MSG Management Systems St.Gallen

Product Management Study

How do you create real added value for your company through product management?

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Product Management Study

Added value through product management

Introduction

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Aim / Purpose of the Study

- **Determination of the strategic / operational orientation of PM**
- **Determination of the benefits / advantages of PM for companies**
- **Identification of problem areas and challenges in product management**
- **Detection of status of interface management with functional departments**
- **Use of tools and process orientation in product management**
- **Analysis of the product management organization and special forms**
- **Determination of the success factors of product management in companies**

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Organizational Matters

Number of people interviewed:	**547**
Company / people profile:	**See chapter “Companies / People Surveyed"**
Survey period:	**3rd quarter 2018 to April 2020**
Form of survey:	**Questionnaire dispatch with return**
Regional demarcation:	**DACH region (Germany, Austria, Switzerland)**
Questionnaire development (incl. test):	**By MSG Management Systems St. Gallen**
Conducting the survey / evaluation:	**By MSG Management Systems St. Gallen**

Evaluation: There was no differentiation by country or person / company profile

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Management Summary

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Management Summary (1/4)

Product management definitely has advantages for companies (80% of all respondents!) and generates both an external added value (market success) as well as an internal added value (service provision and marketing).

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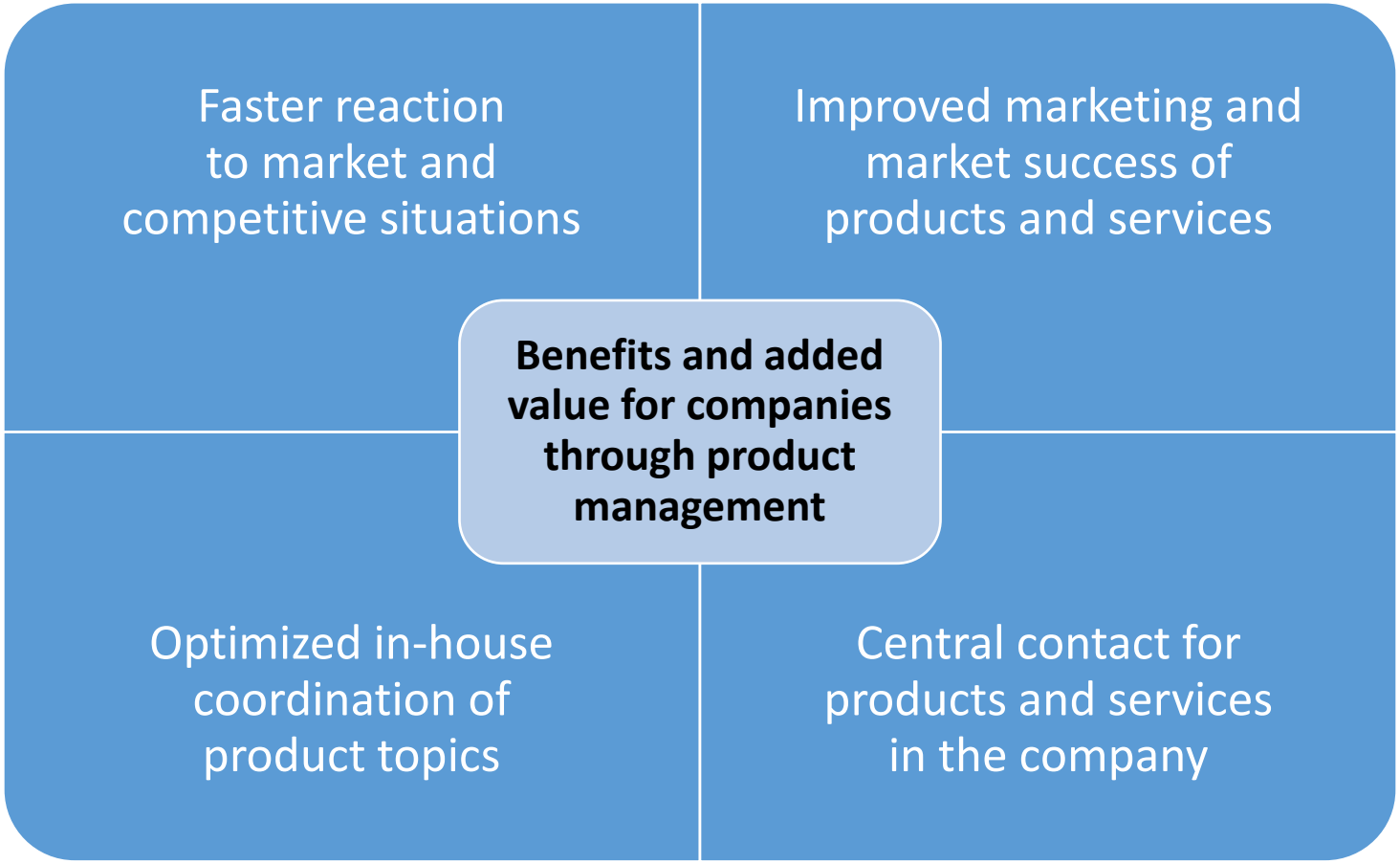
Management Summary (2/4)

Benefits and added value for companies through product management



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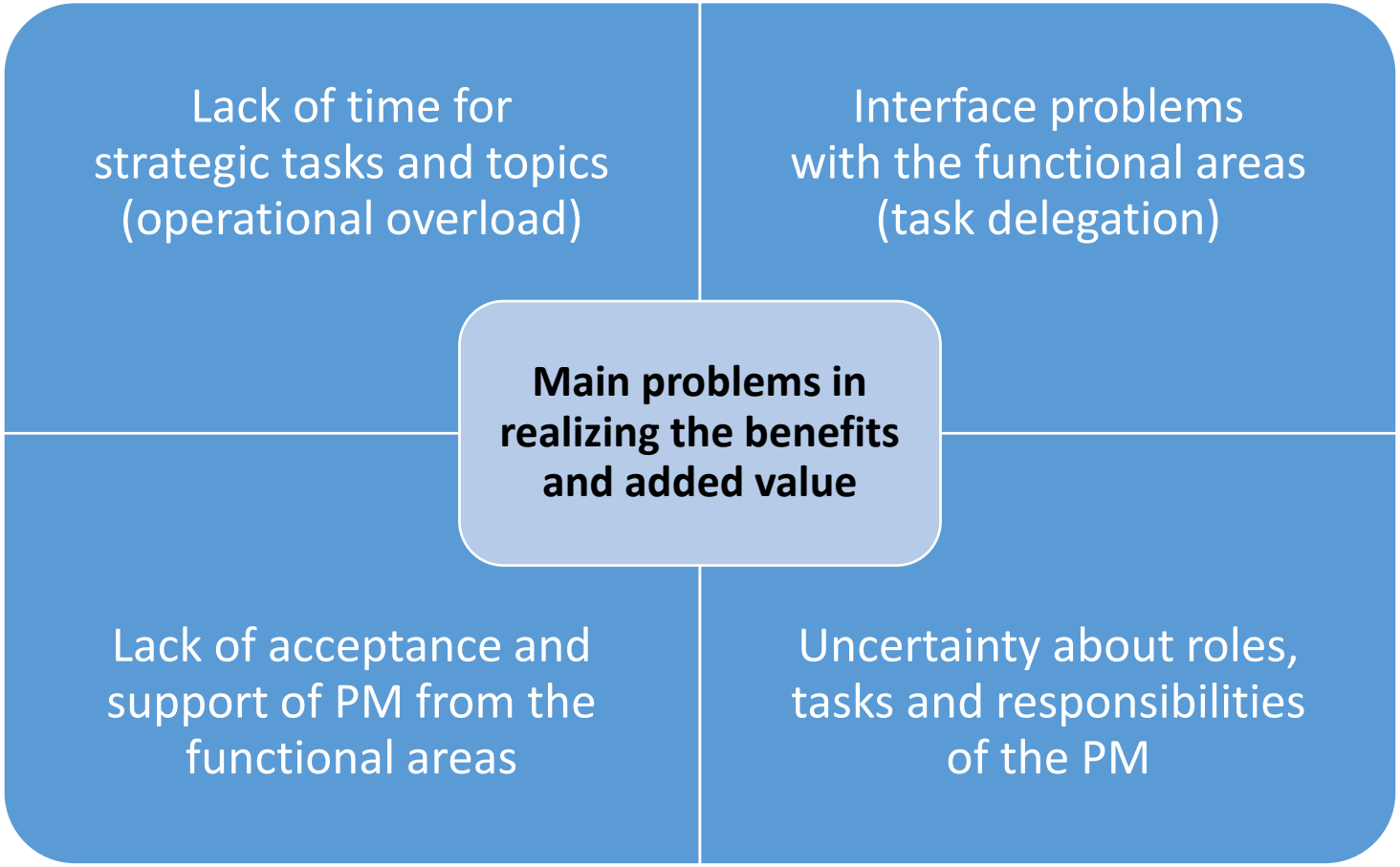
Management Summary (3/4)

Main problems in realizing the benefits and added value



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Management Summary (4/4)

Main success factors for a well-functioning product management

Clarity about goals, roles, tasks and responsibilities of product management in the company (management and functional departments).

Strategic positioning of product management in the company (focus on strategic tasks of product management).

Consistent market and competitive orientation in product management (tools, instruments, thinking)

Interface optimization and resolution of conflicts of interest with functional departments (avoidance of task delegation)

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Evaluation and Results

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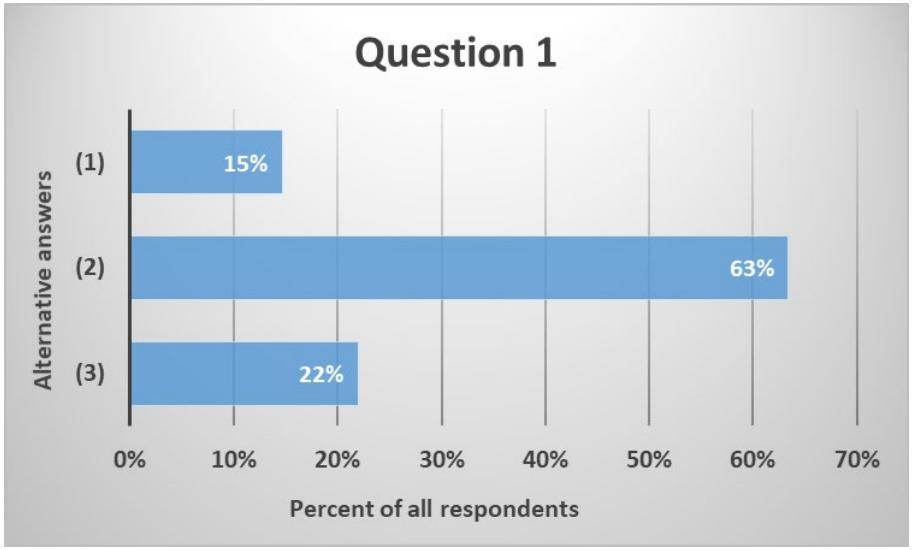
Question 1

1. How long has product management been in your company?

(1) We have introduced product management in the past 12 months.
(2) We have had product management in the company for several years.
(3) We have had product management for several years but have recently restructured or optimized it.



85% of all respondents work in companies that have several years of experience in product management.

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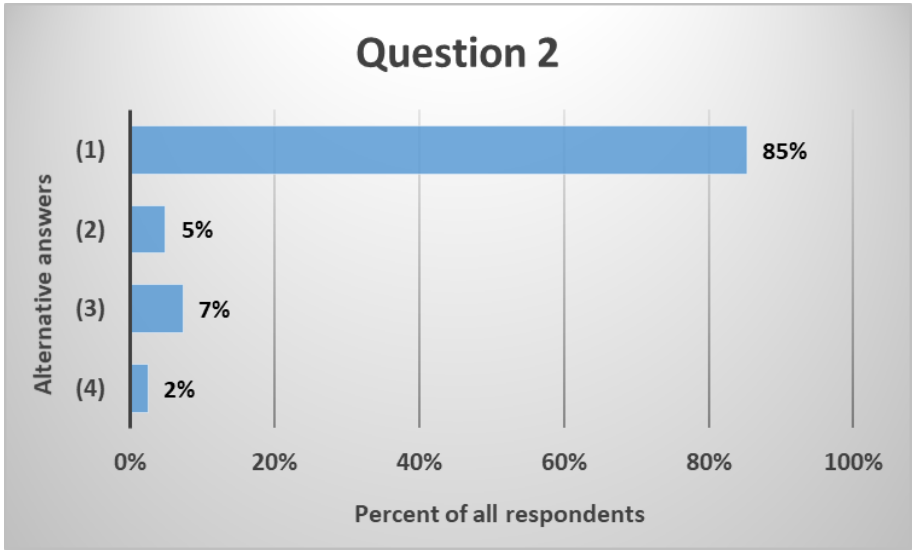
Question 2

2. Is there a job description / requirement profile for product management in your company?

(1) Yes, it is fixed in writing and communicated
(2) No, it is not fixed in writing and is also not communicated
(3) Task profile is only passed on orally
(4) I do not know



85% of all respondents have appropriate job descriptions for product management.

