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Product Jobs in 2023

Annual barometer

THIGA

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Hello, Product Lover!

The edition of our barometer that you're about to explore is undoubtedly one of the most significant since we launched this initiative in 2019. Positive in terms of participation: 353 professionals. This is quite substantial for professions in Digital Product, which were barely known in Spain just five years ago, despite their importance, and are still relatively unknown outside the "tech" realm.

We want to express our sincerest gratitude to all of you for dedicating your time to share this valuable information.

From its inception, Product has always aimed to have an economic impact, not just to create value for its users. The rise of roles like Product Marketing or Product Ops that is happening in the English-speaking world or, closer to home, in France, is an encouraging sign of this understanding: the business in Product goes beyond delivering functionalities. And that surge will eventually reach Spain.

However, as with any sudden change, this transition comes with side effects. Some are evident, such as tighter budgets, redundancies, and a rebalancing between supply and demand that affects salary progression. Others are less apparent, such as the impact on our mental health.

That's why we've decided to **partner with moka.care**, whose goal is to help companies create healthier work environments. We want to highlight issues that are still challenging for us to address, both individually and collectively. Often, it's difficult to confide in our colleagues, the HR department, or managers. The topic remains taboo in the workplace.

In the barometer, it's observed that over 60% of respondents consider that mental health issues sometimes affect their productivity. Work intensity and workload are by far the main psychosocial risk factors affecting the Product Community. We want to emphasize this fact: **39.5% of Product professionals report that work intensity and workload affect their mental health**. The good news is that the majority of professionals rate their passion for their profession between 8 and 9 out of 10.

The rest of the study follows the trend of the previous year. We've delved into many aspects of the roles of Product Managers, Product Designers, and Product Leaders. In the latter segment, we must exercise caution when interpreting the results, as the sample size has been small, affecting the representativeness of the data. In the rest of the study, you'll also find information on organizations, activities, salaries, and gender equality.

We continue to monitor the gender pay gap, which we consider crucial given the extent of inequality in the Product field, both in terms of numbers and salaries.

Finally, we've adjusted the parameter of years of experience in Product to align with the methods used to calculate market salary surveys. We now count the total number of years of professional experience.

Wishing you an excellent read and a productive year ahead!

Your life

- You and your job
- Your company's location
- Your remote model
- Your type of company
- Your field of study
- Your professional experience
- Before you started building products...

Your job

- What you like most and least about your job
- How you feel at work
- Focus on mental health
- The number of people you manage
- Recruitment
- Your responsibilities
- Team organization
- The understanding of your job

Your salary

- Your salary
- Salary comparison between men and women

Your career

- Your career development
- The companies that attract you most
- Your skills development
- Your favorite podcasts and newsletters

Your life

Your job

Your salary

Your career

You are...

A man
44,4%

A woman
54,1%

I don't want to answer
5%

74,4% Product Owner / Product Manager

21,2% Product Designer / UX-UI Designer

4,2% Product Leader (Head of, VP, CPO...)

Where do you work?

Comunidad de Madrid	51,9%
Cataluña	21,8%
Comunidad Valenciana	7,6%
Andalucía	6,6%
Galicia	2,7%
Global	4,8%
Islas Baleares	1,2%
País Vasco	1,2%
Castilla y León	1,2%
Principado de Asturias	0,9%
Aragón	0,9%
Región de Murcia	0,6%
Comunidad Foral de Navarra	0,6%
Islas Canarias	0,3%
Cantabria	0,3%

What remote work policy has your company adopted?
(per week)

40,1% All week

10,6% 4d remote/week

16,1% 3d remote/week

13,3% 2d remote/week

5,4% 1d remote/week

2,1% 100% in the office
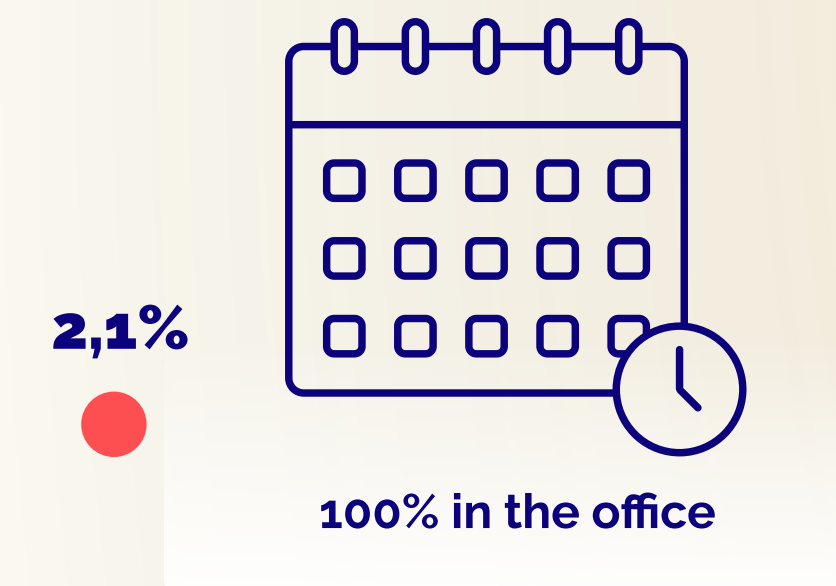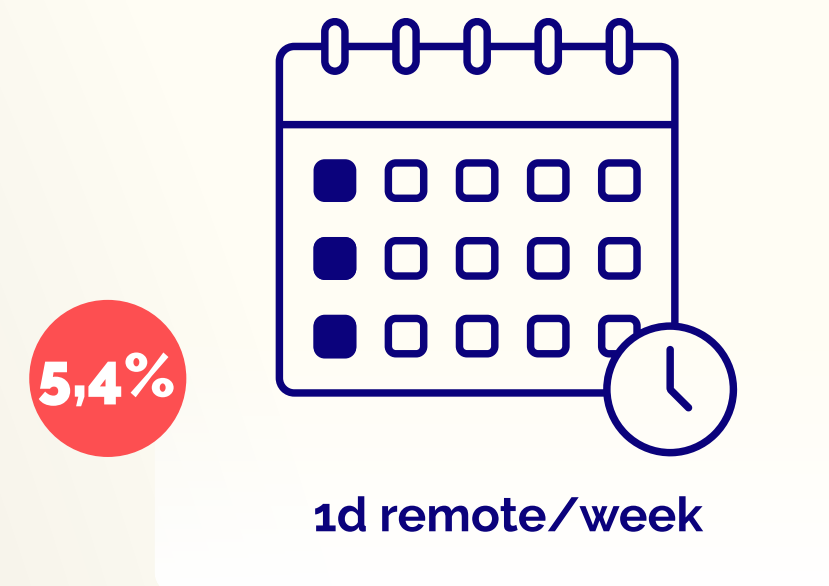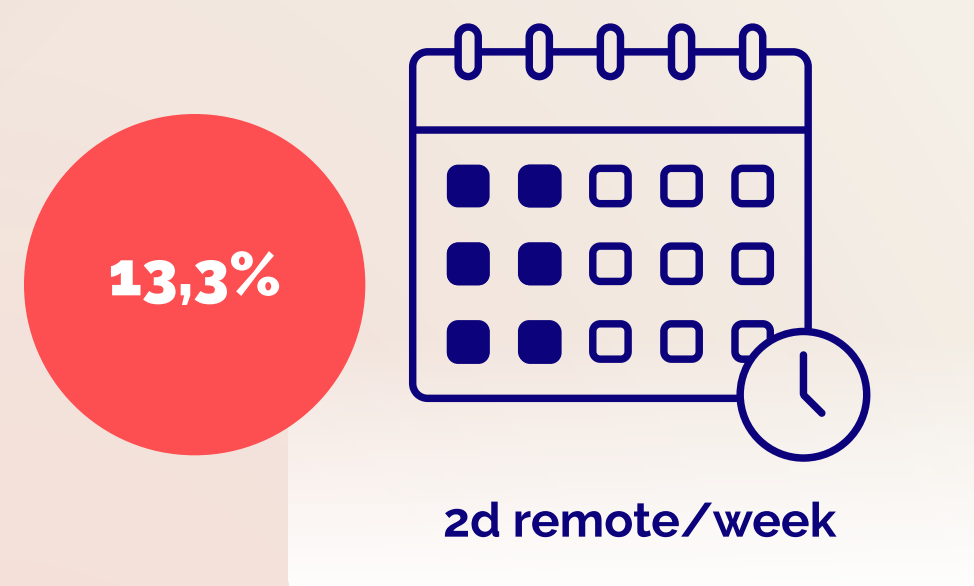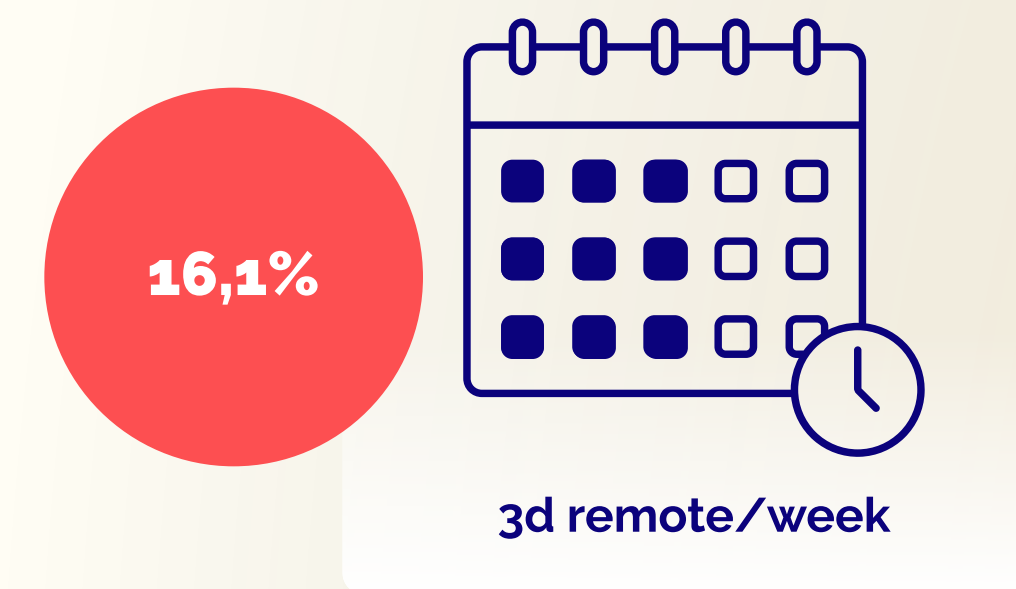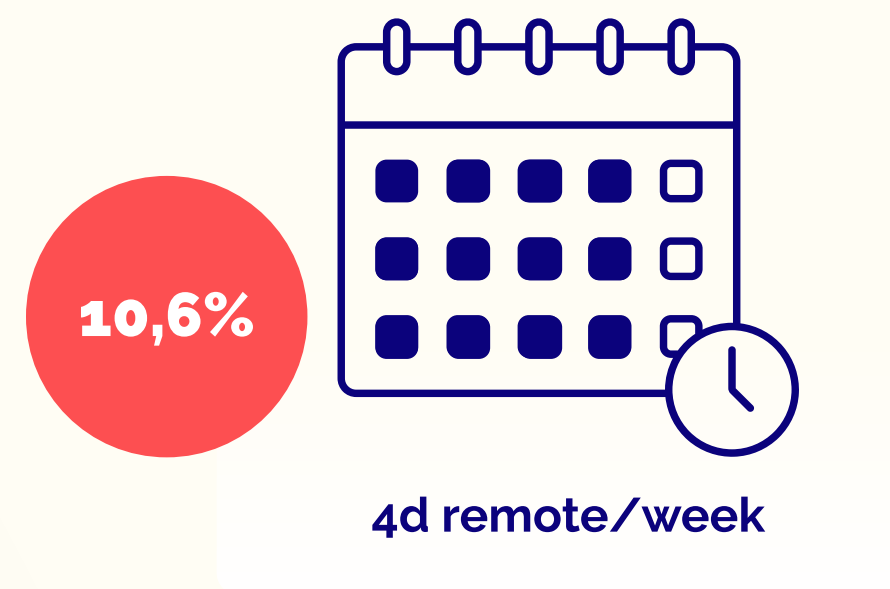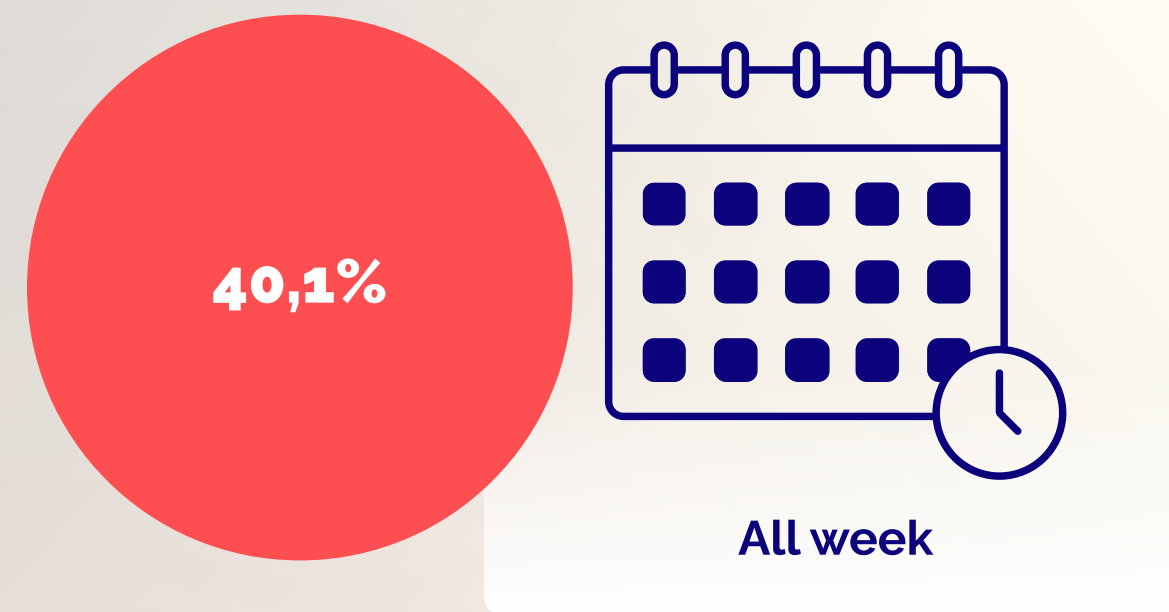
Is your company a digital-only company (startup, scaleup, software publisher...)?

No 41,9%	Yes 55,6%

What is the size of your company?

