



**EMPLOYMENT MARKET OVERVIEW**

The white-collar employment market is beginning to stabilise but this is not translating into new job creation. Our annual employment survey, which this year includes responses from over 400 senior managers from Australia's corporate sector, reveals 51% of respondents believe their headcount will not be reduced further over the next 12 months. This suggests employment levels are stabilising after the sharp cuts that occurred in sectors such as financial services during the second half of 2008.

While this is an encouraging sign it points to employment market stabilisation rather than recovery. For a recovery to occur new jobs must be created and only 16% of respondents believe this will happen over the year ahead. Business confidence levels are still too low for employers to invest in new job creation. Only 49% of respondents predict improved conditions by the end of 2009, with 27% forecasting no improvement and 24% still unsure.

The permanent recruitment market has been most heavily impacted by the fall in business confidence. Contracting has proved

more resilient, particularly in the professions where permanent employment has been hardest hit by the economic downturn. We are starting to see an increase in contract roles within financial services in Australia and more broadly across the UK and US markets. These are encouraging signs because in previous downturns the sectors that led into the downturn were the ones to lead us out.

Events over the last 12 months have temporarily obscured the skills shortage but employers still recognise the importance of staff retention. To avoid staff cuts many companies have pursued alternative strategies of payroll cost reduction. Our employment survey reveals 35% of companies have frozen salaries, 18% have implemented forced paid leave and 9% have reduced working hours.

The focus of staff retention strategies must change to reflect the economic downturn. In contrast to previous years in which financial incentives rated highly, employees are now looking for leadership and direction during uncertain times. Of our survey respondents, 51% rated leadership as the

most effective staff engagement strategy in the current environment, followed by transparent communication at 31%.

Our advice to employers is that staff retention is even more important during a downturn. Companies should not operate on the assumption that the skills lost will be readily available when they are required again. Commercial and business development capabilities, as well as sales and marketing functions, need to be established ahead of the next market upturn. Our experience of previous downturns shows the companies that continue to invest in these business critical functions gain market share in the first stage of the upturn.

Hiring activity will remain cautionary for the second half of 2009 and this will be reflected in reduced salary pressure. Permanent salaries are remaining constant but we anticipate any increases to be 1% - 3% with bonus components typically being reduced. Contracting rates are proving to be more resilient and will increase before permanent salaries when market conditions improve.

**SECTOR TRENDS – MARKETING**

- There has been a significant reduction in the demand for marketing professionals due to the impact of the global economic crisis, a slowdown in investment in marketing programs, and as a result of the general reduction in advertising and promotion budgets. However, there has still been an underlying demand for marketing professionals in a variety of sectors as outlined below.
- Pharmaceutical and healthcare has been the most buoyant sector in terms of marketing opportunities nationally. Specific knowledge and product experience has been the key to securing a role in this space which is making a transition from other industries into the healthcare market more difficult.
- Employers in Consumer Goods continue to maintain a mid to long term outlook and are prepared to secure talented professionals in 2009 who demonstrate passion about brand coupled with strong business acumen and commercial understanding.

- Demand for marketing professionals on a permanent full-time basis within the Not-for-Profit space has been very low as many of these organisations come to grips with a reduced level of funding from the corporate sector and reduced ability to promote their own cause. There has been an increased move to part-time employment in this space to preserve roles and employment opportunities for marketing professionals during the economic downturn.
- We have witnessed an increase in demand for marketing professionals on a contracting and or temporary basis within the Public Sector across all major employment markets in Australia. This type of employment has allowed individuals to continue to earn at a comparable rate to salaries in 2007 and 2008.
- Marketing salaries in Information Technology & Telecommunications (IT&T), Entertainment and Media have remained constant. The exception is at the senior

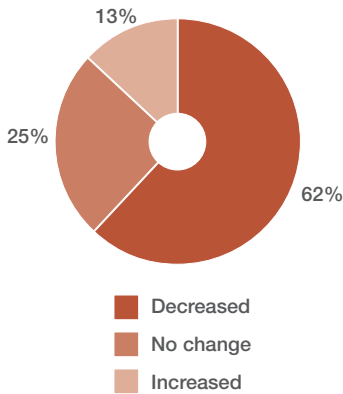
end where a shortage of opportunities has forced candidates to be more flexible in their salary expectations. For example, Marketing Directors are now considering roles at a senior Manager level and therefore being more flexible on their total earning capacity to secure a new role.

