

SALARY FORECAST



2017 Salary Guide



As a leading creative staffing agency, The Creative Group specializes in connecting interactive, design, marketing, advertising and public relations talent with the best companies.



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Getting Around the Guide



Salary Forecast



Behind the Science



Hiring Trends



Hot Jobs



Staffing Patterns



Compensation Conditions



Local Forecast



Compensation in Greater Toronto



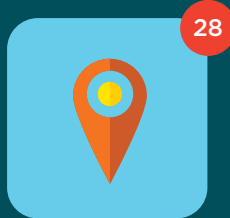
The Career City Index



Extended Outlook



The Creative Group



Office Locations



Salary Forecast

Your Source for Creative Industry Salary Information

Competitive compensation is critical to winning today's tug-of-war for skilled creative talent. It's also a company's best line of defense against losing top performers.

To recruit and retain the best people, more employers are willing to negotiate compensation, our research shows. But to succeed, hiring managers must stay apprised of the most current pay rates for these professionals.

That's why, for nearly two decades, we've published The Creative Group Salary Guide each year. It serves as a barometer to help employers evaluate compensation programs and develop a talent strategy.

Included in the 2017 Salary Guide is a comprehensive list of the latest salary ranges for positions in the creative and marketing fields, as well as an overview of the most recent hiring and workplace trends. The guide can help you ensure your offer is competitive.

We also understand that each hiring situation is different. That's where the personal expertise of The Creative Group staffing and recruiting professionals across the country comes in. Let us be your resource as you set compensation levels for new hires, plan budgets and try to better understand the hiring environment. Here's to clear skies ahead.

For localized compensation and the latest news on salary and hiring trends, visit our Salary Center at creativegroup.com/salary-center.



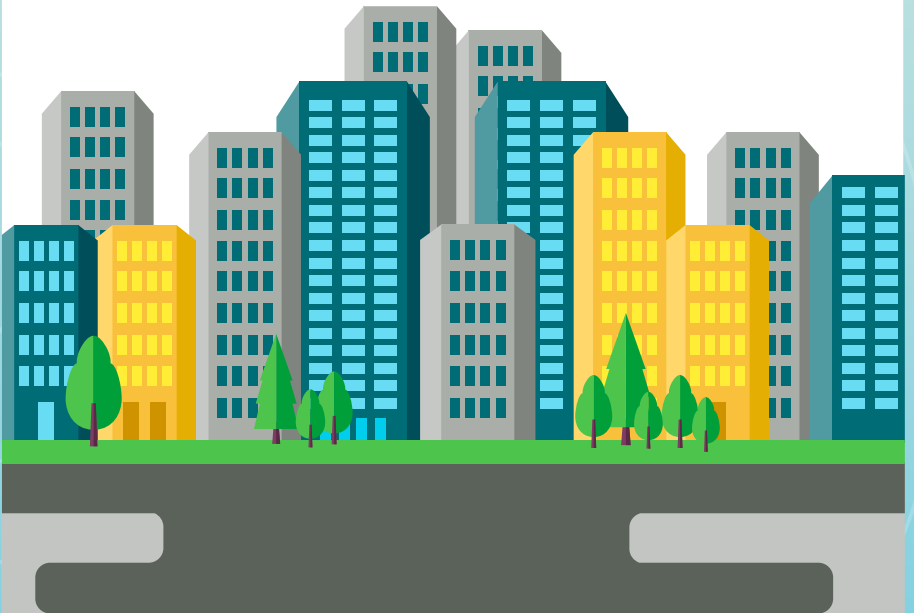
Behind the Science

About the Guide

The Creative Group 2017 Salary Guide features salary ranges for more than 120 positions in the creative field. Our salary data are based chiefly on input from our North American staffing and recruiting professionals, who make thousands of full-time, temporary and project placements each year.

The projected salaries for each position reflect starting pay only. Bonuses, incentives and other forms of compensation are not taken into account. Because professionals joining a company may enter at a variety of experience levels, we report salaries in ranges.

The ranges represent national averages and can be adjusted for your market by using the local variance numbers on [Pages 16-17](#). Additional information in the guide is based on our surveys of hiring managers and other executives in the creative field.





Hiring Trends

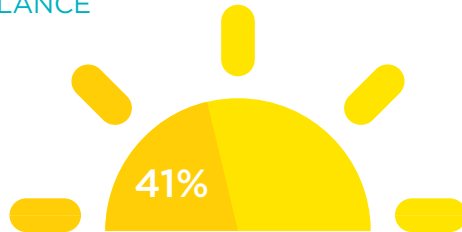
6 Trends to Keep on Your Radar

Just as weather patterns shift from year to year, so does the labor market. Take note of these six hiring trends to beat the heat from your competitors.

- 1. Hiring winds are blowing.** As companies invest more in their branding and marketing efforts, they need to staff a flurry of full-time and contract-to-hire positions. For many, the need to get the most out of a growing number of marketing channels is a perfect storm that requires a blend of full-time and freelance professionals.
- 2. The talent drought continues.** Because of this hiring upswing, highly skilled professionals are in short supply. Unemployment rates in the creative field remain below the national average, and job opportunities outnumber qualified candidates. Consequently, companies have to work harder to attract and retain the talent they seek, making sign-on and performance-based bonuses more common.

FORECAST AT A GLANCE

Percentage of advertising and marketing executives who said it's challenging to find creative talent today



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

- 3. Hybrid professionals are in demand.** Creatives with skills outside their specialty are highly marketable. In addition, digital proficiency is becoming a prerequisite for many traditional roles. For example, graphic designers now need to be familiar with web layouts or social media, and copywriters must have knowledge of search engine optimization. Expect this pattern to persist as cross-departmental collaboration becomes the norm.

