

DIGITAL MARKETING NATIONAL SALARY GUIDE

2013

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www.crandallassociates.com Crandall Associates, Inc. 516-767-6800

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About Us

Crandall Associates Inc. is celebrating 40 years in business this year!

Founded in 1973, we were the first executive search firm dedicated to the placement of interactive marketing professionals. Of course, back then all media was “offline”...but as new channels emerged, our practice broadened to include all facets of digital marketing and emerging media. Today most of the searches we are asked to conduct are for online media.

Our clients range from large to small companies in consumer and business-to-business marketing, from coast to coast.

We are enthusiastic practitioners of, and participants in, the digital and online marketing world, as *we speak your language.* With our extensive network of contacts, we can quickly identify and present candidates for any position in which digital and online marketing skills are valued.

If you are an employer looking for a professional at any salary level, give us a call today!

**Wendy Weber
President
Crandall Associates, Inc.
516-767-6800
wendy@crandallassociates.com**

Other resources, updated annually, available for purchase at www.crandallassociates.com:

Direct and Digital Marketing National Salary Guide

**National Salary Guide to Call Center, Telesales
And Customer Service**

Guide to Position Descriptions in Direct & Digital Marketing



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I N D E X

VP Ecommerce

Responsible for planning, implementing and executing changes to web and online properties that drive business by increasing visitors, improve conversion rates and maximize average order size.

- **Lead the eCommerce marketing strategy to drive revenue, increase sales, and enhance brand**
- **Improve user interface; especially key when working among various platforms**
- **Develop and implement policies and procedures that support timely and accurate delivery of appropriate content**
- **Identify and stay on top of ecommerce trends, best practices, policy and technology**
- **Oversight of web analytics, impacting paid and nonpaid activities**
- **Responsible for the budgets and the operational needs and processes of an ecommerce business, including supply chain, product development and customer service**
- **Oversee relationships with vendors, affiliates, and other companies that buy online leads and/or traffic**
- **Oversee the design of websites that are optimized to create the highest revenue per visit**

Low	\$135,100
Medium	\$179,900
High	\$213,500

Director Ecommerce

Responsibilities include management of the customer experience including user interface design, content, navigation, information architecture, performance and functionality.

- **Oversee and manage employees who create and maintain electronic commerce and/or e-retail**
- **Oversee and update security protocols and software, to ensure operations and protect customers**
- **Develop and implement policies and procedures that support timely and accurate delivery of appropriate content**
- **Interact cross functionally with internal departments to best align product offering with e-retail strategy**
- **Drive continuous sales growth through the online channel. Oversee the ongoing development and implementation of effective strategies including media mix, bidding, keyword optimization and landing page optimization**
- **Use advanced analytical thinking and tools to guide the development of the search engine marketing campaigns, and oversee analytics and forecasting**
- **Responsible for keeping in touch with the needs and expectations of the website visitors in order to create a positive shopping experience**

Low	\$120,300
Medium	\$140,600
High	\$172,400

Vice President Digital Marketing

The ability to respond quickly to trends in a rapidly changing environment is one that makes or breaks success in the interactive online world.

- **Responsible for providing strategy and direction for all online marketing strategies, including social media, branding, and communications**
- **Oversee and direct online marketing channels, including paid and organic search initiatives, email marketing, and media partnerships potentially including mobile, social and video**
- **Interact with top line management for both on and off line internal departments to drive continuous sales growth through the online channel**
- **Oversee relationships with vendors, affiliates, and other companies that buy online leads**
- **Managing and merchandising the company website, including user interface of the visual merchandising, product merchandising, site navigation and shoppability, transaction processing, onsite promotion management and site analytics**
- **Oversee the ongoing development and implementation of effective strategies to maximize keyword optimization, website visits, and search engine marketing, back linking, and social media interaction. Lead or work collaboratively with web technology and web analytics team**

Low	\$137,900
Medium	\$162,600
High	\$188,300

Director Digital Marketing

When Internet marketing emerged as a new direct marketing channel relatively recently in the history of direct marketing, this was considered just another channel to be integrated into the marketing mix. Now that it has become a major source of business for most direct marketing firms, savvy companies recognize the need for an Director of Digital Marketing, although in this channel, 10 years of experience is all it takes to be recognized as an “old timer”.