- Demand for marketing candidates within the Professional Services space has deteriorated in 2009 in line with the decrease in demand for Accounting, Legal and other Professional Services. This had been an area of significant increase in salaries and total job volume in 2007 and 2008 across major employment markets in Australia.
- There is a higher volume of individuals looking for new employment in 2009 however, the underlying supply of strong candidates in all sectors has actually reduced due to the uncertainty in the market and a reluctance for individuals to consider a move at present from a position of security.

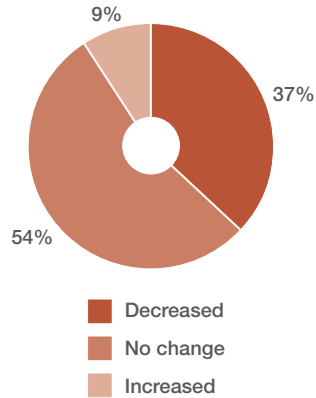


MARKET RESEARCH RESULTS

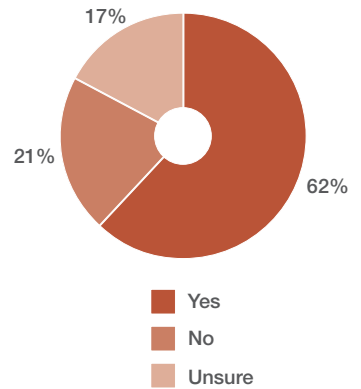
Over the last six months, how has your headcount been impacted by the global economic downturn?



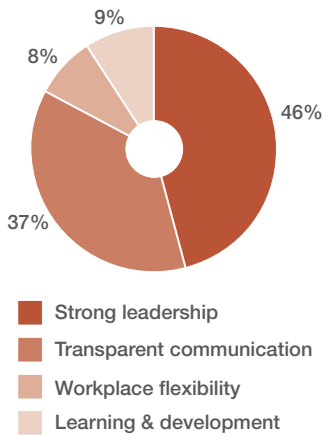
In the next 12 months, how do you see your headcount being impacted?



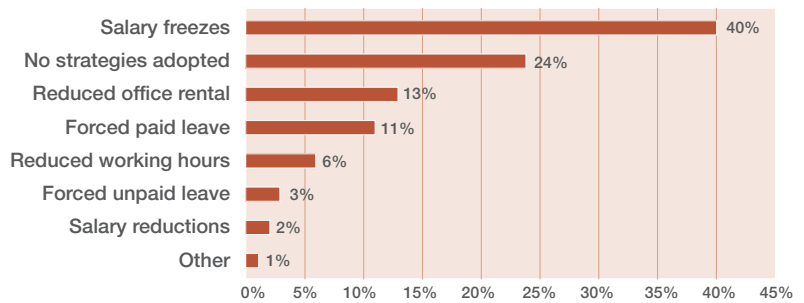
Do you anticipate business conditions will start to improve by the end of 2009?



What employee engagement strategies are proving most effective in the current environment?



What strategies has your organisation implemented to avoid job cuts?





## SALARY TABLES

### CONSUMER GOODS

State	NSW		VIC		WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
Marketing Assistant (1–2 years)	45–55	50–55	40–55	50–55	35–45	40–50	40–55	50–55
Assistant Brand Manager (1–2 years)	50–60	60–70	50–60	60–70	50–60	50–70	50–60	60–70
Brand Manager (3–7 years)	70–90	90–110	70–85	90–105	65–100	80–100	70–85	90–105
Senior Brand Manager (7 years)	95–125	110–140	95–120	110–130	100–130	110–140	95–120	110–130
Market Research/Insights Manager	N/A	120–160	N/A	120–130	N/A	140–160	N/A	120–130
Innovation Manager	N/A	110–140	N/A	110–135	N/A	100–120	N/A	110–135
Senior Marketing Manager	120–150	150–180	120–140	150–170	130–150	150–180	120–140	150–170
Marketing Director <sup>†</sup>	180+	230+	170+	230+	160+	180+	170+	230+

