



# MARKETING, COMMUNICATIONS & DIGITAL SALARY SURVEY

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## 2019



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# Introduction

As part of our Parity *Plus* offering, we are delighted to present the results of the 2019 Marketing, Communications and Digital salary survey. We believe specific, market wide information is critical to allow Marketing, Communications and Digital professionals to make sound career decisions and for Executives to have access to independent and accurate market data.

## OUR SALARY SURVEY

The team at Parity are firm believers that data-driven discussions about remuneration benefit both organisations and employees; leading to greater pay transparency which promotes equity, engagement and employee retention. Marketing, Communications and Digital (M, C & D) is an evolving discipline which requires a specialised survey delving into qualitative and quantitative data to accurately represent market salaries.

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

- Base salary by market sector and functional title;
- Bonus by functional title;
- Average salary increases;
- Percentage of active and passive job seekers;
- Main areas of development for M, C & D professionals;
- Motivations behind role/organisation changes;
- Future predictions for the M, C & D landscape; and
- Talent retention strategies.

## NEW THIS YEAR!

### Flexible Working Arrangements

Whether it's working from home, compressed or flexible hours, part time or job sharing, the rise of flexible working is evident in our survey results and in the market as a whole.

This survey reports that over 86% of participants work within an organisation

that offers flexible work arrangements, with 61% of participants working at least one day per week from home.

### The Future of Marketing, Communications and Digital

With Marketing professionals at the forefront of industry change, the top 6 categories of predicted changes in FY2020 include: Media, Mobile, Big Data/Analytics, Sales Integration, Digital and Personalisation.

## WHO WE ARE

The team at Parity invest in ALL relationships, with candidates and clients regarded as equal in importance within the recruitment process. We invest 10% of annual profits into our Parity *Plus* initiatives each year – giving back to our Product, Marketing and Digital Communities and Parity's point of difference from other recruiters. These initiatives are complimentary to clients and candidates and can be found at [parityconsulting.com.au/parity-plus](http://parityconsulting.com.au/parity-plus)

## GET IN CONTACT

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*85% of Marketing, Communications and Digital professionals received a bonus in 2018 - out of these professionals, 53% received their full bonus potential."*

**Victoria Butt**  
Founder &  
Managing Director,  
Parity Consulting



# Executive Summary

## REMUNERATION AND BONUSES

- Overall, Marketing, Communications and Digital (M, C & D) salaries have increased across the industries surveyed in FY2019, compared to FY2018. The main reasons for this include:
  - Within the Financial Services, it has been a significant year of scrutiny with pressure from the Royal Commission into Misconduct in Banking, Superannuation and Financial Services. The Commission found (amongst many other things) an overall lack of regard for the customer's best interests, as well as inadequate governance. In addition, the number of mergers, demergers, acquisitions and systemic organisational change has been unprecedented and has caused a demand for technical communications professionals and increased contractor resources.
  - There has also been an increased demand for Digital professionals who understand design-led thinking and experience management.
- Communications salaries have increased across most sectors. The reasons for this include:
  - External – the increased need to communicate to customers through different channels for retention purposes.
  - Internal – changes in structure, transformation and regulatory reform require regular communication to teams to help maintain confidence and enthusiasm and prevent staff attrition.

### Pay rises

- 84% of M, C & D professionals received a pay rise in FY2019, compared to 79% in FY2018.
- 79% of those who received a pay rise received less than 5%.
- Main reasons for pay rises included:
  1. **Standard pay rise – 36%**  
(More than 80% of the team received one)
  2. **Performance based – 25%**
  3. **Moved roles or organisations – 22%**
  4. **Increased responsibility – 11%**
  5. **Other – 6%**  
(Including but not limited to: requested it, increase to match their colleagues, put a business case forward.)

## Bonuses

- Bonuses have remained consistent to FY2018 across most sectors. However, given the pressure of costs, size of remediation and fallout from all of the changes across Financial Services, we expect bonuses will decrease by at least 30% this year. We anticipate the bonuses for M, C & D to remain the same outside of Financial Services.
- 85% of M, C & D professionals received a bonus in FY2019, compared to 81% in FY2018.
- Of the 85% who did receive a bonus in FY2019, 53% received their full bonus potential.

## MOTIVATORS TO LEAVE ROLES

- 81% of M, C & D professionals are either actively or passively open to new opportunities. This is slightly less than last year.
- The top 3 motivations for why M, C & D professionals would choose to move on from their current role/organisation are:
  1. **Career Development**
  2. **Remuneration**
  3. **Culture**
- In FY2018, the top 3 motivations to move on from their current role/organisation were:
  1. **Career Development**
  2. **Remuneration**
  3. **Meaningful Work**

## FLEXIBLE WORKING ARRANGEMENTS

- With the increased popularity of 'portfolio careers' (the concept that one professional can have multiple and differing part time roles at the same time), flexible work arrangements have skyrocketed this year. 86% of organisations offer flexible working arrangements and 74% of M, C & D professionals are working from home at least one day per fortnight. 13% of the participants work 2 days or more from home each week.
- The gender balance in M, C & D is still heavily weighted towards female professionals, however there has been a 5% increase in males joining the function since FY2018.

