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2018 SALARY GUIDE

tcg<sup>®</sup>



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CREATIVE & MARKETING

STAFFING SOLUTIONS

FOR EVERY NEED

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CREATIVE  
GROUP  
A Robert Half Company

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# PLAY YOUR CARDS RIGHT

Salary Information to Keep on Hand

Hiring and holding on to top creative talent, much like succeeding at most card games, depends on a combination of luck and skill. While you may not be able to control the part left up to chance, you can stack the deck in your favor by staying on top of salary trends.

The Creative Group has made it our mission for nearly two decades to provide salary data to help companies benchmark their compensation levels with what other firms are offering. This year's edition is packed with more comprehensive data than ever before and information to help employers raise their recruiting game.

We also understand that each hiring situation is different. That's where the personal expertise of The Creative Group teams across North America comes in. Let us be your resource as you set salary levels for new hires, plan budgets and try to better understand the employment environment.





# WHAT'S THE DEAL?

About the Data in the 2018 Salary Guide

**What's new?** • If you've seen past editions of The Creative Group Salary Guide, you'll spot some differences this year. Our clients have expressed interest in more detailed information on salaries. To help with this, we've presented salaries in percentiles versus the low and high ranges we have previously used. The information is based on our current salary data and an analysis of the thousands of job placements we make every year.

**What hasn't changed** • As always, we are committed to providing you with the most accurate information on hiring and compensation trends. The Creative Group Salary Guide for 2018 includes the following:

- Average starting salary ranges for more than 80 creative positions based on our job placements from the past year
- Regional variances that can help you adjust salaries to your local markets
- New data on benefits, incentives and perks



For more information and access to the Salary Calculator, visit our Salary Center at [creativegroup.com/salary-center](https://creativegroup.com/salary-center).



# KNOW THE RULES

## How to Use Our Salary Tables

When a manager is establishing a starting salary, multiple factors come into play, including a firm's compensation philosophy, the range of other benefits and incentives offered, and the level of competition for individuals within a particular market.

To help hiring managers determine salary levels for new hires, we've provided starting compensation ranges by percentile, as defined in the chart on the following page. You'll also find additional elements to consider and learn how they correlate with the low and high ends of the salary figures.

As always, the compensation data featured in the Salary Guide are based on actual placements by our teams throughout North America, as well as an analysis of the demand for the role, the supply of talent and other market conditions. Salaries reflect starting pay only. Bonuses, incentives and other forms of compensation are not taken into account. Salaries also represent national averages and can be adjusted for your market using the local variance information on [Pages 17-18](#) for the United States and [Page 25](#) for Canada.

In some situations, it's possible that compensation would fall above or below the percentiles provided. Our recruiters can help you establish appropriate salary levels for new hires based on your company's goals and budget.



Visit us [online](#) to find the nearest office of The Creative Group and speak with one of our recruiters.



PAY RANGE	25TH	50TH (MIDPOINT)	75TH	95TH
<b>CANDIDATE EXPERIENCE LEVEL</b>	Less experience than typical	Average experience	More experience than typical	Significant, highly relevant experience
<b>CANDIDATE SKILLS/ EXPERTISE</b>	Skills require development	Necessary skills to meet job requirements	Strong skill set; may include specialized certifications	High level of expertise, including specialized certifications
<b>COMPANY COMPLEXITY/ JOB DUTIES</b>	Role may be in an industry with low competition for talent or in a smaller, less complex organization or department	Role may be of average complexity or in an industry where competition for talent is moderate	Role may be fairly complex or in a fairly competitive industry for talent	Role may be highly complex and more strategic in nature than usual; may be in a highly competitive industry for talent



**Watch the video** to find out how to use the salary percentiles.

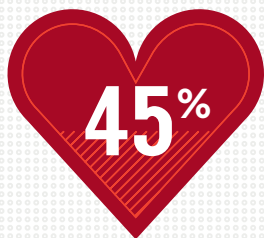


# HIRING TRENDS

## United States

**Competition is stiff for top talent** • Demand remains strong for skilled professionals, and unemployment rates in the creative field continue to trend below the national average. As a result, companies have to work harder to attract and retain the best people, or they risk losing them to other opportunities.

Some managers also want to hire employees who can do it all — that is, perform multiple jobs. The odds of finding these individuals in the current employment market, however, are not in their favor, so companies must be ready to double down if they identify candidates who bring a lot to the table.



of advertising and marketing executives said it's challenging to find creative professionals today.\*

**The risks of a slow recruitment process are significant** • The hiring process can be long, and companies need to move quickly to secure the talent they seek. Nearly seven in 10 job seekers surveyed by Robert Half said they lose interest in a firm if they don't hear back within two weeks after an initial interview.

\*Source: The Creative Group survey of more than 400 advertising and marketing executives in the United States





**Companies need to up the ante** • Salary may not be the only consideration for job seekers, but companies that aren't prepared to sweeten the pot stand little chance of attracting and landing highly skilled candidates. In fact, when asked to name the most common reason candidates turn down a job offer, more than one-quarter of advertising and marketing executives surveyed by The Creative Group said it's because the compensation and benefits are lower than expected.

Employers can gain an edge by:

- Benchmarking what they're paying against other companies in the area
- Offering nonmonetary perks, such as additional vacation time, workplace wellness programs and free food
- Being flexible in negotiations
- Consulting a specialized recruiter to better understand the local job market and what it takes to win over potential employees



of advertising and marketing executives said they are willing to negotiate compensation when extending a job offer to a top candidate.\*

**Flexible schedules are becoming house rules** • More companies are offering alternative work arrangements to accommodate employees' needs. Some professionals are even willing to take a lower salary to achieve greater flexibility. The most common options include:

- Part-time work
- Telecommuting
- Job-sharing
- Flextime
- Compressed workweek



of advertising and marketing executives said their company offers some form of alternative work arrangement.\*

**Marketing professionals who can deliver quantifiable results are highly coveted** • Companies are increasingly using data to inform business decisions and marketing strategy. As a result, positions such as digital marketing manager and marketing analytics manager are in higher demand. These individuals can help develop and run campaigns, as well as analyze performance and identify growth opportunities.



are two of the top areas advertising and marketing executives said they plan to hire for in 2018.\*

\*Source: The Creative Group survey of more than 400 advertising and marketing executives in the United States

**Hiring managers are placing their bets on soft skills** • Many employers are taking a closer look at candidates' soft skills, such as communication, collaboration and flexibility. While hard skills are relatively transferable and can be taught, soft skills are usually more difficult to develop and often play a greater role in determining who might be the right fit for the role and work environment.



