

Sights & Salaries of

Paylandia

2013



Paylandia

2013 Salary Guide

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Welcome to Paylandia

YOUR DESTINATION FOR SALARIES IN THE CREATIVE FIELD

The *2013 Salary Guide* marks the 13th year The Creative Group (TCG) has published data on average starting compensation in the creative and marketing fields. In that time, we've become the leading expert on the subject.

Let us be your guide on your journey toward building a world-class creative team. This year's *Salary Guide* takes a trip to **Paylandia**, a whimsical place where you can find answers to your most pressing compensation concerns and learn about trends likely to impact your business and career.

We've researched and compiled the latest salary data and hiring trend information to help you make the most informed staffing choices for your business.

You'll also discover tips for positioning your organization as an employer of choice so you can attract the best creative talent in the market.



Visit creativegroup.com/salarycenter to learn more about Paylandia and access our Salary Calculator. Go to creativegroup.com/mobileapp to download our mobile app, available for iPhone and Android devices.

Your Adventure Starts Here

ABOUT THE GUIDE

The *2013 Salary Guide* points you to the latest salary data and hiring trends obtained from the people who know creative and marketing staffing best.

OUR INFORMATION SOURCES INCLUDE:

- Market expertise of TCG staffing and recruiting professionals who make thousands of freelance and full-time placements each year
- TCG's comprehensive analysis of current and future hiring trends
- Exclusive workplace research we conduct among advertising and marketing executives and employees at firms throughout the United States and Canada

Our annual *Salary Guide* includes starting salary ranges for more than 125 interactive, design, marketing, advertising and public relations positions.

The figures in the guide are national averages and can be adjusted for more than 135 U.S. markets using the local variance information found on Pages 26-29.

The salary ranges represent starting compensation only because factors such as seniority

and work ethic make ongoing pay difficult to measure. Bonuses, incentives and other highly variable forms of compensation, such as benefits and retirement packages, are not taken into account.

We publish a new guide every year to ensure our data reflect the most recent employment trends. Information from the *Salary Guide* is so well-regarded that the U.S. Department of Labor's Bureau of Labor Statistics has used it when compiling its *Occupational Outlook Handbook*.

THE BRAND BUILDING

Situated south of Like It Lake, this building boasts a unique value proposition and displays an impressive array of logos carved into the facade. Originally known as Product Hall, it was the tallest building in Paylandia until Hashtag High-Rise was erected in 2006. Many of Paylandia's top creative agencies are headquartered in the Brand Building. Tenants are required to have authentic voices and deliver measurable ROI.

COPY EDITING COVE

A shallow inlet of the Preconceived Ocean, Copy Editing Cove is a frequent destination for writers who work in the Brand Building. With its serene views, it's an ideal spot for simplifying text and catching comma splices. Creative teams frequent the cove when they need to unwind after arduous technical editing sessions.



Planning Tips

TRENDS IMPACTING HIRING

Employers who map out the exact skills they need before they start recruiting can reduce the risk of making poor hiring decisions.



The following pages highlight some key trends that could impact your hiring plans.

It's digital this, digital that • The growth of online, mobile and social media content has created strong demand for professionals with a range of interactive skills, including user experience designers, mobile developers and online community managers. Companies of all sizes in every industry are creating new interactive positions and can't seem to fill them fast enough given the shortage of available skilled talent.

ROI is needed • Even the most thoughtfully developed and executed campaigns won't help a company achieve its goals if they miss their mark. Employers need people skilled in measuring the success of these efforts. Marketing professionals with experience using social media measurement and client relationship management tools, for example, are highly sought.

The eternal quest for content • Consumers' appetite for targeted, up-to-date and easy-to-digest news, information and entertainment seems to grow every day. Organizations need professionals who can create, curate, manage, distribute and optimize content using a variety of channels, including social media. Demand is high for copywriters, proofreaders and content managers with web expertise.

Agencies are hot job spots • Agencies are receiving more work, and they require extra hands to help manage new and existing clients. Many shops that are operating with skeleton crews due to past cutbacks are filling old roles and creating new ones to keep pace with heavier workloads.

PAYLANDIA TRAVEL TIP

Advertising and marketing executives were asked, "What do you consider the greatest benefit of using freelance professionals?" Top responses included (as a percentage):

Opportunity to evaluate their abilities before hiring as full-time employees



Minimizes costs of hiring full-time employees



Extra support during peak work periods



Access to specialized skills and knowledge



Source: TCG survey of 500 advertising and marketing executives in the United States

Remote work arrangements are closer than you think • Eighty-four percent of advertising professionals surveyed for our Creative Team of the Future project (creativegroup.com/ctf) said they expect the number of creative team members who work remotely to increase in the next few years. With interactive talent hard to find, more employers are sweetening the benefits mix by allowing staff to telecommute, as long as they have the tools and resources to get the job done.

Job seekers (with the right skills) can write their own ticket • A growing number of individuals with in-demand skills, including those just starting their careers, are receiving multiple employment offers. In addition to offering competitive salaries and perks such as flexible hours, managers need to move the hiring process along more quickly to secure and retain these professionals. "Hybrid" candidates – those with creative and technical skills – continue to be among the most desirable to employers.

The passage from freelance to full time • More companies are bringing in freelancers to access specialized skills and offer relief to core staff during peak work periods. They're finding it's also an effective way to determine whether a candidate is a good fit for a full-time role.

WHITE SPACE MOUNTAIN (PICTURED AT LEFT)

Standing more than 12 million pixels high, White Space Mountain is a vast expanse where visitors can see for miles without distractions. It is a popular hiking and recreation area for those seeking an escape from excess copy.

SPARK OBSERVATORY (PICTURED AT LEFT)

Located on the eastern front of White Space Mountain, the observatory is home to several telescopes that are used regularly for a variety of creative programs conducted by the School of Thought. Scientists employ Spark Observatory's delicate instruments to scan the galaxy for signs of the Big Idea.

The Main Attraction

CREATIVE WONDERS OF THE BUSINESS WORLD

Even in Paylandia, great employees are hard to find, and we want to make the job easier for you. The following pages contain brief job descriptions and key skills for in-demand creative and marketing positions.



