

A SLOW AND STEADY RECOVERY

Marketing works with top recruitment professionals across the country to get an insider's perspective on staffing trends and what we can expect to see in the months ahead

Marketing's Salary Benchmarks 2010

Welcome to our annual Salary Benchmarks report, a coast-to-coast examination of compensation and employment for the Canadian marketing and advertising community.

We've asked recruiters to provide data and salary ranges for 20 key positions—six at marketing companies and 14 at advertising agencies. (Recruiters were very discreet and at no time were the salaries of specific individuals or companies revealed.)

They shared the starting and top salaries people can expect to make, as well as typical ranges for each position.

Based on the collective data provided by our experts, *Marketing* compiled aggregate ranges for each category and position.

Keep in mind, however, this is not a formal research report or scientific survey—we pointedly call it the “Salary Benchmarks.” That said, as our diligent team of recruitment experts specialize in marketing and advertising, we're confident their insights allow for an accurate reflection of what's happening in the Canadian marketplace.

This year, as part of an effort to show the evolution of the business, we also teamed up with the Interactive Advertising Bureau to publish figures from the new 2010 Canadian Interactive Salary Guide. —MICHELLE WARREN



THE FIRST ORDER OF BUSINESS: GIVE YOURSELF A PAT ON THE BACK.

Most of you survived one of the toughest job markets in recent history and most indicators point to an easier road ahead.

While things aren't back to pre-2008 levels (that will take a couple more years) most companies are putting the fallout of the global economic meltdown behind them and getting back to business.

What does this mean for you? Read on to find out what top recruitment professionals across the country have to say about the latest industry trends, compensation compression, demographic shifts, hot sectors, retention challenges and more.

THE YEAR THAT WAS

Harry Teitelbaum of InterCom Search Inc. succinctly sums up the period from October 2008 until late last year: "Dreadful." Layoffs were still happening and there was a real sense of uncertainty. "If you were looking for work you might as well have taken last year off because nothing was happening," he says. Until things started to improve late in the year. "I saw a bigger uptick in a weird time; late November and December, which are usually slower months... Its been slowly creeping back to normal ever since."

Although certainly not back to pre-recession levels, experts agree the job market has steadily

improved in 2010. When the economy hit the skids, most were shelved. "Only critical hires were being made and even those were frequently being dropped at the last minute," recalls Sylvia MacArthur, president of Madison MacArthur. "With the tough economy, those that were gainfully employed were highly cautious and reluctant to take risks in considering new opportunities."

However, the mood is changing. "Things have definitely picked up," says Elevate's Barbara Morris, who cautions: "The word on the street is we're in an upswing, but it's not going to be [as steep] a trajectory like [following] other recessions."

Still, candidates are gaining confidence and starting to actively look for new opportunities, while companies are ramping back up—although not as fast as candidates would like.

COMPENSATION

"Salaries are still pretty stable except in a few areas where there are shortages of key talent," says Chad Management's Rick Chad, adding salaries are being driven up in digital/social media and project management.

Deanna MacDougal, president, Merlin Group Inc., doesn't expect a rise in salaries for another couple of years, but believes companies need to motivate candidates with signing bonuses. "Individuals are moving for same or slightly increased base salary,

"INDIVIDUALS ARE MOVING FOR SAME OR SLIGHTLY INCREASED BASE SALARY, and signing bonuses are needed due to the perceived risk... Last hired usually means first let go"

MARKETING COMPANY SALARIES BY SIZE (ALL SALARY FIGURES IN \$000s)

TITLE	YEARS OF EXPERIENCE	MARKET LEADERS				MID-SIZE TO SMALL				SMALLER ENTREPRENEURIAL			
		START	TOP	TYPICAL RANGE	ADDITIONAL COMPENSATION	START	TOP	TYPICAL RANGE	ADDITIONAL COMP.	START	TOP	TYPICAL RANGE	ADDITIONAL COMP.
President/CEO	All	250	1600			180	850			120	750		
	3 and under	250	600	300-400	30-60% (can go up to 100%)	180	375	200-300	20-50%	120	300	150-225	20-100%
	4 to 6	300	650	325-450	bonus and/or	210	425	225-325		150	325	200-250	
	7 to 9	350	800	300-500	profit sharing,	250	450	275-375		200	400	225-300	
	10+	400	1,600	400-750	stocks and perks	320	850	350-500		275	750	300-400	
Chief Marketing Officer/ Senior VP Marketing	All	130	450			100	250			100	200		
	3 and under	130	275	150-250	20-50%	100	175	110-135	15-40%	100	140	105-120	
	4 to 6	150	300	190-250		135	185	150-160		100	160	110-130	
	7 to 9	170	350	200-275		165	200	175-180		130	175	120-150	
	10+	200	450	225-300		180	250	200-220		150	200	160-175	
VP Marketing Communications	All	110	300			90	200			90	200		
	3 and under	110	190	130-150	15-30%	90	150	110-125	15-30%	90	125	95-110	15-30%
	4 to 6	150	250	150-180		110	160	120-140		100	135	110-120	
	7 to 9	160	275	160-190		120	170	130-150		120	175	125-135	
	10+	165	300	175-225		140	200	160-175		135	200	145-170	
Director of Marketing/ Category Manager/ Group Product Mgr	All	95	225			70	175			60	200		
	3 and under	95	135	105-120	20-40%	70	120	90-110	15-30%	60	110	75-90	15-30%
	4 to 6	110	160	120-140		90	130	100-120		85	110	90-100	
	7 to 9	125	200	125-145		100	150	110-125		95	150	100-120	
	10+	130	225	140-175		115	175	125-140		100	200	110-135	
Brand Manager/ Product Manager	All	70	135			55	110			50	110		
	3 and under	70	110	80-95	10-25%	55	85	65-75	8-15%	50	80	55-65	8-15%
	4 to 6	75	120	85-100		65	95	70-85		55	90	65-75	
	7 to 9	90	135	90-105		70	120	80-90		70	110	80-90	
	10+												
Assistant Brand Manager/Assistant Product Manager	All	45	75			40	65			35	65		
	3 and under	45	70	60-65	4-10%	40	65	45-50	4-10%	35	65	45-50	4-10%
	4 to 6	50	80	65-75		45	70	55-60		40	65	55-60	
	7 to 9												
	10+												

