



Nigel Frank's Careers and Hiring Guide: Microsoft Business Applications Edition 2023

The ultimate source for the latest career insights, hiring trends,
and salaries across the Microsoft Business Applications community

GLOBAL VERSION

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Foreword



Nelson Rodriguez

Senior Director

Product GTM for Business Applications

Microsoft

Nelson Rodriguez is Senior Director of Product GTM and Customer Transformation for Business Applications. He is responsible for driving Microsoft's Business Applications product go-to-market strategy in the US, covering both Dynamics 365 and Power Platform. Nelson's career spans sales leadership, B2C marketing and for the last decade a focus on B2B technology product marketing. Through it all, he's mostly been obsessed with customers and how to ignite their imaginations.

Imagine a world where complex businesses can operate with the coordination of a well-tuned symphony, where data-driven decisions are made in real-time, and where growth and innovation are the norm. This is not just a dream, it's the reality that Business Applications make possible for tens of thousands of organizations every day.

Business Applications enable organizations to streamline their operations, make data-driven decisions, and ultimately drive growth. And the tech keeps getting better, with advancements in machine learning and AI, and constant feature improvements.

But here's a secret: people are still the engine.

Business Applications can revolutionize the way a company operates, giving it a competitive edge in the marketplace. However, one of the key concerns companies express when considering a major transformation is the skills gap. A flood of companies looking to improve how they operate need to make sure they have the right people who know how to use the tools.

Whether you're just considering a career in Business Applications, or have been at this for decades and are looking to upgrade your abilities, be sure to consider the magic beyond the technical skills. It's true that a strong understanding of programming languages, databases, and systems is important in this field. But what sets the truly great Business Applications professionals apart is their ability to understand the business problems that need to be solved and the ability to communicate effectively with non-technical stakeholders.

When I came back to Microsoft, I was inspired by people who are obsessed with helping customers, and I got more excited the more I learned about what Business Applications – and the people who play in this space – have been able to build, improve and unlock.

And the fun's just beginning. A career in Business Applications offers the opportunity for continual growth and learning. The technology landscape is constantly evolving and there are always new tools and techniques to learn. This is an industry that values lifelong learning and encourages professionals to stay on top of the latest developments.

That being said, the field of Business Applications is not just limited to technology companies. Every industry, from healthcare to finance, needs experts in Business Applications to drive innovation and growth. This means that there are a wide range of job opportunities available, from small startups to large multinational corporations.

So, whether you're a software developer, business analyst, or project manager, a career in Business Applications offers the chance to make a real impact on an organization and to continuously learn and grow.

Business Applications are the backbone of modern organizations, and the professionals who work in this field play a critical role in driving growth and innovation. If you're looking to start or expand a dynamic and challenging career that allows you to make a real difference, then you're looking in the right place.

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Career spotlights

Contact your nearest Nigel Frank office for information and advice on our Microsoft Business Applications vacancies.
Details are on the back page of this guide or at www.nigelfrank.com/contact

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Executive summary

I'm delighted to introduce you to our Careers and Hiring Guide: Microsoft Business Applications Edition—your ultimate guide to the latest career insights, hiring and digital skills gap trends, and average salaries across the Microsoft ecosystem.

We publish this guide every year, providing a wide-ranging snapshot of the most important issues affecting Microsoft Business Applications professionals who use this innovative portfolio of apps.

If you work with Business Applications in your day-to-day role, no matter what stage you've reached in your career, our findings can help steer your professional development and future earnings.

For the hiring managers among you, we'll help you understand how you can attract top talent and maintain a happy workforce, which in turn, will support your business growth.

Our findings were collated through two primary sources; self-reported data from our online survey and statistical analysis of vacancies and placements made here at Nigel Frank International. Combined, this information tells us what the Microsoft landscape looks like amid ongoing economic uncertainty.

Let's take a moment to explore some of our key findings and give you a flavor of what to expect over the following pages, starting with certifications.

Less than half (**47%**) of our respondents currently hold a certification related to Microsoft Business Applications, while **17%** have another type of Microsoft certification under their belt. On average, those that reported a salary increase post-certification received a **20%** rise—a clear indication that certs are a valuable investment.

Employers agree, with **81%** covering the costs, at least partially, for their employees to undertake one and advance their Microsoft knowledge.

Workplace benefits continue to be influential when considering a new job offer, with **87%** of permanent employees citing them as important in this decision-making process. The option to work from home is the perk most likely to entice a professional into a new role, followed by a generous amount of paid time off.

When it comes to the motivations behind professionals seeking a new job opportunity, stagnant salaries and a lack of career progression come out on top.

Interestingly, **77%** of end user employees we surveyed stated they would consider working for a Microsoft partner to increase their take-home pay. And with **59%** of partners telling us that demand for Business Applications has grown in the last 12 months, seeking fresh talent from the end user channel could be a solution to meeting this growing demand from customers.

Another critical issue within the ecosystem centers on equality, diversity, and inclusion (EDI). According to hiring managers, only **44%** of organizations have invested resources into EDI initiatives, which is disappointing to hear. What's more, almost a third of employees (**27%**) are unsure what their employer has done around the EDI agenda.

More encouragingly, **71%** of professionals believe their workplace champions equal rights, and **72%** state that their employer promotes racial and ethnic diversity.

A story of contrasts, these findings suggest businesses need a more joined-up approach to their EDI efforts.

I hope you've found these stats useful and thought-provoking. The good news is that we have lots more data, commentary, and advice for you to digest throughout the rest of this jam-packed edition.

I would also like to take a moment to thank everyone who completed our survey or shared their unique insights with us, as we couldn't have produced this publication without your contribution and continued support.

Don't forget; you can participate in our global survey when it returns later in 2023 and help us identify the latest trends and discussions shaping the global Microsoft ecosystem.

Until next time,



Zoë Morris

Zoë Morris
President
Nigel Frank International



Advice on how to navigate this report

Are you a job seeker?

Whether you're looking for a permanent or contract role, we've highlighted some go-to insights that will help you progress your career and stay competitive in the market:

- Which certifications are most common in the market? [Page 6](#)
- What factors impact your earning potential? [Page 19](#)
- What is on offer in the jobs market? [Page 21](#)
- Tips on how to increase your contract rate [Page 28](#)

Are you a...?

- Dynamics 365 Functional Consultant [Page 53](#)
- Dynamics 365 Developer [Page 55](#)
- Dynamics 365 Project Manager [Page 58](#)
- Power Platform Specialist [Page 60](#)

Or are you aiming to become one?

Then turn to our Career spotlights chapter to help build a roadmap for success.

Are you looking to hire?

Are you a Microsoft Business Applications customer or partner? Then the following chapters will help you identify the best talent:

- What are the top certifications held by candidates? [Page 6](#)
- What makes a contractor accept a new offer? [Page 28](#)
- Which work perks do professionals desire most? [Page 33](#)
- What motivates an employee to take a new role? [Page 33](#)

About this report

This report is based on over 87,900 data points, including self-reported survey information from 873 Microsoft Business Applications professionals worldwide between May and August 2022. Respondents span a range of industries, cover a mix of professionals and hiring managers, and come from diverse personal and professional backgrounds.

We've validated every survey response using robust statistical analysis and automated data validation rules to be included in the final results. Any data that didn't pass our validation rules and statistical analysis or were deemed questionable, incomplete, or duplicate, were removed so that the results published are meaningful and accurate.

The following should be considered when interpreting the data in this report:

- Not all percentages add up to 100% due to some questions having multiple choice answers.
- Answers are rounded for single-choice questions, so not all responses will total 100%.
- Findings based on a small sample of results (i.e., under 5%) should be taken as indicative only.
- For questions that asked for an open (qualitative) response, there may be some overlap in the quotes used to identify the themes, with quotes illustrating more than one theme.
- Themes identified when grouping qualitative responses are displayed in no particular order of importance and are purely representative of the answers given.

Training and certifications in the ecosystem

A thirst for knowledge is the backbone of any industry that evolves as exponentially fast as tech. And with the rapid development of new products and technical roles, the Microsoft ecosystem is no exception. Microsoft Business Applications professionals are spoilt for choice when it comes to learning opportunities, both to enter the ecosystem, but also to upskill within it. Whether that's through gaining certifications, learning about Business Applications from various resources such as blogs, or being recognized as an MVP by Microsoft—embracing learning and sharing knowledge among peers is an essential component to driving innovation within the Microsoft community.

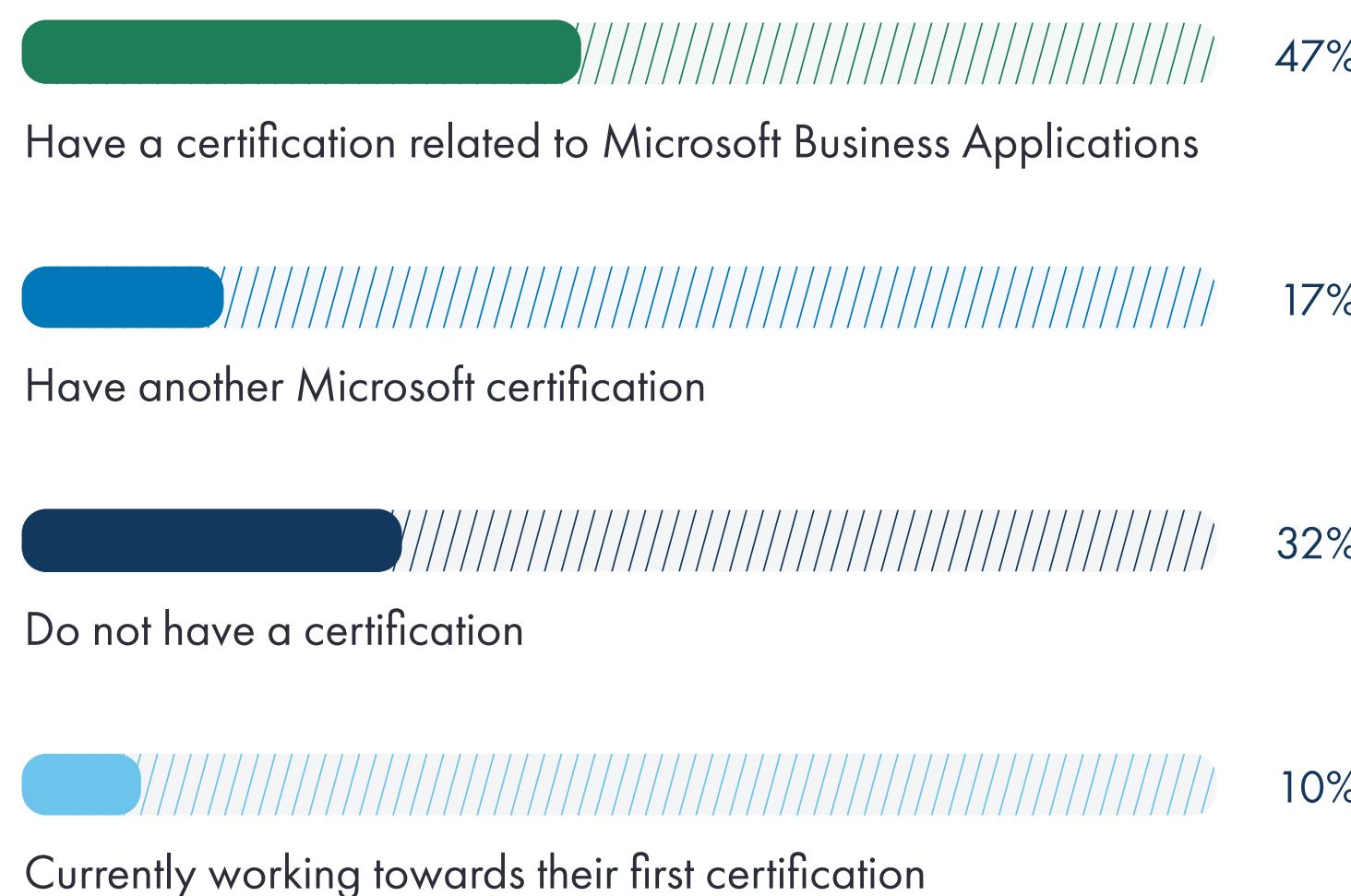
Perhaps unsurprisingly, training and certifications, together with opportunities for development are somewhat of a recurring theme throughout this guide. We see these factors heavily influencing job satisfaction, salary, and ultimately, they can be a valid motivating factor for employees to leave their employers in favor of another that supports their professional growth—making them a pivotal topic for candidates and employers alike.

Certifications are like a stamp of approval, and for candidates, these demonstrate that you know your way around a specific technology, and serve to highlight your drive for learning, and willingness to keep pace with the industry's latest trends and updates.

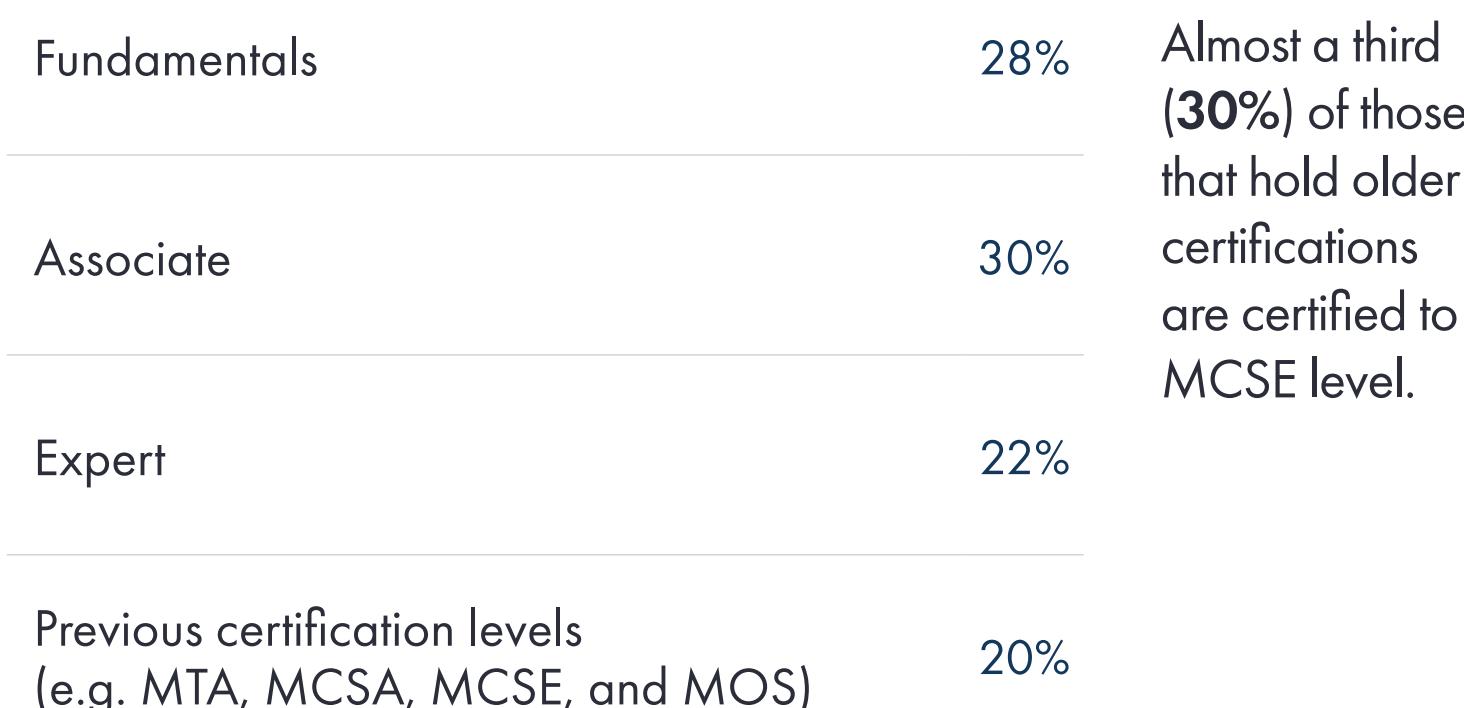
Similarly, as an employer, you can learn a lot about your current or prospective employees by their approach to training and development. While having the right technical skills is essential for any job, having an inclination to learn and expand their knowledge can turn ordinary professionals into exceptional ones, while adding further value to your client offering.

What percentage of candidates hold a Microsoft certification?

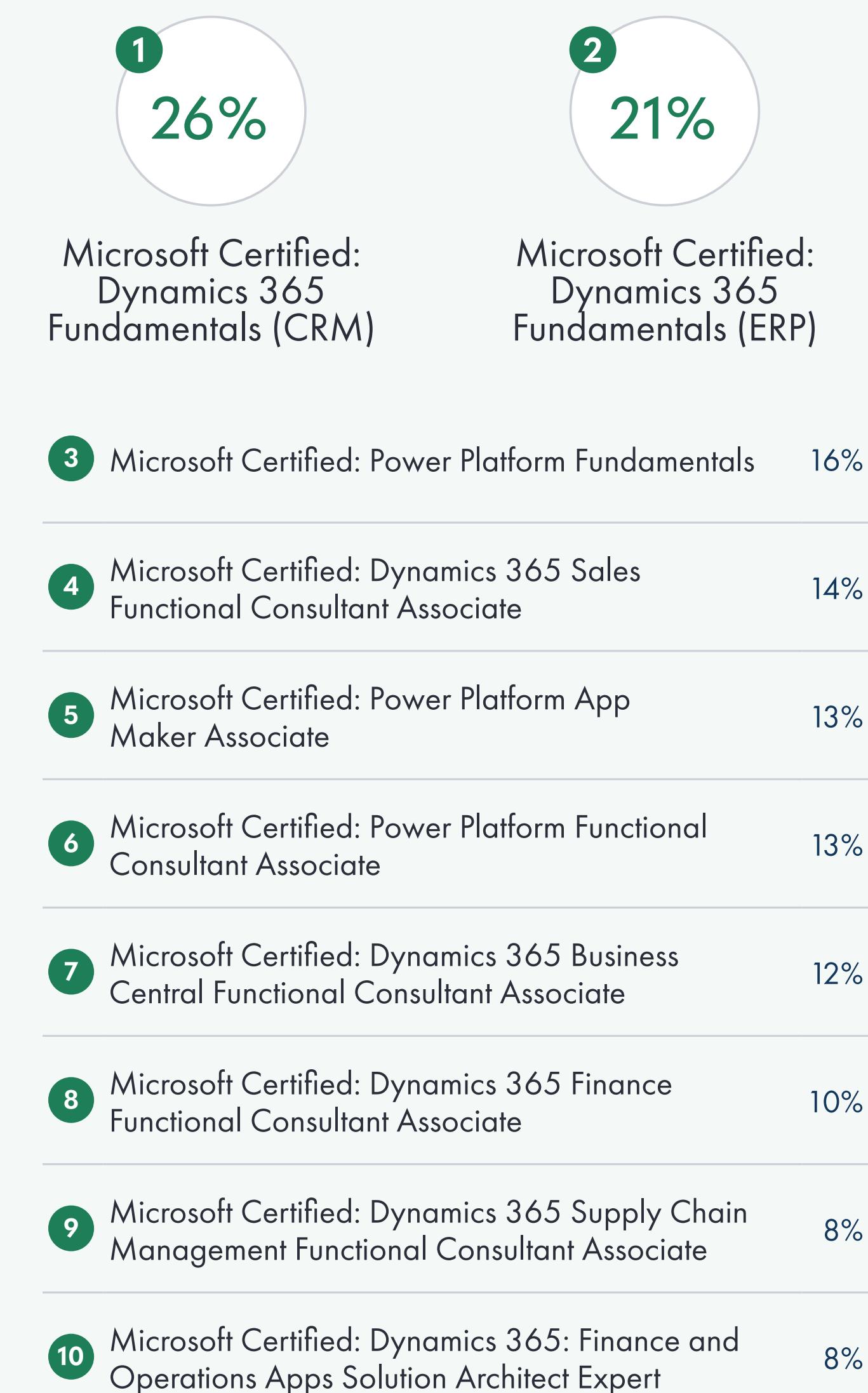
More than half (**58%**) of professionals surveyed hold at least one certification, down 1% when compared to the same figure (**59%**) in our last survey.



At what level are candidates certified?



Top 10 Microsoft Business Applications certifications held by candidates



What can you learn from some of the most popular certifications held by Microsoft Business Applications professionals?

Microsoft Certified: Dynamics 365 Fundamentals (CRM)

If you're looking for a certification to validate your extensive knowledge of the customer engagement apps in Microsoft Dynamics 365, then the Microsoft Certified: Dynamics 365 Fundamentals (CRM) might be the one for you. Covering topics such as marketing capabilities, sales automation, and service and support lifecycles—this certification appeals to different profiles across the Microsoft ecosystem. This includes business stakeholders, novice Functional Consultants, as well as students. Ideally, you'd need some knowledge of business functions like marketing, sales, and services to sit for this certification. And, being tech-savvy won't hurt either! Once certified, you can attest your skills in Dynamics 365 Marketing, Dynamics 365 Sales, Dynamics 365 Customer Service, and Dynamics 365 Field Service—plus any shared features.

Microsoft Certified: Dynamics 365 Fundamentals (ERP)

The ERP Fundamentals certification is another entry-level certification, ideal for professionals keen on learning more about how finance and operations apps fit within the Microsoft ecosystem—which in an increasingly digital world—is becoming even more important. You'll also learn how to apply these apps to various business needs—from Supply Chain Management, to Finance, Commerce, Human Resources, Project Operations, and their shared features. If you're already familiar with business operations, together with a basic understanding of financial principles, that would be great! Plus, having knowledge or prior experience working in IT as well as ERPs is always a bonus when studying anything finance related. This certification is ideal for an array of people—from cloud professionals looking to attest their knowledge, to business stakeholders, and even students or recent graduates keen on learning more about Dynamics 365 finance and operations apps.

Microsoft Power Platform Fundamentals

This fundamentals certification is aimed particularly at technical professionals, students, and business users—and attests your knowledge in the business value and product proficiency of Microsoft Power Platform. This includes things like creating simple Power Apps, connecting data with Microsoft Dataverse, building a Power BI Dashboard, automating a process with Power Automate, and building a chatbot with Power Virtual Agents. Despite it being a foundational certification, it's still recommended that you have some knowledge of computer technology, data analytics, cloud computing, and the internet—making it ideal for anyone who'd like to attain other certifications.

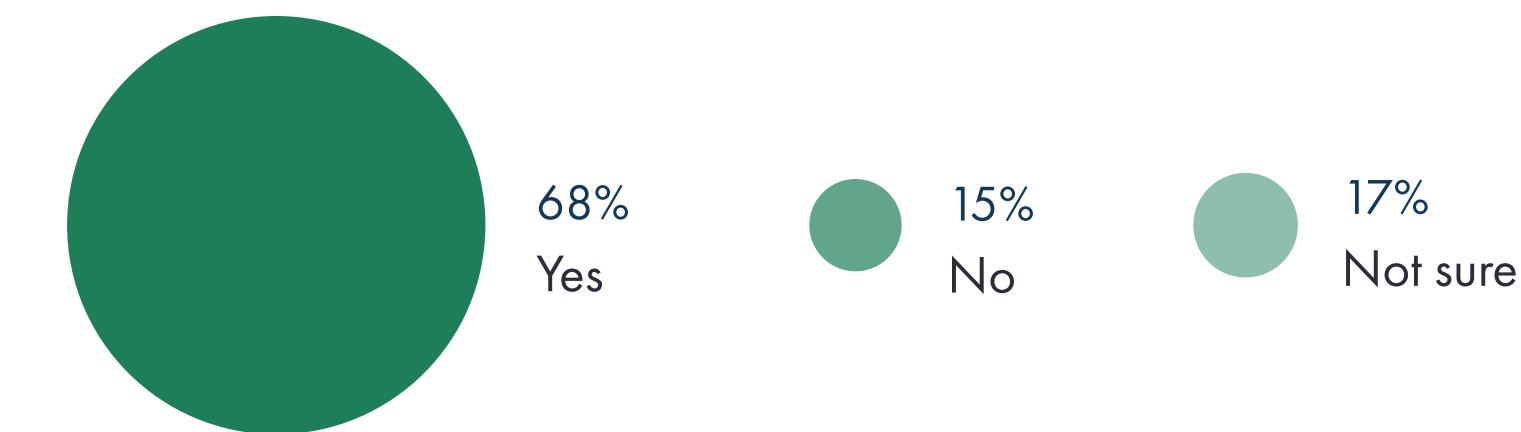
What percentage of candidates hold a Microsoft certification?

SQL Server (including the retired MCSA: SQL Server 2012/2014 certification)	20%
Microsoft Office (including Microsoft Office Specialist: Excel Associate (Office 2019))	15%
Microsoft 365 (including M365 Certified Fundamentals)	11%
Microsoft Windows (including Microsoft Certified: Windows Server Hybrid Administrator Associate)	9%
Microsoft Teams (including Microsoft 365 Certified: Teams Administrator Associate)	3%
Other (including Microsoft Certified: Azure Fundamentals and Microsoft Certified: Azure Data Fundamentals)	42%

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Do Microsoft certifications help professionals stand out in a competitive job market?

Once again, **68%** of respondents think Microsoft certifications make you a more valuable candidate.



More than three-quarters (76%) of those with certifications believe they make you more marketable.

Why do you believe that certifications make candidates more valuable to employers?

They are desired by hiring managers and recruiters

"Businesses generally look for certifications before hiring and require certifications to keep partner status."
Developer/Programmer, South Africa

"Certifications are a requirement for some jobs, and they're a demonstration of competency for some hiring managers."
Consultant, United States

Certifications show a willingness to learn about Microsoft applications

"Certification is a clear demonstration of commitment to learning."
Solutions Architect, United Kingdom

They are a trusted industry standard qualification

"Certification gives you a professional advantage to prove that your skills are industry endorsed and recognized globally."

Technical and Functional Consultant, South Africa

"Microsoft certifications are a standard evaluation that can be utilized worldwide."

Functional/Implementation Consultant, South Africa

They demonstrate that you're up to date with the latest technology

"Microsoft certifications are constantly updated, so they show that you understand the latest technologies well."

Account Executive/Sales Manager, United Kingdom

Certifications are proof of a baseline competency with the platform

"Holding a Microsoft certification proves that you have the minimum knowledge required to support and manage their products and services."

Systems Analyst, Canada

They are a validation of skills with Microsoft applications

"Like a driver's license, they prove you can operate the product."

Functional/Implementation Consultant, Canada

Certified candidates are in demand with Microsoft partners

"Partners value certifications as it helps with attaining competencies. Likewise, end users value them as they serve as useful indicators of skill level."

Power Platform Architect, United Kingdom

They're evidence that candidates have an understanding of Microsoft products

"Certification acts as proof of knowledge and provides an overview of Microsoft products."

Microsoft Professional, United Kingdom



Introducing Microsoft's revamped partner ecosystem: Microsoft Cloud Partner Program

Effective from October 2022, Microsoft introduced changes to its partner program. Formerly known as the "Microsoft Partner Network", the "Microsoft Cloud Partner Program" now consists of six designations, in line with Microsoft's stacks—Data & AI (Azure), Infrastructure (Azure), Data & App Innovation (Azure), Modern Work, Security, and Business Applications. Partners can choose to earn one solution partner designation or more—and organizations that attain all six will receive a prestigious Microsoft Cloud badge.

Gaining one or more designations attests your top technical expertise as a partner, showing you have deep understanding of Microsoft skill and knowledge, and an advanced specialization and technical expertise. Partners looking at entering the partner program need a total of 70 points out of a possible 100 to receive one of these solutions partner designations, which can be earned across three categories—performance, customer success, and skilling. While each of the points earned across each pillar will depend on a variety of factors—having more Intermediate and Advanced Microsoft-certified professionals will help you ramp up points in the skilling category, verifying your dedication to skilling and training.

For more information, visit the [Microsoft partner website](#).

Why don't you believe that certifications make candidates more valuable to employers?

Reasons for considering that certifications do not add value to a candidate's resume include:

- Practical and project experience with Microsoft applications is more important.
- Certifications are more useful to those starting out in their career.
- Certifications are more valuable when accompanied by experience.
- Certifications aren't a good measure for understanding how someone would resolve a real-world business issue, as they mostly involve testing theoretical knowledge.
- I've no certifications, but I've got years of experience with Microsoft applications, and I'm still in demand.

Are employers contributing towards the cost of certifications?

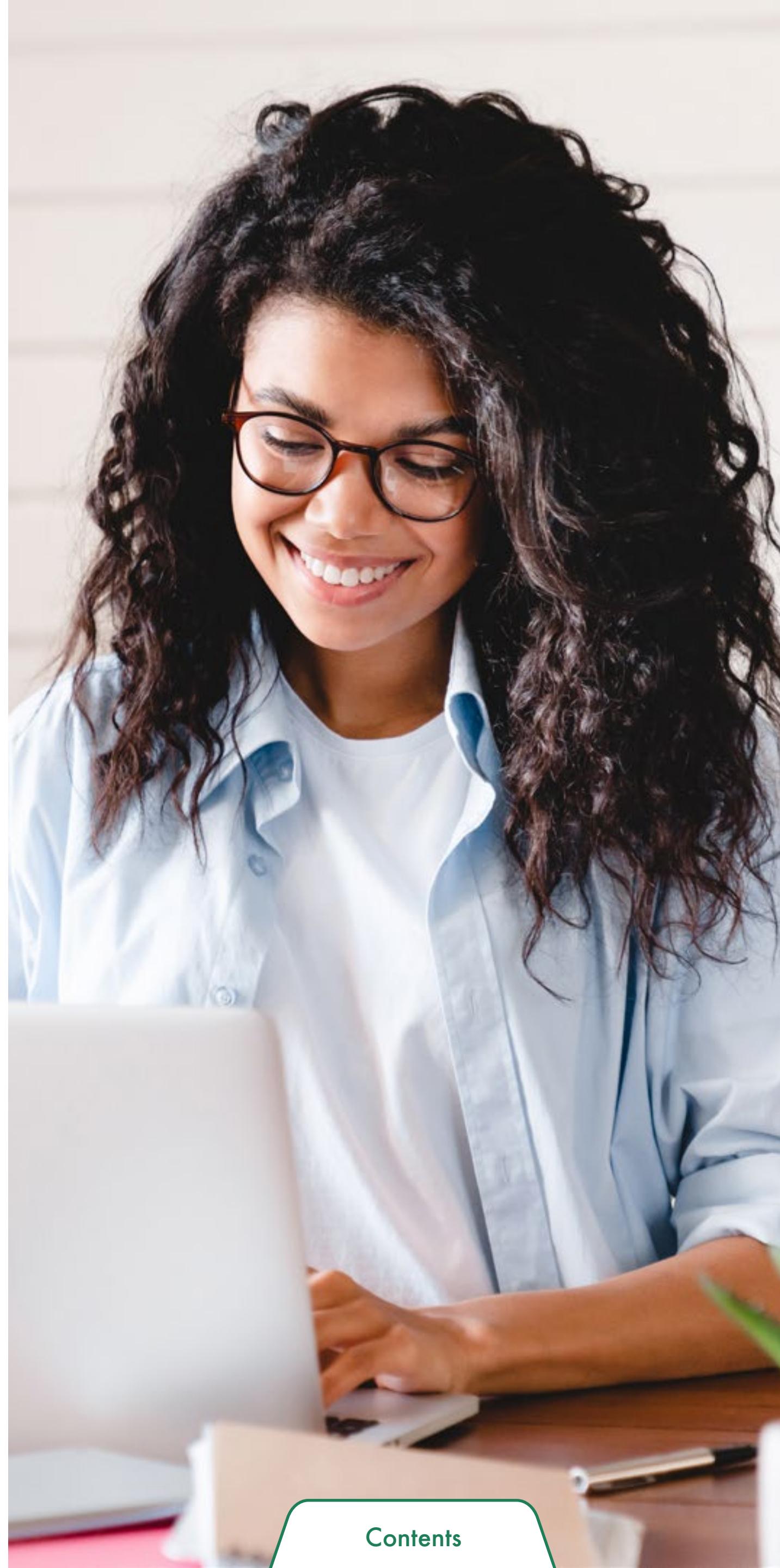
Yes, they paid for my certifications in full	65%
Yes, they partially paid for my certifications	7%
Yes, they fully paid for some certifications and partially paid for others	9%
No, I paid for my certifications	18%
Other	1%

'Other' methods of funding include receiving a free training voucher after completing the Microsoft Build Cloud Skills Challenge.

What have professionals gained since undertaking a certification?

A verification of my skills with Microsoft Business Applications products	40%
Added skills and value to my organization	39%
More trust from my employer	33%
Better career progression opportunities	32%
Better marketability to employers	29%
I believe my salary has increased*	29%
Improved and increased industry knowledge	27%
Increased efficiency at my job	26%
More respect from co-workers	22%
Recognition from my employer that my skills adhere to a professional standard	21%
The ability to perform complex tasks more confidently	19%
A promotion	13%
A transferable industry qualification	12%
Transferable industry skills	11%
A new job in a similar industry	11%
A new job in a different industry	6%
I'm not sure what I've gained	4%
Other	3%

* Those that reported earning a salary increase after gaining a Microsoft Business Applications certification received an average raise of 20%. In contrast, those that achieved another Microsoft certification told us they received an increase of 21%.



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Top 10 Microsoft Business Applications certifications that will boost your pay according to our respondents

1
18%

Microsoft Certified:
Dynamics 365: Finance
and Operations Apps
Solution Architect Expert

2
17%

Microsoft Certified:
Dynamics 365 Finance
Functional Consultant
Associate

3 Microsoft Certified: Power Platform Solution Architect 16%

4 Microsoft Certified: Power BI Data Analyst Associate 13%

5 Microsoft Certified: Dynamics 365 Fundamentals (ERP) 11%

6 Microsoft Certified: Dynamics 365 Business Central
Functional Consultant Associate 11%

7 Microsoft Certified: Power Automate RPA
Developer Associate 11%

8 Microsoft Certified: Power Platform Functional
Consultant Associate 10%

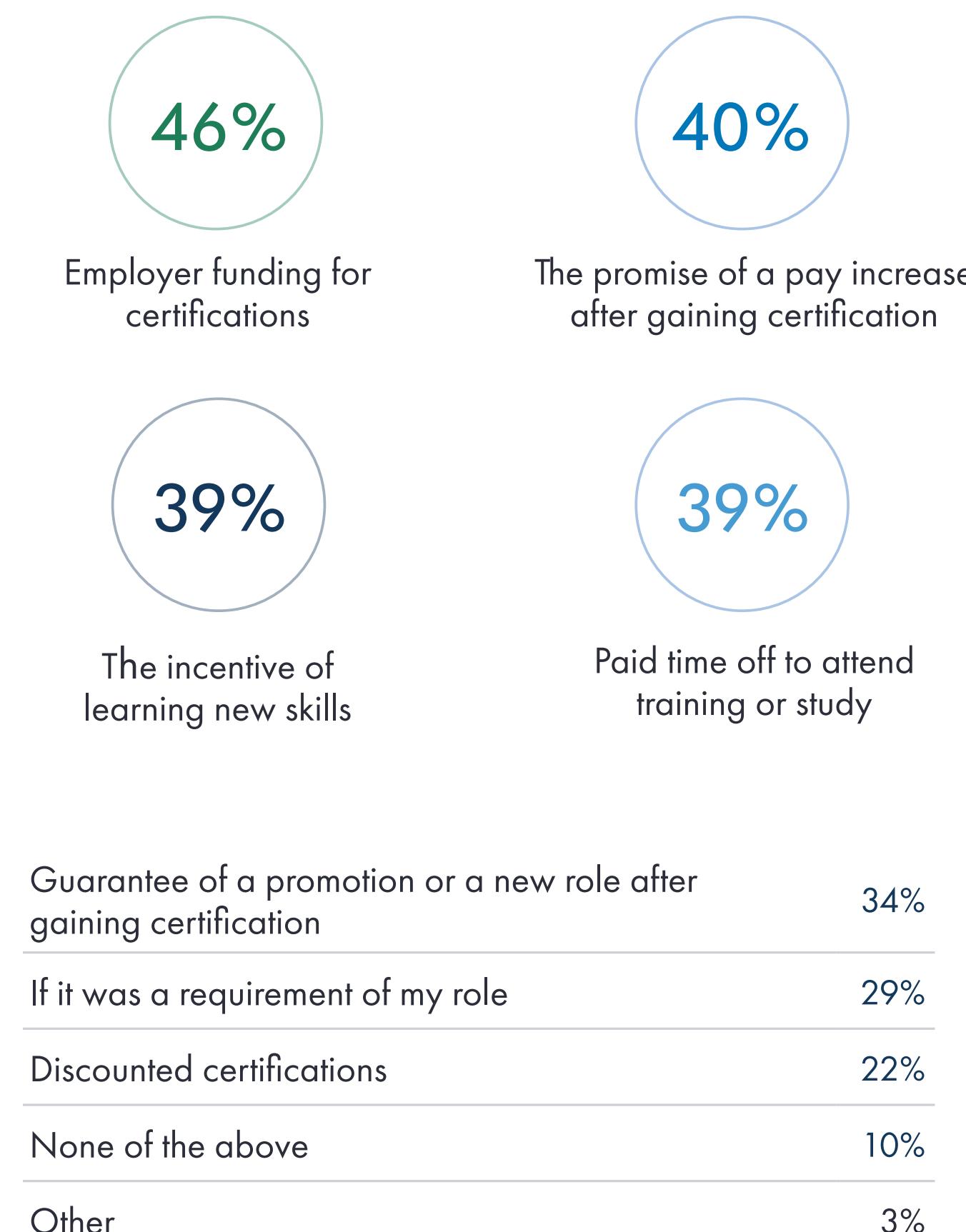
9 Microsoft Certified: Power Platform Developer Associate 10%

10 Microsoft Certified: Dynamics 365 Supply Chain
Management, Manufacturing Functional Consultant
Associate 9%

Factors that motivate professionals to get certified

We also asked those professionals who don't currently hold a certification, nor are working towards one, what would encourage them to take a certification.

Employer funding for certifications was once again the top motivating factor for non-certified candidates to get certified, closely followed by the promise of a pay increase after gaining certification.



Standing out in a competitive hiring market has always been a key driver for professionals to get certified. And while more than two-thirds (**68%**) of respondents believe certifications make you more marketable, just **29%** of certified professionals said they did, eventually, become more sought-after. A further **32%** said they gained better career progression opportunities once they got certified. This mismatch leaves room for a question: are candidates' efforts being met by equally rewarding opportunities from the industry's employers?

While almost two out of every three employers paid for certifications in full, the overall benefits of certifications seem to be unbalanced—especially when considering that just **29%** said their certification boosted their earnings. And, in the face of the industry's widening skills gap, supporting and rewarding

professional growth is something that not only benefits individual candidates or businesses, but the wider industry, too.

