



salary & market insights
survey 2017

our tribe changes the game by **NOT ACCEPTING ordinary.** They are customer evangelists and marketing natives, operating in a data driven, digitally enhanced age. **THEY LIVE AT THE FRONT OF TRENDS** and new technologies, bringing insight, understanding and **immersive experiences** to their customers. They recognise that to be truly successful, they must put the **customer at the heart** of their company strategy. Our tribe build outstanding brands and businesses.

salary & market insights survey 2017

Welcome to the findings from our **2017 Salary & Market Insights Survey** run by the **Alternatives Group** in conjunction with the **Marketing Institute of Ireland**.

In this, the fourth year of our collaboration, you will gain insight into the views of approximately 1,200 respondents from the marketing, digital, data and customer focused community across Ireland.

Now viewed as the most comprehensive for our community, this survey has become the **ultimate benchmarking and employee sentiment guide**. We believe it is an invaluable tool whether it helps you in your own career development or enables you to shape and understand your own team of customer focused talent within your organisation.

Thank you to those of you who participated and for keeping our community truly informed!



Charley Stoney
Managing Director,
Alternatives Group



Tom Trainer
Chief Executive,
Marketing Institute of Ireland



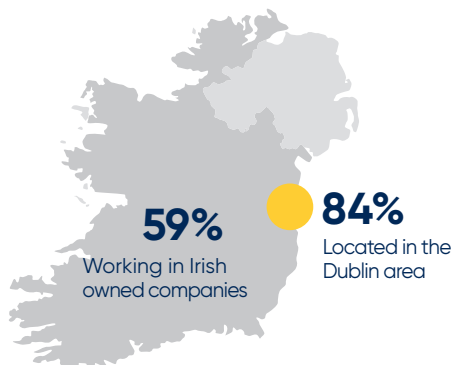
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A

survey participation

snapshot



● Spread across small, medium & large businesses

● Over 25 different industry sectors represented

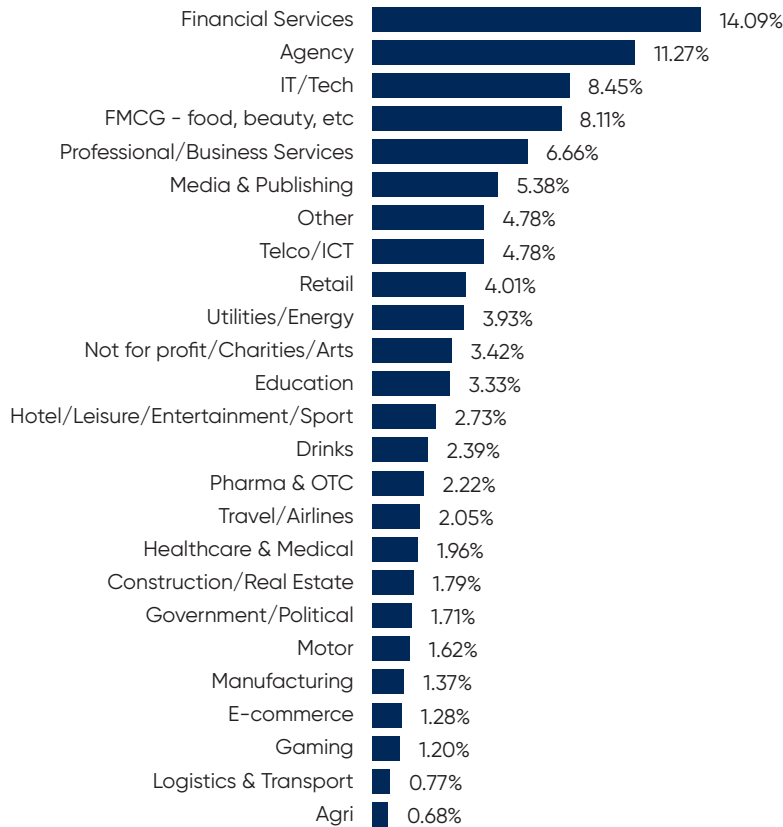
The 2017 Salary & Market Insights Survey is the largest benchmarking and sentiment guide for the Irish marketing, digital and data talent community.

The following report provides insight into how this community thinks; their view of consumer & market sentiment; their strategic role; the evolving world of marketing and the skill sets required to future proof their role within their organisations.

The survey was conducted between June and August 2017.

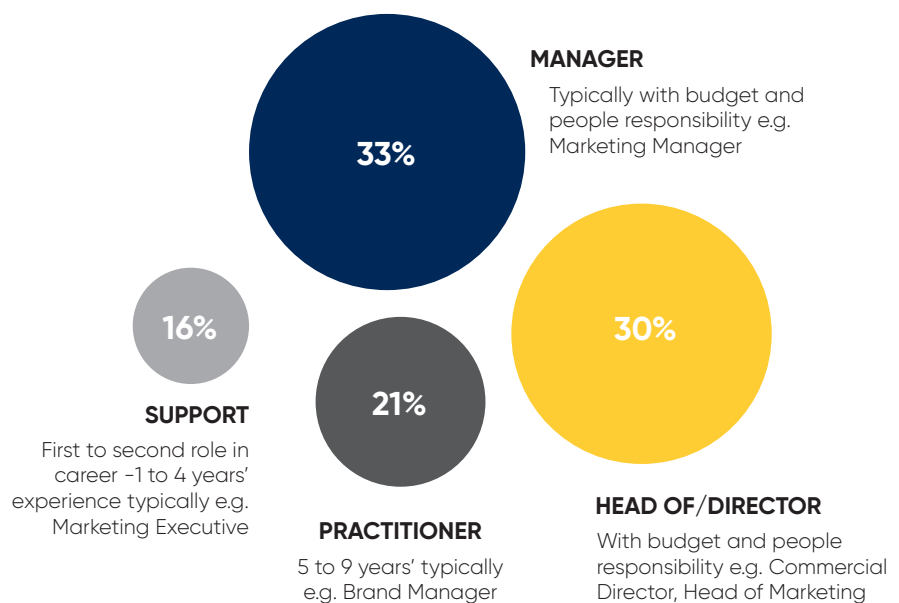
survey participation

RESPONDENTS BY SECTOR



RESPONDENTS BY LEVEL

Two thirds of survey participants are at mid to senior level and have some level of budget and people responsibility.



market sentiment

In this section we review customer sentiment in the marketplace, anticipated trading conditions in the year ahead and the potential impact of Brexit by sector.

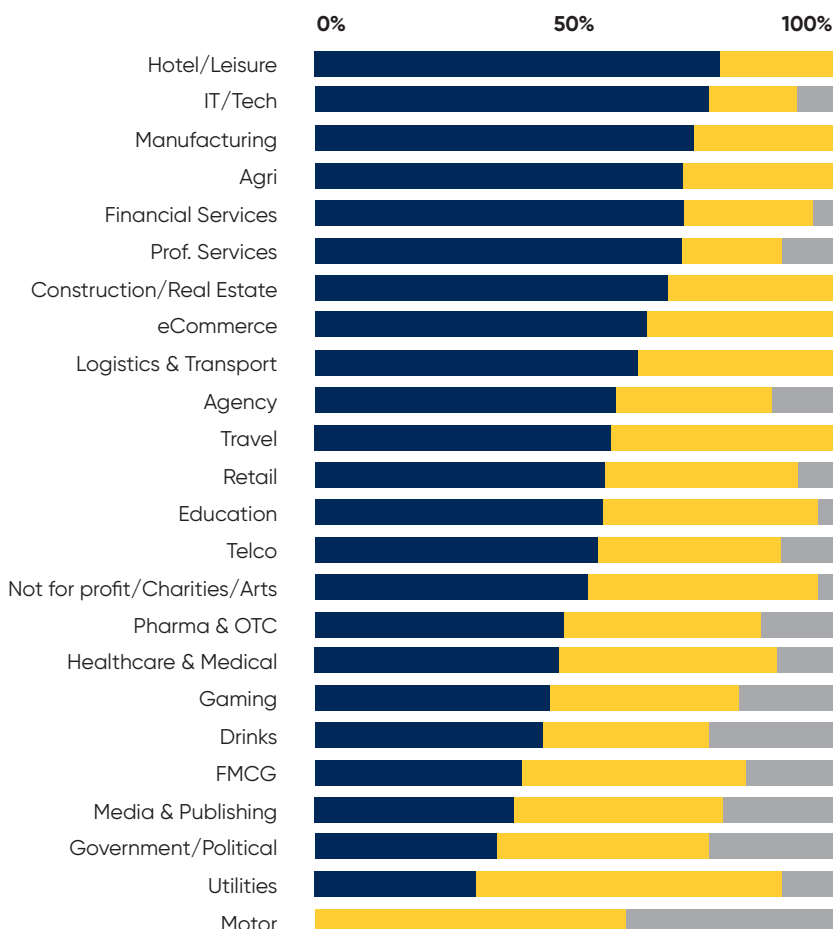
How is Customer Sentiment in your Marketplace vs Last Year?

For the fourth year running, customer sentiment in the marketplace is a lot or a little better than the year before (64%).

However 9% of respondents say sentiment has worsened and this is particularly marked for the motor industry, media & publishing, gaming, telco, utilities, charities and FMCG.

	2015	2016	2017
A lot better	22%	20%	18%
A little better	51%	48%	46%
The same	21%	24%	27%
A little worse	5%	7%	8%
A lot worse	1%	1%	1%

How do you expect trading conditions to perform over the next 12 months?



57% of respondents feel that trading conditions will improve in the year ahead, up on 54% last year.

33% expect conditions to stay the same and 10% to deteriorate.

However, this differs considerably by sector with the motor industry, government, media, energy/ utilities, FMCG and drinks anticipating worse conditions.

Hospitality, after a bumper 12 months, has the most positive of outlooks of all sectors, followed by IT, manufacturing and the agri-sectors.



TOTAL

57% 33% 10%

market sentiment

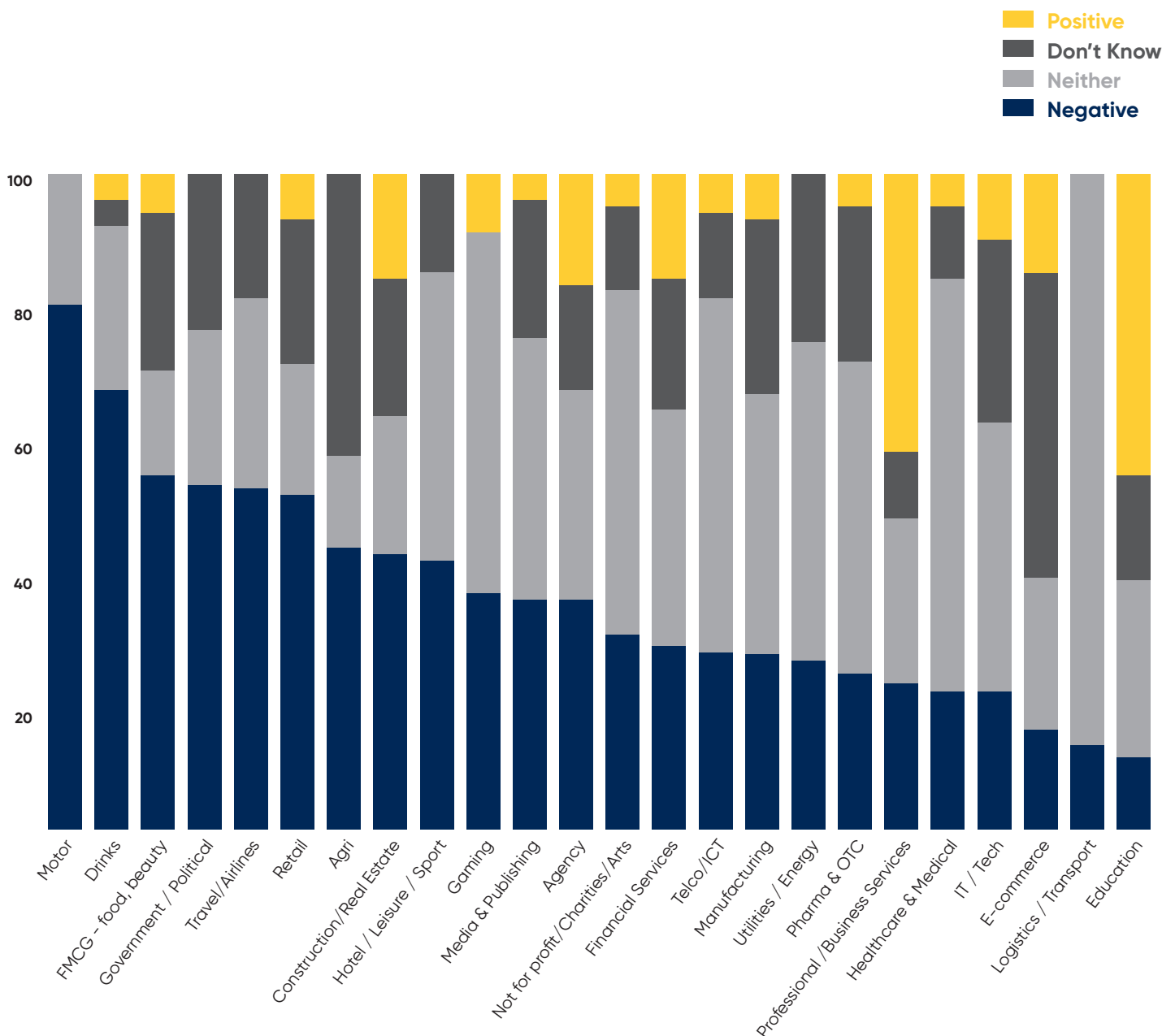
What level of impact do you expect Brexit to have on your organisation in Ireland?

One third of respondents feel that BREXIT will have a negative impact on their organisations, in particular the motor industry FMCG and drinks, government, travel and retail.

One third feel the overall impact will be neutral. Just 11% anticipate a positive

impact –with professional services and education foreseeing the greatest gains.

A significant 19% remain unsure of the impact on their businesses, given ongoing uncertainties. 86% of Agri respondents are negative or unsure of impact.



the evolving role of marketing

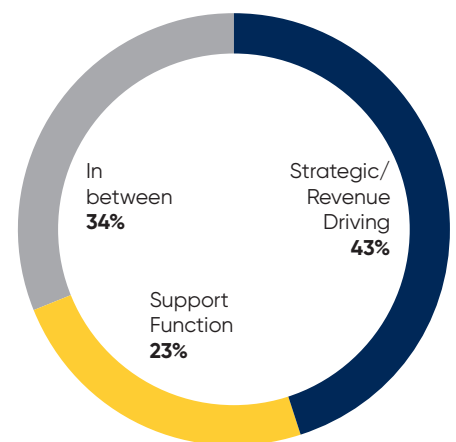
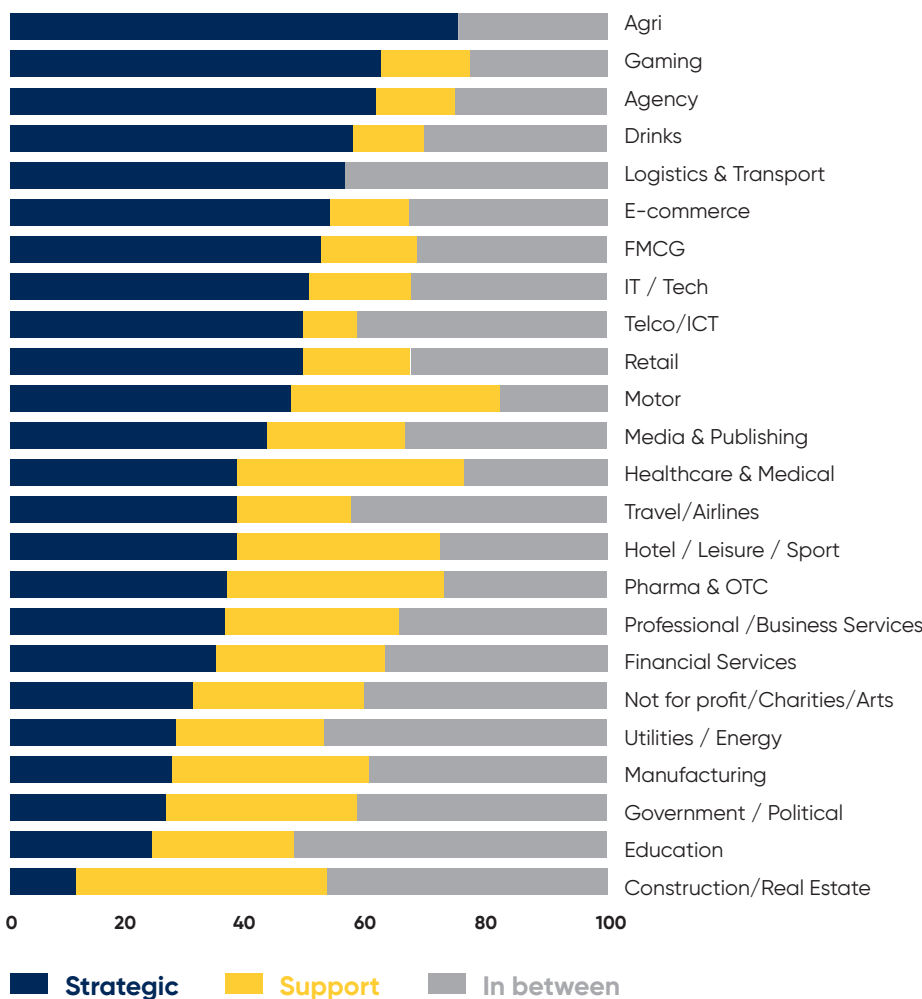
In this section we look at the role of marketing and how it is perceived, responsibility for customer focused areas within the business and the ownership marketing has of same.