# Executive Summary

## M, C & D ESSENTIALS

- The top 3 areas of focus for self-development for M, C & D professionals are:
  1. **Big Data/Analytics** – 19%
  2. **Digital Skills** – 16%
  3. **Communication (Verbal/Written)** – 8%
- The demand for digital expertise has increased by 70% in the last year and most of our roles require an intermediate level of digital expertise. Marketers who are very strong in digital and understand human centred design are in high demand.
- M, C & D professionals with a hybrid skillset across customer and commercial have been highly sought after, particularly given the intense pressure on both Marketing budgets and the increasing need to focus on the customer.
- The top 3 skills great M, C & D professionals possess are:
  1. **Effective Stakeholder Management**
  2. **Communication (Verbal/Written)**
  3. **Planning and Strategy**

## PARITY'S FY2020 SALARY AND BONUS PREDICTIONS

- Salaries for FY2020 are expected to remain the same as FY2019, with the exception of Digital and Mobile specialists who will be in particularly high demand.
- Budgets will likely be cut this year with the focus on doing more with less resources. However, there will be increased investment made in AI and Automation platforms.
- Organisations will continue to invest in external communications in FY2020. However, we will see a change in these communications as they will become more personalised and automated.
- Companies will continue to build cross-functional and multi-disciplinary Marketing teams and we will likely see Digital and Marketing continue to move towards complete integration. We will also see Sales and Marketing working closely and with a joint customer goal in mind.
- Data-driven Marketing decisions will be the only way decisions will be made in FY2020. Given less resources and budget, these decisions will be made in line with the wider business strategy.
- An increased spend on media (including social media) is anticipated in order to reach those customers more traditional methods are not reaching. This will also help to restore trust in the Financial Services.
- There will be a continued shortage of M, C & D Managers with strong content and technical industry skills.
- Experienced Communications Managers will continue to be in high demand to assist with change management. We are seeing this function rise to report to the c-suite given the amount of change within the industry. The internal communications function is no longer seen as a support function but one which leads change.
- We are seeing a continued increase in organisations hiring professionals outside of the industry, ideally from customer orientated industries. Given the rate of change in the industry, professionals with a diverse background demonstrating versatility are in the highest demand.



# Remuneration

## MARKETING, COMMUNICATIONS & DIGITAL SALARIES EXCLUDING SUPER OR BONUS

	Superannuation / Wealth Management	Asset / Investment Management	Insurance	Banking	SaaS	Other
Marketing Assistant / Coordinator	< \$70k	< \$70k	< \$70k	< \$70k	< \$70k	< \$70k
Assistant Marketing Manager	\$70k to \$85k	\$100k to \$120k	\$85k to \$100k	\$70k to \$85k	\$70k to \$85k	\$70k to \$85k
Marketing Manager	\$100k to \$120k ↓	\$120k to \$140k ↑	\$120k to \$140k ↑	\$100k to \$120k ↓	\$100k to \$120k	\$100k to \$120k
Brand Manager	\$140k to \$160k	\$140k to \$160k	\$140k to \$160k	\$120k to \$140k	\$120k to \$140k	\$120k to \$140k
Communications Manager	\$140k to \$160k ↑	\$140k to \$160k ↑	\$120k to \$140k ↑	\$120k to \$140k ↑	\$120k to \$140k ↑	\$120k to \$140k ↑
Digital Marketer	\$100k to \$120k	\$120k to \$140k	\$120k to \$140k	\$100k to \$120k	\$100k to \$120k	\$100k to \$120k
Senior Marketing Manager	\$160k to \$180k ↑	\$160k to \$180k ↑	\$160k to \$180k ↑	\$140k to \$160k	\$140k to \$160k ↓	\$140k to \$160k
Senior Communications Manager	\$160k to \$180k ↑	\$160k to \$180k ↑	\$160k to \$180k ↑	\$140k to \$160k	\$140k to \$160k ↓	\$140k to \$160k
Head of M, C & D / Brand	\$200k to \$230k ↑	\$200k to \$230k ↑	\$200k to \$230k ↑	\$200k to \$230k ↑	\$180k to \$200k ↑	\$180k to \$200k ↑
Chief Marketing Officer	\$250k +	\$250k +	\$250k +	\$250k +	\$250k +	\$250k +

Figures are calculated on participant's median salary excluding superannuation and bonus.

**Other industries include, but are not limited to:** Not for profit, Marketing Agency/Research, Health, Telco, Construction, Training/Education, Hospitality, Government, Fintech, and Sport.

↑↓ The arrow represents either an increase or decrease on these salaries compared to FY2018.

# Bonuses and Experience

BONUS CALCULATED ON BASE SALARY ONLY

	Potential Annual Bonus	Actual Annual Bonus	Increase in base from FY2018-19	Average Amount of Product Experience	Average Age	Highest Level of Education
Marketing Assistant / Coordinator	0 ↓	0 ↓	0 to CPI*	0 to 3 yrs	25 to 34 yrs	20% Masters
Assistant Marketing Manager	10% to 19%	<10%	0 to CPI*	3 to 6 yrs	25 to 34 yrs	12% Masters
Marketing Manager	10% to 19%	10% to 19%	CPI* to 5% ↓	7 to 10 yrs	25 to 34 yrs	54% Masters
Brand Manager	10% to 19%	10% to 19%	CPI* to 5%	7 to 10 yrs	35 to 44 yrs	63% Masters
Communications Manager	20% to 29%	10% to 19%	6% to 10% ↑	7 to 10 yrs	35 to 44 yrs	51% Masters
Digital Marketer	<10%	<10%	CPI*	7 to 10 yrs	35 to 44 yrs	8% Masters
Senior Marketing Manager	20% to 29%	10% to 19%	up to 5% ↓	11 to 15 yrs	45 to 54 yrs	21% Masters
Senior Communications Manager	20% to 29%	10% to 19%	up to 5% ↓	11 to 15 yrs	35 to 44 yrs	24% Masters
Head of M, C & D / Brand	20% to 29%	20% to 29% ↑	6% to 10% ↑	16 to 20 yrs	35 to 44 yrs	47% Masters
Chief Marketing Officer	30% to 39%	30% to 39%	up to 5%	16 to 20 yrs	45 to 54 yrs	63% Masters

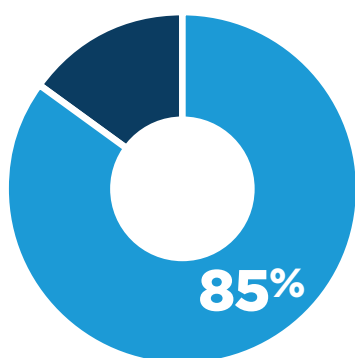
\* CPI: The Consumer Price Index is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. [www.abs.gov.au/ausstats/abs@.nsf/mf/6401.0](http://www.abs.gov.au/ausstats/abs@.nsf/mf/6401.0)

↑↓ The arrow represents either an increase or decrease compared to FY2018.

