

MASON FRANK SALARY SURVEY.

An independent exploration of
market trends, culture, and salaries
in the Salesforce® universe

2019-2020



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Welcome to Mason Frank’s annual salary survey report, an independent exploration of salaries, benefits and compensation, market trends, and developments across the worldwide Salesforce community.



FOREWORD

Over the past eight years of my career, I’ve seen Salesforce grow from a company of two products and single digit market share, to a powerhouse in cloud software with a CRM market share of 19.5% — over double its nearest competitor.

In addition, the Salesforce ecosystem or “Ohana”, is one of the most unique business communities in the world. Brought together with a love of technology, solving complex business challenges, and an ethos of giving back, Ohana is at the heart of everything in the community. I’ve witnessed countless newcomers to the ecosystem over the past eight years that are simply shocked at the strength of the community. Every time this happens, it reminds me how lucky I am to work with such amazing people that have helped create it.

Being such a forward-thinking industry in terms of not just technology, but culture, growth and equality, has created a job market where demand is stronger than ever. In fact, Salesforce Developer was recently listed in the world’s top ten jobs¹, indicating the popularity and prestige of the technology for new starters.

With a market that’s rapidly evolving, independent research such as Mason Frank’s is invaluable to Salesforce professionals to ensure they are making the right choices in their career, and being compensated fairly. With innovative technology always comes change, and this is no different for your career. There are different roles, locations, and types of businesses that will become more or less attractive for professionals as the technology changes. Keeping up to date with independent research is one sure-fire way to ensure you are making the best decisions for your career.

Career and salary posts have always been some of the most-read content on my blog, and Mason Frank’s salary survey being the largest in the world, has always been a great help. One of my favorite aspects of the survey is not just the salary figures, but information around perks and equality information. This gives me great insight, and I’m sure many others, into just what you should be expecting from an employer in this industry.

Working in this industry gives me constant excitement for the future. With Salesforce on a never-ending path of innovation, I look forward to reading up on the how the industry has changed over the past year.

Ben McCarthy

Director at EMPAUA and blogger at Salesforce Ben

For information and advice on our Salesforce vacancies, please contact your local Mason Frank office – office telephone numbers can be found on the back page or at [masonfrank.com](https://www.masonfrank.com).

¹Source: Mason Frank. Retrieved from: <https://www.masonfrank.com/dev>

INTRODUCTION

I am proud to introduce the sixth edition of the **Mason Frank Salary Survey**. This report combines unique survey results collected between **4th July 2019 and 20th September 2019**, Salesforce placements made by **Mason Frank** and salary information from jobs registered by **Mason Frank customers from August 2018 to September 2019**.

I would personally like to thank all of you who took the time to participate in our survey. It's important that we continue to report on the industry as it evolves, and your feedback and responses are vital to the creation and success of this report.

Whether you are bringing new staff onboard this year, or you are looking to launch the next step in your career, we hope you find this report beneficial. We always welcome feedback so do please email us at survey@masonfrank.com to let us know your thoughts and comments about our research.



James Lloyd-Townshend

Chairman and CEO
Frank Recruitment Group

ABOUT MASON FRANK

Mason Frank International is a global leader in Salesforce recruitment. We have placed more Salesforce professionals than any other recruitment agency.

Mason Frank International is a global leader in Salesforce recruitment. Since 2010, we've worked with over 6,000 organizations in 87 countries to deliver the very best talent in the Salesforce ecosystem.

We are undeniably the largest Salesforce-specific recruiter in the world and have exclusive access to over 87,000 contract and permanent professionals in our database. These are candidates that other recruiters simply won't have relationships with.

We have extensive experience working with Salesforce customers, partners and ISVs in staffing complex Salesforce implementations and projects with either experienced, certified professionals or new Salesforce talent. And because we talk to these people day-in-day-out, our consultants can turn around great candidates on time and on budget.



New York / Philadelphia / Denver / Irvine / Charlotte
London / Barcelona / Amsterdam / Berlin / Cologne / Singapore / Melbourne

HOW WE WORK

After taking steps to understand your business, culture, and technical requirements, we identify permanent or contract applicants with a track record of delivering Salesforce projects in your industry.

We also help new or prospective Salesforce customers understand the total cost of ownership of implementation, and the staffing resource needed in relation to other CRM vendors.

Your dedicated account manager will typically deliver a shortlist of qualified resumes of Salesforce professionals within 12 hours for contractors, and between 48 and 72 hours for permanent hires. Such is our careful screening and selection process, 85% of the permanent candidates we place stay in their new roles for over two years.



Skill sets we recruit for

- Administrators
- Architects
- Developers
- Technical and Functional Consultants
- Technical Leads
- Project Managers
- Sales and Support Professionals
- Trainers

Industry experts

- Retail and consumer goods
- Financial services
- Healthcare and life sciences
- Manufacturing
- Technology
- Media and communications

Products we recruit for

- Sales Cloud
- Lightning
- Service Cloud
- Einstein Analytics
- Marketing Cloud
- MuleSoft
- Commerce Cloud
- Platform

Competitor CRM candidates

- Microsoft Dynamics CRM
- SAP CRM
- Sugar CRM
- Oracle Siebel CRM



IN NUMBERS

Mason Frank is dedicated to Salesforce recruitment.

We've invested over \$5.2 million in the Mason Frank International brand, which has allowed us to access thousands of the world's highest quality professionals proficient with Salesforce technology. Of these experts, over 87,000 have been personally qualified by our team of specialist Salesforce recruitment consultants, and a further 6,500 work with us on an exclusive basis. This means we can deliver professionals whatever your technical requirements, and wherever you're located.

As Mason Frank focuses entirely on Salesforce roles, our expert recruiters have a strong understanding of Salesforce technology, as well as an unrivaled understanding of their local marketplaces—our customer satisfaction surveys tell us that our market and technical knowledge are second to none. We have a strong track record across the entire Salesforce ecosystem, and exclusive access to an extensive selection of Salesforce candidates in North America, Europe, Australasia, and Asia Pacific.

For more information and advice on our Salesforce vacancies, please contact your local Mason Frank office – office telephone numbers can be found on the inside back page, or at masonfrank.com.



Search our online database and find staff who are best suited for your company.

CANDIDATE SEARCH

We offer the most comprehensive online database of hand-picked Salesforce professionals for your business.

Mason Frank International's candidate search tool was specifically created to help our clients access the widest range of high-quality job seekers. Our database contains the top Salesforce professionals, vetted and shortlisted by our experienced recruitment consultants.

- Enter a search into the online database and filter the results by skills, location, industry sector, job title, availability and many other parameters.
- View online profiles of Salesforce professionals qualified by our recruitment consultants.
- Save your searches or sign up for our email service that will alert you to any new applicants that match your requirements.
- Request resumes of candidates that are of interest to you.

Try the Candidate Search for free:
www.masonfrank.com/findstaff

Our salary guide is based on information self-reported by 2,505 Salesforce professionals, spanning a range of job titles, industries, and geographic locations.



ABOUT THIS REPORT

Each survey response has been validated using robust statistical analysis and automated data validation rules in order to be included in the final results. Any data profiles that do not pass our validation rules and statistical analysis, or that are deemed questionable, incomplete, or duplicate, were removed to provide meaningful results.

Individual and personal salary information from survey responses is used in an aggregated and anonymized sense and is used solely for benchmarking purposes. No information given is in connection with any individual role or hiring decision.

The following should be taken into account when interpreting the data in this guide:

- Not all percentages will add up to 100%, as some questions are multiple choice.
- Where questions are single choice, not all responses will total 100% due to rounding.
- Findings based on small numbers (i.e., under 5%) should be interpreted with caution, with results taken as indicative only.
- For questions that required a qualitative (open) response, there may be some overlap in the quotes used to identify the themes, with quotes illustrating more than one theme.
- Themes identified when grouping qualitative responses are displayed in no particular order of importance.

KEY DISCOVERIES.

A summary of the main takeaways from this year's salary survey report.



Sales Cloud is the most used Salesforce product by our respondents.

[See the breakdown of the Salesforce products, page 23](#)

94% of our survey respondents use Salesforce Trailhead and hold an average of 82 badges.

[See Salesforce Trailhead, page 26](#)



71% of respondents hold at least one Salesforce certification.

[See Certifications, page 28](#)

44% of those certified experienced an increase in their salary after earning a certification.

[See the impact of certification on salary, page 29](#)

We've uncovered the latest trends in employee work perks.

[See employee benefits, page 30](#)



73% of Salesforce professionals are happy with their working hours.

[See job satisfaction, page 34](#)

50% of professionals consider a Technical Architect certification to be most likely to increase your worth.

[See which certifications are likely to increase your worth, page 36](#)

66% of partner employees have seen an increase in their workload in the last year.

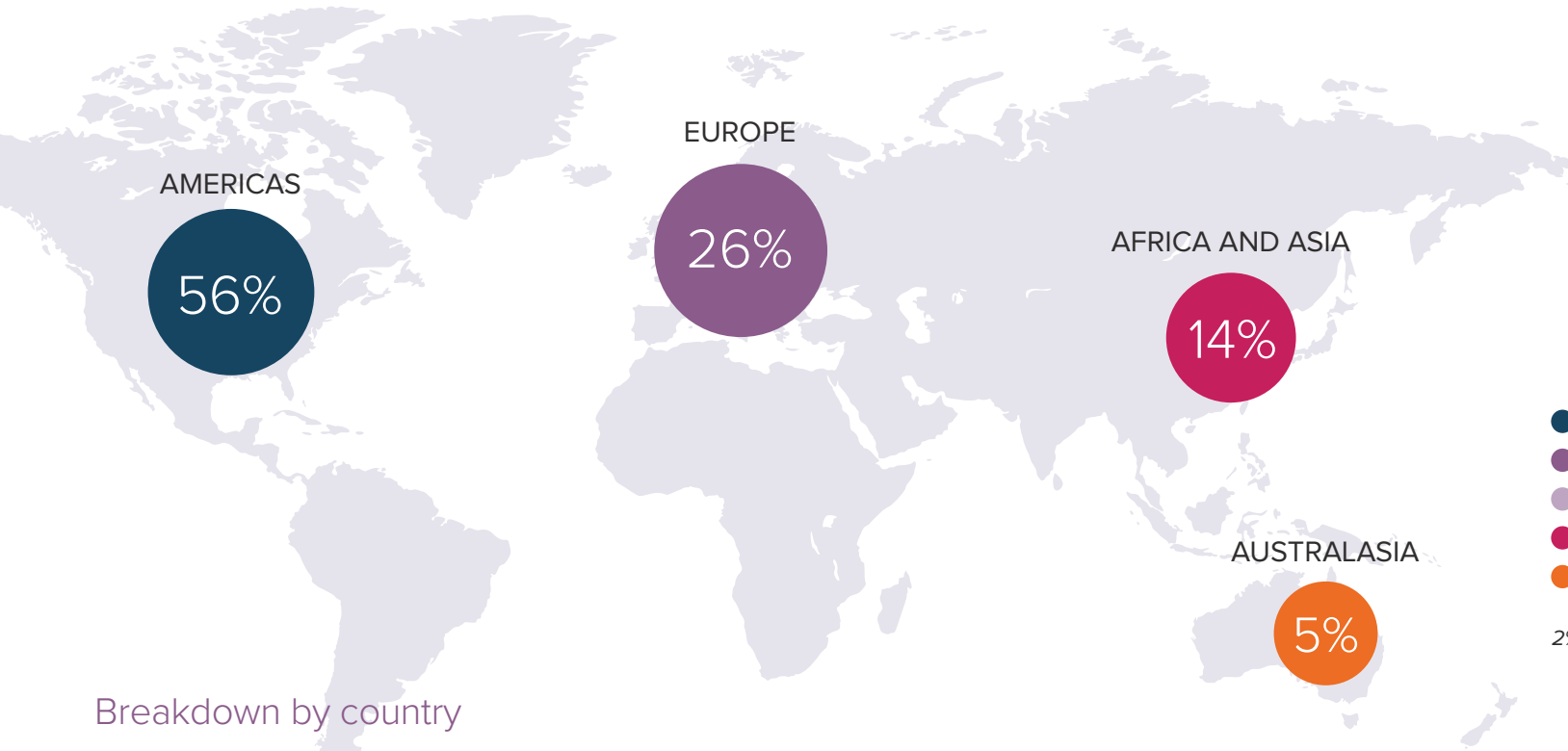
[See Salesforce projects, page 46](#)