43% of respondents feel that marketing is perceived as a strategic, revenue driving partner, with a voice on the board. This remains unchanged vs two years ago and disappointingly, is slightly down on last year when it was 45%.

Marketing is seen as playing a more strategic role by those in the Agri, Gaming, Drinks and FMCG, Tech and Telco sectors. However within construction, healthcare, pharma, motor and hotel sectors marketing is seen by a third or more respondents as a support function.

22% of respondents feel they are perceived as a support function, with 34% saying they lie somewhere in between.

Which of the following best describes how the marketing function is perceived within your organisation?



Clearly for marketers, despite taking on more of a digital and data remit, this is concerning and needs to be a continued focus.

what does the Marketing Structure of 2017 and beyond look like?

The easy answer to this question is that it is much more complicated than it used to be. In addition, and in our experience, no structure is ever perfect and it requires constant tweaking and evolution to ensure that the marketing function is spearheading customer communications that both relates to, excites and prompts customers to purchase.

In this post digital era it is easy to see how every business function has been impacted by the growth in technology, whether through automation, globalisation or simply greater efficiencies. In our opinion however, the greatest transformation has taken place within key Customer Facing functions, in the most part, and except for sales, dominated by our community of marketers, digital practitioners and data specialists.

"Mad Men to Math Men (& Women!)"

This phrase is one that aptly describes the evolving role of this community over the past 10-15 years as the traditional methods of marketing communications have been turned upside down. The following demonstrates the shift in thinking and process within the marketing function.

THEN

BRAND

led communications

CREATIVE skills

ADVERTISING

PUSH campaign management

LINEAR

marketer in control

INTUITIVE

decision-making

INDEPENDENT

NOW

> CUSTOMER led communications

> CREATIVE & TECHNICAL skills

> IMMERSIVE omni-channel 'always on' communications

> COMPLEX customer in control

> ANALYTICAL decision-making

> MARKETING TECHNOLOGY led



The **marketing function** of 10-15 years ago included, in the main, Brand/Marketing Strategy; Campaign Management/Execution; Research & Insights; CRM/Loyalty; Communications and sometimes, Product Marketing. Now, it is becoming increasingly common to have less hierarchy and less clearly defined boundaries across marketing roles. A matrix (dotted line management structure) to encourage maximum collaboration and one that, in turn, reflects the customer journey is increasingly common. A matrix organisation is particularly applicable to global organisations who pull expertise from their international counterparts but also for large Irish companies with multiple functions involved in the customer journey, such as banks, utilities & telcos.

Moving digital away from a hot-housing environment is now welcomed

In this new world, we are seeing the full integration of **digital** across the business – a welcome move away from the previous hot-housing environment which had started to create unnecessary silos as well as duplication of effort within some organisations. However, it does mean that online marketing skills including social, content, performance, SEO, UX/UI & e-commerce skills are now more important than ever across all levels within the marketing function. The example set by a large financial services provider in putting their entire marketing team through a digital training course is an excellent one and shows a real commitment and understanding of the people who are at the forefront of customer communications.

Operating in a Customer First environment

In addition to the technical skills required in this highly complex world, we also now operate in a **Customer First** environment. The leading brands today recognise that not only is this a better way for organisations to think but VITAL if they seek to win the battle for customers' attention and purse.

Obviously, the surge in demand for **customer data analysts and scientists as well as customer experience professionals** are a direct reflection of the need to understand and truly relate to customers, and personalisation has become a common goal for those with the ability to communicate

directly with their consumers, particularly in real time. These data skills are finding a natural home within or, in close collaboration with, marketing as they can inform and provide key insights that considerably enhance customer communications, customer experience, proposition development and product marketing.

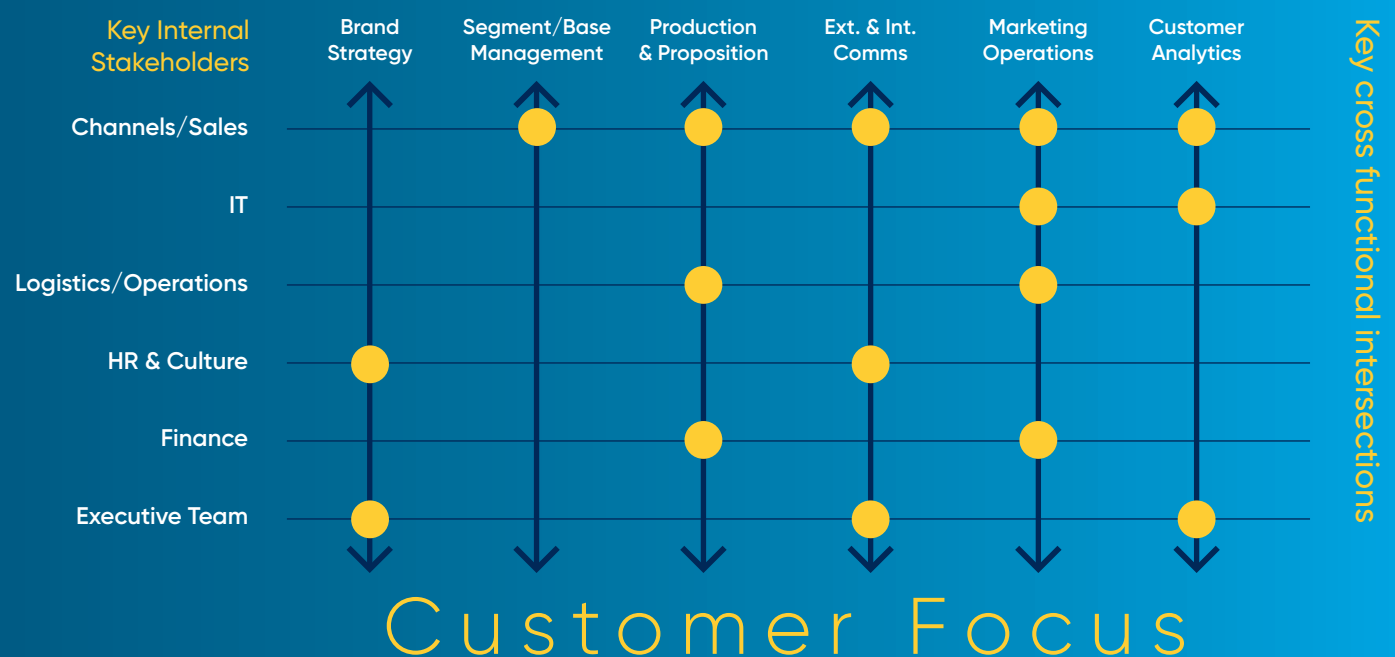
So, while Brand/Marketing strategy is still a VITAL part of any marketing structure the marketing team of 2017 requires several additional layers of expertise that interlink across the function. The following reflects this new world in which **no one aspect of the marketing function can operate in isolation** but relies heavily on full collaboration across the team.

We need to re-focus on strategic brand marketing skills

However, there is cause for some concern as organisations transform themselves into Customer First organisations. The "always on", "me first" expectations of customers do impact on the nature of how marketing functions behave and think and we can all identify with these tactical behaviours.

And while this reactivity to customer demands may have a short term positive gain, the **strategic skills of sustainable brand marketing** are being left behind in some cases. We have seen a re-emerging demand for these strategic skills emerging this year as organisations realise they may have lost some of the traditional competencies associated with a more long-term, planned approach to marketing programmes.

Digitally integrated, cross functional MARKETING DEPARTMENT



the evolving role of marketing

AREAS FALLING UNDER THE LEAD REMIT OF THE MARKETING DEPARTMENT

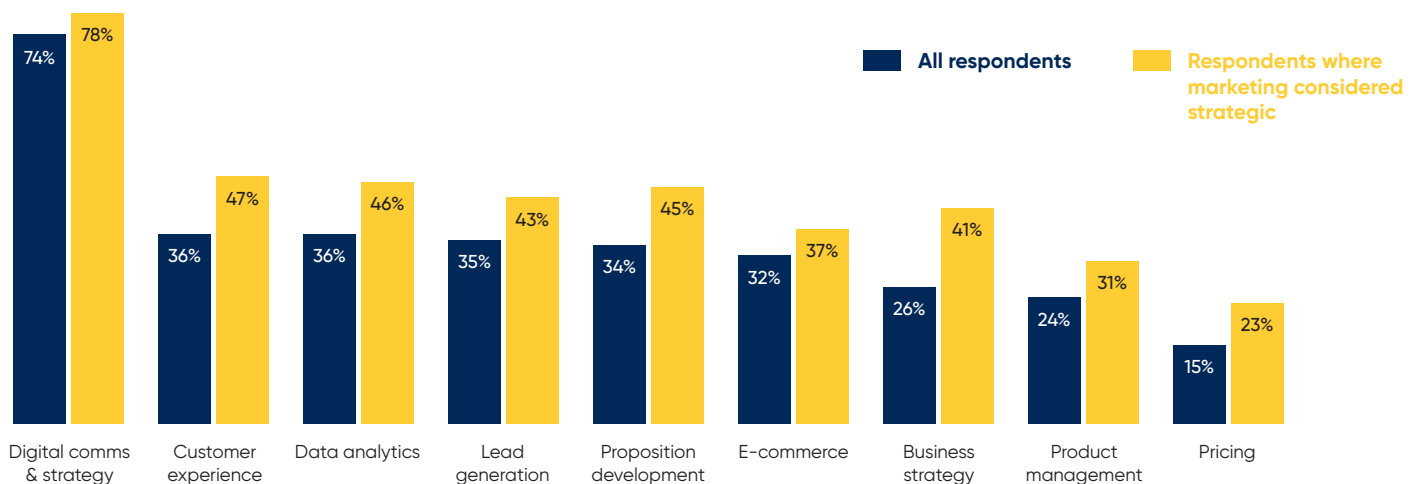
	Marketing is lead	Responsibility Shared	No, elsewhere	N/A
Digital comms & strategy	74%	16%	6%	4%
Customer experience	36%	40%	18%	6%
Data analytics	37%	33%	23%	7%
Lead generation	35%	31%	23%	11%
Proposition development	34%	37%	20%	9%
E-commerce	32%	23%	21%	24%
Business strategy	26%	47%	22%	5%
Product management	24%	28%	37%	11%
Pricing	15%	27%	48%	10%

In this year's survey we looked at some of the key "customer" focused areas, to see if marketing takes lead responsibility, shared responsibility, or if responsibility for these growing and critical areas lies elsewhere.

Marketing continues to be clearly comfortable in the communications space and has taken ownership of digital communications and strategy. It plays a key, but ultimately shared role, in shaping customer experience, business strategy, proposition development, as well as in data analytics. In key areas such as e-commerce, product management and pricing it plays a limited role.

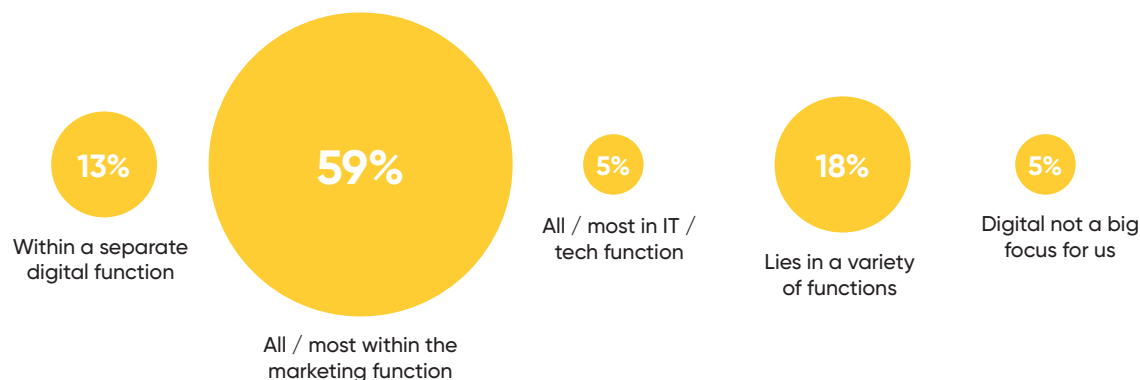
When we look at respondents who said marketing was perceived as strategic in their organisations, there was a significantly higher lead ownership of each of these growing, important areas. Marketing in strategic organizations takes lead responsibility for business strategy in 41% of organisations, vs an average of 26%; 47% in customer experience vs 36% on average and 23% in pricing vs 15% on average. For marketing to become a serious player across the board it needs to significantly increase ownership of the customer agenda and the voice of the customer.

Where marketing plays lead role



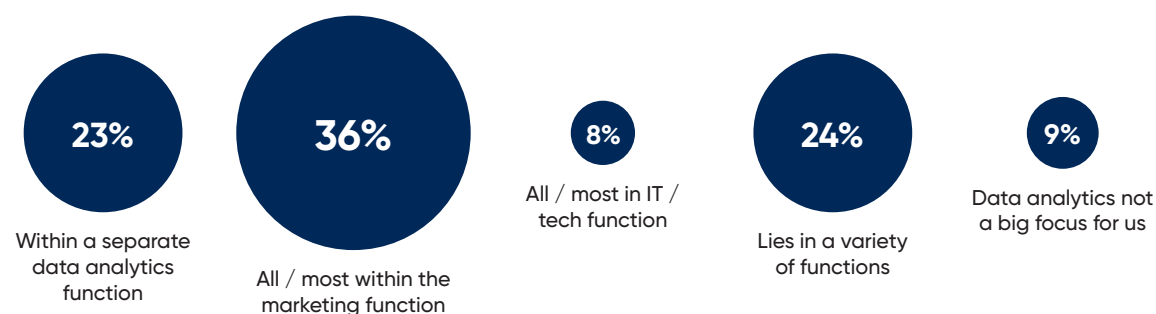
the evolving role of marketing

Where responsibility for digital lies



More insight into the Digital function can be found on page 13. However, in what we now call our Post Digital era it is a commonly held opinion that Digital should not be a separate function in itself but part of the way we now work so should be integrated into every part and function of the business. Some organisations have managed this and some are still going through this transition. The general consensus being that this is actually more of a cultural challenge than a technology challenge as this requires collaboration from multiple teams and individuals.

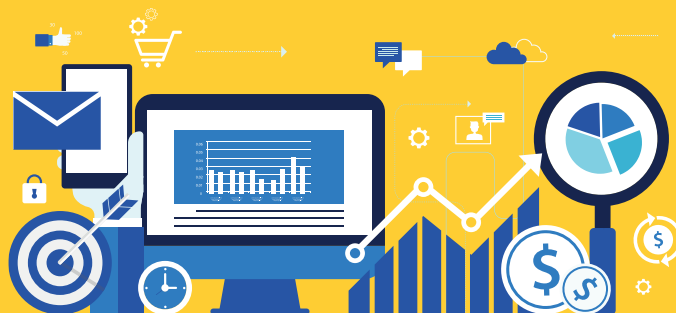
Where responsibility for data analytics lies



More insight into the Data Analytics function can be found on page 14. "Winning the battle for great Data Talent"

Digital is dead, long live Digital!

The digital world we live in today affects every function in today's organisations and to stay competitive we simply can't afford to think in digital silos anymore. For the last 10 years, we have been talking about how we 'do digital'.



This seems a bit meaningless now as if you don't 'do digital' you're really not 'doing' at all. We need to remove the 'digital' label and simply see it as it is; a new approach to how we do business in a digital world. Every function needs to adapt and embrace this change as customers and the world around us demand it. Digital is not just a process or a skill that education alone will get us to, it is a mindset and a new way of thinking that must run throughout your entire organisation so business leaders have a clear plan and vision for your organisation and bring your people with you!

Where does Digital sit within organisations?

As Digital affects so many key areas, it is still quite a segmented function for many businesses but does predominantly fall either under the marketing remit or as a separate function. The digital function requires collaboration from multiple teams and is still a big challenge for many organisations to get it right. Marketing and Comms, Technology, Web, E-commerce, CX, Product, even Data Analytics can all fall under the digital remit. There is a big focus right now on reshaping the digital function and aligning roles and responsibilities away from functional channels.

What are the latest developments and roles within Digital?

There is great digital talent in the market right now but not enough to meet the demand. As businesses are ramping up their digital expertise there is a huge demand for digital talent across the board. The biggest demand we are seeing is for Heads of Digital and Digital Transformation Experts to spearhead this process. Skilled Digital Marketers are also high in demand along with specialist roles within marketing such as PPC, E-commerce, CX, Social Media and Content specialists. Businesses are looking for candidates not only with the required hard skills in digital but are also placing a huge emphasis on key soft skills; ability to adapt well to change in an agile environment; manage change and be a critical and innovative thinker who is data driven by nature.

How do salaries compare with last year?