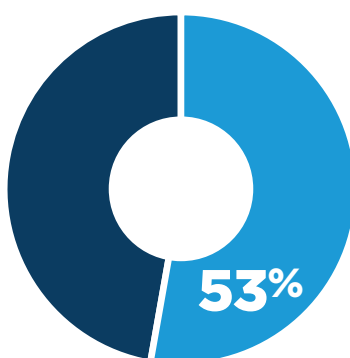
# Bonuses

## BONUS & PAYRISE BREAKDOWN

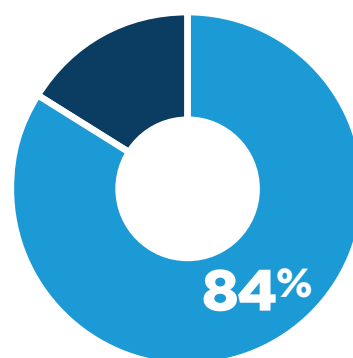
85% of all M, C & D professionals received a bonus in FY2018



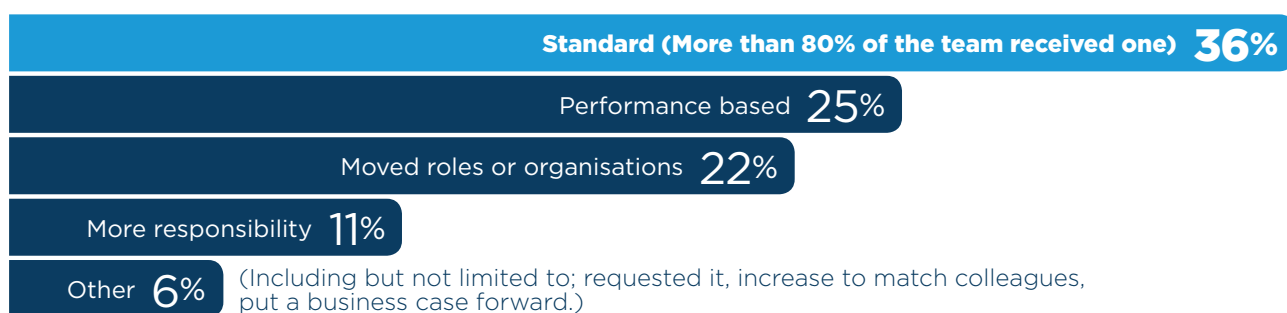
53% of M, C & D professionals received their full potential bonus allocation



84% of M, C & D professionals received a payrise in FY2018

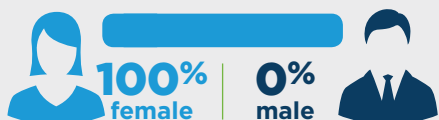


## MAIN REASONS FOR PAYRISES



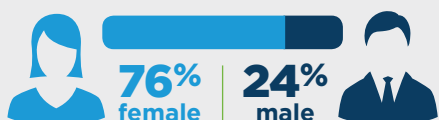
# Analysis

## MARKETING ASSISTANT / COORDINATOR



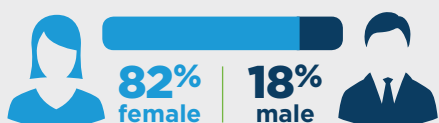
- The two main motivations for leaving were:  
Flexibility and Career Development
- Top two skills for this role:  
1. Technology Savvy 2. Effective Stakeholder Management

## MARKETING MANAGER



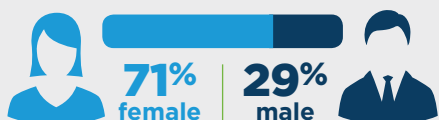
- The two main motivations for leaving were:  
Career Development and Remuneration
- Top two skills for this role:  
1. Effective Stakeholder Management 2. Project Management

## COMMUNICATIONS MANAGER



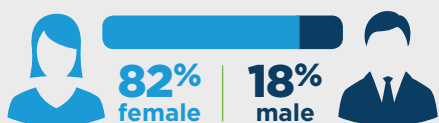
- The two main motivations for leaving were:  
Career Development and Remuneration
- Top two skills for this role:  
1. Communication (Verbal/Written) 2. Effective Stakeholder Management

## DIGITAL MARKETER



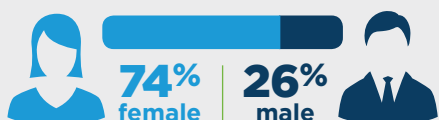
- The two main motivations for leaving were:  
Opportunity to Use Skills and Experience and Career Development
- Top two skills for this role:  
1. Digital 2. Planning and Strategy

## SENIOR MARKETING MANAGER / SENIOR COMMUNICATIONS MANAGER



- The two main motivations for leaving were:  
Culture and Opportunity to Use Skills and Experience
- Top two skills for this role:  
1. Problem Solving Skills 2. Effective Stakeholder Management

## HEAD OF MARKETING / COMMUNICATIONS / DIGITAL



- The two main motivations for leaving were:  
Culture and Relationship with Management
- Top two skills for this role:  
1. Commercial Acumen 2. Effective Stakeholder Management

