



MARKETING AND COMMUNICATIONS
SALARY SURVEY

2017



PARITY
CONSULTING

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INTRODUCTION

As part of our Parity *Plus* offering, we are delighted to present the results of the 2017 Marketing and Communications Salary Survey. We believe specific, market wide information is critical to allow Marketing and Communications professionals to make sound career decisions and for organisations to provide independent and accurate market data to their Business Units and Executives.

Marketing and Communications roles can vary from sector to sector and each company defines these roles slightly differently. We like to get under the bonnet of what each sector is paying and share industry and market insights to inform professionals and organisations.

OUR SALARY SURVEY

Parity Consulting's 2017 specialised industry Salary Survey provides information that the larger Salary Surveys cannot uncover. Due to the specialised nature of what we do, Parity have the industry knowledge and desire to provide information on salary levels, bonuses and the real motivation behind changing roles for Marketing and Communications professionals.

The survey provides insights for Managers, Executives and HR professionals, including:

- Base salary remuneration by market sector and functional title;
- Bonus information by market sector and functional title;
- Average salary increases for FY2016 – FY2017;
- Motivations behind role/organisation changes; and
- Name your Price! ("Name your price" refers to the percentage increase in the participant's salary that it would take for them to move roles).

NEW THIS YEAR!

Motivations for leaving

Information regarding an applicant's motivation for leaving a role/organisation can be quite hard to come by, however it is crucial to an organisation's ability to retain top talent. Hence we have added this information to our 2017 survey,

and in turn validated many of our beliefs, whilst flagging some additional motivations.

Bonus lag times

Paying bonuses several weeks after being announced is often seen as a way to retain staff, however we wanted to understand what the average length of time was between bonus announcement and the bonus being paid.

WHO ARE WE?

Victoria Butt is the Founder and Managing Director of Parity Consulting and leads a high achieving team who share the belief that recruitment of quality professionals needs to be multidimensional, and that sharing knowledge, educating and consulting with Parity's applicants and clients is essential.

Corporate members of the RCSA, partnering with industry leaders, and voted by BRW as one of Australia's Top 100 Fastest Starters in 2015, the team at Parity Consulting strive for excellence and continual growth.

GET IN CONTACT

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30

In 2017, our research has found that remuneration is one of the top 3 motivations to move roles, so it's critical that we encourage organisations to pay their top talent in line with market rate"

Victoria Butt
Managing Director,
Parity Consulting



SURVEY RESULTS

MARKETING AND COMMUNICATIONS SALARIES (BASE REMUNERATION)

	Wealth Management	Asset/Funds Management	Insurance	Banking	Software/IT	Other
Marketing Assistant/ Coordinator	<\$70k	<\$70k	<\$70k	<\$70k	<\$70k	<\$70k
Marketing Manager/ Communications Manager	\$110k – \$130k	\$120k – \$140k	\$110k – \$120k	\$90k – \$110k	\$85k – \$100k	\$100k – \$110k
Senior Marketing Manager/ Senior Communications Manager	\$140k – \$160k	\$160k – \$180k	\$160k – \$180k	\$140k – \$180k	*	\$120k – \$140k
Head of Marketing/ Communications	\$200k – \$230k	\$180k – \$200k	\$180k – \$200k	\$180k – \$220k	*	\$160k – \$180k

* Insignificant amount of data to report on.

Other Industries Include but not exclusive to: Real estate, Professional Services, Not for profit, Marketing Agency/Research, Health, Aged Care Services, NGO, Construction, Training/Education, Hospitality, Automotive. **Variations on the above job titles** Include: Principal Content (Digital) Writer - APAC, Account Manager, Operations Director, Content Creation Manager, Market Development and Event Manager.

