

The Fun Book

2012 Salary Guide

Filled with games, activities, insights and inspirations



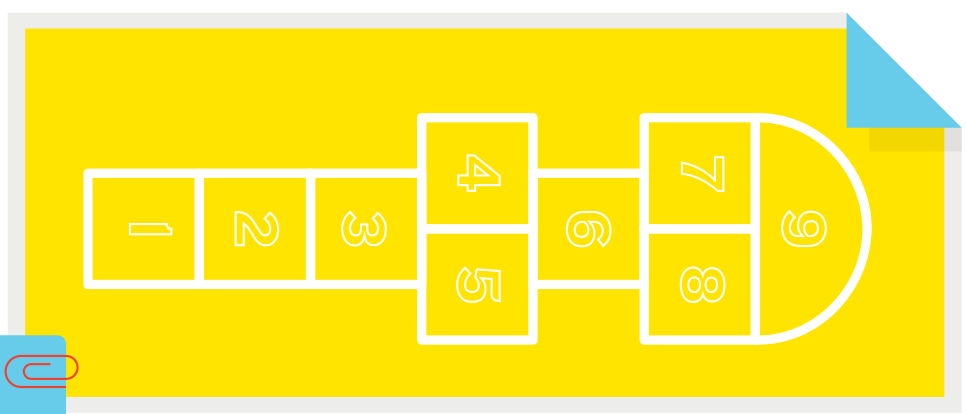


SPOT THE DIFFERENCES



For answers to this and other games featured in the *TCG Salary Fun Book*, scan this code with your smartphone or go to creativegroup.com/funbookanswers.

START HERE



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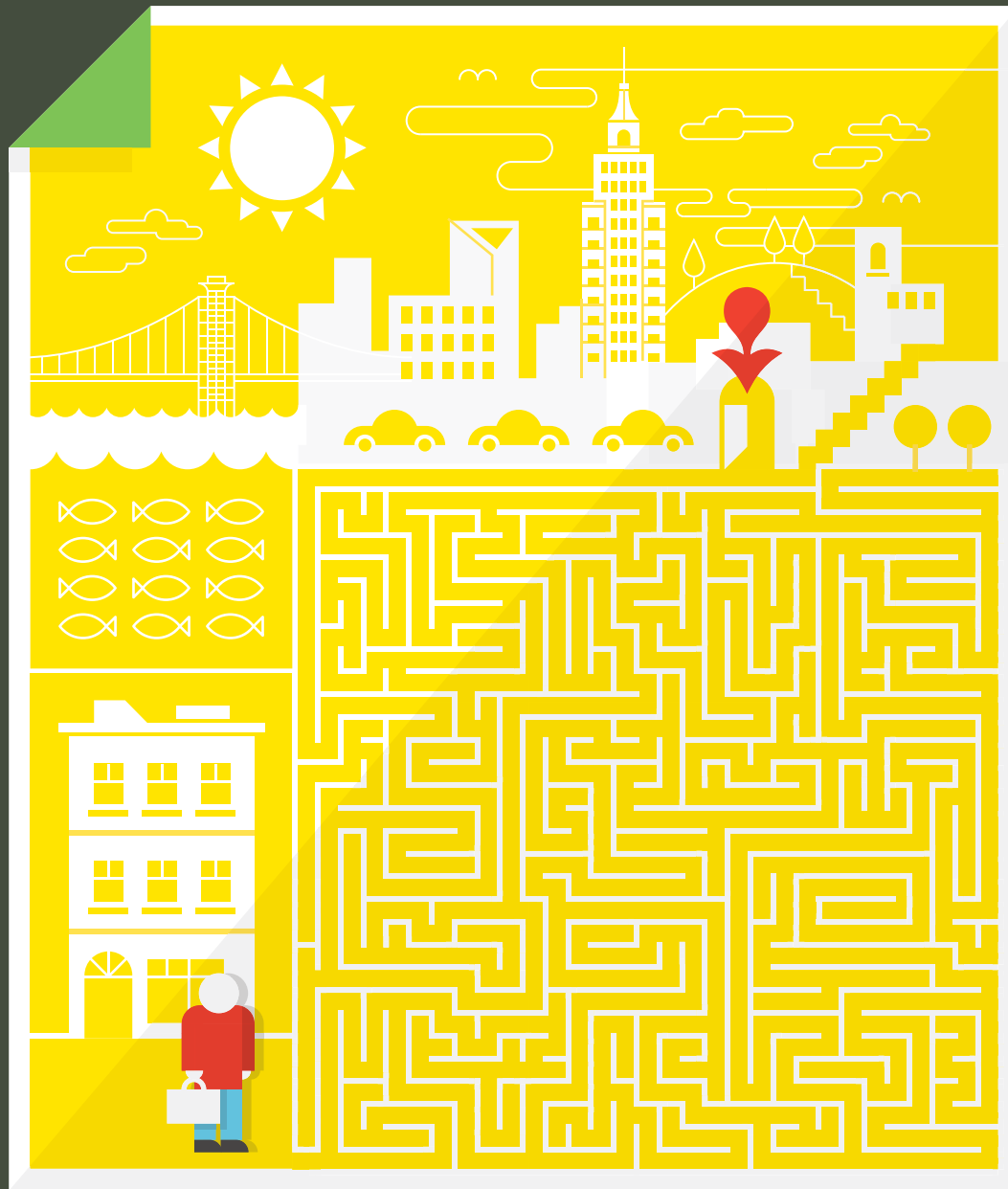
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**GET THE DESIGNER
TO WORK**



Getting Started

About the Book

In this year's guide, you'll find starting salary ranges for more than 100 interactive, design, marketing, advertising and public relations positions. The figures in the *Salary Guide* are national averages, but they can be adjusted for more than 130 U.S. markets using the local variance figures found on Page 11.

