

2013 National Salary Survey

Digital Agencies, Media, Publishers & Broadcasters

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Co-Sponsored By:



Canadian Public
Relations Society



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Acknowledgements

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- Association of Canadian Advertisers (ACA),
- Canadian Marketing Association (CMA),
- Canadian Public Relations Society (CPRS),
- Interactive Advertising Bureau of Canada (IAB), and
- Public Affairs Association of Canada (PAAC).

Special thanks go to the following people for their contribution to survey development, quality control and compilation of the salary tables: Jeff Cole (Research Analyst Post-Graduate Program Coordinator, Georgian College), Jacquelyn Salnek (Research Analyst Program Professor, Georgian College), Wayne Percy (Sr. Partner, DERHAK IRELAND Executive Search) and Jonathan Pientka (HR Intern – Humber College).

Report Summary - We have attempted to include as many positions as possible and sources of data as possible (some from the CPG Survey, Traditional Ad Agency report etc.) in this report. In some cases we received less than 4 responses including Junior to Senior resulting in extremely broad salary ranges.

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Confidentiality

The 2013 survey is developed and managed by Georgian Post-Graduate Research Analyst program students: Rohem Adagbon and Melissa Gu, who analyzed and produced the final report under the guidance of Professors Jeff Cole and Jacquelyn Salnek as part of a Major Research project. Results were kept completely confidential to only Melissa and Rohem.

Our sponsor, DERHAK IRELAND; Canada's ONLY Privacy Certified Search or Recruiting firm, did not have access to any of the raw data.

We thank all of the participants in this year's survey.

Introduction

Welcome to the 2013 DERHAK / Georgian National Salary Survey project. The objective of this project is to produce a national-level report with reliable and most up-to-date information on salary band and company-wide benefits of marketing services related job positions across six main sectors in the marketing industry which includes:

- Traditional Advertising Agencies
- Digital and Online Agencies,
- Media Companies: Publishers & Broadcasters
- Client Advertisers and Marketers,
- Market Research,
- Public Relations and Public Affairs.

As the employment market is dynamic and is continuously changing, companies need to develop a competitive employment and compensation strategy. This project provides valuable salary information and is offered as a hiring and compensation planning guide for Human Resources (HR) Managers and Executives across Canada.

Methodology & Sampling

The 2013 project was administered through an online survey hosted on FluidSurveys Platform. The survey was deployed on April 30th, 2013 and was extended to a final closure date of July 10th, 2013. Multiple email invites were sent to over 600 companies through the co-sponsor organizations and Derhak Ireland contacts. The invitation lists included contact information of Human Resources representatives and Executives located countrywide; for a combined total of approximately 600 companies / employers and 4500 individual contacts.

Following initial survey deployment for all surveys, three sets of email reminders were sent the weeks of May 19 & 26, June 9th & 16 and July 9th & 10th. Word document versions of individual salary surveys were sent to partial and incomplete responses along with email reminders. Finally, telephone follow-up and validation was conducted for the salary survey on July 8th and 18th. The total of 136 'complete' responses for the Salary Survey resulted in a 95% confidence level with a ± 8 margin of error for the salary survey. Overall, the team successfully elicited 554 responses for the Hiring Trends survey with a completion rate of approximately 20% of the total contacts.

Definition of Terms

For the purposes of this survey, the following industry sector and salary definitions have been provided.

Industry Sector Definitions

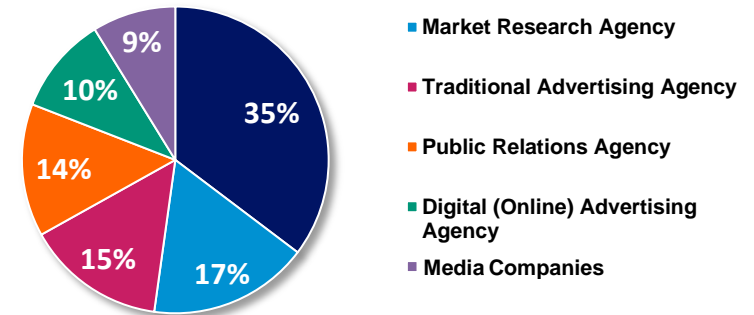
Client Marketer	This sector pertains to any company that uses agencies to advertise or market their products. This includes: CPG, Banking/Financial, Retail, Telco, Automotive and Pharma.
Traditional Advertising Agency	This sector refers to agencies that provide advertising services on behalf of a client organization. This also includes: media-buying, ad, promotional and event agencies.
Digital Advertising Agency	Also called online advertising, refers to agencies that strictly provide online advertising services on behalf of a client organization. Typically includes digital media-buying departments.
Media Companies: Publishers & Broadcasters	Refers to media companies such as publishers and broadcasting companies.
Market Research	Refers to agencies that provide market research services to a Client organization. This also includes data collection and data analysis agencies
Public Relations & Public Affairs Agencies	Refers to agencies that provide public communications and affairs services. This includes government relations and communications agencies.
Salary	Refers to the total compensation salary for the position. It includes base pay, bonus/commission and cash component of profit sharing plan.