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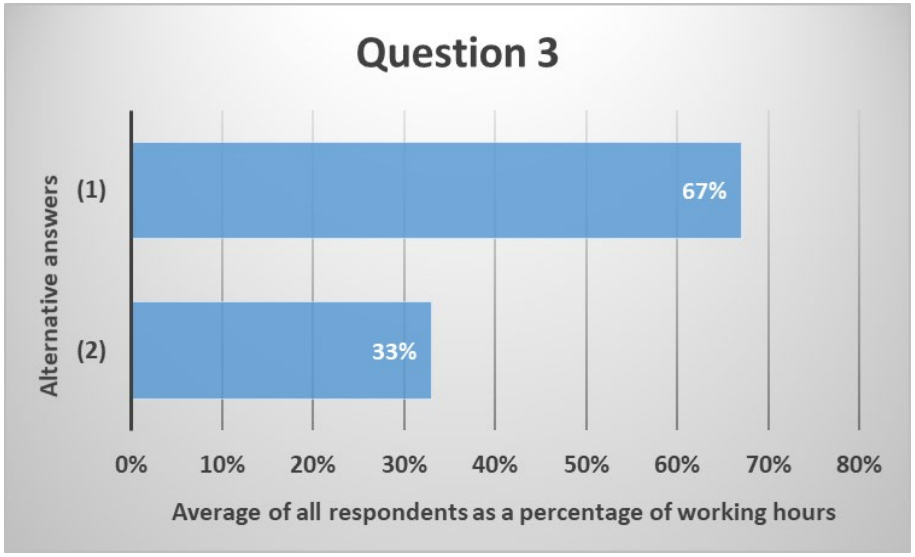
Question 3 (1/2)

3. What percentage of your working time as a product manager do you use for day-to-day operations (e.g. sales support, complaint handling, answering questions ...) and how much for strategic tasks (market / competitor analysis, product planning and strategy, product life cycle management ...)?

(1) Daily operations _____ %
(2) Strategic tasks _____ %



On average, product management is busy with operational activities for 67% of the working time. 76% of respondents state that product management is busy at least 60% to 90% with operational activities.

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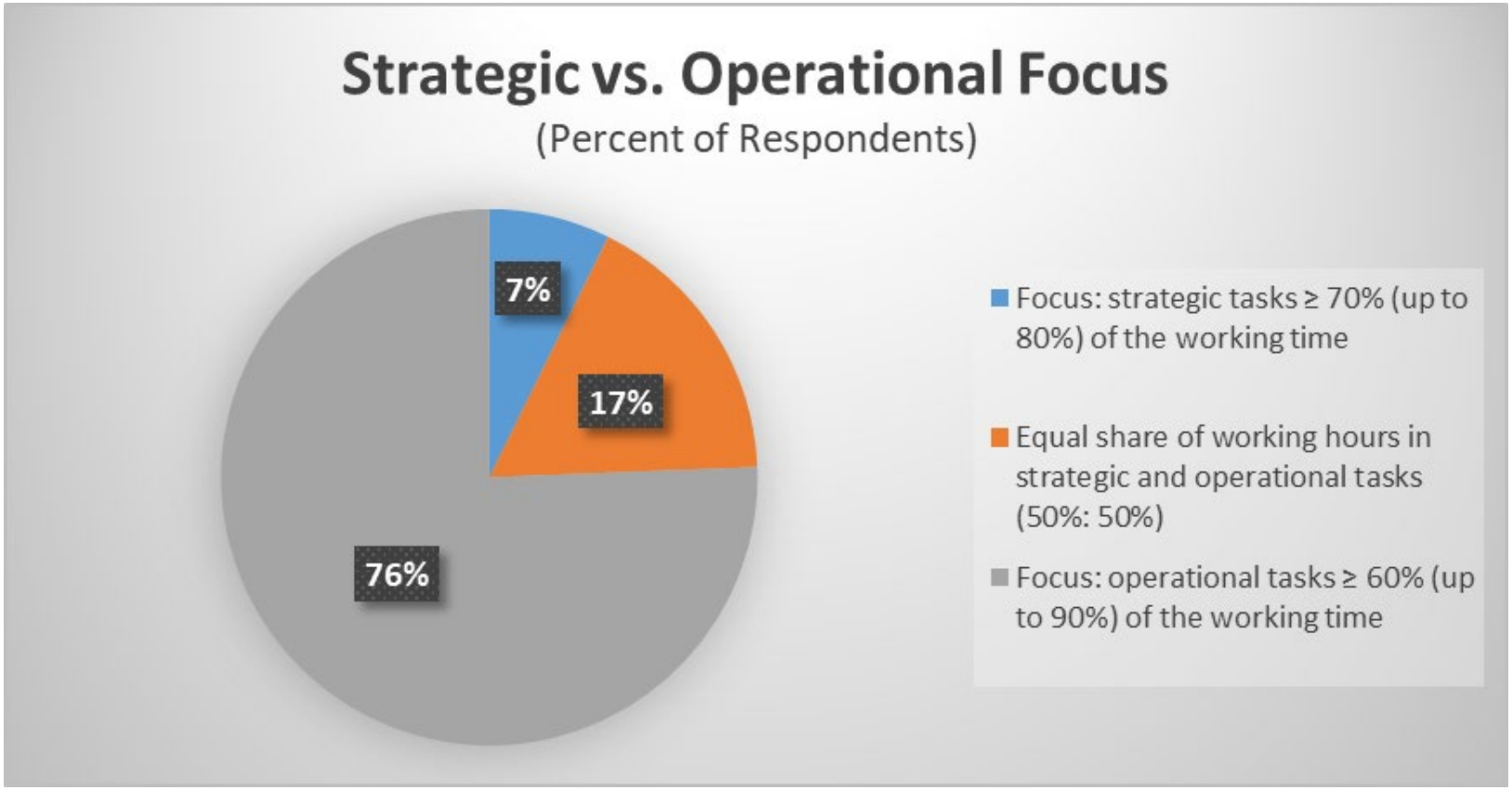
Question 3 (2/2)



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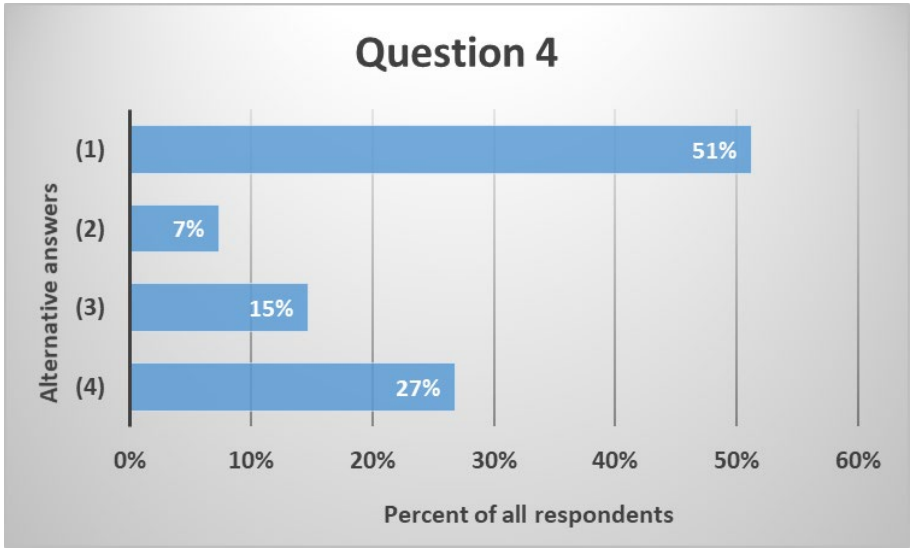
Question 4

4. Is it a stated goal in your company to make product management more strategic, i.e. to increase the proportion of strategic tasks at the expense of handling day-to-day operational business?

(1) Yes, this is a clear objective in the company or is planned.
(2) No, we already have a good relationship between operational and strategic tasks.
(3) No, our product management should rather remain operational.
(4) We have not yet considered this.



Around 50% of respondents state that it is a clear goal to change product management into a more strategic position.

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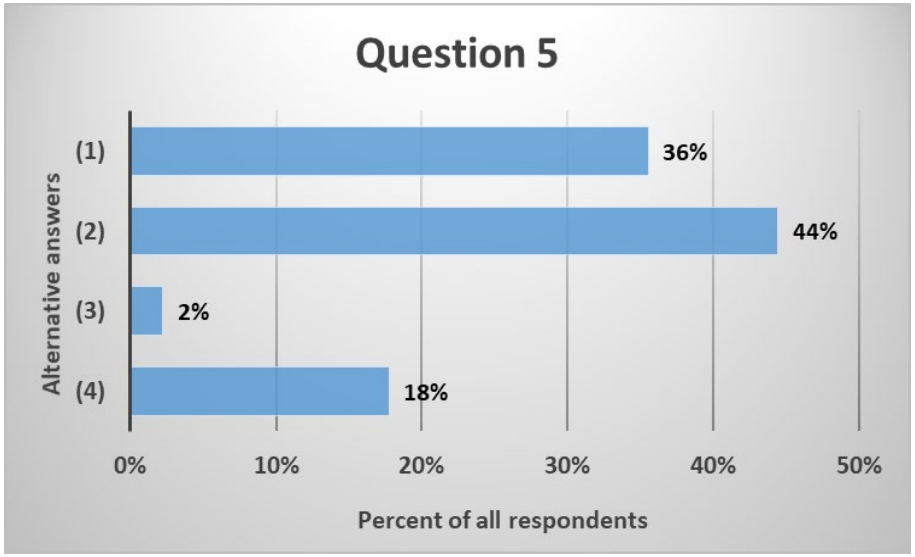
Question 5

5. In your opinion, does product management create real added value to your company compared to the situation without product management?

(1) Yes, compared to the competition, our success in the market is better through product management (external added value).
(2) Yes, compared to the situation without product management, our internal processes for service provision and marketing have improved significantly (internal added value).
(3) No, we have not yet generated any added value through product management.
(4) Is too early for an assessment or an assessment is not possible.



80% of those surveyed state that product management has added value for the company (external added value: market success! - internal added value: service provision and marketing!).

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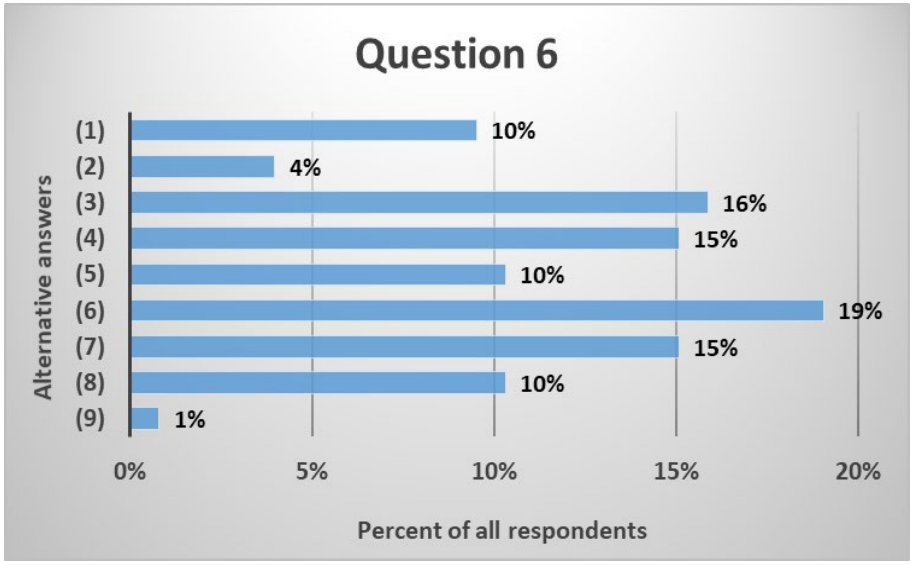
Question 6

6. Name the three most important advantages that product management has brought to your company.

(1) Relief of the management of product tasks.
(2) Relief of the functional areas of product tasks.
(3) Faster reaction to market and competitive factors.
(4) Marketing products and services more effectively.
(5) Consistent product-related planning and strategy processes.
(6) Central contact for questions regarding the product.
(7) Better internal coordination of product topics.
(8) Knowledge about the product market and the competition has been significantly expanded and deepened.
(9) Uniform procedure across product lines.