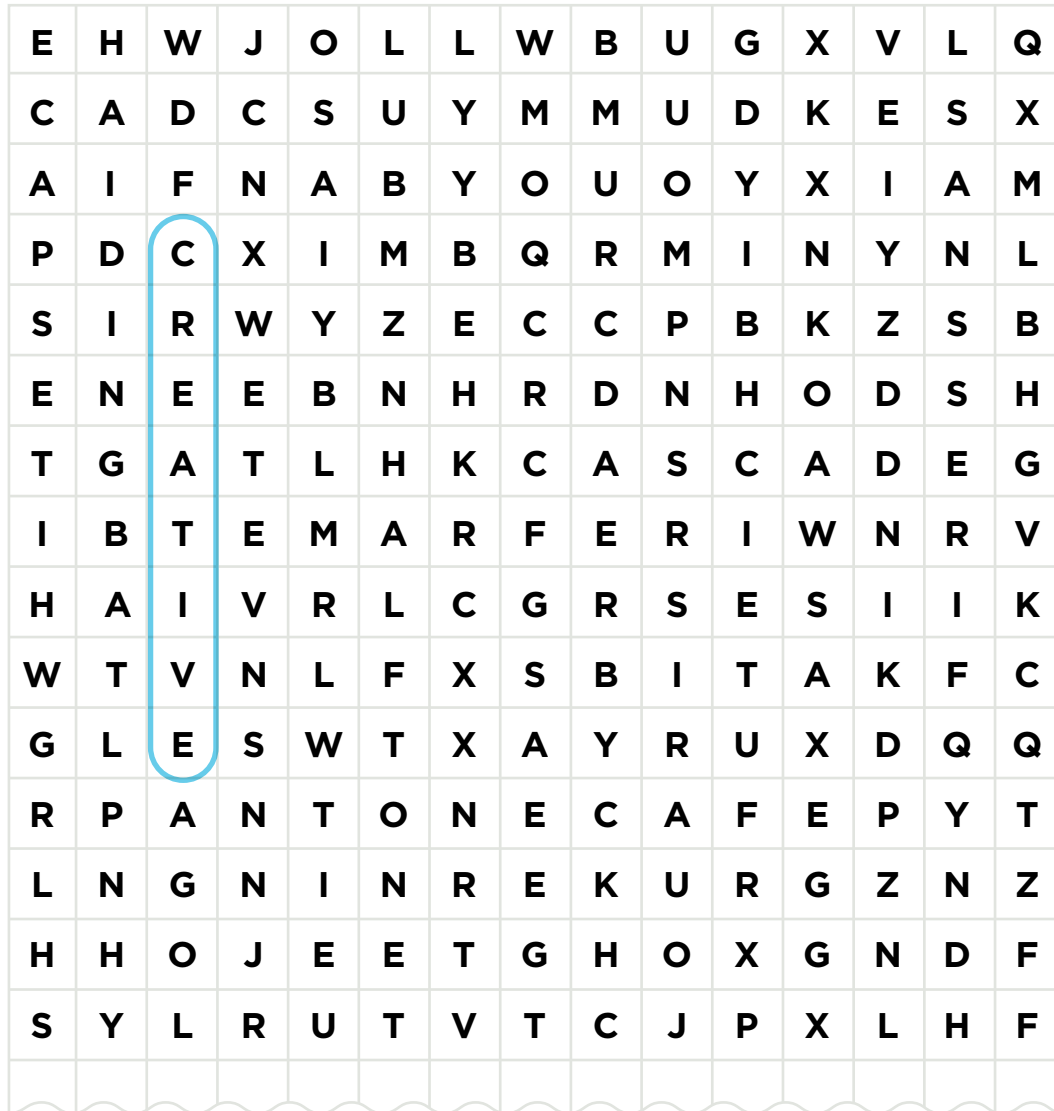
The salary ranges represent starting compensation only, since factors such as seniority and work ethic make ongoing pay difficult to measure. Bonuses, incentives and other forms of compensation, such as benefits and retirement packages, also are not taken into account.