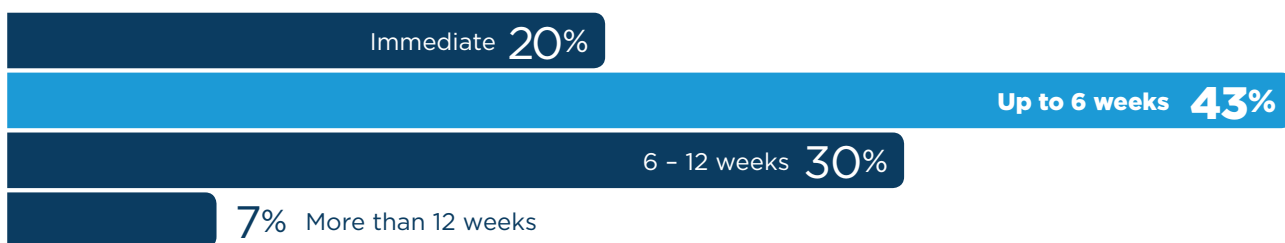
MARKETING AND COMMUNICATIONS BONUSES (PERCENTAGE DERIVED FROM BASE REMUNERATION)

	Potential Annual Bonus	Actual Annual Bonus	Increase in Base from FY2016 – 17	Average amount of M & C Experience	Average Age	Name Your Price?
Marketing Assistant/ Coordinator	0 – 10%	0 – 10%	CPI – 5%	0 – 3 years	25 – 34 years	16 – 20%
Marketing Manager/ Communications Manager	0 – 20%	<10%	CPI – 5%	3 – 8 years	25 – 34 years	11 – 15%
Senior Marketing Manager/ Senior Communications Manager	20 – 29%	10 – 19%	0 – 10%	11 – 15 years	35 – 44 years	11 – 15%
Head of Marketing/ Communications	30 – 39%	20 – 29%	CPI – 5%	16 – 20 years	35 – 44 years	16 – 20%

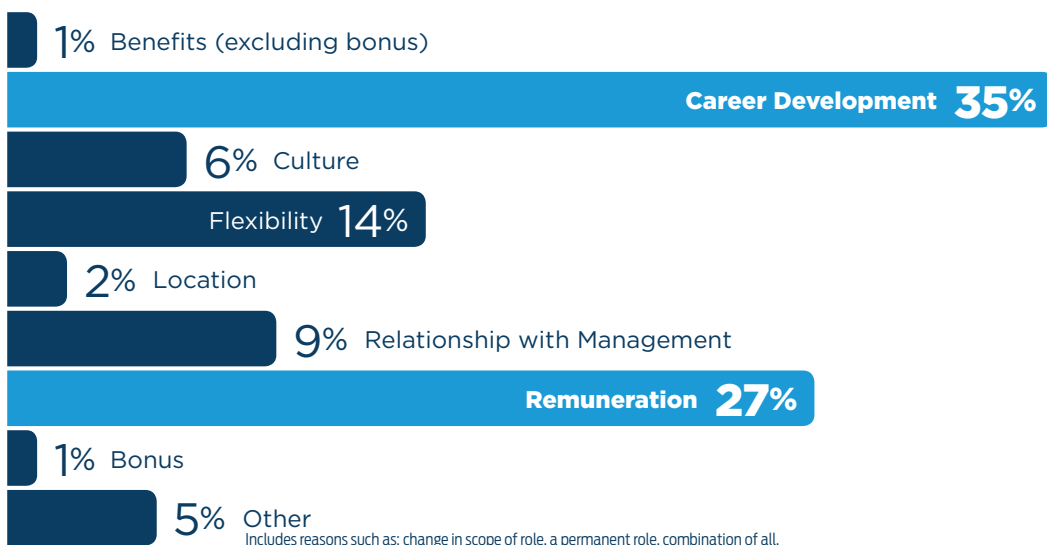
CPI The Consumer Price Index is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. **Name your price** Refers to the percentage increase in the participant's salary that it would take for them to move roles.



TIME BETWEEN BONUSES BEING ANNOUNCED AND BEING PAID



MOTIVATIONS TO LEAVE

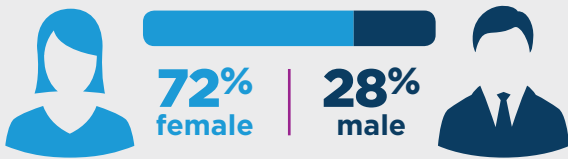


FINDINGS WHICH SURPRISED US!