Salaries are up for digital talent across the board vs last year in line with overall market trends. Shortage and demand for digital talent is very much a contributing factor. At the most senior level the current average salary for a CDO/Digital Director is €159,500 (up 12% vs last year) and the average salary for a Head of Digital is €91,150 (up 5% vs last year). At the Practitioner level without team responsibility, a Digital/Online Manager is now paid on average €60,950 (up 9% vs last year) and at Support level, a Digital/Online Executive is being paid €33,055 on average (up 3% vs last year).

Top 5 tips on what it takes to be successful in Digital



1. Recognise the challenges for your business and what you need to do
2. Embrace the need for change and fully explore the possibilities available to you
3. Have a clear plan and strategy in place that has buy-in from the top down
4. Communicate your vision to everyone in your organisation
5. Invest in the right people!
6. Be brave and adapt a 'fail first' approach

Winning the battle for great Data Talent

Winning the battle for great Data Talent

Ireland continues to prosper as major global data hub with most organisations building new analytics hubs or CXIA units. A key theme for 2017/18 is 'analytics everywhere' with both technological and non-technologically driven organisations continuing to integrate this relatively immature talent segment with the wider business to win a competitive edge.

Significant skills hybrids have emerged across Data and Tech, Data Science, Digital Analytics, Marketing, Insight and Credit Risk. There is increased demand for business intelligence & data practitioners to unearth more value from data, coupled with an increased focus on EQ & a consultative skills, enabling managers to impact on ROI.

Big data continues to dominate with increased demand for faster data and real-time analytics via technologies like Spark Streaming, Kafka and Flink. Many groups are adopting more flexible and scalable cloud platforms e.g. AWC, Azure & Google Cloud Platform – resulting in demand for computer science skills in particular.

What are the latest roles & must have skill sets within data?

Advanced analytics managers and senior data scientists (those with HADOOP stack) continue to be in most demand. Analysts are being hired from a broader array of quant backgrounds (including, notably engineering & GIS) and shortages in skills have encouraged the new role of "data hygienist" – i.e. administrators who can cleanse data with only SQL. The rise of deep learning (advanced machine learning) across industries as diverse as insurance, healthcare, telecommunication, banking and IT has been noted. A decline in traditional data science skill sets e.g. modelling is not envisaged however.

Digital Data Scientists and analysts are some of the rarest hybrids. A rise in uptake of new tools & modelling techniques to compliment Google Analytics or Adobe Analytics have greatly increased the capabilities of digital & web analysts. There has been a marked increase in demand for Principal Data Scientists also – a coaching role in response to the need for more data engagement & strategic use of data resources.

How do salaries compare with last year?

Greater choice & competition is driving candidates' growing remuneration expectations, whilst a lack of data talent pipeline from Gen Y & Z will continue to place pressure on organisations to reward highly at junior level.

At top table, Data Transformational leaders will be the key hiring area for 2017/18 and will command salaries of between €150- €200k with GDPR & Blockchain experts taking hold in quarters 2-4 of 2018. Business Intelligence Directors/CIOs are becoming very significant at the senior level with salaries averaging €194,500. Advanced Analytics Managers are being paid on average €81,750 (up 26% vs last year).

Top 5 tips on what it takes to be successful in attracting top data talent:



1. Come armed with a vision & an attractive work culture.
2. Be prepared for counter offer & negotiation.
3. Pitch your technology & infrastructure.
4. Unblock any long-drawn hiring processes.
5. Invest in your talent brand & utilise talent partners for same.



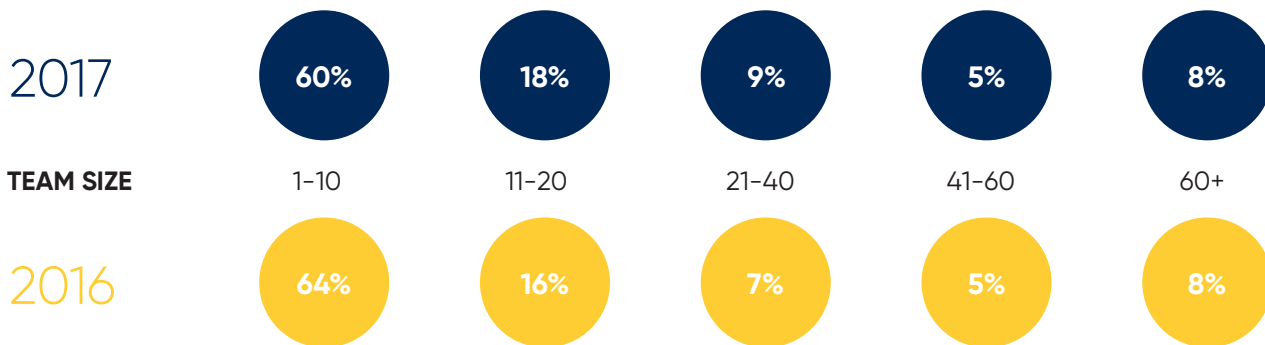
marketing resource, budgets and spend

In this section we review the levels and focus of marketing resources.

MARKETING TEAM SIZE

Given that the respondent profile regarding size of company is similar to that of last year, it appears that again this year there has been a boost in Marketing Resources particularly amongst teams of 11-40 people.

13% of respondents have a marketing team of over 40 people compared with 7% two years ago.

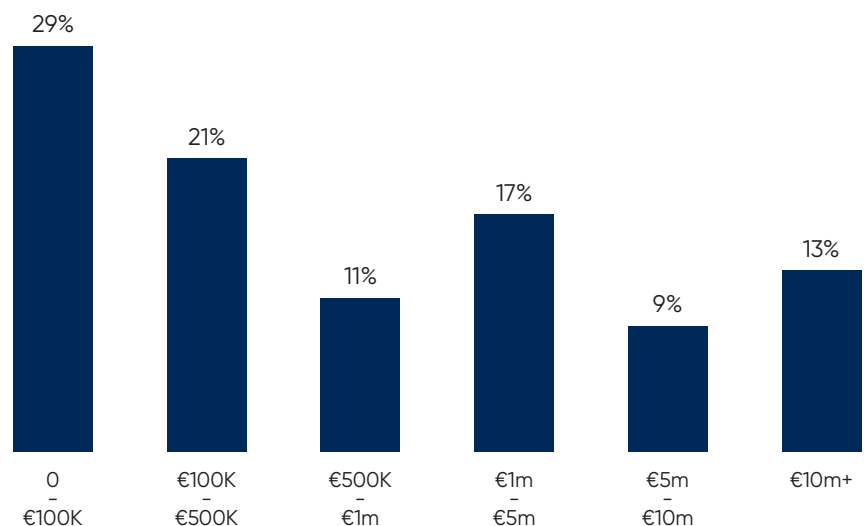


ESTIMATED MARKETING BUDGETS FOR 2017-2018

Budget sizes remain consistent with last year.

In terms of investment, 33% foresee a spend increase (vs. 45% last year), 12% a decrease in spend (vs 13% last year), with just over half predicting no change.

As with last year there is a direct correlation between marketing spend and whether the business is a multinational or Irish owned with more budgets available to multinationals.



	0 - €100K	€100K - €500K	€500 - €1m	€1 - €5m	€5 - €10m	€10m+
Irish owned	38%	23%	10%	15%	6%	8%
Multinational	17%	17%	12%	20%	14%	20%

marketing resource, budgets and spend

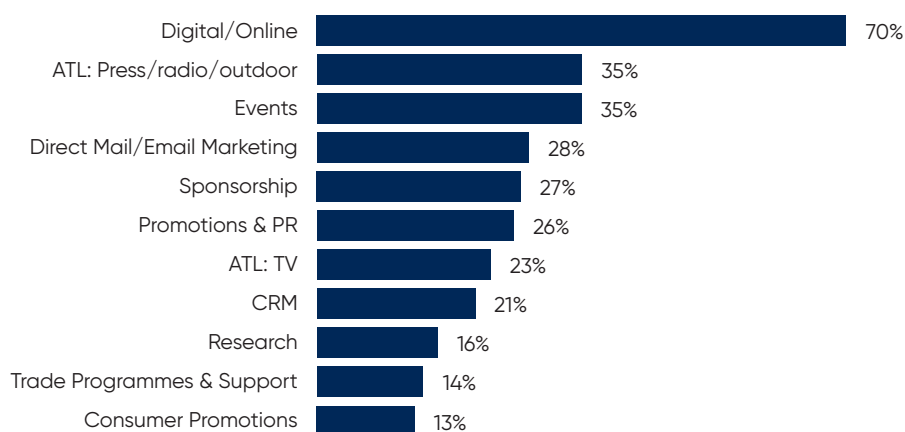
Top three areas of marketing spend over the next 12 months

Once again, Digital/Online is by far the top area of spend across the industry, being one of the top 3 areas of spend for 70% of respondents.

All ATL spend is in the top 3 for 58% of respondents. Events comes in the top 3 for 35%, up from 31% last year.

Sponsorship features in top 3 for 27%, up from 22% of respondents for last year.

Areas of projected spend in other areas remains broadly on a par with last year.

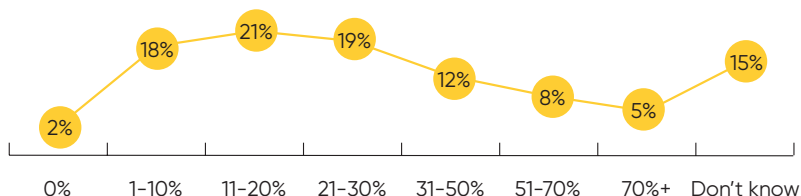


DIGITAL SPEND

Estimated percentage of the marketing budget to be spent on digital marketing this year

As we have seen, digital is in the top 3 areas of spend for 73% of all respondents. In terms of actual budget spend, 40% will spend 11-30% of their overall budget on it. 13% will spend 50% or more.

When we look at this by size of budget, half of those with marketing budgets of €1m plus will spend 11-30% on digital and 10% will spend 50% of their budget or more on it.



salaries & benefits

In this section, we review the salaries by level of seniority, movement in salaries, and the key benefits, bonuses and annual leave within the community.

DIRECTORS & HEADS OF LEVEL

31% of our survey respondents this year were at Director or Head of level. They are the most senior respondents in career terms and have significant people and budget responsibility.

Salaries typically fall in the €95,000 to €160,000 range for Directors and €60,000 to €120,000 for Heads of.

Most frequent roles at this level include CMO/ Marketing Director/ Head of Marketing, MD's or Country Managers, Head of Online, Account Directors and Commercial Directors.

For the first time at this level there are more **female than male respondents** (56% female, versus 44% male). It may be chance or indeed may represent the continued increase in movement of female marketers into the most senior levels.

85% are in **permanent roles**, 4% on fixed term contracts or contracting and 7% are consulting. 44% have contracted or freelanced at some stage in their career vs. an average of 35%.

68% feel **secure** or very secure in their current role, down from last year (75%) and unlike last year somewhat less secure than the levels below them.

Benefits are performance led, as you would expect. In addition to a mobile (80%), 69% get bonuses. 59% get contributory pensions; 45% get healthcare, 43% get a car allowance or a car and a quarter get share options.



35% of respondents at this senior level get 20–24 days **annual leave**, 51% get 25–29 days and 12% get upwards of 30 days, all of which are up somewhat versus last year.

The top factor that **engages** people at this senior level, beyond salary is still a meaningful role, rated by a significant 68%. And as last year, a great boss, flexible hours and career progression opportunities are critical for this level.

They are the most engaged of all respondents (66% rating their personal engagement at 7/10 or above). However, this engagement level is in decline, down from 72% last year and 85% the year before. Very few are actively disengaged. 68% would also recommend their employer to a friend.

That said, they again remain open to new opportunities, with 43% expecting to move on from their current company within two years.

39% see their **future career** in marketing. 28% see their future in general management (down from 37% last year), 9% in other customer centric roles and 7% in commercial.



salaries & benefits

DIRECTOR LEVEL

With budget and people responsibility e.g. Marketing Director, Chief Digital Officer

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Business Intelligence Director	€180,000	€220,000	€194,500	€150,000–€200,000
CEO/MD/Country Mgr/Business Owner	€60,000	€250,000+	€135,488	€120,000–€250,000+
Commercial/Sales & Marketing Director	€60,000	€250,000+	€122,580	€120,000–€250,000
Communications / Corporate Affairs Director	€80,000	€250,000+	€145,708	€140,000–€220,000
Creative Director	€100,000	€140,000	€125,000	€80,000–€120,000
Digital / Online Director / CDO	€95,000	€250,000+	€159,500	€140,000–€200,000
Marketing Director / CMO	€70,000	€250,000+	€136,987	€120,000–€200,000
Web Services Director	€110,000	€120,000	€115,000	€100,000–€120,000

HEAD OF LEVEL

With budget and people responsibility e.g. Head of Marketing, Head of Digital

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Account Director Senior/Business Director	€70,000	€120,000	€85,000	€80,000–€100,000
Brand Head of	€70,000	€120,000	€105,357	€80,000–€120,000
Commercial/Sales & Marketing Head of	€70,000	€100,000	€85,000	€80,000–€110,000
Communications/PR Head Of	€65,000	€100,000	€80,277	€75,000–€100,000
Corporate / Public Affairs Head of	€90,000	€120,000	€108,500	€90,000–€120,000
Customer Experience Head Of	€110,000	€140,000	€125,000	€80,000–€125,000
Data Analytics Head of	€120,000	€180,000	€132,000	€130,000–€200,000
Digital / Online Head Of	€60,000	€130,000	€91,154	€75,000–€130,000
E-Commerce Head of	€100,000	€140,000	€125,000	€90,000–€140,000
Innovation Head Of	€100,000	€140,000	€125,000	€95,000–€160,000
Insights Head Of	€55,000	€200,000	€100,277	€80,000–€120,000
Marketing Head Of / Controller	€65,000	€180,000	€104,022	€90,000–€160,000
Product Manager Head Of	€65,000	€130,000	€116,250	€80,000–€140,000
Proposition / Segment Head Of	€100,000	€250,000+	€134,375	€90,000–€140,000
Research Head Of	€75,000	€170,000	€113,750	€75,000–€120,000
Sponsorship Head Of	€85,000	€120,000	€115,000	€80,000–€115,000
Strategic Planning Head Of	€80,000	€120,000	€109,423	€90,000–€120,000

salaries & benefits

MANAGER LEVEL

Managers are typically classed as those with 9–10 years' plus experience, with both people & budget responsibility. Salaries are typically in the €55,000–€90,000 range. Roles include Marketing Managers, Digital Managers, Account Directors, Communications Managers and Data / Advanced Analytics Managers.

64% of manager level respondents are female. 86% are currently employed on a permanent contract, 8% on a fixed term contract and 3% on interim contracts, as last year. 35% have contracted or freelanced before.

The **top benefits** enjoyed by managers are mobile phones (68%), bonuses (58%), contributory pensions (56%), flexible hours (41%), healthcare (38%).

50% get 20–24 days annual leave, with 39% at this level now getting 25–29 days.

The top factor that **engages them** beyond salary is a meaningful role (52%). Career progression (46%) a great boss and

colleagues are important for this group (36–37%), as are flexible hours (44%), many of whom are at the early family life stage.

Only 60% rate their **personal engagement** in their role and company at 7/10 or above, and this is down from 60% last year and 72% the year before. 13% rate themselves as actively disengaged (1–3 out of 10 rating). Only 57% would recommend their employer to a friend.

However, up on last year, despite 71% feeling **secure** or very secure in their current role, 60% of current mid-level managers do not expect to remain in their current company for more than 1–2 years. Only 23% expect to be with them for more than three years, a critical factor to be addressed by businesses.

Only 47% see their **future careers** in marketing and 13% see themselves progress into general management, 10% into other customer oriented roles and 7% into senior digital or commercial roles.



salaries & benefits

MANAGER LEVEL

Typically with some budget and people responsibility e.g. Marketing Manager

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Account Director	€60,000	€100,000	€73,269	€75,000–€90,000
Account Manager	€30,000	€85,000	€49,568	€40,000–€70,000
Base Manager	€55,000	€120,000	€78,125	€75,000–€115,000
Brand Manager	€40,000	€85,000	€57,954	€40,000–€80,000
Brand Manager Senior	€40,000	€90,000	€75,277	€60,000–€90,000
Business Intelligence Manager (new)	€60,000	€85,000	€72,500	€60,000–€90,000
Campaign Manager	€50,000	€75,000	€61,250	€50,000–€75,000
Category Manager	€60,000	€100,000	€85,000	€65,000–€90,000
Commercial/Sales & Marketing Manager	€45,000	€115,000	€85,833	€50,000–€110,000
Communications/PR Manager	€40,000	€100,000	€66,413	€40,000–€90,000
Corporate / Public Affairs Manager	€80,000	€110,000	€93,650	€80,000–€100,000
CRM/Loyalty Manager	€45,000	€110,000	€73,333	€60,000–€100,000
Customer Experience Manager	€50,000	€80,000	€62,500	€55,000–€80,000
Customer Services Manager	€45,000	€85,000	€66,666	€50,000–€90,000
Data Analytics Manager	€65,000	€130,000	€84,444	€65,000–€110,000
Digital / Online Manager	€40,000	€100,000	€66,500	€55,000–€75,000
E-Commerce Manager	€50,000	€95,000	€74,500	€55,000–€80,000
Events Manager	€25,000	€55,000	€40,681	€35,000–€65,000
Fundraising Manager	€50,000	€85,000	€53,750	€40,000–€75,000
Innovation Manager	€45,000	€100,000	€82,500	€55,000–€100,000
Insights Manager	€40,000	€90,000	€68,611	€50,000–€90,000
Internal Communications Manager	€55,000	€100,000	€71,666	€55,000–€85,000
Marketing Manager	€40,000	€100,000	€66,406	€50,000–€90,000
Product Manager	€45,000	€90,000	€71,250	€50,000–€90,000
Programme Manager	€55,000	€100,000	€79,375	€55,000–€90,000
Project Manager (new)	€40,000	€90,000	€55,625	€40,000–€80,000
Proposition / Segment Manager	€50,000	€90,000	€78,624	€50,000–€90,000
Research Manager	€55,000	€75,000	€67,500	€55,000–€80,000
Sales & Marketing Manager	€70,000	€75,000	€72,500	€55,000–€75,000
SEO / SEM / PPC Manager (new)	€35,000	€75,000	€62,500	€50,000–€75,000
Sponsorship Manager	€50,000	€100,000	€76,250	€50,000–€90,000
Strategic Planning Manager	€55,000	€80,000	€77,500	€55,000–€80,000
Trade / Channel Manager	€65,000	€80,000	€72,500	€70,000–€80,000
Transformation Manager (new)	€55,000	€85,000	€74,166	€70,000–€100,000
UI/UX Manager	€40,000	€90,000	€62,400	€60,000–€75,000
Web Services Manager (new)	€30,000	€75,000	€62,400	€55,000–€75,000

salaries & benefits

PRACTITIONER LEVEL

Practitioners are those at an early to mid-career stage with typically 5 to 9 years' experience. Salaries for this level are predominantly in the €35,000 – €55,000 range (72%).

