Product Management Festival

Product Management

Trends & Benchmarks Report 2019

Full version

About Us

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?

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Global Vice President Product Management

Adrian Zwingli
Chairman

Key Findings / Insights

Half of the respondents (50,6%) are open to new opportunities and 21,4% are actively looking for a new job. 33% of respondents say that the number one area of investment in Product Management is talent acquisition. While so many resources go into recruiting, organizations are at high risk of losing their talent.

See more on p. 35-37

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. Product Managers satisfied with their growth in the organization are happy in their current position.

See more on p. 38

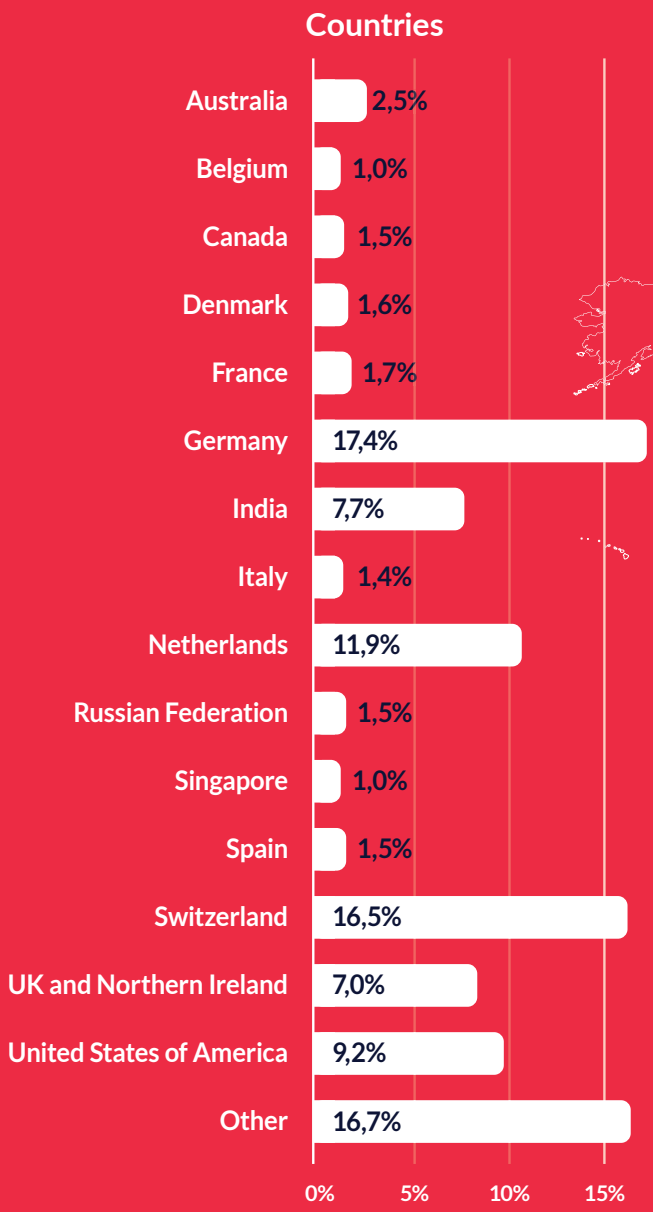
A surprising finding is that only 22,7% of the participants adopted structured processes in prioritizing their frenetic days while 57,8% rely on their experience and gut feeling.

See more on Product Managers' challenges, activities, and product impact hindrances on p. 34-35.

Frame of Survey

Countries | *Business Sectors* | *Customers* | *Product Areas*

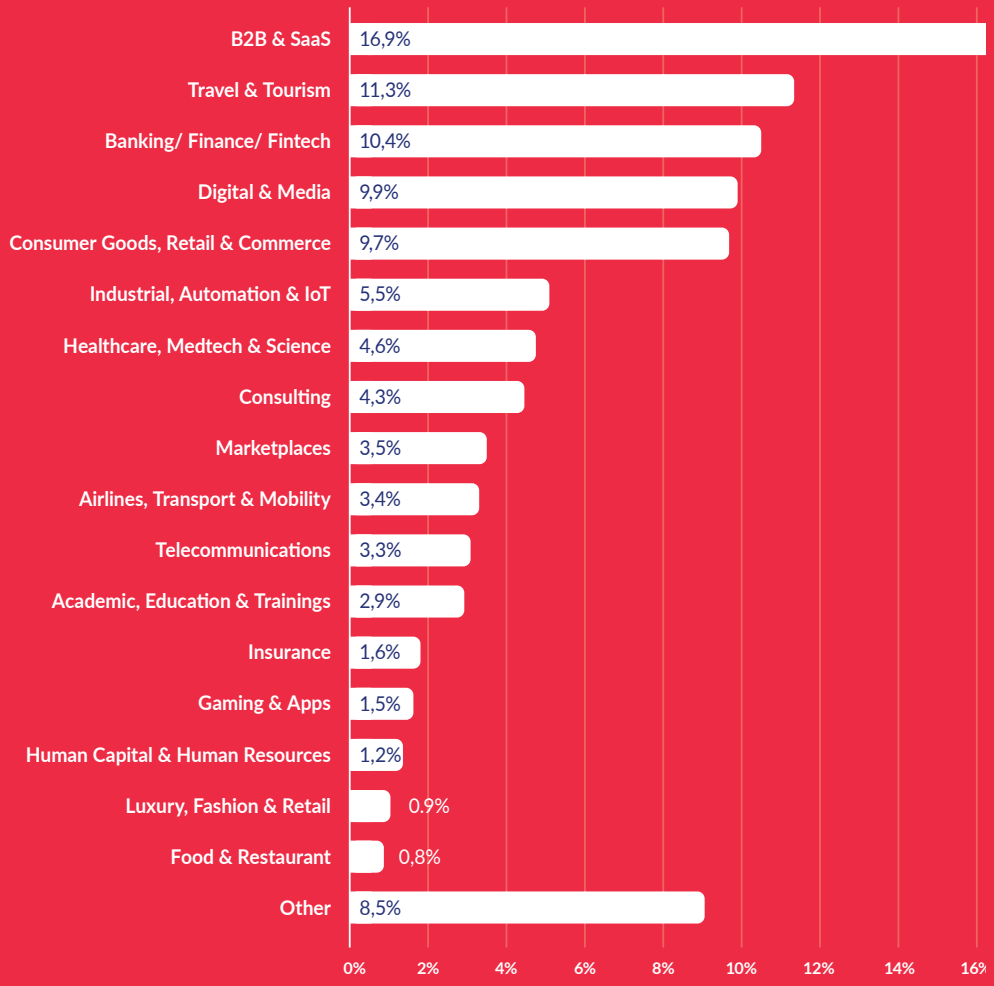
Frame of Survey | *Countries* | *Business Sectors* | *Customers* | *Product Areas*



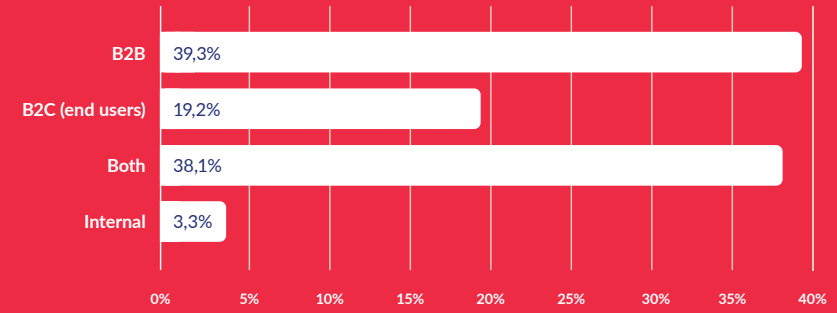
The survey was taken by 1011 respondents (49% increase over 2018's survey) from 59 countries over a 5 week period.

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

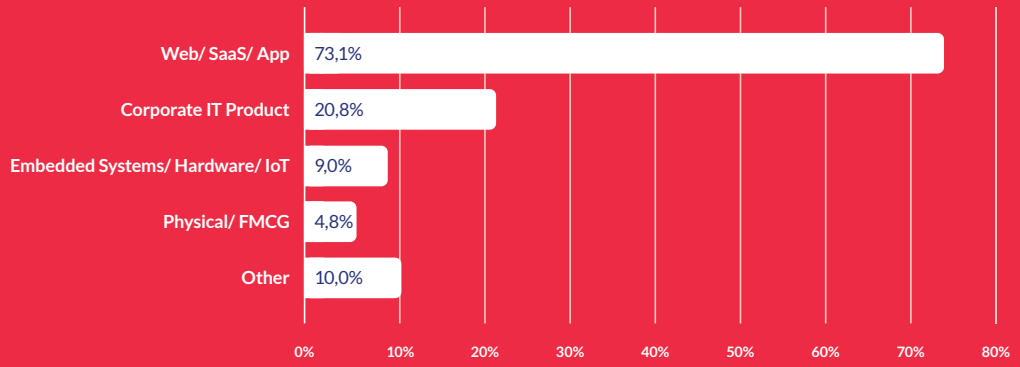
Business Sectors

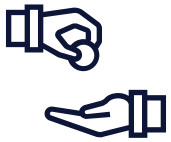


Customer Type



Product Area





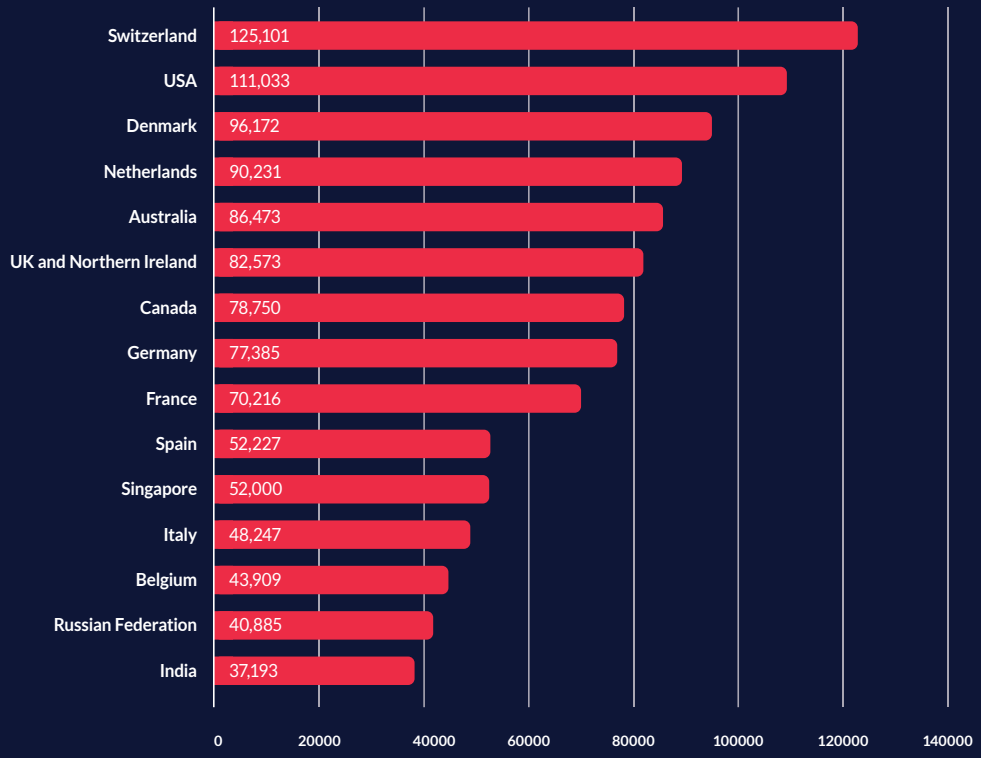
Salaries and Experiences

Salary | Experience | Career Path | Stories

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

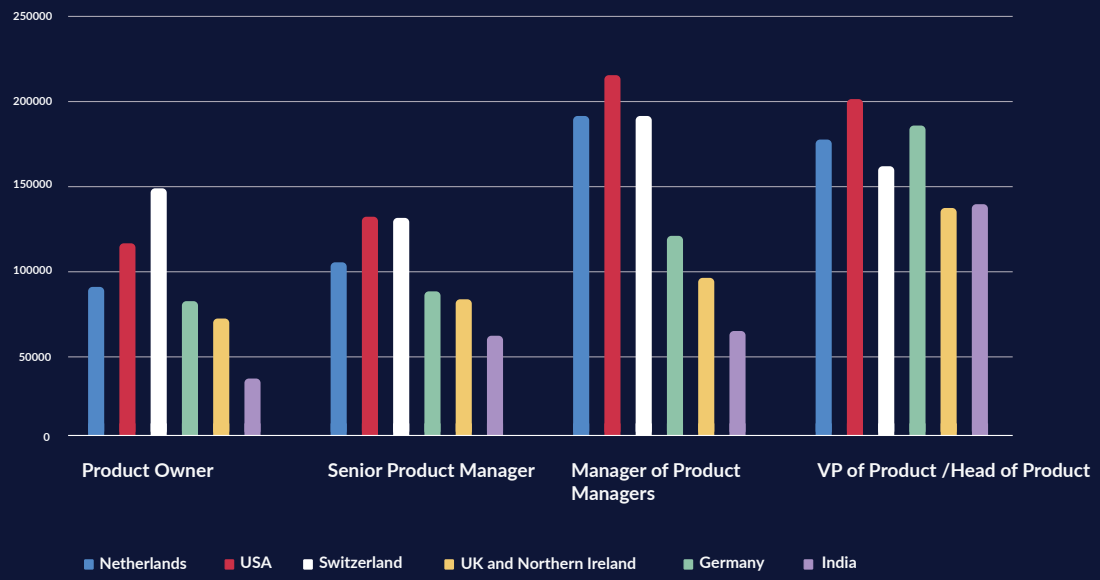
Salaries across Roles and Countries, before Tax (USD)

Product Manager Average Annual Salary, before Tax (USD)



Average salary for a 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.

Product Manager Average Annual Salary by Role, before Tax (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.

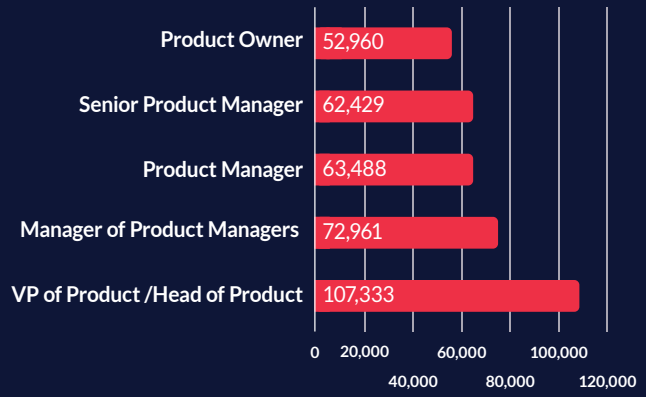
**In some countries, Manager of Product Managers come mainly from very large companies, while VP from smaller ones. This may result in disproportions in earnings for these two positions in some countries.*

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

Annual Salaries by Country

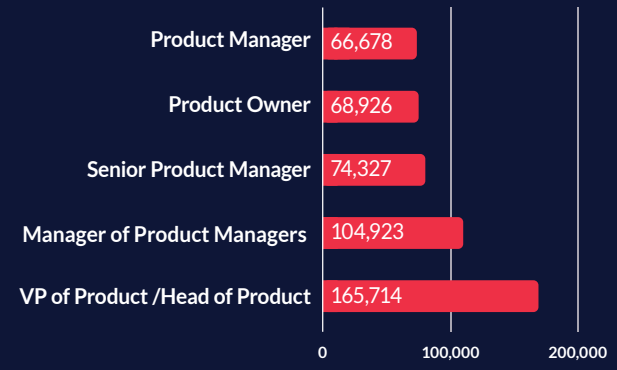
USA (USD)

UK and Northern Ireland (GBP)

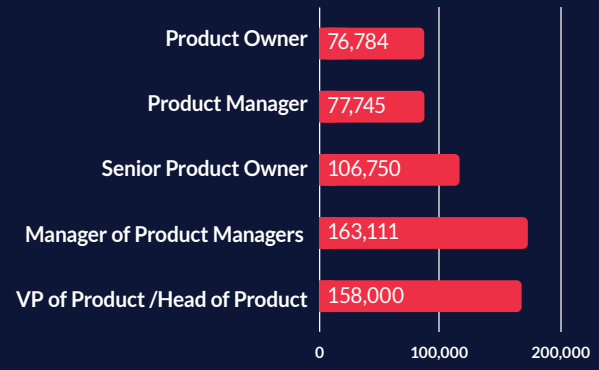


Switzerland (CHF)

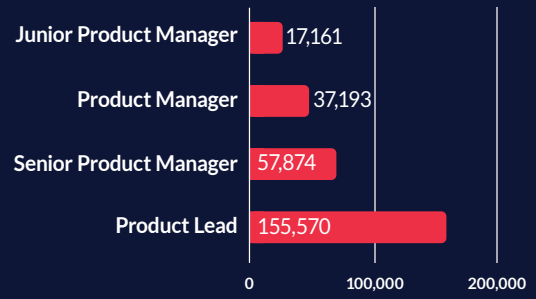
Germany (EUR)



Netherlands (EUR)



India (USD)

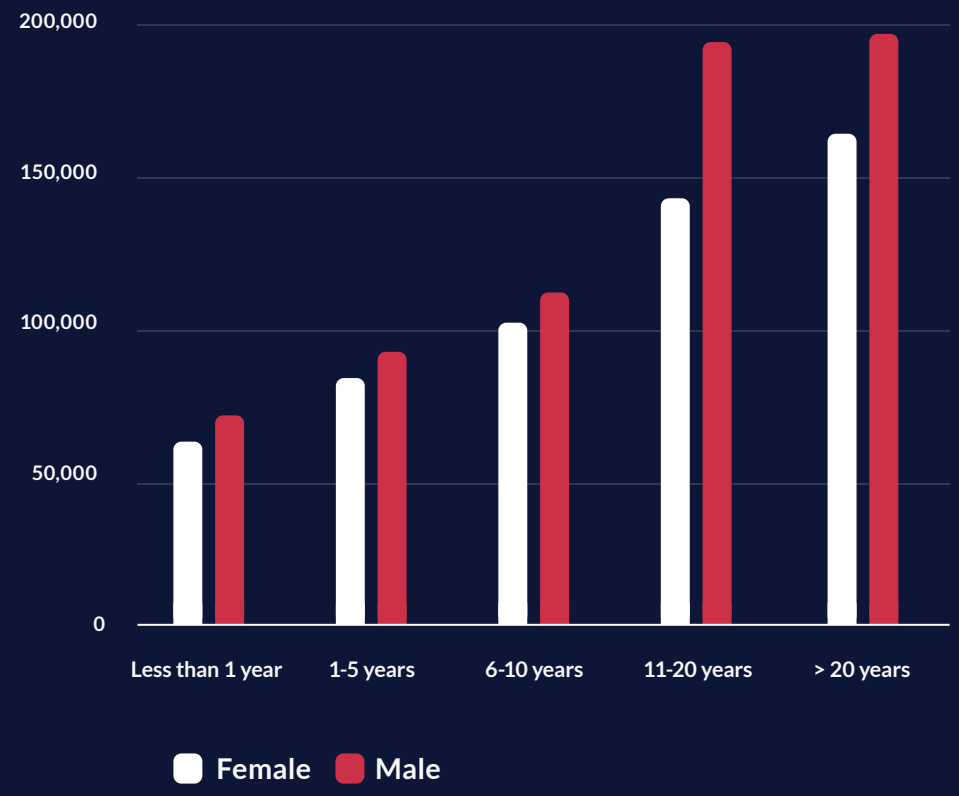


Roles per country only listed if at least five responses were available.

