

# 2012 Annual Product Management and Marketing Survey

2012 年度产品管理和营销调查

中国产品经理联盟（UCPM）翻译整理

<http://www.chinapm.com.cn>

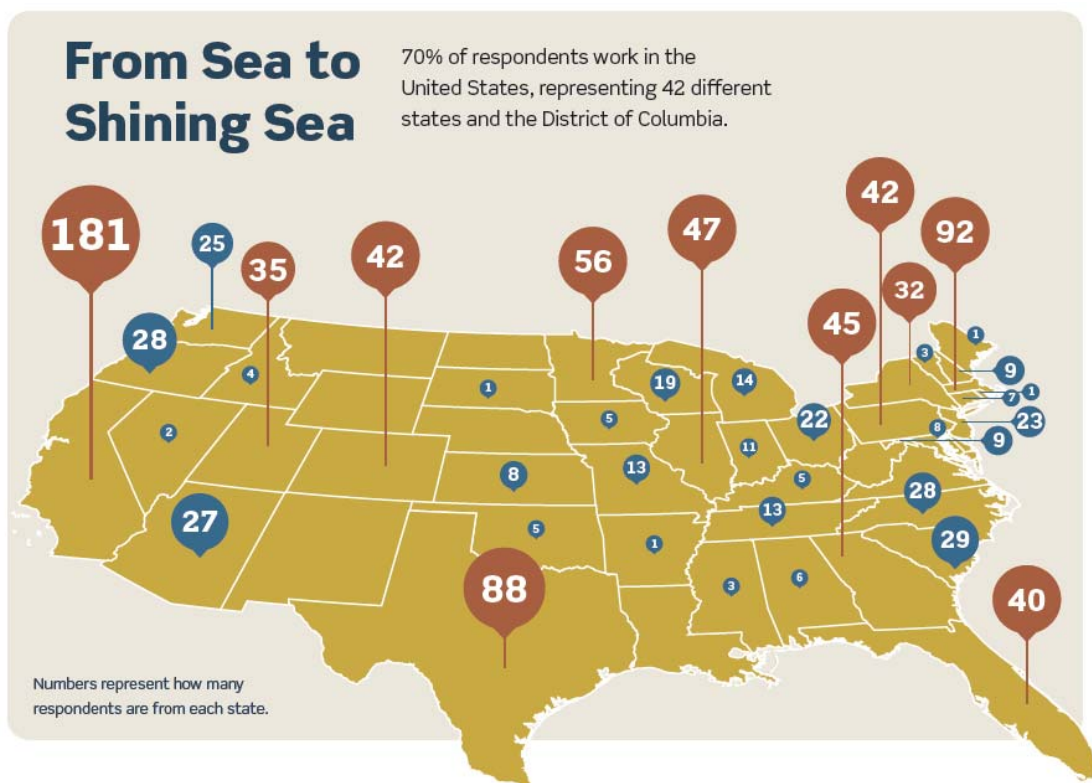
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这是在 2012 年 11 月 26 日至 12 月 21 日所做的针对产品管理和营销人员所做的第 13 次调查。其目标是在那些众多的技术公司中，获知那些执行产品管理和营销活动的人员的经验、职责和报酬的情况。超过 1500 人完成了这次调查。

## What do product managers and marketers look like?

- **Respondents ranged in age from 22 to 70. 40 years of age**  
 年龄跨度 22 岁-70 岁（70 岁，我没看错吧）。平均年龄 40 岁。
- **Two-thirds of all respondents were male.**  
 三分之二的受访者是男性。
- **Australia, Botswana, China, Denmark ... This year's survey had respondents from over 44 countries.**  
 今年的受访者还来自澳大利亚，博茨瓦纳，中国，丹麦等，超过 44 个国家。
- **70% of respondents work in the United States, representing 42 different states and the District of Columbia.**  
 70%的受访者在美国工作，代表 42 个不同的州和哥伦比亚特区。
- **Numbers represent how many respondents are from each state.**



## Not Their First Rodeo

- **30% of respondents had more than 10 years of experience in product management or marketing.**

