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## 2014 National Salary Survey Report

## Prepared by:

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Georgian College Research Analyst Program
August 14, 2014


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## ACKNOWLEDGEMENTS

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The success of this study depended on people in the industry and their participation in the survey. The team would like to thank all survey participants.

Special thanks to the following industry associations that co-sponsored and supported the 2014 National Salary Survey:

- Association of Canadian Publishers (ACP)
- Broadcast Research Council of Canada (BRC)
- Canadian Marketing Association (CMA)
- Canadian Public Relations Society (CPRS)
- Direct Marketing Association of Canada (DirectMAC)
- Incentive Marketing Association Canada (IMA)
- Marketing Research \& Intelligence Association (MRIA)
- Public Affairs Association of Canada (PAAC)
- Television Bureau of Canada (TVB)
- Travel and Tourism Research Association (TTRA)

Special thanks to our Media Partner - Marketing Magazine.

Sincerely,
Manit Sehgal, Yuwei Xian and Lynn Zeng

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## INTRODUCTION

Welcome to the 2014 National Salary Survey Report. 2014 marked the $10^{\text {th }}$ year for the Derhak Ireland National Salary Survey, a study which has been developed and fielded since 2011 by students of the Georgian College Research Analyst Program.

The 2014 survey has been developed and managed by three Georgian College Research Analyst Program students - Manit Sehgal, Yuwei Xian and Lynn Zeng. The students have worked closely with Derhak Ireland to solicit ten industry associations as co-sponsors, develop the survey and report, publish and distribute the final results.

The purpose of the National Salary Survey was to obtain information on salary band and employee benefits of entry level to management level positions in six sectors of the marketing industry in Canada. Results will be used as a guide for human resources professionals and executives in compensation strategy planning.

Research objectives of the 2014 National Salary Survey:

- To determine current salary range information for roles in six sectors of the marketing industry in Canada, including Advertising \& Promotion Agencies, Clients, Marketers \& Advertisers, Digital Advertising \& Digital Marketing, Marketing Research, Data \& Analytics, Public Affairs \& Public Relations and Publishers, Broadcasters \& Media Companies.
- To determine employee benefits for roles in the six identified sectors.

As the survey sponsor, Derhak Ireland had one simple objective:

- Help small and medium businesses, that cannot afford to conduct a salary survey on their own or purchase available survey reports, get access to national salary information.

The 2014 National Salary Survey was a syndicated study with the support of the following co-sponsor industry associations:

1. Association of Canadian Publishers (ACP)
2. Broadcast Research Council of Canada (BRC)
3. Canadian Marketing Association (CMA)
4. Canadian Public Relations Society (CPRS)
5. Direct Marketing Association of Canada (DirectMAC)
6. Incentive Marketing Association Canada (IMA)
7. Marketing Research \& Intelligence Association (MRIA)
8. Public Affairs Association of Canada (PAAC)
9. Television Bureau of Canada (TVB)
10. Travel and Tourism Research Association (TTRA)

Furthermore, the research team partnered with Marketing Magazine, which became the Media Partner of the study.

## Derhak Ireland \& Partners

Derhak Ireland \& Partners is an executive search firm based in Toronto, Canada. It has over 20 years of experience in finding the ideal candidate to meet client needs by offering customized search strategies, industry-leading technical tools and reliable implementation services. Clients contact Derhak Ireland for one of three main reasons -

1. Profit: Sourcing executive level, performance-based or hard-to-find talent that will improve profit or shareholder value.
2. Confidence: Highly confidential search projects.
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At 97.6\%, Derhak Ireland has the highest 24-month candidate retention rate of any search firm in Canada over the past 5 years. It also offers the longest placement guarantee in Canada; up to 24 months full replacement guarantee. The firm has a network of equity partner offices in over 30 countries and $50+$ cities around the world including 10+ in Canada and USA. Derhak Ireland has become the number one source of confident, measurable hiring decisions.

## Georgian College Research Analyst Program

Established in 1991, the Georgian College Research Analyst Program is Canada's longest running research professional training program. With a network of over 600 alumni now working in the research industry worldwide, Georgian College is widely recognized as a ready source for new industry talent.

## METHODOLOGY \& SAMPLING

The National Salary Survey can be categorized as descriptive research. The aim of the project was to collect salary information on a national scale, using an online survey platform that offers a fast and costeffective method of data collection without the limitation of geographic location. Created using the FluidSurveys platform, the survey was available beginning Monday, June $2^{\text {nd }}, 2014$ until Wednesday, July $9^{\text {th }}, 2014$.

To better coordinate project information and survey delivery, an informative webpage http://derhak.com/2014-surveys/ was developed. It contained all information relevant to the project as well as links to the survey. In addition, the co-sponsor industry associations advertised the survey on their websites and newsletters. Access to the survey was restricted by password to eliminate unwanted access and ensure only eligible companies from the marketing industry participated in it.

During the weeks of May $26^{\text {th }}$ and June $2^{\text {nd }}$, email invitations were sent to hundreds of companies through the co-sponsor industry associations. In addition, invitations were sent to thousands of contacts on Derhak Ireland's business contact list and Wayne Percy's personal Linkedln account. Thereafter, reminder emails were sent and follow-up calls were made during the weeks of June $16^{\text {th }}$ and June $23^{\text {rd }}$.