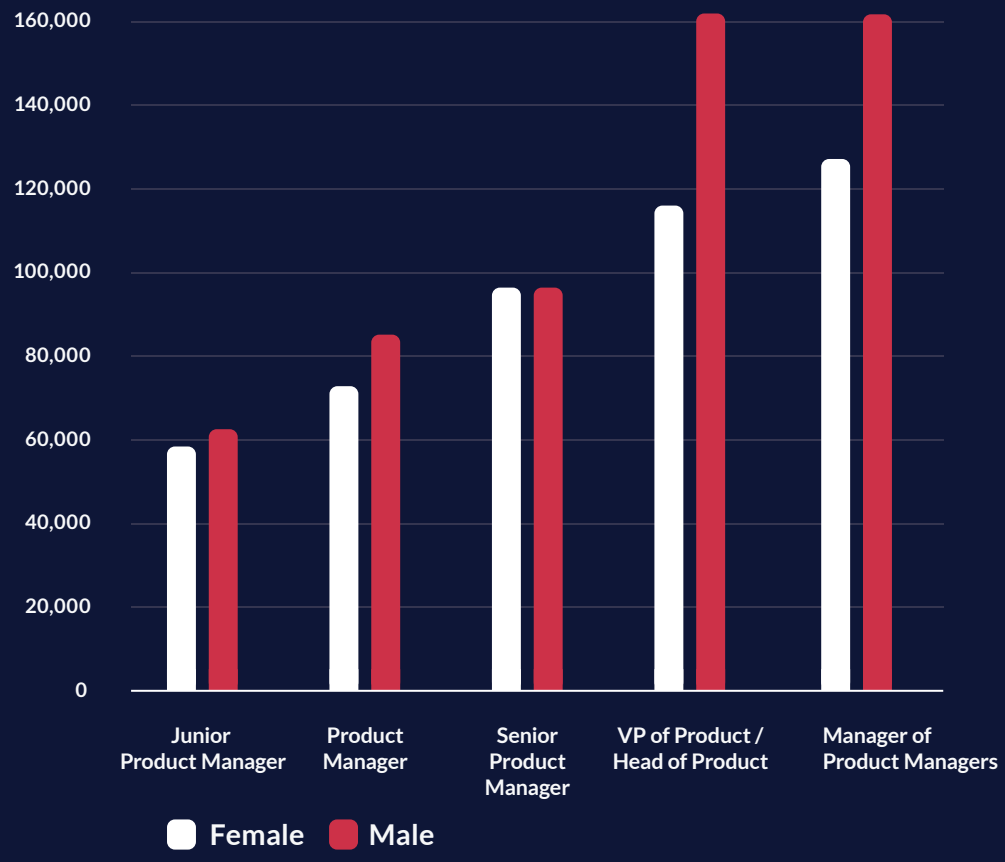
Salaries and Experiences | *Salary* | *Experience* | *Career Path* | *Stories*

Salaries by Gender

Average PM Salary by Gender and Experience



Average PM Salary by Gender and Role

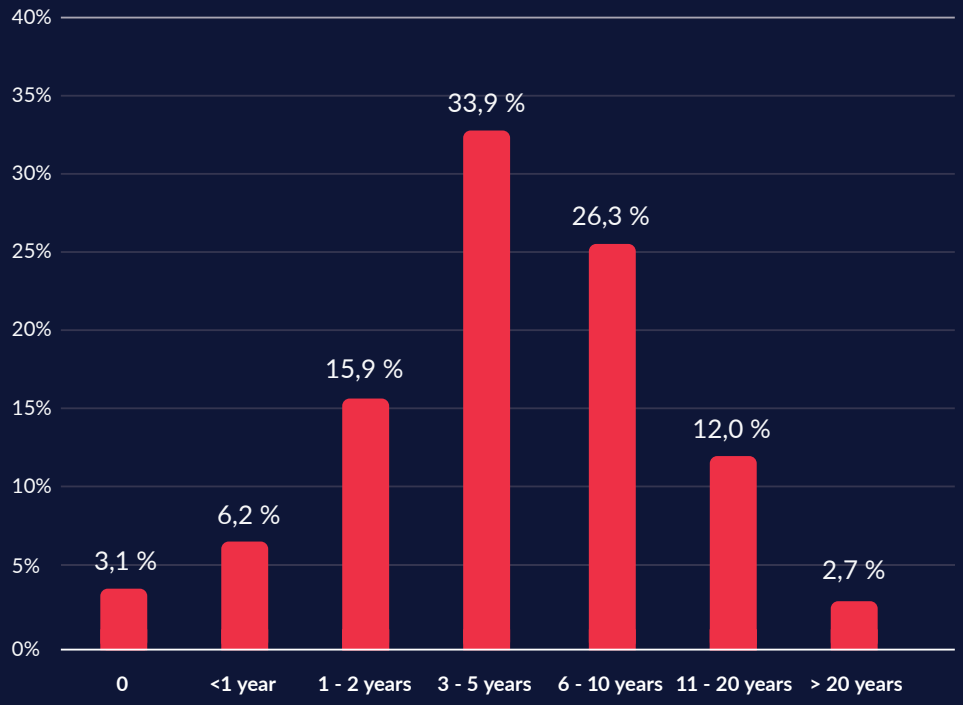


For comparison, salaries have been converted to USD.

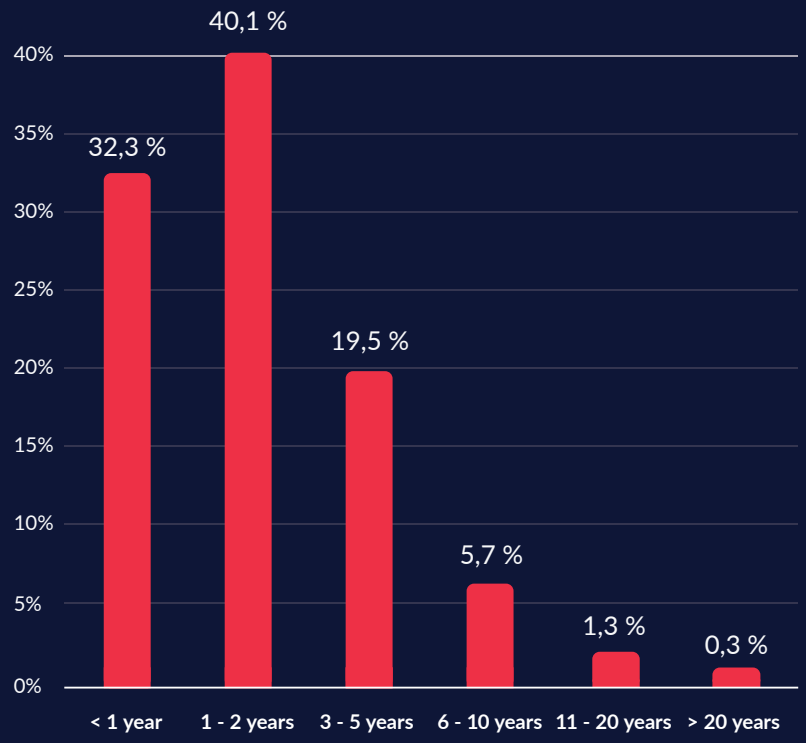
Salaries and Experiences | *Salary* | *Experience* | *Career Path* | *Stories*

Experience

Years of Experience in PM Career



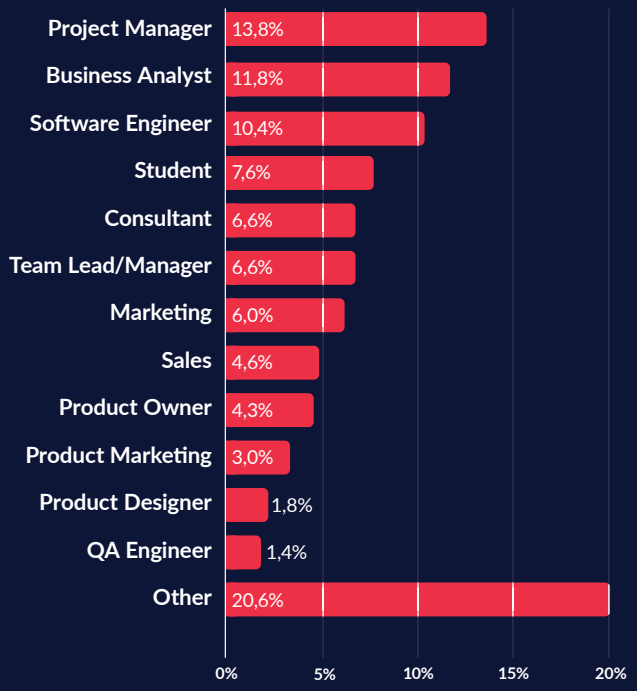
Years of Experience in Current Role



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

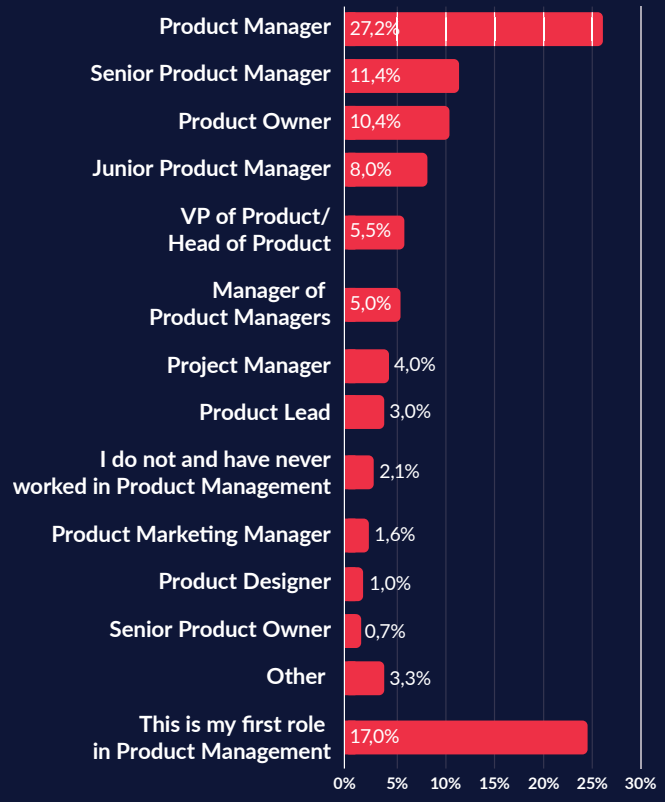
Career Path

Last Role before Starting in Product Management

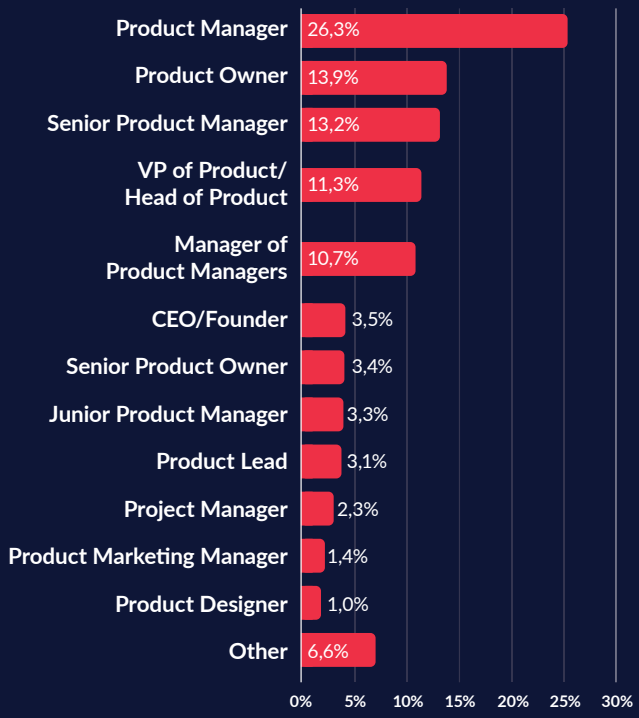


Top "Other" : Business Developer, Program Manager, Customer Success Manager, Solution Architect

Previous Role in Product Management



Current Job Title



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

Sample Career Paths for Product Managers

Management Consultant at Oliver Wyman → Analyst at FIFA → Product Owner at FIFA → Product Manager & Team Lead FIFA → **Product Manager at tutti.ch**

2 years, 7 months — *In FIFA 4 years, 2 months* — *since November 2018*

Iulia Jacobsson, Switzerland
Latest area of study:
Banking and Finance

Technical Writer at few companies → Product Owner at Autodesk → Product Manager at TeamViewer → **Product Manager at AXOOM GmbH**

4 years, 4 months — *2 years* — *since July 2018*

Ravi Kumar, Germany
Latest area of study:
Business Administration, International Management

Program Manager Intern at Microsoft → Lab Lead and Graduate Student Assistant at DePaul University → Product Manager at Microsoft → Technical Program/ Product Manager at Hulu → Senior Technical Program Manager at ZEFIR → Senior Technical Program Manager at Snapchat. → **Product Manager at Facebook**

1 year, 4 months — *3 years, 6 months* — *1 year, 3 months* — *1 year, 3 months* — *since May 2018*

Krassi Hristova, USA (CA)
Latest area of study:
IT Project Management

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

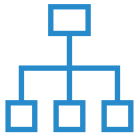
Sample Career Paths for Product Executives

- Researcher at BBC News — *1 years, 3 months*
- Broadcast Journalist at BBC News — *6 years, 10 months*
- Product Manager at BBC News — *2 years*
- Senior Product Manager at BBC — *4 years, 4 months*
- Executive Product Manager at BBC — *2 years, 10 months*
- **Head of Product at BBC** — *since June 2015*

Lucie McLean, UK
Latest area of study:
MBA

- International Project Manager at IGNFI — *in IGNFI 4 years, 3 months*
- Business Development Manager at IGNFI
- International Relations Manager at ENSG — *1 years, 1 month*
- Solution Manager at Climpact-Metnext — *1 years, 6 months*
- Marketing & Business Development Director at Maporama Solution — *9 months*
- Founder of NGConsulting — *2 years, 3 months*
- Senior Manager at Nokia — *in Nokia 3 years, 3 months*
- Director Business Planning at Nokia
- Head of Enterprise & Platform Product Marketing HERE at Nokia — *5 years, 1 months*
- Co-founder at Jojo Messenger
- Head of Product Management at HERE Technologies
- VP Product at HERE Technologies — *in HERE Technologies 2 years, 3 months*
- Chief Product Officer at Lab1886 — *8 months*
- **VP Product Management at SoundCloud** — *since June 2018*

