## A


2018 SALARY $\qquad$


CREATIVE \& MARKETING
STAFFING SOLUTIONS

FOR EVERY NEED

## THE DECK

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## PLAY YOUR CARDS RIGHT

## Salary Information to Keep on Hand

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

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

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


## WHAT'S THE DEAL?

## About the Data in the 2018 Salary Guide

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

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

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


# KNOW THE RULES 

How to Use Our Salary Tables

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

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

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

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

Visit us online to find the nearest office of The Creative Group and speak with one of our recruiters.


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

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

## HIRING TRENDS

United States

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

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

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

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

[^0]

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

Employers can gain an edge by:

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


Flexible schedules are becoming house rules • More companies are offering alternative work arrangements to accommodate employees' needs. Some professionals are even willing to take a lower salary to achieve greater flexibility. The most common options include:
$\begin{array}{ll}\text { - Part-time work } \\ \text { - Flextime Telecommuting } & \text { - Job-sharing }\end{array}$

- Flextime • Compressed workweek


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


[^1]Hiring managers are placing their bets on soft skills • Many employers are taking a closer look at candidates' soft skills, such as communication, collaboration and flexibility. While hard skills are relatively transferable and can be taught, soft skills are usually more difficult to develop and often play a greater role in determining who might be the right fit for the role and work environment.


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

To retain top talent, companies need to regularly:

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

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


United States

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

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

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

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

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

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

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

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

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

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


# ESTABLISH THE STAKES 

U.S. Starting Salaries

PERCENTILES

## POSITION DESIGN \& PRODUCTION

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

All salaries listed are in U.S. dollars.
POSITION $25^{\mathrm{TH}} \underset{\substack{\text { MIDPOINT }}}{50^{\mathrm{TH}}} \sqrt{75^{\mathrm{TH}}} 95^{\mathrm{TH}}$

DIGITAL DESIGN \& PRODUCTION

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

CONTENT DEVELOPMENT \& MANAGEMENT

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

All salaries listed are in U.S. dollars.

POSITION $25^{\mathrm{TH}} \underset{$|  MIDPOINT  |
| :---: |
| $50^{\mathrm{TH}}$ |$}{75^{\mathrm{TH}}} 95^{\mathrm{TH}}$

## ADVERTISING \& MARKETING

## AGENCY

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

CORPORATE

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

AGENCY OR CORPORATE

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

POSITION $25^{\mathrm{TH}} \underset{\substack{\text { MIDPOINT }}}{50^{\mathrm{TH}}} 95^{\mathrm{TH}} \quad 95^{\mathrm{TH}}$

AGENCY OR CORPORATE (CONTINUED)

| Social Media Manager | $\$ 50,000$ | $\$ 59,000$ | $\$ 73,750$ | $\$ 99,250$ |
| :--- | :--- | :--- | :--- | :--- |
| Social Media Specialist | $\$ 41,250$ | $\$ 50,000$ | $\$ 60,000$ | $\$ 78,750$ |
| E-Commerce Marketing Manager | $\$ 68,500$ | $\$ 83,000$ | $\$ 99,250$ | $\$ 130,750$ |
| Email Marketing Specialist | $\$ 44,250$ | $\$ 53,750$ | $\$ 64,250$ | $\$ 84,750$ |
| Event/Trade Show Manager | $\$ 44,500$ | $\$ 54,000$ | $\$ 67,000$ | $\$ 92,000$ |
| Event/Trade Show Coordinator | $\$ 31,000$ | $\$ 37,500$ | $\$ 49,000$ | $\$ 65,750$ |

PUBLIC RELATIONS

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

## PUT YOUR SALARY KNOWLEDGE TO WORK.

## FIND JOBS



See the glossary of job descriptions for more information about these and other creative and marketing positions.