There's ample potential to facilitate the certification process for Microsoft professionals, whether that's financially, or by offering mentorship and support from colleagues holding similar qualifications. You also need to ensure you're giving the right compensation to your certified staff, as this will likely prevent them from leaving you for an employer that can give them the recognition they deserve. Plus, at an industry level, we risk a wider certification apathy, as professionals may no longer recognize the importance of getting qualified. And, with the number of certified candidates dropping by **1%** when compared to the same figure last year (**59%** in 2022)—it's crucial to combat this risk to keep the industry moving forward.



Stefano Demiliani



Microsoft MVP and author **Stefano Demiliani** gives us the lowdown on what it takes to become an MVP and how to get more involved in the tech community.

You're a Microsoft MVP – how has this impacted your career?

Being a Microsoft MVP for a long time is an honor but also a great commitment. The MVP title has added various activities to my daily workload, including Microsoft training, speaking opportunities, community-driven projects, and interactions with product teams. It's not always easy to balance these activities alongside my family and hobbies, but if you have a passion for this, you can find the time to do everything.

What advice would you give a Microsoft professional aspiring to become an MVP?

Please don't think too much about this title or become stressed trying to obtain MVP status. Every day, I see people commenting on lots of different forums and blogs just to increase the number of contributions they make, but this is not the right approach. Instead of doing this, be interactive, be part of your local community, interact with Microsoft, and try to inspire.

How can individuals become more active within the Microsoft community and what opportunities can this bring?

Microsoft has lots of communities around the world, both official and unofficial. Try to join some of them and participate in events and meetups. By connecting with local or global communities, you can learn a lot and acquire new skills, and I think this is the most important goal you can set yourself.

You've published a variety of IT books. Do you have any tips for budding authors looking to share their technical expertise and insights?

Publishing a book requires time and dedication. If you aspire to be an author, try to create a unique project that will have an impact on readers. Create valuable content and start writing with the aim of teaching something to a non-expert public. Then, when you have a great draft, finding the right route to publication is easy.



Skills and experience

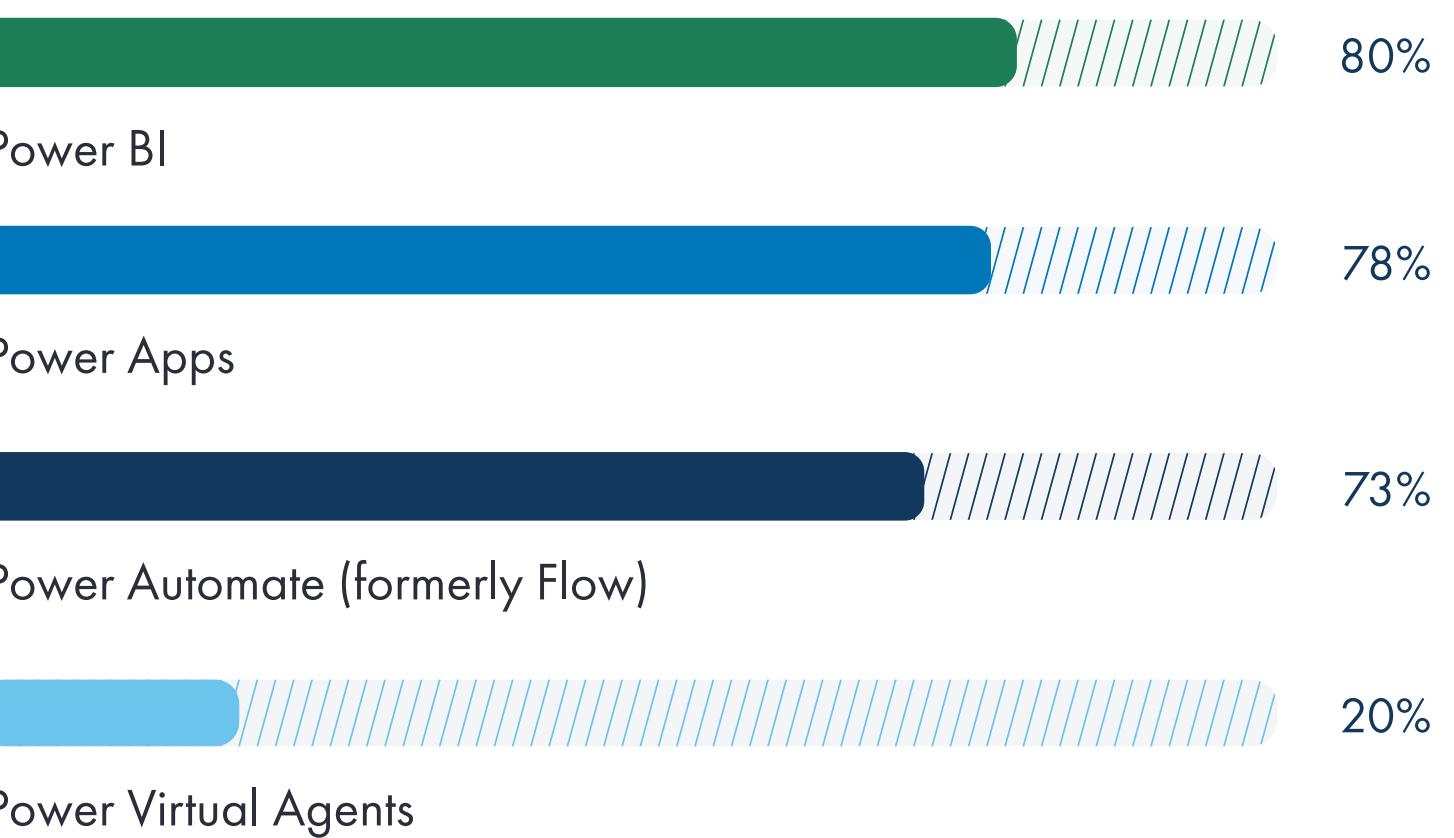
Top 10 Microsoft Business Applications products that candidates are experienced with

Microsoft Business Applications professionals tell us that these are the products they have experience with. If you want to stay competitive in the market, these are the skill sets that you need to learn, or strengthen.

From those respondents that have experience with Dynamics 365, the top products used are:

1	Dynamics 365 Business Central (formerly Dynamics NAV)	46%
2	Dynamics 365 Sales (formerly Dynamics CRM)	36%
3	Dynamics 365 Finance (formerly Dynamics AX)	32%
4	Dynamics 365 Customer Service	19%
5	Dynamics 365 Supply Chain Management	17%
6	Dynamics 365 Marketing	15%
7	Dynamics 365 Field Service	15%
8	Dynamics GP	12%
9	Dynamics 365 Project Operations	11%
10	Dynamics 365 Customer Insights	10%

From those respondents that have experience with Power Platform, the top products used are:



Top 10 Microsoft products that candidates are experienced with

1	Microsoft Teams	83%
2	Microsoft 365	69%
3	SQL Server	62%
4	Visual Studio	52%
5	Microsoft Azure	52%
6	.NET	37%
7	Windows Server	36%
8	Windows 365	24%
9	Microsoft Viva	10%
10	Microsoft Enterprise Mobility + Security	9%

Top 10 Microsoft 365 products that candidates are experienced with



Skills and experience

More than half (**54%**) of Microsoft professionals do not believe you need to have a degree to work with Business Applications.

Why isn't a degree needed to work with Microsoft Business Applications?

Experience is more beneficial

"Professional experience and time spent working with Microsoft Business Applications is more valuable."

Functional/Implementation Consultant, Germany

"I think on-the-job experience is more important, as you can learn Microsoft Business Applications without a degree."

Business Analyst, South Africa

"Relevant industry experience is more important than a degree."

Sales Director, Singapore

"Studies convey the basics and the ability to learn. In actual work, however, practical experience, broad IT knowledge, and adaptability are more important."

IT Manager, Germany

Degree programs can't keep up with the changing landscape

"A degree becomes outdated and may not relate to the domain in which you work. Industry and Microsoft certifications are more important."

Practice Manager, New Zealand

"Colleges are often outdated and are not always up to speed with current tech or trends."

Solutions Architect, United States

"The IT world is changing so quickly that a degree syllabus can become dated very easily."

Project Manager, Germany

A desire and drive to learn the technology is enough

"As long as there is a form of interest and the desire to learn, any enthusiast can do very well at designing, planning, implementing, or working with Microsoft Business Applications."

Consultant, Canada

"Experience and a willingness to learn about the applications count more than a degree."

Project Manager, Germany

You need only to apply yourself to work with Microsoft Business Applications

"If you are diligent enough to read the documentation and keep trying things, you can learn Microsoft Business Applications whether you have a degree or not."

Business Analyst, United States

A degree doesn't determine how good you are with Microsoft Business Applications

"A degree does not dictate how well you understand Microsoft Business Applications."

Technical Architect, United States

"A degree is not a guarantee of ability with Microsoft applications."

IT Director/CIO, United Kingdom

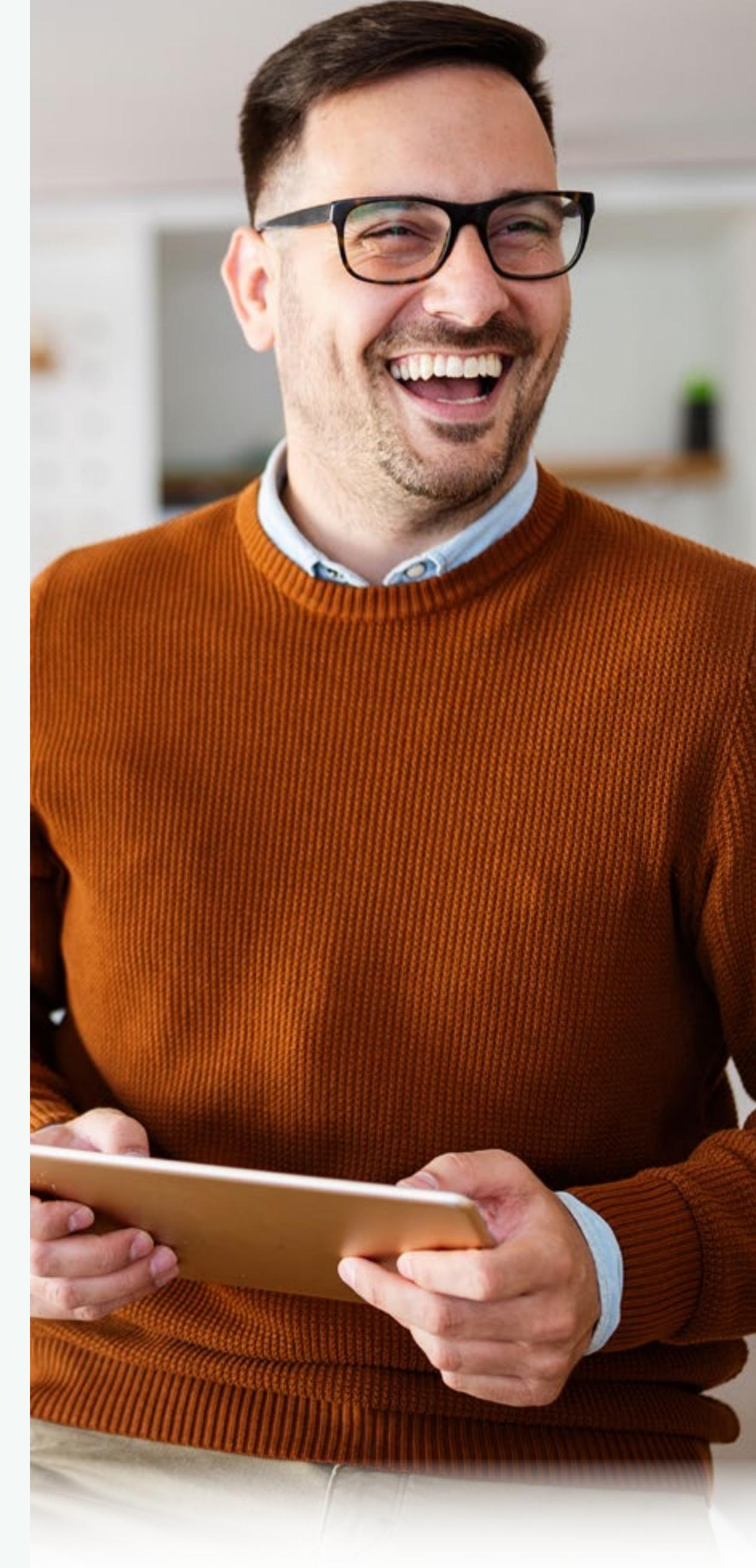
You can learn on the job

"Most skills can be learned on the job and by following Microsoft training."

Consultant, Canada

"You can learn Microsoft Business Applications as you go via certifications and online learning."

Consultant, Australia





Why might a degree be useful when working with Microsoft Business Applications?

The 33% of respondents that consider a degree to be important cited reasons including:

It's considered necessary by some employers for candidates to be degree-level educated

"A formal education is often a hiring requirement."

Administrator/Analyst, South Africa

"A degree adds to the professional standards required by most employers."

Business Analyst, Canada

"A degree is not necessary per se, but it provides useful frameworks when approaching new tasks or learning new skills. Plus, it is a strict requirement from many companies for management positions."

Power BI Consultant, Switzerland

"It is not used practically but to get identified by a recruiter; having a degree makes the difference."

IT Manager, Australia

Having a degree demonstrates that you're committed to your personal development and to reaching a goal

"A bachelor's degree demonstrates an ability to set and achieve a goal, which is an essential professional quality."

CEO, United States

"A degree demonstrates that someone is willing to grow and learn."

Controller, United States

"Gaining a degree shows that you have focus and determination."

CFO, United States

They can provide a good foundation

"A degree can give you a good foundation to build your career."

Business Analyst, Canada

"A degree provides a solid theoretical foundation for concrete technologies and tools."

Developer/Programmer, Hungary

Degrees help to develop critical thinking ability

"Studying for a degree fosters the ability to think critically and creatively."

Accountant, United States

"Critical thinking skills are developed through a degree."

Developer, United Kingdom

"STEM and Engineering degrees help to produce critical thinkers."

Power Platform Architect, United States

Revolent

A Tenth Revolution Group Company

Get the experienced talent you need for your Microsoft projects

At Revolent, we know that finding mid-level Microsoft talent is harder than it's ever been—but as a Microsoft Learning Partner, we can help.

- We hire and cross-train experienced tech professionals into certified, delivery-ready Microsoft Cloud specialists (or 'Revolts').
- We then place them at organizations just like yours, equipped with skills, knowledge, and consulting acumen to make a difference from day one.
- We also support Microsoft end-users and partners by reskilling and upskilling their existing employees, adding immediate value to your teams without losing time-to-productivity.

Benefits to your organization

1

Talent Acquisition tailored to your business needs

Our talent acquisition strategy is aligned with the values of our customers and their unique requirements, ensuring that the talent we recruit has the experience needed to flourish at your organization.

2

Specialist learning and ongoing professional development

Our unique training program goes far beyond certifications. Our Revols receive hands-on practical application, consultancy and project-readiness training, ensuring they're billable from day one. In fact, they spend 60% of their training time working in a sandbox environment, leading to an industry-leading 82% first-time certification pass rate. We also provide ongoing professional development, based on your business goals.

3

Fresh perspectives

We believe that great minds don't think alike, matching our partners with talent from a wide range of diverse backgrounds:



66% of our Revols identify as Arab, Asian, Black, Hispanic, Middle Eastern, Mixed Race, Native American, or North African



Over 30% of our Revols are female

An award-winning solution



Gavriella Schuster IAMCP EMEA D&I Partner of the Year 2022



Computing Women in Tech Excellence Award 2020/2021/2022



Globant Women That Build Awards 2021



Best in BIZ Awards 2020



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Computing Rising Star Awards 2021

Get in touch today or find out more about our Microsoft talent programs.

Meet one of our Revols



Emmanuel Lamptey

Microsoft D365 F&O
Functional Consultant

Thanks to Emmanuel's previous experience as a Trained Accountant and Consultant, he's been able to work effectively with a senior Finance Consultant, quickly getting up to speed with configurations. He's passionate about his ongoing career development.



Making sure you understand the concepts behind certifications is more important than just passing your exams—you need to be able to put this knowledge into practice.



We can help you access experienced mid-level talent or reskill your existing teams across the following Microsoft pathways:

Experience before joining Revolent	Certifications gained at Revolent	Current role & Responsibilities
<ul style="list-style-type: none">✓ Financial Accountant✓ Experienced as a Management Consultant✓ Public and Private Sector experience	<ul style="list-style-type: none">✓ MB-300: Microsoft Dynamics 365: Core Finance and Operations✓ MB310: Microsoft Dynamics 365 Finance Functional Consultant✓ Microsoft Certified: Dynamics 365 Finance Functional Consultant Associate✓ Microsoft Certified: Dynamics 365 Fundamentals (ERP)	<ul style="list-style-type: none">✓ Requirement gathering, business process improvement, D365 F&O configurations including General Ledger, AP, AR, Fixed Assets, Cash and Bank, etc.✓ Spending time in the D365 F&O environment and working with Azure DevOps, to create new legal entities✓ Performing System Integration Testing (SIT) and Unit testing

Infrastructure	Digital Application	Security	Data
<ul style="list-style-type: none">✓ Azure Cloud Engineer✓ M365 Engineer	<ul style="list-style-type: none">✓ DevOps Engineer✓ DevSecOps Engineer	<ul style="list-style-type: none">✓ Security Engineer✓ Security Architect	<ul style="list-style-type: none">✓ Data Engineer✓ Data Architect

Revol

Spotlight

George Smith

Leveraging accounting experience to become a world-class Microsoft Functional Consultant and Revol



George Smith

Microsoft Dynamics Functional Consultant (F&O)

George joined Revolent with four years' experience in accounting, an impressive resume, and experience working with ERP NetSuite.

Prior experience:

4 years' as an Assistant Accountant at Orange Cyberdefense.

Current role:

Microsoft Dynamics 365 Functional Consultant at Revolent.

Training with Revolent

George joined us and immediately started training on our Microsoft-approved Functional Consultant careers program where he earned three fully funded certifications:

- [Dynamics 365 Fundamentals \(MB920\)](#)
- [Dynamics 365 Core Finance and Operations \(MB300\)](#)
- [Dynamics 365 Finance Functional Consultant \(MB310\)](#)

As part of his initial training, George also received enhanced consultancy skills training, to ensure he had the practical experience and confidence needed to thrive on client site. As well as a personal Success Coach and a career development plan tailored to his client's needs, and his career aspirations.

Working on client site (and beyond)

George then began working with one of our clients, so he could learn how to apply his new knowledge in a business setting and develop his skills across a range of Dynamics 365 specialities.

Both Revolent and our client have created a progression plan that suits the needs of the client's business, as well as his own aspirations.

"Each week we receive a new task that will help us understand a new area of the system. For example I've done some work on Supply Chain Management just to understand that area, even though it's not a core part of my duties. It's fantastic, because I always get to learn something new!"

Six months later, George is an experienced Microsoft professional working with a leading Dynamics partner. He also has a progression program in place and is looking to take his career to new heights with Revolent and the client.

“

Getting experience in an organization was just what I needed. Learning the theory is great, but to me, the real secret is applying that knowledge. And there are people in my team that are helping to build my knowledge as a Junior Consultant so that I can progress to Senior level, and eventually become an Architect!

”

Interested in building a world-class Microsoft Dynamics pipeline with Revolent?

[LEARN MORE ON OUR WEBSITE](#)

Insights for permanent Microsoft professionals

Where to go to learn about Business Applications

If you're looking for certification tips, hiring advice or updates on new Microsoft products, then our blog has got you covered. Featuring the latest from the ecosystem, guides to the biggest tech events, practical advice on upskilling as a professional, as well as expert-led tips on making the most from your Microsoft Business Applications implementation, our blog is a valuable resource for all things Microsoft.

[Visit the Nigel Frank blog now!](#)

Recommended resources

Official Microsoft material:

- [Official Microsoft documentation](#)
- [Official Microsoft Learn](#)
- [Official Microsoft Power Apps Learning Resources](#)
- [Official Microsoft Cloud Perspectives Blogs](#)
 - [Microsoft Dynamics 365 blog](#)
 - [Microsoft Power Platform blog](#)
- [Official Microsoft Community Forums](#)
 - [Microsoft Dynamics 365 Community](#)
 - [Microsoft Power Apps Community](#)
- [Official Microsoft Power Apps page](#)
- [Official Microsoft Dynamics 365 page](#)

Other Microsoft knowledge banks:

- [demiliani.com – see page 11 to hear more from Stefano](#)
- [guyinacube.com](#)
- [dynamicspedia.com](#)
- [kurthatlevik.com](#)
- [Waldek Mastykrz blog](#)
- [Dynamics User Group](#)
- [meganwalker.com](#)
- [mibuso.com](#)
- [Temmy Wahyu Raharjo blog](#)
- [matthewdevaney.com](#)
- [neilparkhurst.com](#)
- [hougaard.com](#)



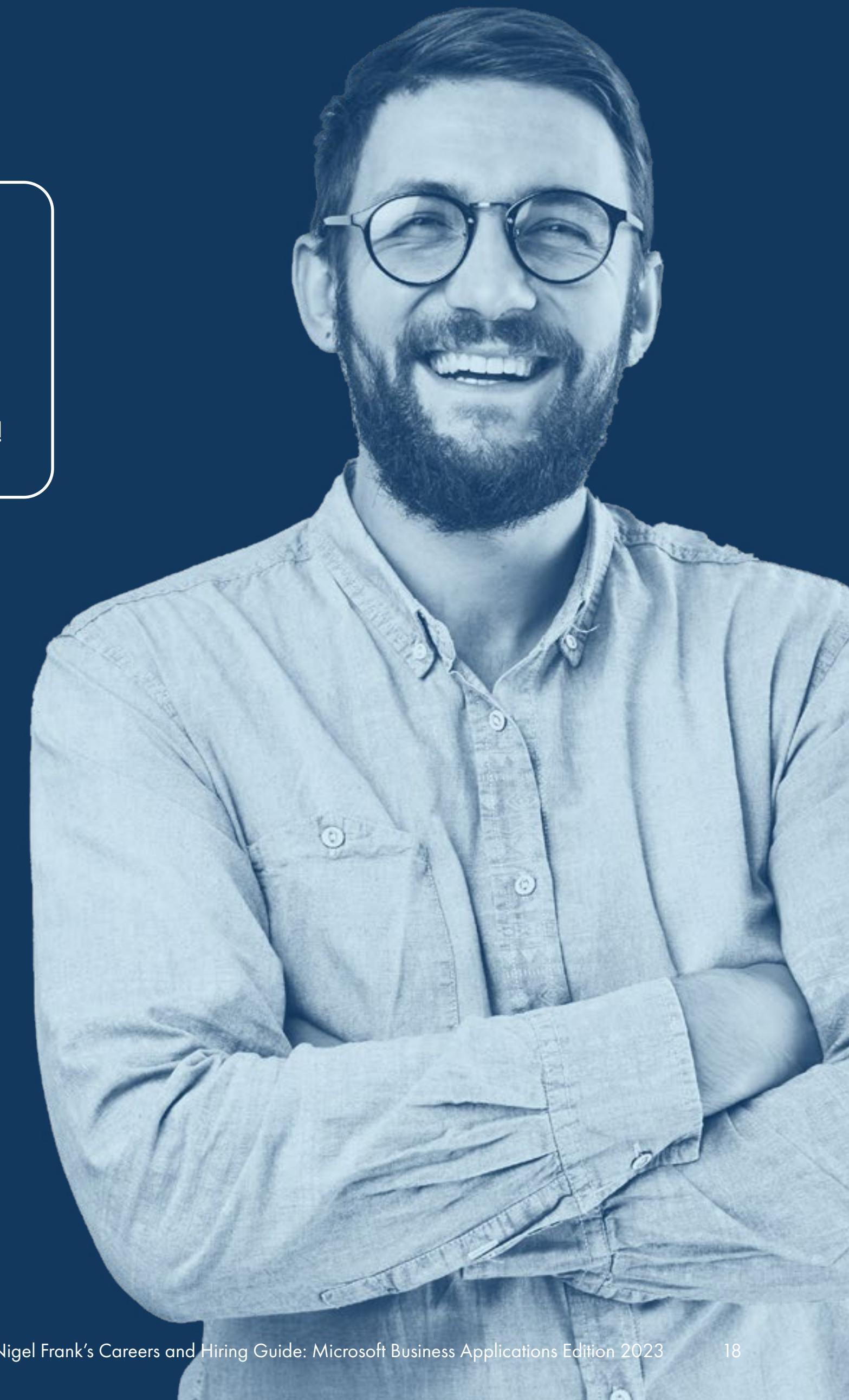
Twitter handles and hashtags to increase your Microsoft Business Applications knowledge

Respondent recommended:

- [@Microsoft](#)
- [@MicrosoftLearn](#)
- [@MSPowerBI](#)
- [@MSPowerApps](#)
- [@MicrosoftTeams](#)
- [@msexcel](#)
- [@MSPowerPlat](#)
- [@MSDYN365BC](#)

Recommended by Nigel Frank:

- [#MSDyn365](#)
- [#MSDynCRM](#)
- [#PowerBI](#)
- [#PowerPlatform](#)
- [#MSpartner](#)
- [#BizApps](#)
- [#PowerApps](#)
- [#PowerAutomate](#)
- [@msPartner](#)
- [@demiliani](#)





What resources are professionals using to increase their knowledge of Microsoft Business Applications?

Microsoft Learn	59%
Microsoft Docs	53%
Microsoft Dynamics 365 product documentation	36%
Microsoft Dynamics 365 Developers Guide	23%
Microsoft Hands-on Labs	21%
Instructor-led training with Microsoft Learning Partners	13%
Microsoft Official Practice Tests	11%
Microsoft Business Applications on Pluralsight	8%
None of the above	2%
Other	10%

'Other' responses include YouTube tutorials, LinkedIn Learning, reading online blogs, and Udemy.

How do professionals like to learn about Microsoft Business Applications?

Videos and demos	60%
Official Microsoft step-by-step tutorials	56%
On-the-job training	49%
Hands-on Labs	38%
Online forums and groups	36%
Detailed product documentation	33%
Unofficial step-by-step tutorials	31%
In-person/instructor-led training	25%
Books	18%
OpenHack sessions	4%
Other	3%

Factors that impact your earning potential

Survey respondents were asked to rank factors most likely to increase earning potential, with years of IT experience with Microsoft Business Applications topping the list again this year as the most significant influence on salary.



Years of technical experience with Microsoft Business Applications



Years of experience in IT



Exposure to large projects



Microsoft certifications



College/University degree(s)



Specific vertical industry experience

Other factors mentioned by respondents as having an impact on earning potential include:

- The ability to demonstrate results
- Good interpersonal skills
- Full life cycle experience
- Leadership experience
- A broad range of knowledge and skills beyond just one focus





Expert Insight



Chris Huntingford

Read more from Chris on [page 29](#)



Microsoft Power Platform professional Chris Huntingford reflects on recent changes in the Microsoft community and shares his top tips for success.

Reflecting on the most recent innovations in the Power Platform space, what advice would you give to professionals looking to pursue a career in this field?

You have to understand the concept of problem recognition and if something can be solved through technology or not. And that's the most challenging part, as most people can't recognize a problem, but thankfully it's something you can learn. So, if you can teach yourself the patterns to look out for, you can then focus on being as hands-on as possible with the stack.

I would also advise tapping into the Power Platform community—the MVPs, the fast-track architects, and the people at the coalface—as they set a lot of the bars and guidance around best practices. So start following them on

LinkedIn and Twitter and get involved. Find pockets of professionals who are keen to help people like you.

Aside from technical knowledge and ability, what other qualities should Microsoft job seekers look to convey to set them apart from other candidates?

I think too many people out there are just putting digital bricks on the table and not actually listening. You need to be able to explain to a customer that I'm here because of A, B, and C, and I understand what you're going through, so these are the things we need to work together on to solve. It doesn't matter how technical you are, what matters is your capacity to absorb information and empathize with people, and this is what you should be showcasing to a prospective employer.



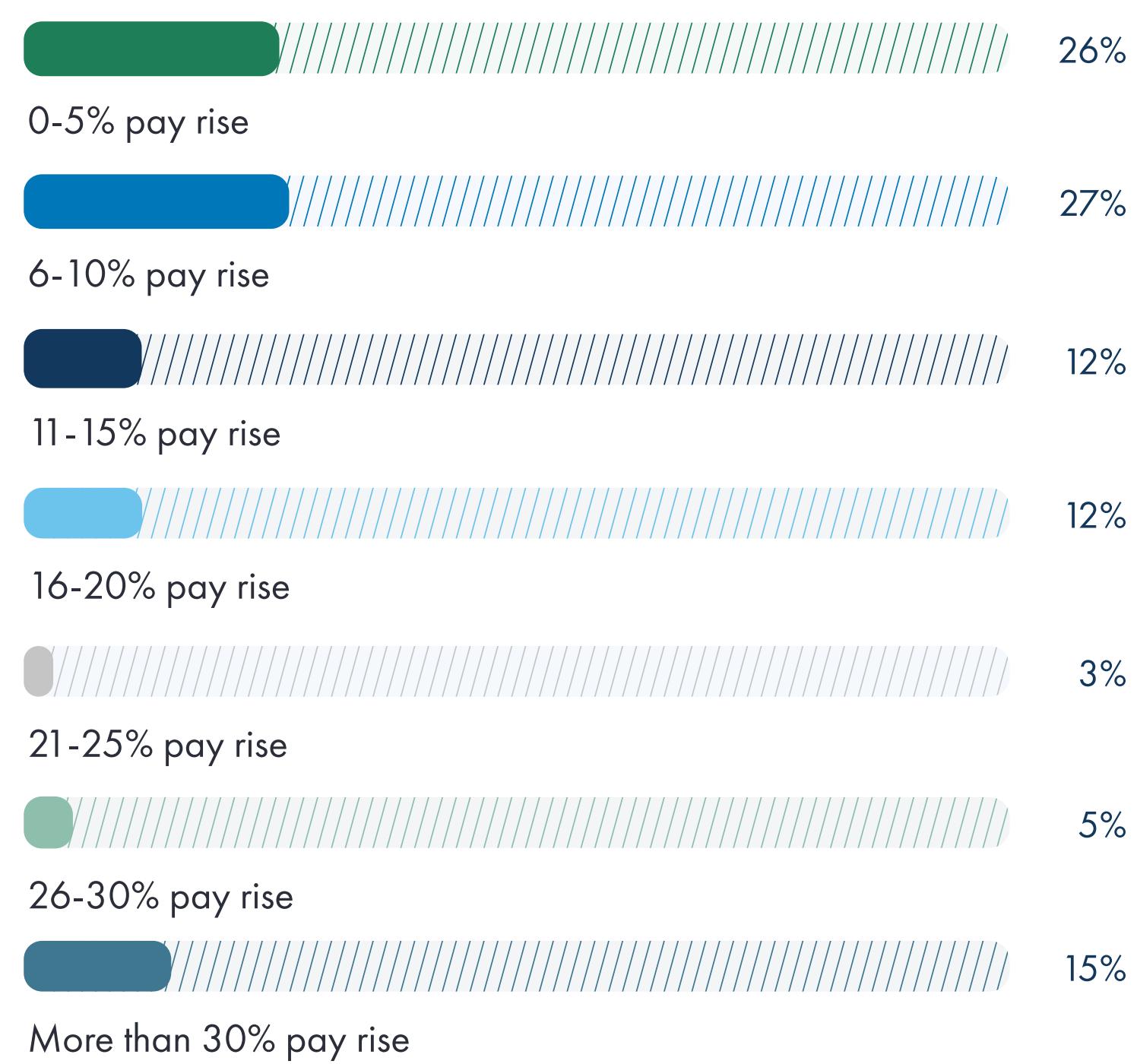
What is on offer in the jobs market?

Are Microsoft professionals experiencing pay increases?

Over three-quarters (**76%**) of professionals received a salary increase from their current employer last year.

How much has your annual basic salary increased in the last year?

On average, those who gained a salary increase with their current employer in the last two years saw their pay rise by **15%**.



Why did professionals working for an end user experience a pay increase?

I received an incremental pay increase	53%
I changed employer	21%
I received a promotion	20%
There's a lack of Microsoft talent in the market, and my employer wants to keep me	11%
More opportunities for remote work have increased my job options and my employer wants to keep me	8%
Increased demand for Microsoft professionals has increased my market value and my employer wants to keep me	7%
My organization is more profitable now than it was a year ago	4%
I gained an additional Microsoft certification	3%
My organization made staffing cuts and I have taken on more work	2%
Other	5%
'Other' responses include a successful salary negotiation and performance-related pay increases.	

Why did professionals working for a partner experience a pay increase?

I received a performance related increase	48%
I received an incremental pay increase	36%
I changed employer	28%
There's a lack of Microsoft talent in the market and my employer wants to keep me	14%
Increased demand for Microsoft professionals has increased my market value and my employer wants to keep me	13%
More opportunities for remote work have increased my job options and my employer wants to keep me	11%
I gained an additional Microsoft certification	7%
My organization offered staff pay increases due to an increased workload	7%
Increased demand for Microsoft services means my organization has more clients than a year ago	5%
My organization made staffing cuts and I have taken on more work	2%
Other	3%



Did your salary change when you last changed jobs?

73%

Yes, my salary increased

10%

No, my salary stayed the same

8%

Yes, my salary decreased

9%

Not applicable

Those that experienced a salary increase when changing jobs saw their pay rise by 19% on average. This is down 2% from our previous survey.

We asked those who took a pay cut when they changed jobs to share their reasoning.

The top 10 responses were:

1	For a better company culture	33%
2	I wanted to work for that organization	28%
3	To be able to work remotely	23%
4	The new role involved a shorter commute	16%
5	The new role involved less travel	16%
6	The new role offered flexible working opportunities	16%
7	The new role involved less responsibility	14%
8	Better training opportunities	12%
9	I'd have accepted any offer to leave my last role	12%
10	The new role involved fewer working hours	12%

Counteroffers

A counteroffer is an offer provided by your employer intended to make you reconsider your resignation.

Interestingly, more than half (56%) of professionals have received a counteroffer after resigning.

What are employees offered as a counteroffer?

Salary increase	84%
Promotion	27%
Bonus (monthly/biannual/year-end bonus)	15%
Training and development opportunities	14%
One-off retention bonus	12%
Flexible working hours	9%
Remote working	7%
Employer paid for certifications	6%
Additional paid time off	6%
Shares in the company	4%
Commission	2%
Other	4%

Of those that received a salary increase as part of their counteroffer, their pay increased, on average, by 19%. However, only 33% of those that have received a counteroffer accepted it.

Why are employees accepting counteroffers?

- Better pay/higher salary

"I like the organization I work for, and the only reason I was considering leaving was that the new offer was so much higher than I was being paid at the time. Then they made the counteroffer, and it made sense for me financially, so I was happy to accept."

Power Platform Architect, United Kingdom

- Job security
- Not committed to accepting the new role
- Comfort with their current employer/scared of change

On average, professionals who stayed with their employer after receiving a counteroffer remained in the organization for two more years. One employee even stayed for a further seven years and counting—however this wasn't the norm.

Out of the third that accepted, 27% of those later regretted their decision.

Reasons cited for regretting the decision to accept the counteroffer include:

- I missed out on a role that would have increased my skill set
- The conditions of my offer were not met



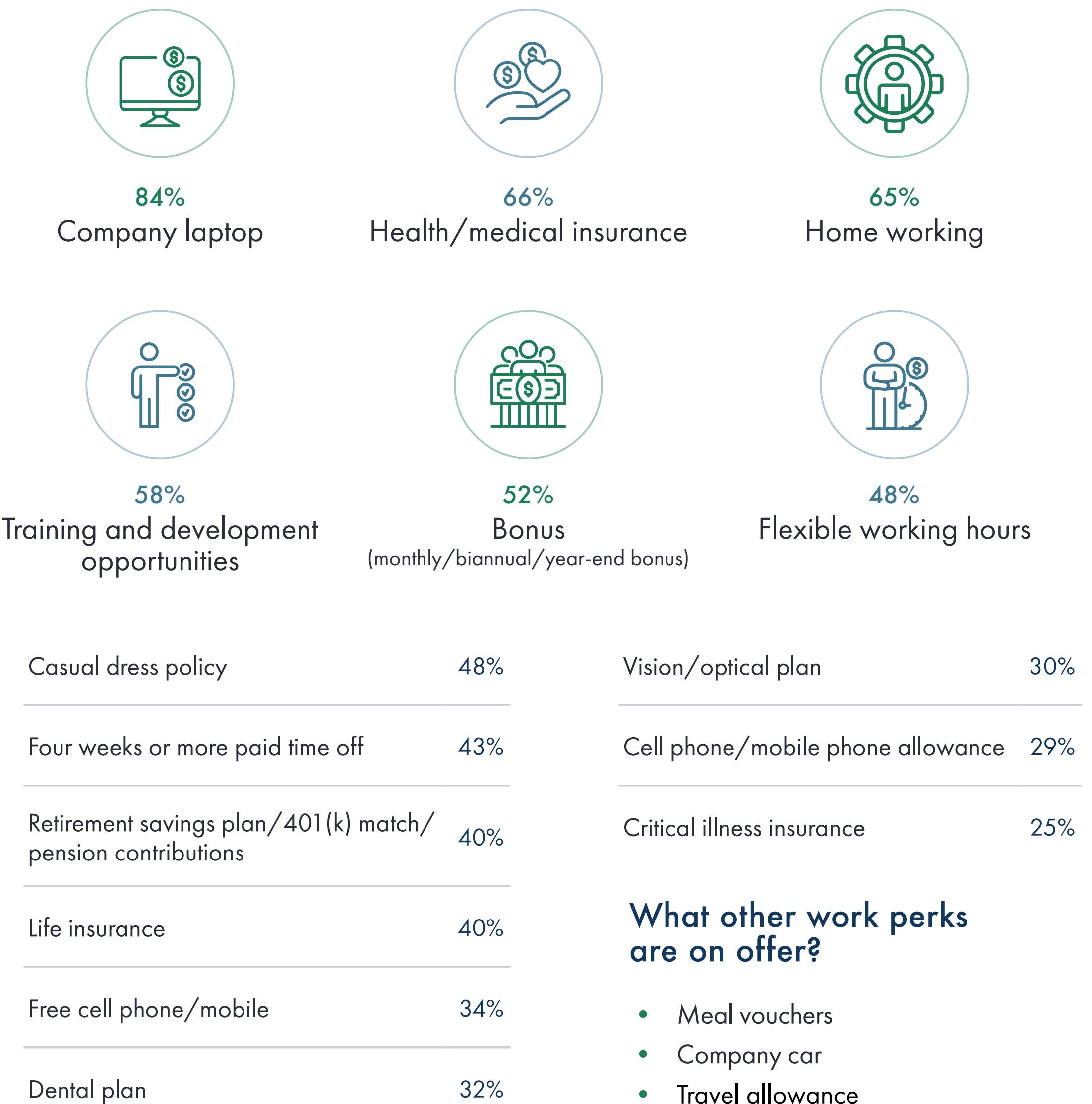
Rewards and recognition

Perks and benefits have always been among the top tools for employee recruitment and retention—and those businesses offering the right rewards to their employees tend to have a much easier time attracting and keeping talent.

