

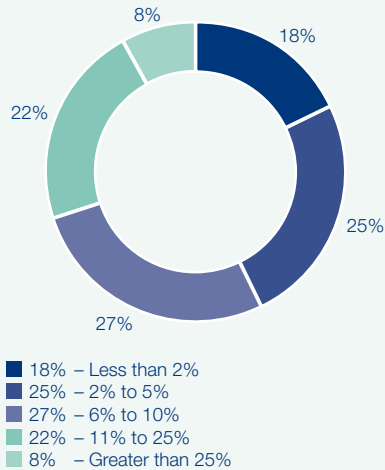
**MARKETING**  
AUSTRALIA

# ***SALARY SURVEY*** 07/08

**Michael Page**  
INTERNATIONAL

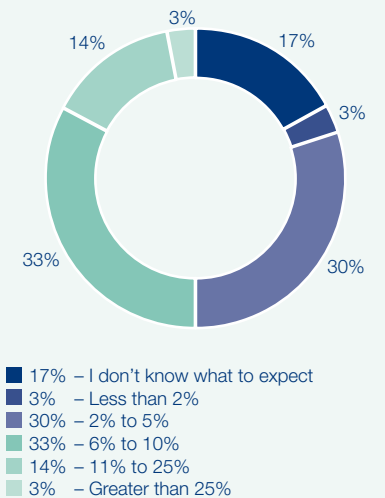
### PERCENTAGE OF SALARY GIVEN FOR MOST RECENT BONUS

One-third of respondents had a bonus component as part of their salary package. When asked about their last bonus payment, 27% reported a payment of between 6% and 10% of base salary.



### WHAT PERCENTAGE INCREASE WOULD YOU EXPECT WITH YOUR NEXT SALARY REVIEW?

The majority of respondents were optimistic in terms of salary expectations, with one-third expecting a rise of between 6% and 10%.



## WELCOME

Welcome to the Michael Page Marketing Salary Survey for 2007/2008.

The survey provides employers and candidates with useful insights into employment conditions, business confidence levels and recruitment trends. Our commentary is based on both quantitative and qualitative research and covers the following sectors:

- Media & Entertainment
- Consumer Goods
- Professional Services
- Business to Business
- Public Sector and Not-for-Profit
- IT&T
- Financial Services

I wish to thank everyone who contributed to this year's survey and trust you find it helpful and informative. Your feedback is welcome and we encourage you to contact us for further information or specific market advice.

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## INTRODUCTION

The Australian unemployment rate is at a 30 year low and the skills crisis is particularly acute in professional business functions such as marketing. Business confidence levels are high and we are seeing widespread investment in marketing capabilities as a platform for growth. The resulting demand for marketing professionals far outweighs supply and this will have a marked impact on wages growth in the coming year. Our prediction is for standard increases of 5-7% with rises of 15% likely for specialist roles in financial services and IT&T.

In response to the domestic skills crisis, we are being approached by an increasing number of employers interested in conducting international recruitment campaigns. The UK and US are favoured markets, and employers are prepared to cover visa and relocation costs in order to secure professionals at the mid to senior level.

Another trend gaining momentum is to hire for potential rather than experience. This is now occurring in the traditional markets such as consumer goods and financial services. Rather than demanding specific industry experience, companies are hiring people with core competencies that are transferable. Additional tools such as psychometric testing are being used as part of this process to assess both aptitude and cultural alignment.

Broadening the scope of candidate consideration during the recruitment process increases the available pool of talent. It is an approach we encourage because it is a practical way in which the labour supply can be improved, thereby moderating inflationary pressures on salary levels.

# NATIONAL EMPLOYMENT SURVEY

The National Employment Survey is conducted on an annual basis and measures employment conditions, business confidence levels and recruitment trends. The survey for 2007 was completed by 3,300 employers and 2,100 employees from a variety of industry sectors in Australia.

A selection of key findings is listed on this page and in graphical format throughout the publication. The complete body of research forms the quantitative component of the broader Salary Survey, with qualitative insight derived from our extensive involvement with employers and job seekers across Australia.

