

# The CMO's Guide to Hiring in 2022



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*Hiring top talent for top companies*

# What Does It Mean To Be A Marketer Of The Future?

2022 represents a benchmark year for consumer-facing industries. As our increasingly digital and interconnected global village moves into a post-pandemic environment, the pressures on marketing departments to cut through both the online and analog noise will only increase:

- ▶ Consumer spending is trending to rise.
- ▶ Our unprecedented supply chain backlogs will (eventually) reduce.
- ▶ Customer expectations around rapid fulfillment of online orders, secure and non-complex online trading spaces, and brand hyper-competitiveness will continue to push marketers into creating more inspirational and aspirational content via a multitude of channels ever.

This marketing hiring and salary guide will give you, the hiring manager, recruiter, RPO lead, or resource, the tools to build and scale your marketing team in 2022.

Take it from us: brands are being put through the wringer by consumers if they do not meet their expectations, and marketers are central to creating cultures of advocacy that meet and exceed those changing expectations.



# The Art Of Marketing In A Disrupted World

The art of marketing is changing because the entire ecosystem of consumer behaviors, ethics, and expectations is in flux. That said, many of the critical solutions to maintaining strong brand awareness and exciting and engaging marketing output are already in use via tech, new marketing methodology, and a better understanding of where marketing sits in the overall business/consumer matrix.

Of course, this has a significant impact on marketing recruitment, as the very same channels are used to raise brand awareness, advocacy, and the desire to work for that brand. Marketing and recruitment, in this regard, are siblings: both require substantial brand control, excellent communications, and consistent delivery of messaging to work.

As John Hall, co-founder and President of Calendar, put it, "...marketers and "change" aren't exactly strangers. Marketing professionals have always lived in a world where consumers' preferences are constantly evolving, and they are forced to adapt."

But, as John continues, the more recent changes have been unprecedented, "In the past year, marketers have (had to roll) with the abrupt suspension of in-person events, a massive shift toward digital marketing, and -- for many -- reduced budgets... Will people be yearning for a return to the old normal? Or (will they) continue to embrace the habits they developed over the past year? What messaging will resonate and which channels will reach the post-pandemic consumer?"

Reading the above quote through the lens of recruitment creates a culture of disrupted human capital management.

Working preferences are changing and the rise of digital marketing (in the case of recruitment, the reliance on remote interviews, remote onboarding, entire communities of workers communicating via the screen).

“Will people be yearning for a return to the old normal? Or continue to embrace the habits they developed over the past year?”

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*John Hall*

*Co-founder & President of Calendar*

## The Changing Recruitment Landscape

The recruitment landscape is much changed. Many of the topline considerations for marketers and marketing managers parallel that of recruitment managers - how to best draw and promote a brand in a hybrid, digital world; how to effectively and consistently communicate with a disrupted and disparate consumer/worker base; and how to create cultures of advocacy and value as we move into the digitally reliant unknown in 2022.

As you will see below, there are new, novel hiring considerations for every business owner. The first is how you manage and develop your recruitment messaging through your brand. This has always been important - now, it is business-critical.

A lot of this comes down to meticulous attention to modern recruitment strategies via your employment value proposition, communications, and outreach; an awareness that generational differences and expectations in job-seeking co-exist; and cross-organizational respect (and investment) in the pathways to career progression for marketing professionals of all stripes, and of all ages, within any given marketing company.

The path to marketing success in 2022 will depend entirely on those marketing teams understanding their customers in-depth, being closer to them, empathizing with them, including them, and communicating purpose to them. The same goes for recruitment and talent sourcing in this exciting, growing, and vitally important industry.

Marketing is, after all, the business of inspiration and aspiration. Recruitment is the same: professionals in each line of work have to lead with emotional intelligence and be people-focused in everything they do.

Marketing has to tell a story, reflect on, and talk to, the communities it wants to inspire, and do so in a truthful, meaningful, sustainable way. So does recruitment - inspiration, empathy, and the chance to do something meaningful sit at the center stage of effective recruitment strategy and communications with professionals.

