

HIRE GROUND

THE GOOD NEWS? COMPANIES ARE HIRING AGAIN (AND YOU'LL BE SURPRISED AT WHERE THE ACTION IS). THE BAD NEWS? WELL, THE ECONOMY WILL DECIDE THAT. *MARKETING'S* NEW-AND-IMPROVED SALARY BENCHMARKS REPORT SHINES THE LIGHT ON HOT TOPICS IN THE WORKPLACE AND LOOKS AT WHO EARNS WHAT

By Michelle Warren



Now in its 11th year, *Marketing's* Salary Benchmarks report was due for a refresh.

We turned to our team of 17 recruiters for advice on how we could update the report, making it even more relevant for marketing professionals. Here are some of the changes:

We did away with the regional salary charts in favour of a national snapshot. Salaries tend to be highest in Ontario. Those in Quebec, Eastern and Western Canada are generally 5% to 10% lower, but experts say the gap is narrowing.

Also, we no longer break down the charts according to years of experience. Experts agree it's talent not tenure that counts when it comes to compensation.

Our team of recruiters provided data and salary ranges for 34 key positions, up from 20 last year. We've doubled the number of marketing jobs featured from six to 12, and added eight on the agency side to bring it up to 22. In addition, we've included a digital agency chart featuring 27 jobs typical of digital shops.

Aside from providing data for the charts, the recruiters gave valuable insights into the state of the job market in this industry. So what's happening? There's a dearth of junior talent, but that's to be expected in light of the layoffs of 2008/2009. The good news is companies are hiring again, but the most recent round of bad economic news has managers posting job descriptions with white knuckles.

That said, the job market is healthy, although salaries remain somewhat stagnant across the board. The one exception? Media (see "*The Money Moves to Media*" on page 22).

There's lots more to check out, so have a read, gain some insights and decide if you need a raise. Then get back to work!

MediaCom CEO Jamie Edwards (left) and chief strategy and innovation officer Matt DiPaola, digital specialists who made the move to media





THE MONEY MOVES TO MEDIA

WITH A MIX OF DIGITAL, CREATIVE AND ANALYTIC SKILLS IN DEMAND, MEDIA AGENCIES HAVE BECOME A HOTBED OF RECRUITMENT ACTION. THAT'S GOOD NEWS FOR JOB SEEKERS—HIGHER VALUE MEANS HIGHER SALARIES *By Michelle Warren*

On *Mad Men* there's no question: Don Draper is king. "Just get me in front of the client," the creative director orders his minions. Then the account folks and the lone media guy sit back and watch the almighty creative work his magic as client-whisperer and solver of all problems.

For years, incarnations of such scenes took place at pitches and in boardrooms everywhere. With creative gurus positioned as top dog, there was no doubt who was in charge. But those days are over.

The onset of digital media has set in motion a shift in power and, as reflected in this year's salary charts, a shift in salaries. We've been celebrating digital as the "it" space for several years now, but it turns out *media* is where it's at—albeit with a digital twist.

"Media for a long time was considered the less sexy end of advertising," says Bruce Powell, managing partner at IQ Partners. But no more. "Media agencies are becoming sexy and it's an increasingly viable option for people at traditional agencies to consider media [as a career]. It broadens the landscape."

Matt DiPaola made that move in August, joining MediaCom in the newly created position of chief strategy and innovation officer. The former SVP and managing director of Proximity Canada started out in PR and event management, moved into a more traditional agency role, and spent the last decade immersed in CRM and digital.

"For me, the missing piece—having worked in the larger agency environment—is that media was always stripped out," he says of the division between media and creative. By moving media side, he sees

an exciting—and overdue—opportunity to help bridge the gap and, in turn, create exciting work with clients.

Peter Mears, president of Mediabrands, says that as a long-time media guy he thinks media has always been sexy, but admits: "As the world changes we're able to control more of what was traditionally the domain of traditional agencies—more *what* is being said as opposed to just *where* it's being said."

Recruiting experts say media, never a hotbed of recruitment action, is on fire. "There's been more talent movement in media in the last year than in the last 10," says Powell. "Across the industry there's been a wholesale shift."

First came a flurry of movement at the top (see "*Senior Shakeup*" on page 24) and with new management comes new vision. This trickles down to other areas of the agency. And, generally, all hires have one thing in common: digital and strategic know-how.

Remember the old saying "50% of my advertising works, I just don't know which 50%?" Those days are over. "Digitalization actually allows you to understand which 50% works; right through to sales," says Jamie Edwards, who was appointed CEO of MediaCom last November, after making his mark at Aegis Media's digital marketing agency Isobar. With digital comes data to track and analyze. "It allows for a deeper understanding of how consumers behave and that's ultimately what clients want to know," says Edwards. "They say he who owns the data rules the world and media has built a foundation in understanding data."

As digital permeates all aspects of the business, lines between the media agencies, traditional agencies and digital agencies are blurring.

Senior Shakeup

THERE'S BEEN MAJOR TURNOVER AT THE TOP OF CANADA'S MEDIA AGENCIES. HERE'S A RUN-DOWN OF WHO'S GONE WHERE TO LEAD WHAT.

Sept. 2011

Ann Stewart is named president of GroupM's new agency Maxus Canada. She joins from sister company GroupM Agency Excelerator Media.

Aug. 2011

Sue Alexander Ash is promoted to EVP and managing director at Mediabrands' agency Initiative.

Aug. 2011

Matt DiPaola is named chief strategy and innovation officer at MediaCom Canada, joining from the digital-focused Proximity.