APPLIES TO ALL SALARY BENCHMARK CHARTS * At senior levels the value of non-salary compensation can by far eclipse base salary. The percentage included with these charts are the value of all elements of additional non-salary compensation and is considered the general minimum level for the position. The specific elements listed are not all inclusive, but are considered the most common for the position. SOURCE: All figures are estimates compiled by Marketing Magazine based on a consensus of ranges from recruitment professionals specializing in the marketing and advertising sectors.

MARKETING COMPANY SALARIES BY REGION (ALL SALARY FIGURES IN \$000s)

TITLE	YEARS OF EXPERIENCE	ONTARIO				QUEBEC				WESTERN CANADA			
		START	TOP	TYPICAL RANGE	ADDITIONAL COMPENSATION	START	TOP	TYPICAL SALARY	ADDITIONAL COMP.	START	TOP	TYPICAL SALARY	ADDITIONAL COMP.
President/CEO	All	130	1600			120	1350			120	900		Similar to Ont.
	3 and under	130	500	150-400	30-50%	120	450	250	30-50%	120	225	190	
	4 to 6	150	700	200-450		175	650	350		150	300		
	7 to 9	200	900	225-500		200	1000	750		175	350		
	10+	300	1600	300-750		400	1350	900		300	900	500	
Chief Marketing Officer/ Senior VP Marketing	All	100	450			90	315			90	300		Similar to Ont.
	3 and under	100	250	150-225	20-30%	90	150	120	20-30%	90	200	120	
	4 to 6	135	300	170-225		130	180	150		100	200	120	
	7 to 9	160	350	175-275		150	225	175		130	200	130	
	10+	175	450	200-300		200	315	250		150	300	150-175	
VP Marketing Communications	All	90	325			90	285			90	300		Similar to Ont.
	3 and under	90	190	95-120	15-30%	90	125	100-120	10-30%	90	125	100	
	4 to 6	150	225	135-175		100	160	120		100	140		
	7 to 9	160	250	140-190		120	225	150		120	175	120	
	10+	160	325	150-200		120	285	150		130	300	150	
Director of Marketing /Category Manager/ Group Product Mgr	All	65	225			60	225			65	200	85-110	Similar to Ont.
	3 and under	65	150	70-110	15-30%	60	140	75-90	8-20%	65	130		
	4 to 6	80	160	90-125		80	150	120		75	120		
	7 to 9	90	200	100-140		120	175	140		85	140		
	10+	130	225	130-180		125	225	150		120	200	120	
Brand Manager/ Product Manager	All	45	130			50	120			45	120		Similar to Ont.
	3 and under	45	100	50-70	10-25%	50	100	65-75	8-15%	45	85	70	
	4 to 6	50	120	65-85		70	110	85		50	100	85	
	7 to 9	70	130	85-95		90	120			65	100	90	
	10+									80	120	90-110	
Assistant Brand Manager/Assistant Product Manager	All	35	75			40	80			40	65		
	3 and under	35	70	45-60	5-15%	40	70	55-60	4-10%	40	65	53	
	4 to 6	35	75	45-65		65	80						
	7 to 9												
	10+												

Salary Benchmark DEFINITIONS

FOR MARKETERS:

MARKET LEADERS:

Usually large marketing organizations with 10 or more supported brands in multiple product categories. Often multinationals with marketing departments in excess of 30 people and sizable budgets that take advantage of the full range of marketing tools and channels.

MID-SIZED TO SMALL:

Usually marketing organizations with several supported brands across a few product categories. Often have marketing department staffs of 15 to 29-person range, medium budgets that take advantage of a wide range of marketing tools and channels.

SMALLER/ENTREPRENEURIAL:

Usually marketing organizations with one or two brands in one or two focused product categories. Budgets may be small and marketing tools limited. Marketing departments are usually fewer than 15 people.

and signing bonuses are needed due to the perceived risk... Last hired usually means first let go.”

Teitelbaum sees salaries edging up slightly, but mostly in the junior to middle ranks. “The upper end of the salary scale is pretty much the same, if not [down] slightly.”