> 5000 Large company	19,7%
250-5000 Mid-sized company	32,2%
10-249 Small and medium-sized business	43,1%
2-9 Micro-business	2,4%
I'm a freelancer	2,4%
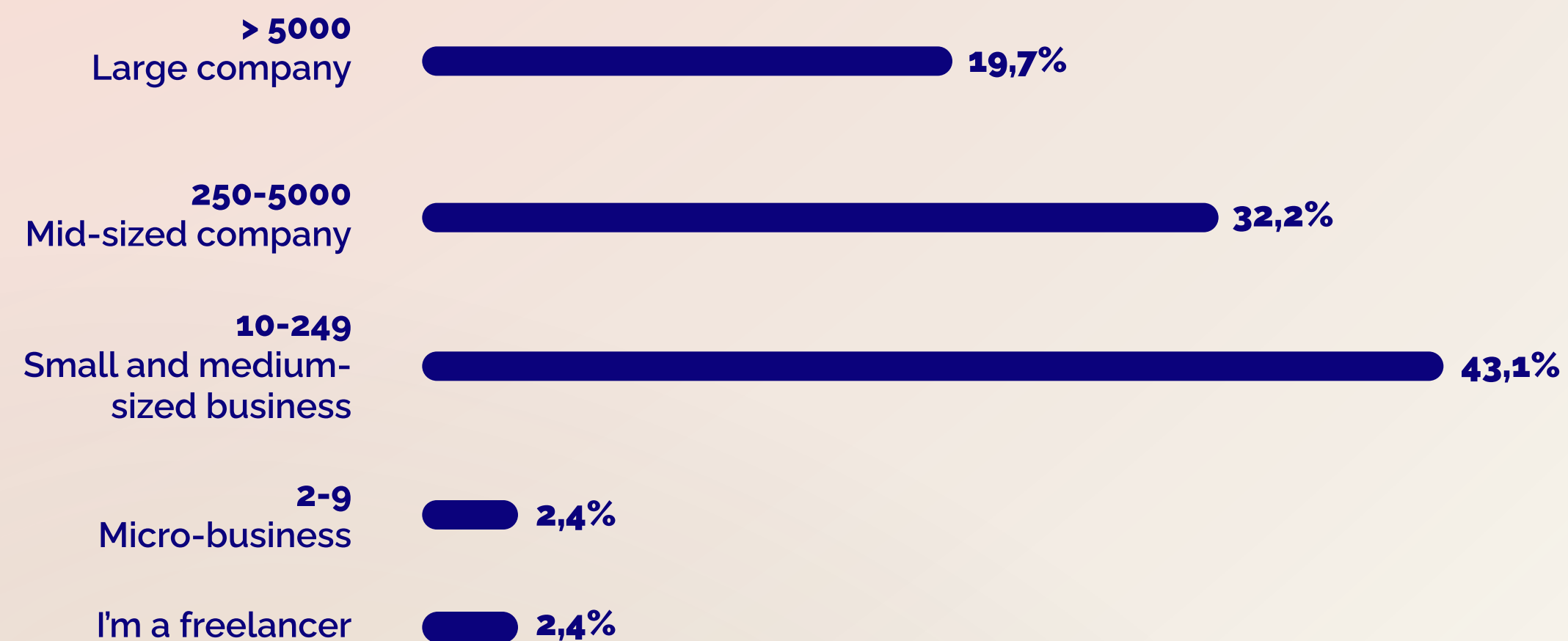
What is the number of Product people in your company? (We include all Product People, including yourself.)

1	5,3%
2-4	16,5%
10-19	17,1%
5-9	20,8%
+20	40,1%
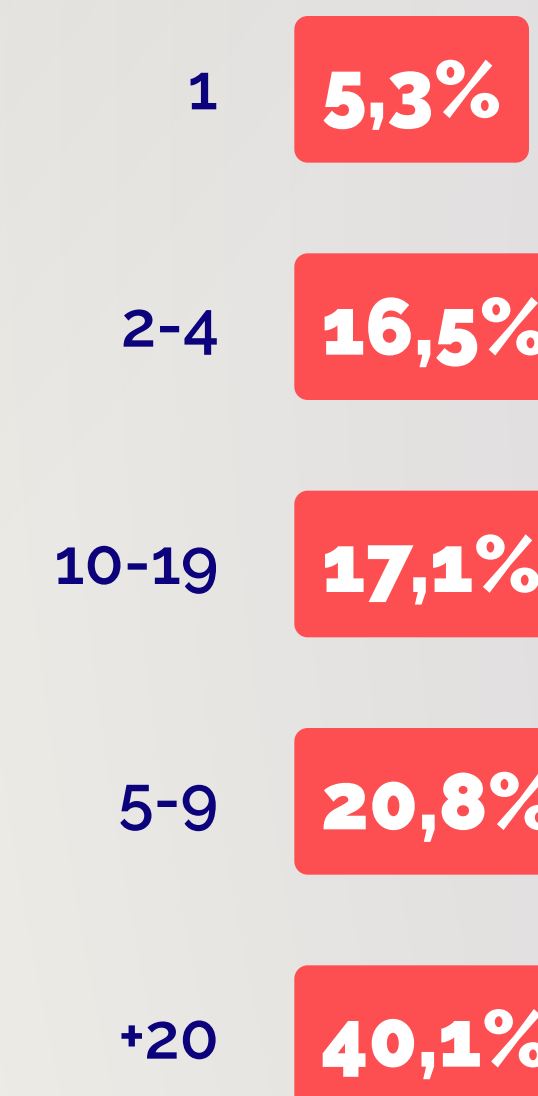
What was your main field of study?

Field of studies | **Percentages**

Business
- Product Designer: 1,4%
- Product Leader: 14,2%
- Product Manager: 20%

Engineering (excluding IT)
- Product Designer: 11,3%
- Product Leader: 14,3%
- Product Manager: 21,6%

IT
- Product Designer: 1,4%
- Product Leader: 21,4%
- Product Manager: 22,4%

Marketing
- Product Designer: 2,8%
- Product Manager: 9,8%

Design
- Product Designer: 68,5%
- Product Leader: 7,1%
- Product Manager: 8,1%

Humanities (communication, history, philosophy, etc.
- Product Designer: 11,4%
- Product Leader: 28,5%
- Product Manager: 9,8%

Other
- Product Designer: 2,8%
- Product Leader: 7,1%
- Product Manager: 8,1%

Legend:
- Product Designer
- Product Leader*
- Product Manager

*The sample size for these results is quite low, which may impact the representativeness of the data. Interpret these findings with caution

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How many years of professional experience do you have?

Product Manager
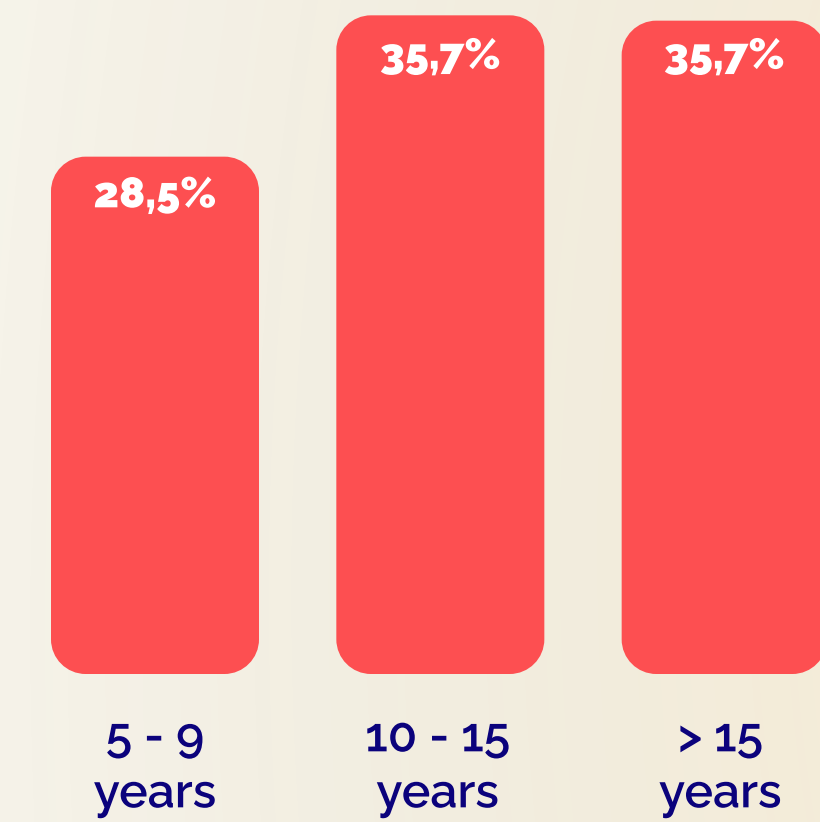
Category	Value
0 - 2 years	6,1%
2 - 4 years	19,1%
5 - 9 years	43,2%
10 - 15 years	16,3%
> 15 years	15,1%

Product Designer

Category	Value
0 - 2 years	10%
2 - 4 years	22,8%
5 - 9 years	32,8%
10 - 15 years	18,5%
> 15 years	15,7%

Product Leader*

Category	Value
5 - 9 years	28,5%
10 - 15 years	35,7%
> 15 years	35,7%

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Before you started building products, you were...

Product Manager

Role	%
Project manager	23,6%
Other	15,1%
In Marketing / Communication	15,1%
Developer	13,4%
Business Analyst	7,3%
Consultant	7,3%
A Product Manager after my studies	6,5%
Entrepreneur	4%
Webdesigner	2,8%
Researcher	2%

Product Designer

Role	%
Webdesigner	22,8%
Other	21,4%
Designer print	17,1%
A Product Designer after my studies	14,2%
In Marketing / Communication	8,5%
Art Direction	8,5%
Developer	2,8%
Project manager	1,4%
Business Analyst	1,4%
Consultant	1,4%

Product Leader*

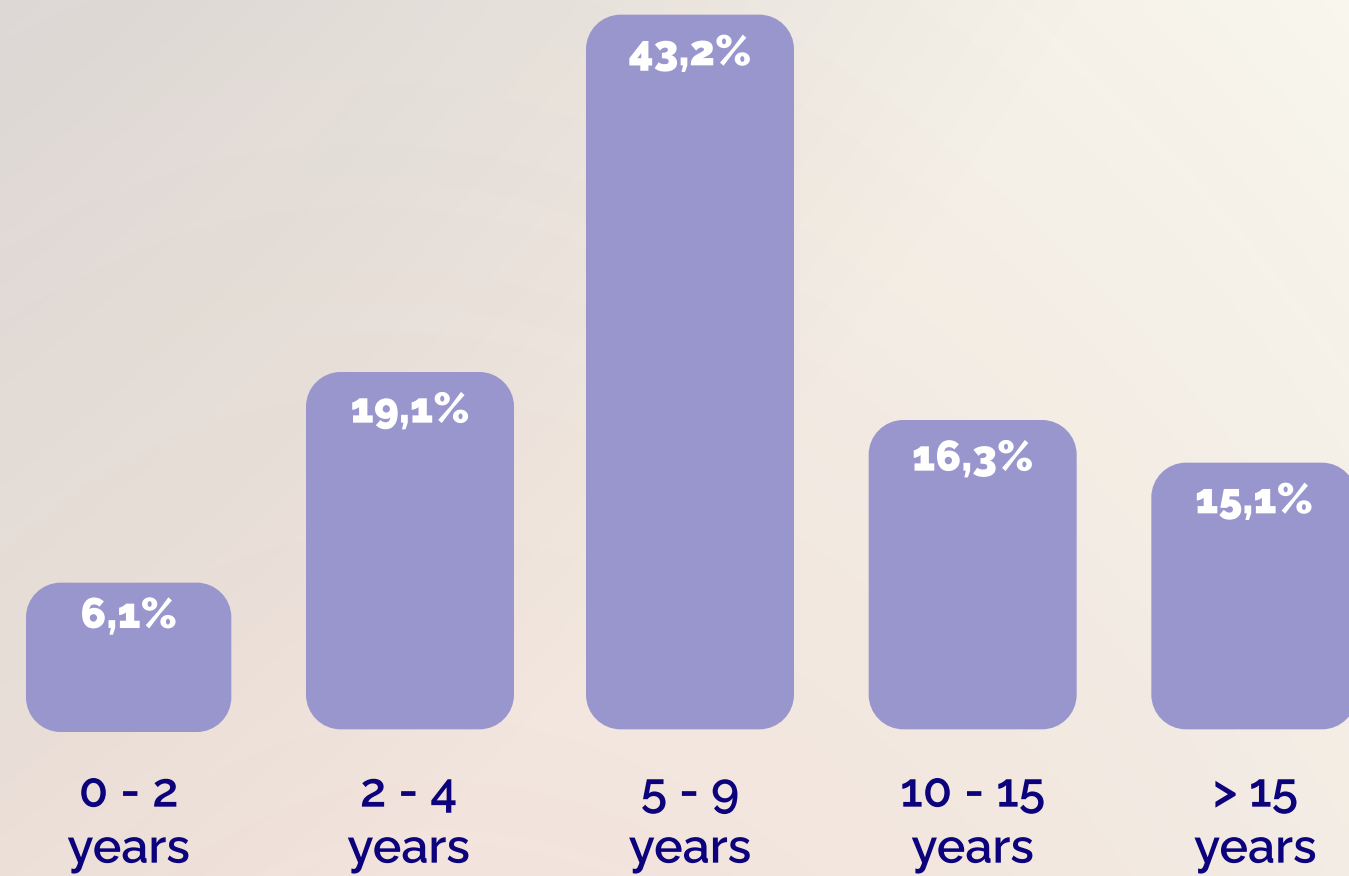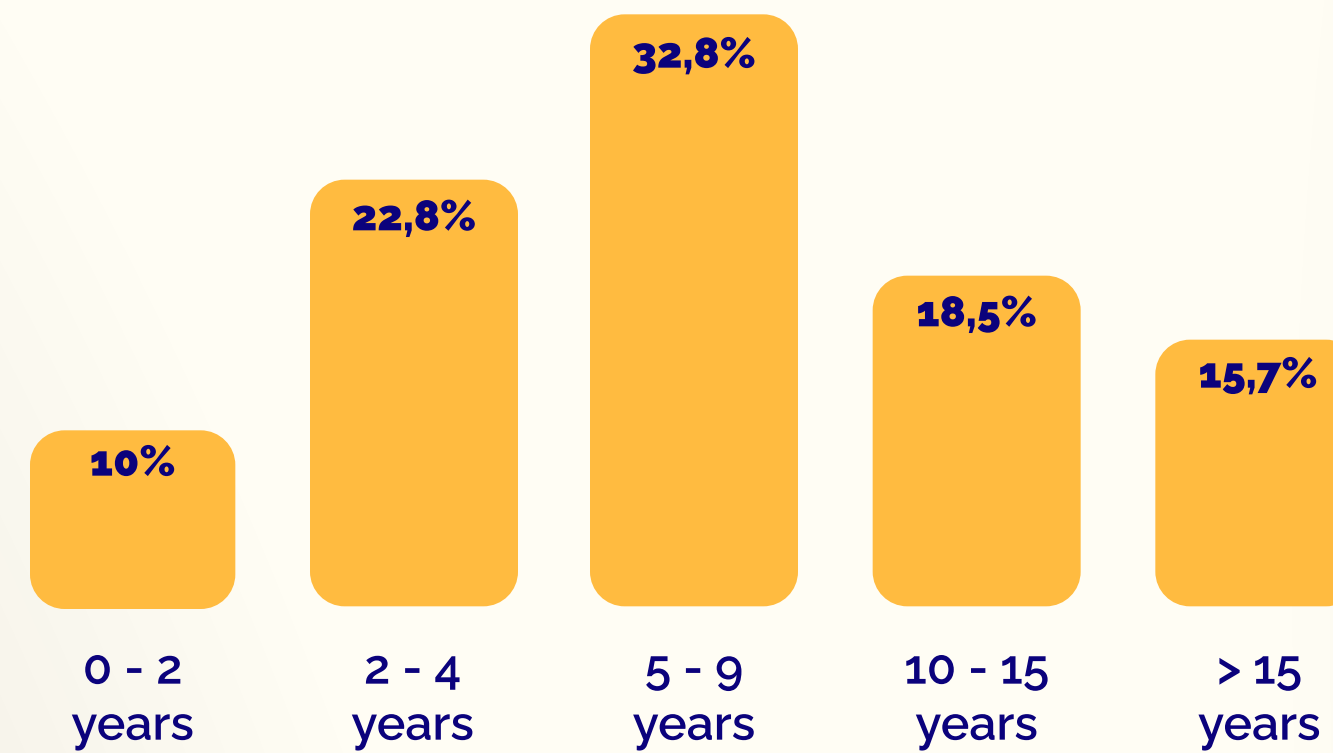| Role	%
Project manager	28,7%
Art Direction	14,2%
Consultant	14,2%
Developer	14,2%
In Marketing / Communication	14,2%
Entrepreneur	7,1%
Commercial	7,1%