DESIGN & PRODUCTION

Creative Director • Leads and directs creative staff in the production of all advertising and marketing collateral; ensures visual communication standards are met across various media; and meets with clients or upper management to explain campaign strategies and solutions. A strong design or copywriting background is preferred. May require five to eight years of experience, as well as advanced leadership, communication, project management and problem-solving skills.

Graphic Designer • Develops or acquires images used in a variety of creative projects (advertisements, brochures, corporate identity, packaging, presentations, websites, signage, etc.) and oversees the design, layout and formatting of these materials. Must have a strong sense of concept development, in addition to communication, research, problem-solving and presentation skills. Proficiency in design software is required.

Illustrator • Conceptualizes, paints and draws images used in a variety of materials and publications. Must be able to convert complex and abstract ideas into compelling visuals and may specialize in areas such as technical, medical, architectural, scientific or cartoon illustrations. In addition to artistic skills, may require knowledge of design software.

Production Manager • Oversees completion of a wide variety of projects. Typical duties include project planning, workflow management, vendor negotiation, print buying, cost and quality control, logistical coordination, and press checks. Requires project management skills and knowledge of design software.

INTERACTIVE

Front-End Web Developer • Builds web-based applications and collaborates with designers to turn static art into browser-based web pages. Other duties include writing web pages in a combination of languages and working with back-end developers to test technical solutions. Must be proficient in web technologies and user interface (UI) design.

Information Architect • Works with clients to help define content strategy and design features for their websites. Typical duties include creating wireframes, site maps, schematics, feature lists, mockups, visual specifications, working prototypes and other tools to describe the intended user experience. Thorough knowledge of site design, UI design processes and methodology, and information architecture-related software are required. An advanced degree in human-computer interaction, user experience or a related field is often required.

User Experience (UX) Designer • Responsible for designing satisfying or compelling experiences for users of a product, often drawing on results from user research and workflow analysis. May be responsible for producing personas, usage scenarios, site maps, taxonomies and wireframes, and conducting usability testing on prototypes or finished products to assess the quality of a user experience. Must have expert understanding of graphic design and web technologies.

Web Designer • Creates concepts, artwork and layouts for Internet and intranet sites and other online projects based on creative briefs and client meetings. Must be familiar with web protocols and markup languages and have a strong understanding of web design issues, including browser usability and cross-platform compatibility. Requires design and troubleshooting skills, as well as an eye for detail.

CONTENT DEVELOPMENT & MANAGEMENT

Copy Editor • Edits copy to correct errors in spelling, punctuation, grammar and syntax, and rewrites copy to clarify meaning or conform to style guidelines and editorial policies. Requires an eye for detail and expert knowledge of grammar and style, as well as proficiency with traditional proofreaders' marks and editing and reviewing functions of PDF and word processing software.

Copywriter • Develops concepts and writes copy for a variety of advertising and marketing campaigns and other promotional materials, including web copy, annual reports, executive bylines and speeches, direct mailers, and catalogs. Requires strong writing skills, creativity, attention to detail, marketing knowledge and the ability to write for various formats.

Web Content Writer • Writes clear and compelling online content that is optimized for the Web, including articles, product descriptions, promotional copy, e-newsletters and blogs. Edits and repurposes existing print copy for the Web, and plans and crafts email marketing campaigns. Requires strong writing and editing skills, as well as experience with markup languages and search engine optimization.

WHAT TO PACK

Which skills will you need to accomplish your next creative endeavor? Experienced trailblazers across Paylandia seek individuals who possess knowledge of the following:

• Adobe Creative Suite	• Google Analytics	• Omniture
• Axure RP	• HTML	• PHP
• CSS	• JavaScript	• PowerPoint
• Drupal	• Joomla	• WordPress
• Final Cut Pro	• jQuery	• XHTML
• Flash	• Keynote	

ADVERTISING & MARKETING

Account Executive • Helps existing clients develop marketing and communications strategies. Also responsible for business development, as well as the successful and timely completion of projects ranging from new product launches to print, web, mobile, TV and radio advertisements. Excellent interpersonal, customer service and organizational skills are required.

Brand/Product Manager • Plans, develops and implements brand strategies and marketing programs for a particular business or product. Typical duties include providing branding direction, developing and executing brand marketing programs, reviewing market research to anticipate industry trends, and translating consumer attitudes into new branding directions. Requires communication, leadership, team-building and analytical skills.

Interactive Marketing Manager • Manages the day-to-day operation of a company's website and provides analytics review. Additional responsibilities may include identifying and ensuring the successful implementation of new marketing initiatives, managing an organization's email marketing program, and collaborating with senior management to oversee multi-channel marketing assets associated with product launches. Requires excellent analytical and communication skills.

SEO/SEM Specialist • Responsible for formalizing search engine optimization (SEO) and search engine marketing (SEM) strategies and tactics. Typical duties include analyzing website traffic and providing strategies for improvement; developing SEO website assessments and recommendations and translating them into technical requirements; and providing SEO guidance in technical areas such as server infrastructure, website structure and page construction. In-depth knowledge of SEO and online media is required.

Social Media Specialist • Responsible for defining and executing a specific social media strategy, as well as cultivating and managing branded online communities on the company's behalf. Excellent writing and editing skills for multiple media channels are required, as is a strong customer service mindset.

PUBLIC RELATIONS

Account Manager • Manages client relationships within an agency and helps develop public relations (PR) strategies. May supervise multiple teams of account executives and coordinators. Requires excellent communication, project management, customer service, organizational and leadership skills.

Public Relations Manager • Implements and oversees strategies to enhance an organization's public image. Typical duties include establishing relationships with the media and generating positive publicity by pitching stories to reporters and bloggers, managing social media efforts, and overseeing the production of internal and external materials (press releases, brochures, newsletters, etc.). Requires excellent communication skills and the ability to work well under pressure and on tight deadlines. A journalism or agency background may be preferred.