This, says Bruce Powell, managing partner, IQ Partners Inc., is causing a lot of complications, both in the agency and marketer world. Junior and mid-level employees are in high demand. “Quality junior staff are few and far between and competitive pressure is pushing up salaries to the point where the compensation difference between managers and directors is becoming slim. Companies are fighting for juniors, and senior staff are wondering why their direct reports are getting paid almost as much as they are.” Alternative incentives and motivation for managers may be the key to retention going forward.

Adding to the pressure is that most employees are being asked to do more for less.

“Often employers are looking for candidates and their existing employees to take on greater responsibility and a larger workload for the same salary,” says McKinnon.

SLOWER HIRING PROCESS

“Candidates are still complaining it’s taking so long for people to make decisions,” says Morris of employers’ cautious optimism.

Companies want people who fit into their culture and buy into corporate philosophy, adds Chad. While there is significantly more activity than previous years, clients are not rushing to make hires, even though they are lean. “They appear to be taking their time before hiring and tend to risk losing the odd candidate rather than rush into a decision... in order to make sure they make the right hire.”

CONTINUED ON P. 21 >>

ADVERTISING AGENCY SALARIES BY AGENCY SIZE

(ALL SALARY FIGURES IN \$000s)

TITLE	YEARS OF EXPERIENCE	LARGE: REVENUES OVER \$10M				MID-SIZE: REVENUES \$4M-\$10M				SMALL: REVENUES UNDER \$4M			
		START	TOP	TYPICAL RANGE	ADDITIONAL COMPENSATION	START	TOP	TYPICAL RANGE	ADD. COMP.	START	TOP	TYPICAL RANGE	ADD. COMP.
President/CEO	All	200	1,350			150	600			120	400		
	3 and under	200	500	300-400	30-100%	150	300	200-250	20-50%	120	250	175-225	20-100%
	4 to 6	250	550	325-425	bonus and/or profit sharing	200	350	225-275		150	300	200-250	bonus and/or profit sharing
	7 to 9	300	750	350-500		250	400	250-325		175	350	225-275	
	10+	350	1,350	400-600		300	600	325-400		200	400	250-300	
Director of Client Services/Managing Director (often VP level)	All	120	300			100	250			85	210		
	3 and under	120	250	150-200	20-35%	100	175	120-150	15-35%	85	160	100-120	15-50%
	4 to 6	150	300	175-225		140	185	150-170		100	170	120-140	
	7 to 9	180	300	200-250		150	200	160-180		115	200	150-160	
	10+	200	300	200-275		175	250	180-200		125	210	160-170	
Group Account Director	All	115	225			80	180			70	140		
	3 and under	115	150	120-125	0-15%	80	150	100-120	0-15%	70	100	80-90	0-15%
	4 to 6	120	180	130-160		100	160	120-130		75	110	90-100	
	7 to 9	130	200	140-170		120	170	130-150		80	120	100-110	
	10+	150	225	160-180		135	180	140-160		90	140	110-120	
Account Director	All	65	160			60	160			60	150		
	3 and under	65	120	80-100	0-25%	60	110	80-90	0-15%	60	110	70-90	0-15%
	4 to 6	85	130	90-110		80	125	90-115		60	130	80-95	
	7 to 9	95	140	100-120		90	130	95-110		65	135	90-100	
	10+	110	160	120-140		100	160	120-140		75	150	95-105	
Account Supervisor	All	50	95			50	95			40	90		
	3 and under	50	85	60-65	0-10%	50	85	65-75	0-5%	40	70	50-55	0-15%
	4 to 6	60	90	70-75		55	85	70-80		50	75	60-65	
	7 to 9	70	95	75-80		65	95	70-80		60	90	65-70	
	10+												
Account Executive	All	40	70			35	65			30	65		
	3 and under	40	60	45-50		35	55	40-45		30	55	35-40	
	4 to 6	50	70	50-60		45	65	45-55		35	65	45-50	
	7 to 9												
	10+												
Creative Director	All	125	650		10-35%	95	450		10-35%	75	300		10-50%
	3 and under	125	350	175-220		95	250	150-175		75	175	120-150	
	4 to 6	175	400	225-300		150	350	150-200		100	225	125-200	
	7 +	200	500	250-350		150	400	200-250		125	300	150-175	
	10+	200	650	300-400		200	450	200-300		150	300	150-200	
Copywriter	All	25	250			25	200			25	150		
	3 and under	25	60	30-50		25	60	30-50		25	50	30-40	
	4 to 6	40	120	50-85		40	110	50-70		40	85	50-60	
	7 to 9	55	150	80-100	10-30%	55	150	80-100	10-30%	55	150	70-100	10-30%
	10+	80	250	150-200	10-30%	80	200	90-150	10-30%	70	150	90-120	10-30%
Art Director	All	25	250			25	200			25	150		
	3 and under	25	60	30-50		25	60	30-50		25	50	30-40	
	4 to 6	40	120	50-85		40	110	50-70		40	80	50-60	
	7 to 9	55	175	80-100	10-30%	55	150	80-100	10-30%	55	100	70-100	10-30%
	10+	80	250	150-200	10-30%	80	200	90-150	10-30%	70	150	90-120	10-30%
Account Planner/Strategic Planner	All	60	250			35	225			40	125		
	3 and under	60	120	75-90	0-15%	35	120	55-75	0-15%	40	75	50-60	
	4 to 6	85	150	80-120		60	140	75-90		60	90	65-75	
	7 to 9	100	200	120-150		80	200	90-140		75	110	80-90	
	10+	120	250	150-180		100	225	120-170		95	125	100-110	
Media Director	All	90	250			75	250			60	250		
	3 and under	90	150	110-130	0-20%	75	130	90-100	up to 20%	60	130	75-100	
	4 to 6	120	190	130-150		100	170	130-140		75	170	90-140	
	7 to 9	140	225	150-175		120	225	135-150		90	225	95-150	
	10+	150	250	175-200		140	250	150-160		100	250	120-160	
Media Supervisor	All	50	100			45	90			45	85		
	3 and under	50	65	55-60		45	60	50-55		45	55	50-55	
	4 to 6	55	75	60-70		50	70	60-65		50	65	55-60	
	7 to 9	60	85	65-75		60	80	65-70		55	75	60-65	
	10+	75	100	80-85		70	90	75-80		65	85	70-75	
Media Planner	All	35	120			30	120			30	120		
	3 and under	35	50	40-45		30	50	35-45		30	50	35-45	
	4 to 6	40	75	50-60		35	75	50-60		35	75	50-60	
	7 to 9	50	90	60-75		45	90	60-75		45	90	55-75	
	10+	60	120	70-90		45	120	65-90		55	120	60-90	
Media Buyer	All	30	100			28	100			28	100		
	3 and under	30	50	35-40		28	50	35-40		28	50	35-40	
	4 to 6	35	70	40-60		35	70	40-60		30	70	45-60	
	7 to 9	45	90	60-70		40	85	60-70		40	90	60-70	
	10+	55	100	70-85		50	100	65-85		50	100	65-85	