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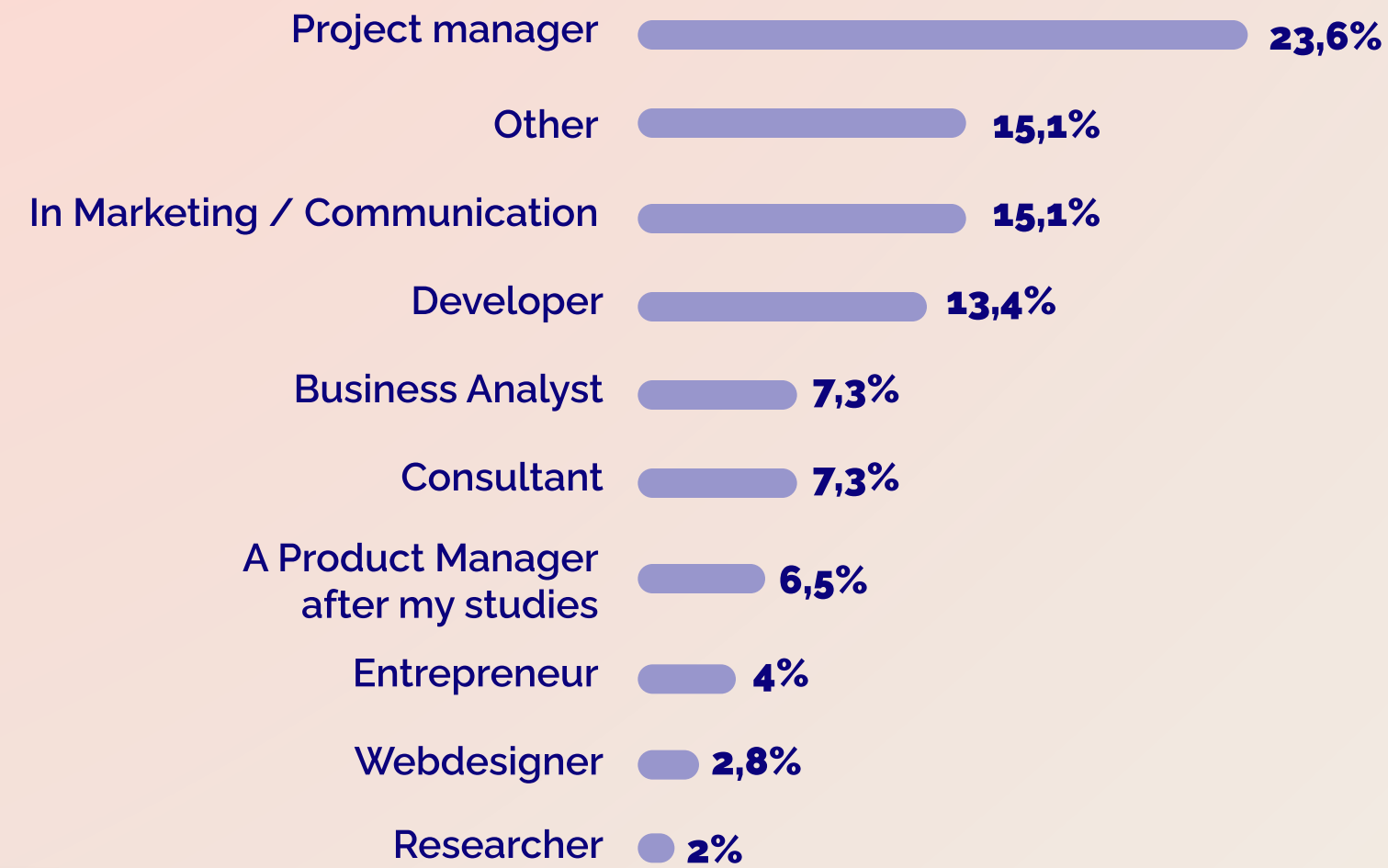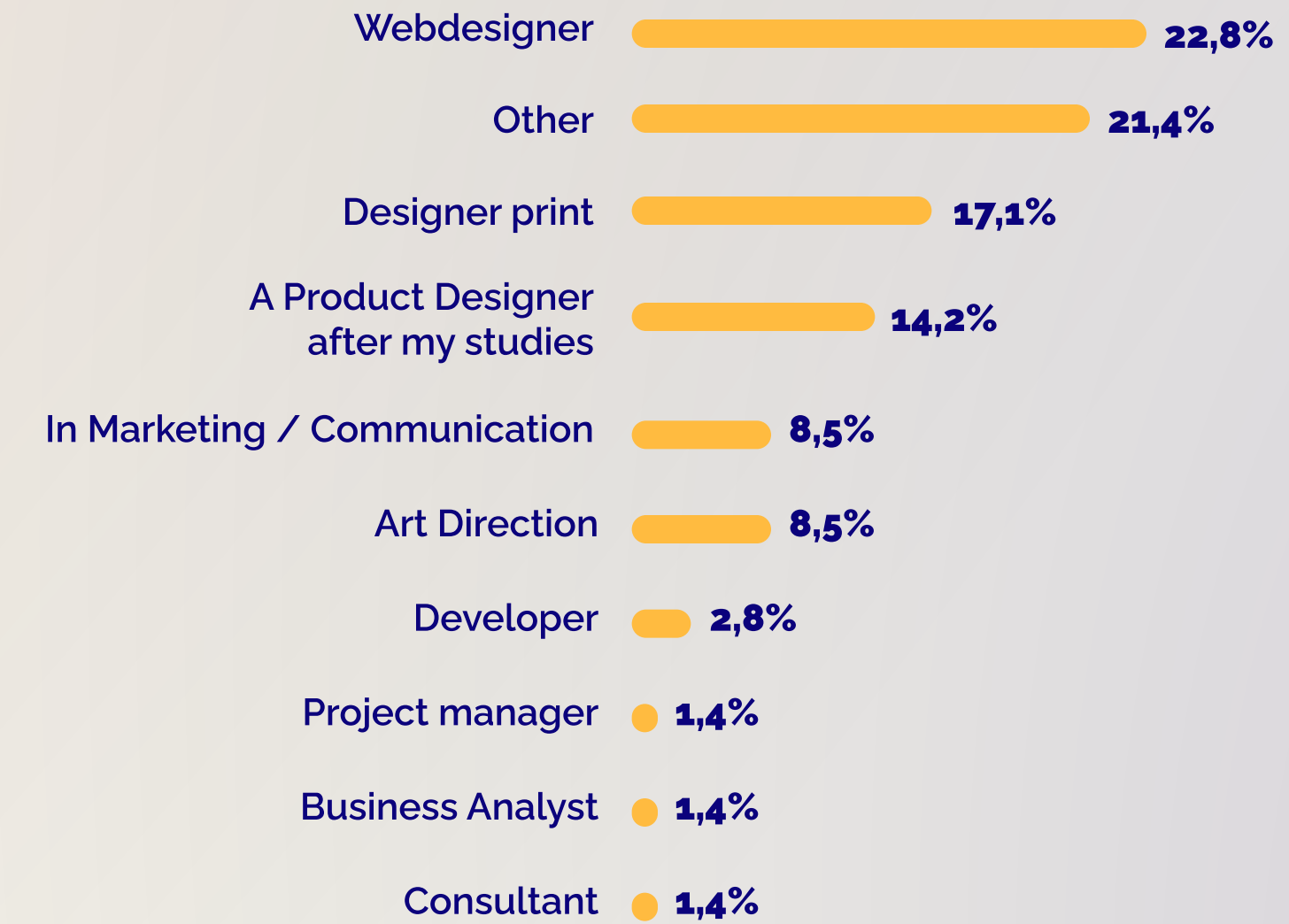
Your life

Your job

Your salary

Your career

What is your favorite and least favorite thing about your job?

	Solving complex problems	Generating impact	Manage product and/or design strategy	Influence the direction of the product and the company	Multiple tasks/responsibilities: never a dull moment	Creating new features "from scratch"	Relationships with tech	Direct contact with users	Relationships with business	Being at the center of the machine	Managing/coaching Product People	Manage product organization	Promote the product internally and externally
😃	47%	40,8%	32%	26,9%	25,2%	22,4%	19,3%	18,1%	15,6%	14,7%	13,6%	6,8%	5,1%

	Politics/friction with other teams	Suffering from short term / sale when I want to do long term	Stress / workload	Company organization	Lack of agility	Technical debt	Stakeholder management	That the role of Product, Design or Marketing is misunderstood	Tech/Product/Design to be seen as a supplier, a cost center	Lack of challenge from the company/management	Managing bugs	Making specs!	The delta between specs and development
😞	40,2%	29,5%	29,2%	28,3%	27,2%	21%	19,8%	19,3%	13,9%	13,6%	11,9%	9,6%	5,9%

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On a scale of 0 to 10, how do you feel?

🟡 Product Designer   🔴 Product Leader *   🟣 Product Manager
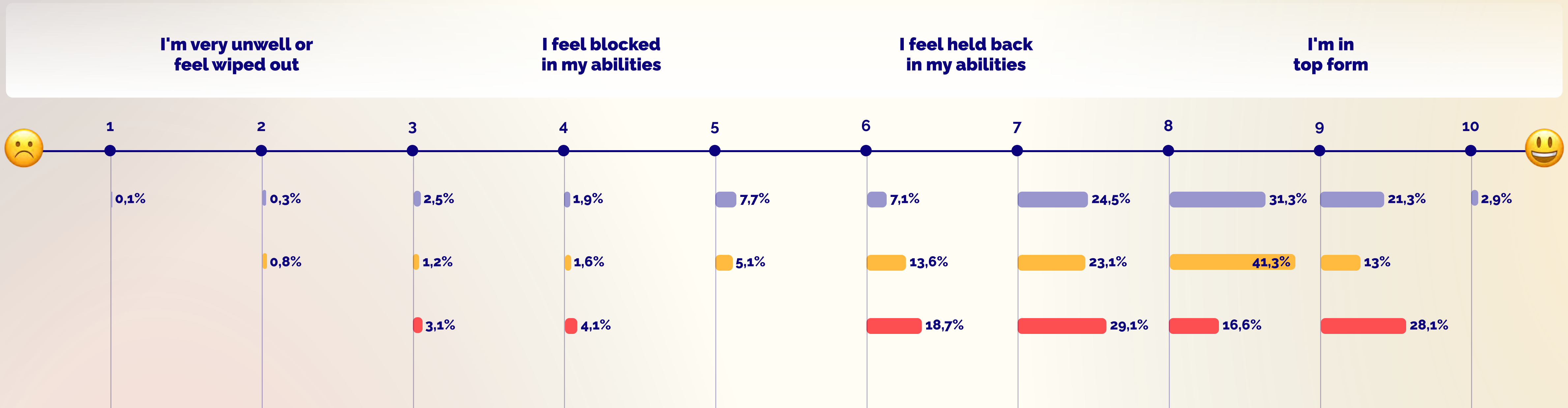
	I'm very unwell or feel wiped out			I feel blocked in my abilities		I feel held back in my abilities			I'm in top form	

Product Manager (purple):
- 1: —
- 2: 0,1%
- 3: 0,3% → (2,5%)
- 4: 1,9%
- 5: 7,7%
- 6: 7,1%
- 7: 24,5%
- 8: 31,3%
- 9: 21,3%
- 10: 2,9%

Product Designer (yellow):
- 2: 0,8%
- 3: 1,2%
- 4: 1,6%
- 5: 5,1%
- 6: 13,6%
- 7: 23,1%
- 8: 41,3%
- 9: 13%

Product Leader (red):
- 3: 3,1%
- 4: 4,1%
- 6: 18,7%
- 7: 29,1%
- 8: 16,6%
- 9: 28,1%