The Most Authoritative Resource

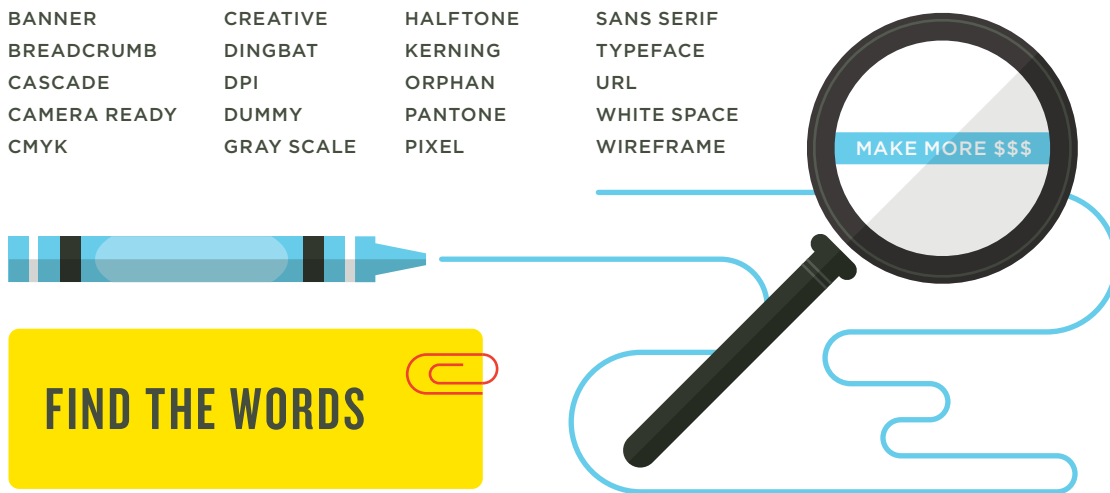
We collect information from various sources, including:

- The thousands of freelance and full-time placements made through our branch locations
- Insight from our expert recruiting and staffing professionals
- Exclusive workplace research we conduct regularly among advertising and marketing executives throughout North America
- Our own comprehensive analysis of current and future hiring trends

We publish a new guide every year to ensure our data reflect the most recent employment trends. Information from the *Salary Guide* is so well-regarded that the U.S. Department of Labor's Bureau of Labor Statistics has used it when compiling the *Occupational Outlook Handbook*.



- | | | | |
|--------------|------------|----------|-------------|
| BANNER | CREATIVE | HALFTONE | SANS SERIF |
| BREADCRUMB | DINGBAT | KERNING | TYPEFACE |
| CASCADE | DPI | ORPHAN | URL |
| CAMERA READY | DUMMY | PANTONE | WHITE SPACE |
| CMYK | GRAY SCALE | PIXEL | WIREFRAME |



Tips & Tricks: Hiring Hints

Finding top creative talent can feel like searching for a needle in a haystack – or a term in a word search game. Are you equipped to uncover the diamonds in the rough?

Understanding hiring trends can give you an edge when recruiting potential employees. Following are several to consider:

Reinforcements are on the way. As creative teams take on more projects, managers recognize the need for extra support to help with heavier workloads. They are bringing in freelancers in order to access specialized skills and keep projects on track. Employers also are filling full-time positions when they identify an ongoing need.

It's tough spotting top talent. Despite high unemployment rates, finding expert creative professionals remains a challenge. To help uncover in-demand talent (e.g., designers with extensive digital expertise or marketing professionals with social media and web analytics proficiency), hiring managers are tapping their professional networks for referrals and partnering with specialized staffing firms.

Employers are moving faster. Managers are still selective when hiring, but once they identify candidates with the precise skill sets they seek, they are moving more quickly to extend job offers. In some cases, they are offering perks, like sign-on bonuses, extra vacation days and telecommuting options, to further entice applicants.

Brand revitalizations are widespread. Many businesses are eager to refresh their brand identities to reflect new product and service offerings and keep their customers engaged. There is strong demand for professionals who can steer and manage overall brand strategy, as well as bring ideas to life via digital and traditional media.

The healthcare sector continues to grow. Strong overall growth in the healthcare sector is fueling demand for professionals who can perform regular assessments of customer requirements and preferences, as well as emerging technology trends, and adjust marketing outreach as necessary. Creative staff also are sought to develop and implement niche campaigns targeted to patients, prospects and trade associations with unique needs.

Prized Players & Skills in Demand

Think you have a discerning eye? Those who can spot creative “power players” are several steps closer to building a strong creative team.

Following are six positions in high demand and the skills sought for them:

Online Project Manager - Proficiency with project management programs (Basecamp, Merlin, Microsoft Project, Visio) and methods, including internal documentation and external communications; demonstrated ability to accurately estimate timing and associated costs across projects of varying type, scale and complexity

Search Engine Optimization (SEO)/Search Engine Marketing (SEM) Specialist - Knowledge of search engine strategies and experience using search engine optimization and web analytics tools (Alexa, comScore, Google Analytics, Google Website Optimizer, Omniture, SEOmoz and Webtrends); applied analytics sensibility with proven ability to make strategic decisions from data

User Experience (UX) Designer - Proficiency with design and prototyping tools (Dreamweaver, Illustrator, InDesign, Photoshop, Visio); thorough understanding of the limitations and appropriate use of web development technologies (Ajax, CSS, Flash, HTML, JavaScript); strength in designing online programs with emphasis in the emotional aspects of human experience; three or more years of experience preferred

Video Producer - Ability to manage video projects from conception to production; strong working knowledge of video formats and playback codecs, editing systems and practices; proficiency in After Effects, Avid Pro, Final Cut Pro, Photoshop and Premiere Pro

Web Analytics Specialist - Experience using web analytics software (Google Analytics, Omniture, SiteCatalyst, Unica, Webtrends), reviewing and reporting on metrics, and providing strategic recommendations based on data; three or more years of experience preferred

Web Designer/Developer - Expert knowledge of Adobe Creative Suite software and familiarity with programming and markup languages (ActionScript, CSS, HTML, JavaScript, PHP, XHTML and XML)

For additional positions in demand and job descriptions, please visit creativegroup.com/salarycenter.