23% of advertising and marketing executives said soft skills carry more weight than hard skills when they are evaluating candidates; an additional 58% said they give both equal weight.\*

**Employers can't gamble on their best players** • Retaining your star performers is always easier than finding and hiring new people. According to research by The Creative Group, most turnover on creative teams occurs among entry-level employees. And the top reasons people leave their jobs are limited opportunities for career growth and boredom with the job.

To retain top talent, companies need to regularly:

- Evaluate performance and discuss career development
- Check in with staff to ask if they are happy in their roles
- Ensure salaries are fair, given employees' current responsibilities
- Create a formal retention strategy



52% of advertising and marketing executives said they are worried about employee retention.\*



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# HOT JOBS

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## United States

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Ready to up your game? Consider taking on these must-have creative team members.

**Content strategist** • Plans, creates and manages web content that is easy to read and find, actionable, and shareable across digital platforms. The content strategist delivers assets that satisfy the goals of a company or client and the needs of a customer or end user.

**Digital marketing manager** • Develops, implements and manages marketing campaigns that promote a company and its products or services. The digital marketing manager plays a key role in enhancing brand awareness within the digital space, as well as driving website traffic, leads and sales.

**Digital project manager** • Oversees and measures the results of online projects, including website builds and advertising campaigns. The digital project manager coordinates the efforts of internal teams to ensure all tasks and deliverables are completed in an accurate and timely manner.

**Digital strategist** • Identifies digital marketing strategies and campaigns for meeting a company's or client's goals. The digital strategist uses web-based tools to conduct market research, define target audiences and determine the appropriate digital media channels for different brand messages.

**Marketing analytics manager** • Provides data-driven insights to various stakeholders through operational reporting dashboards. The marketing analytics manager leverages data from marketing automation and customer relationship management (CRM) software to help companies improve processes and meet business goals.

**Marketing automation manager** • Administers marketing campaigns; tests and analyzes workflow, lead generation, lead nurturing, and lead scoring; and identifies tactics for improvement. The marketing automation manager must be comfortable with CRM software and possess web development and digital design skills.

**Product designer** • Uses design skills and technical knowledge to improve the way existing products work and look, or to develop entirely new products. The product designer is responsible for planning, conceptualizing, prototyping and conducting rigorous testing.

**User experience (UX) designer** • Determines the architecture and wireframes that help users navigate a product or website. The UX designer zeroes in on users' underlying emotional and functional needs and applies that knowledge to create an enjoyable experience that also supports business objectives.

**User experience (UX) researcher** • Undertakes research to better understand a brand's audience and how that audience interacts with a system. The UX researcher is primarily responsible for conducting, analyzing and reporting on user-centered design research and usability testing for a company's website.



**Digital projects require dual forces** • According to research by The Creative Group, more than two-thirds of advertising and marketing executives said their teams collaborate more closely with IT to support digital initiatives. For a list of technology professionals we place, visit [rht.com](http://rht.com).



# ESTABLISH THE STAKES

## U.S. Starting Salaries

POSITION	PERCENTILES			
	25TH	50TH MIDPOINT	75TH	95TH
<b>DESIGN &amp; PRODUCTION</b>				
Creative Director	\$ 84,250	\$ 104,000	\$ 135,250	\$ 185,500
Creative Services Manager	\$ 69,250	\$ 84,000	\$ 100,250	\$ 122,500
Art Director	\$ 66,500	\$ 83,250	\$ 95,000	\$ 121,500
Project Manager	\$ 55,000	\$ 66,500	\$ 80,000	\$ 104,000
Studio Manager	\$ 53,500	\$ 65,000	\$ 77,750	\$ 102,500
Production Manager	\$ 48,750	\$ 59,250	\$ 70,750	\$ 93,250
Graphic Designer	\$ 40,000	\$ 54,000	\$ 65,000	\$ 83,250
Production Artist	\$ 41,500	\$ 52,000	\$ 56,250	\$ 72,750
Production Coordinator	\$ 37,500	\$ 40,000	\$ 47,250	\$ 62,250
Production Assistant	\$ 31,000	\$ 37,000	\$ 43,500	\$ 57,500
3D Animator	\$ 62,500	\$ 72,750	\$ 83,250	\$ 102,000
3D Modeler	\$ 43,250	\$ 52,500	\$ 62,500	\$ 77,000
Multimedia Designer	\$ 50,000	\$ 67,750	\$ 77,000	\$ 91,500
Presentation Specialist	\$ 47,750	\$ 58,000	\$ 69,250	\$ 91,250
Package Designer	\$ 44,500	\$ 54,000	\$ 68,750	\$ 91,000
Environmental Designer	\$ 51,000	\$ 60,000	\$ 79,500	\$ 87,250
Illustrator/Infographics Designer	\$ 43,750	\$ 53,000	\$ 63,250	\$ 83,500
Photo Retoucher	\$ 37,500	\$ 52,000	\$ 67,500	\$ 83,250
Photographer	\$ 35,250	\$ 50,000	\$ 59,750	\$ 78,750
Traffic Manager	\$ 43,750	\$ 53,000	\$ 67,750	\$ 80,000
Traffic Coordinator	\$ 33,750	\$ 41,500	\$ 46,000	\$ 54,000
Digital Asset Manager	\$ 43,250	\$ 47,500	\$ 50,000	\$ 75,000
Desktop Publisher/Layout Artist	\$ 33,250	\$ 41,500	\$ 45,750	\$ 65,000