Scale points: 1 2 3 4 5 6 7 8 9 10

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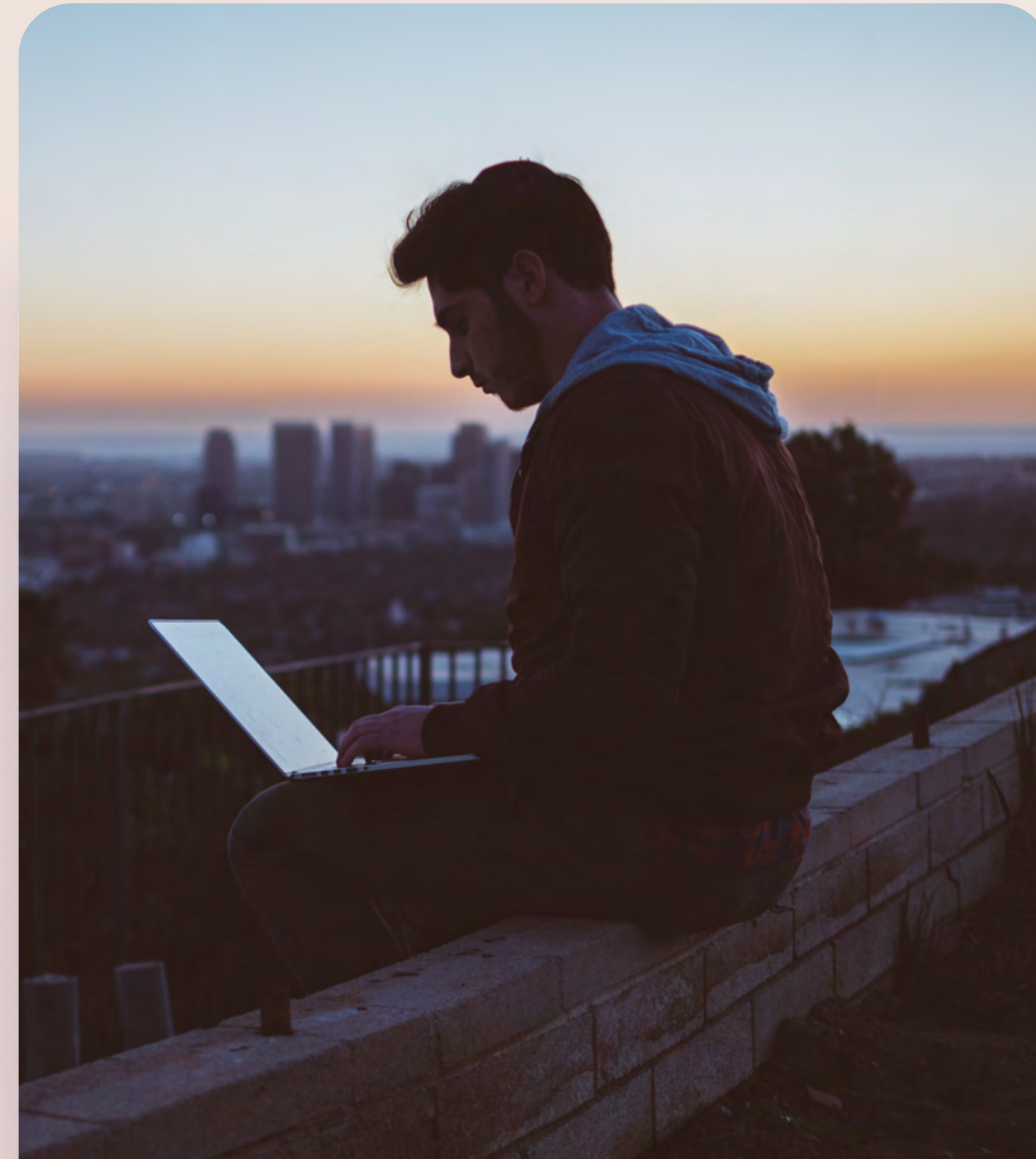
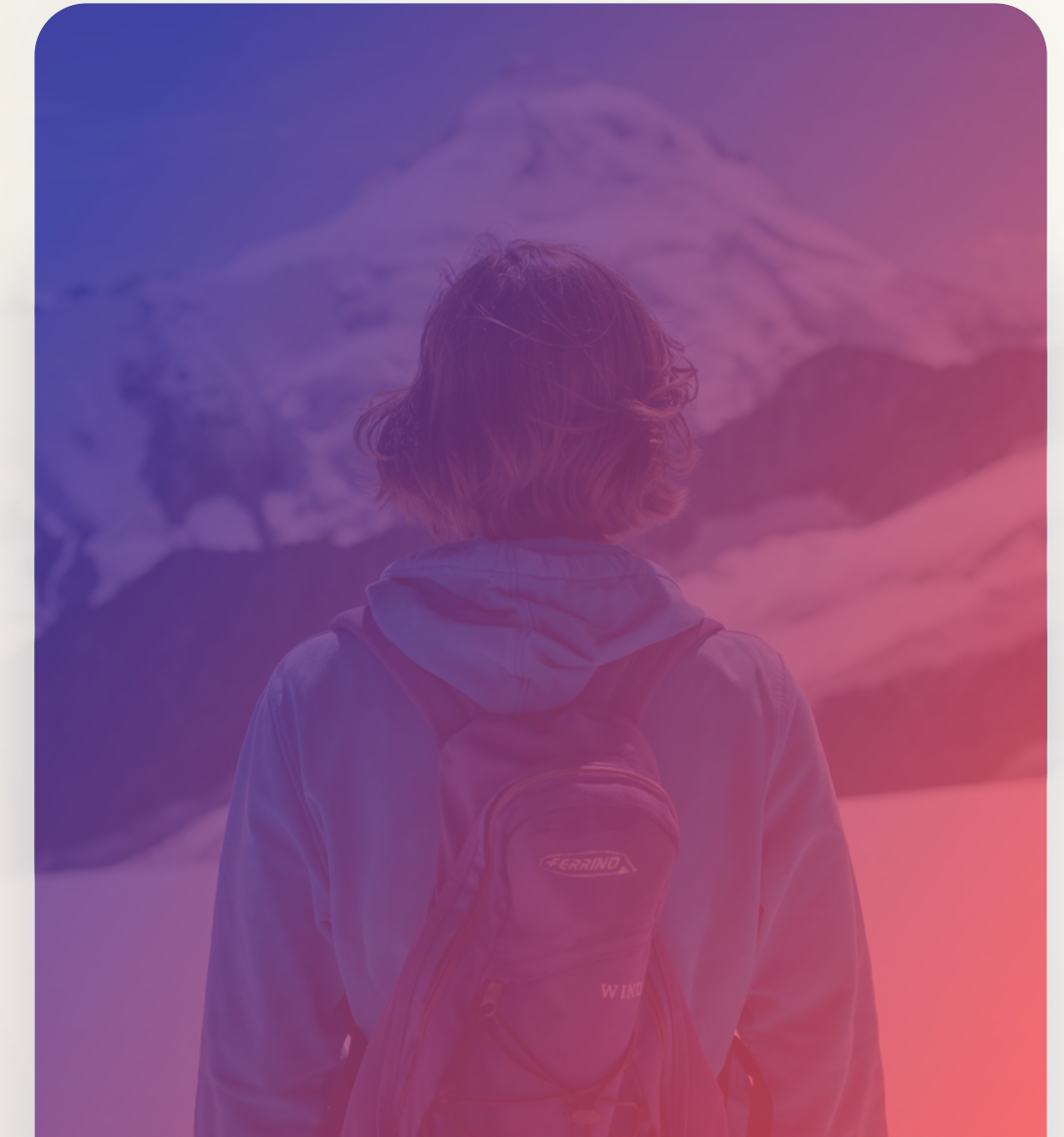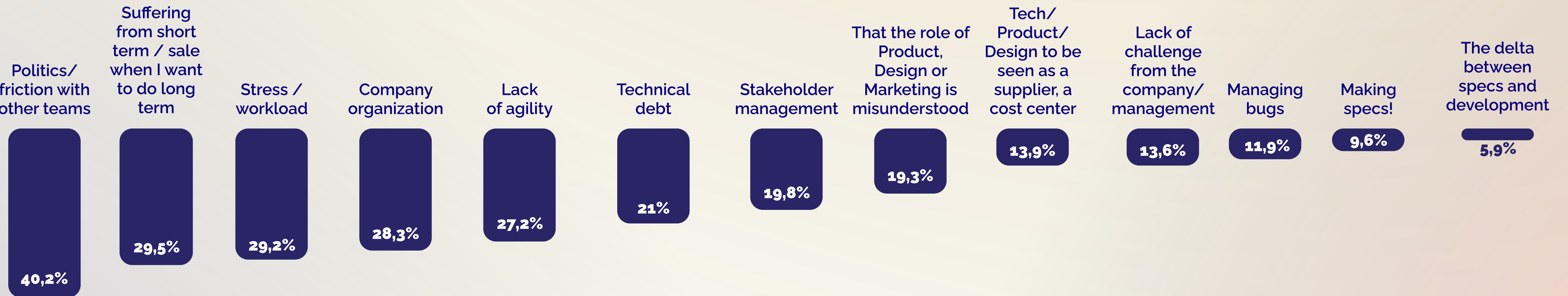# On a scale of 0 to 10, do you like your job?

■ Product Designer ■ Product Leader* ■ Product Manager

I don't like my job   I love my job

	1	2	3	4	5	6	7	8	9	10

Product Manager: 0,3% (2) · 0,3% (3) · 1,1% (4) · 3,6% (5) · 7% (6) · 18,8% (7) · 24,3% (8) · 32% (9) · 12,1% (10)

Product Designer: 1,2% (2) · 3,5% (5) · 3,9% (6) · 13,6% (7) · 27,8% (8) · 34,9% (9) · 14,8% (10)

Product Leader: 7,2% (5) · 3,1% (6) · 16,6% (7) · 46,8% (8) · 7,2% (9) · 18,7% (10)

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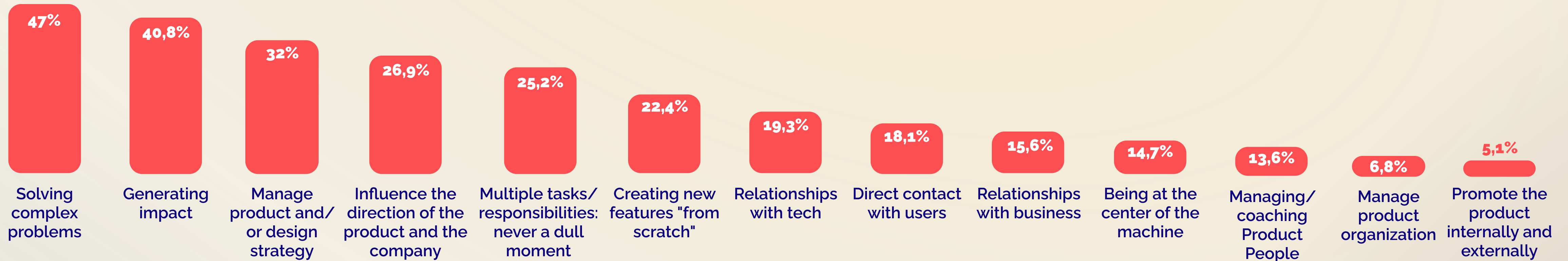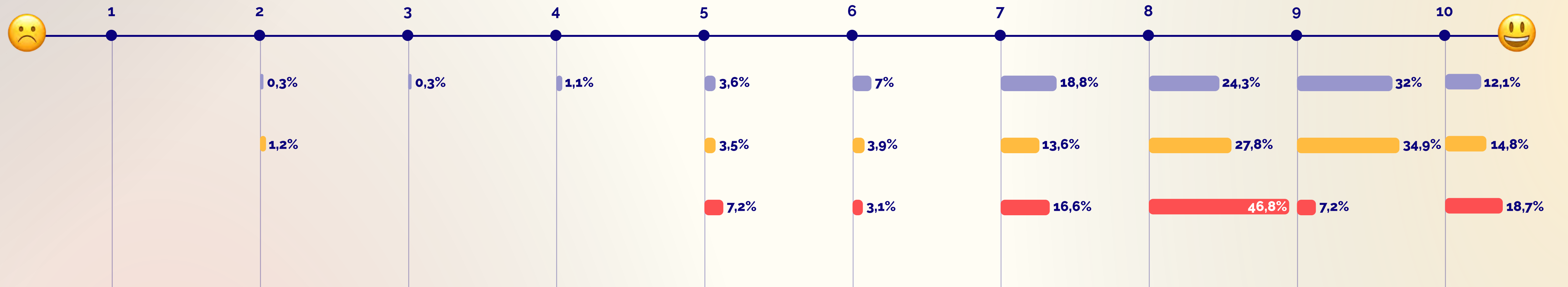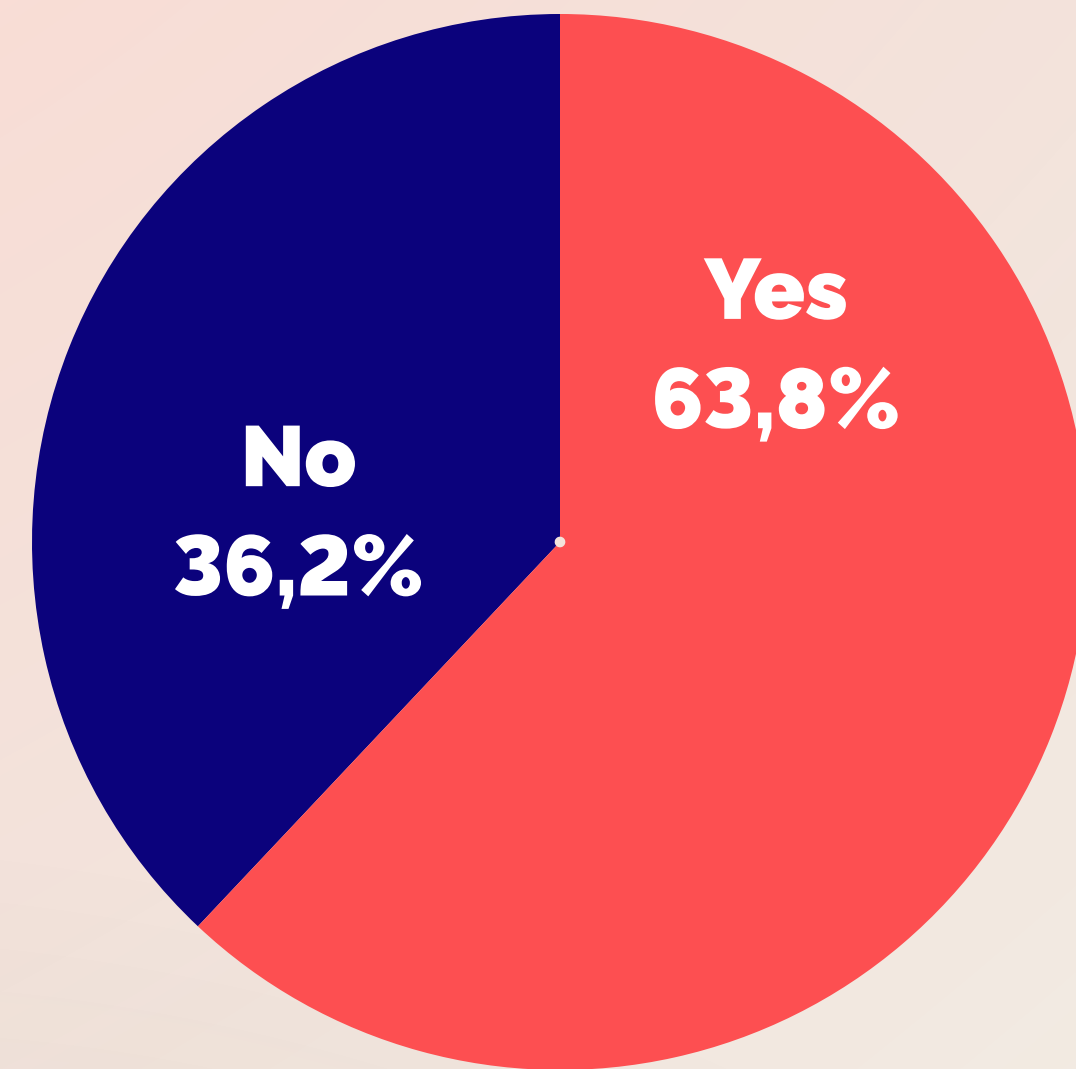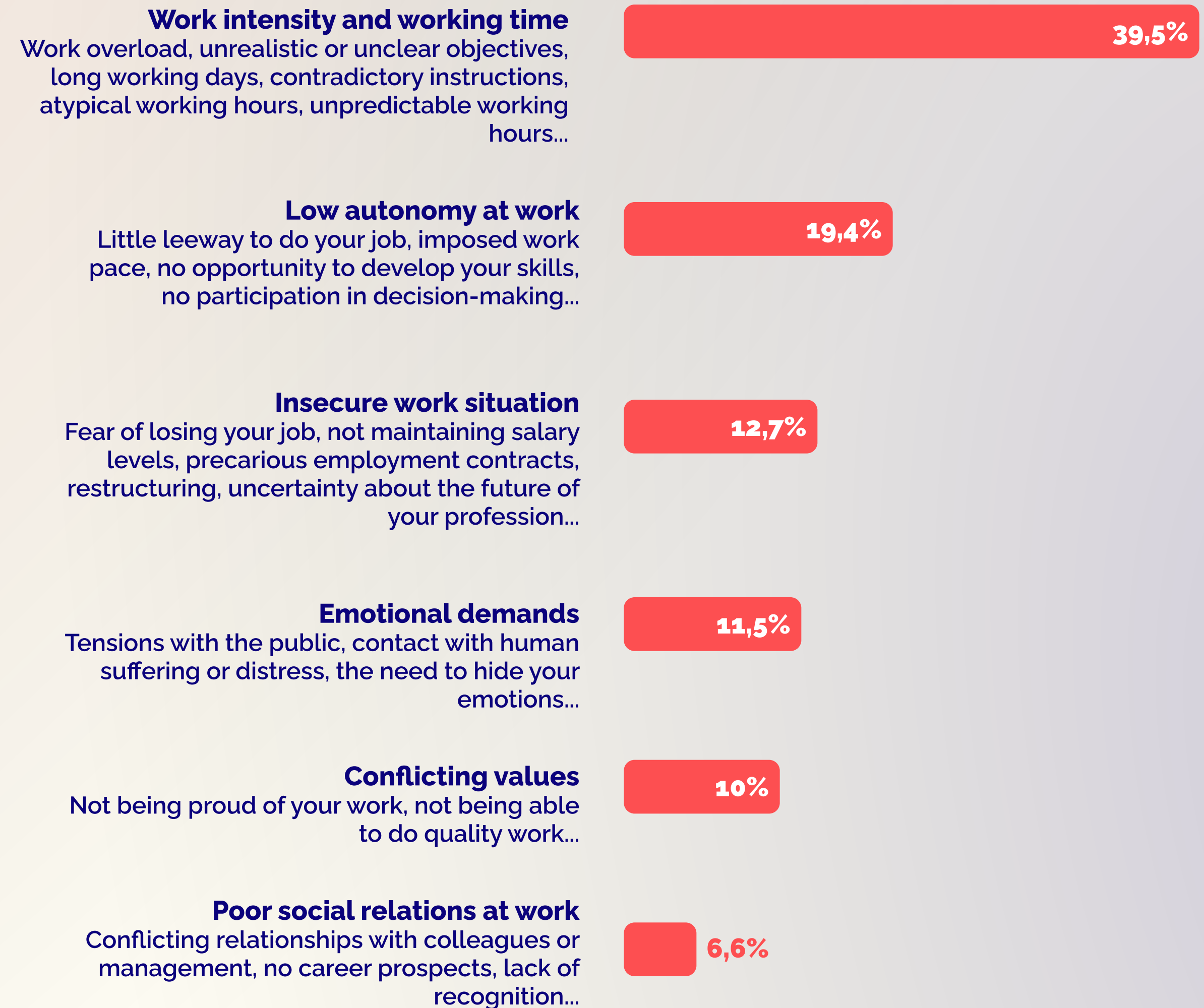MOKA CARE   2023 barometer   lpc laproductconf