The four most important advantages (TOP 4) that product management has brought to the company are:

- **Creation of a central contact person.**
- **Faster reaction to market and competitive factors.**
- **More effective marketing of products and services.**
- **Better internal coordination of product topics.**

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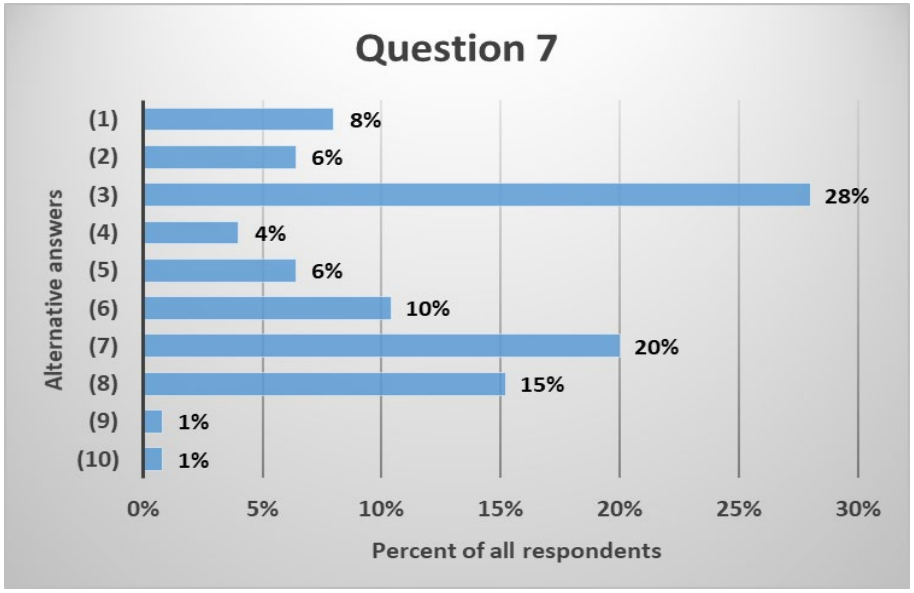
Question 7

7. Name the three most important problem areas that product management causes in your company.

(1) Diversity of product strategies makes it difficult to have a uniform market presence.
(2) Difficulty finding qualified product managers (quality of product managers).
(3) Lack of time for strategic tasks (product managers are lost in day-to-day business).
(4) High fluctuation in product management (dissatisfaction).
(5) Resource conflicts between the individual product managers.
(6) Overloading of functional areas due to product-specific requirements.
(7) Strong interface and interest conflicts with the functional areas.
(8) Low acceptance and support of product management.
(9) Passing on information to product management.
(10) No separate budget for product management (dependence on other departments).



The three most important problem areas (TOP 3) for the companies are:

- **Lack of time for strategic tasks.**
- **Interface problems and conflicts of interest with the functional areas.**
- **Low acceptance and support of product management.**

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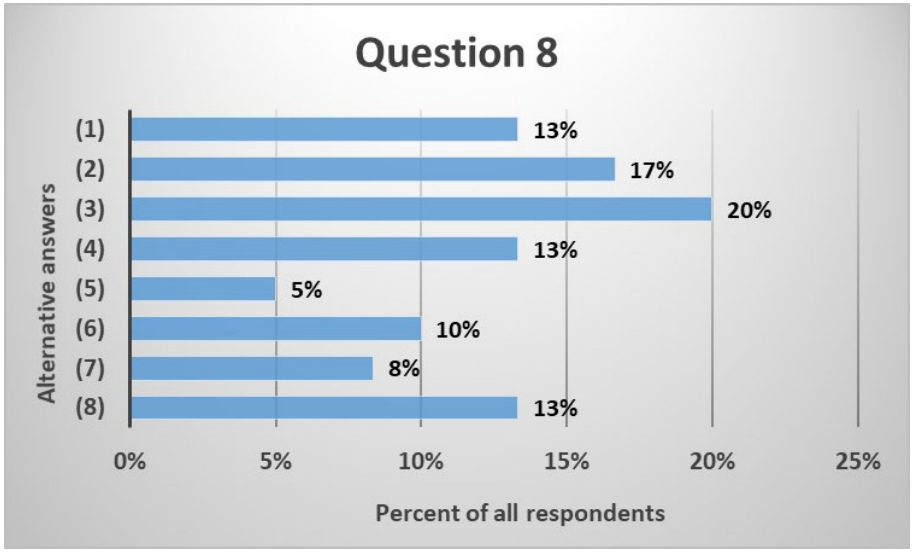
Question 8

8. Which of the following points definitely apply to product management in your company?

(1) The goals and positioning (operational / strategic) of product management are defined and known to everyone.
(2) The interfaces between the functional areas and product management are clearly defined.
(3) Our management's support for product management is good.
(4) The qualification of our product managers is sufficient for the fulfillment of the strategic and operational tasks.
(5) The ratio between operational and strategic work makes sense for goal achievement.
(6) The influence of product management in your own company is sufficient.
(7) Product managers are accepted for strategic and operational issues in the company (e.g. in the functional areas).
(8) Product management is sufficiently involved in all product-related processes and projects.



Management's support for product management is good for 20% of all respondents, but only 5% of all respondents consider the ratio between operational and strategic work to be useful for achieving their goals.

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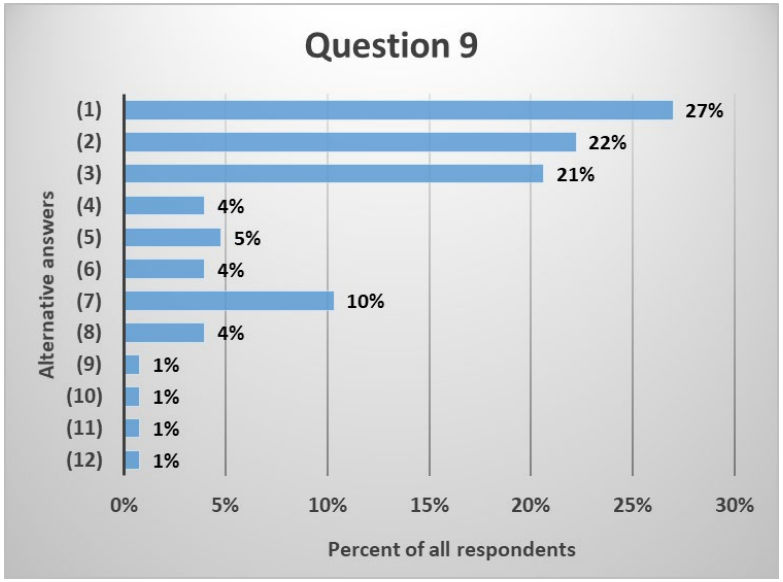
Question 9

9. Which three of the following functions form the most important, success-relevant interfaces to product management in your company?

(1) Sales / Key Account Management
(2) Research and Development (R&D)
(3) Marketing
(4) Quality Management
(5) IT / EDP
(6) Controlling
(7) Production / Technology
(8) Purchasing
(9) Logistics / Warehouse / Disposition
(10) Financial Accounting
(11) Project Management
(12) Service



The most important, success-relevant interfaces to product management (TOP 3) are:

- **Sales / Key Account Management**
- **Research and Development (R&D)**
- **Marketing.**

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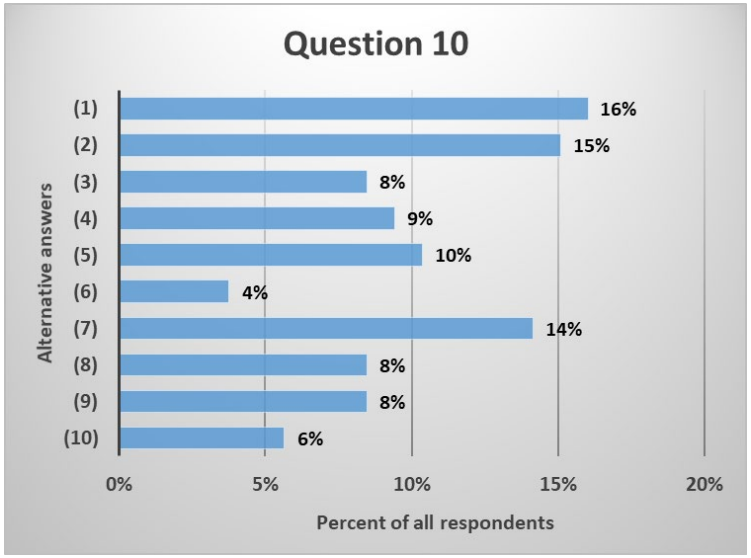
Question 10

9. Which three of the following functions form the most important, success-relevant interfaces to product management in your company?

(1) Sales / Key Account Management
(2) Research and Development (R&D)
(3) Marketing
(4) Quality Management
(5) IT / EDP
(6) Controlling
(7) Production / Technology
(8) Purchasing
(9) Logistics / Warehouse / Disposition
(10) Financial Accounting



The problematic, poorly functioning interfaces to product management (TOP 3) are:

- **Sales / Key Account Management**
- **Research and Development (R&D)**
- **Production / Technology**

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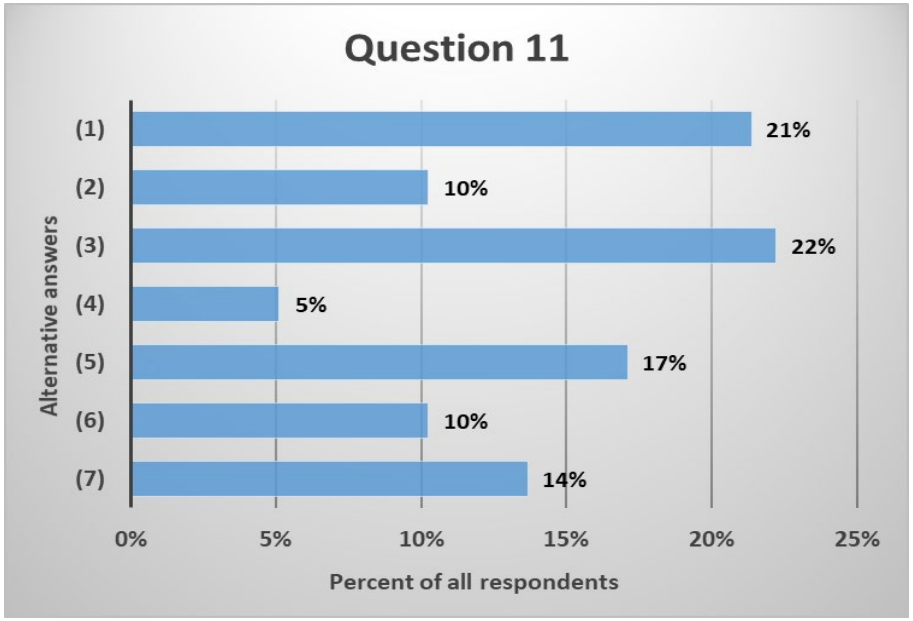
Question 11

11. In your opinion, what are the three main reasons for the poor functioning of the interfaces to the functional areas in your company?

(1) Resource shortages or different resource priorities (budget, time, work resources ...).
(2) Lack of expertise / specialist knowledge in the functional areas.
(3) Lack of clarity about jurisdiction / responsibility or unclear interfaces.
(4) Personal conflicts with people from the functional areas.
(5) Power policy factors and lack of acceptance of product management.
(6) Avoidance of information transfer, lack of a culture of trust and openness.
(7) Idleness and unwillingness to change.



The three main reasons (TOP 3) for the poor functioning of the interfaces to the functional areas are:

- **the resource bottlenecks or different resource priorities (budget, time, work resources ...),**
- **the lack of clarity about jurisdiction / responsibility or unclear interfaces and**
- **political factors and lack of acceptance of product management.**

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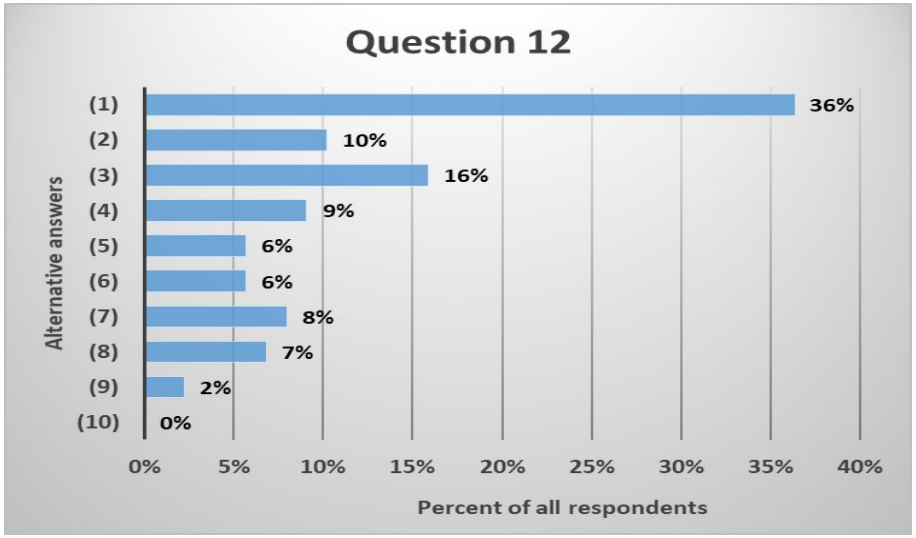
Question 12

12. Which of the following functional areas in your company often delegate their own tasks (tasks that should actually be done in the functional area!) to product management?