## Population of Interest

- Population of interest included companies that belonged to the following sectors of the Canadian marketing industry: Advertising \& Promotion Agencies, Clients, Marketers \& Advertisers, Digital Advertising \& Digital Marketing, Marketing Research, Data \& Analytics, Public Affairs \& Public Relations and Publishers, Broadcasters \& Media Companies.
- The survey was to be completed by the human resources or payroll department of each participating company.


## Available Sample Frame

- Sample frame included ten industry associations that had been solicited to participate in and cosponsor the survey.
- Co-sponsor industry associations: Association of Canadian Publishers (ACP), Broadcast Research Council of Canada (BRC), Canadian Marketing Association (CMA), Canadian Public Relations Society (CPRS), Direct Marketing Association of Canada (DirectMAC), Incentive Marketing Association Canada (IMA), Marketing Research \& Intelligence Association (MRIA), Public Affairs Association of Canada (PAAC), Television Bureau of Canada (TVB) and Travel and Tourism Research Association (TTRA).


## Sampling Approach

- The 2014 National Salary Survey was based on a non-probability sampling method, namely, purposive sampling.
- Through the co-sponsor industry associations, the research team sought referrals to eligible companies to participate.


## Desired Minimum Sample Size

- There is no formula to calculate the sample size for a non-probability sampling method. "The only reasonable way of determining sample size with non-probability sampling is to weigh the benefit or value of the information obtained with that sample against the cost of gathering that information" (Burns \& Bush, 2014, p. 283).
- In 2013, the survey received 136 complete responses. Taking into account last year's results and the fact that the number of co-sponsor industry associations had doubled to ten, desired minimum sample size for the 2014 National Salary Survey was 200.
- Factors such as cost, time and human resources have also played a role in determining the sample size.
- Total number of complete responses for the 2014 National Salary Survey: 55.


## Resources Used

- 2011, 2012 and 2013 National Salary Survey final reports.
- Raw data for the 2013 National Salary Survey.
- List of industry associations, provided by Derhak Ireland, to seek co-sponsors for the study.
- Survey pre-test using the FluidSurveys platform.
- The study was part of a multi-association approach. Participating associations received survey invitations and subsequently forwarded them to their member companies. To encourage further participation, Wayne Percy used Derhak Ireland's business contact list and his personal LinkedIn account to email survey invitations to people in the industry.


## Survey Pre-Test

A pre-test of the National Salary Survey was conducted over 12 days from May $20^{\text {th }}$ to May $31^{\text {st }}, 2014$. Participants in the online pre-test through the FluidSurveys platform included Derhak Ireland staff, and students and faculty from the Research Analyst Program. Four feedback questions were asked at the end of the survey:

1. Approximately how long did you spend in completing the survey?
2. Please tell us what, if anything, is wrong with the survey regarding wordings and grammar, design and layout, understandability, instructions and flow and length.
3. Are there any other comments you would like to provide?
4. Please provide your name and email address so we could follow up.

Following the pre-test and preliminary analysis, feedback received from survey respondents was carefully reviewed to identify the changes needed to improve the 2014 survey. Improvements focused on areas such as layout and length of the survey, response options and instructions for participants. However, the most important change brought about by the pre-test was the idea of dividing the National Salary Survey into six separate surveys, one for each industry sector. Each survey had a customized FluidSurveys link.

The research team sincerely thanks all participants for their valuable feedback and suggestions.

## Confidentiality \& Protection of Information

The survey was sponsored by Derhak Ireland and confidentially managed by three post-graduate students (Manit Sehgal, Yuwei Xian and Lynn Zeng) of the Research Analyst Program at Georgian College. Only the research team had access to the raw data, and results were kept completely confidential. Similarly, only the research team was involved in processing the data collected. Names of survey participants (individual and company) have not been released in this report nor will they be made public in the future. All survey information has been reported on in summary form only.

FluidSurveys servers are protected with firewalls and data encryption. In addition, the research team used a password-protected account to prevent unauthorized access. Data downloaded from FluidSurveys was stored on password-protected laptops.

## SURVEY FINDINGS (PART A): PARTICIPANTS' PROFILE \& SALARY INFORMATION

## Participants by Company Size

A total of 55 companies participated in the survey. They have been grouped by company size in the table below.

| Company Size <br> (Number of <br> Employees) | Number of <br> Companies | \% of Total |
| :---: | :---: | :---: |
| $1-4$ | 12 | $21.82 \%$ |
| $5-9$ | 6 | $10.91 \%$ |
| $10-19$ | 6 | $10.91 \%$ |
| $20-49$ | 10 | $18.18 \%$ |
| $50-99$ | 5 | $9.09 \%$ |
| $100-499$ | 10 | $18.18 \%$ |
| Over 500 | 6 | $10.91 \%$ |
| Total | 55 | $\mathbf{1 0 0 \%}$ |

## Participants by Industry Sector

Almost one-fourth (14 companies) of the participating companies belonged to the Advertising \& Promotion Agencies sector, followed by $21.82 \%$ ( 12 companies) from the Marketing Research, Data \& Analytics sector and $18.18 \%$ ( 10 companies) from both the Clients, Marketers \& Advertisers sector and the Publishers, Broadcasters \& Media Companies sector. Public Affairs \& Public Relations was the least represented sector with only 2 participating companies.