# Motivators to Move Roles

## PASSIVE VS. ACTIVE

52%  
passive



29%  
active

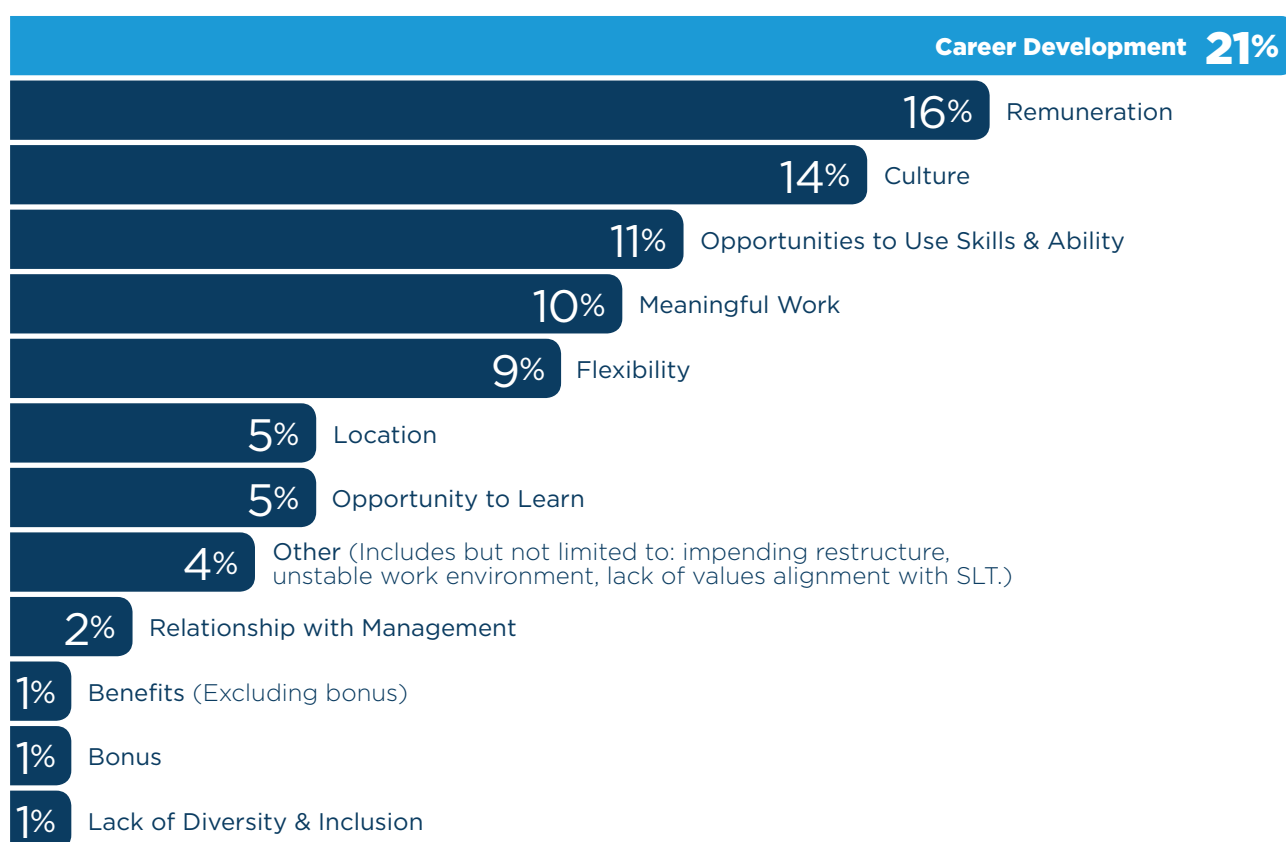


19%  
will not look  
to move roles



81% of M, C & D professionals are either actively or passively looking for a new role. This is the same as FY2018.

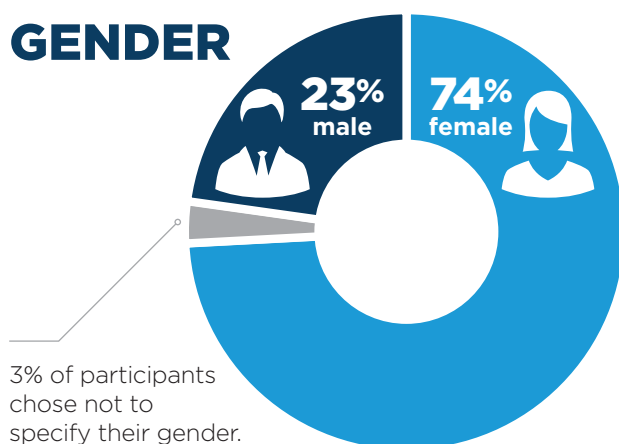
## TOP MOTIVATORS TO MOVE ROLES



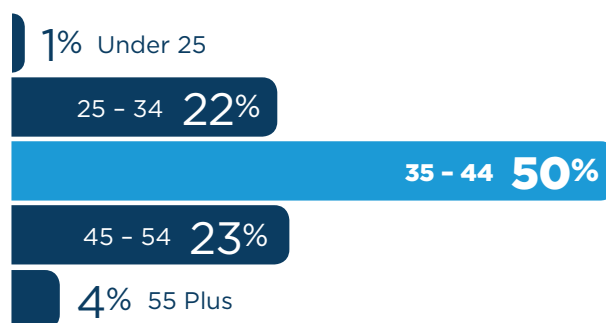


# The M, C & D Community

## GENDER

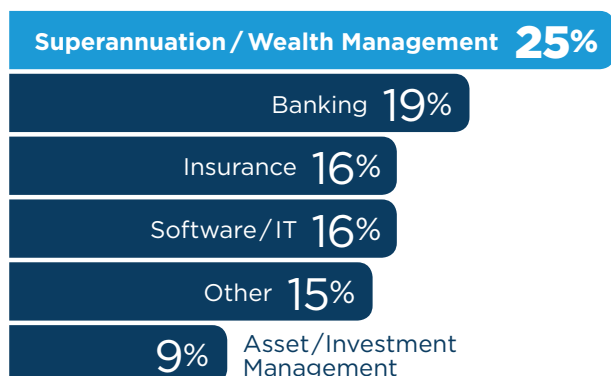


## AGE



## INDUSTRY SECTORS

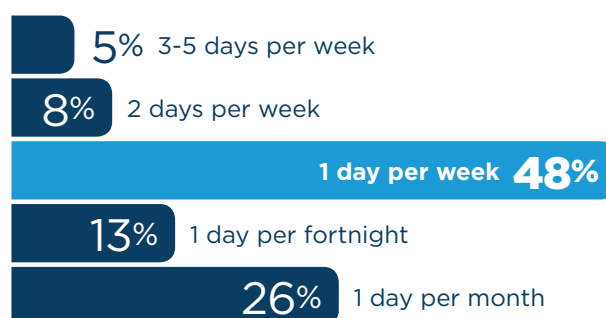
Below represents the top industry sectors which the participants currently work in:



(Other industries include, but not limited to: Not for profit, Marketing Agency/Research, Health, Telco, Construction, Training/Education, Hospitality, Government, Fintech and Sport.