*All salaries listed are in U.S. dollars.*

POSITION	PERCENTILES			
	25 <sup>TH</sup>	50 <sup>TH</sup> MIDPOINT	75 <sup>TH</sup>	95 <sup>TH</sup>
<b>DIGITAL DESIGN &amp; PRODUCTION</b>				
User Experience (UX) Director	\$ 106,000	\$ 128,500	\$ 153,500	\$ 202,500
User Experience (UX) Designer	\$ 74,500	\$ 93,000	\$ 109,750	\$ 145,500
User Experience (UX) Researcher	\$ 66,250	\$ 71,000	\$ 91,750	\$ 126,500
User Interface (UI) Designer	\$ 68,000	\$ 72,750	\$ 93,500	\$ 128,750
Instructional Systems Designer	\$ 72,750	\$ 83,250	\$ 93,500	\$ 131,250
Interactive Art Director	\$ 72,750	\$ 87,250	\$ 110,250	\$ 131,000
Interaction Designer	\$ 61,250	\$ 70,000	\$ 83,250	\$ 121,750
Information Architect	\$ 75,000	\$ 91,000	\$ 108,750	\$ 143,250
Front-End Web Developer	\$ 62,500	\$ 72,750	\$ 83,250	\$ 110,000
Interactive Producer	\$ 72,750	\$ 80,000	\$ 95,000	\$ 106,500
Mobile/Responsive Designer	\$ 52,500	\$ 83,250	\$ 98,500	\$ 108,500
Visual Designer	\$ 64,500	\$ 81,000	\$ 97,750	\$ 105,000
Motion Designer	\$ 57,250	\$ 72,750	\$ 87,000	\$ 103,500
Web Designer	\$ 55,000	\$ 66,500	\$ 72,750	\$ 98,000
Web Production Artist	\$ 41,500	\$ 50,000	\$ 59,750	\$ 75,000
Video Producer	\$ 56,250	\$ 73,750	\$ 88,000	\$ 116,250
Video Editor	\$ 52,000	\$ 62,500	\$ 74,750	\$ 98,500

## CONTENT DEVELOPMENT & MANAGEMENT

Proposal Specialist	\$ 57,500	\$ 68,250	\$ 83,250	\$ 117,500
Content Strategist	\$ 60,250	\$ 73,000	\$ 87,250	\$ 115,000
Content Manager	\$ 52,000	\$ 60,000	\$ 72,750	\$ 93,000
Web Content Manager	\$ 45,750	\$ 52,000	\$ 62,500	\$ 84,000
Web Content Coordinator	\$ 40,500	\$ 47,750	\$ 52,000	\$ 65,000
Copywriter	\$ 55,000	\$ 66,500	\$ 83,250	\$ 105,250
Interactive/Web Copywriter	\$ 47,500	\$ 58,250	\$ 80,500	\$ 104,000
Technical Writer	\$ 54,500	\$ 68,750	\$ 72,750	\$ 95,500
Copy Editor	\$ 41,500	\$ 62,500	\$ 71,500	\$ 79,250
Proofreader	\$ 41,500	\$ 52,000	\$ 62,500	\$ 72,750

*All salaries listed are in U.S. dollars.*

POSITION	PERCENTILES			
	25 <sup>TH</sup>	50 <sup>TH</sup> MIDPOINT	75 <sup>TH</sup>	95 <sup>TH</sup>

## ADVERTISING & MARKETING

### AGENCY

Account Director	\$ 76,750	\$ 93,000	\$ 111,000	\$ 155,000
Account Supervisor	\$ 73,250	\$ 84,250	\$ 100,000	\$ 132,750
Account Manager	\$ 53,500	\$ 62,250	\$ 74,250	\$ 98,000
Account Executive	\$ 40,000	\$ 50,000	\$ 65,000	\$ 85,250
Account Coordinator	\$ 33,750	\$ 40,000	\$ 46,500	\$ 57,500

### CORPORATE

Chief Marketing Officer	\$ 135,250	\$ 164,000	\$ 196,000	\$ 258,250
Vice President of Marketing	\$ 113,750	\$ 138,500	\$ 164,750	\$ 217,500
Marketing Director	\$ 81,750	\$ 102,500	\$ 130,000	\$ 168,750
MarCom Manager	\$ 62,500	\$ 72,750	\$ 85,250	\$ 118,500
MarCom Coordinator	\$ 40,000	\$ 45,750	\$ 54,000	\$ 75,000

### AGENCY OR CORPORATE

Media Director	\$ 75,500	\$ 91,500	\$ 109,250	\$ 144,250
Media Planner	\$ 43,500	\$ 60,250	\$ 72,000	\$ 95,000
Media Buyer	\$ 44,500	\$ 54,000	\$ 64,500	\$ 85,000
Marketing Analytics Manager	\$ 77,000	\$ 93,250	\$ 111,500	\$ 140,000
Marketing Analytics Specialist	\$ 49,000	\$ 62,500	\$ 80,000	\$ 104,250
Web Analytics Specialist	\$ 56,250	\$ 70,750	\$ 99,000	\$ 112,000
Digital Marketing Manager	\$ 66,000	\$ 80,000	\$ 95,500	\$ 126,000
Brand/Product Manager	\$ 63,750	\$ 87,250	\$ 95,000	\$ 125,000
Digital Project Manager	\$ 62,500	\$ 81,000	\$ 98,000	\$ 114,500
SEO/SEM Specialist	\$ 52,000	\$ 62,500	\$ 72,750	\$ 94,250
Market Researcher	\$ 50,000	\$ 60,500	\$ 72,750	\$ 99,750
Digital Strategist	\$ 75,250	\$ 91,250	\$ 109,000	\$ 143,750
Digital Community Manager	\$ 49,000	\$ 59,500	\$ 71,000	\$ 93,750

*All salaries listed are in U.S. dollars.*



POSITION	PERCENTILES			
	25 <sup>TH</sup>	50 <sup>TH</sup> MIDPOINT	75 <sup>TH</sup>	95 <sup>TH</sup>
<b>AGENCY OR CORPORATE (CONTINUED)</b>				
Social Media Manager	\$ 50,000	\$ 59,000	\$ 73,750	\$ 99,250
Social Media Specialist	\$ 41,250	\$ 50,000	\$ 60,000	\$ 78,750
E-Commerce Marketing Manager	\$ 68,500	\$ 83,000	\$ 99,250	\$ 130,750
Email Marketing Specialist	\$ 44,250	\$ 53,750	\$ 64,250	\$ 84,750
Event/Trade Show Manager	\$ 44,500	\$ 54,000	\$ 67,000	\$ 92,000
Event/Trade Show Coordinator	\$ 31,000	\$ 37,500	\$ 49,000	\$ 65,750

### PUBLIC RELATIONS

Vice President of Public Relations	\$ 94,500	\$ 114,500	\$ 136,750	\$ 190,500
Public Relations Director	\$ 90,000	\$ 95,000	\$ 113,500	\$ 149,750
Public Relations Manager	\$ 68,750	\$ 79,500	\$ 95,000	\$ 125,250
Public Relations/ Communications Specialist	\$ 42,750	\$ 56,250	\$ 67,250	\$ 88,500

PUT YOUR SALARY KNOWLEDGE TO WORK.