Design & Production	↓ LOW	↑ HIGH
Creative Director (8+ years*)	\$ 95,250	\$ 163,250
Creative Director (5 to 8 years)	\$ 87,750	\$ 118,250
Creative Services Manager	\$ 73,250	\$ 103,500
Art Director (5+ years)	\$ 66,000	\$ 95,500
Art Director (3 to 5 years)	\$ 57,000	\$ 72,750
Production Director (8+ years)	\$ 74,750	\$ 99,750
Production Manager	\$ 54,500	\$ 75,250
Production Coordinator	\$ 37,500	\$ 50,750
Project Manager	\$ 50,000	\$ 72,750
Studio Manager (5+ years)	\$ 67,250	\$ 92,750
Studio Manager (1 to 5 years)	\$ 56,000	\$ 75,500
Traffic Manager	\$ 46,500	\$ 67,750
Traffic Coordinator	\$ 36,500	\$ 51,000
Technical Illustrator	\$ 63,000	\$ 86,750
Medical Illustrator	\$ 61,000	\$ 78,500
Illustrator (3+ years)	\$ 50,500	\$ 72,500
Illustrator (1 to 3 years)	\$ 38,000	\$ 51,000
Instructional Systems Designer	\$ 66,500	\$ 100,000
Graphic Designer (5+ years)	\$ 59,500	\$ 80,750
Graphic Designer (3 to 5 years)	\$ 47,500	\$ 65,500
Graphic Designer (1 to 3 years)	\$ 36,500	\$ 50,750
Package Designer	\$ 54,500	\$ 81,750
Layout Designer	\$ 43,500	\$ 59,500
Motion Designer	\$ 61,750	\$ 89,500
Litigation Graphics Specialist	\$ 54,250	\$ 78,000
3D Animator	\$ 57,000	\$ 81,000
3D Modeler	\$ 55,250	\$ 77,500
Studio Artist (3+ years)	\$ 50,250	\$ 66,500
Studio Artist (1 to 3 years)	\$ 39,000	\$ 52,500
Prepress Specialist (3+ years)	\$ 45,000	\$ 61,250
Prepress Specialist (1 to 3 years)	\$ 35,000	\$ 46,500
Presentation Specialist (3+ years)	\$ 51,000	\$ 72,500
Presentation Specialist (1 to 3 years)	\$ 40,000	\$ 53,000
Production Artist (3+ years)	\$ 44,250	\$ 61,750
Production Artist (1 to 3 years)	\$ 34,000	\$ 47,750

Interactive	↓ LOW	↑ HIGH
Interactive Creative Director	\$ 93,500	\$ 150,000
Interactive Art Director	\$ 77,500	\$ 107,500
Interaction Designer (5+ years)	\$ 72,500	\$ 103,500
Interaction Designer (1 to 5 years)	\$ 48,000	\$ 75,750
Information Architect	\$ 78,250	\$ 116,000
User Experience (UX) Designer	\$ 71,750	\$ 104,000



*Years of experience. For job descriptions, please visit creativegroup.com/salarycenter.

Interactive (continued)	↓ LOW	↑ HIGH
User Interface (UI) Developer	\$ 77,250	\$ 111,500
Web Designer (5+ years*)	\$ 72,750	\$ 100,750
Web Designer (1 to 5 years)	\$ 50,250	\$ 74,750
Flash Designer (5+ years)	\$ 68,000	\$ 88,750
Flash Designer (1 to 5 years)	\$ 50,750	\$ 70,750
Flash Developer	\$ 70,250	\$ 99,500
Web Developer (Front-End)	\$ 61,500	\$ 98,500
Interactive Producer	\$ 66,500	\$ 91,500
Web Production Artist	\$ 45,000	\$ 62,500
Blogger	\$ 40,000	\$ 60,000
Video Producer	\$ 57,250	\$ 80,000
Video Editor	\$ 50,500	\$ 74,000
Mobile Designer	\$ 61,750	\$ 90,000
Mobile Developer	\$ 78,500	\$ 106,000
Game Designer	\$ 57,500	\$ 88,500