## 2014 Derhak Ireland/Georgian College National Salary Survey

## Salary Table: Advertising \& Promotion Agencies

Salary tables are organized by the six identified sectors. For each table, minimum, maximum and median salary information is displayed in columns and positions are displayed in rows. Positions are arranged by function and sub-functions, and sorted in ascending order by median salary.

| Corporate Management | Minimum | Maximum | Median |
| :---: | :---: | :---: | :---: |
| 1. COO | \$157,000 | \$157,000 | \$157,000 |
| 2. CFO | \$125,000 | \$371,250 | \$168,500 |
| 3. Executive Vice President/Managing Partner/Partner | \$100,000 | \$357,500 | \$219,921 |
| 4. President/Owner/CEO | \$100,000 | \$1,000,000 | \$292,000 |
| Corporate Functions | Minimum | Maximum | Median |
| 5. Marketing Coordinator | \$30,000 | \$30,000 | \$30,000 |
| 6. Training and Recruitment Coordinator | \$25,000 | \$55,000 | \$35,000 |
| 7. Receptionist | \$29,000 | \$50,000 | \$35,500 |
| 8. Administrative Assistant | \$30,120 | \$72,000 | \$38,000 |
| 9. Accounts Payable/Receivable Coordinator | \$30,000 | \$55,000 | \$46,000 |
| 10. Accountant | \$40,000 | \$75,000 | \$54,025 |
| 11. Executive Assistant/Administrator | \$40,000 | \$75,000 | \$62,100 |
| 12. Recruiter | \$30,000 | \$84,750 | \$65,000 |
| 13. Office Manager | \$35,000 | \$75,000 | \$67,000 |
| 14. PC Support Specialist/IT Manager | \$45,000 | \$100,000 | \$69,000 |
| 15. Systems Administrator | \$58,000 | \$95,200 | \$69,500 |
| 16. Human Resources Manager | \$57,000 | \$150,000 | \$73,500 |
| 17. Public Relations Consultant/Manager | \$45,000 | \$90,000 | \$80,000 |
| 18. Services \& Support Manager | \$84,750 | \$110,000 | \$97,375 |
| 19. Human Resources Director/Assistant VP | \$65,000 | \$200,342 | \$104,750 |
| 20. Controller | \$70,000 | \$122,640 | \$107,500 |
| 21. Vice President, Marketing/Business Development | \$100,000 | \$130,000 | \$115,000 |
| 22. Vice President, Technology Strategy | \$75,000 | \$196,000 | \$148,000 |
| 23. Public Relations Director | \$85,000 | \$200,000 | \$155,000 |
| 24. Vice President of Finance | \$145,000 | \$200,000 | \$157,181 |
| 25. Marketing Director | \$164,500 | \$164,500 | \$164,500 |
| 26. Vice President of Human Resources | \$185,000 | \$192,000 | \$188,500 |
| Account Management/Client Services | Minimum | Maximum | Median |
| 27. Account Coordinator | \$28,000 | \$52,000 | \$37,000 |
| 28. Account Manager/Supervisor | \$40,000 | \$88,000 | \$60,000 |
| 29. Account Director | \$65,000 | \$120,000 | \$93,000 |
| 30. Group Account Director | \$80,000 | \$159,500 | \$127,750 |


| Account Management/Client Services (Cont'd) | Minimum | Maximum | Median |
| :--- | :---: | :---: | :---: |
| 31. Client Services Director/VP | $\$ 90,000$ | $\$ 222,000$ | $\$ 146,000$ |
| 32. Senior Vice President of Client Services | $\$ 100,000$ | $\$ 265,000$ | $\$ 180,000$ |
| Project Management | Minimum | Maximum | Median |
| 33. Project/Production Assistant | $\$ 37,000$ | $\$ 62,000$ | $\$ 45,125$ |
| 34. Project/Production Manager | $\$ 40,000$ | $\$ 110,000$ | $\$ 67,500$ |
| 35. Project/Production Director | $\$ 65,000$ | $\$ 200,000$ | $\$ 106,100$ |
| Strategy | Minimum | Maximum | Median |
| 36. Strategic Planner | $\$ 65,000$ | $\$ 85,000$ | $\$ 70,000$ |
| 37. Research/Insights Manager | $\$ 78,000$ | $\$ 107,500$ | $\$ 83,000$ |
| 38. Account Planner/Integrated Program | $\$ 42,000$ | $\$ 150,000$ | $\$ 95,000$ |
| Manager/Director |  |  |  |
| 39. Director of Strategy | $\$ 105,000$ | $\$ 145,000$ | $\$ 134,750$ |
| 40. Vice President of Strategy/Insight | $\$ 103,800$ | $\$ 270,000$ | $\$ 202,500$ |
| Media | $\$ 29,000$ | $\$ 45,500$ | $\$ 34,060$ |
| 41. Media Coordinator | $\$ 30,000$ | $\$ 50,000$ | $\$ 35,250$ |
| 42. Media/Broadcast Assistant | $\$ 35,000$ | $\$ 88,500$ | $\$ 50,000$ |
| 43. Digital/Media Strategist/Planner | $\$ 45,000$ | $\$ 95,000$ | $\$ 60,000$ |
| 44. Media Planning Supervisor/Manager | $\$ 60,000$ | $\$ 125,000$ | $\$ 94,250$ |
| 45. Media/Planning Buyer Director | $\$ 80,000$ | $\$ 230,000$ | $\$ 145,850$ |
| 46. Vice President of Media/Media Director | $\$ 51,100$ | $\$ 51,100$ | $\$ 51,100$ |
| Creative | $\$ 30,000$ | $\$ 94,000$ | $\$ 55,000$ |
| 47. Creative Producer | $\$ 30,000$ | $\$ 150,000$ | $\$ 64,250$ |
| 48. Designer | $\$ 43,100$ | $\$ 90,000$ | $\$ 70,000$ |
| 49. Copywriter | $\$ 95,000$ | $\$ 150,000$ | $\$ 81,250$ |
| 50. Web Producer | $\$ 240,000$ | $\$ 147,500$ |  |
| 51. Art Director | Maximum |  |  |
| 52. Creative Director/VP |  |  |  |

