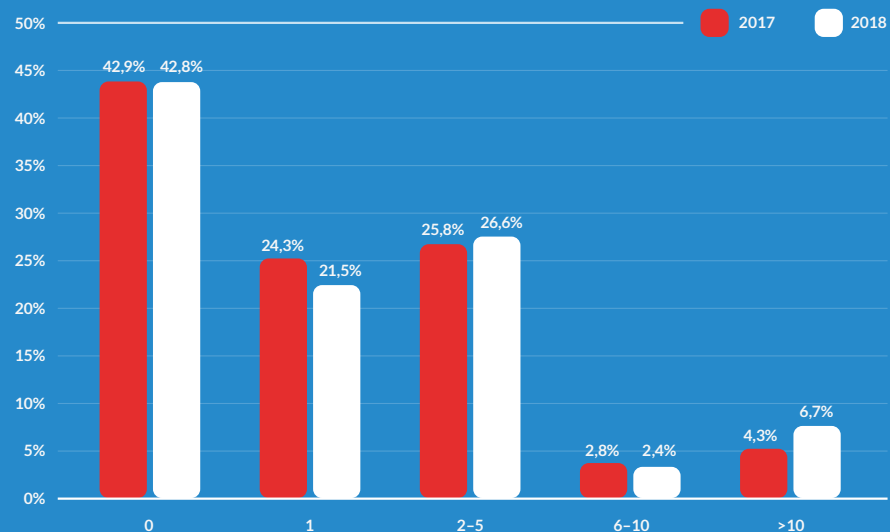




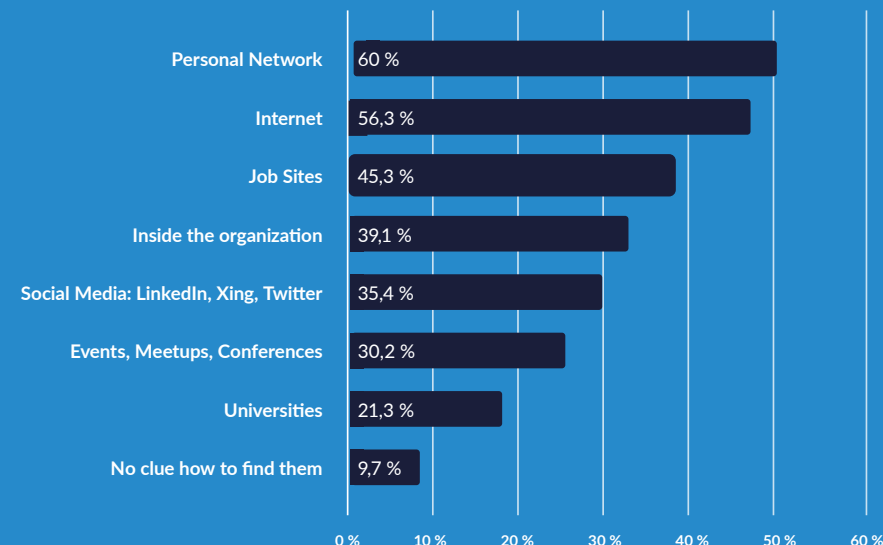
Leadership in PM

Finding and Recruiting Product Managers

Hiring Plan for PMs in Next 6 Months

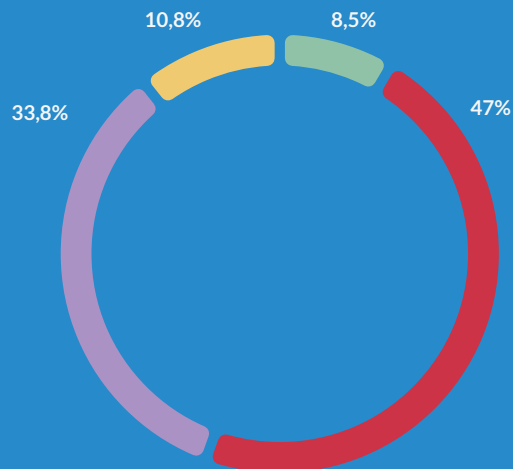


PM Recruitment Sources



PM Recruitment Level of Effort

- It's relatively easy to find Product Managers
- Successful in finding talent, but it involves great effort
- Big problem finding talent
- Not interested in finding talent



Other PMF Initiatives



PMF Zürich



PMF Singapore



PMF Nights



**Product
Management
Festival**

Product Management Executive Programme
in association with:



Product Management Festival

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