July 2011

Michele Pauchuk is named president at MEC, a WPP agency, after leaving Initiative Media.

May 2011

Bruce Neve becomes CEO of Starcom MediaVest Group Canada after leaving MEC (he'd been there since 1996 and was promoted to president in 2008).

March 2011

Aegis Media Canada announces several changes, including Annette Warring to COO of Aegis Media Canada (a new position overseeing both the Carat and Vizeum brands). She was formerly COO of Vizeum Canada.

Jan. 2011

Alastair Taylor is named VP, managing director at Carat (essentially replacing COO Cynthia Fleming, who left in March 2010).

Dec. 2010

After announcing his intention to retire earlier in the year, Hugh Dow officially retires as chairman of Mediabrands.

Nov. 2010

Lauren Richards is named CEO of Media Experts, after four years at the helm of Starcom MediaVest Group. She wasn't there long, leaving Media Experts in July 2011.

Nov. 2010

Amanda Ploughman steps down as CEO of MediaCom Canada after three years running the company. (In June 2011 she was named a board member at Knightscope Media Corporation).

Oct. 2010

Jamie Edwards is appointed CEO of MediaCom Canada.

Feb. 2010

Peter Mears is named president of Mediabrands, which includes UM Canada, M2 Universal, Initiative and J3.

It's stirring up the talent pool, says Rick Chad, president of Chad Management Group. "The more clever media companies are hiring people who are really creative on how to be effective with media, or they are bringing in strategists who understand all the elements."

"There's a huge competition for these folks and it's only going to get more heated," says Harry Teitelbaum, president of InterCom Search. "Everybody is looking for the next rising star."

Hiring the right talent can be a challenge, says Edwards. "As the lines blur, it's harder to find individuals who have a breadth of skills across all areas." He searched eight months for the right mix of consumer, business, analytic and digital skills, before hiring DiPaola. "You need one or two individuals to catalyze everyone else—part of our responsibility as agency leaders is to train existing staff. At MediaCom we're training everyone in digital."

"When people see the exciting opportunities, they are going to realize there are lots of transferable skills in agencies. People who would not have considered media might consider it now" —Matt DiPaola, MediaCom

QUOTE
UNQUOTE

For a time, media was less about innovation and creativity and more about negotiating better rates, but no more, says DiPaola. "Now our job is to understand how human beings are behaving and make sure brands are connecting in a meaningful way... People don't consume any one media in a silo so why should a brand plan that way?"

DiPaola is still settling in, but he's already thinking ahead to the hires he'd like to make. "We're not going to build a creative agency. One of my objectives is to make sure we have great relationships with clients' creative partners."

His goal is to tap into what he sees as a huge appetite—from clients and agencies—for the final frontier in integration: true collaboration between media and creative.

DiPaola expects this fresh approach is going to spark big ideas and cross-pollination. "When people see the exciting opportunities, they are going to realize there are lots of transferable skills in agencies. People who would not have considered media might consider it now."

While agency leaders say they're not feeling the pressure yet, recruiters see challenges on the horizon. "The media industry has big issues in terms of starting salaries and retention," says Teitelbaum.

For instance, while experts agree that this year's salaries are somewhat stagnant on both the agency and marketing side, media is the notable exception.

Media has long been the lowest compensated area of the business, says Mark Rouse, vice-president, practice lead at IQ Partners, but that's rapidly changing. "It's fair they're finally catching up."

While fit and company culture are always important, money talks. One recruiter tells of a rising media star who went from earning \$40,000 to \$100,000. How? The competition tried to woo the person away, resulting in a bidding war.

This is an extreme example, but employers are definitely under pressure to loosen the purse strings. With the recent flurry of activity, Powell says, "Media agencies are having to pay a premium of 25% or more over the individuals they are replacing."

Caroline Starecky, vice-president at Montreal recruiting firm La Tête Chercheuse, also teaches advertising at Université de Montreal. "I tell my students if you want to be guaranteed a job, go into media."

But traditional and even digital agencies are not about to sit back and let media snap up all the talent or take the throne. This is part of an industry-wide shakeup.

The consensus among recruiters is that media agencies will continue to offer more innovative planning and buying solutions and these efforts will be celebrated alongside iconic creative work. In turn, everyone else will up their game—for instance, traditional agencies will start managing more of their own media and digital will broaden their expertise.

As agencies evolve, candidates are going to require a more full-service skill set, says Greg McKinnon, president of McKinnon Targeted Recruiters. Those who develop left- and right-brain thinking have the most to gain.

David Smith, executive VP and managing director of Mandrake, says the industry's greatest talents are already working that way. "A great creative director has to be able to understand strategy *and* media. The same goes for media and account people. None of them are working in singularity."

Get ready for a new norm, says Powell. "Learning the strategies around communication planning is going to be as important as learning branding strategies."

And, when the dust settles, there won't be one discipline reigning above all others. "There is no longer a singular king or queen," says Smith. "It's more like Knights of the Roundtable."