As an employer, staying on top of which benefits are being offered, and which appeal to the current workforce, is essential. And thanks to the pandemic, and the Great Resignation, the world of perks and rewards has been completely overhauled, meaning employers need to pay special attention to the new needs and wants of employees. People craving and expecting different rewards and recognition for their work, is driving more businesses to ruminate on what else they can offer to stand out in a fierce hiring market.

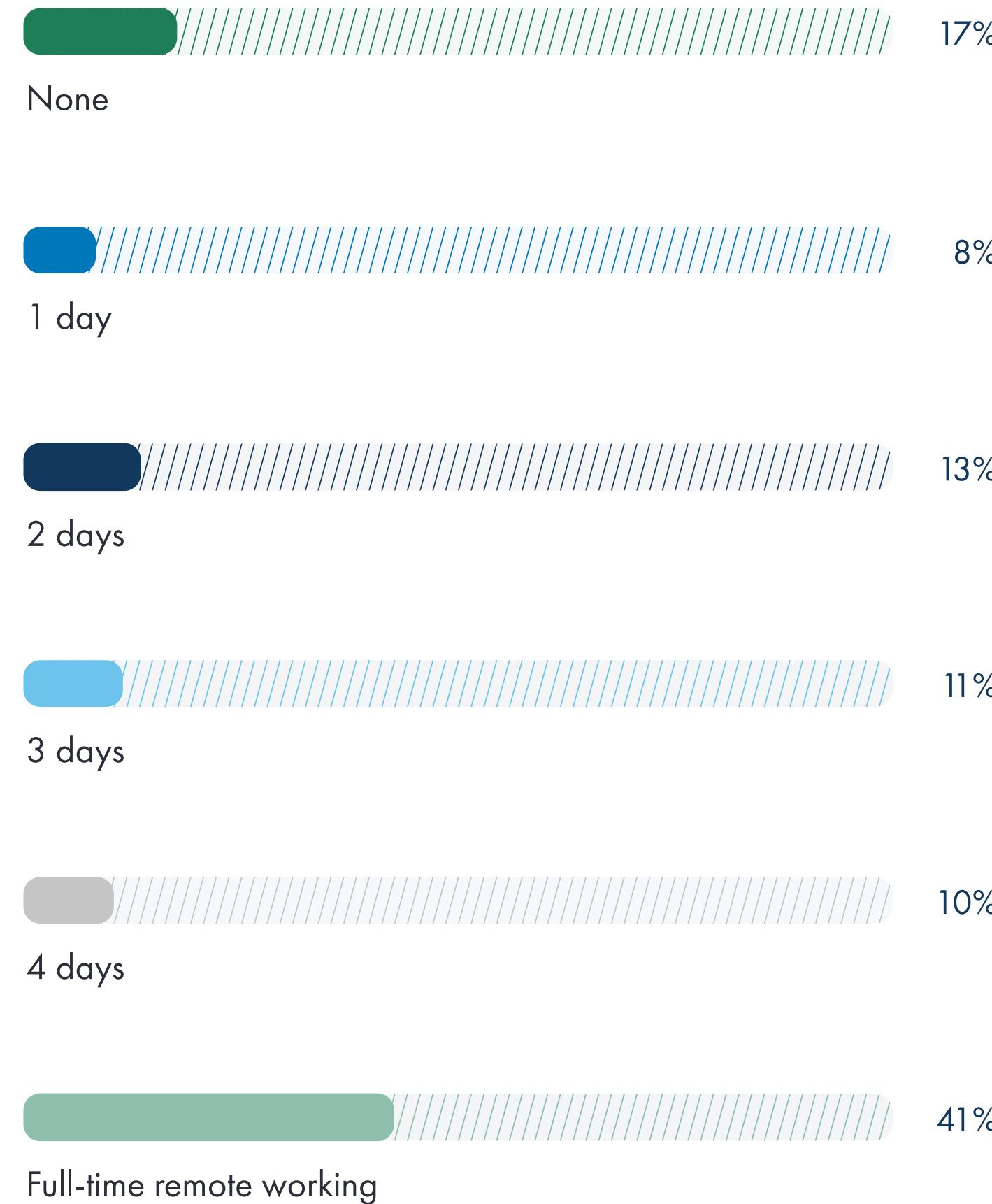
For candidates, knowing what is currently on offer will help you benchmark the kind of rewards and recognition you're receiving against those your peers are getting. Especially if you're currently considering a job change, being able to differentiate between which perks and benefits have become an industry-standard, and which are above average, will help you evaluate any job offer that comes your way. Similarly, leveraging this sort of information with your current employer may support you in negotiating better-suited perks if you intend to stick to your current position or workplace.

What employee benefits are Microsoft Business Applications professionals receiving?





How many employers are offering remote working?



Average working hours

Permanent employees who took part in our survey work between **8 and 70 hours** per week, with the average being **42 hours**.

Paid time off by region

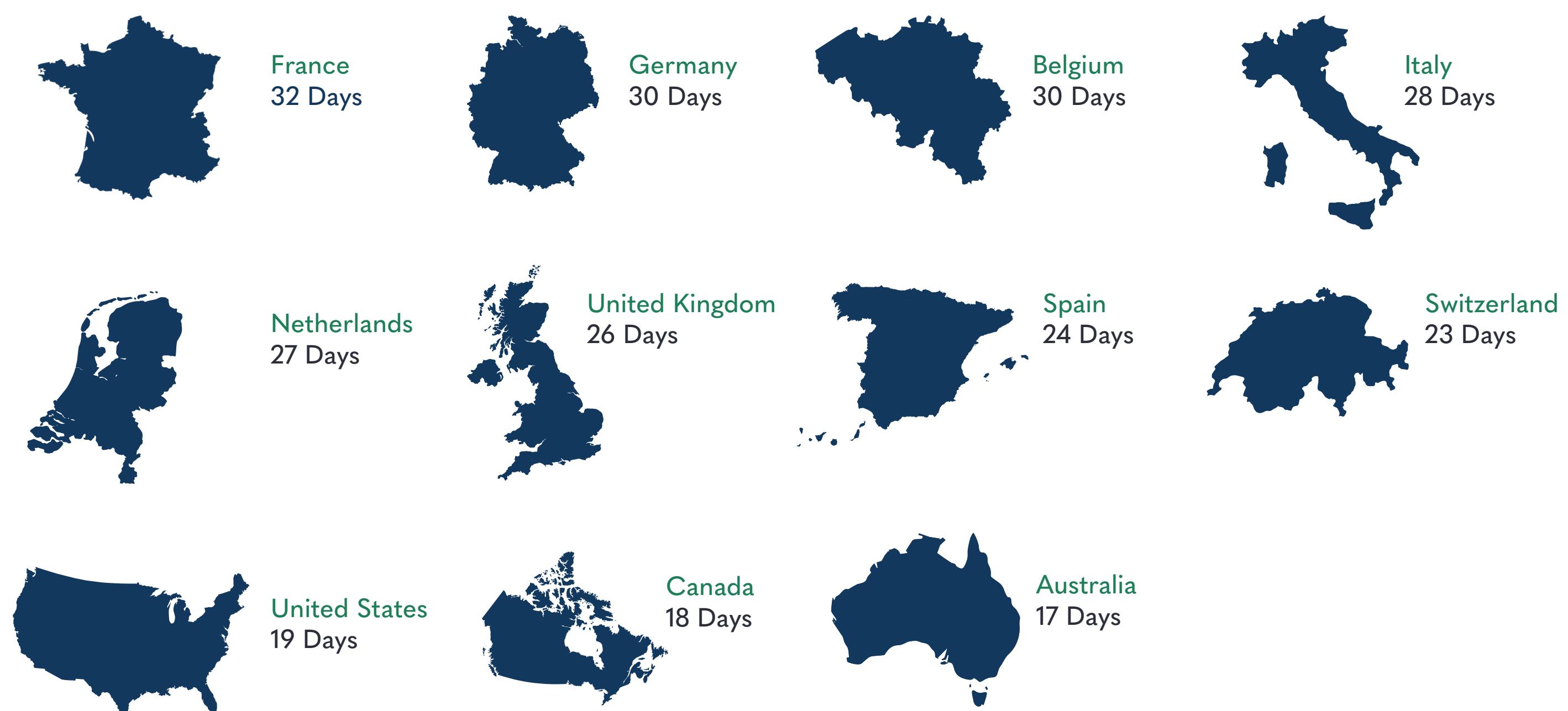
Professionals working in a permanent role tell us they receive **22 days** of paid time off (PTO) a year on average.

The amount of PTO received by our respondents varies substantially—not only by country in accordance with different employment standards around the world, but also from employer to employer.

The number of days of annual leave offered by companies, even within the same country, can differ based on a multitude of factors. These include industry standards, or internal policy; some employers may in fact have other policies in place for employee leave, other than PTO.

In recent years, many businesses are offering more PTO as a strong employee value proposition, to try to attract the best candidates in talent-scarce sectors like tech. And, especially following the pandemic, and the added focus on mental and physical wellbeing it brought with it, some companies now even offer unlimited PTO.

See below for the average PTO days by country of our respondents:



Are Microsoft Business Applications professionals experiencing burnout?

Burnout is defined by exhaustion, cynicism, and inefficacy, or the stress generated by being in a constant state of busyness and the feeling that no amount of effort is ever good enough.

Over a third (35%, down from 45% in our last survey) of permanent professionals tell us they have experienced burnout in their current role, compared to only 35% of freelancers (down 1% from our previous survey).

And while it's a positive that, in both cases, we've seen a drop in the number of professionals experiencing burnout—these statistics still call for an urgent need to prevent or fight burnout across businesses.

What is the result of employees experiencing burnout?

- Missed or delayed deadlines
- Projects delivered with a low quality
- Apathy
- Changed organization/position
- Reduced efficiency, productivity, and output
- Poor mental health, resulting in counseling
- Poor physical health, resulting in sickness leave
- Low morale, motivation, and enthusiasm for work
- The organization hired more resource
- Difficulties concentrating
- Frustration and impatience with the business processes of the organization, colleagues, and clients.

The impact of burnout on organizations is that they lose talent and are forced to rehire. The reply we received from a Developer from the United Kingdom gives us a better insight into what is now a widespread situation among professionals: "*I'm currently working my notice period and will be joining a new organization in a month*".

However, an alternative would be to make sure your team has the required resources needed to do their job; as a Technical Architect from the United States mentioned his company did, "*My employer hired a tech to spread the workload*".

The top benefits Microsoft Business Applications professionals are receiving tell a tale of a more flexible, hybrid- and remote-first ecosystem—that is increasingly becoming more aware of the importance of wellbeing, growth opportunities, and ultimately, financial recognition. And, although the latter will never go out of style—bonuses feature just fifth on the list, with **52%** of employees saying it's part of their benefits package right now.

These last few years have shone a light on benefits and the importance of flexible work options, including home working. Similarly, mental wellbeing and work-life balance have become top priorities for most employees—most of which are increasingly looking for workplaces that embrace flexibility and wellbeing as a lifestyle, rather than a one-time choice. And, the results in this survey show us that employers are responding positively to this increased surge in demand by giving their employees a fairer degree of flexible work solutions.

Even perks that appear to be more of a necessity rather than a choice, can contribute to creating a streamlined flexible approach as a business. Take having a company laptop, for instance. As the top perk received by Business Applications professionals, it might not seem like much when compared to other benefits. However, combined

with other factors such as home working and flexible working hours—we can spot an increasingly supportive (and secure) workplace, that prioritizes flexibility and the wellbeing of its staff, while providing them with the right tools they need to succeed in their role too.

There's nothing like a health crisis to bring added awareness to the importance of health and medical insurance policies. Even though they have always been among the top perks Business Applications professionals receive, the pandemic has somehow drove a new appreciation for the peace of mind they bring in times of crisis.

Finally, much-desired training and development opportunities have shot up the list of benefits offered, with **58%** of employees saying their employer is supporting their professional growth, which is more than double compared to the same figure in our last survey, which stood at just **28%**.

Acknowledging the shifting needs of your workforce will also support your competitiveness in the hiring market, while helping paint an accurate picture of what working for you will be like—something jobseekers are increasingly looking for when hunting for their next role.



The future workplace

Are professionals happy to work in the office five days a week?



The future of work

There's one question on everybody's lips right now when discussing the future of work—how will trends such as remote and hybrid work evolve now that the worst of the pandemic has subsided?

And that's a valid question. Although professionals in the Microsoft Business Applications ecosystem were already familiar with remote work options pre-pandemic, the challenges the world faced during 2020 and 2021 further exacerbated solutions for more flexible work arrangements, making home working and hybrid policies the norm, rather than the exception. This led to an increase in their desirability among employees and job seekers, too. In fact, just **13%** of Microsoft Business Applications professionals in this survey said they'd be happy to work in the

office full-time—that's less than three out of 20. Unsurprisingly, this was the least preferred working arrangement among professionals—with most of those surveyed (**49%**) saying they prefer hybrid work the most.

It's no wonder that Microsoft dedicated their [Work Trend Index](#) to hybrid work, and more specifically, to making hybrid work work—with one of the main takeaways being that employees now have a “a new ‘worth it’ equation”. What people want from their jobs has changed, as has what they're ready to invest in it. Mostly a result of the shift in priorities experienced by most following the pandemic, professionals are giving more value to things like their wellbeing and purpose now than they did before. This has led to a change in dynamics, where employees now have

the upper hand. And if the Great Resignation taught us anything, it's that those organizations failing to meet this equation will have a hard time attracting and retaining Microsoft talent.

During the pandemic, most people wondered when and whether we'd ever go back to the so-called ‘normal’. And, now that we're almost out the other end, we can see that at least as far as the world of work is concerned, that doesn't look likely. The good news is that we know that remote work, in its differing forms, works—and employees want it, too. So, it's simply a matter of meeting these expectations with a steady hybrid or remote work model, while keeping an eye out for further developments in trends that will define tomorrow's world of work.

Insights for Microsoft contractors

Contractor workload

The freelancers that took part in our survey work an average of 39 hours a week, although this varies between 8 and 65 hours per week.



Average total contract length:

4 months

- Three years was the longest contract length.
- Only 2% of freelancers have worked on projects that have lasted 12 months or more.



Average number of current clients: 2

- Over two-fifths (43%) of freelancers are working for one client.

W-2 vs 1099: What does it mean for contractors?

If you're a Business Applications contractor in the US, then you might already know the 1099 Form well. But if you haven't heard about it yet, it's a document that's issued to self-employed or freelance professionals to report non-employment income to the IRS and pay their taxes. It can also be used to declare any payments received as part of their independent freelance or contractor work.

If this name doesn't ring a bell, then you're probably what's known as a W-2 employee. This means you're on the payroll, your employer pays your taxes on your behalf. You're probably given a W-2 form to outline what you've earned and the taxes you've paid in any given financial year.

However, the way you pay your taxes isn't the only difference between 1099 and W-2 employees. Being a 1099 employee means you're an independent contractor, and aren't entitled to benefits like pension plans, insurance, and vacation pay. But being a 1099 employee also means you're in complete control over how and when you work—which is not always the case for W-2 employees.

Both setups come with their set of pros and cons. Some professionals prefer operating as a 1099 contractor, giving them more flexibility and freedom—while others like the structure and stability a W-2 role brings.

As a Business Applications professional, it's important to understand the difference between both employment types. Not only because you can make more informed decisions when choosing one setup over the other, but also to ensure you're being treated fairly by your employer or client.

If you want to avoid being misclassified, according to the IRS, the general rule is to look at your degree of independence and control over your role and work. For instance, if the organization you work for controls only the result of the work, and not how, when, or with what tools or equipment it will be done, then you are an independent contractor. If the organization is directing the work being performed or setting your hours and schedule, then you're an employee, and you should be receiving all the benefits offered by an employer to in-house staff.





How to increase your contract rate

Negotiating remuneration can be daunting even for the most confident professionals. However, this shouldn't stop you from getting paid what you're worth. As a regular employee, you can probably count on a salary review, or possibly, asking your employer for a raise or a promotion if you feel undervalued and underpaid. However, when you're the only person running the show, the only real way to get a raise is to up your contract rates.

Unfortunately, it's normal for many self-employed professionals to procrastinate this intimidating, yet necessary task. You might worry you'll lose clients or fail to attract new ones. Similarly, you might feel impostor syndrome creeping in, making you doubt whether you're worth your rate or not.

Whether you're starting out fresh as a Microsoft Business Apps freelancer, or you're an experienced contractor looking to increase your earnings, we've compiled some of our best tips to up your market value, and make sure you're being paid what you're worth.

Know your value as a contractor

Firstly, you need to know what you're worth as a professional. There are many resources out there, such as this Careers and Hiring Guide, that can give you a better idea of what a person at your level and in your field are, or should be, making. Even simply asking around your peers or colleagues can help you benchmark your current rates and estimate any additional increments.

Once you have a better idea of the industry's average contract rates, it's time to position yourself within the talent market. How many years of experience have you accumulated throughout your career? Plus, what sort of projects have you worked on and what were your responsibilities? Have you gained any new skills, or gained any new certifications? Have you found yourself picking up new tasks on an ad hoc basis? Make sure you're sizing up your rates to match your experience, skills, achievements, and certifications.

Get certified

Certifications might not be required as a freelancer, but they can give more credibility to your knowledge, skills, and reliability. Relevant certifications give employers a standardized way of benchmarking your expertise, showing you're keeping up with the industry's latest trends and developments. Plus, companies looking at becoming a Microsoft Certified Partner can gain more points by having certified staff on their team, bringing tangible value to any organizations you'll be offering your services to.

Invest in yourself

As a freelancer, you are your own product and business. If you want to increase your earning power, you need to look to invest in yourself and your services consistently—whether that's time or financial investment, or both. Plus, specialized courses or improved digital tools can also help you pick any specialisms you'd like to focus on, such as a niche, or Business Apps products, or simply filling in a specific area of the digital skills gap. All of this can help you get paid more for your services.

Don't forget that marketing is half the battle

Finally, market yourself! Keep an updated showcase of your achievements, skills, experience, client testimonials, references, and case studies showing what you've accomplished so far. This can help support any explanations you need to give to clients about increasing your rates and will also help you show potential clients you're their best choice too.

Attraction and retention

What makes a contractor accept a contract offer?

Earning potential	82%
Ability to work remotely	82%
Flexible hours	68%
Technologies used in the project	54%
Number of hours or days per week	50%
Duration of project	45%
Size of project	35%
Management philosophy	32%
Complexity of project	28%
The industry the project or organization is in	28%
Quality standards	24%
Other	2%

What challenges do you face working as a contractor?

Finding new contracts/customers	42%
Clients changing the scope of a project	38%
Work-life balance	31%
Unrealistic expectations of clients	31%
Time management	30%
Lack of communication from clients	22%
Keeping up to date with admin	21%
What to do in periods of no work	19%
Late customer payments/invoicing	15%
Procrastination/motivation	11%
There is lots of competition	9%
I don't think I face any challenges working freelance	5%

Insights for hiring managers

What strategies are employers using to stay competitive in attracting talent?

Employee skills training	44%
Salary increases	39%
New ways of working – including remote, hybrid, or flexible working	35%
Investment in training programs	32%
Employee wellbeing initiatives	24%
Engaging employees around the mission, vision, and values of the organization	24%
Developing a business case for more resources	20%
Equality, diversity, and inclusion hiring practices	20%
Company profit sharing	18%
Introduction of a bonus (monthly/biannual/year-end bonus)	18%
Increased leadership visibility	17%
Increased benefits and perks	14%
Environmental, social, and governance (ESG)	8%
None of the above	10%
Other	3%

Hiring Microsoft professionals

Hiring managers tell us that it takes on average, six months and two weeks to find a new Microsoft hire. Almost half (48%) of the hiring managers surveyed are looking to hire a Microsoft Business Applications professional in the next 12 months.

However, only 29% are confident that they can find the right candidate on the first attempt, while 38% are not confident. This is likely because over half (51%) of organizations have previously struggled to fill a Microsoft Business Applications position.

What are your top tech staffing challenges over the next 12 months?

Increased competition for talent	50%
Talent attraction	31%
Lack of skills/experience in the market	27%
We struggle to pay the market rate/what candidates demand	26%
Talent retention	26%
Lack of resource/capacity in-house	24%
Managing remote employees	19%
Lack of skills in-house	13%
An increase in demand for contractors/freelancers	12%
Virtual recruiting	8%
Disengaged employees	7%
Buy-in from senior leadership on the need to recruit	7%
Personnel change (e.g., redundancies, restructuring, and role changes)	6%
Our current training program is not effective in upskilling inexperienced candidates	6%
We struggle to identify the skills we need/lack	5%
Not sure	10%
Other	2%

Expert Insight

Chris Huntingford

Microsoft MVP and Platform Evangelist Chris Huntingford talks about the most significant shift in the Microsoft ecosystem over the last 12 months.



There has been greater uptake of Power Platform due to its low code capabilities, and as a result, there's been a huge need for people in the Microsoft channel who can use it. But it's not just technical people we need; we also need those who understand governance, security advisory, and ecosystems. This has led to a massive skills shortage in this area.

To add to that, partners are struggling to find the right talent and are poaching professionals from their competitors and pricing out smaller organizations. We should, however, be creating talent, not just moving it around. I think we've reached a point of disillusionment where we need to decide if we will continue stealing talent or if we will upskill people and bring in folks outside of the Microsoft channel and build them up into a role.

I'm also seeing amazing graduates and professionals entering the Microsoft channel who are keen to learn all the different areas. They're not saying I'm a Dynamics person or I want to be an Azure pro—they want to do all of it. As Power Platform is a unified stack, you can't just be a Dynamics 365 Functional Consultant anymore; that's not going to cut the mustard. You also need to know how to use, for example, Teams or Azure. A much broader approach is required.



The digital skills gap

The digital skills gap has been a long-standing challenge for many businesses, most of which have been in the race for talent for quite some time already. However, this situation has been further exacerbated in recent years, as most businesses shifted to digital solutions and created an unprecedented demand for digital transformations, following the COVID-19 pandemic.

Unsurprisingly, this resulted in an exponential spike in demand for tech professionals. And with the tech hiring market already talent-scarce, finding the right candidates to support organization's digital transformations became an even greater struggle.

Lack of talent has been put on the backburner for too long within the tech industry, and now more than ever, we need businesses to actively play their role to help bridge this divide. If not, the digital skills gap is destined to grow even further, causing major disruptions in the future too, as tech continues to evolve at the speed of light. And, with **Gartner**, Inc. predicting that in 2023, worldwide public cloud spending will total \$591.8 billion, a **21%**, increase from \$490.3 billion in 2022—it's unlikely that we'll see an end to this shortage of professionals anytime soon.

The Microsoft ecosystem was dealt a blow by the pandemic and continues to struggle for talent now that lockdowns and restrictions become more of a distant memory. As more businesses rely on Microsoft Dynamics to streamline their business processes in a secure and centralized way, the shortage of skilled talent continues to persist.

Microsoft's stats show that Dynamics products and cloud services revenue increased **19%**, in its fourth quarter last year—a growth mostly driven by Dynamics 365 revenue growth of **31%**. Amid this development, addressing the talent divide has never been this urgent. It's a priority, and not just a thought, for everyone in the Microsoft ecosystem, if we want to continue driving innovation and growth.

Contents

Nigel Frank
International

The Global Leader in
Microsoft Recruitment

A Tenth Revolution Group Company

Need help navigating the
hiring market in the ongoing
skills shortage?

Finding the right candidate in a labor market this short on supply isn't easy—but at Nigel Frank, we can help you identify your next hire. Our extensive database of pre-qualified Microsoft Business Applications professionals means we have access to an unrivaled network of cloud talent—connecting you with your ideal candidate in no time.

Start your search in just a few clicks by visiting our [Candidate Search](#).

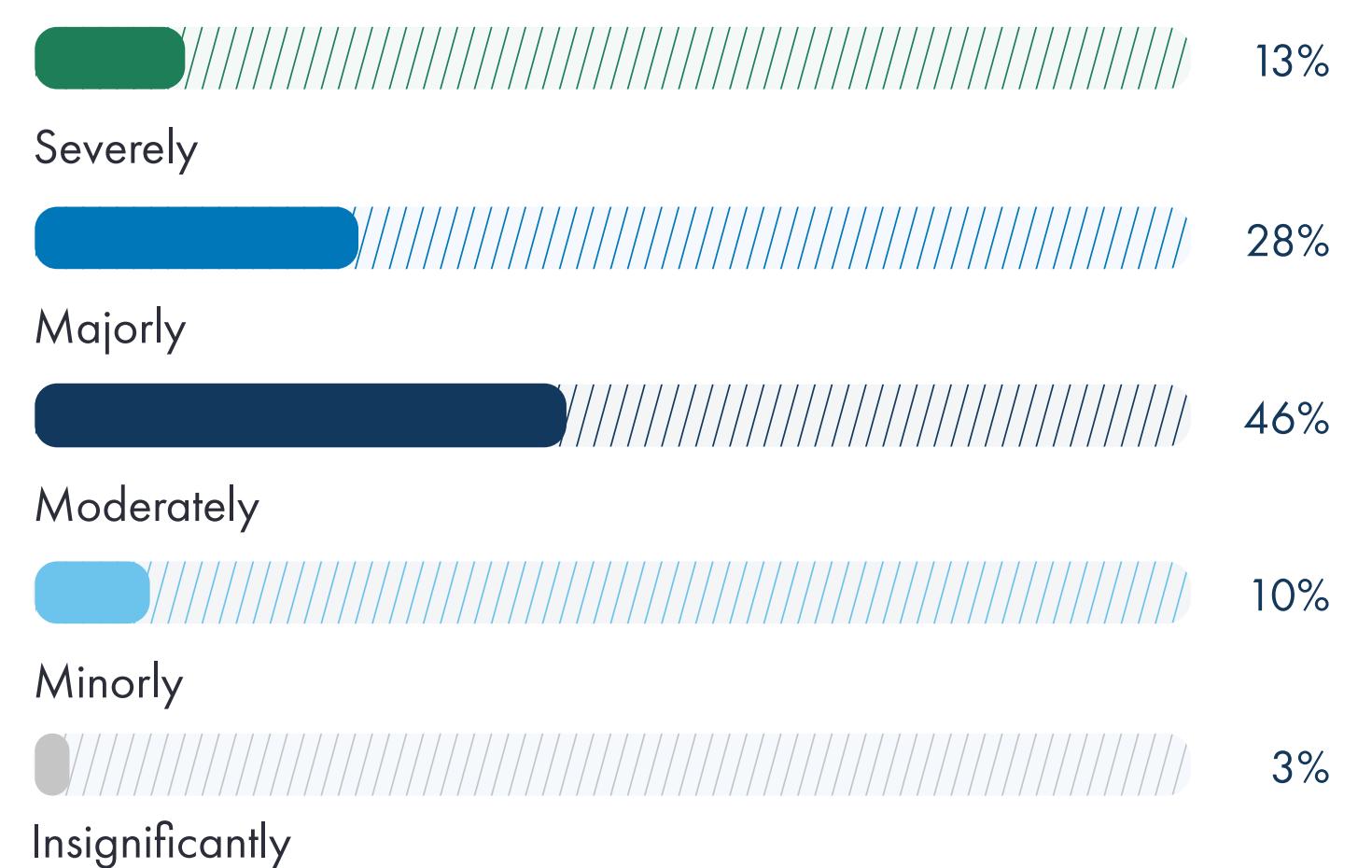


Almost two-thirds (60%) of hiring managers believe there is an IT skills gap in the Microsoft Business Applications community, 46% of which say that the skills gap has increased in the last 12 months.

What is the biggest challenge you face in closing the digital skills gap?

Attracting candidates with the right skills for our industry is difficult	50%
Finding the right talent is time-consuming	46%
There is a lack of qualified/experienced candidates in the marketplace	45%
There is too much competition for talent	32%
Technology innovation is outpacing skills development	30%
An over-inflated market rate for candidates	23%
Other	3%

How much is the skills gap impacting your organization's strategic objectives?

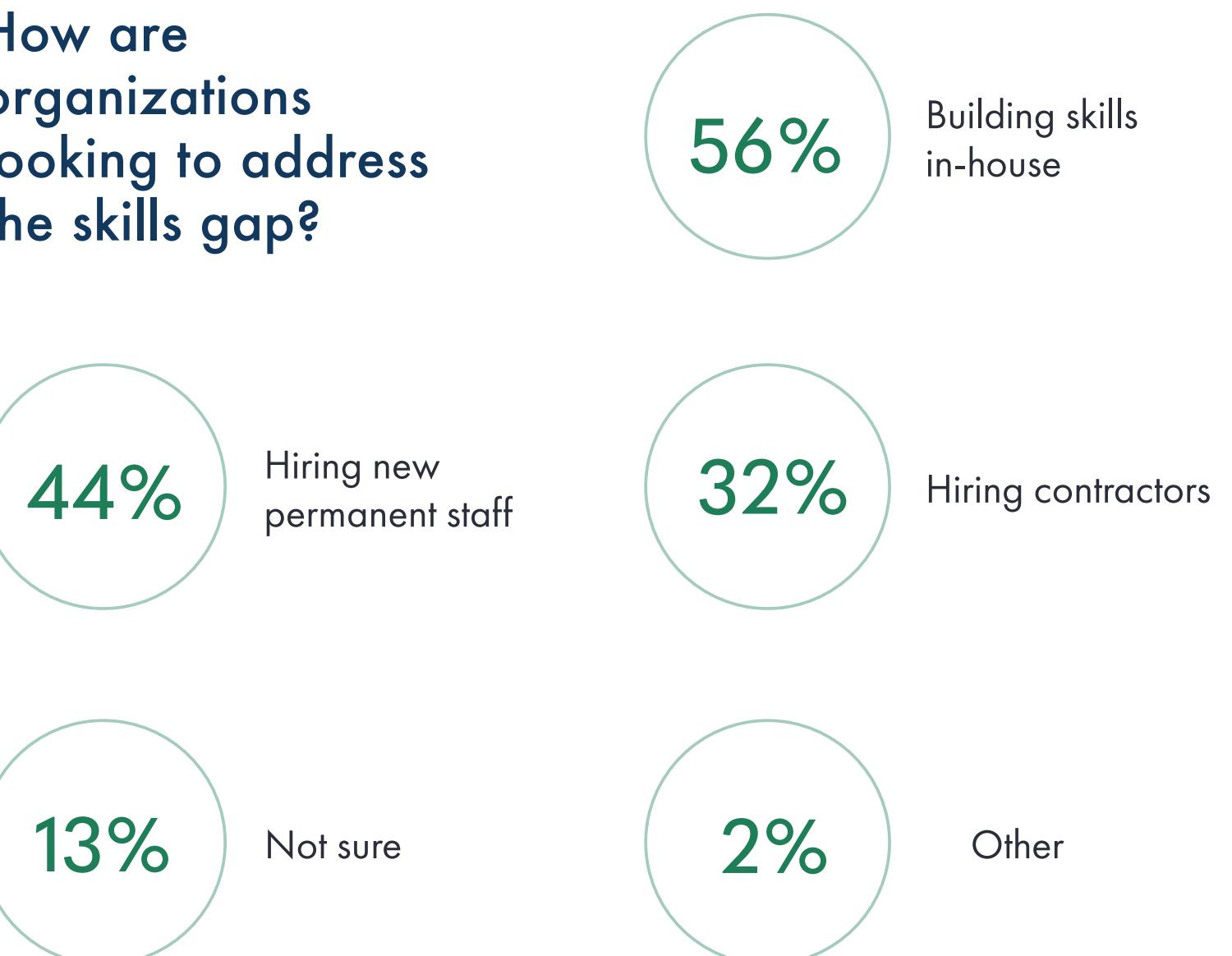


How is the skills gap impacting on strategic objectives?

An increased workload of current staff	37%
Less growth than expected	33%
Missing project deadlines	33%
Difficulty keeping up with demand for services	33%
Increased employee turnover (e.g., as a result of burnout or losing staff to competitors)	30%
Increased costs due to hiring contractors	28%
Decreased profitability	21%
Other	1%

Over a third (36%) of hiring managers are concerned about the impact of the skills gap on their organization's performance.

How are organizations looking to address the skills gap?



As we've seen in this brand-new section, the digital skills gap is a growing concern for over a third of hiring managers, particularly when it comes to the impact it has on their organization's performance. Almost half of respondents listed an increased workload of current staff (37%), less growth than expected (33%), and missing deadlines (33%), as the top three consequences this divide is having on their organization's strategic objectives.

And while 50% of respondents stated that attracting candidates with the right skills for their industry is difficult, 56% of hiring managers are, encouragingly, implementing one of the best practices to address the skills gap. And that is, building skills in-house—which time and time again, continues to be one of the most cost-efficient and sustainable solutions. By now we know it—employees are likely to stay with employers who offer them robust growth and development opportunities. So not only will upskilling equip your business with the right talent for your needs, it will boost your talent retention too.

Hiring permanent staff and contractors is another strategy hiring managers are using to combat this issue. However, considering that 46% of respondents told us finding right talent is time-consuming, and a further 45% said there's a lack of qualified or experienced candidates in the market, it's essential that hiring managers don't miss out on reaching the top talent solely because they're not casting a wide-enough net while recruiting. Deciding whether certain skills are essential or can be taught on the job is one way of doing this, as is implementing an EDI strategy, including flexible and remote work solutions to attract a more diverse workforce. After all, the bigger the talent pool you fish in, the greater the likelihood of finding your ideal talent—helping the ecosystem bridge the skills gap one candidate at a time.

Insights for Microsoft end users

It's no secret that talent attraction and retention is a difficult feat for most organizations. Microsoft Business Applications professionals are in high demand, and especially as the Great Resignation continues to rampage through an already tight hiring market, employers need to step up their game if they want to secure the best candidates out there, and not lose existing top talent.

But it's not just this that employers need to be wary of—given the pandemic has completely overhauled the world of work, and our expectations of it in just a couple of months. Traditional office-based 9-5s are now just a distant memory for most, as more workplaces and workers alike embrace hybrid and remote work, together with the changes this shift has brought with it.

One of these major changes is the expectation most workers have of employee benefits packages. Especially as professionals place more importance on a job's value and purpose, you might need more than a gym membership or free breakfast to keep the retention scale in balance. So, what kind of perks and benefits are Business Applications looking for? Such rewards have always been about making employees' lives better, and easier, and even though work as we know it has changed, the reasoning behind such rewards hasn't.

Knowing what matters to professionals is crucial when developing your attraction and retention strategy. And although what's important to employees may differ from time to time—keeping on top of these changing needs and priorities and adapting accordingly is essential in, what is inarguably, one of the toughest hiring markets.

Attraction and retention

What encourages a candidate to take a role?

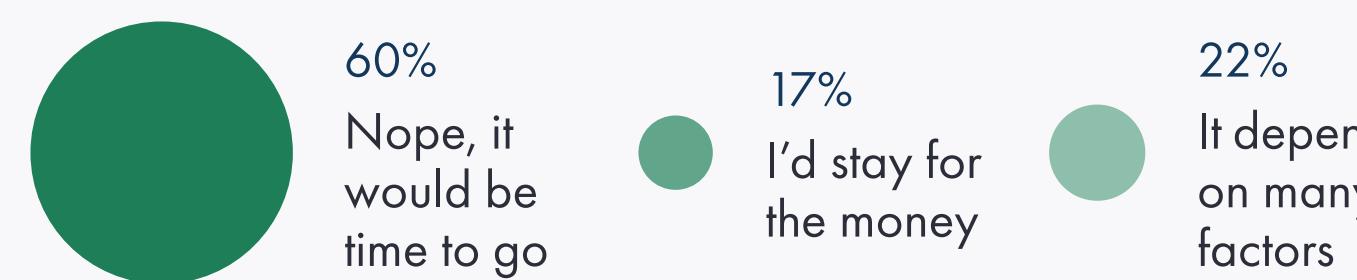
We asked permanent employees what attracted them to their current role, and grouped their responses into the following themes:

- Opportunities for career advancement and development
- The chance to develop a greater range of skills
- To develop personally
- The opportunity to work remotely
- To pursue a more challenging role or project
- A better salary and compensation package
- Ability to leave an unhappy job/role
- To work in a different industry
- For a better company culture
- Relocation
- The need for a new challenge
- To work in a better-suited location
- More stable/secure company

Salary aside, 87% of permanent employees (up by 1% from our last survey) tell us that workplace benefits are important when deciding whether they will accept a job.

LinkedIn Poll

Would a salary increase or bonus stop you from leaving a job that you no longer enjoy or have outgrown?



The other factors mentioned include if the management was the driving force behind people leaving and that didn't change, then no amount of money would help, or if the organization decided to invest in professional development, then that's worth staying for.

* Data taken from a poll conducted on Nigel Frank's LinkedIn in July 2022.

What perks entice a candidate to accept or consider a new role?

Respondents were asked to rate the top three perks that would influence their decision to accept a job offer, and the perks that made the top 10 are:

1	Home working	37%
2	Four weeks or more paid time off	35%
3	Bonus (monthly/biannual/year-end bonus)	33%
4	Flexible working hours	24%
5	Training and development opportunities	16%
6	Retirement savings plan/401(k) match/pension contributions	15%
7	Health/medical insurance	13%
8	Shares in the company/reduced-priced shares in the company	12%
9	Company car	11%
10	Accommodation/housing allowance	8%

Among the perks that vary the most within the Microsoft Business Applications ecosystem are bonuses. And this is largely because factors such as the type of organization you work for will heavily impact the kind of bonus you'll receive. Professionals employed by an end user, for instance, tend to receive annual or end-of-year bonuses along with the rest of the company's employees. Those working for a Microsoft Business Applications partner or ISV, however, are often more heavily incentivized and may receive monthly bonuses related to their billable hours. Similarly, your position on the career ladder can affect bonuses too. A junior Microsoft Business Applications professional may receive a smaller amount compared to those within more established roles, such as Solution Architects, who tend to earn a greater bonus.

Are employees looking to change employer?

More than half (**56%**) of respondents in permanent roles expect to work for their current employer in the coming year, while **16%** are actively looking for a new position. A further **9%** expect to leave but aren't currently job hunting, and the remaining **19%** are unsure if they will stay or go.