### FINANCIAL SERVICES

State	NSW		VIC		WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
Marketing Assistant (1½ years)	65–70	70–80	50–55	55–65	50–55	55–65	50–55	55–65
Marketing Executive (3 years)	70–80	80–90	55–65	65–75	55–65	65–75	55–65	65–75
Assistant Product Manager (2 years)	80–85	85–105	70–80	75–90	60–70	65–85	60–70	65–85
Product Manager	100–145	145–155	75–110	90–130	75–110	90–130	75–110	90–130
Market Analyst	70–90	85–105	60–75	70–90	60–75	70–90	60–75	70–90
Senior Market Analyst	105–120	110–155	85–95	85–135	85–95	85–135	85–95	85–135
Research Manager	105–130	120–155	80–100	100–120	80–100	100–120	80–100	100–120
Senior Product Manager	130–170	155–235	100–130	120–160	100–150	120–160	100–150	120–160
Campaign Manager (5–7 years)	100–125	105–130	75–90	90–110	75–95	90–120	75–95	90–120
Marketing Manager	90–105	105–145	70–100	95–120	70–100	95–120	70–100	95–120
Direct Marketing Manager	90–105	105–145	80–100	100–130	75–95	95–130	75–95	95–130
Communications Manager	105–145	110–165	80–120	95–140	80–120	95–140	80–120	95–140
Senior Marketing Manager	130–155	155–195	110–145	130–165	110–145	130–165	110–145	130–165
Head of Marketing <sup>†</sup>	180–235	220+	140–210	175+	140–210	175+	140–210	175+

### MEDIA & ENTERTAINMENT

State	NSW		VIC		WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
Marketing Assistant (1½ years)	45–55	55–65	45–55	55–65	40–45	45–50	45–55	55–65
Marketing Executive (3–5 years)	55–65	65–80	55–65	65–75	45–55	55–65	55–65	65–80
Assistant Product Manager (5 years)	55–70	65–80	55–70	65–75	55–70	60–80	55–70	65–85
Product Manager (7 years)	70–90	95–120	70–90	95–120	70–85	80–100	70–95	95–120
Web/Internet Manager	70–85	85–110	70–85	85–110	65–85	80–100	70–85	85–110
Public Relations Manager	70–85	90–110	70–85	90–110	60–80	80–100	70–85	90–110
Sponsorship Manager	65–85	80–110	65–85	80–110	60–80	70–90	65–85	80–110
Marketing Communications Manager	85–105	110–135	85–105	110–135	80–100	100–130	85–105	110–135
Marketing Director <sup>†</sup>	130–160	150–190	130–160	150–190	100–140	120–160	130–160	150–190

Please note:

- Salaries are based on the TCE – Total Cost of Employment, including base salary, superannuation, car etc. excluding any 'at-risk' component unless otherwise stated.
- Small to medium companies are defined as having a turnover of less than \$250 million. Large companies are defined as having a turnover of more than \$250 million.
- For management roles, salary differentials are dependent upon the size of teams and staffing responsibilities.
- Years of experience are used as a guide only and may vary between organisations.

<sup>†</sup> Salaries at this level can vary widely depending on the individual's background and experience and the scope of the role. Please contact our Executive Search team for specific advice regarding salaries at the executive level.



# MARKETING SALARY & EMPLOYMENT FORECAST

Michael Page  
MARKETING

## IT&T

State	NSW		VIC		WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
Marketing Assistant (1½ years)	40-50	40-55	35-50	40-55	45-55	45-55	35-50	40-55
Marketing Executive (3 years)	50-65	55-70	50-65	55-70	55-65	55-65	50-65	55-70
Marketing Communications Specialist	55-65	60-75	55-65	60-75	60-75	70-90	55-65	60-75
Assistant Product Manager (3 years)	60-70	60-75	60-70	60-75	55-65	60-70	60-70	60-75
Product Manager (5 years)	80-110	80-110	80-110	80-110	75-90	85-100	80-110	80-110
Senior Product Manager (7 years)	100-130	100-140	100-130	100-140	85-105	90-115	100-130	100-140
Marketing Analyst (4 years)	55-70	60-80	55-70	60-80	55-70	65-85	55-70	60-80
Research Manager	80-90	90-110	80-90	90-110	75-85	80-95	80-90	90-110
CRM Analyst (6 years)	70-90	80-110	70-90	80-110	70-90	75-95	70-90	80-110
Channel Marketing Manager	85-110	90-120	85-110	90-120	75-95	90-105	85-110	90-120
Direct Marketing Manager	85-100	95-110	85-100	95-110	70-95	90-110	85-100	95-110
Communications Manager (8 years)	100-110	100-130	100-110	100-130	85-105	100-120	100-110	100-130
Senior Marketing Manager	110-120	120-140	110-120	120-140	90-115	110-135	110-120	120-140
Marketing Director†	140-160	150+	140-160	150+	130-155	150+	140-160	150+

