

SALARY SURVEY 2018

Artis Recruitment



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Introduction

Over the last ten years Artis Recruitment has grown to become one of the South West's leading independent recruiters. Founded to largely cover HR recruitment, we've since developed a significant reputation across Finance, Procurement, Sales & Customer Ops and, latterly, Marketing.

We provide mid-to-senior level recruitment across our core markets, and an Executive Search proposition for senior hires. Our approach has always been open, honest, thorough and professional... something our clients and candidates say helps set us apart from many.

In our latest Salary Guide & Market Report (powered by our sister company, Cogito Talent) we've drawn together facts, figures and opinions from a broad range of sources, together with our own well-honed instincts for what's happening in the market, and we've compiled here what we hope will be an informative and insightful report.

A handwritten signature in black ink, appearing to read 'Mark Muscroft', with a stylized flourish at the end.

Mark Muscroft
Director, Artis Recruitment

December 2017

RECRUITMENT MARKET OVERSIGHT 2018



Artis Recruitment

Recruitment Market Oversight - Observations & Trends Affecting Talent Acquisition:

The UK recruitment market is as busy as ever, with recruitment activity lead as much by a candidate-side desire for a change as by client-side growth ambitions. In such an environment - where at least two thirds of candidates are looking to make a move (largely due to dissatisfaction around pay or opportunity) and at least three quarters of clients are looking to hire (particularly in finance, marketing and commercially astute 'business partnering' roles) - the role of recruiters will be critical to helping organisations identify and secure the best talent.

In terms of macro-economic factors influencing recruitment, Brexit of course remains a key issue, creating uncertainty across most markets and leading to severe caution around hiring and limited wage growth in some. Additionally, recent changes relating to IR35 enforcement have hit the public sector hard, resulting in scarcity of talent, and the threat of these changes rolling out into the private sector is causing worry and uncertainty for both candidates and clients. Uncertainty is rarely good for business.

In a market where niche skills are highly sought after, protracted recruitment processes are a huge turn-off for candidates. However, where clients are organised, work at pace and are able to present a positive candidate experience, the process itself can serve to engage candidates further in the role and the business, making it more likely they will accept any offer. On the flipside, a disorganised approach or multiple interviews with numerous stakeholders suggests no one can make a decision and is a sure-fire way to lose a candidate's interest. As always, talent has a choice!

A final observation would be that many mid-tier and smaller business are now putting more money and resource into their in-house recruitment teams... clearly a sensible thing in today's market. Often, however, this is driven by the desire to cut costs rather than improve outcomes. Costs can easily be cut by negotiating better rates with agencies and working on a retained basis (this can cut costs drastically, but is rarely understood) rather than simply switching off these external suppliers and reinventing the wheel. In most niche markets a highly experienced specialist with a deep network will outperform an in-house generalist relying on job ads and LinkedIn... in many case reinventing the wheel isn't even necessary; just negotiate a better price for the same wheel!

It's our belief that a competent and well-resourced in-house team supported when necessary by external expert partners offers the best chance to secure the best talent at the best price.

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Our Recommendations

For those clients who want to attract and retain the best talent there are some clear recommendations we'd suggest:

- Build your own talent pipeline for core, BAU roles – you'll always need these people, so your internal team should make this 'bread and butter' their focus; this offers benefits in terms of cost, visibility and reduced hiring pressure/risk.
- Combat attrition through better management and a greater willingness to train/develop staff; keeping people is often a better value option than hiring & losing people over and over.
- Offer better benefits, specifically flexible working (primarily to accommodate caring responsibilities; it's rarely about simply 'working from home') and better holiday provision as these things feed strongly into work/life balance equations far more than salary or rarely used 'perks' like bike-to-work schemes etc.
- Our biggest recommendation would be to work at pace – hiring is something you do in a competitive space and, just like every other commercial activity your business undertakes, working smart and at pace will deliver the best recruitment outcomes. Whether you recruit directly or via expert suppliers the speed and quality of your recruitment process will have more bearing on your success than the price you pay.

HR SALARY SURVEY 2018



HR

Looking back on 2017...

One of the noticeable trends of the last 12 months across our region has been the increase in demand for commercially minded HR Business Partners. These mid-level roles are key to ensuring a business has the best people strategies, suited to need, and the increase in hiring in this space puts pressure on the market as true results-focused business partners are highly sought after.

Another clearly visible trend of 2017 has been the increasing emergence of Head of Talent / Resourcing roles within the SME market. An experienced and well-resourced in-house resourcing team benefits greatly from the strategic input and commercial leadership that a senior Talent / Resourcing professional can bring; having talent attraction and retention at the heart of your people strategy provides a strong commercial advantage over your competitors.

As Brexit-related and other 'push' factors lead to more candidates entering the market some employers have become more prescriptive in their desire for specific sector experience. Whilst some sectors are notorious for largely hiring from that sector, an increase in this practice is short-sighted; a greater candidate pool allows better selection, but other criteria are greater predictors of success – namely; attitude & culture fit, specific issue-related experience and potential (i.e. a close alignment between candidate aspiration & capability and a client's future commercial needs.)