FIND TALENT

FIND JOBS



See the [glossary of job descriptions](#) for more information about these and other creative and marketing positions.

*All salaries listed are in U.S. dollars.*

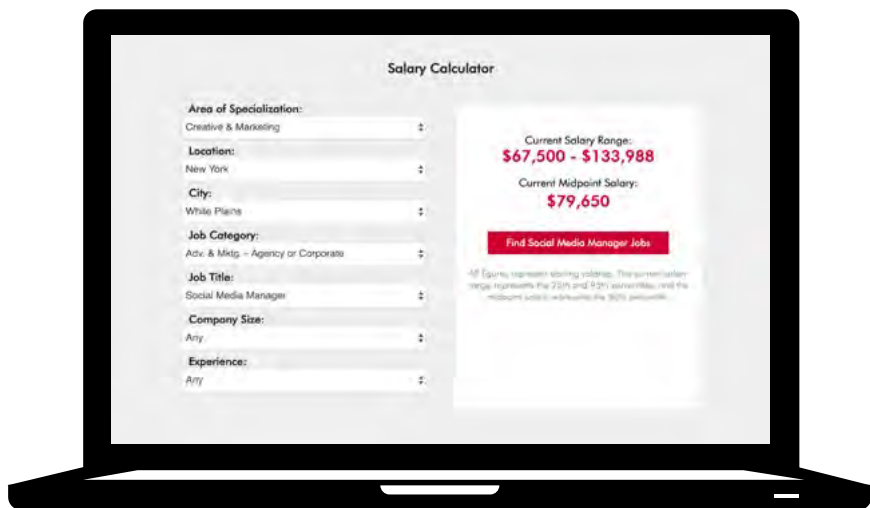


# CALCULATE YOUR CUSTOM SALARY

As you know, compensation for the same role can vary widely depending on where the job is.

To find salaries for a given city, go to the [Salary Calculator](#) and select a job title and city. The online tool calculates a result for you.

CALCULATE YOUR CUSTOM SALARY



The salaries listed in the guide can be customized for nearly 600 cities using the Salary Calculator.



# PLACE VALUE

## Sizing Up Salaries for U.S. Cities

The starting salaries on the previous pages reflect the national averages for each position. For guidance on local compensation, increase or decrease the national salary by the percentage below for your city.

The following local market variances are based on data from the U.S. Bureau of Labor Statistics and The Creative Group and are general guidelines only. They are reflective of all industries and professions and may apply differently from staff to executive-level roles. For more information on average starting salaries in your area, **contact the nearest office** of The Creative Group.

### ALABAMA

Birmingham.....	-5%
Huntsville.....	-6%
Mobile.....	-14%

### ARIZONA

Phoenix.....	+13%
Tucson.....	+5%

### ARKANSAS

Fayetteville.....	-5%
Little Rock.....	-5%

### CALIFORNIA

Fresno.....	-10%
Irvine.....	+30%
Los Angeles.....	+31%
Oakland.....	+29.5%
Ontario.....	+20%
Sacramento.....	+5%
San Diego.....	+26%
San Francisco.....	+40%
San Jose.....	+37.5%
San Rafael.....	+30%
Santa Barbara.....	+27%
Santa Rosa.....	+20%
Stockton.....	-15%

### COLORADO

Boulder.....	+17.5%
Colorado Springs.....	-3.5%
Denver.....	+9%
Fort Collins.....	-2%
Greeley.....	-11%
Loveland.....	-5%
Pueblo.....	-17%

### CONNECTICUT

Hartford.....	+17%
New Haven.....	+12%
Stamford.....	+31%

### DELAWARE

Wilmington.....	+5%
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### DISTRICT OF COLUMBIA

Washington.....	+33%
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### FLORIDA

Fort Myers.....	-9%
Jacksonville.....	-4.5%
Melbourne.....	-9.5%
Miami/ Fort Lauderdale.....	+6.5%
Orlando.....	+0.5%
St. Petersburg.....	-3%

Tampa.....	-1%
West Palm Beach.....	+1%

### GEORGIA

Atlanta.....	+6%
Macon.....	-18%
Savannah.....	-15%

### HAWAII

Honolulu.....	+7%
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### IDAHO

Boise.....	-13.9%
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### ILLINOIS

Chicago.....	+23.5%
Naperville.....	+12%
Rockford.....	-15%

### INDIANA

Fort Wayne.....	-16%
Indianapolis.....	-3%

### IOWA

Cedar Rapids.....	-6%
Davenport.....	-5%
Des Moines.....	+0%
Sioux City.....	-16%
Waterloo/Cedar Falls.....	-13%