Does a mental health issue sometimes impact your productivity?

What psychosocial risk factors do you consider to be most prevalent in your company's product teams?

No
36,2%

Yes
63,8%

For information:

75.4% of respondents said that a mental health problem sometimes affected their productivity, in moka.care's Product&Santé Mentale survey conducted in February 2023.

Work intensity and working time
Work overload, unrealistic or unclear objectives, long working days, contradictory instructions, atypical working hours, unpredictable working hours...

39,5%

Low autonomy at work
Little leeway to do your job, imposed work pace, no opportunity to develop your skills, no participation in decision-making...

19,4%

Insecure work situation
Fear of losing your job, not maintaining salary levels, precarious employment contracts, restructuring, uncertainty about the future of your profession...

12,7%

Emotional demands
Tensions with the public, contact with human suffering or distress, the need to hide your emotions...

11,5%

Conflicting values
Not being proud of your work, not being able to do quality work...

10%

Poor social relations at work
Conflicting relationships with colleagues or management, no career prospects, lack of recognition...

6,6%

How many people do you manage?
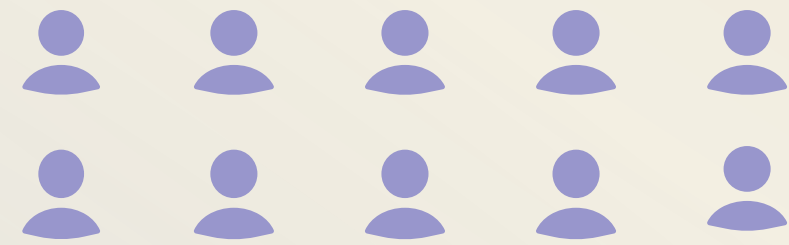
10

For the
CPOs
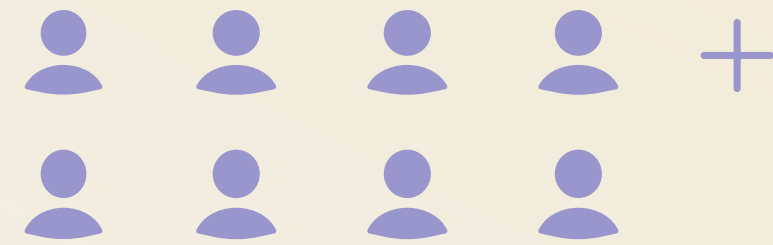
8 +

For the
Heads of Product

3

For the
Lead PMs

1

For the
Lead Designers

How do you rate the recruitment of Product profiles?

Good profiles can be found, but only with great effort — **19,8%**

It's easy to find junior profiles, but difficult to find senior ones — **25,4%**

It's very difficult to find good profiles — **33,9%**

It's easy to find good profiles — **2,8%**

We're not looking to recruit — **17,9%**

What are the direct responsibilities of a Product Manager in your company?

Delivery & backlog/release plan management (approx. 3 months) — **87,8%**

Product roadmap (6 months/1 year or more) — **82,7%**

Discovery/user research — **69%**

Product strategy — **64,7%**

Data analysis (including dashboards) — **56,1%**

Team organization (breakdown) — **36,5%**

User testing — **35,7%**

Product growth — **34,9%**

QAs management — **19,6%**

UX-UI/Product design — **15,7%**

Managing Product Owners — **14,9%**

Prototyping — **13,7%**

Pre-sales — **11%**

Other — **2,7%**

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What are the direct responsibilities of a Product Designer in your company?

Interface design	91,7%
Prototyping	86,1%
Design system	80,6%
Discovery/user search	77,8%
User testing	75%
Design strategy	50%
Product strategy	50%

A/B testing	45,8%
UI kit	43,1%
Data analysis (including dashboards)	40,3%
Design of landing pages (excluding products)	36,1%
Branding	16,7%
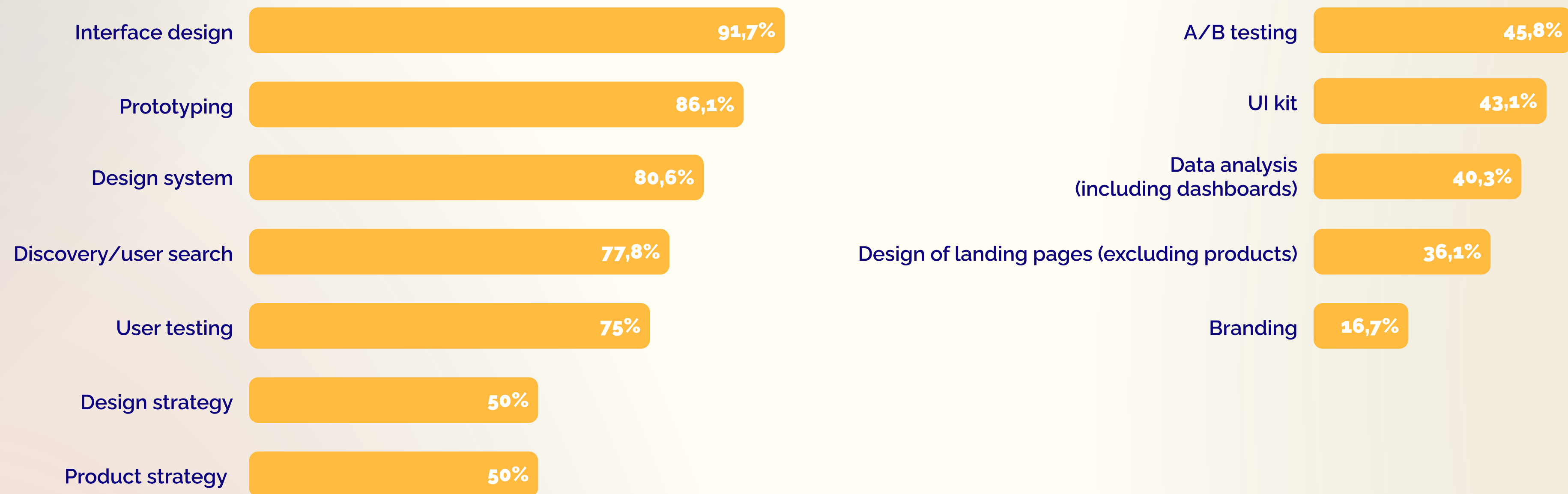
What is the Design organization?

Designers are 100% integrated into the product team/squads and have the same manager as PMs/POs — **50,7%**

Designers work with the team but don't have the same manager as PMs/POs — **38,8%**

Designers are an internal "agency" and squads are their "customers" — **10,4%**
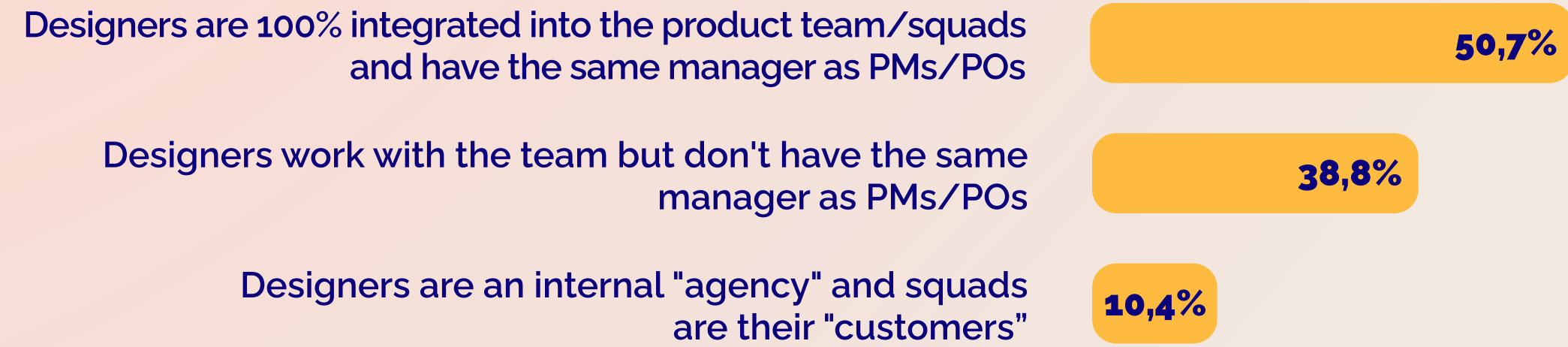
What is the ratio of designers to product teams?