Read on for these insights and more >

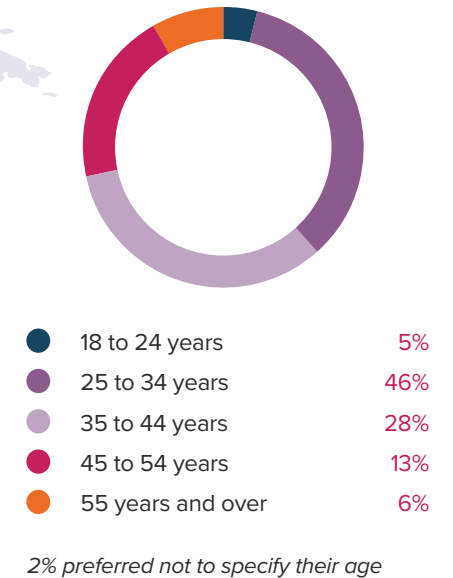


SURVEY DEMOGRAPHICS

Geographical split of survey results



Breakdown by age



Breakdown by country

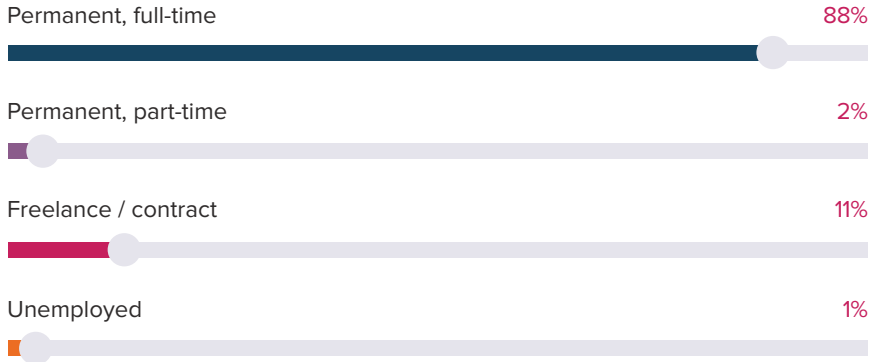
Americas		Europe		Africa and Asia		Australasia	
USA	50%	UK	9%	India	11%	Australia	4%
Canada	4%	Germany	4%	Other	3%	New Zealand	1%
Other	2%	Italy	2%				
		France	2%				
		Spain	2%				
		Other	7%				

Education level

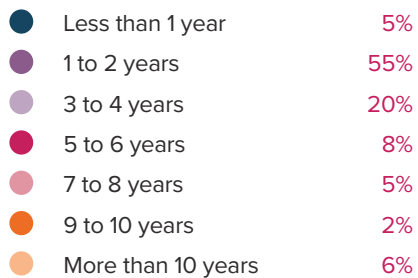
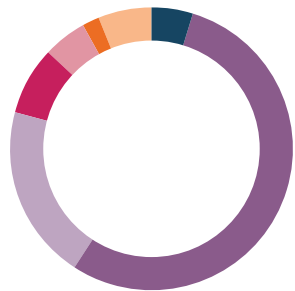
When looking at the education level of participants, 56% of respondents hold at least a bachelor's degree or equivalent. Over a quarter (26%) hold a master's degree qualification or equivalent, while only 1% hold a doctorate or professional degree, and 15% haven't studied at a college level or above.

EMPLOYMENT

Employment status

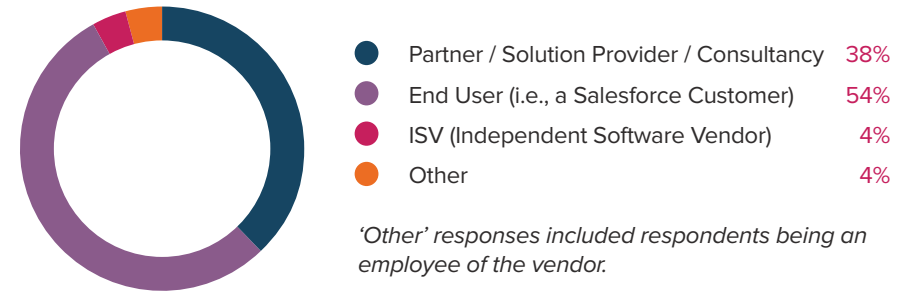


Length of time with current employer



On average, respondents have worked for their current employer for 3 years, and have spent on average 3.5 years in each role across their career.

Employer type



Top job roles

The top five roles most commonly held by our survey respondents are:

Salesforce Partners

1. Technical & Functional Consultant
2. Developer / Programmer
3. Functional Consultant
4. Solution Architect
5. Technical Architect

End users

1. Administrator
2. Developer / Programmer
3. Business Analyst
4. CRM Manager
5. Solution Architect

ISVs and others

1. Developer / Programmer
2. Technical & Functional Consultant
3. Administrator
4. Account Manager / Executive
5. Technical Consultant

Organizational function of respondents

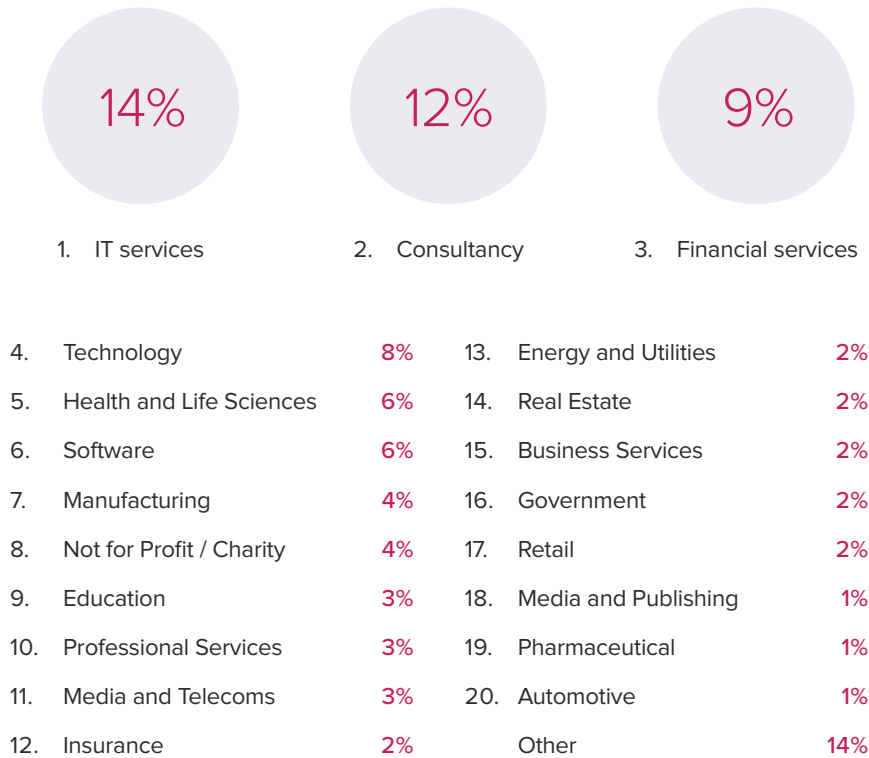


'Other' responses included working for a consultancy firm that had no specific function, Project Delivery, Business Intelligence, Product Development and Fundraising.

INDUSTRIES

Industry sector breakdown

The top industry sectors in which survey respondents' employers operate.



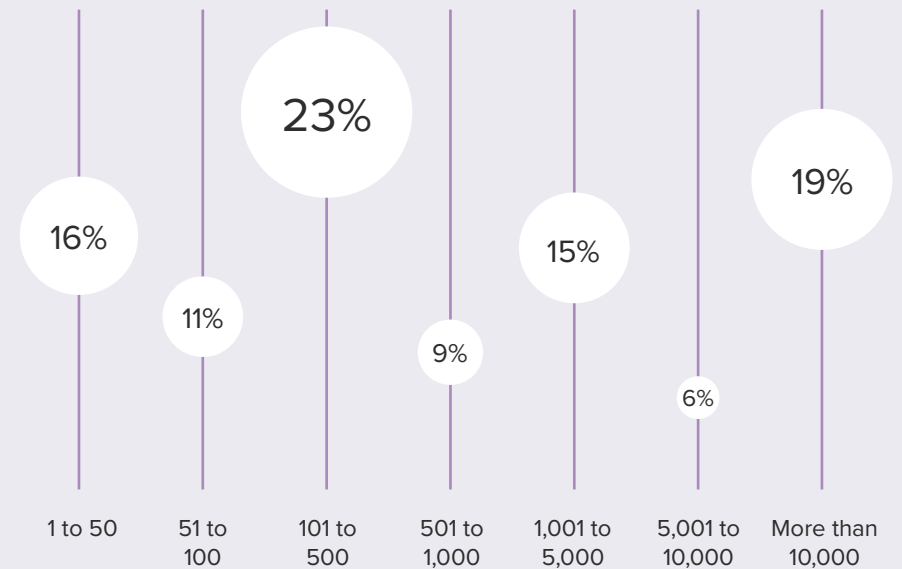
Unsurprisingly, IT services is the top employer industry, although at 14% it's less dominant than in last year's survey (20%).

Organization business model



Size of organization

50% of survey respondents work at an organization that employs 500 employees or less, while the remaining 49% work at larger enterprises of more than 500 employees.

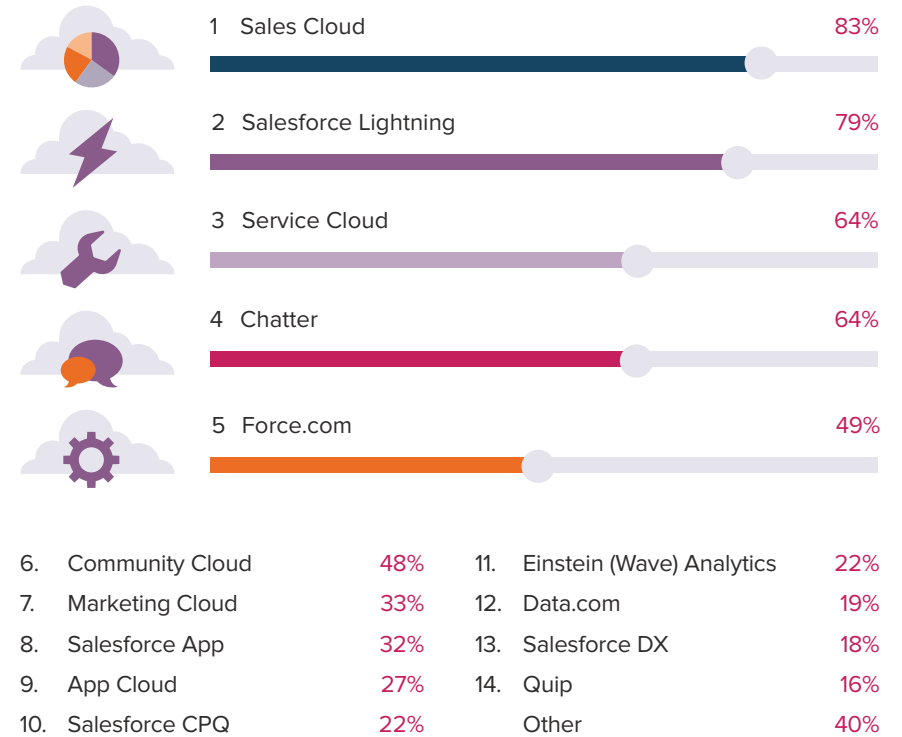


Compare your benefits, learn which skills and certifications are most valued, and find out about motivations, sentiments and movement across the Salesforce community.