## Recruitment Focuses For 2022

As you can see, there are enormous parallels between effective marketing, effective recruitment, and the effective operation and staffing of both. Therefore, those doing marketing and recruitment are both reflective of, and part of the same community marketers reside in.

This is the essence of brand authority - diversity of approach, content, and messaging. Diversity, then, is a critical factor in the art of marketing recruitment in a disrupted and digital future, which we discuss in more depth below.

The tools marketers use, the channels they use, and the content that sits on those channels require studious attention to detail from a cross-section of your company. Recruitment focuses for 2022 have to be on the seamless integration of marketing into the recruitment funnel, on employer value propositions, and the consistent delivery of quality content to your audience.

This is not new marketing or recruitment management, by any stretch of the imagination. But the people who are doing the work - the people creating, writing, pitching, delivering, managing, and those who understand the data - are the key differentiator.

Why? Because the critical consideration for marketing and recruitment teams across the world is using these newer tools and strategies to differentiate and elevate, that only happens by focusing all marketing outputs on one thing: purpose.





Deloitte's 2022 Global Marketing Trends report states three priorities will shape the marketing industry in 2022 - Purpose, Inclusive experiences, and Data management.

This absolutely parallels the methodological changes required in recruitment companies, agencies, and in-house teams across the country to source, connect with, inspire, and eventually hire the talent that will create these new marketing precedents.

Again, marketing and recruitment sit side by side in their remits, using the same channels, and often the same people, to communicate the purpose and better reflect their communities.

Other focuses have to also be considered: skills shortages in critical marketing, PR, and advertising sectors such as UX designer, WordPress specialist, or Marketing analytics specialist, balanced against the real issue of staff retention in a febrile post-pandemic employment environment.

Although the long term effects of The Great Resignation will mostly be felt in analog businesses such as hospitality, the main concepts driving it - poor retention management, poor performance management, un-competitive pay, and an unwillingness to include remote or hybrid work structures into internal practice - are universal, and need to be addressed.

# The Changing Realities Of Marketing Recruitment

As channels to consumers proliferate and digitize, the art of marketing recruitment has to change with it. So what will constitute effective professional marketing recruitment in 2022 and beyond?

What pressures will come to bear on the industry in the wake of COVID-19, what can workers, young and old, expect, and how do legacy marketing principles hold up in a disrupted, data-heavy world?

Juice Recruitment - those fastidious trainers and intelligent leaders in recruitment methodology - have highlighted five recruitment trends that will frame 2022:

- ▶ Delivering omnichannel experiences, the importance of employer branding.
- ▶ The importance of niche talent.
- ▶ Perfecting the remote experience and proactively including tech and new models of work into the day-to-day.

Deloitte focuses on "customer-centricity" as the core proponent of marketing strategies in 2022, alongside brand purpose, inclusivity, human-first data usage, AI and automation usage, and elevating the hybrid experience.

Recruitment and marketing strategies in 2022 are siblings, as proven above. Both sectors require excessive digital input, data management, and remote/hybrid messaging to cut through the noise. Still, above all else, both industries need to create a culture of customer-centricity from top to bottom across all channels to be successful.

Hiring for marketing roles, and most importantly, establishing long-term recruitment cultures within the in-house and agency market has to reflect the marketing sector as it is and how it will be.

This means thinking like a marketer - being hyper-aware of data-led marketing strategies and the importance of audience magnetism on the proper channels; AI and automation; SaaS breakthroughs and digital transformation; supply chain issues and customer pain points; post-COVID legacy issues; and sustainability messaging.

This is how marketing will play a central role in brand communications, the startup economy, and more, and this is how effective recruitment within the marketing sector gets done.



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2022



# Hiring Guide

## Top Hiring Considerations for 2022 in Marketing, Creative, PR, and Advertising

### Diversity and Inclusivity

"As the consumer population diversifies—by race and ethnicity, sexual orientation, or differences in ability, for example— it's imperative for brands to authentically reflect a range of backgrounds and experiences within their messaging if they expect to connect with future customers effectively." This quote from the Deloitte report, as above, states correctly that the marketing industry is already an essential platform for diverse voices, opinions, creators, and leaders to express themselves on the global stage.