(1) Sales / Key Account Management
(2) Research and Development (R&D)
(3) Marketing
(4) Quality Management
(5) IT / EDP
(6) Controlling
(7) Production / Technology
(8) Purchasing
(9) Logistics / Warehouse / Disposition
(10) Financial Accounting



Sales / Key account management and marketing are the functional areas that often delegate their own tasks to product management.

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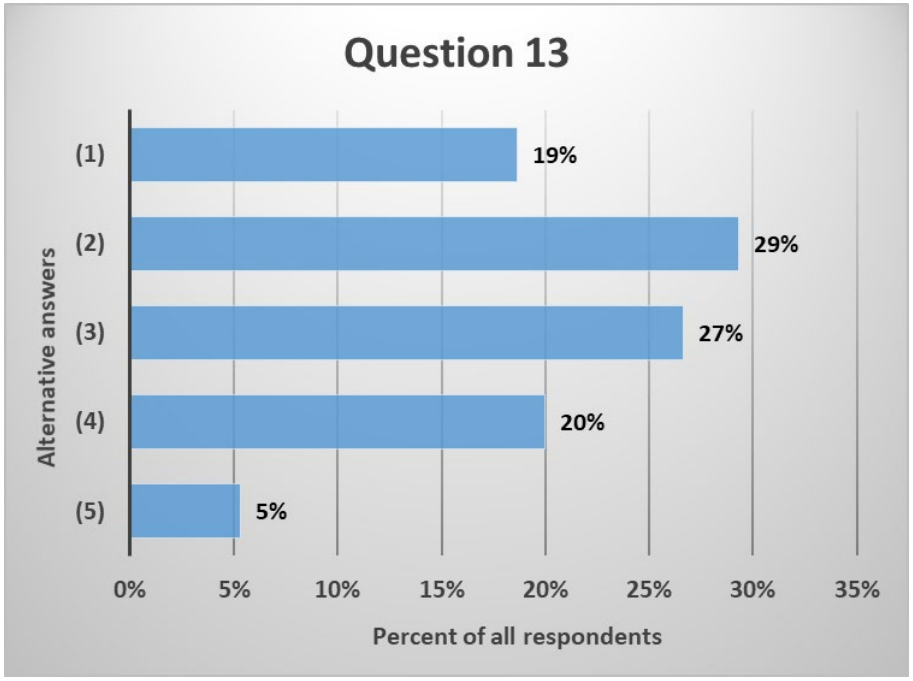
Question 13

13. What do you think are the main reasons for this delegation of tasks to product management?

(1) The functional areas do this on purpose to get rid of tasks easily.
(2) There is uncertainty in the functional areas as to what the tasks of product management are.
(3) The functions have scarce resources to complete the tasks.
(4) The functional areas lack specialist knowledge to perform tasks.
(5) The product management itself takes on these tasks and thus provokes the task delegation (the product managers do not let go).



The causes of task delegation mostly lie in the lack of clarity about the tasks of product management and in the scarce resources to fulfill the tasks.

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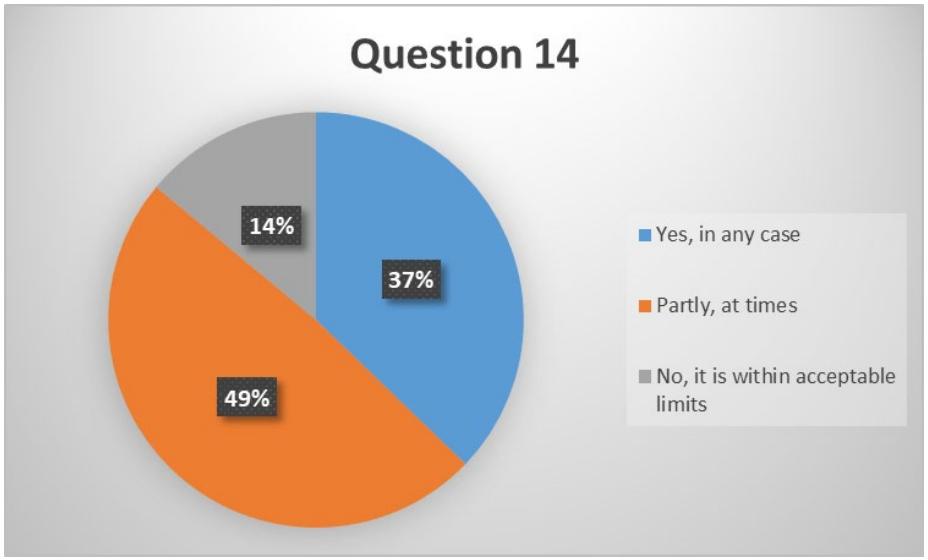
Question 14

14. In your opinion, does this delegation of tasks in the functional areas go so far that the functioning of product management is endangered in your company?

(1) Yes, in any case.
(2) Partly, at times.
(3) No, it is within acceptable limits.



The delegation of tasks is an important reason that the functioning of product management is endangered completely (37%) or at least partially / temporarily (49%).

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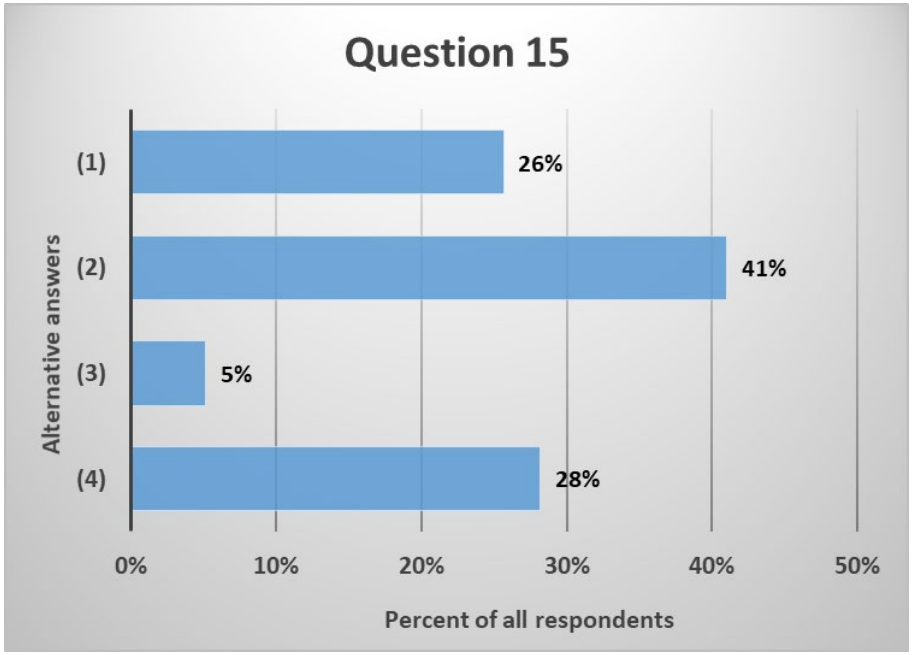
Question 15

15. The product manager should be a product market specialist and functional generalist. Do you have this situation in product management?

(1) Yes, our product managers are specialists for the product market and know all the relevant competitors. In addition, our product managers are functional generalists and can therefore easily negotiate with the functional areas.
(2) No, our company lacks comprehensive and detailed market knowledge. However, our product managers have good functional knowledge.
(3) No, our product managers have extensive and detailed knowledge of the market and competition, but there is a lack of functional generalist knowledge.
(4) No, both areas of competence are not sufficiently trained in our company.



Product managers have good functional knowledge but lack comprehensive and detailed market knowledge (41%).

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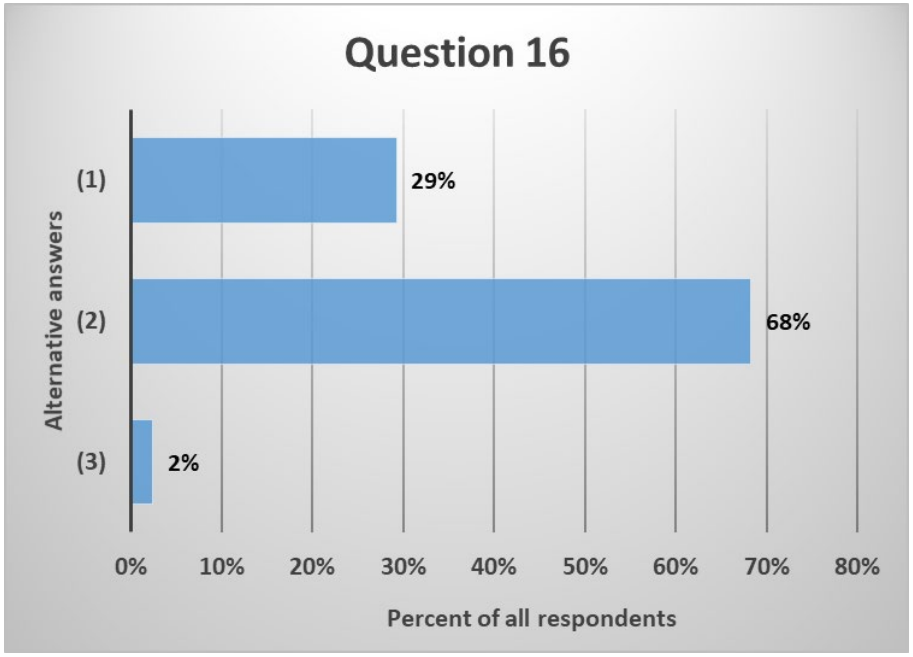
Question 16

16. Does your company have a product planning process in addition to the business planning process?

(1) Yes, we have a product planning process, and the content is created by the product manager.
(2) Yes, we have a product planning process, but the content is created by other departments.
(3) No, our company does not have its own planning process for the products / product groups.



Product planning processes exist, but 68% of the content is created by other departments.

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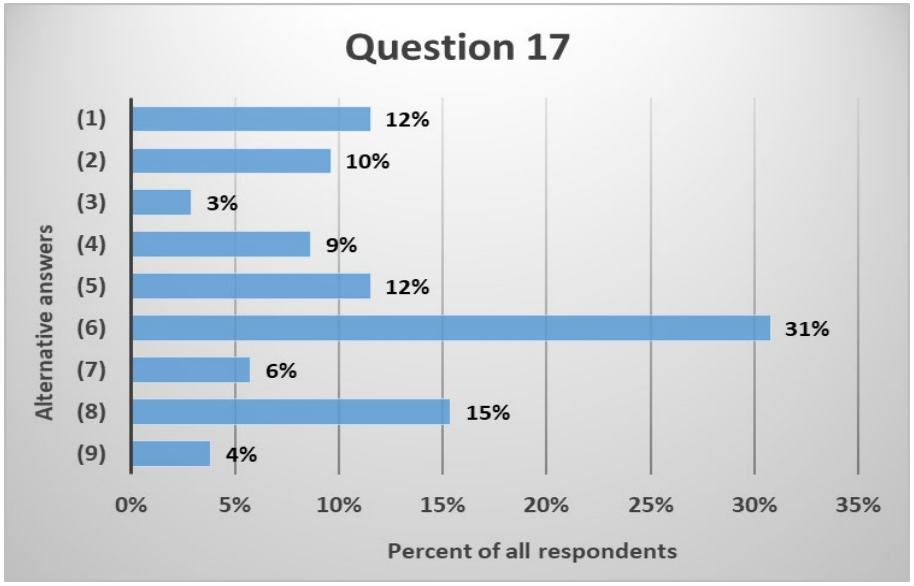
Question 17

17. For which of the following specific tasks in product management are there supporting tools and instruments?

(1) Competitor analysis (e.g. strengths / weaknesses profile)
(2) Market analysis (e.g. market potential analysis)
(3) Product analysis (e.g. product benefit analysis)
(4) Development of the product strategy
(5) Product planning (e.g. target and action planning)
(6) Product controlling (e.g. target-actual comparisons)
(7) Product portfolio analysis
(8) Special analysis (e.g. complaint statistics, product satisfaction ...)
(9) No tools available



Tools for product controlling are available, other tools are relatively underdeveloped.