“CLIENTS ARE REALIZING THE TOLL THAT CONSTANT CUTBACKS AND BUDGET TIGHTENING HAVE HAD ON STAFF, and that a level of frustration has set in, putting them at risk of losing the key talent that has kept them going”

>> CONTINUED FROM P. 18

HOT SECTORS

On the agency side, all things digital are on fire (see “Checking the hype...” page 24), prompted in part by the importance of social media marketing. In addition, those that focus on experiential and engagement marketing are in demand.

Sectors where there is a lot of activity and innovation include technology, energy, some telecommunications, online retail, risk management, financial services, nutrition and health. Fast moving consumer goods continue to be a steady growth area.

AGENCIES

“Overall the agency market saw a dramatic jump in activity in January and has continued to pick up pace throughout the year,” says Mark Rouse, managing partner at IQ Partners. However, while hiring at junior, intermediate and mid-senior levels is quite active, there’s not much happening at very senior agency leadership roles. In addition, he sees “a notable increase in contract versus permanent hiring, presumably reflecting agency uncertainty about longer term client budgets.”

“Some of the mass agencies have not caught on quite as quickly as some of the mid-sized agencies, but they appear to be getting there,” says Chad. “The more successful agencies are anticipating their needs and hiring, or at least interviewing, in anticipation of what they are going to need in order to make sure they have the best talent.”

“It really doesn’t matter if the agency is large, medium or small,” adds Teitelbaum. “I’m finding the small agencies are paying as good if not better than large shops.”

The good news is you don’t hear of anyone closing doors right now, says Morris, who notes there’s a lot more competition out there in the form of small shops or one-person operations that emerged as a result of the mass layoffs. Consequently, more business is being doled out in bits and pieces with these new entities taking on small projects or parts of bigger projects. There’s more fragmentation as candidates don’t want to wait for agencies to start hiring, but rather carve out their own piece of the pie.

This is a trend that will continue, says Rouse of the resurgence of the small entrepreneurial agency. “Young professionals have never known employer loyalty and hence have little hesitation to leave and start their own business.”

He says that while agency employees are gen-

erally happy with the work they are doing, the consistently long hours are taking a toll on their job satisfaction.

MARKETERS

Marketers are beginning—with some trepidation—to replace talent cut in the past two years. “Generally there is still too much interference from their mostly U.S. offices, but Canadian marketers are resourceful and they generally find creative ways of putting their stamp on things,” say Chad.

The ice has thawed in consumer package goods—the hiring freeze is gone and the market is active. “In October of ’09 the markets suddenly exploded, and our phones were ringing with multiple searches to back-fill roles,” says Stuart Calvert, of IQ Partners, adding the boom continued through the summer months, which are traditionally a little quieter.

With so many strong professionals having previously lost their jobs due to downsizing or mergers, there’s now an abundance of talent, especially at the senior level, and companies are being very particular about who they hire. As a result, says Calvert, “candidates are in a more competitive situation than previous years, and some are pre-

pared to take a hit on overall compensation to get back into the marketplace.” In addition, many are prepared to scale back for career development, work-life balance, geographically desirable location or a good cultural fit.

That said, specialized roles have seen an increase in overall compensation. For instance, consumer/customer/shopper insight and research is a growth area. “Most of the major CPG companies have internal research and insight teams, but you are now seeing the small- to mid-size companies investing in these particular areas too. If they don’t, then there’s a sense of being left behind and losing their competitive advantage,” says Calvert.