30%的受访者有超过 10 年的产品管理或者营销经验。



- **58% have been in their current role for less than 2 years. This number was even higher among people without direct reports.**

58%的受访者在当前职位上少于 2 年。这个数量甚至高于没有直接报告者的人群。

- **While their paths to a career in product management vary greatly—they've been everything from salespeople to architects to consultants—what remained consistent is the high level of skill and intelligence they bring to their current role.**

然而他们在产品管理的职业道路上去千差万别-从销售到架构师到咨询顾问-但一致的是高水平的技能和智慧把他们带到了当前的角色中。

- **92% have a bachelor's degree.**

92%的受访者有学士学位

- **43% have a master's degree.**

43%有硕士学位。

- **93% consider themselves somewhat or very technical.**

93%的受访者认为自己有些或很有技术。

## THE "IT" FACTOR

Respondents were asked to select from a list of 34 attributes those that represented their top strengths. It's these types of soft skills that can turn a worker bee into a rock star, an employee into a manager.

受访者被要求从 34 个属性列表中选择那些代表他们顶级的优势。这些类型的软技能能把一个工蜂变成一个摇滚明星，从一个普通员工成为一个经理。

- **Always Learning** - Has a strong desire to pick up new skills and improve existing skills. 76%

坚持学习 - 有强烈的愿望去接新技能和改善现有的技能。占受访者的 76%。

- **High Integrity** - Is an honest and trusted individual inside of the organization. 73%

高度诚实 - 在内部组织中是一个诚实和值得信赖的人。占受访者的 73%

- **Pragmatist** - Concerned with facts and data, takes practical considerations into account when making decisions. 65%

实事求是 - 关注事实和数据，基于实际问题作出决策。占受访者的 65%。

- **Curious** - Needs to understand "why" things occur. Always driving to the core of the issue and trying to understand how choices are made and how people are motivated. 64%

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充满好奇 – 需要了解事情“为什么”会发生。通常由事务的核心驱动并努力知道如何选择以及人的动机。占受访者的 64%。

- **Very Broad; Selectively Deep** - A master generalist, can talk to engineers, users, executives, finance, marketing, sales, and other groups without tripping, but can also go very deep on short notice when needed in selected areas. 61%

多面手 – 一个多面手，能够和工程师，用户，高层，财务，营销，销售和其它组织流畅的交流，但是也能在需要的时候，在选择的领域进行短时间但深入的沟通。占到受访者的 61%。

## Their Natural Habitats

- **Lean Machines**

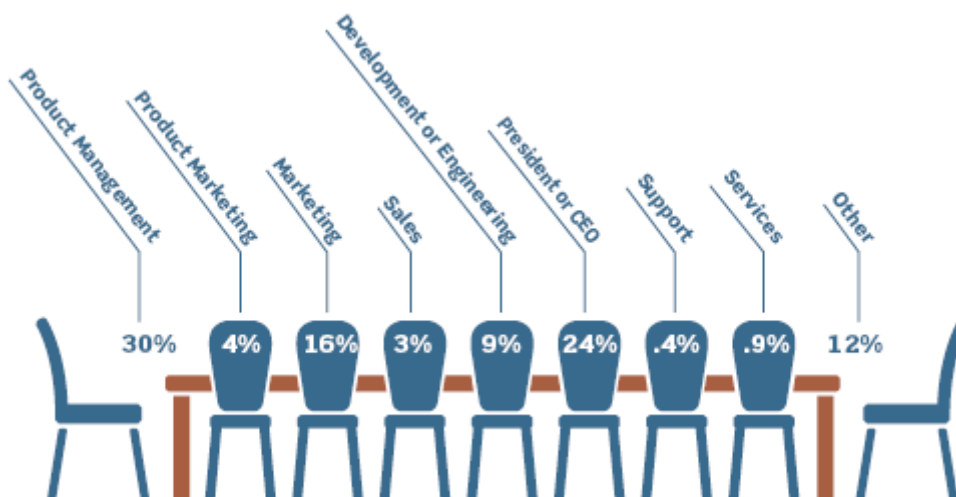
**41% of respondents managed direct reports, but less than half of those manage more than 4 people. Additionally, 57% of all respondents worked in departments of 10 or less. These are small teams with responsibility for very large and very critical outputs.**