➔ PAGE 25



10 or more brands;
marketing departments with 30+ people

several brands,
15-29 people

one or two brands,
fewer than 15 people

» FROM PAGE 24

MARKETING COMPANY SALARIES BY SIZE (All salary figures in \$000s)

TITLE	MARKET LEADERS				MID-SIZED TO SMALL				SMALLER ENTREPRENEURIAL			
	Start	Top	Typical range	Additional comp*	Start	Top	Typical range	Additional comp*	Start	Top	Typical range	Additional comp*
President/CEO	250	1600	300 - 500	30 - 60%	180	850	200 - 350	20 - 50%	120	750	150 - 300	20 - 100%
Chief Marketing Officer/ Senior VP Marketing	130	450	175 - 300	20 - 50%	100	250	150 - 200	15 - 40%	100	200	110 - 150	15 - 40%
VP Marketing	110	300	140 - 200	20 - 40%	90	200	120 - 150	15 - 30%	90	200	110 - 130	15 - 30%
Director of Marketing/ Category Manager/ Group Product Manager	95	225	120 - 160	15 - 30%	70	175	95 - 120	15 - 30%	60	200	80 - 110	15 - 30%
Senior Brand Manager	95	140	100 - 120	10 - 25%	95	140	100 - 120	10 - 25%	85	105	85 - 105	7 - 15%
Brand Manager/ Product Manager	70	135	80 - 100	10 - 25%	55	110	70 - 85	8 - 15%	50	110	60 - 75	8 - 15%
Assistant Brand Manager/ Assistant Product Manager	45	85	50 - 75	0 - 10%	40	75	45 - 65	0 - 10%	35	65	40 - 55	0 - 10%
Consumer Insight Manager	70	140	80 - 110	10 - 20%	65	140	75 - 120	0 - 10%	60	100	65 - 95	0 - 10%
Shopper Marketing Manager	70	135	80 - 100	10 - 20%	65	130	80 - 100	0 - 10%	60	100	70 - 95	0 - 10%
Social Media Strategist	50	150	70 - 110	0 - 10%	40	150	55 - 90	0 - 10%	40	150	55 - 80	0 - 10%
Search Marketing Strategist	65	150	75 - 90	0 - 15%	60	150	70 - 90	0 - 10%	60	150	70 - 90	0 - 10%
Community Moderator	40	120	70 - 100	0 - 10%	30	100	55 - 90	0 - 10%	30	100	55 - 80	0 - 10%

Methodology: This is not a formal research report or scientific survey. All figures are estimates compiled by *Marketing* based on a consensus of ranges from recruitment professionals specializing in the marketing and advertising sectors.

*Note that in some cases, particularly at the senior level, the value of non-salary compensation, such as bonuses and profit sharing, can well exceed base salary. The percentages reported reflect all elements of additional non-salary compensation and are considered the general minimum level for the job.

PARTICIPANTS

This project would not be possible without the hard work and generosity of a talented, insightful group of recruitment professionals. Many thanks to those who contributed to the 2011 Salary Benchmarks:



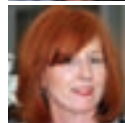
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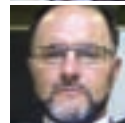
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The Social Future is Now

Ari Aronson and Diane Pellegrino of Toronto's Ari Agency identify 10 social media positions that are—and will be—in hot demand

COMMUNITY MANAGER

Building and managing your online community is becoming more and more important to keep customers engaged. The online community needs to be led, managed and listened to.

SOCIAL MEDIA STRATEGIST/MANAGER

Those with experience developing strategy within the worlds of Facebook and Twitter will continue to be in demand in 2012.

INFORMATION DESIGN/ USER EXPERIENCE DESIGNER

What might have been the most under-rated discipline has become one of the fastest-growing jobs in the digital agency and corporate design departments in Canada. Information or interaction design combines information architecture and user experience design to shape the way people interact with digital content and services.

The designers, strategists and planners with these skills will flourish in 2012.

(For those looking to break into the field in Toronto, keep an eye out for Sheridan College's Interaction Design Program set to kick off in fall 2012.)

MOBILE APP DEVELOPERS AND MARKETERS

With the growing popularity of mobile apps, developers are in demand. The mobile app and social media space are colliding so those with experience and skills across Android (Google), iOS (Apple) and Blackberry platforms will be the darlings in marketing boardrooms.

MEASUREMENT AND ANALYTICS

Those with super-acute data analysis skills and the ability to interpret numbers like Spock will fit in just fine here. If you have experience with social media tracking and listening tools, you'll take your career where no man has gone before.

DIGITAL PRODUCER/ PROJECT MANAGER

Those who commit to becoming certified project managers (PMP, PMI are common designations) will continue to be in demand to manage emerging digital marketing and social media projects.

CREATIVE TECHNOLOGIST

This skill set straddles the creative design and technology departments. You have a deep understanding of web and social media development environments along with the vision to use emerging technology creatively. Tech gurus who thrive on building bleeding-edge social media and mobile apps have the chance to move out of their tech department cubical and into the corner office in 2012.

STRATEGIC/ ACCOUNT PLANNER

Some of the brightest minds in the digital space are leading planning and strategy for major brands and agencies, and will continue to be in demand. They are big influencers and clients stick to them like glue.

SEASONED EXECUTIVE LEADERSHIP

There is a big opportunity for the seasoned executive with years of experience managing and mentoring teams, and overseeing financial operations. All those digital and tech startups led by twentysomethings who have little to no management and financial operations experience will need an executive to chaperone all those beer bashes.

DIGITAL MARKETING MANAGER

Marketers who bring fundamental marketing principles and rigour to the digital world will be leading many marketing departments in 2012.

Ari Agency is a boutique recruitment agency specializing in the advertising, digital marketing, social media and technology space.