## KEY FINDINGS FROM THIS STUDY:

### Employer Trends

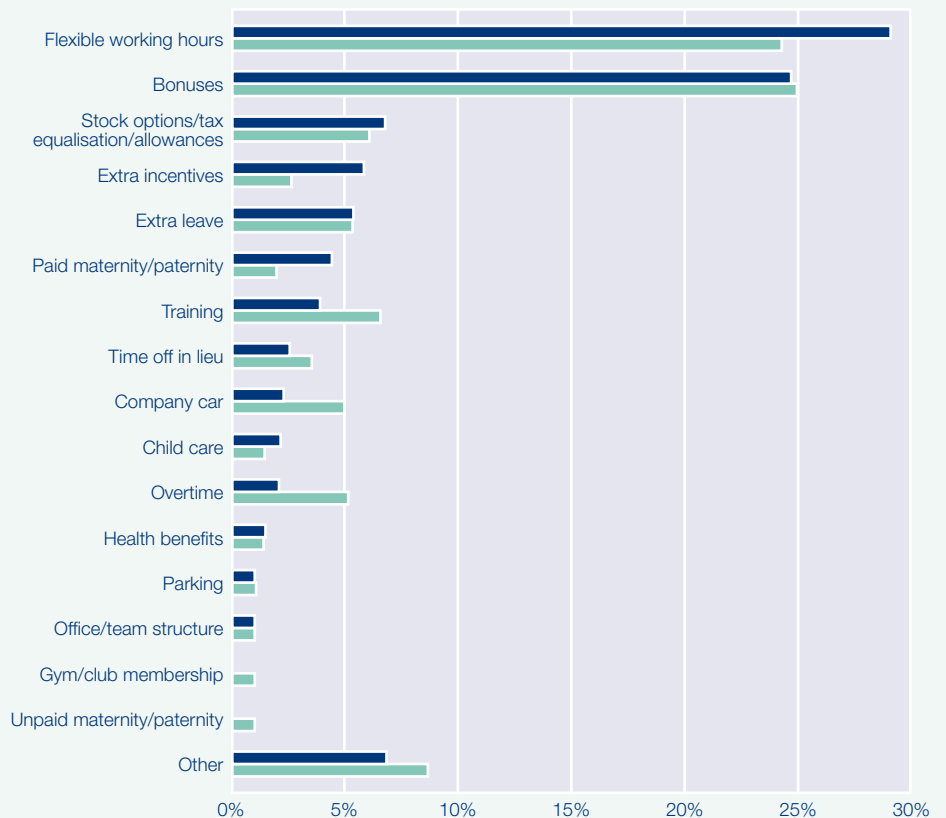
- 91% of employers surveyed predicted their staff numbers would remain constant or increase in the next 12 months.
- 28% of respondents listed organic growth as the main area of focus for the year ahead, followed by new projects at 23%.
- 41% of respondents experienced difficulty in retaining staff over the last 12 months.
- 87% of employers surveyed see staff retention as an important focus for the year ahead.
- Of the retention strategies adopted by employers, the top three were training and development, bonus schemes and flexible working arrangements.
- 76% of employers believed bonuses are important for retaining staff.
- In relation to the frequency of employee salary reviews, 86% of employers conducted them annually, with 6% conducting reviews on a six-monthly basis.

### Employee Trends

- When asked to nominate the main reason for their last job change, 29% of respondents cited career advancement. Only 9% cited more money as the primary motivator.
- 33% of respondents expected their next salary increase to be between 6% and 10%.
- Bonuses were part of the employment contract of 36% of respondents. Bonuses were discretionary for 56% of respondents and a fixed percentage of base salary for the remainder.
- 48% of respondents believed they were being rewarded appropriately for their work, with only 10% reporting rewards well below expectations.
- Flexible working hours was the favoured incentive by 29% of respondents, followed by bonuses at 25%.
- 35% of respondents rated their employer's training and career development opportunities as average, 26% as good and 18% as poor.
- 56% of respondents have worked overseas, and of those 75% would consider doing it again.