**KANSAS**

Overland Park .....+0.5%

**KENTUCKY**

Lexington .....-8.5%

Louisville .....-8%

**LOUISIANA**

Baton Rouge .....-1%

New Orleans .....-1%

**MAINE**

Portland .....-5%

**MARYLAND**

Baltimore .....+3%

**MASSACHUSETTS**

Boston .....+34%

Springfield .....+1%

**MICHIGAN**

Ann Arbor .....+1.5%

Detroit .....+0%

Grand Rapids .....-14.5%

Kalamazoo .....-20%

Lansing .....-15%

**MINNESOTA**

Bloomington .....+6.5%

Duluth .....-20.4%

Minneapolis .....+7%

Rochester .....+2%

St. Cloud .....-16.5%

St. Paul .....+4%

**MISSOURI**

Kansas City .....-0.5%

St. Joseph .....-10%

St. Louis .....-0.5%

**NEBRASKA**

Omaha .....-3%

**NEVADA**

Las Vegas .....+0%

Reno .....+0%

**NEW HAMPSHIRE**

Manchester/Nashua .....+14%

**NEW JERSEY**

Mount Laurel .....+15%

Paramus .....+30%

Princeton .....+25%

Woodbridge .....+26.5%

**NEW MEXICO**

Albuquerque .....-8.5%

**NEW YORK**

Albany .....-4%

Buffalo .....-6.5%

Long Island .....+20%

New York .....+40.5%

Rochester .....-6.5%

Syracuse .....-9.7%

**NORTH CAROLINA**

Charlotte .....+2%

Greensboro .....+0%

Raleigh .....+4%

**OHIO**

Akron .....-11%

Canton .....-18%

Cincinnati .....-2.5%

Cleveland .....-4%

Columbus .....-2%

Dayton .....-13%

Toledo .....-14.5%

Youngstown .....-24%

**OKLAHOMA**

Oklahoma City .....-7%

Tulsa .....-7%

**OREGON**

Portland .....+7%

**PENNSYLVANIA**

Harrisburg .....-5%

Philadelphia .....+15%

Pittsburgh .....-2%

**RHODE ISLAND**

Providence .....+1.5%

**SOUTH CAROLINA**

Charleston .....-5.5%

Columbia .....-6.5%

Greenville .....-7%

**SOUTH DAKOTA**

Sioux Falls .....-16%

**TENNESSEE**

Chattanooga .....-11%

Cool Springs .....+0%

Knoxville .....-11%

Memphis .....-5%

Nashville .....+1.5%

**TEXAS**

Austin .....+8%

Dallas .....+10%

El Paso .....-28%

Fort Worth .....+9%

Houston .....+7%

Midland/Odessa .....+10%

San Antonio .....+1%

**UTAH**

Salt Lake City .....+5%

**VIRGINIA**

Norfolk/

Hampton Roads .....-2%

Richmond .....-1.5%

Tysons Corner .....+32%

**WASHINGTON**

Seattle .....+21%

Spokane .....-18%

**WISCONSIN**

Appleton .....-15%

Green Bay .....-13.5%

Madison .....-1.5%

Milwaukee .....+1%

Waukesha .....-1%

Get local starting salary data for specific roles at [creativegroup.com/salary-center](https://creativegroup.com/salary-center).



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# HIRING TRENDS

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Canada

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**Bigger marketing budgets beget bigger teams** • Marketing budgets are growing, which means companies are hiring more marketing staff, particularly for positions that create measurable ROI, like e-commerce marketing managers and marketing analytics specialists.

**Technical jobs are lucrative** • Salaries for roles such as user experience (UX) designer and digital marketing manager remain solid thanks to a shortage of creatives who are well-versed in the latest industry tools, technologies and strategies.

**Midlevel candidates have the upper hand** • Employers want to hire professionals who can make immediate contributions but also grow their careers with the organization. Since there are not enough intermediate candidates to meet demand, companies need to work harder to recruit and retain professionals with three to five years of experience.

GET HELP HIRING





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# HOT JOBS

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Canada

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Turn the odds in your favor by bringing on these key creative team members.

**Digital marketing manager** • Develops, implements and manages marketing campaigns that promote a company and its products or services. The digital marketing manager plays a key role in enhancing brand awareness within the digital space, as well as driving website traffic, leads and sales.

**Front-end web developer** • Develops appealing and user-friendly web- and mobile-based applications. The front-end web developer uses a combination of markup languages to write web pages and provide website maintenance and enhancements.

**User experience (UX) designer** • Determines the architecture and wireframes that help users navigate a product or website. The UX designer zeroes in on users' underlying emotional and functional needs and applies that knowledge to create an enjoyable experience that also supports business objectives.

**User interface (UI) designer** • Decides how a product or website is laid out. The UI designer works closely with UX and other designers to ensure that every touchpoint that users come across in their interaction with a product conforms to the overall vision created by UX designers.

[SEE AVAILABLE JOBS IN YOUR AREA](#)



# ESTABLISH THE STAKES

## Starting Salaries in Canada

POSITION	PERCENTILES			
	25TH	50TH MIDPOINT	75TH	95TH
<b>DESIGN &amp; PRODUCTION</b>				
Creative Director	\$ 115,000	\$ 140,000	\$ 165,000	\$ 190,000
Creative Services Manager	\$ 75,000	\$ 95,000	\$ 105,000	\$ 115,000
Art Director	\$ 73,750	\$ 93,500	\$ 102,750	\$ 112,750
Project Manager	\$ 67,500	\$ 77,500	\$ 85,000	\$ 97,500
Studio Manager	\$ 58,750	\$ 65,000	\$ 72,250	\$ 93,750
Production Manager	\$ 72,750	\$ 83,250	\$ 88,000	\$ 95,500
Graphic Designer	\$ 54,000	\$ 62,500	\$ 72,750	\$ 89,750
Production Artist	\$ 52,000	\$ 60,250	\$ 68,750	\$ 73,000
Production Coordinator	\$ 51,500	\$ 57,500	\$ 63,250	\$ 67,500
Production Assistant	\$ 30,500	\$ 34,000	\$ 37,500	\$ 41,000
3D Animator	\$ 62,500	\$ 72,250	\$ 83,250	\$ 92,250
3D Modeler	\$ 57,500	\$ 63,750	\$ 73,500	\$ 87,500
Multimedia Designer	\$ 56,000	\$ 62,250	\$ 68,500	\$ 75,000
Presentation Specialist	\$ 50,000	\$ 57,750	\$ 65,750	\$ 78,750
Package Designer	\$ 55,000	\$ 63,250	\$ 69,500	\$ 75,000
Environmental Designer	\$ 49,500	\$ 55,000	\$ 60,500	\$ 68,500
Illustrator/Infographics Designer	\$ 56,250	\$ 62,500	\$ 69,000	\$ 76,500
Photo Retoucher	\$ 51,500	\$ 55,000	\$ 67,500	\$ 77,500
Photographer	\$ 45,000	\$ 50,000	\$ 54,500	\$ 60,250
Traffic Manager	\$ 57,250	\$ 60,250	\$ 63,500	\$ 73,500
Traffic Coordinator	\$ 47,500	\$ 52,500	\$ 58,750	\$ 63,250
Digital Asset Manager	\$ 40,500	\$ 45,000	\$ 50,500	\$ 55,500
Desktop Publisher/Layout Artist	\$ 32,000	\$ 40,000	\$ 43,750	\$ 57,500