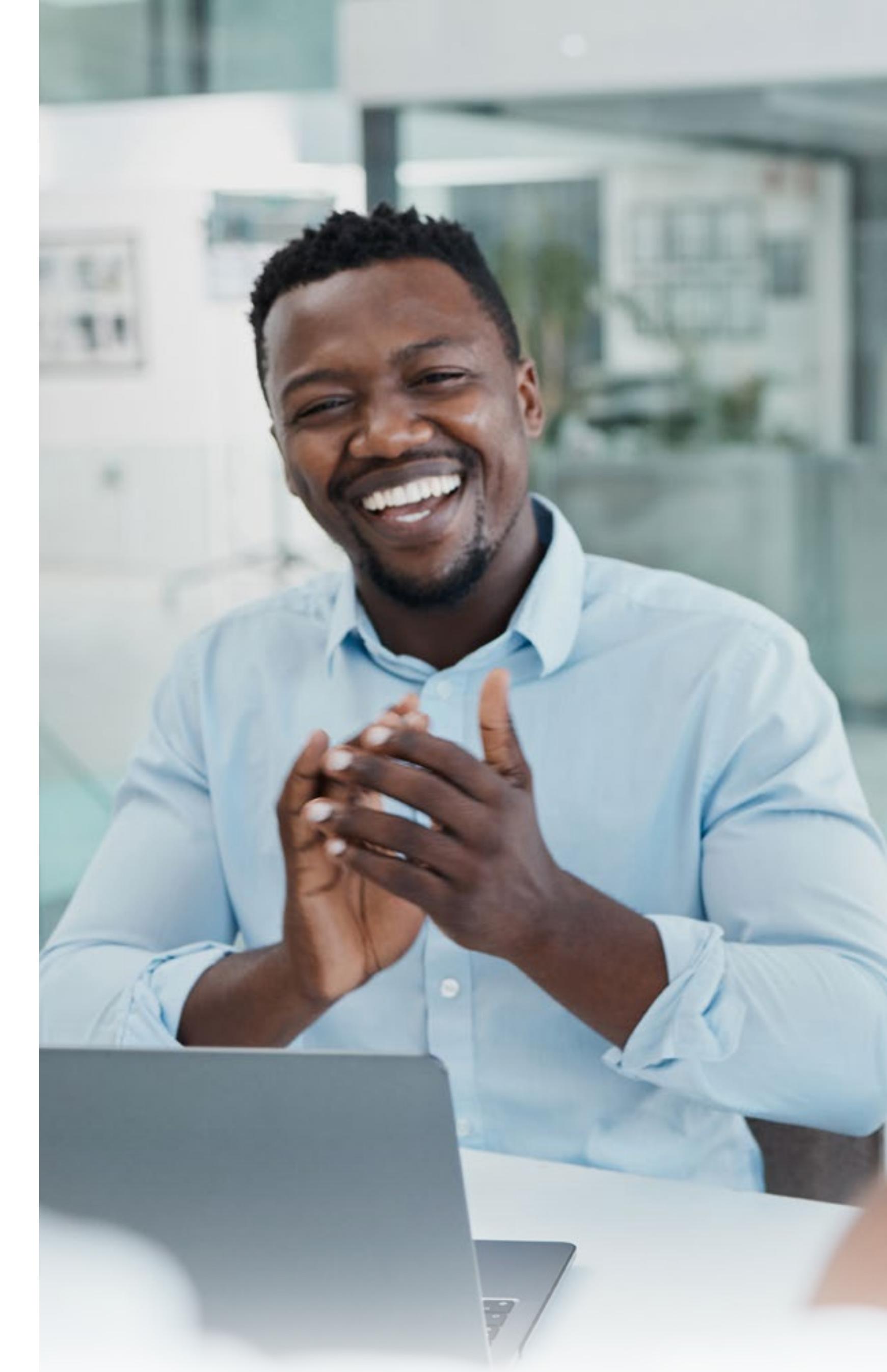
What motivates an employee to consider a new role?

The top 10 reasons are:

1	Lack of salary increase/earnings increase	46%
2	Lack of career and promotional prospects	43%
3	Need new challenges	38%
4	Lack of leadership and vision	31%
5	Poor working environment/company culture	28%
6	I'm underutilized in my current role/company	26%
7	To pursue a better work-life balance	26%
8	I'm underappreciated in my current company	25%
9	Lack of exposure to the latest Microsoft Business Applications products	24%
10	I'm over-stressed/over-worked	22%

Once again, the top two reasons for professionals wanting to pursue a new opportunity are a lack of a pay increase and a lack of promotional prospects. However, new in the third spot is a need for new challenges—replacing last year's top third reason, a poor working environment.

More than two-thirds (37%) of those looking to leave their employer within 12 months said they are unlikely to accept a role that involved working in an office five days a week.



Microsoft Business Applications professionals want more flexibility, recognition, and career progression opportunities. And, with just over half (**56%**) of professionals surveyed expecting to work for their current employer in the coming year, developing the right attraction and retention strategies has perhaps never been as important.

Having a great compensation and rewards package has always been a top magnet for great talent, and although its importance might fluctuate through the years, salary will remain a central factor in your attraction and retention strategy. However, it's not the only factor influencing a job seeker's decision to switch jobs.

Microsoft Business Applications professionals are eager to learn more, contribute more, and grow more—so even if you're already offering industry-standard salaries or better, it might be worth ensuring you're offering enough growth opportunities to your employees too.

Similarly, it's hard to ignore job seekers' needs or flexible work. Home working ranks as the top perk that would attract a candidate to consider a new role, and flexible working hours made it to the top part of the list too (with **37%** and **24%** of respondents stating their preferences, respectively). Plus, among those looking for a new job, **37%** said working in an office five days a week would be a dealbreaker for them—which can seriously impact the ability hybrid- and remote-hesitant workplaces have to appeal to today's workforce.

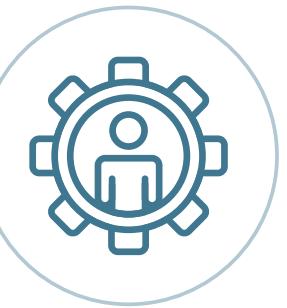
Are you already offering the top sought-after perks, and wondering what else you can do to keep your talent? Why not carry out a business-wide survey or questionnaire to help you get a better insight into what your team might specifically need to excel at their jobs? Especially at the rate the Microsoft ecosystem is developing, there'll always be something new to learn about your teams and their evolving desires and needs. And that sort of curiosity can be key to avoiding attrition.

Motivation to move from a partner to an end user

Over two-fifths (**41%**) of partner employees would consider working for an end user in the coming year, and cited the following factors that would encourage them to make this move:



50%
Better work-life
balance



47%
Ability to work
remotely



40%
Less stress

Ownership over a project/system	38%
Better benefits	38%
Consistency	36%
Better career progression opportunities	34%
Possibility to develop skills across different Microsoft products	34%
More stability	30%
Better training and learning opportunities	24%
Less travel	17%
Other	8%

'Other' responses include better pay and contributing to a challenging project.

The promise of a better work-life balance is again the top reason Microsoft professionals currently employed by a partner would consider moving to a role with a Microsoft Business Applications end user. And, considering the fast-paced, client-facing nature of a role at a partner, this is perfectly understandable. Despite partner roles usually boasting a higher salary, they often also mean longer hours and frequent travel to client sites, too, which can really impact employees' overall job satisfaction and wellbeing.

The factors driving professionals to switch from a partner to an end user can be extremely helpful for Microsoft Business Applications end users currently looking for talent. By better highlighting work-life balance, remote working options, and offering ownership of a project, your business can suddenly become a lighthouse in the hiring market, appealing to those searching for more consistency in their next role.

Similarly, learning more about what's driving employees away can also help partner organizations retain their staff. And, although certain factors like the stress of working in a fast-paced environment, and the need to travel to client sites are unavoidable when working for a partner, there are things that can be done to address some employee pain points. These include offering remote working when not on-site, minimizing travel by opting for virtual solutions where possible, and having a defined and fully supported career pathway in place to help reduce turnover.

We also asked the **31%** of respondents who could not see themselves making the move to an end user why they wouldn't consider it, and their reasons were:

I'm happy in my current role	67%
Lack of variety in the work	58%
I prefer consultancy work	52%
I like working with different clients	52%
A lack of flexibility with working hours	28%
A drop in earnings	27%
I've no interest in working for someone else	12%
Other	3%

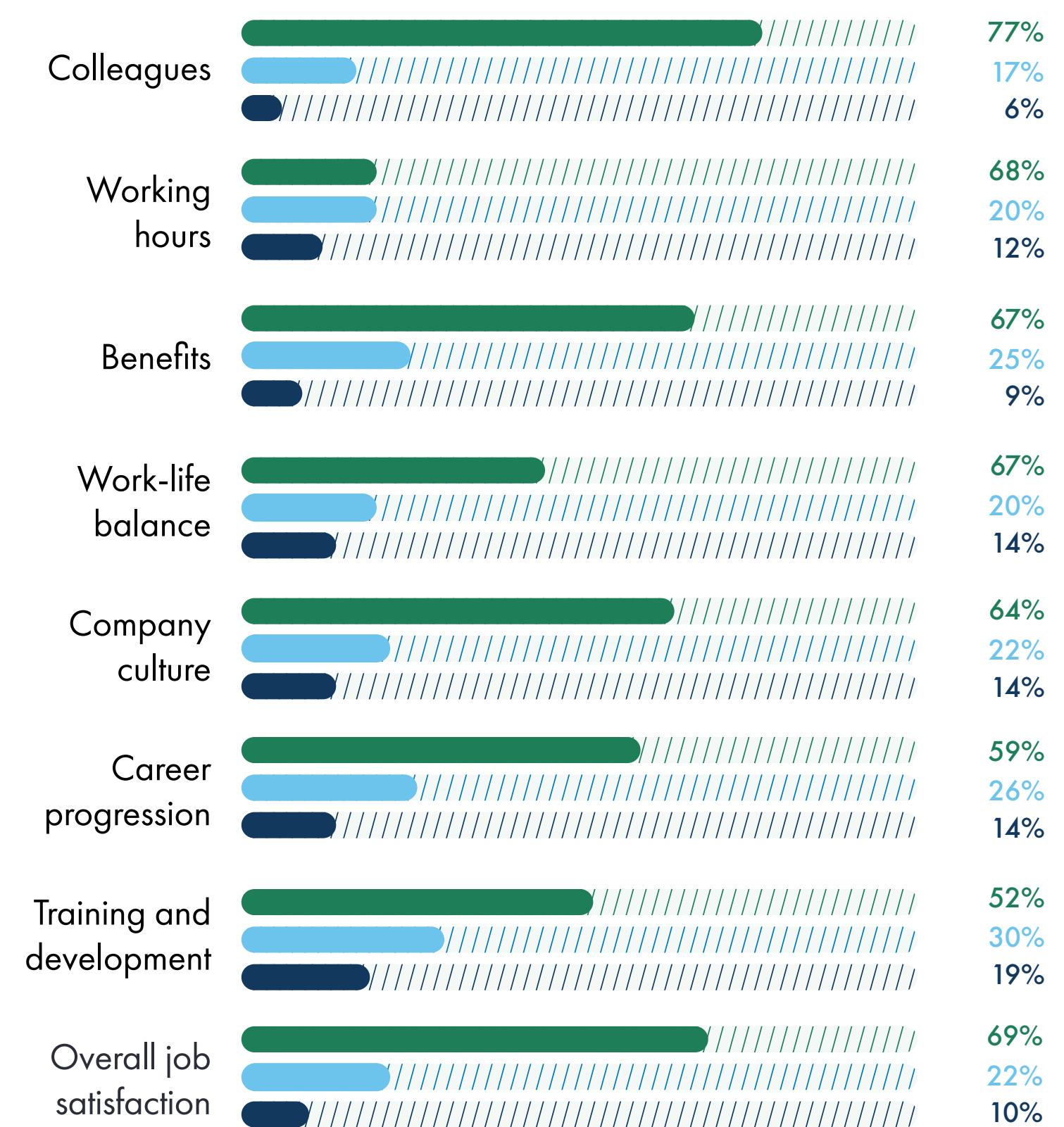
Are you curious to find out what motivates end user employees to work for a partner organization? Then turn to [page 40](#) to read more.

What do employers need to prioritize to maximize employee happiness and retention?

How satisfied are employees?

We asked our survey participants to rate their job satisfaction in a number of different areas:

- Satisfied
- Neutral
- Dissatisfied



How can you boost employee satisfaction?

By now we know it—happy employees make for a thriving business. And, especially as more professionals re-evaluate what they want from their careers, ensuring your employees are satisfied with their role is perhaps more important than ever now. So, here are a few quick areas you can address to boost employee satisfaction:

Company culture

We've seen company culture shoot up the list of priorities for most professionals over these past few years. Especially in the tech space, jobseekers are no longer looking at just a salary or benefits package when considering their current or upcoming role. Rather, they're seeking more purpose from their work, with organizations that share their same values and principles. Developing and showcasing your internal culture will go a long way if you want to attract and retain top talent, while helping your current workforce remain engaged too, and ensuring everyone is on the same page.

How satisfied are employees with their salary?

Almost two-thirds (61%) of professionals are satisfied with their salary. The 14% of respondents that are dissatisfied cited the following reasons:

- My organization pays below the market rate
- Salary increases have not kept up with inflation
- I'm not adequately compensated for the work I do

Training and development

How you do it may vary, but the benefits of investing in your workforce's training and development are universal. In an industry that's evolving at the speed of light, ensuring you're supporting and facilitating your team's professional growth has become a top priority. Arranging training courses, paying for certifications, or clearing schedules for staff to take regular L&D time will not only make you more competitive in the hiring market, but it will fuel more innovation across your teams too. This ensures your staff is equipped with the latest knowledge to best tackle your and your clients' business needs.

Career progression routes

Knowing your destination makes it easier to figure your route out—even in your career. Having clear career pathways through your organization is crucial to keeping your teams happy and satisfied. Otherwise, your employees might feel like they are out in the dark about where their career is heading to. And when that happens, the greatest risk is that they'll be left wondering what their next steps are with you, and they'll likely look to take those steps somewhere else.

LinkedIn Poll

If you had more free time at work, how would you want to spend it?

On learning and development	69%
Pursuing my passions	20%
Networking	8%
Other	3%

*Data taken from a poll conducted on Nigel Frank's LinkedIn in July 2022.

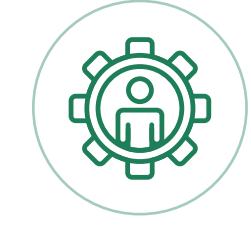
What training and development do Microsoft Business Applications professionals feel they lack?

One of the most common causes of employee dissatisfaction, that can be easily fixed, is a lack of training and development opportunities. However, investing in your staff doesn't just result in a happier workforce, it also gives your organization a much broader skill set.

Knowledge gaps mentioned by our respondents that you could look to develop in yourself, or your staff include:



Microsoft-specific technical training – including Azure, Dynamics 365, and Power Platform certifications



Advanced technical training – including implementation, coding, and scripting



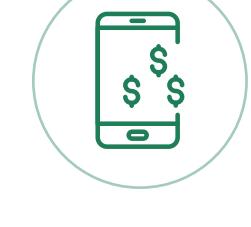
Databases, SQL, and containers



Leadership and management training



Project Management



Cloud security

Providing your staff with dedicated time and space during work hours to undertake training, can incentivize them to foster a learning environment in the workplace.



Microsoft Dynamics implementation

Of the end user organizations implementing Microsoft Dynamics from a competitor product, 40% did so in the last 12 months.

Who supported the organization through the implementation?

Microsoft partner/Cloud Solution Provider (CSP)	60%
In-house employee(s)/internal resources	51%
Independent contractor	44%

Over half (52%) of those organizations that used in-house employees also enlisted the help of a Microsoft partner, and a further 48% sought help from an independent contractor to assist their internal staff.

Respondents tell us that it takes an average of 16 months to complete a migration to Microsoft Dynamics.

What challenges might you expect when working with a partner?

The most common themes that came up in end user responses are:

- Communication difficulties
- Issues meeting agreed deadlines
- Problems defining the scope of the project
- Lack of employee skills in-house to understand the project

According to partners, what challenges do end users face when implementing Microsoft Dynamics?

We asked those that work for a partner what challenges their clients commonly face during migration to Microsoft Dynamics. The difficulties mentioned this year are similar to those given in our previous survey and include:

- Project scope creep
- Poor project planning and management
- Managing the costs of the project
- Complex data mapping and migration from legacy systems
- Lack of technical knowledge in-house to manage and execute the project
- User adoption and engagement

"The main issue with clients is that they change their requirements and the scope of the project, often with last-minute functionality improvement asks. They also don't give enough time to User Acceptance Testing (UAT)."

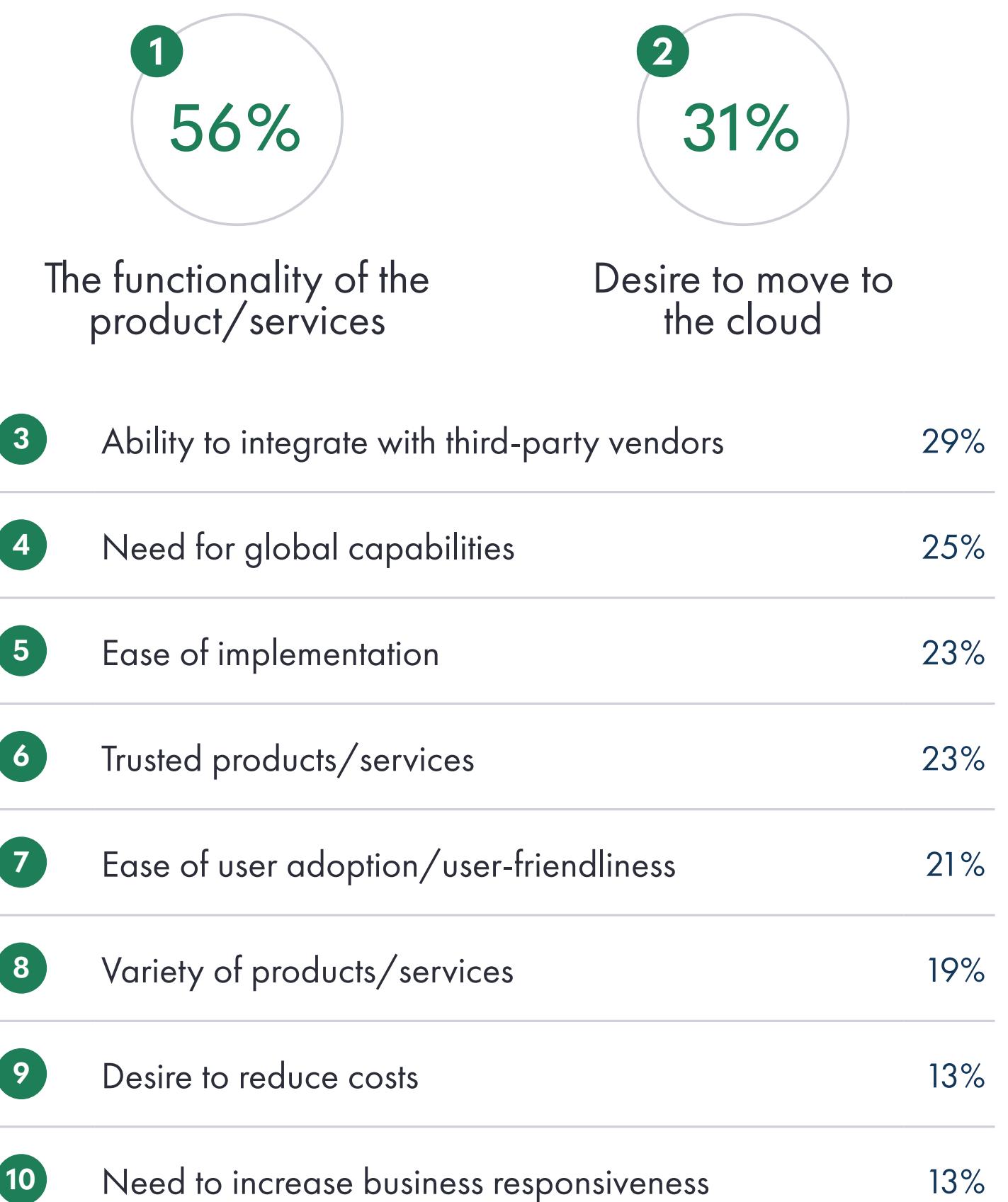
Director, United States

The success (or failure) of any project can depend on many factors, but the way a project manager heads its execution can often make or break your project's accomplishment, and overall business health. Project managers can help break a project down into more manageable bite-sized pieces—ensuring all quality objectives and deadlines are met on time and within the budget scope.



Are you looking for a talented project manager to drive your implementation to success? Browse through our [Candidate Search](#) to find the right talent to head your upcoming projects now.

Top 10 reasons that organizations choose to implement Microsoft Dynamics



Microsoft Dynamics go-live delays

From those organizations that have undergone an implementation in the last year, **56%** of organizations experienced a delay on their scheduled Microsoft Dynamics go-live.

How long were these delays?

Less than 1 month	0%
1-3 months	40%
4-6 months	10%
7-9 months	15%
10-12 months	15%
12+ months	20%

What factors caused the delay?

Unforeseen customizations	48%
Data migration issues	48%
Poor planning prior to implementation	40%
Rescoping of the project/ changing needs of the project during implementation	40%
Staff shortage	32%
Issues with testing	24%
Delay in training staff	4%
Not sure	4%
Other	16%

'Other' responses include a lack of knowledge from the implementation team.

What challenges might you face during the implementation of Microsoft Business Applications?

Lack of appropriate skills internally	38%
User adoption challenges	34%
Lack of appropriate skills available in the market	32%
The cost of custom integration	32%
Difficulties migrating data from legacy systems	30%
Difficulties dealing with partners	26%
Difficulties hitting deadlines	23%
The business was not ready for the change	23%
Rescoping of the project/changing needs of the project during implementation	19%
Difficulties managing projects	17%
Integrating Microsoft Dynamics with other system(s)	17%
Loss of productivity during the implementation	15%
Lack of stakeholder buy-in	15%
Not sure	2%

Almost two-fifths (**38%**) of organizations faced challenges with their implementation because they lacked the appropriate skills internally, while **32%** struggled because they think there is a lack of talent in the market, once again pointing to a skills gap.

Is a lack of Microsoft Business Applications knowledge impacting your project?

Whether you're currently implementing Microsoft Business Applications, or developing or adding new applications, knowledge gaps within your team can stall your project. If you need more hands on deck to deliver your cloud goals, adding some additional expert resource to your team can make all the difference.

Our comprehensive database of Business Applications professionals includes talented contractors with the exact skills and experience you're missing to get your project over the line quickly, providing an impactful and cost-effective solution to your skills gap issues. Start your search in just a few clicks by visiting our [Candidate Search](#).

Expert Insight



Alex Meyer

[Alex Meyer](#) is the Director of Customer Solutions at [Fastpath](#), a software platform providing security, audit, and compliance reporting across several different ERP/CRM/HCM systems which aims to help customers answer their difficult audit questions. As a technical resource and subject matter expert surrounding Microsoft cloud security topics, Alex develops thought leadership material by presenting at conferences and webinars and by writing books, blog posts, and white papers.

Putting together your digital transformation dream team can be challenging, especially for those looking to implement Dynamics 365 for the first time. The following are some of the best practices to keep in mind to successfully deliver your digital transformation, and help you avoid unnecessary costs and delays in your upcoming project.

Rethink your business processes

Redefining your current business processes is an essential part of the planning phase of your digital transformation. This will help you determine which resources you will need, and to map out who on your existing team can work on the project, and the kind of talent you'll need to outsource—allowing you to plan out resource allocation throughout the project, and beyond. However, this is just the first step of your transformation as you must ensure you can maintain and innovate on the platform moving forward, so thinking ahead is crucial.

Upskill your current workforce

You might initially think you need to hire externally for your project, and although that might be true, before you start looking for additional talent, you should look for fields in which you can upskill a current employee. Doing so will not only save company time and money but will also high performers feel more valued too which can improve productivity and motivation.

Focus on building a great team

Group dynamics can have a huge impact on the success of an implementation or upgrade, so if you do need to hire external help, bear in mind that you are trying to build the best team overall, and not just hiring the best person for each individual step or task.

Contract vs permanent offer

When looking for external resources, acknowledge whether you'll need your new talent in a permanent position or contract position. One way to do this effectively is by predicting whether these employees will be needed after 'go-live', or if their responsibilities and know-how can be transferred to another team after their implementation tasks are completed. If the answer to either of these questions is a yes, then consider making this a permanent position.

ISVs can help you fill in certain skill gaps

Know that there will be parts of your implementation that will be difficult to find resources for. Experts in areas like custom X++ development, system administration, or security setup/maintenance can be difficult to find. This may be a time to look at the large ISV community that exists in this space to find a solution to help supplement the resources you are looking for.

Insights from currently unemployed Microsoft professionals

Leaving full-time employment is a decision, or consequence, many professionals are faced with at some point during their careers. As employers, it's essential to understand the reasons that are driving someone away from the workforce, as well as what motivates them to re-join the hiring market, as this gives you a competitive edge when it comes to attracting talent to your organization.

The reasons behind this life-changing occurrence can be varied and can include factors like termination because a professional's contract expired, taking time out to deal with any health problems, to pursue a better work-life balance, or to simply facilitate a career change. However, whatever drives or pushes someone out of the workforce will play an important role when they're looking to return to a full-time role in the future. And with reasons so varied, attracting someone currently out of employment might not be as simple or straightforward.

Microsoft Business Applications professionals know they are in high demand. So, it's pretty likely that even if they're currently out of work, they're still waiting for the right role, rather than just accepting the first offer handed to them. And, especially as more people quit their jobs in pursuit of a more rewarding and motivating career, amid the Great Resignation, more talented, and coveted specialists are willing and ready to leave their current employer without having their next opportunity lined up.

When looking for their next hire, employers need to make sure they're casting a net that's as wide as possible in a talent pool that's never been as fast-moving, or scarce as it is right now. And, knowing how to appeal to all areas of the workforce, and not solely those currently in employment is one way to do this.

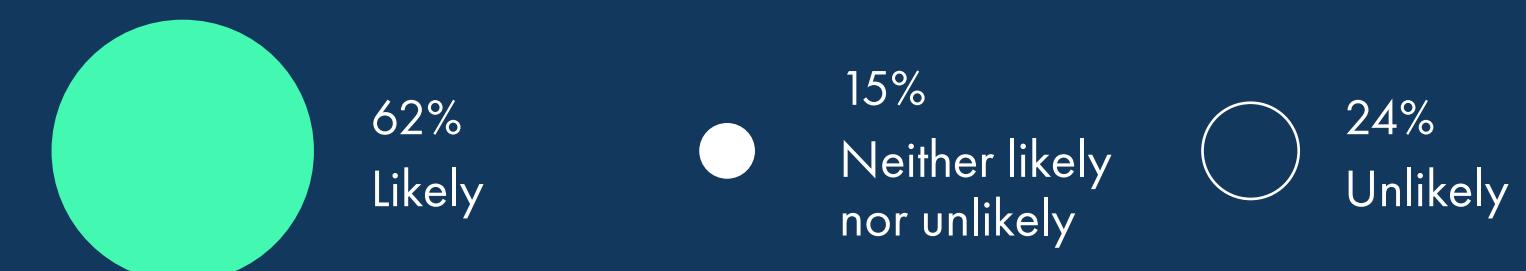
Why are Microsoft professionals leaving employers?



Top 10 factors that are important to unemployed Microsoft professionals when seeking a new role

1	A work-life balance	70%
2	A good salary	63%
3	To pursue valuable work or work that will make a positive impact	56%
4	Career progression opportunities	52%
5	A good benefits package	48%
6	To work for a company whose values and culture align with my own	41%
7	Flexible/agile working	41%
8	New challenges	41%
9	Company security and stability	37%
10	The opportunity of remote working	37%

How likely are unemployed professionals to accept a role that involves working in the office five days a week?



Insights for Microsoft partners

Attraction and retention

Motivation to work for a Microsoft Business Applications partner

Over two-thirds (**68%**, up from **52%** in our previous survey) of end user employees would consider working for a Microsoft partner or Cloud Solution Provider in the coming year. This is a significant jump—and can be a symptom of a larger movement within the Business Applications hiring market. A higher number of professionals are looking for more purposeful jobs, increased compensation, and a plethora of opportunities to grow. And working for a partner can often grant them that.

In fact, the factors cited as most likely to attract end user employees to a role with a partner include:

Higher earning potential	77%
Working on a diverse range of projects	41%
To tackle different challenges	41%
The opportunity to expand on skills, knowledge, and experience with Microsoft products	39%
Professional development	36%
To make better use of my skills	34%
Working with a variety of organizations	27%
Flexibility in lifestyle	27%

We also asked the **15%** of respondents who would not work for a partner why they wouldn't make the move, with reasons including:

I'm happy in my current role	80%
I enjoy solving business problems from within the business	40%
I consider working for a partner to be stressful	30%
I prefer working on one big project	20%
I've worked for a partner previously, but I prefer the end user environment	20%
I don't want to travel for work	20%
I'm not interested in working for a partner	10%

According to our data, a considerable number of Microsoft professionals currently employed by an end user would take a job with a partner. This is great news for the many Microsoft Business Applications partners looking to add more resource to their teams—especially as demand for their services surges to new levels.

A greater earning potential, increased opportunities to work on different projects, as well as exposure to a diverse set of challenges were the top motivators for professionals to consider making the switch. As a partner, it's essential to take note of these factors, and to adapt your talent attraction strategy accordingly. Showcasing the wide variety of projects and challenges potential candidates can help tackle as part of your team positions you as an attractive employer when hiring from inside and outside of the partner ecosystem. There are many ways to do this—but especially with the rising popularity of social media platforms like Instagram and TikTok, it's becoming easier to give an insight into the day-to-day life future staff can benefit from if they join your business.

If you're an end user, looking at this data can be incredibly useful to retain your staff. With many professionals looking for new and exciting job opportunities, end user organizations should work on mapping out clear and defined career paths—ideally including scope for professionals to branch out and use their expertise to work on a diverse range of projects. When professionals feel supported and valued, they are more likely to want to progress, and grow, with you.

See [page 34](#) on the motivations of partner employees considering the move to an end user.

How satisfied are partner employees?

Largely, professionals working for Microsoft Business Applications partners are happy in their roles. In fact, **71%** say they're satisfied with their job overall.

While a little under two-thirds (**60%**) are satisfied with their salary, **13%** are not satisfied with what they're currently earning.



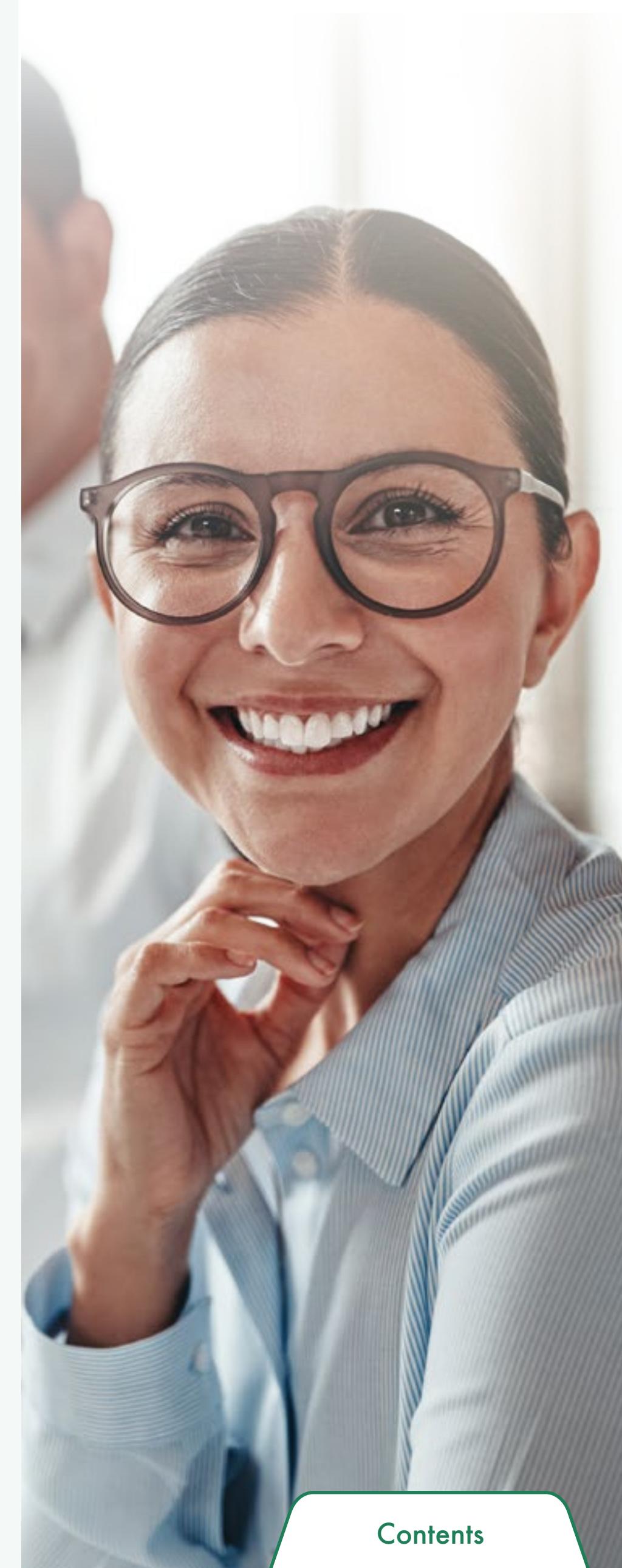
Demand for partner services

How has demand for Microsoft Business Applications changed in the last 12 months?

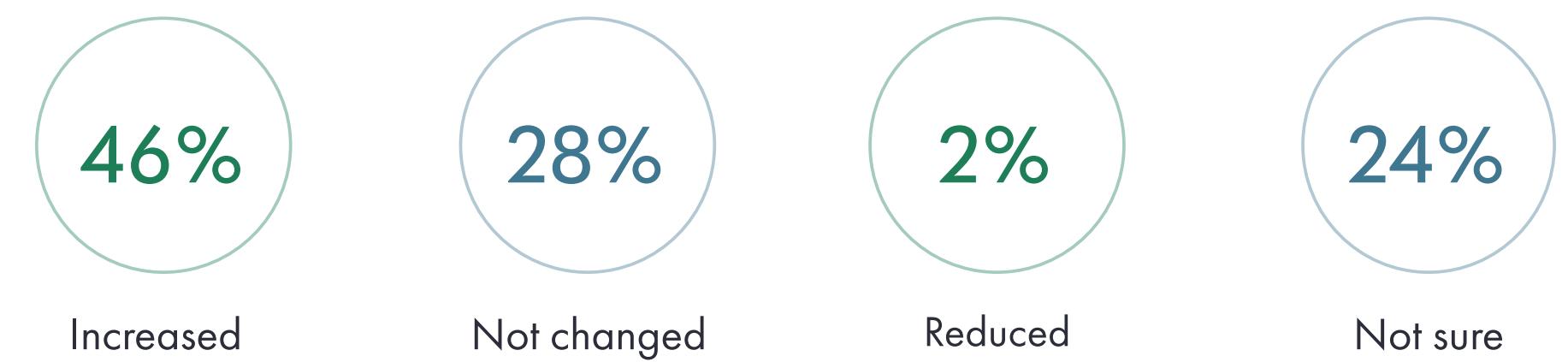


Top 10 Microsoft Business Applications products most in-demand with partners' clients in the last year

1	Dynamics 365 Business Central (formerly Dynamics NAV)	47%
2	Power BI	33%
3	Power Apps	30%
4	Dynamics 365 Finance (formerly Dynamics AX)	29%
5	Power Automate (formerly Flow)	21%
6	Dynamics 365 Sales (formerly Dynamics CRM)	20%
7	Dynamics 365 Supply Chain Management	15%
8	Dynamics 365 Customer Service	12%
9	Dynamics 365 Marketing	11%
10	Dynamics 365 Field Service	8%



How has demand for migrations changed in the last year?



What are the potential project pitfalls when working with end user clients?

We asked those that work for a partner about the typical challenges they face when working with an end user client so that you may look to plan for these in your next project.

There is some overlap in the themes, but responses include:

- Reluctance or resistance of staff to adopt and change to a new technology—including changing from on-prem to the cloud
- Change management and ensuring that the organization is ready for the change
- Lack of understanding from the client of what Microsoft Business Applications can do and its limitations
- No clear objective in mind for what they want their Microsoft Business Applications product to do
- Lack of understanding of their own organization's business processes
- Changes to the scope of the project
- Communication difficulties including a lack of communication between stakeholders in the client's organization
- Training the client on the new processes and ways of working

"There is often a lack of client resource to participate fully in the implementation process, resulting in a lack of knowledge transfer and ability to achieve full benefit realization."

Practice Manager, New Zealand



Azure McFarlane



Azure McFarlane is a Microsoft MVP and Senior Consultant at Hitachi Solutions, based in Washington DC. She also serves as the Head of Global Partnerships at women in tech group, TechStylers. Here, she talks us through her typical working day as a consultant.



Given consulting is objective-driven, there's more flexibility in my day, especially as this will depend on the client and project. Some activities don't have a direct impact on my job, but are part of my way of life as a Microsoft community member and MVP."

- 6.30-7.15am
I wake up, take a shower and listen to the local news, before taking a peek at my personal and work calendars for the day, eating breakfast, filling my water bottle, and squeezing in a house chore.
- 8am
My golden hour, when I meet with my mentees, record a podcast episode, or focus on volunteer work with TechStylers.
- 9am
Log in and check my emails, Teams messages, and review or update my DevOps tasks. I also update my OneNote with training sessions or meetings.
- 10am-10.15am
Make coffee and a snack while on a daily standup for project #1 with the Dynamics 365 project team. I update my progress from the day before, escalate any blockers impeding my work, and provide an overall project timeline assessment.
- 10.15am
Squeeze in development-focused time relating to a DevOps task. For project #1, I've been working on a prototype/POC for the client based on workshops and client exploration.
- 11-11.30am
Standup for project #2 where we go through open DevOps tasks and blocker escalation.
- 11.30am
I focus my time on either project. This includes building in the Power Platform, finding and testing bugs, and parsing through Microsoft documentation or online resources.
- 1pm
Lunchtime. I'll take an hour to eat and go for a walk, run an errand, or nap. Sometimes I'll eat at my desk while working to give myself a free period later on.
- 2pm
Attend and catch up on recordings of MVP or other pertinent community calls. This is a great way to see demos, new use cases, and upcoming features/bugs on Power Platform.
- 3-6pm
Development work time. Once a week or so, I'll also have a meeting with the project team, as well as the client, to discuss requirements, timelines, and/or demo what work has been completed.

Attracting and keeping Microsoft talent

Motivation to move from a permanent role to freelancing

Almost a third (**28%**) of permanent professionals tell us that they would consider switching to freelance/contract work in the coming year.

Reasons for this include:

Higher earning potential	81%
Flexibility in lifestyle	63%
Working on different projects	49%
Exposure to latest technology	43%
Being your own boss	33%
Ability to claim expenses against tax	21%
Not sure	1%
Other	2%

Of those respondents who would move to freelancing for the higher earning potential, on average, they'd want a 33% increase in their earnings to motivate them to make the switch.