Advertising & Marketing (continued)	↓ LOW	↑ HIGH
Corporate		
Chief Marketing Officer	\$ 125,000	\$ 198,000
Vice President of Marketing	\$ 107,750	\$ 196,000
Marketing Director	\$ 84,000	\$ 130,250
Marketing/Communications Manager	\$ 61,000	\$ 91,750
Marketing/Communications Specialist (5+ years)	\$ 60,250	\$ 82,000
Marketing/Communications Specialist (1 to 5 years)	\$ 43,250	\$ 60,750
Agency or Corporate		
Media Director (5+ years)	\$ 78,500	\$ 107,000
Media Planner	\$ 54,000	\$ 76,250
Media Buyer (3+ years)	\$ 51,500	\$ 74,250
Media Buyer (1 to 3 years)	\$ 40,250	\$ 54,000
Market Researcher (3+ years)	\$ 59,750	\$ 78,500
Market Researcher (1 to 3 years)	\$ 42,000	\$ 56,500
Brand/Product Manager (5+ years)	\$ 76,000	\$ 100,000
Brand/Product Manager (1 to 5 years)	\$ 58,750	\$ 79,500
MarCom Manager (5+ years)	\$ 67,750	\$ 93,750
MarCom Manager (3 to 5 years)	\$ 55,000	\$ 74,750
MarCom Coordinator (1 to 3 years)	\$ 37,500	\$ 54,750
User Experience (UX) Researcher	\$ 68,500	\$ 89,000
Event/Trade Show Manager	\$ 50,250	\$ 74,750
Event/Trade Show Coordinator	\$ 38,750	\$ 52,750
Digital Marketing Strategist	\$ 80,500	\$ 117,000
Interactive Marketing Manager	\$ 79,000	\$ 115,000
E-Commerce Marketing Manager	\$ 76,500	\$ 103,250
Email Marketing Manager	\$ 62,750	\$ 82,000
Web Analytics Specialist (3+ years)	\$ 73,250	\$ 93,750
Web Analytics Specialist (1 to 3 years)	\$ 69,500	\$ 91,750
SEO/SEM Specialist (3+ years)	\$ 63,750	\$ 87,500
SEO/SEM Specialist (1 to 3 years)	\$ 46,250	\$ 61,000
Online Project Manager	\$ 68,500	\$ 100,000
Online Traffic Manager	\$ 52,500	\$ 74,000
Online Community Manager	\$ 56,000	\$ 65,000

Content Development & Management	↓ LOW	↑ HIGH
Copywriter (5+ years)	\$ 70,750	\$ 99,000
Copywriter (3 to 5 years)	\$ 55,000	\$ 71,000
Copywriter (1 to 3 years)	\$ 38,250	\$ 54,000
Medical Writer (5+ years)	\$ 78,750	\$ 107,500
Medical Writer (3 to 5 years)	\$ 62,250	\$ 87,000
Curriculum Developer/Writer	\$ 65,750	\$ 89,000
Proposal Writer	\$ 58,500	\$ 80,000
Web Content Writer (5+ years)	\$ 58,500	\$ 88,750
Web Content Writer (1 to 5 years)	\$ 43,500	\$ 65,000
Copy Editor (3+ years)	\$ 49,500	\$ 68,500
Copy Editor (1 to 3 years)	\$ 36,750	\$ 49,750
Proofreader	\$ 35,000	\$ 51,000
Online Proofreader	\$ 48,500	\$ 68,250
Online Content Manager	\$ 59,500	\$ 77,000



Advertising & Marketing	↓ LOW	↑ HIGH
Agency		
President	\$ 125,000	\$ 190,000
Vice President	\$ 114,000	\$ 170,000
Business Development Director	\$ 87,500	\$ 140,750
Creative Director	\$ 97,000	\$ 150,250
Account Director	\$ 85,750	\$ 112,750
Account Supervisor	\$ 69,250	\$ 92,250
Account Manager (5+ years)	\$ 59,250	\$ 82,750
Account Executive (3+ years)	\$ 48,000	\$ 66,500
Account Coordinator (1 to 3 years)	\$ 35,250	\$ 48,750
Account Planner/Strategist	\$ 40,000	\$ 60,000

Public Relations	↓ LOW	↑ HIGH
Agency		
Vice President/Group Director	\$ 112,000	\$ 185,000
Account Manager/Supervisor	\$ 72,250	\$ 105,500
Account Executive (5+ years)	\$ 65,000	\$ 92,500
Account Executive (3 to 5 years)	\$ 49,500	\$ 68,000
Account Coordinator (1 to 3 years)	\$ 35,250	\$ 52,000
Corporate		
Vice President of Public Relations	\$ 113,500	\$ 182,000
Public Relations Director	\$ 88,750	\$ 120,000
Public Relations Manager	\$ 70,000	\$ 90,750
Public Relations Specialist (5+ years)	\$ 59,000	\$ 82,750
Public Relations/Communications Specialist (1 to 5 years)	\$ 38,750	\$ 60,500



*Years of experience. For job descriptions, please visit creativegroup.com/salarycenter.

Do-It-Yourself Salaries: Determining Figures for Your Market

Index for Select U.S. Cities

The salary ranges provided on the previous pages reflect national starting salaries for each position; however, these can be localized for your market using the formula below and the variance index numbers for select U.S. cities found on Page 11.* The average salary index for all U.S. cities is 100.

To determine the estimated salary for a position in your area, follow the process outlined below.

Calculating the Local Salary Range

EXAMPLE: PROJECT MANAGER IN ATLANTA

1. Locate the position “project manager” on the chart, Page 7, and your city’s index number on Page 11. (The index number for Atlanta is 105.0.)
2. Move the decimal point of the index number two places to the left (1.05).
3. Multiply the low end of the national salary range (\$50,000) by the index number as a percentage in step two (1.05) to get \$52,500.
4. Repeat step three using the high end of the salary range (\$72,750) to get \$76,388.
5. The approximate starting salary range for a project manager in Atlanta is \$52,500 to \$76,388.

