

IAB SOUTH AFRICA

2015/16 SALARY SURVEY

The first industry-accredited survey into salary levels of professionals within the South African digital marketing and communication industry.

REPORT CONTENTS

1. Background
2. Methodology
3. Key Take-outs
4. Respondents/Sample
5. Salary Results
6. Acknowledgments

1. BACKGROUND

This is the first time that the IAB of South Africa have conducted a survey of this sort, aiming to focus solely on the dynamic roles for South African women and men that the digital industry has given rise to.

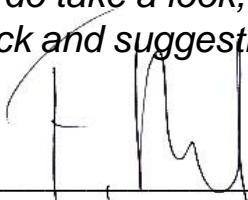
There are several surveys available at the moment, but none that comprehensively cover the unique skills that our agency members offer.

This has been a mammoth task. Whilst it seemed like a great idea when we first discussed the idea between members of the IABSA Board, we had no idea of how much sweat, blood and sheer coercion it would require to get to this point.

Contacting our agency members immediately disclosed that, despite our good intentions, the issue of trust with such sensitive information was a salient concern. Partnering with Millward Brown on the project was an immense boost for us, and a huge debt of gratitude must go to Andrzej and his team for ensuring confidentiality and professionalism throughout.

I'd also like to extend a massive thank you to the tireless IAB Agency Committee team on this project, namely Danelle Stiles and Louis Janse van Rensburg, for muscling their way through the myriad of challenges to get to this point.

Please do take a look, tweet, share and shout from the hilltops - and of course send us your feedback and suggestions (info@iabsa.net). I look forward to hearing from you.

A handwritten signature in black ink, appearing to read 'FRED ROED', written over a horizontal line.

FRED ROED, Chair of Agencies at IAB South Africa

1. BACKGROUND

We were delighted to be given the opportunity to work with the IABSA on this project.

As one of the leading research agencies in mobile data collection, the Salary Survey provided us with a credible opportunity to show the benefits of a mobile research offering that provides fast and secure feedback to clients on a bespoke basis.

With the growth of mobile penetration across South Africa, this is undoubtedly the methodology of the future, with its unrivalled ability to reach into all walks of life.

We are entering an exciting era for market research and our South African team are pioneering many of the mobile developments that are being rolled out across the world.

Many thanks to the hard working individuals at Millward Brown and the IABSA for successfully implementing a project of this nature.

ANDRZEJ SUSKI, Head of Media and Digital Africa & Middle East at Millward Brown

2. KEY TAKE-OUTS

- As to be expected there is a slight discrepancy in avg salaries for med. sized agencies (20-80 staff) vs. larger agencies (80< staff); Large agencies on avg offer 8% higher salaries compared to med. sized agencies.
- Large agencies in particular are willing to invest more in experienced leaders where regional and business unit autonomy is relied upon.
- Mid-sized agencies on the other hand are showing more of a willingness to invest in particular in three areas:
 1. Inexperienced leaders with a “throw in the deep-end and swim” approach
 2. Senior client-facing & project management personnel that can independently handle client/project tasks.
 3. Specialist leaders in design & programming, who we assume play a more hands-on role in the actual craft of projects.

(From the data it seems, for someone starting out in the industry (entry-level), med-sized agencies are willing to pay higher salaries compared to large agencies.)

- Top 5 highest earning roles in digital (excluding Executive & Business Unit Leadership): Project Director, Art Director, Paid Search Manager, Account Director, Operations Manager.
- Top 5 lowest earning roles in digital (excluding Interns, PAs & Office Manager): Content Writer, Database Analyst, Community Manager, Photographer/Videographer, Front-End Developer (non-specialist).

2. KEY TAKE-OUTS (cont.)

- Roles that have minimal full-time representation amongst IAB agencies include: Content Writers, Editors, Media Buyers, Affiliate Marketers, CRM Specialists & Database Analysts & Photographers/Videographers. The assumption can be made that as these are critical roles of particular full service digital & creative agencies with digital capabilities, that these roles are often utilised on a freelance or outsource-basis.
- The average monthly salary (gross) for Programming roles within the agency environment is surprisingly low – particularly amongst large agencies – compared to the ICT sector. On average, programming roles with agencies are up to 26% lower compared to those within the ICT sector*.
- 82% of agencies surveyed have at least one formalised employee benefit programme in place – with just over 50% providing their employees with Medical Aid and/or Provident Fund benefits, and 68% offering a formalised Performance Bonus structure.

**source: general extrapolation from average developer-specific salaries in the ICT sector - <http://mybroadband.co.za/news/business/151793-south-african-it-salaries-in-2016-how-much-people-really-earn.html> & http://www.payscale.com/research/ZA/Job=Sr._Software_Engineer_%2F_Developer_%2F_Programmer/Salary*

3. METHODOLOGY

The survey was conducted using Millward Brown's proprietary survey solution, which is fully device agnostic, responsive and secure.

The IAB South Africa provided contact details of IABSA members to Millward Brown under strict non-disclosure agreements, who the survey was sent to via email to complete using Millward Brown's in-house survey and analysis technology.

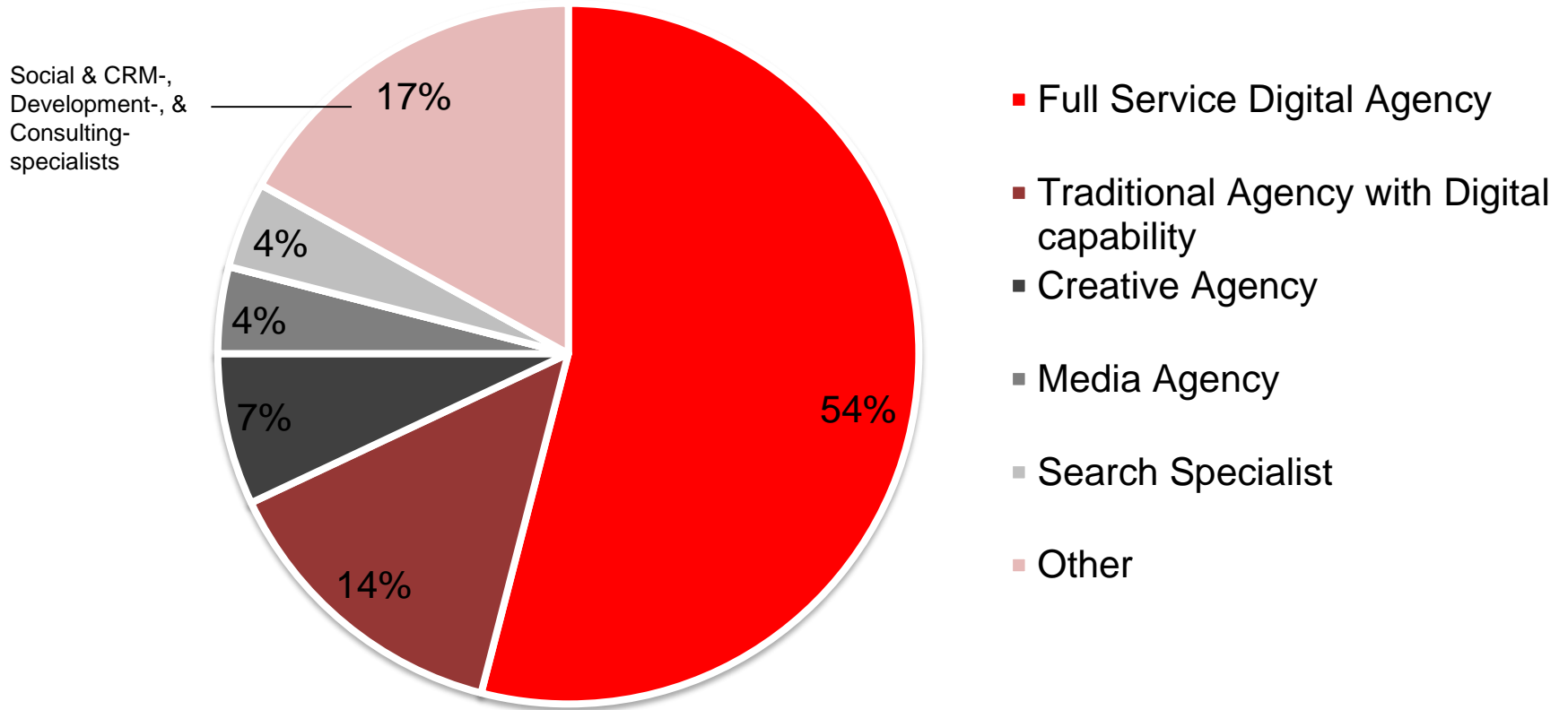
This online survey was designed to gather quantitative data about IAB SA member participants' average salaries for a wide-range of digital agency roles.

4. SAMPLE

- The 2015/16 IAB salary survey was conducted between 25/08/2015 and 30/10/2015.
- We received 27 complete interviews out of 82 IABSA agency members, thus a 33% sample representation took part in this years' survey.
- The Salary Survey was sent to and completed by senior leadership within agencies with the assistance of their HR specialists to ensure accuracy of data.
- All interviews were conducted using an online questionnaire designed by IAB South Africa in partnership with Millward Brown.
- 12 categories, 56 digital specific roles were surveyed
- “Salary” defined as a the monthly gross salary for a specific role.
- Three levels of experience were identified – Entry-, Mid- & Senior-Level; we’ve purposefully kept the levels non-descript to allow for participants’ own interpretations of “Level” i.e. years of experience vs. overall seniority in organisation.