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

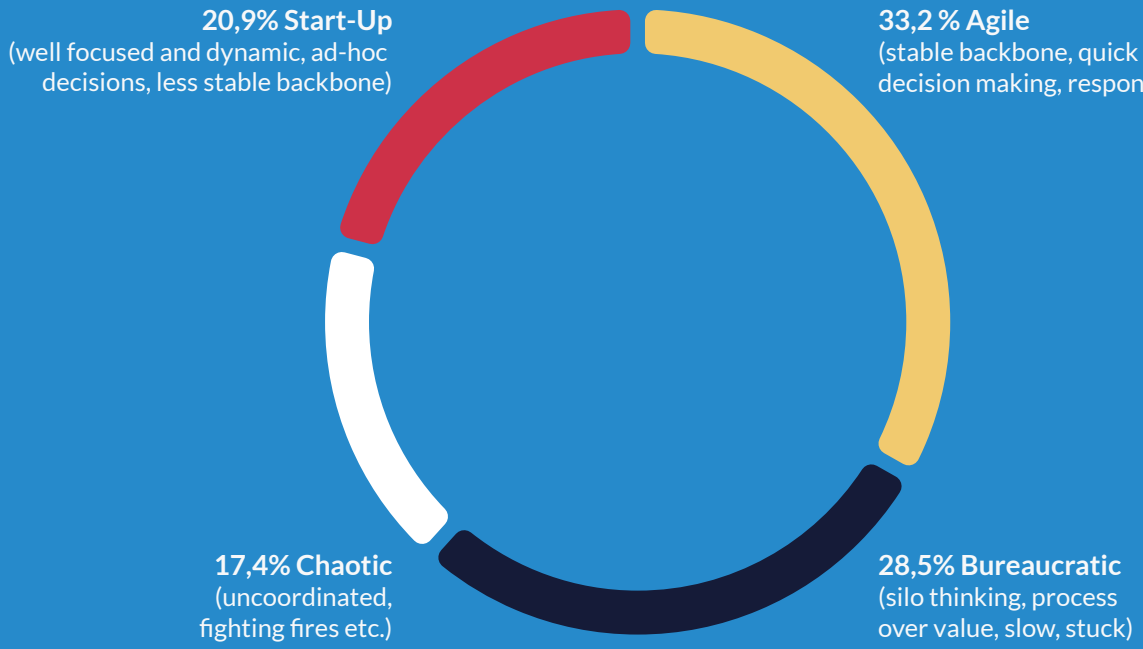


Organization

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

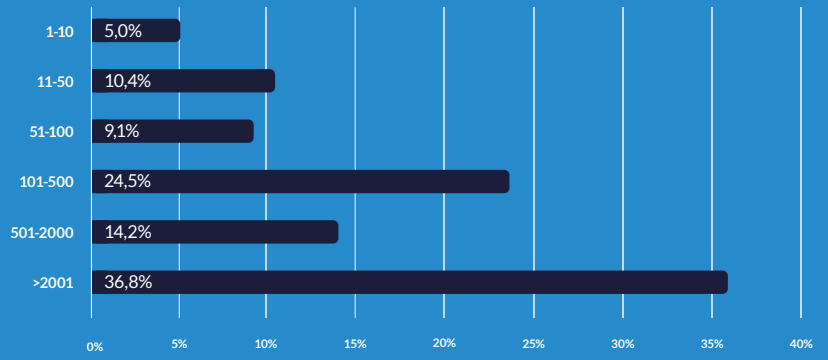
Type of Organization

Type of Organization currently working for

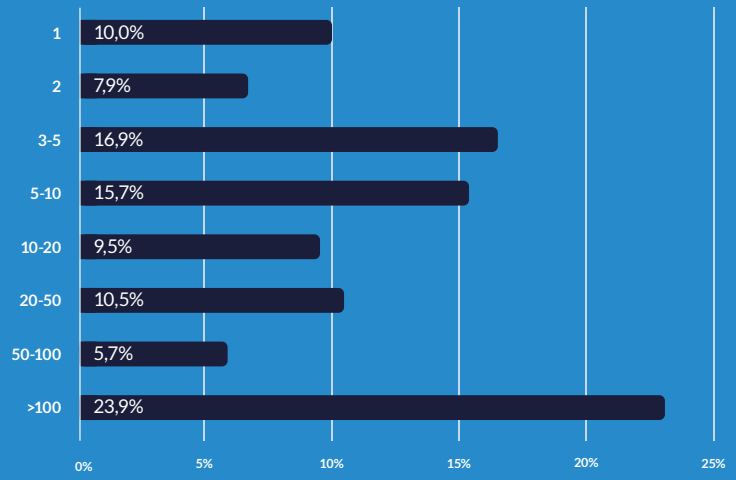


Agile Organizations are least at risk of losing their PMs. (See page 37)

Size of Organization (Number of Employees)

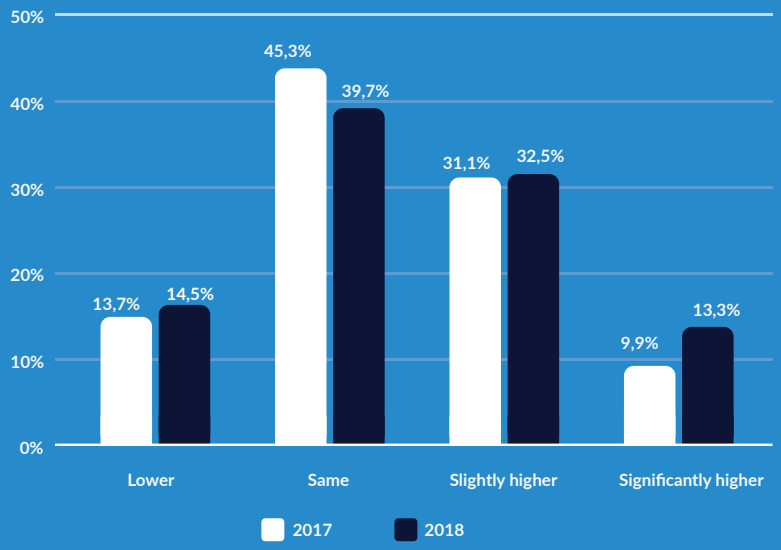


Number of Product Managers in the Organization

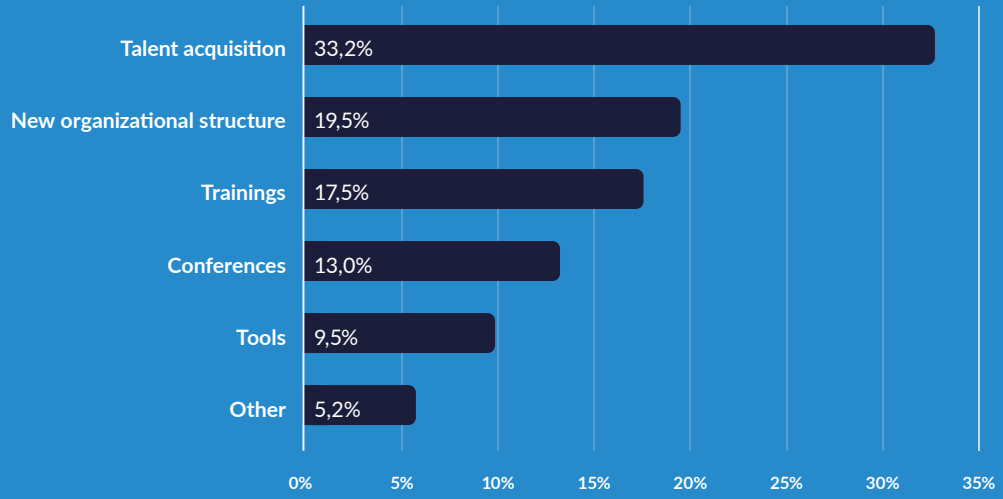


Investment In Product Management

Investment in Product Management (YOY)

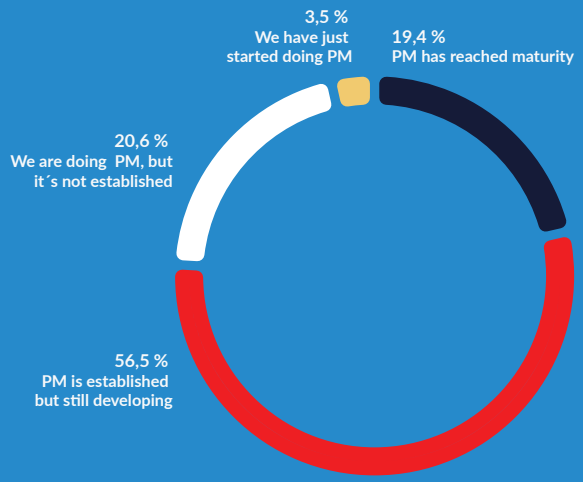


Areas of Investment in Product Management

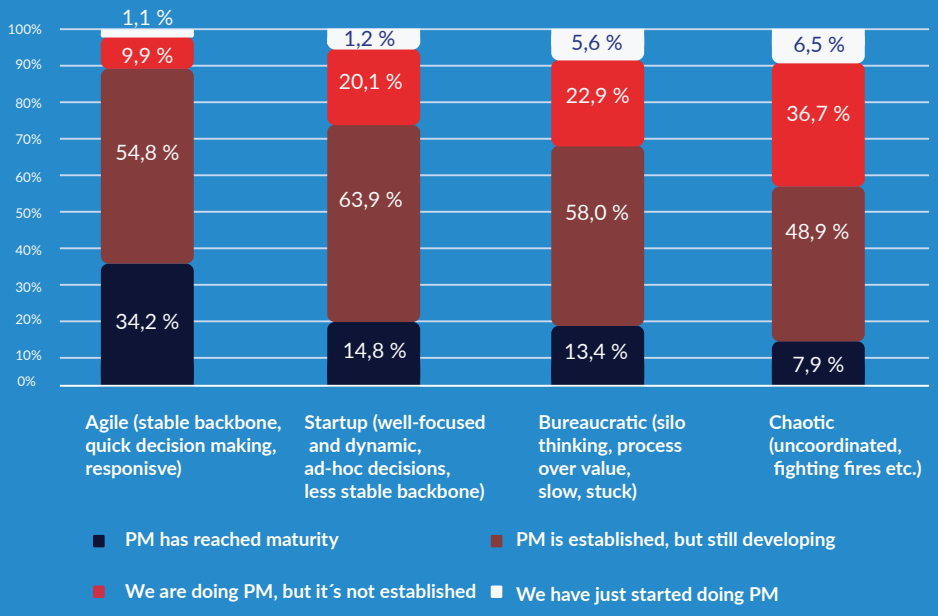


Product Management Maturity

PM Maturity in the Organization

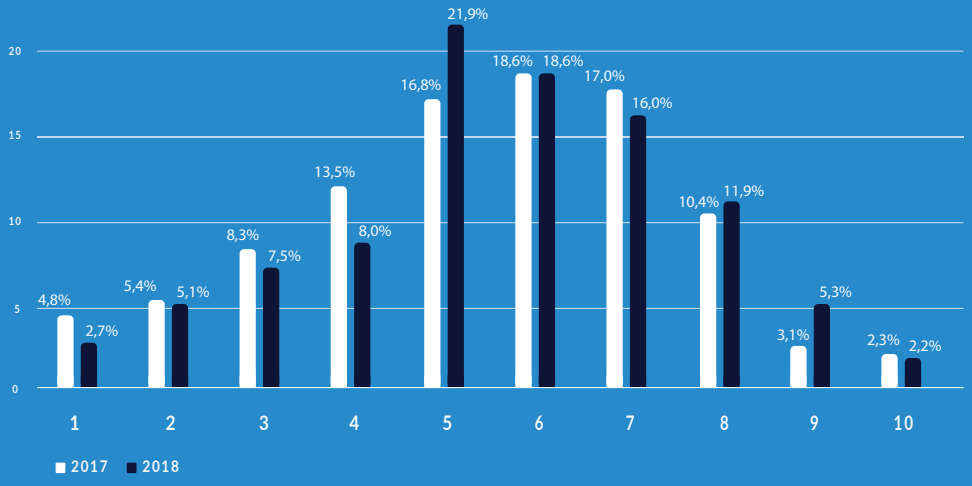


PM Maturity Rate by Organization Type



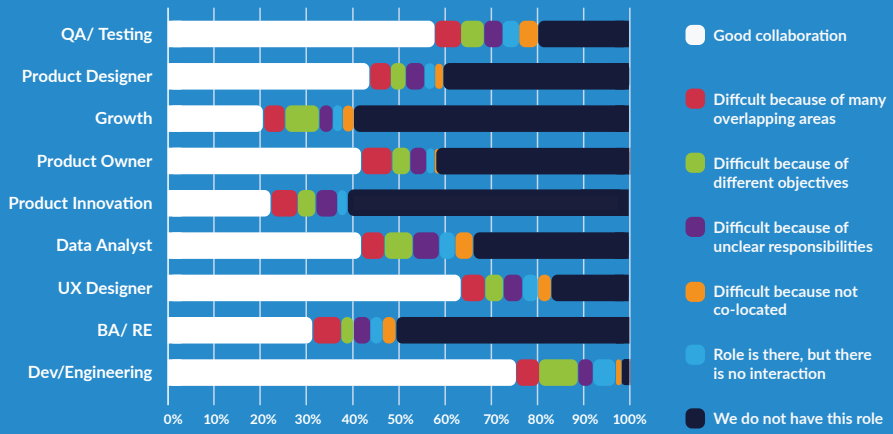
Product Management Maturity (YOY)

