A 3D rendered scene featuring various colorful icons (green, blue, orange, pink) on a light purple surface. The icons include a speech bubble with a line graph, a thumbs up, a speech bubble with a list, a location pin, a speech bubble with a list, a speech bubble with a list, a gear, a lightbulb, a speech bubble with a list, and a gear. The scene is lit from the top, creating soft shadows.

EU
**DATA &
ANALYTICS
SALARY
GUIDE** 2018

The definitive source of salary information
for the EU Data & Analytics market

SALARY GUIDE INTRODUCTION

A WORD FROM ALEX

Welcome to Harnham's annual European Data and Analytics salary guide for 2017-2018.

Now in its 3rd year, we are digging deeper into salary trends, the most in demand skills and hiring challenges, as well as some of the key push and pull factors candidates consider when deciding whether to move positions.

The survey has shown us some very interesting findings. The most common trend across all our territories is that, whilst the demand for skilled analysts continues to grow, the duties they are asked to fulfil are also changing.

No longer can an analyst focus on one specific area. They must have both broader technical and commercial understandings to represent true business value.

Big data engineers are fast becoming the most in-demand resource in the market and, as companies are making the transition to Cloud based services, candidates must demonstrate expertise in either AWS, Azure or GCS. Any experience working with big data tools such as Spark or Hadoop adds an extra 20 - 24% on to their salary demands.

The data science landscape has changed dramatically over the past 12 months. Industry 4.0 has seen a marked increase in the number of larger and more traditional companies making their first data science hires to optimise their manufacturing and logistics processes.

We have seen a marked rise in firms launching teams with expertise in deep learning, image recognition, human behaviour analytics and driverless cars. Data scientists with expertise in online and advertising are still very much in demand, but we have seen them become more closely aligned to marketing analytics.

41% of analysts surveyed said their teams had grown in the past 12 months. Of those who responded, 25% confirmed their salary not being competitive would motivate them to leave their role. This means we have also seen a marked increase in salaries on offer across all verticals.

With just over 65% of respondents saying they are either looking for new roles, or open to new positions in 2018, we expect to see yet another busy year in the European analytics market.

Alex Hutchings



ABOUT ALEX HUTCHINGS

Alex is the Director of Harnham's European practice and has worked in the industry for 14 years. Managing specialist teams who service a dynamic customer base across Europe, Alex is responsible for expanding Harnham's footprint and delivering service excellence.

Supporting our European customers are bi-lingual recruiters that cover the Nordic, German, French, Benelux and Spanish markets. Each consultant is a deep specialist in their respective markets, covering Data Science, Risk Analytics, Digital, Marketing Analytics and Data Engineering. With an ever-increasing number of new technologies and verticals on the horizon, our European team is continuing to grow and grow.

ABOUT THIS GUIDE ²⁰¹⁸

The most comprehensive European Data & Analytics salary guide is back. Once again, Harnham has collated data from various sources to gain insights into salary trends, combined with a deep analysis into the market as a whole, highlighting benefits, diversity, skills, technologies and much more.

— The salary guide is based on data compiled from:

- _ An independent survey completed by over 1,600 respondents
- _ Analysis of roles Harnham have recruited for
- _ Insights from candidates Harnham have worked with
- _ Our analysis of placements Harnham have made
- _ Analysis of adverts online

Salaries are broken down by experience level and, in a broad sense, they represent the following guide to likely years of experience:

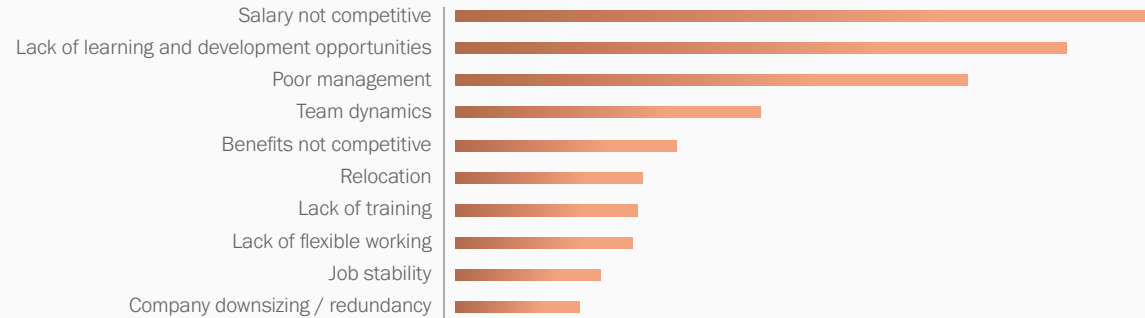
- **Entry Level 0-2 years**
- **Mid-Level 3-6 years**
- **Senior Technical or Manager Level 7-10 years**
- **Director Level 11 years +**



KEY FINDINGS ^{EU}

Here we present our key findings of the year's topical market trends:

Top reasons for seeking a new role



61%

61% of European respondents have been in their role for less than 2 years.

45%

In the Nordics 45% had changed jobs in 2017. More than any other region we surveyed.

75%

75% of all respondents would change roles in 2018 if the right opportunity arrived.

51%

51% of people surveyed said their team had increased in size over 2017

25%

Southern Europe have the biggest annual bonus at 25%. Germany have the lowest average bonus at 18%

65%

65% of all European respondents are offered flexible working in their current role

85%

85% of Nordics surveyed have flexible working. The highest across Europe

44%

44% of French respondents have flexible working. The lowest across Europe

FOCUS GERMANY ²⁰¹⁸

Due to digitalisation, different disciplines such as Marketing Analytics, Business Intelligence, Digital Analytics and Data Science are merging, creating more varied roles and the need for more diverse skillsets. In particular, more traditional companies are having to adapt to these developments.

Germany continues to be an attractive market for international applicants, particularly within a candidate-short market like Data & Analytics. As a result of this, it is becoming ever more important for German companies to be open for English speaking candidates who can bring a more varied or niche skillset.

59% of German respondents received a bonus as part of their salary package in 2017, the highest of any European region. However, a salary increase is only the second most important reason German respondents have given for seeking a new job opportunity. The most important is lack of learning and development opportunities. This could be something to bear in mind for companies in Germany who are exploring ways to retain their best Data & Analytics talent.



DATA & TECHNOLOGY ^{DE}

Across all industries, the implementation of Business Intelligence tools is becoming increasingly important.

Over the past few years, new technologies within the Business Intelligence specialism such as Qlikview, Power BI, Tableau and Looker have been revolutionising the world of data, making data language more accessible for everyone.

OUR CONSULTANT'S THOUGHTS:

"This shift is not limited to start-ups. It's taking place in global corporations too, which significantly impacts job profiles."

Linda Stadler



MARKETING & INSIGHT ^{DE}

Analysts who can apply their analytical skillset to business-oriented questions, such as the improvement of marketing ROI, and communicate their findings to an often non-technical audience are high in demand.

As we have already seen over the past few years, the requirements for Marketing-CRM and Customer Insights Analysts have increasingly become more statistic and data mining focused, with tools like R and Python becoming part of the standard marketing analytics toolkit.

OUR CONSULTANT'S THOUGHTS:

“Another interesting development is the increase of highly specialised agencies for Marketing Mix and Attribution modeling from the US and UK in Germany. This has led to a higher demand for candidates with these niche skillsets.”

Linda Stadler



DIGITAL ANALYTICS ^{DE}

With the growth of Digital Analytics teams, more established companies are focusing on specialist roles within implementation and testing. At the same time, analysts are encouraged to work with SQL, R or visualisation tools such as Tableau to understand and interpret data in a wider context.

— The shift to a comprehensive omnichannel perspective has increased the need for experts who can analyse the effectiveness of online marketing spend. We have also seen consultancies, agencies, and inhouse teams grow their programmatic advertising teams.

OUR CONSULTANT'S THOUGHTS:

— “Employers appreciate knowledge of visualisation and reporting tools. This helps web analysts make their findings available to a wider audience and connects the team to other areas of the company.”