Why aren't professionals considering contract working?

Of the **43%** who would not consider working as a freelancer, cited reasons include:

I like to have a fixed, predictable income	63%
I prefer the security offered by a permanent role	55%
I'm happy in my current role	48%
Freelancing is too risky	28%
I'd find freelancing stressful	20%
The lack of workplace benefits	19%
I've worked as a freelancer previously and didn't enjoy it	7%
Other	7%

Motivation to move from freelancing to a permanent role

Only **19%** (down from **30%** in our previous survey) of freelancers said they would consider switching to a permanent role in the coming year.

The top 10 factors most likely to attract a contractor to a permanent role include:

1	Job stability and security	80%
2	A competitive salary	67%
3	A stable income	60%
4	Remote working options	60%
5	The company's values and culture align to my own	53%
6	Career progression opportunities	53%
7	Flexible/agile working	53%
8	A generous benefits package	47%
9	A senior role with more responsibilities	47%
10	Valuable work/feeling like your work will make a positive impact	40%

Why wouldn't freelancers consider a permanent role?

Of the **46%** (an increase of **2%** from our last survey) of contractors who would not consider undertaking a permanent role in the coming year, their reasons include:

	I prefer the flexibility that comes with freelancing	76%
	I've had a permanent role previously but prefer freelancing	65%
	I earn more as a freelancer	62%
	I like working for myself	62%
	I prefer working on many different projects/with different clients	38%
	Other	11%

'Other' responses include preferring to pick one's own clients and projects.

Equality, diversity, and inclusion

It's always a good time to talk about equality, diversity, and inclusion (EDI) and how we can collectively make our world a better, and fairer place for all. And although in recent years we've seen increased awareness, and effort around the topic—we know that the road ahead is longer than the trail left behind. Even in the Microsoft Business Applications ecosystem, we've seen some colossal improvements from businesses and individuals alike, to make the Microsoft community a more inclusive and diverse place. And while that's greatly laudable, it's important to ensure EDI never becomes a checklist activity to "get done", but rather something we must continuously build on and improve.

Especially as the skills crisis verges to the point of no return, it's essential to ensure all professionals are being given equal opportunities to grow and prosper within the ecosystem. Not only because that's the fair thing to do, but also because the ecosystem cannot risk leaving any talent behind. That's why at Nigel Frank, we want to make a difference when it comes to EDI across the Microsoft Business Applications community. Through this annual guide, we publish a snapshot of what EDI looks like in the ecosystem, to keep track of the progress organizations are making, while looking for opportunities for betterment. We also include detailed salary tables to help benchmark the compensation Business Applications professionals should expect—something we hope helps tackle any salary disparities and gaps.

This report is part of the work we're doing as a business to help create opportunities for all. We also regularly share our own information and advice with other businesses and with tech professionals through our market reports, white papers, and vodcasts, which are packed with best practices and actionable advice.

On a more practical level, we've launched our own Women in Tech practice, focused solely on handling gender imbalance in tech. Our team of dedicated specialists connects employers and women job seekers, helping make tech a feasible career option for women around the globe.

We also know that acknowledging good work done by individuals and organizations can be an effective way to inspire others to do the same. This is why we're proudly part of the Digital Revolution Awards team—through which we honor those companies and professionals making the tech ecosystem a better place for all. Categories such as Diversity and Inclusion Employer of the Year, and Diversity Ally of the Year recognize and applaud businesses paving the way to equality, and shine a light on what businesses can do to move in the right direction towards a fair and diverse industry too.

We know that there isn't a band-aid solution to achieving a truly inclusive workforce, and that it will probably feel uncomfortable before it feels better. Especially when tackling factors like unconscious bias, and unintentional discrimination—whether as individuals or as organizations—we must continue having those uncomfortable conversations, and moments of introspection to help empower a diverse workforce to drive positive change.

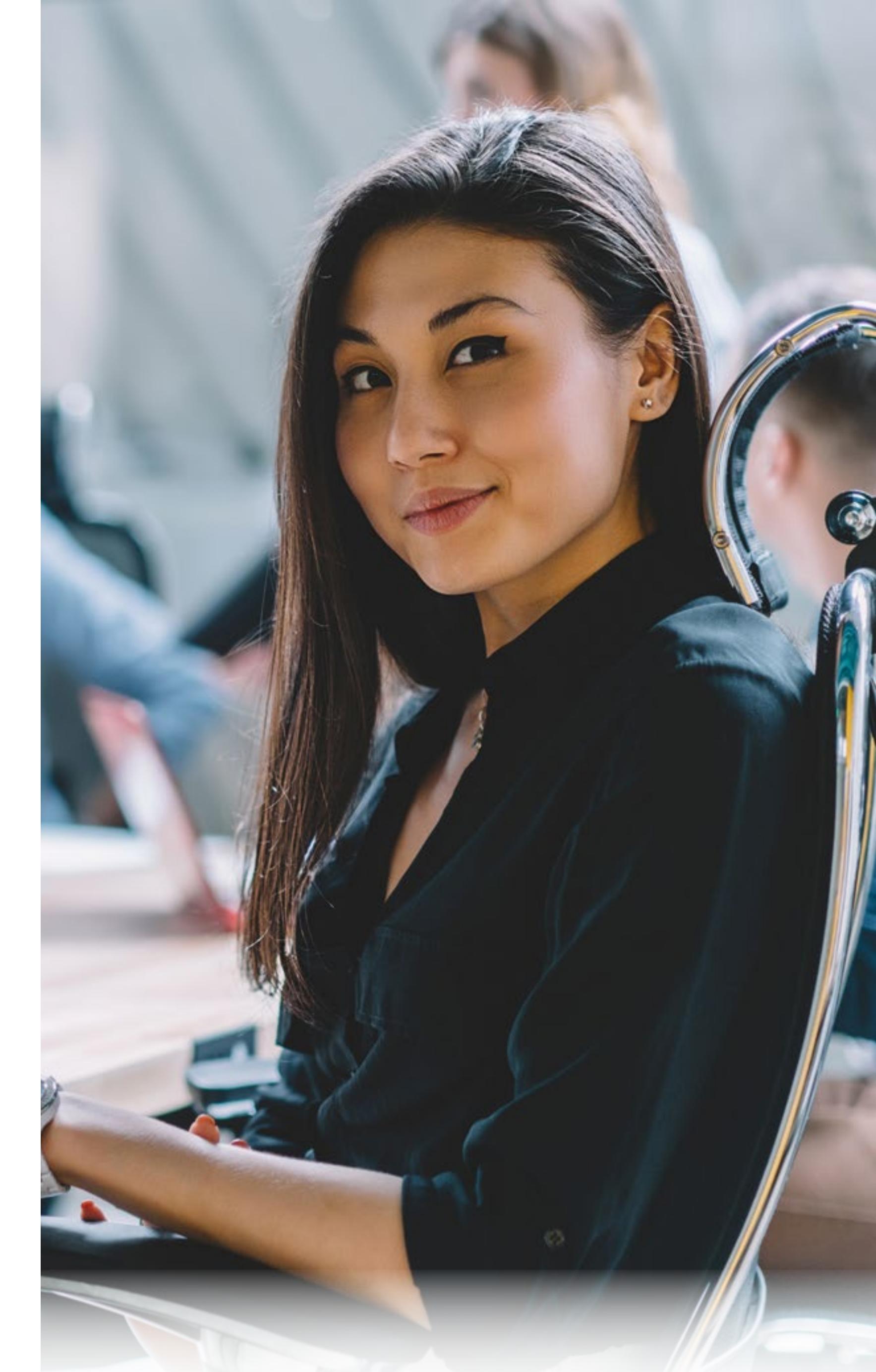
I hope this guide provides you with the right information to make better choices going forward. We can all benefit from a fairer ecosystem, not just in terms of quality, and quantity of talent, but because we can together be part of something greater than ourselves—equality.



Caroline Fox

Caroline Fox
Global EDI Strategy Lead
Nigel Frank International

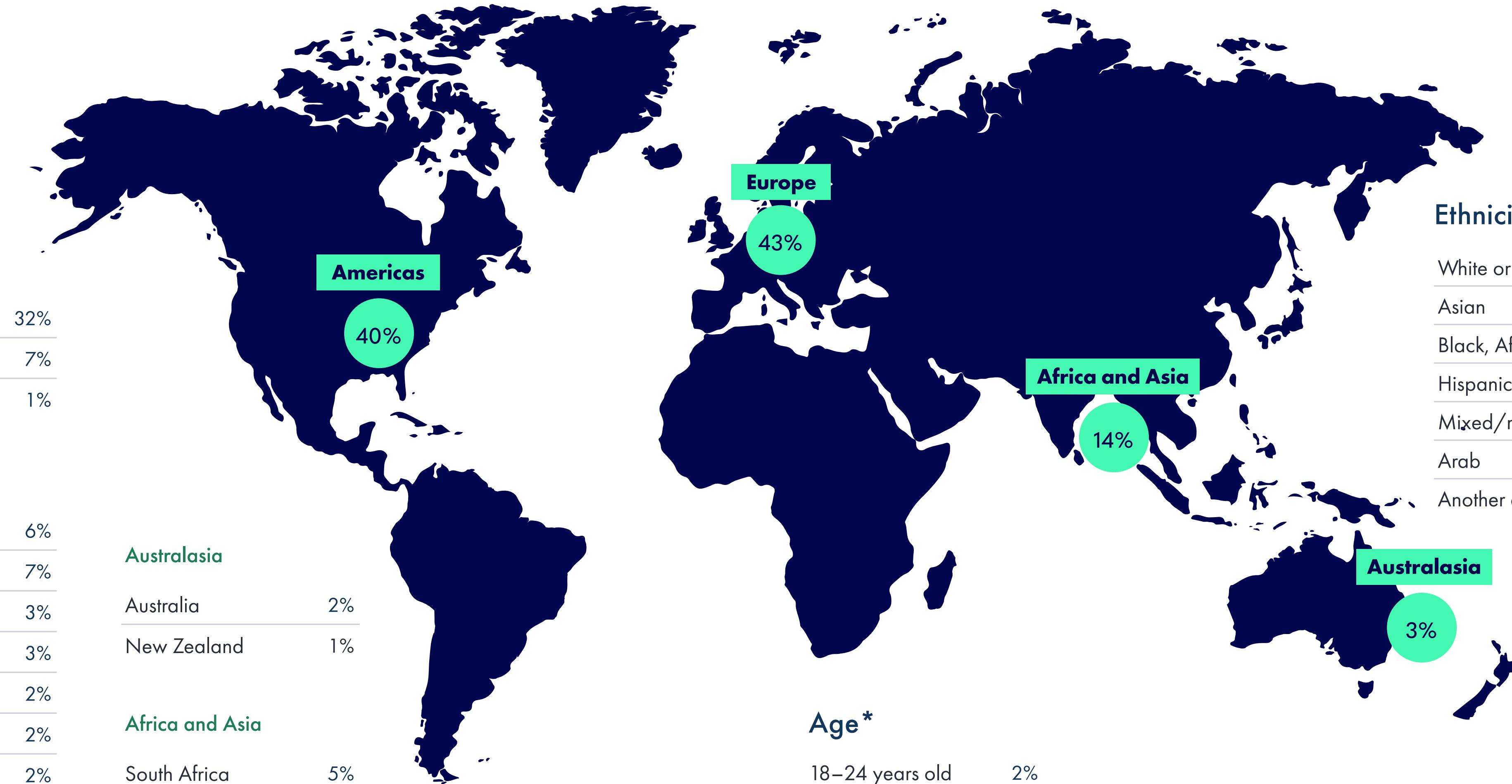
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Who are our respondents and where are they from?

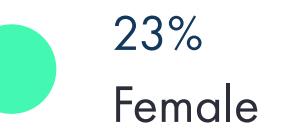
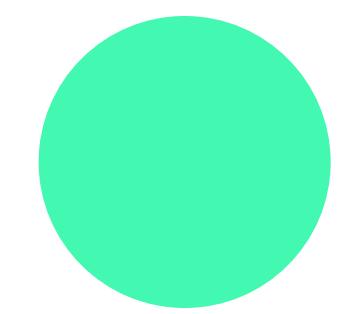
Americas	
United States	32%
Canada	7%
Other	1%

Europe	
United Kingdom	6%
Germany	7%
Italy	3%
Spain	3%
Netherlands	2%
Denmark	2%
France	2%
Sweden	2%
Others	16%



Gender

2% of respondents prefer not to specify their gender.



75%
Male

23%
Female

2%
Prefer not to specify

Ethnicity

White or Caucasian	60%
Asian	16%
Black, African, or Caribbean	7%
Hispanic or Latino	4%
Mixed/multiple ethnic groups	2%
Arab	1%
Another ethnic group	4%

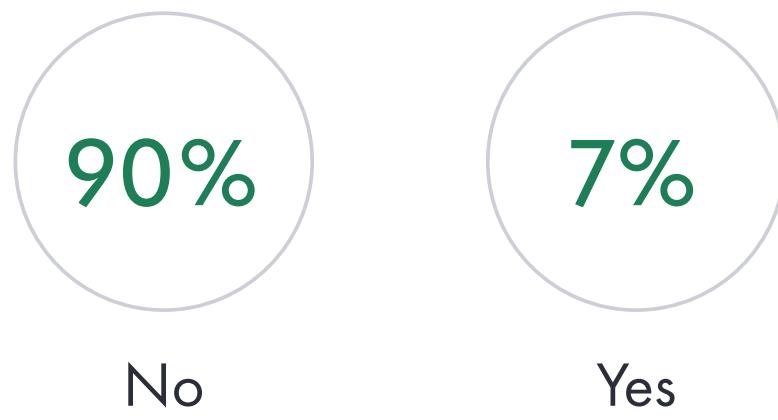
6% of respondents prefer not to specify their ethnicity.

Age*

18–24 years old	2%
25–34 years old	30%
35–44 years old	34%
45–54 years old	23%
55–63 years old	11%

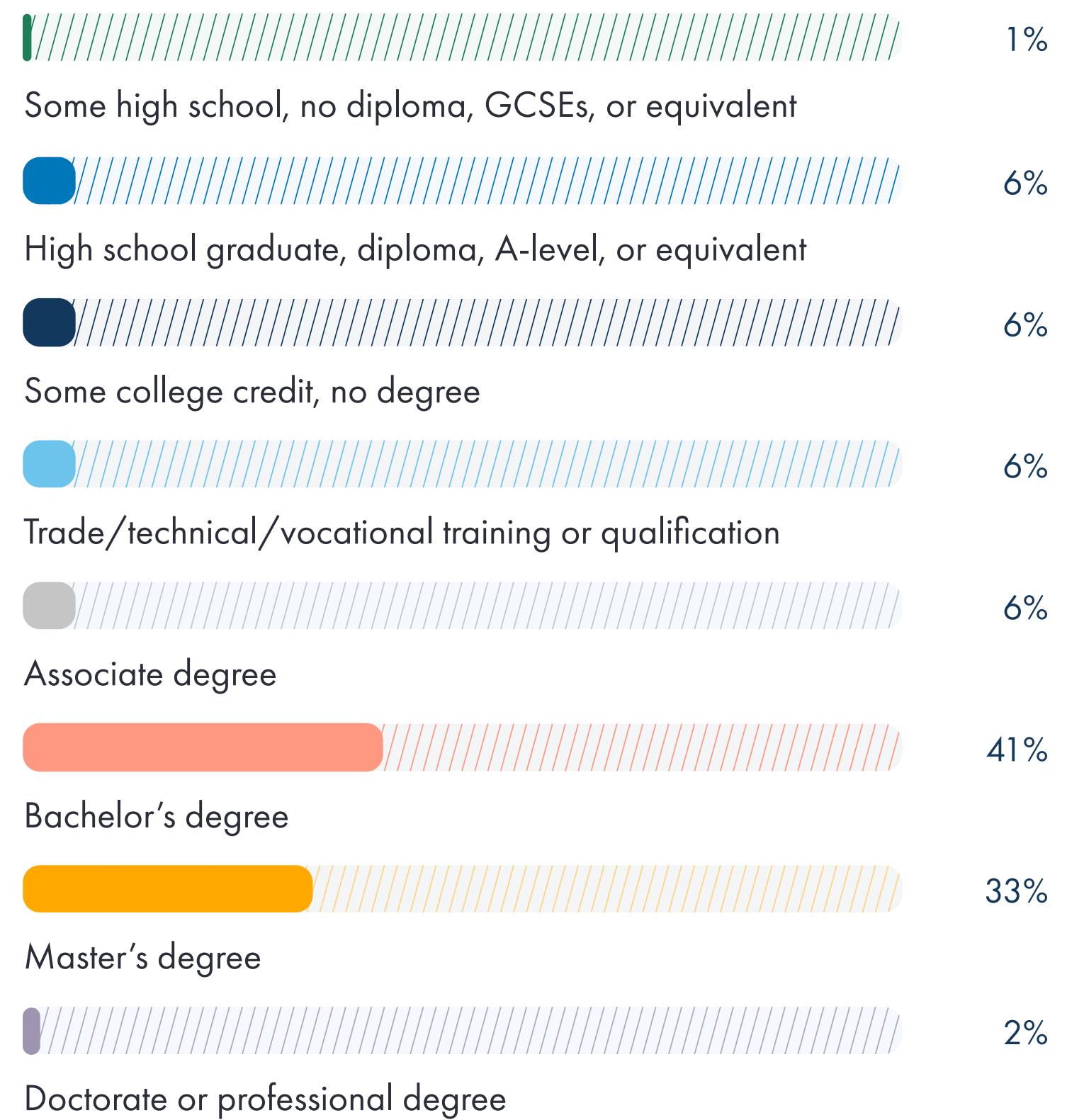
*These results were taken from only those respondents that specified their age.

Do you have a disability, or are you neurodiverse?



3% of respondents prefer not to specify whether they have a disability.

Education level

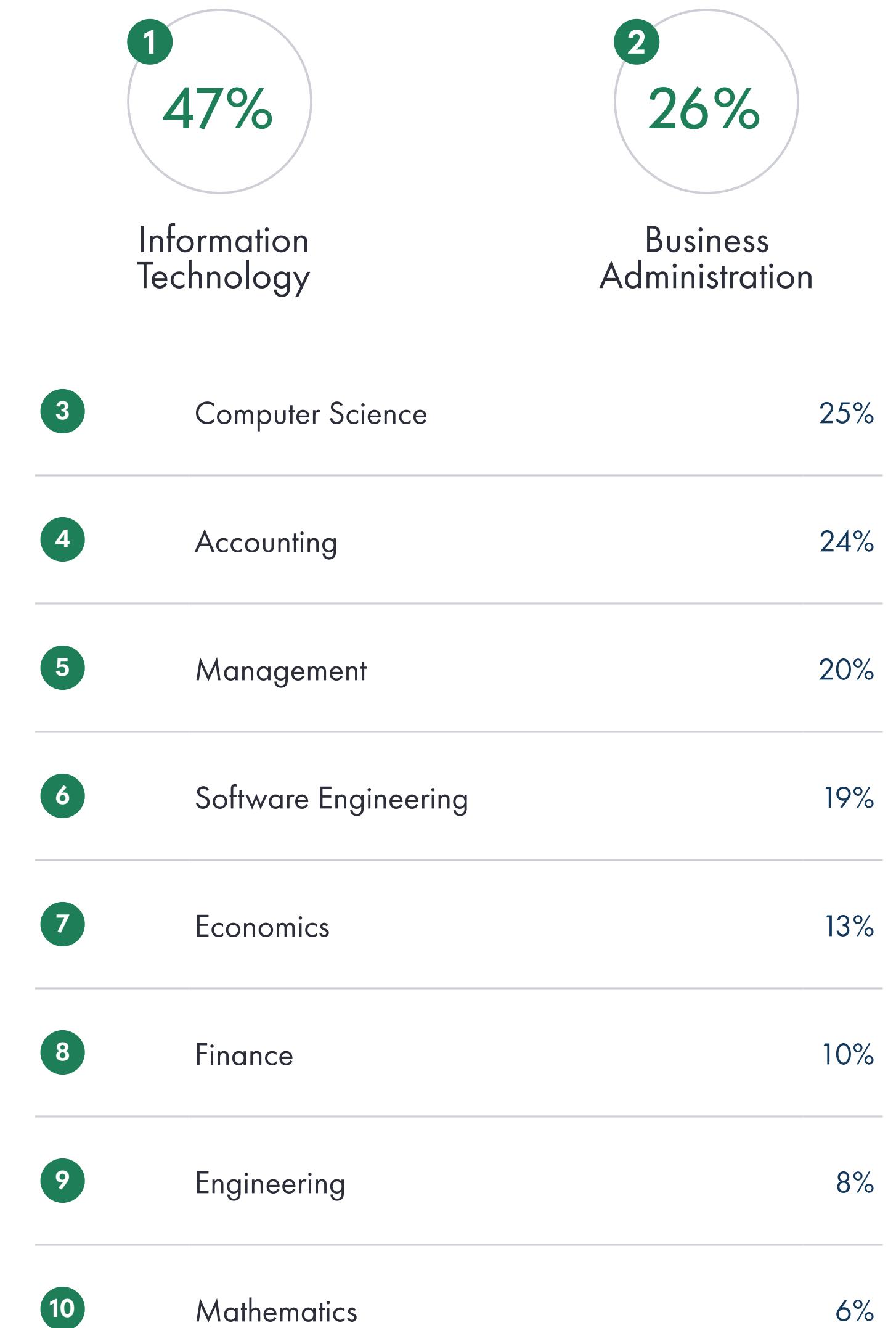


1% of respondents prefer not to specify their educational attainment.



Contents

Of those that continued with further education and went on to undertake a degree, the top 10 fields of study were:



What does equality, diversity, and inclusion look like in the Microsoft Business Applications ecosystem?

*'Not applicable' responses have been removed from this section.

Does your employer have a statement or policy on either of the following?

	Yes, there is a clear policy	Yes, but the policy has not been formalized	No	Not sure
Equality, diversity, and inclusion (EDI)	47%	16%	15%	22%
Environmental, social, and governance (ESG)	43%	16%	15%	27%

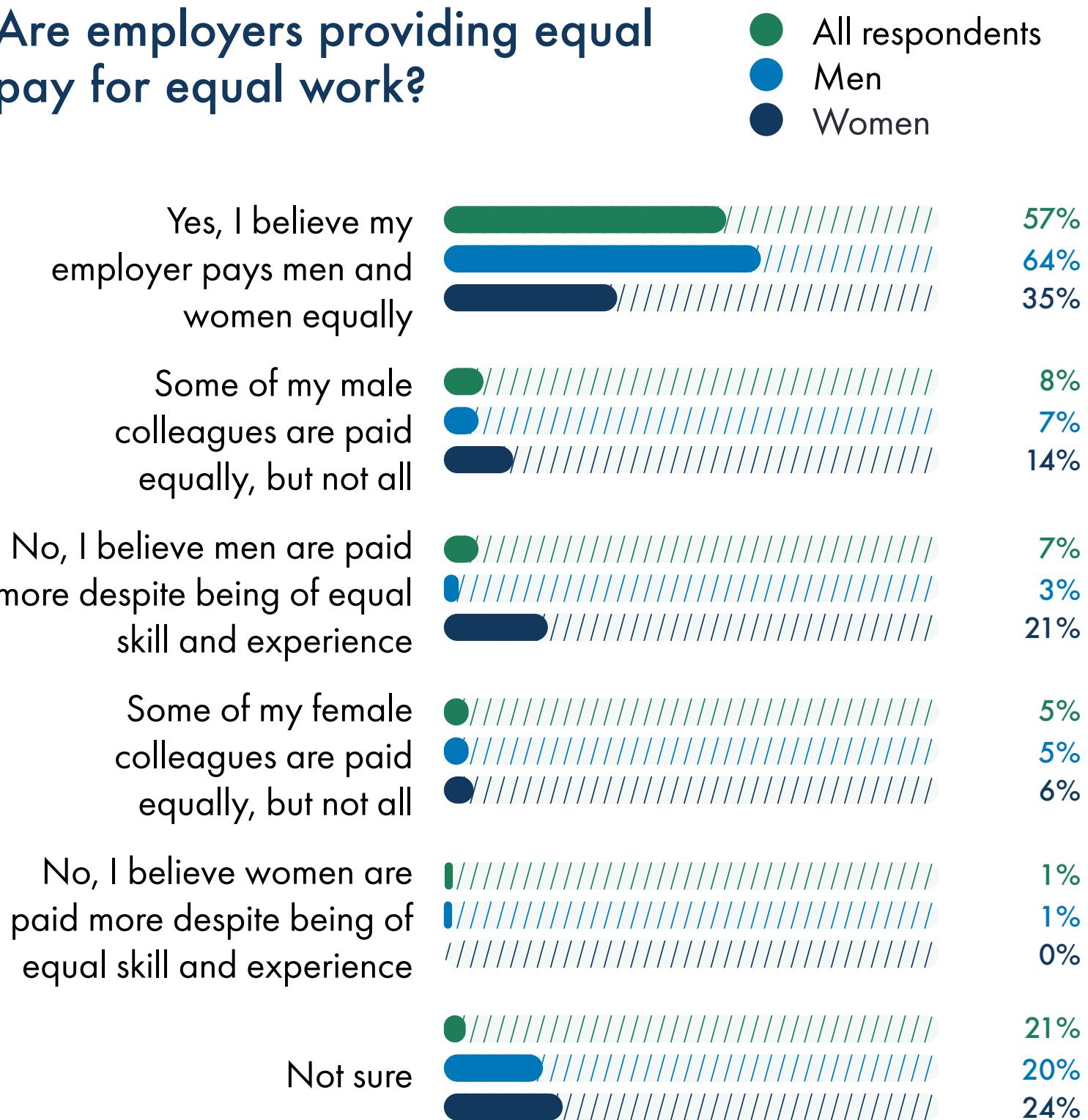
EDI Initiatives

According to hiring managers, only **44%** of organizations have invested resources into EDI initiatives. However, **27%** are unsure what their employer has done.

What are organizations' top EDI priorities?

Building a diverse workforce	63%
Employee training (i.e., unconscious bias training)	56%
Creating an inclusive company culture	56%
Pay equity (i.e., employees are paid equally for equal work)	43%
Creating a system/process (i.e., mentoring programs)	23%
Publicizing EDI policies	19%
Writing more inclusive job adverts	19%
Blind recruitment process	7%

Are employers providing equal pay for equal work?



Are organizations championing equal rights?

Almost three quarters (71%, down slightly from 73% in our previous survey) of professionals believe that their employer champions equal rights, although 13% still think more could be done.

What are employers doing well in terms of building equitable, diverse, and inclusive organizations?

"My employer is committed to the bias-free treatment of every individual."

Practice Lead, United States

"My organization follows fair hiring practices, has diverse leadership, and is actively working towards closing social inequities."

Business Analyst, United States

"My company has made very clear statements that discrimination in any form will not be tolerated."

Project Manager, United States

"The organization has people in dedicated roles for diversity, equity, and inclusion."

Solutions Architect, United States

"The organization is led by a woman, with women in key leadership posts. It champions LGBTQ+ rights, recognizes the importance of mental health, and racism and homophobia/transphobia are not tolerated."

Developer/Programmer, United Kingdom

What do professionals suggest employers could do to become better champions of equal rights?

"Open communication about salary structures."

Developer/Programmer, Germany

"Develop programs to attract and retain diverse individuals."

Pricing Analytics Manager, United States

"Full disclosure of everyone's salary."

SharePoint Technical Lead, United Kingdom

"I'd like my employer to offer a mentorship program and for them to have a more diverse leadership team, specifically in regard to race and ethnicity."

Systems Manager, United States

Diversity in the workplace

Encouragingly, more organizations are building a racially and ethnically diverse workforce this year (72%), when compared to our previous survey (67%).

	Agree	Neutral	Disagree	Not Sure
My employer promotes racial and ethnic diversity in their workforce	72%	15%	6%	6%
Everyone can succeed at my organization, regardless of their background or characteristics	69%	16%	10%	4%
My employer recruits and retains older employees	61%	22%	11%	5%
There are policies in place to support employee mental health	56%	18%	15%	11%
Promotion decisions are made fairly in my organization	54%	21%	13%*	11%
The workforce includes people with disabilities and neurodiversity	45%	25%	12%	18%

*Why don't you think promotion-related decisions are made fairly in your organization?

- My employer hires new staff rather than promoting from within
- I think promotion-related decisions are more often made based on personal relationships or favoritism rather than qualifications or experience
- There is no transparency, so the process is unknown
- I believe that promotions are only given as part of a counteroffer to encourage people to stay

Gender diversity in the workplace

All respondents

Results this year were not too dissimilar to those from our last survey.

● Agree ● Neutral ● Disagree ● Not Sure



Men

	Agree	Neutral	Disagree	Not Sure
Men and women are treated equally in my workplace	83%	11%	4%	2%
The organization is gender-diverse, in that different genders are equally represented in the workforce	73%	15%	8%	4%
There are clear policies in place to support people of different gender identities	60%	22%	8%	10%
There is an equal balance of male and female representation at the senior executive level	60%	18%	19%	2%

Women

	Agree	Neutral	Disagree	Not Sure
Men and women are treated equally in my workplace	67%	15%	16%	3%
The organization is gender-diverse, in that different genders are equally represented in the workforce	68%	15%	16%	2%
There are clear policies in place to support people of different gender identities	45%	22%	22%	10%
There is an equal balance of male and female representation at the senior executive level	48%	16%	31%	4%



Vicky Critchley



Vicky Critchley is the CEO of cloud software solutions company Bam Boom Cloud, and the winner of the “Outstanding Leader of the Year” award in the 2022 Digital Revolution Awards. An advocate for people being their authentic selves at work, Vicky places an emphasis on building cultures that value empathy and kindness, and support diversity and inclusion in the workplace.

Can you briefly tell us about Women in Dynamics and how it supports the Dynamics community?

Women in Dynamics was created to promote diversity and inclusion within the international Microsoft Dynamics Community. It's our goal to inspire and encourage more Microsoft Dynamics partners to commit to gender equality, diversity, and inclusion (EDI).

How can initiatives like this contribute to and shape discussions around diversity in tech?

Women in Dynamics is an important voice in the conversation around diversity in tech. Since we launched in 2021, we've grown into a community of over 2,000 people on LinkedIn. We use social media to help spread the EDI message and increase the profiles of the many successful women in our industry. By helping to amplify the voices of the women in our channel, and showcase the variety of roles available, we hope to attract more women into careers in tech.

You've also launched the Women in Dynamics Awards – why were these created and what are your hopes/goals for the first one?

The Women in Dynamics Awards were created to celebrate the achievements of our partners and continue to raise awareness of the Women in Dynamics initiative. The inaugural ceremony took place at the Directions4Partners conference in Hamburg in October 2022, with three awards given out: the Leadership Award, Rising Star Award, and the Diversity and Inclusion Award.

The winners demonstrated competence, aptitude, leadership and professionalism in the diversity and inclusion space. The Women in Dynamics Awards welcomes everyone, regardless of gender.

What are the biggest obstacles facing women in the tech sphere?

Unconscious bias is the biggest obstacle right now. We need to educate our teams and commit to tackling this issue to help remove some of the barriers that are preventing women from starting a career in tech.

How can men and women be better allies to their peers, to create a more diverse and inclusive workplace?

Tackling unconscious bias is a good place to start! As well as listening to and supporting peers and colleagues. We launched the Women in Dynamics mentorship program in Hamburg, with over 200 mentors and mentees registered already. Sharing experiences, learning from each other, and actively supporting the career

progression of others is so important to creating a more diverse and inclusive workplace.

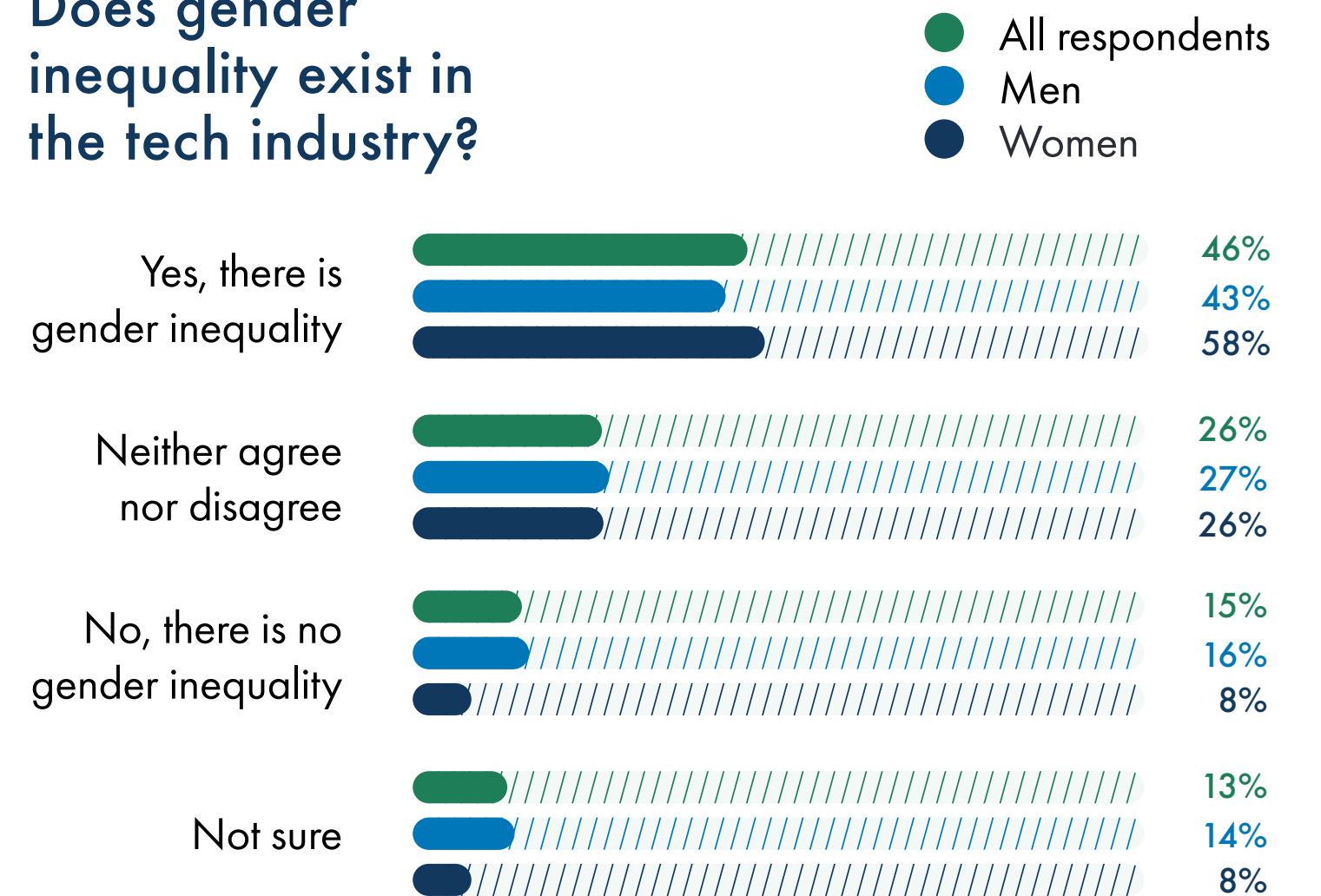
What should businesses be doing to keep pace with the latest EDI developments?

Businesses need to be engaging with EDI developments and listening to their teams. A business needs to have a clear long-term EDI strategy in place with exec buy-in and support to make measurable progress.

Looking ahead to 2023, what's the next big focus for EDI specifically within the Dynamics space?

We've had a successful response to our Partner Pledge from partners across Europe, and we now want those partners to commit to tangible activity which we can measure and report on. We also want to address the North American Dynamics channel and encourage partners over there to sign the pledge.

Does gender inequality exist in the tech industry?



The overall state of EDI in the Microsoft Business Applications community shows us that although a lot is already being done to champion equality and inclusivity, there's still ample room for improvement. And, as awareness around this topic continues to rise, professionals are likelier to spot what else businesses can and should be doing to support their workforce, and to acknowledge the strengths and potential each employee can bring. This makes staying on top of the latest developments in the EDI sphere more crucial now than ever, as this will help you to consistently move forward with your equality efforts, ensuring you're supporting all your employees, regardless of their personal characteristics or backgrounds.

From writing inclusive job ads, to structuring an inclusive and bias-free recruitment process and implementing policies that support and empower a diverse workforce—the onus is on employers to create the right working conditions in which all their talent can thrive. Naturally, the success of EDI strategies will still, however, depend

on your team's dedication to your mission. Devising appropriate training programs will go a long way in making sure you and your employees are on the same page. Similarly, communicating any updates around your EDI practices is a key factor to their progress—especially considering **27%** of Business Applications professionals said they're unsure what their employer has done in terms of EDI initiatives.

Despite any fluctuations compared to the same figures last year, these results show us that the ecosystem is on the right track. However, with only half (**46%**) of all respondents, **58%** of whom are women, recognizing existing gender equality in the tech industry, there's still more we can do to champion diversity across all levels of the industry. This calls for a collective effort to keep pushing forward and keep questioning the ways of working and doing things. Is your business offering equal opportunities for progression? Are you providing adequate EDI training for your employees? Is your EDI policy due for a much-needed revision? Are the job ads you're putting out attracting just a fraction of the candidate pool—and why? Asking yourself similar questions and acting upon them will help you understand the next steps you can take to start, or continue, empowering a diverse workforce. After all, when it comes to EDI, if you think there's nothing else you can do, then you probably just need to think again.

WOMEN IN TECH

LOOKING TO BUILD A MORE DIVERSE SALESFORCE TEAM?

The Women in Tech desk is helping to build a more inclusive industry for tech professionals around the world. Our team connects our customers with women working in every area of technology, creating diverse teams with the skill sets they need for success.