SALESFORCE PRODUCTS

Breakdown of the most used Salesforce products



'Other' products mentioned by respondents were Heroku Enterprise, Salesforce Commerce Cloud, SalesforceIQ CRM, and Pardot.

Top three Salesforce products currently in demand with partner organizations' clients

1. Sales Cloud
2. Salesforce Lightning
3. Service Cloud

Top three Salesforce products predicted to be in demand with partner organizations' clients in the coming year

1. Salesforce Lightning
2. Sales Cloud
3. Marketing Cloud

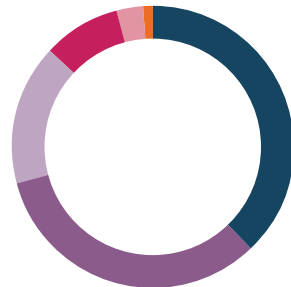
SKILLS AND EXPERIENCE

Overall work experience



0 to 3 years	18%
4 to 6 years	24%
7 to 9 years	17%
10 to 12 years	13%
13 to 15 years	8%
16 to 18 years	4%
More than 18 years	16%

Experience working with Salesforce



0 to 3 years	38%
4 to 6 years	33%
7 to 9 years	16%
10 to 12 years	9%
13 to 15 years	3%
More than 15 years	1%

Respondents had on average, 10 years work experience in the technology industry and 5 years' experience working specifically with Salesforce in a commercial environment.

27% of professionals surveyed mentioned that they had cross-trained — working with a competitor product before working with Salesforce.

Time spent working with Salesforce

95% of our survey respondents are regular users of Salesforce — a half (51%) spend their whole day working with it, 29% use it daily, and 15% use it regularly.

Our survey showed that, on average, Salesforce professionals work 44 hours per week.

LEARNING RESOURCES

Recommended online resources and blogs

There's a wide range of online learning resources for Salesforce professionals, including our Salesforce blog over at masonfrank.com/salesforce-blog. Our blog includes up-to-date information on not only the latest Salesforce products, but we also provide advice on routes to becoming a competent and proficient Salesforce professional, as well as guides to getting the most out of your Salesforce product.

Industry influencers such as [Salesforce Ben](#), [Enrico Murru](#), and Salesforce Admin Evangelist [Mike Gerholdt](#) often contribute their insights to our blog, ensuring you get the best advice from those in the know.

Below is a list of online resources recommended by our survey respondents:

- Official Salesforce Blog: salesforce.com/blog
- Salesforce Ben: salesforceben.com
- SFDC99: sfdc99.com
- Automation Champion: automationchampion.com
- Admin Hero: adminhero.com
- Focus on Force: focusonforce.com
- Enrico Murru: enree.co

Recommended social media handles to increase your Salesforce knowledge >

@SalesforceAdmns // @trailhead

@SalesforceOrg // @SalesforceDevs

@SForceAnalytics



SALESFORCE TRAILHEAD

Salesforce's training program gives users the opportunity to learn the key features of Salesforce for free. As you complete modules and earn Trailhead badges, you can reach several different Trailblazer ranks, from **Scout** to **Ranger**.

94% of our survey respondents use Salesforce Trailhead, with most people holding an average of 82 Trailhead badges.

Breakdown of Trailblazer ranks

S	SCOUT 0 badges	2%
H	HIKER 1 to 4 badges	4%
E	EXPLORER 5 to 9 badges	5%
A	ADVENTURER 10 to 24 badges	14%
M	MOUNTAINEER 25 to 49 badges	17%
E	EXPEDITIONER 50 to 99 badges	24%
R	RANGER 100+ badges	35%

Almost two fifths (38%) of people we surveyed think that Trailhead badges increase your chances of gaining future employment, while a further 23% are not sure.

What our respondents had to say...

When asked whether Salesforce Trailhead increases the chances of gaining employment, our respondents told us:

IT'S AN INDICATOR OF YOUR COMMITMENT TO CONTINUOUS LEARNING

"It's a direct indicator of: 1. Your knowledge; 2. The interest you have in the product; 3. Your personality to continuously learn."

Functional Consultant / Australia

"Shows progression, commitment to improving and maintaining Salesforce knowledge and continuous learning."

Technical Operations Manager / Wales

"I've been contacted by prospective employers who say they have looked at my profile to see badges. It's a sign of self-motivated, continued professional growth that doesn't cost the company anything."

CRM Manager / USA

IT GIVES YOU HANDS-ON EXPERIENCE

"Hands-on experience with realistic scenarios."

Implementation Consultant / USA

"Trailhead gives me experience with products and features I don't have access to in my organization."

Administrator / USA

IT IS A RECOGNIZED BENCHMARK OF KNOWLEDGE

"It's a scalable measurement of a user's knowledge."

Implementation Consultant / USA

"It proves that you have a certain level of understanding of the platform."

Administrator / USA

IT'S A SHOWCASE FOR SALESFORCE KNOWLEDGE AND SKILLS

"Demonstrates a wider understanding of the products and solutions Salesforce offers as well as an investment into the platform."

Account Manager / USA

"It showcases the skills required for getting jobs."

Solution Architect / England

IT HELPS YOU TO STAY UP TO DATE WITH NEW RELEASES

"Trailhead helps us to learn about new feature releases and also gives the basic idea of that particular concept."

Software Developer / India

"New features introduced in Salesforce will be published in Trailheads which helps us to learn about the product."

Technical & Functional Consultant / USA

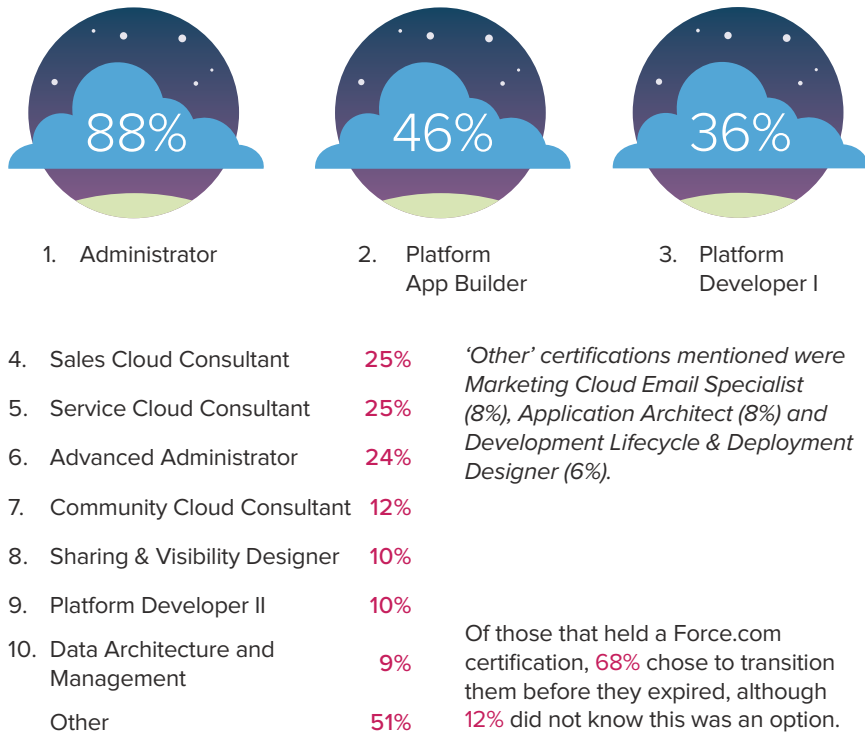
CERTIFICATIONS

71% of respondents told us that they have at least one Salesforce certification and a further 10% said that they don't currently hold a certification, but they are working towards it.

Which certifications are you working towards?

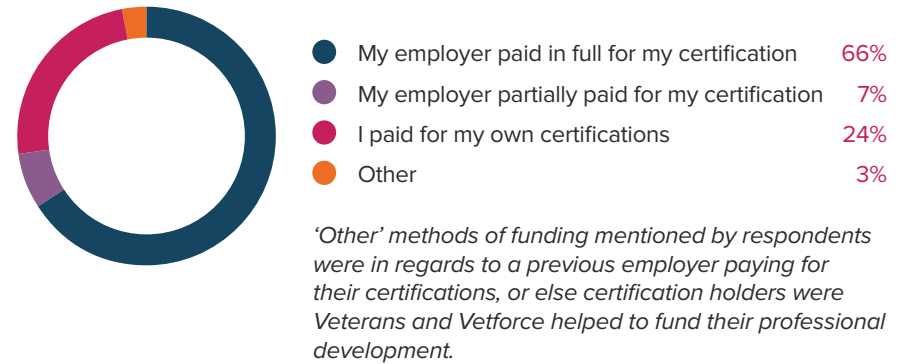
We asked participants who don't currently hold a certification which certifications they are currently working towards. Salesforce Administrator certification came out on top with 72% of people currently undertaking it.

Top 10 Salesforce certifications



Employer contributions towards certification

Two-thirds (66%) of professionals said that their employer fully funded their certifications, while almost a quarter (24%) were not reimbursed by their employer for their certifications and instead self-funded.



The impact of certification on salary



PERMANENT EMPLOYEES

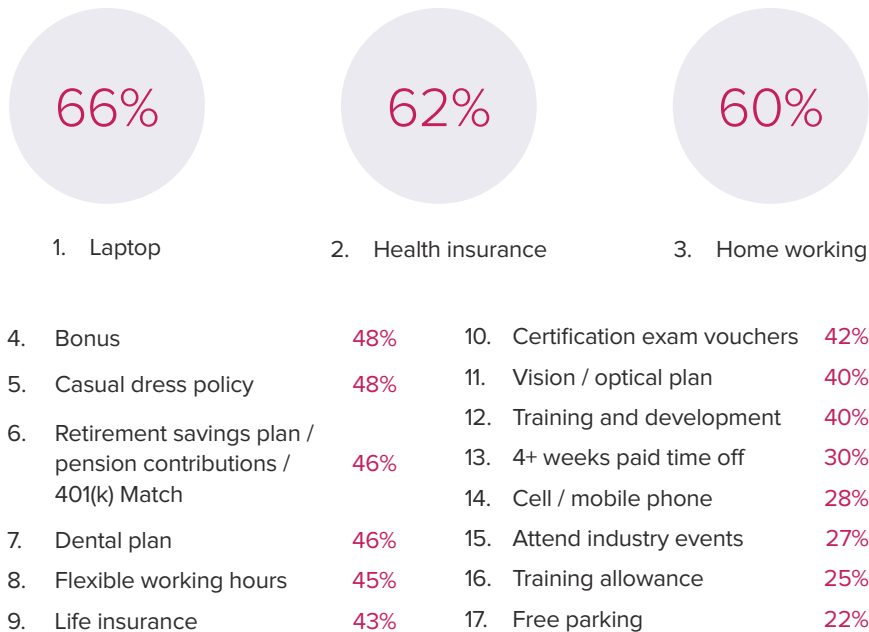
Salary satisfaction

More than half (52%) of permanently employed respondents believe that they are well compensated for the work that they do, while 48% felt that they were either undervalued or are unsure about how much they should be paid.