Salary Survey Findings

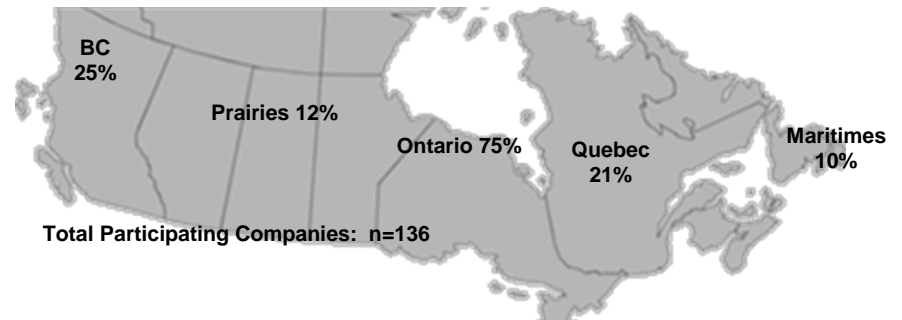
Participant Company Overview by Industry Sectors

By Sector: a third of the 136 companies that responded and participated in the study were Client Marketers (35% or 48 companies) progressing through to Digital only Advertising Agencies (10% or 14 agencies) and then Media Companies at 9% were the least represented sectors.

Proportion of Participants by Sector



By Location: The response rate to the survey invitations was much higher in Ontario (75% - home of most of the national head offices) than in other regions; with the Prairies (12%) and Maritimes (10%) having the least number of participants.



By Company Size: The survey included participating companies of all sizes, which have been grouped by the number of employees, according to Canadian Industry Statistics employee size classifications. Close to half (47%) of participants are from small companies with 5-99 employees. Medium and Large employers represent 37% of the participants but a much higher percent of the employee population.

See details of company size distribution below.

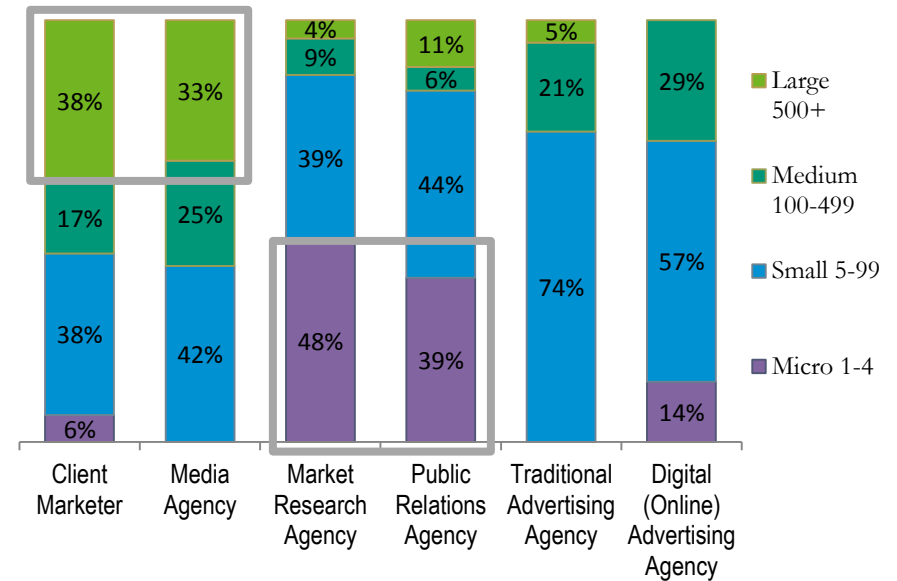
Company Size Distribution

Company size	% of Total Participant Companies	# of Companies
Micro: 1-4 employees	17%	23
Small: 5-99 employees	47%	62
Medium: 100-499 employees	17%	22
Large: 500+ employees	20%	26
Total	100%	133**

** Total Participation n=136 – 3 un-classified

Notably, company size distribution differed within each sector (See chart below). The majority of the large companies (more than 500 employees) were from the Client Marketer and Media Companies; while micro (1-4 employees) company participants have highest presence in the Market Research and PR / PR sectors. The data findings are weighted to companies in the marketing industry with sizes similar to those listed above.