Most frequently cited roles are senior marketing executives, account managers, brand and product managers, graphic designers, data analysts and communications managers.

Two thirds of respondents at this level are female, creating a function that may be overly female dominated in the future.

The large majority are in **full-time employment**. As last year, 83% are employed on a permanent basis, 13% on fixed term contracts and 3% on interim contracts. One third have contracted or freelanced before.

With regard to additional benefits other than salary, **the top benefits** practitioners receive are contributory pension (53%), bonuses (52%), mobile phones (51%), access to flexible hours (39%) and healthcare (32%). Practitioner level employees receive less benefits overall than those at manager to director level.

Two thirds get 20–24 days **annual leave**, with 26% getting 25 – 29 days.

Only 55% rate their **personal engagement** in their company or role at 7/10 or higher and 15% are actively disengaged.

The top factors that engage people most at this career stage, other than salary, is for their role to be meaningful (50%) and to have the opportunity to develop their careers (46%). They value flexible hours (44%) and a great boss (42%). They are somewhat less motivated by a nice office environment and colleagues than their juniors.

61% would recommend their employer to a friend (up on last year when it was 52%). Although 72% feel **secure** in their roles, 57% do not expect to remain in their current company beyond two years.

They see their **future careers** in marketing (47%) and digital roles (13%).

PRACTITIONER LEVEL

5 to 9 years' experience typically with minimal team management e.g. Brand Manager, Product Manager

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Account Manager	€30,000	€85,000	€50,250	€40,000–€60,000
Brand Manager	€40,000	€70,000	€50,500	€40,000–€60,000
Brand Manager Asst	€30,000	€55,000	€41,071	€30,000–€40,000
Brand Manager Senior	€45,000	€75,000	€60,240	€55,000–€75,000
Campaign Manager	€40,000	€60,000	€51,666	€50,000–€100,000
Category Manager	€45,000	€70,000	€60,000	€40,000–€90,000
Communications Executive	€30,000	€45,000	€38,500	€60,000–€100,000
Communications Manager	€40,000	€80,000	€58,409	€55,000–€80,000
Content Manager	€40,000	€70,000	€51,071	€40,000–€60,000
CRM/Loyalty Manager	€45,000	€60,000	€52,500	€45,000–€65,000
Customer Experience Executive	€45,000	€50,000	€47,500	€38,000–€45,000
Customer Experience Manager	€50,000	€60,000	€55,000	€45,000–€60,000
Data Analyst	€35,000	€60,000	€57,625	€45,000–€75,000
Data Scientist	€40,000	€60,000	€52,500	€40,000–€60,000
Data Scientist / Senior	€65,000	€95,000	€87,500	€50,000–€75,000
Digital / Online Executive	€30,000	€45,000	€36,500	€30,000–€45,000
Digital / Online Manager	€45,000	€70,000	€56,875	€40,000–€60,000
Events Manager	€40,000	€55,000	€47,500	€35,000–€50,000
Graphic Designer	€30,000	€70,000	€45,312	€35,000–€55,000
Insights Manager	€45,000	€85,000	€63,750	€55,000–€80,000
Marketing Executive	€30,000	€45,000	€36,590	€30,000–€45,000
Marketing Executive Senior	€30,000	€65,000	€44,333	€35,000–€45,000
Product Manager	€45,000	€90,000	€67,166	€45,000–€70,000
Project Manager (new)	€35,000	€75,000	€52,500	€40,000–€60,000
Proposition / Segment Manager	€45,000	€80,000	€57,500	€45,000–€70,000
Research Manager	€35,000	€70,000	€44,458	€45,000–€65,000
Sales & Marketing Executive	€35,000	€50,000	€42,500	€35,000–€45,000
SEO / SEM / PPC Specialist	€65,000	€70,000	€67,500	€40,000–€60,000
Social Media / Community Manager	€45,000	€65,000	€54,166	€40,000–€60,000
UI/UX Manager	€40,000	€55,000	€47,500	€45,000–€55,000

salaries & benefits

EXECUTIVE – SUPPORT LEVEL

Executive/support level respondents are at the start or early stage of their careers with 1-4 years' experience.

The **salary range** at this level is typically between €25,000– €40,000 (67% of support level respondents), with most working as marketing and digital executives and assistants, account executives and data analysts.

The **gender split** of respondents is 71% female at this earliest career stage, similar to two years ago, giving rise to an increasingly gender imbalanced profession.

78% are on permanent contracts (up on last year) and 17% are on fixed term contracts. 21% have contracted or freelanced before.

The **top three benefits** support/executive level employees receive are contributory pensions and bonuses (34%), flexible hours (32%) and contributory pensions (31%). 26% get no benefits at all. The large majority (77%) get 20–24 days annual leave.

The top factor that **engages** executives at this level **beyond salary** is career progression opportunities – 56% rate this as key. The people element is critical for them. Working with great colleagues is a top factor for 46%, as is having a great boss for 43%. They value a nice office environment more than other levels (30%), but this is not as highly rated as last year (44%).

In terms of **personal engagement**, 58% rate themselves at an engagement level of 7 out

of 10 or more, up on 49% last year. 20% are actively disengaged (3 out of 10 or less). Only 50% would recommend their employer to a friend.

Although they feel quite **secure** in their roles (71%), and more secure than last year, 71% do not expect to remain in their current company for more than two years. This mirrors previous results and is influenced by a very active and competitive marketplace, with high demand for early career stage executives in marketing and digital in FDI and Irish owned companies of all sizes.

57% see their **future careers** in marketing, 20% in digital, 7% in data and 7% in general management.

SUPPORT LEVEL

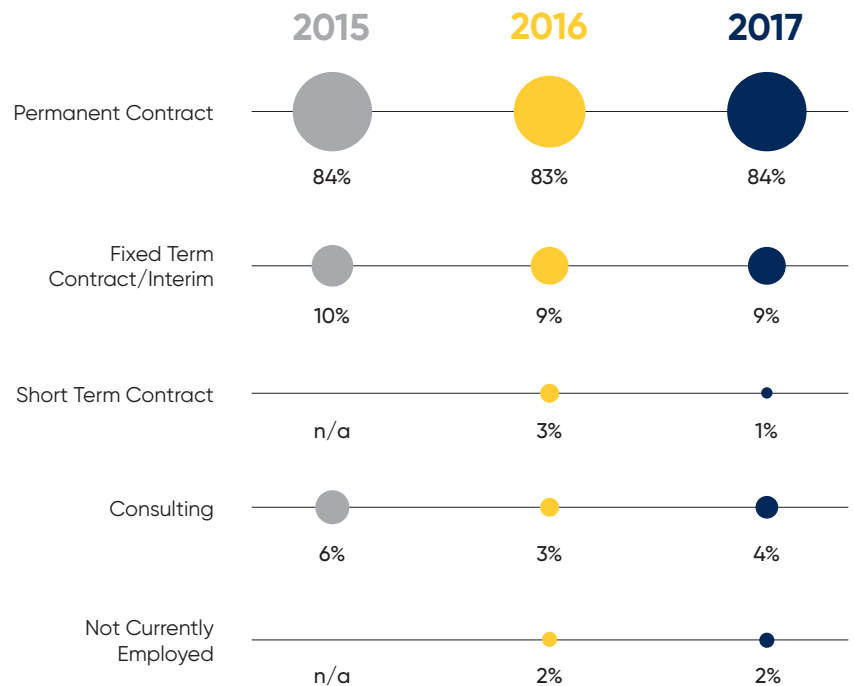
First to second role in career –1 to 4 years' experience typically e.g. Marketing Executive

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Account Executive	€20,000	€40,000	€29,583	€20,000–€35,000
Assistant Brand Manager	€25,000	€45,000	€36,500	€25,000–€40,000
Communications Executive	€30,000	€45,000	€37,500	€25,000–€35,000
Content Executive	€25,000	€40,000	€32,500	€25,000–€35,000
Copywriter – Junior	€20,000	€40,000	€30,000	€20,000–€35,000
Customer Experience Executive	€25,000	€45,000	€34,166	€25,000–€35,000
Data Analyst – Junior	€25,000	€60,000	€36,136	€35,000–€50,000
Data Scientist – Junior	€35,000	€50,000	€40,833	€35,000–€50,000
Digital / Online Executive	€20,000	€45,000	€32,272	€25,000–€40,000
Events Executive	€25,000	€35,000	€30,500	€25,000–€35,000
Graphic Designer – Junior	€25,000	€40,000	€33,333	€25,000–€35,000
Insights Executive	€30,000	€40,000	€35,000	€30,000–€40,000
Marketing Executive	€20,000	€50,000	€32,173	€20,000–€40,000
Marketing Executive Senior	€20,000	€50,000	€38,833	€30,000–€45,000
Sales & Marketing Executive	€20,000	€50,000	€38,750	€25,000–€35,000
SEO / SEM / PPC Specialist	€25,000	€45,000	€35,000	€35,000–€50,000
Social Media / Community Executive	€20,000	€30,000	€22,500	€25,000–€35,000

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EMPLOYMENT CONTRACTS

Even though we're seeing an increase in the demand for flexible contracts and the increase (particularly in the digital community) of contractor placements, the majority of those completing the survey are in permanent, fulltime employment.



MOVEMENT IN SALARIES

61% of all respondents received an increase in salary in the last year, up on 56% the year before. 63% of practitioners, managers and directors got an increase vs. 52% of support level employees. 28% got no increase at all.

Level of increase / decrease	Support	Practitioner	Manager	Director/ head of	Total %
1-5%	31%	41%	46%	37%	40%
6-10%	11%	12%	10%	14%	12%
11%+	11%	6%	7%	13%	9%
No increase	25%	31%	27%	28%	28%
Decreased	1%	2%	1%	2%	2%
N/A	22%	8%	8%	7%	10%

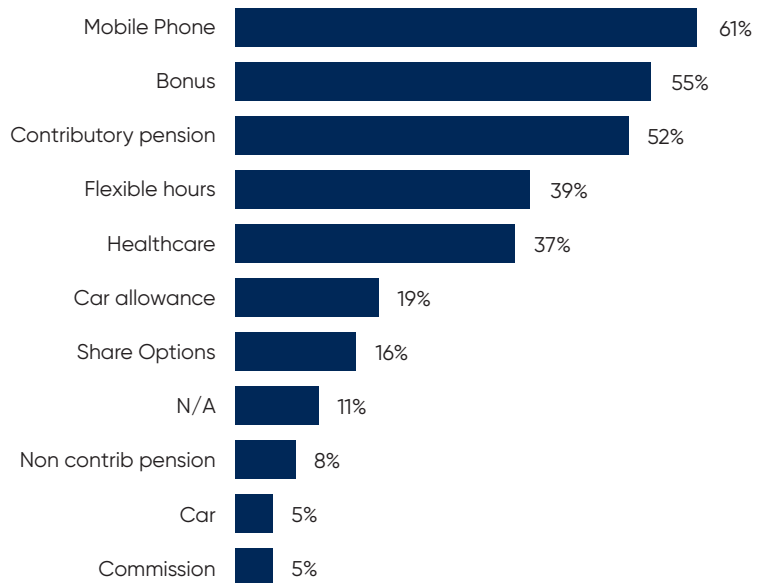
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KEY BENEFITS

Key benefits remain much as last year, albeit the percentage of respondents with benefits is slightly down across the board. Mobile phone, bonuses and a contributory pension continue to be the top 3 benefits enjoyed by respondents and flexible hours has surpassed healthcare as the fourth benefit at a significant 39% of respondents.

Multinationals and larger companies offer considerably more benefits than Irish owned and smaller companies particularly in terms of bonuses, contributory pensions, flexible hours, healthcare and share options.

Male respondents this year have a similar level of benefits to females. However, there are proportionally higher levels of bonuses, commission and cars for males, which may be linked to a higher level of male respondents in commercial/ sales roles. Both benefit from access to flexible working hours.

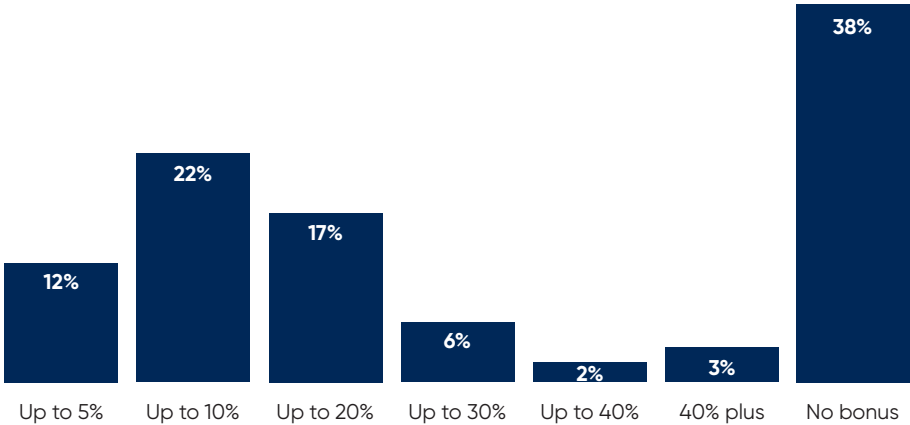


BENEFITS	Mobile Phone	Bonus	Contributory Pension	Flexible Hours	Health Care	Car Allowance	Share Options	Non Contributory Pension	Commission	Car
Irish owned	57%	42%	44%	33%	23%	16%	8%	8%	4%	5%
Multinational	65%	73%	64%	47%	56%	24%	28%	8%	5%	6%
1-50 Employees	55%	42%	33%	37%	27%	12%	10%	7%	6%	6%
51-200	59%	51%	41%	35%	38%	14%	13%	11%	5%	7%
201-500	65%	72%	61%	37%	48%	25%	26%	9%	5%	6%
500+	65%	60%	72%	42%	41%	26%	19%	8%	4%	4%
Male	59%	60%	50%	38%	38%	21%	15%	9%	7%	9%
Female	61%	51%	54%	39%	36%	18%	17%	8%	3%	3%
TOTAL	61%	55%	52%	39%	37%	19%	16%	8%	5%	5%

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BONUSES

55% of all respondents get a bonus of some level. 34% of all respondents, or 62% of those who get a bonus, get a bonus of up to 10% of their salary. An additional 30% get a potential bonus of 10% to 20% of their salary.



Bonuses are more likely to be paid and are also more likely to increase in scale, the more senior the role.

63% of all directors and heads of get some bonus, the large majority potentially getting 10-30% of their salary. 9% of senior respondents can get from 30%- 50%.

- 58% of managers get bonuses, mostly in the 10-20% range.
- 52% of practitioners get bonuses, mostly in the 1-10% range.
- 34% of executive/support level get a bonus, mostly in the 1-10% range.

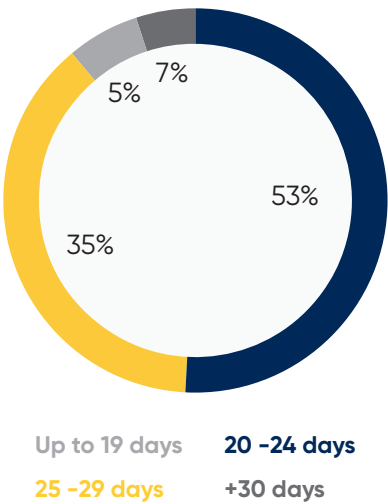
ANNUAL LEAVE

53% of all respondents have 20-24 days annual leave (vs 51% LY).

35% receive annual leave of 25-29 days (vs 38% LY).

Respondents from the telco, financial services, drinks and manufacturing sectors have the highest level of annual leave, with more than 50% of respondents in these sectors getting 25 days annual leave or more.

Career level is a determining factor when looking at annual leave with more leave given, the more senior the respondent.