Hiring Trends

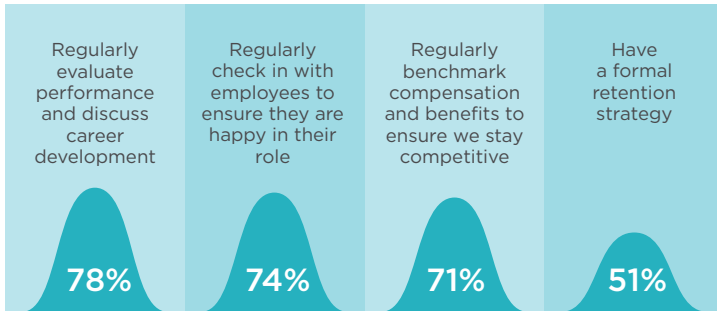


- 4. Employees seek opportunities to grow.** Professionals want to learn and stay challenged at work, and companies face increasing pressure to satisfy these needs. Consequently, more employers are investing in skills training and offering various career paths to retain their best and brightest.
- 5. Work-life integration prevails.** Today's employees want the freedom to work anytime and anywhere, and companies are being more accommodating. In fact, benefits like flexible schedules and telecommuting are becoming the rule rather than the exception at many organizations. Some individuals are even willing to take a lower salary in exchange for greater flexibility.
- 6. Counteroffers are looming.** As job hopping increases, more companies are apt to extend counteroffers to valued employees — though these rarely work out in the long term. Savvy employers are instead focusing on creating a workplace that people don't want to leave.

Hiring Trends

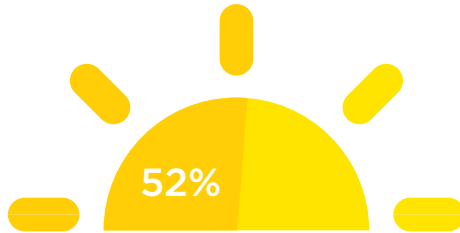
FORECAST AT A GLANCE

Which of the following retention activities, if any, do you or your company engage in?



Source: The Creative Group survey of 400 advertising and marketing executives in the United States. Multiple responses permitted. Top responses shown.

Percentage of advertising and marketing executives who said they are concerned about retaining their current creative staff in the next 12 months



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

Dynamic Fields

These industries show the strongest demand for creative professionals:

High-tech • Healthcare/pharmaceutical • Financial • Retail



Hot Jobs

Crucial Creative Positions

Looking to build a team that can weather any creative storm? It'll be a breeze with the right mix of these must-have employees.

CONCEPT & IMPLEMENTATION

Creative technologist • Serves as a liaison between design and development teams and scopes digital projects. Also responsible for staying abreast of the evolving design, technology and media landscape, including the emergence of new standards and protocols. Must possess strong problem-solving, communication and presentation skills.

Digital project manager • Oversees the implementation of multimedia projects. Duties include gathering requirements, creating statements of work, setting project plans and budgets, constructing timelines, and managing quality assurance (QA) testing. Must have excellent communication, organizational and time-management skills. A working understanding of web technologies and programming languages is ideal, and proficiency in project management tools is a plus.

Digital strategist • Develops user experience (UX) strategies, including information design, online content strategy and lead-generation tactics for web, mobile, email, social and digital advertising media. Requires strong communication skills to keep senior management fully informed of campaign activity, challenges and opportunities. Familiarity with customer relationship management (CRM) software like Salesforce and NetSuite is a plus, as are skills in search engine optimization (SEO), search engine marketing (SEM) and web analytics.

DESIGN & DEVELOPMENT

Graphic designer • Develops or acquires images used in a variety of creative projects (for example, ads, brochures, corporate identity, packaging, presentations, promotional displays, signage and websites) and oversees the design, layout and formatting of these materials. Must possess a strong sense of concept development, in addition to communication, collaboration, research, problem-solving and presentation skills. Proficiency in Adobe Creative Suite is typically required. Web design skills are a plus.

Hot Jobs

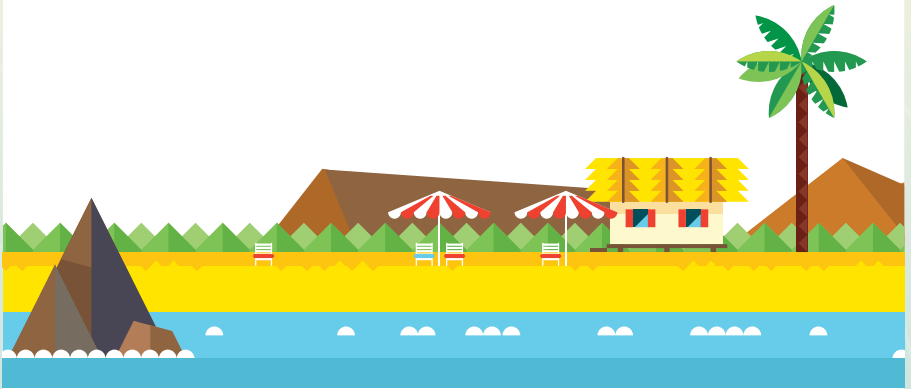
User experience (UX) designer • Creates satisfying experiences for users of a product, often drawing on results from user research and workflow analysis. Areas of focus may include content, controls, visual design, packaging, customer/technical support, branding and other aspects of UX. Also responsible for producing usage scenarios, site maps, taxonomies and wireframes. Must have an expert understanding of design software such as Adobe Creative Suite and of wireframing tools such as Axure RP and Balsamiq.

Visual designer • Designs for a variety of platforms, which may include internet and intranet sites, games, movies, kiosks, and wearables. Creates the concepts, artwork and layouts for digital projects based on creative briefs and client meetings. Understanding of web design issues, including browser usability and cross-platform compatibility, is necessary. Requires strong design and troubleshooting skills, as well as an eye for detail. Responsive design and e-commerce skills are a plus.

Web designer • Meets with internal stakeholders or external clients to discuss objectives for internet and intranet sites and other online initiatives. Provides expert creative guidance on the overall look, feel and functionality of web design projects, and produces compelling artwork (including images, icons and banners) and layouts that are appealing and user-friendly. Also conducts QA work to identify possible problems before launch. Must be proficient in design software such as Adobe Illustrator and Photoshop and programming languages such as HTML and JavaScript.