RETENTION CHALLENGES

As the economy picks up, one of the major challenges employers will face is retention, says McArthur. “Clients are realizing the toll that constant cutbacks and budget tightening have had on staff, and that a level of frustration has set in, putting them at risk of losing the key talent that has kept them going.”

Experts note previously cautious candidates are showing more interest in making a change, indicating employers are correct in their concerns.

CONTINUED ON P. 27 >>

MANY THANKS TO THOSE WHO CONTRIBUTED TO THE 2010 SALARY BENCHMARKS:



STUART CALVERT, partner, IQ Partners Inc., Toronto



MARTIN KINGSTON, president, Martin Kingston and Associates, and managing partner, Next Steps Canada, Toronto



GREG MCKINNON, president, McKinnon Targeted Recruiters, Toronto



BARBARA MORRIS, president, Elevate Organizational Consulting (a division of Morris Group International), Toronto



RICK CHAD, president, Chad Management Group, Toronto



NORMAND LEBEAU, président & gardien en chef de l’expérience, Mandrake, Montreal



BRUCE POWELL, managing partner, IQ Partners Inc., Toronto



NICOLAS FORTIN, advisor, La Tête Chercheuse, Montreal



SYLVIA MACARTHUR, president, Madison MacArthur, Toronto



MARK ROUSE, vice-president, practice lead IQ Partners Inc., Toronto



LISA KERSHAW, partner, Odgers & Berndtson, Vancouver



DEANNA MACDOUGALL, president, Merlin Group Inc. and principal search consultant, Rosenzweig & Company Inc., Toronto



HARRY TEITELBAUM, president, InterCom Search Inc., Toronto

Checking The Hype In The **RED-HOT** DIGITAL SPACE

IAB Canada seeks to bring stability to the tumultuous world of digital communications with its salary guide BY MICHELLE WARREN

Less than a decade ago, the digital side of the business was comprised of a handful of sales jobs on the publishing side and agencies boasting two or three experts to help guide brave clients around the relatively new medium.

Today agencies have dozens of people dedicated to digital, publishers are in a hiring frenzy and opportunities in the space reflect the growing budgets advertisers are committing to digital platforms.

"It is awesome to see how digital has grown," says Interactive Advertising Bureau of Canada vice-chair Carolyn Cramer, country manager for Tribal Fusion in Toronto. "There are so many opportunities for people to carve out exciting careers."

In response, IAB Canada introduced the 2010 Interactive Advertising Salary Guide, the first comprehensive look at the job functions and salaries of marketing professionals across the country (see the table opposite for a small sample).

Salaries out of control

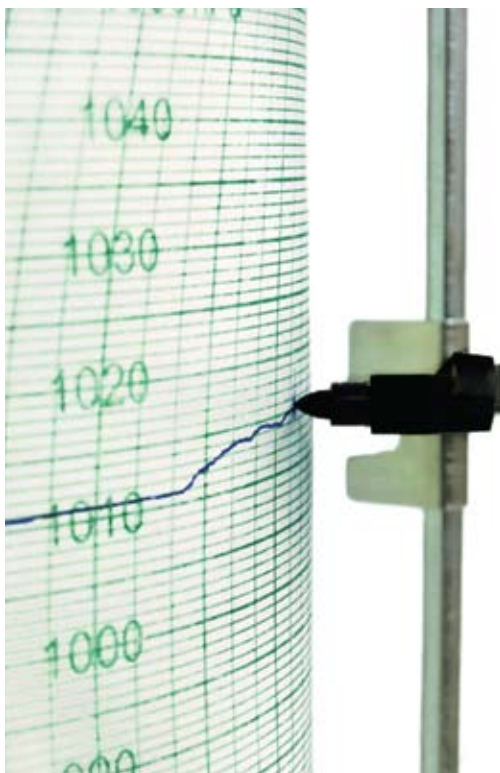
Dawna Henderson, IAB chairman and president of Toronto-based Henderson Bas, says the guide comes at a crucial time in the industry's growth. "There was an inconsistency out in the market. A lot of agencies really don't know what to pay at what level. Some salaries were unacceptable and there needed to be sanity put back on it."

Indeed, in the scramble to hire talent that was thought to be scarce in a competitive market, salaries were often inflated as companies offered top dollar to hire strong talent for new projects. "If you're not careful you can get into a vicious cycle of paying way too much for people," says Henderson.

The IAB salary guide is a first step in providing the industry with "a reality check" and structure around compensation, says IAB Canada president Paula Gignac.

A stabilizing force for industry

Everyone stands to benefit, says Gignac. Not only can companies get a sense of whether they are paying competitively, but with titles given to job descriptions, candidates can get a clearer picture of how they want to steer their career. In addition, HR personnel can use the guide to rationalize their budgets, while colleges and universities can see where the opportunities are and design cur-



riculum accordingly.

Gignac says there tends to be a lot of movement in the industry, especially in the fourth quarter when new projects are launched and companies seeking talent for those projects "back up the money truck."

"It's definitely an employees' market," says Henderson, who recalls a recent graduate coming to her demanding a starting wage of \$200,000 (he didn't get it). "I can't hire people fast enough. There's a lot of work out there and sometimes I can't afford to pay the salaries big agencies pay."

Mark Rouse, vice president, practice lead IQ Partners Inc. in Toronto, says agencies "looking for intermediate to mid-senior digital talent are finding it very hard to hire quality at a reasonable pay rate. Not surprisingly, there is also concern about low retention rates in the in-demand roles."