- **Responsible for the online content and effectiveness of targeted and relevant communications to customers**
- **Develops and executes the strategic e-business marketing plan, including online and social media promotional activities and content for the online business**
- **Oversee web analytics and forecasting**
- **Knowledge of Permission Marketing strategies, including e-newsletters, and continual contact, with a vision for the overall digital strategy**
- **Drive and direct electronic events and PPC keyword buys**
- **Identifies and secures co-marketing programs, partnerships and affiliations that add value to existing customers, acquire new customers and build community**
- **Responsible for CRM, analytics and business intelligence**

Low	\$ 96,700
Medium	\$110,100
High	\$158,300

Manager Digital Marketing

The Online channels are drawing many new recruits to the field of direct marketing. The traditional direct marketing manager's sibling, the Manager Digital Marketing, has emerged as a very desirable position managing a source that is growing by leaps and bounds.

- **Access and utilize all relevant research and sales support tools in order to stay current in the online marketplace**
- **Drive sales and customer retention through the UR website experience. Recommend product, content and marketing programs to support company marketing plans**
- **Monitor and report on the online sales and traffic results for the website**
- **Build infrastructures and processes for enabling and executing web contacts. Work closely with the marketing and IT teams to drive and execute various projects**

Low	\$ 71,000
Medium	\$ 82,600
High	\$ 91,400

Email Marketing Manager

There is no more “direct” response in direct marketing than the email channel. Campaign results can be determined with unprecedented speed, and offers adjusted accordingly. This person is responsible for all aspects of planning and execution, including calendar management, creative development, productions and analytics.

- **Drives and executes email marketing communications to create awareness and interest, resulting in customers returning to purchase new or additional product**
- **Develop and execute regularly scheduled “push” campaigns and special promotions**
- **Develops and oversees the executions of e-newsletters and other regularly scheduled emarketing campaigns**
- **Must have an understanding of CAN- SPAM**
- **Interface with analytics, testing, and CRM teams**
- **Responsible for email service provider selection, and vendor evaluation**

Low	\$ 70,200
Medium	\$ 75,600
High	\$ 89,300

Website Manager

The website is the storefront - or at least the corporate brochure - for the organization and it takes a savvy professional to present it well. An effective Website Manager keeps them coming back again and again.

- **Responsible for developing and executing marketing communications focusing on building the company's website customer base**
- **Responsible for growth of page impressions, unique users, web subscribers and registered users against target**
- **Studies the analysis of site traffic and user surveys to gain understanding of customer purchase patterns**
- **Responsible for the overall "look and feel" of the website and ensuring consistency with the company's brand image**
- **Responsible for content updates, engagement, optimization, content, back linking, SEO and website code health**
- **Manage copyright and management of digital licensing tied to content**
- **Keeps abreast of web related developments and evaluates new revenue opportunities**

Low	\$ 68,600
Medium	\$ 80,500
High	\$ 91,300

Website Merchandise Manager

The Website Merchandise Manager is responsible for the merchandising of products on the website, including buying merchandise, and maintaining the amount of stock needed.

- **Manage online merchants and platforms**
- **Develop short and long term promotional campaigns**
- **Analyze and adjust merchandising strategies based on seasonality and site performance**
- **Monitor projects including product reviews, search optimization, FAQ's and product attributes**
- **Develop key metrics to improve and enhance the customer shopping experience**
- **Manage the day to day activities of the affiliate and partnerships programs**
- **Reconcile billing, charges and customer service**

Low	\$ 62,300
Medium	\$ 74,900
High	\$ 82,400

Affiliate Manager Marketing

Develop and manage the affiliate and partnership programs.