Vice President of Public Relations • Supervises all PR and corporate communications activities within an organization. Works with company executives to create an overall PR strategy, establishes and monitors the PR budget, and supervises PR staff to ensure implementation of initiatives. Requires 10 or more years of PR experience, as well as exceptional leadership, managerial and communication skills.

For additional information and job descriptions,
please visit creativegroup.com/salarycenter.

Mapping Out Average U.S. Starting Salaries

DESIGN & PRODUCTION

POSITION	LOW	HIGH
Creative Director (8+ years*)	\$ 97,250	\$ 169,500
Creative Director (5 to 8 years)	\$ 89,500	\$ 124,500
Creative Services Manager	\$ 72,000	\$ 107,500
Art Director (5+ years)	\$ 68,750	\$ 97,500
Art Director (3 to 5 years)	\$ 59,750	\$ 74,000
Production Director (8+ years)	\$ 76,750	\$ 100,750
Production Manager	\$ 56,500	\$ 78,000
Production Coordinator	\$ 38,500	\$ 52,000
Project Manager	\$ 52,000	\$ 76,000
Studio Manager (5+ years)	\$ 69,500	\$ 96,500
Studio Manager (1 to 5 years)	\$ 57,500	\$ 77,750

*Years of experience. For job descriptions, please visit creativigroup.com/salarycenter.



DESIGN & PRODUCTION (CONTINUED)

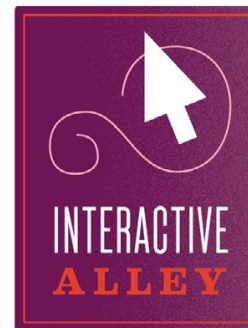
POSITION	LOW	HIGH
Traffic Manager	\$ 48,000	\$ 70,500
Traffic Coordinator	\$ 37,500	\$ 53,250
Technical Illustrator	\$ 65,500	\$ 89,750
Medical Illustrator	\$ 62,500	\$ 82,250
Illustrator (3+ years)	\$ 52,250	\$ 74,250
Illustrator (1 to 3 years)	\$ 39,000	\$ 52,500
Graphic Designer (5+ years)	\$ 61,000	\$ 83,250
Graphic Designer (3 to 5 years)	\$ 48,750	\$ 68,000
Graphic Designer (1 to 3 years)	\$ 37,250	\$ 53,000
Package Designer	\$ 56,000	\$ 84,250
Package Production Artist	\$ 45,750	\$ 60,750
Layout Designer	\$ 44,750	\$ 61,250
Litigation Graphics Specialist	\$ 56,000	\$ 80,000
Infographics Designer	\$ 52,500	\$ 70,250
3D Animator	\$ 59,000	\$ 84,250
3D Modeler	\$ 57,250	\$ 80,500
Studio Artist (3+ years)	\$ 51,500	\$ 68,500
Studio Artist (1 to 3 years)	\$ 40,250	\$ 53,750
Multimedia Designer	\$ 55,250	\$ 79,250
Presentation Specialist (3+ years)	\$ 53,000	\$ 75,000
Presentation Specialist (1 to 3 years)	\$ 42,000	\$ 54,500
Production Artist (3+ years)	\$ 46,000	\$ 63,000
Production Artist (1 to 3 years)	\$ 35,000	\$ 49,000

INTERACTIVE

POSITION	LOW	HIGH
Interactive Creative Director	\$ 95,500	\$ 160,000
Interactive Art Director	\$ 80,750	\$ 112,500
Interaction Designer (5+ years)	\$ 75,500	\$ 108,500
Interaction Designer (1 to 5 years)	\$ 52,250	\$ 77,500
Information Architect	\$ 80,500	\$ 120,750
User Experience (UX) Designer	\$ 73,750	\$ 110,500
User Experience (UX) Specialist	\$ 76,000	\$ 110,000
User Interface (UI) Developer	\$ 77,250	\$ 115,000
Web Designer (5+ years)	\$ 74,750	\$ 103,750
Web Designer (1 to 5 years)	\$ 52,000	\$ 76,500
Email Designer	\$ 49,750	\$ 70,250
Flash Designer/Developer	\$ 59,500	\$ 86,750
HTML Developer	\$ 56,000	\$ 79,250
Front-End Web Developer (3+ years)	\$ 61,000	\$ 87,000
Front-End Web Developer (1 to 3 years)	\$ 46,000	\$ 65,000
Interactive Producer	\$ 68,750	\$ 95,000
Web Production Artist	\$ 47,000	\$ 64,750
Blogger	\$ 41,000	\$ 61,750
Motion Designer	\$ 63,000	\$ 92,500
Video Producer	\$ 58,750	\$ 83,250
Video Editor	\$ 52,500	\$ 76,250
Mobile Designer	\$ 63,000	\$ 96,000
Mobile Developer	\$ 80,250	\$ 113,250
Game Designer	\$ 59,500	\$ 93,500

CONTENT DEVELOPMENT & MANAGEMENT

POSITION	LOW	HIGH
Copywriter (5+ years)	\$ 72,750	\$ 102,750
Copywriter (3 to 5 years)	\$ 56,500	\$ 73,250
Copywriter (1 to 3 years)	\$ 40,000	\$ 55,000
Medical Writer (5+ years)	\$ 81,000	\$ 110,750
Medical Writer (3 to 5 years)	\$ 64,250	\$ 88,000
Curriculum Developer/Writer	\$ 67,000	\$ 92,000
Instructional Systems Designer	\$ 68,500	\$ 104,500
Proposal Writer	\$ 60,000	\$ 82,500
Web Content Writer (5+ years)	\$ 60,500	\$ 90,750
Web Content Writer (1 to 5 years)	\$ 45,250	\$ 66,250
Copy Editor (3+ years)	\$ 51,000	\$ 70,500
Copy Editor (1 to 3 years)	\$ 37,500	\$ 51,500
Proofreader	\$ 36,000	\$ 52,500
Content Manager	\$ 60,500	\$ 80,000



LOREM IPSUM PARK

This public park is situated along Cascading Style Sheets Canal. Although marking flags have been set in areas for renovation, they are simply place-holders until final funding is approved. However, visitors will always be able to enjoy ancient architectural elements inspired by famous Greek ruins.