- Head of Marketing/Communications roles within Insurance have decreased in salary over the last year
- 'Name your price' has increased across the board from our 2016 Salary Survey. Most noticeable was the rise from 0 - 9% to 16 - 20% at the Marketing Assistant/Coordinator level
- Marketing/Communications Managers have seen an average increase of \$10K on their base remuneration from FY2016 to FY2017
- In some sectors, Senior Marketing Managers/Senior Communications Managers have seen as much as a \$20K increase on their base remuneration from FY2016 to FY2017
- Over 90% of Heads of Marketing/Communications were between 35 and 44 years of age
- 43% of Marketing/Communications professionals received their annual bonus 6 weeks after it was announced
- 2% of Marketing Assistants/Coordinators have direct reports
- Career Progression and Remuneration are consistently the most common reasons for moving roles/organisations, however at the Head of Marketing/Communications levels, Career Development (33%) and Culture (25%) featured heavily, whilst Remuneration was only 16%

COMMENTARY

MARKETING ASSISTANT/ COORDINATOR

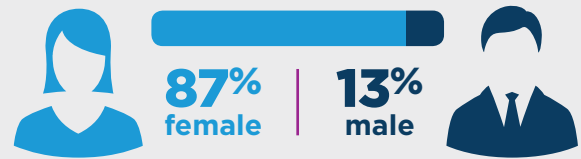


2 main reasons for leaving were Remuneration (43%) and Flexibility (29%)

2%

of Marketing Assistant/ Coordinators have direct reports

MARKETING MANAGER/ COMMUNICATIONS MANAGER

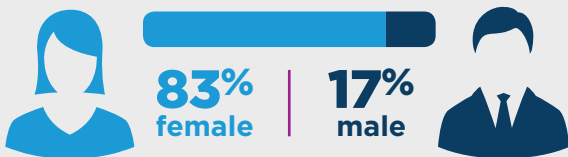


2 main reasons for leaving were Career Development (35%) and Remuneration (35%)

35%

of Marketing/Communications Managers have direct reports

SENIOR MARKETING MANAGER/ SENIOR COMMUNICATIONS MANAGER

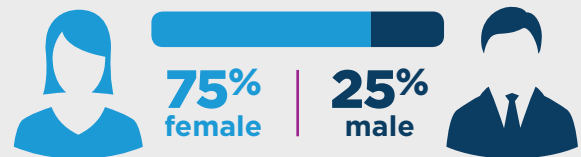


2 main reasons for leaving were Career Development (35%) and Remuneration (25%)

71%

of Senior Marketing/ Communications Managers have direct reports (4 on average)

HEAD OF MARKETING/ COMMUNICATIONS



2 main reasons for leaving were Career Development (33%) and Culture (25%)

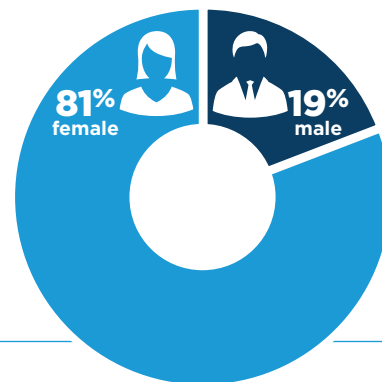
92%

of Heads of Marketing/ Communications have direct reports (7 on average)