Front-end web developer • Develops appealing and user-friendly web- and mobile-based applications. Uses a combination of markup languages to write web pages and provides website maintenance and enhancements. Produces functional requirement documents and specifications and creates quality mockups and prototypes on tight timelines. Also builds cascading style sheets (CSS) that are consistent across all browsers and platforms and maintains graphic standards and branding throughout a product's

Hot Jobs



interface. Understanding of layout aesthetics and a rigor for programming are a must, along with proficiency in CSS, HTML, JavaScript and jQuery.

CONTENT

Content strategist • Develops content strategy based on a company's or client's business objectives and a customer's or end user's needs. Also responsible for overseeing content requirements and creating content strategy deliverables (including content audits, gap analyses, taxonomies, metadata frameworks, style guides, content migration plans and editorial calendars) across a project life cycle. Strong SEO and SEM skills are often preferred.

Copywriter • Composes clear, concise and grammatically correct copy utilizing different writing styles that appeal to various target audiences. Drives the creation of original concepts that result in effective and compelling communication. Also develops and maintains a clear and consistent brand voice, adhering to commonly used style guides. Must have excellent interpersonal and communication skills and be self-motivated and well-organized. Creativity, attention to detail, adaptability and marketing knowledge are also required. Bilingual skills are valued, and experience with web markup languages and SEO is a big plus.

Hot Jobs

MARKETING

Digital/interactive marketing manager • Oversees the daily operation of a company's website and email marketing program and provides analytics review. Additional responsibilities may include ensuring implementation of marketing initiatives and helping to identify new marketing opportunities. Requires experience in marketing research and analysis; campaign strategy and evaluation; and web analytics tools such as Google Analytics, Adobe Analytics and Kissmetrics.

Email marketing specialist • Runs email campaigns that inform consumers and business partners of new products and services or company announcements. Responsible for managing and segmenting contact lists using marketing automation software such as Marketo and Act-On, crafting email copy, and handling customer feedback. Also analyzes results and develops testing plans to continuously improve email performance. Must have strong copywriting skills and be proficient in CSS and HTML. Experience using web analytics tools such as Google Analytics is a plus.

Social media manager • Implements an organization's social media strategy, developing brand awareness, generating inbound traffic and encouraging product adoption. Reports on the progress of applying various social media tactics using a variety of digital analytics and media tracking tools. Also coordinates activities with internal marketing and public relations teams to support their respective missions, ensuring consistency in voice and cultivating an engaged social media community. Strong project management and organizational skills and deep knowledge of social media platforms are required.

Most Requested Technical Skills

CSS • Drupal • HTML • Illustrator • InDesign
JavaScript • Photoshop • WordPress



Staffing Patterns

Seasonal Talent Needs

Come rain or shine, expect the following cyclical hiring trends.

Winter

Year-end budgets bring a push to utilize budgets and complete projects before Jan. 1. Creatives are called on for initiatives that help companies reach revenue goals. Professionals who can help with marketing strategy are also in demand heading into the new year.

Spring

Retail and consumer goods companies are ramping up for holiday promotions. They often see an uptick in business during spring and summer, too. Hiring managers report an increased need for designers, production artists and copywriters.

Summer

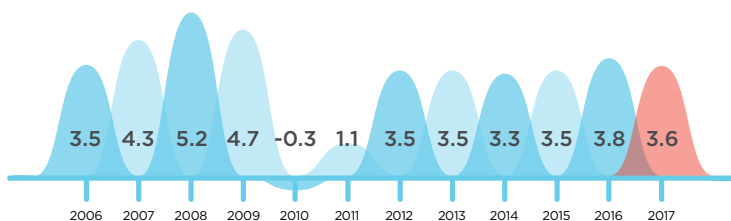
Extra help is needed in all areas to cover for vacationing staff. This means an increase in temporary positions. Hiring among corporate, nonprofit and government clients is also up as these organizations often need to spend “use-it-or-lose-it” budgets by the end of June.

Fall

Businesses seek talent to help with direct-mail campaigns, annual report projects and catalogs. Professionals with experience researching and analyzing market trends, as well as setting strategy and budget, are also needed to establish priorities for the coming year.

A SALARY RETROSPECTIVE

The average percentage increase for starting salaries across the creative and marketing fields in the last decade:





Compensation Conditions

Starting Salaries

DESIGN & PRODUCTION		
POSITION	LOW	HIGH
Creative Director (8+ years)	\$ 116,250	\$ 186,750
Creative Director (5 to 8 years)	\$ 99,500	\$ 143,500
Creative Services Manager	\$ 84,000	\$ 122,500
Art Director (5+ years)	\$ 81,000	\$ 107,500
Art Director (3 to 5 years)	\$ 65,500	\$ 87,250
Production Manager	\$ 64,000	\$ 87,250
Production Coordinator	\$ 43,250	\$ 59,000
Project Manager	\$ 59,750	\$ 94,500
Studio Manager (5+ years)	\$ 80,250	\$ 110,250
Studio Manager (1 to 5 years)	\$ 61,750	\$ 85,750
Traffic Manager	\$ 54,750	\$ 77,000
Traffic Coordinator	\$ 41,750	\$ 57,500
Medical Illustrator	\$ 69,250	\$ 94,500
Illustrator (3+ years)	\$ 58,750	\$ 83,000
Illustrator (1 to 3 years)	\$ 42,750	\$ 59,500
Graphic Designer (5+ years)	\$ 67,500	\$ 93,000
Graphic Designer (3 to 5 years)	\$ 53,250	\$ 72,250
Graphic Designer (1 to 3 years)	\$ 39,750	\$ 56,750
Package Designer	\$ 59,500	\$ 91,000
Package Production Artist	\$ 47,750	\$ 66,500
3D Animator	\$ 65,500	\$ 94,250
Multimedia Designer	\$ 63,500	\$ 92,750
Presentation Specialist (3+ years)	\$ 60,250	\$ 88,250
Presentation Specialist (1 to 3 years)	\$ 46,500	\$ 64,500
Production Artist (3+ years)	\$ 50,250	\$ 70,750
Production Artist (1 to 3 years)	\$ 37,250	\$ 54,250

For a complete list of job descriptions for the positions in the Salary Guide, visit creativegroup.com/salary-center.