- **Develop affiliate and joint partner relationships, and manage day-to-day activities**
- **Monitor affiliate activity, analyze performance, and recommend ways to increase affiliate-generated revenues**
- **Initiate new campaign ideas, incentives and bonus offers**
- **Develop and deploy marketing creative and affiliate communications such as newsletters and blog posts**

Low	\$ 51,500
Medium	\$ 66,700
High	\$ 80,100

Digital Media Director

Putting together a schedule like pieces of a puzzle, purchasing visibility on numerous digital channels to ensure the target audience is reached for maximum impact in the most cost effective manner. This position requires creativity, latitude of thinking, and numbers savvy.

- Oversees the research, development and implementation of a digital media plan, including banner, search, email, social and mobile
- This is done using statistical models to determine the optimum media plan based on maximum media effectiveness
- Stay on top of marketplace digital media trends and tactics to create innovative media plans
- Social networking activities are built into this position, especially as an extension to the blog and related to Twitter mobilization.

Low	\$ 82,500
Medium	\$ 97,100
High	\$114,600

Digital Media Manager

The Digital Media Manager is responsible for overseeing the online media spend, overseeing the day to day planning and execution of online marketing, social networks, ecommerce, and digital advertising initiatives.

- **A key member of the marketing team, has responsibility for department of planners, buyers and analysts in development of digital media strategy**
- **Supervises the development of programs for the disbursement of advertising budget, with an evaluation of digital media for results and profitability**
- **Oversees media contracts and agreements, rate negotiations and billing. Supervises maintenance of media schedules. Analyzes results and monitors media purchases**

Low	\$ 51,600
Medium	\$ 65,700
High	\$ 73,400

Digital Media Buyer

Evaluate, develop and execute a variety of online media campaigns.

- **Evaluate, negotiate and purchase online media opportunities**
- **Develop campaign analyses, and conduct marketing analytics for campaigns**
- **Establish, develop and maintain media/vendor contacts**
- **Execute ROI focused campaigns based on cost per lead and cost per acquisition**
- **Prepare media plan options, analyses and recommendations based on strategic direction provided**
- **Implement plan and maintain budget control throughout entire process**
- **Responsible for social media buys, including Facebook, Twitter, YouTube and other media**

Low	\$ 56,100
Medium	\$ 66,200
High	\$ 89,400

Digital Media Planner/Analyst

Long after the lights have dimmed in other offices, this professional evaluates the past and ponders the future to ensure that the next Digital program achieves its goals, within an established budget.

- **Recommends the size and scope of a myriad of media options including, but not restricted to, banner, search, email, social and mobile marketing**
- **Maintains current status reports of promotion budget, plans media schedules and proposes new test vehicles and formats**
- **Negotiate and purchase the best interactive media to reach the target audience**
- **Analyzes front and back end results on a timely basis, determines seasonal trends and maintains an alertness for statistical inferences and variances in response rates**
- **Responsible for new Big Data initiatives and analytics**

Low	\$ 50,900
Medium	\$ 63,800
High	\$ 87,400

Creative Director Digital and Interactive

This position requires a strong design sensibility and online expertise, and sometimes a highly technical user interface background as well.

- **Provides strategic consultation on overall interactive strategy and online media strategy for all creative**
- **Identify and develop interactive proposition and offerings, and serve as the primary contact for all client, prospect and agency interactive initiatives**
- **Often requires experience leading teams that design, build, test & maintain highly scalable Web applications**
- **Create powerful visual solutions including websites, micro-sites, banners, email and social media**
- **Ensure designs leverage industry best practices and current digital trends**

Low	\$ 120,500
Medium	\$ 142,400
High	\$ 173,100

Art Director Digital

Create website and online promotions that are visually attractive as well as technically functional.

- **Fluent in web and digital design and code, and possibly social media as well**
- **Well versed in emerging trends, techniques and usability standards**
- **Masterful use of html, html5, photoshop, illustrator, Ajax, and flash**
- **Responsible for working with the production, merchandising and ecommerce teams**
- **Projects include digitally powered advertising such as websites, rich media banners, email, social and mobile**

Low	\$ 51,400
Medium	\$ 63,800
High	\$ 80,800

Copywriter Digital

The Interactive content writer writes to current SEO standards so that their words can be searched and found online. Copywriting for websites and emarketing initiatives is different than traditional direct response copywriting, with an ability to write optimized content with keyword rich copy.