Employee benefits

There is an awareness that competitive pay is a major factor in an employee's decision to join a new company. However, employers should not underestimate the importance of employee benefits. Staying abreast of the latest trends in perks and benefits is absolutely critical to attracting, engaging and retaining a workforce.

Most common employee benefits



We also asked respondents whether they receive any unique or interesting work perks. Some unique benefits mentioned were paw-ternity leave (paid time off for new pet owners), dog-friendly offices, completely remote working, employee appreciation events and onsite gym facilities.



Most desired work perks

	All	Male	Female
Shares, or reduced priced shares in their organization	41%	43%	34%
13th month pay / end of year bonus	36%	35%	39%
4+ weeks paid time off	28%	27%	31%
Bonus	26%	24%	31%
Subsidized gym membership or fitness expense	23%	23%	25%
Free breakfast and / or lunch	21%	20%	22%
Training and development opportunities	20%	19%	22%
Home working	20%	19%	22%
Certification exam vouchers	20%	17%*	25%
Air travel tickets	19%	19%	16%*

*This was not listed as a top 10 benefit for this group.

Having the right perks in place can engage your workforce, while not providing the benefits that candidates want may lead them to look elsewhere for a job that does provide the perks they desire. Interestingly, the work perks that would encourage respondents to accept a new role were different to those mentioned as being most desired.

For example, in an ideal world, a majority (41%) of candidates would like equity shares in their organization, but this benefit isn't a deal-breaker for accepting a new role (see table on next page). Instead, home working (31%) topped the list of benefits that encourage candidates to accept a job offer.

Benefits influencing acceptance of a job offer

	All	Male	Female
Home working	31%	29%	39%
Health and medical insurance	23%	28%	27%
4+ weeks paid time off	22%	20%	25%
Flexible working hours	19%	18%	24%
Retirement savings plan	12%	11%	13%
13th month pay or end of year bonus	11%	11%	8%
Training and development opportunities	10%	10%	11%
Certification exam vouchers	5%	5%	5%
The ability to attend industry events	4%	4%	3%*
Shares, or reduced priced shares in their organization	4%	8%	2%*

*This was not listed as a top 10 benefit for this group.

Discounting health and medical insurance, many of the benefits that candidates placed the highest value on are relatively low-cost to employers but would improve the work-life balance of employees, such as home working (31%), more paid time off (22%), and flexible working (19%).

Two of the other benefits that would convince candidates to choose a company are benefits that play a role in supporting employees outside of the workplace, such as health and medical insurance (23%) and retirement savings plan (12%). These are benefits that help to provide a financial safety net against illness and enable employees to enjoy a better retirement.

Interestingly, we noticed gender differences for some work perks. More men than women favoured financial gain (i.e., shares in their organization and 13th month pay), whereas women were more interested in benefits that would save them, or give them more time (i.e., home working, flexible working hours and more holidays).

Days spent working from home



60% of the permanent professionals who took part in the survey work from home at least one day a week, for an average of 2 days a week, and 5% work remotely full time while 35% never work from home and are possibly not offered home working as a benefit.

Working outside of office hours

85% of the permanent employees who responded to our survey have worked outside of their contracted working hours, with 23% of those doing so on a regular basis. Of those who regularly (usually and always) work outside of office hours, only 15% report being dissatisfied with their job. For more insights, see **JOB SATISFACTION** (page 34).

Paid time off (PTO)

Permanent employees who responded to the survey told us that they received on average 20 days paid time off a year.

10% reported receiving unlimited time off, provided it's cleared with their manager.

Because of different employee rights around the world, it's no surprise that the average PTO days varies by country. Germany is top with an average of 31 days, followed by the UK with 24 and Italy with 20. The US was fifth with 11 days.

EMPLOYEE RETENTION

Job satisfaction

Employee satisfaction around working hours might suggest that, for many of our respondents at least, they feel like they have a good work-life balance, with the relationship between working hours and work-life balance remaining an important issue for organizations to manage.

Almost three-quarters (73%) of Salesforce professionals were satisfied with the hours that they work.

Aspects of an employee's physical office also rated highly, with 70% of respondents satisfied with their working location and 65% with the office environment.

Working conditions undoubtedly influence satisfaction. A lower commuting time or a conveniently placed, easily accessible office can mean that employees start the working day with less stress. Once at work, a favorable office environment should also help with employee wellbeing and productivity.

Factors concerning professional development were further down in respondents' satisfaction ratings. However, almost half (48%) of respondents were still satisfied with their training and development opportunities. Similarly, 42% were satisfied with the opportunity for career progression, although 28% were dissatisfied.

When we look at overall job satisfaction, 63% of people were satisfied, a quarter (24%) had no strong feelings and 13% were dissatisfied.

Overall job satisfaction by job level

	Satisfied	Neutral	Dissatisfied
Executive (board level)	67%	20%	12%
Management	58%	25%	17%
Non-management	64%	24%	12%

Do you feel valued at work?

68% of our survey respondents feel valued at work. When we look at this from the different job levels of our respondents, we can see that it's those individuals that sit at the top of the organization who feel more valued than those who are not in a management role.

All respondents	68%
Executive (board level)	74%
Management	67%
Non-management	66%

Are you happy with your training?

In addition to asking whether professionals were satisfied with their training and development overall, we also asked if they were happy with their training in particular.

Almost half (47%) of respondents are happy with the training they receive. However, 35% found their training lacking and the remaining 18% were not sure about their position.

When asked what training they would like to receive, those who find their training lacking mentioned that they would like more of the following:

- Salesforce-specific training
- Project management training
- Management/leadership training
- Given the time during work hours to attend training
- Training on new technology in the general industry
- Subsidized professional development courses
- More-structured training plan
- Advanced programming courses

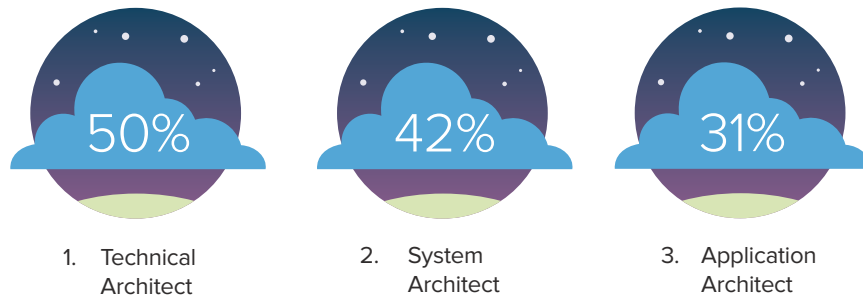
EARNING POTENTIAL

Factors that impact earning potential

	Important	Useful	Not important
Years of experience with Salesforce	86%	12%	3%
Exposure to large projects	76%	21%	3%
Salesforce certifications	62%	29%	9%
Years of experience in IT industry	56%	32%	13%
Specific vertical industry experience	49%	38%	11%
University degree(s)	31%	38%	30%
Other certifications	19%	48%	28%

Certifications likely to increase your worth

When asked which certifications would be likely to increase your earning potential the most, topping the list was the Technical Architect certification (50%), followed by the System Architect (42%) and Application Architect (31%) certifications.



4. Platform Developer 2	30%	8. Service Cloud Consultant	20%
5. Platform Developer 1	28%	9. Integration Architecture	17%
6. Sales Cloud Consultant	22%	10. Marketing Cloud Certified Consultant	16%
7. Advanced Administrator	22%		

What our respondents had to say...

63% of respondents don't think that a degree is important when working with Salesforce. Of the 25% that consider a degree important, their reasons include:

A DEGREE PROVIDES A FOUNDATION OF PRACTICAL KNOWLEDGE

"It provides a core foundation of practical and business knowledge."

Functional Consultant
Salesforce Partner / USA

"To have basic knowledge and awareness of technology and how to implement a solution, despite the platform."

Business Developer
Salesforce ISV / Italy

TEACHES YOU ABOUT THE FUNDAMENTALS

"Teaches you the fundamentals of software and business and provides you with a platform for growth."

Pre-Sales Consultant
Salesforce ISV / Australia

"A degree will help someone understand the fundamentals in which Salesforce is built on."

Administrator
End user / USA

DEVELOPS CRITICAL THINKING SKILLS

"It provides a baseline ability to critically think and respond to problems."

Administrator
End user / USA

TEACHES STRONG ANALYTICAL SKILLS

"It establishes baseline problem solving and an analytical way of thinking."

Technical and Functional Consultant
Salesforce Partner / USA

IT'S A REFLECTION OF THE COMMITMENT TO LEARNING

"A degree shows a commitment to learning, and the ability to be a self-directed studier."

Functional Consultant / Salesforce Partner / USA

CONTRACTOR FOCUS.

CONTRACTOR FOCUS IN NUMBERS

Average contract length (months)

11

Average number of current projects

3

Average number of current clients

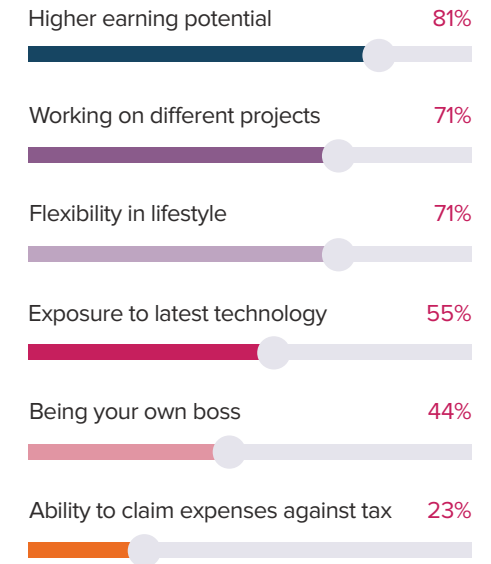
4

Making the move from permanent to contract

Almost a third (30%) of permanent professionals told us that they would be likely to make the switch to freelance/contract work.

Reasons given for considering the switch to freelancing

Salary aside, a similar number of contractors would make the switch to contract working to experience variety in their work and to gain a better work-life balance.



Reasons for moving from contract to permanent

If the opportunity ever arose, 62% of contract workers would consider switching to a permanent role. We asked these respondents which factors would be most likely to cause them to consider this move, with the reasons given grouped into four key themes:

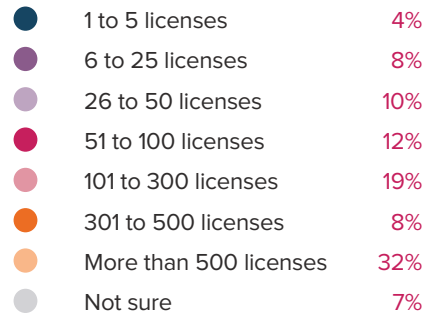
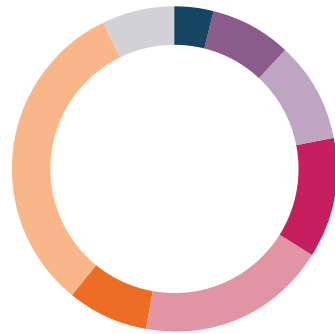
- Having a benefits package
- A competitive salary
- Job security
- Steady career development

The reasons for not wanting to move to contract working were primarily less flexibility in permanent working (in regards to pay and working hours) and preferring the individual responsibility of contract working.

END USER FOCUS.