Compensation Conditions

INTERACTIVE DESIGN & PRODUCTION

POSITION	LOW	HIGH
Interactive Creative Director	\$ 105,500	\$ 193,000
Interactive Art Director	\$ 88,000	\$ 130,750
Interaction Designer (5+ years)	\$ 88,250	\$ 124,500
Interaction Designer (1 to 5 years)	\$ 60,750	\$ 90,750
Visual Designer	\$ 66,000	\$ 99,250
Information Architect	\$ 97,000	\$ 144,000
User Experience (UX) Director	\$ 126,000	\$ 197,500
User Experience (UX) Designer (5+ years)	\$ 92,750	\$ 138,000
User Experience (UX) Designer (3 to 5 years)	\$ 75,750	\$ 103,000
User Experience (UX) Designer (1 to 3 years)	\$ 52,000	\$ 79,500
User Experience (UX) Specialist	\$ 90,500	\$ 135,250
User Experience (UX) Researcher (5+ years)	\$ 94,500	\$ 132,000
User Experience (UX) Researcher (3 to 5 years)	\$ 76,250	\$ 103,250
User Experience (UX) Researcher (1 to 3 years)	\$ 61,250	\$ 80,500
User Interface (UI) Designer	\$ 87,500	\$ 132,000
Web Designer (5+ years)	\$ 83,250	\$ 118,000
Web Designer (1 to 5 years)	\$ 70,500	\$ 86,500
Email Designer	\$ 57,250	\$ 78,750
HTML Developer	\$ 65,000	\$ 91,250
Front-End Web Developer (3+ years)	\$ 80,000	\$ 119,500
Front-End Web Developer (1 to 3 years)	\$ 56,500	\$ 80,500
Interactive Producer	\$ 79,000	\$ 113,000
Web Production Artist	\$ 50,000	\$ 72,000
Motion Designer	\$ 70,500	\$ 103,500
Video Producer	\$ 69,250	\$ 102,250
Video Editor	\$ 59,250	\$ 90,750
Mobile Designer	\$ 80,000	\$ 121,500
Mobile Developer	\$ 99,500	\$ 151,000

CONTENT DEVELOPMENT & MANAGEMENT

POSITION	LOW	HIGH
Copywriter (5+ years)	\$ 79,750	\$ 108,000
Copywriter (3 to 5 years)	\$ 60,500	\$ 81,500
Copywriter (1 to 3 years)	\$ 44,250	\$ 62,750
Medical Writer (5+ years)	\$ 90,750	\$ 128,000
Medical Writer (3 to 5 years)	\$ 73,750	\$ 98,500
Curriculum Developer/Writer	\$ 74,750	\$ 104,250
Instructional Systems Designer	\$ 78,500	\$ 116,750
Proposal Writer	\$ 68,500	\$ 96,750

Compensation Conditions

CONTENT DEVELOPMENT & MANAGEMENT (Continued)

POSITION	LOW	HIGH
Proposal Specialist	\$ 61,500	\$ 83,500
Interactive/Web Copywriter (5+ years)	\$ 70,500	\$ 101,000
Interactive/Web Copywriter (1 to 5 years)	\$ 50,250	\$ 74,500
Blogger	\$ 47,750	\$ 70,500
Copy Editor (3+ years)	\$ 56,250	\$ 78,000
Copy Editor (1 to 3 years)	\$ 42,500	\$ 57,500
Proofreader	\$ 41,000	\$ 59,250
Content Manager	\$ 65,000	\$ 95,750
Content Marketing Manager	\$ 70,000	\$ 103,000
Content Strategist	\$ 81,250	\$ 115,250

ADVERTISING & MARKETING

POSITION	LOW	HIGH
AGENCY		
President	\$ 162,250	\$ 249,500
Vice President	\$ 146,250	\$ 218,000
Business Development Manager	\$ 101,000	\$ 163,500
Creative Director	\$ 114,000	\$ 186,250
Account Director	\$ 98,000	\$ 141,500
Account Supervisor	\$ 85,250	\$ 112,000
Account Manager (5+ years)	\$ 69,250	\$ 97,000
Account Executive (3+ years)	\$ 55,000	\$ 75,500
Account Coordinator (1 to 3 years)	\$ 40,250	\$ 57,500
Account Planner/Strategist	\$ 47,000	\$ 75,000
CORPORATE		
Chief Marketing Officer	\$ 162,000	\$ 255,000
Vice President of Marketing	\$ 136,000	\$ 225,750
Marketing Director	\$ 101,000	\$ 154,000
MarCom Manager (5+ years)	\$ 79,000	\$ 115,000
MarCom Manager (3 to 5 years)	\$ 64,000	\$ 86,750
MarCom Coordinator (1 to 3 years)	\$ 44,750	\$ 63,000
AGENCY OR CORPORATE		
Media Director	\$ 90,500	\$ 130,000
Media Planner	\$ 64,500	\$ 91,500
Media Buyer (3+ years)	\$ 60,750	\$ 88,250
Media Buyer (1 to 3 years)	\$ 47,750	\$ 65,250
Market Researcher (3+ years)	\$ 72,500	\$ 96,250
Market Researcher (1 to 3 years)	\$ 50,250	\$ 69,500

Compensation Conditions

ADVERTISING & MARKETING (Continued)