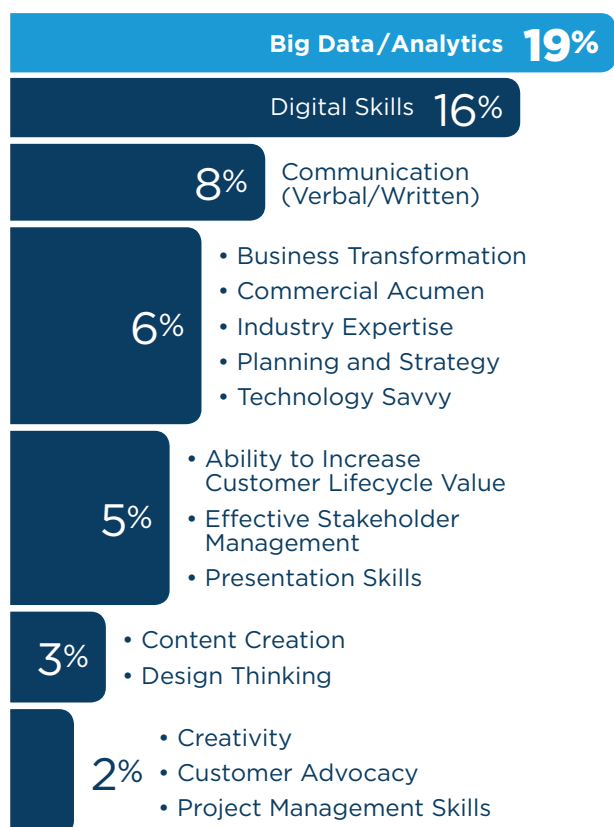
## FLEXIBLE WORK

86% of companies offer flexible working options including encouraging their team to work from home. Below demonstrates the frequency of working from home across M, C & D professionals:



# M, C & D Essentials

## WHAT IS YOUR MAIN AREA OF DEVELOPMENT?



## TOP 5 SKILLS OF MARKETING, COMMUNICATIONS AND DIGITAL PROFESSIONALS?

Participants were asked what top skills made a great M, C & D professional (19 skills listed)

1	Effective Stakeholder Management
2	Communication (Verbal/Written)
3	Planning and Strategy
4	Project Management
5	Creativity/Creative Thinking

# M, C & D Predictions

## WHAT IS THE FUTURE FOR MARKETING, COMMUNICATIONS AND DIGITAL?

Over 66% of the respondents shared their view on the future of Marketing, Communications and Digital in FY2020. The comments fell into 6 main categories and investment in these areas is the most critical.

1	<b>Media (including social media)</b>	<p><i>"Using Social and Digital content to rebuild trust."</i></p> <p><i>"Generating emotive campaigns which talk to the end customer."</i></p> <p><i>"Given how much bad press came from the Royal Commission, we need to engage the media in a positive way and start to rebuild trust with consumers."</i></p>
2	<b>Mobile</b>	<p><i>"Ability to reach customers via mobile methods including accessibility to products and services."</i></p> <p><i>"Communicating to customers via mobile is critical to acquisition and retention targets for FY2020."</i></p> <p><i>"Mobile campaigns need to be more personalised and have better user experience."</i></p>
3	<b>Big Data/ Analytics</b>	<p><i>"People are after more genuine information relevant to their specific interests and less click bait."</i></p> <p><i>"Using Analytics at the discovery phase is critical to the success of the campaign."</i></p> <p><i>"Building and marketing products which have been purposely designed with the end customer in mind can only be done using data based assumptions."</i></p>
4	<b>Sales Integration</b>	<p><i>"Integrating data and creativity using AI."</i></p> <p><i>"Simplify and integrate channels so we are all working together."</i></p> <p><i>"Sales and Marketing are closer than ever and it's critical that both departments respect and champion one another to enhance the way in which we reach and retain our customers."</i></p>
5	<b>Digital</b>	<p><i>"More teams will implement AI and machine learning technology as a standard marketing practice within the marketing strategy."</i></p> <p><i>"Digital platforms and automation will put a greater focus on strategy and planning, with less time and headcount required to execute. Knowing your market, developing strategy and overseeing execution through these platforms will be the primary role."</i></p> <p><i>"Digitising current process and removing redundant steps. Interoperability with social platforms and blockchain identification."</i></p> <p><i>"Continual evolution to digital, data driven activity. Content marketing will grow more important."</i></p>
6	<b>Personalisation</b>	<p><i>"Customers need to be interacted with differently and experience a more personalised and easy to use product which meets their needs."</i></p> <p><i>"Tools and channels will be the focus. Personalised messages designed to suit readers preferences."</i></p> <p><i>"AI and machine learning will further our quest for increased personalisation."</i></p> <p><i>"Using different content communication methods to reach the end customer."</i></p>

# Talent Retention

## HOW TO INCREASE ENGAGEMENT!

### For Employees

- Start a passion project at work which is in line with your personal values and drivers. This could create more visibility for your brand within your current business and also fulfil something outside of work. For instance, if you were keen to get more people into mobile marketing, perhaps set up a meet-up group where you start a community of Marketers who want to move into Mobile Marketing?
- Re-evaluate your mentors and ensure they are in line with your long-term development needs.
- Understand and increase your circle of influence by investing in the diversity of your internal and external network. This is often most effective when it's organic and long-term focussed.
- Investigate talent programs/Learning and Development opportunities internally and externally.
- Identify Industry conferences/professional memberships and client events that you can attend to further your experience and network.
- Invest in Artificial Intelligence Augmentation books to help share knowledge and upskill the wider team.
- Proactively speak to senior management about your long-term plans and solicit feedback as to how they feel you can achieve this.