Looking ahead to 2018...

Given the momentum above, we predict a further increase in in-house Talent & Resourcing roles during 2018, both operational and strategic. As employers fight to attract the best talent, this will likely impact on wages.

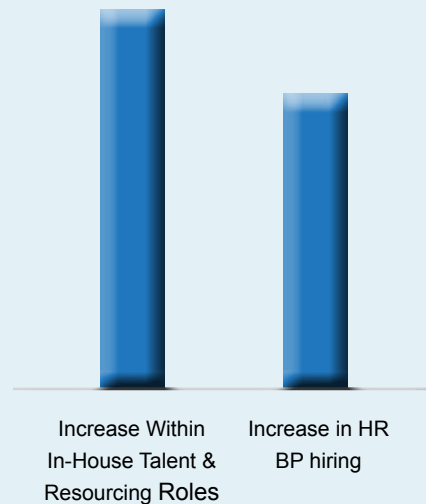
We also predict a rising demand for mid-level interim support as businesses implement those change programmes and/or CapEx projects designed to improve efficiency or shift commercial focus in response to tough economic conditions or continued uncertainty.

What does 'talent' want?

Knowing what your target market wants is key to attracting and retaining talent, and a major candidate-side desire is for greater flexible working; driven by work/life balance factors, predominantly caring responsibilities. Seeking flexibility should not be confused with a blanket desire to 'work from home' - in reality, any 'flex' requested is generally around start & finish times. Where it's possible to offer such flexibility, even informally, employers will notice a significant increase in candidate quality and volume.

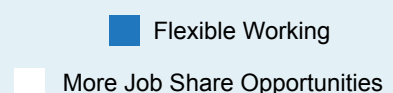
Linked to the rise in demand for flexible working, part-time and job share opportunities are also increasingly sought after – this presents nimble employers with an interesting option particularly for difficult to fill roles.

HR Trends



“Linked to the rise in demand for flexible working, part-time and job share opportunities are also increasingly sought after – this presents nimble employers with an interesting option particularly for difficult to fill roles.”

What does 'talent' want?



HR

LONDON & THAMES VALLEY

Perm

Interim

JOB TITLE

Max

Min

Average

Max

Min

Average

HR GENERALIST

HR Administrator	£30,000	£25,000	£27,500	£120	£100	£110
HR Officer	£40,000	£32,000	£36,000	£150	£120	£135
HR Advisor	£50,000	£40,000	£45,000	£250	£180	£215
HR Business partner/ HR Manager	£90,000	£60,000	£75,000	£400	£250	£325
Senior HR Business Partner/ HR manager	£120,000	£80,000	£100,000	£600	£400	£500
Head of HR/HR Director	£180,000	£120,000	£150,000	£800	£600	£700

LEARNING AND DEVELOPMENT

Learning and Development coordinator	£32,000	£25,000	£28,500	£120	£100	£110
Learning and Development Advisor	£50,000	£35,000	£42,500	£250	£150	£200
Learning and Development Manager	£80,000	£50,000	£65,000	£400	£250	£325
Head of Learning and development	£140,000	£90,000	£115,000	£800	£500	£650

REWARD

Compensation and benefit/ Reward administrator	£35,000	£25,000	£30,000	£150	£100	£125
Compensation and benefits/reward analyst	£55,000	£40,000	£47,500	£250	£150	£200
Compensation and benefits/Reward manager	£80,000	£50,000	£65,000	£400	£300	£350
Head of compensation and benefits/reward	£140,000	£90,000	£115,000	£800	£500	£650

EMPLOYMENT RELATIONS

Employment relations specialist/manager	£90,000	£60,000	£75,000	£500	£300	£400
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RECRUITMENT

Recruitment coordinator	£35,000	£25,000	£30,000	£150	£100	£125
Experienced hire/Graduate recruiter	£60,000	£35,000	£47,500	£400	£200	£300
Recruitment manager	£80,000	£50,000	£65,000	£500	£300	£400
Head of recruitment	£140,000	£80,000	£110,000	£800	£500	£650

PROJECTS

HR project support	£45,000	£33,000	£39,000	£200	£150	£175
HR project analyst	£55,000	£40,000	£47,500	£300	£200	£250
HR project manager	£90,000	£50,000	£70,000	£500	£300	£400
Organisational design specialist	£130,000	£90,000	£110,000	£800	£500	£650