**Source: U.S. Department of Labor’s Bureau of Labor Statistics and TCG. Note that city figures are reflective of all industries and are not specific to the creative field. The index figures should be used as a guide for determining actual compensation. A number of factors, including company size, employee benefits, the candidate’s skill set and current market conditions, can impact starting salaries. For further assistance in refining salaries for your market, contact the nearest TCG office.*

LOCAL VARIANCES

Alabama Birmingham.....95.0 Mobile.....86.0	Georgia Atlanta.....105.0 Macon.....80.0 Savannah.....80.0	Minnesota Bloomington.....105.5 Duluth.....79.6 Minneapolis.....105.3 Rochester.....100.5 St. Cloud.....77.5 St. Paul.....99.5	Oklahoma Oklahoma City.....89.7 Tulsa.....92.0
Arizona Phoenix.....105.0 Tucson.....100.0	Hawaii Honolulu.....92.0	Missouri Kansas City.....97.2 St. Joseph.....91.0 St. Louis.....100.3	Oregon Portland.....100.0
Arkansas Fayetteville.....95.0 Little Rock.....95.0	Idaho Boise.....86.1	Nebraska Lincoln.....78.2 Omaha.....94.0	Pennsylvania Harrisburg.....95.0 Philadelphia.....115.0 Pittsburgh.....96.2
California Fresno.....85.0 Irvine.....124.5 Los Angeles.....124.5 Oakland.....127.0 Ontario.....110.0 Sacramento.....101.5 San Diego.....115.0 San Francisco.....135.5 San Jose.....133.0 Santa Barbara.....121.0 Santa Rosa.....98.0 Stockton.....85.0	Illinois Chicago.....122.7 Naperville.....112.0 Rockford.....85.6 Springfield.....91.0	Nevada Las Vegas.....94.0 Reno.....94.0	Rhode Island Providence.....97.0
Colorado Boulder.....113.3 Colorado Springs.....90.1 Denver.....102.8 Fort Collins.....92.8 Greeley.....83.8 Loveland.....90.5 Pueblo.....76.0	Indiana Fort Wayne.....80.5 Indianapolis.....94.0	New Hampshire Manchester/Nashua.....110.0	South Carolina Charleston.....92.0 Columbia.....93.0 Greenville.....90.0
Connecticut Hartford.....116.5 New Haven.....112.0 Stamford.....131.0	Iowa Cedar Falls/Waterloo.....80.7 Cedar Rapids.....90.0 Davenport.....86.0 Des Moines.....97.0 Sioux City.....78.1	New Jersey Mount Laurel.....115.0 Paramus.....130.0 Princeton.....126.0 Woodbridge.....126.0	Tennessee Chattanooga.....87.0 Cool Springs.....98.0 Knoxville.....86.0 Memphis.....95.0 Nashville.....97.5
Delaware Wilmington.....102.0	Kansas Kansas City.....97.0	New Mexico Albuquerque.....86.9	Texas Austin.....103.5 Dallas.....105.5 El Paso.....70.0 Fort Worth.....100.2 Houston.....104.0 Midland/Odessa.....96.0 San Antonio.....94.0
District of Columbia Washington.....130.0	Kentucky Lexington.....87.5 Louisville.....90.5	New York Albany.....97.0 Buffalo.....95.0 Long Island.....135.0 New York.....141.0 Rochester.....91.7 Syracuse.....90.3	Utah Salt Lake City.....100.0
Florida Fort Myers.....86.0 Jacksonville.....93.0 Melbourne.....93.0 Miami/ Fort Lauderdale.....106.7 Orlando.....98.5 St. Petersburg.....94.0 Tampa.....96.0	Louisiana New Orleans.....99.0	North Carolina Charlotte.....102.0 Greensboro.....97.0 Raleigh.....104.0	Virginia Norfolk/ Hampton Roads.....92.0 Richmond.....97.0 Tysons Corner.....130.0
	Maine Portland.....95.0	Ohio Akron.....89.0 Canton.....82.0 Cincinnati.....97.5 Cleveland.....95.0 Columbus.....96.5 Dayton.....87.5 Toledo.....85.4 Youngstown.....76.0	Washington Seattle.....118.9 Spokane.....82.0
	Maryland Baltimore.....103.0		Wisconsin Appleton.....83.5 Green Bay.....86.5 Madison.....94.0 Milwaukee.....97.0 Waukesha.....96.5
	Massachusetts Boston.....132.0 Springfield.....104.0		