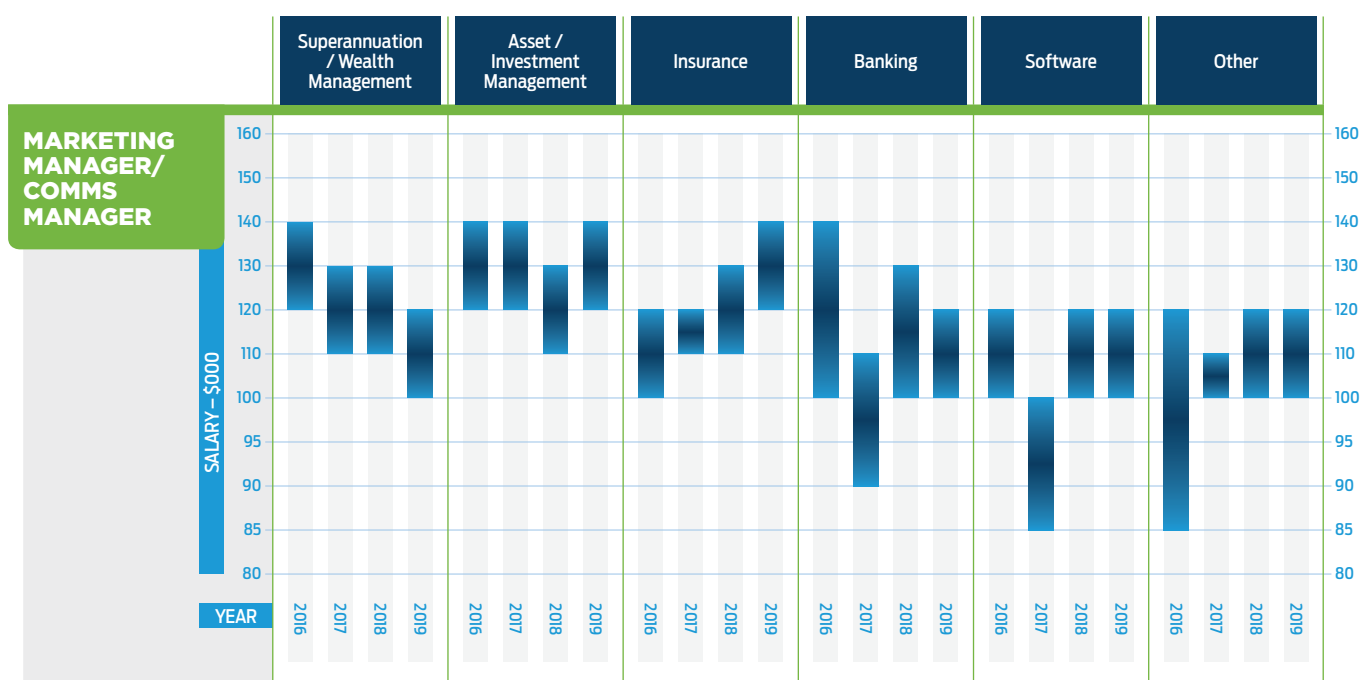
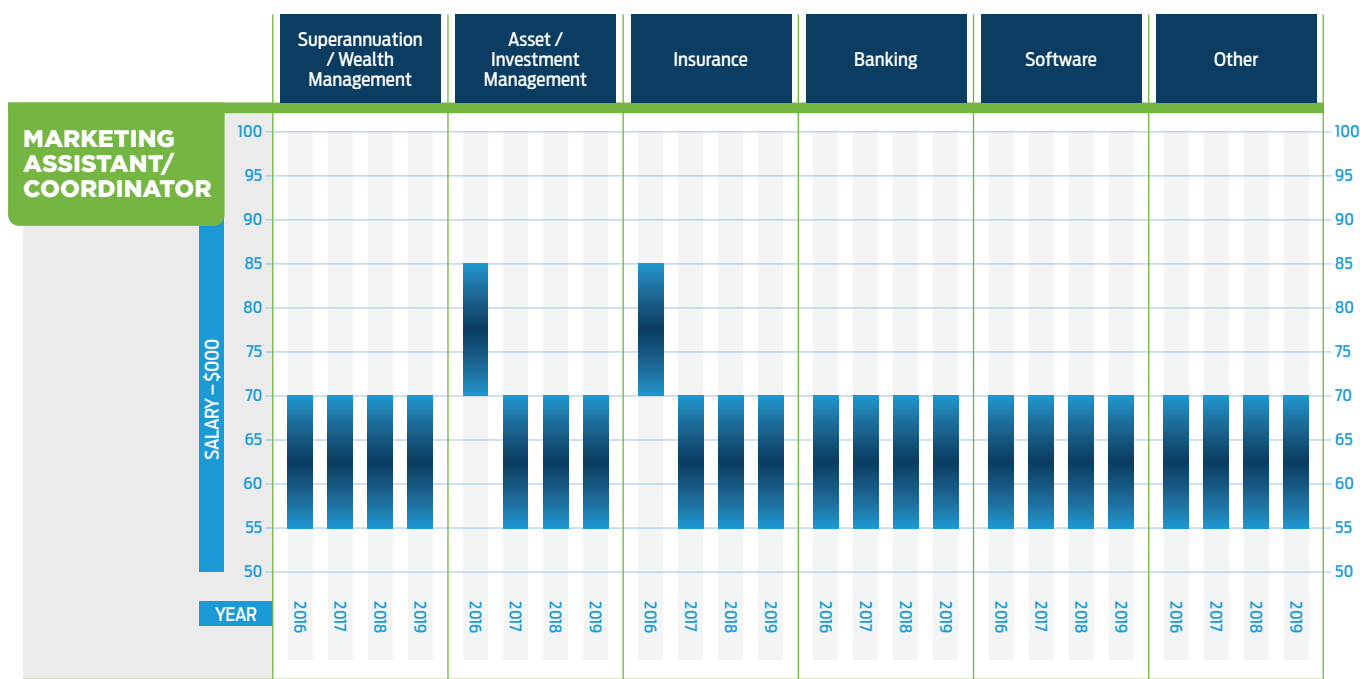
### For Organisations