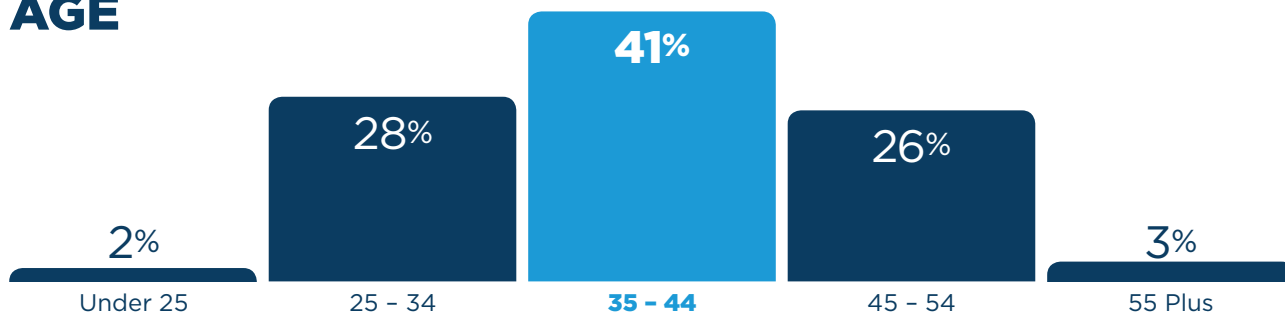


GENDER

Marketing and Communications teams across Australia continue to be female dominated. 81% of our statistical data was received from the female Marketing and Communications community and we believe this is a fair representation of the female/male ratio within the profession. These gender statistics are more heavily weighted towards female Marketing/Communications professionals than in our 2016 results which were 78% female and 22% male.

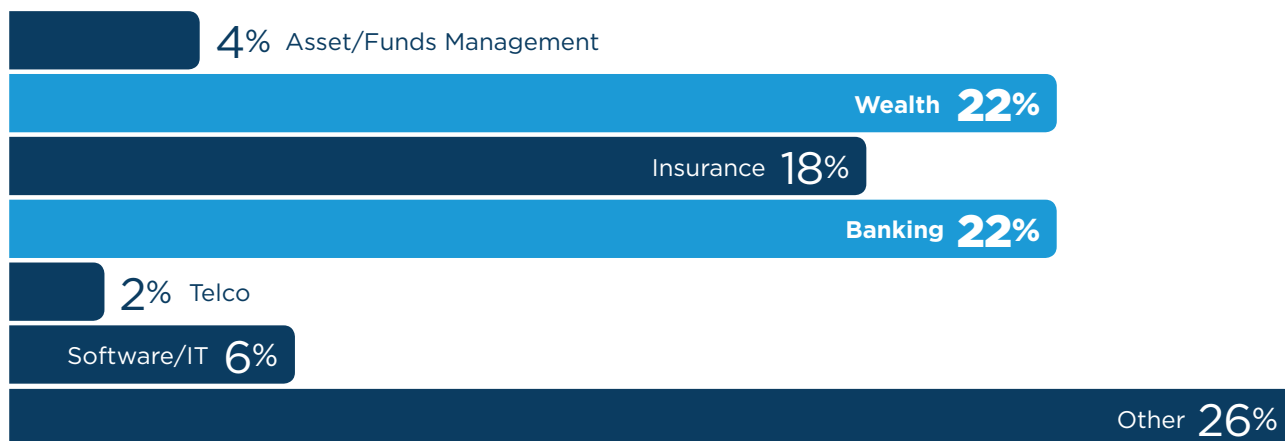


AGE



INDUSTRY SECTORS

Over 65% of our statistical data was received from the Financial Services Industry where we have specifically surveyed the Wealth Management, Asset/Funds Management, Insurance and Banking Sectors. In addition, a significant proportion of our data came from Hospitality, Construction, Training/Education and Professional Services (defined as "other"). Similar to our 2016 survey, the salaries for Marketing/Communications professionals between these sectors is the most varied.



Other Industries Include: Professional Services, Not for profit, Marketing Agency/Research, Health, Aged Care Services, NGO, Construction, Training/Education, Hospitality, Automotive.