TORONTO: 2012 AVERAGE STARTING SALARIES



Design & Production	↓ LOW	↑ HIGH
Creative Director (8+ years*)	\$ 90,000	\$ 155,000
Creative Director (5 to 8 years)	\$ 80,000	\$ 120,000
Creative Services Manager	\$ 65,000	\$ 98,000
Art Director (5+ years)	\$ 75,000	\$ 95,000
Art Director (3 to 5 years)	\$ 55,000	\$ 75,000
Production Director (8+ years)	\$ 95,000	\$ 110,000
Production Manager	\$ 62,500	\$ 92,500
Production Coordinator	\$ 45,000	\$ 62,500
Project Manager	\$ 50,000	\$ 85,000
Studio Manager (5+ years)	\$ 75,000	\$ 85,000
Studio Manager (1 to 5 years)	\$ 55,000	\$ 75,000
Traffic Manager	\$ 55,000	\$ 75,000
Traffic Coordinator	\$ 45,000	\$ 55,000
Technical Illustrator	\$ 55,000	\$ 80,000
Medical Illustrator	\$ 65,000	\$ 85,000
Illustrator (3+ years)	\$ 65,000	\$ 92,000
Illustrator (1 to 3 years)	\$ 50,000	\$ 65,000
Graphic Designer (5+ years)	\$ 70,000	\$ 92,500
Graphic Designer (3 to 5 years)	\$ 55,000	\$ 74,000
Graphic Designer (1 to 3 years)	\$ 45,000	\$ 58,000

*Years of experience. For job descriptions, please visit creativegroup.com/salarycentre.

Note: All salaries listed on this and the following pages are in Canadian dollars.



Design & Production (continued)

	↓ LOW	↑ HIGH
Package Designer	\$ 58,000	\$ 110,000
Package Production (3+ years)	\$ 60,000	\$ 85,000
Package Production (1 to 3 years)	\$ 52,000	\$ 62,500
Layout Designer	\$ 60,000	\$ 70,000
Motion Designer	\$ 68,000	\$ 110,000
3D Animator	\$ 60,000	\$ 90,000
3D Modeler	\$ 60,000	\$ 80,000
Prepress Specialist (3+ years)	\$ 55,000	\$ 85,000
Prepress Specialist (1 to 3 years)	\$ 45,000	\$ 55,000
Presentation Specialist (3+ years)	\$ 65,000	\$ 100,000
Presentation Specialist (1 to 3 years)	\$ 50,000	\$ 68,000
Production Artist (3+ years)	\$ 58,000	\$ 70,000
Production Artist (1 to 3 years)	\$ 50,000	\$ 58,000
Desktop Publisher	\$ 48,000	\$ 70,000

Interactive

	↓ LOW	↑ HIGH
Interactive Creative Director	\$ 95,000	\$ 140,000
Interactive Art Director	\$ 75,000	\$ 115,000
Interaction Designer (5+ years)	\$ 75,000	\$ 110,000
Interaction Designer (1 to 5 years)	\$ 55,250	\$ 75,000
Information Architect	\$ 90,000	\$ 140,000
User Experience (UX) Designer	\$ 80,000	\$ 120,000
User Interface (UI) Developer	\$ 85,000	\$ 125,000
Web Designer (5+ years)	\$ 75,000	\$ 120,000
Web Designer (1 to 5 years)	\$ 55,000	\$ 75,000
Flash Designer (3+ years)	\$ 65,000	\$ 105,000
Flash Designer (1 to 3 years)	\$ 55,000	\$ 65,000
Flash Developer (3+ years)	\$ 70,000	\$ 110,000
Flash Developer (1 to 3 years)	\$ 55,000	\$ 70,000
Front-End Quality Assurance	\$ 57,500	\$ 85,000
Web Developer (Front-End)	\$ 55,000	\$ 90,000
Interactive Producer	\$ 60,000	\$ 110,000
Web Production Artist	\$ 55,000	\$ 85,000
Blogger	\$ 48,000	\$ 70,000
Video Producer	\$ 50,000	\$ 75,000
Video Editor	\$ 55,000	\$ 75,000
Mobile Designer	\$ 60,000	\$ 90,000
Mobile Developer	\$ 65,000	\$ 95,000
Game Designer	\$ 65,000	\$ 90,000





Content Development & Management	↓ LOW	↑ HIGH
Copywriter (5+ years*)	\$ 80,000	\$ 130,000
Copywriter (3 to 5 years)	\$ 60,000	\$ 80,000
Copywriter (1 to 3 years)	\$ 50,000	\$ 60,000
Proposal Writer	\$ 60,000	\$ 95,000
Web Content Writer (5+ years)	\$ 80,000	\$ 115,000
Web Content Writer (1 to 5 years)	\$ 50,000	\$ 80,000
Copy Editor (3+ years)	\$ 58,000	\$ 82,500
Copy Editor (1 to 3 years)	\$ 45,000	\$ 58,000
Proofreader	\$ 56,000	\$ 70,000
Online Proofreader	\$ 56,000	\$ 80,000



Advertising & Marketing	↓ LOW	↑ HIGH
Agency		
Account Manager (5+ years)	\$ 70,000	\$ 110,000
Account Executive (3+ years)	\$ 58,000	\$ 70,000
Account Coordinator (1 to 3 years)	\$ 42,500	\$ 57,500
Account Planner/Strategist	\$ 75,000	\$ 120,000

Corporate		
Marketing/Communications Manager	\$ 75,000	\$ 95,000
Marketing/Communications Specialist (1 to 5 years)	\$ 55,000	\$ 75,000