## ACTUAL INCENTIVES VS PREFERRED INCENTIVES

There was alignment between the incentives employees wanted and those that their employers were providing. Flexible working options and bonuses were the preferred incentives.



# MEDIA & ENTERTAINMENT

## MARKET OVERVIEW

Media and entertainment is a popular industry in which to work and the marketing roles that become available are keenly contested. Networking plays a bigger part in filling media and entertainment positions than in other sectors, and this places further competition on the roles that are generally advertised.

Candidates with sought after skills and experience will always have bargaining power, but in general marketing professionals are willing to be flexible on remuneration for the opportunity to work in this industry. As a consequence the salary pressures within media and entertainment are only moderate and employers are able to be more selective about the skills of the candidates they hire.

We are seeing most vacancies for mid-level marketers, although activity is typically for replacement rather than newly created positions.

While previous experience in media and entertainment is the preference, candidates from FMCG are of interest because of their reputation for strong strategic marketing skills.

## EMPLOYMENT FORECAST

We anticipate average salary increases of 5–7%, although the top candidates with specialist skills in areas such as digital and online marketing will be in a stronger bargaining position. Performance bonuses, share plans and workplace flexibility will also feature as part of the salary packages for high performers.

Many professionals working in media and entertainment are choosing to become specialists in their fields rather than moving out of the industry for more money. People are taking a longer term view of career progression within a dynamic industry as opposed to short-term financial benefit.

## PERMANENT EMPLOYMENT

- Skill sets in demand are in direct marketing, digital/online marketing, brand marketing campaign management, CRM and database management.
- Most opportunities at the mid to senior level, more subdued at the junior end.

## CONTRACT EMPLOYMENT

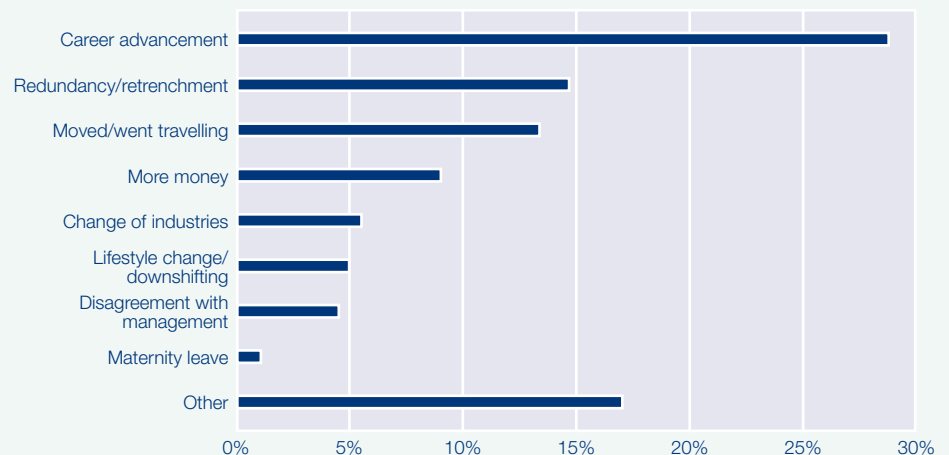
- Contract market is buoyant because of project-based requirements and the critical shortage of permanent resources.
- Opportunities in direct, online and brand marketing.
- Communications professionals with strong writing skills are also highly sought.

MEDIA AND ENTERTAINMENT SALARY TABLE						
State	NSW	NSW	VIC	VIC	QLD	QLD
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ROLE						
Marketing Assistant (18 months)	45–55	55–65	40–45	45–50	40–45	45–50
Marketing Executive (3–5 years)	55–65	65–80	45–55	55–65	45–55	55–65
Assistant Product Manager (5 years)	55–70	65–80	55–70	55–75	50–60	50–70
Product Manager (7 years)	70–90	95–120	70–85	75–90	70–85	75–90
Web/Internet Manager	70–85	85–110	60–80	70–90	60–80	70–90
PR Manager	70–85	90–110	60–80	80–100	55–75	70–90
Sponsorship Manager	65–85	80–110	60–80	70–90	60–80	70–90
Marketing Communications Manager	85–105	110–135	70–90	100–120	70–90	100–120
Marketing Director	130–160	150–190	100–140	120–160	100–140	120–160

- Notes:
1. Salaries are based on the TCE – Total Cost of Employment, including base salary, superannuation, car etc. excluding any 'at-risk' component unless otherwise stated.
  2. Small to medium companies are defined as having a turnover of less than \$100m. Large companies are defined as having a turnover of more than \$100m.
  3. For management roles, salary differentials are dependent upon the size of teams and staffing responsibilities.
  4. Years of experience are used as a guide only and may vary between organisations.