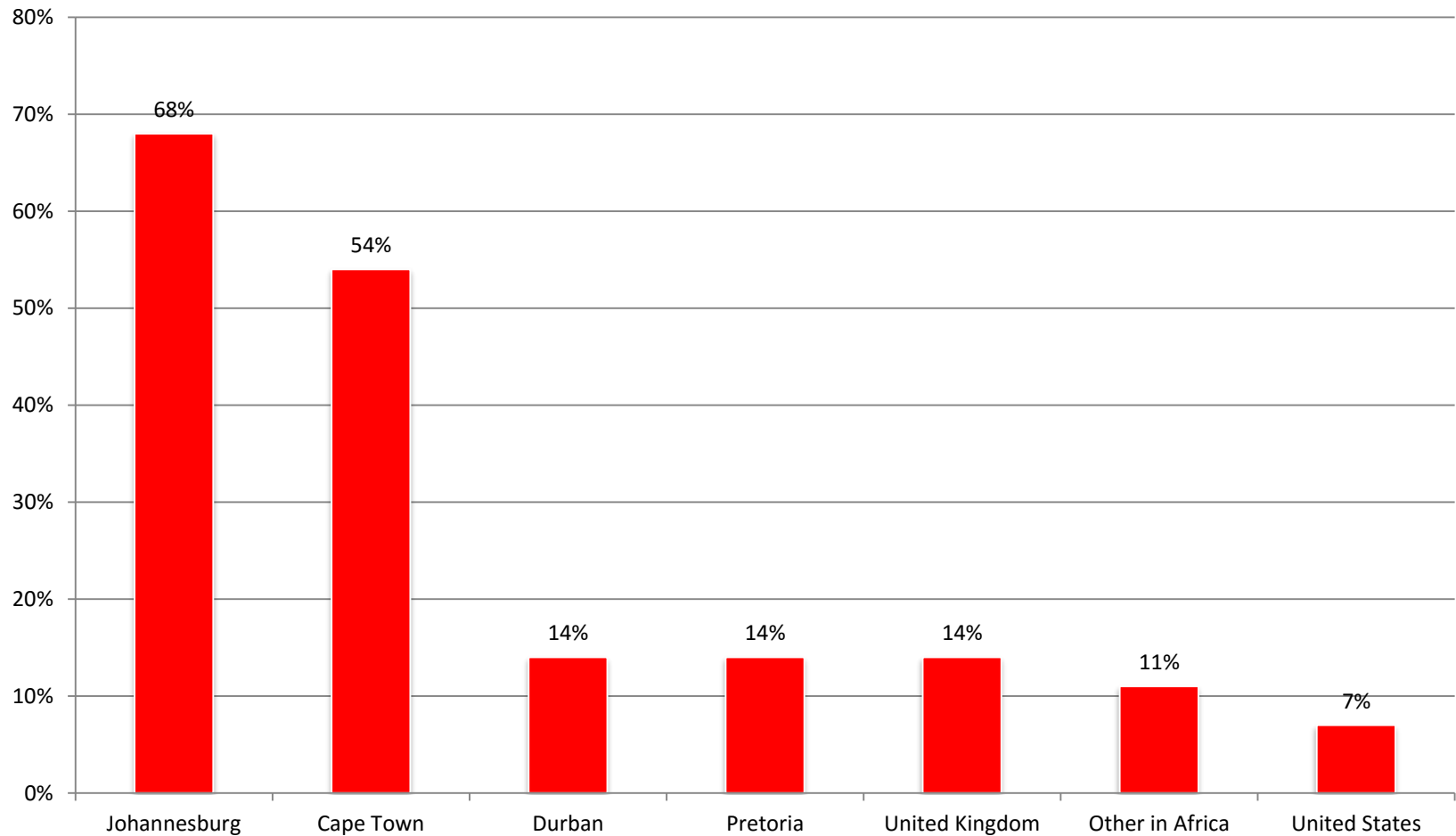
4. SAMPLE

Type of Agencies Surveyed:



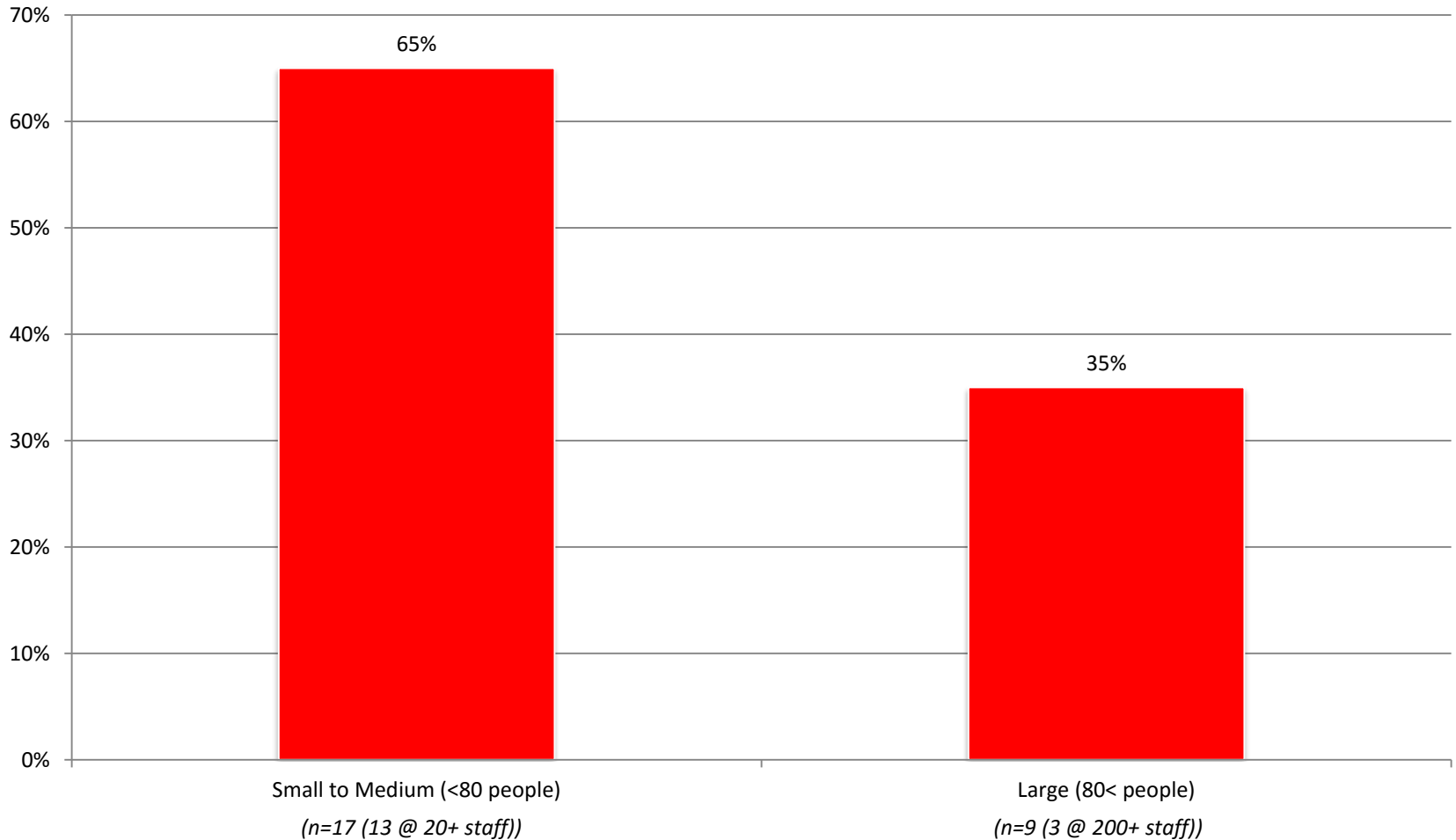
4. SAMPLE

Regions where agencies have offices:



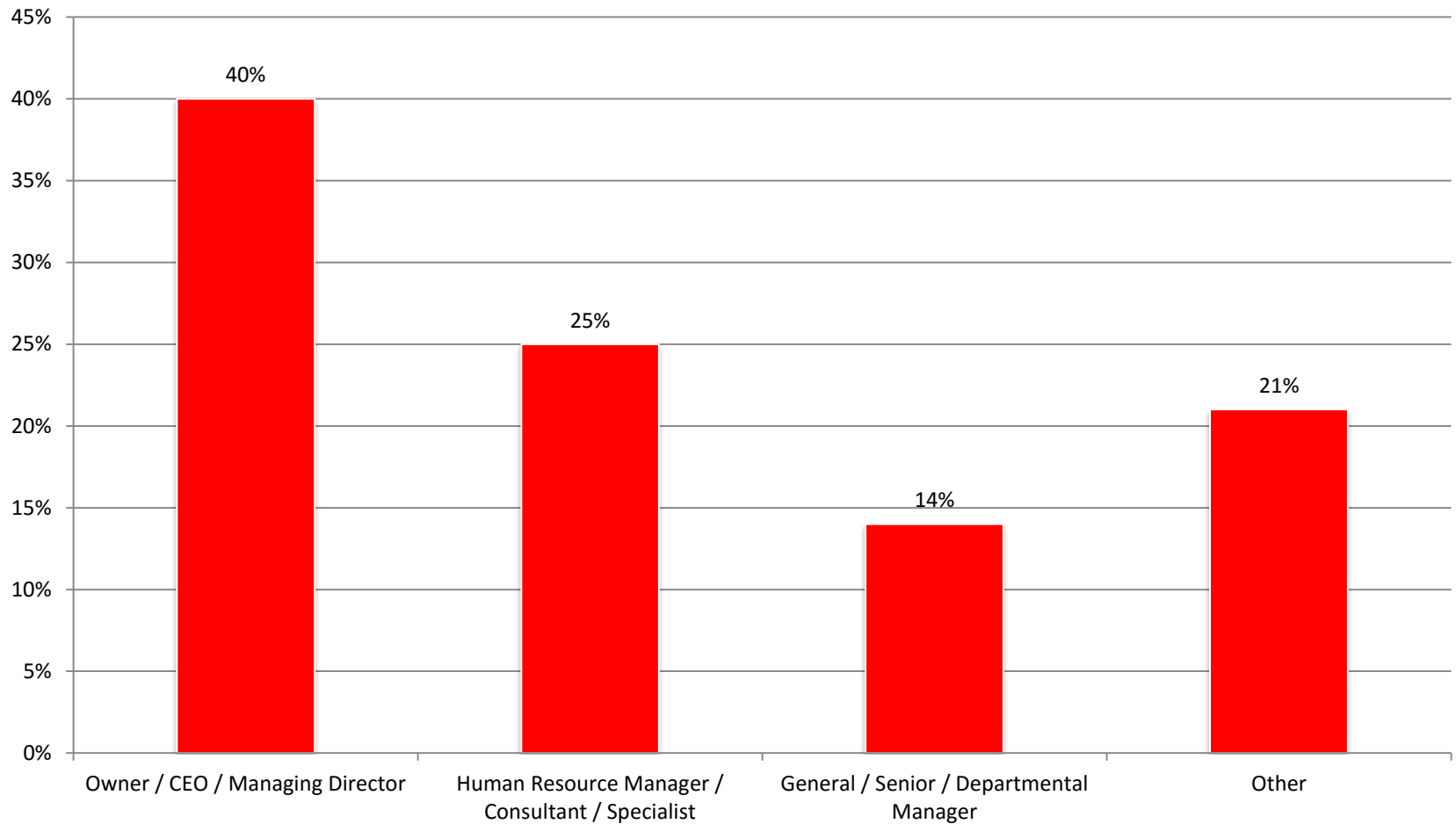
4. SAMPLE

Size of agency:



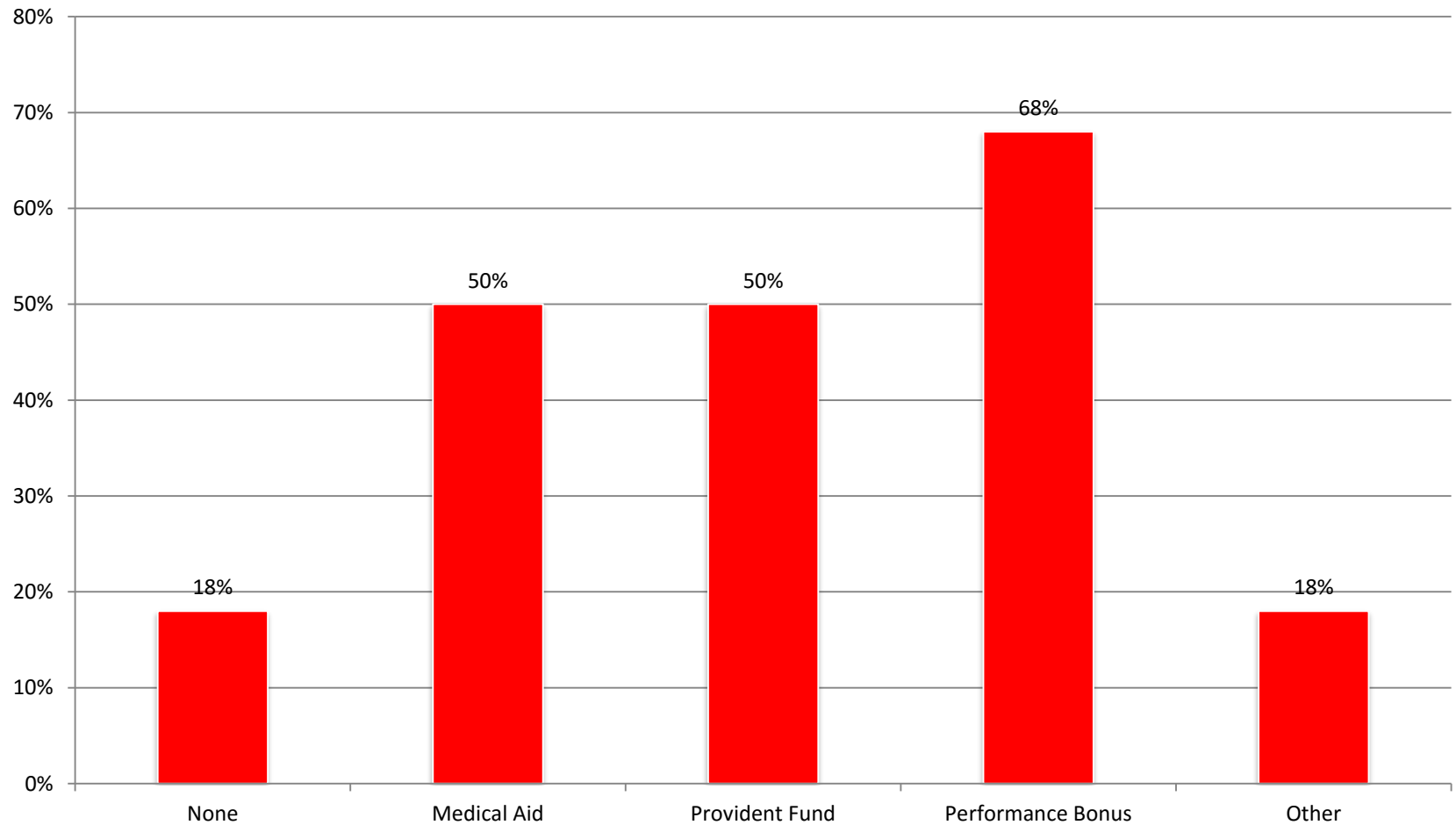
4. SAMPLE

Role of person surveyed within agency:



4. SAMPLE

Employee benefit(s) offered by agency:



5. RESULTS

Data Note:

The results of the survey occasionally reveals data fluctuations which seem counterintuitive (e.g. average salary for a mid-level position being lower than the average for the level immediately lower). This effect is caused by three characteristics of this survey:

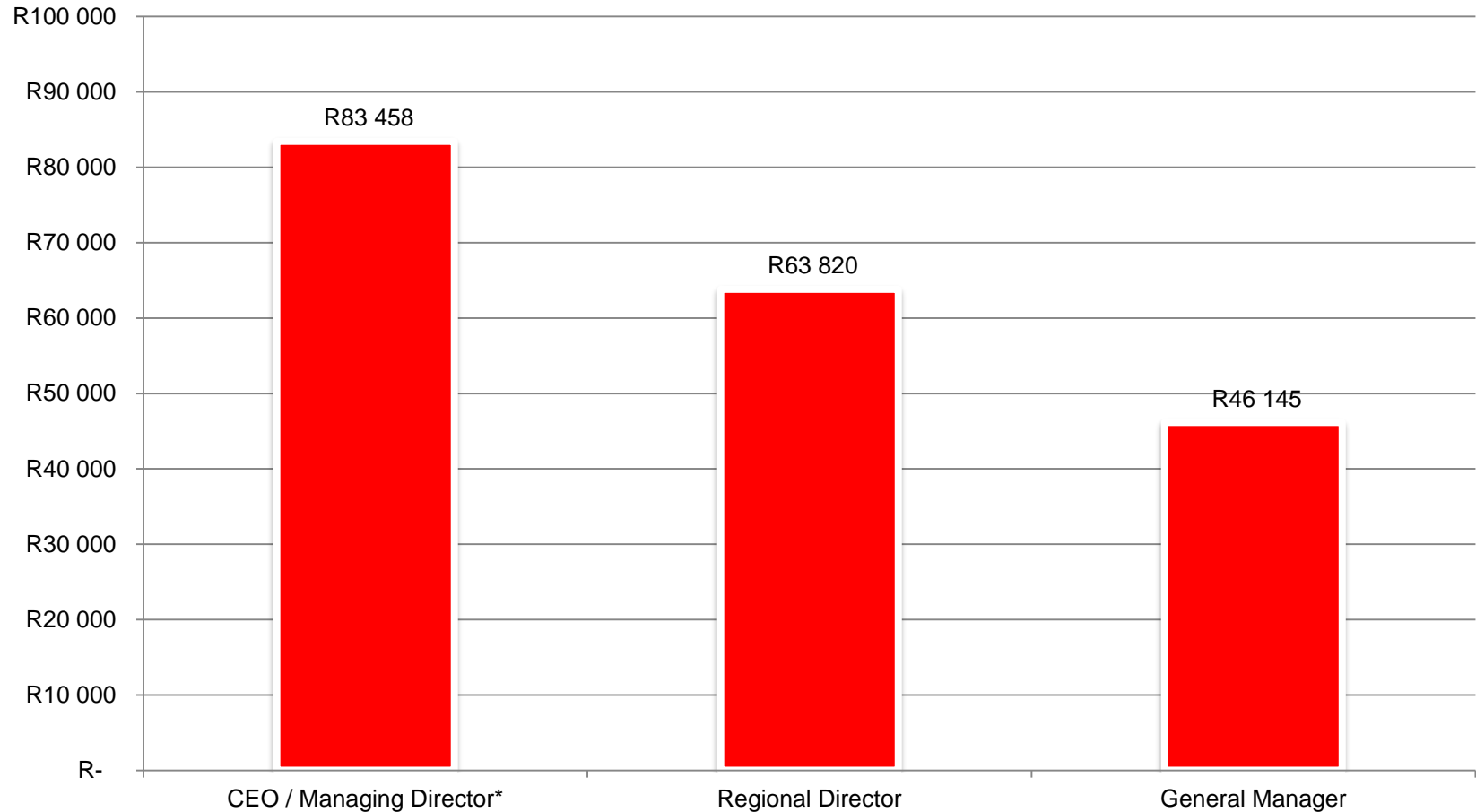
- 1. Relatively low number of responding agencies for the first annual survey.*
- 2. Relatively high number of categories, positions & levels.*
- 3. Some agencies not reporting on all of the data points as they filled in information only relevant to what roles they have in-house.*

When reporting aggregate numbers, above factors can sometimes produce fluctuations.

In the interest of transparency, the team behind the survey elected to report the findings based on actual responses.