HR

SOUTH WEST

JOB TITLE	Perm			Interim		
	Max	Min	Average	Max	Min	Average
HR GENERALIST						
HR Administrator	£28,000	£20,000	£24,000	£110	£80	£95
HR Officer	£30,000	£25,000	£27,500	£120	£100	£110
HR Advisor	£40,000	£28,000	£34,000	£150	£110	£130
HR Business partner/ HR Manager	£60,000	£45,000	£52,500	£230	£175	£202
Senior HR Business Partner/ HR manager	£80,000	£50,000	£65,000	£400	£250	£325
Head of HR/HR Director	£150,000	£80,000	£115,000	£600	£350	£475
LEARNING AND DEVELOPMENT						
Learning and Development coordinator	£30,000	£22,000	£26,000	£120	£85	£102
Learning and Development Advisor	£45,000	£35,000	£40,000	£175	£150	£162
Learning and Development Manager	£60,000	£45,000	£52,500	£230	£175	£202
Head of Learning and development	£95,000	£70,000	£82,500	£450	£230	£340
REWARD						
Compensation and benefit/ Reward administrator	£35,000	£22,000	£28,500	£150	£85	£117
Compensation and benefits/reward analyst	£45,000	£35,000	£40,000	£175	£150	£162
Compensation and benefits/Reward manager	£70,000	£50,000	£60,000	£230	£175	£202
Head of compensation and benefits/reward	£85,000	£60,000	£72,500	£450	£230	£340
EMPLOYMENT RELATIONS						
Employment relations specialist/manager	£85,000	£50,000	£67,500	£400	£200	£300
RECRUITMENT						
Recruitment coordinator	£30,000	£22,000	£26,000	£120	£85	£102
Experienced hire/Graduate recruiter	£50,000	£30,000	£40,000	£250	£150	£200
Recruitment manager	£70,000	£50,000	£60,000	£400	£200	£300
Head of recruitment	£110,000	£75,000	£92,500	£550	£400	£475
PROJECTS						
HR project support	£40,000	£30,000	£35,000	£150	£115	£132
HR project analyst	£45,000	£35,000	£40,000	£250	£140	£195
HR project manager	£65,000	£40,000	£52,500	£350	£200	£275
Organisational design specialist	£100,000	£65,000	£82,500	£500	£350	£425

A close-up, macro photograph of a coin, likely a Euro, showing intricate relief patterns and the word 'PROUT' embossed on its surface. The coin is the central focus, with other coins blurred in the background. The lighting creates strong highlights and shadows, emphasizing the texture and depth of the embossed designs.

FINANCE

SALARY
SURVEY
2018

Artis Recruitment

FINANCE

Looking back on 2017...

Within the Accounting & Finance space we have seen an uplift in counter offers this year. In certain disciplines, those fewer high calibre candidates who are prepared to make a move can sometimes have up to 5 roles offered to them as well as being counter offered by their current employers. A counter offer is a sign that an organisation expects re-hiring to be difficult, costly and risky... so, safer to retain talent. However, by the time a candidate is successfully attracting offers from elsewhere, your window to retain their 'hearts and minds' has closed and their likely exit is a maximum of 6-12 months away.

Audit, Risk & Compliance roles have been on an upwards curve throughout 2017, largely due to the economic and political climate we are in. Companies are hiring in order to keep on top of regulatory and other changes as well as to provide better manage risk, capital and cashflow. As these niche disciplines see greater demand, wages will likely rise.

With a lot of insecurity within the sector, many employers have opted for using interim and fixed term contracts (FTCs) as short term hiring solutions, with a view of offering permanent roles at the end if all goes well. Whilst interim roles often attract excellent candidates, FTCs are the least desirable option for candidates and, despite the financial argument for a business to try an FTC approach the reality is they often remain unfilled for months.

Looking ahead to 2018...

Due to continued uncertainty in the market, largely due to Brexit, companies may be more inclined to continue using interim support. This is a sensible and pragmatic approach, but care should be taken to focus on value not just cost.

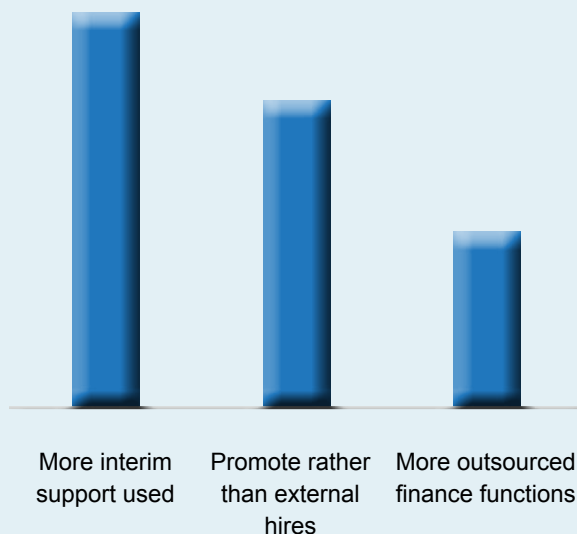
Forward thinking organisations are likely to tackle skills shortages and attrition by further investing in 'growing their own' talent from within, implementing relevant training in order to promote and retain rather than hire from outside.