## WHAT WAS THE MAIN REASON FOR YOUR LAST JOB CHANGE?

Career advancement was by far the most common reason for changing jobs. Only 9% of respondents cited more money as the primary motivator.



## PROFESSIONAL SERVICES

### MARKET OVERVIEW

The professional services sector remains fairly stable with marketing teams experiencing less turnover than in other sectors. Business confidence is high and with widespread expansion plans for the year ahead there is a strong emphasis on customer relationship management.

The importance of the marketing function in today's competitive business environment has been recognised in the professional services sector. No longer viewed as simply a cost centre, the marketing function is receiving high levels of investment towards increased employee numbers and bigger budgets for advertising and corporate brand awareness.

There is a preference for internal promotion and those positions that are advertised externally are taking a long time to be filled. In addition, employers have a distinct preference for candidates with industry experience who understand a 'partnership' based culture. As a consequence many employers are missing out on talented individuals with transferable core skill sets from other industries.

### EMPLOYMENT FORECAST

There will be strong demand for junior and mid-level candidates, although the market will remain more stable at the senior end with positions that become available highly contested.

Average salary increases are like to be 5% over the coming year, although employers are already offering rises of 10% for sought after skills. The majority of increases will be on base salary rather than bonus components.

#### PERMANENT EMPLOYMENT

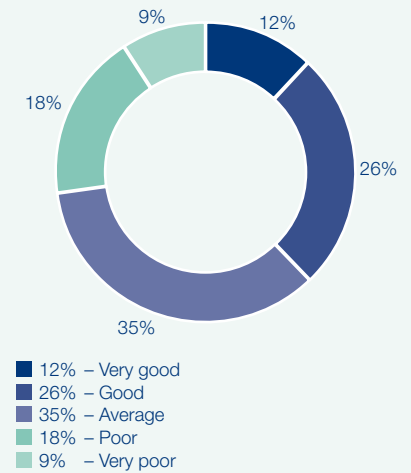
- Online skills are a focus this year, as are CRM candidates with specific software knowledge due to the global trend of online marketing.
- Experience in technical and tender writing is always in demand, especially candidates with 3–5 years' experience.
- Challenge for this sector is that other industries compete for the same candidates as they have transferable skills.

#### CONTRACT EMPLOYMENT

- Moderate contracting activity because of limited project-based work.
- Most opportunities are in business development, technical and tender writing.

### HOW WOULD YOU RATE YOUR COMPANY'S TRAINING AND CAREER DEVELOPMENT OPPORTUNITIES?

The majority of respondents rated their employer's commitment to training and development as average.



### PROFESSIONAL SERVICES SALARY TABLE

State	NSW	NSW	VIC	VIC	QLD	QLD
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$000	\$000
ROLE						
Marketing Assistant (2+ years)	45–55	50–65	45–55	55–60	45–55	55–60
Marketing Coordinator (3–5 years)	55–70	65–75	60–70	65–80	60–70	65–75
Database/Knowledge Manager	75–90	85–110	80–90	90–110	80–90	90–110
Publications Manager	70–80	80–100	75–90	90–110	75–90	90–110
Web/Internet Manager	65–80	85–110	70–90	80–100	70–90	80–100
Events Coordinator	50–65	60–75	45–60	50–65	45–60	50–65
PR/Media Manager	75–90	95–120	70–85	75–90	70–85	75–90
Marketing Communications Manager	80–100	110–130	90–110	100–120	90–110	100–120
Marketing Director	150+	200+	150+	165+	150+	165+
Business Development Administrator	55–60	60–70	50–55	55–60	50–55	55–60
Business Development Coordinator	65–75	65–80	65–75	65–80	65–75	65–80
Business Development Manager	80–100	100–130	80–100	90–110	80–100	90–110
Business Development Director	150+	200+	150+	170+	150+	170+

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## BUSINESS TO BUSINESS

### MARKET OVERVIEW

This sector is performing strongly because of positive economic conditions and high levels of business confidence. New products and services are a major focus and employers are hiring marketing professionals to support go-to-market strategies.