THE GREAT SALARY TREE

This fruitful tree grows at a typical rate of 3 to 5 percent per year. It sprouts bell-shaped blooms, composed of various denominations of bills. Although visitors may be tempted to pluck these clusters from the tree’s branches, the blossoms have been linked to certain side effects, including reckless spending and Hole-in-Pocket syndrome.



PAYLANDIA LONGBILL

This showy bird, native to Paylandia, can easily be spotted thanks to its colorful plumage. The state bird is known for its adaptability and resourcefulness. Research has shown that Paylandia longbills are extremely intelligent and capable of solving complex problems.



ADVERTISING & MARKETING

POSITION	LOW	HIGH
Agency		
President	\$ 129,500	\$ 195,500
Vice President	\$ 117,000	\$ 176,000
Business Development Director	\$ 89,500	\$ 147,500
Creative Director	\$ 100,000	\$ 156,000
Account Director	\$ 88,000	\$ 118,000
Account Supervisor	\$ 72,250	\$ 95,500
Account Manager (5+ years)	\$ 61,500	\$ 84,750
Account Executive (3+ years)	\$ 49,500	\$ 68,250
Account Coordinator (1 to 3 years)	\$ 36,250	\$ 50,000
Account Planner/Strategist	\$ 41,000	\$ 62,000
Social Media Account Manager	\$ 51,250	\$ 70,750
Corporate		
Chief Marketing Officer	\$ 131,000	\$ 202,000
Vice President of Marketing	\$ 112,000	\$ 200,000
Marketing Director	\$ 86,500	\$ 135,000
Marketing/Communications Manager	\$ 64,000	\$ 94,500
Marketing/Communications Specialist (5+ years)	\$ 62,000	\$ 85,250
Marketing/Communications Specialist (1 to 5 years)	\$ 44,750	\$ 63,250
Agency or Corporate		
Media Director (5+ years)	\$ 80,500	\$ 112,250
Media Planner	\$ 56,000	\$ 79,000
Media Buyer (3+ years)	\$ 53,000	\$ 76,250
Media Buyer (1 to 3 years)	\$ 41,250	\$ 55,750

ADVERTISING & MARKETING (CONTINUED)

POSITION	LOW	HIGH
Agency or Corporate (Continued)		
Market Researcher (3+ years)	\$ 61,750	\$ 80,500
Market Researcher (1 to 3 years)	\$ 43,000	\$ 58,250
Brand/Product Manager (5+ years)	\$ 78,000	\$ 105,000
Brand/Product Manager (1 to 5 years)	\$ 60,750	\$ 83,000
MarCom Manager (5+ years)	\$ 69,750	\$ 97,500
MarCom Manager (3 to 5 years)	\$ 57,000	\$ 77,500
MarCom Coordinator (1 to 3 years)	\$ 39,000	\$ 56,750
User Experience (UX) Analyst	\$ 70,750	\$ 93,000
Event/Trade Show Manager	\$ 52,000	\$ 76,500
Event/Trade Show Coordinator	\$ 40,000	\$ 54,000
Digital Marketing Strategist	\$ 84,000	\$ 123,000
Interactive Marketing Manager	\$ 80,000	\$ 118,500
E-Commerce Marketing Manager	\$ 78,500	\$ 108,250
Email Marketing Manager	\$ 64,500	\$ 86,000
Web Analytics Specialist (3+ years)	\$ 75,750	\$ 97,500
Web Analytics Specialist (1 to 3 years)	\$ 72,000	\$ 95,000
SEO/SEM Specialist (3+ years)	\$ 67,750	\$ 91,000
SEO/SEM Specialist (1 to 3 years)	\$ 48,250	\$ 64,000
Digital Project Manager	\$ 70,000	\$ 104,500
Digital Traffic Manager	\$ 54,500	\$ 76,500
Digital Community Manager	\$ 58,000	\$ 67,500
Social Media Manager	\$ 62,250	\$ 88,250
Social Media Marketer	\$ 57,500	\$ 77,750
Social Media Specialist	\$ 51,250	\$ 70,500

PUBLIC RELATIONS

POSITION	LOW	HIGH
Agency		
Vice President/Group Director	\$ 114,000	\$ 194,500
Account Manager/Supervisor	\$ 75,000	\$ 109,500
Senior Account Executive (5+ years)	\$ 67,500	\$ 96,000
Account Executive (3 to 5 years)	\$ 51,500	\$ 70,500
Account Coordinator (1 to 3 years)	\$ 36,750	\$ 53,750
Corporate		
Vice President of Public Relations	\$ 115,750	\$ 190,500
Public Relations Director	\$ 90,750	\$ 125,500
Public Relations Manager	\$ 72,500	\$ 94,000
Public Relations Specialist (5+ years)	\$ 61,250	\$ 85,500
Public Relations/Communications Specialist (1 to 5 years)	\$ 40,750	\$ 62,000



Exchange Rates

CONVERTING SALARIES FOR U.S. CITIES

National starting salaries can be localized for your market using the variance index numbers on Pages 27-29. The average salary index for all U.S. cities is 100.

An example is provided below to help you calculate the estimated salary range for a position in your area. The index figures are intended to serve as a guide for determining average starting

salaries in select U.S. cities. A number of factors, such as company size, employee benefits, the candidate's skills and current market conditions, can affect actual starting salaries.

CALCULATING THE LOCAL SALARY RANGE

Example: Content Manager in Austin

1. Locate the position "content manager" on the chart on Page 21.
2. Locate the city's index number on Page 29. (The index number for Austin is 103.5.)
3. Move the decimal point two places to the left (1.035).
4. Multiply the low end of the national starting salary range (\$60,500) by the figure in step 3 (1.035) to get \$62,618.
5. Repeat step 4 using the high end of the salary range (\$80,000) to get \$82,800.
6. The approximate starting salary range for a content manager in Austin is \$62,618 to \$82,800.

