OCCUPATION-BASED

Includes more than 400 occupations

SALARY ANALYSIS



MARKETING SPECIALISTS

DATA FROM THE LARGEST LABOUR MARKET SURVEY IN ESTONIA

PALGAINFO

Targalt tangetatud otsussed

SALARY EQUITY AND BENCHMARK

The Salary Information Agency's surveys show that satisfaction with salary depends, on the one hand, on the size of the salary and on how well the person live on it and, on the other hand, on the fairness of salary. The perception of fairness is based on comparison.

John Stacey Adams' Equity Theory explains how the employee's perception of fair salary is formed. The employee compares their work contribution, or input, to the benefits, or outcome, they get in return.

Input can be, for example, time, education, work experience and skills, but also enthusiasm, effort, personal sacrifices and emotional contribution. Outcomes include besides salary and additional pay also working conditions and environment, rewards and various intangible benefits, such as professional development opportunities, inspiring leadership, wonderful colleagues, etc.

In addition to considering the balance between their own contributions and benefits, the employee also assesses and compares the balance between the contributions and benefits of other people doing similar jobs.

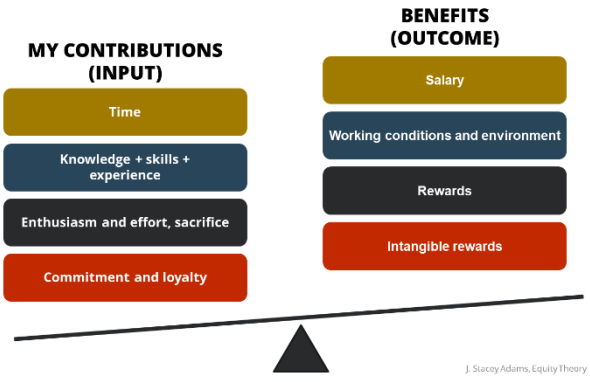
If an employee has a balanced input and outcome and it compares well also against others, the pay is perceived as fair. If there is an imbalance between input and outcomes, then the pay is perceived as unfair. The perceived unfairness of salaries will create annoyance and dissatisfaction among employees and will push them to seek balance and fairness. If the input is perceived to be greater than the salary, people will either ask for more money or optimise their input. If the salary is perceived to be unfairly high compared to the input, people will either start to put in more effort or convince themselves that they are worth it.

The perceived unfairness of salary will always have some effect on the employees' behaviour and especially on their performance.

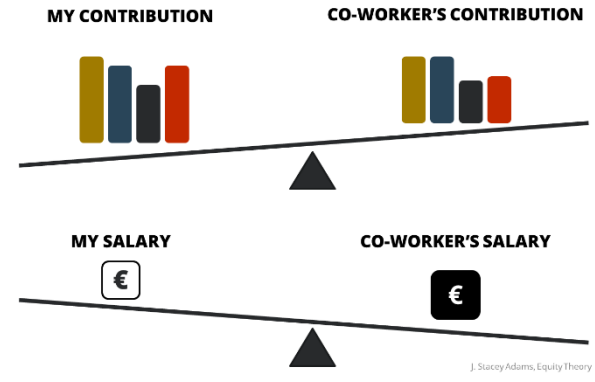
The Salary Information Agency's employee survey results show that a third (33%) of employees don't consider their salary to be fair. Only 14% of respondents answered that they agreed completely with the statement that their salary is fair. As little as 11% of survey participants rated their salary as competitive, whereas over a third (36%) disagreed with the statement that their pay is competitive. This indicates that a large number of employees perceive unfair treatment or are doubtful of the fairness of their salary.

The Salary Information Agency's salary analyses are based on comparison for this exact reason – to provide both employees and employers with information that helps them decide whether a salary in a particular job is fair or not.

EQUITY OF SALARIES: INPUT AND OUTCOME



EQUITY OF SALARIES: BENCHMARKING



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SURVEY METHODOLOGY AND ANALYSES

Methodology

The Salary Information Agency established itself as an independent, private survey agency in the spring of 2013 and has since been offering work and remuneration related information to both employers and employees.