While the Guide will help set more realistic boundaries and stem some of the job-hopping, it will be a while before things fully stabilize, says Cramer. "There is a lot of movement and there will continue to be for a long time because it's a relatively new industry... A lot of agencies are increasing their digital departments."

"Every agency hire is digitally referenced to some degree," says Rouse, adding sales, junior and mid-senior account people, social media strategists and senior technical talent with leadership experience are hot commodities. The overall demand is spurring digital agencies to move from contract to permanent hiring, which should bring some greater stability.

Boom spells opportunity

Digital has usurped television as the sexy medium, says Cramer. "It really is the place to be because of growth."

As a result, a lot of sales candidates are looking to make the switch from other media to digital publishing. The challenge is that no matter how seasoned people were in their previous roles, they have to be willing to cut their teeth again when they make the transition. In some cases this means making a lateral move or even taking a less senior role and decrease in pay to learn the ropes.

The good news is "in this industry you can get a lot of experience in two years," says Gignac.

"In this business, five years is an eternity," agrees Cramer, adding that companies are looking not only for initiative, but also for people who are "passionate" about digital marketing and advertising.

"Digital really seems to be a lifestyle as opposed to a job," she says. It's expected, however, that as positions become more defined, there will be a real honing of skills as candidates and companies develop a clearer idea of the abilities and compensation necessary for various jobs on the totem pole.

At the moment, being part of the space is an ongoing education—conferences, workshops, events, networking—as the medium is constantly evolving.

"My advice is to become a sponge," says Henderson. "I think your worth is based on how much you keep up because it's easy to very quickly fall behind."

"Every time a new technology is developed, more jobs will follow," says Cramer.

Canada, with its relatively healthy economy, is also attracting interest from companies around the globe that want to open shop here.

"There are not a lot of markets growing at the pace we're growing at," says Cramer. "The next 12 months will be very exciting. We're anticipating good growth and a lot more opportunities in digital." **M**

MORE THAN ONES AND ZEROS

Marketing presents a sampling of IAB Canada's first ever *Interactive Advertising Salary Guide* to help the purveyors of the digital future find their financial footing

(SALARY FIGURES IN \$000s)

TITLE	YEARS OF EXPERIENCE	TYPICAL RANGE	TITLE	YEARS OF EXPERIENCE	TYPICAL RANGE	TITLE	YEARS OF EXPERIENCE	TYPICAL RANGE
Director, Strategy	3 and under	-	Account Executive	3 and under	30-40	Junior Copywriter	3 and under	35-50
	3 to 5	-		3 to 5	-		3 to 5	-
	5 to 7	-		5 to 7	-		5 to 7	-
	7 to 10	-		7 to 10	-		7 to 10	-
	10 to 15	100-125		10 to 15	-		10 to 15	-
	15+	125-150		15+	-		15+	-
Strategic Planner	3 and under	-	Creative Director	3 and under	-	Web Producer	3 and under	40-50
	3 to 5	50-60		3 to 5	-		3 to 5	-
	5 to 7	60-70		5 to 7	-		5 to 7	-
	7 to 10	70-90		7 to 10	95-120		7 to 10	-
	10 to 15	-		10 to 15	120-150		10 to 15	-
	15+	-		15+	150-185		15+	-
Director, Client Services	3 and under	-	Art Director	3 and under	50-60	Director, Digital Media	3 and under	-
	3 to 5	-		3 to 5	60-70		3 to 5	65-85
	5 to 7	-		5 to 7	70-80		5 to 7	85-100
	7 to 10	-		7 to 10	90+		7 to 10	100-120
	10 to 15	120-160		10 to 15	-		10 to 15	120+
	15+	150+		15+	-		15+	-
Group Account Director	3 and under	-	Copywriter	3 and under	50-60	Digital Media Specialist	3 and under	40-50
	3 to 5	-		3 to 5	60-70		3 to 5	50-60
	5 to 7	-		5 to 7	70-90		5 to 7	60-70
	7 to 10	-		7 to 10	80+		7 to 10	70+
	10 to 15	110-150		10 to 15	-		10 to 15	-
	15+	140+		15+	-		15+	-
Account Director	3 and under	-	Senior Designer	3 and under	-	Jr. Digital Media Specialist	3 and under	27-35
	3 to 5	-		3 to 5	60-80		3 to 5	-
	5 to 7	-		5 to 7	80+		5 to 7	-
	7 to 10	90-110		7 to 10	-		7 to 10	-
	10 to 15	110-130		10 to 15	-		10 to 15	-
	15+	130+		15+	-		15+	-
Account Manager	3 and under	40-60	Designer	3 and under	40-50	Social Media Strategist	3 and under	-
	3 to 5	60-70		3 to 5	50-60		3 to 5	60-75
	5 to 7	-		5 to 7	60+		5 to 7	75-90
	7 to 10	-		7 to 10	-		7 to 10	90+
	10 to 15	-		10 to 15	-		10 to 15	-
	15+	-		15+	-		15+	-

VISIT IABCANADA.COM FOR MORE INFORMATION

SALARY FIGURES ARE BASE ONLY (NO COMMISSIONS OR INCENTIVES)