The larger B2B companies have responded to the tight labour market by extending their recruitment search to other industries. Consumer goods is a popular target because marketers from this industry are prized for their experience in driving a wide range of products and services quickly to market.

Communications roles continue to be in high demand because businesses are focusing on raising their public profiles and improving internal communications as a key talent retention strategy.

### EMPLOYMENT FORECAST

Given the ongoing skills shortages and strong employer competition for candidates, we anticipate increases of 6–10% across the board. These rises will generally be on base salary because of employee preference for guaranteed earnings.

#### PERMANENT EMPLOYMENT

- Demand for experienced marketers with skills in communications, commercial and strategic product management.
- Opportunities are increasing for mid-level online marketers, product managers and communications professionals.

#### CONTRACT EMPLOYMENT

- Contracting opportunities are limited with the majority to cover maternity leave or for internal and external communications projects.
- The number of available contractors in this sector has diminished over the last six months with many accepting permanent roles.

## CONSUMER GOODS

### MARKET OVERVIEW

Innovation and new product development continue to be key focus areas for the marketing sector, as Australian businesses and local subsidiaries of global multinationals raise the bar and aim to increase their profile in the global sphere. Consumer confidence has been high and consumers are receptive to new brands and ideas, so experience in new product conception is highly valued.

Employment growth is continuing and high quality candidates are in the box seat. Given the consolidation that has occurred in the FMCG sector, a number of opportunities has arisen at the senior level to oversee restructures and position businesses for future growth.

With FMCG companies heavily dependent on Woolworths and Coles as the dominant industry players, the market is waiting on the potential Coles sale and in some instances recruitment plans have been delayed until the outcome is determined.

### EMPLOYMENT FORECAST

We expect increases of 5–10% across the board and positions like brand managers and assistant brand managers rises are likely to be closer to the top end of the scale. These increases

will mainly be on base salaries as opposed to bonuses or other financial incentives.

There is strong competition for the same skill sets from small, medium and large-sized companies. This will place considerable pressure on smaller companies from a wages perspective in the coming year.

#### PERMANENT EMPLOYMENT

- Employers are showing a clear preference to hire on a permanent basis because of positive business forecasts.
- Strong demand for brand managers, assistant brand managers and category managers.
- Branding experience around new product launches highly sought.

#### CONTRACT EMPLOYMENT

- The shortage of mid-level permanent candidates is having a flow-on effect in creating opportunities on a contract basis.
- High level of contracting opportunities in brand management.

### BUSINESS TO BUSINESS SALARY TABLE

State	NSW	NSW	VIC	VIC	QLD	QLD
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ROLE						
Marketing Assistant (0–18 months)	55–60	55–65	35–45	40–50	35–45	40–50
Marketing Coordinator (3–5 years)	60–65	60–70	45–55	50–60	45–55	50–60
Marketing Communications Manager	90–110	100–145	80–100	90–130	80–100	90–130
Marketing Manager	120–155	130–175	90–120	110–150	90–120	110–150
Marketing Director	145–200	165–240	120–160	150–200	120–160	140–200

### CONSUMER GOODS SALARY TABLE

State	NSW	NSW	VIC	VIC	QLD	QLD
Size of Company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ROLE						
Marketing Assistant (1–2 years)	45–55	50–55	35–45	40–50	35–45	40–50
Assistant Brand Manager (1–2 years)	50–60	60–70	50–60	50–70	50–60	50–65
Brand Manager (3–7 years)	70–90	90–110	65–100	80–100	65–100	80–95
Senior Brand Manager (7+ years)	95–125	110–140	100–130	110–140	100–130	110–130
Market Research/Insights Manager	–	120–160	–	140–160	–	140–160
Innovation Manager	–	110–140	–	100–120	–	100–120
Senior Marketing Manager	120–150	150–180	130–150	150–180	130–150	150–180
Marketing Director	180+	250+	160+	180+	160+	180+