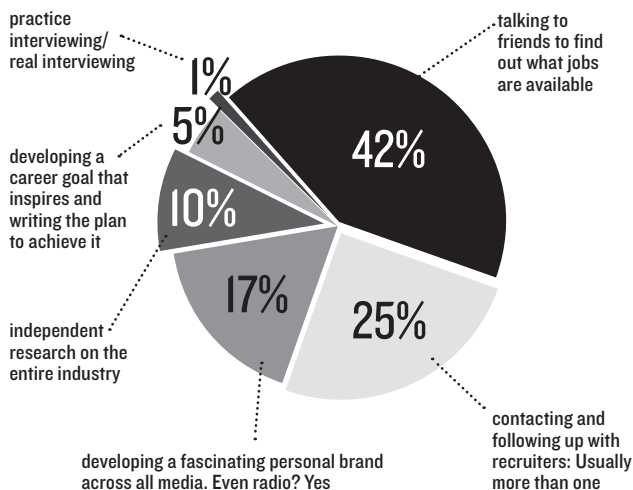
AGENCY SALARIES BY AGENCY SIZE (All salary figures in \$000s)

TITLE	LARGE (Revenue over \$10 million)				MID-SIZED (Rev. \$4 to \$10 million)				SMALL (Rev. under \$4 million)			
	Start	Top	Typical range	Additional comp*	Start	Top	Typical range	Additional comp*	Start	Top	Typical range	Additional comp*
President/CEO	200	1,350	350 - 500	30 - 100%	150	600	250 - 350	20 - 50%	120	400	225 - 275	20 - 100%
Director of Client Services/Managing Director (often VP level)	120	300	200 - 250	20 - 35%	100	250	160 - 180	15 - 35%	85	220	125 - 175	15 - 50%
Group Account Director	115	225	135 - 175	0 - 15%	80	180	130 - 150	0 - 15%	70	140	80 - 120	0 - 15%
Account Director	65	160	90 - 120	0 - 25%	60	160	80 - 110	0 - 15%	60	120	70 - 100	0 - 15%
Account Supervisor	50	95	60 - 75	0 - 10%	50	95	60 - 75	0 - 5%	40	90	50 - 65	0 - 15%
Account Executive	40	70	50 - 60	0 - 10%	35	65	40 - 55	0 - 10%	30	65	35 - 50	0 - 10%
Account Planner/Strategic Planner	60	250	80 - 150	0 - 15%	35	225	75 - 140	0 - 15%	40	125	70 - 100	
Creative Director	125	650	200 - 350	10 - 25%	95	450	175 - 300	10 - 25%	75	300	150 - 200	10 - 25%
Associate Creative Director	90	250	100 - 175	0 - 25%	80	225	100 - 150	10 - 25%	70	200	100 - 150	10 - 25%
Copywriter	50	250	80 - 100	10 - 25%	50	200	80 - 100	10 - 25%	25	150	50 - 90	10 - 25%
Junior Copywriter	25	75	40 - 60	10 - 20%	25	75	40 - 60	10 - 20%				
Art Director	50	250	80 - 100	10 - 25%	50	200	80 - 100	10 - 25%	25	150	50 - 90	10 - 25%
Junior Art Director	25	75	40 - 60	10 - 20%	25	75	40 - 60	10 - 20%				
Media Director	90	400	150 - 175	0 - 20%	75	250	125 - 160	0 - 20%	60	250	95 - 140	0 - 10%
Media Supervisor	50	120	60 - 80	0 - 10%	45	90	60 - 70	0 - 10%	45	85	50 - 65	0 - 10%
Media Planner	35	120	50 - 75	0 - 10%	30	120	50 - 70	0 - 10%	30	120	50 - 65	0 - 10%
Media Buyer	30	100	40 - 75	0 - 10%	30	100	40 - 60	0 - 10%	30	100	40 - 55	0 - 10%
Digital Media Strategist	50	125	60 - 85	0 - 15%	45	120	50 - 75	0 - 15%	35	120		
Digital Media Buyer	45	100	50 - 70	0 - 15%	35	100	45 - 65	0 - 15%	30	100		
Social Media Strategist	60	120	75 - 100	0 - 15%	60	120	70 - 100	0 - 15%	50	100	70 - 90	0 - 5%
Search Marketing Strategist	45	250	75 - 80	0 - 15%								
Web Producer	50	100	65 - 85	0 - 15%	50	100	65 - 85	0 - 10%	50	100	60 - 80	0 - 5%

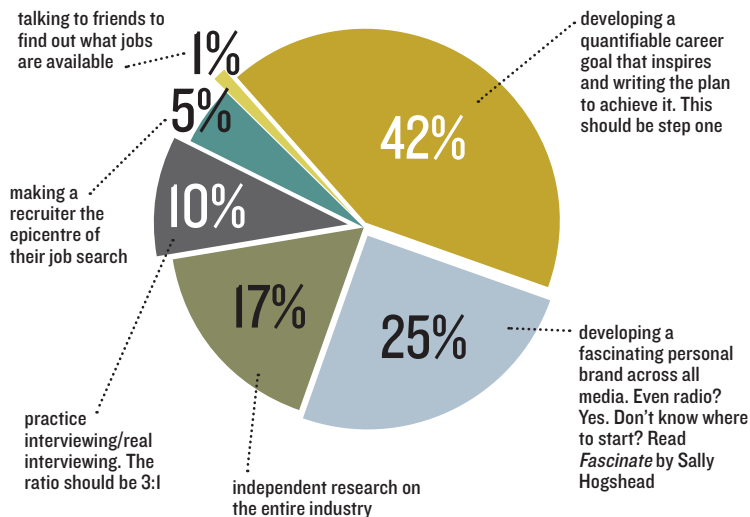
Looking for a new job? Here's how to do it

Spending hours perusing Workopolis and moaning to friends that you want a new job? Perhaps it's time to shift gears. For a smarter allocation of job-hunting time, we consulted Heidi Ehlers, founder of Black Bag Career Central—the former recruiter now focuses solely on consulting (HeidiConsults.com). Based on 15 years experience helping people find the perfect job, Ehlers breaks down the time people spend on various aspects of their job search and suggests a smarter approach.