5. RESULTS

Average monthly salary (gross) for Executive Leadership roles:



5. RESULTS

Executive Leadership Salaries – Detailed Breakdown

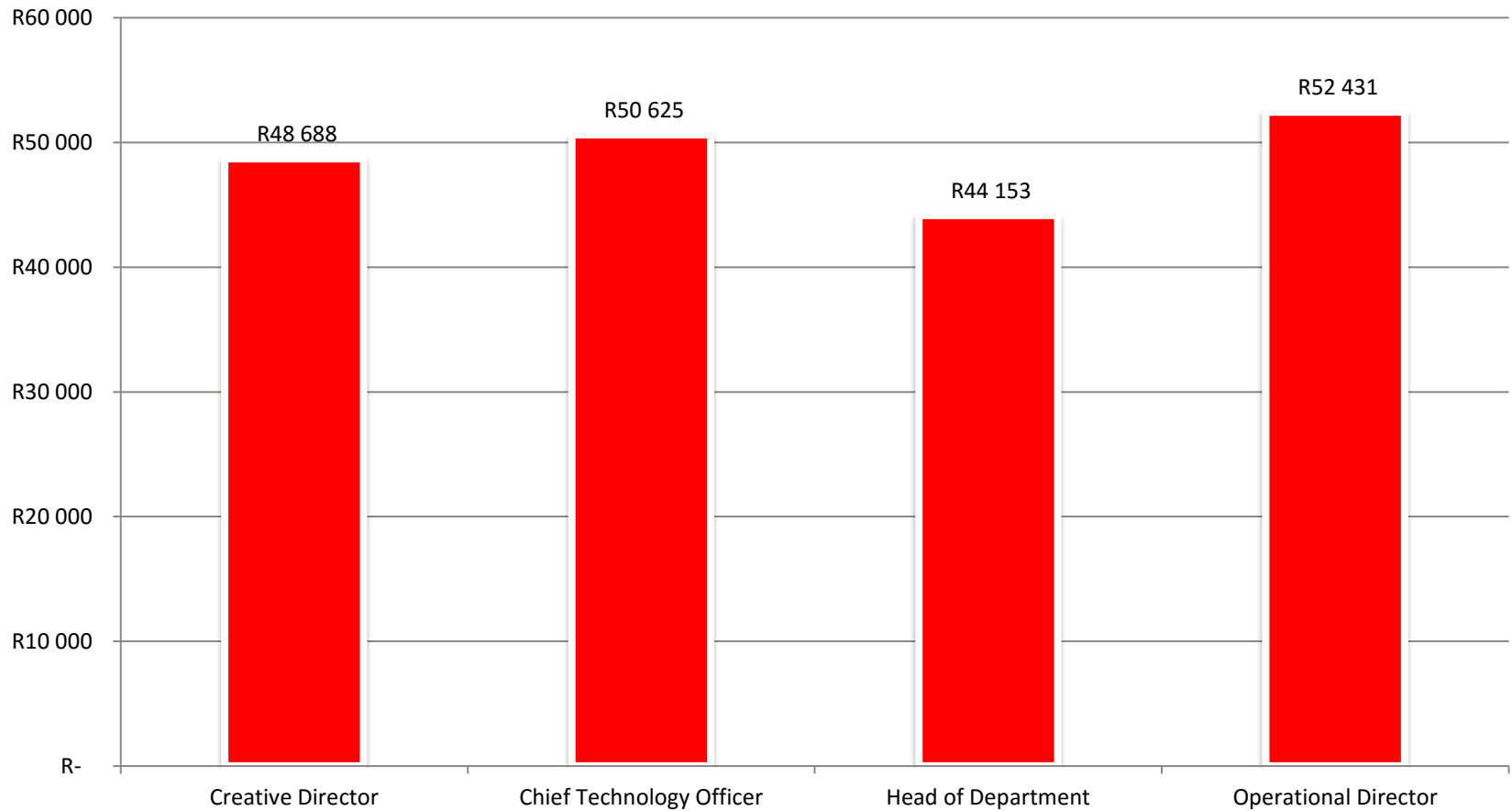
	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
CEO / Managing Director	R60 000	R75 000	R97 000	R65 000	R97 500	R106 250
Regional Director	R64 167	R65 000	R70 000	R42 500	R48 750	R92 500
General Manager	R44 375	R43 750	R61 667	R32 500	R48 330	R46 250

OBSERVATIONS:

1. Med. sized agencies seem to be willing to pay more for inexperienced leadership roles versus large agencies; assumption can be made that there is an increased reliance on hands-on leadership, even if inexperienced for med. sized agencies.
2. Large agencies seem to acknowledge and reward their reliance on experienced regional leaders.

5. RESULTS

Average monthly salary (gross) for Business Unit Leadership roles:



5. RESULTS

Business Unit Leadership Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Creative Director	R36 250	R32 500	R63 000	R40 625	R48 750	R71 000
Chief Technology Officer	R42 500		R47 500	R58 750	R55 000	R55 000
Head of Department	R32 500	R30 833	R43 333	R61 667	R48 250	R48 333
Operational Director	R48 750	R48 750	R60 000	R37 500	R70 833	R48 750

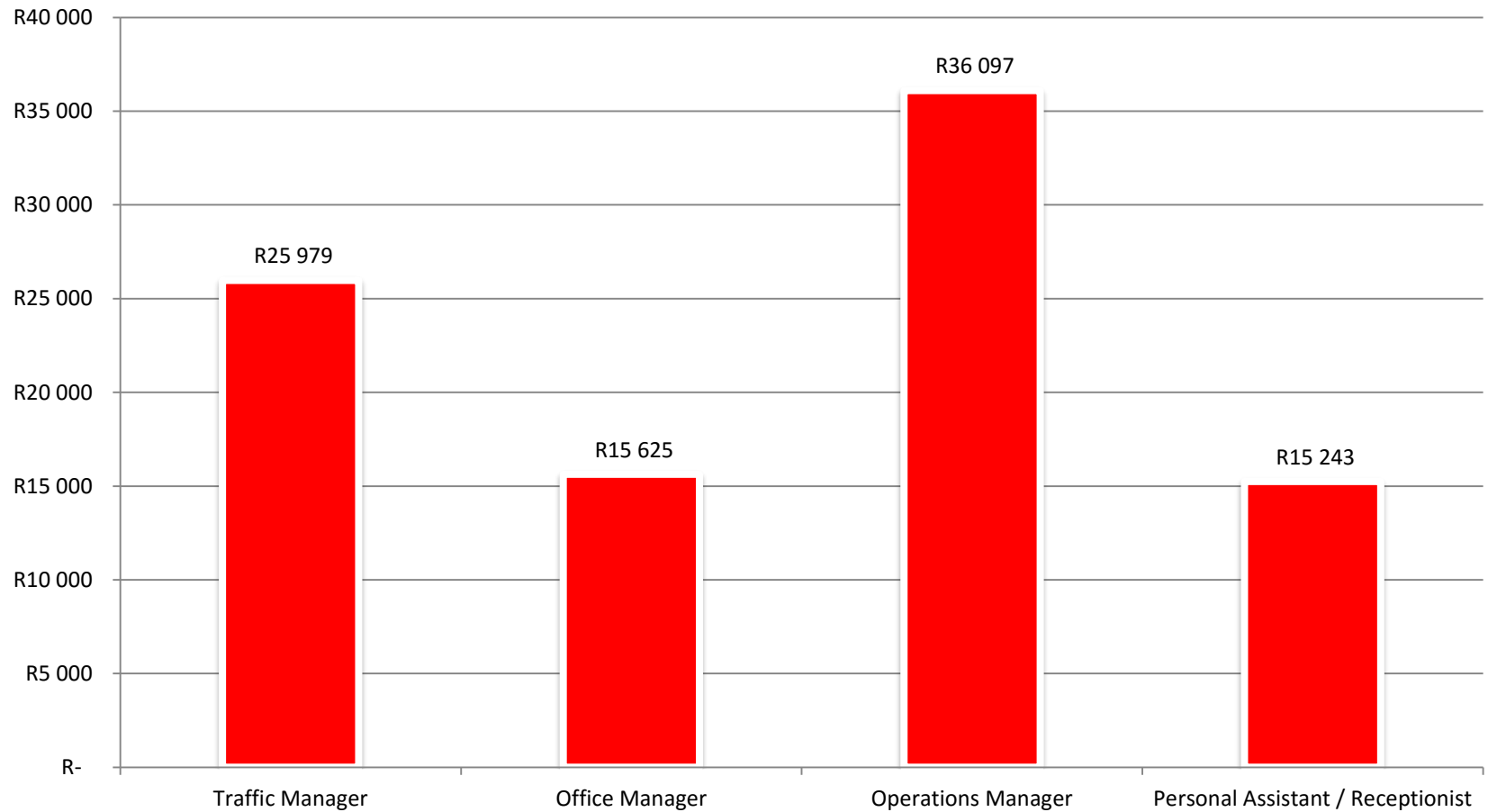
OBSERVATIONS:

1. Large agencies are willing to invest more in Heads of Departments, as agency grows in size and relies more on reliance on strong specialist leaders; while med. sized agencies are more likely to pay higher to recruit Operations Leadership to ensure quality of delivery across the agency.

**blank areas: no input*

5. RESULTS

Average monthly salary (gross) for Operational roles:



5. RESULTS

Operational Salaries – Detailed Breakdown

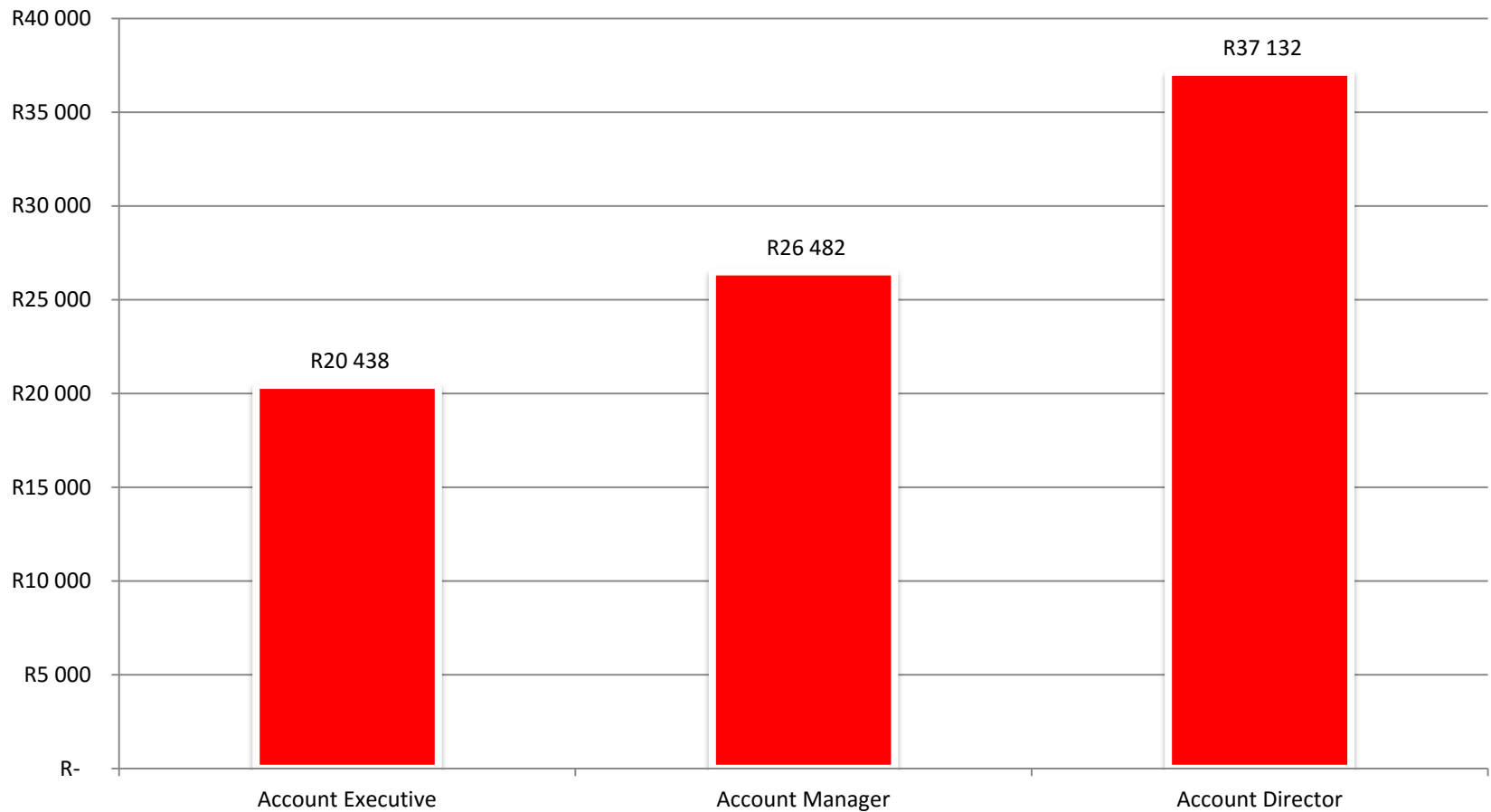
	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Traffic Manager	R25 625	R18 500	R30 000	R17 500	R30 500	R33 750
Office Manager	R12 500	R11 250	R12 500	R15 000	R20 000	R22 500
Operations Manager	R30 000	R20 833	R39 500	R32 500	R51 250	R42 500
Personal Assistant / Receptionist	R8 750	R14 375	R15 000	R12 500	R20 000	R20 833