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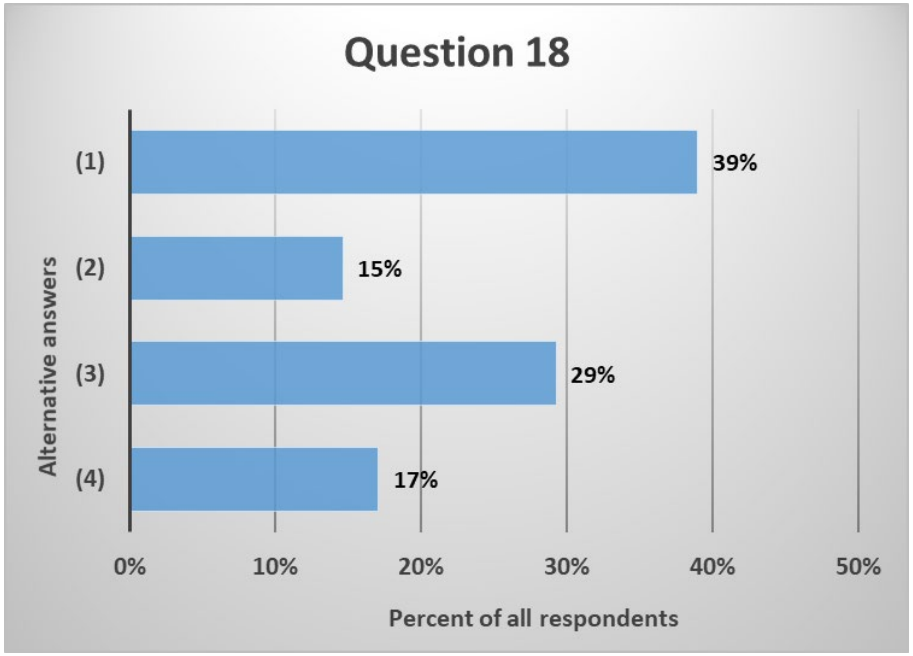
Question 18

18. Does your company have an annual, product-related target agreement with product management in which measurable quantitative product targets are agreed?

(1) Yes, quantitative product targets (e.g. sales, contribution margin) are agreed and linked to a performance evaluation system.
(2) Yes, quantitative targets are agreed but there is no performance review.
(3) No, no quantitative, product-related performance targets are agreed.
(4) We are currently in the process of introducing such a system.



There are quantitative product targets that are agreed with the PM as part of a target agreement and this is linked to a performance evaluation system (39%).

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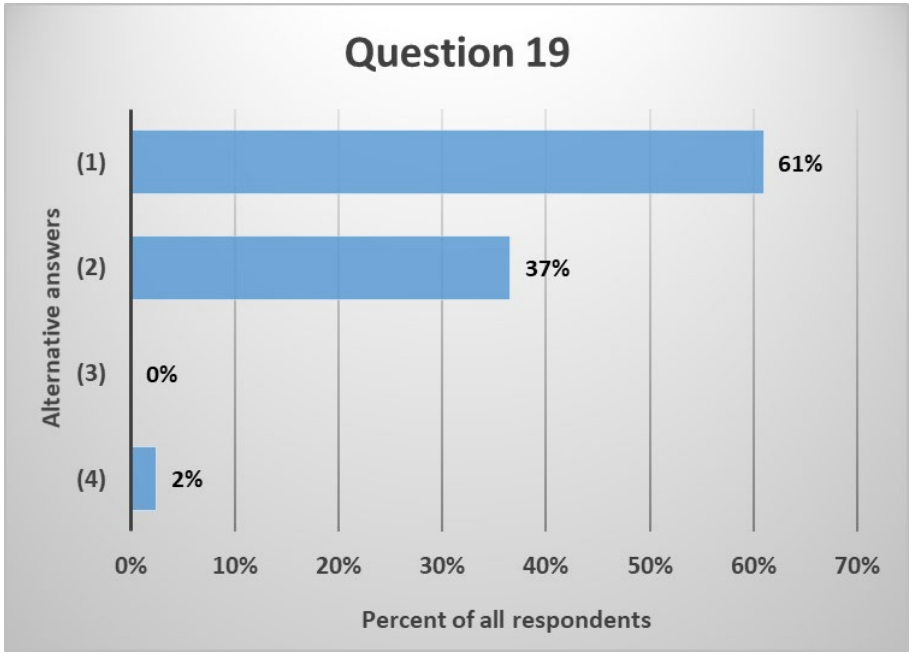
Question 19

19. Which organizational form is used in your company for product management?

(1) Product management is assigned to a functional area (e.g. marketing, sales, R&D ...).
(2) Product management is directly subordinate to the management / division management (on the same level as the functional areas).
(3) For us, product management is a staff unit or exists in a union with other functions (e.g. sales manager is also a product manager).
(4) Special own form



The most common form of organization (61%) is the assignment of PM into a functional area (e.g. marketing, sales, R&D ...).

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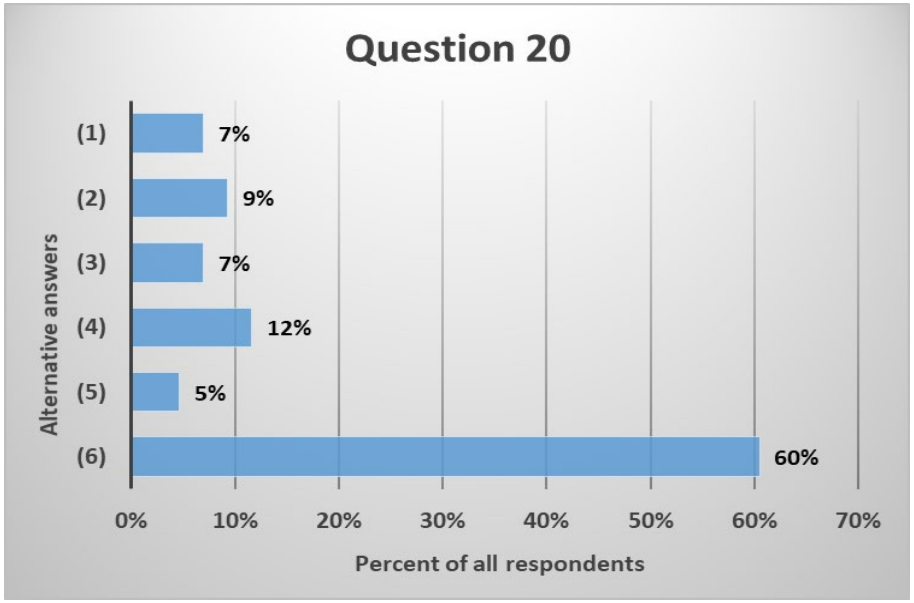
Question 20

20. Are there special forms of product management in your company?
If yes, which?

(1) System product manager (product managers responsible for systems).
(2) Application manager (product manager responsible for the use of products for special applications or segments).
(3) Product management as a profit center (here the product manager has the opportunity to purchase the services from external providers (e.g. development services).
(4) Division of product management into a technical specialist and a market specialist (i.e. product management is done by two people).
(5) Global, international PM with product managers for sales regions.
(6) No special forms for product management.



60% of all respondents do not use any special forms for product management.

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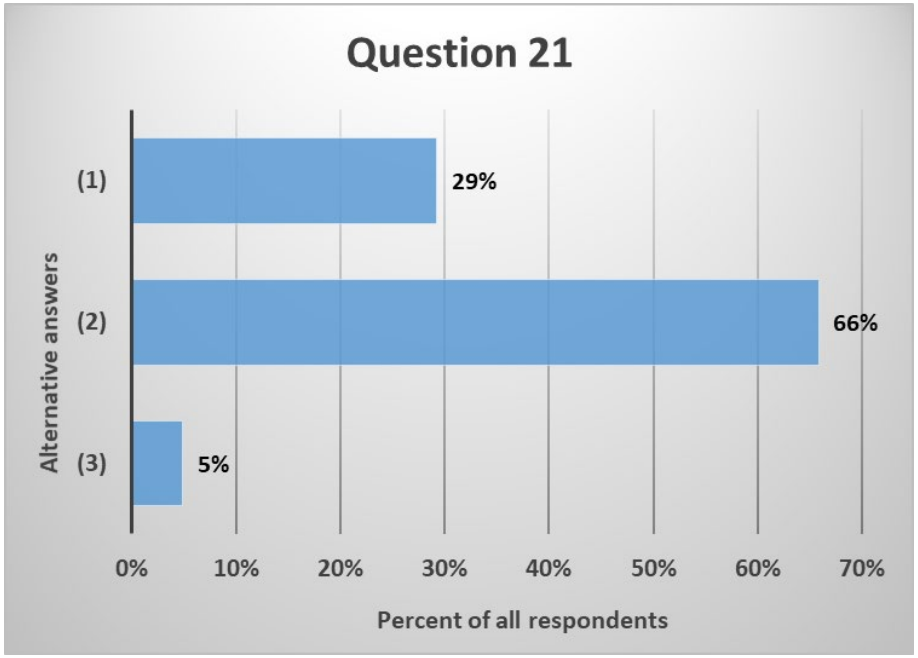
Question 21

21. Does the cooperation between the functional areas and product management exist in your company in the form of permanent product teams?

(1) Yes, there are permanent product teams for at least the main products. The product manager is a team leader and team members from the most important functional areas are permanently assigned.
(2) No, the cooperation with the product management takes place either project-related or in temporary working groups.
(3) We are currently introducing product teams.



The use of product teams exists (29%), but the dominant form of cooperation takes place via project-related / temporary working groups (66%).

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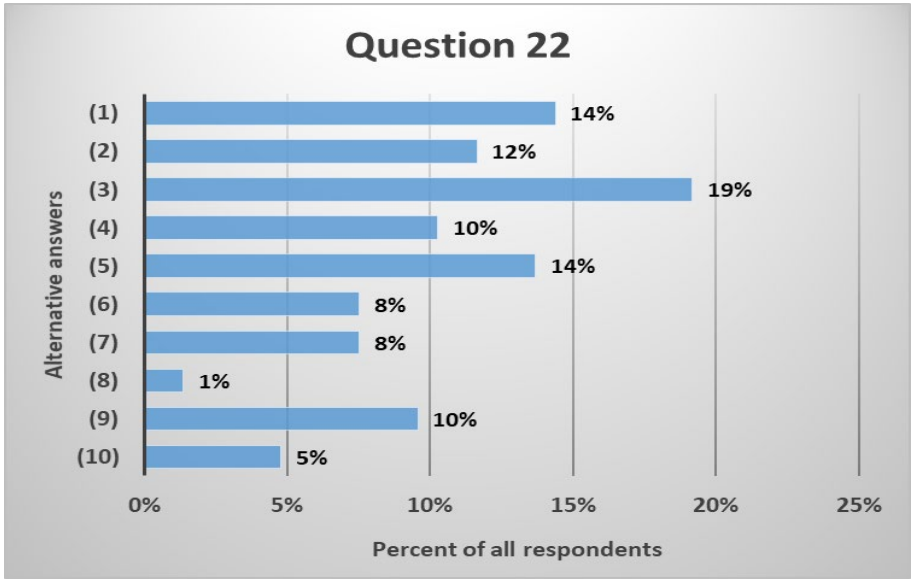
Question 22

22. In your opinion, which three of the listed topics are the most important for a well-functioning product management?

(1) A good ratio between operational and strategic tasks.
(2) Well-qualified product managers with strong personalities.
(3) Clarity about the goals and tasks of the product manager in the company.
(4) Support of the product manager by the management.
(5) Useful interface definition with the functional areas.
(6) Clear product and resource priorities in product management and functional areas.
(7) A corporate culture that supports collaboration and team orientation.
(8) A quantitative target agreement and performance evaluation system.
(9) Integration of product managers in important processes and planning.
(10) Tools and instruments for work in product management.