POSITION	LOW	HIGH
AGENCY OR CORPORATE (Continued)		
Brand/Product Manager (5+ years)	\$ 89,750	\$ 129,500
Brand/Product Manager (1 to 5 years)	\$ 66,750	\$ 98,250
Event/Trade Show Manager	\$ 60,250	\$ 88,750
Event/Trade Show Coordinator	\$ 43,750	\$ 61,250
Digital Strategist	\$ 96,500	\$ 143,750
Digital/Interactive Marketing Manager	\$ 87,500	\$ 131,750
E-Commerce Marketing Manager	\$ 90,250	\$ 126,250
Email Marketing Specialist	\$ 60,250	\$ 84,750
Marketing Analytics Specialist (3+ years)	\$ 76,750	\$ 109,000
Marketing Analytics Specialist (1 to 3 years)	\$ 60,250	\$ 80,750
Web Analytics Specialist (3+ years)	\$ 83,750	\$ 116,250
Web Analytics Specialist (1 to 3 years)	\$ 73,500	\$ 100,500
SEO Specialist	\$ 62,250	\$ 87,750
SEM Specialist	\$ 63,500	\$ 89,750
Digital Project Manager	\$ 78,750	\$ 118,000
Digital Traffic Manager	\$ 63,000	\$ 90,250
Digital Community Manager	\$ 65,250	\$ 82,250
Social Media Manager	\$ 67,750	\$ 94,250
Social Media Specialist	\$ 54,000	\$ 77,750

PUBLIC RELATIONS

POSITION	LOW	HIGH
AGENCY		
Vice President/Group Director	\$ 134,000	\$ 227,000
Account Manager/Supervisor	\$ 88,000	\$ 124,000
Senior Account Executive (5+ years)	\$ 75,250	\$ 104,500
Account Executive (3 to 5 years)	\$ 57,750	\$ 77,250
Account Coordinator (1 to 3 years)	\$ 40,500	\$ 57,250
CORPORATE		
Vice President of Public Relations	\$ 133,000	\$ 224,000
Public Relations Director	\$ 105,500	\$ 146,500
Public Relations Manager	\$ 84,500	\$ 106,500
Public Relations Specialist (5+ years)	\$ 69,750	\$ 96,000
Public Relations/Communications Specialist (1 to 5 years)	\$ 47,000	\$ 70,750



Local Forecast

Adjusting Salaries for U.S. Cities

The starting salary ranges provided on the previous pages reflect the national averages for each position. To determine the estimated salary range for a position in your area, use the local variance numbers below. Move the decimal point in the variance number two places to the left, and then multiply this figure by the low and high ends of the salary range.

ALABAMA

Birmingham 95.0
Huntsville.....94.0
Mobile..... 86.0

ARIZONA

Phoenix.....112.5
Tucson.....104.5

ARKANSAS

Fayetteville..... 95.0
Little Rock..... 95.0

CALIFORNIA

Fresno.....90.0
Irvine.....128.0
Los Angeles..... 130.0
Oakland.....129.0
Ontario119.0
Sacramento103.5
San Diego125.0
San Francisco..... 140.0
San Jose..... 137.0
Santa Barbara..... 127.0
Santa Rosa/Marin..120.0
Stockton..... 85.0

COLORADO

Boulder.....116.5
Colorado Springs... 95.3
Denver.....107.0
Fort Collins.....97.0
Greeley..... 88.0

Loveland94.0
Pueblo.....82.0

CONNECTICUT

Hartford.....116.5
New Haven.....112.0
Stamford.....131.0

DELAWARE

Wilmington 105.0

DISTRICT OF COLUMBIA

Washington133.0

FLORIDA

Fort Myers.....90.5
Jacksonville 95.0
Melbourne.....90.5
Miami/
Fort Lauderdale ...107.0
Orlando.....100.0
St. Petersburg.....96.5
Tampa98.5
West Palm Beach..100.5

GEORGIA

Atlanta..... 103.0
Macon82.0
Savannah.....84.0

HAWAII

Honolulu.....107.0

IDAHO

Boise..... 86.1

ILLINOIS

Chicago.....123.0
Naperville112.0
Rockford 85.0

INDIANA

Fort Wayne..... 83.0
Indianapolis 96.0

IOWA

Cedar Rapids..... 94.0
Davenport 95.0
Des Moines100.0
Sioux City 84.0
Waterloo/
Cedar Falls87.0

KANSAS

Overland Park100.5

KENTUCKY

Lexington 91.5
Louisville..... 92.0

LOUISIANA

Baton Rouge 99.0
New Orleans.....99.0

MAINE

Portland 95.0

MARYLAND

Baltimore 103.0

Local Forecast

MASSACHUSETTS

Boston.....	133.0
Springfield.....	101.0

MICHIGAN

Ann Arbor.....	101.5
Detroit.....	100.0
Grand Rapids.....	85.5
Kalamazoo.....	80.0
Lansing.....	85.0

MINNESOTA

Bloomington.....	105.5
Duluth.....	79.6
Minneapolis.....	106.0
Rochester.....	101.0
St. Cloud.....	82.5
St. Paul.....	103.0

MISSOURI

Kansas City.....	99.5
St. Joseph.....	90.0
St. Louis.....	99.0

NEBRASKA

Omaha.....	97.0
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NEVADA

Las Vegas.....	99.0
Reno.....	100.0

NEW HAMPSHIRE

Manchester/ Nashua.....	112.0
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NEW JERSEY

Mount Laurel.....	115.0
Paramus.....	130.0
Princeton.....	125.0
Woodbridge.....	126.5

NEW MEXICO

Albuquerque.....	91.5
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NEW YORK

Albany.....	99.0
Buffalo.....	95.0
Long Island.....	120.0
New York.....	140.5
Rochester.....	91.7
Syracuse.....	90.3

NORTH CAROLINA

Charlotte.....	101.5
Greensboro.....	100.0
Raleigh.....	104.0

OHIO

Akron.....	89.0
Canton.....	82.0
Cincinnati.....	97.5
Cleveland.....	96.0
Columbus.....	98.0
Dayton.....	87.0
Toledo.....	85.5
Youngstown.....	76.0