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

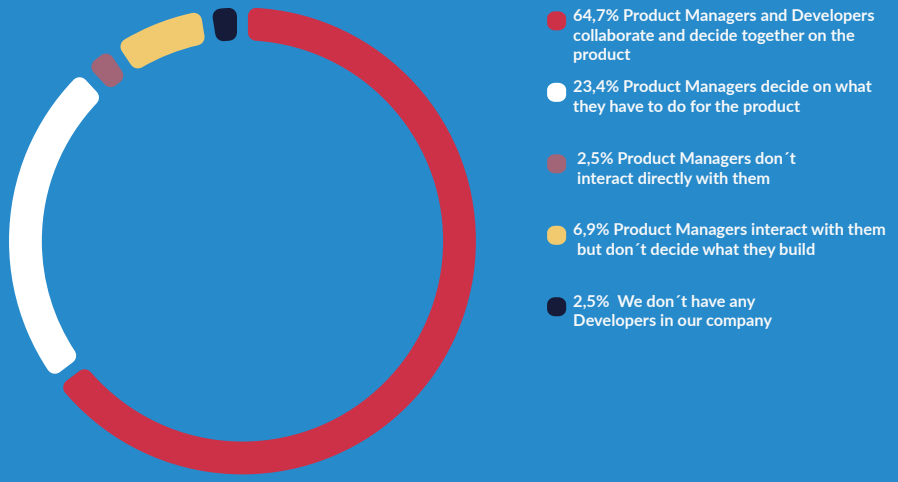


Collaboration

Collaboration Effectiveness with Surrounding Roles

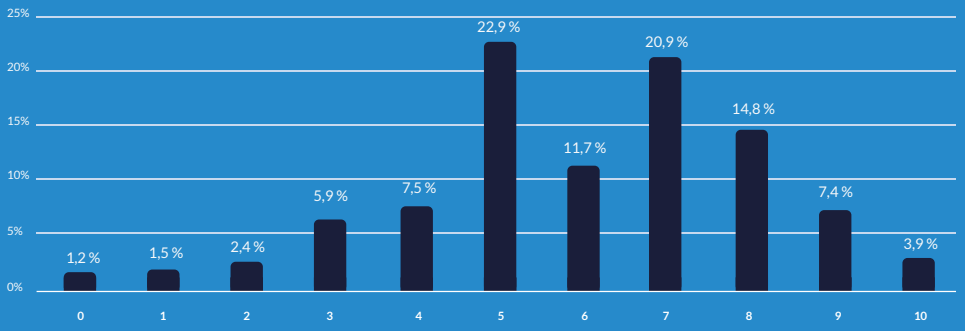


Product Manager-Developer Relationship



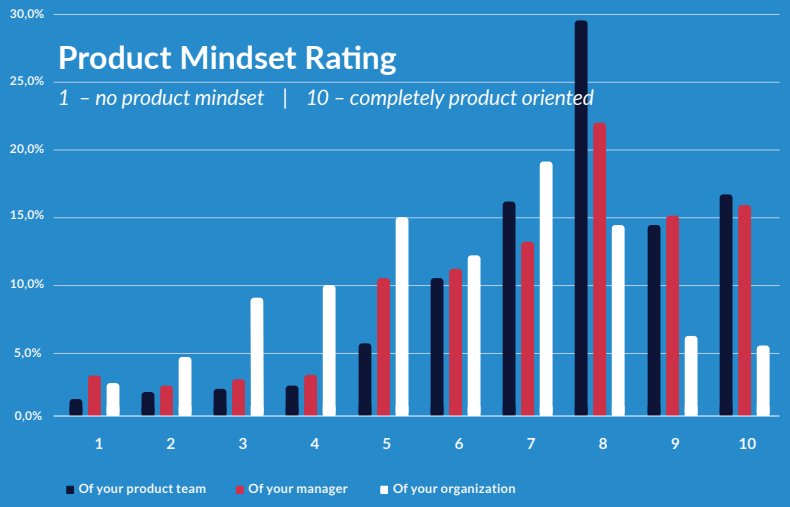
Product Team Health Rating

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

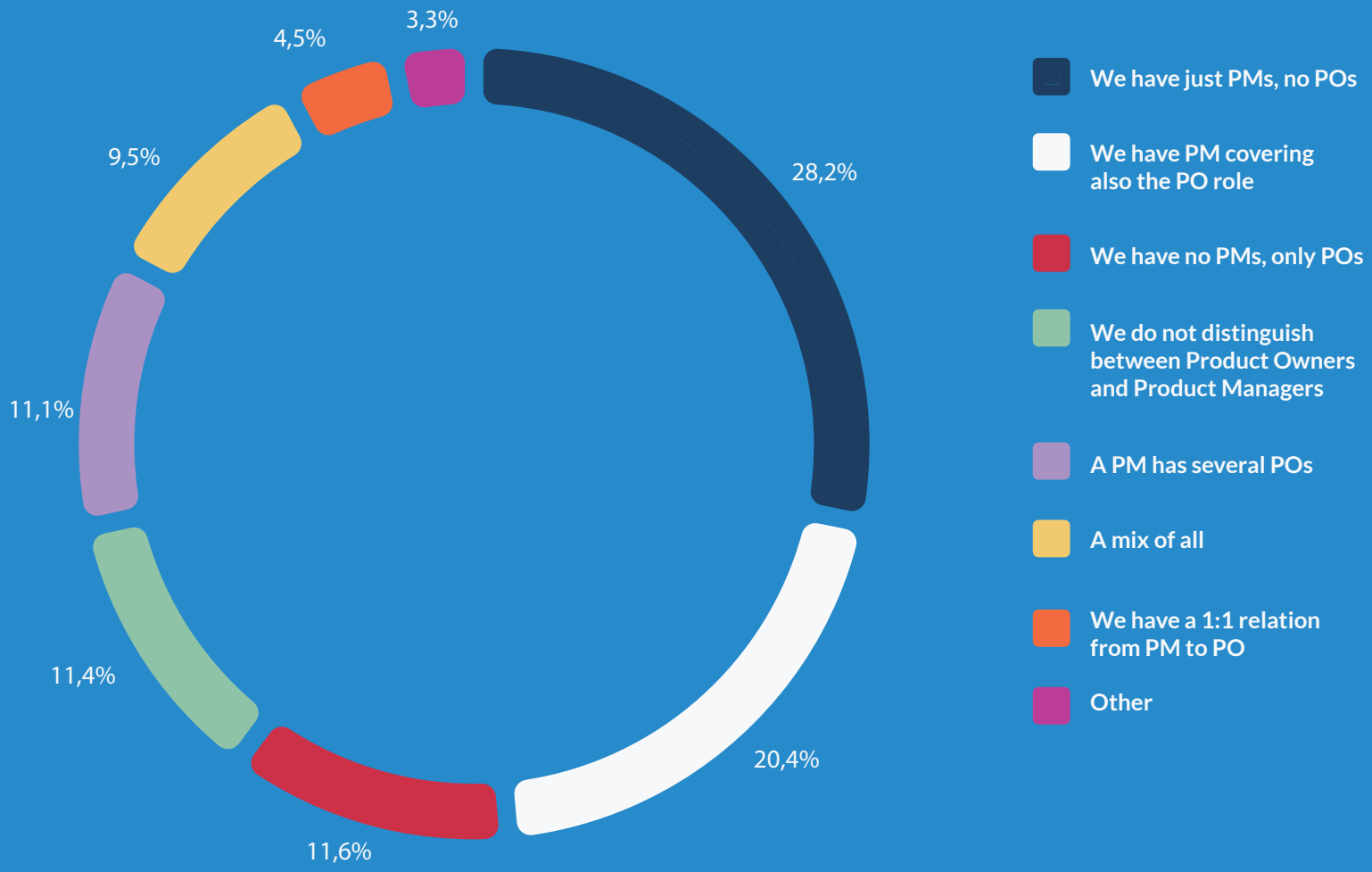


Product Mindset Rating

1 – no product mindset | 10 – completely product oriented

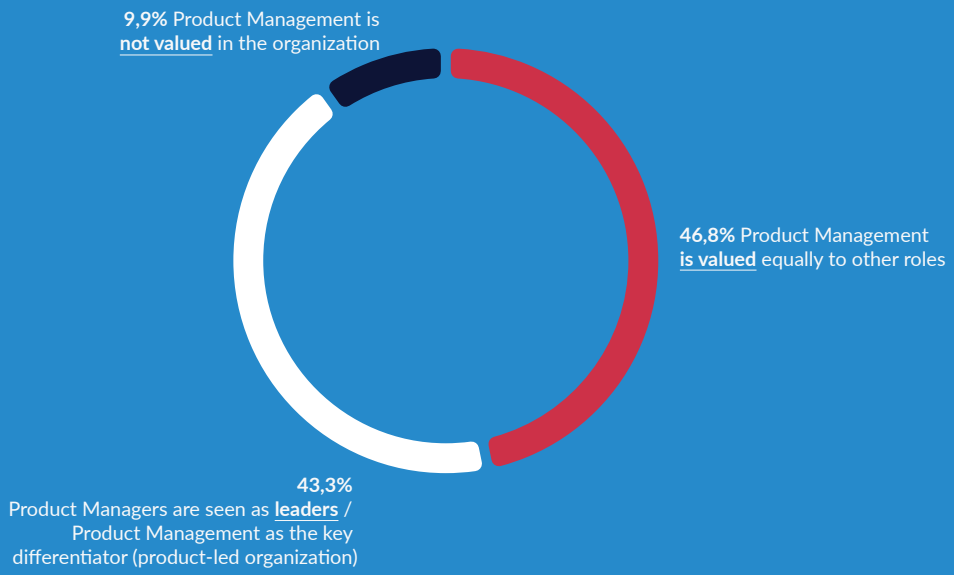


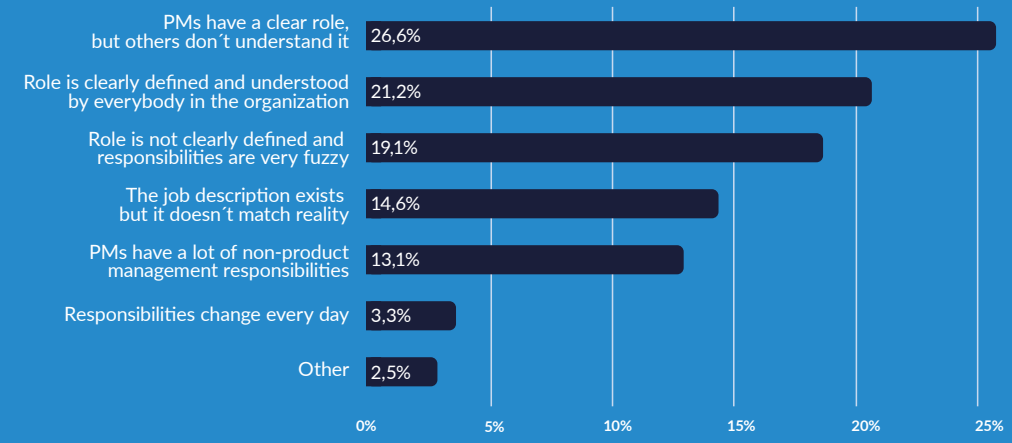
Product Manager – Product Owner Relationship



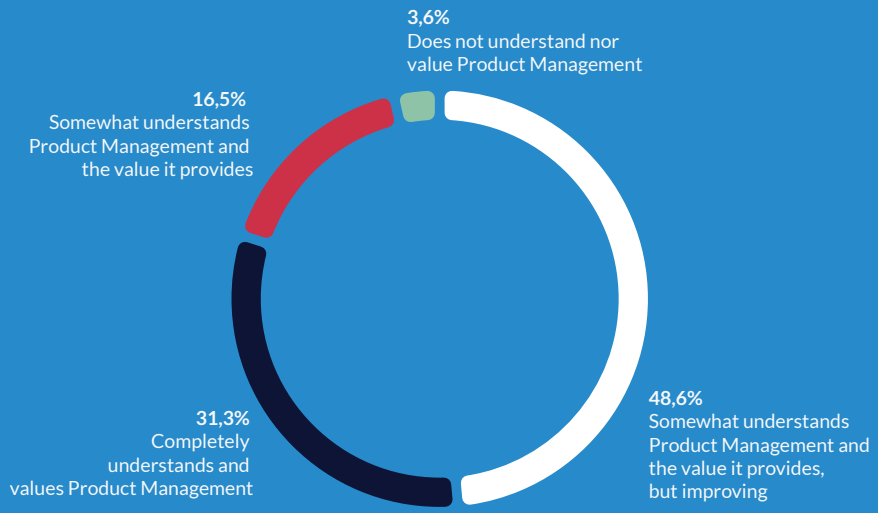
Product Manager Role and Value

The Perception of Product Management within the Organization





Executive Team's Approach to Product Management

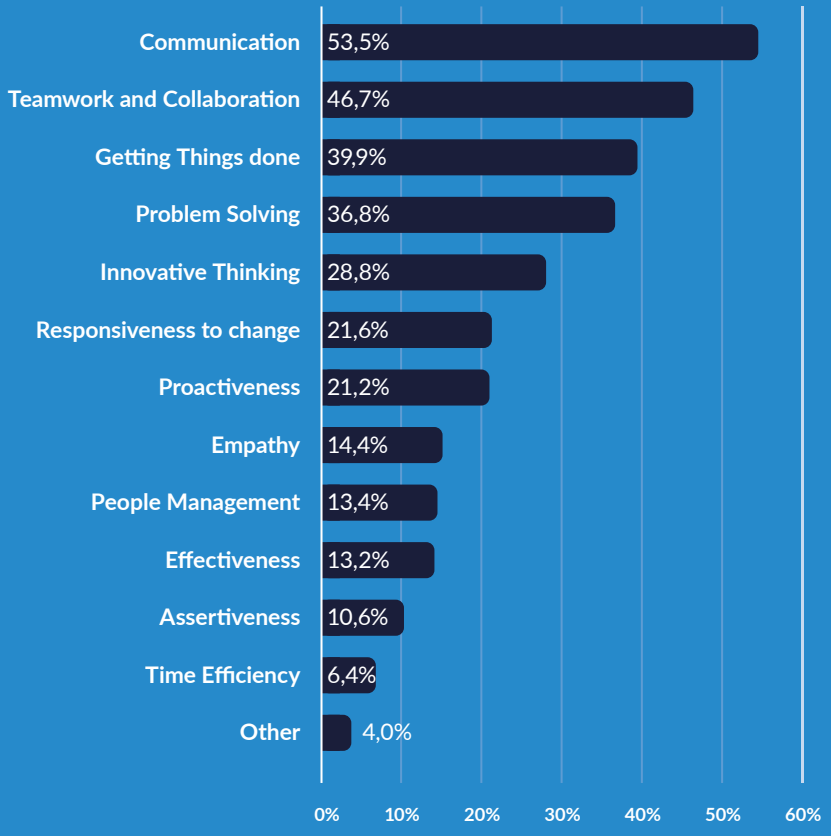


◀ Product Management Perception and Role Definition within the Organization

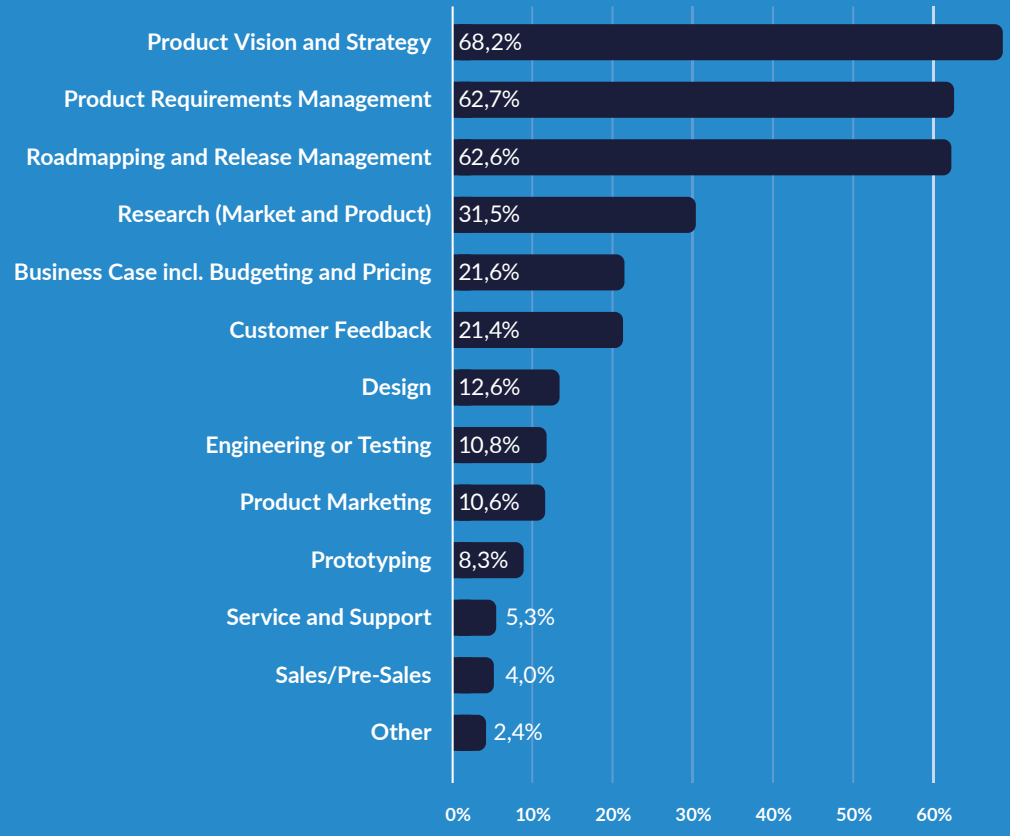
Clarity and understanding of the role from others in the organization can have direct impact on the challenges that PMs face and the hindrances to Product Impact. (see page 34)