41%的受访者有直接管理的下属，但是其中不到一半的下属超过 4 人。此外，57%的受访者同 10 个或少于 10 个的部门一起工作。这些都是有着非常重要的职责和关键输出的小团队。

- **Seat at the Table**

**Where product management and marketing departments report varies a great deal from company to company, and often division to division. Over the years, however, we have seen a growing trend of these areas reporting up through their own departments or directly to the CEO—both of which give them a strong voice in executive discussions.**

产品管理和营销部门的报告随公司和部门的不同而有所不同。然而，多年来，我们已经看到在这些领域有一个成长的趋势，通过自己的部门或者直接向 CEO 汇报-总之，这给了他们在高层讨论中一个强有力的声音。



## Peer-to-Peer Proportions

**For every 1 product manager at a company, there are:**

在一家公司，每一个产品经理，他们的情况是：

- **7 Engineers/Developers**

面对 7 个工程师/开发人员

- **6 Sales People**

6 个销售人员

- **1 Engineering/Development Manager**

1 个工程/开发经理

- **.9 Business Analysts**

0.9 个商业分析员

- **.6 Marketing Communications**

0.6 个营销沟通人员

- **2 Quality Assurance**

2 个质保人员

- **1 Project Managers**

1 个项目经理

- **.8 Product-level Architect**

0.8 个产品级别架构师

- **1.4 Sales Engineers**

1.4 个销售工程师

- **.7 UX Designers**

0.7 个用户体验设计师

- **.6 Product Owners**

0.6 个产品所有者

- **.6 Product Marketers**

0.6 个产品营销人员

### **These Numbers Represent Some Very Positive Trends in the Industry**

这些数字代表了在这个行业中一些非常积极的趋势

#### **1:1 Product Manager to Development Manager**

**Ten years ago this number was roughly 1:2. More product managers means a better ability to support the entire process and more time for strategic activities.**

产品经理对于开发经理是 1:1

十年前，这个数字大致是 1:2。更多的产品经理意味着更好的能力去支持整个过程和更多的时间在战略活动上。

#### **.7:1 UX Designer to Development Manager/ Product Manager**

用户体验设计师对于开发经理/产品经理是 0.7:1

**Let's be honest. At most companies, this position didn't even exist 10 years ago. We've now got experts, not amateurs, creating user interfaces that match the market's needs and expectations.**

实事求是的说，十年前，在大多数公司，这个职位是不存在的。我们现在已经有了这个领域的专家，而不是非专业的人员，去创建符合市场需要和期望的用户界面。

#### **1:4 Sales Engineer to Sales People**

销售工程师对销售人员是 1:4

**We're always pleased when we see an increase in the number of sales engineers. They play a critical role in the sales process and where they don't exist there is often a vacuum which product managers and marketers must fill.**

当我们看到销售工程师的数量增长的时候总是很高兴。他们在销售过程中起着至关重要的作用，当他们不存在的时候，通常由产品经理和营销人员来补缺。

## What do they do all day?

Generally, when you get someone's business card you can tell what they do by the title under their name. That's not so true in product management and marketing. There were 256 unique titles among the respondents. So instead of going by their titles to determine what it was they focused on, we asked them where they spend the majority of their time.