OKLAHOMA

Oklahoma City.....	93.0
Tulsa.....	93.0

OREGON

Portland.....	106.5
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PENNSYLVANIA

Harrisburg.....	95.0
Philadelphia.....	115.0
Pittsburgh.....	98.0

RHODE ISLAND

Providence.....	101.5
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SOUTH CAROLINA

Charleston.....	93.5
Columbia.....	93.5
Greenville.....	92.0

SOUTH DAKOTA

Sioux Falls.....	84.0
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TENNESSEE

Chattanooga.....	89.0
Cool Springs.....	100.0
Knoxville.....	89.0
Memphis.....	95.0
Nashville.....	100.5

TEXAS

Austin.....	108.0
Dallas.....	109.0
El Paso.....	72.0
Fort Worth.....	108.0
Houston.....	107.0
Midland/Odessa....	110.0
San Antonio.....	101.0

UTAH

Salt Lake City.....	104.0
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VIRGINIA

Norfolk/ Hampton Roads.....	97.0
Richmond.....	98.5
Tysons Corner.....	132.0

WASHINGTON

Seattle.....	120.0
Spokane.....	82.0

WISCONSIN

Appleton.....	85.0
Green Bay.....	86.5
Madison.....	98.5
Milwaukee.....	101.0
Waukesha.....	99.0

Source: U.S. Department of Labor's Bureau of Labor Statistics and The Creative Group. City index figures are reflective of all industries and are not specific to the creative field. For more information on average starting salaries in your city, please contact The Creative Group office nearest you.



Compensation Conditions

Starting Salaries in Greater Toronto

DESIGN & PRODUCTION		
POSITION	LOW	HIGH
Creative Director (8+ years)	\$ 105,500 - \$ 230,000	
Creative Director (5 to 8 years)	\$ 95,250 - \$ 164,750	
Creative Services Manager	\$ 62,500 - \$ 84,500	
Art Director (5+ years)	\$ 78,250 - \$ 110,000	
Art Director (3 to 5 years)	\$ 69,250 - \$ 84,750	
Production Manager	\$ 73,000 - \$ 100,000	
Production Coordinator	\$ 48,000 - \$ 69,250	
Project Manager	\$ 56,000 - \$ 91,750	
Studio Manager (5+ years)	\$ 71,250 - \$ 97,250	
Studio Manager (1 to 5 years)	\$ 59,250 - \$ 80,500	
Traffic Manager	\$ 57,250 - \$ 84,000	
Traffic Coordinator	\$ 47,750 - \$ 62,000	
Medical Illustrator	\$ 66,750 - \$ 95,500	
Illustrator (3+ years)	\$ 56,500 - \$ 89,500	
Illustrator (1 to 3 years)	\$ 49,500 - \$ 70,750	
Graphic Designer (5+ years)	\$ 77,000 - \$ 98,750	
Graphic Designer (3 to 5 years)	\$ 61,000 - \$ 79,500	
Graphic Designer (1 to 3 years)	\$ 45,750 - \$ 61,750	
Package Designer	\$ 72,500 - \$ 116,500	
Package Production Artist (3+ years)	\$ 64,250 - \$ 89,750	
Package Production Artist (1 to 3 years)	\$ 52,000 - \$ 71,250	
3D Animator	\$ 72,500 - \$ 97,500	
3D Modeler	\$ 72,500 - \$ 97,500	
Multimedia Designer	\$ 61,250 - \$ 91,750	
Presentation Specialist (3+ years)	\$ 71,000 - \$ 90,000	
Presentation Specialist (1 to 3 years)	\$ 54,500 - \$ 69,250	
Production Artist (3+ years)	\$ 55,000 - \$ 76,000	
Production Artist (1 to 3 years)	\$ 41,750 - \$ 55,000	

All salaries listed on this and the following pages are in Canadian dollars. For job descriptions, please visit thecreativegroup.ca/salary-centre.



Canada/Greater Toronto Salaries

INTERACTIVE DESIGN & PRODUCTION

POSITION	LOW	HIGH
Interactive Creative Director	\$ 105,500 -	\$ 185,500
Interactive Art Director	\$ 89,500 -	\$ 142,500
Interaction Designer (5+ years)	\$ 87,000 -	\$ 120,750
Interaction Designer (1 to 5 years)	\$ 63,000 -	\$ 93,750
Visual Designer	\$ 70,750 -	\$ 100,000
Information Architect	\$ 91,000 -	\$ 150,000
User Experience (UX) Director	\$ 96,500 -	\$ 150,000
User Experience (UX) Designer (5+ years)	\$ 88,250 -	\$ 137,750
User Experience (UX) Designer (3 to 5 years)	\$ 71,000 -	\$ 120,000
User Experience (UX) Designer (1 to 3 years)	\$ 60,250 -	\$ 87,500
User Experience (UX) Specialist	\$ 74,000 -	\$ 131,750
User Experience (UX) Researcher (5+ years)	\$ 88,250 -	\$ 137,750
User Experience (UX) Researcher (3 to 5 years)	\$ 71,750 -	\$ 120,000
User Experience (UX) Researcher (1 to 3 years)	\$ 60,250 -	\$ 87,500
User Interface (UI) Designer	\$ 87,000 -	\$ 146,000
Web Designer (5+ years)	\$ 90,500 -	\$ 129,250
Web Designer (1 to 5 years)	\$ 64,000 -	\$ 92,000
Email Designer	\$ 62,250 -	\$ 81,000
HTML Developer	\$ 74,500 -	\$ 95,000
Front-End Web Developer (3+ years)	\$ 72,500 -	\$ 100,000
Front-End Web Developer (1 to 3 years)	\$ 52,000 -	\$ 88,250
Interactive Producer	\$ 62,750 -	\$ 91,000
Web Production Artist	\$ 59,500 -	\$ 76,250
Motion Designer	\$ 73,750 -	\$ 99,000
Video Producer	\$ 61,500 -	\$ 84,500
Video Editor	\$ 64,500 -	\$ 86,750
Mobile Designer	\$ 77,750 -	\$ 109,750
Mobile Developer	\$ 78,500 -	\$ 117,500