PM Skills and Responsibilities

Most Important Product Management Soft Skills

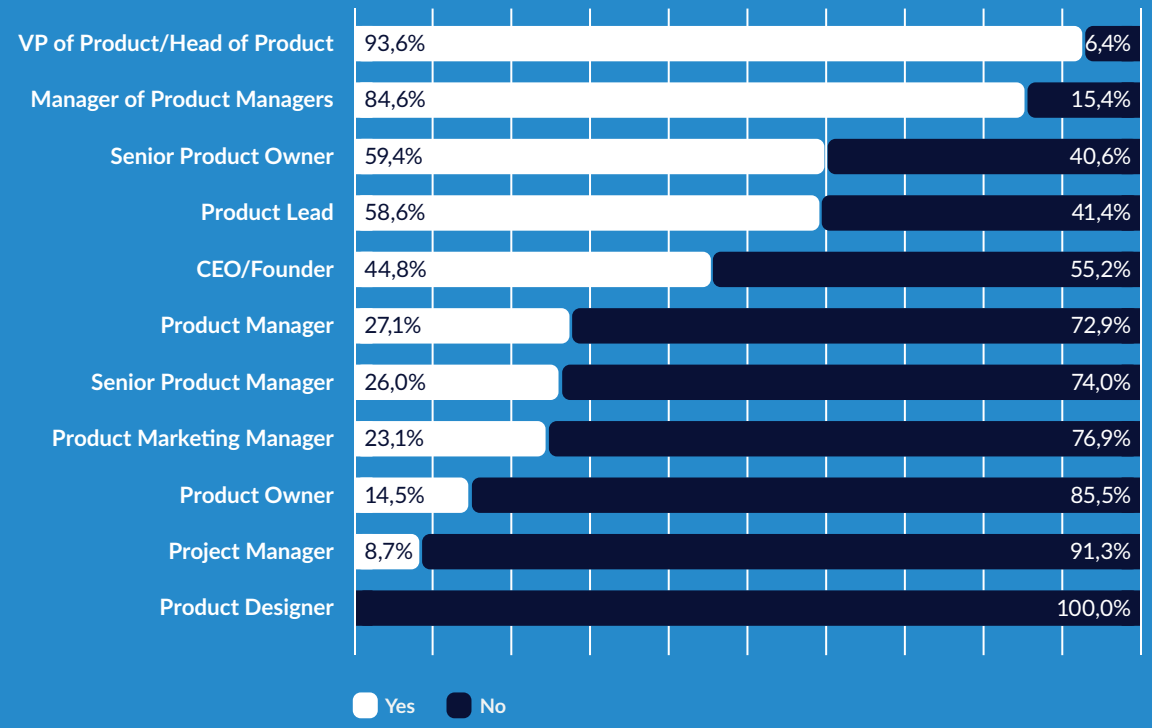


Top Product Manager Responsibilities

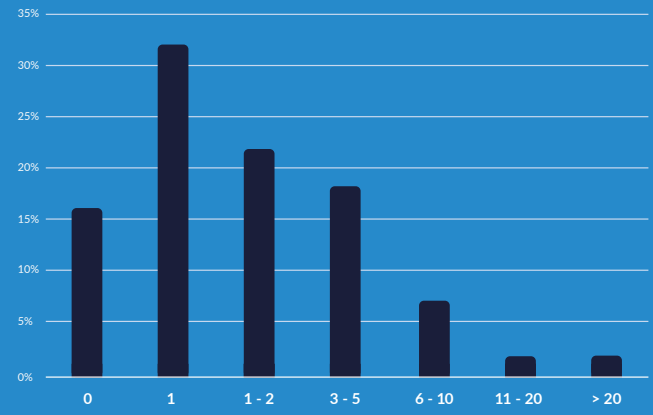


Span of Control

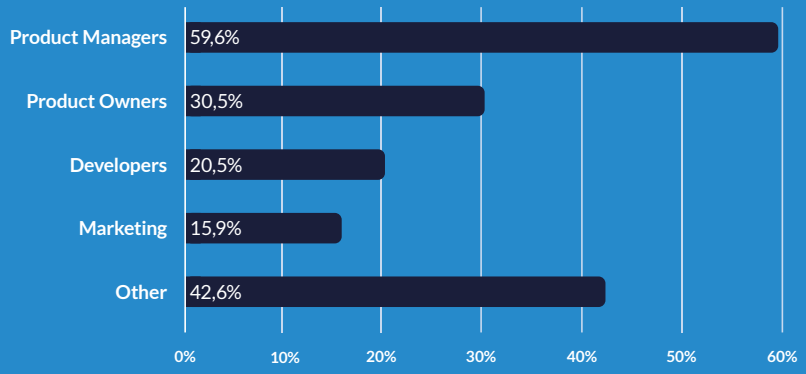
Roles with Direct Reports



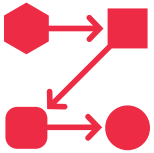
Number of Direct Reports



Roles of Direct Reports



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



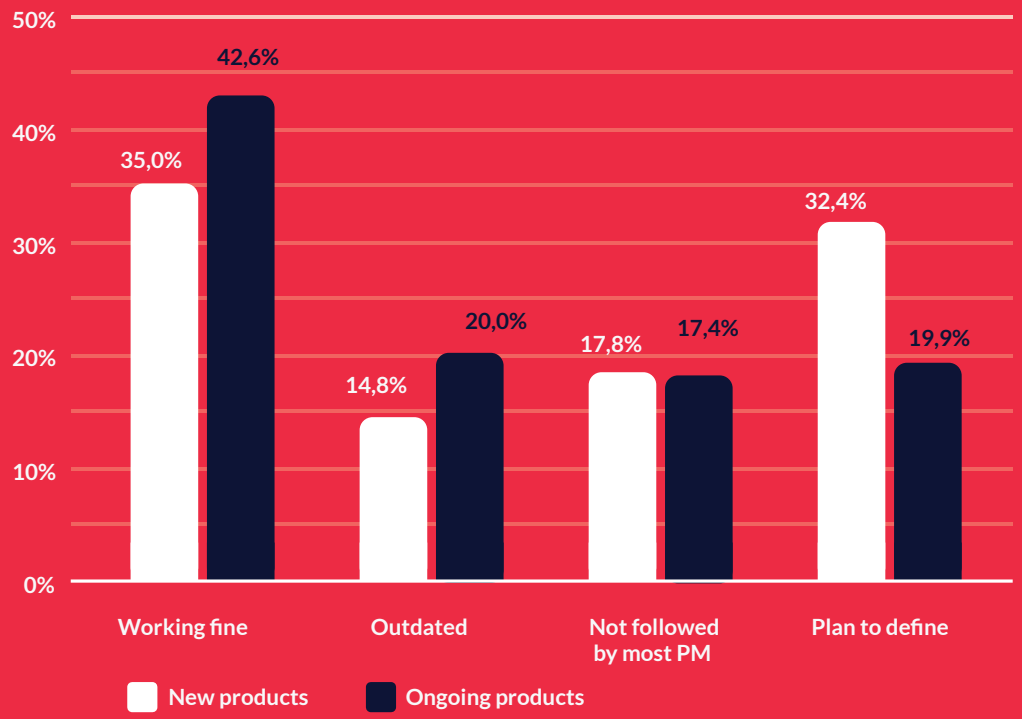
Process and Product

Process | *Vision* | *Decisions* | *Methods* | *Tools*

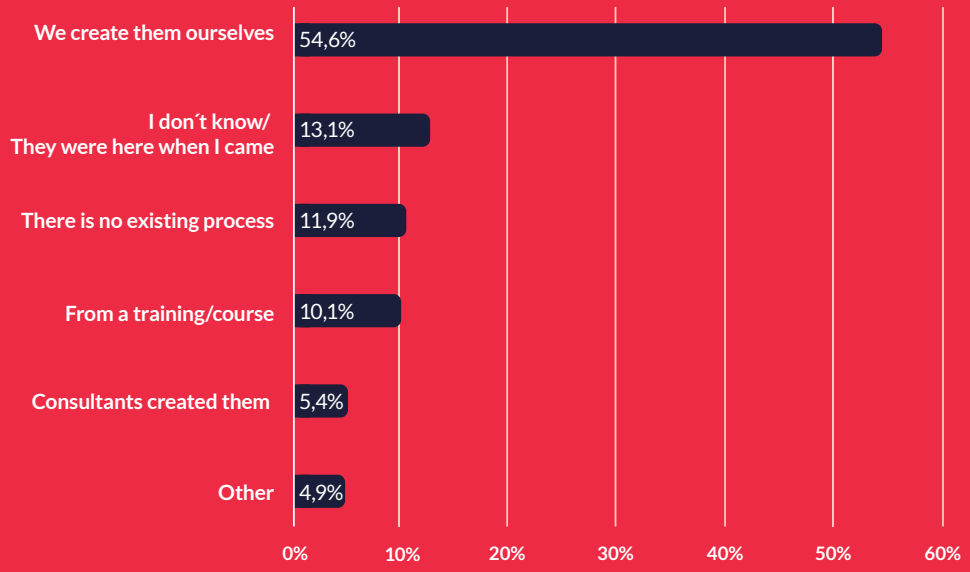
Process and Product | *Process* | *Vision* | *Decisions* | *Methods* | *Tools*

Process

Product Management Process Effectiveness

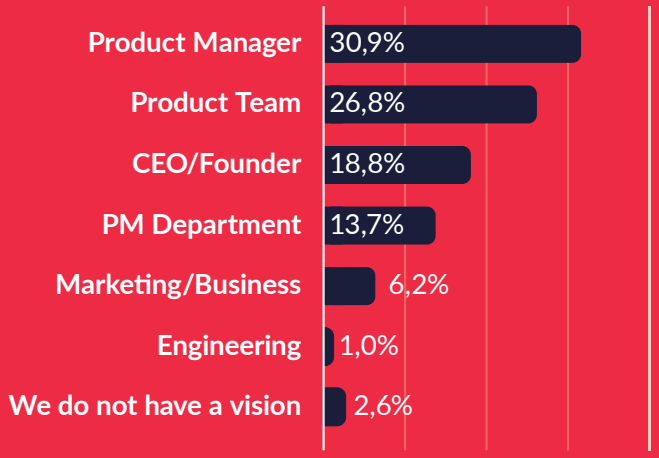


Product Management Process Sources

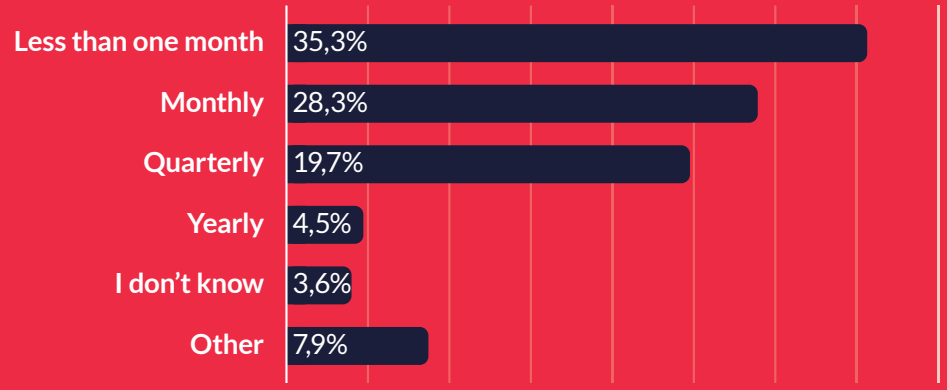


Product Vision

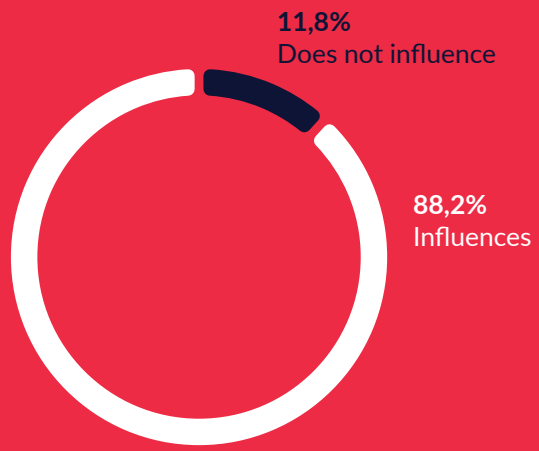
Product Vision Responsibility



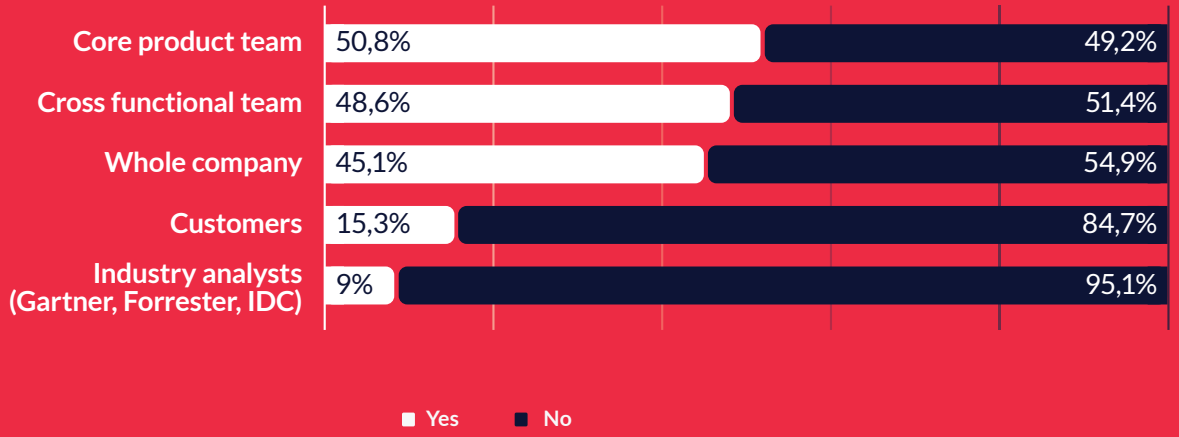
Product Strategy/Vision Review Frequency



The Influence of Product Vision on Roadmap/Backlog Prioritization



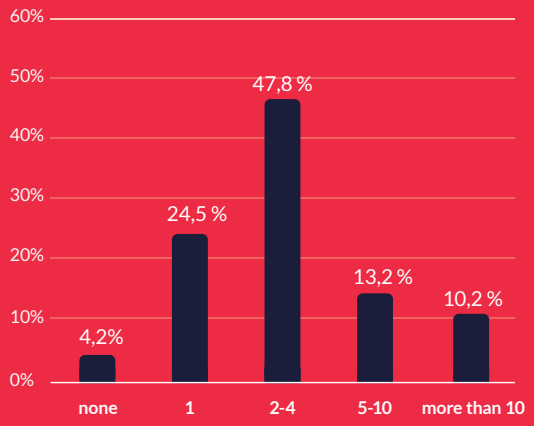
Stakeholders Informed of Strategy/Vision Updates



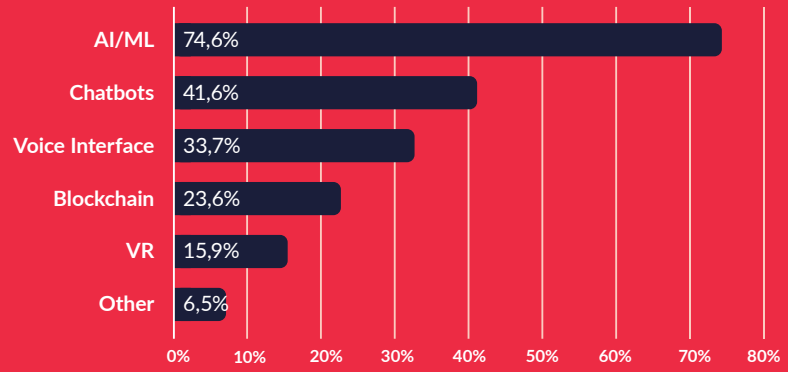
Process and Product | *Process* | *Vision* | *Decisions* | *Methods* | *Tools*

Product Management Practice

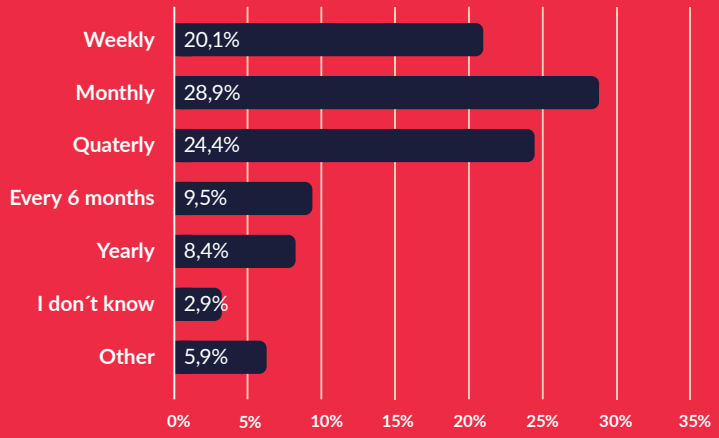
Number of Products managed by a Product Manager



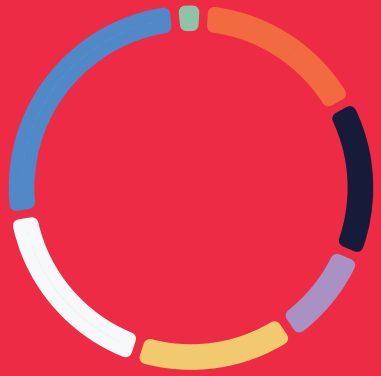
Technology Investment Areas Over Next 3 Years



Frequency of New Feature / New Product Releases



Feature Bloat Removal Effectiveness

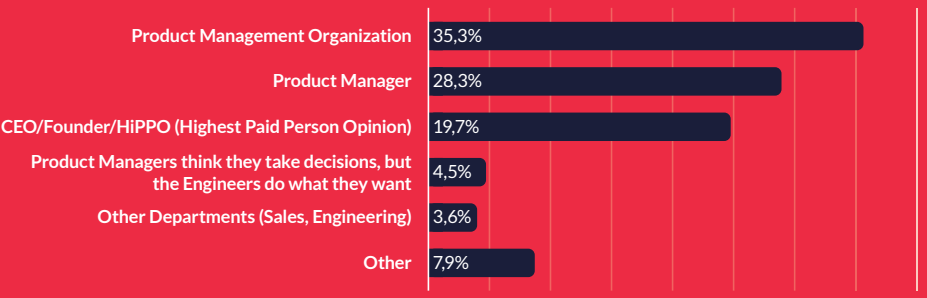


- 1,5% Don´t change the product (features are not removed nor added)
- 17,1% Want to reduce feature bloat, but focus on other stuff
- 14,3% Want to reduce feature bloat, but don´t have the resources
- 9,1% We have technical debt and cant´t remove it
- 14,7% Never remove features; only add new ones
- 17,4% Removed unused/unnecessary features a few times
- 26% Continuously change and remove unused features

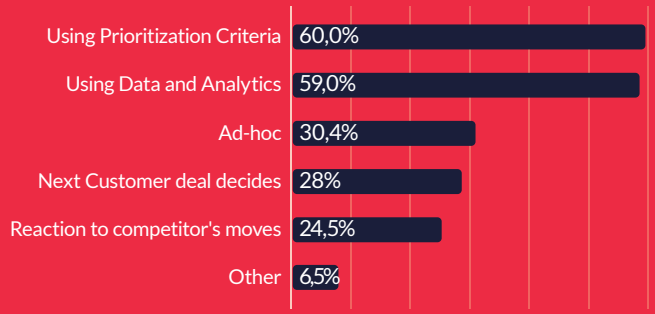
Process and Product | *Process* | *Vision* | *Decisions* | *Methods* | *Tools*