	0 - 19 Days	20 - 24 Days	25 - 29 Days	30 - 34 Days	35 - Days plus
Support	9%	77%	11%	1%	2%
Practitioner	4%	65%	26%	3%	2%
Manager	5%	50%	38%	6%	1%
Head of/ Director	3%	35%	51%	7%	4%

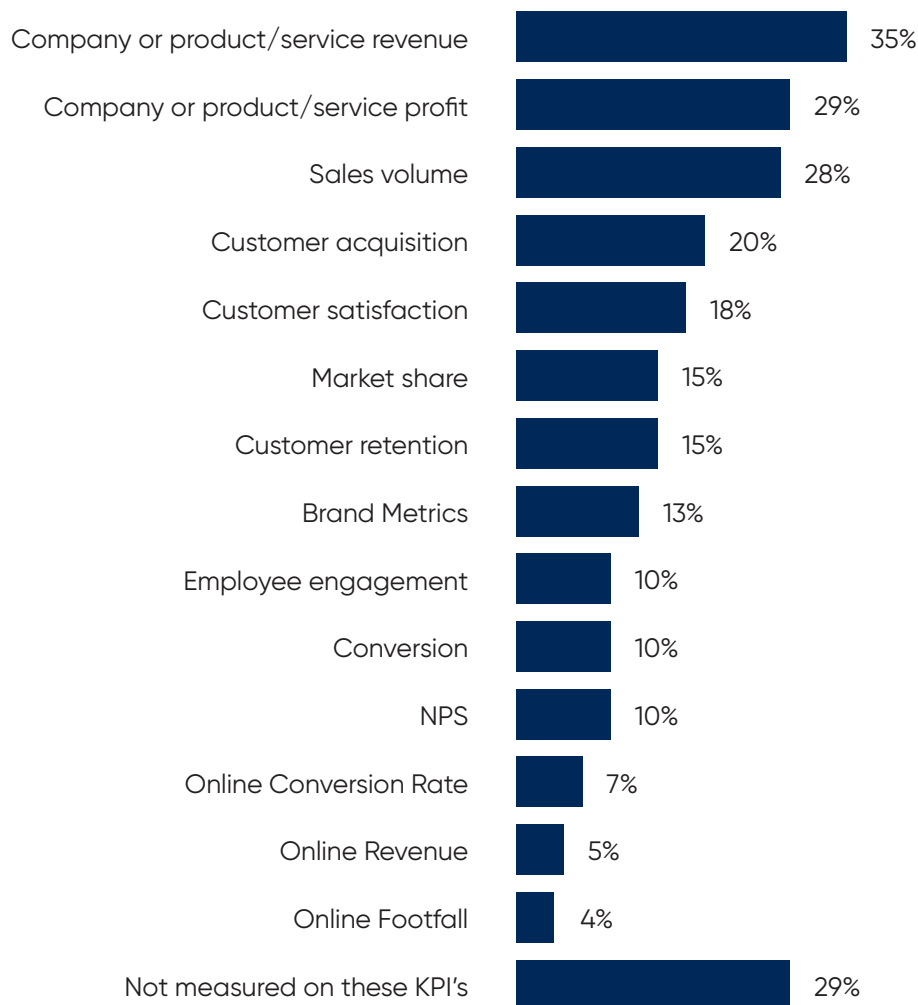
Again this year we see that non-Irish companies offer a significantly higher number of days leave in general. 48% offer 25-29 days, versus 28% of Irish-owned companies; 44% offer 20-24 days versus 59% of Irish owned businesses.

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KEY PERFORMANCE INDICATORS (KPI'S)

There are a broad range of KPI's in place for respondents.

Top 3 key performance indicators (KPI'S)



The top three KPI's reported by respondents are the same as those in previous years—namely revenue, profit and sales volume, underlining the commercial deliverables of the marketing function. There is no differential as a result of company size. KPI's relating to customer satisfaction increased. Brand metrics decreased.

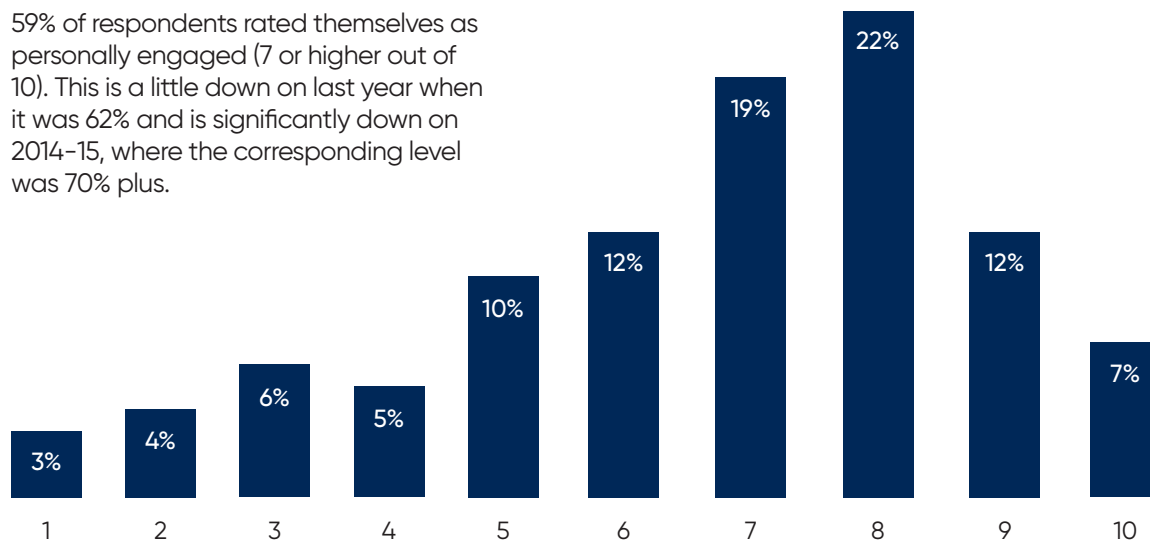
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LEVEL OF PERSONAL ENGAGEMENT

Level of personal engagement in current role & company on a scale of 1-10

(Where 1 is least engaged and 10 is highly engaged)

59% of respondents rated themselves as personally engaged (7 or higher out of 10). This is a little down on last year when it was 62% and is significantly down on 2014-15, where the corresponding level was 70% plus.



The level of engagement is highest amongst directors and heads of, and 66% rate themselves at 7 or higher. However, this is significantly down from 73% last year and 85% in 2015.

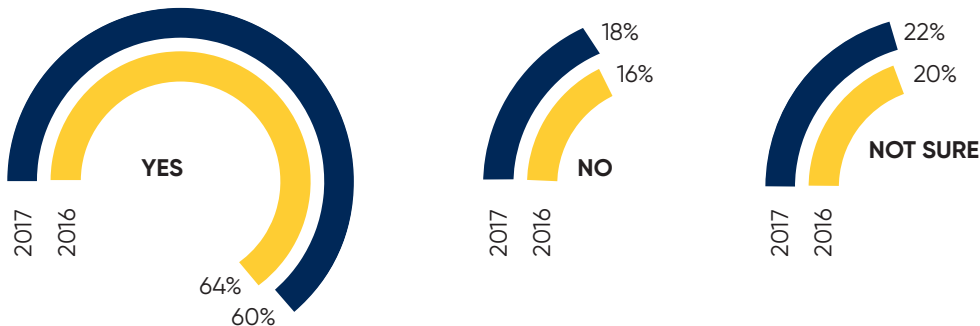
There are also very worrying levels of low engagement. 29% of all respondents rate themselves at 5 or less.

	Danger		Mid	Engaged	
	1-2	3-4	5-6	7-8	9-10
Support	9%	13%	19%	43%	16%
Practitioner	8%	14%	23%	37%	18%
Manager	8%	11%	24%	43%	14%
Director/Head	6%	9%	19%	39%	27%
TOTAL	7%	12%	22%	40%	19%

61% of male respondents rated their engagement at 7 or higher, down from 66% last year, compared to 59% of female respondents.

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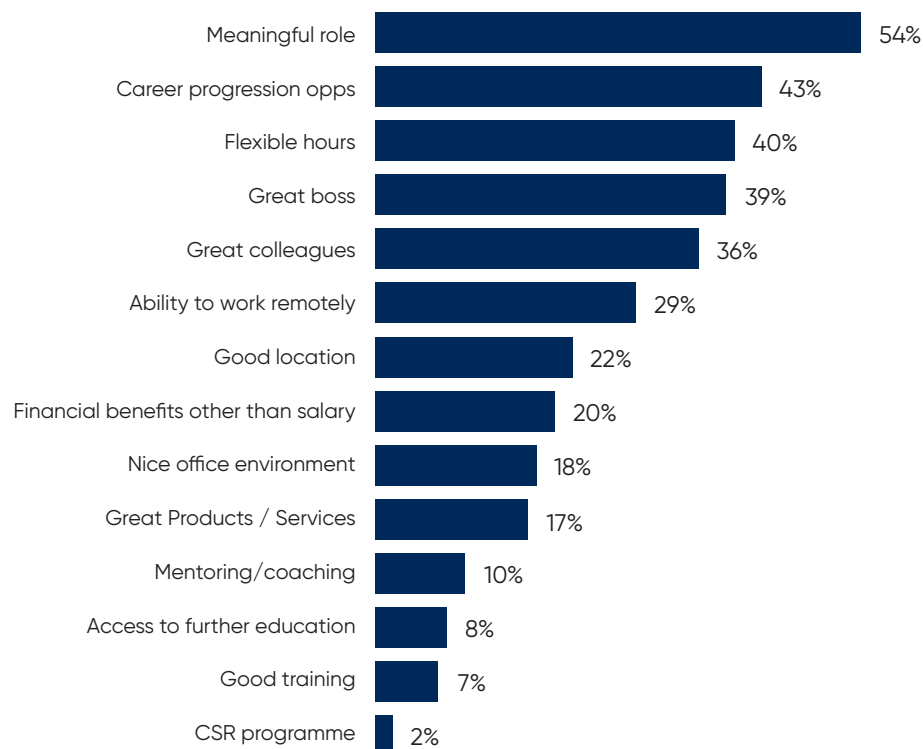
Would you recommend your current employer to a friend?



60% of respondents say they would recommend their company to a friend, down on last year when 64% would have. This is particularly marked amongst support level respondents, of whom only half would recommend their company vs. 68% of heads of and directors.

Given the competition for talent in the marketplace, companies need to actively engage with employees at all levels to retain them.

THE TOP 3 FACTORS THAT ENGAGE YOU PERSONALLY, BEYOND SALARY



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ENGAGEMENT FACTORS

As with last year's survey, a meaningful role, with career progression opportunities and flexible hours continue to be the key motivators for most, even if both are lower rated than before.

A nice office environment has decreased from 24% to 18% overall, but remains important at 30% for more junior level employees.

As we saw last year, flexibility and the ability to work remotely continue to increase in importance.

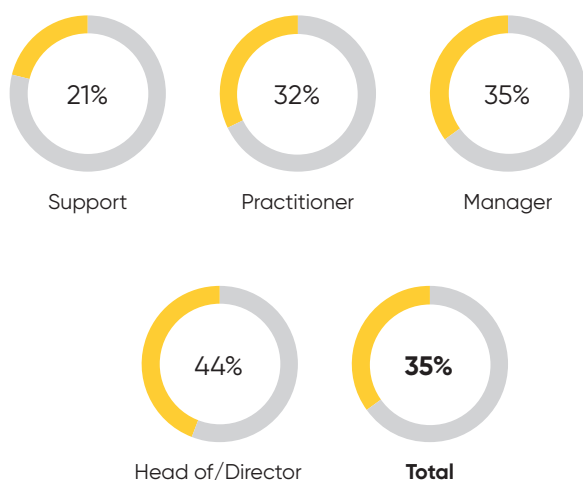
	SUPPORT	PRACTITIONER	MANAGER	DIRECTOR
Engagement Factor 1	Career progression	Meaningful role	Meaningful role	Meaningful role
Engagement Factor 2	Great colleagues	Career progression	Career progression	Great boss
Engagement Factor 3	Great boss	Flexible hours	Flexible hours	Flexible hours

We are seeing an increased level of contracting among our community, reflected by the desire for flexibility in their working life. For the first time this year we asked respondents whether they had freelanced or contracted before and with 35% stating that they had, this confirms the fact that the **Gig Economy is alive and well.**

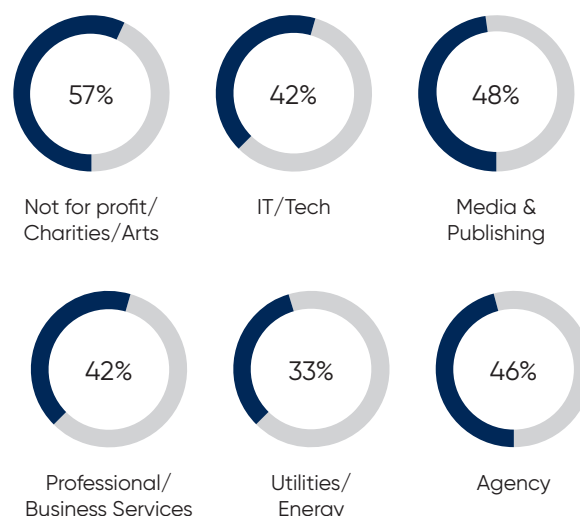
Interestingly, while it is the younger generation, led by millennials, who are perceived as having the greatest demand for flexibility and enjoy contract working, it is the more senior respondents who have the most experience of this way of working.

GIG ECONOMY:

Respondents who have contracted or freelanced during their career.



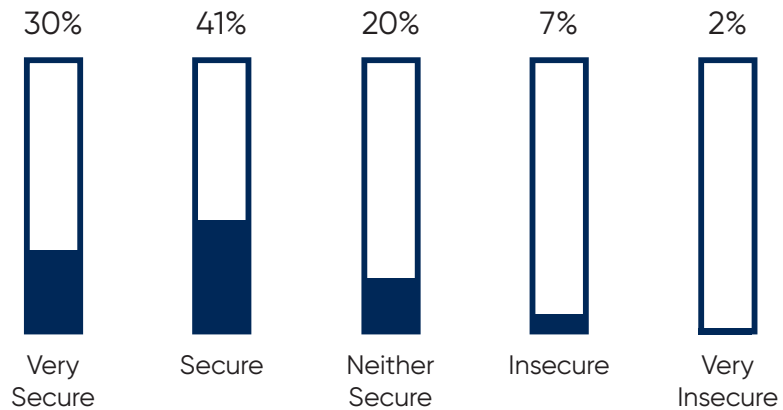
Sectors with highest scores for respondents who have contracted or freelanced before



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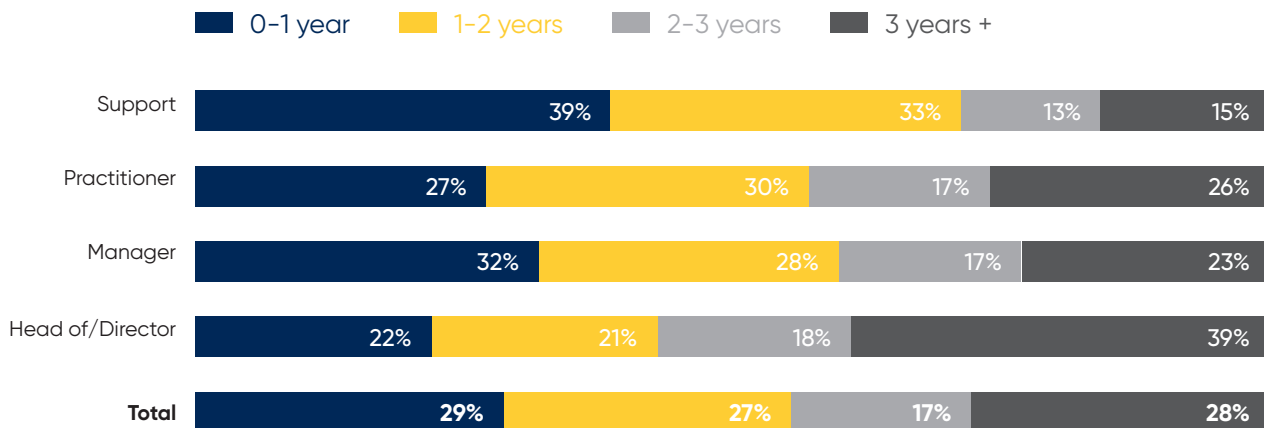
SECURITY IN YOUR CURRENT ROLE

With the continued economic improvement in Ireland respondents feel very secure in their roles. As last year 71% feel secure or very secure in their current roles. Directors feel a little less secure this year (68% vs 71% last year).



FUTURE IN ROLE

How long do you expect to remain in your current company?



Results are broadly similar to last year. 56% of all respondents expect to move on to a new company- not just a new role- within two years and 29% in the next 12 months alone. This is a significant issue and headache for businesses.

This trend is highest amongst support level respondents, where 39% do not expect to remain in their current company for more than a year and an additional 33% for no longer than two years. This remains indicative of the high demand for millennial talent not just from the international tech giants located in

Ireland, but also from professional services and financial services organisations who are actively targeting graduate and early stage careerists.

Directors continue to have the most long-term commitment to their business - 39% expect to stay 3 or more years - although over one in five still expect to move on in the coming year.