CONTENT DEVELOPMENT & MANAGEMENT

POSITION	LOW	HIGH
Copywriter (5+ years)	\$ 86,500 -	\$ 142,750
Copywriter (3 to 5 years)	\$ 66,250 -	\$ 88,750
Copywriter (1 to 3 years)	\$ 52,000 -	\$ 64,750
Instructional Systems Designer	\$ 67,000 -	\$ 107,000
Proposal Writer	\$ 69,750 -	\$ 98,250
Proposal Specialist	\$ 67,250 -	\$ 93,000

Canada/Greater Toronto Salaries

CONTENT DEVELOPMENT & MANAGEMENT (Continued)

POSITION	LOW	HIGH
Interactive/Web Copywriter (5+ years)	\$ 89,000	\$ 110,000
Interactive/Web Copywriter (1 to 5 years)	\$ 56,750	\$ 88,250
Blogger	\$ 51,500	\$ 77,250
Copy Editor (3+ years)	\$ 68,000	\$ 90,500
Copy Editor (1 to 3 years)	\$ 50,750	\$ 62,000
Proofreader	\$ 52,000	\$ 78,250
Content Manager	\$ 65,500	\$ 89,750
Content Marketing Manager	\$ 65,500	\$ 89,750
Content Strategist	\$ 77,250	\$ 99,250

ADVERTISING & MARKETING

POSITION	LOW	HIGH
AGENCY		
Account Manager (5+ years)	\$ 81,000	\$ 125,000
Account Executive (3+ years)	\$ 60,500	\$ 82,250
Account Coordinator (1 to 3 years)	\$ 50,250	\$ 62,000
Account Planner/Strategist	\$ 88,500	\$ 135,000
CORPORATE		
Vice President of Marketing	\$ 109,250	\$ 204,750
Marketing Director	\$ 92,750	\$ 180,000
MarCom Manager (5+ years)	\$ 88,500	\$ 106,500
MarCom Manager (3 to 5 years)	\$ 65,000	\$ 81,000
MarCom Coordinator (1 to 3 years)	\$ 44,250	\$ 63,750
AGENCY OR CORPORATE		
Media Planner	\$ 62,250	\$ 112,750
Market Researcher (3+ years)	\$ 48,000	\$ 66,250
Market Researcher (1 to 3 years)	\$ 42,250	\$ 50,500
Brand/Product Manager (5+ years)	\$ 78,250	\$ 116,750
Brand/Product Manager (1 to 5 years)	\$ 55,000	\$ 77,750
Event/Trade Show Manager	\$ 58,250	\$ 69,000
Event/Trade Show Coordinator	\$ 48,500	\$ 58,250
Digital Strategist	\$ 89,500	\$ 139,500
Digital/Interactive Marketing Manager	\$ 87,250	\$ 135,250
E-Commerce Marketing Manager	\$ 91,250	\$ 137,500
Email Marketing Specialist	\$ 65,000	\$ 80,000

Canada/Greater Toronto Salaries

ADVERTISING & MARKETING (Continued)

POSITION	LOW	HIGH
AGENCY OR CORPORATE (Continued)		
Marketing Analytics Specialist (3+ years)	\$ 67,000	\$ 100,000
Marketing Analytics Specialist (1 to 3 years)	\$ 55,000	\$ 78,000
Web Analytics Specialist (3+ years)	\$ 88,000	\$ 142,750
Web Analytics Specialist (1 to 3 years)	\$ 76,500	\$ 87,000
SEO/SEM Specialist	\$ 89,500	\$ 100,000
Digital Project Manager	\$ 76,750	\$ 123,000
Digital Traffic Manager	\$ 59,250	\$ 88,000
Digital Community Manager	\$ 54,500	\$ 79,000
Social Media Specialist	\$ 54,000	\$ 79,750

PUBLIC RELATIONS

POSITION	LOW	HIGH
Public Relations Director	\$ 92,750	\$ 141,750
Public Relations Manager	\$ 76,500	\$ 96,750
Public Relations Specialist	\$ 48,000	\$ 75,250



Visit our Salary Centre at thecreativegroup.ca/salary-centre for more information, including our Salary Calculator.



The Career City Index

Making the Most of Location



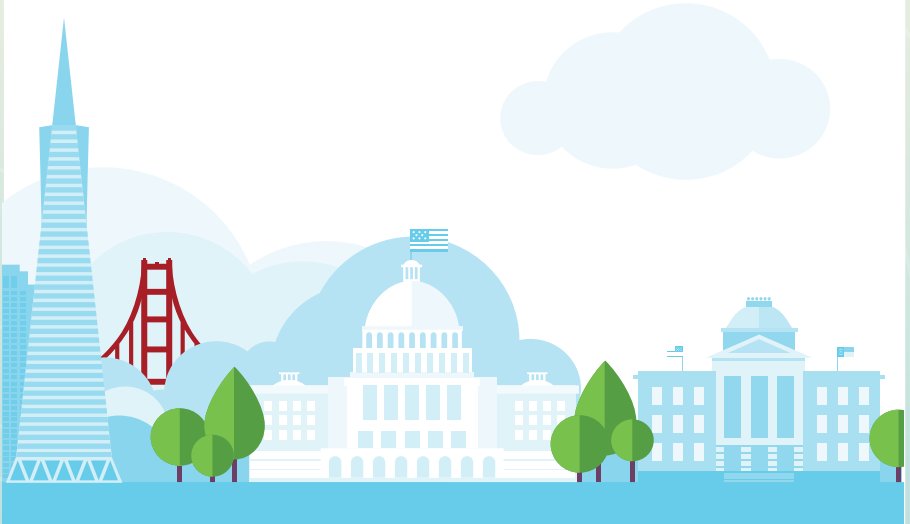
To career-minded creative professionals, what makes one city more attractive than another? The answer may help hiring managers develop and refine their recruitment strategies.