*All salaries listed are in Canadian dollars.*

POSITION	PERCENTILES			
	25TH	50TH MIDPOINT	75TH	95TH
<b>DIGITAL DESIGN &amp; PRODUCTION</b>				
User Experience (UX) Director	\$ 97,500	\$ 108,000	\$ 118,750	\$ 137,500
User Experience (UX) Designer	\$ 77,000	\$ 88,500	\$ 98,750	\$ 125,000
User Experience (UX) Researcher	\$ 65,000	\$ 78,750	\$ 93,500	\$ 115,250
User Interface (UI) Designer	\$ 68,000	\$ 78,000	\$ 98,750	\$ 120,000
Instructional Systems Designer	\$ 71,000	\$ 79,000	\$ 99,750	\$ 121,500
Interactive Art Director	\$ 72,500	\$ 83,500	\$ 93,250	\$ 123,750
Interaction Designer	\$ 68,500	\$ 81,000	\$ 89,500	\$ 114,500
Information Architect	\$ 74,500	\$ 90,250	\$ 107,500	\$ 132,250
Front-End Web Developer	\$ 58,250	\$ 65,000	\$ 77,000	\$ 103,500
Interactive Producer	\$ 62,500	\$ 75,000	\$ 89,750	\$ 95,750
Mobile/Responsive Designer	\$ 69,000	\$ 80,000	\$ 91,500	\$ 107,750
Visual Designer	\$ 68,750	\$ 79,750	\$ 89,500	\$ 102,500
Motion Designer	\$ 62,500	\$ 69,500	\$ 78,750	\$ 104,000
Web Designer	\$ 60,000	\$ 75,000	\$ 93,500	\$ 114,500
Web Production Artist	\$ 43,750	\$ 48,750	\$ 56,750	\$ 71,250
Video Producer	\$ 67,500	\$ 73,250	\$ 77,750	\$ 100,000
Video Editor	\$ 54,000	\$ 64,500	\$ 76,250	\$ 84,750

## CONTENT DEVELOPMENT & MANAGEMENT

Proposal Specialist	\$ 56,750	\$ 65,750	\$ 73,750	\$ 93,250
Content Strategist	\$ 55,000	\$ 68,500	\$ 83,750	\$ 107,750
Content Manager	\$ 51,000	\$ 63,750	\$ 71,500	\$ 89,750
Web Content Manager	\$ 47,750	\$ 52,000	\$ 56,250	\$ 67,500
Web Content Coordinator	\$ 40,500	\$ 45,000	\$ 52,000	\$ 58,000
Copywriter	\$ 58,250	\$ 72,750	\$ 90,000	\$ 104,000
Interactive/Web Copywriter	\$ 57,500	\$ 72,250	\$ 89,750	\$ 100,750
Technical Writer	\$ 53,000	\$ 65,000	\$ 77,500	\$ 85,750
Copy Editor	\$ 52,000	\$ 64,500	\$ 76,750	\$ 87,750
Proofreader	\$ 51,500	\$ 63,250	\$ 73,750	\$ 78,750

*All salaries listed are in Canadian dollars.*



POSITION	PERCENTILES			
	25TH	50TH MIDPOINT	75TH	95TH

## ADVERTISING & MARKETING

### AGENCY

Account Director	\$ 93,500	\$ 104,000	\$ 114,250	\$ 125,250
Account Supervisor	\$ 74,500	\$ 85,000	\$ 93,750	\$ 117,500
Account Manager	\$ 67,500	\$ 75,000	\$ 82,750	\$ 90,500
Account Executive	\$ 42,000	\$ 55,000	\$ 67,500	\$ 85,250
Account Coordinator	\$ 36,000	\$ 40,000	\$ 43,750	\$ 49,750

### CORPORATE

Chief Marketing Officer	\$ 135,000	\$ 150,000	\$ 168,750	\$ 198,750
Vice President of Marketing	\$ 117,000	\$ 130,000	\$ 142,750	\$ 156,750
Marketing Director	\$ 88,750	\$ 105,000	\$ 127,500	\$ 135,000
MarCom Manager	\$ 70,250	\$ 78,000	\$ 85,750	\$ 97,500
MarCom Coordinator	\$ 41,500	\$ 50,000	\$ 57,500	\$ 61,250

### AGENCY OR CORPORATE

Media Director	\$ 80,250	\$ 89,000	\$ 97,750	\$ 107,250
Media Planner	\$ 53,750	\$ 60,000	\$ 75,000	\$ 93,750
Media Buyer	\$ 40,500	\$ 45,000	\$ 50,250	\$ 63,500
Marketing Analytics Manager	\$ 75,000	\$ 87,500	\$ 95,750	\$ 112,750
Marketing Analytics Specialist	\$ 56,000	\$ 71,000	\$ 80,500	\$ 88,000
Web Analytics Specialist	\$ 55,000	\$ 65,000	\$ 77,750	\$ 92,750
Digital Marketing Manager	\$ 60,000	\$ 75,750	\$ 89,750	\$ 108,250
Brand/Product Manager	\$ 59,750	\$ 87,250	\$ 97,000	\$ 112,750
Digital Project Manager	\$ 57,500	\$ 83,750	\$ 92,500	\$ 110,500
SEO/SEM Specialist	\$ 50,250	\$ 61,500	\$ 72,750	\$ 88,500
Market Researcher	\$ 43,250	\$ 57,750	\$ 70,250	\$ 85,750
Digital Strategist	\$ 67,750	\$ 82,000	\$ 95,750	\$ 121,500
Digital Community Manager	\$ 43,750	\$ 53,750	\$ 64,250	\$ 72,250

*All salaries listed are in Canadian dollars.*

POSITION	PERCENTILES			
	25TH	50TH MIDPOINT	75TH	95TH
<b>AGENCY OR CORPORATE (CONTINUED)</b>				
Social Media Manager	\$ 50,750	\$ 62,250	\$ 73,500	\$ 98,500
Social Media Specialist	\$ 44,250	\$ 55,750	\$ 65,500	\$ 75,000
E-Commerce Marketing Manager	\$ 65,750	\$ 78,750	\$ 91,500	\$ 125,750
Email Marketing Specialist	\$ 38,750	\$ 46,000	\$ 55,250	\$ 70,250
Event/Trade Show Manager	\$ 43,000	\$ 51,000	\$ 62,000	\$ 72,250
Event/Trade Show Coordinator	\$ 38,500	\$ 45,750	\$ 49,000	\$ 52,000

## PUBLIC RELATIONS

Vice President of Public Relations	\$ 110,500	\$ 124,000	\$ 145,750	\$ 175,000
Public Relations Director	\$ 96,000	\$ 105,000	\$ 115,750	\$ 145,000
Public Relations Manager	\$ 85,500	\$ 97,500	\$ 109,750	\$ 120,750
Public Relations/ Communications Specialist	\$ 45,000	\$ 52,500	\$ 61,500	\$ 75,000

*All salaries listed are in Canadian dollars.*



See the [glossary of job descriptions](#) for more information about these and other creative and marketing positions.