The three most important factors (TOP 3) for a well-functioning product management are:

- **Creation of clarity about goals and tasks of product management in the company.**
- **Good ratio between strategic and operational tasks.**
- **Useful interface definition with the functional areas.**

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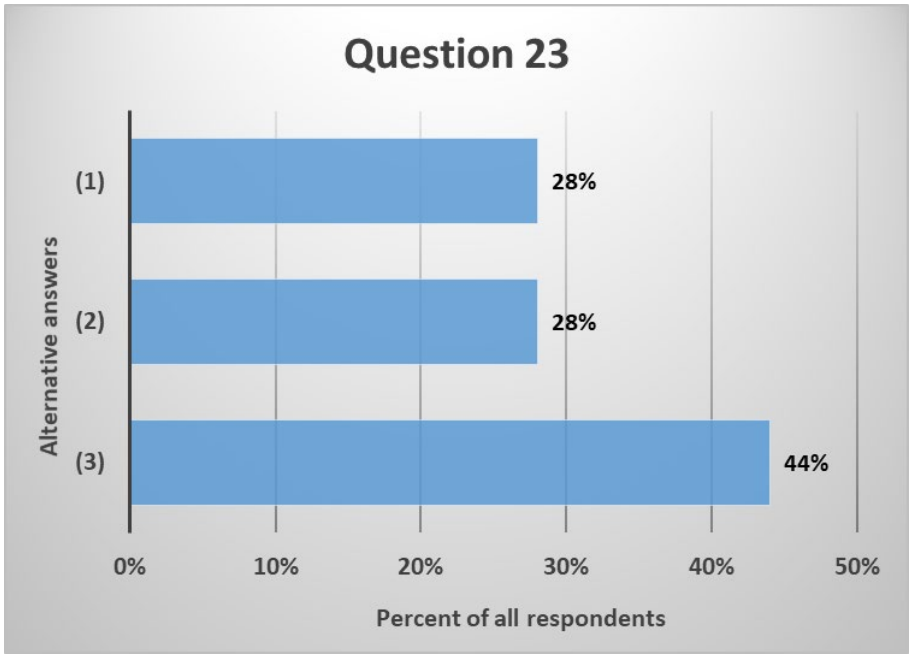
Question 23 (1/3)

23. What topics in product management will you work on in the future to further develop or optimize product management?

(1) Further development topics: _____
(2) Optimization topics: _____
(3) There is currently no planning and no topics.



Around 55% of respondents will work on further development / optimization topics for product management in the future.

The most important topics are:

- **Strategic alignment of product management**
- **Roles and tasks of product management**
- **Interface definition to the functional areas**
- **Product and market analysis**

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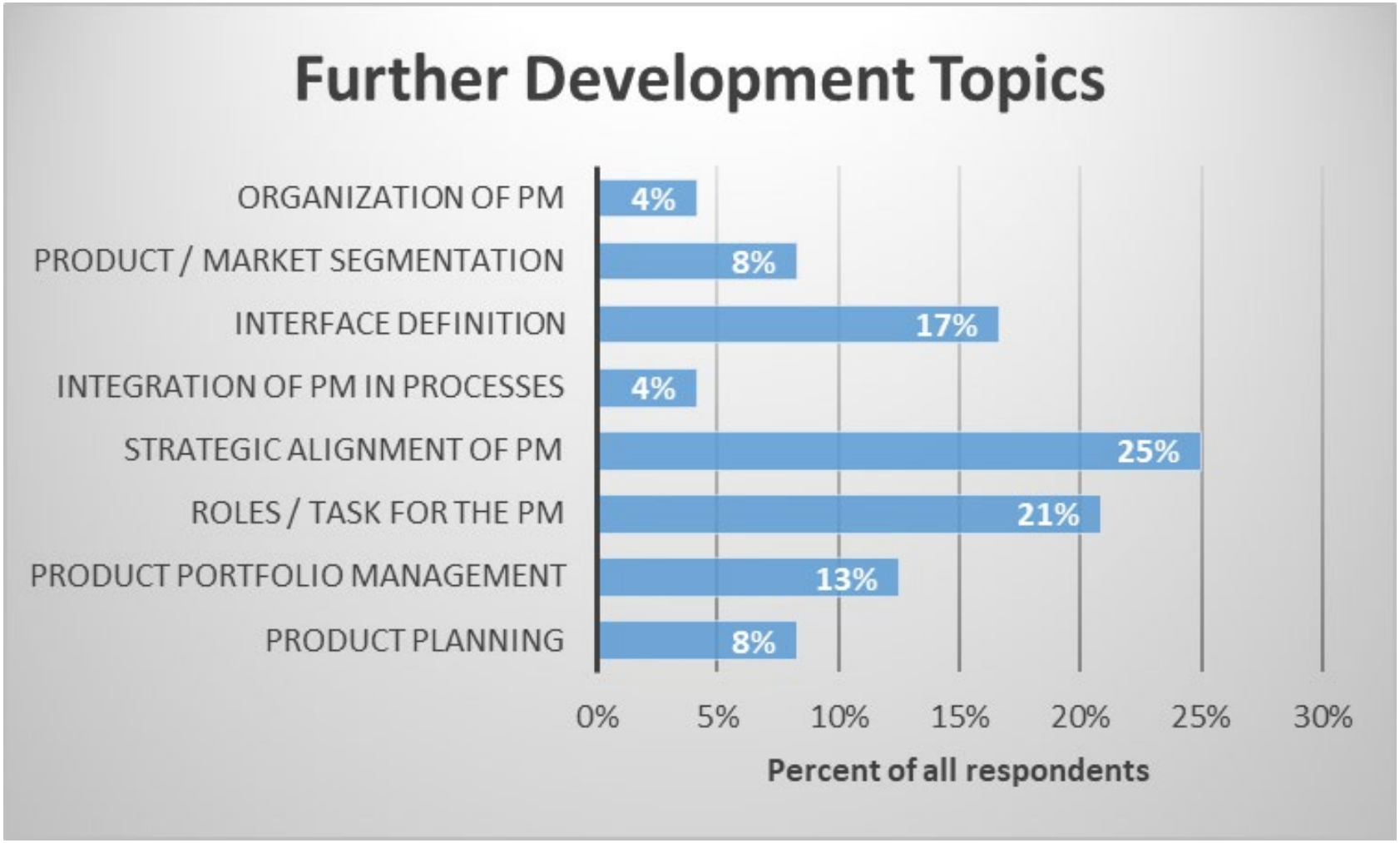
Question 23 (2/3)



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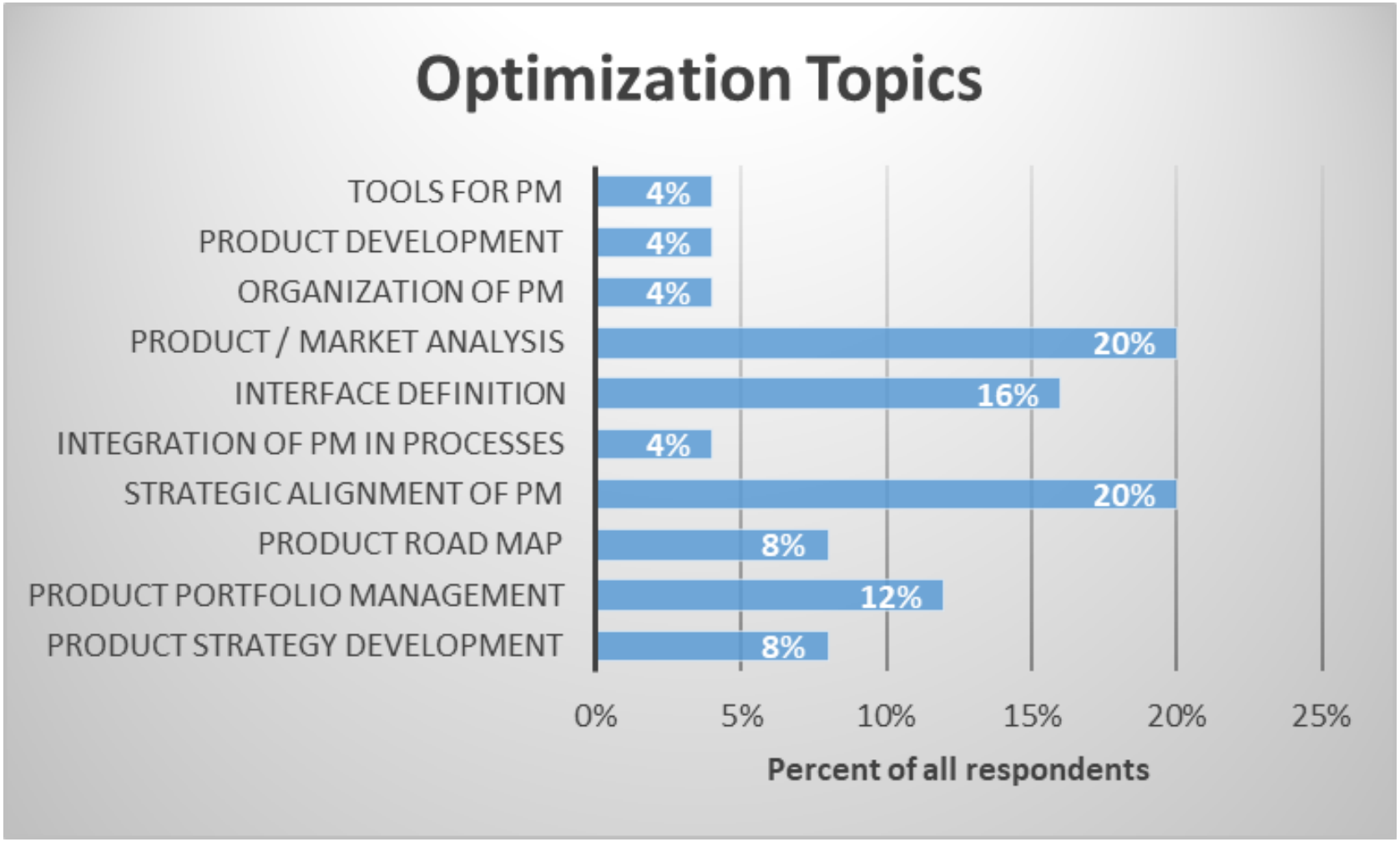
Question 23 (3/3)



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Product Management Study

Added value through product management

Companies / People Surveyed

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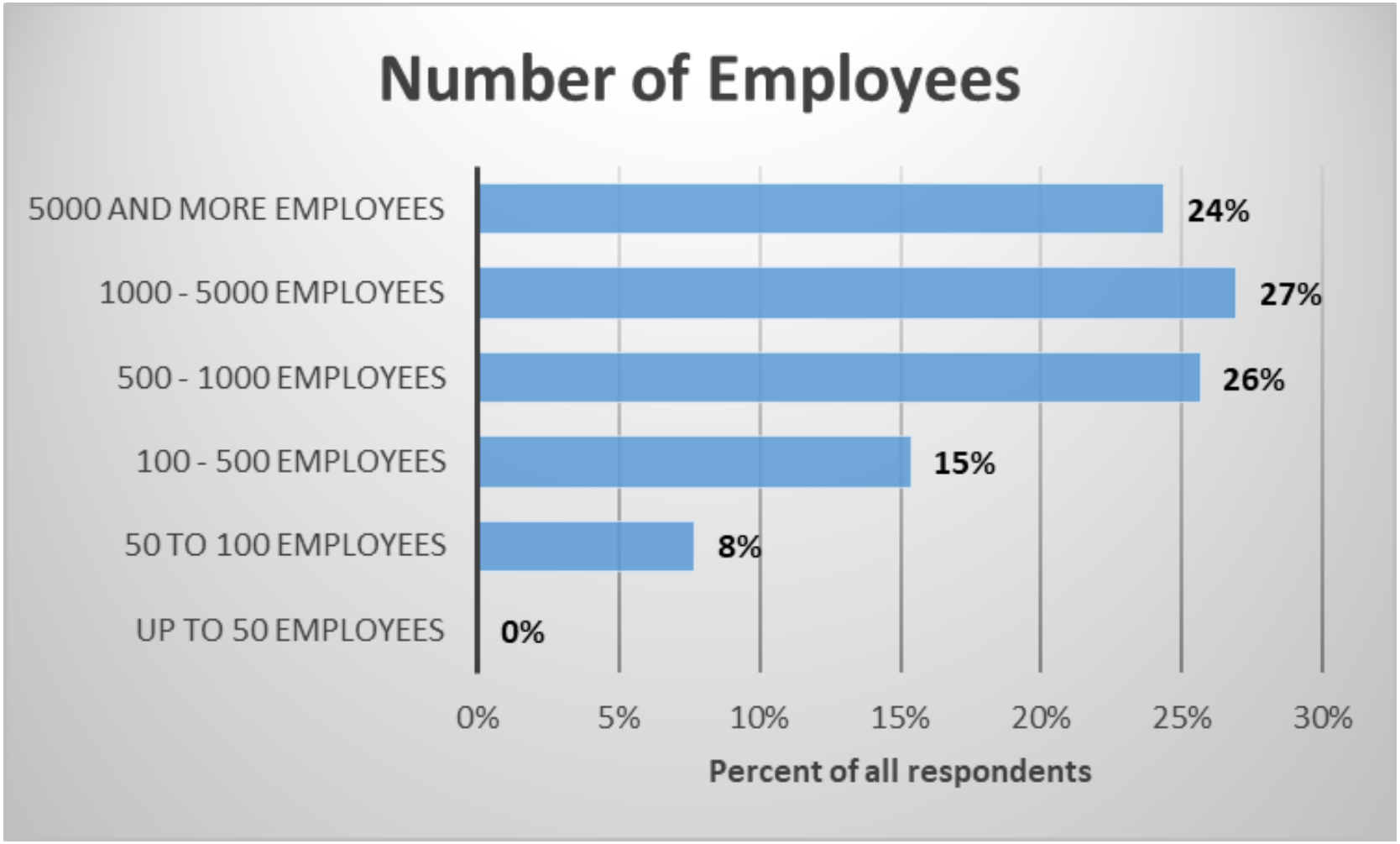
Statistical Analysis