- Diversify your team's skillset. A Marketing professional's skills can become outdated if not refreshed and reenergised every year.
- Expand your wellness and employee benefits. – i.e. offering flexible working options, school holidays leave, ability to buy annual leave, R&R days, mental health days, child care subsidy and free counselling services. A small minority of companies are tailoring their wellbeing packages for each team member to ensure that everyone receives the most appropriate support.
- Invest in your employee's career, and use your Learning and Development budget on key team members. Career Development has consistently featured in the top 3 reasons why people move on from their current role.
- Refresh your recognition/reward program and ensure it's tailored to your team and their values.
- Additional benefits can include health insurance, retirement saving plan, salary sacrifice, massage services, day care subsidy, dry cleaning pick up, and on-site tech support.
- Proactively engage through 'stay' interviews with long-tenured employees to understand what it may take for them to stay in the business.

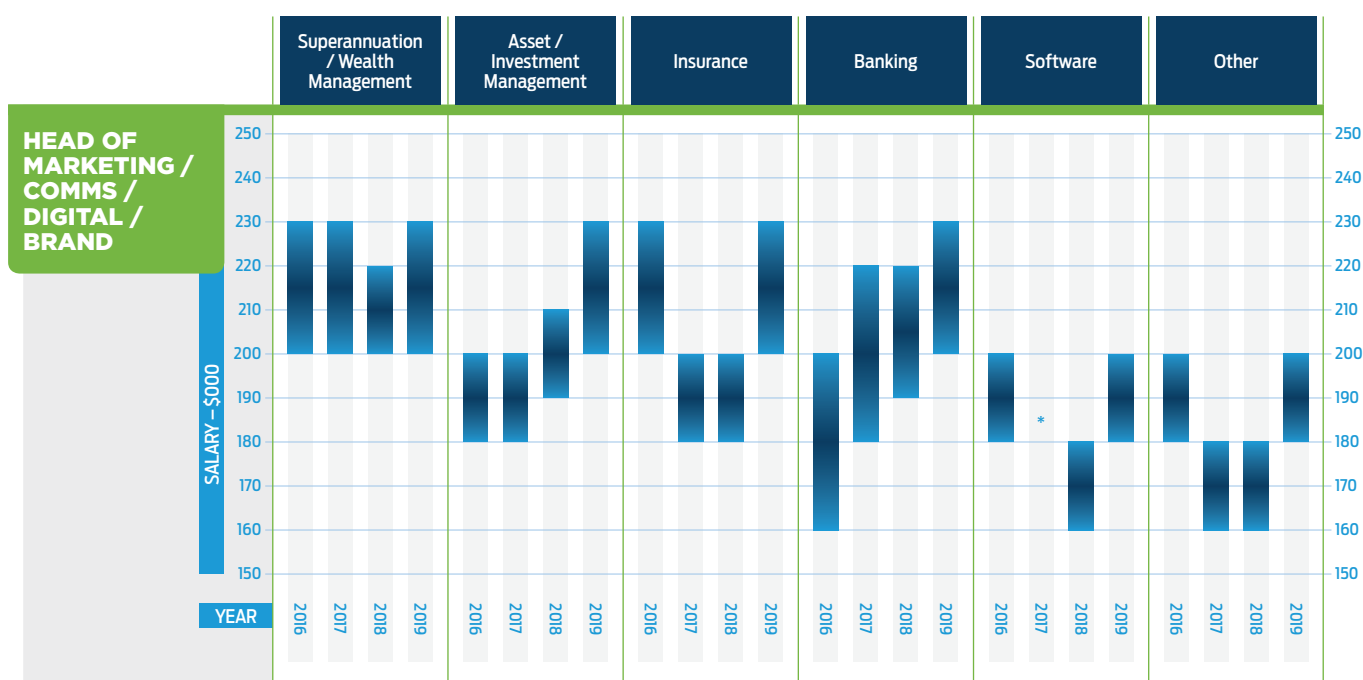
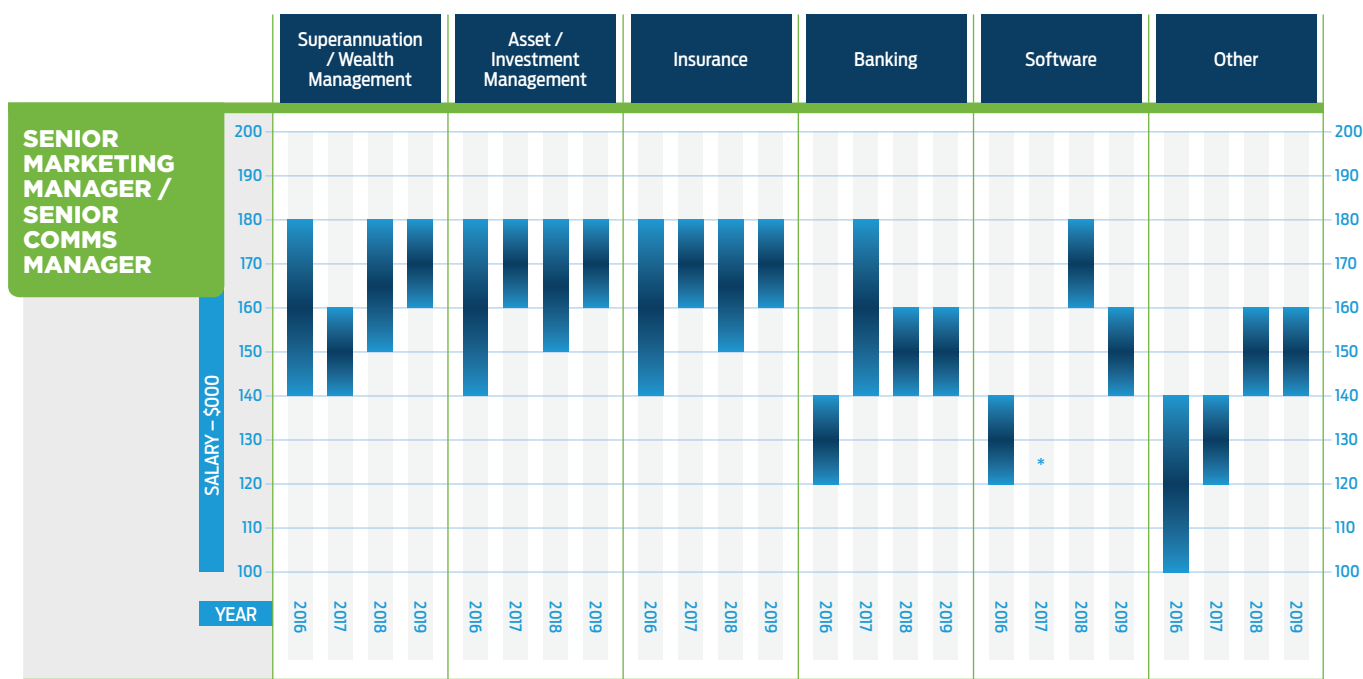
## PARITY'S TOP TIPS TO SUCCESSFULLY HIRE TALENT IN FY2020