OBSERVATIONS:

1. Med. sized agencies show a willingness to invest more in Traffic roles that are inexperienced; the assumption is that, that person will grow with the agency and needs to be incentivized to do so.

5. RESULTS

Average monthly salary (gross) for Client Service roles:



5. RESULTS

Client Service Salaries – Detailed Breakdown

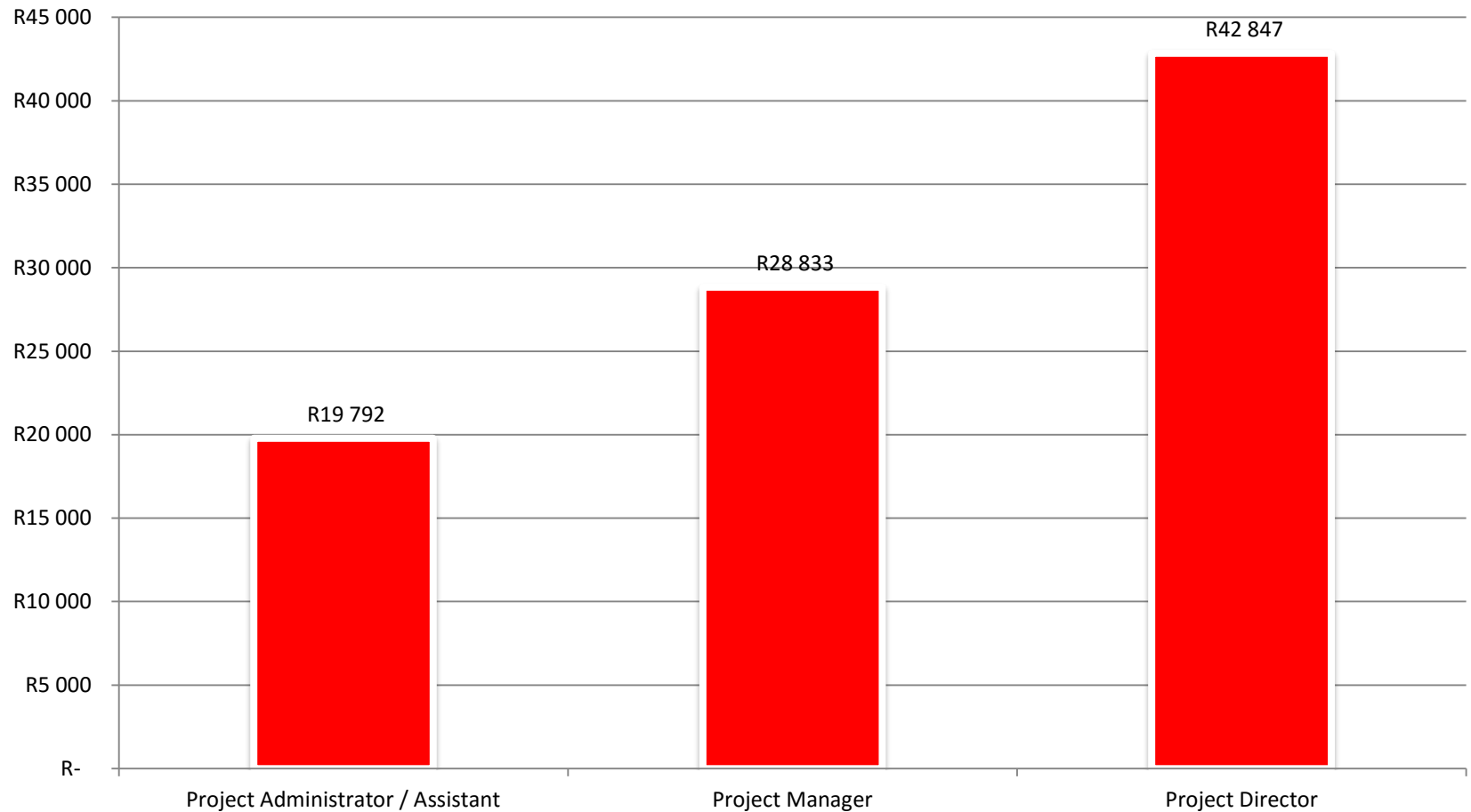
	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Account Executive	R12 917	R19 500	R43 125	R9 583	R15 000	R22 500
Account Manager	R18 000	R24 643	R39 583	R21 667	R24 500	R30 500
Account Director	R28 125	R33 750	R52 917	R31 500	R34 500	R42 000

OBSERVATIONS:

1. Med. Sized agencies seem to be more willing to pay more for inexperienced client-facing roles versus large agencies; assumption can be made that there is an increased reliance on hands-on client service, regardless of experience levels for med. sized agencies.

5. RESULTS

Average monthly salary (gross) for Project Management roles:



5. RESULTS

Project Management Salaries – Detailed Breakdown

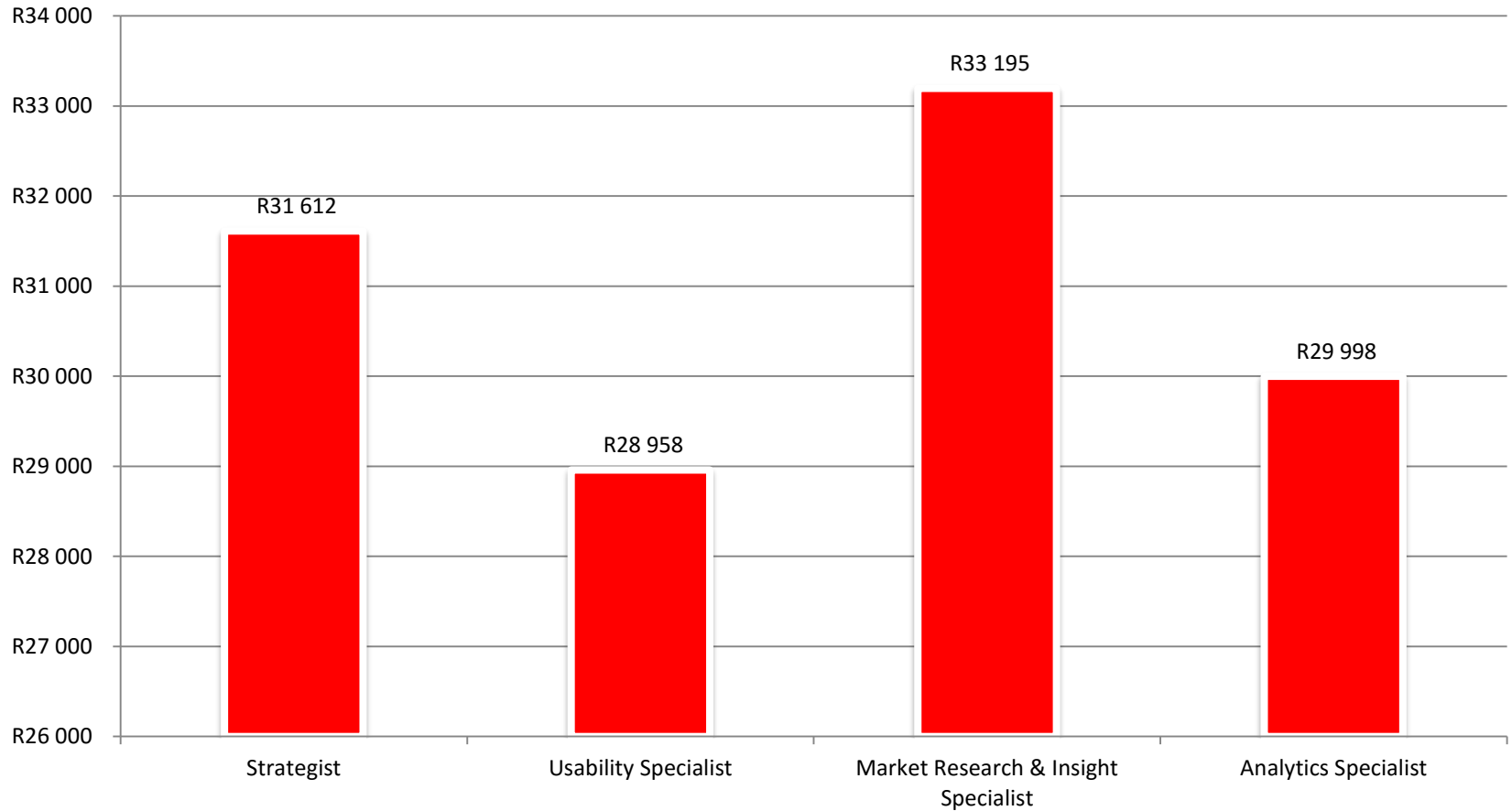
	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Project Administrator / Assistant	R25 000	R17 500	R27 500	R8 750	R17 500	R22 500
Project Manager	R25 000	R30 000	R32 500	R17 500	R28 500	R39 500
Project Director	R32 500	R42 500	R55 000	R37 500	R43 333	R46 250

OBSERVATIONS:

1. Med. sized agencies seem to be more willing to pay more for project management roles versus large agencies; assumption can be made that there is an increased reliance on project management personnel, regardless of experience levels for med. sized agencies.