HOW MOST PEOPLE SPEND THEIR TIME JOB-HUNTING



HOW THE MOST SUCCESSFUL PEOPLE JOB HUNT



Shopper Marketing

SHOPPER MARKETING IS ONE OF THE FASTEST-GROWING PRACTICE AREAS IN CANADA. JASON DUBROY, VP, SHOPPER MARKETING AT DDB CANADA, EXPLAINS WHAT ALL THE FUSS IS ABOUT

What is shopper marketing?

The U.S. Retail Commission on Shopper Marketing defines it as “a retailer and manufacturer collaborative business process that leverages the use of insights-driven marketing and advertising initiatives to satisfy the needs of targeted shoppers, enhance the shopping experience, and improve business results and brand equity for retailers and manufacturers.” The key words: “enhance the shopping experience, and improve business results.”



How does it differ from what marketers already do?

The fundamental difference is the creation of campaigns based on shopper insight—how they buy it—versus consumer insight—how they use it. Shopping is both a behaviour and a mindset, and certain activities have an incredible effect on purchase intent either before, during, or after a shopping trip. You need to be able to understand how people shop for something, the shopper mode they are in, and then manufacture the right solutions that fit the right problems.

How do you become a shopper marketer?

The most effective—and valuable—shopper marketers will have spent some time on a brand team, as well as with key accounts and research to really get a full flavour of the inter-related disciplines. Many larger organizations are now

rotating their high-potentials through all of these areas for just that reason. Others are growing from a customer marketing background where they have hands-on experience co-creating with their retailer partners. From an agency perspective, a diverse background in retail, digital and promotional marketing, along with some creative mass and CRM experience are really in demand right now.

What does your job involve on a day-to-day basis?

It’s really all over the place. One day it’ll be meeting senior executives at retailers across the country to get insight on how to better advise our clients on joint marketing planning, another day it’s analyzing a neuromarketing study or collating shopper and brand insights together to map out a promotional purchase strategy.

WANT TO BE IN SHOPPER MARKETING?

“Shopper marketing is only three or four years old in Canada, so finding qualified talent has been challenging at times—it’s a hot commodity,” says Oasis Search Group’s Stuart Calvert, who specializes in this area. Ideal candidates need a strong understanding of brands, the customer and retail, as well as research analytic skills (expect to work a lot with third-party research houses). “We are seeing more and more candidates from brand and market research, moving over to shopper marketing,” he says.

WHO’S HIRING?

A lot of companies are still trying to figure out how to do it or what it means, but consumer packaged goods companies, pharma and retail, as well as creative and design agencies are embracing it.

THIS IS NOT A FAD

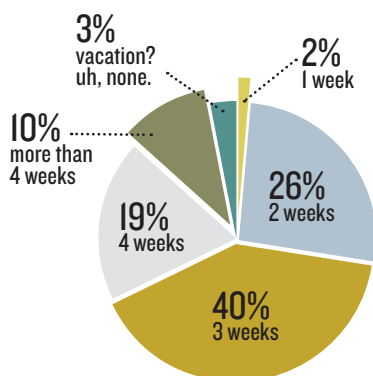
83% of food, beverage and consumer product manufacturers plan to increase investments in shopper marketing over the next three years, and 55% say shopper marketing will be their top investment, and plan to increase spending on it by more than 5% each year.

Source: U.S. Grocery Manufacturers Association and research firm Booz & Co.

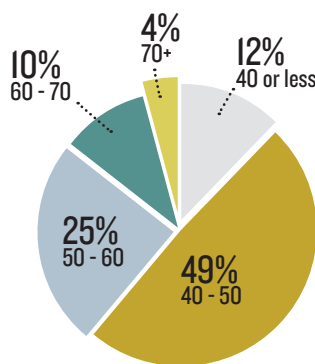
How’s Work?

We all know that working in this industry means long hours, sacrificing weekends and skipping meals with the family... and that’s just to get hired. But exactly how much are you working and what are you getting paid? We polled our readers at Marketingmag.ca, and here’s what they said

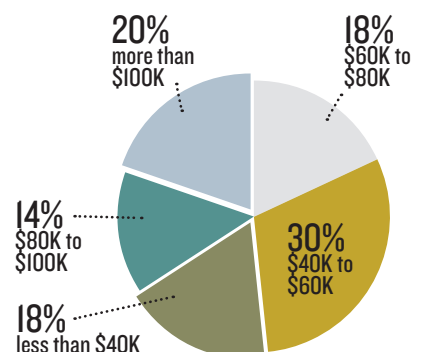
HOW MUCH VACATION TIME DO YOU GET EACH YEAR?



HOW MANY HOURS DO YOU WORK IN A TYPICAL WEEK?



WHAT’S YOUR ANNUAL SALARY?



CALL IT A COMEBACK

What to do when you find yourself out of work and of a certain vintage in the ad biz?

Stephan Argent, Len Wise and Geoff Craig reveal their path to reinvention and how they ended up on top (again)



STEPHAN ARGENT **PRESIDENT, THE ARGEDIA GROUP**

Argent was VP of digital media at CTV where he led CTV's overall digital media strategy. He left the company in 2010 and went on to create The Argedia Group, an agency search company.