Visit **The Creative Group Salary Center** to access our Salary Calculator and compute average starting salaries in hundreds of local markets at creativegroup.com/salarycenter.

LOCAL VARIANCES

Alabama

Birmingham	95.0
Huntsville	93.0
Mobile	86.0

Arizona

Phoenix	108.0
Tucson	100.0

Arkansas

Fayetteville	95.0
Little Rock	95.0

California

Fresno	90.0
Irvine	124.5
Los Angeles	125.0
Oakland	125.0
Ontario	111.0
Sacramento	101.5
San Diego	118.5
San Francisco	135.5
San Jose	133.0
Santa Barbara	121.0
Santa Rosa	98.0
Stockton	85.0

Colorado

Boulder	113.3
Colorado Springs	90.5
Denver	102.8
Fort Collins	92.8
Greeley	83.8
Loveland	90.5
Pueblo	76.0

Connecticut

Hartford	116.5
New Haven	112.0
Stamford	131.0

Delaware

Wilmington	102.0
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District of Columbia

Washington	130.0
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Florida

Fort Myers	87.5
Jacksonville	93.0
Melbourne	89.5
Miami/Fort Lauderdale	106.7
Orlando	98.5
St. Petersburg	94.0
Tampa	96.5
West Palm Beach	99.5

Georgia

Atlanta	105.0
Macon	82.5
Savannah	82.5

Hawaii

Honolulu	92.0
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Idaho

Boise	86.1
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Illinois

Chicago	123.0
Naperville	112.0
Rockford	80.0
Springfield	91.0

Indiana

Fort Wayne	81.0
Indianapolis	94.0

Iowa

Cedar Rapids	89.0
Davenport	89.0
Des Moines	97.0
Sioux City	78.1
Waterloo/Cedar Falls	80.7

LOCAL VARIANCES

Kansas	
Kansas City	97.0
Kentucky	
Lexington	87.5
Louisville	90.5
Louisiana	
Baton Rouge	99.0
New Orleans	99.0
Maine	
Portland	95.0
Maryland	
Baltimore	103.0
Massachusetts	
Boston	133.0
Springfield	104.0
Michigan	
Ann Arbor	100.5
Detroit	100.0
Grand Rapids	85.0
Lansing	84.0
Minnesota	
Bloomington	105.5
Duluth	79.6
Minneapolis	105.5
Rochester	100.5
St. Cloud	80.0
St. Paul	102.0
Missouri	
Kansas City	97.2
St. Joseph	91.0
St. Louis	100.3
Nebraska	
Lincoln	78.2
Omaha	94.0
Nevada	
Las Vegas	94.0
Reno	94.0
New Hampshire	
Manchester/Nashua	112.0
New Jersey	
Mount Laurel	115.0
Paramus	130.0
Princeton	126.0
Woodbridge	126.0
New Mexico	
Albuquerque	89.7
New York	
Albany	97.0
Buffalo	95.0
Long Island	135.0
New York	141.0
Rochester	91.7
Syracuse	90.3

LOCAL VARIANCES

North Carolina	
Charlotte	101.0
Greensboro	99.0
Raleigh	104.0
Ohio	
Akron	89.0
Canton	82.0
Cincinnati	97.5
Cleveland	95.0
Columbus	96.5
Dayton	87.0
Toledo	84.5
Youngstown	76.0
Oklahoma	
Oklahoma City	89.7
Tulsa	92.0
Oregon	
Portland	103.0
Pennsylvania	
Harrisburg	95.0
Philadelphia	115.0
Pittsburgh	96.2
Rhode Island	
Providence	97.0
South Carolina	
Charleston	92.0
Columbia	93.0
Greenville	90.0
Tennessee	
Chattanooga	87.0
Cool Springs	98.0
Knoxville	86.0
Memphis	95.0
Nashville	97.5
Texas	
Austin	103.5
Dallas	105.5
El Paso	70.0
Fort Worth	105.5
Houston	106.0
Midland/Odessa	96.0
San Antonio	95.0
Utah	
Salt Lake City	100.0
Virginia	
Norfolk/Hampton Roads	92.0
Richmond	98.0
Tysons Corner	130.0
Washington	
Seattle	118.9
Spokane	82.0
Wisconsin	
Appleton	85.0
Green Bay	86.5
Madison	96.0
Milwaukee	99.0
Waukesha	98.5

Average Starting Salaries in Toronto

DESIGN & PRODUCTION

POSITION	LOW	HIGH
Creative Director (8+ years*)	\$ 95,000	\$ 200,000
Creative Director (5+ years)	\$ 85,000	\$ 150,000
Creative Services Director	\$ 75,000	\$ 97,500
Creative Services Manager	\$ 55,000	\$ 75,000
Art Director (5+ years)	\$ 70,000	\$ 100,000
Art Director (3 to 5 years)	\$ 60,000	\$ 78,000
Production Director (8+ years)	\$ 90,000	\$ 115,000
Production Manager	\$ 65,000	\$ 93,500
Production Coordinator	\$ 48,000	\$ 62,500
Project Manager	\$ 50,000	\$ 85,000
Studio Manager (5+ years)	\$ 65,000	\$ 85,000
Studio Manager (1 to 5 years)	\$ 50,000	\$ 72,500
Traffic Manager	\$ 50,000	\$ 75,000
Traffic Coordinator	\$ 45,000	\$ 55,000

Note: All salaries listed on this and the following pages are in Canadian dollars.

*Years of experience. For job descriptions, please visit creativegroup.com/salarycentre.