## CALCULATE YOUR CUSTOM SALARY

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

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

## CALCULATE YOUR CUSTOM SALARY



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

## PLACE VALUE

## Sizing Up Salaries for U.S. Cities

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

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

| ALABAMA |  | COLORADO | Tampa.................. -1\% |
| :---: | :---: | :---: | :---: |
| Birmingham. | -5\% | Boulder............. +17.5\% | West Palm Beach...... $1 \%$ |
| Huntsville. | -6\% | Colorado Springs... -3.5\% | GEORGIA |
| Mobile. | -14\% | Denver................ +9\% | Atlanta . . . . . . . . . . . . . . $+6 \%$ |
| ARIZONA |  | Fort Collins............ -2\% | Macon................. -18\% |
| Phoenix. | +13\% | Greeley................ . -11\% | Savannah............. -15\% |
| Tucson.. | +5\% | Loveland................ -5\% | HAWAII |
| ARKANSAS |  | Pueblo..................-17\% | Honolulu............... $+7 \%$ |
| Fayetteville.. | -5\% | CONNECTICUT | IDAHO |
| Little Rock | -5\% | Hartford . . . . . . . . . . . . $+17 \%$ | Boise............... - 13.9\% |
|  |  | New Haven. . . . . . . . . + +12\% |  |
| CALIFORNIA |  | Stamford . . . . . . . . . . . $+31 \%$ | ILLINOIS |
| Fresno. | -10\% |  | Chicago........... $+23.5 \%$ |
| Irvine | +30\% | DELAWARE | Naperville........... $+12 \%$ |
| Los Angeles. | +31\% | Wilmington ........... $+5 \%$ | Rockford............. -15\% |
| Oakland... | 29.5\% | DISTRICT OF COLUMBIA |  |
| Ontario.. | +20\% | Washington.......... $+33 \%$ | INDIANA |
| Sacramento. | +5\% | FLORIDA | Fort Wayne .......... -16\% |
| San Diego.... | +26\% | Fort Myers ............ -9\% | Indianapolis...........-3\% |
| San Francisco. | +40\% | Jacksonville..........-4.5\% | IOWA |
| San Jose. | 37.5\% | Melbourne............ -9.5\% | Cedar Rapids......... -6\% |
| San Rafael. | +30\% | Miami/ | Davenport............. -5\% |
| Santa Barbara | +27\% | Fort Lauderdale.... $+6.5 \%$ | Des Moines. . . . . . . . . . . + O\% |
| Santa Rosa.. | +20\% | Orlando................ + 0.5\% | Sioux City............ -16\% |
| Stockton. | -15\% | St. Petersburg ......... -3\% | Waterloo/Cedar Falls. .-13\% |