What was the first thing you did when you found yourself not working?

Get some perspective by doing what I really love—travelling. I travelled extensively throughout Europe, China, Asia and Australia. Reconnected with people I hadn't spent time with in other parts of the world. Not quite *Eat, Pray, Love*, but pretty close.

What did you do to bounce back or reinvent yourself?

Everywhere I looked there was (is) chaos in digital marketing: agencies trying to reinvent themselves and clients trying to come to grips with how to integrate online, mobile, tablets, social and all the other tools that go with it, into their own businesses. And I realized it wasn't just me reinventing myself—it was everyone.

What is your advice for people in a position to reinvent themselves?

Look at what you've got—not what you don't have. Chances are your experience is easily transferable or highly adaptable and—as it was in my case—perhaps even more valuable and sought after if applied in slightly different areas from what you were doing before.

LEN WISE **VP BRAND DIRECTOR, PUBLICIS**

After eight years with Publicis, Wise moved to DDB Characters in 2008. After it folded, Wise did consulting, but realized he wanted to "go home." Since March, Wise has been back where he belongs: Publicis.

What was the first thing you did when you found yourself not working?

I began writing out a list of things I like to do... It came up that I love pitching business so I focused on that. You have to get out of the house. Get out there and talk to people—I scheduled a lunch or coffee at least three times a week.

What did you do to bounce back or reinvent yourself?

The three years away from Publicis was a lot about self-discovery. You have to redefine yourself in small steps initially and big leaps after that. The journey wasn't easy—there was a lot of uncertainty... I questioned if I wanted to stay in this business. But, I realized I had a passion for it and I was good at it. I committed to coming back here.

Any mistakes or lessons learned?

The first mistake was looking elsewhere for satisfaction when I had it [at Publicis] all along. My reason for leaving wasn't as sound as I thought. I stopped believing in myself when circumstances changed. Don't let circumstances define you. It undermined my confidence, but I got re-inspired through small steps. Every time I won a piece of business it was a big bear hug.

GEOFF CRAIG **PRESIDENT, EXTREME GROUP**

From 1991 to 2008, Craig climbed the ladder at Unilever, rising to VP and general manager of brand building Canada. After a stint at Maple Leaf Foods, he joined Extreme Group as president in May 2011.

What triggered your change in direction?

In 2008 Unilever was downsizing marketing operations in Canada. I had the option to go the U.S., but I wanted to stay here. I spent 18 months at Maple Leaf Foods, but realized it was time for a new challenge.

What was the first thing you did when you found yourself not working?

When I left Unilever I learned how to scuba dive and I did some travelling. And I started eating warm meals with my family.

Any lessons learned?

Don't be shy. It might feel awkward at first to phone people, but most are incredibly generous and willing to help. If you tell two people and they tell two people... Only 20% of jobs are posted so it's a good way to figure out what's out there.

What is your advice for people in a position to reinvent themselves?

As pedantic as it sounds, you've got to do what you love. You have to understand yourself and your drivers of happiness. The world is in uncertain times and it's easy for people to retrench their expectations. I implore people not to: there is always room to go for it. Optimism and aggressiveness are always required.

For the first time in 2011, *Marketing* asked its recruiters to provide insight into the booming world of digital advertising. We came up with salary ranges for 27 positions, from the presidents and CEOs at the top, to account executives at the low end, who may need to live with mom until they get that promotion.

DIGITAL AGENCY SALARIES BY SIZE (All salary figures in \$000s)

MANAGEMENT	LARGE (Revenue over \$10 million)				MID-SIZED (Rev. \$4 to \$10 million)				SMALL (Rev. under \$4 million)			
	Start	Top	Typical range	Additional comp*	Start	Top	Typical range	Additional comp*	Start	Top	Typical range	Additional comp*
President/CEO	300	600	300 - 500	30 - 100%	250	350	250 - 300	20-50%	175	250	200 - 250	20 - 100%
GM, MD, SVP	200	300	200 - 250	0 - 30%	175	250	175 - 200	0-30%	120	200	120 - 150	20 - 100%
ACCOUNT MANAGEMENT												
Director of Client Services, (Often VP level)	150	300	165 - 250	10 - 25%	150	250	150 - 180	10-25%	110	150	110 - 130	20 - 50%
Group Account Director	120	175	130 - 150	0 - 20%	120	150	130 - 140	0-20%	120	140	120 - 130	0 - 50%
Account Director	90	125	80 - 110	0 - 20%	85	120	85 - 115	0-15%	80	100	80 - 90	0 - 40%
Account Supervisor	65	85	70 - 80		65	80	70 - 80		55	75	60 - 70	
Account Executive	35	60	40 - 60		35	60	40 - 60		35	50	35 - 45	
PROJECT MANAGEMENT												
Director/VP Production	110	175	125 - 150	0 - 20%	100	150	100 - 130	0-20%	90	125	90 - 110	0 - 40%
Senior Digital Project Manager/Producer	80	100	80 - 95		80	95	80 - 90		75	90	75 - 75	
Intermediate Digital Project Manager/Producer	60	75	70 - 75		60	80	65 - 75		55	70	55 - 65	
CREATIVE												
Creative Director	150	225	150 - 175	0 - 20%	125	175	125 - 150	0-20%	100	140	100 - 125	0 - 50%
Associate Creative Director	100	125	105 - 120	0 - 15%	100	125	100 - 115		90	120	90 - 115	0 - 20%
Art Director	85	110	90 - 105		85	100	89 - 95		85	90	75 - 85	
Designer	40	75	50 - 65		40	75	50 - 65		40	70	50 - 65	
Copywriter	40	110	60 - 100		40	95	75 - 90		40	85	70 - 80	
STRATEGY/PLANNING												
Executive Director/VP Strategy	150	200	150 - 175	0 - 20%	120	150	125 - 140	0-20%	90	125	100 - 110	0 - 50%
Senior Strategist/Planner	110	140	110 - 130		90	120	100 - 115		80	100	80 - 95	0 - 20%
Account Planner/Strategic Planner	75	90	75 - 85		70	90	70 - 80		65	85	65 - 75	
SOCIAL MEDIA												
Director Social Media	80	100	80 - 90		80	95	80 - 90		75	90	75 - 85	0 - 20%
Community Manager	65	100	70 - 90		60	80	65 - 75		55	75	60 - 70	
MEASUREMENT/ANALYTICS												
Director/VP	100	150	100 - 125	0 - 20%	110	130	110 - 125	0-20%	90	125	90 - 110	0 - 20%
Analyst	70	100	70 - 85		65	95	70 - 85		60	85	60 - 75	
INFORMATION ARCHITECT/ USER EXPERIENCE DESIGN												
Senior/Director, User Experience	90	175	100 - 130	0 - 10%	80	115	85 - 100		80	100	85 - 95	0 - 20%
Information Designer	65	85	70 - 80		60	75	65 - 75		55	75	60 - 70	
TECHNOLOGY												
Director/VP Technology	120	400	120 - 180	0 - 20%	110	150	120 - 140	0-20%	100	130	115 - 125	0 - 50%
Senior Developer	90	110	90 - 100		75	95	80 - 90		70	90	70 - 85	
Developer	65	80	70 - 80		60	75	65 - 70		55	70	60 - 70	