Notes:

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2. Small to medium companies are defined as having a turnover of less than \$100m. Large companies are defined as having a turnover of more than \$100m.
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## PUBLIC SECTOR AND NOT-FOR-PROFIT

### MARKET OVERVIEW

The employment market in the public sector is best described as stable. Opportunities are generally for the replacement of existing staff rather than through the creation of new roles.

Public sector recruitment follows a series of peaks and troughs according to factors such as state and federal elections, which have an impact on recruitment activity because of portfolio changes. However, marketing remains a key investment area for a majority of public sector organisations.

There are reasonable numbers of private sector professionals who are interested in moving across to the public sector. However, niche skills are frequently a prerequisite and there is little room for compromise.

Finding candidates for not-for-profit organisations is also a challenge, because remuneration levels are generally lower than the private sector. However, there is always a modest flow of professionals who are community minded and willing to forgo higher salaries. Organisations in this sector want marketers with the skills to assist in achieving funding targets.

### EMPLOYMENT FORECAST

Our prediction is for moderate growth in both jobs and salary levels. In relation to the public sector, employment growth will be tempered by policy preferences for tax cuts over the expansion of social services programs and initiatives. Within the not-for-profit sector we will continue to see demand for commercial skills.

#### PERMANENT EMPLOYMENT

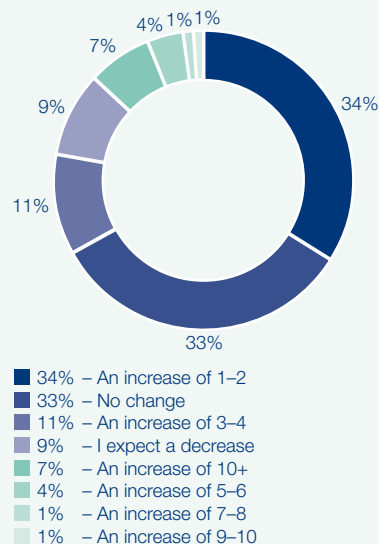
- Strong demand for public and media relations professionals.
- Sponsorship and fundraising professionals highly sought in the not-for-profit sector.

#### CONTRACT EMPLOYMENT

- Ongoing requirement for senior professionals specialising in external communications.
- Some contracts are being offered for an initial 3–6 month period to demonstrate the value of the role with a view to a permanent offer.

### OVER THE NEXT 12 MONTHS, HOW DO YOU EXPECT HEADCOUNT IN YOUR DEPARTMENT TO CHANGE?

91% of employers surveyed predicted their staff numbers would remain constant or increase in the year ahead.



### PUBLIC SECTOR AND NOT-FOR-PROFIT SALARY TABLE

State	NSW	NSW	VIC	VIC	QLD	QLD
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>						
Marketing Assistant (18 months)	40–45	45–55	35–45	45–55	35–45	45–55
Marketing Coordinator (3–5 years)	55–65	60–75	45–55	55–70	45–55	55–65
Events Manager	60–70	70–80	50–65	60–80	50–60	60–70
Copywriter	55–65	60–80	55–65	60–75	55–65	60–75
Database Manager	60–70	65–80	55–65	60–75	55–65	60–75
Sponsorship/Fundraising Manager	60–80	60–85	50–65	65–80	50–65	65–80
Public/Corporate Affairs Manager	70–85	90–110	60–80	80–110	60–80	80–110
Marketing Communications Manager	75–85	80–110	65–85	75–110	65–85	75–110
Senior Marketing Manager	80–110	100–120	80–115	90–120	80–100	90–110
Marketing Director	90–120	120–150+	90–115	100–140+	90–115	100–140+

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# IT&T

## MARKET OVERVIEW

Business confidence levels are high in this sector and there are widespread plans for the expansion of marketing functions over the year ahead. The industry is moving from traditional services to IP (Internet Protocol), and there is an increase in the convergence of products such as voice and video communications.