The increased focus on employee engagement that we see shows that this issue is high on their agendas.

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Where do you see your future career?

Respondents see their future career direction as follows:

Less than half of all managers and practitioners see their future career in "marketing" (brand, comms, marketing management).

21% of director level respondents see a future on general management, which appears low.

As last year, significantly more females see their future career in marketing than males (57% total females vs 30% total males).

Double the percentage of males (23%) see their future in general management roles than females (12%). Males are also more likely to see their future in sales / commercial roles (10%), versus just 4% of females.

Both digital and data roles were also more male focused.

46%

Marketing

16%

General
Management

12%

Digital

9%

Customer
Centric

6%

Sales
Commercial

4%

Data

7%

Don't Know

TOP 3 SKILLS NEEDED TO SUCCESSFULLY FULFILL YOUR REMIT

The top 3 skills required by respondents for them and their teams to be successful in their roles are deemed as follows:

38%

Strategic
Planning

37%

Consumer
insight

36%

Digital
Strategy

33%

Data
Analytics

23%

Brand
Management

Strategic planning comes in top position for the first time, with consumer insight in second and digital strategy in third, reflecting a welcome and increased focus on longer term strategy and understanding. The need for data analytics skills continues to rise.

These skill sets are very much reflected in the roles and opportunities briefed into Alternatives, where insights and data analytics, as well as business and brand strategy are in particular demand.

the gender dimension

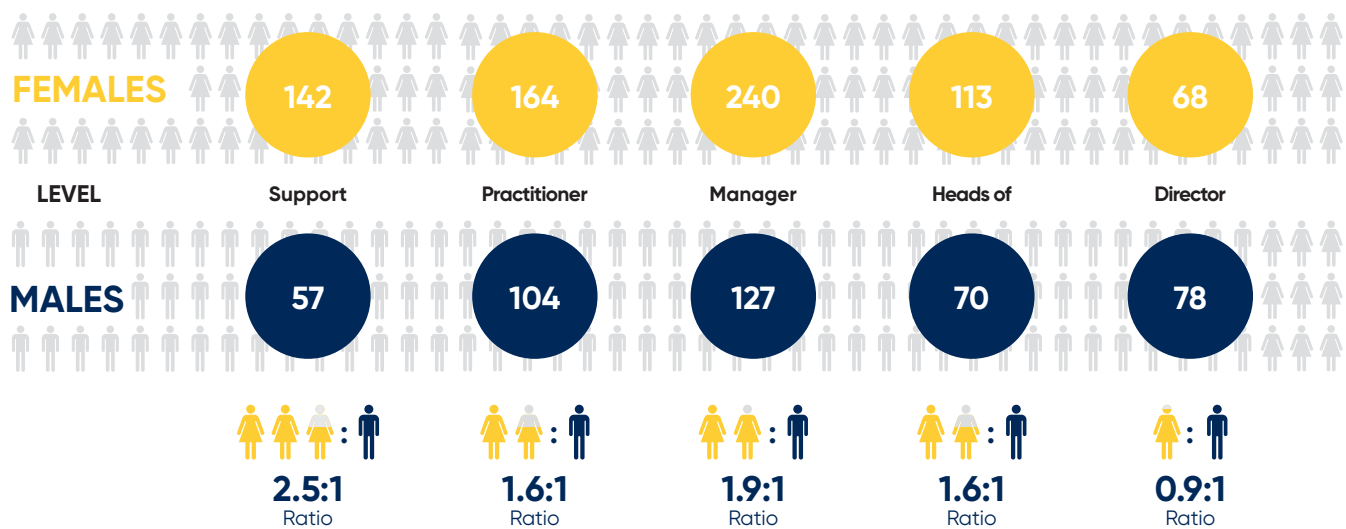
CAREERS: THE MALE/FEMALE DIMENSION

There is a marked gender imbalance in marketing, except for digital. This is very pronounced at early career stages, but also increasingly at senior level, where more and more females are moving up the ranks. It is only at the most senior, Director level where there is an even split between the genders even though there were fewer female CEO's/ MD's/ Country Managers.

Although we welcome this progression, for an industry whose remit it is to represent the customer, this gender imbalance is not ideal.

And furthermore, since more females enter the industry the earlier ratios should indicate more females in the top jobs but this doesn't follow through.

Female to Male Ratio at each level



Salary comparisons between the genders for all Marketing, Digital and Data roles.

LEVEL	Overall Survey Salary Aver	Male Survey Aver	Female Survey Aver	Vs. Male	Vs. Aver
Director	€130,000	€132,000	€128,000	-3%	-2%
Heads of	€97,200	€100,250	€95,300	-5%	-2%
Manager	€67,900	€69,600	€67,000	-4%	-1%
Practitioner	€50,050	€50,400	€49,850	-1%	0%
Support	€33,900	€34,500	€33,700	-2%	-1%

It does remain the case that female respondents are still slightly less rewarded than male respondents in terms of salaries and benefits and feel somewhat less secure and engaged.

However, the good news is that the pay gap has closed considerably at Director level compared to last year. In 2016, we recorded a pay differential in favour of men at 18%, whereas this year it has reduced on average to 3%.

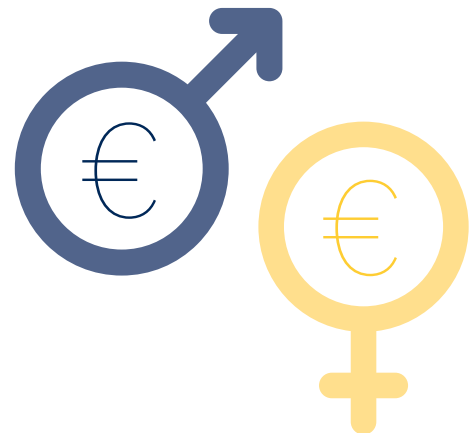
the gender dimension

The following chart indicates the roles where the highest pay gap between the genders currently exists. This demonstrates that any ongoing discrepancy in salary levels is generally in favour of men.

Salary differential between genders

(where there was a 10%+ differential)

Role	Male Survey Aver		Female Survey Aver	
Account Executive	€27,500	-17%	€32,045	
Brand Head of	€105,000		€88,125	-16%
Category Manager	€79,642		€64,166	-19%
Commercial/Sales & Marketing Manager	€64,500		€53,500	-17%
Communications Director	€157,083		€108,333	-31%
Customer Experience Head Of	€135,000		€115,000	-15%
Customer Experience Manager	€69,166		€57,500	-17%
Data / Advanced Analytics Manager	€87,142		€69,166	-21%
Data Analyst	€41,500		€32,500	-22%
Digital / Online Head Of	€90,555		€81,666	-10%
Innovation Manager	€92,500		€75,833	-18%
Insights Manager	€74,166		€65,000	-12%
Marketing Executive Senior	€39,500	-13%	€44,673	
Marketing Manager	€58,076	-13%	€65,813	
Project Manager	€50,375	-17%	€59,167	
Proposition / Segment Head Of	€187,500		€116,666	-38%
Research Head Of	€126,250		€101,250	-20%
Sales & Marketing Executive	€47,500		€37,500	-21%



the gender dimension



MALES 37%

- Still more likely, proportionately, to be in more senior roles and to be better paid than their female counterparts at management level.
- 32% of male respondents are on salaries of €85,000 plus, versus 20% of female respondents. There is a higher percentage of males than females at every salary band once you reach salary levels of €85,000 upwards.
- 29 male respondents earn €150,000+ salary, versus only 20 females, despite there being more females this year at director and head of level.
- More likely to be in CEO/MD roles, commercial director, category and data analytics than females. In addition, 23% of male respondents see their future in general management vs. only 12% of females.
- 60% of males get a bonus vs. 51% of females and receive a higher percentage level of bonus too. More males get a car or car allowance (30% vs 21%). This may reflect more males in sales/ commercially oriented roles where a car is often part of the package.
- Their KPI's are more likely to be linked to revenue/ profit /sales and customer acquisition.
- Likely to be somewhat more content and secure in their roles, but the difference is less marked than last year.
- 61% rate their engagement at 7-10, vs. 58% of females. 30% of males expect to remain with their companies for three years or more compared to 27% of females. 73% feel secure in their roles, vs. 69% of females.
- 65% of males would recommend their companies to a friend, vs 58% of females.



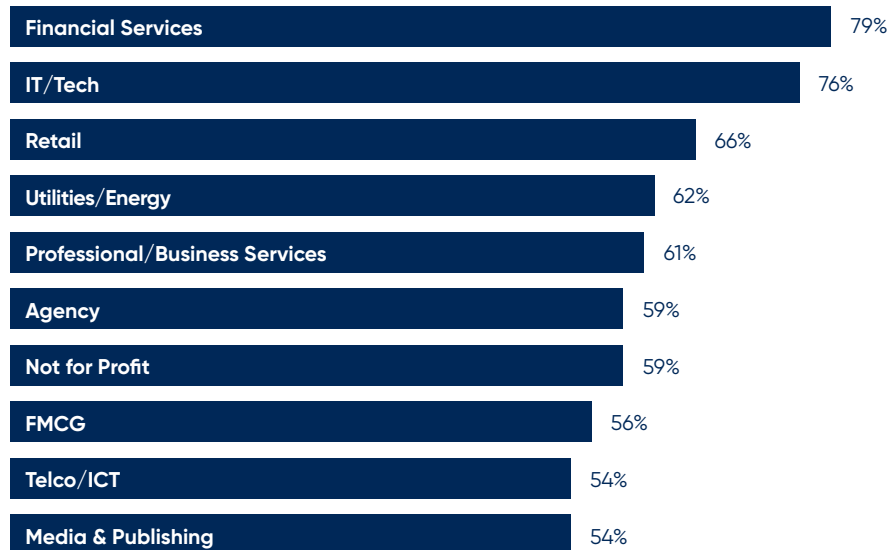
FEMALES 63%

- There are more female respondents in Head of level roles this year than males.
- Significantly more females at entry level and at Head of Marketing level.
- More likely than males to be in brand, account management, communications and insights roles.
- Also more likely to see their future career in marketing (57% of female respondents, compared to only 30% of males).
- Female respondents got lower salary increases than males. 42% got 5% or less vs 36% males. 20% of females got increases of 6% or more, versus 23% of males.
- Get less benefits than males across most areas, with exception of non-contributory pensions, mobile phone and access to share options, which are slightly higher than male respondents this year.
- 41% of females get 25 days plus annual leave, vs. 45% of male respondents.
- Both males and females have equal access to flexible hours but 46% women rank flexibility as a key motivator (their no 2 motivating benefit) vs. 31% of men (their No 4).
- The level of females to males is greatest at early career stage, where there are 2.5 females to every male (vs 2:1 last year), although this ratio decreases by level.

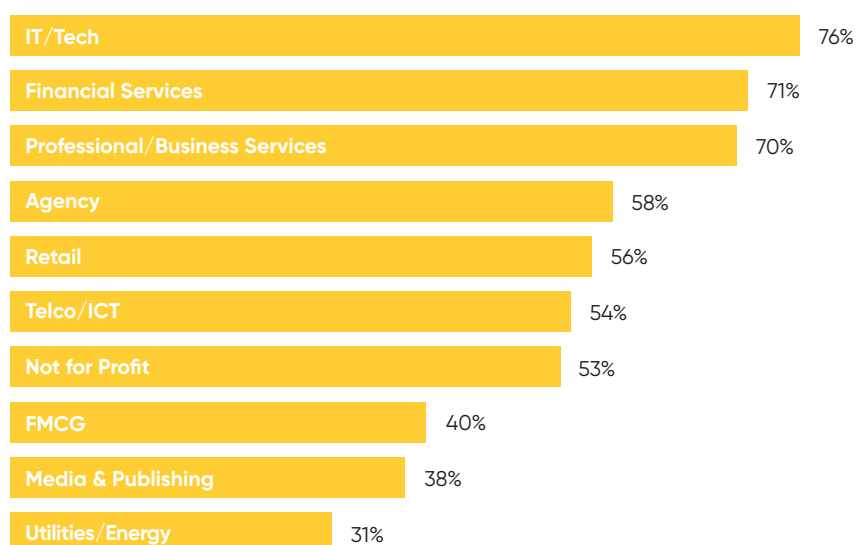
sectoral analysis

The sectors highlighted in this section represent the top ten largest sets of respondents by sector and include:- **Agencies, Financial Services, FMCG, Professional & Business Services, IT/Tech, Not for profit, Media publishing, Telco/ ICT, Retail, Utilities & Energy.**

% who believe customer sentiment has improved in the last year

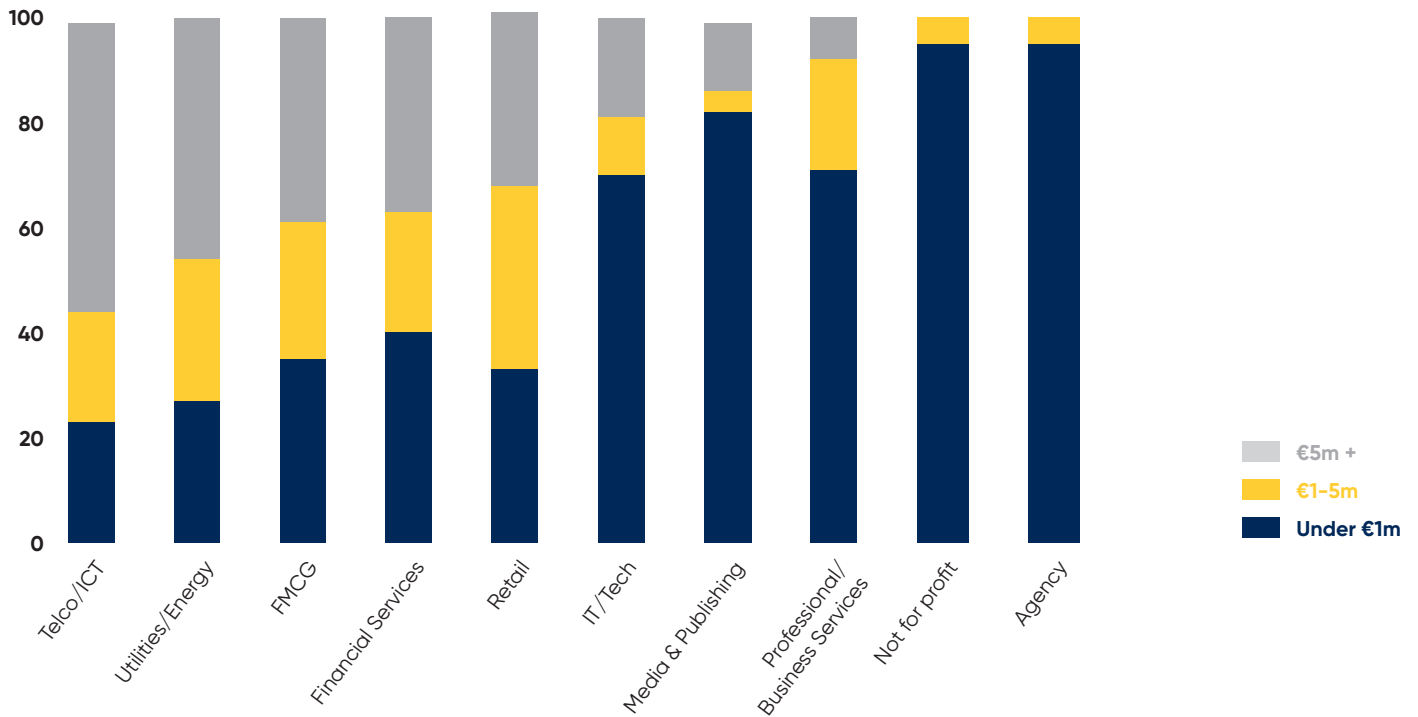


% who expect trading conditions to improve over the next 12 months

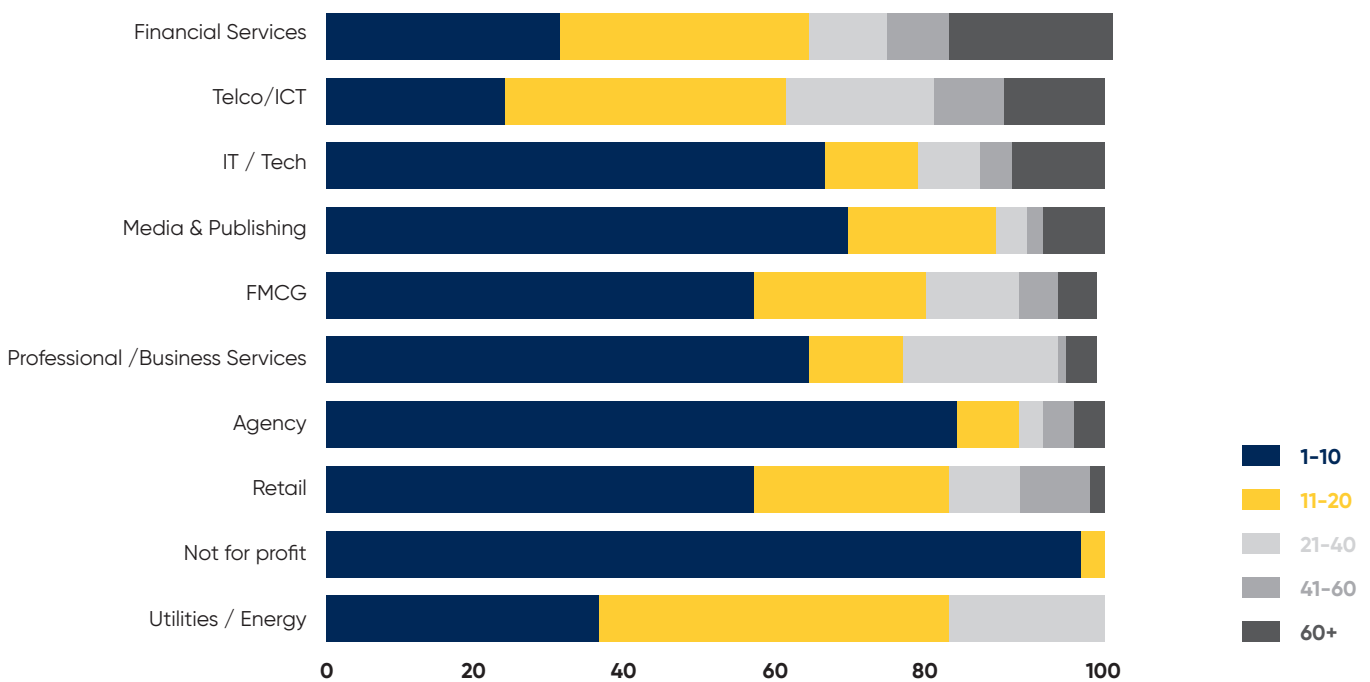


sectoral analysis

ESTIMATED MARKETING BUDGETS FOR 2017-2018 BY SECTOR



Marketing team sizes by top sectors



sectoral analysis

AGENCY

We have seen both a consolidation of large agency groups plus a proliferation of specialist agencies in the last year. 77% of agency respondents work in agencies with less than 50 employees; 21% in agencies of 50-200 employees. 30% are internationally owned.