WOULD THESE CEOs HIRE YOU?

Five chief executives reveal what they're looking for in a candidate, how to get their attention, and the secrets of their success



GEORGE CROFT
CEO, BRICK BREWING

How did you get to the top?

Oddly, I think my secret is that I've never really considered myself a climber of corporate ladders and I truly don't consider myself to be at the top. I've spent my entire career motivated by the simple belief that smart, determined effort will get rewarded. Positions of greater responsibility are earned because peers and direct reports feel as though the organization is better with you helping to lead it. I also have a great regard for the frontline—where the real work gets done—and believe I can only be an effective leader by being a worker.

How does a job candidate get your attention?

Winning takes extra effort and that's what I look for in a candidate. When someone aggressively goes after a job, I appreciate that drive and determination and it suggests to me that I could expect that same effort from them every day. When they back up that resilience and enthusiasm with past results, I really don't need much more to seal the deal.



HOWARD CHANG
PRESIDENT AND CEO,
TOP DRAWER CREATIVE

How do you get the most from your team?

I worked on my own for years so when I started hiring I felt like I had to over-manage. I soon learned you have to give people autonomy; you have to enable them to be experts at what they do and create the environment in which they can succeed.

How does a job candidate get your attention?

They need to really understand our agency. If they invest the time to understand us and our clients, we are more likely to invest time in them. If I get someone who says "I want to work for you," I'm not intrigued. But, if they mention they really like one of the brands we're working on, they're more likely to get my attention. Also, be original, be personal and be persistent.

Are you hiring?

We have recently won some new accounts so we're looking in media—an additional planner and interactive planner—and account services.



JANICE PRICE
PRESIDENT AND CEO,
LUMINATO

How did you get to the top?

I would always take on anything that was offered to me, provided I thought I could learn from the experience. While it might not have been obvious at the time, the smallest project might have connected me with partners I would work with down the road. And take risks—don't be afraid of the scary moves. The experience of new cities or new opportunities are great learning tools.

How do you get the most from your team?

I try to include my staff in decisions and be transparent with the process. And always publicly give credit to staff for their accomplishments.

What's your best recruiting tool?

The reputation of the organization is key to attracting top talent, though my most useful recruiting tools are the networks of my colleagues. You don't do this for as long as I have without building a good Rolodex, and when we meet someone special we swap names among different organizations.



BRUCE MACLELLAN
CEO, ENVIRONICS

How do you get the most from your team?

It begins with who you pick for your team. The recruitment process is so important, identifying skills and experience but also attitude and drive. If you choose well, you get the most by providing values, skills and vision, and then getting out of their way to let them perform.

How does a job candidate get your attention?

It usually starts in the written presentation of their skills and experience in an e-mail. It needs to be succinct and clear. When meeting in person, I want to see they have researched our firm and have questions about how we work. Creativity can be risky but works if it is done well. I once had a candidate make custom labels and send me a six-pack of beer to promote himself. We didn't hire him immediately but we did about a year later.

In what departments are you doing the most hiring?

We're hiring the most people in our Digital Practice. Our new office in San Francisco is also an area of recruitment since we have won several clients.



MARK GOODMAN
CEO, TWIST IMAGE

How did you get to the top?

There really is no secret. Create short and mid-term goals and accept nothing less than to fully achieving them. Surround yourself with great people whose skills complement yours so that you can all ascend. Recognize and seize opportunities to take on additional responsibilities which broaden your scope of influence and stretch your abilities. Be extremely prepared for every business situation; from a short phone conversation to a huge presentation.

How does a job candidate get your attention?