SUMMARY

EXECUTIVE SUMMARY

- Salaries across Wealth Management and Asset/Funds Management have increased over the last year. The main reason for this is regulatory change and therefore the need for qualified and knowledgeable talent has increased
- Whilst there are no new emerging 'Marketing/Communications' titles, there is a distinct move towards Marketing Strategy rather than Marketing Operations
- Digital Innovation and Customer Centricity are no longer just desirable skills in Marketing/Communications, but essential
- The top 3 reasons why Marketing/Communications professionals may choose to move on from their current role/organisation are:
 1. Career Development
 2. Remuneration
 3. Flexibility
- Career development and remuneration were consistently the 2 top motivations in each role level. Interestingly, the Senior Marketing/Communications professionals spoke of flexibility, culture and relationship with management, compared to junior professionals who just spoke of career development and remuneration
- The largest variance in remuneration in Marketing/Communications came from the industries outside of Financial Services and Software/IT
- The majority of Marketing/Communications professionals receive between CPI - 5% increases in remuneration year on year if they do not move roles internally or externally. This was the same in 2016
- Bonuses have remained stable over the last 3 years and most Marketing/Communications professionals achieve between 50 - 100% of their bonus potential. That said, our results show that 26% of Marketing/Communications professionals did not receive an annual bonus in FY2016
- Within Banking, the Senior Marketing Manager level role has one of the largest variance in salaries (\$140k - \$180k)
- The average age of a Head of Marketing/Communications is 35 - 44 and 90% of these senior leaders come with over 16 years of experience in Marketing/Communications
- The gender balance in Marketing/Communications remains to be female dominated
- These findings disproved our predictions that bonuses were being paid far in advance to retain staff and found that on average, bonuses were being paid within 6 weeks of announcement

FY2018 SALARY AND BONUS PREDICTIONS

- Salaries for FY2018 will likely increase compared to FY2017 for the Marketing/Communications Industry
- Marketing teams have been allocated more resources in the last year and we have seen these teams structured in a functional way. We anticipate more resources will continue to be added in FY2018 with the main investment into Digital Marketing
- Organisations will continue to invest in external communications in FY2018
- SEM/SEO or Social Media Specialists will continue to attract a premium
- We anticipate that there will be a continued shortage of Marketing/Communications Managers with experience in Digital
- Technical Marketing/Communications Managers with an emphasis on analytics will continue to secure roles ahead of others
- Experienced Marketing Assistants/Coordinators are in the highest demand



SUMMARY CONTINUED

RECOMMENDATIONS

STAFF RETENTION IF BUDGET IS NOT AVAILABLE

For Employees

- Find a mentor. Whether it is investing in someone else's future or partnering with a senior staff member to help grow your own, it is important to surround yourself with individuals you can learn from
- Understand and increase your circle of influence. Invest in the diversity of your internal and external network. This is often most effective when it's organic and long term focussed
- Propose a role title change to reflect a more diverse role
- Investigate talent programs/Learning and Development opportunities internally and externally

For Organisations

- Diversify your team's skillset. Introducing new skills and functions is one of the most successful ways to retain staff
- Quarterly Rest and Relaxation days
- Give your employees the option to buy annual leave
- Allow flexible working/part time options
- Encourage staff to take their birthday off without impacting their annual leave
- Invest in your employee's career and investigate and use your Learning and Development budget on key team members
- Invest time into your employees to find out how and what motivates them. Often investing time into employees supersedes financial investment
- Implement a recognition and award program
- Quarterly events such as a cultural lunch day: 'Bring in a dish from your heritage country', and get to taste the delights from around the world

PROVEN WAYS TO HIRE SUCCESSFULLY IN FY2018

- **Set a written assessment on or off site, giving the Marketing/Communications professional an opportunity to showcase their style of work and commitment to the role. Note that if the assessment is onsite, it will allow the professional to ask questions and interact with the organisation in more of a natural environment than an interview**
- **Psychometric Assessments were used to hire more than 60% of Marketing/Communications professionals in FY2016 and they will continue to be important in making hiring decisions. In addition, there is a growing requirement for Emotional Intelligence testing as opposed to Aptitude testing**
- **Successful interviews should test the applicants appetite for digital disruption**

SUMMARY CONTINUED

FY2016 RESULTS FOR COMPARISON

FY2016 MARKETING AND COMMUNICATIONS SALARIES (BASE REMUNERATION)