Find out more at www.frankgroup.com/women-in-tech

“I have more than 12 years' experience in design, development and administration, but despite this, a short career gap proved challenging when trying to re-enter the workforce. This didn't faze my recruitment consultant at Frank Recruitment Group at all, as they were able to secure me a fantastic Salesforce role, and support me in making a successful and seamless transition back into the world of work. **”**

Jennie Brockbank, Salesforce Consultant

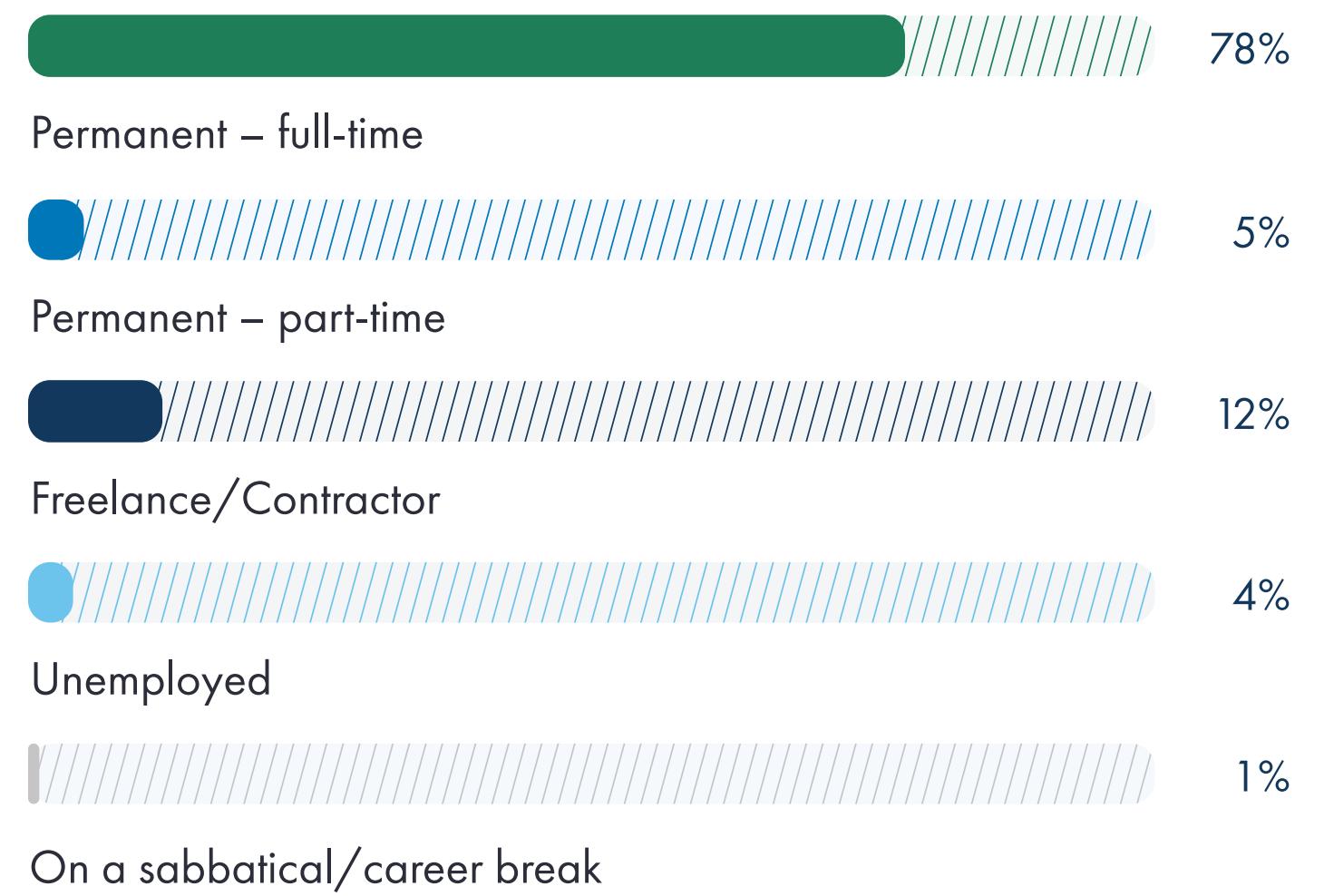
- Frank Recruitment Group
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Employment and industry demographics of survey respondents

Employment status of respondents



What are respondents' professional levels?

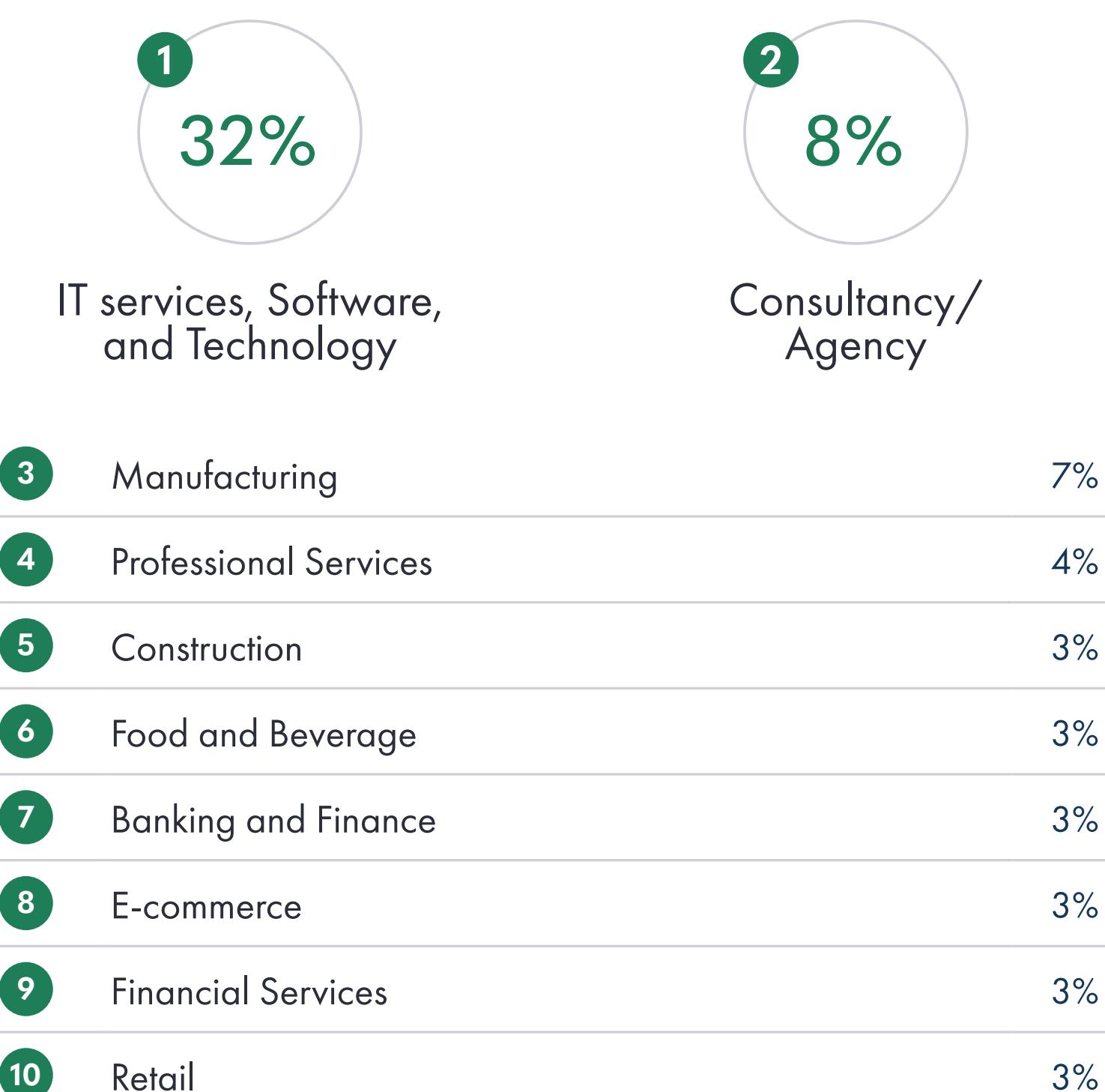


Employer type

End user (i.e., a Microsoft Business Applications customer)	46%
Microsoft Partner/Reseller/Distributor	40%
Microsoft Business Applications Independent Software Vendor (ISV)	5%
Other	8%

'Other' responses include working for the vendor.

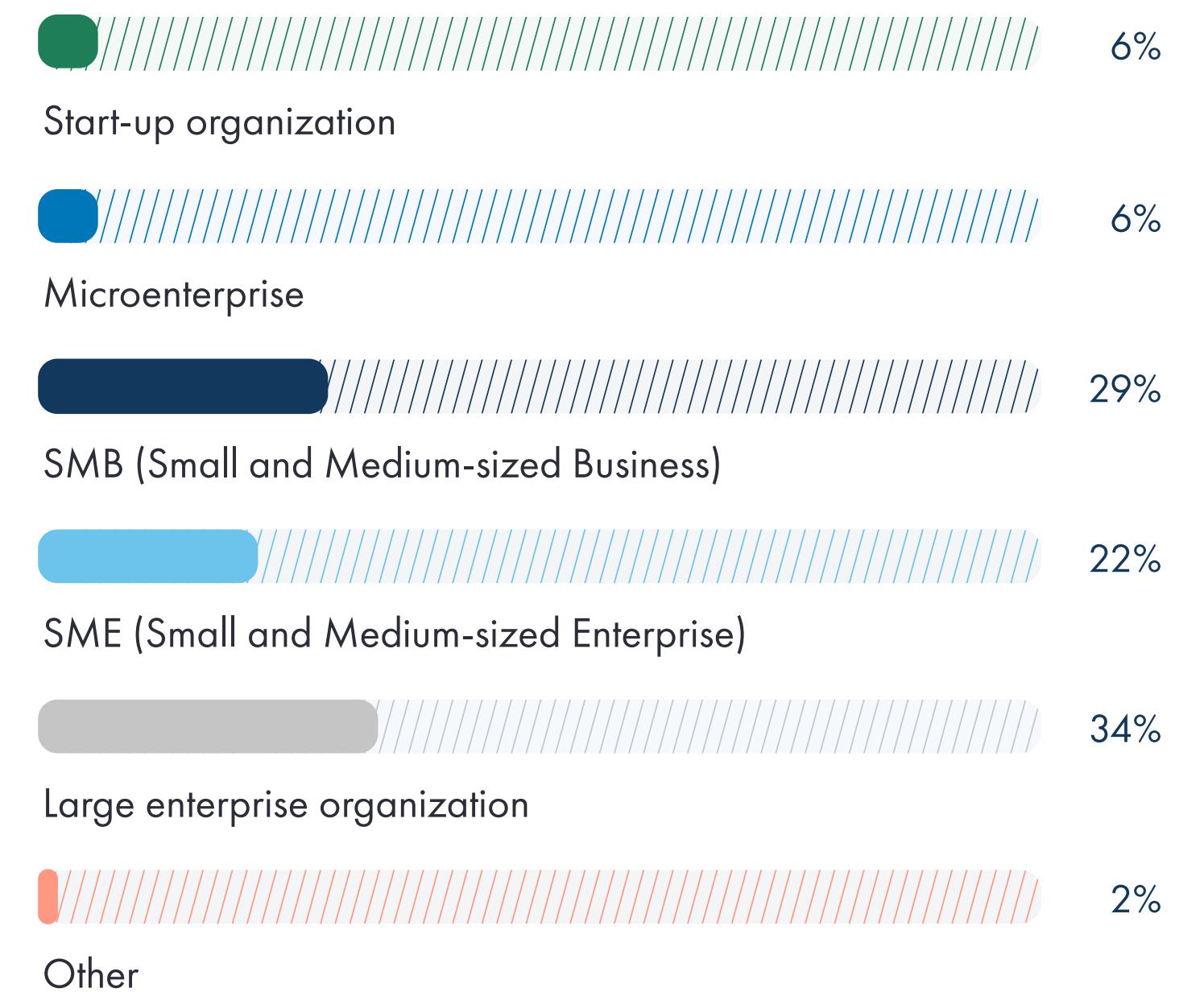
Top 10 industries represented



What is the size of the organizations taking part?

Self-employed	7%
1-10 employees	8%
11-50 employees	15%
51-200 employees	19%
201-500 employees	13%
501-1,000 employees	8%
1,001-5,000 employees	13%
5,001-10,000 employees	5%
More than 10,000 employees	10%
Not sure	1%

What is the business model of the organizations taking part?



Years of experience

On average, respondents have **18 years** of experience in the technology industry in total, **8 years** of experience working with Microsoft Dynamics, and **11 months** working with Microsoft Power Platform in a commercial environment.

Overall work experience in the tech industry



0-5 years 6-10 years 11-15 years 16-20 years

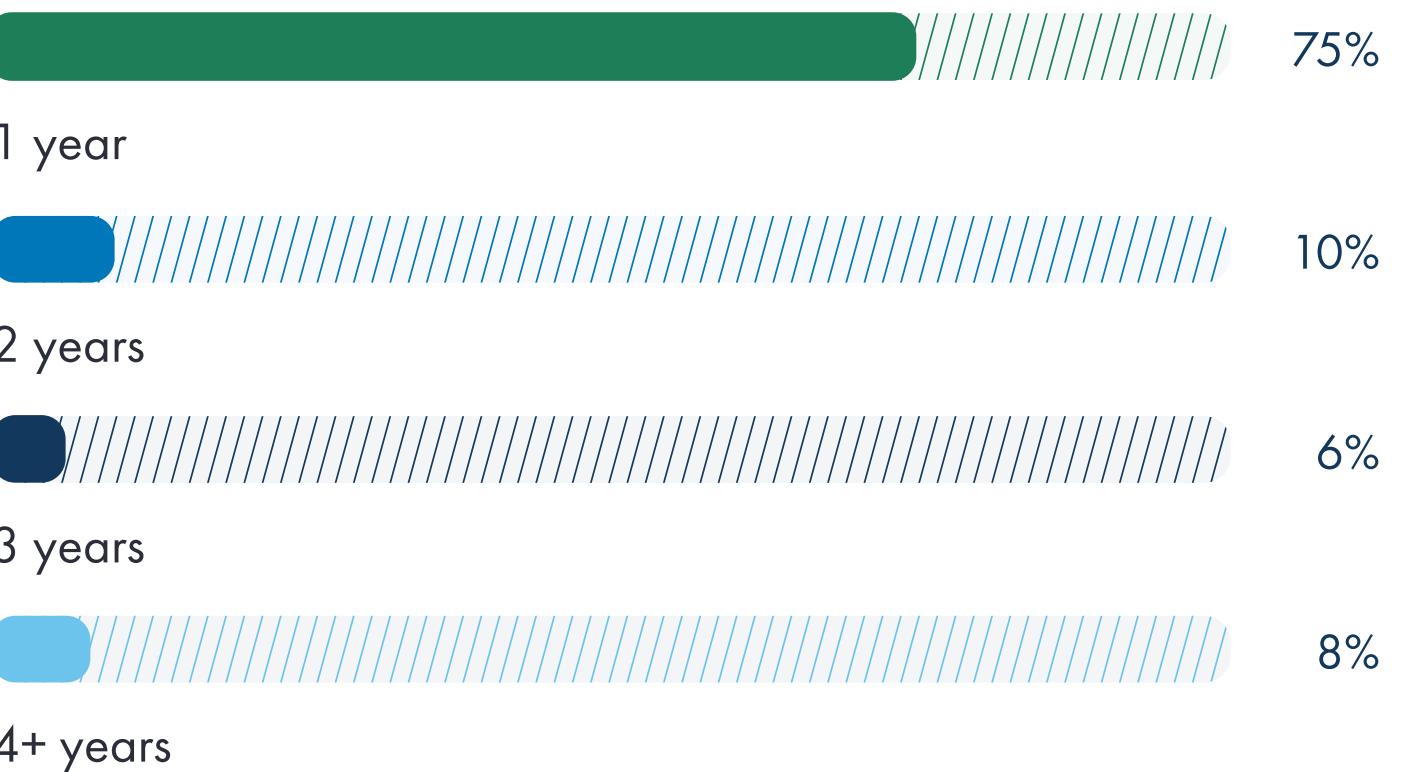


21-25 years 26-30 years 31+ years

Working experience with Microsoft Dynamics

0-3 years	20%
4-6 years	23%
7-9 years	19%
10-12 years	20%
13-15 years	15%
16+ years	4%

Working experience with Microsoft Power Platform



Tenure in each role

On average, professionals spend **6 years** in the same role, with the longest tenure in an organization being **30 years**.



Dynamics 365 Functional Consultant

How much do Dynamics 365 Functional Consultants make?

United States (\$)	Junior (0-3 years)	Mid (4-8 years)	Senior (9+ years)	Freelance Rate (p/h)*
Dynamics 365 Finance and Operations	104,750	141,750	168,500	110-180
Dynamics 365 Sales and Marketing	104,750	132,500	150,500	110-140
Dynamics 365 Business Central	95,000	133,500	148,750	100-160

* Rates will vary depending on contract type (i.e. W-2 or 1099).

Please see the salary tables on page 62 for additional salaries and rates.



77% of Dynamics 365 Functional Consultants are happy with their job, up from 73% in our last survey



52% of Dynamics 365 Functional Consultants are satisfied with their salary, down from 67% in our last survey



Permanent Dynamics 365 Functional Consultants work an average of **45 hours** per week



Freelance Dynamics 365 Functional Consultants work an average of **40 hours**

What factors impact your earning potential as a Dynamics 365 Functional Consultant?

We asked current Dynamics professionals to rank what factors are most important in upping their earning potential as a Dynamics 365 Functional Consultant.

- 1 Years of technical experience with Microsoft Business Applications
- 2 Exposure to large projects
- 3 Microsoft certifications
- 4 Years of experience in IT
- 5 Specific vertical industry experience
- 6 College/University degree(s)

Becoming a Dynamics 365 Functional Consultant

Education

Over three quarters (77%) of Dynamics 365 Functional Consultants hold at least a Bachelor's degree. However, just 42% consider a degree to be important to work with Microsoft Business Applications, while a degree is ranked least important from a number of factors when it comes to increasing earning potential.

Certification

Earning official vendor-accredited certifications is a great way to upskill and verify your knowledge to show employers your skills and land your dream job.

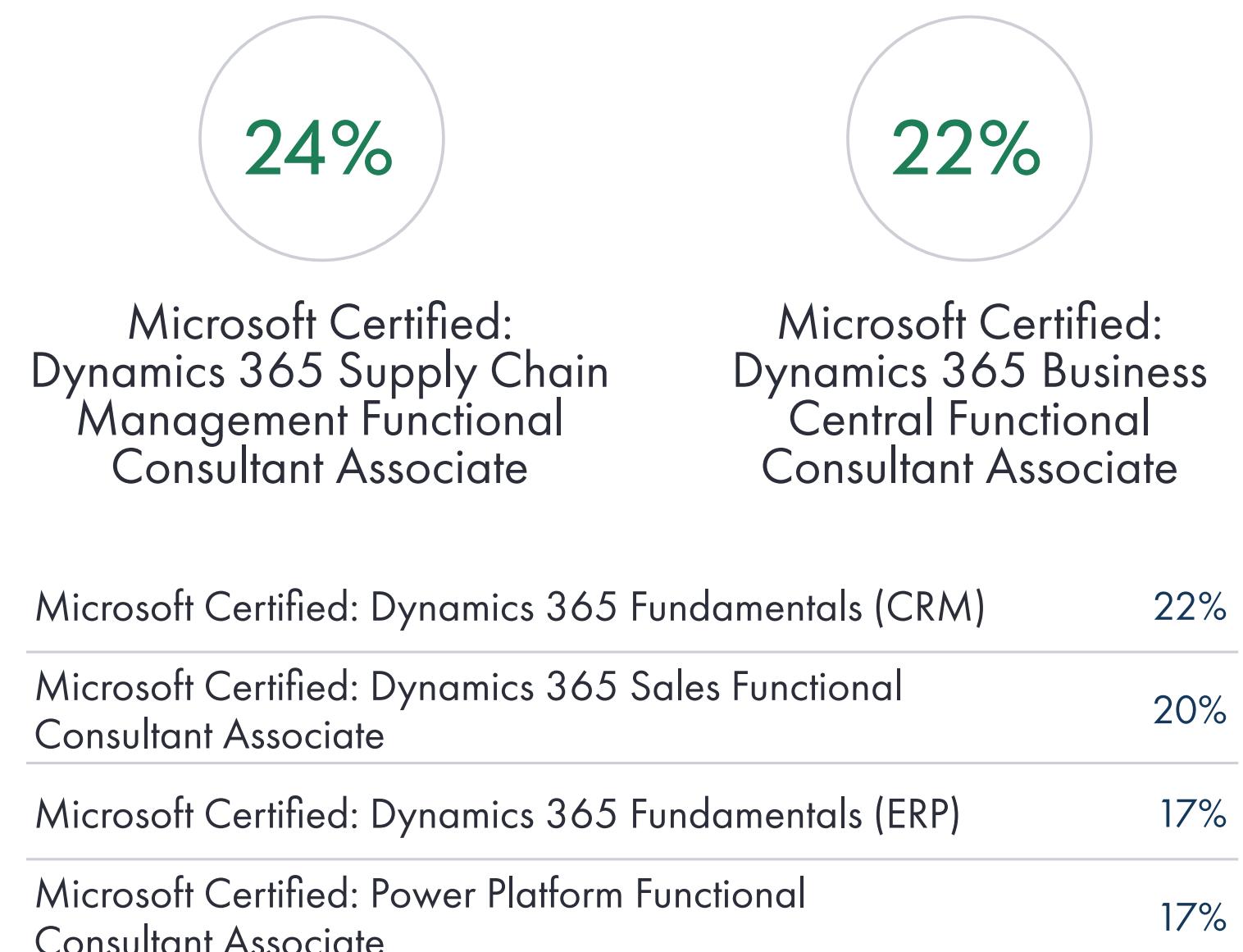
Over four-fifths (83%, up by 2% from our previous survey) of Dynamics 365 Functional Consultants are certified—76% hold a Microsoft Business Applications-related certification and 7% another Microsoft accreditation. Meanwhile, 78% believe that certifications help candidates stand out in a competitive job market.

Kicking off your career as a Functional Consultant? There are two certifications which verify foundational knowledge of Dynamics 365—Microsoft Certified: Dynamics 365 Fundamentals (ERP) and Microsoft Certified: Dynamics 365 Fundamentals (CRM), focusing on both product groups.

If you're already at a mid/associate level, there are currently 11 different certifications to choose from that cover the array of skills and knowledge needed in the Functional Consultant job role. Each certification focuses on a specific product from the Dynamics 365 or Power Platform stack, helping you move along your career through specialisms, or by filling in your knowledge gaps.

For advanced Functional Consultants, looking at furthering their career, or move into even more technical roles, there's the Microsoft Certified: Dynamics 365: Finance and Operations Apps Solution Architect Expert certification, the Microsoft Certified: Power Platform Solution Architect Expert certification, and the Microsoft Certified: Dynamics 365 Supply Chain Management Functional Consultant Expert certification. These three accreditations are the most advanced of their type on Microsoft's Dynamics 365 learning path.

What Microsoft certifications do Dynamics 365 Functional Consultants hold?



Roles that can lead on to becoming a Dynamics 365 Functional Consultant

Tech professionals can have a diverse range of backgrounds these days. Despite there not being one predetermined path to lead you to a role as a Dynamics 365 Functional Consultant, having a background in IT infrastructure and experience in a related role can help you enter or progress onto a position as a Functional Consultant.

The most common job roles that we see these kinds of professionals starting their careers in include, but are not limited to:

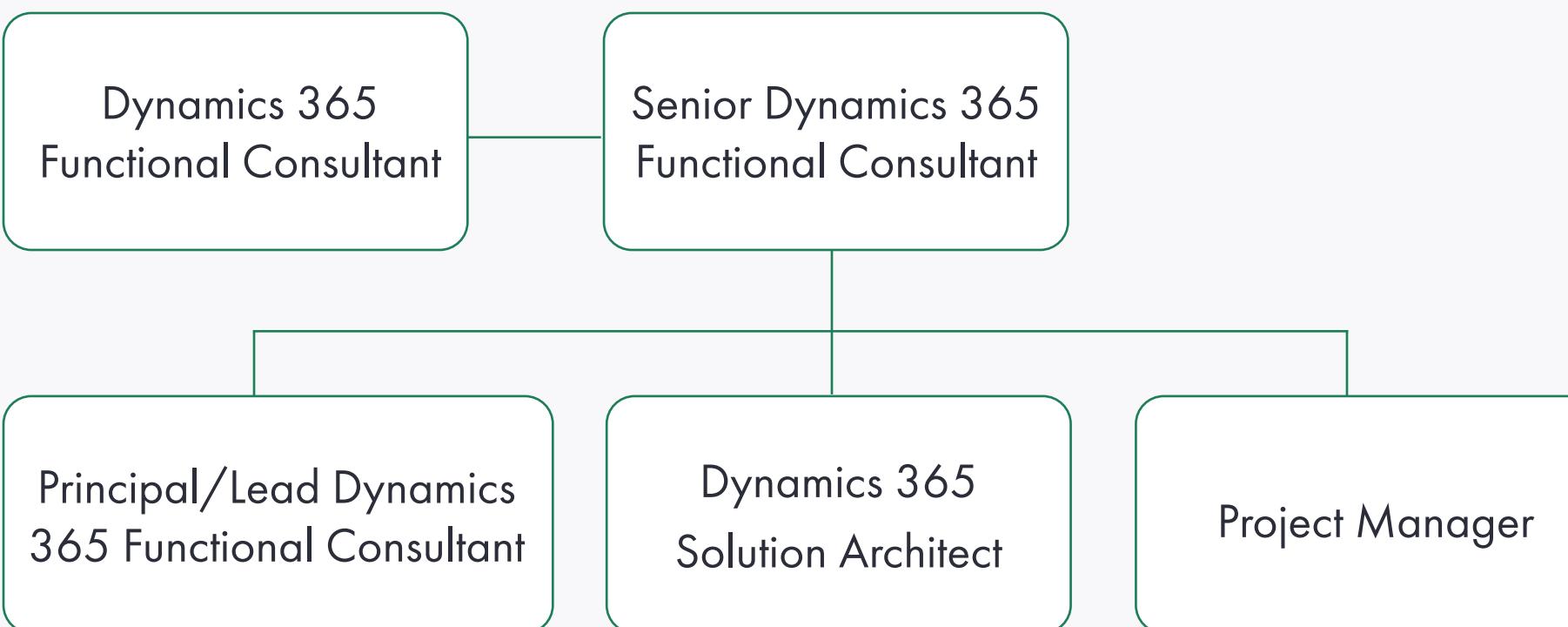
- Business Analyst
- CRM/ERP Administrator
- Systems Analyst
- Support Analyst
- Accountant

What skills and experience should Dynamics 365 Functional Consultants have?

- Extensive knowledge of and experience with Dynamics 365 products
- Ability to design and configuration Microsoft Dynamics 365 solutions
- Experience with data migration and implementation
- Experience with associated technologies such as SQL and Microsoft Power Platform
- Ability to support on reporting, administration, and support

- Great communication skills, including the ability to present and demonstrate technical information to stakeholders at all levels
- Ability to perform gap analysis, gather requirements, and transform business needs into technical solution designs
- Project specification and documentation skills
- Problem-solving and creative solution development skills
- Exceptional project management skills including managing budgets and scope of work
- Experience of user acceptance testing

What are the opportunities for progression?



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Dynamics 365 Developer

How much do Dynamics 365 Developers make?

United States (\$)	Junior	Mid	Senior	Freelance
	(0-3 years)	(4-8 years)	(9+ years)	Rate (p/h)*
Dynamics 365 Finance and Operations	112,500	157,500	173,750	90-170
Dynamics 365 Sales and Marketing	120,000	145,000	180,000	105-140
Dynamics 365 Business Central	94,500	120,000	147,750	95-150

* Rates will vary depending on contract type (i.e. W-2 or 1099).

Please see the salary tables on page 62 for additional salaries and rates.



63% of Dynamics 365 Developers are satisfied with their job, down from **64%** in our last survey



51% of Dynamics 365 Developers are satisfied with their salary, up from **47%** in our last survey



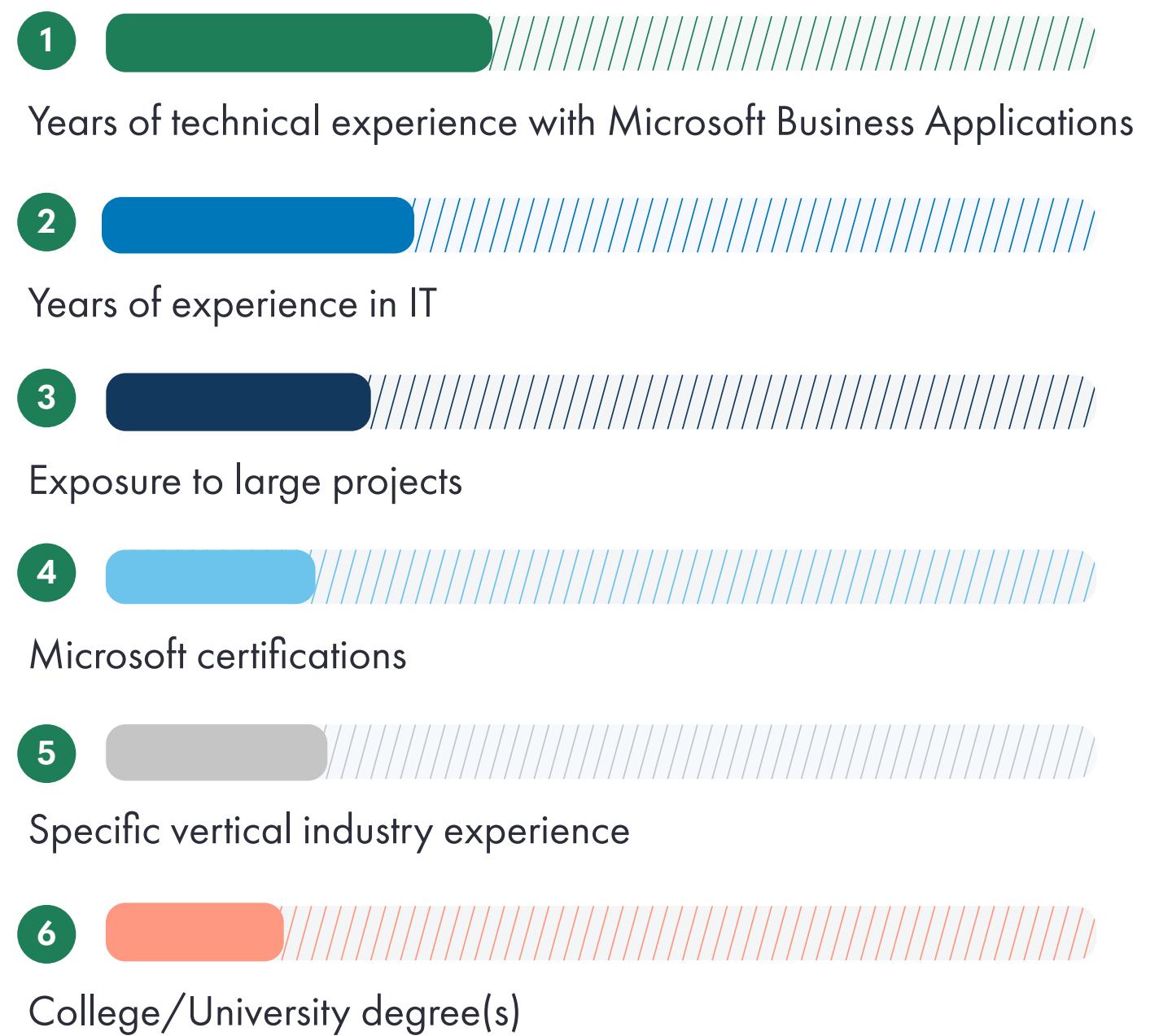
Permanent Dynamics 365 Developers work an average of **40 hours** per week



Freelance Dynamics 365 Developers work an average of **41 hours** per week

What factors impact your earning potential as a Dynamics 365 Developer?

We asked current Dynamics 365 professionals to rank what factors were most important in upping their earning potential as a Dynamics 365 Developer.



Becoming a Dynamics 365 Developer

Education

Two-thirds (**66%**) of Dynamics 365 Developers hold a Bachelor's degree or higher. However, only **30%** consider a degree to be important to work with Microsoft Business Applications. Similarly, having a degree ranked as the least important from a number of factors when it comes to increasing earning potential.

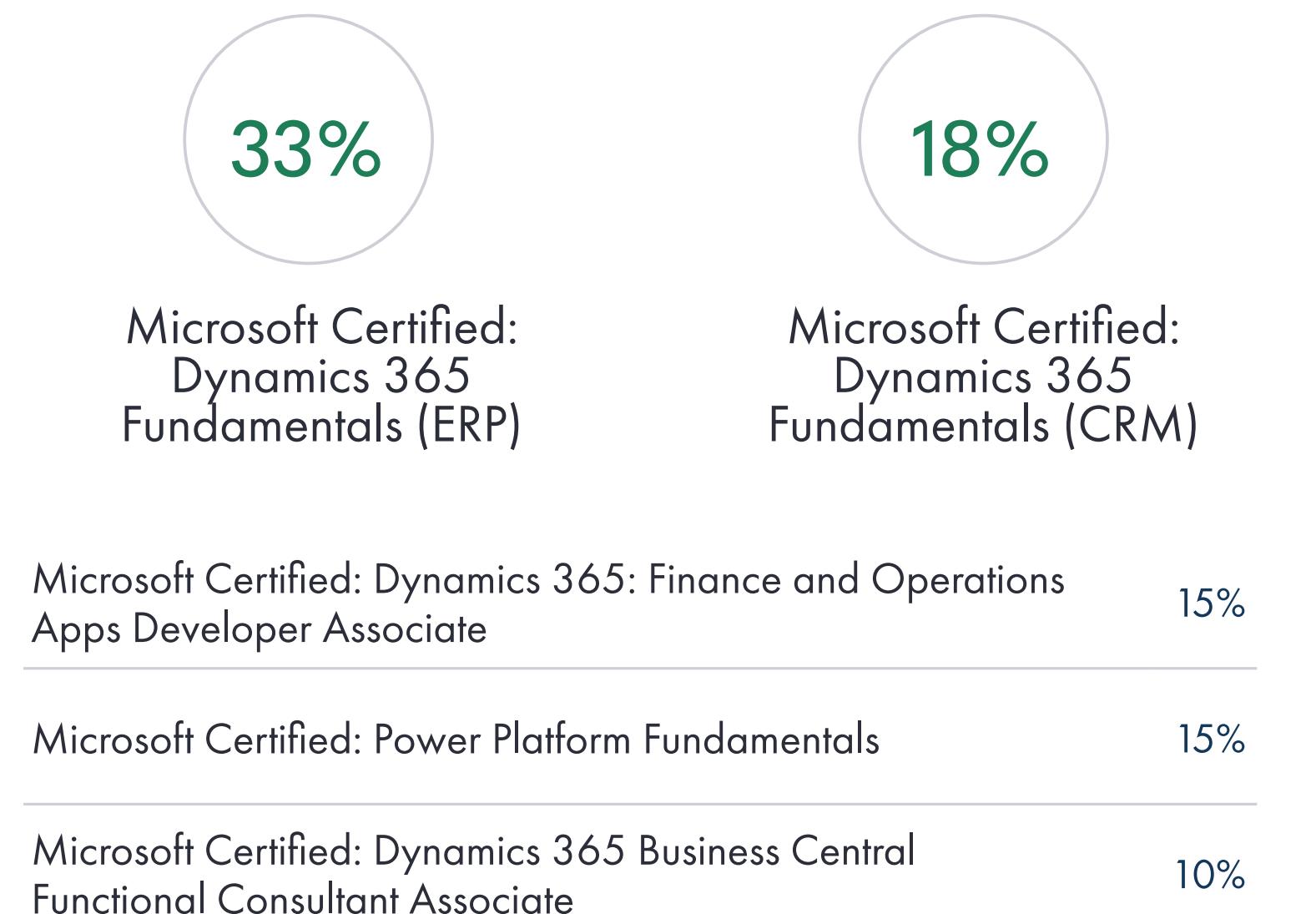
Certification

Earning official vendor-accredited certifications is a great way to upskill and show potential employers or clients your willingness to learn and keep up with the latest industry trends.

Under two-thirds (**59%**) of Dynamics 365 Developers are certified (**43%** hold a Microsoft Business Applications-related certification and **16%** another Microsoft cert), while **66%** believe that certifications help candidates stand out in a competitive job market.

Microsoft currently offers three mid-level certifications tailored for Dynamics 365 Developers. Microsoft Certified: Dynamics 365: Finance and Operations Apps Developer Associate is ideal if you're looking for a certification that focuses more on the ERP side of Dynamics 365, while Microsoft Certified: Power Apps + Dynamics 365 Developer Associate is great if you want to build your PowerApps skills too. Alternatively, you can opt for the Microsoft Certified: Power Platform App Maker Associate—which is the top intermediate qualification for developers seeking specialization in app development through Power Platform. Once certified at an intermediate level, you can further develop your Power Platform know-how by tackling the advanced developer certification available—Microsoft Certified: Power Platform Solution Architect Expert badge.

What Microsoft certifications Dynamics 365 Developers hold?



Roles that can lead on to becoming a Dynamics 365 Developer

As with many other tech roles these days, there's no predetermined path that is guaranteed to lead you to a role as a Dynamics 365 Developer. However, these are a few of the most common job roles that we see these professionals starting their careers in:

- Junior Software Developer
- Tester
- QA Analyst
- Technical Support Analyst
- Dynamics 365 Administrator
- .NET Developer

What skills and experience should Dynamics 365 Developers have?

- Proficiency in developing, deploying, customizing, and integrating Dynamics 365 products
- Ability to build and configure forms, views, dashboards and workflows, plugins, web resources and scripts
- In-depth knowledge of .NET, C#, and JavaScript
- Ability to integrate other systems into the Dynamics 365 architecture using tools such as SOAP, XML, and REST APIs
- Knowledge of HTML and ASP.NET
- Familiarity with the Dynamics 365 SDK
- L200 knowledge of Azure
- Experience with SQL and SQL Server Integration Services (SSIS)
- Deep understanding of and experience with implementing business workflows
- Testing and troubleshooting experience
- Ability to write high-quality specifications and technical analysis documents
- Understanding of Agile project delivery processes
- Experience with Power Platform
- Knowledge of DevOps practices and automation
- Strong analytical and problem-solving skills



Dynamics 365 development: Programming languages you need to know

Learning programming languages will be at the top of your to-do list if you have a career as a Dynamics 365 Developer in mind. Given there are many languages you can master, the Dynamics 365 product you'll be using the most will determine which language you should prioritize. This is due to the three core Dynamics 365 apps running on different languages and codebases—as a result of them previously being a much more disparate set of products. The languages used by the three main Dynamics 365 apps are:

- Dynamics 365 Business Central uses AL
- Dynamics 365 Finance uses X++
- Dynamics 365 Customer Engagement uses C#
(it's also possible to use .NET)

AL

Dynamics 365 Business Central uses AL (application language) to perform complex computations, connect to external webservices, and manipulate data. AL has a set of predefined functions to help make programming quicker and easier, including event triggers and function riggers. Although, you can still write your own custom functions.