通常，当你得到某人的名片的时候，你能够通过他们名字下的职位名称知道他们在做什么。但在产品管理和营销人员中却不是真的。在被调查者中有 256 个独特的职位名称。因此，并不能通过他们的职位名称来判定他们关注的是什么，因此，我们问他们他们把主要的时间花费在了哪些地方。

- **41% Deciding what products to put on the shelf**

41%的受访者要决定推出什么产品

- **22% Making products fly off the shelf**

22%的受访者要考虑产品退市

- **26% Each about equally**

26%的受访者都要做

- **11% Not really focused on either**

11%的受访者两者都不真正关注

**Most respondents managed or worked on 3 products. These 'products' included hardware, software and services.**

大部分的受访者管理或者为 3 个产品工作。这些产品包括硬件、软件和服务。

- **Software 82%**

82%的受访者管理软件产品

- **Services 72%**

72%的受访者管理服务

- **Hardware 31%**

31%的受访者管理硬件产品

## How well are they performing?

For the first time, we asked respondents to rate 37 key product management and marketing activities by how important each activity is in their company and how good they are at it. We then tabulated the data.

首次，我们要求受访者评估在 37 个关键的产品管理和营销活动中，每一项活动在他们的公司中有多重要以及他们在这上面有多好。然后我们得到了这个数据。

**The good news: For many of the activities there is a small gap between importance and performance.**

好消息：对于大多数活动来说，在重要性和效果上只有小的差距。

**The bad news: The biggest gaps are on the most important activities.**

坏消息：最大的差距在最重要的活动上。

### **BIGGEST GAPS**

最大的差距

- **MARKET PROBLEMS** — Discover problems in the market by interviewing customers, recent

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**evaluators, and untapped, potential customers. Validate urgent problems to show their pervasiveness in the market.**

市场问题 – 通过客户访谈，近期评估和潜在，未开发，潜在的客户。验证市场中普遍的亟待解决的问题。

- **WIN/LOSS ANALYSIS**—Understand why recent evaluators of the product did or did not buy and what steps they took in the buying process.

盈亏分析 – 明白近来产品的评估人为什么买或者没有购买产品以及他们在购买流程中的步骤。

- **PRODUCT PROFITABILITY**—Monitor and analyze key performance indicators to determine how well the product is performing in the market, how it impacts the company operations, and ultimately, how it contributes to profit.

产品利润率 – 监控和分析关键的绩效指标来决定产品在市场中的执行情况，它如何影响公司的运营，以及最终如何有助于利润。

- **CUSTOMER RETENTION**—Define the specific plans and budgets for ensuring customer loyalty as well as selling products and services to existing customers.

客户维系 - 定义具体的计划和预算，以确保客户忠诚度以及向现有客户销售产品和服务。

- **UNDERSTANDING YOUR MARKET** and the problems they face is critical to building or marketing a successful product. The information you derive from market visits and win/loss calls are what you need to drive all of the activities, artifacts and communications that happen downstream—from roadmaps to marketing plans to launch plans. Therefore, until we lower the gap on the two cornerstone activities—Market Problems and Win/Loss Analysis—we will not be able to effectively shrink the gap on the key artifacts and activities that follow.

知道你的市场和他们面对的问题是构建或者营销一个成功产品的关键。你源自市场访问的信息和盈亏分析的调用是驱动你所需要的所有活动，工件和沟通，决定了从路线图到营销计划到发布计划的后续工作。因此，只有我们在这两个基础性活动-市场问题和盈亏分析-缩小这个差距，否则我们将无法有效地缩小关键工件和活动的差距。

**But wait. What about Buying Process, Buyer Personas and Requirements? How are these able to have such a small gap if companies are not gathering all the market facts and insights?**

除了等待。对于购买流程，购买者角色和需求又怎么样？如果企业无法收集市场的真相和前景，这些事务又如何会有这样小的差距？

**To find that answer, we looked at the detailed follow up questions for these particular activities. These answers illustrated a gap between the best practices for these activities and how they are being performed today.**

为了找到这个答案，我们找到了这些所跟踪的特定活动的问题的细节。这些答案说明这些活动的最佳实践和今天他们是如何被执行之间的差距。

- **BUYING PROCESS & PERSONAS**

**When asked how they documented the buying process, 82% of respondents said they used sales team input and 69% said they went on personal experience. Only 40% said they used win/loss interviews.**

当询问他们如何定义购买过程的时候，82%的受访者说他们采用销售团队的输出，69%的受访者说他们依赖个人经验。只有40%的受访者说他们用盈亏分析的结果。

**That means they were more than twice as likely to listen to their coworkers as to the market, and their personas were more likely to be based on their own experiences than that of their**



customers.