| KANSAS | NEW HAMPSHIRE | RHODE ISLAND |
| :---: | :---: | :---: |
| Overland Park.......+0.5\% | Manchester/Nashua. . +14\% | Providence............ $+1.5 \%$ |
| KENTUCKY | NEW JERSEY | SOUTH CAROLINA |
| Lexington ............ - -8.5\% | Mount Laurel . . . . . . . $+15 \%$ | Charleston.......... - -5.5\% |
| Louisville............... -8\% | Paramus............. $+30 \%$ | Columbia............. -6.5\% |
| LOUISIANA | Princeton............. $+25 \%$ | Greenville.............. -7\% |
| Baton Rouge ........... -1\% | Woodbridge . . . . . $+26.5 \%$ | SOUTH DAKOTA |
| New Orleans........... -1\% | NEW MEXICO | Sioux Falls. . . . . . . . . . -16\% |
| MAINE | Albuquerque ........ -8.5\% | TENNESSEE |
| Portland............... -5\% | NEW YORK | Chattanooga......... -11\% |
| MARYLAND | Albany................. - $4 \%$ | Cool Springs.......... + O\% |
| Baltimore.............. $+3 \%$ | Buffalo................ -6.5\% | Knoxville............... -11\% |
|  | Long Island.......... $+20 \%$ | Memphis..............-5\% |
| MASSACHUSETTS | New York.......... + +40.5\% | Nashville.............. $+1.5 \%$ |
| Boston............... $+34 \%$ | Rochester............ -6.5\% | TEXAS |
| Springfield............. $+1 \%$ | Syracuse............. -9.7\% | Austin ................... $+8 \%$ |
| MICHIGAN | NORTH CAROLINA | Dallas . . . . . . . . . . . . . . $+10 \%$ |
| Ann Arbor............ $+1.5 \%$ | Charlotte . . . . . . . . . . . . $+2 \%$ | El Paso.................-28\% |
| Detroit . . . . . . . . . . . . . . + O\% | Greensboro . . . . . . . . . . + O\% | Fort Worth............ + 9\% |
| Grand Rapids...... -14.5\% | Raleigh................. + +4\% | Houston ................ + +7\% |
| Kalamazoo ............ -20\% | OHIO | Midland/Odessa $\ldots .$. +10\% |
| Lansing................ -15\% | Akron .................. -11\% | San Antonio ............ $1 \%$ |
| MINNESOTA | Canton................. - $18 \%$ | UTAH |
| Bloomington......... $+6.5 \%$ | Cincinnati ........... -2.5\% | Salt Lake City . . . . . . . . $+5 \%$ |
| Duluth.............. -20.4\% | Cleveland.............. - $4 \%$ | VIRGINIA |
| Minneapolis ........... $+7 \%$ | Columbus ............. - -2\% | Norfolk/ |
| Rochester ............. $+2 \%$ | Dayton................. -13\% | Norfolk/ |
| St. Cloud............ - $16.5 \%$ | Toledo.............. -14.5\% | Hampton Roads .....-2\% Richmond $-1.5 \%$ |
| St. Paul. . . . . . . . . . . . . . $+4 \%$ | Youngstown .........-24\% | Tysons Corner.........+32\% |
| MISSOURI | OKLAHOMA | WASHINGTON |
| Kansas City ......... - $0.5 \%$ | Oklahoma City....... -7\% | Seattle ............. $+21 \%$ |
| St. Joseph............. -10\% | Tulsa................... -7\% | Spokane . |
| St. Louis .............-0.5\% |  | Spokane..............--18\% |
| NEBRASKA | OREGON | WISCONSIN |
| Omaha................-3\% | Portland................ $+7 \%$ | Appleton............. -15\% |
|  | PENNSYLVANIA | Green Bay.......... - $13.5 \%$ |
| NEVADA | Harrisburg.............. -5\% | Madison................-1.5\% |
| Las Vegas .............. + O\% | Philadelphia. . . . . . . . + +15\% | Milwaukee............... $1 \%$ |
| Reno.................... + O\% | Pittsburgh............. -2\% | Waukesha.............. - $-1 \%$ |

## HIRING TRENDS

Canada

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

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

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

## GET HELP HIRING



## HOT JOBS

Canada

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

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

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

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

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

# ESTABLISH THE STAKES 

Starting Salaries in Canada

PERCENTILES

POSITION $25^{\text {TH }}$| $50^{\mathrm{TH}}$ |
| :---: |
| MIDPOINT | $75^{\mathrm{TH}} \quad 95^{\mathrm{TH}}$

DESIGN \& PRODUCTION

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

All salaries listed are in Canadian dollars.

POSITION $25^{\mathrm{TH}}$| $50^{\mathrm{TH}}$ |
| :---: |
| MIDPOINT |$\quad 75^{\mathrm{TH}} \quad 95^{\mathrm{TH}}$

DIGITAL DESIGN \& PRODUCTION

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

CONTENT DEVELOPMENT \& MANAGEMENT

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

POSITION $25^{5 \mathrm{TH}}$| 50 TH |
| :---: |
| MIDPOINT |$~ 75 \mathrm{TH} \quad 95 \mathrm{TH}$

## ADVERTISING \& MARKETING

AGENCY

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

CORPORATE

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

AGENCY OR CORPORATE

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


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

## PUBLIC RELATIONS

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

All salaries listed are in Canadian dollars.

## PLACE VALUE

## Sizing Up Salaries for Cities in Canada

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

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

| ALBERTA |
| :---: |
| Calgary................ $+3 \%$ |
| Edmonton............ + 1.8\% |
| BRITISH COLUMBIA |
| Fraser Valley ......... + 0.2\% |
| Vancouver........... + 4.9\% |
| Victoria .............. - $3.2 \%$ |


| MANITOBA | QUEBEC |
| :---: | :---: |
| Winnipeg.............. -9\% | Montreal. . . . . . . . . . $+2.9 \%$ |
| ONTARIO | Quebec City ......... -10\% |
| Kitchener/Waterloo . .-3.7\% | SASKATCHEWAN |
| Ottawa............... + 0.2\% | Regina ................ -6.1\% |
| Toronto .............. $+4.9 \%$ | Saskatoon........... -4.5\% |



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

## COME OUT AHEAD

## Building a Winning Creative Team

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

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


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


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


Show appreciation
Be quick to thank employees for a job well done.