— **Judith Kniepeiss**



DATA SCIENCE ^{DE}

Over the last year, the need for Data Scientists has become much more apparent. Previously, the majority of Data Scientist openings were within marketing and advertising centric projects. Now, however, a Data Scientist can help drive business value across a much wider spread of sectors.

Industry 4.0, with its related topics such as predictive maintenance, has seen a dramatic increase in the demand for highly skilled Data Scientists. They are brought in to improve and optimise manufacturing, logistics and online processing, as well as using their experience to explore new areas such as robotics.

OUR CONSULTANT'S THOUGHTS:

"The Data Science market in Germany, and particularly within Berlin, is internationally recognised as one of the leading tech-hotspots. With its large Data Science community and start-up scene, Berlin is the place to be for Data experts around the world."

Judith Merz



DUSSELDORF GERMANY 2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u> Role type	Entry Level	Mid-Level	Senior or Manager	Director
	Annual Base Salary - €EUR			
Business Intelligence	40,000 €	55,000 €	68,000 €	92,000 €
Data Architect	43,000 €	58,000 €	76,000 €	98,000 €
Data Engineer	44,000 €	60,000 €	75,000 €	85,000 €
Data Warehousing	40,000 €	50,000 €	65,000 €	75,000 €
Big Data Engineer	45,000 €	65,000 €	86,000 €	112,000 €

<u>DIGITAL ANALYTICS</u> Role type	Entry Level	Mid-Level	Senior or Manager	Director
	Annual Base Salary - €EUR			
Conversion Rate Optimisation	40,000 €	53,000 €	65,500 €	103,000 €
Digital Implementation	43,000 €	58,000 €	71,000 €	110,000 €
Web Analyst	40,000 €	54,000 €	69,000 €	114,000 €

<u>MARKETING & INSIGHT</u> Role type	Entry Level	Mid-Level	Senior or Manager	Director
	Annual Base Salary - €EUR			
Campaign Analyst	38,000 €	62,000 €	73,000 €	110,000 €
Insight Analyst	38,000 €	63,000 €	78,000 €	105,000 €
Market Research	36,000 €	59,000 €	68,000 €	90,000 €
Pricing Analyst	37,000 €	62,000 €	78,000 €	95,000 €
Data Planner	37,000 €	62,000 €	75,000 €	115,000 €
Econometrician	40,000 €	64,000 €	80,000 €	130,000 €

<u>DATA SCIENCE</u> Role type	Entry Level	Mid-Level	Senior or Manager	Director
	Annual Base Salary - €EUR			
Data Scientist	46,500 €	75,000 €	94,000 €	127,000 €

BERLIN GERMANY

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	40,000 €	52,000 €	70,000 €	85,000 €
Data Architect	40,000 €	58,000 €	72,000 €	87,000 €
Data Engineer	42,000 €	50,000 €	68,000 €	92,000 €
Data Warehousing	41,000 €	52,000 €	70,000 €	84,000 €
Big Data Engineer	44,000 €	62,000 €	88,000 €	110,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	38,000 €	51,000 €	62,500 €	83,000 €
Digital Implementation	40,000 €	54,000 €	66,000 €	86,000 €
Web Analyst	38,000 €	51,000 €	62,000 €	83,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	38,000 €	53,000 €	60,000 €	82,000 €
Insight Analyst	39,000 €	54,000 €	62,000 €	90,000 €
Market Research	37,000 €	49,000 €	58,000 €	75,000 €
Pricing Analyst	37,000 €	52,000 €	62,000 €	78,000 €
Data Planner	38,000 €	51,000 €	63,000 €	80,000 €
Econometrician	40,000 €	64,000 €	80,000 €	130,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	47,500 €	72,000 €	94,000 €	121,000 €