Company Size Distribution within Sectors



Digital Advertising Agency Salary Tables

Salary tables are organized by the 6 identified sectors. For each table, Minimum, Maximum, Average and Median salary information is displayed in each column and positions are displayed in rows. Positions are organized by function and sub-functions. Positions with low samples are represented with an asterisk (*)

POSITIONS BY FUNCTION	MINIMUM	MAXIMUM	AVERAGE	MEDIAN
Corporate Management				
President/Owner/CEO	\$175,000	\$500,000	\$373,600	\$410,500
Corporate Functions				
IT Manager/Systems Administrator	\$65,000	\$120,000	\$91,703	\$92,000
Administrative Assistant *	\$33,000	\$37,492	\$35,246	\$35,246
Marketing Coordinator *	\$35,000	\$60,000	\$45,000	\$40,000
Vice President, Marketing	\$120,000	\$333,334	\$212,056	\$184,500
Accounts Payable / Receivable Coordinator	\$39,400	\$58,191	\$45,023	\$41,250
Accountant/Financial Manager	\$61,500	\$120,000	\$80,375	\$70,000
Controller/VP of Finance/CFO	\$85,000	\$180,000	\$131,550	\$122,750
Training and Recruitment	\$40,000	\$120,000	\$69,772	\$60,000
Human Resources Manager	\$55,000	\$100,000	\$72,678	\$68,500
Human Resources Director/VP	\$90,000	\$198,147	\$137,787	\$131,500

* Low Sample Size

Account Management				
Account Coordinator	\$35,000	\$55,000	\$42,167	\$40,000
Integrated Program Manager/Planner	\$51,000	\$70,000	\$63,333	\$65,000
Account Manager/Supervisor	\$56,000	\$100,000	\$66,249	\$63,000
Account/Client Service Director	\$80,000	\$183,712	\$128,329	\$135,000
Senior Vice President of Client Service *	\$175,000	\$295,000	\$235,000	\$235,000
Project Management				
Project Assistant	\$45,000	\$68,792	\$55,662	\$54,428
Project Manager	\$60,000	\$119,153	\$79,577	\$80,000
Senior Project Manager	\$80,000	\$129,570	\$107,209	\$110,000
Project Director	\$120,000	\$197,843	\$156,961	\$155,000
Production Manager	\$70,000	\$90,000	\$79,667	\$79,000
Production Director *	\$110,000	\$130,000	\$120,000	\$120,000
Strategy				
Business Analyst	\$85,000	\$101,847	\$93,057	\$94,935
Strategic Planner	\$50,000	\$110,000	\$70,607	\$65,000
Research/Insights Manager	\$50,000	\$161,000	\$99,200	\$105,000
Director of Strategy	\$120,000	\$240,000	\$168,640	\$150,000
Vice President, Strategy/Insight *	\$185,000	\$292,500	\$225,833	\$200,000
Media				
Digital Media Specialist	\$38,000	\$85,000	\$58,250	\$55,000
Sr. Social Media Strategist	\$58,000	\$106,000	\$73,714	\$71,000
Director, Digital Media	\$90,000	\$140,000	\$113,750	\$112,500

NOTE: Due to the 20% completion rate (only 1 in every 5 job positions answered on average by survey respondents), some surveyed positions are omitted from these tables as un-reportable; some other positions such as (junior and senior levels of a given function) have been merged where necessary to permit reporting, resulting in some unusually wide salary ranges shown. Please consider the average or median results.