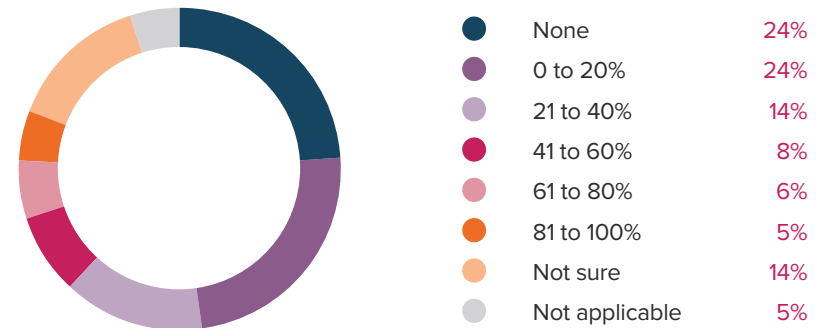
USER ADOPTION

Number of Salesforce licenses held by your employer



End user employees report that there is an average of 1 to 2 employees that work on their Salesforce team.

Percentage of custom applications that have been developed on the Salesforce App Cloud



CUSTOMER DATA PLATFORM

Participants were asked whether Salesforce's acquisition of integration specialist **MuleSoft** and enterprise data giant **Tableau** would make them likely to use Salesforce's Customer Data Platform in the future.

41% of end users said that they will be looking to use Salesforce's Customer Data Platform, although 47% were not sure.

A little over a third (35%) said that the announcement of Salesforce's Customer Data Platform would make it more likely that their organization would integrate all of their products with Salesforce, while 47% were not sure.

SALESFORCE LIGHTNING

78% of end user organizations use Salesforce Lightning. The main reasons given for adopting Salesforce Lightning were in regards to keeping their product up to date (50%), to help with the usability of the product (48%) and to gain access to additional product features (48%).

Reasons for adopting Salesforce Lightning

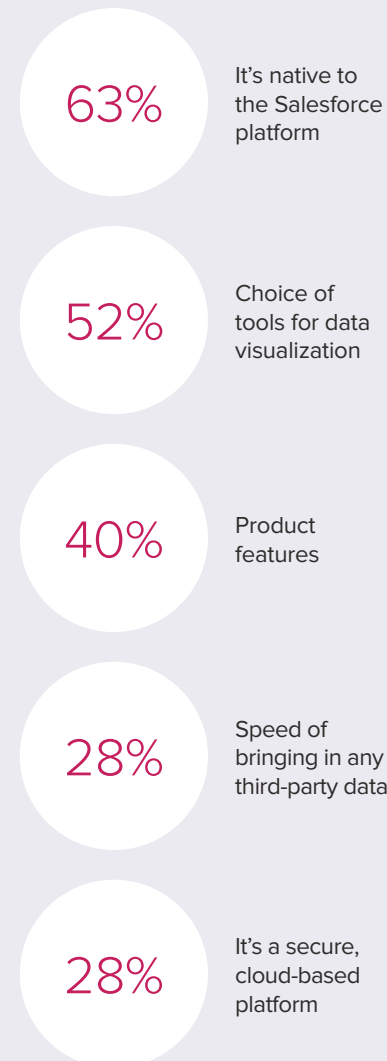


Of those who don't currently use Salesforce Lightning, we asked whether their employer intended to migrate to it in the next 12 months - with 62% saying that they did. The reasons listed for considering adopting Salesforce Lightning can be grouped into four themes:

- There is newer functionality offered in Salesforce Lightning
- It will allow us to get the latest updates to the platform
- It is more user friendly
- There is a lack of continued support for Salesforce classic

EINSTEIN ANALYTICS

One-fifth (20%) of our survey respondents use Einstein (Wave) Analytics. Here's what Salesforce professionals told us were the main benefits:



Of those that don't currently use it, 32% think their employer may consider adopting Einstein Analytics in the future.

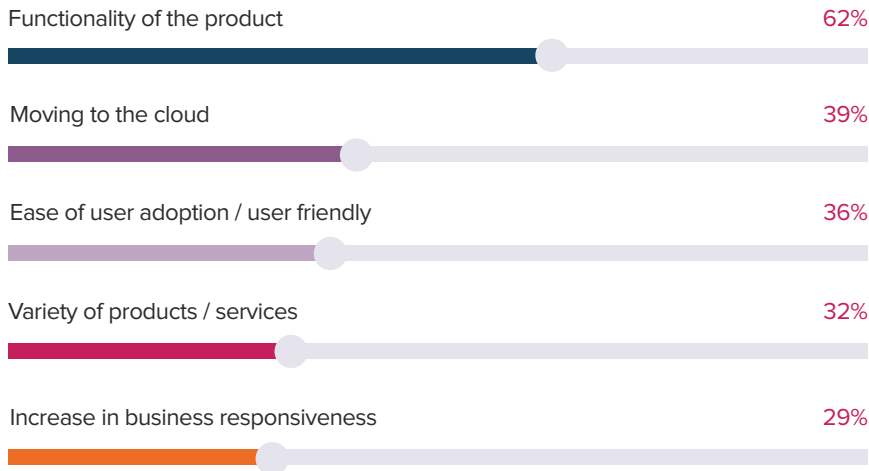
The reasons given for considering adoption can be grouped under five key themes:

- Better actionable data
- Better way to access and analyze data
- Better data visualization and reporting
- Helps with customer prospecting
- Better forecasting

Many comments were in regards to Einstein Analytics giving greater access and visualization of actionable data. This helps businesses to better understand their customers, allowing for a predictive insight into customers' sales behavior.

MIGRATING TO SALESFORCE

Main reasons for implementing Salesforce



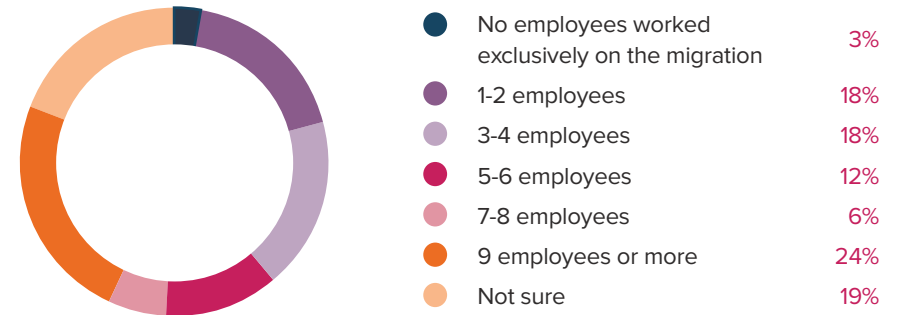
According to end user employees, over the last year, the top three CRM vendors from which employers have migrated were Microsoft Dynamics CRM (12%), Oracle Siebel (10%) and SAP CRM (7%).

Salesforce implementation strategies



How many employees did the migration take?

The number of full-time employees that it took to complete Salesforce migrations differed between our end user respondents.



Challenges faced during the migration

Almost a half (43%) faced challenges with their implementation because they lacked the appropriate skills internally.

When undertaking a new project or a role grows in scope — for example, when implementing a Salesforce product — then employees may not be properly informed or equipped to handle the demands of the project. This can leave both employees and employers frustrated and disappointed that the demands of the job aren't being met. It's therefore crucial to consider involving a temporary hire during migration to Salesforce to account for the skills that the team currently lacks.

Have you got a skills gap in your team? Mason Frank can help with your next hire.

Benefits achieved as a result of implementing Salesforce

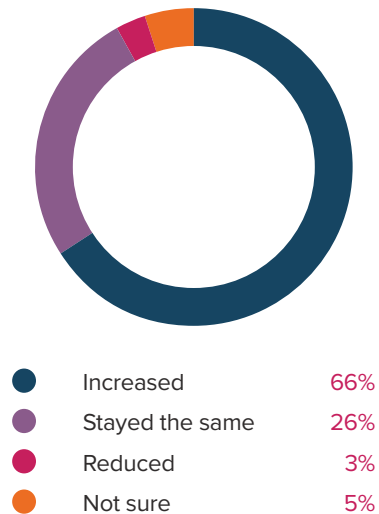
Some of the benefits mentioned by end user employees as a result of implementing Salesforce include:

- Better data visibility
- Faster and more efficient workspace
- Better and easier integration with other systems than previous platform
- Consistent user experience
- Uniform sales approach

PARTNER FOCUS.

SALESFORCE PROJECTS

Change in the number of projects in the last year



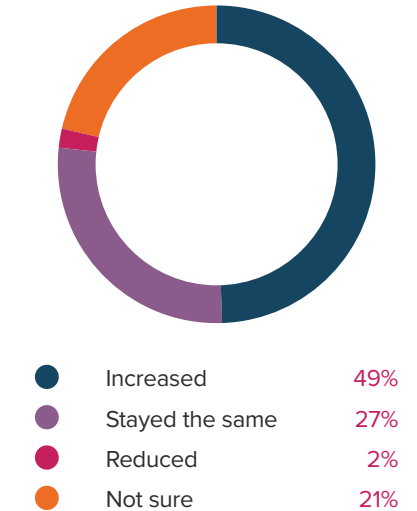
Looking ahead, 74% of respondents expect the amount of Salesforce work that they are involved in to increase in the coming year.

Partner employees that expect to see an increase in their workload in the coming year were asked to expand on what makes them think that their workload is likely to increase.

The comments we received fit into four main themes:

- More instances of customers requiring our services
- More demand from clients for additional functionality of their Salesforce platform
- The continued evolution of Salesforce and its products
- The continued work on implementations

Change in the number of migration projects in the last year



The number of migrations to Salesforce Lightning that partners were involved in increased by 72% over the last 12 months.

Implementation of other products

70% of partner survey respondents note that there has been an increase in their clients' implementation of additional Salesforce products, above and beyond their initial Salesforce product.

Although in the opinion of partner employees, a number of their clients are more likely to implement an additional Salesforce product and a third-party integration (57%) than they are to implement an additional Salesforce product alone (25%), or merely a third-party integration (11%).

MOVEMENT

Permanent employees

Over a fifth (22%) of permanent employees who responded to our survey expect to leave their employer within 12 months, although 47% expect to still be working for their current employer in the coming year, while the remaining third (31%) are unsure whether they will stay or go. This leads to the question of why a fifth of employees might consider leaving their employer.

Potential reasons for changing employer

Among those who expect to leave their employer within the next year, unsurprisingly 47% said that the main reason for leaving would be a lack of salary increase.

The top five reasons given for wanting to change employer, salary aside, were:



What our respondents had to say...

Making the move to a Salesforce Partner

Over half (56%) of end user employees that responded to the survey would consider working for a Salesforce Partner. We asked these respondents which factors would be most likely to cause them to consider this move and their responses were categorized into six themes:

TO WORK ON MORE-DIVERSE PROJECTS

“Ability to work on different types of projects in various industries and verticals.”

Director of Revenue Operations / USA

TO WORK WITH A VARIETY OF ORGANIZATIONS

“Working on different projects across different verticals would be intellectually and professionally challenging.”

Chief Technology Office / Finland

TO EXPAND SKILLS, KNOWLEDGE AND EXPERIENCE

“To gain a different perspective and experience, to increase knowledge and possibly increase salary.”

Administrator / UK

PROFESSIONAL DEVELOPMENT

“More opportunity for growth and closer work specific to Salesforce.”

Administrator / USA

TO BE EXPOSED TO DIFFERENT CHALLENGES

“It would give me different challenges and expose me to multiple different projects.”

Administrator / Thailand

FLEXIBILITY

“For more flexibility around my job schedule and to get an opportunity to use even more Salesforce tools with multiple clients.”