HAMBURG GERMANY

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	42,000 €	52,000 €	78,000 €	97,000 €
Data Architect	45,000 €	55,000 €	75,000 €	92,000 €
Data Engineer	45,000 €	65,000 €	87,000 €	98,000 €
Data Warehousing	45,000 €	50,000 €	70,000 €	82,000 €
Big Data Engineer	50,000 €	68,000 €	90,000 €	110,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	40,000 €	54,000 €	64,000 €	90,000 €
Digital Implementation	42,000 €	56,000 €	67,000 €	95,000 €
Web Analyst	40,000 €	55,000 €	65,000 €	91,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	42,000 €	61,000 €	76,000 €	115,000 €
Insight Analyst	42,000 €	63,000 €	78,000 €	118,000 €
Market Research	39,000 €	57,000 €	69,000 €	100,000 €
Pricing Analyst	40,000 €	60,000 €	80,000 €	125,000 €
Econometrician	43,000 €	68,000 €	82,000 €	119,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	48,000 €	73,500 €	98,000 €	124,000 €

MUNICH GERMANY

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	45,000 €	58,000 €	70,000 €	90,000 €
Data Architect	55,000 €	60,000 €	80,000 €	97,000 €
Data Engineer	55,000 €	62,000 €	85,000 €	100,000 €
Data Warehousing	50,000 €	55,000 €	75,000 €	85,000 €
Big Data Engineer	50,000 €	70,000 €	87,500 €	112,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	42,000 €	56,000 €	72,000 €	100,000 €
Digital Implementation	45,000 €	58,000 €	75,000 €	110,000 €
Web Analyst	43,000 €	56,000 €	73,000 €	104,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	45,000 €	60,000 €	78,000 €	120,000 €
Insight Analyst	45,500 €	60,000 €	80,000 €	123,000 €
Market Research	42,000 €	54,000 €	70,000 €	115,000 €
Pricing Analyst	45,000 €	60,000 €	85,000 €	128,000 €
Econometrician	48,000 €	68,000 €	86,000 €	126,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	53,500 €	78,500 €	115,000 €	142,000 €

FOCUS FRANCE BENELUX

2018

2018 confirms our observations from last year; more and more organisations are morphing their traditional businesses into data driven companies in the hope to take profit from actionable insights.

In our new era of Big Data, Analytics professionals are taking on new and exciting challenges within the work place every day. As trends continue to develop, we can see the competition between tools and languages; in the digital space between Google and Adobe, and in Data Science between Python and R.

Whichever tech stack is chosen, organisations are asking for strategic solutions. This means candidates with not just great technical skills, but also a great business sense, are high in demand.



DATA & TECHNOLOGY FR BNL

Now that companies of all sizes can afford to build data platforms, there is an even bigger squeeze on the limited number of experienced staff available.

Today, data plays a crucial role in developing new business models. Data Engineering is one of the hottest topics within businesses in France and the Benelux, and goes hand in hand with Data Science. We have seen a big increase in the demand for Data Engineers in both start-ups and world leading companies.

OUR CONSULTANT'S THOUGHTS:

"Market trends show that the most popular tools Data Engineers are using in 2018 are cloud services (AWS, Azure, Google), ETL tools, Java and Python. In addition to these core tools, candidates who also have experience with big data tools, such as Hadoop or Spark, are widely sought after."

Wesley Taupin



MARKETING & INSIGHT FR BNL

Shifting priorities, high demand, a skills shortage, the necessity of soft skills coupled with hard skills and the ever-present need to break through the noise are driving industry movement and motivations.

— We have seen an increase in the variety of roles on offer within Marketing and Insight Analytics. However, the shortage of Marketing Analysts continues to increase in 2018. In turn, the digital function has quickly been embraced by the marketing world to improve customer interaction and has been a popular topic.

OUR CONSULTANT'S THOUGHTS:

— “In the Netherlands, we learned Tableau is the most popular tool Marketing Analysts use for visualisation. Other popular tools include, PowerBI, SQL, and R as well.”

— **Sophie ten Berge**



DIGITAL ANALYTICS FR BNL

Digital Analytics is widely used across France-Benelux as it allows for insightful conclusions and is more accessible than advanced data science.

Moreover, the focus on online customer experience is increasing and allowing brands to understand how their website and apps are found and used.