# PLACE VALUE

## Sizing Up Salaries for Cities in Canada

The starting salaries on the previous pages reflect the national averages for each position. For guidance on local compensation, increase or decrease the national salary by the percentage below for your city.

The following local market variances are general guidelines only. They are reflective of all industries and professions and may apply differently from staff to executive-level roles. For more information on average starting salaries in your area, contact the nearest office of The Creative Group.

### ALBERTA

Calgary.....+3%  
Edmonton.....+1.8%

### BRITISH COLUMBIA

Fraser Valley.....+0.2%  
Vancouver.....+4.9%  
Victoria.....-3.2%

### MANITOBA

Winnipeg.....-9%

### ONTARIO

Kitchener/Waterloo...-3.7%  
Ottawa.....+0.2%  
Toronto.....+4.9%

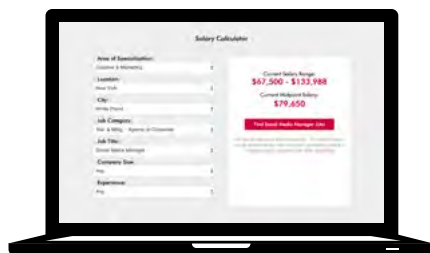
### QUEBEC

Montreal.....+2.9%  
Quebec City.....-10%

### SASKATCHEWAN

Regina.....-6.1%  
Saskatoon.....-4.5%

## CALCULATE YOUR CUSTOM SALARY



To find salaries for a given city, go to the **Salary Calculator** and select the job title and city. The online tool calculates a result for you.

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# COME OUT AHEAD

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## Building a Winning Creative Team

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In a study on workplace happiness by Robert Half and Happiness Works, creative and marketing professionals ranked second in terms of on-the-job happiness out of the 13 fields surveyed. And they came in third with regard to interest in their work and lowest level of stress.

Here are some steps to help you increase job satisfaction among your team members:



### **Hire for fit**

Employees who mesh well with the company culture are likely to feel a greater sense of engagement and loyalty.



### **Empower staff**

Let them make decisions about their work on their own, or with minimal direction.



### **Show appreciation**

Be quick to thank employees for a job well done.



### **Provide meaningful work**


Be sure to share how your team's contributions support big-picture goals.



### **Foster a culture of collaboration**

Staff cohesion fuels job satisfaction — as well as innovation.

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**Find out more** about the importance of increasing happiness in your workplace.

## Levels of Job Satisfaction

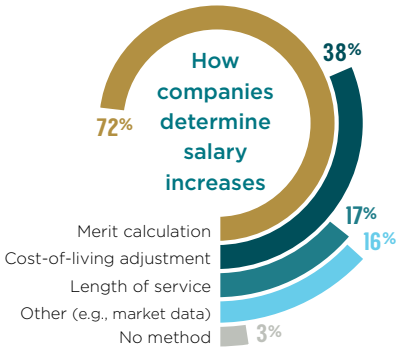


# PAY TO PERKS

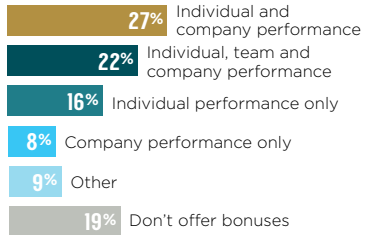
## Current Compensation Practices

Highly skilled professionals expect not just a base salary that's in line with what other firms are offering but also a choice of benefits, incentives and perks that are just as competitive.

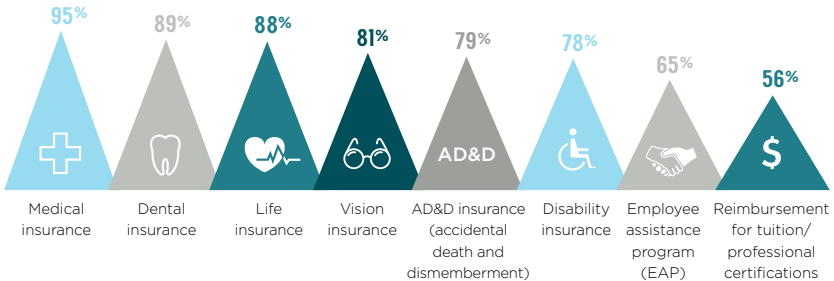
To find out more about the compensation strategies prevalent today, Robert Half surveyed more than 740 human resources, compensation and benefits professionals in businesses across a variety of industries in North America. The results are shown on this and the following pages.



### How does your company determine bonuses?\*



### The most common benefits offered (1/2)\*\*



## Benefits, incentives and perks: What's the difference?



**Benefits** are any form of noncash compensation paid indirectly to an employee and not tied to job performance. Examples: medical insurance, retirement plans.

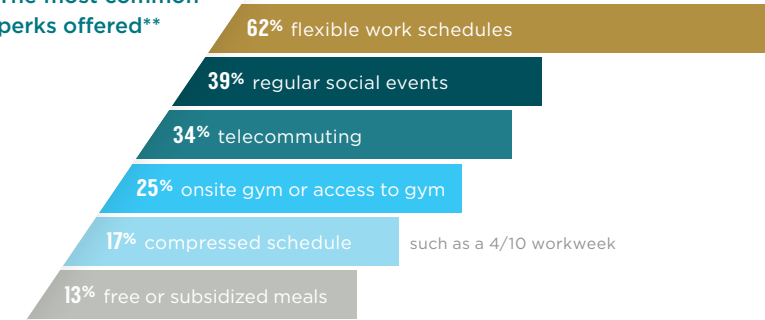


**Incentives** are cash or other awards made to reward or incent superior performance and boost retention. They are not guaranteed but tied to job performance. Examples: bonuses, spot awards.

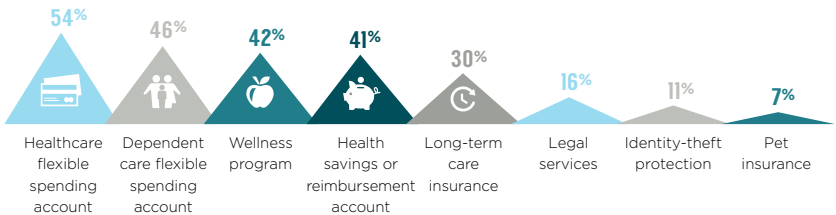


**Perks** (short for perquisites) are privileges granted to employees in addition to benefits and incentives. Examples: gym membership, free meals.