5. RESULTS

Average monthly salary (gross) for Strategy roles:



5. RESULTS

Strategy Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Strategist	R37 500	R22 500	R37 500	R15 500	R28 750	R47 920
Usability Specialist	R30 000	R32 500		R15 833	R25 000	R39 166
Market Research & Insight Specialist	R32 500	R22 500	R55 000	R19 167	R32 500	R37 500
Analytics Specialist	R16 250	R24 157	R43 750	R20 833	R32 500	R42 500

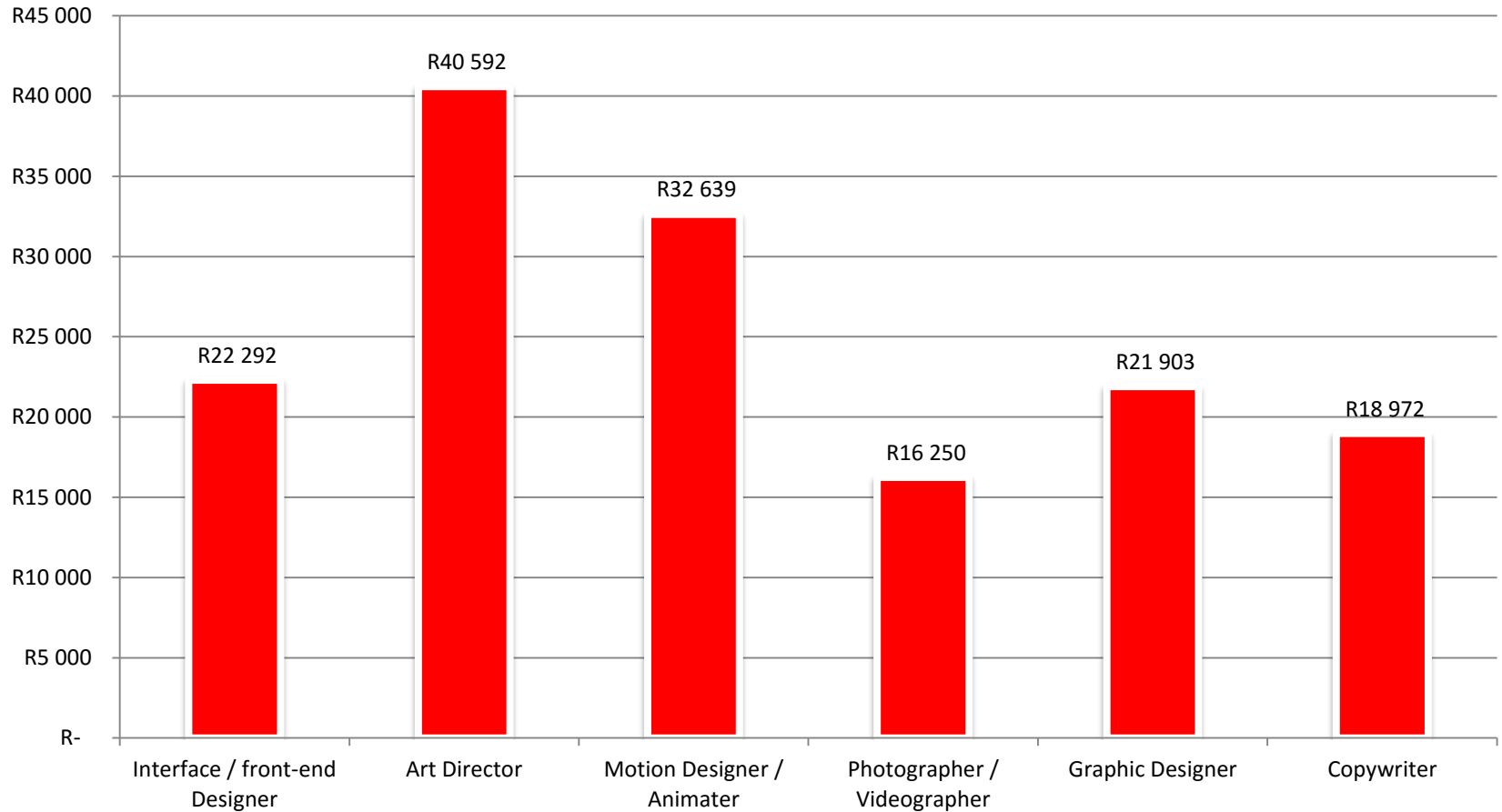
OBSERVATIONS:

1. Med. sized agencies invest more into entry level Strategists and specialist strategy roles such as usability and market research and insights practitioners, compared to large agencies; once again, the expectations on inexperienced resources and specialist skills that can give med. sized agencies a foot-up prevalent; while large agencies' investment into senior leadership is buffering the need to incentivise entry level staff.

**blank areas: no input*

5. RESULTS

Average monthly salary (gross) for Design roles:



5. RESULTS

Design Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Interface / front-end Designer	R10 000	R20 000	R27 500	R13 750	R25 000	R37 500
Art Director	R35 800	R65 000	R60 000	R17 500	R28 750	R36 500
Motion Designer / Animator	R32 500	R42 500	R42 500	R17 500	R25 833	R35 000
Photographer / Videographer	R17 500	R22 500		R12 500		
Graphic Designer	R11 250	R18 500	R36 667	R12 500	R20 000	R32 500
Copywriter	R10 833	R12 500	R17 500	R13 333	R24 167	R35 500

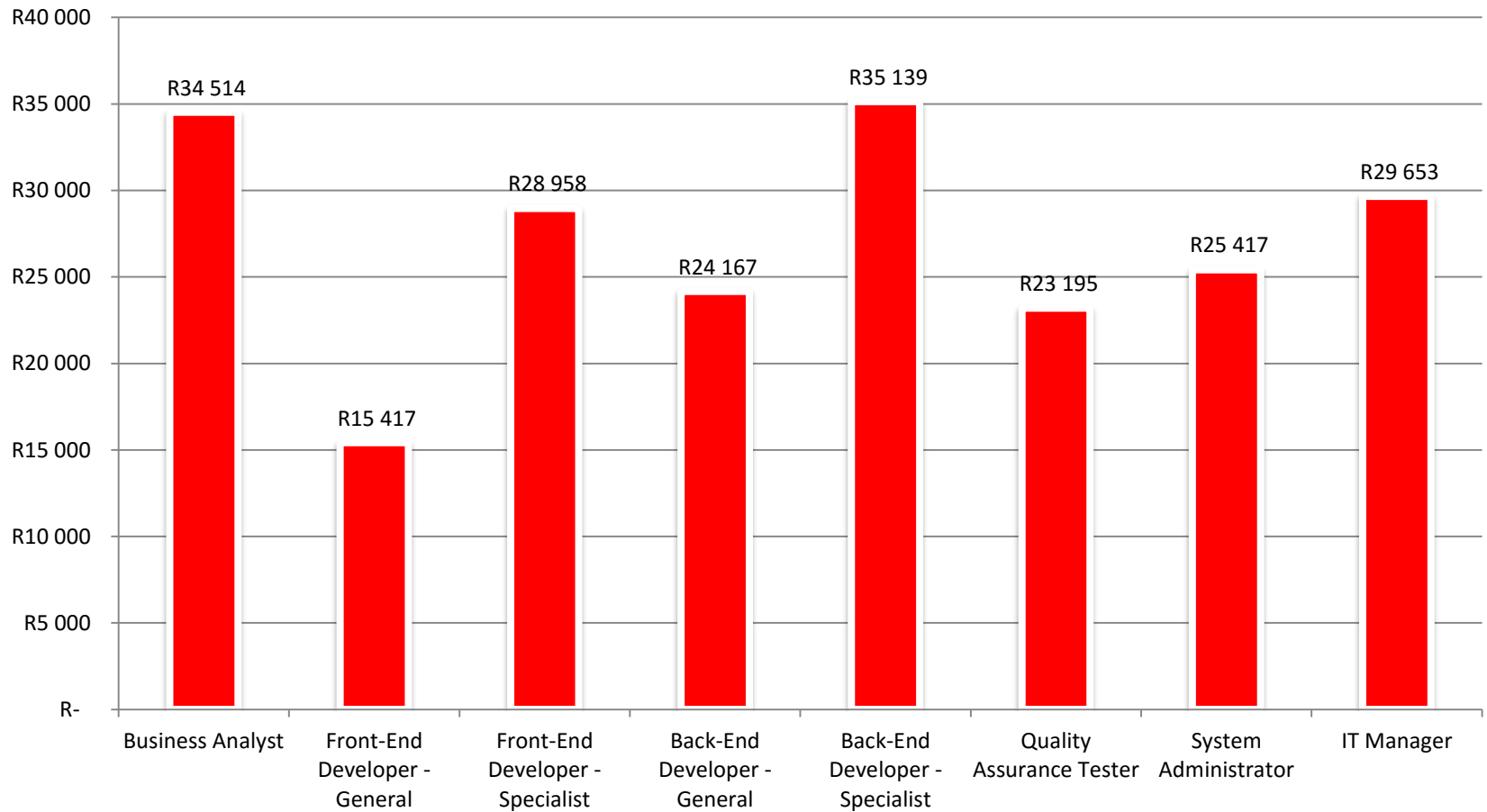
OBSERVATIONS:

1. Med. sized agencies are willing to pay more for Art Director positions compared to large agencies; the assumption can be made that med. Sized agencies require an Art Director to play more of a leadership role.