这意味着他们愿意倾听市场中的同事,个人的经验的受访者要比倾听他们的客户的受访者多两倍。

**Additionally, only 36% mapped this buying process to their sales process.**

此外,只有36%的受访者把购买过程映射到销售过程中。

#### ● REQUIREMENTS

**Good news, the majority of those who ranked themselves as highly successful at building requirements included market problems (89%) and personas (68%) in their requirements. Unfortunately, they were also likely to include specifications (75%) and wireframes (49%). In other words, they were telling development how they should do their job, rather than telling them who they were building for.**

好消息是,绝大多数受访者认为自己在构建需求上是成功的,包括市场问题(占到89%)和个性化需求(占到68%)。不幸的是,他们也可能包括规格(占到75%)和线框图(占到49%)。换句话说,这些受访者只是告诉开发人员应该各尽其职,而不是告诉开发人员他们为谁而做。

## What are they earning?

**The average respondent earned**

受访者的平均收入

**\$100,000-\$120,000 a year with an annual bonus of just shy of \$10,000.**

每年在10万至12万美金之间,年终奖略低于1万美金。

**So how do you earn above average compensation? Here are the four biggest contributing factors to whether or not you'll be pulling in over \$120,000 this year.**

因此,如何获得高于平均水平的报酬呢?有四个最大的因素决定了你在新的一年里是否获得高于12万美金的报酬。

#### ● YEARS' EXPERIENCE

**Wish you made more? Hang in there, there is a direct correlation between the number of years you've been in product management and marketing and your salary.**

希望收入更多?那么,你在产品管理和营销工作中的工作年限和你的薪水有直接关系。

**You might have to switch jobs to get it, however, as the correlation between salary and years in the current position wasn't as strong.**

你或许想换个工作来实现高收入,但是,在当前工作职位上的薪水和工作年限并不是太明显。



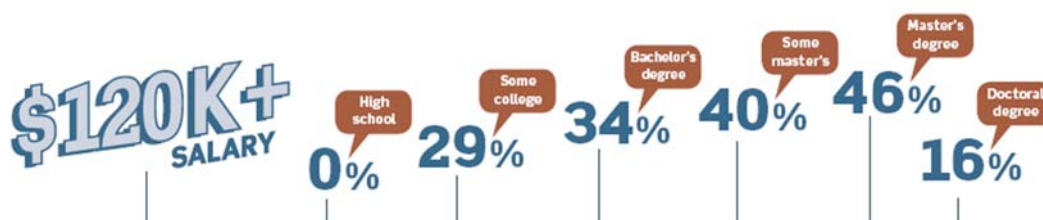
● **EDUCATION**

**Turns out your degree is worth more than the piece of paper it's printed on.**

你的学历要比打印在纸上的更有价值。

**Those with a master's are 25% more likely to earn over \$120,000.**

那些 25% 的硕士更容易获得 12 万美金以上的收入。



● **DIRECT REPORTS**

**Respondents who managed one or more direct reports were 4x as likely to earn over \$120,000 in salary, and more than 3x as likely to have an annual bonus of \$20,000 or more.**

那些管理者 1 个或者超过 4 个更多下属的受访者更有可能获得超过 12 万美金的收入，超过 3 个下属的受访者能够获得 2 万美金的年终奖。

SALARY	NON-MANAGERS	MANAGERS
\$0 - \$80,000	<b>25%</b>	<b>10%</b>
\$80,001 - \$100,000	<b>23%</b>	<b>16%</b>
\$100,001 - \$120,000	<b>25%</b>	<b>19%</b>
\$120,001 - \$140,000	<b>16%</b>	<b>17%</b>
\$140,001 - \$160,000	<b>7%</b>	<b>18%</b>
\$160,001 - \$180,000	<b>3%</b>	<b>9%</b>
\$180,001 - \$200,000	<b>0%</b>	<b>6%</b>
\$200,001 +	<b>0%</b>	<b>5%</b>