The Salary Information Agency gathers salary information **both from organisations and employees**.

The surveys are carried out **twice a year** – on April and October salaries.



In addition to salary amounts and changes to salaries, the causes of salary change and the components of remuneration are also examined.

The survey questionnaire includes **more than 400 occupations**. The Agency organises occupations according to the International Standard Classification of Occupations (ISCO) recommended by the ILO. Each occupation and relevant salaries are linked to a 4- or 6-digit ISCO code. The 6-digit codes have been added by the Agency in response to the survey participants' feedback.

Salary analyses

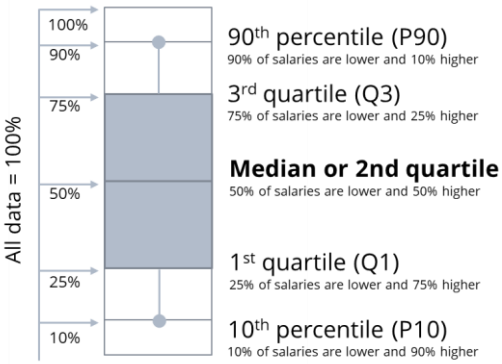
The Agency publishes the latest salary data in its own salary database on its website. More in-depth salary analyses by occupation(s) are available on demand as a bespoke service.

Users of the salary database can **search and compare** the salaries in occupations by background data of organisations and employees.

The agency provides **average and median salaries and salary ranges**. Median divides the responses in half, which means at that point 50% of salaries are higher and 50% are lower.

1st quartile means that 25% of salaries are below and 3rd quartile that 25% of salaries are above the marked lines. 90th percentile means that 10% of salaries are above and 10th percentile that 10% are below the marked points.

Statistical salary analysis



$$\text{Average} = \frac{\text{Total sum of salaries}}{\text{Total number of respondents}}$$

Read more:

SALARY DATABASE

SALARY ANALYSES

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MARKETING SPECIALISTS IN THE SURVEY

Across two surveys, salary data was collected for **36 179 employees** in total in Spring 2018 Salary Survey. There were **160 marketing specialists** the survey.

There was more data submitted about the occupations in public sector, national defence and education. Best represented private sectors were the processing industry and retail.

By occupation group, there was more data for professionals, technicians and service and sales workers.

The following marketing jobs were included in the survey:

Marketing manager (122102)

Marketing managers belongs to the group of sales, marketing and development managers.

Marketing managers plan, direct and coordinate the marketing activities of an enterprise or organisation, or of enterprises that provide marketing services to other enterprises and organisations.

Number of employees covered by the survey: **36**

Project manager in sales or marketing (122103)

Project manager in sales or marketing belongs to the group of sales, marketing and development managers. They manage the sales or marketing projects in companies or organisations.

Number of employees covered by the survey: **39**

Marketing professional (243101)

Marketing professional belongs to the group of sales, marketing and public relations professionals. They develop and coordinate the marketing strategies and campaigns, analyses products, services, market and behaviour of clients, develop market opportunities for new and existing goods and services.

Number of employees covered by the survey: **34**

Marketing assistant (334301)

Marketing assistant belongs to the group of associate professionals and administrative and executive secretaries. They assist the marketing managers and professionals in marketing activities: arrange communication, prepare documents, assist implementing marketing strategies and campaign.

Number of employees covered by the survey: **27**

Purchasing, sales or marketing secretary (412001)

Purchasing, sales or marketing secretary belongs to the group of general secretaries. They compile the documents and organise correspondence and meetings and perform a variety of administrative support tasks.