## PUBLIC SECTOR

State	NSW		VIC		WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
Marketing Assistant (1½ years)	45-50	45-60	45-50	45-60	35-45	45-55	45-50	45-60
Marketing Coordinator (3-5 years)	55-65	60-75	55-65	60-75	45-55	55-70	55-65	60-75
Events Manager	65-80	75-100	65-80	75-100	50-65	60-80	65-80	75-100
Copywriter	60-70	60-85	60-70	60-85	55-65	60-75	60-70	60-85
Database Manager	65-75	70-95	65-75	70-95	55-65	60-75	65-75	70-95
Sponsorship/Fundraising Manager	70-90	75-110	70-90	75-110	50-65	65-80	70-90	75-110
Public/Corporate Affairs Manager	80-95	95-130	80-95	95-130	60-80	80-110	80-95	95-130
Marketing Communications Manager	75-95	80-120	75-95	80-120	65-85	75-110	75-95	80-120
Senior Marketing Manager	95-125	120-145	95-125	120-145	80-115	90-120	95-125	120-145
Marketing Director†	100-125	140+	100-125	140+	90-115	100-140+	100-125	140+

## PROFESSIONAL SERVICES

State	NSW		VIC		WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
Marketing Assistant (2 + years)	45-55	50-60	45-55	50-60	45-55	50-60	45-55	50-60
Marketing Executive (3-5 years)	55-70	60-75	55-70	60-75	50-65	55-65	50-65	55-65
Bids & Tenders Executive	65-85	70-90	65-85	70-90	65-85	70-90	65-85	70-90
Bids & Tenders Manager	80-110	95-125	80-110	95-125	80-110	95-125	80-110	95-125
Web/Internet Manager	60-70	80-90	60-70	80-90	60-70	80-90	60-70	80-90
Events Coordinator	50-65	60-75	50-65	60-75	50-65	60-75	50-65	60-75
Public Relations/Media Manager	90-110	100-120	90-110	100-120	90-110	100-120	90-110	100-120
Marketing Communications Manager	80-100	110-130	80-100	110-130	80-100	110-130	80-100	110-130
Marketing Director	160+	190+	160+	190+	160+	190+	160+	190+
Business Development Coordinator	55-75	60-80	55-75	60-80	55-75	60-80	55-75	60-80
Business Development Manager	90-110	110-130	90-110	110-130	90-110	110-130	90-110	110-130
Business Development Director†	150+	200+	150+	200+	150+	200+	150+	200+

Please note:

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- Small to medium companies are defined as having a turnover of less than \$250 million. Large companies are defined as having a turnover of more than \$250 million.
- For management roles, salary differentials are dependent upon the size of teams and staffing responsibilities.
- Years of experience are used as a guide only and may vary between organisations.
- Roles marked N/A are not commonly found in small to medium companies.

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**B2B**

State	NSW		VIC		WA		QLD	
Size of Company	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large	Sml/Med	Large
Salary	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ROLE</b>								
Marketing Assistant (0-1½ years)	55-65	55-65	55-60	55-65	35-45	40-50	55-60	55-65
Marketing Coordinator (3-5 years)	60-65	60-70	60-65	60-70	45-55	50-60	60-65	60-70
Marketing Communications Manager	90-110	100-145	90-110	100-145	80-100	90-130	90-110	100-145
Marketing Manager	120-155	130-175	120-155	130-175	90-120	110-150	120-155	130-175
Marketing Director†	145-200	165-240	145-200	165-240	120-160	150-200	145-200	165-240

**AGENCY**

State	All	All
Size of Company	Sml/Med	Large
Salary	\$'000	\$'000
<b>ROLE</b>		
Account Executive (0-2 years)	45-55	40-55
Senior Account Executive (2+ years)	50-60	50-60
Account Manager ( 3-5+ years)	65-75	65-80
Senior Account Manager ( 4+ years)	70-85	70-85
Account Director ( 2+ years)	90-105	90-110
Group Account Director	100-120	105-125
Client Services Director	100-125	105-130

**HEALTHCARE**

State	All	All
Size of Company	Sml/Med	Large
Salary	\$'000	\$'000
<b>ROLE</b>		
Marketing Assistant	45-55	45-60
Assistant Product Manager	60-75	65-80
Product Manager	100-125	110-135
Senior Product Manager/Group Product Manager	140-160	140-160
Business Unit Manager/Marketing Manager	170-200	180-200

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