Large agency groups in consolidation mode are focused on cost optimisation, on providing a full service offering and in particular on increasing their digital footprint, expertise and value add. In terms of specialist agencies the most active in the market include those in media planning and buying, digital SEO/UX, research, PR / communications and experiential marketing. In general the agency sector is buoyant and optimistic with 59% noting improved client sentiment vs. last year and 90% anticipating that trading conditions will improve or remain the same in the year ahead.

For talent acquisition, agencies tend to hire externally for new graduate to mid-level talent and as they are the ideal learning ground to acquire specific skills, are an attractive option for many at this career stage. Senior roles are usually filled through a direct approach, to known candidates. In this relatively small market this word of mouth approach provides certainty for some, but results in a lack of fresh talent and thinking for others. Where senior roles are briefed, they are for international or returning diaspora talent.

Whereas candidates at a junior level are keen to join agencies, agencies are finding the big brand FDI companies increasingly attracting key talent at this level. At senior level we find there is more demand to go client side, due often to small teams with large workloads, intensive hours and comparatively lower salaries.

Agencies are increasingly bringing in agile and remote working to retain flexibility and also to attract and retain their talent. More than other sectors they are very open to contract or freelance talent and indeed 46% of agency respondents have worked on a contract or freelance basis themselves before, vs. 35% on average. There is consistent demand for freelance digital project managers, designers, UX/UI specialists, copywriters, as well as in insights and strategic planning specialists.

A recent development is the set-up of client side creative and digital in house "agencies", for speed, control and cost management purposes.

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Account Director	€45,000	€120,000	€73,700	€80,000-€100,000
Account Executive	€25,000	€40,000	€32,500	€20,000-€35,000
Account Manager	€30,000	€70,000	€44,375	€40,000-€70,000
Business Development Director	€65,000	€130,000	€98,214	€85,000-€115,000
CEO/MD/Country Mgr/Business Owner	€65,000	€250,000+	€142,500	€120,000-€250,000+
Copywriter	€35,000	€50,000	€42,500	€45,000-€55,000
Creative Director	€100,000	€140,000	€125,000	€80,000-€140,000
Customer Services Manager	€60,000	€85,000	€70,833	€50,000-€80,000
Digital Director / Head of	€60,000	€130,000	€84,580	€75,000-€130,000
Digital / Online Executive	€25,000	€35,000	€29,166	€20,000-€45,000
Digital / Online Manager	€65,000	€70,000	€67,500	€40,000-€75,000
Graphic Designer	€30,000	€55,000	€43,500	€35,000-€55,000
Media Manager	€45,000	€65,000	€52,500	€40,000-€75,000
Project Manager	€40,000	€50,000	€44,166	€30,000-€45,000
Research Head Of	€120,000	€170,000	€145,000	€60,000-€120,000
Research Manager	€45,000	€75,000	€62,500	€50,000-€80,000
SEO / SEM / PPC Specialist	€25,000	€70,000	€45,833	€35,000-€75,000
Strategic Planning Head Of	€70,000	€120,000	€94,500	€80,000-€140,000
Strategic Planning Manager	€55,000	€60,000	€57,500	€60,000-€90,000

sectoral analysis

RETAIL

The Retail and Wholesale sectors are the largest employers in the Irish economy, employing almost 280,000 people in Ireland, approximately 15% of the workforce. There are 42,000 businesses operating in Ireland, of which 83% are Irish-owned and Irish-operated and 75% are family-owned enterprises. (Source: Retail Ireland)

For marketers, the grocery sector was the most active sector within retail in the last 12 months in terms of hiring, although forecourt and DIY groups were also active. Key grocery players have increasingly professional marketing, digital and data functions and teams, and 20% of retailers have marketing teams of 20 or more. That said, with such a large number of family / Irish owned retail businesses (72% Irish owned), it is unsurprising that a third of retail respondents have budgets of less than €1m and 55% have marketing teams of less than 10 people.

Within such a competitive environment, where brand is key, the marketing function is perceived by 49% respondents as having a strategic role to play in the business, ahead of the survey average of 43% this year.

These teams operate within very commercial, competitive, high-volume and fast-paced environments, providing great exposure to all touch points and offer ambitious marketers some great opportunities for career development. We are seeing that Retailers are open to people from other sectors, as long as they can operate in fast paced environments, are responsive and can cope with sometimes intensive hours.

We saw high demand for general marketing and e-commerce executives and e-commerce managers in particular. Outside of this, demand has been centred around data, insights and online/tech, e.g. PPC, UX/UI. Customer

experience – both online and offline – is also a rapidly evolving skill set in this space, with a need for real CX experts beginning to emerge.

Retailers were also some of the highest advertising spenders in 2016-17, thus providing great environments for those looking to develop and own end to end brand and communications campaigns and budgets. One third of respondents in retail are working with budgets of €5m+.

Retail was the most positive of all sectors last year in terms of trading conditions and sentiment. This year, although somewhat less so, the outlook remains broadly positive. Two thirds said consumer sentiment in their sector had improved last year. 56% think that future trading conditions will improve too. However, half of all respondents expect the impact of Brexit to be negative and many (22%) are as yet unsure.

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Brand Head of	€110,000	€120,000	€115,000	€90,000–€120,000
Brand Manager	€40,000	€55,000	€47,500	€45,000–€60,000
Brand Manager Senior	€40,000	€70,000	€52,500	€50,000–€75,000
Commercial/Sales & Marketing Director	€130,000	€150,000	€145,000	€140,000–€200,000
Commercial/Sales & Marketing Head of	€90,000	€110,000	€97,500	€90,000–€120,000
Communications Manager	€55,000	€70,000	€62,500	€50,000–€75,000
CRM/Loyalty Manager	€55,000	€60,000	€57,500	€55,000–€75,000
Digital / Online Manager	€60,000	€75,000	€72,500	€55,000–€80,000
E-Commerce Head of	€110,000	€140,000	€132,500	€90,000–€140,000
E-Commerce Manager	€50,000	€70,000	€60,000	€60,000–€90,000
Insights Head Of	€85,000	€90,000	€87,500	€80,000–€100,000
Marketing Director / CMO	€140,000	€250,000+	€162,000	€140,000–€200,000
Marketing Executive	€25,000	€45,000	€34,166	€30,000–€45,000
Marketing Head Of / Controller	€75,000	€150,000	€101,875	€80,000–€110,000
Marketing Manager	€40,000	€85,000	€58,928	€50,000–€80,000
Research Manager	€50,000	€70,000	€57,500	€50,000–€80,000

sectoral analysis

FINANCIAL SERVICES

Within the Financial Services sector we include banking, insurance, and fintech. Financial Services advertised the most marketing and digital roles of any sector this year. It found the most improved customer sentiment of all sectors at 79%. It remains positive about future trading conditions, Brexit notwithstanding, with only 4% expecting a deterioration in trading conditions in the year ahead.

It is an important sector for our community, with the largest marketing budgets (37% with a marketing budget of €5m+ vs. survey average of 22%) and large marketing teams (28% having teams of 40 plus vs. average of 13%).

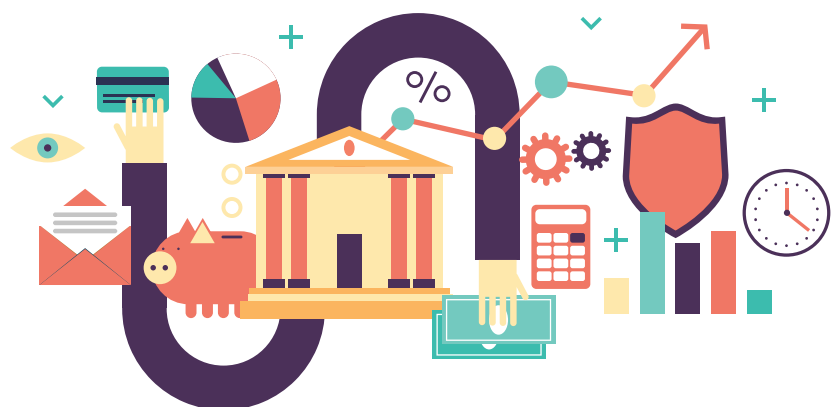
The **Irish Banking sector** specifically continues to improve with increasing profits and lower provisions required for badly performing loans. They are one of the largest employers of marketing, digital and data professionals. From our experience banks are now much more open to hiring professionals from outside the sector in order to provide fresh thinking to combat the significant disruption to the sector and to continue their increased focus on the customer.

Demand has been high in the last 12 months for general marketing, communications, insights, and proposition specialists. We are seeing the focus on and role of customer experience grow in importance. Product, project and change

management skills are also in demand, on both a full-time, consulting and contracting basis, as big customer and technology led transformation projects take place. There are some outstanding, professional marketing teams within financial services – even though only 34% of respondents in this sector believe that the role of marketing is seen as strategic vs. the average of 43% – and the sector increasingly offers great opportunities for marketing, digital and data people to develop their careers.

With regard to the **insurance sector**, there has been some successful consolidation as well as significant ongoing competition amongst traditional and online competitors for market share. The insurance sector was one of the higher advertisers of marketing, digital and data roles. We saw particular demand for good marketing communications professionals, CX, UX and digital marketers. The focus on cross-selling a broader range of insurance solutions to existing bases has led to higher demand for those with customer insights, data analytics, segmentation and proposition management skills.

Fintech start-ups continue to disrupt and are competing for customer focused, B2B and product management talent with experience internationally.



sectoral analysis

FINANCIAL SERVICES

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Base Manager	€65,000	€70,000	€67,500	€75,000–€115,000
Business Intelligence Director	€180,000	€200,000	€190,000	€150,000–€200,000
Business Intelligence Manager	€60,000	€65,000	€62,500	€60,000–€90,000
Campaign Manager	€50,000	€55,000	€52,500	€50,000–€75,000
Communications/Corporate Affairs Director	€80,000	€250,000+	€164,500	€140,000–€220,000
Communications Executive	€35,000	€45,000	€40,000	€30,000–€45,000
Communications Manager	€55,000	€90,000	€67,500	€60,000–€90,000
CRM/Loyalty Manager	€40,000	€110,000	€72,000	€70,000–€100,000
Customer Experience Executive	€25,000	€45,000	€34,200	€38,000–€45,000
Customer Experience Head Of	€110,000	€140,000	€125,000	€90,000–€140,000
Customer Experience Manager	€55,000	€60,000	€57,500	€50,000–€90,000
Data Analytics Head of / Director	€95,000	€130,000	€107,000	€110,000–€180,000
Data Analyst	€35,000	€60,000	€45,000	€45,000–€75,000
Data Scientist	€35,000	€50,000	€47,500	€40,000–€60,000
Data Scientist Head of / Director	€140,000	€150,000	€145,000	€80,000–€180,000
Digital / Online Director / CDO	€140,000	€200,000	€142,600	€120,000–€200,000+
Digital / Online Manager	€50,000	€100,000	€70,500	€60,000–€100,000
Events Manager	€30,000	€55,000	€42,500	€35,000–€55,000
Innovation Manager	€85,000	€115,000	€97,500	€80,000–€120,000
Insights Head Of	€95,000	€200,000	€143,750	€80,000–€115,000
Insights Manager	€75,000	€85,000	€80,000	€65,000–€90,000
Internal Communications Manager	€65,000	€75,000	€70,000	€60,000–€80,000
Marketing Director / CMO	€100,000	€250,000+	€182,000	€140,000–€250,000+
Marketing Executive	€25,000	€50,000	€37,950	€35,000–€45,000
Marketing Executive Senior	€30,000	€70,000	€49,640	€40,000–€55,000
Marketing Head Of / Controller	€55,000	€130,000	€95,450	€80,000–€140,000
Marketing Manager	€40,000	€100,000	€64,500	€60,000–€100,000
Product Manager	€55,000	€90,000	€73,930	€60,000–€90,000
Product Manager Head Of	€65,000	€130,000	€96,250	€80,000–€140,000
Programme Manager	€45,000	€65,000	€55,000	€55,000–€90,000
Project Manager	€50,000	€55,000	€52,500	€40,000–€80,000
Proposition / Segment Head Of	€100,000	€150,000	€120,000	€95,000–€150,000
Proposition / Segment Manager	€50,000	€90,000	€69,500	€60,000–€90,000
Social Media / Community Manager	€60,000	€65,000	€62,500	€50,000–70,000
Sponsorship Manager	€55,000	€75,000	€65,000	€50,000–€80,000

sectoral analysis

FMCG

FMCG players continue to operate within a challenging environment. The grocery market has been under significant pressure in recent years, as the multiples focus on lower pricing and increased product ranges. Although customer sentiment in the sector was seen as relatively positive, with 56% of respondents within FMCG noting improved sentiment in the past year, only 40% believe that trading conditions will improve next year, vs. an average of 57%. They face the most direct challenges from Brexit, with 57% of all FMCG respondents foreseeing a negative impact due to it. 52% of FMCG respondents believe that the marketing function has a clear strategic remit, with a voice on the board vs the average of 43% for all sectors.

Only 11% of marketing teams in FMCG have teams of 40+, with 55% operating in marketing teams of less than ten, who are stretched and often have to lean on their international colleagues for marketing support.

With regard to roles within the sector, we have seen consistent demand for brand marketers at all levels, with a deep understanding of integrated offline and online marketing. Increasingly digital skills are also seen as a must-have by all team members, rather than featuring as stand-alone roles. As always, there is demand for those marketing all-rounders, with consumer insight, strategic planning and classical brand management skills, coupled with real commercial acumen.

Within large marketing teams specifically, we continue to see the popularity of shopper insights, data-analytics and category-solutions skills, to provide strong value propositions for consumers. Consumer trends around functionality, wellness, convenience and indulgence continue to develop and those with a track record in delivering successful innovations to the market are in high demand.

Driving brand awareness and investing in innovation requires sizeable budgets and the FMCG sector still has comparatively large budgets, with 39% of respondents having budgets over €5m and 26% with budgets between €1-€5m, focused on TV, other ATL and digital.

DRINKS

The drinks sector has remained very active last year again and is viewed as an attractive sector in which to work.

80% of drinks respondents work in internationally owned businesses. They work with sizeable teams and budgets and 58% feel they are seen as a strategic partner, with only 12% seen as a support function.