Companies are investing heavily in their IT capabilities to increase business efficiency, consolidate products, introduce web-based technologies and enhance the overall customer experience. These requirements are driving the development and delivery of new products and services, and we are witnessing the merge of the full ICT solution incorporating telecommunications and IT services.

It is an exciting time within the IT&T sector, with a high number of newly created marketing roles to support the introduction of new products and services. The best candidates will choose to work for employers that are innovative and provide the opportunity to market world class service offerings.

## EMPLOYMENT FORECAST

The next 12 months will see an increase of approximately 5–10% on base salaries, with rises of 10–15% a distinct possibility for the demand areas of product development, communications and business development.

We will see a shift towards employers offering a bonus percentage on top of base salary. Staff retention and the ability to lure top professionals from competitors are major factors in this shift towards bonuses.

Based on indications from line managers and human resources departments, we predict the volume of recruitment will increase throughout the course of the year.

### PERMANENT EMPLOYMENT

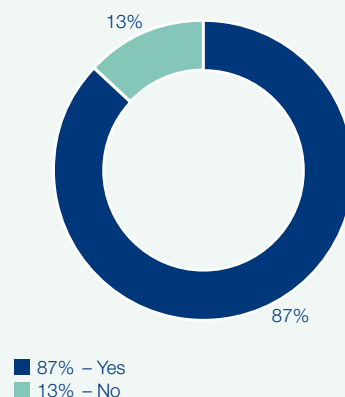
- Product managers and technical specialists are in high demand due to new products and enhancements to existing services.
- Business development managers, channel managers, online product managers and market analysts are also highly sought.
- Increasing demand for CRM skills as companies place more focus on service levels and customer management systems.

### CONTRACT EMPLOYMENT

- Contracting activity is being driven by new projects as well as mergers and acquisitions.
- Communications executives with online experience will remain in strong demand in a rapidly advancing technology environment.
- Also in demand are product and project managers, as well as campaign managers with a background in IT&T.

### DOES YOUR COMPANY SEE STAFF RETENTION AS AN IMPORTANT FOCUS?

The importance of staff retention in a tight labour market was recognised by 87% of employers surveyed.



## IT&T SALARY TABLE

State	NSW	NSW	VIC	VIC	QLD	QLD
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ROLE						
Marketing Assistant (18 months)	40–50	40–55	45–55	45–55	45–55	45–55
Marketing Executive (3 years)	50–65	55–70	55–65	55–65	55–60	55–65
Marketing Communications Specialist	55–65	60–75	60–70	65–75	60–70	60–75
Assistant Product Manager (3 years)	60–70	60–75	55–65	60–70	55–65	60–70
Product Manager (5 years)	80–110	80–110	75–85	85–110	75–85	85–110
Senior Product Manager (7 years)	100–130	100–140	85–105	90–115	85–105	90–115
Marketing Analyst (4 years)	55–70	60–80	55–70	65–85	55–70	65–80
Research Manager	80–90	90–110	75–85	80–95	75–85	80–95
CRM Analyst (6 years)	70–90	80–110	70–90	75–95	70–90	75–95
Channel Marketing Manager	85–110	90–120	75–95	90–105	75–90	90–100
Direct Marketing Manager	85–100	95–110	70–95	85–105	70–95	85–105
Communications Manager (8 years)	100–110	100–130	85–105	95–115	85–105	95–115
Senior Marketing Manager	110–120	120–140	90–115	110–135	90–115	110–130
Marketing Director	140–160	150+	130–155	150+	130–155	140+

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  3. For management roles, salary differentials are dependent upon the size of teams and staffing responsibilities.
  4. Years of experience are used as a guide only and may vary between organisations.

## FINANCIAL SERVICES

### MARKET OVERVIEW

The financial services sector is performing very strongly and the competitive business landscape in areas such as superannuation has led to aggressive customer acquisition marketing. In this environment the bottom line impact of effective marketing capabilities is valued and consequently invested in.