- **Ability to transform a website, and improve its ranking**
- **Ongoing knowledge of major search engine algorithms**
- **Ability to craft original content that is optimized for both user experience and high ranking in search engine results**
- **Entice readers to stay longer, and order more frequently**

Low	\$ 54,700
Medium	\$ 72,500
High	\$ 89,600

Search Engine Optimization Manager

Top 10 positioning in search engines is the most effective form of online marketing. Mystery shrouds how to accomplish this. Enter the Search Engine Manager...

- **With the vast majority of all new visitors to a website originating from major search engines, it is essential that every business implement a search engine optimization marketing campaign that allows customers to find them head of the competition**
- **Develop and maintain keyword phrases that have a high amount of search traffic, conducts site analysis to ensure the site is user friendly and optimized, reviews writing to maximize search engine ranking, and creates program in which links are utilized**
- **Thorough understanding of search engine algorithms to improve ranking by increasing quality content**
- **Domain name selection, link building and keyword research are of critical importance**
- **It takes skill and time to ensure that the website is ranked above competitors, while still achieving maximum return on investment**

Low	\$ 70,400
Medium	\$ 77,800
High	\$ 92,300

Search Engine Marketing Manager

One of the best ways to generate website traffic is through Search Engine Marketing. The SEM Manager works with the marketing and technical teams to create and manage pay-per-click advertising strategies and keyword research to maximize click value and the overall customer experience.

- Responsible for PPC new keyword development and testing, and executing tactics that increase revenue, site traffic, conversion and margins
- Manage day-to-day search marketing activities across multiple search engines (Google, Yahoo, MSN, Bing, etc.) including the campaign planning, implementation, budget management and optimization of paid search campaigns
- Responsible for bid optimization
- Monitors and analyzes campaigns to meet revenue, and traffic goals
- Develops testing plans and implements new strategies
- Research and manage affiliate and online advertising programs

Low	\$ 71,700
Medium	\$ 80,200
High	\$ 97,400

Web Analytics Director

Responsible for leading teams of analysts and developers in collecting and analyzing data from online marketing campaigns in analyzing data, generating reports, and creating reports in order to make data-driven decisions.

- Applying various quantitative methods to analyze and interpret information from multiple data sources
- Producing digital performance reports across online initiatives, including web sites and online advertising
- Recognizing and solving data problems and inconsistencies
- Design and perform online campaign and conversion analyses, interpret results and develop recommendations. Campaigns include search engine advertising, display advertising, email marketing, social media and integrated campaigns
- Train and mentor web analysts, developers and SEM/SEO staff to provide the highest-quality services and best results
- Subject matter expert and advocate best practices and around web analytics, campaign reporting, conversion optimization, program/site measurement and multivariate testing

Low	\$ 115,100
Medium	\$ 131,600
High	\$ 149,900

Web Analytics Manager

The Web Analytics Manager is an integral part of the ecommerce team. In depth analysis of consumer behavior and website performance drives the optimization of revenue and margin on the website(s).

- Perform in-depth analysis of website traffic and commerce metrics and provide recommendations for improvement
- Extract, analyze, and synthesize data from a variety of sources to measure and report on site performance and the customer experience
- Work closely with marketing, merchandising, creative, IT and website production teams to fulfill on-going and ad hoc reporting needs
- Provide data quality training and consulting services to end users of the web data and web analytics reporting tools in the organization. Manager a/b and multivariate testing plans for site design and functionality enhancements
- Familiarity with web technologies and web content development procedures in an eCommerce environment

Low	\$ 72,500
Medium	\$ 80,100
High	\$ 94,700

Social Media Director

The position is responsible for creating strategy and implementing content on a variety of social platforms on behalf of brand, product or corporation. These days there is often an internal battle for 'ownership' of the Social Media Director. This position may reside in the Marketing, Ecommerce or PR departments.