Sales and Marketing Coordinator / USA

Salesforce Partners

Making the move to an end user

More than half (58%) of partner employees would consider working for an end user. We asked these respondents what would encourage them to consider this move:



We also asked the 23% of respondents who could not see themselves making the move to an end user why they wouldn't consider it. Their reasons can be grouped into five key areas:

- I prefer the scope and variety that comes from working for a partner
- I prefer consultancy work
- I'm happy with my current situation
- I like being able to work remotely
- I prefer the flexibility and independence of working for a partner

RELOCATION

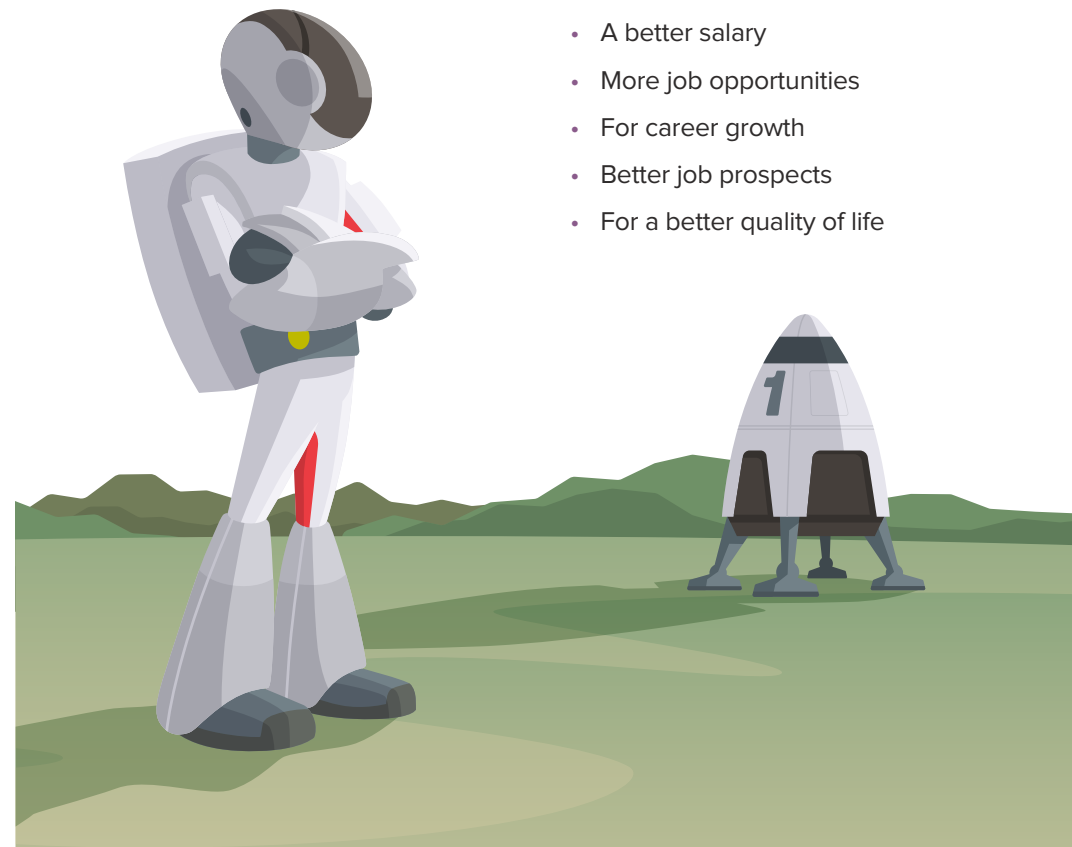
Almost half (49%) of survey respondents would consider relocating to another city or country for work.

The five most popular countries to move to

- United States
- United Kingdom
- Australia
- Canada
- Germany

The most popular reasons for moving

- A better salary
- More job opportunities
- For career growth
- Better job prospects
- For a better quality of life



EQUALITY, INCLUSION AND DIVERSITY

In order to progress towards making the tech industry inclusive of all, we want to highlight the Salesforce community's current thoughts on diversity in their organization and in the tech industry in general, in the hopes that highlighting areas for improvement will initiate a change.

Diversity policy statement or policy

Almost two-thirds (62%) of the professionals who took part in our survey told us that their employer has a clear inclusion and/or diversity statement or policy in place. However, a number of professionals (23%) were simply not sure whether their employer has a diversity statement or policy.

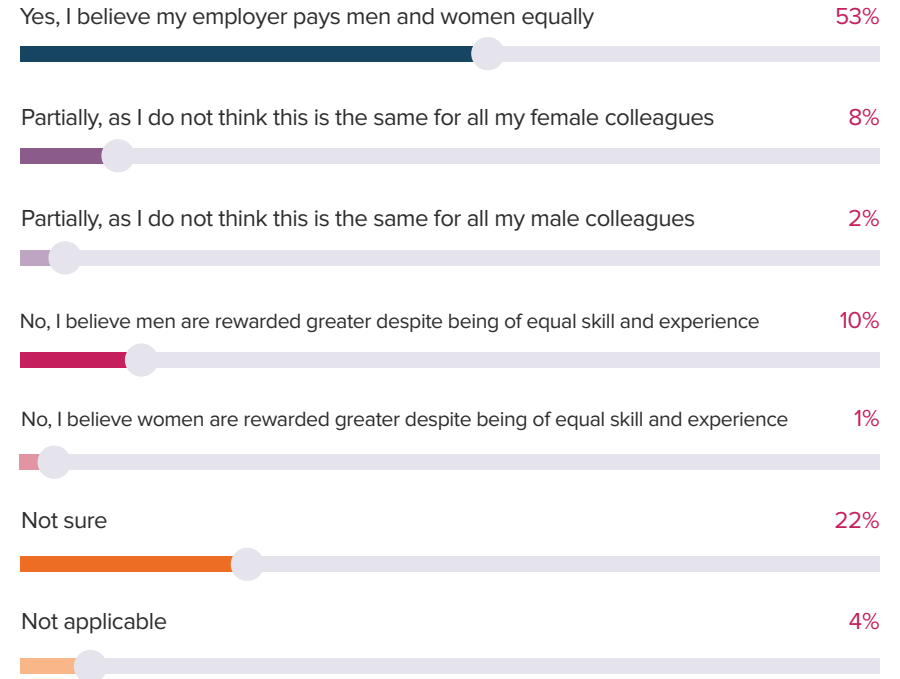
Yes, my employer has a clear inclusion or diversity statement / policy	62%
No, my employer doesn't have a clear inclusion or diversity statement / policy	11%
Not applicable	4%
Not sure	23%

Although there's no one-size-fits all approach to inclusion and diversity, for it to be effective it needs to be embedded in the business strategy. However, it's worth noting that inclusion shouldn't just be a bureaucratic exercise. Building an inclusive and diverse workforce does not come from policy alone.

Promoting workplace inclusion can bring many challenges, and involves making sure that no one feels left out. Achieving diversity is about ensuring that a workforce is representative of the wider society and that everyone's individual differences are taken into account. To gain the benefits of a diverse workforce it's important to have an inclusive environment where everyone feels equally able to participate, achieve their potential and recognized for their work¹.

¹Source: Deloitte (2018)
Retrieved from: https://www2.deloitte.com/content/dam/insights/us/articles/4209_Diversity-and-inclusion-revolution/DL_Diversity-and-inclusion-revolution.pdf

Equal pay



While 53% of respondents felt that their employer paid equal pay for equal work, regardless of gender, more than a fifth (22%) did not know whether their employer was fair in this regard.

Interestingly, 63% of male respondents felt that their employer paid equal pay for equal work, regardless of gender, compared to only 33% of female respondents.

Also, female respondents were more likely (23% female to 4% male) to believe that men in the industry are paid more than women of equivalent skill and experience.

The perception that there isn't gender equality in regards to pay can be damaging to employee morale and a company's reputation. Women may well be less productive because they feel undervalued, or worse may consider changing their employer, which ultimately will increase hiring costs and decrease profits.

Inclusion

70% of the professionals surveyed think the company they work for is an equal rights employer, although 15% believe their employers could do more.



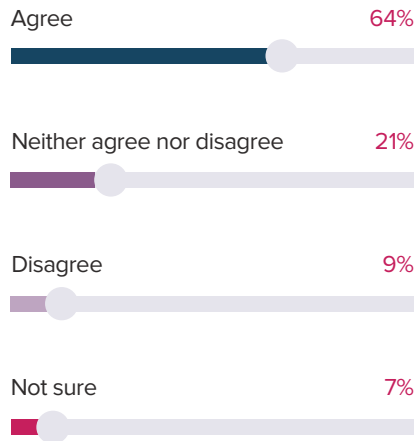
- Yes, my employer champions equal working rights 70%
- No, I feel more could be done 15%
- Not sure 3%
- Not applicable 12%

When we look at the difference in views across the genders, 76% of male respondents believe that their employer is an equal rights employer compared to 59% of female respondents.

A quarter (24%) of female respondents consider that more could be done for their employer to be an equal rights employer, compared to 11% of men.

Gender inequality in the industry

64% of professionals agree that gender equality is a significant issue in the tech industry.



The view that the industry is male-dominated is shared by a greater proportion of our female respondents (78%) than our male respondents (59%).

The Ohana's thoughts on Salesforce

SALESFORCE PARTNER

"In my opinion Salesforce should improve existing functionality before acquiring or introducing new products."

Business Analyst / India

END USER

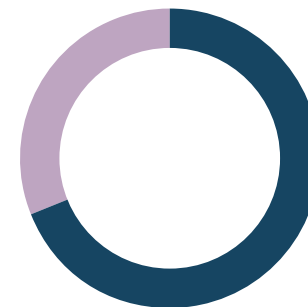
"Salesforce is undoubtedly the best CRM and it's not just changing businesses, it's transforming lives. This is what excites me the most about being part of Salesforce community."

Business Analyst / USA

"Salesforce has amazing options for companies to successfully automate business processes."

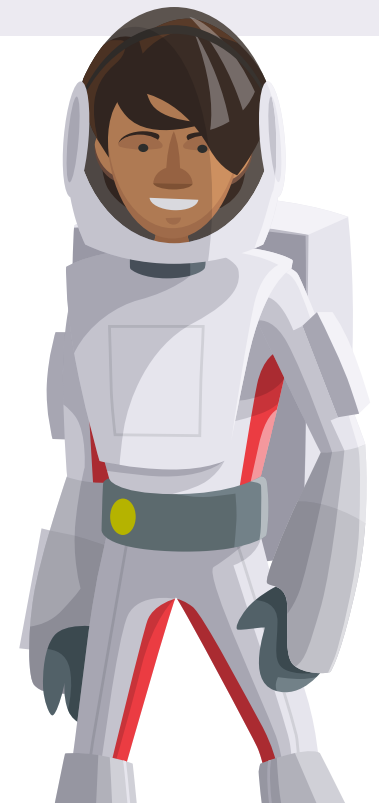
CRM Manager / USA

Breakdown of our survey respondents by gender



- Male 67%
- Female 30%

3% of respondents preferred not to specify their gender.



Sentiments on company diversity

When asked to expand on what improvements their employer could make for them to be an equal rights employer, responses included the need for there to be a more inclusive recruitment process, to promote or hire more women or people from different ethnicities into leadership roles, and to be more transparent on salaries and progression paths.

Many respondents simply wanted all employees to be treated fairly, reducing favoritism, and matching salaries, benefits and promotions to skill and experience. In the words of one respondent, “equal pay for equal skill” (Female, CRM Manager, USA).

Diversity in the workplace

Respondents were given several statements regarding the diversity of their organization and asked whether they agreed or disagreed that these statements reflected their workplace.