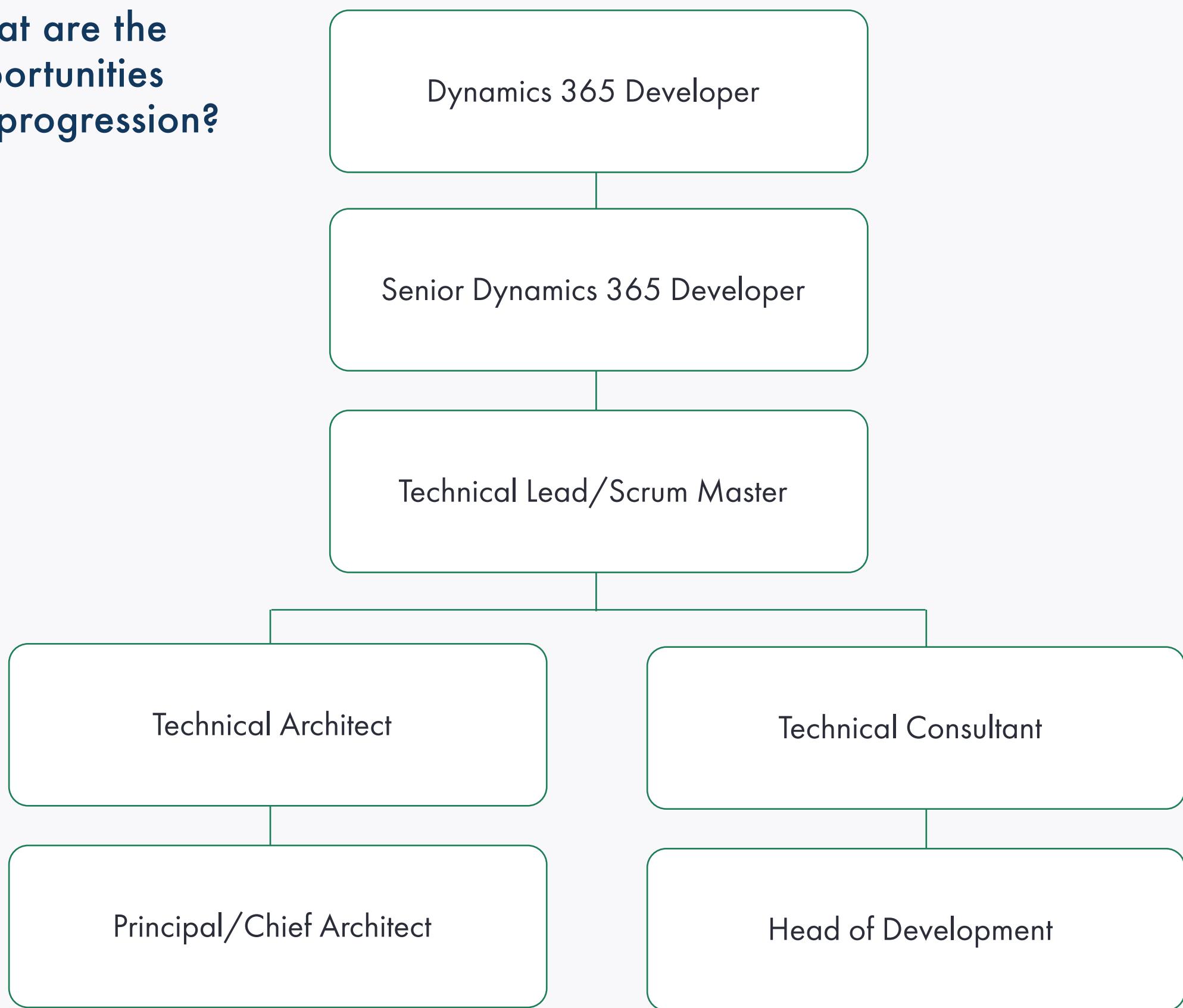
X++

X++ is an object-oriented, application- and data-aware language, and has several features in common with C# and Java. Created by Microsoft, it's frequently used in ERP programming and database applications such as Dynamics 365 Finance. Using X++, developers can build SQL-like constructs to select and manipulate data within the app.

C#

Officially released over a decade ago, C# is another programming language developed by Microsoft itself. This is a straightforward, object-oriented language, and shares many features with the likes of C, C++, Java, and JavaScript, making it familiar and accessible to many developers. This language is mostly used in the development of desktop and web apps, and runs on Microsoft's .NET Framework. C# is a widely used language for building enterprise software and boasts a bustling open-source community.

What are the opportunities for progression?



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Dynamics 365 Project Manager

How much do Dynamics 365 Project Managers make?

United States (\$)	Junior (0-3 years)	Mid (4-8 years)	Senior (9+ years)	Freelance Rate (p/h)*
Dynamics 365 Finance and Operations	-	145,750	184,250	120-200
Dynamics 365 Sales and Marketing	99,500	124,000	160,750	115-170
Dynamics 365 Business Central	91,500	121,250	149,000	100-170

* Rates will vary depending on contract type (i.e. W-2 or 1099).

Please see the salary tables on page 62 for additional salaries and rates.



76% of Dynamics 365 Project Managers are satisfied with their job, up from **58%** in our last survey



63% of Dynamics 365 Project Managers are satisfied with their salary, up from **25%** in our last survey



Permanent Dynamics 365 Project Managers work an average of **44 hours** per week



Freelance Dynamics 365 Project Managers work an average of **35 hours** per week

What factors impact your earning potential as a Dynamics 365 Project Manager?

We asked current Dynamics professionals to rank what factors were most important in upping their earning potential as a Dynamics 365 Project Manager.

- 1 Years of technical experience with Microsoft Business Applications
- 2 Years of experience in IT
- 3 Exposure to large projects
- 4 Microsoft certifications
- 5 Specific vertical industry experience
- 6 College/University degree(s)

Becoming a Dynamics 365 Project Manager Education

Over two-thirds (**67%**) of Dynamics 365 Project Managers hold at least a Bachelor's degree. However, only **11%** consider a degree to be important to work with Microsoft Business Applications. Similarly, having a degree ranked as the least important from a number of factors when it comes to increasing earning potential.

Certification

Official vendor-accredited certifications are inarguably one of the best ways to upskill and show potential employers and clients your knowledge and willingness to keep up with the industry's updates.

A third (**33%**, down from **65%** in our previous survey) of Dynamics 365 Project Managers are certified (**29%** hold a Microsoft Business Applications related certification and **4%** another Microsoft cert), yet **50%** believe that certifications help candidates stand out in a competitive job market.

At the moment there aren't any role-specific certifications for Dynamics 365 Project Managers. However, those working with Dynamics 365 implementations, migrations, and development projects should have a good understanding of the functionality of the products their team is working with. Certifications like the Microsoft Certified: Dynamics 365 Fundamentals (CRM) and Microsoft Certified: Dynamics 365 Fundamentals (ERP) certifications are ideal for aspiring project managers, who can also progress onto one or more of Microsoft's product-specific Functional Consultant Associate certifications.

Many employers also look out for PMP certifications when hiring for Dynamics 365 Project Managers.

What Microsoft certifications Dynamics 365 Project Managers hold?



Roles that can lead on to becoming a Dynamics 365 Project Manager

As with many other tech roles these days, there's no predetermined path that is guaranteed to lead you to a role as a Dynamics 365 Project Manager. However, usually, it's a role that's often progressed into by Dynamics 365 Consultants and Business Analysts—and those who have previously worked as a bridge between the clients and the technical team to gather requirements from stakeholders and develop solutions.

Here are a few of the most common job roles that we see project managers starting their careers in:

- Dynamics 365 Functional Consultant
- Business Analyst
- Systems/IT Manager
- Support Manager
- Scrum Master
- Solutions Architect

What skills and experience should Dynamics 365 Project Managers have?

- Extensive experience managing, leading, and delivering full lifecycle Dynamics 365 implementations, migrations, and development projects
- Extensive experience leading teams
- Strong interpersonal and communication skills
- Stakeholder management skills
- Great time management and budgeting skills
- Resource management skills
- Experience with testing and QA processes
- Ability to develop and manage requirement analysis, planning, and forecasting
- Knowledge and experience with SCRUM, Waterfall, Agile, and Business Process Improvement methodologies
- Knowledge of Microsoft's Sure Step implementation methodology



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What are the opportunities for progression?



Power Platform Specialist

How much do Power Platform Specialists make?

	Junior (0-3 years)	Mid (4-8 years)	Senior (9+ years)	Freelance Rate (p/h)*
United States (\$)				
Power Platform Consultant	-	-	-	100-120
PowerApps Developer	115,250	136,500	158,000	100-130

* Rates will vary depending on contract type (i.e. W-2 or 1099).

Please see the salary tables on page 62 for additional salaries and rates.



44% of Power Platform Specialists are satisfied with their job, down from **60%** in our last survey



56% of Power Platform Specialists are satisfied with their salary, up from **20%** in our last survey



Both permanent and freelance Power Platform Specialists work an average of **38 hours** per week

What factors impact your earning potential as a Power Platform Specialist?

We asked current Microsoft professionals to rank what factors were most important in upping their earning potential as a Power Platform Specialist.

- 1 Years of technical experience with Microsoft Business Applications
- 2 Years of experience in IT
- 3 Exposure to large projects
- 4 Microsoft certifications
- 5 Specific vertical industry experience
- 6 College/University degree(s)

Becoming a Power Platform Specialist

Education

Most (**91%**) Power Platform Specialists hold at least a Bachelor's degree. However, only **9%** consider a degree to be important to work with Microsoft Business Applications. Similarly, having a degree ranked as the least important from a number of factors when it comes to increasing earning potential.

Certification

Official vendor-accredited certifications are great to upskill and show potential employers and clients your knowledge and willingness to keep up with the industry's updates.

Over four-fifths (**83%**, down from **100%** in our previous survey) of Power Platform Specialists are certified (**75%** hold a Microsoft Business Applications-related certification and **8%** another Microsoft cert). Similar to our last survey, **75%** believe certifications help candidates stand out in a competitive job market.

The Microsoft Certified: Power Platform Fundamentals certification is a good starting point if you've got your eyes set on a Power Platform Specialist career; there are no prerequisites, and you only need beginner-level experience with the platform to work toward earning it.

Two other beginner great-to-have certifications are the Microsoft 365 Certified: Fundamentals (CRM) and The Microsoft 365 Certified: Fundamentals (ERP) certifications. Although not focused exclusively on Power Platform, to pass the exams for both certifications you'll need to know how you can use Power Platform to extend the capabilities of Office apps and Microsoft Teams. This will be incredibly useful once you start working with Power Platform, as Microsoft is pushing as a core tool to help users work more efficiently across its entire product stack, not least Microsoft 365.

If you want to tackle more intermediate certifications, Microsoft Certified: Power Platform Functional Consultant Associate, Microsoft Certified: Power Platform Developer Associate, and Microsoft Certified: Power Platform App Maker Associate might be exactly what you're looking for to progress through your career.

Finally, there are two further top-level certifications on the Power Platform track too; Microsoft Certified: Power Platform Solution Architect Expert, and Microsoft Certified: Dynamics 365 + Power Platform Solution Architect Expert for those working more closely with Dynamics 365 products.

What Microsoft certifications do Power Platform Specialists hold?

Microsoft Certified: Power Platform App Maker Associate	67%
Microsoft Certified: Power Platform Fundamentals	67%
Microsoft Certified: Power Platform Solution Architect Expert	56%
Microsoft Certified: Dynamics 365 Fundamentals (CRM)	44%
Microsoft Certified: Power Platform Functional Consultant Associate	44%

Roles that can lead on to becoming a Power Platform Specialist

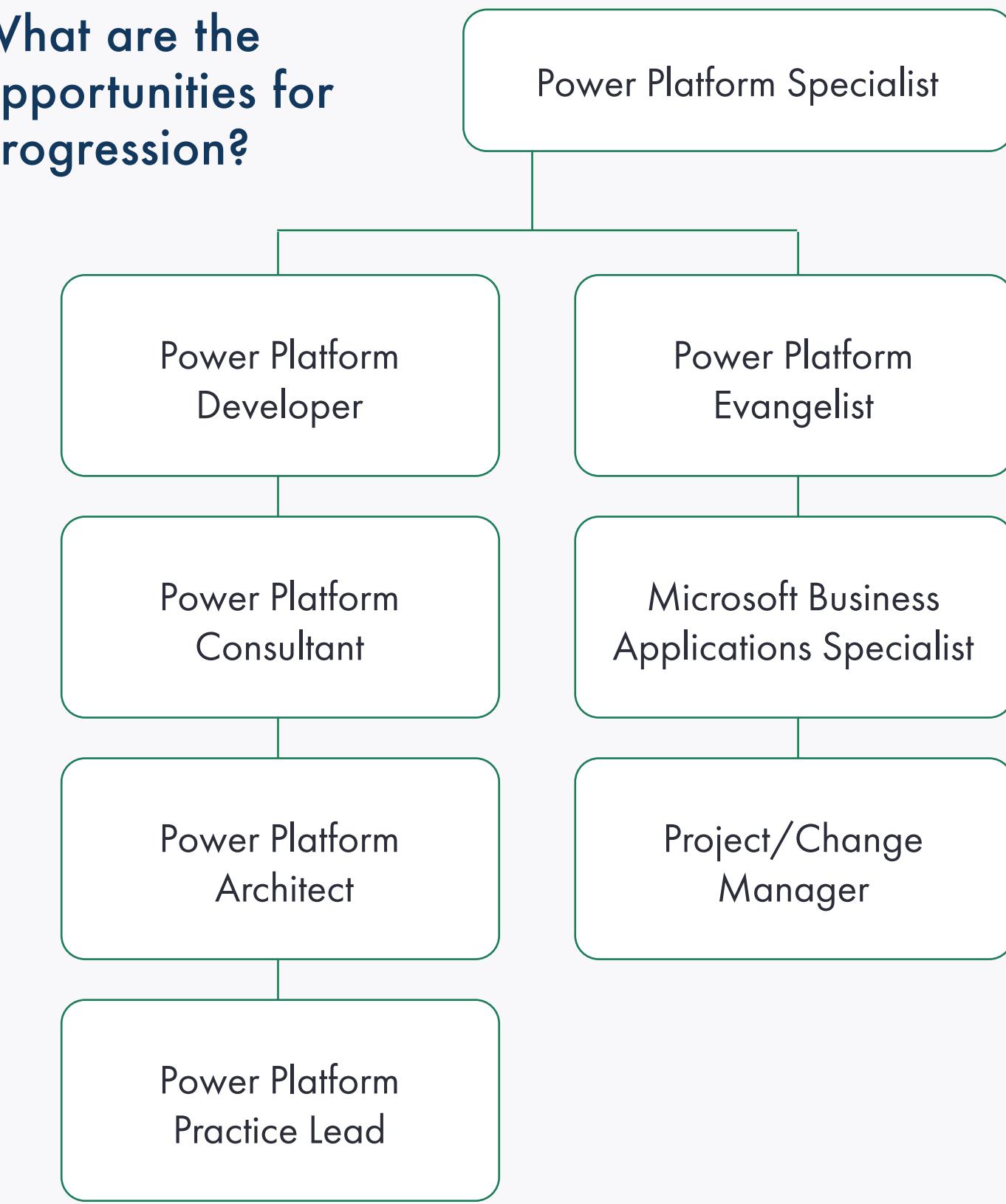
Given its status as a tool for citizen developers, many Power Platform Specialists start their careers as end users, eventually becoming advocates or subject matter experts for these products within their business, before finally transitioning to working exclusively with Power Platform.

Power Platform Specialists may switch to this specialism after working with other Microsoft products like Power BI, SharePoint, and Dynamics 365 because to its tight relationship with these products.

What skills and experience should Power Platform Specialists have?

- Strong understanding of the Power Platform
- Thorough understanding of the Microsoft Dataverse, Microsoft Modern Workplace technologies like Teams, Microsoft 365, and SharePoint, and how they work together
- Ability to build both model-driven and Canvas apps using Power Apps
- Ability to develop business process flows and workflows using Power Automate
- Ability to create and maintain chatbots using Power Virtual Agent
- Familiarity with the Dynamics 365 SDK
- Understanding of best practices for administration, security, and stability of Power Platform
- Experience with Power Apps Portals and Custom Connectors
- Experience developing on Azure services, Azure DevOps, and continuous integration
- Familiarity with Agile software delivery methodologies such as Scrum
- Requirements gathering skills
- Application design and development skills across multiple technologies
- Prototype and proof of concept development

What are the opportunities for progression?



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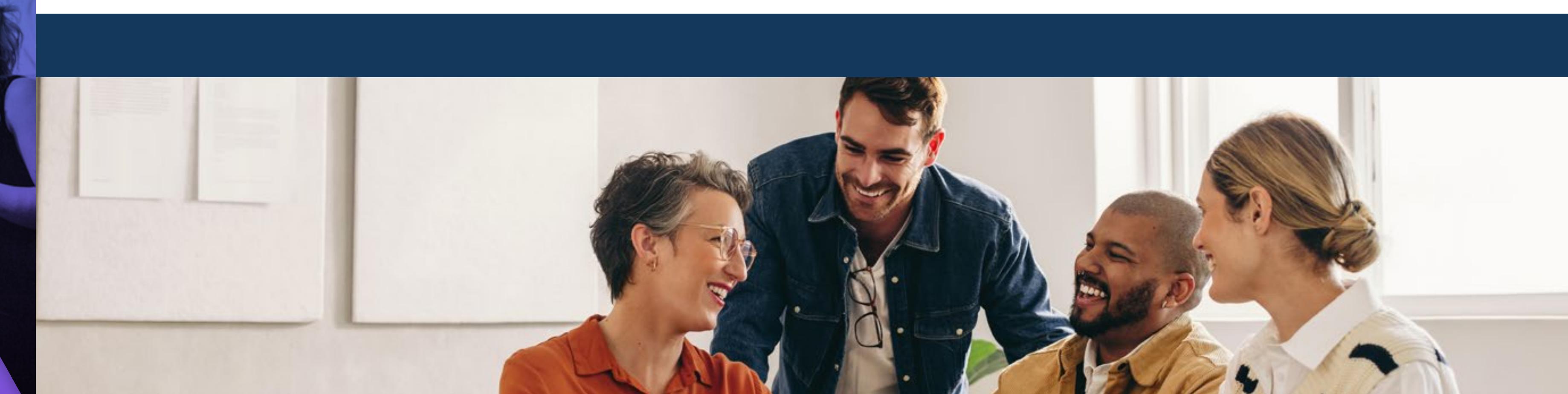
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Microsoft Business Applications salaries

The salary table data is drawn from Microsoft vacancies and placement data from roles registered with Nigel Frank in the last 18 months¹. The resulting data is then verified by our specialist teams, who apply their insight and knowledge of the wider market to ensure that the information is accurate with respect to base salary, seniority or experience, job title, technology, and location.

Important points to consider:

Certain markets will exhibit **10-15%** variance due to differences in costs of living.

The salaries do not include bonuses and incentives. Additionally, multiple factors, including years of experience, specialized skills required, and the complexity of the role, affect where the salary for a particular role falls within the range.

How can our salary tables help you?

If you're a **Microsoft Business Applications professional**, you can see what other professionals with a similar level of experience and skill set are currently earning, enabling you to better understand your market value.

As an employer or hiring manager, you can get the info you need to benchmark for your team's remuneration, enabling you to set budgets for the next financial year.

If you can't find the salary for your region, then please contact us for more information.

Read on to find out more about the salaries on offer in the market >>>

¹ July 2021 to January 2023

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Australia (AU\$)

Dynamics 365 Finance & Operations

	Permanent*		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	107,750	151,750	162,250	821 - 1,035
Technical Consultant	101,500	142,750	156,750	789 - 1,055
Technical & Functional Consultant	119,000	149,000	172,250	842 - 1,583
Developer / Programmer	101,500	129,500	150,500	684 - 950
Pre-Sales Consultant	-	143,750	188,750	-
Technical Architect	-	169,000	193,250	945 - 1,369
Solution Architect	-	166,500	199,000	998 - 1,211
Experience Driven				
Project Manager	99,250	129,250	168,000	893 - 1,317
Business Analyst	82,250	113,500	160,500	688 - 955
Development Manager	106,500	127,750	171,250	-
Program Manager	-	173,000	230,500	1,158 - 2,005
Systems Manager	87,000	101,250	144,750	-
IT Director / CIO	-	185,500	256,000	-
IT Manager	96,750	114,000	153,750	-
Finance Driven				
Accountant / Financial Controller	84,250	99,250	150,000	-
Finance Manager	94,750	113,000	153,750	-
Systems Accountant	80,750	114,000	145,750	-
Sales Driven**				
Practice Lead	-	-	248,500	-
Account Manager	85,500	111,250	163,250	-
Sales Director	-	142,750	220,000	-
Sales Manager	88,000	124,500	166,000	-
Business Development	101,500	126,250	164,750	-
Support and Training Driven				
Support	94,250	105,750	138,250	476 - 721
Trainer	82,250	99,250	121,750	-

* Excluding superannuation.

** Base salaries excluding commission.

Salaries have been rounded to the nearest AU\$250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Average salaries are similar to those in 2022 due to an increase within the end user market but a decrease in partner salaries.

Australia (AU\$)

Dynamics 365 Sales and Marketing

	Permanent*		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	104,500	147,250	167,000	831 - 1,583
Technical Consultant	108,750	147,250	173,250	737 - 1,003
Technical & Functional Consultant	113,750	158,000	173,250	894 - 1,372
Developer / Programmer	103,500	136,750	164,750	684 - 1,003
Pre-Sales Consultant	179,750	160,000	191,750	-
Technical Architect	-	160,750	193,750	945 - 1,580
Solution Architect	116,000	144,500	183,250	998 - 1,264
Experience Driven				
Project Manager	118,000	127,000	171,250	945 - 1,369
Business Analyst	97,000	118,250	145,250	740 - 955
Development Manager	112,250	153,750	204,000	-
Program Manager	-	157,000	168,250	1,262 - 1,688
IT Director / CIO	-	195,500	207,250	-
IT Manager	105,500	127,500	147,000	-
Sales Driven**				
Practice Lead	-	192,000	247,500	-
Account Manager	106,250	122,750	141,750	-
Sales Director	-	154,250	248,000	-
Sales Manager	105,000	117,500	167,000	-
Business Development	78,500	127,750	146,750	-
Support and Training Driven				
Support	79,250	97,250	114,000	423 - 531
Trainer	80,250	89,750	135,750	526 - 632

* Excluding superannuation.

** Base salaries excluding commission.

Salaries have been rounded to the nearest AU\$250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Average salaries are similar to those in 2022 due to an increase within the end user market but a decrease in partner salaries.

Australia (AU\$)

Dynamics 365 Business Central

	Permanent*		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	101,500	136,750	158,500	821 - 1,003
Technical Consultant	98,250	136,750	158,500	789 - 1,055
Technical & Functional Consultant	101,500	130,000	157,500	789 - 1,161
Developer / Programmer	96,250	124,750	153,250	684 - 950
Pre-Sales Consultant	88,000	114,750	156,750	-
Technical Architect	-	150,750	172,250	-
Solution Architect	112,250	143,750	183,750	-
Experience Driven				
Project Manager	90,000	114,500	163,250	893 - 1,317
Business Analyst	92,750	103,500	140,500	688 - 955
Development Manager	104,000	116,250	172,750	-
Program Manager	-	162,000	201,750	1,158 - 2,005
Systems Manager	74,000	100,750	137,500	-
IT Director / CIO	-	153,750	200,250	-
IT Manager	92,500	117,000	147,000	-
Finance Driven				
Accountant / Financial Controller	81,250	102,500	142,250	-
Finance Manager	95,250	106,000	147,000	-
Systems Accountant	87,000	107,250	139,500	-
Sales Driven **				
Practice Lead	-	-	186,500	-
Account Manager	86,000	106,750	142,250	-
Sales Director	-	151,750	188,000	-
Sales Manager	86,500	114,000	152,750	-
Business Development	90,500	117,750	138,250	-
Support and Training Driven				
Support	80,250	102,500	115,500	529 - 637
Trainer	79,750	99,750	119,500	526 - 685

* Excluding superannuation.

** Base salaries excluding commission.

Salaries have been rounded to the nearest AU\$250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.
Average salaries are similar to those in 2022 due to an increase within the end user market but a decrease in partner salaries.

Australia (AU\$)

Power Platform

	Permanent*		
	Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)
Power BI Consultant	108,000	134,000	155,250
Power BI Developer	-	128,750	155,250

* Excluding superannuation.

Salaries have been rounded to the nearest AU\$250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Belgium (€)

Dynamics 365 Finance & Operations

	Permanent - Monthly		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	3,880	5,040	6,510	810 - 1,080
Technical Consultant	3,630	4,910	6,390	760 - 1,040
Technical & Functional Consultant	4,010	5,260	6,880	820 - 1,100
Developer / Programmer	4,230	5,550	7,200	720 - 1,100
Pre-Sales Consultant	-	5,480	6,780	660 - 890
Technical Architect	5,810	6,710	8,450	940 - 1,250
Solution Architect	6,050	6,750	8,940	910 - 1,260
Experience Driven				
Project Manager	4,610	5,840	7,210	750 - 1,110
Business Analyst	4,160	4,830	6,220	600 - 870
Development Manager	6,530	7,420	8,760	-
Program Manager	-	5,850	8,620	1,000 - 1,330
Systems Manager	6,050	6,710	8,950	-
IT Director / CIO	-	7,540	9,390	930 - 1,220
IT Manager	6,050	6,750	8,080	720 - 1,050
Finance Driven*				
Accountant / Financial Controller	3,570	4,560	6,100	550 - 830
Finance Manager	3,960	5,100	6,480	600 - 890
Systems Accountant	3,790	4,570	5,840	460 - 780
Sales Driven**				
Practice Lead	-	-	10,260	-
Account Manager	4,740	5,640	7,270	-
Sales Director	-	6,530	9,440	-
Sales Manager	6,510	7,110	9,280	-
Business Development	6,400	7,350	9,670	-
Support and Training Driven				
Support	3,300	3,950	4,880	440 - 720
Trainer	2,890	3,690	4,730	550 - 830

* Including experience with ERP.

** Base salaries excluding commission.

Belgium (€)

Dynamics 365 Sales and Marketing

	Permanent - Monthly		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	3,530	-	4,610	6,210
Technical Consultant	3,470	-	4,700	5,680
Technical & Functional Consultant	3,620	-	4,700	6,540
Developer / Programmer	3,490	-	5,270	5,830
Pre-Sales Consultant	4,700	-	6,370	7,610
Technical Architect	5,590	-	5,320	6,930
Solution Architect	5,010	-	6,320	9,780
Experience Driven				
Project Manager	4,300	-	5,450	7,150
Business Analyst	3,820	-	4,600	6,550
Development Manager	5,230	-	6,850	9,230
Program Manager	-	-	5,410	7,580
IT Director / CIO	-	-	8,360	9,980
IT Manager	5,220	-	6,560	8,810
Sales Driven**				
Practice Lead	-	-	-	10,730
Account Manager	4,040	-	5,540	7,770
Sales Director	-	-	7,090	9,400
Sales Manager	5,820	-	6,550	8,870
Business Development	5,570	-	6,870	9,450
Support and Training Driven				
Support	3,070	-	3,460	4,550
Trainer	3,140	-	3,720	4,910

The Belgian benefits package usually includes 13th month and vacation pay. Companies also offer other perks such as meal vouchers, hospitalization insurance, group insurance, EcoCheques, bonus, transport reimbursement, company car, and fuel card, IP ruling (tax benefits), and other net advantages. The purpose is to enhance the overall value of the total package received by the employee.

Please note: From January 2022, there was a new tax benefit for expats; please seek advice from a tax professional for details.

The salaries listed above are pre-tax and have been rounded to the nearest €10 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Belgium (€)

Dynamics 365 Business Central

	Permanent - Monthly				Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)		
Technical Knowledge Driven						
Functional Consultant	3,790	4,520	5,740	640 - 910		
Technical Consultant	3,380	4,720	5,890	610 - 870		
Technical & Functional Consultant	3,640	4,690	5,910	650 - 860		
Developer / Programmer	3,280	4,760	6,090	580 - 910		
Pre-Sales Consultant	5,470	6,510	6,830	-		
Technical Architect	4,470	5,410	5,860	750 - 960		
Solution Architect	4,840	5,650	7,930	660 - 1,080		
Experience Driven						
Project Manager	3,670	5,170	6,640	660 - 970		
Business Analyst	3,480	4,780	5,890	600 - 830		
Development Manager	4,900	6,330	7,990	-		
Program Manager	-	6,250	8,250	950 - 1,260		
Systems Manager	5,990	6,780	7,950	-		
IT Director / CIO	-	7,920	11,700	970 - 1,330		
IT Manager	4,270	5,770	6,660	630 - 940		
Finance Driven*						
Accountant / Financial Controller	3,130	4,750	5,890	390 - 630		
Finance Manager	3,660	4,910	6,770	430 - 710		
Systems Accountant	2,790	4,520	5,890	380 - 630		
Sales Driven**						
Practice Lead	-	-	8,850	-		
Account Manager	3,460	5,750	7,690	-		
Sales Director	-	6,940	9,230	-		
Sales Manager	3,540	4,520	8,340	-		
Business Development	3,900	6,350	8,910	-		
Support and Training Driven						
Support	2,960	4,500	5,080	400 - 650		
Trainer	3,300	4,730	5,890	390 - 670		

* Including experience with ERP.

** Base salaries excluding commission.

Belgium (€)

Power Platform

	Permanent - Monthly				Freelance	
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)	Range (p/d)		
Power Platform Consultant						
Power Platform Consultant	2,900	3,910	5,160	700		
Power Platform Architect	-	5,000	5,250	810		
Power Platform Developer	3,480	4,910	5,420	700		
Power BI Consultant						
Power BI Consultant	3,000	4,280	5,200	700		
Power BI Developer	2,900	4,630	5,200	700		
Power BI Architect	-	5,180	5,860	810		

The Belgian benefits package usually includes 13th month and vacation pay. Companies also offer other perks such as meal vouchers, hospitalization insurance, group insurance, EcoCheques, bonus, transport reimbursement, company car, and fuel card, IP ruling (tax benefits), and other net advantages. The purpose is to enhance the overall value of the total package received by the employee.

Please note: From January 2022, there was a new tax benefit for expats; please seek advice from a tax professional for details.

The salaries listed above are pre-tax and have been rounded to the nearest €10 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Canada (C\$)

Dynamics 365 Finance & Operations

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)
Technical Knowledge Driven				
Functional Consultant	115,750	149,500	176,000	110 - 180
Technical Consultant	118,250	154,000	181,250	110 - 160
Technical & Functional Consultant	120,000	160,250	185,000	110 - 190
Developer / Programmer	115,000	140,000	174,000	90 - 160
Pre-Sales Consultant*	112,250	150,750	164,750	120 - 190
Technical Architect	128,000	150,000	191,000	130 - 190
Solution Architect	130,500	160,000	200,000	140 - 190
Experience Driven				
Project Manager	112,250	149,750	188,500	120 - 180
Business Analyst	104,500	128,000	147,000	100 - 150
Development Manager	125,000	140,000	162,250	130 - 180
Program Manager	130,000	151,750	181,500	140 - 200
Systems Manager	110,000	132,750	148,000	120 - 190
Director	145,000	159,000	204,000	140 - 200
Manager	115,000	129,000	153,000	100 - 180
Finance Driven				
Accountant / Financial Controller	77,250	90,000	131,750	100 - 160
Finance Manager	82,000	104,250	148,000	100 - 170
Systems Accountant	73,000	95,500	118,500	100 - 160
Sales Driven *				
Practice Lead	130,000	160,000	199,750	140 - 200
Account Manager	95,250	109,750	118,000	110 - 180
Sales Director	130,000	143,750	186,750	120 - 200
Sales Manager	110,000	140,000	160,000	110 - 190
Business Development	106,750	122,250	160,500	100 - 160
Support and Training Driven				
Support	69,750	91,250	111,250	85 - 130
Trainer	77,250	88,500	116,000	130 - 180

* Base salaries excluding commission.

Salaries have been rounded to the nearest C\$250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Canada (C\$)

Dynamics 365 Sales and Marketing

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)
Technical Knowledge Driven				
Functional Consultant	90,000	114,000	145,000	110 - 160
Technical Consultant	95,000	115,000	150,000	110 - 150
Technical & Functional Consultant	97,000	117,500	155,000	110 - 160
Developer / Programmer	90,250	120,000	140,000	105 - 145
Pre-Sales Consultant*	109,000	130,500	150,250	100 - 150
Technical Architect	110,000	137,250	167,500	115 - 150
Solution Architect	115,000	149,750	164,500	115 - 160
Experience Driven				
Project Manager	90,000	120,000	150,250	115 - 170
Business Analyst	87,750	120,000	145,750	110 - 150
Development Manager	110,000	127,250	162,000	110 - 160
Program Manager	110,000	132,250	163,000	110 - 190
Director	130,000	160,000	180,750	110 - 200
Manager	110,000	121,500	139,250	110 - 170
Sales Driven *				
Practice Lead	120,000	150,250	170,500	110 - 140
Account Manager	96,250	115,000	137,750	105 - 130
Sales Director	103,000	142,250	168,000	110 - 150
Sales Manager	101,250	123,500	136,000	110 - 150
Business Development	103,250	114,000	139,750	110 - 140
Support and Training Driven				
Support	65,250	78,750	110,750	100 - 125
Trainer	67,250	89,500	117,500	105 - 135

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Canada (C\$)

Dynamics 365 Business Central

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)
Technical Knowledge Driven				
Functional Consultant	82,500	109,750	145,000	100 - 160
Technical Consultant	81,000	115,250	140,000	100 - 150
Technical & Functional Consultant	103,250	127,000	150,000	100 - 170
Developer / Programmer	96,500	115,750	128,250	95 - 150
Pre-Sales Consultant*	118,000	122,250	138,250	100 - 180
Technical Architect	125,000	142,250	158,000	100 - 160
Solution Architect	130,000	145,000	165,000	100 - 170
Experience Driven				
Project Manager	83,500	118,250	135,500	100 - 170
Business Analyst	89,250	104,000	125,000	95 - 160
Development Manager	120,750	129,500	144,750	110 - 160
Program Manager	115,000	131,750	145,250	120 - 180
Systems Manager	97,500	114,250	139,750	100 - 170
Director	120,000	139,750	155,500	110 - 180
Manager	107,750	115,500	133,750	100 - 160
Finance Driven				
Accountant / Financial Controller	82,500	110,250	139,250	75 - 130
Sales Driven*				
Practice Lead	120,000	143,000	168,750	130 - 170
Account Manager	95,750	108,500	123,000	100 - 160
Sales Director	115,000	137,750	164,500	100 - 180
Sales Manager	113,750	129,000	147,000	100 - 170
Business Development	111,250	122,750	150,750	100 - 150
Support and Training Driven				
Support	83,250	89,000	112,250	80 - 120
Trainer	80,500	82,000	101,750	125 - 155

* Base salaries excluding commission.

Salaries have been rounded to the nearest C\$250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Canada (C\$)

Power Platform

	Permanent		Freelance	
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)	Range (p/h)
Power Platform Consultant				
Power Platform Consultant	103,000	118,750	134,500	110 - 130
Power Platform Developer	79,750	110,000	124,250	100 - 110
Power Platform Architect	110,500	126,500	145,000	130 - 150
Power BI Consultant				
Power BI Consultant	85,000	110,000	120,000	100 - 120
Power BI Developer	80,000	108,000	120,000	100 - 120
Power BI Architect	100,000	115,000	145,000	120 - 140
Power BI Data Analyst	85,000	105,000	115,000	100 - 120

	Permanent - Monthly			Freelance	
	Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)	Range (p/h)	
Power BI Consultant					
Power BI Consultant	85,000	110,000	120,000	100 - 120	
Power BI Developer	80,000	108,000	120,000	100 - 120	
Power BI Architect	100,000	115,000	145,000	120 - 140	
Power BI Data Analyst	85,000	105,000	115,000	100 - 120	

Salaries have been rounded to the nearest C\$250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Germany (€)

Dynamics 365 Finance & Operations

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)
Technical Knowledge Driven				
Functional Consultant	50,250	75,000	95,500	110 - 180
Technical Consultant	53,750	73,500	94,500	100 - 170
Technical & Functional Consultant	55,500	77,750	100,500	120 - 190
Developer / Programmer	54,750	70,250	93,000	90 - 150
Pre-Sales Consultant*	54,750	80,750	89,500	-
Technical Architect	-	79,250	106,000	130 - 210
Solution Architect	-	79,500	107,500	140 - 230
Experience Driven				
Project Manager	59,500	81,250	97,750	130 - 200
Business Analyst	53,500	70,750	87,750	110 - 160
Development Manager	-	-	136,000	110 - 160
Program Manager	-	88,750	99,500	150 - 210
Systems Manager	48,750	77,750	94,500	-
IT Director / CIO	-	94,500	133,250	160 - 210
IT Manager	68,250	93,000	111,500	120 - 180
Finance Driven				
Accountant / Financial Controller	-	74,000	89,500	90 - 130
Finance Manager	72,750	84,250	96,000	120 - 130
Systems Accountant	-	59,750	63,500	80 - 120
Sales Driven *				
Practice Lead	-	-	107,000	-
Account Manager	74,750	80,750	99,750	-
Sales Director	-	107,250	104,250	-
Sales Manager	72,750	95,500	102,250	-
Business Development	51,500	63,250	83,250	-
Support and Training Driven				
Support	49,250	57,500	75,000	80 - 110
Trainer	53,750	60,750	76,750	90 - 140

* Base salaries excluding commission.

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Germany (€)

Dynamics 365 Sales and Marketing

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)
Technical Knowledge Driven				
Functional Consultant	51,000	66,500	82,250	100 - 160
Technical Consultant	51,000	61,250	77,000	100 - 170
Technical & Functional Consultant	51,000	63,750	81,750	100 - 180
Developer / Programmer	42,250	61,250	78,250	80 - 150
Pre-Sales Consultant*	46,750	59,250	89,750	90 - 150
Technical Architect	57,250	78,750	108,750	100 - 180
Solution Architect	54,250	72,500	96,500	110 - 190
Experience Driven				
Project Manager	67,500	77,750	89,500	130 - 180
Business Analyst	51,500	68,500	93,250	100 - 160
Development Manager	-	83,250	107,500	-
Program Manager	75,250	96,250	111,000	140 - 220
Systems Manager	73,250	91,250	109,250	-
IT Director / CIO	-	104,250	135,000	150 - 180
IT Manager	-	95,750	119,500	-
Sales Driven *				
Account Manager	-	91,000	116,250	-
Sales Director	-	85,750	133,750	-
Sales Manager	-	79,250	122,500	-
Business Development	45,250	76,750	99,250	-
Support and Training Driven				
Support	32,750	50,000	68,250	105 - 150
Trainer	34,500	47,500	59,250	100 - 150

* Base salaries excluding commission.