DESIGN & PRODUCTION (CONTINUED)

POSITION	LOW	HIGH
Technical Illustrator	\$ 50,000	\$ 80,000
Medical Illustrator	\$ 60,000	\$ 90,000
Illustrator (3+ years)	\$ 50,000	\$ 90,000
Illustrator (1 to 3 years)	\$ 45,000	\$ 65,000
Graphic Designer (5+ years)	\$ 70,000	\$ 92,500
Graphic Designer (3 to 5 years)	\$ 55,000	\$ 74,000
Graphic Designer (1 to 3 years)	\$ 45,000	\$ 58,000
Package Designer	\$ 60,000	\$ 110,000
Package Production Artist (3+ years)	\$ 60,000	\$ 85,000
Package Production Artist (1 to 3 years)	\$ 50,000	\$ 65,000
Layout Designer	\$ 55,000	\$ 70,000
3D Animator	\$ 60,000	\$ 90,000
3D Modeler	\$ 60,000	\$ 90,000
Studio Artist (3+ years)	\$ 45,000	\$ 55,000
Studio Artist (1 to 3 years)	\$ 35,000	\$ 45,000
Multimedia Designer	\$ 48,000	\$ 75,000
Prepress Specialist (3+ years)	\$ 55,000	\$ 80,000
Prepress Specialist (1 to 3 years)	\$ 45,000	\$ 55,000
Presentation Specialist (3+ years)	\$ 65,000	\$ 95,000
Presentation Specialist (1 to 3 years)	\$ 50,000	\$ 65,000
Production Artist (3+ years)	\$ 50,000	\$ 70,000
Production Artist (1 to 3 years)	\$ 38,000	\$ 50,000



INTERACTIVE

POSITION	LOW	HIGH
Interactive Creative Director	\$ 95,000	\$ 150,000
Interactive Art Director	\$ 80,000	\$ 115,000
Interaction Designer (5+ years)	\$ 75,000	\$ 100,000
Interaction Designer (1 to 5 years)	\$ 55,000	\$ 75,000
Information Architect	\$ 80,000	\$ 150,000
User Experience (UX) Designer	\$ 65,000	\$ 125,000
User Experience (UX) Specialist	\$ 65,000	\$ 115,000
User Interface (UI) Developer	\$ 75,000	\$ 125,000
Web Designer (5+ years)	\$ 75,000	\$ 120,000
Web Designer (1 to 5 years)	\$ 55,000	\$ 75,000
Email Designer	\$ 50,000	\$ 70,000
Flash Designer/Developer	\$ 50,000	\$ 85,000
HTML Developer	\$ 60,000	\$ 85,000
Front-End Web Developer (3+ years)	\$ 55,000	\$ 90,000
Front-End Web Developer (1 to 3 years)	\$ 48,000	\$ 75,000
Interactive Producer	\$ 55,000	\$ 75,000
Web Production Artist	\$ 55,000	\$ 65,000
Blogger	\$ 48,000	\$ 72,000
Motion Designer	\$ 65,000	\$ 85,000
Video Producer	\$ 50,000	\$ 75,000
Video Editor	\$ 55,000	\$ 75,000
Mobile Designer	\$ 60,000	\$ 90,000
Mobile Developer	\$ 65,000	\$ 95,000
Game Designer	\$ 65,000	\$ 95,000

CONTENT DEVELOPMENT & MANAGEMENT

POSITION	LOW	HIGH
Copywriter (5+ years)	\$ 80,000	\$ 130,000
Copywriter (3 to 5 years)	\$ 60,000	\$ 80,000
Copywriter (1 to 3 years)	\$ 48,000	\$ 60,000
Instructional Systems Designer	\$ 50,000	\$ 95,000
Proposal Writer	\$ 60,000	\$ 95,000
Web Content Writer (5+ years)	\$ 80,000	\$ 115,000
Web Content Writer (1 to 5 years)	\$ 50,000	\$ 80,000
Copy Editor (3+ years)	\$ 58,000	\$ 82,500
Copy Editor (1 to 3 years)	\$ 45,000	\$ 58,000
Proofreader	\$ 50,000	\$ 70,000
Content Manager	\$ 55,000	\$ 75,000

ADVERTISING & MARKETING

POSITION	LOW	HIGH
Agency		
Account Manager (5+ years)	\$ 70,000	\$ 110,000
Account Executive (3+ years)	\$ 58,000	\$ 70,000
Account Coordinator (1 to 3 years)	\$ 42,500	\$ 57,500
Account Planner/Strategist	\$ 75,000	\$ 130,000
Social Media Strategist	\$ 60,000	\$ 110,000
Social Media Manager	\$ 55,000	\$ 75,000

ADVERTISING & MARKETING (CONTINUED)

POSITION	LOW	HIGH
Corporate		
Vice President of Marketing	\$ 90,000	\$ 175,000
Marketing Director	\$ 80,000	\$ 150,000
Marketing/Communications Manager	\$ 75,000	\$ 95,000
Marketing/Communications Specialist	\$ 55,000	\$ 75,000
Agency or Corporate		
Media Planner	\$ 55,000	\$ 98,500
Market Researcher (3+ years)	\$ 45,000	\$ 60,000
Market Researcher (1 to 3 years)	\$ 40,000	\$ 45,000
Brand/Product Manager (5+ years)	\$ 70,000	\$ 110,000
Brand/Product Manager (1 to 5 years)	\$ 45,000	\$ 70,000
MarCom Manager (5+ years)	\$ 75,000	\$ 95,000
MarCom Manager (3 to 5 years)	\$ 58,500	\$ 75,000
MarCom Coordinator (1 to 3 years)	\$ 40,000	\$ 56,000
User Experience (UX) Analyst	\$ 70,000	\$ 100,000
Event/Trade Show Manager	\$ 55,000	\$ 65,000
Event/Trade Show Coordinator	\$ 45,000	\$ 55,000
Digital Marketing Strategist	\$ 75,000	\$ 125,000
Interactive Marketing Manager	\$ 75,000	\$ 125,000
E-Commerce Marketing Manager	\$ 75,000	\$ 125,000
Email Marketing Manager	\$ 75,000	\$ 115,000
Web Analytics Specialist (3+ years)	\$ 80,000	\$ 120,000
Web Analytics Specialist (1 to 3 years)	\$ 65,000	\$ 80,000

ADVERTISING & MARKETING (CONTINUED)

POSITION	LOW	HIGH
Agency or Corporate (Continued)		
SEO/SEM Specialist (3+ years)	\$ 75,000	\$ 95,000
SEO/SEM Specialist (1 to 3 years)	\$ 60,000	\$ 75,000
Digital Project Manager	\$ 65,000	\$ 120,000
Digital Traffic Manager	\$ 55,000	\$ 80,000
Digital Community Manager	\$ 50,000	\$ 72,000
Social Media Marketer	\$ 52,000	\$ 80,000
Social Media Specialist	\$ 48,000	\$ 70,000

PUBLIC RELATIONS

POSITION	LOW	HIGH
Public Relations Director	\$ 85,000	\$ 130,000
Public Relations Manager	\$ 70,000	\$ 88,750
Public Relations Specialist	\$ 45,000	\$ 70,000

Visit creativegroup.com/salarycentre to learn more about Paylandia and access our Salary Calculator. Go to creativegroup.com/mobileapp to download our mobile app, available for iPhone and Android devices.