The strongest demand is for candidates with financial services experience and technical product understanding. The perception is that these candidates will hit the ground running and be able to deliver immediate returns.

As departmental structures become more compartmentalised, there is greater demand for specialist candidates in areas such as online and direct marketing, particularly at the junior to mid-level. Marketers with financial or commercial backgrounds are looked upon favourably, as marketing activities continue to be more bottom line and ROI driven.

### EMPLOYMENT FORECAST

The majority of demand in the year ahead will be for mid-level professionals on salaries of \$65–\$80k. Fewer opportunities will arise at the senior end of the market and will be keenly contested.

In terms of salary increases, NSW and VIC will see strong movements of 10–15% while QLD will be more moderate with an average of 5%. This is indicative of the financial services sector in Australia being headquartered extensively in Sydney and Melbourne where the national marketing functions are typically located.

### PERMANENT EMPLOYMENT

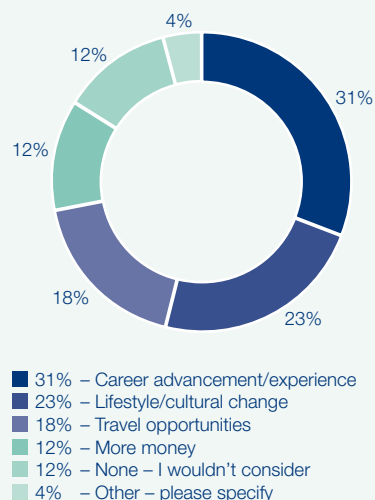
- High level of movement in this sector with younger professionals changing roles frequently to take advantage of positive market conditions.
- Strong demand for investment writers, marketing analysts and product managers with experience in life insurance and superannuation.
- Specialists at the mid-level in direct marketing and online services are rare and in high demand.

### CONTRACT EMPLOYMENT

- There has been an increase in project-based roles to support product launches.
- Product managers are required in areas such as life insurance and superannuation.
- Opportunities exist for communications specialists in direct and online marketing.

### WHAT ARE THE MAIN REASONS YOU WOULD WORK OVERSEAS?

More than half of the survey respondents have worked overseas. Of those, 75% would consider working overseas again. Career advancement was the main motivator for the move to another country.



### FINANCIAL SERVICES SALARY TABLE

State	NSW	NSW	VIC	VIC	QLD	QLD
Size of company	Sm/Med	Large	Sm/Med	Large	Sm/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ROLE						
Marketing Assistant (18 months)	50–55	55–65	50–55	55–60	50–55	55–60
Marketing Executive (3 years)	55–65	65–75	55–60	60–70	55–60	60–70
Assistant Product Manager (2 years)	60–70	65–85	60–65	65–80	60–65	65–80
Product Manager	75–120	120–160	75–110	110–120	75–110	110–120
Market Analyst	55–75	70–90	55–70	65–80	55–70	65–80
Senior Market Analyst	85–95	85–135	80–90	85–120	80–90	85–115
Research Manager	80–100	100–120	80–100	90–120	80–100	90–120
Senior Product Manager	100–150	120–180	100–130	120–180	100–130	120–170
Campaign Manager (5–7 years)	75–95	85–110	75–95	80–100	75–95	80–100
ATL Marketing Manager	70–95	95–120	70–80	80–110	70–80	80–110
BTL Marketing Manager	75–85	80–120	70–80	80–110	70–80	80–110
Communications Manager	80–120	85–140	80–110	85–125	80–110	80–115
Senior Marketing Manager	110–145	130–165	100–120	120–150	100–120	120–140
Head of Marketing	140–210	175+	140–180	160+	140–180	150+

- Notes:
1. Salaries are based on the TCE – Total Cost of Employment, including base salary, superannuation, car etc. excluding any 'at-risk' component unless otherwise stated.
  2. Small to medium companies are defined as having a turnover of less than \$100m. Large companies are defined as having a turnover of more than \$100m.
  3. For management roles, salary differentials are dependent upon the size of teams and staffing responsibilities.
  4. Years of experience are used as a guide only and may vary between organisations.

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