BONUS	NON-MANAGERS	MANAGERS
No Bonus	<b>22%</b>	<b>16%</b>
\$1,000 - \$5,000	<b>16%</b>	<b>9%</b>
\$5,001 - \$10,000	<b>22%</b>	<b>12%</b>
\$10,001 - \$15,000	<b>17%</b>	<b>13%</b>
\$15,001 - \$20,000	<b>12%</b>	<b>12%</b>
\$20,001 - \$25,000	<b>6%</b>	<b>10%</b>
\$25,001 - \$30,000	<b>2%</b>	<b>8%</b>
\$30,001 - \$35,000	<b>1%</b>	<b>4%</b>
\$35,001 - \$40,000	<b>1%</b>	<b>4%</b>
\$40,001 +	<b>2%</b>	<b>13%</b>

● **LOCATION, LOCATION, LOCATION**



<b>WORLD</b>	Average Salary	Average Bonus Range
Australia	\$145,000	\$11,875 - \$16,875
Canada	\$102,300	\$8,600 - \$13,600
France	\$100,900	\$14,090 - \$19,090
Germany	\$96,000	\$4,510 - \$9,510
India	\$54,000	\$3,300 - \$8,300
Switzerland	\$122,000	\$8,020 - \$13,020
UK	\$106,100	\$6,940 - \$11,940
US	\$117,000	\$11,380 - \$16,380



<b>US</b>	Average Salary	Average Bonus Range
Midwest	\$107,000	\$9,790 - \$14,790
Northeast	\$121,900	\$13,250 - \$18,250
Southeast	\$106,700	\$9,740 - \$14,740
Southwest	\$115,100	\$12,360 - \$17,360
West	\$120,100	\$11,370 - \$16,370