MARKETING'S GREAT CANADIAN CREATIVE FACEOFF

Vote today for the industry's most creative Canadian! visit www.creativefaceoff.ca

VOTING SCHEDULE:

- Round 1 (Top 25): October 19 – October 26
- Round 2 (Top 10): October 27 – November 2
- Round 3 (Top 5): November 3 – November 11

The winner will be honoured at the 2010 Media Innovation Awards on Nov. 18



PRESENTING SPONSOR:



ADVERTISING AGENCY SALARIES BY REGION (ALL SALARY FIGURES IN \$000s)

TITLE	YEARS OF EXPERIENCE	ONTARIO			QUEBEC			WESTERN CANADA			ATLANTIC CANADA		
		START	TOP	TYPICAL RANGE	START	TOP	TYPICAL RANGE	START	TOP	TYPICAL RANGE	START	TOP	TYPICAL RANGE
President	All ¹	100	1350		100	1200		100	500		125	300	150
	3 and under	100	500	175-300	100	400	225	100	200	150			
	4 to 6	150	550	200-325	150	450	250	125	250	175			
	7 to 9	200	650	225-350	150	600	350	125	350	200			
	10+	400	1350	250-400	200	1200	400	150	500	300			
Director of Client Services/Managing Director	All	75	325		75	275		75	300	150	85	150	
	3 and under	75	250	120-225	75	200	125	75	130				
	4 to 6	120	300	160-225	100	215	130	100	140				
	7 to 9	140	300	170-250	120	250	150	120	150	130			
	10+	175	325	160-275	130	275	175	150	300	175			
Group Account Director	All	60	225		60	180		60	150		65	130	90
	3 and under	60	160	100-130	60	150	100	60					
	4 to 6	80	180	110-150	85	160	110	80					
	7 to 9	90	200	130-170	85	170	120	85	130	100			
	10+	110	225	150-200	85	180	130-150	100	150	120 ²			
Account Director	All	50	160		50	150		50	120		60	110	75
	3 and under	50	120	80-100	50	100	80	50	100	80	60	80	75
	4 to 6	70	130	90-110	60	120	95	60	100	90			
	7 to 9	90	140	100-130	70	140	100	75	100	95			
	10+	110	160	110-130	85	150	120	80	120	100			
Account Supervisor	All	50	95		35	85		45	90		35	70	60
	3 and under	50	85	65-75	35	55	55	45	60	57			
	4 to 6	55	90	70-80	55	80	60	55	70	75			
	7 to 9	65	95	75-85	60	80	70	60	80	75			
	10+				65	85	75	60	90	75			
Account Executive	All	30	65		30	65		30	55		30	55	
	3 and under	30	55	35-45	30	45	35	30	40	35			
	4 to 6	35	65	50-60	35	65	45	40	55	40			
	7 to 9												
	10+												
Creative Director³	All	90	900		75	600	175-250	75	275	150-200	110	225	130 - 150
	3 and under	90	300	125-175	75	300	150-175	75	180	120-150	75	140	110 - 125
	4 to 6	110	350	175-275	100	325	175-225	90	200	150-175	90	160	125 - 150
	7+	130	650	250-350	120	500	200-250	120	225	175-200	120	175	130 - 150
	10+	150	900	375-450	130	600	250-300	140	275	175-200	140	225	150 - 175
Copywriter	All	25	250		25	250		25	200		25	175	
	3 and under	25	60	30-50	25	55	30-40	25	45	30-40	25	40	30-40
	4 to 6	40	120	40-75	40	120	40-60	40	85	40-60	40	85	40-60
	7 to 9	55	150	80-100	55	150	80-100	55	150	80-100	55	150	80-100
	10+	70	250	110-200	70	250	150-200	75	200	150-200	120	225	150-200
Art Director	All	25	250		25	250		25	200		25	175	
	3 and under	25	60	30-40	25	50	30-40	25	45	30-40	25	40	30-40
	4 to 6	40	120	40-75	40	120	40-60	40	85	40-60	40	85	40-60
	7 to 9	55	175	80-100	65	150	80-100	55	150	80-100	55	150	80-100
	10+	70	250	110-200	75	250	150-200	85	200	150-200	120	225	150-200
Account Planner/Strategic Planner	All	40	250		30	225	80-120	40	120		60	100	
	3 and under	40	130	50-90	30	60	55	40	60	50			
	4 to 6	60	150	80-120	65	80	75	50	70	60			
	7 to 9	75	225	80-150	75	120	90						
	10+	95	250	100-200	100	225	150	90	120	100			
Media Director	All	60	250		50	250		35	100				
	3 and under	60	150	75-120	50	110	75	35	90				
	4 to 6	75	190	90-140	85	130	100	55	100				
	7 to 9	85	225	95-150	100	150	120						
	10+	100	250	130-160	125	250	175						
Media Supervisor	All	30	100	50-70	30	100							
	3 and under	30	60	50-60	30	50	45						
	4 to 6	50	70	55-65	50	80	70						
	7 to 9	60	100	60-70	65	100	80						
	10+			60-80									
Media Planner	All	30	120		30	120							
	3 and under	30	55	35-45	30	50							
	4 to 6	30	75	55-65	35	65							
	7 to 9	40	90	60-75	50	85							
	10+	40	120	65-80	60	120							
Media Buyer	All	28	100		28	90							
	3 and under	28	50	35-40	28	35							
	4 to 6	35	70	40-60	30	45							
	7 to 9	40	90	60-70	45	70							
	10+	50	100	65-85	55	90							