McKinsey's third report into the business case for diversity titled "Diversity Wins", states the following:

"Our latest analysis reaffirms the strong business case for both gender diversity and ethnic and cultural diversity in corporate leadership...Our 2019 analysis finds that companies in the top quartile for gender diversity on executive teams were 25 percent more likely to have above-average profitability than companies in the fourth quartile".

The World Economic Forum states, "There is substantial research to show that diversity brings many advantages to an organization: increased profitability and creativity, stronger governance and better problem-solving abilities.

Employees with diverse backgrounds bring to bear their perspectives, ideas, and experiences, helping to create organizations that are resilient and effective, and which outperform organizations that do not invest in diversity".

Building a diverse workforce is not only good for your brand, bottom line, and creative output - it's essential if you want to develop a world-beating, reflective, creative, competitive marketing workforce.

### Purpose

The purpose is your why. Why does anyone want to work for you? What is the goal of your company? Why should anyone put their career in your hands?

Company purpose is unique to each brand, but it needs to present everywhere, at once.

Purpose has increasingly become the capital decision making factor in potential employees wanting to work for you - and as Americans feel increasingly disconnected from the meaning of their work, and as younger generations require company purpose to be at the forefront of employer branding, "Purpose" has become employer fuel - without it, without consistently communicating it and feeding it into everything you do, there will be no desire to work for you.

## Speed Of Hiring

According to Robert Half, it takes, on average, over three weeks to staff Marketing and Creative non-management roles.

The BBC has noted a general trend in recruitment taking longer over the last decade, which is only alienating and putting off job seekers across the board. The entire employment sequence rose by 10 days between 2010 and 2015, and now taking on average just under a month.

Speed does not mean compromise - it means leveraging tech where required, automating certain recruitment steps, employing niche recruiters to focus on new channels of candidate and client acquisition, and allowing your recruitment brand to flexibly attract talent where it matters, quickly, efficiently, and effectively. It also means returning to customer-centricity - if your customer comes first, speed up your comms.

## B2B vs. B2C - has anything changed?

B2B marketing efforts parallel that of consumer and B2C sectors, but as stated above, the focus now has to be on customer needs, customer culture, and customer-centricity.

This Forrester report signals an always-on digital strategy, and CMOs are focusing on building "a cadre of strategic executives

capable of orchestrating critical changes and initiatives across the enterprise... in a more "fractional" system of specialist marketing teams".

Fractionality means diversity of the workforce and niche/specialist hires in mission-critical roles. Recruitment, again, is central to maintaining and building a B2B marketing policy that resonates with your chosen audience in the long term.

What can Gen Z workers, or transitioning professionals, expect from entering the marketing workforce?

Without strategic hiring, companies risk alienating younger workers and being unforgiving to those who want to transition into Marketing.

The primary drivers of successful employer branding for Gen Z and Millennial Workers are: wellbeing, work/life balance, skills development, workloads and priorities to factor in tech platforms, well communicated Environmental, Social, and Governance priorities, and openly discussed working ethics around flexible working, empathetic management, and career development.

For those in the recruitment industry, feedback and performance management are key to building HR and recruitment processes suited for younger workers, as is reconfiguring the concept of ROI in a disrupted, multi-channel, fast-paced online space.

# Staffing Guide

## Most In-Demand Marketing Roles for 2022

The following information has been gleaned from the Marketing and Creative 2022 Salary Guide from Robert Half.

- ▶ Content strategist
- ▶ Copywriter
- ▶ Digital marketing manager
- ▶ Email marketing manager
- ▶ Front-end developer
- ▶ Graphic designer
- ▶ Marketing analytics specialist
- ▶ UX designer
- ▶ How to Hire a UI Designer

## Marketing and creative's most in-demand skills

- ▶ Account management
- ▶ Adobe Creative Cloud
- ▶ Digital marketing
- ▶ Marketing and email campaign management
- ▶ Social media
- ▶ WordPress

## Salary Guide

A full breakdown of median salary figures for marketing, PR, management, freelance, and content professionals.