With the pound weakening, some employers are already looking at bringing back outsourced / offshored finance (and other) functions; we expect this trend to continue and, whilst it will put pressure on transactional-level roles, our view is that in the long term this is a positive step.

What does 'talent' want?

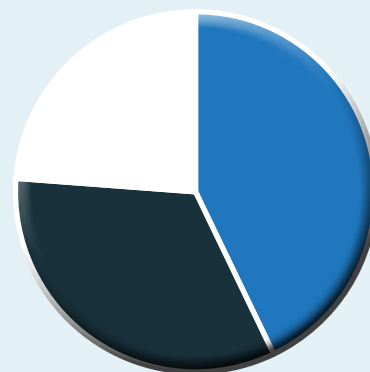
Understanding what your target talent is looking for is clearly a huge help when resourcing. Within the finance market we've seen the financial elements of a package taking centre stage; candidates are seeking strong study support, good pension and car allowance over non-financial benefits. As with other disciplines, however, there's an ever-increasing demand for greater flexible working; a factor driven largely by caring responsibilities.

Accounting & Finance 2018 Predicted Trends



“We’ve seen the financial elements of a package taking centre stage; candidates are seeking strong study support, good pension and car allowance over non-financial benefits”

What does 'talent' want?



- Study support
- Car allowance
- Good pension package

FINANCE

LONDON & THAMES VALLEY

Perm Interim

JOB TITLE **Max** **Min** **Average** **Max** **Min** **Average**

FINANCE

Finance Director	£130,000	£60,000	£100,000	£1,000	£500	£750
Financial Controller 0-5yrs PQE	£80,000	£60,000	£72,500	£450	£300	£375
Financial Controller 5yrs+ PQE	£110,000	£70,000	£92,500	£600	£400	£500
Head of Finance 0-5yrs PQE	£70,000	£50,000	£60,000	£400	£300	£350
Head of Finance 5yrs+ PQE	£90,000	£65,000	£80,000	£450	£350	£400
Financial Accountant 0-5yrs PQE	£55,000	£40,000	£50,000	£350	£250	£300
Financial Accountant 5yrs+ PQE	£60,000	£45,000	£55,000	£400	£300	£350
Management Accountant 0-5yrs PQE	£55,000	£45,000	£50,000	£350	£250	£300
Management Accountant 5yrs+ PQE	£60,000	£48,000	£55,000	£400	£300	£350
Finance Manager 0-5yrs PQE	£70,000	£50,000	£60,000	£400	£300	£350
Finance Manager 5yrs+ PQE	£90,000	£65,000	£80,000	£450	£350	£400
Credit Control Manager	£60,000	£30,000	£47,500	£400	£250	£325
Payroll Manager	£55,000	£38,000	£47,500	£375	£250	£300
Accounts Payable Manager	£45,000	£28,000	£37,500	£300	£200	£250
Accounts Receivable Manager	£45,000	£28,000	£37,500	£300	£200	£250
Finance/Financial Analyst	£45,000	£23,000	£35,000	£300	£200	£250

SOUTH WEST

Perm Interim

JOB TITLE **Max** **Min** **Average** **Max** **Min** **Average**

FINANCE

Finance Director	£100,000	£55,000	£77,500	£900	£450	£675
Financial Controller 0-5yrs PQE	£70,000	£50,000	£60,000	£450	£300	£375
Financial Controller 5yrs+ PQE	£80,000	£60,000	£70,000	£450	£400	£425
Head of Finance 0-5yrs PQE	£60,000	£45,000	£52,500	£400	£300	£350
Head of Finance 5yrs+ PQE	£75,000	£65,000	£70,000	£425	£325	£375
Financial Accountant 0-5yrs PQE	£50,000	£38,000	£44,000	£350	£250	£300
Financial Accountant 5yrs+ PQE	£55,000	£45,000	£50,000	£400	£300	£350
Management Accountant 0-5yrs PQE	£50,000	£42,000	£46,000	£350	£250	£300
Management Accountant 5yrs+ PQE	£55,000	£45,000	£50,000	£400	£300	£350
Finance Manager 0-5yrs PQE	£65,000	£45,000	£55,000	£400	£300	£350
Finance Manager 5yrs+ PQE	£80,000	£60,000	£70,000	£450	£350	£400
Credit Control Manager	£50,000	£30,000	£40,000	£350	£250	£300
Payroll Manager	£48,000	£35,000	£41,500	£325	£250	£288
Accounts Payable Manager	£40,000	£27,000	£33,500	£300	£200	£250
Accounts Receivable Manager	£40,000	£27,000	£33,500	£300	£200	£250
Finance/Financial Analyst	£35,000	£22,000	£28,500	£250	£150	£200



PROCUREMENT

SALARY SURVEY 2018

Artis Recruitment

PROCUREMENT

Looking back on 2017...