The Career City Index — a result of a study conducted by The Economist Intelligence Unit for Robert Half — examines key factors influencing livability and career opportunities in various U.S. cities across four categories:

- Career prospects
- Quality of life
- Cost of living
- Cultural diversity

These factors include employment outlook, average commute time, median monthly rent and internet connectivity, among others.

The Career City Index



Seattle took the overall No. 1 position as the top career city in the United States, buoyed by strong rankings in the cost-of-living (first) and career-prospects (second) categories. Boston, the San Francisco Bay Area, the District of Columbia and Raleigh, North Carolina, rounded out the top five.

From sunshine in Phoenix and Sacramento, California, to the wide variety of restaurants in Los Angeles and New York to shorter commute times in Salt Lake City and Des Moines, Iowa, each of the top 25 cities has unique selling points. The Career City Index helps companies highlight these local and regional factors to pique the interest of prospective employees.

To find out where your city ranks, download the Career City Index report at roberthalf.com/career-city-index.





Extended Outlook

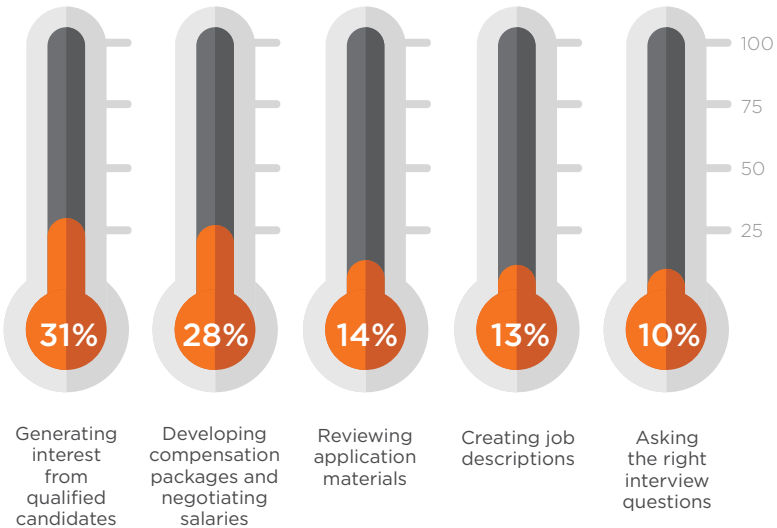
12 Basic Steps for Hiring Success

Landing top talent with in-demand skills is increasingly challenging. Much of your success will depend on the effectiveness of your hiring process. To assist you in your staffing efforts, we've created a list of what experience has taught us are the most essential steps:

1. Decide how you want to staff a vacant or new position, bearing in mind that not all jobs require a full-time employee.
2. If a full-time hire makes the most sense, carefully update or develop a job description to accurately reflect your current needs.
3. Set a salary range that is on par with — or slightly above — what competitors are offering.
4. Using the job description as a basis, create the job posting.
5. Choose a combination of candidate sourcing strategies, including online job boards, recruiters and social media.
6. Evaluate resumes and portfolios, watching for technical and soft skills that best fit your needs and corporate culture.
7. Narrow the field by conducting telephone or video interviews with the most promising candidates.
8. Conduct in-person, one-on-one interviews with your top choices, using questions that can help you understand their attitudes and motivation.
9. Use consistent criteria to make your final selection.
10. Check references personally.
11. Don't delay the offer. The most talented creative professionals may already be weighing other offers.
12. After a candidate accepts your offer, agree on a prompt start date that doesn't leave him or her waiting — or with time to have second thoughts.

FORECAST AT A GLANCE

Which one of the following aspects of the hiring process do you find the most difficult?



Source: The Creative Group survey of 400 advertising and marketing executives in the United States. Top responses shown.

Find additional hiring tips on The Creative Group's blog at blog.creativegroup.com.



FORECAST AT A GLANCE

Which one of the following is the most common reason candidates turn down a job offer from your company?



Accepted another job offer or counteroffer



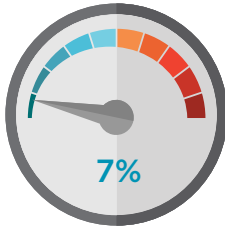
Compensation and benefits are lower than expected



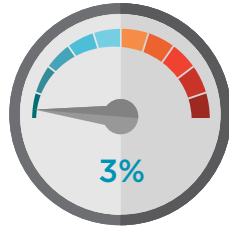
Limited opportunities for career growth or advancement



Poor fit with the job description



Limited employee perks



Poor fit with the corporate culture

Source: The Creative Group survey of 400 advertising and marketing executives in the United States. Top responses shown.



The Creative Group

Your Go-To for Creative Talent

The Creative Group — a division of Robert Half, the world's first and largest specialized staffing firm — connects companies with highly skilled interactive, design, marketing, advertising and public relations talent. We provide flexible staffing solutions by placing our candidates on a project, contract-to-hire and full-time basis. We can also provide resources and project management for strategic initiatives that require a team of creative professionals. In addition, by partnering with our sister division Robert Half Technology, we can deliver the most efficient and cost-effective staffing solutions for digital projects that call for both creative and technical skills.

Our staffing experts are available for personal consultation to help you locate top creative professionals who are motivated to perform and well-suited to your workplace culture. We also offer a wealth of management and career advice on our website (creativegroup.com) and blog (blog.creativegroup.com).

Contact The Creative Group at **1.855.750.7260** to learn more about salaries in your market or how we can help you find the right talent for your organization.

Top 5 Reasons Companies Use Specialized Staffing Firms Like The Creative Group

1. To access hard-to-find talent that isn't available in-house
2. To lighten the load on core team members
3. To provide support for special projects
4. To avoid the damaging and costly cycle of overstaffing followed by layoffs
5. To reduce recruiting time, especially when firms don't have time to conduct a rigorous search and evaluation of their own





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

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to contact The Creative Group office nearest you.





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