Some surveyed positions were omitted from this table due to a lack of data.
Following a review before the survey, some positions were merged where necessary. As a result, wide salary ranges may be shown in the table above. Please consider the median results.
Data was entered for missing values. For example, Company ABC left the minimum salary field blank and reported $\$ 50,000$ as the maximum salary for Position XYZ. The minimum salary field was then assigned a value of $\$ 50,000$.

## 2014 Derhak Ireland/Georgian College National Salary Survey

## Salary Table: Clients, Marketers \& Advertisers

Salary tables are organized by the six identified sectors. For each table, minimum, maximum and median salary information is displayed in columns and positions are displayed in rows. Positions are arranged by function and sub-functions, and sorted in ascending order by median salary.

| Corporate Management | Minimum | Maximum | Median |
| :---: | :---: | :---: | :---: |
| 1. Senior Vice President Sourcing and Supply Chain | \$99,000 | \$113,850 | \$106,425 |
| 2. CFO/Senior VP of Finance and Administration | \$125,000 | \$215,000 | \$137,500 |
| 3. Senior Vice President Sales and Marketing | \$145,000 | \$200,000 | \$162,500 |
| 4. COO | \$175,000 | \$500,000 | \$220,000 |
| 5. President/CEO | \$92,000 | \$500,000 | \$245,000 |
| 6. Partner/Managing Partner | \$275,000 | \$350,000 | \$312,500 |
| Corporate Functions | Minimum | Maximum | Median |
| 7. Customer Care Representative | \$30,000 | \$55,000 | \$32,500 |
| 8. Receptionist | \$23,500 | \$50,000 | \$35,000 |
| 9. Customer Care Administrator | \$30,000 | \$45,000 | \$37,500 |
| 10. Marketing Coordinator | \$34,000 | \$50,000 | \$39,500 |
| 11. Bilingual Customer Care Representative | \$36,000 | \$65,000 | \$43,000 |
| 12. Services \& Support Staff | \$34,000 | \$63,250 | \$43,000 |
| 13. Accounts Payable/Receivable Coordinator | \$35,000 | \$59,000 | \$45,000 |
| 14. Accountant | \$35,000 | \$80,000 | \$47,500 |
| 15. Systems Administrator | \$40,000 | \$65,000 | \$49,000 |
| 16. Research Analyst | \$40,000 | \$86,250 | \$55,000 |
| 17. Executive Assistant/Administrator | \$40,000 | \$75,000 | \$57,500 |
| 18. Services \& Support Manager | \$47,000 | \$65,000 | \$59,500 |
| 19. Assistant Brand/Product Manager | \$57,000 | \$65,550 | \$61,275 |
| 20. Human Resources Manager | \$61,000 | \$80,000 | \$63,000 |
| 21. Graphic Design/Creative Manager | \$46,000 | \$80,500 | \$63,250 |
| 22. PC Support Specialist | \$40,000 | \$77,250 | \$63,625 |
| 23. Brand/Product Manager | \$60,000 | \$69,000 | \$64,500 |
| 24. Office Manager | \$50,000 | \$130,000 | \$70,000 |
| 25. Web Master/SEO/On-Line Manager | \$40,000 | \$81,000 | \$70,500 |
| 26. Financial Manager/Officer | \$65,000 | \$87,000 | \$83,500 |
| 27. IT Manager | \$55,000 | \$105,000 | \$85,000 |
| 28. Human Resources Director | \$80,000 | \$150,000 | \$105,000 |
| 29. Director of Marketing/Advertising | \$120,000 | \$120,000 | \$120,000 |
| 30. Vice President of Marketing/Advertising | \$100,000 | \$165,000 | \$122,500 |
| 31. Public Relations/Communications Consultant | \$125,000 | \$125,000 | \$125,000 |


| Corporate Functions (Cont'd) | Minimum | Maximum | Median |
| :--- | :---: | :---: | :---: |
| 32. Controller | $\$ 100,000$ | $\$ 135,000$ | $\$ 125,000$ |
| 33. Consumer Insights/Research Director | $\$ 80,500$ | $\$ 195,000$ | $\$ 137,750$ |
| 34. Vice President, Technology Strategy | $\$ 125,000$ | $\$ 175,000$ | $\$ 142,500$ |
| Sales and Account Management | Minimum | Maximum | Median |
| 35. Sales Coordinator | $\$ 35,000$ | $\$ 75,000$ | $\$ 54,000$ |
| 36. Account/Territory Manager | $\$ 55,000$ | $\$ 125,000$ | $\$ 65,000$ |
| 37. National/Key Account Manager | $\$ 65,000$ | $\$ 250,000$ | $\$ 80,250$ |
| 38. National Sales Manager | $\$ 105,000$ | $\$ 220,000$ | $\$ 115,563$ |
| 39. Vice President of Sales | $\$ 103,000$ | $\$ 150,000$ | $\$ 135,000$ |
| 40. Regional Sales Manager | $\$ 115,000$ | $\$ 175,000$ | $\$ 145,000$ |
| 41. Regional Vice President of Sales | $\$ 175,000$ | $\$ 225,000$ | $\$ 200,000$ |