Read the Signs

KNOWING WHEN IT'S TIME TO HIRE

To hire or not to hire – that's a constant question for every employer.

Perhaps you've added a few new accounts and the resulting increase in workload is stretching your creative team to its limits. While new business is a good "problem" to have, no organization wants to overtax its staff or, conversely, reduce headcount if demand wanes. One way of deciding whether to hire is to observe economic indicators. But in addition to studying external signals, employers should take a close look at what's going on inside their organization.

To help you head in the right direction, here are six signs that point to a need to hire. Do you recognize any of them?



1. You're growing but not rejoicing.

Your firm lands a major new client or plans to expand. If your immediate reaction is, "How are we going to do all this?" it could be a sign you're understaffed. If your employees seem alarmed at the prospect of additional business, there's a good chance they're also operating at capacity.



2. Even ace performers can't keep up.

Your best workers are missing deadlines like never before. There also are more frequent breakdowns in communication, particularly concerning due dates and deliverables.



3. Overtime is more frequent.

Once limited to seasonal workload spikes or deadline-driven projects, overtime has become a regular occurrence at your company. You and your employees also are taking unprecedented volumes of work home.



4. You're doing your job – and then some.

To help the team manage, you're covering subordinate-level duties in addition to your managerial obligations. If you feel like you're doing the work of three people, it's because you are.



5. Mistakes are multiplying.

Your team drops the ball and makes errors where they never did before. Overall, performance has declined, and the quality of work has slipped. When you ask what happened, the answer is often, "I didn't have time to check it thoroughly."



6. Clients are complaining.

Service levels have worsened, and your clients and customers have noticed. You're getting complaints about lack of responsiveness to phone calls and emails and reports that work has not been delivered when expected.

Five-Star Creative Talent

ATTRACTING THE BEST IN CLASS

Wouldn't it be great to see your company on the next "Best Places to Work" list for your community or region or even the nation? Following are five common factors among businesses that have earned the coveted "employer of choice" designation:

1. **Alternate work arrangements** • Organizations with programs that help staff balance work and personal demands are viewed positively by existing employees and prospective new hires. Examples include:

Flextime

Employees have options for structuring their workday or workweek.

Compressed workweek

Employees work the normal number of hours but complete those hours in fewer than five days.

Job-sharing

Two part-time employees share the same full-time job.

Remote work

Employees spend all or a portion of their hours working from home or from another non-company site.

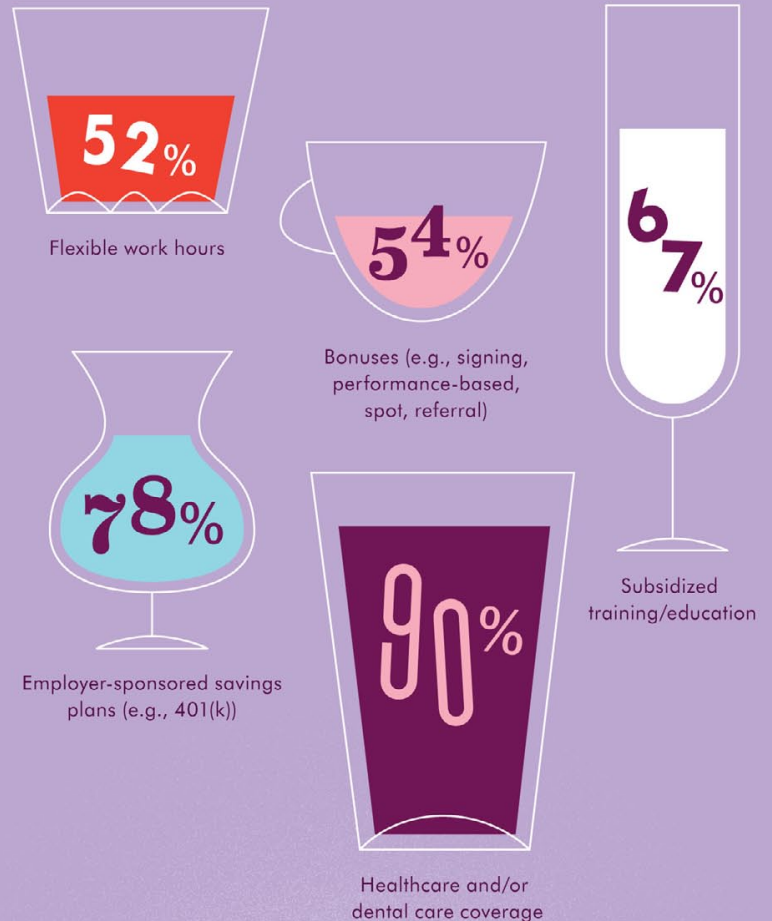
(Continued on Page 41)

SWAG BAG CAFÉ (PICTURED AT RIGHT)

Located south of Hit-or-Miss Heights, this café is a gathering place for people who have "hit it big." It's known for its nightly drink specials and brown-bag lunches, which often include well-branded but impractical items. Coffee is served 24 hours a day, although a policy of free refills was abandoned after it nearly led to bankruptcy.