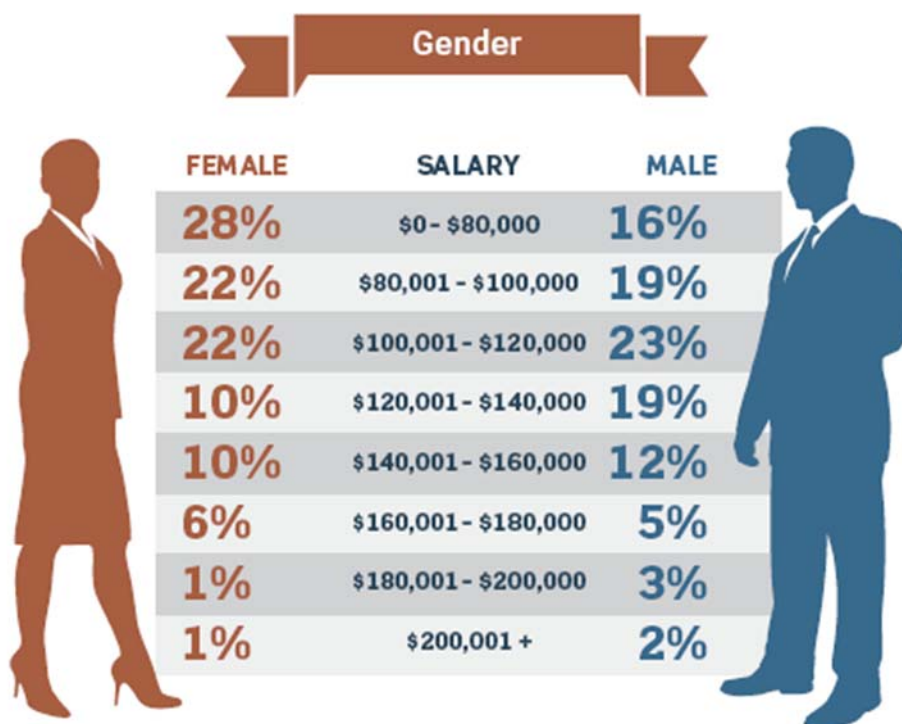


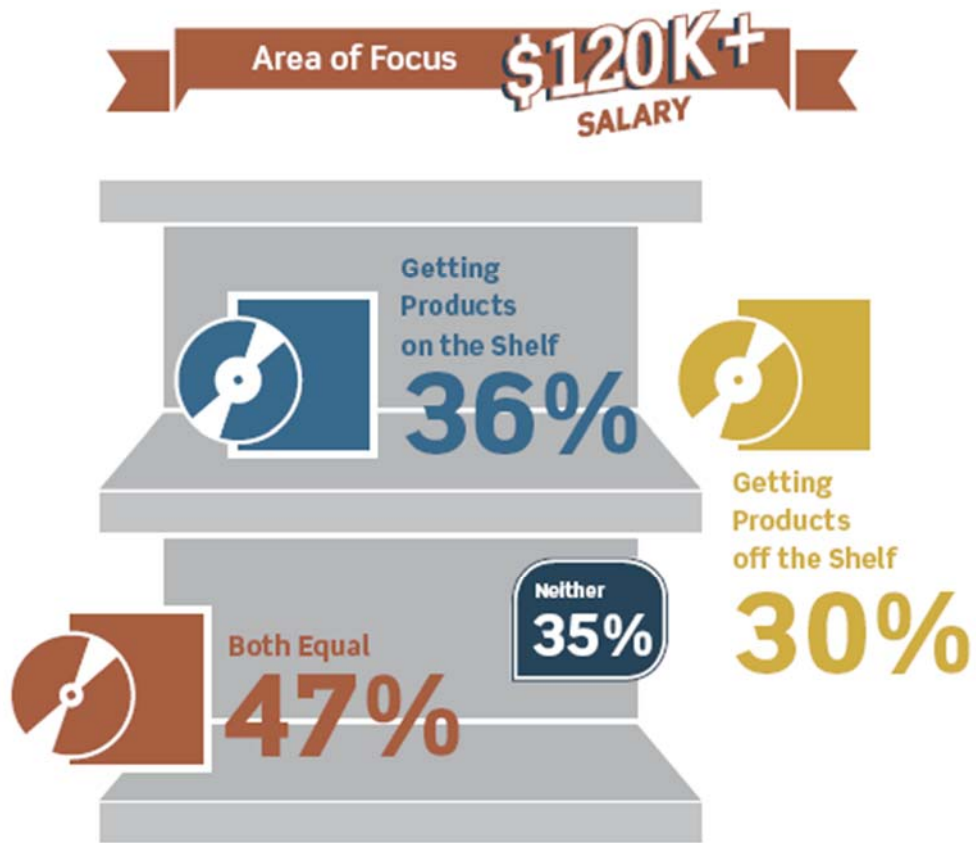
<b>CANADA</b>	Average Salary	Average Bonus Range
Alberta	\$122,000	\$15,000 - \$20,000
British Columbia	\$105,400	\$10,450 - \$15,450
Ontario	\$100,500	\$8,140 - \$13,140
Quebec	\$97,600	\$6,550 - \$11,550
Saskatchewan	\$90,000	\$5,000 - \$10,000

## Other Contributing Factors.

Some salary influencers are harder to control, but there was a correlation between salary and gender, area of focus and reporting structure.

一些影响收入的因素是很难控制的，除了薪水和性别，关注的领域和汇报结构之间的关系外。









## **We asked respondents: If you could say one thing to your company president without fear of reprisal, what would it be?**