Paid Search Marketing & Search Engine Optimization	MINIMUM	MAXIMUM	AVERAGE	MEDIAN
SEM/SEO Specialist	\$34,400	\$60,000	\$49,888	\$50,000
Campaign Manager	\$39,000	\$58,000	*	*
SEO Optimization Strategist	\$44,000	\$57,000	\$50,078	*
SEO/SEM Account Strategist	\$45,000	\$80,000	\$67,500	\$72,500
Director, Search *	\$77,500	\$120,000	\$98,750	\$98,750
Vice President, Search	\$100,000	\$200,000	\$150,000	\$150,000
Web Analytics				
Reporting Analyst	\$40,000	\$75,000	\$53,428	\$49,356
Web Analyst	\$40,000	\$77,464	\$61,866	\$65,000
Senior Web Analyst	\$57,750	\$100,000	\$82,350	\$84,000
Director, Web Analytics *	\$120,000	\$140,000	\$130,000	\$130,000
Creative				
Designer	\$40,000	\$70,000	\$50,393	\$45,000
Senior Designer	\$55,000	\$100,000	\$77,856	\$78,212
Web Producer *	\$65,000	\$95,000	\$81,667	\$85,000
UX Designer	\$50,000	\$120,000	\$91,250	\$97,500
Jr. Copy Writer	\$35,000	\$51,000	*	*
Copy Writer	\$40,000	\$125,000	\$71,376	\$67,500
Online Editor	\$51,000	\$83,000	\$65,745	*
Art Director	\$60,000	\$125,000	\$93,738	\$101,771
Creative Director	\$95,000	\$222,747	\$154,655	\$150,000
VP, Creative *	\$120,000	\$220,000	\$180,000	\$200,000
Branded Content				
Community Manager	\$24,000	\$75,000	\$48,800	\$40,000
Content Producer Jr to Sr	\$37,000	\$200,000	\$96,167	\$85,000
Content Manager	\$47,000	\$66,000	\$55,974	*

Ad Operations				
Ad Operations Specialist *	\$38,000	\$75,000	\$56,500	\$56,500
Director, Ad Operations *	\$107,069	\$110,000	\$108,535	\$108,535
Development & Technology				
Database Administrator *	\$50,000	\$87,000	\$68,500	\$68,500
Flash Developer	\$55,000	\$75,000	\$69,000	\$75,000
Application Developer	\$58,000	\$117,500	\$84,437	\$86,341
Database Developer/Manager	\$75,000	\$120,000	\$97,366	\$90,000
Technical/Information Architect	\$60,000	\$130,000	\$83,588	\$85,000
Systems Integrators	\$77,500	\$110,000	\$91,125	\$88,500
Systems Architect	\$92,000	\$144,995	\$123,951	\$129,405
Web Designer *	\$60,000	\$94,500	\$79,833	\$85,000
Web/Interface Developer	\$57,500	\$150,382	\$88,074	\$84,818
Quality Assurance Analyst	\$57,750	\$89,881	\$75,346	\$83,750
Business Analyst	\$93,726	\$102,500	\$98,394	\$98,675
Director of Technology	\$120,000	\$192,247	\$139,312	\$122,500
Vice President, Technology	\$100,000	\$270,000	\$182,000	\$180,000

* Low Sample Size

NOTE: Due to the 20% completion rate (only 1 in every 5 job positions answered on average by survey respondents), some surveyed positions are omitted from these tables as un-reportable; some other positions such as (junior and senior levels of a given function) have been merged where necessary to permit reporting, resulting in some unusually wide salary ranges shown. Please consider the average or median results.

Media Companies: Publishers & Broadcaster Salary Tables

POSITIONS BY FUNCTION	MINIMUM	MAXIMUM	AVERAGE	MEDIAN
Corporate Management				
Vice President/Senior VP *	\$126,000	\$205,000	\$131,900	\$154,300
Executive VP /COO	\$150,000	\$375,000	\$200,000	\$219,000
CFO/ VP of Finance	\$140,000	\$454,965	\$283,972	\$275,526
President/CEO	\$250,000	\$595,000	\$340,000	\$375,500
Corporate Functions				
PC Support Specialist	\$45,200	\$66,344	\$54,700	\$56,209
Services & Support Manager *	\$55,000	\$81,200	\$60,000	\$65,400
Sr. Systems Administrator	\$58,952	\$71,000	\$67,535	\$66,140
IT Manager	\$40,000	\$112,000	\$79,802	\$78,272
Technical Manager *	\$78,498	\$85,092	\$83,359	\$82,316
Network Administration Manager *	\$45,000	\$140,000	\$92,500	\$92,500
Public Relations Manager/Consultant	\$76,381	\$83,841	\$79,282	\$79,528
Director Public Relations/Communications	\$98,025	\$128,668	\$106,574	\$109,960
Receptionist	\$28,000	\$51,941	\$36,800	\$37,148
Administrative Assistant	\$28,000	\$55,744	\$45,185	\$44,305
Office Manager *	\$42,000	\$65,700	\$60,099	\$55,933
Accounts Payable / Receivable Coordinator	\$30,000	\$57,777	\$47,050	\$46,570
Accountant	\$55,000	\$71,338	\$66,992	\$65,550
Financial Manager/Officer	\$69,500	\$90,984	\$82,622	\$82,616
Controller	\$67,358	\$162,000	\$93,092	\$105,870