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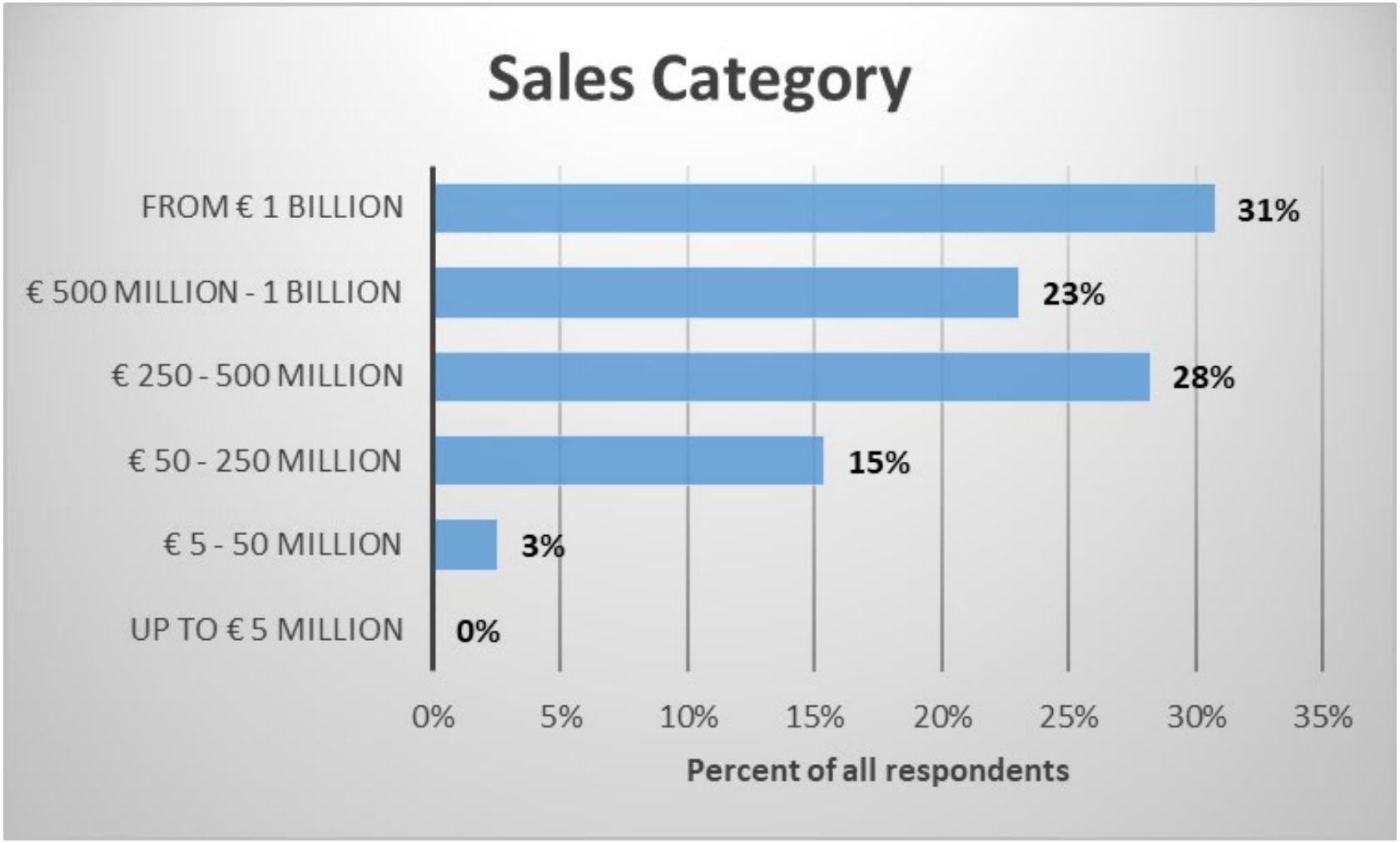
Statistical Analysis



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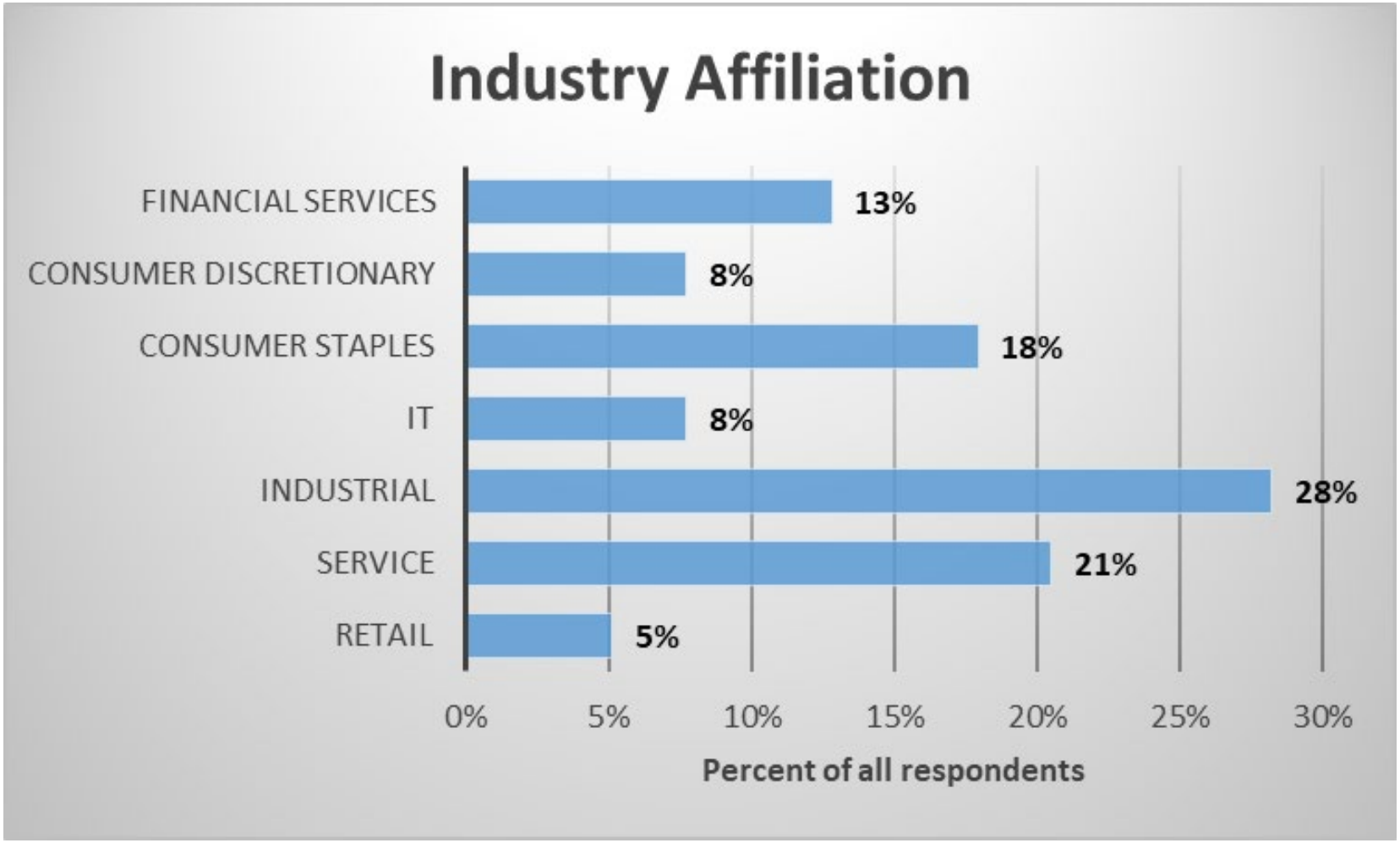
Statistical Analysis



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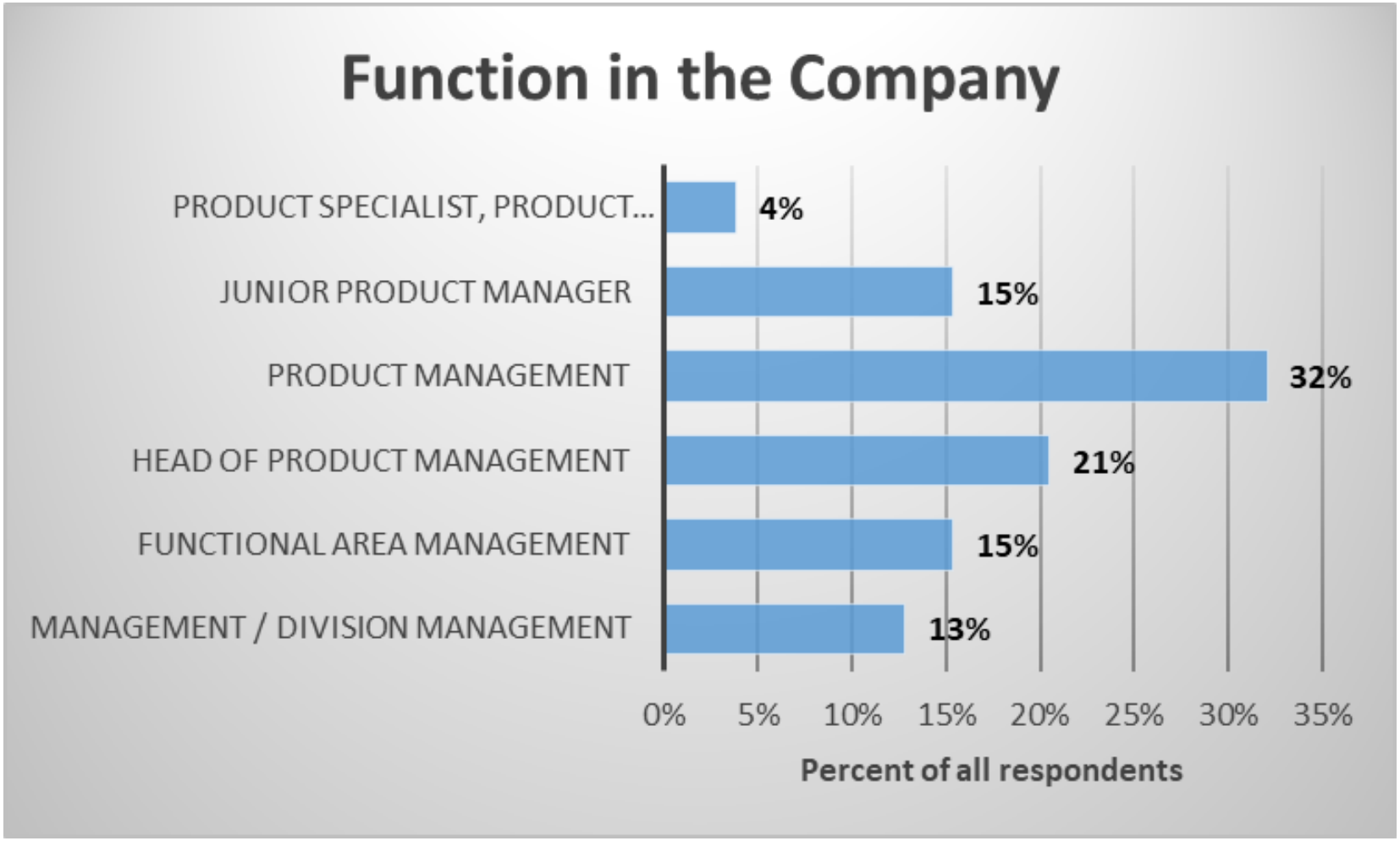
Statistical Analysis



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Product Management Study

Added value through product management

Questionnaire

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Questionnaire (1/10)

1. How long has product management been in your company?

- o We have introduced product management in the past 12 months.
- o We have had product management in the company for several years.
- o We have had product management for several years, but have recently restructured or optimized it.