**blank areas: no input*

5. RESULTS

Average monthly salary (gross) for Programming roles:



5. RESULTS

Programming Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Business Analyst	R37 500	R42 500	R17 500	R20 833	R40 000	R48 750
Front-End Developer - General	R12 500	R12 500	R22 500	R5 000	R17 500	R22 500
Front-End Developer - Specialist	R22 500	R20 000	R58 750	R12 500	R22 500	R37 500
Back-End Developer - General	R22 500	R15 833	R30 000	R14 167	R25 000	R37 500
Back-End Developer - Specialist	R42 500	R25 833	R57 500	R17 500	R27 500	R40 000
Quality Assurance Tester	R32 500	R17 500		R11 667	R20 000	R32 500
System Administrator	R32 500	R12 500	R55 000	R12 500	R22 500	
IT Manager	R14 167	R17 500	R22 500	R27 500	R55 000	

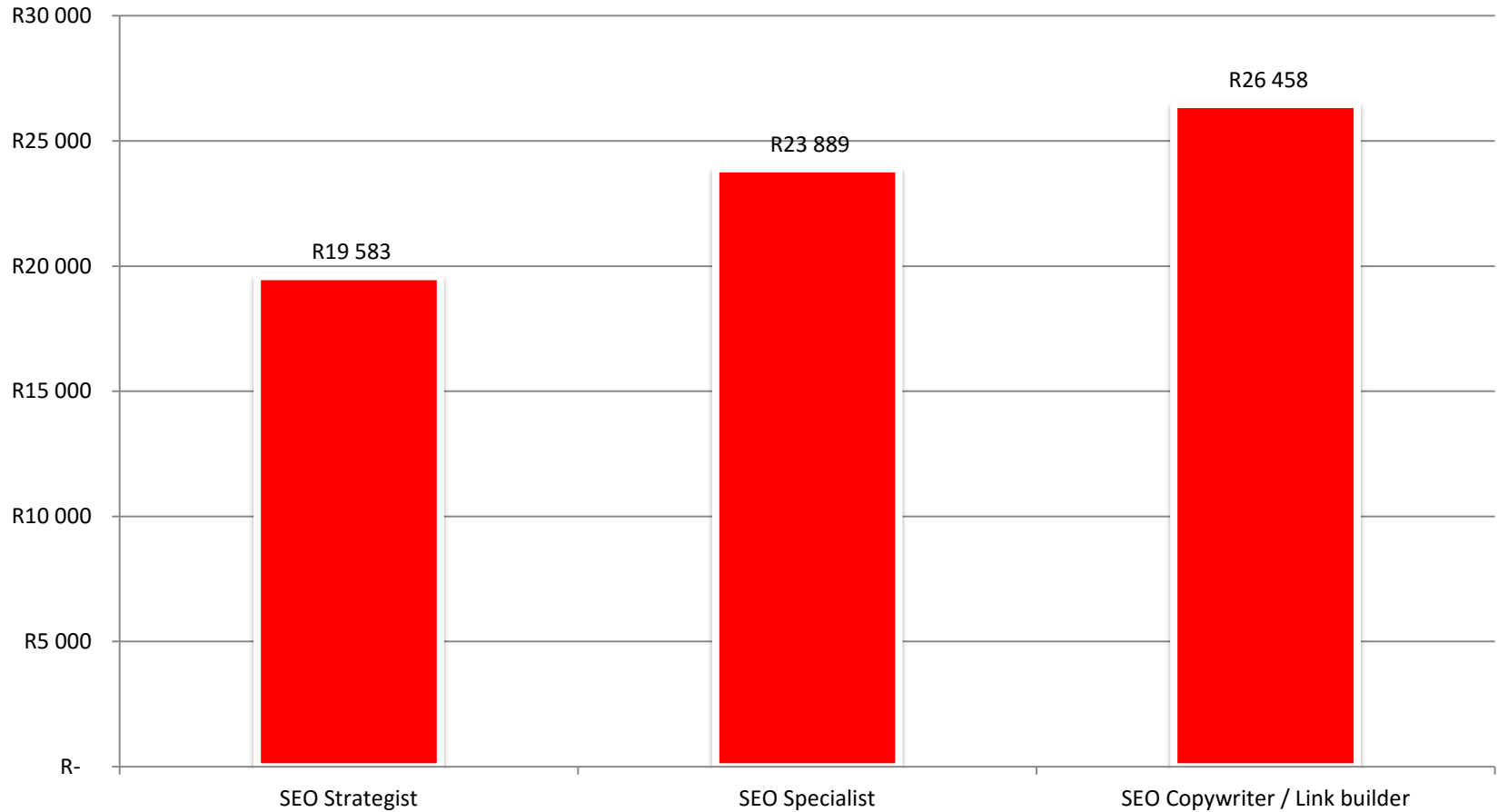
OBSERVATIONS:

1. Med. sized agencies are willing to attract and pay more for specialist programming skills compared to large agencies regardless of experience/skill levels; the assumption can be made as agencies grow from med. to large, that there is less of requirement to attract for specialist skills, and rather have in-house generalists who can manage a wide range of programmatic disciplines.

**blank areas: no input*

5. RESULTS

Average monthly salary (gross) for Search Engine Optimisation roles:



5. RESULTS

Search Engine Optimisation Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
SEO Strategist	R5 000	R12 500	R27 500	R12 500	R27 500	R32 500
SEO Specialist	R10 833	R12 500	R25 000	R12 500	R27 500	R55 000
SEO Copywriter / Link builder	R16 250	R12 500	R17 500		R32 500	R42 500

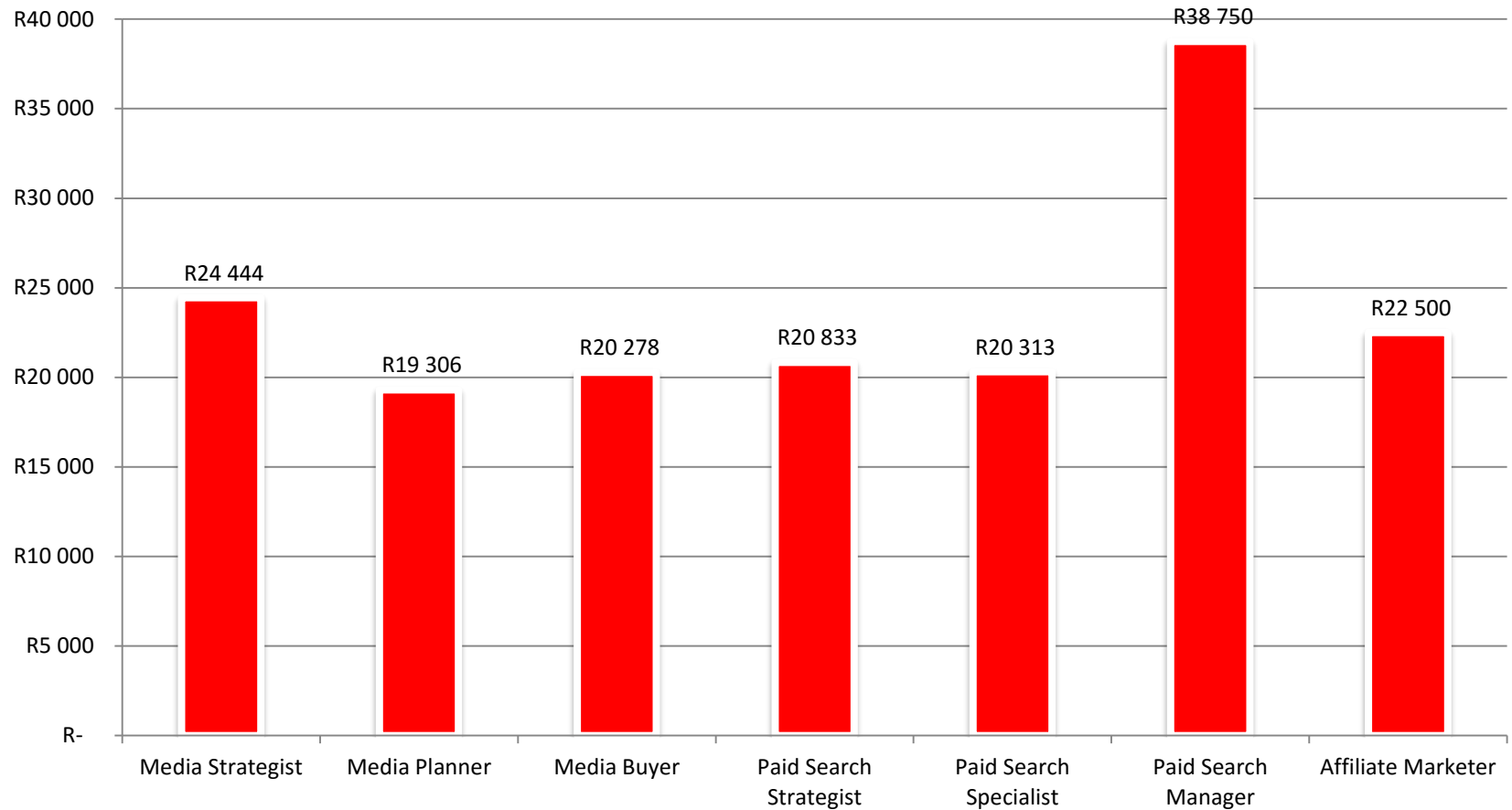
OBSERVATIONS:

1. Large agencies are willing to pay more to attract and retain senior level SEO specialists compared to med. sized agencies; the assumption can be made that large agencies require their SEO resources to manage larger teams, hence the reliance on experience.