NOTE: Due to the 20% completion rate (only 1 in every 5 job positions answered on average by survey respondents), some surveyed positions are omitted from these tables as un-reportable; some other positions such as (junior and senior levels of a given function) have been merged where necessary to permit reporting, resulting in some unusually wide salary ranges shown. Please consider the average or median results.

Human Resources	MINIMUM	MAXIMUM	AVERAGE	MEDIAN
Training and Recruitment Coordinator *	\$47,752	\$59,120	\$50,000	\$52,291
Executive Assistant	\$51,341	\$66,200	\$58,000	\$57,347
Benefits/Human Resources Manager	\$87,667	\$117,673	\$108,518	\$105,059
Human Resources Director	\$115,000	\$150,000	\$133,747	\$133,416
Assistant Vice President of Human Resources *	\$163,287	\$224,205	\$199,359	\$195,617
VP Human Resources *	\$252,000	\$294,580	\$266,000	\$270,860
Creative, Editorial & Content				
Graphics Designer	\$30,000	\$76,609	\$50,000	\$55,293
Web Producer	\$42,000	\$85,239	\$77,095	\$71,649
Online/Senior Editor	\$36,000	\$63,450	\$51,926	\$50,617
Copy Writer	\$35,000	\$78,900	\$67,873	\$56,503
Multimedia Editor	\$38,854	\$70,783	\$61,500	\$59,501
Online Reporter/Writer	\$30,000	\$72,257	\$68,568	\$60,510
Art Director	\$55,000	\$85,000	\$79,630	\$74,574
Editor-in-Chief	\$76,300	\$119,774	\$103,868	\$99,438
Sales				
Customer Service Rep	\$38,900	\$60,300	\$45,000	\$47,421
Buying Manager/Supervisor *	\$62,000	\$77,200	\$62,600	\$67,267
Account Manager/Sales Executive	\$55,000	\$225,000	\$101,717	\$107,411
Senior Account Manager	\$66,200	\$255,000	\$114,962	\$121,594
Director, Client Services	\$70,000	\$149,000	\$112,500	\$111,000
Marketing				
Marketing Coordinator	\$41,000	\$47,000	\$42,100	\$43,050
Product/Brand/Marketing Manager	\$45,000	\$99,000	\$72,019	\$75,639
Brand/Marketing/ Senior Product Manager	\$60,400	\$102,284	\$88,843	\$83,105
Sr Marketing Manager/ Director of Marketing	\$80,000	\$160,000	\$107,409	\$115,388
VP Marketing *	\$125,000	\$157,000	\$141,000	\$141,000

* Low Sample Size

Development & Technology	MINIMUM	MAXIMUM	AVERAGE	MEDIAN
Interface Developer	\$42,000	\$62,000	\$59,569	\$55,785
Web Designer	\$56,083	\$74,500	\$61,158	\$63,600
Flash Developer	\$42,000	\$84,000	\$66,247	\$64,623
Database Developer *	\$42,000	\$90,000	\$68,000	\$66,667
Web Developer	\$61,158	\$85,000	\$68,411	\$69,868
Database Administrator/ Manager *	\$60,000	\$85,000	\$65,406	\$70,135
Information Architect	\$69,476	\$75,487	\$71,916	\$72,199
Application Developer	\$65,336	\$77,891	\$74,085	\$72,515
Project Manager	\$53,200	\$92,500	\$73,978	\$74,055
Senior Project Mgr. / Director, Project Mgr.	\$85,000	\$115,509	\$109,788	\$103,591
Program Manager/ Director	\$83,000	\$132,365	\$109,000	\$107,491
Director, Technology *	\$80,000	\$160,000	\$126,774	\$122,258
Vice President, Technology Strategy	\$95,000	\$349,998	\$206,000	\$214,250
Paid Search Marketing & Search Engine Optimization				
SEO/SEM Strategist	\$44,000	\$57,000	*	*
Search Engine Developer/Specialist *	\$45,000	\$75,000	\$60,000	\$60,000
VP Search Engine Mkt	\$108,000	\$153,000	*	*
Overall Operations				
QA Analyst	\$42,000	\$80,000	\$50,604	\$55,802
Project Coordinator/ Operations Manager *	\$45,000	\$100,000	\$75,000	\$73,333
Ad Operations				
Ad Operations Specialist/Technical Specialist *	\$56,200	\$64,400	\$57,519	\$59,373
Manager, Ad Operations *	\$66,000	\$107,000	\$86,500	\$86,500
Public Relations				
Communications Manager/Supervisor *	\$55,000	\$72,800	\$64,700	\$64,167