I appreciate when candidates tangibly express their passion and interest in marketing communications and the digital space. So aside from the regular education and work experience that you find in a CV, demonstrating what they do in their spare time as it relates to their interest in our industry, in growing their knowledge, and their participation in the marketing community counts for a lot.

The Grad's Guide to Getting a Job

Recruitment experts acknowledge there's not a lot of junior talent being hired out of the gate these days. So what's an eager advertising grad to do when they want to break into the business? Industry insiders highlight accessible ways for young people to meet the right people and make a lasting impression

START

Put in face time

So much happens in front of a computer screen these days that those who get out there and attend seminars and events like Advertising Week, Social Media Week, Mesh or The Marketing Hall of Legends, will stay top of mind. Ticket prices can be steep, but there are ways around that: volunteer.

Join Mobile Monday

Mobile Monday is an open community platform of mobile industry visionaries, developers and influential individuals. Some 300 volunteers organize events in more than 100 cities around the world. Mobile Monday Toronto's most recent event, Women in Wireless, was free.

Visit Talentegg.ca

This is a great resource for new grads looking to land their first job, including listings for a number of marketing positions.

Get FITC

Flash in the Can began a decade ago as a Canadian Flash conference. Now FITC Events produces design- and technology-focused conferences worldwide for designers, developers, motion graphics artists and digital artists. From technical to inspirational sessions, there's something for everyone, regardless of career stage.

Check out MapleLeafDigitalLounge.com

Be involved in events that promote digital media technology companies. It's a great volunteering opportunity and place to make connections.

Join the buzz at AdBuzz.com

Compete with other students to become creative director for a week at Agency59. You'll get the pay, the car, the desk and the big office.

Attend portfolio nights

One eager Montrealer travelled to Sid Lee's portfolio night in New York because he thought it would demonstrate just how motivated and passionate he is about the business.

Get to know David Crow

Or at least check out his websites. Crow, co-founder and chief product officer at Influxive Corporation, founded DemoCamp (democamp.com), which hosts cocktails and tech demos for designers, developers and marketers and is the organizer for Founders & Funders, StartupEmpire and other industry events.

Start with a startup

The Montreal NewTech Group is a series of free monthly networking events for the startup community and tech enthusiasts. Visit mtlnewtech.com. Vancouverites, check out events.bootup.ca.

Get on LinkedIn

The social networking site is not just for executives. Use it to post work (even if they're just mock-ups) or link to your blog and Twitter account. Accept invitations and foster relationships.

Be a content creator

Illustrate your social media skills by managing your own community. If you're passionate about food or comics, anything at all, create online content through blogs, Twitter and a website. It's the perfect way to showcase your social media know-how without official work experience.



THE BIG ASK

WANT TO TAKE A SABBATICAL? HERE ARE 10 TIPS TO GET THE BOSS TO SAY YES

Marketing Talent's Deanna MacDougal has taken a sabbatical and helped others plan theirs. "Sabbaticals can be enjoyed at any time of your career. It is always how you present it," she says. "We have negotiated one-year start dates so that candidates can take a sabbatical before they start their next job. We've also negotiated sabbaticals during the signing of an employment offer letter."

It's important to discuss why the sabbatical will add value to you and the company. When preparing for a sabbatical, there are a number of things to consider. "You will want to choose something feasible and financially within your means," says MacDougal. Consider the impact time away from family and friends will have and what, if any, repercussions it may have on your career. MacDougal strengthens your argument, below:

1. Start laying the groundwork at least a year before. You may need that long to arrange things at work.
2. Do some soul-searching. Investigate something that you are passionate about; do you want to take a course or explore the world?
3. Assess your practical needs. Once you set a baseline, you will know how much time you can "afford" to take off.
4. Use your sabbatical for positive reasons, not just as an escape from things you don't like.
5. When you request your sabbatical, demonstrate how it will benefit you and your employer.
6. Be flexible about the time frame; if your company has an important project, be there. Offer to train someone to cover your job while you are gone.
7. Ask whether you're guaranteed the same position or if you are entitled to equivalent work when you return.



8. Schedule regular check-ins during your sabbatical and ensure your employer can contact you.
9. Check in at work a few days before you report back for duty, shearing beards and cutting off ankle bracelets before your first day back. Spend time catching up with your boss and co-workers.
10. Allow yourself time to ease back in when you return. Expect to prove yourself again. Don't spend hours talking about your time off; not everyone cares as much as you do.

Work Less, Do More

So a sabbatical isn't an option? Can't even use the vacation time you have? You can still find more time for yourself by making small changes to how you work

- **Have a daily plan of action that outlines what you need to accomplish that day.**
It helps to write it out before you get to work so you can get started as soon as you arrive.
- **Make appointments with yourself.**
When you block off time in your calendar, it's a commitment to addressing those things you never seem to have time for.
- **Be e-mail efficient.**
Instead of getting distracted every time your inbox beeps, set aside time each day to process e-mail.
- **Hold meetings in the morning.**
People are usually more productive and engaged. Set a time limit and adhere to it.
- **Keep a diary** of everything you do for three days—you'll be amazed at how much time is frittered away.
- **Take a hike** (or at least a walk around the block). A bit of fresh air and exercise is healthy for your heart and head. At the very least, do some quick stretches at your workstation every hour. It gets the blood and brain pumping.
- **Work from home one day a week.**
But really work—it's amazing what you can accomplish without regular office distractions (as long as you don't get distracted by laundry and television).
- **Start early and leave early.**
You'll get loads done before the masses arrive and start interrupting your concentration.
- **Take a time-management course.**
Experts agree it's an invaluable investment, both personally and professionally.