As with finance and marketing, procurement has been a growth area for many employers this year. With more emphasis placed on tighter commercial controls, plus given the role of procurement in cost control, it's understandable that current economic conditions are yielding more opportunities for procurement professionals. We'd see this market staying buoyant in 2018 and beyond, too.

Employers have also tended to become more rigid on expecting MCIPS (qualification or studying), often preferring candidates who are going through the formal qualification to those just with experience. As in any industry, placing value on formal qualifications should be seen as a positive, but the downside can be that experience is overlooked – or weighted less heavily – and we'd always caution that a balanced approach.

Although not unique to this market, we've noticed recruitment processes becoming more protracted as employers utilise internal resourcing channels – or simply 'go without' – for longer before using recruitment suppliers or bringing in an interim solution. Typically cost-driven, this approach can sometimes be too 'risk averse' leading to employers wasting time looking for the perfect candidate and candidates forming a negative impression of that employer.

Looking ahead to 2018...

We expect demand for procurement professionals will continue into 2018 and beyond, although salaries will likely continue to stagnate (as part of general wage stagnation) due to the uncertainty around Brexit and the associated slow growth across the UK economy.

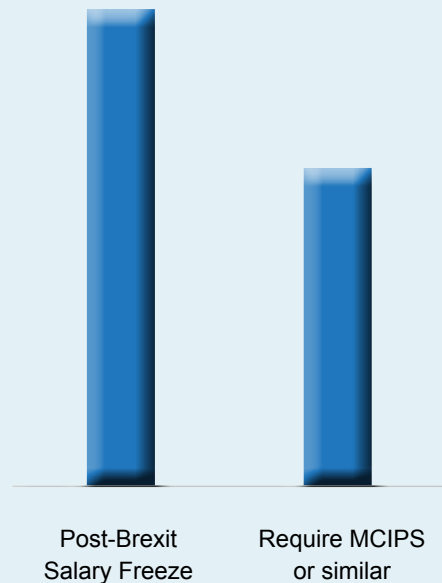
Organisations putting stronger emphasis on both direct and supplier-side talent pipelining strategies, together with a greater willingness to train and develop, will greatly improve their hiring visibility; this rise in long-term planning will continue to spread out into the market next year.

What does 'talent' want?

As with other sectors, candidates within the procurement space are generally seeking more flexible working. This is a continuing trend, and one driven by a desire for better work/life balance, which in turn is a result largely of an increase in caring responsibilities throughout the population. Employers should not see this as a sign of an uncommitted candidate, and they shouldn't equate flexibility with simply a wish to 'work from home': employers who can accommodate flexibility will better attract top talent.

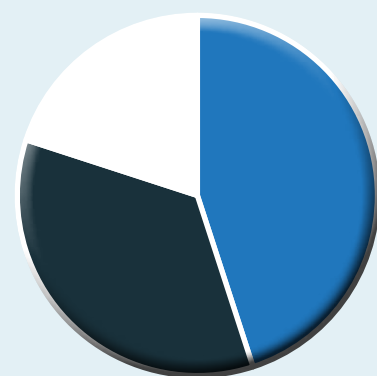
In addition to flexibility, bonus and increased holiday entitlement are high on the wish list.

Procurement 2018 Trends



“Employers shouldn't equate flexibility with simply a wish to 'work from home': employers who can accommodate flexibility will better attract top talent”

What does 'talent' want?



Bonus Flexible working

Holiday Entitlement Over 20 Days

PROCUREMENT

LONDON & THAMES VALLEY

Perm

Interim

JOB TITLE

Max
Min
Average
Max
Min
Average

PROCUREMENT

Procurement Director	£175,000	£100,000	137500	£1,200	£800	£1,000
Head of Procurement	£120,000	£90,000	£105,000	£900	£650	£775
Group Procurement Manager	£80,000	£55,000	£67,500	£600	£450	£525
Strategic Sourcing Manager / Category Lead	£80,000	£60,000	£70,000	£650	£450	£550
Category Manager	£70,000	£45,000	£57,500	£500	£400	£450
Procurement Manager	£70,000	£45,000	£57,500	£500	£375	£438
SRM / Commercial Manager	£68,000	£45,000	£56,500	£500	£350	£425
Contracts Manager	£60,000	£45,000	£52,500	£450	£300	£375
Senior Buyer / Category Buyer	£50,000	£40,000	£45,000	£350	£250	£300
Buyer / Procurement Officer	£40,000	£30,000	£35,000	£300	£225	£263
Procurement Analyst	£45,000	£25,000	£35,000	£325	£200	£263
Assistant Buyer / Procurement Assistant	£35,000	£25,000	£30,000	£225	£150	£188
Supply Chain / Purchasing Director	£150,000	£90,000	£120,000	£1,000	£650	£825
Head of Supply Chain / Purchasing	£125,000	£85,000	£105,000	£800	£550	£675
Supply Chain / Purchasing Manager	£95,000	£55,000	£75,000	£650	£400	£525
Production Planning Manager	£55,000	£45,000	£50,000	£450	£350	£400
Materials Manager	£47,000	£38,000	£42,500	£400	£300	£350
Demand / Forecast Manager	£65,000	£45,000	£55,000	£450	£325	£388
Demand Planner	£40,000	£27,000	£33,500	£325	£225	£275
Supply Chain Planner	£43,000	£28,000	£35,500	£325	£225	£275
Supply Chain Analyst	£40,000	£26,000	£33,000	£300	£200	£250
Director	£150,000	£80,000	£115,000	£1,000	£700	£850
Head of Buying	£100,000	£70,000	£85,000	£750	£500	£625
Manager	£80,000	£50,000	£65,000	£550	£350	£450
Senior Buyer / Merchandiser	£58,000	£38,000	£48,000	£375	£275	£325
Buyer / Merchandiser	£48,000	£32,000	£40,000	£300	£200	£250
Assistant Buyer / Merchandiser	£35,000	£20,000	£27,500	£150	£100	£125