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


Foster a culture of collaboration
Staff cohesion fuels job satisfaction - as well as innovation.

## Levels of Job Satisfaction

| 1Education <br> and Training |
| :--- |
| 2 Creative and |
| Marketing |
| 3 Healthcare |
| and Wellness |
| 4 Human Resources |
| 5 Legal |
| $\mathbf{7}$ Accounting |
| 8 Administrative |
| 9 Insurance |
| 10 Financial Services |
| 11 Manufacturing |
| 12 Finance |
| Fospitality and |
| Fod Services |

1 Education and Training

2 Healthcare and Wellness

3 Creative and Marketing

4 Legal
5 Human Resources

6 Technology
7 Administrative

8 Manufacturing
9 Financial Services

10 Accounting

11 Finance
12 Insurance
13 Hospitality and Food Services


1 Technology
2 Finance
3 Creative and Marketing

4 Human Resources
5 Accounting
6 Manufacturing
7 Administrative
8 Education and Training

9 Financial Services
10 Hospitality and
Food Services
11 Healthcare and Wellness

12 Insurance
13 Legal


## PAY TO PERKS

## Current Compensation Practices

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

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


How does your company determine bonuses?*


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


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


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


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


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

The most common perks offered**

```
        62% flexible work schedules
```

$39 \%$ regular social events

$$
34 \% \text { telecommuting }
$$

$25 \%$ onsite gym or access to gym
17\% compressed schedule such as a 4/10 workweek
$13 \%$ free or subsidized meals

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



## Pay for performance

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

37\% spot awards for individual or team achievement

20\% profit sharing

18\% retention bonuses

The most common incentives offered

## stock options, restricted stock or performance shares

16\% deferred compensation

## Helping employees save

 for retirementOn average, employers match 3 to 4\% of employees' 401(k) or Registered Retirement Savings Plan (RRSP)*** contributions.


## Time-off policies

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

[^2]
# LEAVE Notille ofif THETABE 

## Corporate Culture Is Highly Valued

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

Follow these steps to highlight your company culture:

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



## INCREASING YOUR ODDS

## Working With The Creative Group

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

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

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


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

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

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

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

[^3]
## ACE UP YOUR SLEEVE

Office Locations

## UNITED STATES

ARIZONA
Phoenix

CALIFORNIA
Irvine
La Jolla
Los Angeles
Oakland
San Francisco
San Jose
COLORADO
Denver
CONNECTICUT
Hartford
Stamford

DISTRICT OF
COLUMBIA
Washington
FLORIDA
Coral Gables
Tampa
GEORGIA
Atlanta
ILLINOIS
Chicago

MASSACHUSETTS
Boston

MICHIGAN
Southfield
MINNESOTA
Minneapolis
MISSOURI
St. Louis
NEW JERSEY
Princeton
Saddle Brook
Woodbridge
NEW YORK
New York

NORTH CAROLINA
Charlotte
Raleigh
OHIO
Cincinnati
Cleveland
Dublin
OREGON
Portland

PENNSYLVANIA
Philadelphia
TENNESSEE
Nashville
TEXAS
Austin
Dallas
Houston
WASHINGTON
Seattle
WISCONSIN
Milwaukee

INTERNATIONAL

CANADA
Mississauga
Toronto
Vancouver
FRANCE
Paris
UNITED KINGDOM
London



[^0]:    *Source: The Creative Group survey of more than 400 advertising and marketing executives in the United States

[^1]:    *Source: The Creative Group survey of more than 400 advertising and marketing executives in the United States

[^2]:    *Responses do not total 100 percent due to rounding.
    **Only the top responses shown.
    ***401(k) in the United States and RRSP in Canada
    Source: Robert Half survey of more than 740 human resources, compensation and benefits executives in North America

[^3]:    8
    When it's time to staff a key position, it's better to turn to a respected adviser. Visit us at creativegroup.com or contact your local office of The Creative Group at $\mathbf{1 . 8 5 5 . 7 5 0 . 7 2 6 0}$ for help finding the creative and marketing talent you need today.