Number of employees covered by the survey: **24**

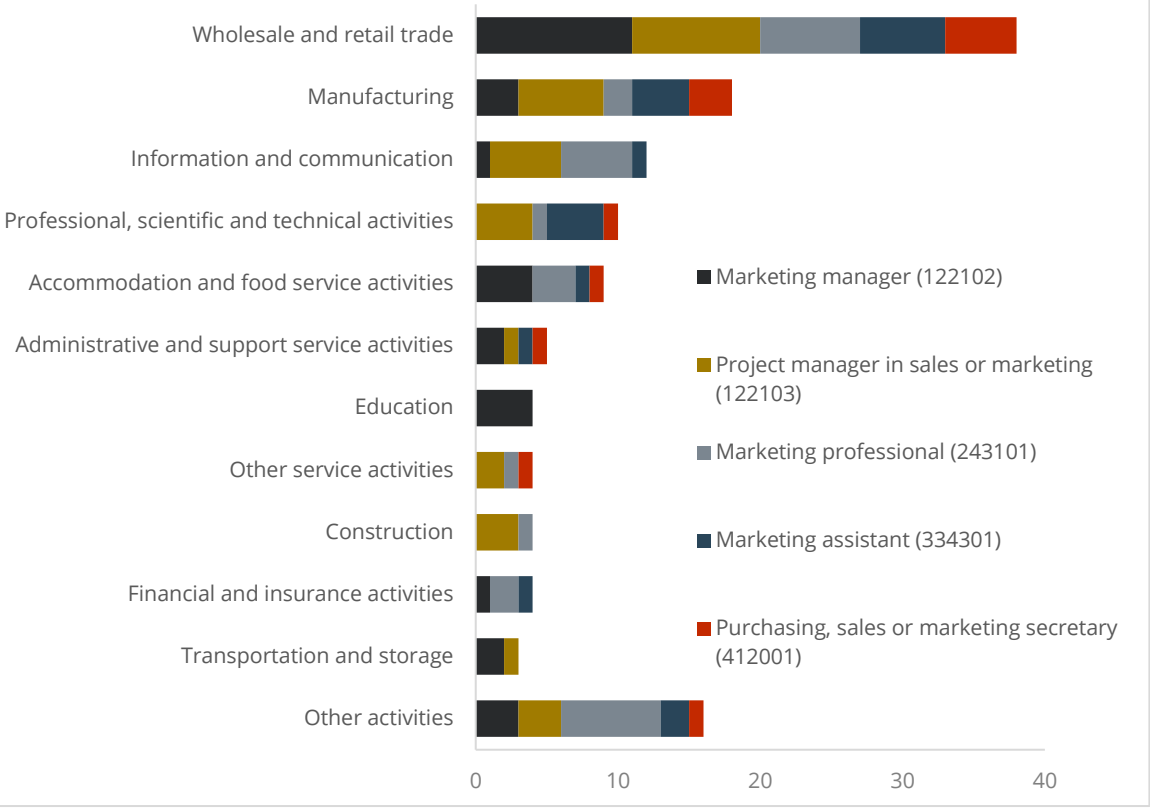
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Organisational information about marketing specialists

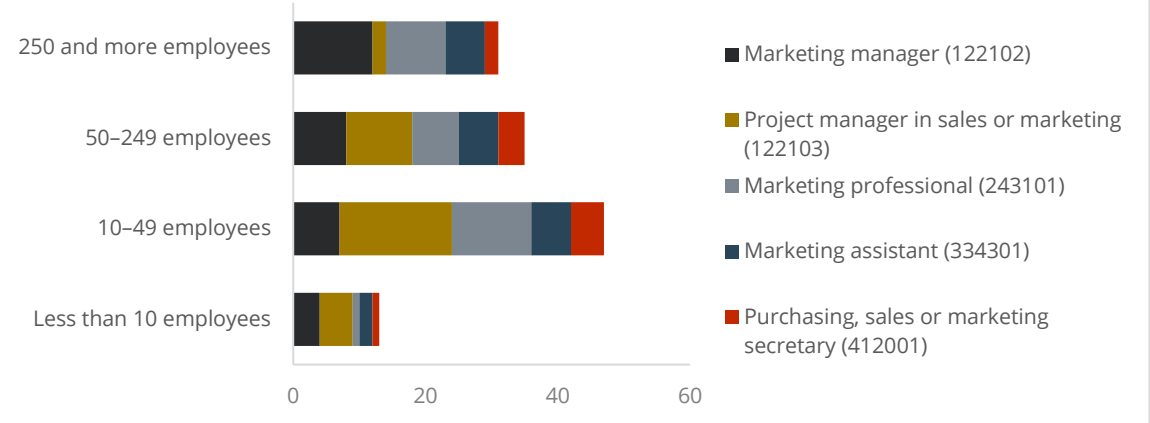
The majority of marketing specialists included in the Spring 2018 Salary Survey worked in wholesale and retail trade, or in manufacturing and ICT.