29% — 1 designer for 3 or more team

40,6% — 1 designer per team

30,4% — 1 designer for 2 teams or less
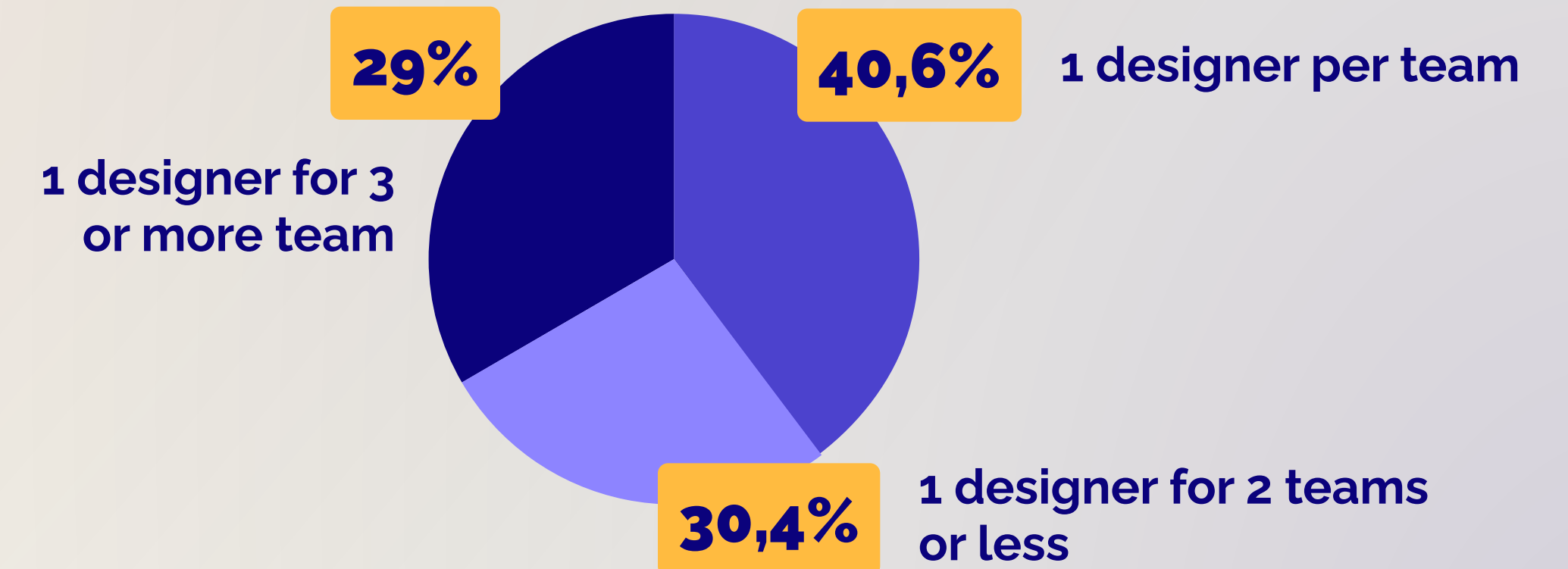
What is the ratio of dedicated developers per PO/PM?

4,4%
0
None: no-code or outsource development

12,2%
Shared pool of developers: no dedicated developers

6,1%
1-2

23,6%
3-4

34,6%
5-6

9,8%
7-8

8,9%
> 8
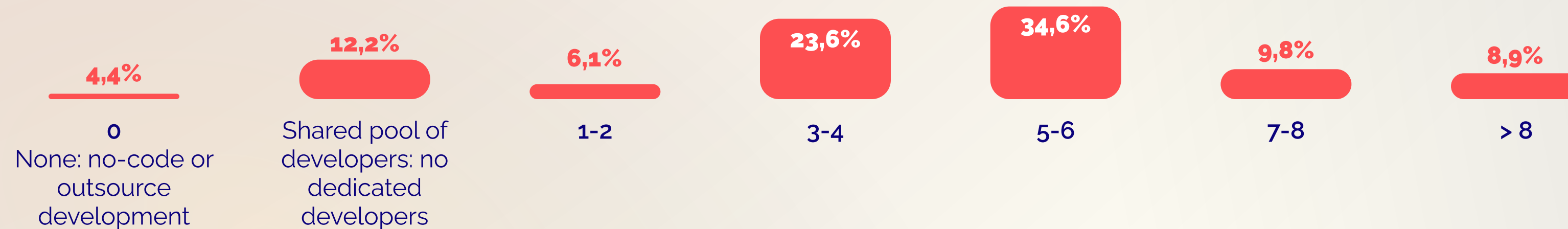
How well does the rest of your company understand the roles of Product Managers, Product Designers, and Product Marketing Managers?

7,6% Perfectly understood

32,2% Well understood

36,8% Not well understood

23,4% Not understood at all
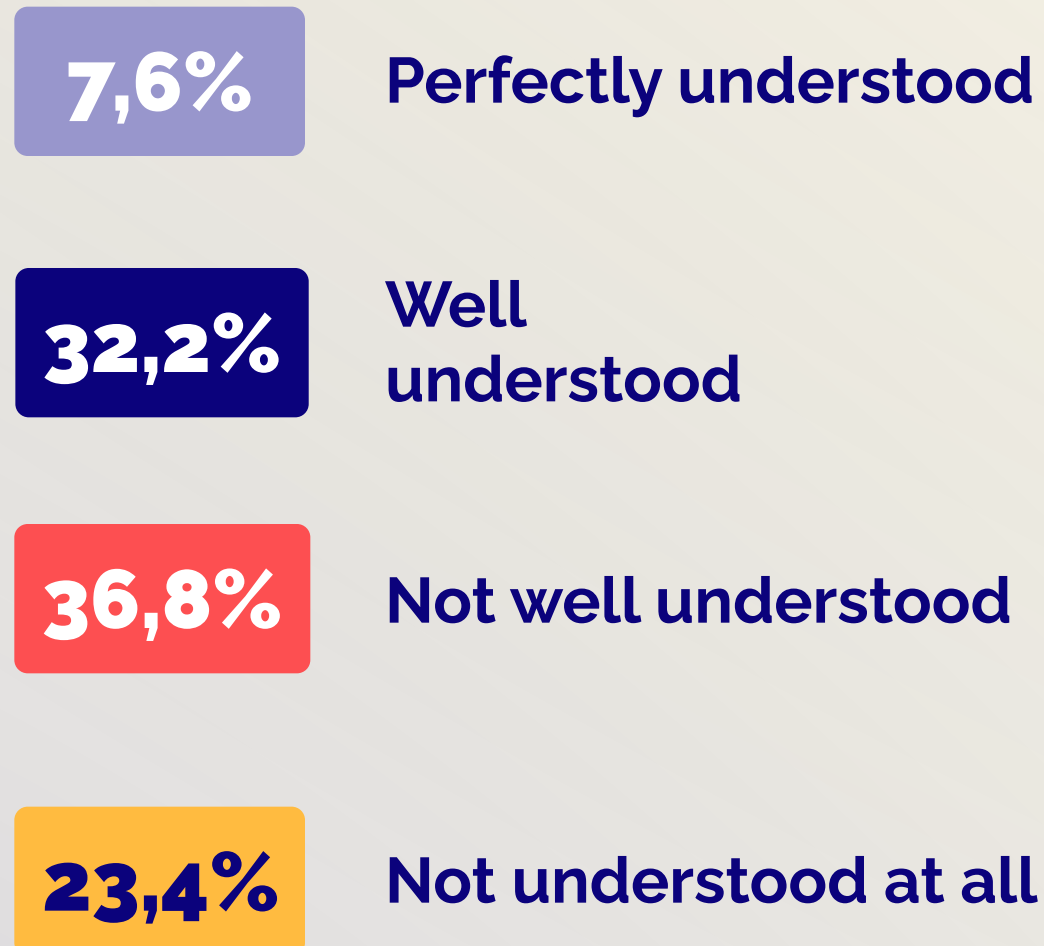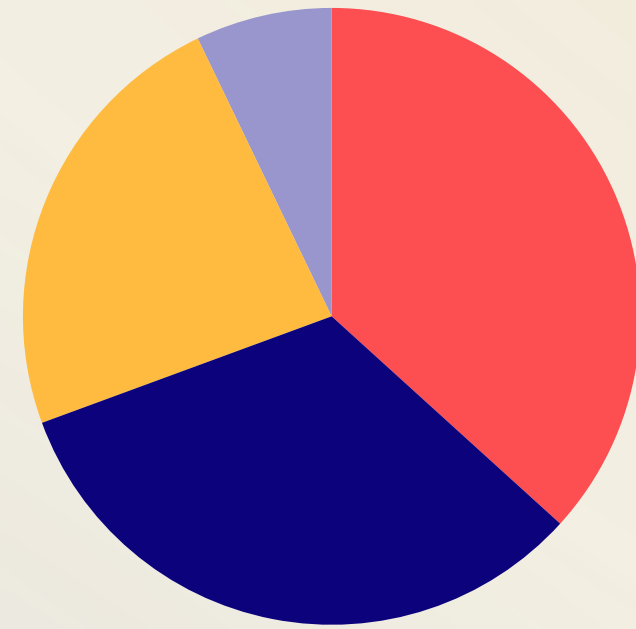
Who do the PMs/POs report to?

The most senior person (excluding CEO).
This can be you, of course!

40% Head of Product

29,7% CPO/VP Product

20,2% CEO directly (there's no one between PMs and CEOs)

8,4% CTO

1,4% CDO/VP Product Design
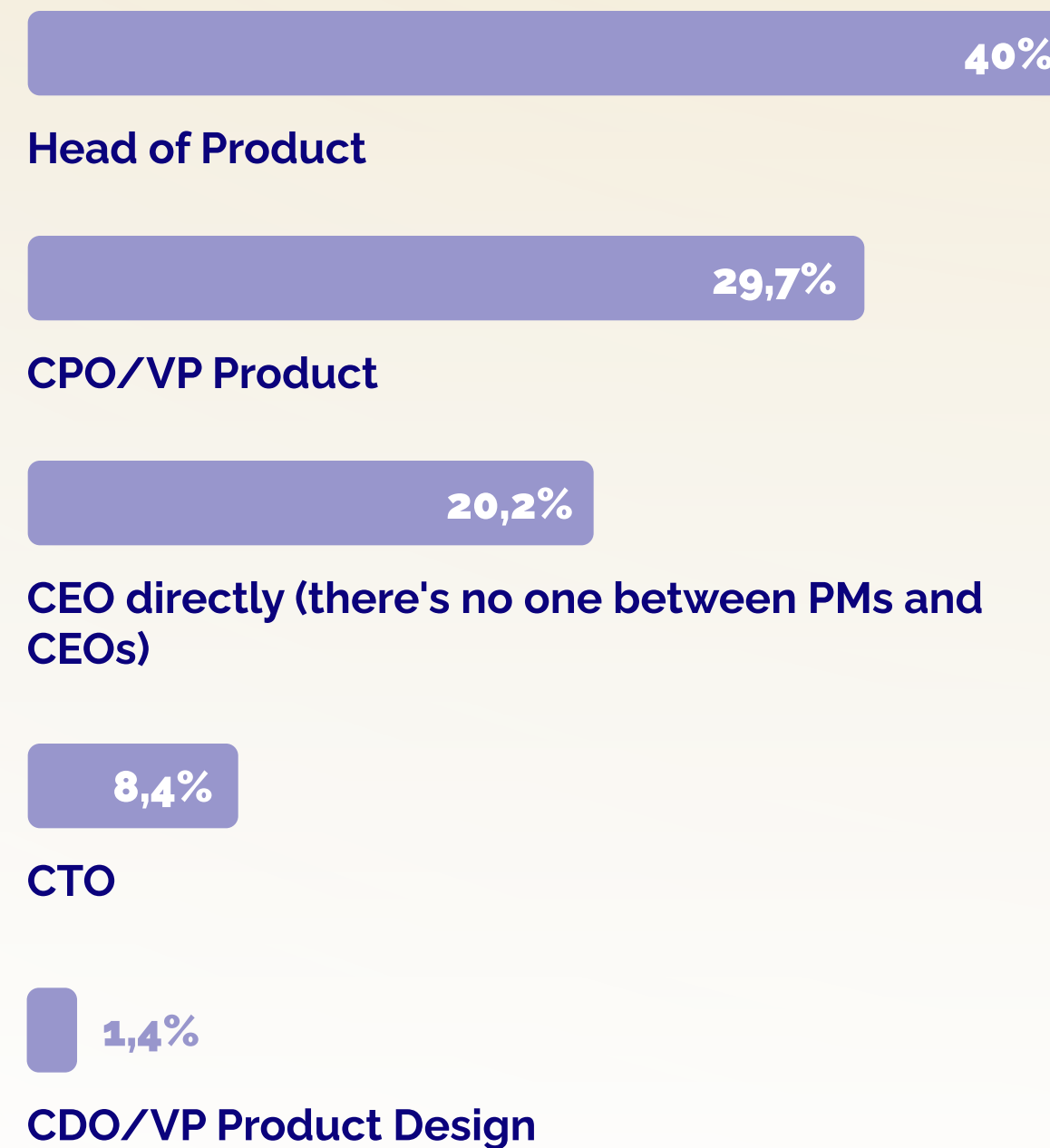
Who does the Product Design team report to?

The most senior person (excluding CEO).
This can be you, of course!
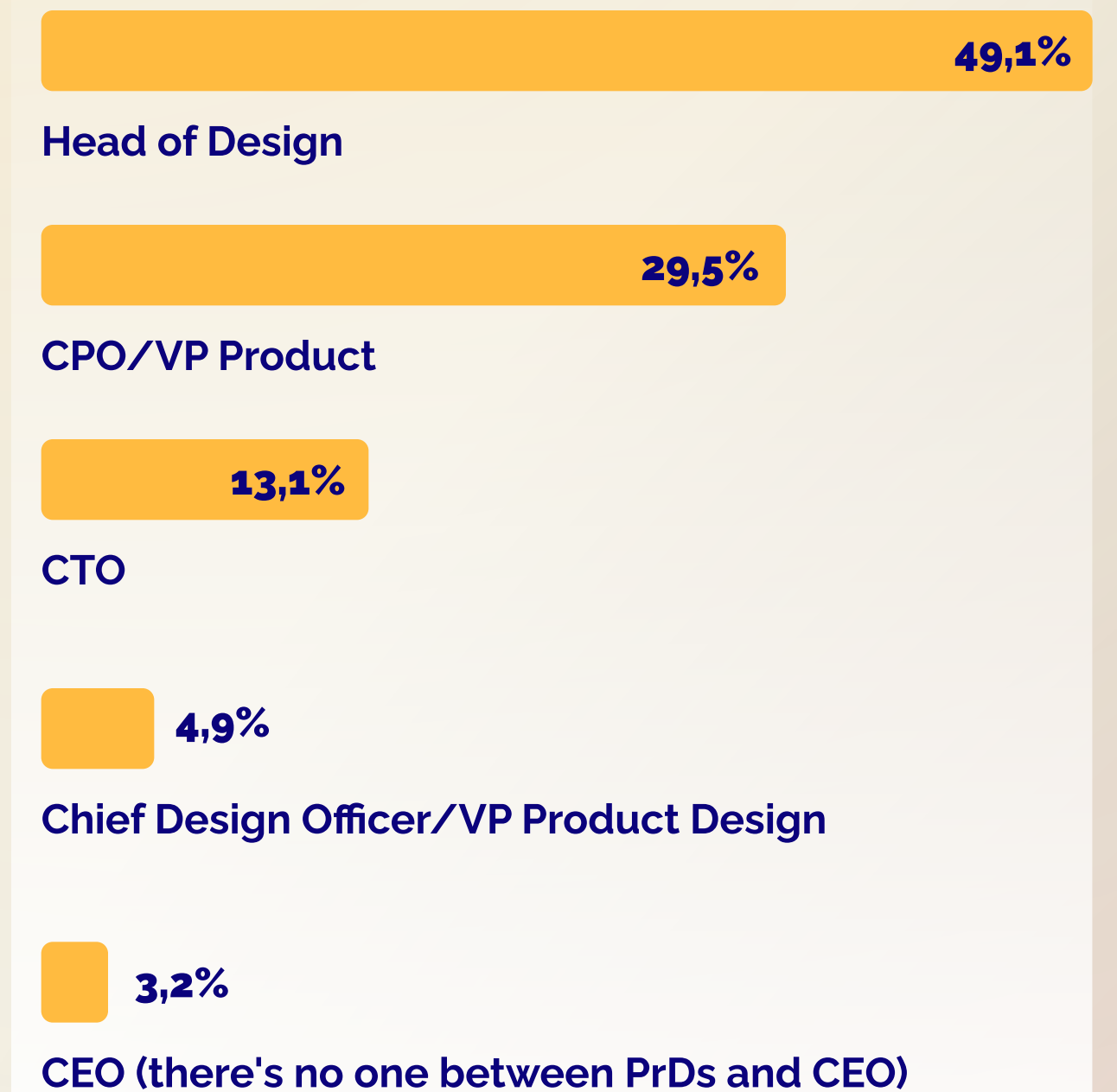
49,1% Head of Design

29,5% CPO/VP Product

13,1% CTO

4,9% Chief Design Officer/VP Product Design

3,2% CEO (there's no one between PrDs and CEO)

Your life

Your job

Your salary

Your career

What is your total gross annual package in k€? You count fixed + bonus + variable.