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Germany (€)

Dynamics 365 Business Central

	Permanent		Freelance		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)	
Technical Knowledge Driven					
Functional Consultant	46,000	65,250	74,750	90 - 160	
Technical Consultant	48,000	64,500	83,000	90 - 150	
Technical & Functional Consultant	49,250	69,750	83,250	110 - 180	
Developer / Programmer	47,500	64,000	82,000	80 - 160	
Pre-Sales Consultant*	55,750	74,500	93,250	-	
Solution Architect	-	-	-	100 - 170	
Experience Driven					
Project Manager	53,000	73,000	84,500	120 - 210	
Business Analyst	64,000	68,750	75,500	110 - 180	
Development Manager	-	74,000	90,000	-	
Program Manager	-	-	-	120 - 210	
IT Director / CIO	-	87,500	107,000	160 - 210	
IT Manager	-	72,000	82,500	130 - 160	
Finance Driven					
Accountant / Financial Controller	54,500	57,750	59,500	90 - 120	
Finance Manager	68,000	76,250	101,250	130 - 150	
Sales Driven*					
Account Manager	49,250	65,250	92,000	-	
Sales Director	-	79,750	101,250	-	
Sales Manager	75,750	87,500	96,500	-	
Business Development	51,500	71,500	99,750	-	
Support and Training Driven					
Support	47,750	56,000	67,500	70 - 80	
Trainer	48,000	58,500	74,500	70 - 90	

* Base salaries excluding commission

Salaries have been rounded to the nearest €250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Germany (€)

Power Platform

	Permanent		Freelance	
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)	Range (p/h)
Power Platform Consultant	50,500	65,750	81,250	100 - 160
Power Platform Architect	60,500	73,250	86,250	-
Power Platform Developer	55,500	70,750	86,250	100 - 160
Permanent				
	Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)	Range (p/h)
Power BI Consultant	-	-	80 - 150	
Power BI Developer	-	-	90 - 160	
Power BI Architect	-	-	110 - 170	
Power BI Data Analyst	-	-	100 - 160	
Power BI Engineer	-	-	100 - 160	

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Ireland (€)

Dynamics 365 Finance & Operations

	Permanent		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)
Technical Knowledge Driven			
Functional Consultant	42,000	58,500	76,000
Technical Consultant	41,500	56,750	74,750
Technical & Functional Consultant	48,250	62,250	82,250
Developer / Programmer	40,000	55,750	75,250
Pre-Sales Consultant*	-	66,500	82,250
Technical Architect	-	75,250	98,250
Solution Architect	59,000	76,000	98,250
Experience Driven			
Project Manager	48,250	76,000	92,750
Business Analyst	43,250	57,250	79,750
Program Manager	53,500	76,500	99,000
IT Director / CIO	48,250	67,750	84,500
Finance Driven			
Accountant / Financial Controller	-	61,500	77,000
Finance Manager	-	66,500	82,250
Sales Driven*			
Practice Lead	-	-	123,250
Account Manager	-	51,250	66,750
Sales Director	-	76,750	102,750
Sales Manager	-	56,250	72,000
Business Development	38,750	46,000	61,750
Support and Training Driven			
Support	33,250	41,750	52,250
Trainer	31,500	46,000	56,500

* Base salaries excluding commission

Salaries have been rounded to the nearest €250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, and for contract rates, please contact Nigel Frank directly.

Ireland (€)

Dynamics 365 Business Central

	Permanent		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)
Technical Knowledge Driven			
Functional Consultant	33,250	52,000	74,250
Technical Consultant	34,000	52,000	74,250
Technical & Functional Consultant	41,000	56,750	77,250
Developer / Programmer	36,500	54,250	71,000
Pre-Sales Consultant*	-	61,750	77,000
Technical Architect	-	59,750	82,000
Solution Architect	-	63,750	87,500
Experience Driven			
Project Manager	43,000	57,250	73,750
Business Analyst	39,500	50,750	64,250
IT Manager	-	71,750	87,250
Support and Training Driven			
Support	31,500	42,000	53,500

* Base salaries excluding commission

Salaries have been rounded to the nearest €250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, and for contract rates, please contact Nigel Frank directly.

Netherlands (€)

Dynamics 365 Finance & Operations

	Permanent - Monthly		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	3,970	5,090	6,530	850 - 1,010
Technical Consultant	4,050	5,170	6,620	680 - 980
Technical & Functional Consultant	4,110	5,460	6,870	730 - 1,070
Developer / Programmer	4,110	5,390	6,970	640 - 910
Pre-Sales Consultant	-	5,310	6,560	690 - 850
Technical Architect	5,630	6,260	7,820	910 - 1,100
Solution Architect	5,870	6,560	8,180	950 - 1,240
Experience Driven				
Project Manager	4,460	5,660	6,980	640 - 960
Business Analyst	4,030	4,690	6,020	590 - 910
Development Manager	6,340	7,200	8,480	850 - 1,070
Program Manager	-	5,670	8,360	990 - 1,290
Systems Manager	5,870	6,490	8,660	-
IT Director / CIO	-	7,310	9,080	850 - 1,280
IT Manager	5,870	6,560	7,820	650 - 1,000
Finance Driven				
Accountant / Financial Controller	3,430	4,380	5,830	530 - 850
Finance Manager	3,780	4,890	6,200	640 - 960
Systems Accountant	3,620	4,390	5,570	-
Sales Driven*				
Practice Lead	-	-	9,810	-
Account Manager	4,560	5,390	6,960	-
Sales Director	-	6,260	9,020	-
Sales Manager	6,240	6,820	8,860	-
Business Development	6,110	7,030	9,230	-
Support and Training Driven				
Support	3,280	3,800	4,110	530 - 750
Trainer	3,590	3,780	4,530	640 - 850

* Base salaries excluding commission.

Netherlands (€)

Dynamics 365 Sales and Marketing

	Permanent - Monthly		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	3,340	-	4,760	5,890 - 1,060 - 1,090
Technical Consultant	3,550	-	4,980	6,110 - 680 - 980
Technical & Functional Consultant	3,840	-	5,350	6,440 - 730 - 750
Developer / Programmer	4,050	-	5,670	6,440 - 640 - 660
Pre-Sales Consultant	-	-	4,680	6,020 - -
Technical Architect	4,020	-	5,350	6,660 - 910 - 940
Solution Architect	4,470	-	5,560	6,870 - 950 - 970
Experience Driven				
Project Manager	3,270	-	5,140	6,550 - 640 - 660
Business Analyst	3,430	-	4,610	5,950 - 590 - 610
Development Manager	-	-	6,150	8,450 - -
Program Manager	-	-	4,800	7,210 - 990 - 1,020
IT Director / CIO	-	-	7,220	9,620 - 1,080 - 1,120
IT Manager	4,580	-	6,000	7,330 - 650 - 670
Sales Driven*				
Practice Lead	-	-	-	8,940 - -
Account Manager	3,520	-	4,700	6,590 - -
Sales Director	-	-	6,520	8,570 - -
Sales Manager	5,230	-	6,200	8,300 - -
Business Development	4,630	-	5,960	8,720 - -
Support and Training Driven				
Support	2,700	-	3,430	4,190 - 400 - 420
Trainer	2,760	-	3,530	4,530 - 490 - 500

The Netherlands benefits package includes 8% vacation pay on top of the listed monthly salary. Companies may offer various benefits including health insurance, bonus, transport reimbursed, company car and fuel card (usually only consultancy companies offer this). The purpose is to enhance the overall value of the total package received by the employee and reduce taxes paid by the employee.

Further information on 30% Ruling: The 30% ruling is an income tax advantage for highly skilled migrants working in the Netherlands. It means that 30% of your salary is tax-free. To benefit from the 30% ruling, you must meet certain requirements. Please refer to the IND website for further information on the 30% ruling.

Salaries and rates have been rounded to the nearest €10 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Netherlands (€)

Dynamics 365 Business Central

	Permanent - Monthly		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	3,310	5,390	6,300	710 - 1,050
Technical Consultant	3,520	5,040	5,950	740 - 1,120
Technical & Functional Consultant	3,860	5,750	7,270	-
Developer / Programmer	3,410	5,560	6,660	770 - 1,120
Pre-Sales Consultant	3,170	5,470	6,510	-
Technical Architect	-	4,550	7,220	830 - 1,130
Solution Architect	-	5,610	7,460	840 - 1,060
Experience Driven				
Project Manager	3,330	5,330	6,730	790 - 1,130
Business Analyst	3,390	3,490	5,210	770 - 1,130
Development Manager	-	4,930	7,090	-
Program Manager	-	4,330	6,100	900 - 1,210
Systems Manager	5,000	4,890	6,910	-
IT Director / CIO	-	6,110	8,300	1,010 - 1,330
IT Manager	4,710	5,480	6,820	760 - 1,030
Finance Driven				
Accountant / Financial Controller	2,740	4,880	6,020	520 - 790
Finance Manager	-	5,230	6,730	530 - 830
Systems Accountant	3,020	3,430	4,720	490 - 760
Sales Driven*				
Practice Lead	-	-	7,350	-
Account Manager	3,370	4,070	5,420	-
Sales Director	-	4,900	7,820	-
Sales Manager	4,810	4,870	7,060	-
Business Development	4,370	4,860	6,990	-
Support and Training Driven				
Support	2,390	3,800	4,670	390 - 660
Trainer	2,700	2,900	3,640	370 - 640

* Base salaries excluding commission

Netherlands (€)

Power Platform

	Permanent - Monthly		Freelance	
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)	Range (p/d)
Technical Knowledge Driven				
Power Platform Consultant	3,450	4,970	5,600	670
Power Platform Architect	-	-	-	780
Power Platform Developer	3,450	4,860	5,360	670
Experience Driven				
Permanent - Monthly		Freelance		
Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)	Range (p/d)	
Finance Driven				
Power BI Consultant	3,450	4,320	5,420	520
Power BI Developer	3,450	5,000	6,000	520
Power BI Architect	-	4,750	6,200	640
Sales Driven*				
Practice Lead	-	-	-	-
Account Manager	3,370	4,070	5,420	-
Sales Director	-	4,900	7,820	-
Sales Manager	4,810	4,870	7,060	-
Business Development	4,370	4,860	6,990	-
Support and Training Driven				
Support	2,390	3,800	4,670	390 - 660
Trainer	2,700	2,900	3,640	370 - 640

The Netherlands benefits package includes 8% vacation pay on top of the listed monthly salary. Companies may offer various benefits including health insurance, bonus, transport reimbursed, company car and fuel card (usually only consultancy companies offer this). The purpose is to enhance the overall value of the total package received by the employee and reduce taxes paid by the employee.

Further information on 30% Ruling: The 30% ruling is an income tax advantage for highly skilled migrants working in the Netherlands. It means that 30% of your salary is tax-free. To benefit from the 30% ruling, you must meet certain requirements. Please refer to the IND website for further information on the 30% ruling.

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Norway (Kr)

Dynamics 365 Finance & Operations

	Permanent		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)
Technical Knowledge Driven			
Functional Consultant	571,000	750,000	1,057,000
Developer / Programmer	629,000	820,000	975,000
Technical Architect	-	1,006,000	1,136,000
Experience Driven			
Project Manager	645,000	777,000	1,100,000
Development Manager	-	1,087,000	1,116,000
Program Manager	-	1,067,000	1,300,000
Systems Manager	727,000	919,000	1,077,000
IT Director / CIO	-	1,150,000	1,651,000
IT Manager	908,000	1,015,000	1,330,000

Salaries have been rounded to the nearest 1,000Kr for ease of reading, exclude Nigel Frank margins and are correct as of January 2023.
Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information please contact Nigel Frank directly.

Norway (Kr)

Dynamics 365 Sales and Marketing

	Permanent		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)
Technical Knowledge Driven			
Functional Consultant	630,000	850,000	972,000
Developer / Programmer	620,000	850,000	959,000
Technical Architect	-	850,000	1,100,000
Solution Architect	-	850,000	1,100,000
Experience Driven			
Project Manager	645,000	777,000	1,100,000
Development Manager	-	1,000,000	1,200,000
Program Manager	-	1,067,000	1,300,000
Systems Manager	727,000	919,000	1,077,000
IT Director / CIO	-	1,150,000	1,651,000
IT Manager	-	1,015,000	1,330,000

Salaries have been rounded to the nearest 1,000Kr for ease of reading, exclude Nigel Frank margins and are correct as of January 2023.
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Spain (€)

Dynamics 365 Finance & Operations

Permanent

	Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)
Technical Knowledge Driven			
Functional Consultant	32,000	39,250	55,750
Technical Consultant	30,000	39,250	55,750
Technical & Functional Consultant	32,750	41,000	57,500
Developer / Programmer	32,500	41,000	56,500
Pre-Sales Consultant*	-	45,750	65,500
Technical Architect	-	55,000	75,000
Solution Architect	-	55,000	75,000
Experience Driven			
Project Manager	40,000	50,000	65,250
Business Analyst	30,500	42,500	57,000
Development Manager	45,000	55,000	66,500
Program Manager	-	-	71,000
IT Director / CIO	-	-	80,500
IT Manager	-	55,500	70,000
Finance Driven			
Accountant / Financial Controller	24,750	38,250	49,500
Finance Manager	24,750	38,250	49,500
Systems Accountant	23,750	32,750	43,000
Sales Driven*			
Practice Lead	-	55,000	70,000
Account Manager	43,250	55,000	65,000
Sales Director	48,750	65,000	71,000
Sales Manager	48,500	60,000	65,000
Business Development	45,000	50,000	55,000
Support and Training Driven			
Support	25,000	35,000	50,000
Trainer	-	40,000	49,500

* Base salaries excluding commission

Salaries have been rounded to the nearest €250 for ease of reading, exclude Nigel Frank margins and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information please contact Nigel Frank directly.

Spain (€)

Dynamics 365 Sales and Marketing

Permanent

	Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)
Technical Knowledge Driven			
Functional Consultant	30,500	37,750	54,250
Technical Consultant	30,000	37,750	54,250
Technical & Functional Consultant	31,250	39,500	56,000
Developer / Programmer	31,000	39,500	55,000
Pre-Sales Consultant*	-	44,250	64,000
Technical Architect	-	53,500	73,500
Solution Architect	-	53,500	73,500
Experience Driven			
Project Manager	40,000	48,500	63,750
Business Analyst	30,500	42,000	55,500
Development Manager	-	55,000	65,000
Program Manager	-	-	69,500
IT Director / CIO	-	-	80,500
IT Manager	-	55,000	70,000
Sales Driven*			
Practice Lead	-	53,500	68,500
Account Manager	41,750	53,500	63,500
Sales Director	47,250	63,500	69,500
Sales Manager	47,000	58,500	63,500
Support and Training Driven			
Support	25,000	35,000	48,500
Trainer	-	38,500	48,000

* Base salaries excluding commission

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Spain (€)

Dynamics 365 Business Central

Permanent

	Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)
Technical Knowledge Driven			
Functional Consultant	31,000	40,000	50,000
Technical Consultant	30,500	41,000	51,000
Technical & Functional Consultant	35,000	44,000	55,500
Developer / Programmer	30,000	38,000	50,000
Pre-Sales Consultant*	-	45,000	55,000
Technical Architect	-	50,000	60,500
Solution Architect	-	55,500	66,000
Experience Driven			
Project Manager	-	45,000	60,000
Business Analyst	32,500	45,250	58,250
Development Manager	-	46,500	60,000
Systems Manager	-	45,000	52,000
IT Director / CIO	-	-	70,000
IT Manager	-	45,000	61,000
Finance Driven			
Accountant / Financial Controller	29,500	31,750	40,500
Finance Manager	30,250	34,750	44,000
Sales Driven *			
Practice Lead	-	53,000	68,000
Account Manager	43,250	49,250	55,000
Sales Director	47,750	64,000	70,000
Sales Manager	47,500	59,000	64,000
Business Development	44,000	49,000	54,000
Support and Training Driven			
Support	35,000	42,000	46,000
Trainer	-	38,000	45,000

* Base salaries excluding commission

Salaries have been rounded to the nearest €250 for ease of reading, exclude Nigel Frank margins and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information please contact Nigel Frank directly.

Spain (€)

Power Platform

Permanent

	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)
Power Platform Consultant			
Power Platform Consultant	40,000	45,000	52,250
PowerApps Developer	35,500	42,000	50,000
Power BI Consultant			
Power BI Consultant	30,000	37,500	45,000
Power BI Developer	29,250	35,000	44,000
Power BI Architect	46,500	52,250	62,750
Power BI Data Analyst	40,000	47,000	54,500
Power BI Engineer	32,250	40,000	47,000

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Sweden (Kr)

Dynamics 365 Finance & Operations

	Permanent		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)
Technical Knowledge Driven			
Functional Consultant	41,250	53,250	62,000
Technical Consultant	41,750	50,000	62,250
Technical & Functional Consultant	41,750	53,000	63,000
Developer / Programmer	42,500	56,750	62,750
Pre-Sales Consultant*	43,500	57,500	63,250
Technical Architect	48,250	60,500	71,500
Solution Architect	50,750	57,750	65,750
Experience Driven			
Project Manager	45,500	56,000	64,250
Business Analyst	41,500	51,500	60,000
Finance Driven			
Accountant / Financial Controller	42,750	55,500	60,500
Systems Accountant	49,750	56,750	70,750
Sales Driven*			
Practice Lead	-	68,250	78,750
Support and Training Driven			
Support	39,500	44,250	55,750
Trainer	40,750	45,500	53,000

* Base salaries excluding commission.

Salaries have been rounded to the nearest 250Kr for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Sweden (Kr)

Dynamics 365 Sales and Marketing

	Permanent		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)
Technical Knowledge Driven			
Functional Consultant	38,250	45,500	55,500
Technical Consultant	36,500	45,000	54,750
Technical & Functional Consultant	40,250	46,500	58,750
Developer / Programmer	36,500	45,750	56,000
Pre-Sales Consultant*	37,250	43,500	53,750
Technical Architect	48,000	56,500	64,500
Solution Architect	54,250	65,000	75,500
Experience Driven			
Project Manager	41,250	53,750	58,250
Business Analyst	34,250	42,250	48,250
Sales Driven*			
Practice Lead	-	59,000	61,250
Support and Training Driven			
Support	36,500	40,750	47,500
Trainer	33,500	38,750	47,750

* Base salaries excluding commission.

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Sweden (Kr)

Dynamics 365 Business Central

	Permanent		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)
Technical Knowledge Driven			
Functional Consultant	36,500	48,250	57,000
Technical Consultant	36,750	44,750	53,750
Technical & Functional Consultant	37,750	43,250	54,500
Developer / Programmer	36,000	47,500	60,750
Pre-Sales Consultant*	36,500	47,000	58,500
Technical Architect	46,750	52,750	57,750
Solution Architect	48,750	54,750	61,750
Experience Driven			
Project Manager	44,250	51,500	57,250
Business Analyst	36,250	46,000	54,500
Finance Driven			
Accountant / Financial Controller	33,750	44,500	49,500
Sales Driven*			
Practice Lead	-	57,250	73,500
Support and Training Driven			
Support	32,750	41,000	52,000
Trainer	32,500	36,250	41,250

* Base salaries excluding commission.

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Sweden (Kr)

Power Platform

	Permanent		
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)
Power Platform Consultant			
Power Platform Consultant	40,500	52,250	60,500
Power Platform Developer	41,500	55,250	61,000
Power Platform Architect	49,750	56,750	64,500
Power BI Consultant			
Power BI Consultant	44,000	55,500	67,000
Power BI Developer	41,000	52,500	64,000
Power BI Architect	47,250	56,500	69,000
Power BI Data Analyst	41,000	49,250	62,000
Power BI Engineer	44,000	54,500	64,000
Junior (0-2 years)			
Mid-level (3-4 years)			
Senior (5+ years)			

Salaries have been rounded to the nearest 250Kr for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

Switzerland (Fr)

Dynamics 365 Finance & Operations

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/hr)
Technical Knowledge Driven				
Functional Consultant	96,500	117,250	143,250	120 - 180
Technical Consultant	91,500	112,250	138,250	130 - 180
Technical & Functional Consultant	99,250	122,500	147,750	130 - 210
Developer / Programmer	101,750	122,500	147,250	120 - 180
Pre-Sales Consultant*	88,500	11,000	143,000	-
Technical Architect	-	132,500	164,500	130 - 220
Solution Architect	-	141,500	-	130 - 220
Experience Driven				
Project Manager	105,500	116,250	144,500	150 - 220
Business Analyst	78,750	93,250	112,750	110 - 190
Development Manager	107,000	119,000	151,000	-
Program Manager	-	130,250	154,000	170 - 260
Systems Manager	86,000	100,250	114,000	-
IT Director / CIO*	-	148,250	214,500	190 - 270
IT Manager	91,500	106,250	151,000	150 - 190
Finance Driven				
Financial Controller	85,000	100,000	115,000	140 - 160
Finance Manager	99,000	115,000	130,000	150 - 170
Systems Accountant	73,500	83,000	96,750	130 - 150
Sales Driven *				
Practice Lead	-	-	207,250	-
Account Manager	84,000	99,500	146,000	-
Sales Director	-	176,500	213,000	-
Sales Manager	120,000	150,000	162,500	-
Business Development	88,500	125,500	144,000	-
Support and Training Driven				
Support	73,500	93,750	112,750	110 - 160
Trainer	81,000	104,750	118,750	110 - 160

* Base salaries excluding commission.

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Switzerland (Fr)

Dynamics 365 Sales and Marketing

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/hr)
Technical Knowledge Driven				
Functional Consultant	95,000	117,250	139,750	130 - 190
Technical Consultant	92,000	121,500	138,750	130 - 200
Technical & Functional Consultant	100,500	133,250	144,500	130 - 200
Developer / Programmer	96,500	122,500	140,000	130 - 190
Pre-Sales Consultant*	85,000	114,250	137,750	-
Technical Architect	-	138,000	155,500	130 - 210
Solution Architect	-	142,750	155,500	150 - 210
Experience Driven				
Project Manager	98,500	109,500	140,000	150 - 200
Business Analyst	85,000	100,000	120,000	130 - 170
Development Manager	88,000	134,500	170,500	-
Program Manager	-	137,750	166,250	160 - 260
IT Director / CIO*	139,500	150,750	189,250	-
IT Manager	110,000	125,500	156,500	-
Sales Driven *				
Practice Lead	-	152,000	210,750	-
Account Manager	84,000	97,000	115,250	-
Sales Director	-	176,500	210,750	-
Sales Manager	131,000	143,750	159,500	-
Business Development	93,000	112,500	125,000	-
Support and Training Driven				
Support	79,250	96,000	108,500	110 - 150
Trainer	79,500	102,250	123,500	120 - 150

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Switzerland (Fr)

Dynamics 365 Business Central

	Permanent		Freelance	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/hr)
Technical Knowledge Driven				
Functional Consultant	91,500	115,000	130,750	120 - 180
Technical Consultant	86,500	112,250	134,500	120 - 190
Technical & Functional Consultant	92,000	108,000	150,500	120 - 190
Developer / Programmer	88,000	115,000	127,000	120 - 180
Pre-Sales Consultant*	89,000	115,250	133,000	-
Technical Architect	-	122,500	138,250	140 - 210
Solution Architect	-	132,000	154,000	140 - 220
Experience Driven				
Project Manager	106,000	115,750	142,000	130 - 230
Business Analyst	80,000	92,750	100,500	110 - 160
Development Manager*	104,500	135,000	162,000	-
Program Manager	-	129,750	168,500	160 - 260
Systems Manager	80,500	106,500	112,000	-
IT Director / CIO*	-	145,000	184,750	190 - 270
IT Manager	106,000	129,750	152,500	160 - 210
Finance Driven				
Financial Controller	80,000	90,000	105,000	110 - 130
Finance Manager	91,500	108,500	111,500	140 - 170
Sales Driven*				
Practice Lead	-	-	200,750	-
Account Manager	86,000	112,500	140,500	-
Sales Director	-	161,500	206,750	-
Sales Manager	134,000	150,500	165,000	-
Business Development	88,500	118,500	126,000	-
Support and Training Driven				
Support	75,000	86,000	107,500	110 - 150
Trainer	78,000	99,500	112,500	110 - 150

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Switzerland (Fr)

Power Platform

	Permanent		Freelance	
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)	Range (p/hr)
Power Platform Consultant				
Power Platform Consultant	81,250	109,500	132,000	130 - 190
Power Platform Developer	84,250	110,000	135,000	130 - 190
Power BI Consultant				
Power BI Consultant	83,000	109,500	130,000	130 - 190
Power BI Developer	84,000	111,000	135,000	130 - 190
Power BI Architect	92,250	122,500	142,750	130 - 210
Power BI Engineer	81,250	108,000	128,000	-

Salaries have been rounded to the nearest 250Fr for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

United Kingdom (£)

Dynamics 365 Finance & Operations

	Permanent		Freelance *	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	46,250	65,250	87,250	600 - 850
Technical Consultant	48,250	69,000	87,250	560 - 800
Technical & Functional Consultant	-	75,500	98,000	700 - 900
Developer / Programmer	46,750	61,500	78,250	500 - 780
Pre-Sales Consultant**	-	59,750	86,500	-
Technical Architect	-	77,000	96,500	880 - 1,040
Solution Architect	-	81,000	110,250	850 - 1,300
Experience Driven				
Project Manager	64,500	81,250	98,000	700 - 900
Business Analyst	43,750	69,000	75,500	500 - 650
Development Manager	66,000	71,500	84,250	-
Program Manager	-	90,250	110,000	930 - 1,250
Systems Manager	50,750	63,000	80,000	-
IT Director / CIO**	-	100,750	126,750	950 - 1,500
IT Manager	55,000	60,000	66,000	-
Finance Driven				
Accountant	44,250	54,000	65,000	400 - 550
Finance Manager	52,250	60,500	71,750	550 - 650
Financial Controller	-	65,000	75,000	450 - 700
Sales Driven**				
Practice Lead	-	-	127,500	-
Account Manager	48,250	63,750	73,750	-
Sales Director	-	71,500	111,250	-
Sales Manager	49,750	66,500	82,750	-
Business Development	55,000	65,500	83,250	-
Support and Training Driven				
Support	36,250	43,750	50,000	430 - 550
Trainer	-	-	-	500 - 650
Training Lead	-	-	-	700 - 900

* Contract rates may vary depending on seniority, experience, and whether the role is inside or outside IR35.

** Base salaries excluding commission.

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United Kingdom (£)

Dynamics 365 Sales and Marketing

	Permanent		Freelance *	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	40,000	61,000	79,750	650 - 750
Technical Consultant	45,250	66,250	85,000	650 - 750
Technical & Functional Consultant	-	67,000	87,500	650 - 750
Developer / Programmer	44,250	59,250	80,000	650 - 780
Pre-Sales Consultant**	51,000	65,000	86,000	700 - 850
Technical Architect	-	75,000	102,250	700 - 850
Solution Architect	-	76,500	111,750	750 - 950
Tester	35,000	50,000	60,000	400 - 600
Test Manager	-	-	65,000	500 - 700
Experience Driven				
Project Manager	45,000	65,500	87,250	600 - 800
Business Analyst	45,250	54,250	66,250	550 - 700
Development Manager	-	76,000	94,500	700 - 850
Program Manager	-	79,250	92,000	750 - 950
Systems Manager	-	56,250	69,750	700 - 850
IT Director / CIO**	-	100,250	120,000	850 - 1,600
IT Manager	-	65,500	71,500	650 - 950
CRM Administrator / Analyst	35,000	45,000	60,000	-
Sales Driven**				
Practice Lead	-	-	127,500	700 - 950
Account Manager	58,750	66,500	74,750	-
Sales Director	-	-	79,000	126,500
Sales Manager	-	-	60,000	84,750
Business Development	41,500	63,000	79,250	-
Support and Training Driven				
Support	34,250	42,750	50,500	410 - 510
Trainer	43,500	56,750	64,000	450 - 600
Training Lead	-	-	72,500	500 - 700

* Contract rates may vary depending on seniority, experience, and whether the role is inside or outside IR35.

** Base salaries excluding commission.

Salaries have been rounded to the nearest £250 for ease of reading, exclude Nigel Frank margins, and are correct as of January 2023. Certain markets will exhibit a variance due to differences in costs of living. For up-to-date information, please contact Nigel Frank directly.

United Kingdom (£)

Dynamics 365 Business Central

	Permanent		Freelance *	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/d)
Technical Knowledge Driven				
Functional Consultant	45,000	55,250	70,500	530 - 750
Technical Consultant	45,000	58,750	72,250	530 - 700
Technical & Functional Consultant	-	63,000	78,000	570 - 800
Developer / Programmer	44,250	60,750	75,250	590 - 700
Pre-Sales Consultant**	49,250	66,000	76,500	530 - 750
Technical Architect	-	80,250	83,000	630 - 780
Solution Architect	-	86,750	89,750	630 - 800
Experience Driven				
Project Manager	48,500	69,500	80,500	630 - 780
Business Analyst	41,250	55,000	61,000	500 - 600
Development Manager	56,500	61,000	74,750	550 - 650
Program Manager	-	82,500	94,250	720 - 880
Systems Manager	39,250	52,000	67,500	600 - 720
IT Director / CIO**	-	85,000	103,000	830 - 980
IT Manager	47,250	55,750	73,750	550 - 650
Finance Driven				
Accountant	42,500	54,250	65,500	440 - 530
Finance Manager	54,500	58,250	67,000	490 - 620
Financial Controller	-	60,000	70,000	500 - 700
Sales Driven **				
Practice Lead	-	-	111,750	-
Account Manager	46,750	57,750	70,500	-
Sales Director	-	74,500	93,750	-
Sales Manager	45,750	62,750	74,250	-
Business Development	51,750	59,250	68,000	430 - 530
Support and Training Driven				
Support	35,250	41,750	52,000	430 - 500
Trainer	-	-	59,750	430 - 590

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United Kingdom (£)

Power Platform

	Permanent		Freelance *	
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)	Range (p/d)
Power Platform Consultant				
Power Platform Consultant	47,500	74,250	90,500	650
Power Platform Architect	-	85,000	110,000	690
Power Platform Developer	37,000	58,250	74,500	650
Power BI Consultant				
Power BI Consultant	44,500	61,500	79,750	650
Power BI Developer	31,750	47,750	63,750	600
Power BI Architect	-	58,250	85,000	720
Power BI Data Analyst	29,500	44,000	58,500	520

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United States (\$)

Dynamics 365 Finance & Operations

	Permanent		Freelance *		
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)	
Technical Knowledge Driven					
Functional Consultant	104,750	141,750	168,500	110 - 180	
Technical Consultant	115,250	152,250	189,750	110 - 180	
Technical & Functional Consultant	116,500	147,000	184,250	110 - 190	
Developer / Programmer	112,500	157,500	173,750	90 - 170	
Pre-Sales Consultant**	-	151,750	200,250	120 - 200	
Technical Architect	-	150,000	200,250	130 - 210	
Solution Architect	-	140,000	160,750	140 - 210	
Experience Driven					
Project Manager	-	145,750	184,250	120 - 200	
Business Analyst	99,500	135,250	152,750	100 - 150	
Development Manager	-	147,000	173,750	130 - 220	
Program Manager	-	157,250	191,750	140 - 260	
Systems Manager	101,750	124,250	143,000	120 - 200	
IT Director / CIO	-	157,500	225,000	140 - 250	
IT Manager	-	124,500	142,500	100 - 180	
Finance Driven					
Financial Controller	97,750	130,500	182,250	70 - 150	
Finance Manager	-	132,500	182,750	70 - 160	
Systems Accountant	75,750	89,000	-	70 - 160	
Sales Driven*					
Practice Lead	-	-	258,000	140 - 230	
Account Manager	94,000	119,500	133,500	110 - 180	
Sales Director	-	156,500	185,000	120 - 200	
Sales Manager	107,750	136,500	174,250	110 - 190	
Business Development	106,250	128,750	158,750	100 - 150	
Support and Training Driven					
Support	74,500	94,750	109,750	85 - 130	
Trainer	76,250	100,250	127,500	130 - 180	

* Rates will vary depending on contract type (i.e. W-2 or 1099).

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United States (\$)

Dynamics 365 Sales and Marketing

	Permanent		Freelance *	
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)
Technical Knowledge Driven				
Functional Consultant	104,750	132,500	150,500	110 - 140
Technical Consultant	120,500	147,000	178,000	110 - 140
Technical & Functional Consultant	115,250	146,000	162,500	110 - 150
Developer / Programmer	120,000	145,000	180,000	105 - 140
Pre-Sales Consultant**	118,000	136,500	160,500	100 - 150
Technical Architect	-	167,500	186,750	115 - 150
Solution Architect	-	162,500	182,750	115 - 150
Experience Driven				
Project Manager	99,500	124,000	160,750	115 - 170
Business Analyst	99,500	118,500	137,000	110 - 130
Development Manager	139,250	156,250	173,750	110 - 160
Program Manager	-	152,000	170,250	110 - 190
Systems Manager	66,500	86,250	109,500	110 - 170
IT Director / CIO	-	161,500	200,750	110 - 170
IT Manager	107,750	134,500	134,000	110 - 170
Sales Driven**				
Practice Lead	-	166,250	210,750	110 - 130
Account Manager	95,250	110,000	119,500	105 - 125
Sales Director	-	151,500	177,250	110 - 130
Sales Manager	108,750	124,500	146,750	110 - 130
Business Development	97,750	130,500	148,250	110 - 125
Support and Training Driven				
Support	67,500	86,000	111,500	100 - 125
Trainer	67,500	94,750	110,500	105 - 135

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United States (\$)

Dynamics 365 Business Central

	Permanent		Freelance *			
	Junior (0-3 years)	Mid-level (4-8 years)	Senior (9+ years)	Range (p/h)		
Technical Knowledge Driven						
Functional Consultant	95,000	133,500	148,750	100	-	160
Technical Consultant	99,500	126,000	152,500	100	-	150
Technical & Functional Consultant	103,750	141,750	161,500	100	-	170
Developer / Programmer	94,500	120,000	147,750	95	-	150
Pre-Sales Consultant**	111,250	132,750	162,750	100	-	200
Technical Architect	-	134,500	156,750	100	-	160
Solution Architect	112,250	142,000	157,750	100	-	160
Experience Driven						
Project Manager	91,500	121,250	149,000	100	-	170
Business Analyst	85,250	110,000	128,750	95	-	160
Development Manager	110,750	135,250	155,000	110	-	160
Program Manager	138,750	148,500	154,250	120	-	180
Systems Manager	98,500	124,250	144,500	100	-	170
IT Director / CIO	-	142,750	191,750	110	-	180
IT Manager	107,750	128,250	155,250	100	-	160
Finance Driven						
Accountant / Financial Controller	78,000	121,000	148,250	75	-	130
Finance Manager	83,750	98,750	125,000	75	-	140
Systems Accountant	69,750	82,500	102,750	75	-	130
Sales Driven **						
Practice Lead	-	159,000	200,000	130	-	210
Account Manager	89,250	99,250	122,000	100	-	160
Sales Director	138,250	174,500	197,000	100	-	180
Sales Manager	97,000	121,750	146,250	100	-	170
Business Development	89,500	119,250	148,250	100	-	150
Support and Training Driven						
Support	83,750	93,750	120,000	80	-	120
Trainer	73,000	83,250	110,000	100	-	160

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United States (\$)

Power Platform

	Permanent		Freelance *	
	Junior (0-1 years)	Mid-level (2-3 years)	Senior (4+ years)	Range (p/h)
Power Platform Consultant	-	-	-	100 - 120
PowerApps Developer	115,250	136,500	158,000	100 - 130
Permanent				
	Junior (0-2 years)	Mid-level (3-4 years)	Senior (5+ years)	Range (p/h)
Power BI Consultant	-	-	-	100 - 120
Power BI Developer	-	115,500	142,250	-
Power BI Architect	-	145,000	173,750	-
Power BI Data Analyst	-	99,750	131,750	-
Freelance *				
Power BI Consultant	-	-	-	100 - 120
Power BI Developer	-	115,500	142,250	-
Power BI Architect	-	145,000	173,750	-
Power BI Data Analyst	-	99,750	131,750	-

* Rates will vary depending on contract type (i.e. W-2 or 1099).

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About us

Solving the ecosystem's Microsoft staffing challenges since 2006

Nigel Frank International is the global leader in Microsoft recruitment.

Our consultants are focused solely on Microsoft, which means we know the Business Applications market inside out and can respond to our customers' specialist needs quickly.

Our in-house database of more than 390,000 permanent and contract Microsoft professionals means we have an extensive reach across the ecosystem and can access the best talent worldwide.

We're also part of the award-winning Frank Recruitment Group, which includes six sister staffing brands aligned to the fastest-growing cloud technologies, and have established rewarding relationships with Microsoft and many of its top-tier partners, ISVs, and clients worldwide.

Whether you're a Microsoft professional looking to climb the career ladder or a hiring manager seeking top talent, we have the expertise, influence, and reach to help you fulfill your professional goals.

What our customers say

"After struggling to source suitable Power BI experts for our Data Visualization Developer role, we reached out to Nigel Frank, as we knew they could find us the right talent quickly—although we didn't anticipate just how fast the process would be! From our initial inquiry to signing contracts with the successful candidate, it took just eight working days."

Michael Jenkins, CTO and Founder, Hello Neighbour

Typical Microsoft Business Applications roles we recruit for

We recruit for a wide range of roles across the Microsoft platform, including Dynamics 365 products such as Finance and Operation, Business Central, and Sales and Marketing.

These include:

- Developer
- Technical Architect
- Solution Architect
- Project Manager
- Business Analyst
- Executive Leadership
- Support Consultant
- Functional Consultant
- Technical Consultant
- Systems Admin
- Integration Specialist

We also hire professionals skilled in using Power Platform.

Roles include:

- PowerApps Developer
- PowerApps Consultant
- Power BI Consultant
- Power BI Architect
- Power BI Data Analyst
- Power BI Engineer
- Senior BI Developer
- Power BI Specialist
- Power BI Developer

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- View online profiles of pre-vetted Microsoft Business Applications professionals
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- Alternatively, sign up to receive email alerts when relevant job seekers are added to our database
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The screenshot shows the Nigel Frank International Candidate Search interface. At the top, there are search fields for 'Keyword' and 'Location', and buttons for 'Permanent', 'Contract', and 'Both'. Below this, a section titled 'Over 10,000 search results' displays two job listings. Each listing includes a reference number, job title, location, skills required, and a 'Request resume' button. The first listing is for a 'Jr. Developer' in Texas, United States, with MS Dynamics - NAV (Navision) skills. The second listing is for a 'Controller, Finance Manager' in Montgomery, New Jersey, United States, with MS Dynamics - NAV (Navision) skills.

Ref:	Job Title	Location	Skills
001100001Npw0dAAj	Jr. Developer, Texas, United States	Cross Roads, Texas, United States	- MS Dynamics - NAV (Navision) - US\$80,000 USD (USD 80,000.00 per year) - Permanent
001100001NGnPDAA1	Controller, Finance Manager, Montgomery, United States	Montgomery, New Jersey, United States	- US\$150,000 USD (USD 150,000.00 per year) - Permanent

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