Some surveyed positions were omitted from this table due to a lack of data.
Following a review before the survey, some positions were merged where necessary. As a result, wide salary ranges may be shown in the table above. Please consider the median results.
Data was entered for missing values. For example, Company ABC left the minimum salary field blank and reported $\$ 50,000$ as the maximum salary for Position XYZ. The minimum salary field was then assigned a value of \$50,000.

## Salary Table: Digital Advertising \& Digital Marketing

Salary tables are organized by the six identified sectors. For each table, minimum, maximum and median salary information is displayed in columns and positions are displayed in rows. Positions are arranged by function and sub-functions, and sorted in ascending order by median salary.

| Corporate Management | Minimum | Maximum |
| :--- | :---: | :---: | Median


| Strategy (Cont'd) | Minimum | Maximum | Median |
| :---: | :---: | :---: | :---: |
| 27. Research/Insights Manager | \$95,000 | \$95,000 | \$95,000 |
| 28. Vice President of Strategy/Insights | \$120,000 | \$120,000 | \$120,000 |
| 29. Director of Strategy | \$250,000 | \$250,000 | \$250,000 |
| Media | Minimum | Maximum | Median |
| 30. Digital Media Specialist | \$32,000 | \$75,000 | \$54,000 |
| 31. Director, Digital Media | \$79,600 | \$115,000 | \$97,500 |
| Creative | Minimum | Maximum | Median |
| 32. Art Writer | \$40,000 | \$45,000 | \$42,500 |
| 33. Copywriter | \$35,000 | \$745,000 | \$45,760 |
| 34. Web Designer | \$50,000 | \$55,000 | \$50,000 |
| 35. Designer | \$33,000 | \$67,500 | \$53,750 |
| 36. UX Designer | \$50,000 | \$85,000 | \$72,000 |
| 37. Creative Director | \$86,000 | \$215,000 | \$150,000 |
| Ad Operations | Minimum | Maximum | Median |
| 38. Ad Operations Specialist | \$35,000 | \$35,000 | \$35,000 |
| 39. Ad Operations Manager/Director | \$45,000 | \$85,000 | \$65,000 |
| Development \& Technology | Minimum | Maximum | Median |
| 40. Quality Assurance Analyst | \$45,000 | \$57,000 | \$51,000 |
| 41. Web/Interface Developer | \$42,000 | \$75,000 | \$58,750 |
| 42. Flash Developer | \$65,500 | \$65,500 | \$65,500 |
| 43. Database Administrator | \$55,000 | \$87,000 | \$71,000 |
| 44. Systems Architect | \$57,000 | \$97,500 | \$80,500 |
| 45. Application Developer | \$80,000 | \$90,000 | \$85,000 |
| 46. Director of Technology | \$75,000 | \$132,500 | \$89,000 |
| Paid Search Marketing \& Search Engine Optimization | Minimum | Maximum | Median |
| 47. SEO/SEM Specialist | \$35,000 | \$66,000 | \$50,500 |
| 48. Campaign Manager | \$46,000 | \$65,000 | \$55,500 |
| 49. SEO/SEM Account Strategist | \$58,000 | \$58,000 | \$58,000 |
| 50. Director, Search | \$115,000 | \$115,000 | \$115,000 |
| 51. Vice President, Search | \$110,000 | \$165,000 | \$137,500 |
| Web Analytics | Minimum | Maximum | Median |
| 52. Manager/Director, Web Analytics | \$80,000 | \$80,000 | \$80,000 |
| Branded Content | Minimum | Maximum | Median |
| 53. Content Manager | \$60,000 | \$60,000 | \$60,000 |

Some surveyed positions were omitted from this table due to a lack of data.

Following a review before the survey, some positions were merged where necessary. As a result, wide salary ranges may be shown in the table above. Please consider the median results.
Data was entered for missing values. For example, Company ABC left the minimum salary field blank and reported $\$ 50,000$ as the maximum salary for Position $X Y Z$. The minimum salary field was then assigned a value of \$50,000.