2. Is there a job description / requirement profile for product management in your company?

- o Yes, it is fixed in writing and communicated
- o No, it is not fixed in writing and is also not communicated
- o Task profile is only passed on orally
- o I do not know

3. What percentage of your working time as a product manager do you use for day-to-day operations (e.g. sales support, complaint handling, answering questions ...) and how much for strategic tasks (market / competitor analysis, product planning and strategy, product life cycle management ...)?

- o Daily operations: %
- o Strategic tasks: %
- o TOTAL: _____ 100%

4. Is it a stated goal in your company to make product management more strategic, i.e. to increase the proportion of strategic tasks at the expense of handling day-to-day operational business?

- o Yes, this is a clear objective in the company or is planned.
- o No, we already have a good relationship between operational and strategic tasks.
- o No, our product management should rather remain operational.
- o We have not yet considered this.

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Questionnaire (2/10)

5. In your opinion, does product management create real added value to your company compared to the situation without product management?

- Yes, compared to the competition, our success in the market is better through product management (external added value).
- Yes, compared to the situation without product management, our internal processes for service provision and marketing have improved significantly (internal added value).
- No, we have not yet generated any added value through product management.
- Is too early for an assessment or an assessment is not possible.

6. Name the three most important advantages that product management has brought to your company.

- Relief of the management of product tasks.
- Relief of the functional areas of product tasks.
- Faster reaction to market and competitive factors.
- Marketing products and services more effectively.
- Consistent product-related planning and strategy processes.
- Central contact for questions regarding the product.
- Better internal coordination of product topics.
- Knowledge about the product market and the competition has been significantly expanded and deepened.
- Other advantages: _____

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Questionnaire (3/10)

7. Name the three most important problem areas that product management causes in your company.

- Diversity of product strategies makes it difficult to have a uniform market presence.
- Difficulty finding qualified product managers (quality of product managers).
- Lack of time for strategic tasks (product managers are lost in day-to-day business).
- High fluctuation in product management (dissatisfaction).
- Resource conflicts between the individual product managers.
- Overloading of functional areas due to product-specific requirements.
- Strong interface and interest conflicts with the functional areas.
- Low acceptance and support of product management.
- Other problems: _____

8. Which of the following points definitely apply to product management in your company?

- The goals and positioning (operational / strategic) of product management are defined and known to everyone.
- The interfaces between the functional areas and product management are clearly defined.
- Our management's support for product management is good.
- The qualification of our product managers is sufficient for the fulfillment of the strategic and operational tasks.
- The ratio between operational and strategic work makes sense for goal achievement.
- The influence of product management in your own company is sufficient.
- Product managers are accepted for strategic and operational issues in the company (e.g. in the functional areas).
- Product management is sufficiently involved in all product-related processes and projects.

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Questionnaire (4/10)

9. Which three of the following functions form the most important, success-relevant interfaces to product management in your company?

- ○ Sales / Key Account Management
- ○ Research and Development (R&D)
- ○ Marketing
- ○ Quality Management
- ○ IT / EDP
- ○ Controlling
- ○ Production / Technology
- ○ Purchasing
- ○ Logistics / Warehouse / Disposition
- ○ Financial Accounting
- ○ Others: _____

10. Which three of the following functions form the problematic, poorly functioning interfaces to product management in your company?

- ○ Sales / Key Account Management
- ○ Research and Development (R&D)
- ○ Marketing
- ○ Quality Management
- ○ IT / EDP
- ○ Controlling
- ○ Production / Technology
- ○ Purchasing
- ○ Logistics / Warehouse / Disposition
- ○ Financial Accounting
- ○ Others: _____

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Questionnaire (5/10)

Please answer question 11 only if you have ticked at least one function in question 10.

11. In your opinion, what are the three main reasons for the poor functioning of the interfaces to the functional areas in your company?

- ○ Resource shortages or different resource priorities (budget, time, work resources ...).
- ○ Lack of expertise / specialist knowledge in the functional areas.
- ○ Lack of clarity about jurisdiction / responsibility or unclear interfaces.
- ○ Personal conflicts with people from the functional areas.
- ○ Power policy factors and lack of acceptance of product management.
- ○ Avoidance of information transfer, lack of a culture of trust and openness.
- ○ Idleness and unwillingness to change.
- ○ Others: _____

12. Which of the following functional areas in your company often delegate their own tasks (tasks that should actually be done in the functional area!) to product management?

- ○ Sales / Key Account Management
- ○ Research and Development (R&D)
- ○ Marketing
- ○ Quality Management
- ○ IT / EDP
- ○ Controlling
- ○ Production / Technology
- ○ Purchasing
- ○ Logistics / Warehouse / Disposition
- ○ Financial Accounting
- ○ Others: _____

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Questionnaire (6/10)

Please answer questions 13 and 14 only if you have ticked at least one function in question 12.

13. What do you think are the main reasons for this delegation of tasks to product management?

- ○ The functional areas do this on purpose to get rid of tasks easily.
- ○ There is uncertainty in the functional areas as to what the tasks of product management are.
- ○ The functions have scarce resources to complete the tasks.
- ○ The functional areas lack specialist knowledge to perform tasks.
- ○ The product management itself takes on these tasks and thus provokes the task delegation (the product managers do not let go).
- ○ Other reasons: _____

14. In your opinion, does this delegation of tasks in the functional areas go so far that the functioning of product management is endangered in your company?

- ○ Yes, in any case.
- ○ Partly, at times.
- ○ No, it is within acceptable limits.

15. The product manager should be a product market specialist and functional generalist. Do you have this situation in product management?

- ○ Yes, our product managers are specialists for the product market and know all the relevant competitors. In addition, our product managers are functional generalists and can therefore easily negotiate with the functional areas.
- ○ No, our company lacks comprehensive and detailed market knowledge. However, our product managers have good functional knowledge.
- ○ No, our product managers have extensive and detailed knowledge of the market and competition, but there is a lack of functional generalist knowledge.
- ○ No, both areas of competence are not sufficiently trained in our company.

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Questionnaire (7/10)

16. Does your company have a product planning process in addition to the business planning process?

- Yes, we have a product planning process and the content is created by the product manager.
- Yes, we have a product planning process, but the content is created by other departments.
- No, our company does not have its own planning process for the products / product groups.

17. For which of the following specific tasks in product management are there supporting tools and instruments?

- Competitor analysis (e.g. strengths / weaknesses profile)
- Market analysis (e.g. market potential analysis)
- Product analysis (e.g. product benefit analysis)
- Development of the product strategy
- Product planning (e.g. target and action planning)
- Product controlling (e.g. target-actual comparisons)
- Product portfolio analysis
- Special analysis (e.g. complaint statistics, product satisfaction ...)
- Other tools and instruments: _____

18. Does your company have an annual, product-related target agreement with product management in which measurable quantitative product targets are agreed?

- Yes, quantitative product targets (e.g. sales, contribution margin) are agreed and linked to a performance evaluation system.
- Yes, quantitative targets are agreed but there is no performance review.
- No, no quantitative, product-related performance targets are agreed.
- We are currently in the process of introducing such a system.

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Questionnaire (8/10)

19. Which organizational form is used in your company for product management?

- Product management is assigned to a functional area (e.g. marketing, sales, R&D ...).
- Product management is directly subordinate to the management / division management (on the same level as the functional areas).
- For us, product management is a staff unit or exists in a union with other functions (e.g. sales manager is also a product manager).

20. Are there special forms of product management in your company?
If yes, which?

- System product manager (product managers responsible for systems).
- Application manager (product manager responsible for the use of products for special applications or segments).
- Product management as a profit center (here the product manager has the opportunity to purchase the services from external providers (e.g. development services).
- Division of product management into a technical specialist and a market specialist (i.e. product management is done by two people).
- Other forms: _____

21. Does the cooperation between the functional areas and product management exist in your company in the form of permanent product teams?

- Yes, there are permanent product teams for at least the main products. The product manager is a team leader and team members from the most important functional areas are permanently assigned.
- No, the cooperation with the product management takes place either project-related or in temporary working groups.
- We are currently introducing product teams.

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Questionnaire (9/10)

22. In your opinion, which three of the listed topics are the most important for a well-functioning product management?

- o A good ratio between operational and strategic tasks.
- o Well-qualified product managers with strong personalities.
- o Clarity about the goals and tasks of the product manager in the company.
- o Support of the product manager by the management.
- o Useful interface definition with the functional areas.
- o Clear product and resource priorities in product management and functional areas.
- o A corporate culture that supports collaboration and team orientation.
- o A quantitative target agreement and performance evaluation system.
- o Integration of product managers in important processes and planning.
- o Tools and instruments for work in product management.
- o Others: _____

23. What topics in product management will you work on in the future to further develop or optimize product management?

- o Further development topics: _____
- o Optimization topics: _____
- o There is currently no planning and no topics.

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Questionnaire (10/10)

Number of employees:

up to 50 employees
50 to 100 employees
100 - 500 employees
500 - 1000 employees
1000 - 5000 employees
5000 and more employees

Sales category:

up to € 5 million
€ 5 - 50 million
€ 50 - 250 million
€ 250 - 500 million
€ 500 million - 1 billion
from € 1 billion

Industry affiliation:

Retail
Service
Industrial
IT
Consumer staples
Consumer discretionary
Financial services
Other industry: _____

Function in the company:

Management / Division management
Functional area management
Head of product management
Product management
Junior product manager
Product specialist, product manager, product coordinator
Other function: _____

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Product Management Study

Added value through product management

Contact and Imprint

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Product Management Study

Added value through product management

Attachment

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Summary (1/4)

85% of all respondents work in companies that have several years of experience in product management.
85% of all respondents have appropriate job descriptions for product management.

On average, product management is busy with operational activities for 67% of the working time. 76% of respondents state that product management is busy at least 60% to 90% with operational activities.

Around 50% of respondents state that it is a clear goal to change product management into a more strategic position.

80% of those surveyed state that product management has added value for the company (external added value: market success! - internal added value: service provision and marketing!).

The four most important advantages (TOP 4) that product management has brought to the company are:

- Creation of a central contact person.
- Faster reaction to market and competitive factors.
- More effective marketing products and services.
- Better internal coordination of product topics.

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Summary (2/4)

The three most important problem areas (TOP 3) for the companies are:
- Lack of time for strategic tasks.
- Interface problems and conflicts of interest with the functional areas.
- Low acceptance and support of product management.

Management's support for product management is good for 20% of all respondents, but only 5% of all respondents consider the ratio between operational and strategic work to be useful for achieving their goals.

- The most important, success-relevant interfaces to product management (TOP 3) are:
- Sales / Key Account Management
- Research and Development (R&D)
- Marketing

The problematic, poorly functioning interfaces to product management (TOP 3) are:
- Sales / Key Account Management
- Research and Development (R&D)
- Production / Technology

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Summary (3/4)

The three main reasons (TOP 3) for the poor functioning of the interfaces to the functional areas are:

- the resource bottlenecks or different resource priorities (budget, time, work resources ...),
- the lack of clarity about jurisdiction / responsibility or unclear interfaces. and
- political factors and lack of acceptance of product management.

Sales / Key account management and marketing are the functional areas that often delegate their own tasks to product management. The causes of the task delegation mostly lie in the lack of clarity about the tasks of product management and in the scarce resources to fulfill the tasks.

The delegation of tasks is an important reason that the functioning of product management is endangered completely (37%) or at least partially / temporarily (49%).

Product managers have good functional knowledge but lack comprehensive and detailed market knowledge (41%).

Product planning processes exist, but 68% of the content is created by other departments.

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Summary (4/4)

Tools for product controlling are available, other tools are relatively underdeveloped.
There are quantitative product targets that are agreed with the PM as part of a target agreement and this is linked to a performance evaluation system (39%).

The most common form of organization (61%) is the placement of the PM into a functional area (e.g. marketing, sales, R&D ...).
60% of all respondents do not use any special forms for product management.
The use of product teams exists (29%), but the dominant form of cooperation takes place via project-related / temporary working groups (66%).

The three most important factors (TOP 3) for a well-functioning product management are:
- Creation of clarity about goals and tasks of product management in the company.
- Good ratio between strategic and operational tasks.
- Useful interface definition with the functional areas.

Around 55% of respondents will work on further development / optimization topics for product management in the future. The most important topics are:
- Strategic alignment of product management
- Roles and tasks of product management
- Interface definition to the functional areas
- Product and market analysis

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