Product Decision

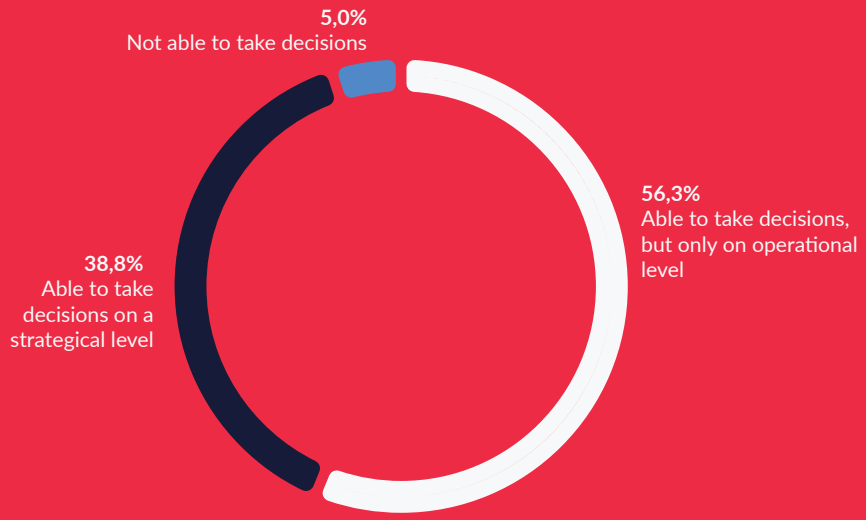
Product Decision Maker



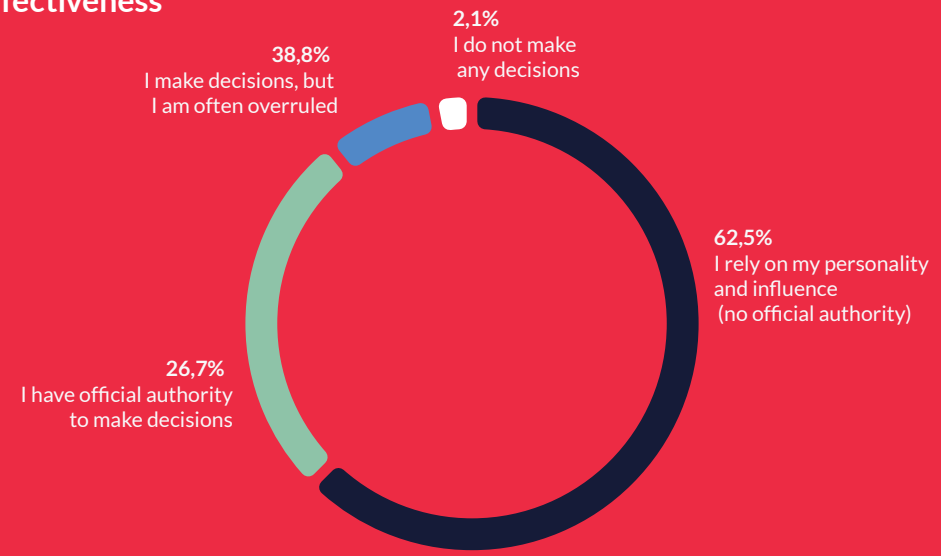
Product Decision Process



Ability to take necessary decisions



Decision - Making Effectiveness

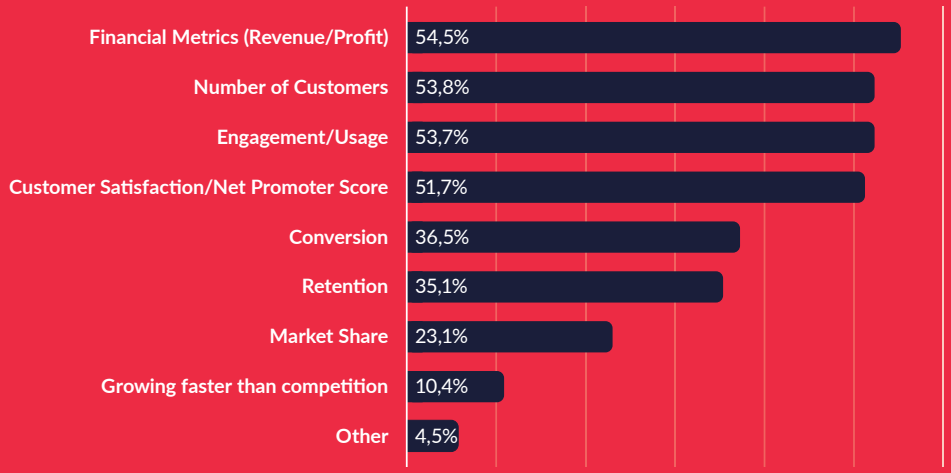


Process and Product | *Process* | *Vision* | *Decisions* | *Methods* | *Tools*

Product Success

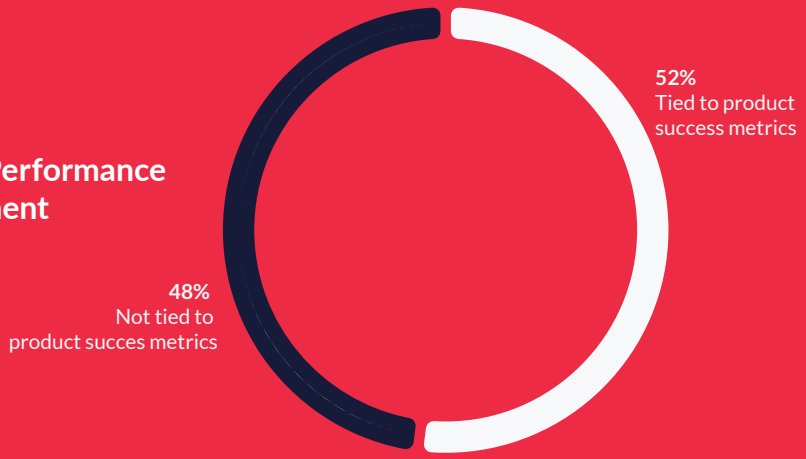
81,3% of respondents said they measure success of their products.

Product Success Metric

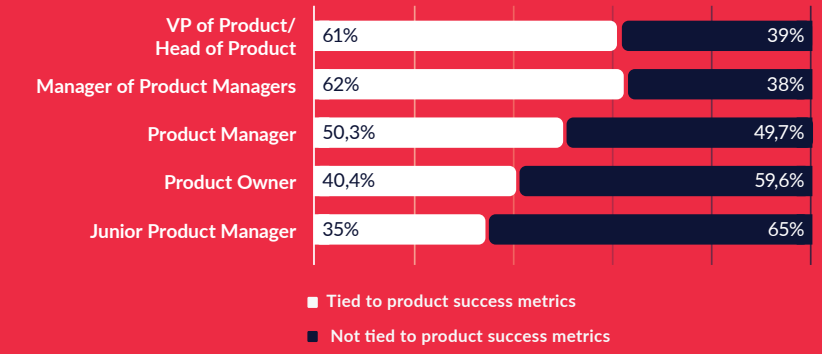


Product Success Credit Attribution

Personal Performance Measurement

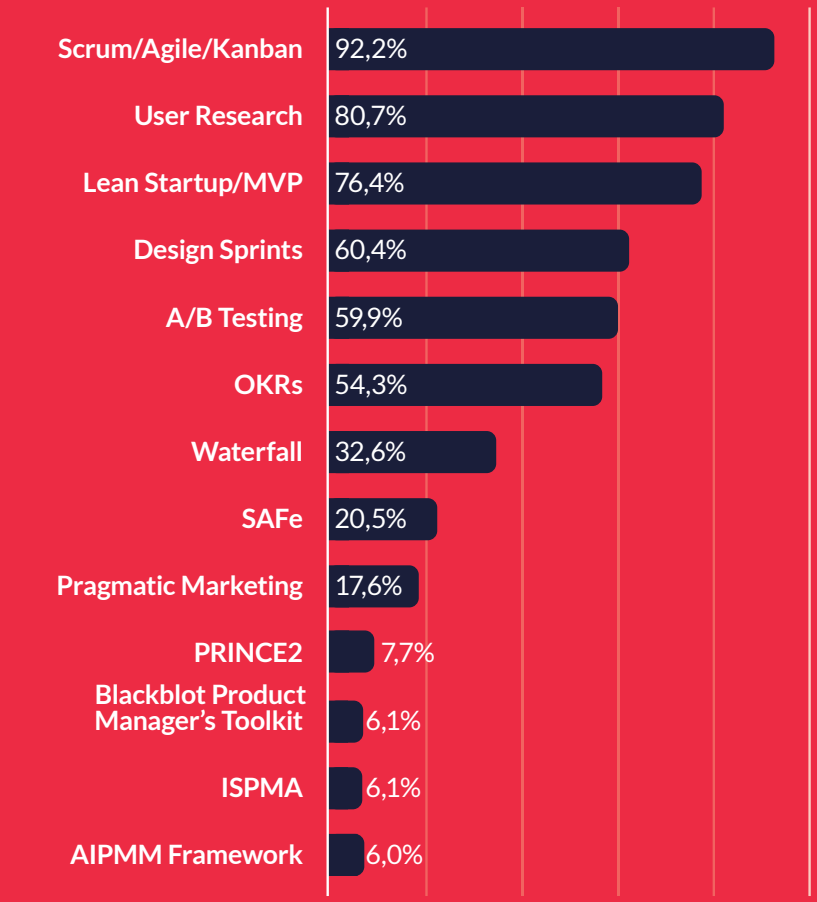


Personal Performance Measurement by Role

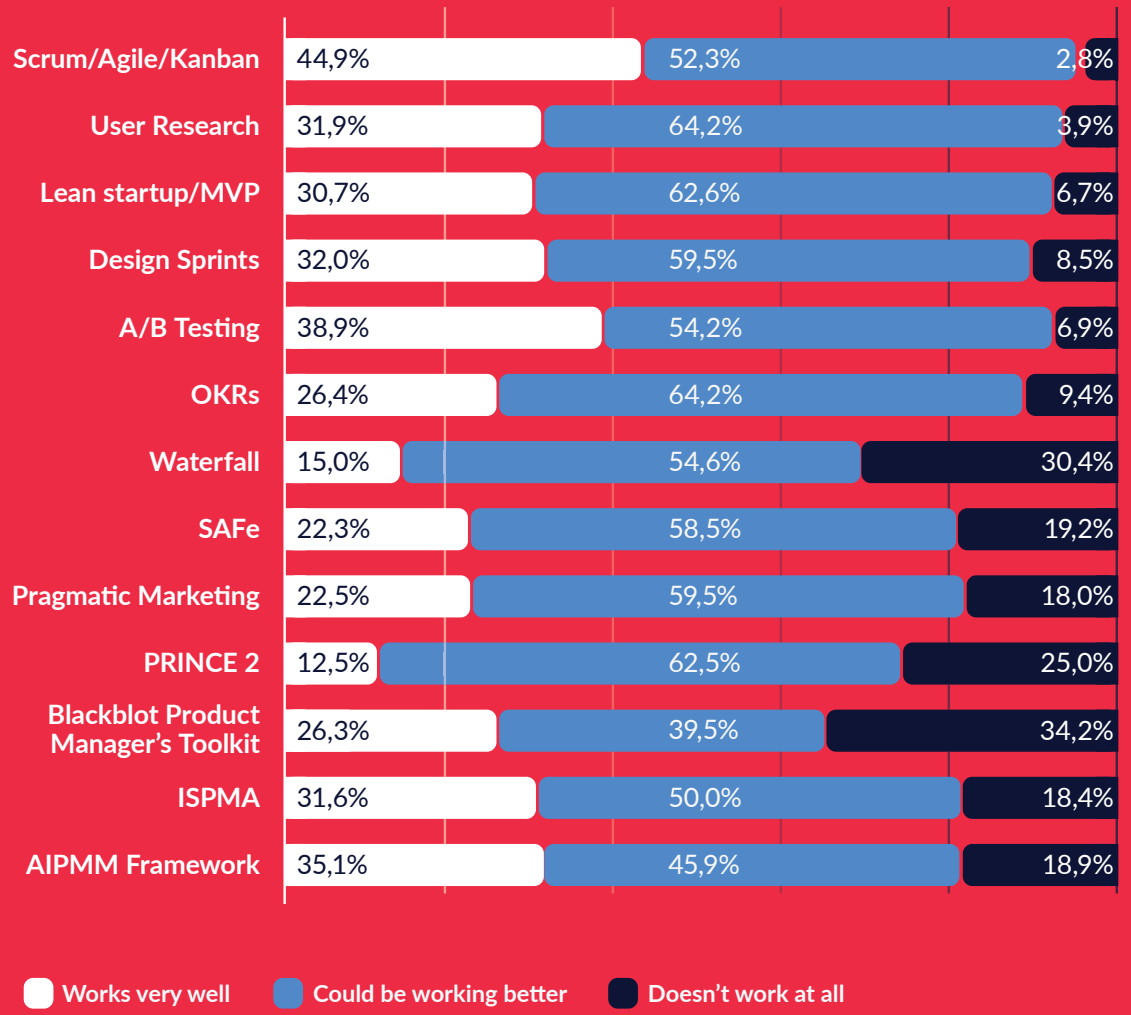


Frameworks and Methods

Methods/Processes in Use

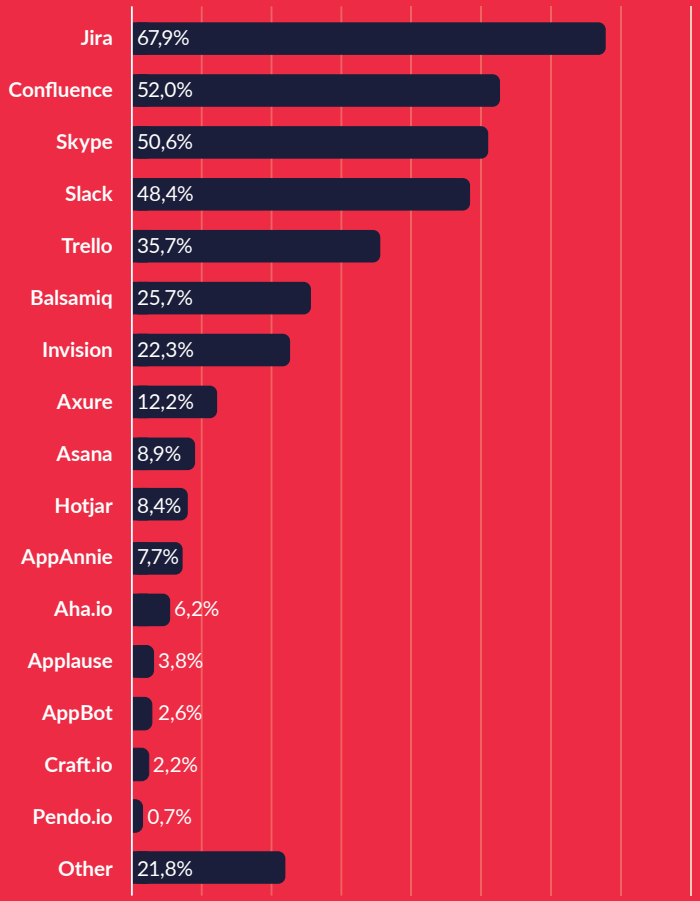


Methods/Processes Satisfaction Level

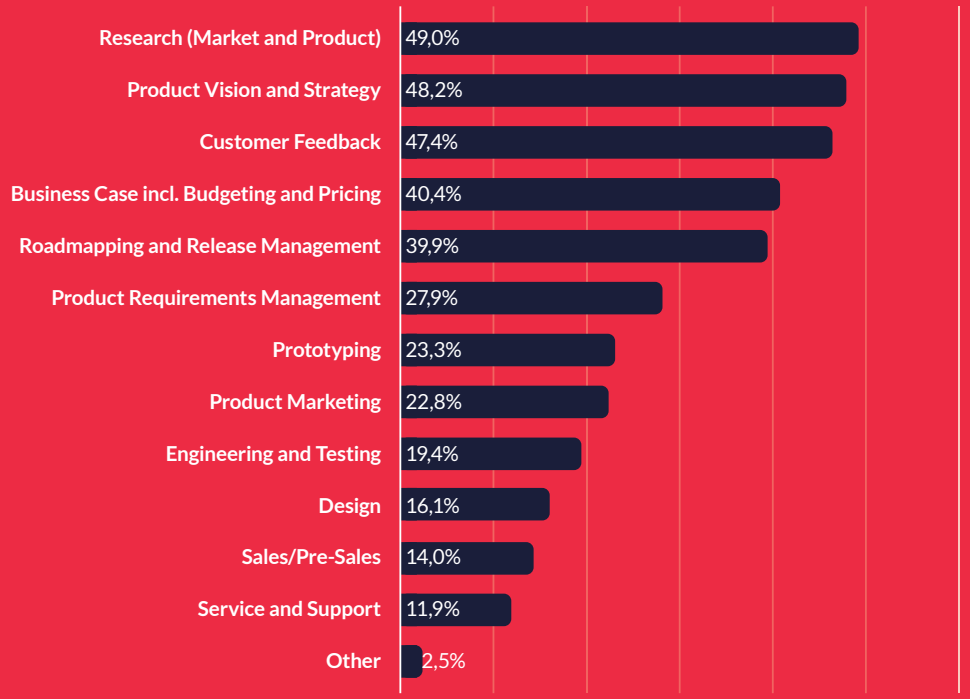


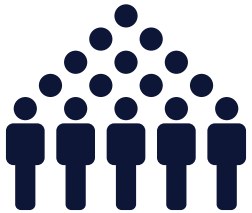
Tools and Templates

Tools Used in Product Management



Desired Areas for Better Tools/Templates





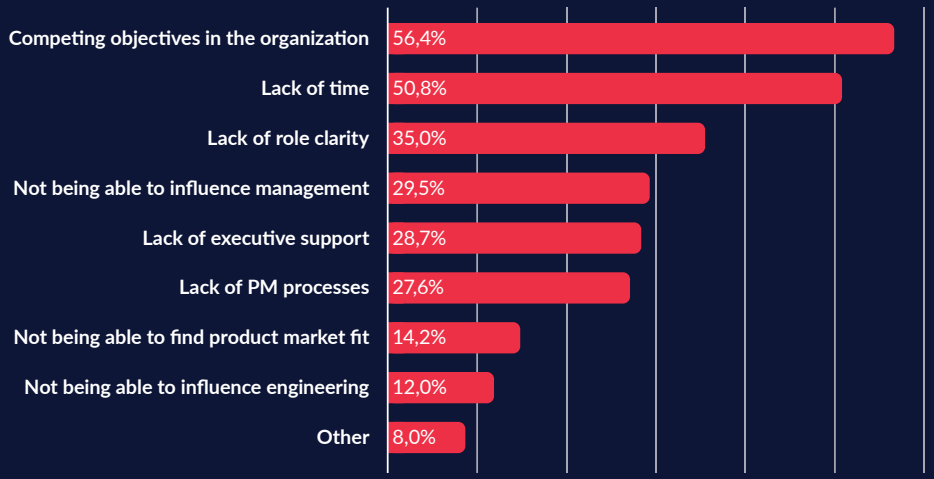
People

Satisfaction | Training | Leadership

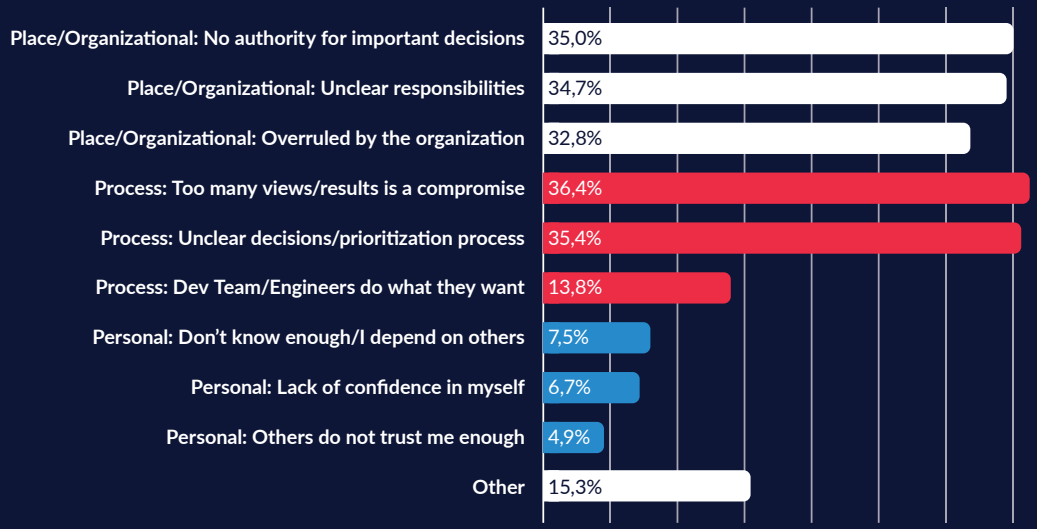
People | *Satisfaction* | *Training* | *Leadership*