## Salary Table: Marketing Research, Data \& Analytics

Salary tables are organized by the six identified sectors. For each table, minimum, maximum and median salary information is displayed in columns and positions are displayed in rows. Positions are arranged by function and sub-functions, and sorted in ascending order by median salary.

| Corporate Management | Minimum | Maximum |
| :--- | :---: | :---: | Median


| Account Management (Custom Research) (Cont'd) | Minimum | Maximum | Median |
| :--- | :--- | :--- | :--- |
| 29. Program/Project Manager | $\$ 41,000$ | $\$ 60,500$ | $\$ 50,750$ |
| 30. Client Services Manager | $\$ 45,000$ | $\$ 102,640$ | $\$ 58,550$ |
| 31. Senior Research Manager/Senior Consultant | $\$ 60,000$ | $\$ 108,560$ | $\$ 80,195$ |
| 32. Account Executive/Manager | $\$ 50,000$ | $\$ 154,670$ | $\$ 84,955$ |
| 33. Senior Research Director/Assistant Vice President | $\$ 68,000$ | $\$ 242,940$ | $\$ 107,811$ |
| 34. Vice President, Quantitative/Qualitative Research | $\$ 100,000$ | $\$ 270,000$ | $\$ 123,094$ |
| 35. Vice President, Analytics | $\$ 121,600$ | $\$ 175,000$ | $\$ 148,300$ |
| Project Management (Custom Research) | Minimum | Maximum | Median |
| 36. Research/Project Coordinator | $\$ 34,800$ | $\$ 50,100$ | $\$ 42,450$ |
| 37. Production Specialist | $\$ 40,000$ | $\$ 57,600$ | $\$ 48,800$ |
| Project Delivery/Execution | Minimum | Maximum | Median |
| 38. Field Coordinator | $\$ 28,000$ | $\$ 43,300$ | $\$ 35,650$ |
| 39. Logistics Coordinator/Specialist | $\$ 42,000$ | $\$ 47,000$ | $\$ 44,500$ |
| 40. Interviewer | $\$ 30,000$ | $\$ 51,800$ | $\$ 45,000$ |
| 41. Data Analyst | $\$ 40,000$ | $\$ 87,000$ | $\$ 51,300$ |
| 42. Programmer | $\$ 40,000$ | $\$ 72,000$ | $\$ 52,000$ |
| 43. Project Analyst | $\$ 42,000$ | $\$ 65,000$ | $\$ 53,500$ |
| 44. Team Lead | $\$ 56,000$ | $\$ 74,500$ | $\$ 65,250$ |
| 45. Coding Team Lead/Manager/Data Manager | $\$ 70,400$ | $\$ 101,400$ | $\$ 97,850$ |
| 46. Operations Director | $\$ 88,730$ | $\$ 127,760$ | $\$ 108,245$ |
| 47. Vice-President Operations | $\$ 164,800$ | $\$ 305,100$ | $\$ 188,340$ |

Some surveyed positions were omitted from this table due to a lack of data.
Following a review before the survey, some positions were merged where necessary. As a result, wide salary ranges may be shown in the table above. Please consider the median results.
Data was entered for missing values. For example, Company ABC left the minimum salary field blank and reported $\$ 50,000$ as the maximum salary for Position XYZ. The minimum salary field was then assigned a value of $\$ 50,000$.

## Salary Table: Public Affairs \& Public Relations

Salary tables are organized by the six identified sectors. For each table, minimum, maximum and median salary information is displayed in columns and positions are displayed in rows. Positions are arranged by function and sub-functions, and sorted in ascending order by median salary.

| Corporate Management | Minimum | Maximum | Median |
| :--- | :---: | :---: | :---: |
| 1. | CFO/Vice President of Finance | $\$ 107,000$ | $\$ 107,000$ |
| 2. | President/CEO | $\$ 160,000$ | $\$ 228,000$ |
| Corporate Functions | Minimum | Maximum | Median |
| 3. | Accounts Payable/Receivable Coordinator | $\$ 35,000$ | $\$ 45,000$ |
| 4. | Marketing Communications Manager | $\$ 40,000$ | $\$ 45,000$ |
| 5. | Receptionist/Office Manager | $\$ 35,000$ | $\$ 51,000$ |
| 6. | Executive Assistant/Administrative | $\$ 45,000$ | $\$ 60,000$ |
|  | Assistant/Marketing Coordinator |  | $\$ 45,500$ |
| 7. | IT/Technical Support Specialist | $\$ 50,000$ | $\$ 60,000$ |
| 8. | Financial Officer/Manager | $\$ 72,000$ | $\$ 90,000$ |
| Account Management | Minimum | Maximum | $\$ 500,000$ |
| 9. | Account Coordinator | $\$ 37,000$ | $\$ 40,000$ |
| 10. Associate Consultant | $\$ 45,000$ | $\$ 50,000$ | $\$ 38,500$ |
| 11. Public Affairs/Communications Director | $\$ 90,000$ | $\$ 110,000$ | $\$ 100,000$ |
| 12. Account Director | $\$ 78,000$ | $\$ 125,000$ | $\$ 101,500$ |
| 13. Vice President | $\$ 127,000$ | $\$ 177,000$ | $\$ 152,000$ |

Some surveyed positions were omitted from this table due to a lack of data.
Following a review before the survey, some positions were merged where necessary. As a result, wide salary ranges may be shown in the table above. Please consider the median results.
Data was entered for missing values. For example, Company ABC left the minimum salary field blank and reported $\$ 50,000$ as the maximum salary for Position $X Y Z$. The minimum salary field was then assigned a value of $\$ 50,000$.