Years of professional experience	Average salary in k€ Product Managers	Product Designers	Product Leaders*
0-1,5 years	38,6	30,1	
2-4 years	44,4	34,8	
5-9 years	55,2	41,5	64
10-15 years	62,3	45,5	76,8
+15 years	66	55,7	77,2

*The sample size for these results is quite low, which may impact the representativeness of the data. Interpret these findings with caution

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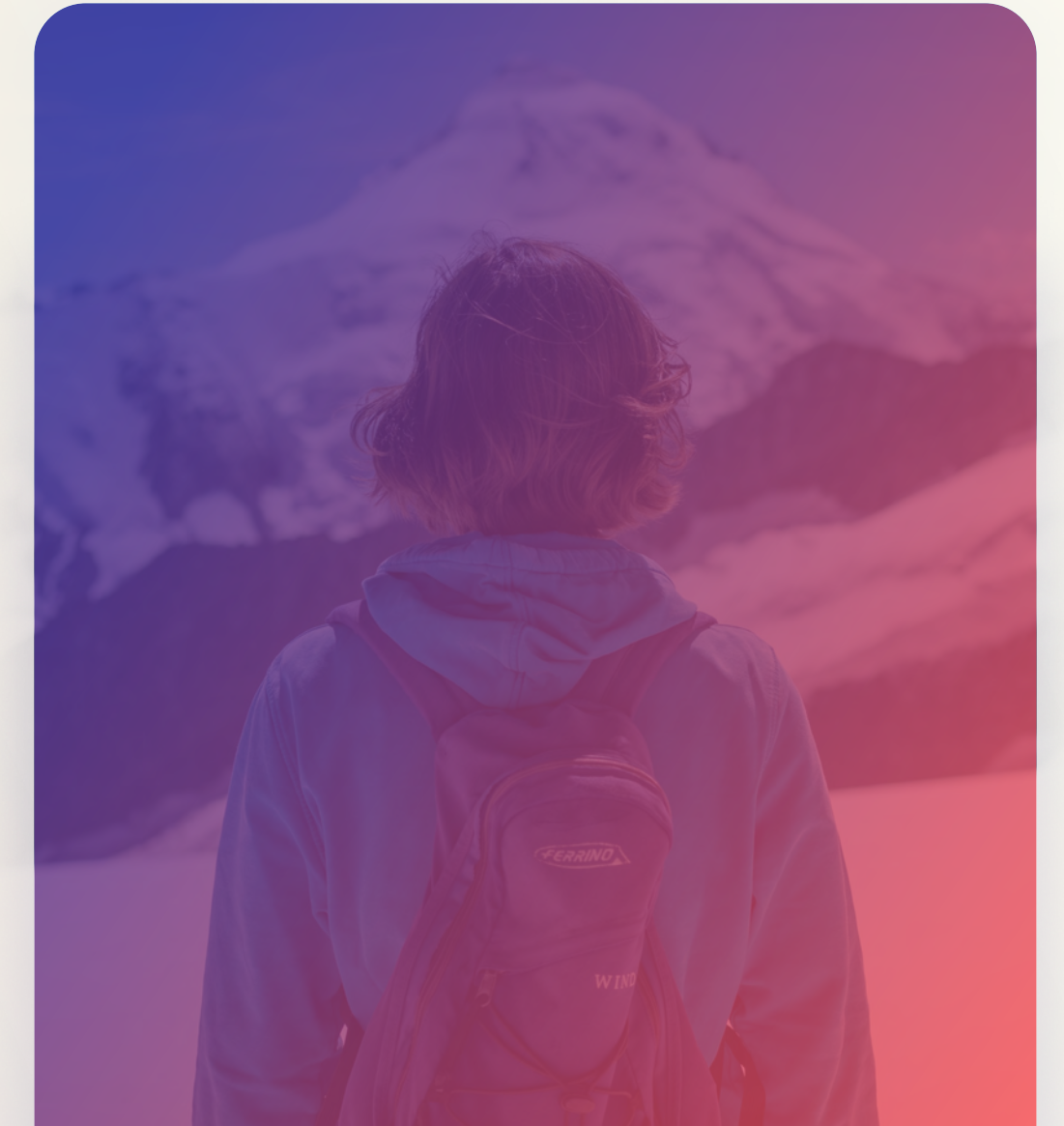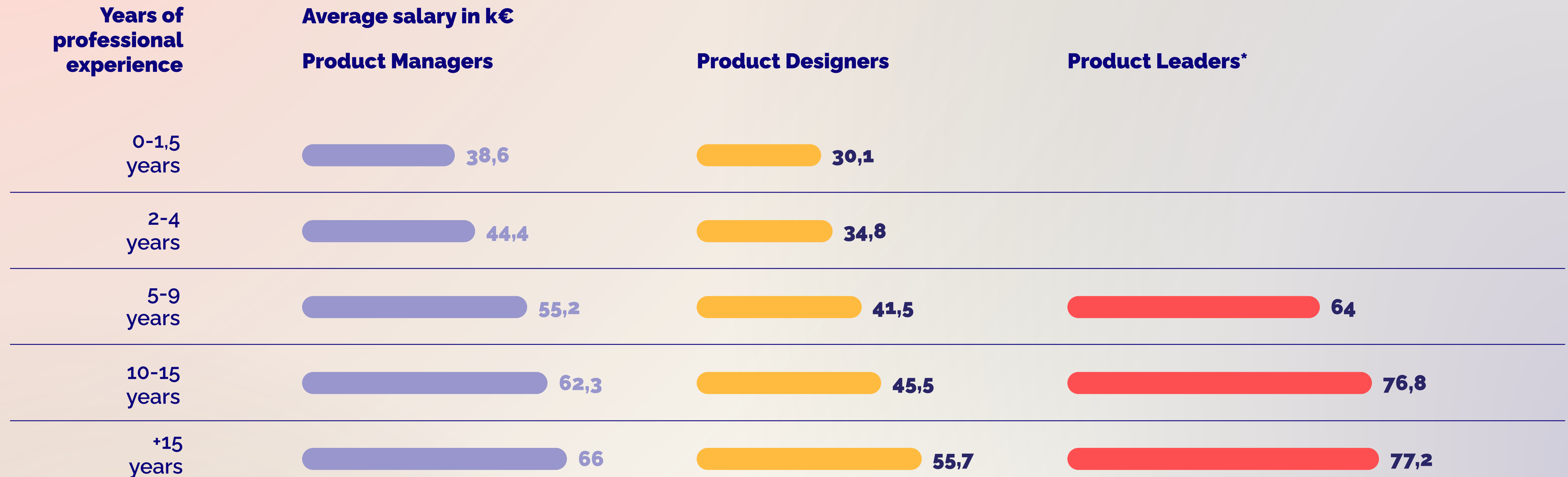
What is your total gross annual package in k€? You count fixed + bonus + variable.
Salaries for women and men
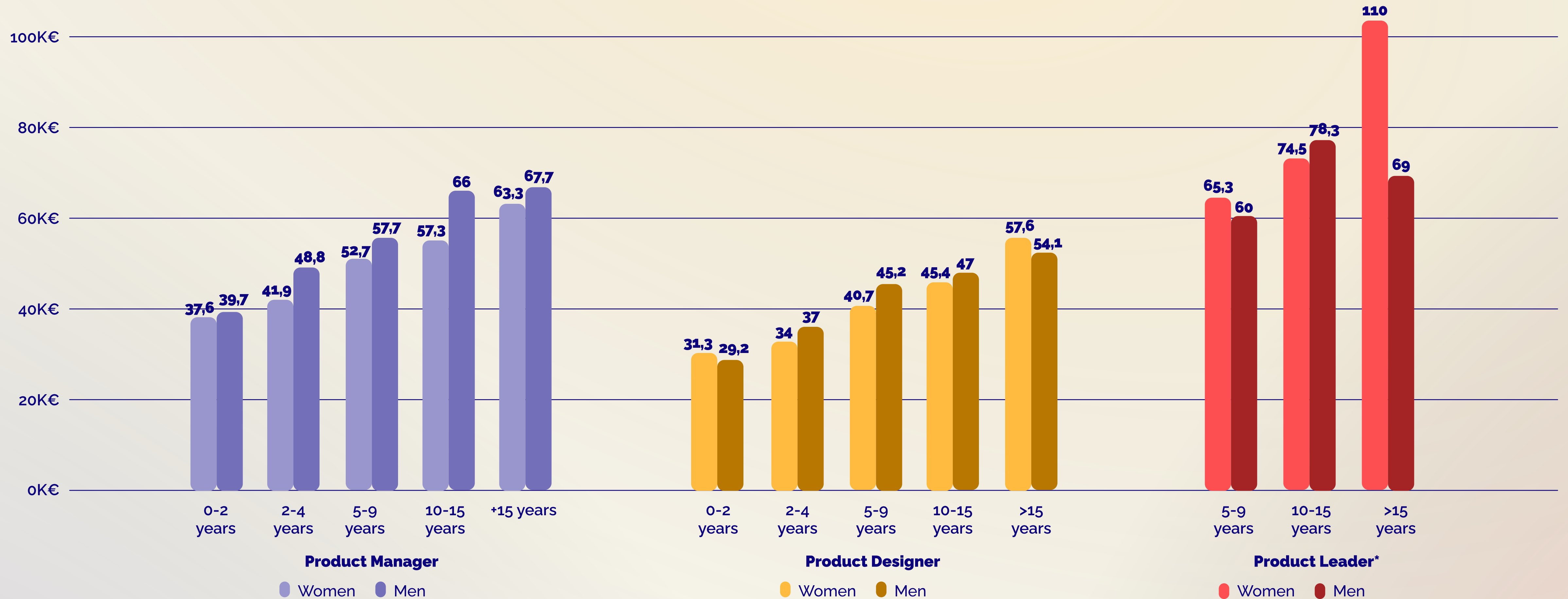
Product Manager
- Women
- Men

	0-2 years	2-4 years	5-9 years	10-15 years	+15 years
Women	37,6	41,9	52,7	57,3	63,3
Men	39,7	48,8	57,7	66	67,7

Product Designer
- Women
- Men

	0-2 years	2-4 years	5-9 years	10-15 years	>15 years
Women	31,3	34	40,7	45,4	57,6
Men	29,2	37	45,2	47	54,1

Product Leader*
- Women
- Men

	5-9 years	10-15 years	>15 years
Women	65,3	74,5	110
Men	60	78,3	69

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Your life

Your job

Your salary

Your career

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How do you see your next career move?

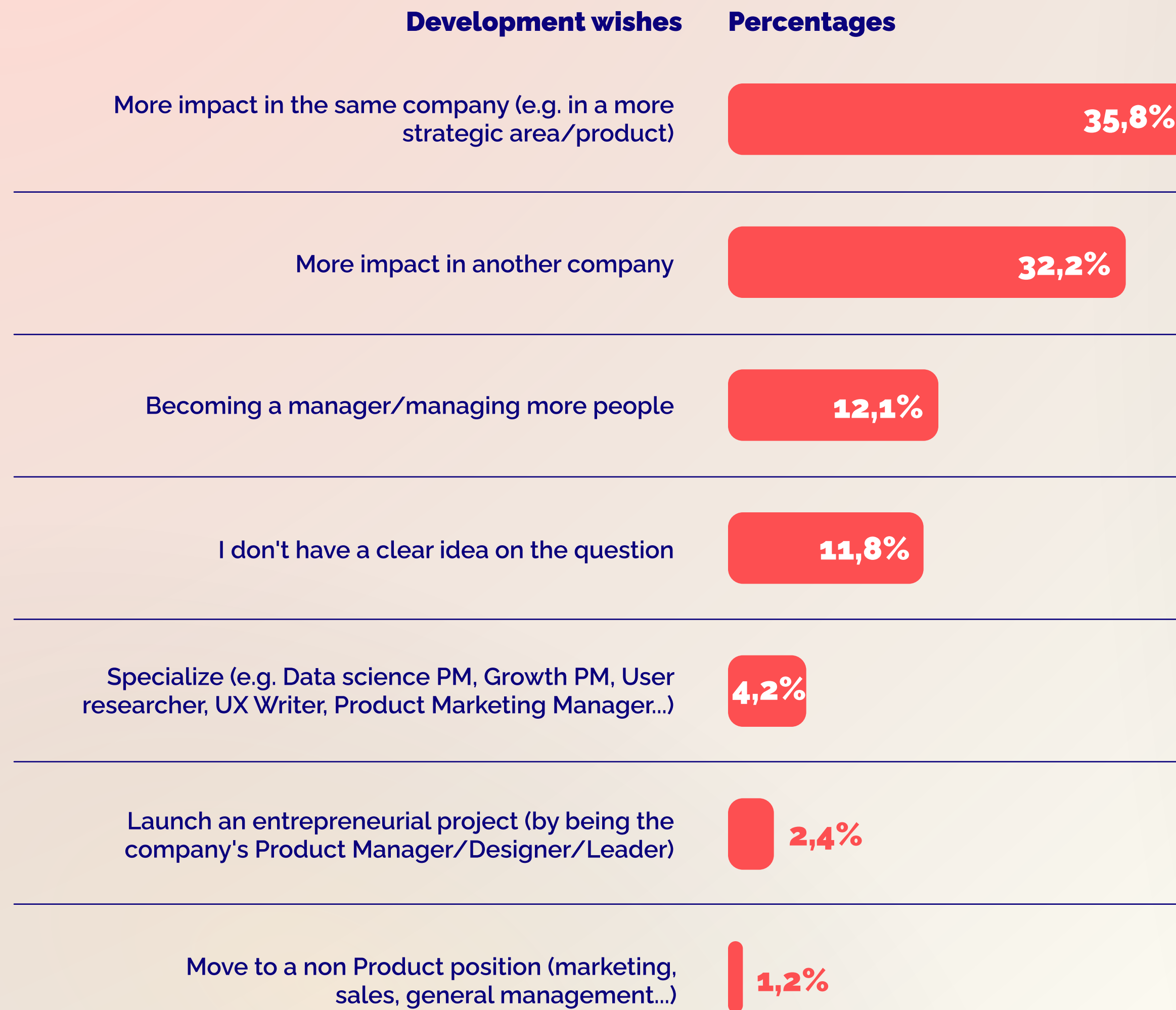| Development wishes	Percentages
More impact in the same company (e.g. in a more strategic area/product)	35,8%
More impact in another company	32,2%
Becoming a manager/managing more people	12,1%
I don't have a clear idea on the question	11,8%
Specialize (e.g. Data science PM, Growth PM, User researcher, UX Writer, Product Marketing Manager...)	4,2%
Launch an entrepreneurial project (by being the company's Product Manager/Designer/Leader)	2,4%
Move to a non Product position (marketing, sales, general management...)	1,2%

What traits are you looking for in a new company if you decide to change jobs?