- Candidate experience is more important than ever before and can factor in when a high achiever is considering taking a role with an organisation. Prompt and thorough feedback to all candidates throughout the interview process is critical to safe guard the candidate experience and portray a positive and professional impression of the organisation.
- Organisations should be prepared to stretch their budget for top talent in leadership/senior/strategic roles. Given the decrease in bonus pool expected in FY2020, guaranteeing remuneration in other ways will be important.
- Conduct team interviews to assist in ensuring a great culture fit. It gives the candidate a chance to meet their future team and also allows the team to 'buy in' to the new team member before they come on board.
- Be open to curating a role around the right candidate. This is no longer a linear market with well-defined roles and responsibilities, therefore a flexible approach to recruitment will be required.

# FY2016 to FY2019 Results



# FY2016 to FY2019 Results



\* Insufficient amount of data to report on

# About Us

## HOW WE DO IT?

Over 1,100 Marketing, Communications & Digital professionals contributed to our specialist salary survey in 2019, the results of which have been combined with qualitative research from our M, C & D teams across Australia.

The Executive Summary of this report is derived from client and candidate insights and information, combined with the specialist knowledge of Parity's qualified M, C & D recruitment team.

## THANK YOU

We would like to thank all participants, clients, candidates and strategic partners who have participated in and contributed to our M, C & D salary survey.

We would also welcome the opportunity to hear from our community on new areas of interest and feedback as to

## DISCLAIMER

Our salary survey is part of our *Parity Plus* initiative and whilst every consideration is taken in the collection and compilation of data, the guide is interpretive and indicative – not conclusive.

Therefore, the information contained in this document should be used as a guideline only and should not be reproduced in total or in part without express written consent from Parity Consulting.

how we may be able to improve this survey in 2020.

For more information on *Parity Plus* and our additional initiatives, please visit:

➔ [www.parityconsulting.com.au/parity-plus/](http://www.parityconsulting.com.au/parity-plus/)

## PARITY CONSULTING

Consultants at Parity are more than recruiters! We are dedicated to guiding candidates through their Product, Marketing and Digital career journey. Our role is to train, mentor and support both candidates and clients through this process and deliver a successful outcome for all.

At Parity, we invest in ALL relationships. We see our candidates as equally important as our clients and will work with high calibre professionals in the Product, Marketing, Communications and Digital space. We work proactively with candidates to open up opportunities in the market and love seeing our candidates transform into client relationships and partnerships.

Our team works with our corporate values in mind and is dedicated to building long lasting relationships with both candidates and clients, not just filling roles. We are consistently used as the recruiter of choice in Product, Marketing and Digital 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 +61 3 9016 8606 to speak to your dedicated Parity Consultant.**

➔ [www.parityconsulting.com.au/parity/meet-our-team/](http://www.parityconsulting.com.au/parity/meet-our-team/)



# Meet the Team



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# Our Valued Partners



## BRAINMATES

Every day, Brainmates helps clients build products customers love through Product Management Training, Consulting Services, Events and Career Development programs.

They contribute fresh ideas and tested processes and deliver significant outcomes for businesses and their customers.

The Brainmates Product Management framework and methodology combines the best product development approaches, including Lean StartUp, Agile and Customer-Centered Design.

➔ [brainmates.com.au](http://brainmates.com.au)



## NMG GROUP

NMG Consulting is a leading global consulting firm focusing exclusively on the asset management, wealth, insurance and reinsurance markets. NMG Consulting's vertically integrated model – consulting backed by 'information advantage' from proprietary research – differentiates them from the competition.

They work with financial institutions (insurers, reinsurers, fund managers and pension funds, banks and brokers) to shape strategy, implement change and manage performance.

➔ [nmg-group.com](http://nmg-group.com)



**LEADING THE PRODUCT**  
A Product Management Conference

## LEADING THE PRODUCT

Leading the Product is the largest Product Management Conference in the Southern Hemisphere and is a community event, championed by Product Managers so that all Product professionals have a place to ignite their passion for developing and managing great products and services. Now in its fourth year in Sydney, Leading the Product is an event you can't miss if you work in or around product.

Leading the Product Sydney is happening on 22nd October 2019, where Parity Consulting will be a sponsor. Be sure not to miss it!

➔ [leadingtheproduct.com](http://leadingtheproduct.com)