	Wealth Management	Asset Management	Insurance	Banking	Telco	Other
Marketing Assistant/ Marketing Coordinator	<\$70k	\$70k – \$85k	\$70k – \$85k	<\$70k	<\$70k	<\$70k
Marketing Manager/ Communications Manager	\$120k – \$140k	\$120k – \$140k	\$100k – \$120k	\$100k – \$140k	\$100k – \$120k	\$85k – \$120k
Senior Marketing Manager/ Senior Communications Manager	\$140k – \$180k	\$140k – \$180k	\$140k – \$180k	\$120k – \$140k	\$120k – \$140k	\$100k – \$140k
Head of Marketing	\$200k – \$230k	\$180k – \$200k	\$200k – \$230k	\$160k – \$200k	\$180k – \$200k	\$180k – \$200k
General Manager – Marketing	\$200k – \$230k	\$200k – \$230k	\$200k – \$260k	\$200k – \$230k	*	\$200k – \$230k

Other Industries Includes but not exclusive to: Retail, Fundraising, Software, Energy, Automotive, Transport, Recruitment and Mining.

* Insignificant amount of data to report on.

FY2016 MARKETING AND COMMUNICATIONS BONUSES (PERCENTAGE DERIVED FROM BASE REMUNERATION)

	Potential Annual Bonus	Actual Annual Bonus	Increase in Base	Increase/Decrease in Bonus	Name your price?
Marketing Assistant/ Marketing Coordinator	<10%	<10%	CPI – 5%	Same	0 – 9%
Marketing Manager/ Communications Manager	10 – 19%	<10%	0 – CPI	Same	10 – 20%
Senior Marketing Manager/ Senior Communications Manager	10 – 29%	0 – 20%	CPI – 5%	Same	10 – 20%
Head of Marketing	0 – 39%	20 – 29%	CPI – 5%	Decrease of up to 50%	16 – 20%
General Manager – Marketing	20 – 39%	20 – 39%	CPI – 5%	Same	16 – 30%

CPI The Consumer Price Index is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. **Name your price** Refers to the percentage increase in the participant's salary that it would take for them to move roles.

ABOUT US

HOW WE DO IT?

Over 850 Marketing and Communications professionals contributed to our specialist Salary Survey in 2017, the results of which have been combined with qualitative research from the Marketing and Communications teams across Australia.

The Executive Summary of this report is derived from client and applicant insights and information, combined with the specialist knowledge of Parity's Marketing and Communications recruitment team.

DISCLAIMER

Our Salary Survey is part of our Parity *Plus* initiative and whilst every care is taken in the collection and compilation of data, the guide is interpretive and indicative, not conclusive.

Therefore information should be used as a guideline only and should not be reproduced in total or in part without written consent from Parity Consulting.

THANK YOU

We would like to thank all participants, clients, applicants and strategic partners who have participated and contributed to our Marketing and Communications Salary Survey.

We would also welcome the opportunity to hear from our community on new areas of interest and feedback as to how we may be able to improve this survey in 2018.

PARITY CONSULTING

Consultants at Parity are not just 'recruiters,' we are dedicated to guiding applicants through their Product, Marketing and Communications career journey. Our role is to train, mentor and support both applicants and clients through this process and deliver a successful outcome for all.

Parity [noun]

The state or condition of being equal

The principle of parity, of equality, is at the core of how our consultants work. At Parity, we believe that our applicants, clients and recruitment consultants are equal partners in the process of hiring quality staff and we ensure a high level of

individualised service to both our clients and applicants throughout our engagements.

In 2015, Parity was voted in the Top 100 Fastest Starters in Australia by Business Review Weekly. We are consistently used as the recruiter of choice in Product, Marketing and Communications and we are proud that our achievements have also been recognised by the business community.

For more information about Parity Consulting, please call us on +61 2 8068 2016 or speak to your dedicated Parity Consultant.

➔ www.parityconsulting.com.au/parity/meet-our-team/