### The most common perks offered\*\*



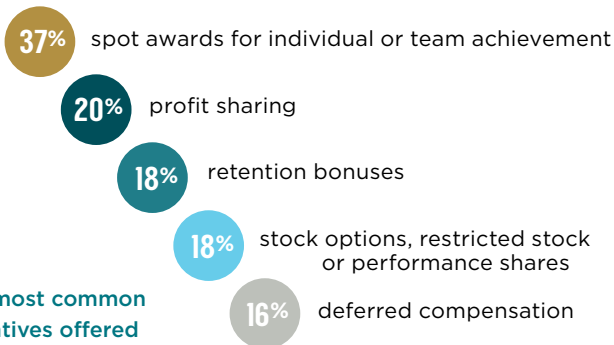
### The most common benefits offered (2/2)\*\*





## Pay for performance

Nearly 2 out of 3 companies tie compensation to organizational or individual performance.



### The most common incentives offered

## Helping employees save for retirement

On average, **employers match 3 to 4%** of employees' 401(k) or Registered Retirement Savings Plan (RRSP)<sup>\*\*\*</sup> contributions.



of companies offer a 401(k) or RRSP.



## Time-off policies

On average, employers offer **14 days of paid vacation** for the first 5 years of employment, plus **9 paid holidays**, including floating holidays.

\*Responses do not total 100 percent due to rounding.

\*\*Only the top responses shown.

\*\*\*401(k) in the United States and RRSP in Canada

Source: Robert Half survey of more than 740 human resources, compensation and benefits executives in North America





# LEAVE NOTHING OFF THE TABLE

## Corporate Culture Is Highly Valued

With top creative talent in such high demand, choosy job seekers often make their final bets based on workplace culture fit and attractive perks.

Follow these steps to highlight your company culture:

- Include details about what it's like to work at your organization in recruiting materials. Typical business hours, dress codes and group social activities are all of interest to applicants.
- Use your website and social media to illustrate what makes your organization unique.
- Take top candidates on a tour of the office and introduce them to key team members.
- Ask current and prospective employees how they define a healthy and engaging office environment. Use this feedback to improve programs and policies.





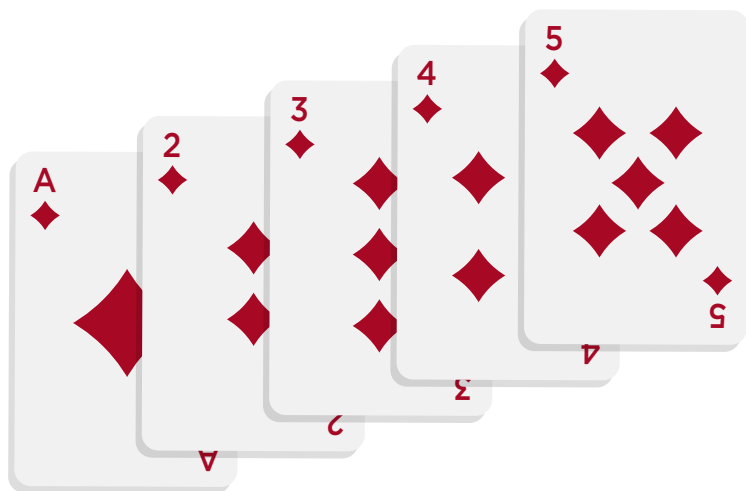
# INCREASING YOUR ODDS

Working With The Creative Group

**The Creative Group, a division of Robert Half, is your go-to resource for creative and marketing talent on a freelance, direct-placement, consulting and project basis.**

We understand that having the right talent on your team is a game changer. Employees who are valued and in positions where they thrive can make real, tangible contributions to your company.

We match organizations of all sizes with highly skilled interactive, design, marketing, advertising and public relations professionals. Our personalized approach, industry knowledge, robust resources and technology power our ability to find the right fit for you and your company.



You choose the way you want to work with us, but you're never on your own. Whether you meet with our staffing and recruiting professionals one-on-one to discuss your organization's personnel needs or opt to use our online self-service features that let you browse talent, submit hiring requests and ask to meet candidates, we're here for you at every point in the search process.

The Creative Group teams have access to top creative talent in the market — as well as passive job seekers who might make a move for the right opportunity. This gives you many more options than you'd have on your own. Our recruiters will interview the most promising candidates for you, assess their skills and fit for your workplace culture, advise you on competitive salary ranges, and help you hire your first choice before the competition does. We deliver turnkey staffing results, quickly.

In addition to providing creative freelancers and full-time hires, we offer our **Salaried Professional Service**, which gives you the best of both worlds: creative consultants dedicated to your major projects on a long-term basis. This helps you minimize turnover, and you can request to schedule the same individual again for recurring project needs.

Alternatively, our **Creative Managed Services** group can connect you with resources and project management for strategic initiatives like web and mobile design and development, user experience, and content systems design and migration in one cost-effective solution. And when you need technical skills as well as creative talent, we can work with our sister division Robert Half Technology to help you bring your **digital projects** to life.



When it's time to staff a key position, it's better to turn to a respected adviser. Visit us at [creativegroup.com](https://www.creativegroup.com) or contact your local office of The Creative Group at **1.855.750.7260** for help finding the creative and marketing talent you need today.



# ACE UP YOUR SLEEVE

## Office Locations

### UNITED STATES

#### ARIZONA

Phoenix

#### CALIFORNIA

Irvine

La Jolla

Los Angeles

Oakland

San Francisco

San Jose

#### COLORADO

Denver

#### CONNECTICUT

Hartford

Stamford

#### DISTRICT OF

#### COLUMBIA

Washington

#### FLORIDA

Coral Gables

Tampa

#### GEORGIA

Atlanta

#### ILLINOIS

Chicago

#### MASSACHUSETTS

Boston

#### MICHIGAN

Southfield

#### MINNESOTA

Minneapolis

#### MISSOURI

St. Louis

#### NEW JERSEY

Princeton

Saddle Brook

Woodbridge

#### NEW YORK

New York

#### NORTH CAROLINA

Charlotte

Raleigh

#### OHIO

Cincinnati

Cleveland

Dublin

#### OREGON

Portland

#### PENNSYLVANIA

Philadelphia

#### TENNESSEE

Nashville

#### TEXAS

Austin

Dallas

Houston

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Seattle

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Milwaukee

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