Challenges in PM

Top 3 Challenges for Product Managers



Product Impact Hindrances



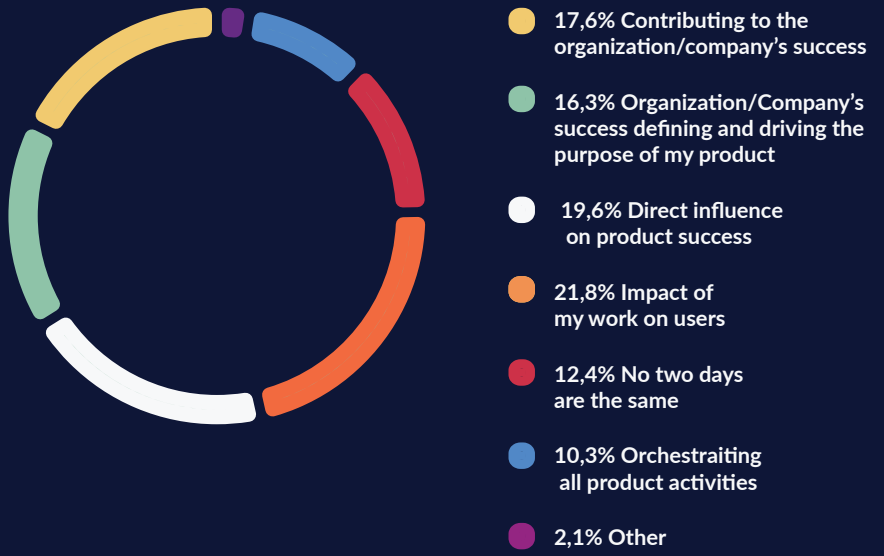
People | *Satisfaction* | *Training* | *Leadership*

Job

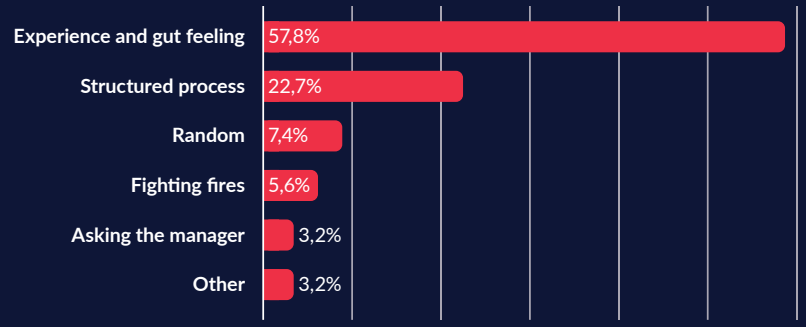
Product Manager Main Activites

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

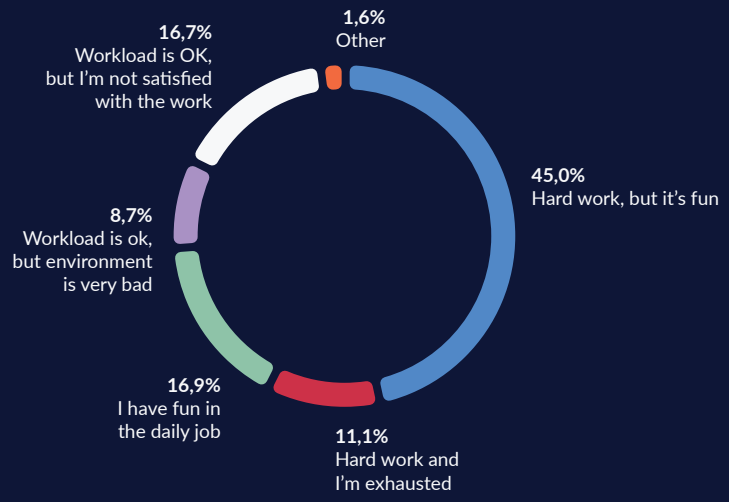


People | *Satisfaction* | *Training* | *Leadership*

Job Satisfaction

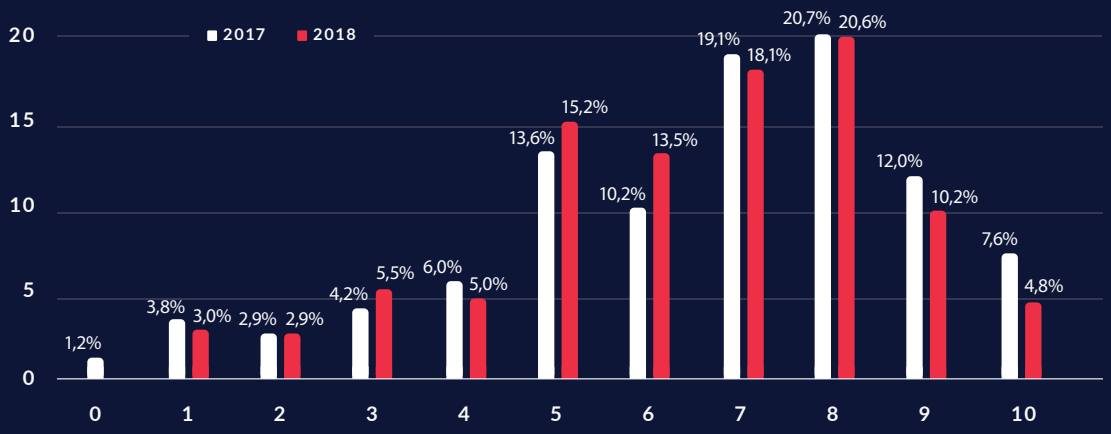
Desired Characteristics of PM Role

Satisfaction Status

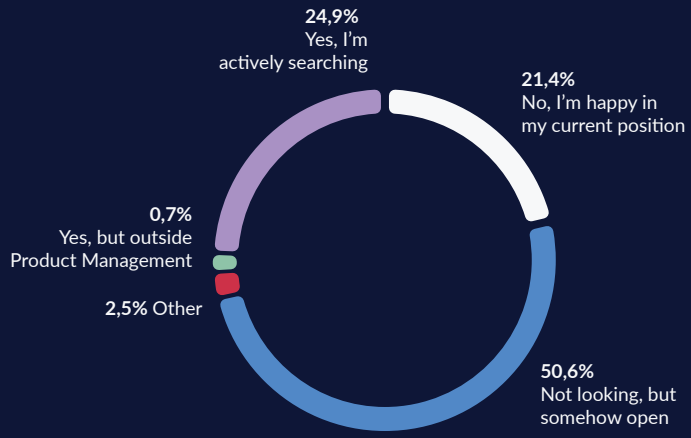


Job Satisfaction Rate

0 – very dissatisfied | 10 – extremely satisfied



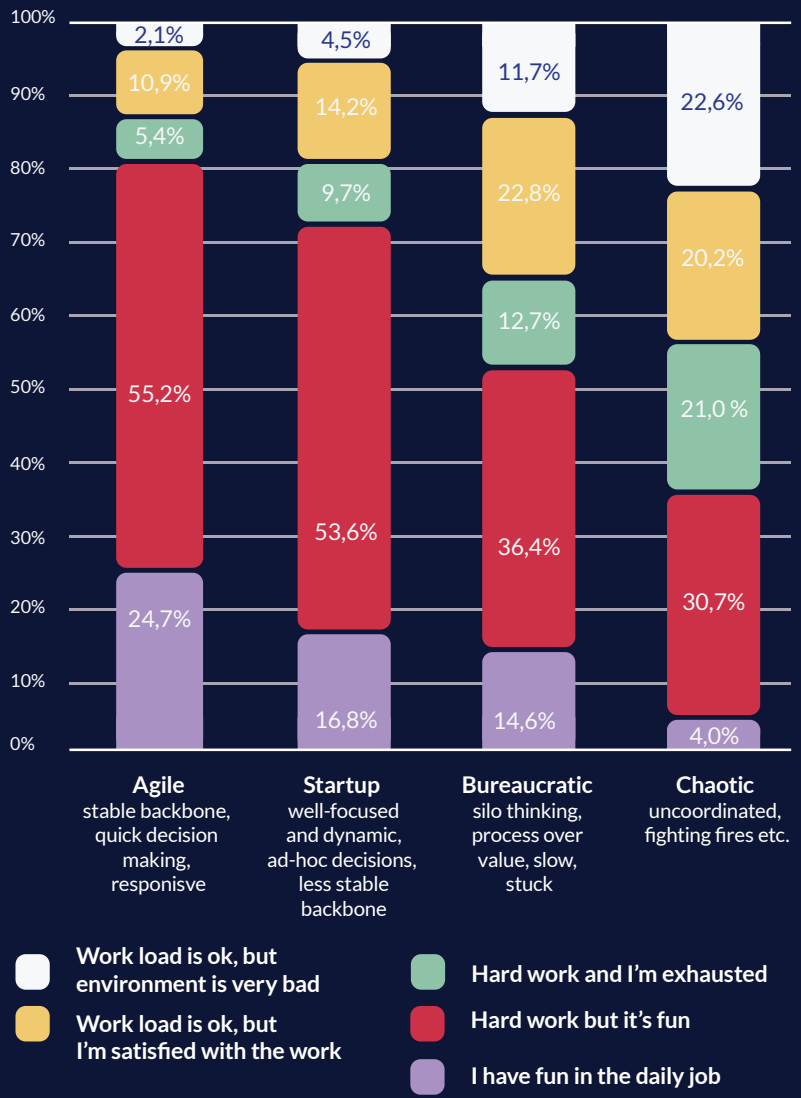
Openness to Other Jobs



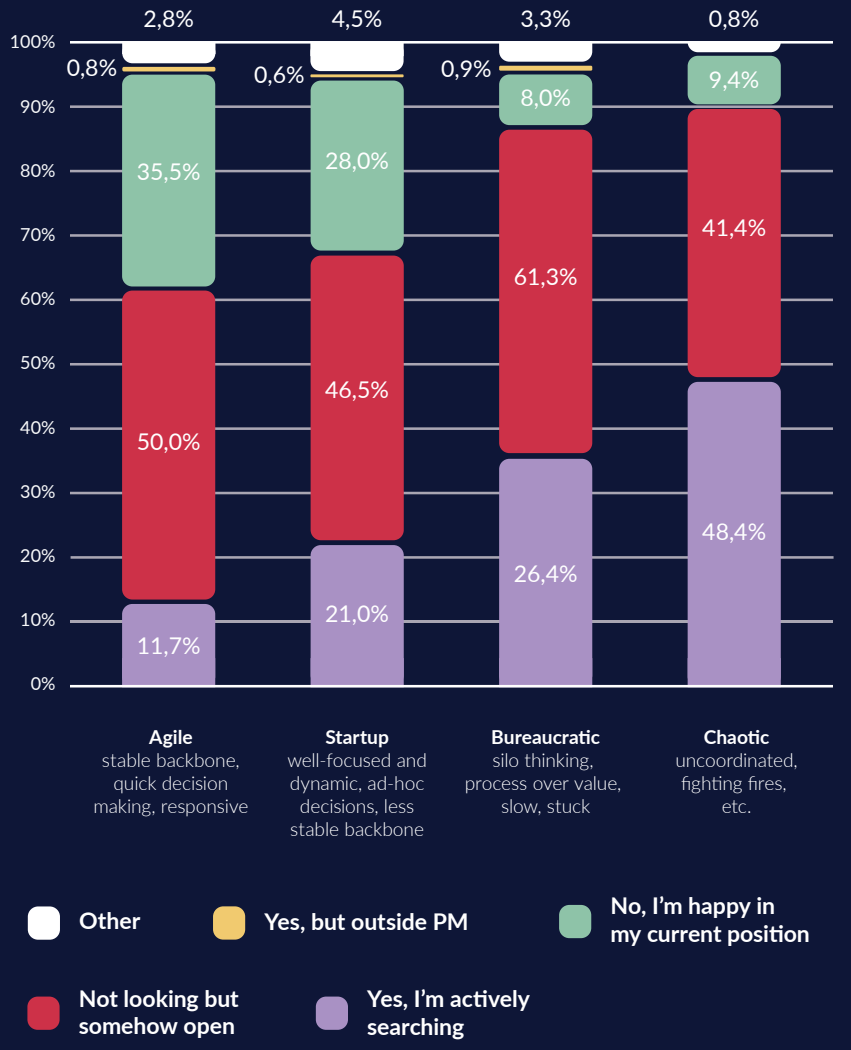
People | *Satisfaction* | *Training* | *Leadership*

Job Satisfaction by Organization Type

Current Job Status



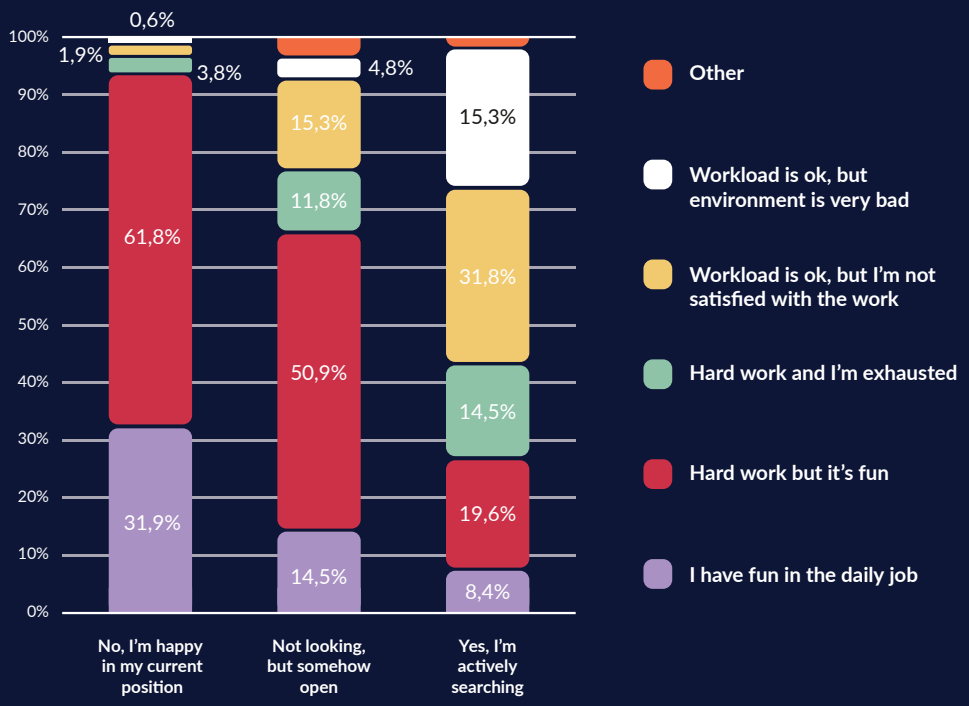
Openness to Other Jobs



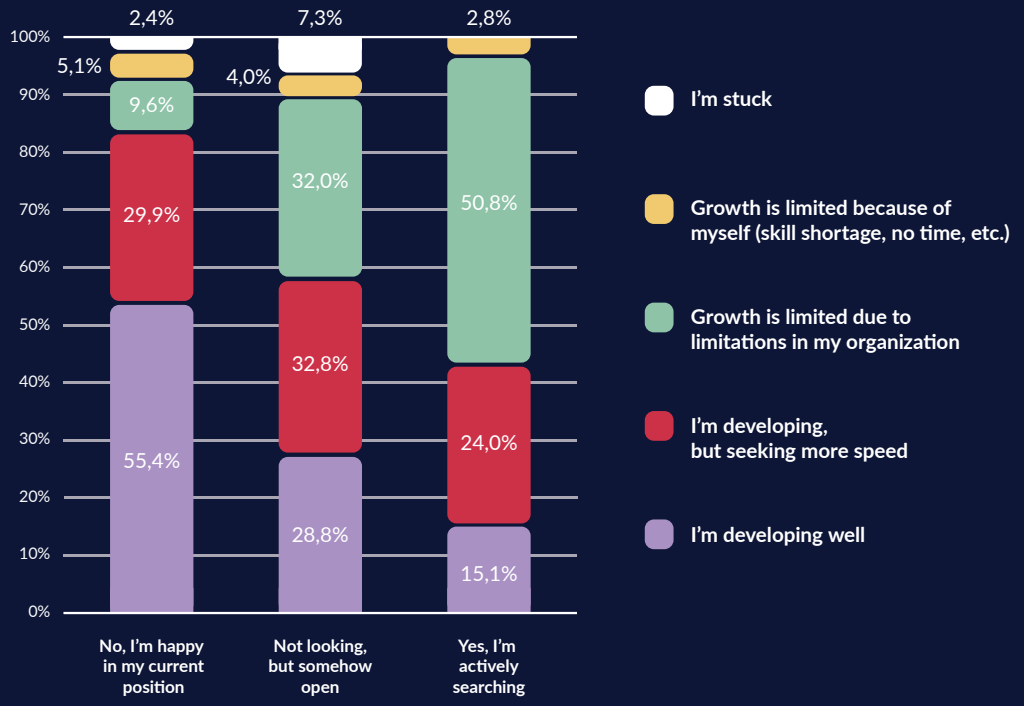
People | *Satisfaction* | *Training* | *Leadership*