- Duties include online advocacy writing editorial, community-outreach efforts and promotions
- Develop the tone and voice of social media extensions to grow and engage audience
- Manage presence via social networking sites including Facebook, Pinterest, Twitter, Google+, YouTube, posting on blogs, and other sites
- Engage in dialogue and answering questions on behalf of the community
- Solid knowledge and understanding of SEM and SEO
- Identify ways to monetize social media initiatives
- Identify potential partner sites (brands, bloggers, etc.) and create partnership marketing opportunities
- Responsible for reputation management

Low	\$ 85,100
Medium	\$ 98,400
High	\$ 119,200

Social Media Manager

(Oriented towards welcoming, and maintaining the dialogue with the connections...more strategic position than Community Manager)

This is a newer position that every company, large or small, needs to fill. In a smaller organization, a part-timer or outsourced agency may meet the need, but any organization that ignores social media (even a restaurant or dog walker, let alone a company of greater size) does so at their own peril.

- **Implement social media strategy, coordinating with various departments to ensure that the organization is speaking in “one voice” through social channels**
- **Encourage adoption of relevant social media techniques into the corporate culture, and into all of the company’s products and services**
- **Work with the product development team to ensure social media tools (i.e., Pinterest icon) are kept up to date**
- **Become an advocate of the company in social media spaces, responding to questions and/or issues, and engaging in dialogues as appropriate**
- **Communicate insights gained from social media monitoring to management, to help them evolve their strategies in a relevant and timely fashion**

Low	\$ 70,100
Medium	\$ 76,900
High	\$ 88,500

Community Manager

(More oriented toward welcoming, and maintaining the dialogue with connections than the Social Media Manager)

A Community Manager is the face and voice of a company, managing communications in both directions.

- **Responsible for creating content for social media channels, including customer relations, blog posts, articles and newsletters, public relations, and event planning**
- **Willing to work around the clock to approve comments, keep the dialog going, and put out fires when necessary**
- **Create and maintain relationships with bloggers**
- **Managing online feedback forums, responding to comments where appropriate, and adding value to the user experience**
- **Empathetic; champions of the voice of the community; brand evangelists**
- **Must have knowledge of emerging tools and platforms and social media**
- **Utilize social media monitoring tools to monitor interaction, and report on metrics**

Low	\$ 45,700
Medium	\$ 56,500
High	\$ 77,400

Regional Variations

The following percentages represent regional differences in base salaries found in Online and Interactive Marketing positions and are not cost of living variances alone. For populations over 1,000,000 add 5% to base. Some major metropolitan centers of activity in Online Marketing are listed separately, with the necessary additional adjustment.

State/Metro/Area.....	%
Alabama.....	+5
Arizona	+5
Arkansas	-5
California	+10
LA,	
San Francisco Metro.....	+20
Colorado	+5
Connecticut.....	+5
Delaware.....	+5
Florida.....	0
Georgia	0
Idaho	+5
Illinois	+5
Chicago.....	+15
Indiana.....	+5
Iowa	-5
Kansas.....	-5
Kentucky	-5
Louisiana	-5
Maine	0
Maryland.....	+5
Massachusetts	+5
BostonMetro	+15
Michigan	0
Minnesota	0
Minneapolis.....	+10
Mississippi	-5
Missouri	-5
Montana	-5
Nebraska	-5
Nevada.....	0
New Hampshire.....	0

State/Metro/Area.....	%
New Jersey	+5
New Mexico	-5
New York.....	+5
New York Metro	+20
North Carolina	-5
North Dakota	-5
Ohio.....	+5
Oklahoma.....	-5
Oregon	+5
Pennsylvania	+5
Philadelphia Metro	+15
Rhode Island	0
South Carolina.....	-5
South Dakota.....	-5
Tennessee	-5
Texas	0
Dallas	+5
Utah	0
Vermont	0
Virginia	+5
Washington State.....	+5
Washington, D.C	+15
West Virginia	0
Wisconsin	+5
Wyoming	0

When We Conduct A Search For You

Because our reputation is of paramount importance to us, we adhere with pride to the following principles:

We work only for the corporation and are compensated solely by the company, not by people exploring options

We always respect, in totality, any information given to us in confidence

We accept search assignments only when we have confidence in completing the assignment to the satisfaction of our client