Today, Digital Analysts continue to diversify their digital toolset (GA/GTM/AB Tasty/Omniture) and the demand for specialists within segments of the sector is rising (SEA/SEO/Traffic).



DATA SCIENCE FR BNL

Data Science projects in France-Benelux are getting exciting. Whilst the USA and the UK seem to be leading on salaries and state of the art Data & Analytics teams, the capitals of France-Benelux are fast becoming the up and coming hubs for Data Science.

Paris, for instance, is heavily investing in its start-up ecosystem, and we have seen dozens of new start-ups arise with Data Science at their core. We can't fail to notice the numerous seed fundraisings across France-Benelux, which promise a bright future.



PARIS FRANCE

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	41,000 €	48,000 €	52,000 €	82,000 €
Data Architect	43,000 €	52,500 €	70,000 €	100,000 €
Data Engineering	44,000 €	59,000 €	75,000 €	110,000 €
Data Warehousing	40,000 €	49,000 €	73,000 €	95,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	37,000 €	45,000 €	60,000 €	80,000 €
Digital Implementation	37,000 €	45,000 €	60,000 €	80,000 €
Web Analyst	35,000 €	42,000 €	65,000 €	75,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	35,000 €	45,000 €	55,000 €	70,000 €
Insight Analyst	35,000 €	46,000 €	57,000 €	80,000 €
Market Research	35,000 €	46,000 €	57,000 €	80,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	41,000 €	47,000 €	64,000 €	105,000 €

AMSTERDAM NETHERLANDS

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	34,000 €	50,000 €	68,000 €	95,000 €
Data Architect	40,000 €	60,000 €	70,000 €	100,000 €
Data Engineer	42,000 €	60,000 €	78,000 €	110,000 €
Data Warehousing	40,000 €	62,000 €	75,000 €	85,000 €
Big Data Engineer	50,000 €	70,000 €	76,000 €	98,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	40,000 €	58,000 €	72,000 €	90,000 €
Digital Implementation	38,000 €	52,000 €	67,000 €	90,000 €
Web Analyst	40,000 €	55,000 €	70,000 €	90,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	32,000 €	46,000 €	62,000 €	90,000 €
Insight Analyst	35,000 €	50,000 €	66,000 €	95,000 €
Market Research	35,000 €	50,000 €	66,000 €	95,000 €
Pricing Analyst	33,000 €	47,000 €	63,000 €	90,000 €
Econometrician	38,000 €	53,000 €	69,000 €	95,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	44,000 €	62,000 €	80,000 €	110,000 €

BRUSSELS BELGIUM 2018

ANNUAL PERMANENT - SALARY AVERAGE

DATA & TECHNOLOGY

Role type

Entry Level	Mid-Level	Senior or Manager	Director
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Annual Base Salary - €EUR

Data Architect	45,000 €	58,000 €	75,000 €	110,000 €
Data Engineering	46,000 €	60,000 €	79,000 €	110,000 €
Data Warehousing	42,000 €	55,000 €	65,000 €	90,000 €

DIGITAL ANALYTICS

Role type

Entry Level	Mid-Level	Senior or Manager	Director
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Annual Base Salary - €EUR

Conversion Rate Optimisation	35,000 €	48,000 €	65,000 €	85,000 €
Digital Implementation	37,000 €	50,000 €	68,000 €	85,000 €
Web Analyst	37,000 €	50,000 €	68,000 €	85,000 €

MARKETING & INSIGHT

Role type

Entry Level	Mid-Level	Senior or Manager	Director
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Annual Base Salary - €EUR

Campaign Analyst	38,000 €	48,000 €	58,000 €	85,000 €
Insight Analyst	38,000 €	48,000 €	60,000 €	89,000 €
Market Research	38,000 €	46,000 €	57,000 €	88,000 €

DATA SCIENCE

Role type

Entry Level	Mid-Level	Senior or Manager	Director
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Annual Base Salary - €EUR

Data Scientist	48,000 €	61,000 €	79,000 €	105,000 €
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FOCUS: NORDICS 2018

The Nordics are one of the key developing regions across the world when it comes to growth within the Data and Analytics space. The demand for Data and Analytics professionals has boomed, with multiple companies looking to invest in top talent to maximise their business potential.