Wishes	Percentages
A better salary	63,5%
Greater product/design maturity within the organization	55%
A product that makes more "sense" to you	42,8%
A different product/market	24,6%
Join a smaller structure for greater autonomy	15,3%
Working less	13,9%
Start my own freelance business	8,8%
Working as a consultant	5,4%
Other	7,9%

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Top 10 companies where you would like to work

● All profiles combined

1	2	3	4	5
G	Spotify	Apple	IKEA	amazon

6	7	8	9	10
INDITEX	THIGA	NETFLIX	MERCADONA	Revolut

How do you upgrade your skills?

Via books, articles, podcasts, videos, newsletters	76,2%
Through experience	74,2%
Through online courses (asynchronous Udemy type...)	45,9%
Through external training courses (such as those offered by Thiga Academy)	42,2%
Thanks to the community (meetups, slack, LPC)	37,1%
Thanks to your manager	22,1%
Thanks to in-house training	19,5%
Other	1,7%
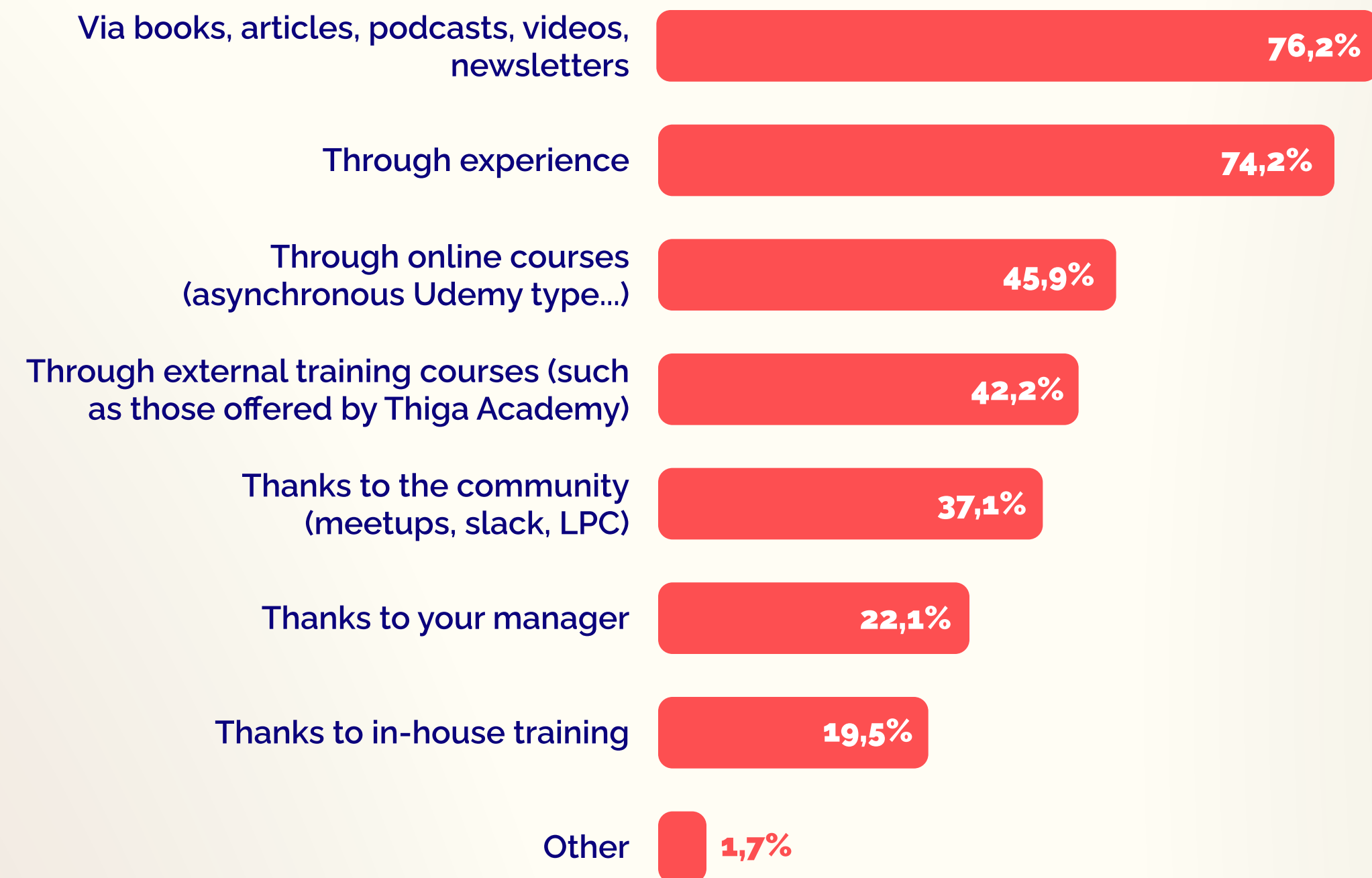
If you listen to podcasts, what are your 5 favorites?

Podcast

Lenny's Podcast	25,2%
Conversaciones de Producto	24,4%
Product Thinking (Melissa Perri)	22,1%
Itnig Podcast	19%
Píldoras UX	16,7%
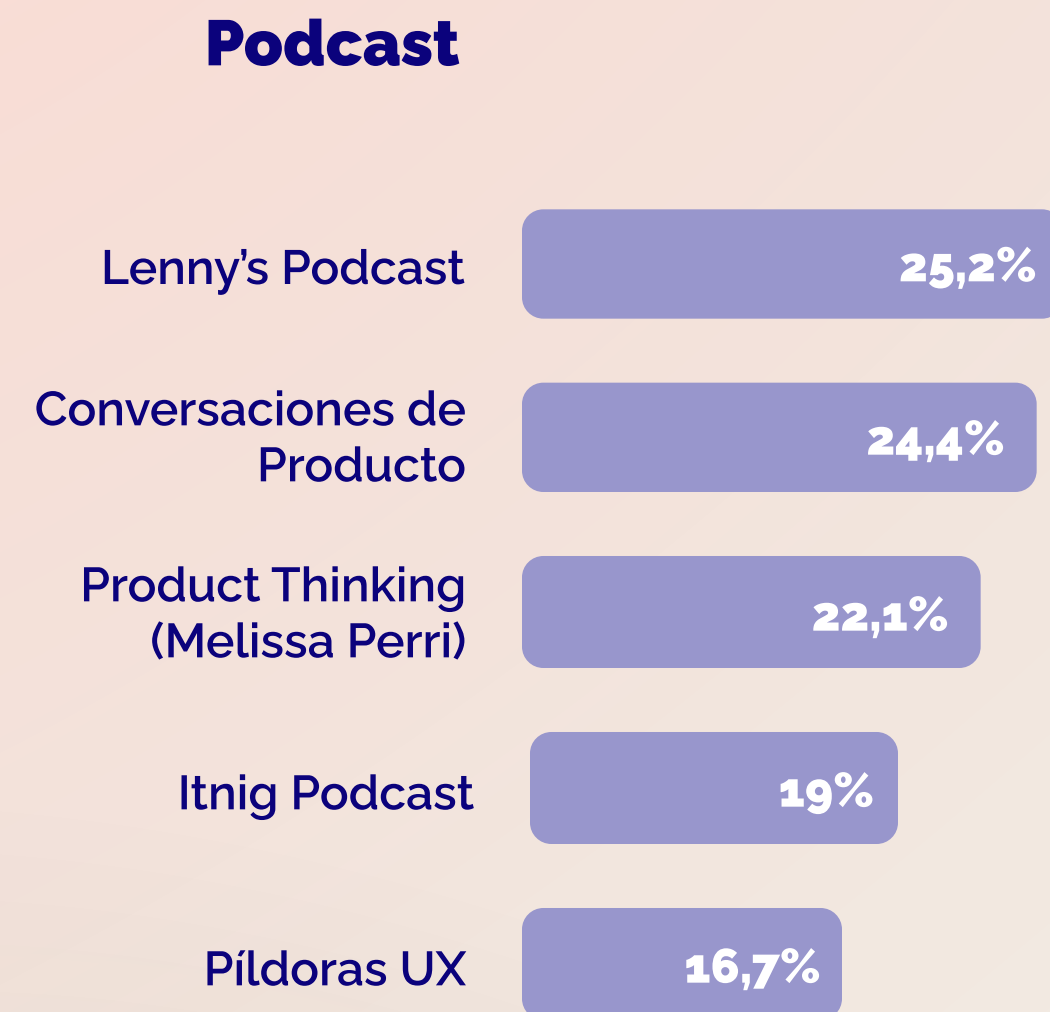
If you read newsletters or blogs, what are your 5 favorites?

Newsletter

Estrategia de Producto (Simon Muñoz)	58,9%
Lenny's Newsletter	43,1%
A Product Letter (Víctor Corrales)	26,5%
The Product Compass with Paweł (Paweł Huryn)	23,9%
Suma Positiva (Samuel Gil)	19,7%
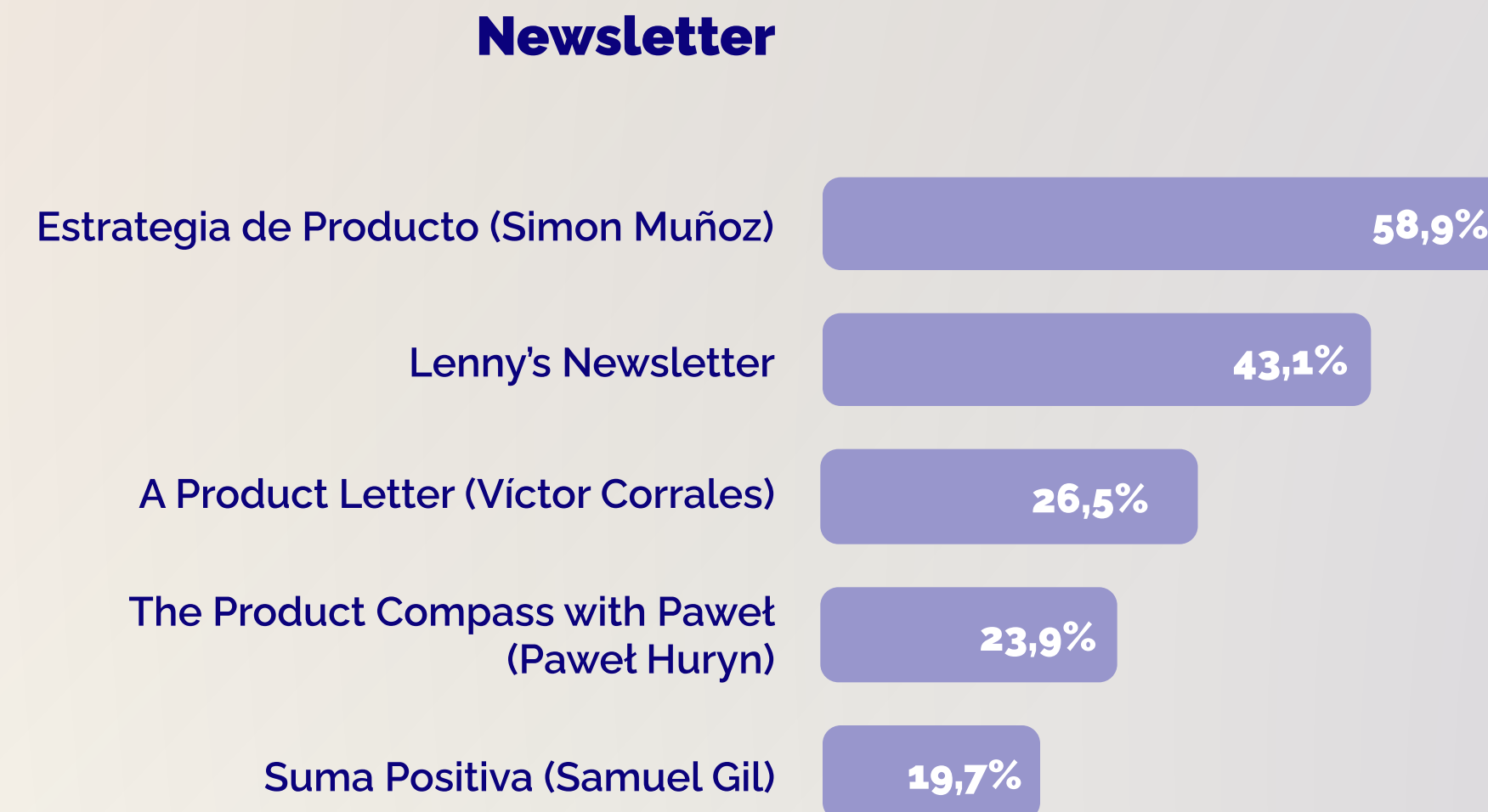
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Thiga press contact: Sarah Santiago

sarah.santiago@thiga.co

mokacare press contact :

media@moka.care