* Low Sample Size

Digital Positions in Traditional Advertising Agencies

POSITIONS BY FUNCTION	MINIMUM	MAXIMUM	AVERAGE	MEDIAN
Corporate Functions				
IT Manager	\$58,000	\$125,000	\$92,250	\$95,000
Media				
Digital Media Buyer	\$35,300	\$60,000	\$45,075	\$42,500
Online Community Manager *	\$40,000	\$63,300	\$51,650	\$51,650
Creative				
UX Designer *	\$55,000	\$79,250	\$67,125	\$67,125

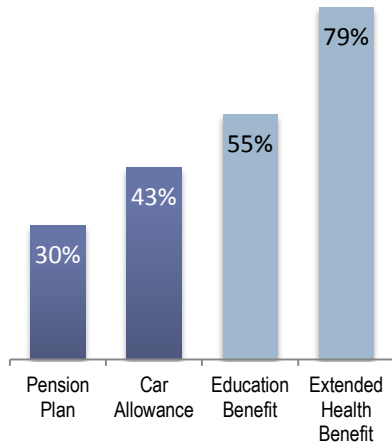
For Additional Information; Salary Reports of other segments or other years, please visit the **DERHAK IRELAND** website: www.Derhak.com and check under **Clients > Salary Surveys**

Compensation Benefits

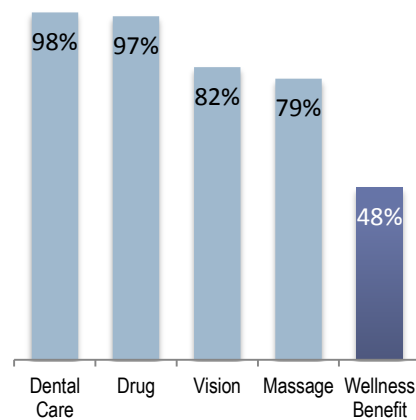
Entire Industry Overview - Extended Health Benefits is No.1

In general, 4 in 5 employers (79%) choose to invest in overall wellness of their employees by providing extended health benefits. These include: Dental care (98%), Drug (97%), Vision (82%) and Massage (79%) coverage; while less than half (48%) offer wellness benefits. This indicates that companies within the Canadian Marketing industry have highly developed and comprehensive extended health benefits plans. Participant companies are also supportive of employee career development with over half offering education benefits (55%). Car allowance (43%) and Pension Plan (30%) were the least popular options.