We present only qualified candidates who have been interviewed to your specifications and have expressed a sincere desire to explore the opportunity your company presents

We recognize the important of each search for our clients and will utilize our resources to conduct a thorough search, completing the assignment expeditiously

We never recruit from a client company

Clients We Have Served

When we opened our doors 40 years ago, direct marketing was executed exclusively through the mail and in space advertising. Our first clients were advertising agencies and the searches were creative: art, copy, production. As time passed and our network expanded, we began to work with those on the “Client” side, including financial services, catalogers, manufacturers, pure play ecommerce and consumer and business mailers, both large and small.

During the 1990’s, the online channel emerged, and although we still recruit for offline marketing positions, the demand for online talent increases every year. Most of the searches we conduct have a digital, ecommerce, or interactive marketing focus. More recently, social media and mobile marketing have emerged as the latest growth channels, and we are seeing an increased demand for talent with experience in those channels.

The clients we have served read like a “Who’s Who” in direct and digital marketing, with many names that are immediately recognizable, but also many that aren’t. We have filled positions for organizations with 20 employees, and organizations with 200,000 employees. The thread that connects them is a commitment to bringing the most talented, passionate professionals on board. The following is a sample of clients we have served:

American Management Association Amnesty International Asset Marketing Blair Corporation Boden Citicorp Colony Brands DMW Direct Education Dynamics Gardener's Supply Hanover Direct Healthy Directions Hertz Corporation Hilton Intuit Jarden Consumer Solutions Jet Blue Kaiser Permanente Kre8 Media La Quinta Littleton Coin Company Marketing Architects Marketing General Mediaedge (WPP) Miles Kimball Musician's Friend NRDC Nautilus Norm Thompson Outfitters Northern Lights Novo Nordisk OMP Orvis Pepsi Pace Communications Pitney Bowes Pom Wonderful Practicing Law Professional Cutlery Direct Quickie Manufacturing Corporation QVC Starwood Hotels & Resorts The Economist Union Privilege Vermont Teddy Bear Wells Fargo

About The Methodology

The salaries in this guide have been determined in the following manner:

- ✓ Discussions with employers, from presidents to personnel officers, nationally, in companies varying in geographic locale, sales and number of employees.
- ✓ Personal interviews and talks with our contacts in Direct Marketing and Digital Marketing at all salary levels working from coast to coast. Particular attention was placed on employees not interested in another position. These discussions serve as a double check on figures.
- ✓ Analysis of information collected as a result of discussions with potential candidates nationally, with adjustments made for the “fudge” factor.
- ✓ The above method was chosen over a mail survey which is subject to severe distortions. Companies not responding to a mail survey, often a high percentage, constitute a hidden factor that may distort figures significantly.
- ✓ It must also be noted that mail surveys generally have a bias toward larger companies and are never random. Respondents select themselves. Major firms generally maintain sufficient personnel, including wage and compensation analysts, so they can participate in studies conducted by mail.
- ✓ On the other hand, small companies may not be able to respond because of the lack of a personnel department, or the pressure of time. Other companies may believe their participation to be of little importance.
- ✓ All figures in this guide are based on confidential data available from our national network and contacts.

Sales

Base salaries for salespersons are excluded from this survey because the base salary is generally overshadowed by commissions or bonuses.



AN
INVITATION

Let's get to know each other. At Crandall Associates, Inc., we recruit nationally in all functions listed in this Guide, always confidentially. We conduct searches exclusively in Direct and Digital Marketing for executives with compensations of \$50,000 to \$500,000.

Our Clients rely on us because of our fundamental policy:

We recruit for you the way you would, if you only had the time.

Give me a call. Let's become acquainted. In a short time, I can answer your questions, tell you about our organization, and most important of all, get to know you. Our relationships with our clients are valuable to us, and we welcome the opportunity to partner with you. If you have a question about a salary range for a position within your organization, or even if you need some help putting together a Position Description, we appreciate the opportunity to serve as a resource for you. Thank you,

**Wendy Weber
President
516-767-6800**