PROCUREMENT

SOUTH WEST

Perm

Interim

JOB TITLE

Max
Min
Average
Max
Min
Average

PROCUREMENT

Procurement Director	£120,000	£70,000	£95,000	£1,000	£650	£825
Head of Procurement	£80,000	£50,000	£65,000	£800	£550	£675
Group Procurement Manager	£70,000	£50,000	£60,000	£500	£400	£450
Strategic Sourcing Manager / Category Lead	£65,000	£45,000	£55,000	£500	£375	£438
Category Manager	£55,000	£40,000	£47,500	£400	£300	£350
Procurement Manager	£50,000	£40,000	£45,000	£400	£300	£350
SRM / Commercial Manager	£60,000	£45,000	£52,500	£450	£300	£375
Contracts Manager	£50,000	£35,000	£42,500	£350	£275	£313
Senior Buyer / Category Buyer	£45,000	£33,000	£39,000	£300	£275	£288
Buyer / Procurement Officer	£36,000	£24,000	£30,000	£250	£150	£200
Procurement Analyst	£40,000	£22,000	£31,000	£275	£175	£225
Assistant Buyer / Procurement Assistant	£27,000	£18,000	£22,500	£125	£90	£108
Supply Chain / Purchasing Director	£100,000	£60,000	£80,000	£750	£550	£650
Head of Supply Chain / Purchasing	£80,000	£50,000	£65,000	£600	£400	£500
Supply Chain / Purchasing Manager	£60,000	£45,000	£52,500	£450	£300	£375
Production Planning Manager	£55,000	£30,000	£42,500	£375	£275	£325
Materials Manager	£40,000	£28,000	£34,000	£300	£225	£263
Demand / Forecast Manager	£50,000	£30,000	£40,000	£350	£250	£300
Demand Planner	£35,000	£23,000	£29,000	£250	£150	£200
Supply Chain Planner	£35,000	£25,000	£30,000	£250	£150	£200
Supply Chain Analyst	£35,000	£25,000	£30,000	£225	£150	£188
Director	£110,000	£70,000	£90,000	£800	£600	£700
Head of Buying	£85,000	£55,000	£70,000	£650	£400	£525
Manager	£65,000	£40,000	£52,500	£450	£300	£375
Senior Buyer / Merchandiser	£50,000	£32,000	£41,000	£325	£200	£263
Buyer / Merchandiser	£45,000	£28,000	£36,500	£250	£150	£200
Assistant Buyer / Merchandiser	£29,000	£18,000	£23,500	£120	£90	£105

CUSTOMER CONTACT

SALARY
SURVEY
2018

Artis Recruitment

CUSTOMER CONTACT

Looking back on 2017...

A key factor of the last 18 months has been candidate-side wage pressure at the Team Leader level. In a tight market where salaries are often very similar across sectors, many experienced Team Leaders are only seeking a move for more pay. This has led to less movement in this space and to a greater willingness to move for less responsibility provided that the money is right. The challenge here is for employers to retain/attract staff at higher rates whilst at the same time ensuring this cost is manageable given their business model.

Specifically at the £20-35k level, strong candidates are seeing multiple offers. Where interview processes are slow or fail to engage, we've seen an increase in offers rejected or candidates withdrawing. Conversely, for those employers whose interview processes are speedy and retain the 'human touch', candidates are tending to accept offers quickly.

Resource Planning as a skill set has continued to see a high demand, with companies now looking for broader experience (e.g. telephony, digital) in addition to call handling.

Looking ahead to 2018...

As businesses seek to gain commercial advantage through service excellence, and sales-through-service, the preference for experienced customer service staff will increase, in turn pushing up wages at entry level and at junior management level. As has been noted elsewhere, talent seeks flexibility as well as financial reward, and those companies able to build a flexible workforce will see benefits in talent attraction and retention.

Alongside better service, many organisations are looking to digital tools to give them an advantage; and increased demand for digital skill sets across customer experience and resource planning is likely as companies look to reduce their cost to serve.