Advertising & Marketing (continued)	↓ LOW	↑ HIGH
Agency or Corporate		
Media Planner	\$ 55,000	\$ 85,000
Market Researcher (3+ years)	\$ 45,000	\$ 60,000
Market Researcher (1 to 3 years)	\$ 40,000	\$ 45,000
MarCom Manager (5+ years)	\$ 75,000	\$ 95,000
MarCom Manager (3 to 5 years)	\$ 58,500	\$ 75,000
MarCom Coordinator (1 to 3 years)	\$ 40,000	\$ 56,000
Event/Trade Show Manager	\$ 55,000	\$ 65,000
Event/Trade Show Coordinator	\$ 45,000	\$ 55,000
Digital Marketing Strategist	\$ 75,000	\$ 125,000
Interactive Marketing Manager	\$ 75,000	\$ 125,000
E-Commerce Marketing Manager	\$ 75,000	\$ 115,000
Email Marketing Manager	\$ 75,000	\$ 115,000
Web Analytics Specialist (3+ years)	\$ 80,000	\$ 110,000
Web Analytics Specialist (1 to 3 years)	\$ 65,000	\$ 80,000
SEO/SEM Specialist (3+ years)	\$ 75,000	\$ 95,000
SEO/SEM Specialist (1 to 3 years)	\$ 60,000	\$ 75,000
Online Project Manager	\$ 68,000	\$ 120,000
Online Traffic Manager	\$ 55,000	\$ 80,000
Online Community Manager	\$ 50,000	\$ 75,000

*Years of experience. For job descriptions, please visit creativegroup.com/salarycentre.



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|------------|-------------|--------------|--------------|
| 0. WHITE | 6. PMS 1205 | 12. PMS 7457 | 18. PMS 484 |
| 1. PMS 413 | 7. PMS 2563 | 13. PMS 364 | 19. PMS 141 |
| 2. PMS 415 | 8. PMS 263 | 14. PMS 360 | 20. PMS 7530 |
| 3. PMS 417 | 9. PMS 203 | 15. PMS 365 | 21. PMS 7528 |
| 4. PMS 419 | 10. PMS 196 | 16. PMS 485 | 22. PMS 7527 |
| 5. PMS 128 | 11. PMS 291 | 17. PMS 487 | |



Flexible Staffing: Connecting the Dots

As companies attempt to control costs, they often look to cut the size of their workforce. However, staff reductions commonly leave firms under-resourced once conditions improve and workloads begin to rise again.

Flexible staffing models that supplement a core full-time workforce with skilled freelancers can be an ideal solution for businesses hoping to avoid the cycle of hiring and layoffs that often accompanies a downturn. Using this approach, companies can convert a portion of their fixed staffing costs into a variable expense tied to actual workload highs and lows.

A Year-Round Advantage

Flexible staffing models are not simply an alternative to full-time hiring. Increasingly, firms recognize that introducing freelancers at higher skill levels can be a key component of their year-round staffing strategy.

A wisely chosen mix of freelance and full-time staff provides maximum flexibility in any economic environment. Permanent employees form the core of the creative team, and interim staff augment their efforts on an as-needed basis. Project support professionals also can provide access to skills unavailable in-house and not needed year-round.

The Extended 'Interview'

When companies are considering making full-time hires, they often bring in candidates first on a freelance basis. This allows them to observe performance and fit over an extended period. Managers can then assess the professionals' suitability for full-time roles in aspects ranging from technical skills to their ability to mesh with the company culture and work effectively with existing staff.

The bottom line: Flexible staffing gives a company talent and cost-control options it wouldn't otherwise have.

TCG: Your Answer Key

In any business environment, companies need flexible staffing options to quickly and cost-effectively respond to workload fluctuations. That's where TCG can help. We provide highly skilled interactive, design and marketing talent to a variety of organizations. But TCG is more than just a resource for locating job candidates. We help our clients build productive, cohesive teams.

We believe there is no substitute for the personal touch when hiring. Technology tools may help identify potential hires, but they won't tell you about the person behind the profile. We take time to understand the unique needs and office cultures of the businesses we serve, and then we select professionals with skills and work styles that best align with those organizations.

How else is TCG different from other staffing firms and hiring resources?

We can find a skilled professional to match your needs. We leverage the size and strength of our team to find experienced creative talent for our clients. Our alliances with top professional associations and organizations, including AIGA, the American Advertising Federation, The Art Institutes, *Graphic Design USA* and HOW, as well as our status as the exclusive Career Partner of *The Wall Street Journal*, also provide us exposure to top creative talent.

In addition, our recruiting and staffing professionals, most of whom have prior experience in design and marketing, possess unique insight into who can excel at your firm.

We can lead you through the process. We guide you through every step of the hiring process: We can help you determine your staffing needs, set compensation levels and handle hurdles along the way, such as addressing a potential hire's counteroffer. Communication is our specialty.

We can provide immediate assistance. The hiring process can be long and drawn out, and you likely need help right away. We use the staffing industry's most advanced technology to quickly identify job seekers who meet your requirements.

We can meet any need. TCG can provide you with a choice of skilled candidates at varying bill rates based on their specific expertise and experience. No matter your budget or requirements, we can locate a skilled professional who can assist your firm.

For more information about TCG and the ways in which we can help meet your staffing needs, please call **1.888.846.1668** or visit **creativegroup.com**.

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