## Salary Table: Publishers, Broadcasters \& Media Companies

Salary tables are organized by the six identified sectors. For each table, minimum, maximum and median salary information is displayed in columns and positions are displayed in rows. Positions are arranged by function and sub-functions, and sorted in ascending order by median salary.

| Corporate Management | Minimum | Maximum | Median |
| :---: | :---: | :---: | :---: |
| 1. President/Owner/CEO | \$48,000 | \$375,000 | \$59,400 |
| 2. Partner/Managing Partner | \$45,000 | \$185,000 | \$100,000 |
| 3. CFO/VP of Finance | \$60,000 | \$252,000 | \$218,000 |
| 4. Vice President/Senior VP | \$117,000 | \$585,000 | \$232,500 |
| Corporate Functions | Minimum | Maximum | Median |
| 5. Receptionist/Administrative Assistant | \$26,800 | \$66,000 | \$31,500 |
| 6. Marketing/Product Coordinator | \$35,000 | \$58,500 | \$38,705 |
| 7. Accounts Payable/Receivable Coordinator | \$30,000 | \$58,000 | \$41,000 |
| 8. Marketing/Product Manager | \$28,467 | \$159,824 | \$42,723 |
| 9. Accountant | \$20,338 | \$86,000 | \$44,000 |
| 10. PR/Communications Consultant/Supervisor/Manager | \$36,000 | \$60,020 | \$47,445 |
| 11. Director Public Relations/Communications | \$20,338 | \$80,000 | \$50,169 |
| 12. Office Manager | \$33,960 | \$68,500 | \$51,230 |
| 13. Executive Assistant/Administrator | \$51,520 | \$106,400 | \$68,100 |
| 14. Systems Administrator | \$64,235 | \$86,000 | \$70,476 |
| 15. Financial Manager/Officer | \$30,000 | \$151,200 | \$72,443 |
| 16. Controller | \$78,000 | \$78,000 | \$78,000 |
| 17. Marketing/Product Director | \$147,864 | \$251,320 | \$199,592 |
| Human Resources | Minimum | Maximum | Median |
| 18. Human Resources Director | \$67,500 | \$231,800 | \$121,000 |
| 19. Benefits/HR Manager | \$95,200 | \$162,400 | \$128,800 |
| 20. Vice President of Human Resources | \$185,000 | \$185,000 | \$185,000 |
| Creative, Editorial \& Content | Minimum | Maximum | Median |
| 21. Graphics Designer | \$35,400 | \$71,393 | \$37,232 |
| 22. Copy Writer | \$40,000 | \$40,000 | \$40,000 |
| 23. Editor-in-Chief | \$33,212 | \$57,500 | \$46,000 |
| 24. Art Director | \$33,212 | \$89,502 | \$50,723 |
| 25. Web Producer | \$38,720 | \$65,457 | \$52,089 |
| 26. Online Editor | \$47,000 | \$93,026 | \$70,013 |
| 27. Online Reporter/Writer | \$66,880 | \$74,392 | \$70,636 |


| Sales | Minimum | Maximum | Median |
| :--- | :---: | :---: | :---: |
| 28. Customer Service Rep | $\$ 26,977$ | $\$ 61,900$ | $\$ 31,750$ |
| 29. Account Manager/Sales Executive | $\$ 34,000$ | $\$ 195,966$ | $\$ 44,624$ |
| 30. Senior Account Manager | $\$ 45,000$ | $\$ 201,401$ | $\$ 55,000$ |
| 31. Director, Client Services | $\$ 145,000$ | $\$ 258,640$ | $\$ 161,255$ |
| Marketing | Minimum | Maximum | Median |
| 32. Vice President of Marketing | $\$ 43,000$ | $\$ 52,800$ | $\$ 47,900$ |
| 33. Product/Marketing/Brand Manager | $\$ 83,104$ | $\$ 138,432$ | $\$ 110,768$ |
| 34. Marketing/Brand Director | $\$ 147,864$ | $\$ 232,532$ | $\$ 190,198$ |
| Development \& Technology | Minimum | Maximum | Median |
| 35. Database Manager | $\$ 32,000$ | $\$ 33,000$ | $\$ 32,500$ |
| 36. Web Designer | $\$ 62,170$ | $\$ 69,000$ | $\$ 65,585$ |
| 37. Project Manager | $\$ 50,000$ | $\$ 87,000$ | $\$ 65,920$ |
| 38. Application Developer | $\$ 52,500$ | $\$ 84,000$ | $\$ 68,250$ |
| 39. Web Developer | $\$ 45,000$ | $\$ 79,000$ | $\$ 72,725$ |
| 40. Interface Developer | $\$ 68,000$ | $\$ 100,000$ | $\$ 84,000$ |
| 41. Director, Technology | $\$ 150,000$ | $\$ 213,622$ | $\$ 167,537$ |
| Paid Search Marketing \& Search Engine Optimization | Minimum | Maximum | Median |
| 42. SEO/SEM Strategist | $\$ 51,000$ | $\$ 85,000$ | $\$ 68,000$ |

Some surveyed positions were omitted from this table due to a lack of data.
Following a review before the survey, some positions were merged where necessary. As a result, wide salary ranges may be shown in the table above. Please consider the median results.
Data was entered for missing values. For example, Company ABC left the minimum salary field blank and reported $\$ 50,000$ as the maximum salary for Position XYZ. The minimum salary field was then assigned a value of $\$ 50,000$.

## SURVEY FINDINGS (PART B): EMPLOYEE BENEFITS

The last section of the National Salary Survey was designed to determine employee benefits for roles in the six identified industry sectors. Participants were asked the following four questions:

1. Which of the following pension plans does your company offer?
2. Which of the following types of car allowance does your company offer?
3. Which of the following types of education benefits does your company offer?
4. Which of the following types of extended health benefits does your company offer?