We expect higher interim demand in both these spaces this coming year.

We also expect greater demand for well-rounded senior managers, able to bring both operational improvements and strategic direction.

What does 'talent' want?

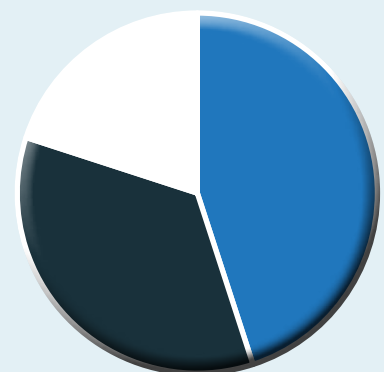
Sales candidates in particular are keen to secure the best bonus and other financial benefits (e.g. car allowance) whilst, as with other sectors and across all levels, candidates are seeking flexibility around hours and shift rotas.

Sales & Customer Ops Trends 2018



“Sales candidates in particular are keen to secure the best bonus and other financial benefits whilst, as with other sectors and across all levels, candidates are seeking flexibility around hours and shift rotas”

What does 'talent' want?



■ Bonus ■ Flexible Working Hours
□ Good Pension

CUSTOMER CONTACT

LONDON & THAMES VALLEY

Perm

Interim

JOB TITLE

Max
Min
Average
Max
Min
Average

CUSTOMER CONTACT

Contact Centre Director	£120,000	£75,000	£97,500	£800	£700	£850
Head Of Contact Centre/Operations	£90,000	£62,000	£76,000	£550	£600	£700
Contact Centre Manager	£50,000	£35,000	£42,500	£350	£400	£450
Sales Centre/Outbound Contact Centre Manager	£65,000	£45,000	£55,000	£350	£450	£475
Team Manager	£30,000	£24,000	£27,000		£325	£388
Head Of Planning/Forecasting	£85,000	£55,000	£70,000	£500	£325	£388
Planning/Forecasting Manager	£45,000	£30,000	£37,500	£375	£300	£375
Outsource-Business Development Manager (Basic Only)	£110,000	£50,000	£80,000		£300	£338
Contact Centre Training Manager	£50,000	£29,000	£39,500	£500	£250	£288
Head Of Customer Experience	£110,000	£55,000	£82,500	£700	£175	£225
Customer Experience Manager	£65,000	£65,000	£65,000	£400	£200	£250
Customer Complaints Manager	£70,000	£70,000	£70,000	£350	£100	£115
Assistant Buyer / Merchandiser	£29,000	£19,000	£24,000	£120	£90	£105

CUSTOMER CONTACT

SOUTH WEST

Perm

Interim

JOB TITLE

Max
Min
Average
Max
Min
Average

CUSTOMER CONTACT

Contact Centre Director	£110,000	£80,000	£95,000	£700	£700	£850
Head Of Contact Centre/Operations	£85,000	£55,000	£70,000	£500	£600	£700
Contact Centre Manager	£50,000	£33,000	£41,500	£300	£400	£450
Sales Centre/Outbound Contact Centre Manager	£60,000	£40,000	£50,000	£300	£450	£475
Team Manager	£30,000	£20,000	£25,000		£325	£388
Head Of Planning/Forecasting	£80,000	£55,000	£67,500	£500	£325	£388
Planning/Forecasting Manager	£45,000	£30,000	£37,500	£350	£300	£375
Outsource-Business Development Manager (Basic Only)	£90,000	£45,000	£67,500		£300	£338
Contact Centre Training Manager	£50,000	£29,000	£39,500	£500	£250	£288
Head Of Customer Experience	£110,000	£55,000	£82,500	£700	£175	£225
Customer Experience Manager	£60,000	£35,000	£47,500	£400	£200	£250
Customer Complaints Manager	£70,000	£45,000	£57,500	£350	£100	£115
Assistant Buyer / Merchandiser	£29,000	£19,000	£24,000	£120	£90	£105

MARKETING

SALARY

SURVEY

2018



Artis Recruitment

MARKETING

Looking back on 2017...

Over the last 12 months we have seen a clear increase in demand for talent within what might loosely be termed 'digital marketing': disciplines that focus on customer acquisition via digital channels are seen as higher value disciplines, bringing in more customers at lower cost. Particularly at a junior level, it's these skills and specific knowledge (e.g. UX / UI, Ecommerce) that can command higher salaries, even if there's less 'hands-on' experience behind them.

An increase in competition for specialist talent has meant that organisations that take longer to recruit will miss out, especially in London. Whilst the market is buoyant, in many cases it is 'candidate lead', and the jobseeker with numerous offers will be swayed by the best candidate experience. On top of this, we've seen an increase in the number of counter offers as employers seek to avoid the costs and hassle or re-hiring.