PAYLANDIA TRAVEL TIP

Advertising and marketing executives were asked, "Which of the following traditional perks does your agency/firm offer?" The top five responses were (as a percentage):



Source: TCG survey of 500 advertising and marketing executives in the United States

PAYLANDIA TRAVEL TIP

Advertising and marketing executives were asked, “Which one of the following creative or unusual perks do you think employees at your agency/firm would find most appealing?” The top five responses were (as a percentage):



- 2. Tuition assistance** • Most creative professionals want to feel they are moving forward with both their lives and careers. A tuition assistance program or conference stipend can help make that happen.
- 3. Corporate citizenship** • Many employees like knowing the company they work for is doing constructive things for the community. Ways to be a good corporate citizen include making safe and reliable products; supporting community causes with financial donations, employee volunteers or both; and demonstrating environmental stewardship.
- 4. In-house exercise facility or gym discount** • A healthy workforce is more energetic, productive and less likely to be out sick. An unused portion of the company's building can make an ideal site for an in-house workout space. Businesses also can negotiate discounted rates for local gym memberships.
- 5. On-site child care** • Not only is on-site child care convenient for working parents, it also gives them the opportunity to visit with their children, an option that's more difficult with other day care arrangements.

OVERBRANDED ARENA (PICTURED AT LEFT)

Overbranded Arena is Paylandia's largest multipurpose sports and entertainment venue. Its most visually arresting aspect is the proliferation of sponsor signage throughout; some visitors have spent hours trying to find the exit sign among all the billboards and other advertising. Those who spend a lot of time in Overbranded Arena often find it helpful to head to White Space Mountain to clear their minds.

Staying on Course

FOLLOWING A FLEXIBLE STAFFING STRATEGY

There's a change taking place in the way businesses staff their operations.

Firms are increasingly attracted to the flexibility they can gain through a combination of full-time and freelance workers. When asked in what ways their workforce would change in the next five years, 58 percent of employers polled in a report by the McKinsey Global Institute said they will hire more temporary and part-time workers.

This course of action gives organizations greater control over their human resources budgets and access to skilled talent when and for as long as they need it. In fact, as companies continually rebalance their workforces in good and difficult times, many are discovering that a year-round mix of core employees and project professionals is the best way to stay on track.

HERE ARE SOME ADVANTAGES OF USING FREELANCERS AS PART OF YOUR WORKFORCE MIX:

- Cost control
- Increase in productivity and employee morale
- Access to specialized skills and expertise
- Deeper talent pool
- Greater job stability for full-time workers
- Trial period for potential new employees

THE CONSERVATORY OF GREATNESS

Founded in 1999, The Conservatory of Greatness (TCG) is widely recognized as one of the finest design institutions in Paylandia. Professionals must have impeccably assembled portfolios in order to gain admittance to this prestigious organization, known for its legendary brainstorming sessions and unusual hours. Although there is no dress code, members are encouraged to wear custom screen-printed shirts and memorable hats. Those without a seat at the table will not be considered for admission.

JARGON GARDENS

This historic site is located a short walk from The Conservatory of Greatness. The property was donated by the Value-Add family to TCG with the stipulation that the gardens be open to everyone, as long as they confine their speech to shorthand that few understand. Jargon Gardens is a favorite destination for Paylandians and tourists seeking PCI (peace, clarity and inspiration) and R&R. There are no trails in the gardens, as visitors are encouraged to think outside the box and search for the low-hanging fruit that can be found on trees throughout.



PAYLANDIA PHILAJOBDRON

The Paylandia philajobdron blooms year-round, with spectacular flowers in a range of pinks, from vibrant 100 M to pale Hex #FADADD. Different species have matte or gloss foliage. The annual Paylandia Philajobdron Festival celebrates the state's flower, and visitors can collect color chips that match all the varieties planted throughout the festival grounds.





TCG

YOUR PATH TO SUCCESS

The Creative Group is your beacon for compensation decisions as well as a trusted business adviser.

We are the leading provider of highly skilled creative and marketing professionals on a project and full-time basis. In 2012, our parent company, Robert Half International, was again ranked first in the staffing industry on FORTUNE® magazine's "World's Most Admired Companies" list (March 19, 2012).

Our alliances with top professional associations and organizations, including AIGA, the American Advertising Federation, *Graphic Design USA* and *HOW*, as well as our status as the exclusive Career Partner of *The Wall Street Journal*, also provide us with exposure to top creative talent.

Contact The Creative Group at
creativegroup.com or 1.888.846.1668
to learn more about how we can assist with your
creative staffing needs.

TRIUMPH TRAIL

SUCCESS WAY

BENEFITS WE CAN OFFER YOUR BUSINESS

The right match • We can help you locate even the most hard-to-find creative professionals. Our candidate database includes an extensive network of pre-evaluated, skills-tested individuals who are available to work right away.

Rapid results • When you have a job opening, chances are you need immediate help. Our staffing experts use leading-edge technology to help shorten the search process. In addition, many have prior experience in design and marketing, so they understand your business's unique intricacies.

Options to fit your needs • We offer a choice of candidates with varying levels of experience. So, no matter your budget or requirements, we can identify highly skilled creative professionals for your organization.

Five-star service • The hiring process is more complex than ever. We can guide you every step of the way and handle the most challenging aspects for you. Communication is our specialty.

Reliability • Few firms can match our experience and reputation for excellence. In fact, nine out of 10 of our clients and candidates would recommend our service to a colleague.

Total web solutions • We work closely with our sister division, Robert Half Technology, to help our clients staff web projects, from concept to completion.

Global reach • The world's largest companies have benefited from the unique, turnkey solutions provided by Robert Half International, our parent company. With offices in major cities, we can assist you no matter the size or location of your operations.

Explore TCG Locally

WHERE TO FIND US

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

Georgia • Atlanta

Illinois • Chicago

Massachusetts • Boston

Michigan • Southfield

Minnesota • Minneapolis

Missouri • St. Louis

New Jersey • Paramus • Princeton • Woodbridge

New York • New York

North Carolina • Raleigh

Ohio • Cleveland • Columbus

Pennsylvania • Philadelphia

Tennessee • Nashville

Texas • Austin • Dallas • Houston

Washington • Seattle

Canada

Ontario • Toronto

Visit creativegroup.com/officelocations
to contact the TCG office nearest you.