Survey findings have been summarized to present an overview of the Canadian marketing industry.

## Pension Plans (Summarized Findings)

Almost half (52.73\%) of the participating companies indicated that they do not offer any pension plans to their employees. The three most popular pension plans (not including the "other (please specify)" category) are Group Registered Retirement Savings Plan (20.00\%), Employee Share Purchase Plan (10.91\%) and Deferred Profit Sharing Plan/Defined Benefit Pension Plan (both 7.27\%). These statistics suggest that companies in the Canadian marketing industry do not generally use pension plans as an incentive to retain employees.


[^1]
## Car Allowance (Summarized Findings)

More than half ( $54.55 \%$ ) of the participating companies indicated that they offer car allowance in the form of gas/mileage reimbursements. $29.09 \%$ of companies offer a monthly car allowance; likewise for companies that do not offer any car allowance.


* Other (please specify) category - responses included "mileage", "parking fees", "taxi reimbursement" and "we only offer car allowance to certain top executives".


## Education Benefits (Summarized Findings)

Participating companies showed a willingness to support employee development by providing education benefits. Tuition support (full or partial coverage) (49.09\%) and study days off for position-related exam (29.09\%) were two of the three most common responses among participating companies. On the other hand, $38.18 \%$ of participants do not provide any education benefits.


[^2]
## Extended Health Benefits (Summarized Findings)

Extended health benefits are by far the most popular employee benefits provided by companies in the marketing industry. More than $80 \%$ of participants provide extended health benefits in the form of drug and dental care coverage. Data collected shows that massage ( $76.36 \%$ ), vision ( $72.73 \%$ ) and wellness benefits $(49.09 \%)$ are also quite popular. It can be concluded that companies in the Canadian marketing industry have comprehensive extended health benefits plans.


* Other (please specify) category - responses included "chiropractic, naturopath, homeopath", "discounted gym membership", "gym membership", "Healthcare Spending Account, Life Ins, AD\&D, Disability, EAP" and "paramedical".


## INDUSTRY SECTOR DEFINITIONS

|  <br> Advertisers | This sector pertains to any company that uses agencies to advertise or <br> market their products. This includes: CPG, Banking/Financial, Retail, <br> Telco, Automotive and Pharma. |
| :--- | :--- |
| AGENCIES | Advertising \& Promotion <br> Agencies |
| This sector refers to agencies that provide advertising services on <br> behalf of a client organization. This also includes: media-buying, ad, <br> promotional and event agencies. |  |
| Marketing | Also called online advertising, refers to agencies that strictly provide <br> online advertising services on behalf of a client organization. Typically <br> includes digital media-buying departments. |
|  <br> Analytics | Refers to agencies that provide market research services to a client <br> organization. This also includes data collection and data analysis <br> agencies. |
| Public Affairs \& Public <br> Relations | Refers to agencies that provide public communications and affairs <br> services. This includes government relations and communications <br> agencies. |
|  <br> Media Companies | Refers to media companies such as publishers and broadcasting <br> companies. |

## DEFINITION OF TERMS

| Salary | In this survey, this refers to the total compensation salary for the <br> position. It includes base pay, bonus/commission and cash component <br> of profit sharing plan. |
| :--- | :--- |
| Defined Benefit Pension Plan |  |
| (DBPP) | Refers to a pension plan in which the employer provides retirement <br> income based on a pre-determined formula that involves the years of <br> service and earnings of the employee. This is often placed in an <br> investment fund on behalf of the employee (Long, 2010). |
| Defined Contribution Plan | Refers to a "pension plan that provides retirement income based on the <br> accrued value of employer and employee contributions to the plan" <br> (Long, 2010). Employer contributions are not pre-determined amounts <br> and income is often placed in an investment fund on behalf of the <br> employee. |
| Employee Savings Plan | Refers to a pension plan in which the employee is allowed to contribute <br> a portion of their wages to a savings account, often for retirement. <br> Usually, the employer also makes contributions that match those of the <br> employee to a certain degree (Long, 2010). |
| Group Registered Retirement  <br> Savings Plan (RRSP) Refers to a retirement savings plan sponsored by the employer and <br> administered on a group basis. The employer often matches employee <br> contributions to a certain degree (Long, 2010). <br> Deferred Profit Sharing Plan DPSP is a plan in which profit-sharing bonuses allocated to an employee <br> is placed in a trust fund to be distributed at a later date, usually on <br> (termination or retirement (Long, 2010).  |  |
| Car Allowance | It is a plan through which employees may purchase shares in their |
| employer firm, often at a discounted market price for the shares (Long, |  |
| 2010). |  |

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[^0]:    www.Derhak.com
    416-675-7600

[^1]:    * Other (please specify) category - responses included " $2 \%$ annual RRSP contribution (not a group plan though)", "a small portion of our employees have RRSP" and "group RRSP after 2 years of service".

[^2]:    * Other (please specify) category - responses included "association / industry courses paid for in full + paid leave of absence", "dollars provided for professional development", "for courses related to position course fees may be covered", "paid training for relevant publicly offered courses", "professional membership reimbursements", "varies as required" and "whatever training they ask for".