1. Additional comp can be 30-50% of salary and/or profit sharing 2. Plus bonus 3. Additional comp. in Quebec, West and Atlantic can be 10-35% of salary

THIS HAPPENS ALL THE TIME POST RECESSION: clients want someone who has two years experience when there was no one being fed into the pipeline for training because the multi-nationals announced global hiring freezes and salary freezes

>> CONTINUED FROM P. 21

McArthur predicts a lot of movement in the next year. "As the economy continues to rebound they have new confidence in making a change. This will not necessarily translate into the creation of many new jobs but rather movement between existing jobs."

As a result, savvy employers need to explore new retention strategies to keep key talent.

WESTERN CANADA

Lisa Kershaw, partner at Odgers & Berndtson in Vancouver, describes things as "steady and solid" in Western Canada, where, like the rest of the country, clients are still reticent to create and fill new positions. "They are more comfortable filling previous roles, if they are filling them at all. Some clients are 'making do' by combining two roles together."

In what's still a relatively tight market, she notes "candidates are less likely to move unless there is a compelling reason." This might include a once in a lifetime opportunity, such as the Olympics; a direct match for their personal values, such as moving into not for profit; or lifestyle, such as flexible work hours.

QUEBEC

The market in Quebec was slow right through to the end of 2009, but it started to pick up in January. Since then, it's been "crazy," says Nicolas Fortin, from Montreal's La Tête Chercheuse. "There was a whole bunch of layoffs two years ago and now companies really feel they are understaffed."

The market has improved, agrees Mandrake's Normand Lebeau, "but it still qualifies as a jobless recovery. The top lines of most organizations are solidifying, but companies are failing to follow that up with [enough] hires. I think that we will be in better shape in Q2 of 2011."

While there is still pressure to keep salaries down, especially at agencies, there is opportunity for so-called "rainmakers" to reap rewards. "We're seeing more and more compensation that is performance-based, especially when it comes to the web," says Fortin. For instance, a base salary might be \$150,000 with the potential to earn up to \$300,000.

THE U.S. ECONOMY

While Canada is eager to get back to business, the slow recovery in the U.S. is taking a toll. "If the U.S. parent is doing poorly, they cut back talent across the board," says Chad. However, Canadians

are benefiting on one level, says McArthur. "We have seen a fair bit of activity with U.S.-based and global companies opening operations in Canada due to our more stable economy."

RECRUITING THROUGH SOCIAL MEDIA

"Social media tools and networking have allowed companies to fill positions with speed, accuracy and less money," says Merlin Group's MacDougal. "One of our financial services clients has asked us to train their employees to read LinkedIn profiles. Their objective is to meet their hiring quotas via social media tools."

Still, candidates do not understand the importance social media tools play in the recruitment process, she says. "Those under the age of 30 have not learned to respect their careers via Facebook and Twitter, nor do they utilize LinkedIn professionally."

MacDougal says six of her clients review a candidate's Facebook page before extending an employment offer. Increasingly "candidates will have to be diligent about their online communications because it may hinder their success."


WHAT LIES AHEAD

While the first half of the year was very reserved, Greg McKinnon of McKinnon Targeted Recruiters, says the market is loosening up as confidence builds. "Several of our Fortune 100 clients are beginning to hire for new roles that are the result of new initiatives that they are undertaking."

Chad is "still fairly bullish on moderate growth in the next 12 months." And while he is concerned the U.S. has not started to rebound, he is still optimistic regarding growth over the next two or three years.

Teitelbaum predicts some challenges for companies looking to hire at the lower end of the market. "This happens all the time post recession: clients want someone who has two years experience when there was no one being fed into the pipeline for training because the multi-nationals announced global hiring freezes and salary freezes."

In general, the challenges will be very different than in 2008/2009 when layoffs dominated the headlines and those still with jobs hunkered down and hoped for the best. Companies are going to have to reinvest in young talent and look for ways to retain top-tier staff in what is evolving into a much more healthy job market.

"Give us a couple more years and we'll be booming again," says Morris. 

Announcing
The 2nd Annual

DIGITAL MEDIA AGENCY PLAYER OF THE YEAR

SPONSORED BY:

POSTMEDIA NETWORK

REPRESENTING STELLAR
MEDIA ACHIEVEMENT ACROSS
THE DIGITAL LANDSCAPE,
NOMINEES INCLUDE:

- Scott Atkinson, Media Experts
- Matt Devlin, ZenithOptimedia
- Shaun Dias, Carat
- Chris Falkiner, Starcom/MediaVest
- Lindsay Greig, MediaCom
- Caroline Moul, PHD
- Jeremy Simpson, M2 Universal
- Daryl Stansfield, PHD

2010
DIGITAL
MARKETING AWARDS

11th
Annual

THE DIGITAL MEDIA AGENCY
PLAYER OF THE YEAR WILL BE
REVEALED AT THE
2010 DIGITAL MARKETING AWARDS
ON NOVEMBER 2ND

MARKETING