### Content Development and Management

Content Strategist: \$63,250 to \$94,250

Content Manager: \$58,000 to \$83,500

Copywriter: \$62,250 to \$87,500

Technical Writer (Marketing and Creative):  
\$60,750 to \$85,750

Interactive/Web Copywriter: \$55,500 to \$86,250

Copy Editor: \$46,500 to \$73,000

Proofreader: \$42,750 - \$63,500

Web Content Manager: \$51,250 to \$69,500

Web Content Coordinator: \$43,250 to \$57,250

### Advertising and Marketing: Agency

Account Director: \$88,250 to \$122,000

Account Supervisor: \$75,250 to \$102,500

Account Manager/Executive: \$46,750 to \$75,000

Account Coordinator: \$36,000 to \$51,250

Traffic Manager: \$49,250 to \$71,750

Traffic Coordinator: \$34,750 to \$48,750

## Advertising &amp; Marketing: Corporate

Chief Marketing Officer: \$139,750 to \$205,500  
 Vice President of Marketing: \$127,500 to \$180,000  
 Marketing Director: \$90,750 to \$138,500  
 Marketing Manager: \$69,000 to \$91,250  
 Marketing Coordinator: \$43,500 to \$61,000

## Advertising &amp; Marketing: Agency or Corporate

Brand/Product Manager: \$75,500 to \$115,250  
 Demand Generation Manager: \$73,750 to \$109,750  
 E-Commerce Marketing Manager:  
 \$75,000 to \$107,250  
 Project Manager - Marketing and Creative:  
 \$61,750 to \$88,250  
 Customer Experience Marketing Manager:  
 \$54,250 to \$82,500  
 Media Director: \$86,250 to \$122,250  
 Media Buyer: \$55,000 to \$77,250  
 Media Planner: \$49,750 to \$75,750  
 Marketing Analytics Manager: \$87,500 to \$122,000  
 Marketing Analytics Specialist: \$56,250 to \$90,750  
 Market Researcher: \$54,000 to \$82,500  
 Event Manager: \$50,250 to \$72,250  
 Event Coordinator: \$36,750 to \$52,250

## Advertising and Marketing: Digital

Digital Strategist: \$75,250 to \$105,500  
 Digital Project Manager: \$67,500 to \$103,250  
 Digital Marketing Manager: \$70,750 to \$100,500  
 Digital Marketing Specialist: \$50,750 to \$72,500  
 Web/Mobile Analytics Specialist: \$67,250 to \$103,250  
 Email Marketing Manager: \$61,000 to \$92,500  
 Email Marketing Specialist: \$48,000 to \$68,500  
 SEO Specialist: \$52,000 to \$80,000  
 SEM/PPC Specialist: \$44,000 to \$68,000  
 Marketing Automation Specialist: \$48,500 to \$79,250  
 Social Media Manager: \$52,750 to \$78,500  
 Social Media Specialist: \$45,000 to \$65,000  
 Digital Community Manager: \$49,250 to \$70,500

## Public Relations

Vice President of Public Relations: \$100,500 to \$143,750  
 Public Relations Director: \$90,250 to \$119,000  
 Public Relations Manager: \$71,000 to \$94,250  
 Communications/Public Relations Specialist:  
 \$48,750 to \$70,250

# The Only Constant Is Change

Building a mature, dedicated, and engaged marketing team is essential to any organization's growth. Over the last year, we have seen the market shift to be more focused on creating a better work/life balance for employees. Organizations that focus on employee health, flexible work, and diversity will have a better chance at attracting top-tier talent than those that do not.

To learn how Sloane Staffing can help you hire your next marketing professional, visit [www.sloanestaffing.com/market-leader](http://www.sloanestaffing.com/market-leader)



## Sloane Staffing

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