	Agree	Neutral	Disagree	Unsure
My employer has a workforce of individuals from various cultural backgrounds.	76%	11%	9%	2%
My employer recruits and retains mature-aged staff.	52%	23%	15%	7%
My employer has policies in place to support employees' mental health.	46%	18%	15%	18%
The workforce at my organization includes people with disabilities.	40%	18%	19%	18%

Positively, **76%** of respondents told us that their employer employs individuals from various cultural backgrounds.

However, the picture is more mixed when we look at how employers are doing in regards to recruiting and retaining people with disabilities, with two-fifths (**40%**) of respondents agreeing that their employer is good in this regard, while a further fifth (**19%**) disagreed.

Having a diverse workforce that includes those with disabilities creates a workforce that reflects the wider population and the customers that it serves. This continues to be an important part of a successful corporate social responsibility strategy and creates an inclusive corporate culture. These factors can help your organization be viewed more favorably externally¹. It also opens up a larger pool of talent from which to recruit².

Employing disabled workers may also have a positive impact on an organization's bottom line, as it has been found that disabled employees keep a longer tenure with their employer, which ultimately will result in reduced employee turnover and reduced recruitment¹. Additionally, a recent study by Accenture found that those organizations that champion disability inclusion performed better financially².

5% of our survey respondents identified as being disabled, showing that disability is not a barrier to working with Salesforce.

Gender diversity in the workplace

We also asked our participants for their thoughts on a number of statements regarding the gender diversity of their organization.

- **71%** agree that different genders are equally represented within the company they work for.
- **64%** agree that there is a clear maternity/paternity leave policy available in their company.
- **49%** believe there is an equal balance of male and female representation at the senior executive level. However, **32%** disagreed that there was an equal balance.
- **44%** agree that their employer has clear policies in place to support people of different gender identities. **22%** were unsure.

¹ Source: Government of Canada (2013). Retrieved from: <https://www.canada.ca/en/employment-social-development/programs/disability/consultations/rethinking-disabilities.html>

² Source: Accenture (2018). Retrieved from: https://www.accenture.com/_acnmedia/pdf-89/accenture-disability-inclusion-research-report.pdf

Our respondents reported their earnings and we cross-checked with our live vacancies and placements made in 2019 to produce our salary tables. Find out how much you're worth.



SALARY TABLES METHODOLOGY

The salary table data was compiled from multiple data points. These include salary data self-reported from the salary survey respondents, and Salesforce vacancies and placements data from roles registered with Mason Frank in the last 12 months¹.

The resulting data is then verified by our specialist teams, who apply their own insight and knowledge of the wider market to ensure that the information is accurate with respect to base salary, seniority or experience, job title, technology, and location.

Salaries do not include bonuses and incentives. Additionally, multiple factors, including years of experience, specialized skills required and the complexity of the role, affect where the salary for a particular role falls within the ranges shown. Salaries are correct at time of printing, but for up-to-date information please contact us directly.

¹August 2018 to September 2019

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Germany	64
France	65
Spain	66
Benelux	67
Italy	68
Australia	69
Japan	70
Singapore	71

UNITED STATES

Position	Permanent (\$)		Contract (\$)
	Junior	Senior	Range (p/h)
Technical Knowledge Driven			
Consultant - Functional	109,000-131,000	131,000-151,000	85-135
Consultant - Technical	124,500-154,000	154,000-171,000	100-160
CRM Manager	112,500-133,500	133,500-147,000	-
Developer / Programmer	114,000-144,500	144,500-162,500	85-145
Pre-Sales Consultant	105,000-133,000	133,000-148,500	-
Administrator	100,500-110,000	110,000-126,000	65-115
Technical Architect	-	147,000-180,000	115-215
Solution Architect	122,500-142,500	142,500-161,000	105-155
Tester	103,000-129,500	129,500-149,000	100-115
Experience Driven			
Project Manager	108,000-127,500	127,500-149,000	80-150
Business Analyst	107,500-123,500	123,500-139,500	85-130
Development Manager	-	145,500-163,500	-
Program Manager	110,000-133,500	133,500-158,500	135-170
Sales Driven			
VP of Sales	-	158,500-211,500	-
Sales Director	-	159,500-222,500	-
Senior Account Executive	-	-	-
Account Manager / Account Executive	90,000-121,000	121,000-151,500	-
Internal Sales Manager	-	78,500-92,500	-
Internal Sales Executive	56,500-62,000	62,000-77,000	-
Business Development Representative (Lead Generation)	51,500-72,000	72,000+	-
Support & Training Driven			
Support	87,500-101,000	101,000-111,000	55-95
Trainer	113,000-123,500	123,500-136,500	85-125
Marketing Driven			
Marketing Automation Consultant	75,500-99,000	99,000-114,000	90-130
Email Marketing Specialist	57,500-79,500	79,500-88,500	60-90
Marketing Operations Specialist	79,000-99,000	99,000-108,500	65-95
Marketing Automation Specialist	74,000-85,500	85,500-105,500	-

Certain markets will exhibit 10-15% variance due to differences in costs of living.

Comparison of Selected Salaries by US City

	Permanent (\$)		Contract (\$)
	Junior	Senior	Range (p/h)
AUSTIN, TX			
Administrator	94,500-107,500	107,500-122,500	70-85
Business Analyst	101,500-121,000	121,000-129,500	95-135
Consultant - Functional	112,000-131,500	131,500-144,500	95-145
Developer / Programmer	116,500-129,000	129,000-149,000	95-150
Technical Architect	-	149,000-165,500	115-215
BOSTON, MA			
Administrator	104,500-118,500	118,500-132,000	70-115
Business Analyst	105,500-127,500	127,500-137,000	85-135
Consultant - Functional	111,500-131,000	131,000-152,500	90-140
Developer / Programmer	123,500-145,500	145,500-168,500	95-145
Technical Architect	-	149,500-164,000	130-210
CHICAGO, IL			
Administrator	103,500-109,500	109,500-131,000	85-125
Business Analyst	101,000-115,500	115,500-134,000	95-135
Consultant - Functional	116,500-136,000	136,000-151,500	100-140
Developer / Programmer	119,000-144,500	144,500-164,500	120-155
Technical Architect	-	150,500-195,000	140-210
NEW YORK, NY			
Administrator	107,500-128,000	128,000-139,000	75-125
Business Analyst	111,000-129,000	129,000-145,000	90-135
Consultant - Functional	123,500-137,500	137,500-159,500	95-145
Developer / Programmer	123,000-146,500	146,500-172,000	95-145
Technical Architect	-	167,500-175,500	125-210
SAN FRANCISCO, CA			
Administrator	112,000-121,500	121,500-140,500	90-120
Business Analyst	118,500-133,500	133,500-145,500	95-130
Consultant - Functional	118,500-143,000	143,000-159,500	120-145
Developer / Programmer	128,500-152,500	152,500-169,000	130-165
Technical Architect	-	163,500-189,000	145-230

CANADA

Position	Permanent (C\$)		Contract (C\$)
	Junior	Senior	Range (p/h)
Technical Knowledge Driven			
Consultant - Functional	88,000-103,000	103,000-121,500	75-140
Consultant - Technical	98,500-125,500	125,500-138,500	85-165
CRM Manager	82,500-99,000	99,000-118,000	130-170
Developer / Programmer	101,000-122,500	122,500-136,500	90-140
Pre-Sales Consultant	-	108,000-128,500	145-180
Administrator	71,500-90,000	90,000-103,500	70-100
Technical Architect	-	141,000-155,500	140-180
Solution Architect	-	105,500-121,500	125-175
Tester	90,000-105,000	105,000-126,500	70-100
Experience Driven			
Project Manager	90,000-105,500	105,500-124,000	85-145
Business Analyst	80,500-101,000	101,000-117,000	75-110
Development Manager	-	122,500-141,000	-
Program Manager	-	112,000-130,500	135-175
Sales Driven			
VP of Sales	-	130,500-173,500	-
Sales Director	-	130,000-170,500	-
Senior Account Executive	-	110,000-149,000	-
Account Manager / Account Executive	74,000-110,000	110,000-149,000	-
Internal Sales Manager	-	63,500-76,500	-
Internal Sales Executive	45,500-52,500	52,500-63,000	-
Business Development Representative (Lead Generation)	42,500-61,500	61,500-68,000	-
Support & Training Driven			
Support	72,000-84,000	84,000-91,500	45-60
Trainer	93,500-100,500	100,500-111,000	130-165
Marketing Driven			
Marketing Cloud Consultant	-	-	100-140
Email Marketing Specialist	-	-	-
Marketing Cloud Specialist	-	-	100-140
Pardot Specialist	-	-	100-140

UNITED KINGDOM

Position	Permanent (£)		Contract (£)
	Junior	Senior	Range (p/d)
Technical Knowledge Driven			
Consultant - Functional	47,000-58,500	58,500-77,500	510-715
Consultant - Technical	55,500-67,000	67,000-82,500	510-715
Consultant - Technical & Functional	44,000-67,500	67,500-77,500	510-715
CRM Manager	39,000-54,500	54,500-72,500	270-460
Developer / Programmer	52,500-67,500	67,500-83,000	510-715
Pre-Sales Consultant	41,500-67,500	67,500-78,000	-
Administrator	34,000-46,500	46,500-57,500	270-460
Functional Lead	-	67,000-83,000	615-765
Technical Architect	93,000-123,500	123,500-154,500	715-1,020
Solution Architect	72,000-83,000	83,000-92,500	665-920
Tester	42,000-57,000	57,000-67,500	360-565
Experience Driven			
Project Manager	59,500-77,500	77,500-93,000	615-870
Business Analyst	46,500-62,500	62,500-72,000	510-715
Development Manager	67,500-82,500	82,500-92,500	615-765
Program Manager	-	93,000-123,000	765-1,125
Sales Driven*			
VP of Sales	-	80,000-120,000	-
Sales Director	-	95,000-135,000	-
Senior Account Executive	-	70,000-100,000	-
Account Manager	41,500-62,000	62,000-80,000	-
Business Development Representative (Lead Generation)	31,500-41,500	41,000-60,000	-
Support & Training Driven			
Support	28,500-34,000	34,000-41,500	205-335
Trainer	37,000-52,000	52,000-62,500	390-565
Marketing Driven			
Marketing Cloud Consultant	43,500-57,500	57,500-72,000	510-765
Marketing Cloud Specialist	33,000-41,000	41,000-52,500	410-565
Pardot Specialist	38,000-45,000	45,000-54,000	410-565

* Base salary excluding commission.

Certain markets will exhibit 10-15% variance due to differences in costs of living.

GERMANY

Position	Permanent (€)	
	Junior	Senior
Technical Knowledge Driven		
Consultant - Functional	51,500-67,500	67,500-87,500
Consultant - Technical	52,000-71,000	71,000-88,000
Consultant - Technical & Functional	50,500-76,000	76,000-90,500
CRM Manager	49,500-73,500	73,500-85,500
Developer / Programmer	56,500-70,500	70,500-82,500
Pre-Sales Consultant	57,500-67,000	67,000-83,500
Administrator	43,500-49,500	49,500-65,500
Technical Architect	86,500-112,000	112,000-142,500
Solution Architect	76,500-97,000	97,000-122,500
Experience Driven		
Project Manager	-	78,500-94,500
Business Analyst	49,500-56,500	56,500-82,500
Development Manager	68,500-81,500	81,500-87,500
Program Manager	-	81,500-102,000
IT Director / CIO	-	-
IT Manager	-	73,000-82,500
Sales Driven*		
VP of Sales	104,500-120,500	120,500-126,000
Sales Director	84,500-95,000	95,000-100,000
Senior Account Executive	69,000-76,500	76,500-84,000
Internal Sales Manager	37,500-40,500	40,500-45,000
Internal Sales Executive	27,500-34,500	34,500-37,500
Business Development Representative (Lead Generation)	19,000-22,500	22,500-26,500
Marketing Driven		
Marketing Automation Consultant	57,500-83,000	83,000-93,500
Marketing Automation Solution Architect	-	83,000-103,500
Email Marketing Manager	36,500-47,500	47,500-65,000
Performance Marketing Manager	52,500-68,000	68,000-82,500

* Base salary excluding commission.