Job Satisfaction

Current Job Satisfaction and Openness to New Opportunities



Relation Between Career Path Status and Openness to New Opportunities

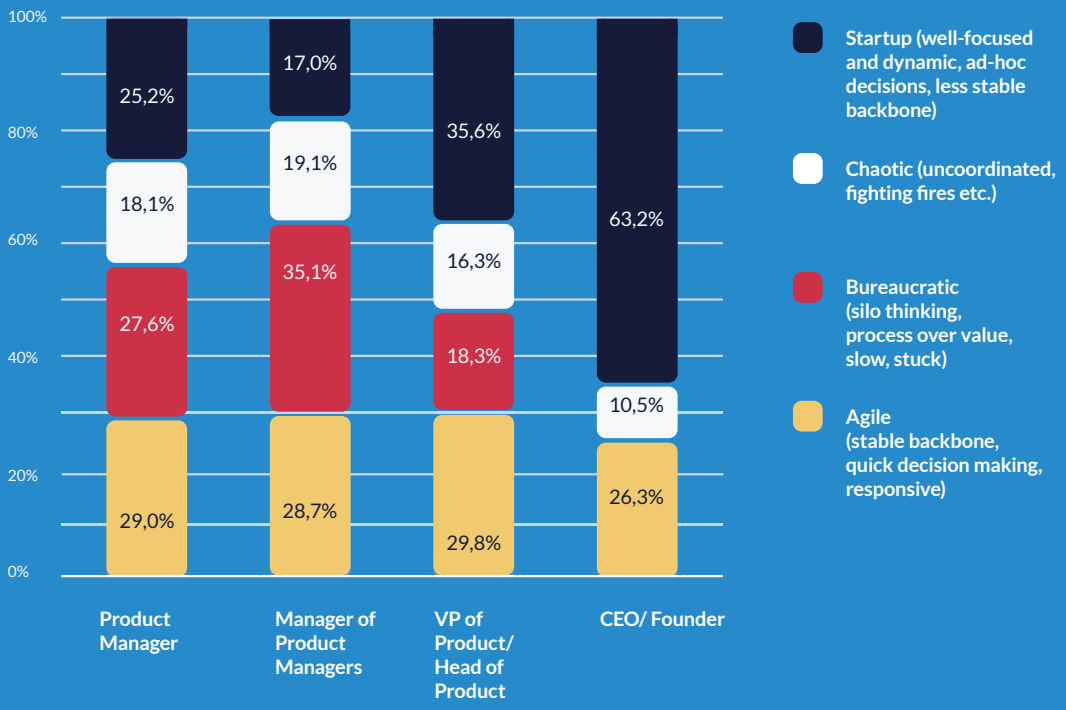


Leadership in PM

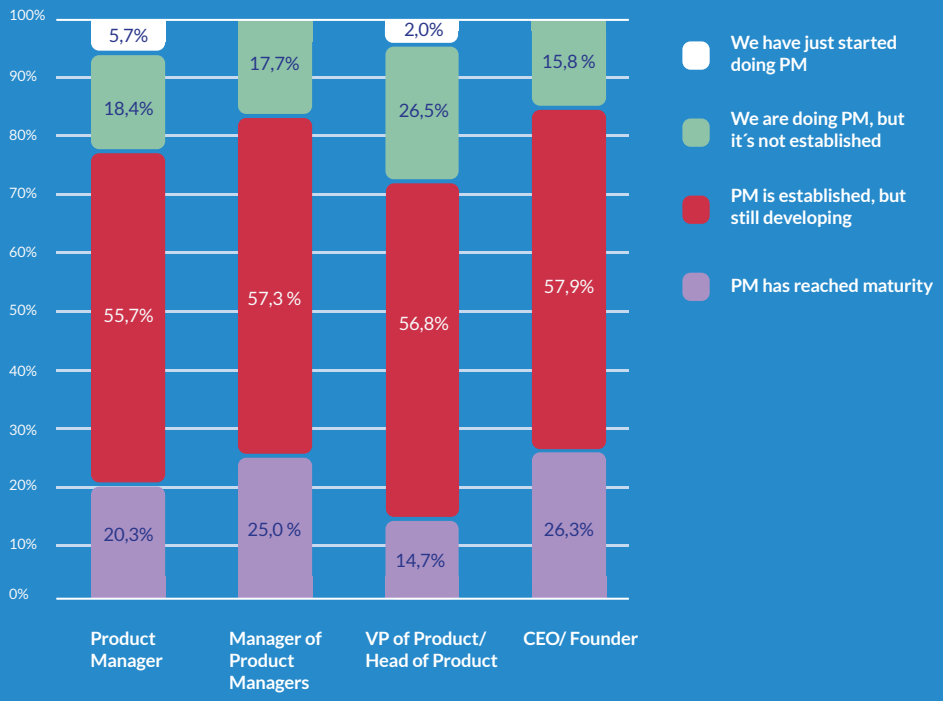
Leadership in PM

Perception of Organization by Role

Type of Organization Currently Working for



Product Management Maturity in the Organization

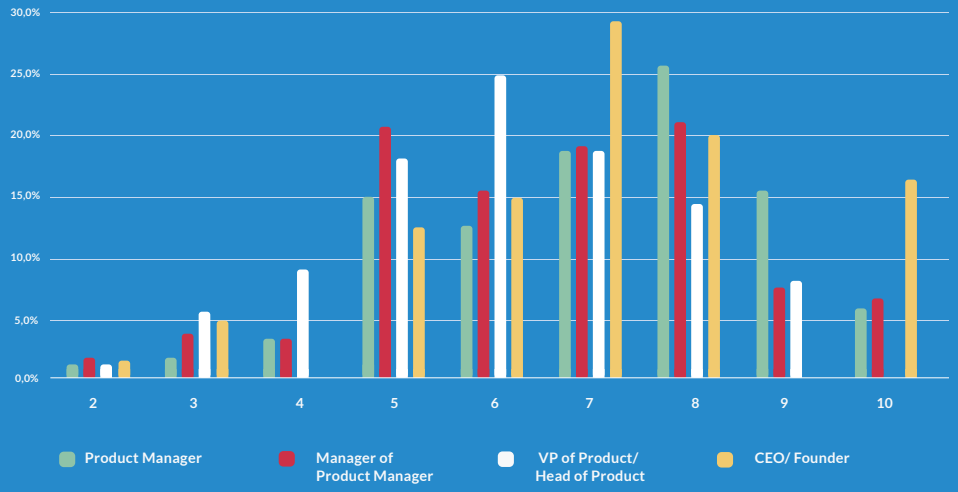


Leadership in PM

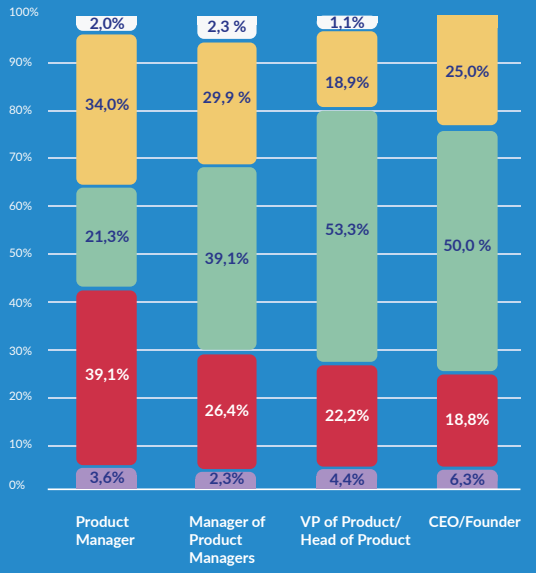
Job Satisfaction by Role

Job Satisfaction Rate

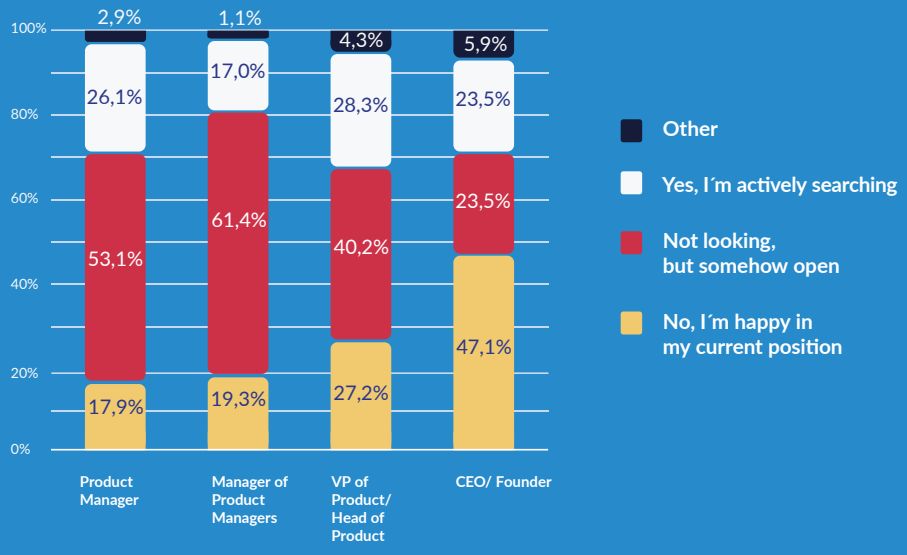
1 – very dissatisfied | 10 – extremely satisfied



Career Path Status

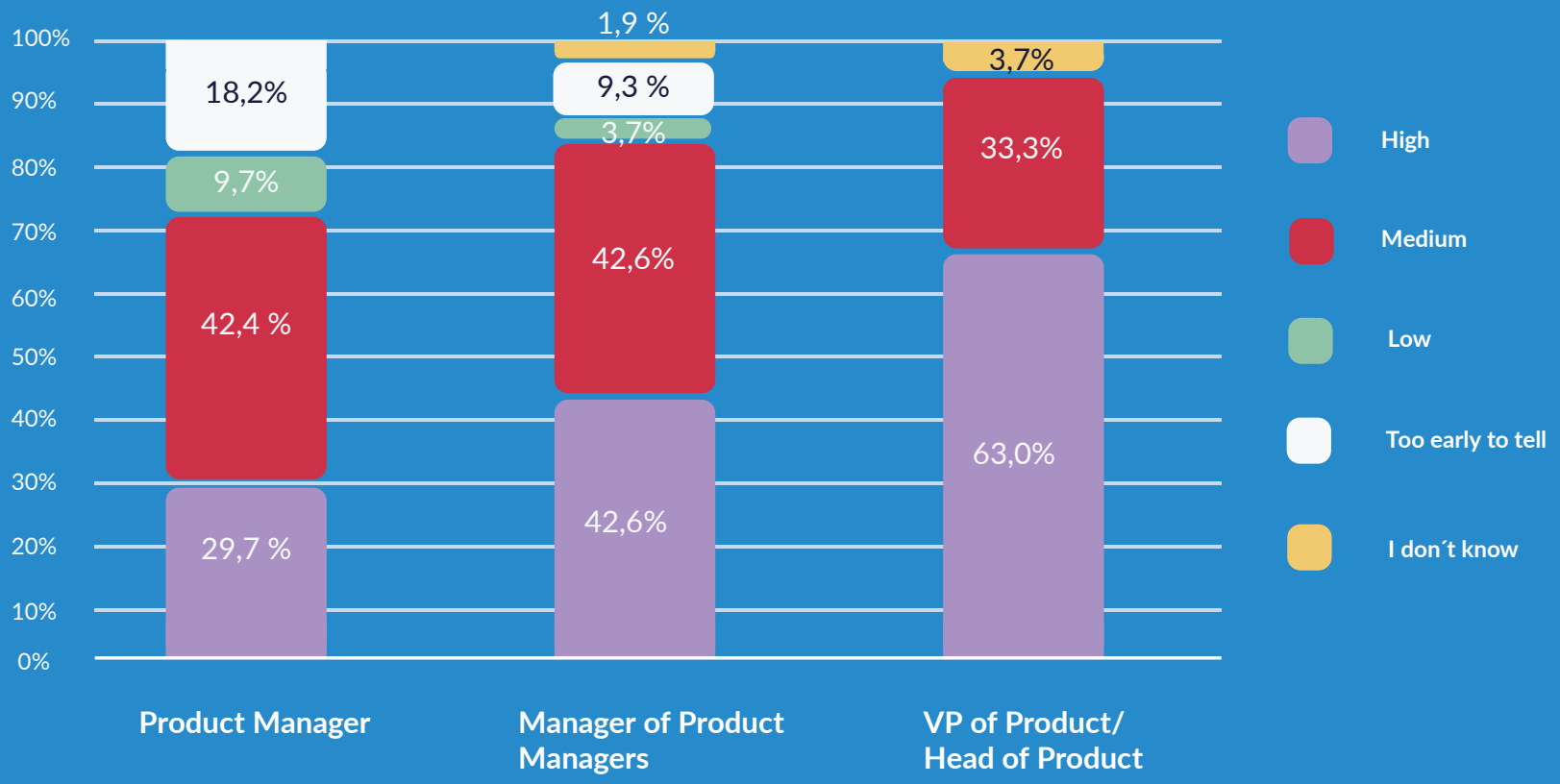


Openness to other Jobs



Leadership in PM

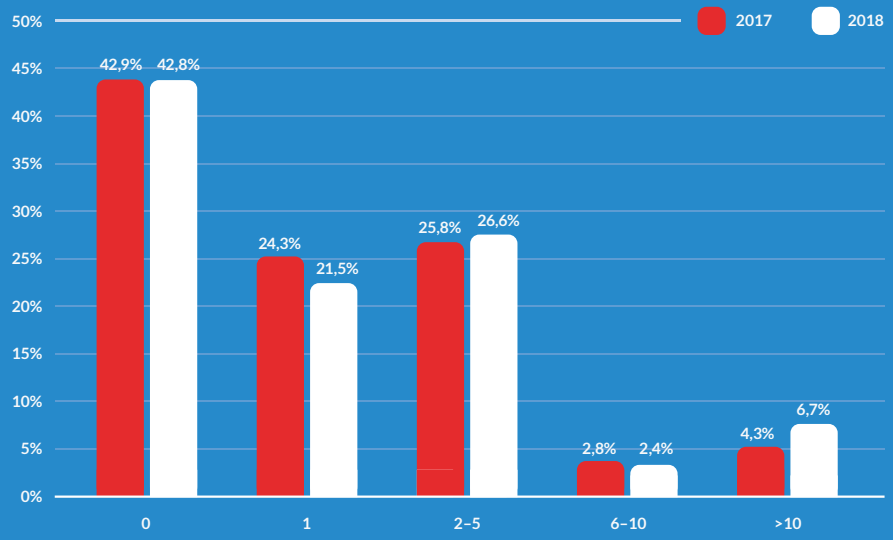
Personal Impact on Product Success



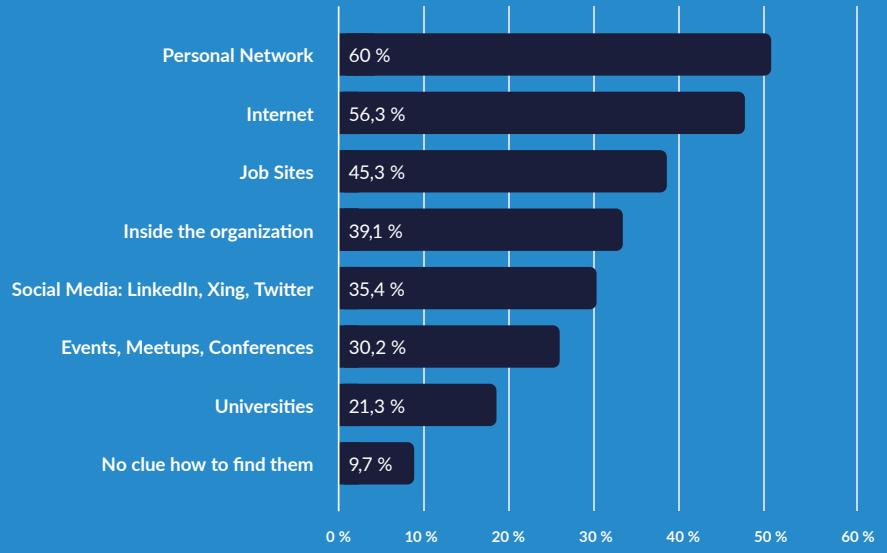
Leadership in PM

Finding and Recruiting Product Managers

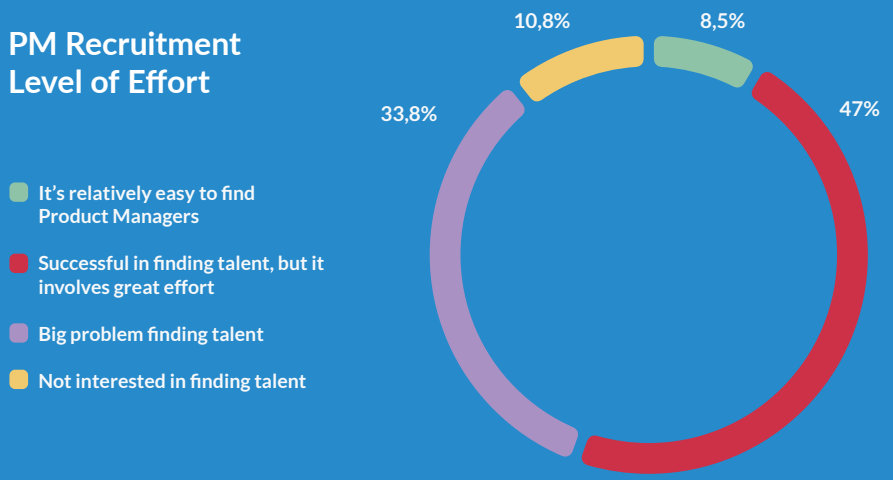
Hiring Plan for PMs in Next 6 Months



PM Recruitment Sources



PM Recruitment Level of Effort



Other PMF Initiatives

PMF Zürich

PMF Singapore

PM Nights

Product Management Executive Programme
in association with:

INSEAD The Business School for the World®

Product Management Festival

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