By size of company, the largest share of marketing specialists worked for organisations with 10–49 employees.

Economic activity of organisations



Size of organisations (no of employees)



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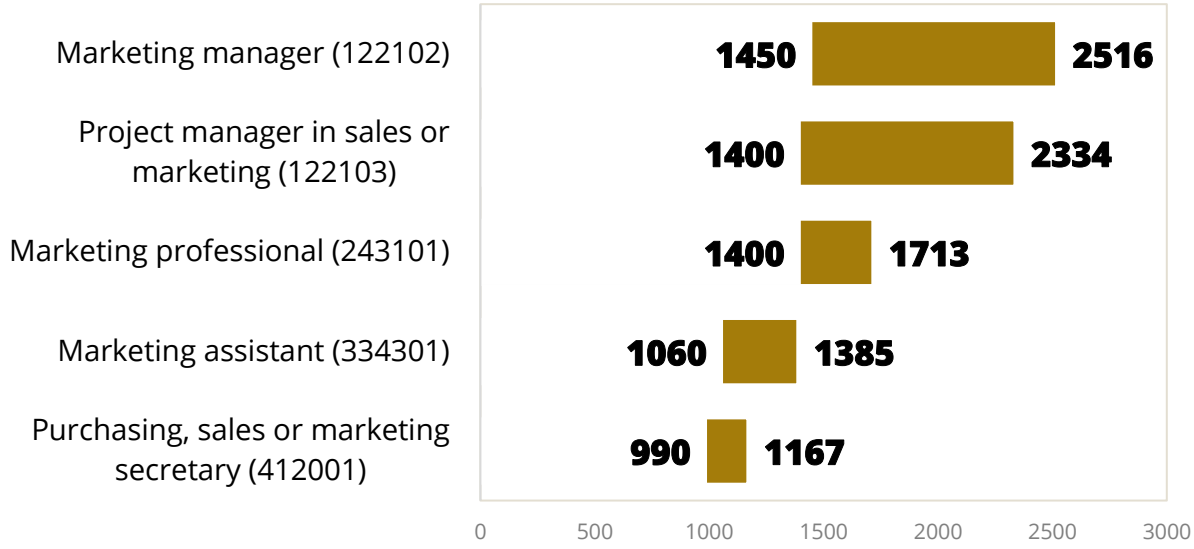
SALARIES OF MARKETING SPECIALISTS

The below graph and table present the **gross salaries** paid out to marketing specialists in **April 2018**.

The graph shows the range between the 1st and 3rd quartiles: 25% of salaries are lower than the 1st quartile and 25% are higher than the 3rd quartile. This means that the displayed salary range encompasses the salaries of half of the respondents.

The table presents average and median salaries. Median salary is the point from which half the salaries are lower and half are higher.

1st and 3rd quartiles of monthly gross salary



Average and median monthly gross salary

	No of surveyed employees	Average	Median
Marketing manager (122102)	**36**	**2041**	**1833**
Project manager in sales or marketing (122103)	**39**	**1976**	**1692**
Marketing professional (243101)	**34**	**1801**	**1600**
Marketing assistant (334301)	**27**	**1356**	**1200**
Purchasing, sales or marketing secretary (412001)	**24**	**1076**	**1115**

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ORDER A DETAILED SALARY ANALYSIS

Remuneration is one of the most important working conditions that affects employees' behaviour and their attitudes towards the organisation. In addition to the salary figure, such aspects as the fairness of bonuses, the compatibility of benefits with employees' preferences and the transparency of remuneration principles also come into play.

We recommend to employers to order our detailed salary analysis for developing a competitive pay package that supports employee loyalty and motivation.

The detailed salary analysis includes **four different analyses** for up to **five occupations** of your choice.

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