Proportion of Companies Offer Benefits - Total Industry



Type of Extended Health Benefits Offered - Total Industry

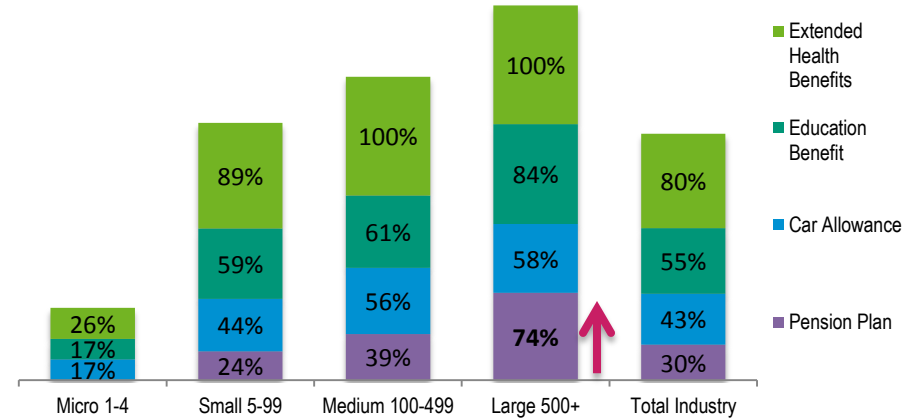


Total Participating Companies: n=116

By Company Size: Larger Companies Lead in All Benefits

Predictably, size of the company plays a key role in the type of benefits offered. As company size increases, the more comprehensive the benefits plan offered becomes. In particular, larger companies (over 500 employees) are more likely to provide pension plan (74%) compared to the less than 40% of companies that offer the same within all other company size groups. This is likely due to the amount of resources and the types of employees (i.e. part time vs. full time employees) present within smaller companies compared to larger companies.

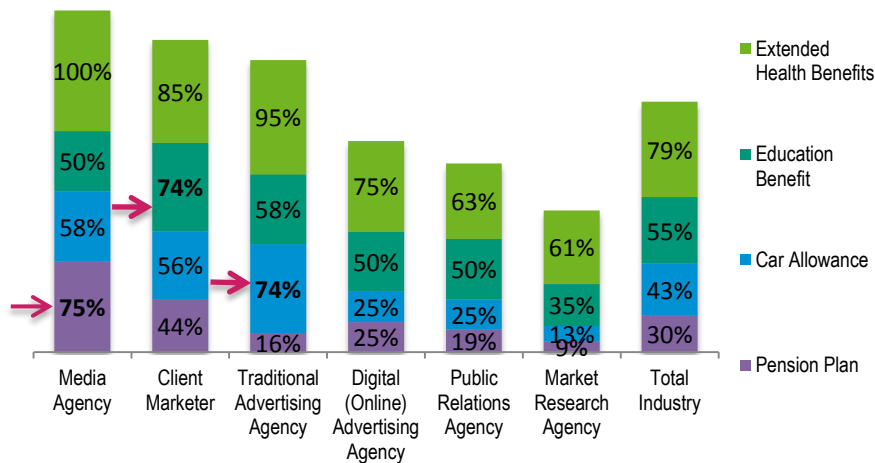
Companies of Different Sizes Benefit Offers



By Sector: Media / Publisher & Client Marketer Leading Benefits Providers

Due to the high presence of large companies (more than 500 employees) in Media / Publisher / Broadcasters and Client Marketer sectors, these sectors are leading benefits providers and are higher than the overall industry standard (See below). Both of these sectors are especially dominant in certain types of benefits. Following the conclusions about large company size and increased benefits offerings above, a high proportion (75%) of Media / Publishers surveyed provided a pension plan while Client Marketer companies (74%) lead in education benefits. Traditional Advertising agencies (74%) lead in offering a car allowance. Digital agencies, Market Research agencies and PR / PA agencies are below total industry standards across all benefits; Market Research agencies have the lowest percentage of overall benefits offering among all sectors.

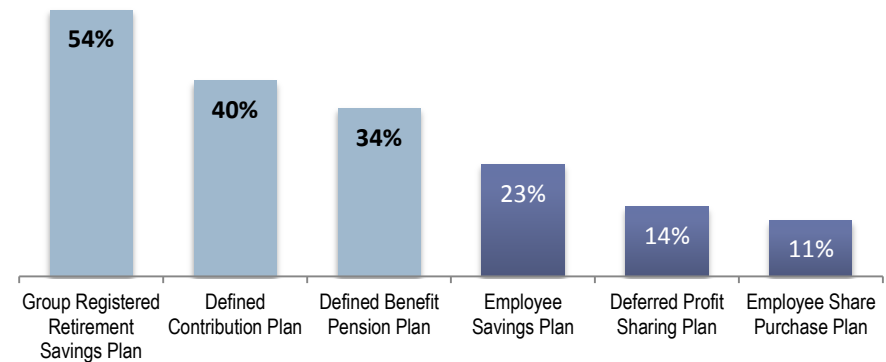
Benefits Offered by Sector vs. Total Industry Standard



Pension Plans Offered

The top three most frequently offered pension plans are: Grouped Registered Retirement Savings Plan (54%), Defined Contribution Plan (40%), and Defined Benefit Pension Plan (34%). This suggests that companies in the Canadian Marketing industry do not generally use pension plans as an incentive to retain talent and are divided on the type of pension plan to offer.