**blank areas: no input*

5. RESULTS

Average monthly salary (gross) for Media roles:



5. RESULTS

Media Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Media Strategist	R15 000	R20 833	R30 833	R17 500	R22 500	R40 000
Media Planner	R20 000	R20 833	R25 000	R5 000	R17 500	R27 500
Media Buyer	R15 000	R20 833	R25 000			
Paid Search Strategist	R12 500	R17 500	R22 500	R12 500	R27 500	R32 500
Paid Search Specialist	R11 875	R18 750	R23 750	R12 500	R32 500	
Paid Search Manager		R17 500	R27 500			R55 000
Affiliate Marketer	R12 500	R22 500	R32 500			

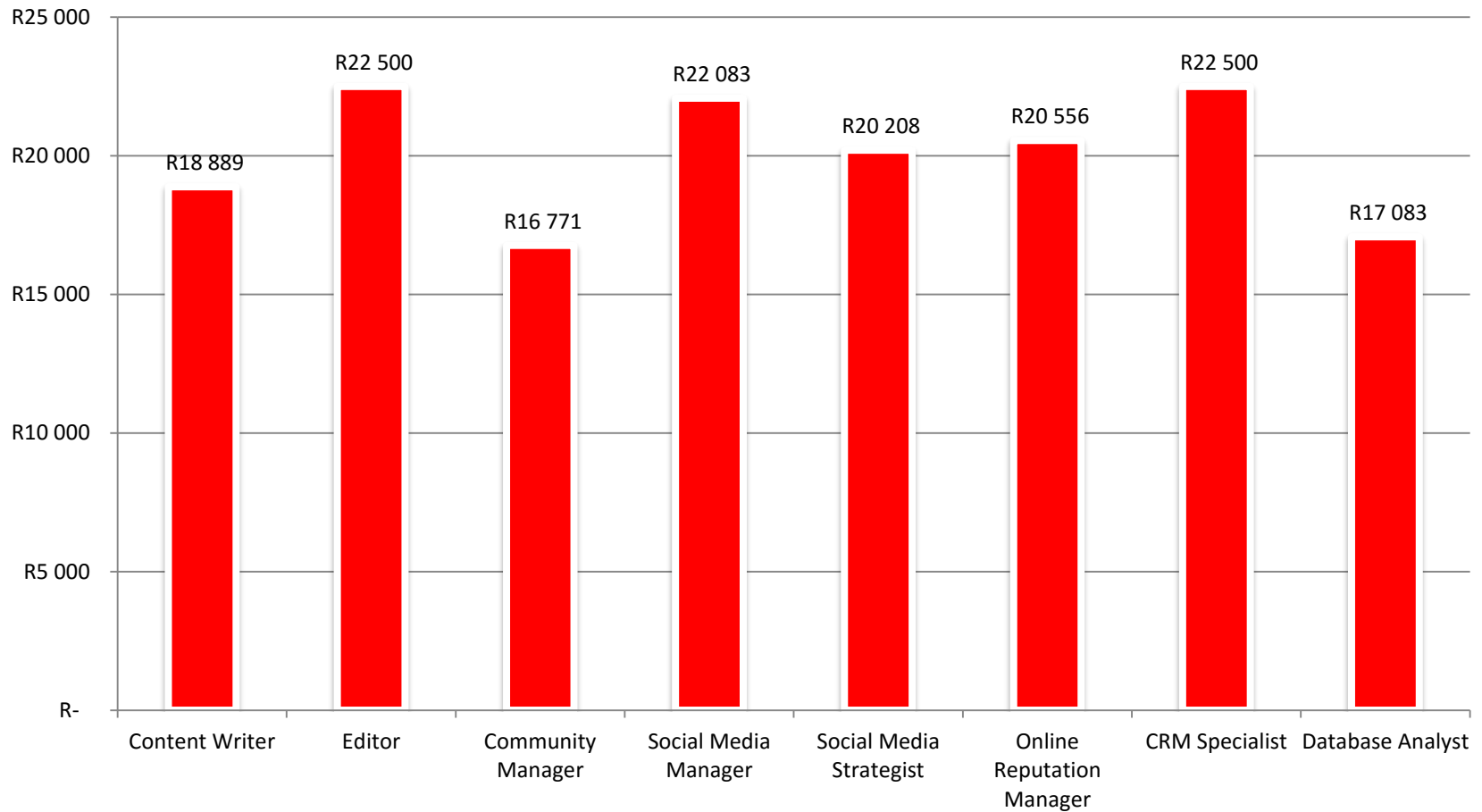
OBSERVATIONS:

1. Large agencies once again are willing to pay more for senior management capabilities within a discipline.
2. Media Buying and Affiliate Marketing seem not to be core in-house competencies of large agencies.

**blank areas: no input*

5. RESULTS

Average monthly salary (gross) for Social, Content & CRM roles:



5. RESULTS

Social, Content & CRM Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Content Writer	R10 833	R12 500	R22 500		R22 500	
Editor	R27 500	R17 500				
Community Manager	R13 750	R17 500		R10 000	R18 750	R25 000
Social Media Manager	R19 167	R17 500	R27 500	R15 000	R20 833	R32 500
Social Media Strategist	R15 000	R16 250	R22 500	R15 000	R22 500	R30 000
Online Reputation Manager	R15 000	R20 833	R27 500	R12 500		R27 500
CRM Specialist		R20 000			R25 000	
Database Analyst	R12 500	R18 750	R20 000			

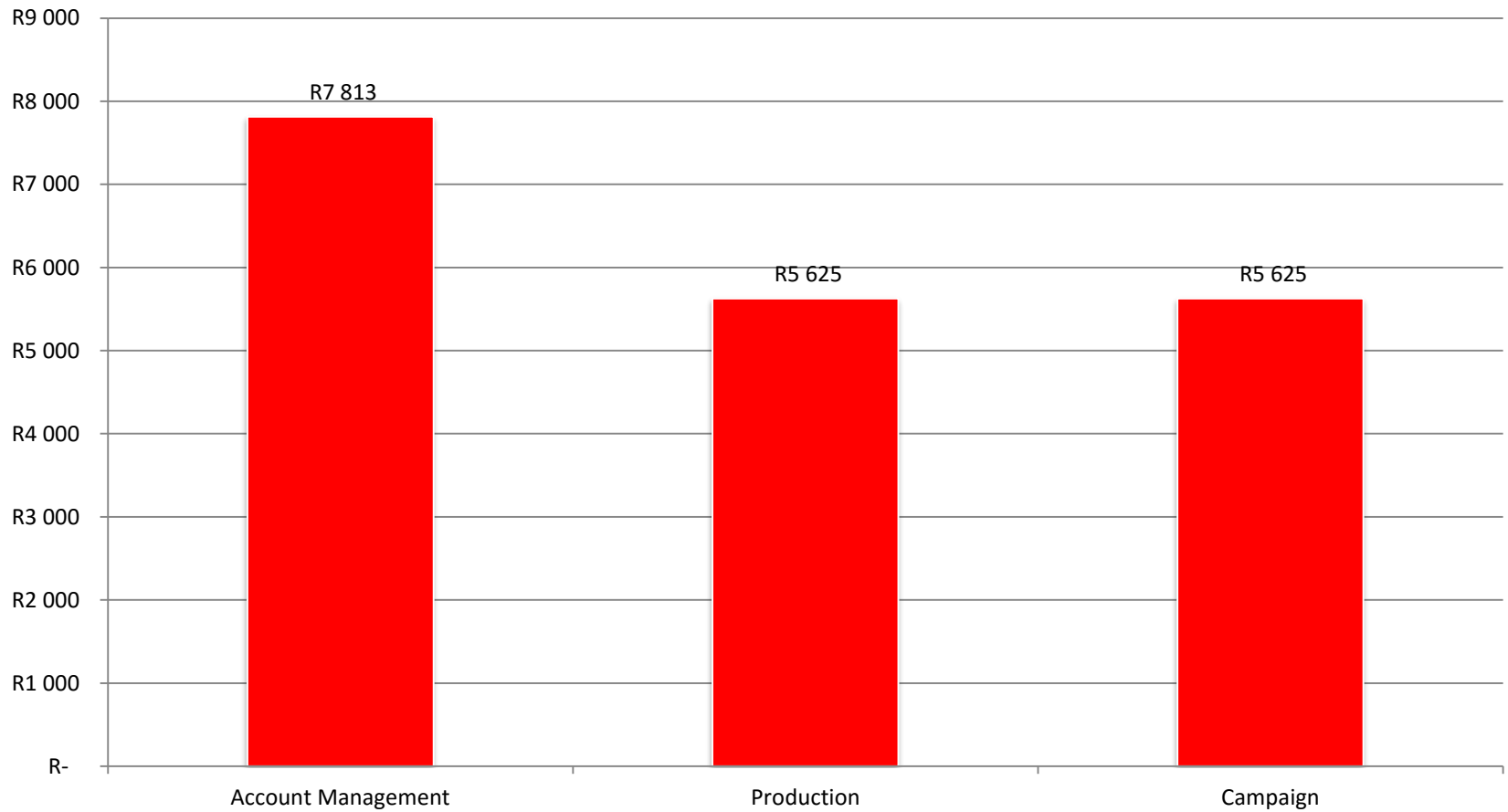
OBSERVATIONS:

1. Where specialists skills are required, med-sized agencies are more likely to employ in-house compared to large agencies
2. Large agencies are willing to pay more for mid to senior level social media managerial and strategy resources.

**blank areas: no input*

5. RESULTS

Average monthly salary (gross) for Intern roles:



5. RESULTS

Intern Salaries – Detailed Breakdown

	<u>Med. Sized Agencies</u> Entry Level	Mid Level	Senior Level	<u>Large Agencies</u> Entry Level	Mid Level	Senior Level
Account Management	R6 250	R12 500		R5 000	R7 500	
Production	R5 000			R5 000	R7 500	
Campaign	R5 000			R5 000	R7 500	

OBSERVATIONS:

1. Med. sized agencies seem to be slightly more willing to pay more for intern roles versus large agencies; assumption can be made that med-sized agencies provide slightly more responsibilities for interns – particularly in terms of Account Management.

**blank areas: no input*

6. ACKNOWLEDGEMENTS

Many thanks need to be given to the following individuals for their leadership, support and effort in planning, setting up and rolling out the 2015/16 IAB South Africa Salary Survey.

- Josephine Buys, CEO of IAB South Africa
- Fred Roed, Head of Agency Council at IAB South Africa (World Wide Creative)
- Danelle Stiles, Agency Council Member at IAB South Africa (NATIVE VML)
- Louis Janse van Rensburg, Agency Council Member IAB South Africa (World Wide Creative)
- Andrzej Suski, Head of Media and Digital Africa & Middle East at Millward Brown
- Nadia Gaspari, Operations Manager at Millward Brown
- Candice Scott-dos Santos, Mobile Solutions Manager at Millward Brown

...and of course all agency members who gave their precious time to contribute to this year's survey.

Sincerely yours'

IAB SA Agency Council

IAB SOUTH AFRICA
2015/16 SALARY SURVEY

THANK YOU.