FRANCE

Position	Permanent (€)		Contract (€)
	Junior	Senior	
Technical Knowledge Driven			
Consultant - Functional	40,000-49,000	49,000-63,000	460-765
Consultant - Technical	42,000-52,000	52,000-66,500	460-715
Consultant - Technical & Functional	40,000-50,000	50,000-60,500	510-715
Developer / Programmer	43,000-61,500	61,500-71,500	510-665
Administrator	40,000-47,000	47,000-59,000	490-665
Technical Architect	-	83,000-100,500	715-815
Solution Architect	-	63,000-77,500	665-765
Tester	-	-	490-615
Experience Driven			
Project Manager	-	61,500-71,500	615-715
Business Analyst	40,000-56,000	56,000-66,000	490-715
Program Manager	-	99,000-101,500	765-865
Sales Driven*			
Sales Operations	53,500-67,500	67,500-84,000	-
Support & Training Driven			
Trainer	-	-	490-795
Marketing Driven			
Marketing Cloud Consultant	42,000-53,500	53,500-63,000	705-945

* Base salary excluding commission.

Certain markets will exhibit 10-15% variance due to differences in costs of living.

SPAIN

Position	Permanent (€)	
	Junior	Senior
Technical Knowledge Driven		
Consultant - Functional	28,500-35,500	35,000 - 45,500
Consultant - Technical	32,500-38,500	38,500 - 50,500
Developer / Programmer	32,500-38,500	38,500 - 50,500
Administrator	25,500-30,500	30,500 - 38,500
Technical Architect	55,500-65,500	65,500 - 80,500
Solution Architect	38,500 - 50,500	50,500 - 68,500
Tester	28,500 - 35,500	35,500 - 40,000
Experience Driven		
Project Manager	45,500-55,500	55,500 - 65,500+
Sales Driven*		
Account Manager / Account Executive	35,500 - 40,500	40,500 - 65,000 +
Marketing Driven		
Marketing Cloud Consultant	30,500 - 38,500	38,500 - 48,000
Marketing Cloud Specialist	30,500 - 38,500	38,500 - 55,500

* Base salary excluding commission.

BENELUX

Position	Permanent (€)	
	Junior	Senior
Technical Knowledge Driven		
Consultant - Functional	35,500-50,000	50,000+
Consultant - Technical	35,500-50,500	50,500+
Developer / Programmer	40,500-60,000	60,000+
Administrator	28,500-38,500	38,500+
Technical Architect	65,500-85,500	85,500+
Solution Architect	60,500-85,500	85,000+
Tester	32,500+	-
Experience Driven		
Project Manager	45,500-60,500	60,500+
Sales Driven*		
Account Manager / Account Executive	35,500+	-
Marketing Driven		
Marketing Cloud Consultant	38,500+	-
Marketing Cloud Specialist	45,500+	-

* Base salary excluding commission.

Certain markets will exhibit 10-15% variance due to differences in costs of living.

ITALY

Position	Permanent (€)	
	Junior	Senior
Technical Knowledge Driven		
Consultant - Functional	20,000 - 30,000	30,000 - 40,000
Consultant - Technical	20,000 - 35,000	35,000 - 50,000
Developer / Programmer	20,000 - 35,000	35,000 - 45,000
Administrator	20,000 - 26,000	26,000 - 32,000
Technical Architect	45,000 - 70,000	70,000 - 90,000
Solution Architect	40,000 - 55,000	55,000 - 65,000
Tester	28,000 - 33,000	33,000 - 36,000
Experience Driven		
Project Manager	35,000 - 45,000	45,000 - 60,000
Sales Driven*		
Account Manager / Account Executive		35,000 - 45,000
Marketing Driven		
Marketing Cloud Consultant	30,000 - 35,000	35,000 - 45,000
Marketing Cloud Specialist	30,000 - 37,000	37,000 - 48,000

* Base salary excluding commission.

AUSTRALIA

Position	Permanent (AU\$)*		Contract (AU\$)
	Junior	Senior	Range (p/d)
Technical Knowledge Driven			
Consultant - Functional	110,000-127,500	127,500-145,000	950-1,200
Technical Lead	140,000-150,000	150,000-160,000	1,100-1,450
Developer	120,000-140,000	140,000-160,000	1,000-1,350
Administrator	85,000-107,500	107,500-130,000	800-1,100
Technical Architect	165,000-207,500	207,500-250,000	1,300-1,600
Solution Architect	150,000-160,000	160,000-170,000	1,200-1,500
Experience Driven			
Project Manager	130,000-145,000	145,000-160,000	1,100-1,500
Business Analyst	110,000-125,000	125,000-140,000	950-1,200
Marketing Driven			
CRM Manager	120,000-135,000	135,000-150,000	950-1,200
Marketing Cloud Developer	100,000-120,000	120,000-140,000	1,000-1,350
Marketing Cloud Consultant	100,000-115,000	115,000-130,000	900-1,200
Campaign Manager	70,000-95,000	95,000-120,000	800-1,100
Marketing Cloud Architect	125,000-142,500	142,500-160,000	1,200-1,400

* Excluding superannuation

JAPAN

Position	Permanent (¥)	
	Junior	Senior
Technical Knowledge Driven		
Consultant - Functional	5,000,000 - 7,500,000	7,500,000 - 10,000,000
Consultant - Technical	5,300,000 - 8,150,000	8,150,000 - 11,000,000
CRM Manager	8,000,000 - 10,500,000	10,500,000 - 13,000,000
Developer	4,240,000 - 6,270,000	6,270,000 - 8,300,000
Administrator	3,560,000 - 4,120,000	4,120,000 - 4,680,000
Technical Architect	7,230,000 - 11,427,500	11,427,500 - 15,625,000
Experience Driven		
Project Manager	6,350,000 - 10,175,000	10,175,000 - 14,000,000
Business Analyst	4,500,000 - 7,750,000	7,750,000 - 11,000,000
Marketing Driven		
Marketing Cloud Administrator	3,600,000 - 4,250,000	4,250,000 - 4,900,000
Marketing Cloud Consultant	5,800,000 - 10,900,000	10,900,000 - 16,000,000
Campaign Manager	6,530,000 - 8,515,000	8,515,000 - 10,500,000
Marketing Cloud Solution Architect	6,500,000 - 10,350,000	10,350,000 - 14,200,000

SINGAPORE

Position	Permanent (S\$)	
	Junior	Senior
Technical Knowledge Driven		
Consultant - Functional	66,000 - 87,000	87,000-108,000
Consultant - Technical	72,000 - 96,000	96,000-120,000
CRM Manager	54,000 - 87,000	87,000-120,000
Developer	54,000 - 75,000	75,000-96,000
Administrator	54,000 - 75,000	75,000-96,000
Technical Architect	102,000 - 141,000	141,000-180,000
Solution Architect	102,000 - 159,000	159,000-216,000
Experience Driven		
Project Manager	72,000 - 96,000	96,000-120,000
Business Analyst	66,000 - 87,000	87,000-108,000
Marketing Driven		
Marketing Cloud Administrator	54,000 - 75,000	75,000-96,000
Marketing Cloud Consultant	72,000 - 90,000	90,000-108,000
Campaign Manager	72,000 - 96,000	96,000-120,000
Marketing Cloud Solution Architect	96,000 - 138,000	138,000-180,000



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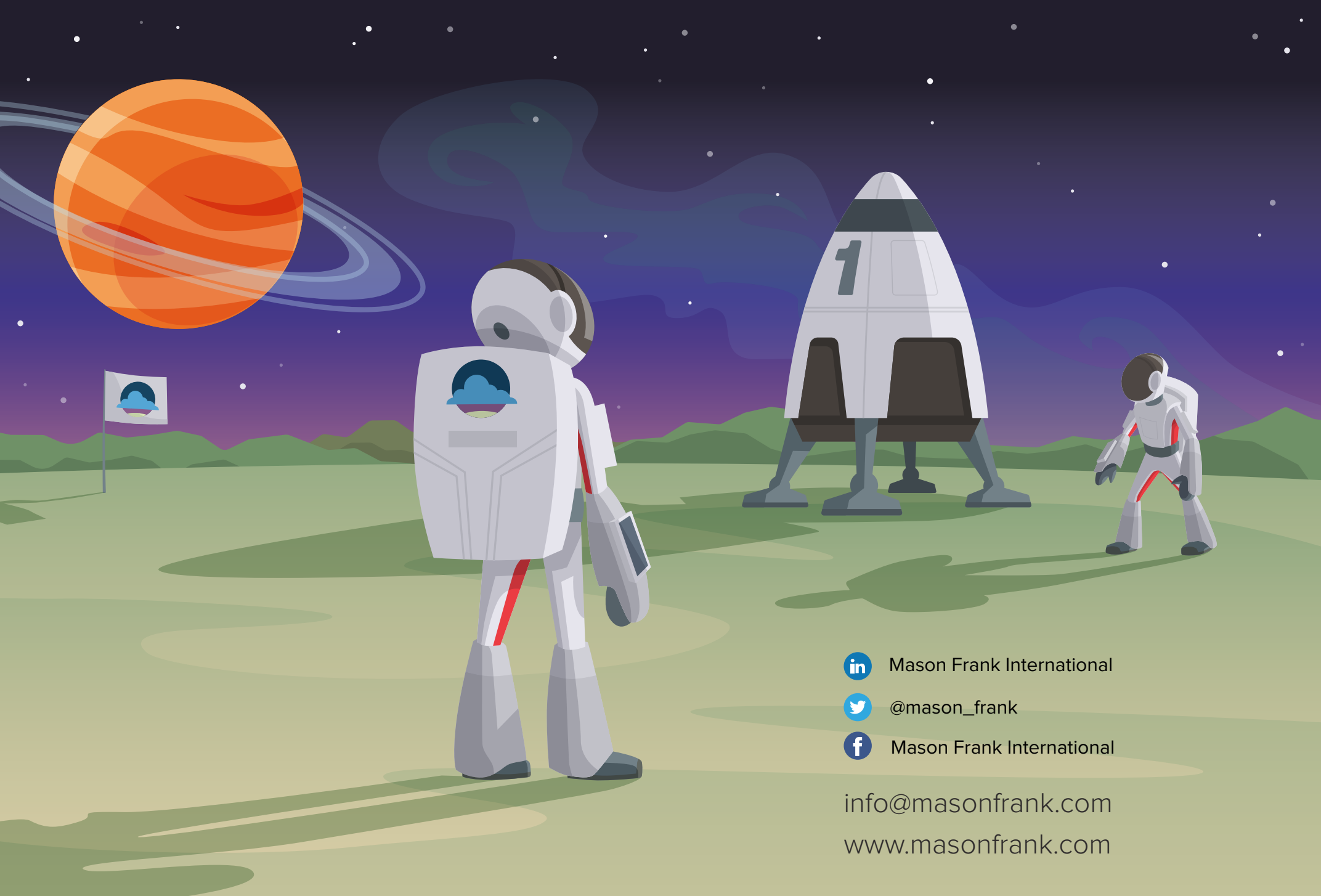
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