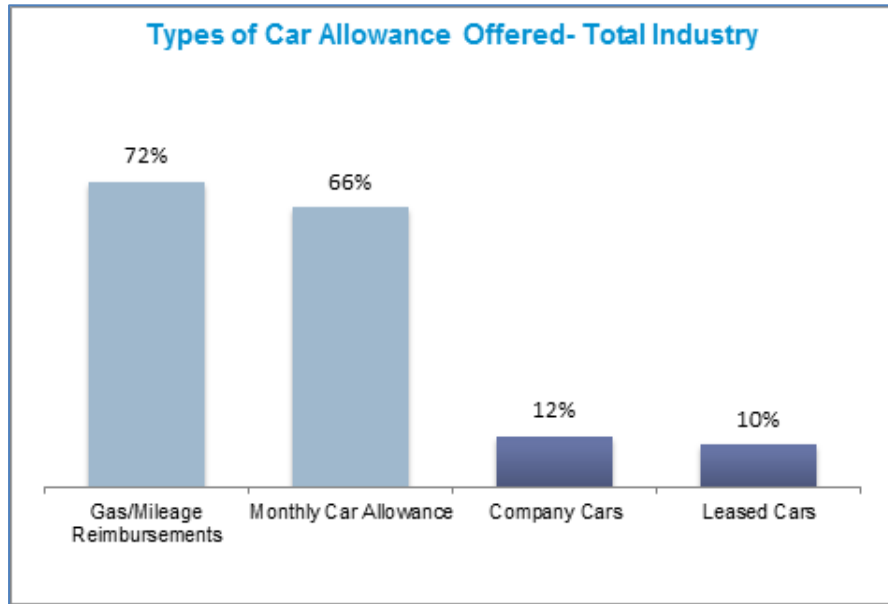
Types of Pension Plan Offered - Total Industry



Though less than half (43%) of total participating companies provide car allowances, this number is still more than those that provide pension plans overall. Gas or mileage reimbursements (72%) and monthly car allowance (66%) are the most common types of car allowance.

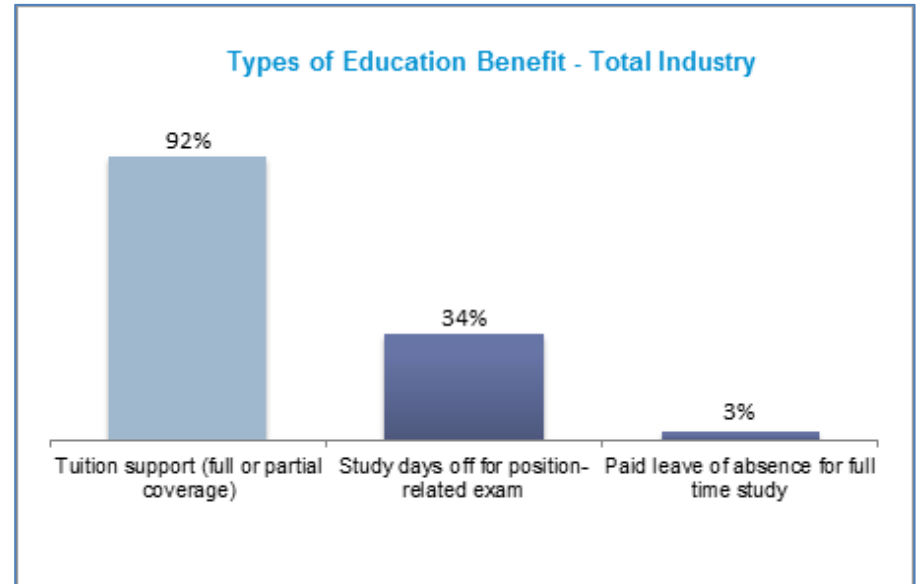
Total Participating Companies: n=116

Gas/Mileage Reimbursement Most Common



Though less than half (43%) of total participating companies provide car allowances, this number is still more than those that provide pension plans overall. Gas or mileage reimbursements (72%) and monthly car allowance (66%) are the most common types of car allowance

Tuition Support Prevalent



Over half (55%) of participating companies are willing to support employee development by providing education benefits. Specifically, almost all companies (92%) choose to fully or partially support tuition fees incurred from job-related education.

*Thank you to the Georgian RAP Program Post-Grad Students
who did most of the work,*



Rohem Adagbon

&



Melissa Gu

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