Interestingly, there's been a clear rise in hiring marketing professionals within professional services, in order to compete in a digitally competitive marketplace. Where customer acquisition can be done digitally rather than face to face, and where there is no tangible 'product' or 'brand' to draw in custom, service-lead sectors are using targeted content marketing to attract. We see this trend continuing into next year.

Looking ahead to 2018...

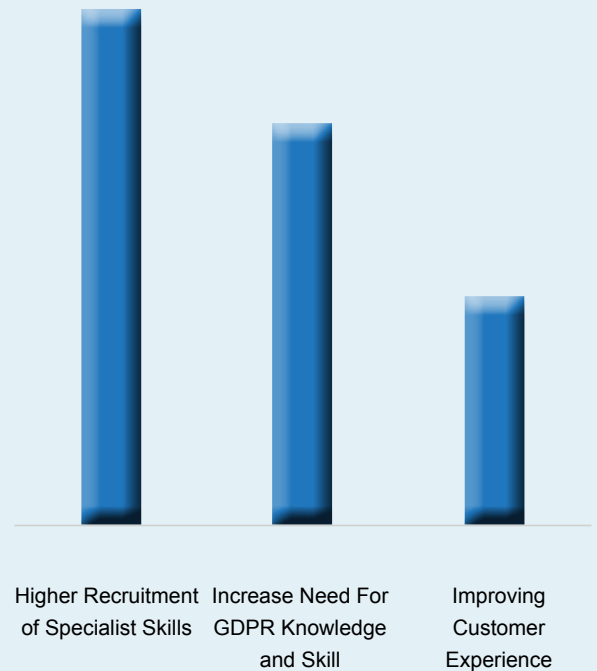
Tied to the increase in demand for digital marketing skills, we predict that in-house marketing departments will continue to recruit more specialist skills in order to reduce external marketing agency spend.

We envisage an increase in the need for GDPR knowledge and skills; more likely initially an interim requirement, but as regulatory changes take effect there will be a movement of experienced candidates to higher-paid roles in higher margin sectors (e.g. professional services).

What does 'talent' want?

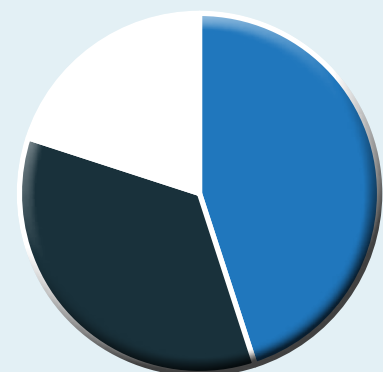
Flexible working, reliable bonus and a strong employer contribution pension are the top candidate-side requests. However, there's also a very strong desire to work with the right sort of brand and within the right sort of culture... with candidates placing emphasis on where they work not just what they do; we see this as linked to generational differences, but also to the fact that brand and culture are implicitly linked with the role of a marketer.

Marketing Trends 2018



“Flexible working, reliable bonus and a strong employer contribution pension are the top candidate-side requests. However, there's also a very strong desire to work with the right sort of brand and within the right sort of culture...”

What does 'talent' want?



■ Bonus ■ Flexible Working Hours
□ Good Pension

MARKETING

SOUTH WEST & THAMES VALLEY

JOB TITLE	Perm			Interim		
	Max	Min	Average	Max	Min	Average
BRAND MARKETING						
Head of Branding	£75,000	£50,000	£62,500	£450	£300	£375
Brand Manager	£55,000	£35,000	£45,000	£350	£250	£300
Assistant Brand Manager	£45,000	£25,000	£35,000	£300	£150	£225
PRODUCT MARKETING						
Head of Products	£70,000	£55,000	£62,500	£450	£300	£375
Product Manager	£50,000	£35,000	£42,500	£350	£250	£300
Assistant Product Manager	£35,000	£25,000	£30,000	£250	£200	£225
Head of Category	£75,000	£55,000	£65,000	£450	£300	£375
Category Manager	£50,000	£35,000	£42,500	£350	£250	£300
CONSUMER INSIGHTS						
Customer Insight Manager	£55,000	£35,000	£45,000	£300	£200	£250
CRM Manager	£55,000	£35,000	£45,000	£300	£200	£250
Database Manager	£45,000	£20,000	£32,500	£250	£150	£200
GENERAL MARKETING						
Marketing Director	£95,000	£60,000	£77,500	£500	£350	£425
Head of Department	£80,000	£50,000	£65,000	£500	£350	£425
Marketing Manager	£55,000	£40,000	£47,500	£400	£300	£350
Marketing Executive	£30,000	£20,000	£25,000	£200	£150	£175
Marketing Analyst	£32,000	£20,000	£26,000	£200	£150	£175
DIGITAL MARKETING						
Digital Marketing Director	£90,000	£60,000	£75,000	£500	£350	£425
Digital Marketing Manager	£50,000	£35,000	£42,500	£350	£250	£300
Digital Marketing Executive	£30,000	£22,000	£26,000	£200	£150	£175

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