### **Here's what is on their minds in their own words.**

- Don't be afraid to try new things, to seek out market problems that we can solve.
- Plan for 3-5 years, not 6-12 months.
- Realize that the new shiny object isn't going to make up for years of technical debt and magically grow a flat business.
- Be more strategic and market focused, as opposed to being opportunity focused.
- Trust your product managers.
- Get out of the details and focus on the big picture.
- Keep it up! The company interests are interesting.
- We try to do too much and are surprised when we fail to do everything well.
- We need to get our corporate strategy determined ASAP and then walk the talk.
- We spend way too much time making incremental changes at the request of customers and way too little time on true vision planning.
- Do not just be a president of Sales.
- Thank you for making the tough decisions so everyone knows where this company is going and what we stand for.
- Before we spend \$10M and two years doing something, we should probably see if there's any evidence the market wants it.
- Have the discipline to say no to shiny objects, we're at risk of dying by one-thousand cuts.
- Make that #@!%? decision already!
- Great job in being market driven!
- Focus. Focus. Focus.
- Share the big picture more, so employees can think beyond their immediate tasks—we have too many people operating in silos.
- Where did the innovation go?
- Trust me and provide me with resources and I will give you a profit.
- Invest in R&D and Support! Just because you have a sales force that can sell it, doesn't mean that the company has the means to deliver the product and maintain a happy customer.
- His vision is inspiring, but sometimes exhausting.
- Have the discipline to say no to shiny objects, we're at risk of dying by one-thousand cuts.
- Keep doing what you're doing.
- You're on the right track!
- Our company wastes too much time in meetings and getting hung up in processes.
- "Willing" features into being always has a cost, whether it's opportunity cost or employee burn out.
- Base our decisions on customer needs, not the 'next cool thing'.



- We need better alignment across business units.
- Share more of your vision and energy with the company more often—it is extremely helpful.
- You look at opportunities; I look at the entire market.
- Stop trying to do everything.
- Stop making decisions in a vacuum.
- The next deal is not a strategy.
- The CEO is me. Get better organized. Use the tools and tips from Pragmatic Marketing to build a more solid plan.
- Some decisions could be better if VPs hear the market instead of hearing each other.
- We need to listen to the market more, we need to learn to say “no” more (to internal customers), we need to recapture the team spirit.
- We need to reward innovation and get rid of the layers and bureaucracy.
- Hold people accountable.
- Get out of the way while Product drives the bus!
- Profit isn’t everything. People matter.
- I need some sleep.
- I’d be saying it to myself ... After taking this survey, I realize there are a BIG bunch of things that we’re not doing that we should be doing.
- For the love of Pete! Focus!
- Quit making decisions based on the stock price.
- Thank you for our new VP of Product who actually understands product management.
- I think product management is
- more specific than a general dumping ground for any process that isn’t working.
- Nothing. We’ve been able to bring an outside-in focus to the entire management team and get them all on board with being selective about what’s “strategic.”
- Focus!
- Your job is to sell; my job is to create the product you’re selling.
- You look at opportunities; I look at the entire market.
- He is doing an amazing job.
- ... you underestimate me.

## Annual Surveys from Recent Years

<b>CN PM</b>	<b>US PM</b>
<a href="#">2007 年度</a>	<a href="#">2005 年度</a>
<a href="#">2008 年度</a>	<a href="#">2006 年度</a>
<a href="#">2009 年度</a>	<a href="#">2007 年度</a>
<a href="#">2010 年度</a>	<a href="#">2008 年度</a>
<a href="#">2011 年度</a>	<a href="#">2009 年度</a>
<a href="#">2012 年度</a>	<a href="#">2010 年度</a>
<a href="#">2013 年度正在进行中.....</a>	<a href="#">2011 年度</a>

## About US

### **CPRC 产品管理研究中心**

China Product Management Research Center (简称 CPRC), 是中国最专业致力于产品管理思想的研究与推广机构。CPRC 致力于为中国成长型企业提供最合理, 最完善, 最专业的产品管理解决方案。

CPRC 期望通过和各行各业的共同努力, 使产品管理能够在中国“知识标准化、服务体系化、应用信息化、人员职业化”, 从而推动产品管理体系在中国的应用与发展。



### **UCPM 中国产品经理联盟**

UNION OF CHINA PRODUCT MANAGER (简称 UCPM), 成立于 2004 年, 是中国首个针对产品管理领域, 通过聚合产品管理人群, 以线上交流, 线下活动, 媒体出版物为载体, 为个人和企业提供产品管理职业交流与业务解决方案的综合平台, 也是推动产品管理本土化、体系化与职业化的发起者, 推动者和领导者。