Overall marketing spend increased for 64% over the last 12 months, and significant continued spend is planned on ATL and digital in particular. There is demand again for those with online experience, from UX/UI to content, social-media and general digital marketing creatives. Other key skills in demand include innovation, insights and research, brand and strategic planning.



sectoral analysis

FMCG & DRINKS

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Brand Head of	€80,000	€110,000	€93,750	€80,000–€120,000
Brand Manager	€40,000	€70,000	€54,772	€45,000–€80,000
Brand Manager Asst	€30,000	€45,000	€38,333	€35,000–€45,000
Brand Manager Senior	€45,000	€80,000	€66,500	€60,000–€90,000
Category Manager	€45,000	€65,000	€54,500	€40,000–€80,000
CEO/MD/Country Mgr/Business Owner	€120,000	€200,000	€146,666	€12,000–€250,000+
Commercial/Sales & Marketing Director	€80,000	€130,000	€103,750	€100,000–€200,000
Commercial/Sales & Marketing Manager	€60,000	€85,000	€74,166	€60,000–€110,000
Communications Head Of	€85,000	€90,000	€87,500	€75,000–€100,000
Communications Manager	€70,000	€85,000	€77,500	€40,000–€90,000
Comms / Corporate Affairs Director	€110,000	€120,000	€115,000	€90,000–€140,000
Data Analyst	€40,000	€60,000	€47,500	€45,000–€65,000
Digital / Online Head Of	€70,000	€100,000	€85,000	€70,000–€110,000
Digital / Online Manager	€65,000	€75,000	€69,500	€45,000–€75,000
Innovation Head Of	€100,000	€130,000	€115,000	€90,000–€140,000
Innovation Manager	€95,000	€100,000	€97,500	€75,000–€110,000
Insights Head Of	€80,000	€85,000	€82,500	€70,000–€90,000
Insights Manager	€55,000	€90,000	€64,500	€50,000–€75,000
Marketing Director / CMO	€95,000	€250,000+	€149,700	€120,000–€200,000
Marketing Executive	€25,000	€45,000	€35,000	€25,000–€40,000
Marketing Head Of / Controller	€75,000	€180,000	€100,800	€90,000–€180,000
Marketing Manager	€55,000	€100,000	€75,312	€50,000–€90,000
Sponsorship Manager	€50,000	€55,000	€52,500	€50,000–€80,000
Strategic Planning Head Of	€95,000	€100,000	€97,500	€80,000–€120,000

sectoral analysis

PROFESSIONAL & BUSINESS SERVICES

The Professional Services sector was the second largest advertiser of marketing roles in the last 12 months. This reflected the continued growth of professional services in the Irish market, much of it on the back of the growth of the FDI sector. The Big 4 were key players in this, unsurprisingly, seeking full-time talent both for their internal teams but also full-time and flexible talent for work on client projects. However the next tier of professional services providers are growing year on year and increasingly professionalising their marketing, digital and data teams.

And this growth is likely to continue. 61% state that customer sentiment has improved since last year (vs. average of 64%) and a significant 70% feel that trading conditions will continue to improve (vs. average of 57%). Of note, this sector is the only one that feels that Brexit will have a more positive (42%) impact on their organisation than negative (22%). Indeed not one respondent rated the impact of Brexit as very negative. Presumably most are advising clients on the impact of same in a professional capacity.

Only 36% of respondents in this sector believe that the role of marketing is seen as strategic vs. the average of 43% and 29% feel they are considered a support function vs. an average of 22%. However, with the increased investment in brand, digital and lead generation activities, this perception is likely to become more positive over the next few years. Indeed, the current relatively low level of 36% did increase, up from 31% last year.

For internal marketing teams the skill sets required remained much as the previous year- mostly classical and digital marketing communications, with companies choosing to opt for people from Professional Services or Financial Services backgrounds. Strong stakeholder management, marcoms, digital content development, event management and digital skills were specifically in demand for these roles. Professionals with business development, lead generation and tender management roles were also notable. There was an increased need for those with internal communications skills and experience in cultural change and employee engagement.

While 49% work with marketing budgets of under €100k, over 28% of professional services respondents work with budgets of €1m plus, of which 8% €5m+.

As analytics adoption continues to rise so too has the need for data consultants particularly those with expertise in transformational design, cybersecurity, data architecture and compliance. Many professional services firms are also vying for valuable expertise in blockchain technology. Retention is the key hiring theme with firms adopting new measures such as flexible working arrangements to attract talent.

Outside of their classical marketing departments, we have seen this sector hiring mid to senior level consultants for their own consulting teams. They are open to those from both professional services backgrounds, or industry professionals with e-commerce, digital, customer experience, CRM and data analytics skills, from Ireland and abroad.

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
CEO/MD/Country Mgr/Business Owner	€65,000	€220,000	€110,625	€20,000-€35,000
Commercial/Sales & Marketing Director	€70,000	€160,000	€129,375	€20,000-€35,000
Communications Manager	€60,000	€80,000	€66,250	€20,000-€35,000
Data Analytics Manager	€70,000	€85,000	€77,500	€70,000-€110,000
Data Scientist Head of / Director	€130,000	€180,000	€155,000	€120,000-€200,000
Digital / Online Executive	€25,000	€45,000	€35,800	€30,000-€45,000
Digital / Online Manager	€60,000	€65,000	€62,500	€45,000-€65,000
Events Manager	€40,000	€55,000	€47,500	€35,000-€60,000
Graphic Designer	€35,000	€55,000	€45,000	€35,000-€55,000
Marketing Director / CMO	€130,000	€200,000	€148,200	€120,000-€200,000
Marketing Executive	€20,000	€40,000	€30,050	€25,000-€40,000
Marketing Executive Senior	€30,000	€45,000	€37,500	€30,000-€45,000
Marketing Head Of / Controller	€70,000	€110,000	€87,080	€70,000-€120,000
Marketing Manager	€45,000	€85,000	€68,125	€40,000-€90,000
Sales & Marketing Executive	€35,000	€40,000	€37,500	€30,000-€45,000
Transformation Manager	€110,000	€120,000	€115,000	€100,000-€130,000
Web Services Manager	€35,000	€70,000	€52,500	€40,000-€65,000

sectoral analysis

TELECOM

Despite there being increased overlap due to digital convergence between the telecommunications industry and other industries such as entertainment and media, for the purposes of our survey we are including those who provide fixed, mobile and quad play telco services in this section.

The competition amongst the key providers is intense, with the large international providers from telco roots, and those from media roots increasingly encroaching in each other's spaces.

This sector remains significant in terms of both spend and employment for the marketing community and international brands continue to attract talent, with 79% of respondents working in non-Irish owned telco organisations. Nearly half the respondents in this sector believe that marketing is seen as strategic, revenue driving partner vs. the average of 45%. Only 9% feel they are seen as a support function. From a career perspective, they are still perceived to be good strategic and commercial training ground for marketers.

Telcos also have larger than average team sizes, with 23% having teams of 40+ vs. an average of 13%. That said, teams are much reduced from the heyday and many feel tightly resourced in the day to day.

Over the last year we saw an overall increase in roles advertised in the market, although this was not uniform amongst all providers, as some increased capability in areas such as customer experience and insights and others reduced team sizes across departments.

The sector has considerable marketing budgets with 55% of respondents' organisations having marketing budgets of €5m+ vs. an average of 23%. That said, comms and brand teams remained tightly resourced in comparison to a few years ago. However digital marketing specialists of all levels of seniority; front end/ UX specialists and designers and social media teams are consistently in demand. We have seen a move, as with financial services, for companies to grow their own internal digital, UX/UI/design teams, partially or fully replacing their agency models.

Although roles in product development and product, proposition and base management were less in number than in recent years, there is still consistent demand for people with those skills, from large telco and financial services backgrounds. Similarly there is a continued focus on retention and loyalty and retention experts are in demand, but low supply.

Data science, particularly of advanced & predictive analytics methods such as propensity, now plays a leading role in driving marketing, sales propositions activities. There has been continued hybridisation of roles, evidenced by a marked increase in demand and salary expectations for senior web analysts and digital data scientists. Commercial expertise in addition to hard statistical skills are of particular interest to employers in this domain.

The outlook is relatively positive. 54% of respondents feel that consumer sentiment improved in their sector last year and that trading conditions will improve in the year ahead. Brexit will have a neutral impact for 54% too.

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
CEO/MD/Country Mgr/Business Owner	€40,000	€120,000	€77,000	€120,000-€250,000+
Commercial/Sales & Marketing Director	€60,000	€200,000	€119,200	€100,000-€200,000
Communications Manager	€60,000	€75,000	€67,500	€50,000-€80,000
Corporate / Public Affairs Manager	€80,000	€85,000	€82,500	€70,000-€90,000
CRM/Loyalty Manager	€45,000	€80,000	€67,500	€60,000-€90,000
Customer Experience Manager	€55,000	€60,000	€57,500	€50,000-€75,000
Digital / Online Executive	€20,000	€35,000	€30,500	€25,000-€45,000
Digital / Online Manager	€65,000	€85,000	€75,800	€50,000-€80,000
E-Commerce Head of	€80,000	€110,000	€105,000	€90,000-€140,000
Graphic Designer	€30,000	€40,000	€35,000	€30,000-€55,000
Insights Manager	€65,000	€80,000	€72,500	€60,000-€90,000
Marketing Executive Senior	€40,000	€65,000	€52,500	€35,000-€50,000
Marketing Head Of / Controller	€70,000	€180,000	€96,250	€80,000-€180,000
Marketing Manager	€45,000	€85,000	€63,750	€60,000-€90,000
Product Manager	€55,000	€90,000	€70,833	€60,000-€90,000
Product Manager Head Of	€120,000	€130,000	€125,000	€100,000-€140,000
Programme Manager	€75,000	€90,000	€82,500	€75,000-€100,000
Proposition / Segment Head Of	€100,000	€250,000+	€177,500	€100,000-€160,000
Proposition / Segment Manager	€50,000	€85,000	€71,300	€60,000-€90,000
Sponsorship Manager	€60,000	€85,000	€82,500	€60,000-€90,000

sectoral analysis

TECH/IT (excluding Telecoms)

We have included in this sector hardware and software providers, with both B2B and consumer plays, as well as many at the forefront of the IOT, social media and data led revolution. The sector is huge, includes the large multinational FDI players, and accounts for more than €50 billion of exports from Ireland per annum. (Source IDA)

They are significant employers, particularly of the millennial generation and their approach to employee engagement and investment in contemporary office surroundings have re-set the bar for corporate Ireland. With the rapid growth of the sector and the full on competition for in demand talent between key tech players, salaries are increasing, specifically in areas such as Content Management which is such a key requirement for B2B IT companies.

This technology/IT sector advertised the second largest number of roles in the marketing and digital space in 2016-17. Two thirds of respondents work in marketing teams of 10 or less. 50% of respondents feel that marketing is seen as a strategic partner in their organisation vs. an average of 43%. Many of these roles based in Ireland which come under the marketing banner are account management oriented roles, often with a strong commercial remit. They can be both Irish market and EMEA focused and require a high level of multilingual skills, attracting many Europeans. 54% of tech respondents work in non-Irish owned companies and 41% in companies of 200+ employees.

In terms of marketing roles, classical brand and communications roles are limited, tending to sit in the US. Inbound marketing / lead generation and digital skills are in higher demand. Marketing

is the lead driver of digital communications for 79% vs average of 74% and for lead generation by a significant margin vs other sectors (60% vs 32% elsewhere).

Many of the roles we see are hybrid roles, with an emphasis on innovation/ ideation, design thinking and problem solving. They are often tech and data led, are mobile first environments and require a high level of proficiency and comfort with same. Many roles in this sector and indeed many companies did not exist even a few years ago, so an ability to adapt and grow in a rapidly changing environment is critical. They are often open to contracting and 42% of respondents in this sector have contracted before vs. 36% average.

As this sector includes many of the world's leading digital giants, there is a wealth of opportunities for digital professionals, particularly those with ecommerce, search, digital content and UX/UI design experience, at all levels.

Starting salaries in data analytics roles at junior level have increased (min. €35-40k) in this domain. Machine learning is one of the most sought after skillsets for the tech/ICT sector and notably demand for PhD level candidates with applied industrial expertise has encouraged much more international and expatriate hiring.

The outlook for the sector is positive. Three quarters of respondents noted improved consumer sentiment in the last 12 months. It is the most optimistic of all sectors, with 76% believing that trading conditions will continue to improve next year (vs. an average of 57%). That said, 28% are still uncertain of the future impact of Brexit.



sectoral analysis

TECH/IT (excluding Telecoms)

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Account Manager	€40,000	€85,000	€60,000	€50,000–€80,000
Brand Manager	€45,000	€50,000	€47,500	€45,000–€60,000
Business Development Manager	€30,000	€65,000	€47,500	€40,000–€70,000
Campaign Manager	€70,000	€75,000	€72,500	€50,000–€75,000
CEO/MD/Country Mgr/Business Owner	€100,000	€220,000	€145,833	€120,000–€250,000+
Commercial/Sales & Marketing Director	€110,000	€250,000	€175,000	€120,000–€250,000+
Commercial/Sales & Marketing Manager	€55,000	€75,000	€65,833	€60,000–€80,000
Communications Head Of	€70,000	€90,000	€80,000	€70,000–€90,000
Communications Manager	€60,000	€80,000	€66,250	€60,000–€80,000
Content Manager	€60,000	€65,000	€62,500	€40,000–€65,000
Data Analyst	€25,000	€50,000	€40,000	€40,000–€60,000
Digital / Online Director / CDO	€120,000	€160,000	€145,000	€120,000–€200,000
Digital / Online Executive	€30,000	€40,000	€35,000	€30,000–€45,000
Digital / Online Manager	€40,000	€55,000	€52,500	€45,000–€65,000
Events Manager	€45,000	€50,000	€47,500	€35,000–€50,000
Graphic Designer	€30,000	€70,000	€50,000	€35,000–€55,000
Insights Head Of	€95,000	€100,000	€97,500	€60,000–€90,000
Marketing Director / CMO	€110,000	€150,000	€126,400	€100,000–€150,000
Marketing Executive	€20,000	€40,000	€33,214	€25,000–€40,000
Marketing Executive Senior	€45,000	€55,000	€50,000	€40,000–€55,000
Marketing Head Of / Controller	€55,000	€150,000	€91,750	€80,000–€120,000
Marketing Manager	€40,000	€80,000	€58,928	€60,000–€90,000
Product Manager	€65,000	€90,000	€80,833	€60,000–€90,000
Product Manager Head Of	€75,000	€80,000	€77,500	€80,000–€120,000
Programme Manager	€55,000	€90,000	€72,500	€60,000–€90,000
Project Manager	€35,000	€75,000	€52,500	€40,000–€80,000
Research Head Of	€75,000	€80,000	€77,500	€70,000–€100,000
Sales & Marketing Executive	€45,000	€50,000	€47,500	€35,000–€50,000
Sponsorship Head Of	€110,000	€120,000	€115,000	€80,000–€120,000
UI/UX Manager	€40,000	€90,000	€60,833	€60,000–€90,000
Web Services Manager	€30,000	€55,000	€42,500	€30,000–€55,000

sectoral analysis

UTILITIES/ENERGY

Utility providers in areas such as gas, electricity and waste form a highly competitive sector, with existing and challenger brands fighting it out for brand visibility and market share. This makes it a demanding but exciting sector to work in, with great experience to be gained.

63% work in Irish owned organisations and team sizes are typically small to medium in size, with 80% working in teams of 20 or less. 11% work on fixed term contracts.

Brand and marketing communications remains a big focus for the sector. The Utility/Energy sector has significant marketing budgets, 46% of respondents working with budgets of over €5m.

In terms of roles in demand, we are seeing increased integration of classical

marcoms and digital communications functions and last year in particular saw a growing demand for those with strategic sponsorship and events skills, as well as internal communications skills.

Outside of the brand and communications arena, all of the major players continue to seek a diverse skill set from B2B and B2C marketers; to insights and proposition specialists; to those with digital and data analytics and data science expertise. There is significant emphasis on accessing talent to help develop online as a sales and customer service channel with their base.

As well as ongoing acquisition strategies there is now also a greater focus on customer retention within utilities. Loyalty and partnership negotiation talent is in high demand as loyalty & rewards programmes continue to evolve. We now often see separate specialist acquisition

and retention teams in this sector, often sourced from telco and financial services backgrounds. The GDPR directive next May will also ensure increased focus in this space.

The marketing function is perceived by only 29% of respondents as having a strategic role in their business, considerably less than the average of 43%, and a quarter feel they are seen as a support function only.

64% feel that customer sentiment improved last year in their market, but only 31% feel trading conditions will improve in the year ahead and 59% feel they will stay the same. Half of respondents feel that the impact of Brexit will be neither positive nor negative, but 26% remain unsure.

Role	Survey Min	Survey Max	Survey Aver	Alternatives View
Brand Head of	€70,000	€75,000	€72,500	€70,000–€90,000
Campaign Manager	€50,000	€55,000	€52,500	€45,000–€65,000
Category Manager	€75,000	€100,000	€90,800	€75,000–€100,000
Commercial/Sales & Marketing Director	€150,000	€160,000	€155,000	€130,000–€180,000
Communications Manager	€50,000	€75,000	€62,500	€50,000–€80,000
CRM/Loyalty Manager	€50,000	€55,000	€52,500	€50,000–€80,000
Customer Experience Manager	€50,000	€80,000	€67,500	€55,000–€80,000
Data Analytics Manager	€65,000	€70,000	€67,500	€65,000–€110,000
Data Scientist	€45,000	€50,000	€47,500	€40,000–€60,000
Digital / Online Manager	€70,000	€75,000	€72,500	€70,000–€90,000
Insights Head Of	€75,000	€80,000	€77,500	€70,000–€100,000
Internal Communications Manager	€55,000	€60,000	€57,500	€50,000–€65,000
Marketing Director / CMO	€100,000	€130,000	€115,000	€100,000–€160,000
Marketing Executive	€20,000	€35,000	€27,500	€25,000–€40,000
Marketing Executive Senior	€45,000	€50,000	€47,500	€35,000–€50,000
Marketing Head Of / Controller	€85,000	€110,000	€105,500	€80,000–€120,000
Marketing Manager	€55,000	€100,000	€74,380	€60,000–€100,000
Product Manager	€60,000	€70,000	€65,000	€50,000–€90,000
Social Media / Community Manager	€45,000	€55,000	€50,000	€40,000–€60,000
Sponsorship Manager	€50,000	€100,000	€76,250	€60,000–€90,000

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