Stockholm leads the way, with a large number of new start-ups challenging the rest of the market with innovative ways of applying data to business models and strategies.

A similar trend, continuing through from last year, is the lack of specialist talent across the region, more specifically at a senior level. With universities such as KTH, University of Oslo and DTU offering Master's programmes in Engineering and Applied Analytics, it will be interesting to see the talent that emerges in the coming years and how this will shape the market.



DATA & TECHNOLOGY ^{NDX}

As Nordic businesses experience an increase in the amount of data they have access to, their need for highly skilled Big Data candidates grows. As a result of this, we have seen salaries increase year on year, especially at entry levels.

A significant factor for the increase in salary expectations is the advancement of skillsets. With companies moving to host streaming/non-streaming technologies, tools such as Hadoop and Spark are becoming ever more popular. The increase in Opensource has also seen a rise in migration projects that require candidates with experience using legacy tools and newer platforms such as AWS, Azure and Google Cloud.

OUR CONSULTANT'S THOUGHTS:

Currently, a large amount of talent specialising in the Big Data space is found abroad. In order to secure top talent, businesses are opening their doors to English speaking candidates."

Lars Svensen



MARKETING & INSIGHT ^{NDX}

Marketing and Customer Insight Analytics in the Nordics is growing significantly. More and more companies moving away from ‘gut-feeling’ based marketing campaigns and towards measuring ROI on all campaigns by implementing advanced marketing automation systems.

— The rise of Marketing Automation is taking form, and targeted ads are only a small part of the customer journey. Companies understanding they can be very hit or miss, particularly online.

OUR CONSULTANT'S THOUGHTS:

— “Tools and technologies to look out for this year include SQL and R, but also enterprise marketing automation tools such as Pardot, Act-On and HubSpot.”

— **Sabrina Bjornstad**



DIGITAL ANALYTICS^{NDX}

The future of eCommerce and Digital Analytics is an exciting space to be a part of. Companies are investing in well-designed user journeys that not only facilitate clear communication but optimise the chance of website conversions.

— In the Nordics, certain companies still have roles that cover a wider spectrum of web and digital analytics responsibilities. A single role can require implementation of tracking solutions, a/b testing for UX purposes, analytics, reporting and visualisation. These are positions that tend to exist inhouse, whilst agencies and consultancies have more niche specialist roles, with consultants purely focusing on Implementation, CRO or Analytics.

OUR CONSULTANT'S THOUGHTS:

— “The Google stack still holds the strongest presence in the market with products such as Google Analytics, Google Tag Manager, Google Optimize and Google Data Studio.”

— **Sabrina Bjornstad**



DATA SCIENCE NDX

From the data we've compiled we see that salaries for entry level Data Science positions have increased across the Nordics. This may be a reflection of a talent short market responding to increased competition by securing fresh talent at an early stage.

Online and technology companies are still major employers for Data Science, but an interesting outcome from Industry 4.0 is that large, traditional organisations are also looking for data scientists. These companies often pay above market rate, perhaps as a compensation for their heavily regulated and somewhat lagging technical environments.

OUR CONSULTANT'S THOUGHTS:

"The increase in start-ups with data at their core also means that there are many niche needs. The methods used across all initiatives are comparable, and domain understanding for feature engineering is often what differentiates talent for inhouse positions."

Sabine Odfjell



OSLO NORDICS

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - NOK			
Business Intelligence	NOK 440,000	NOK 580,000	NOK 740,000	NOK 950,000
Data Architect	NOK 510,000	NOK 650,000	NOK 860,000	NOK 1,180,000
Data Engineer	NOK 480,000	NOK 630,000	NOK 780,000	NOK 1,100,000
Data Warehousing	NOK 445,000	NOK 480,000	NOK 760,000	NOK 940,000
Data Governance	NOK 430,000	NOK 550,000	NOK 740,000	NOK 960,000
Big Data Engineer	NOK 500,000	NOK 710,000	NOK 890,000	NOK 1,200,000

<u>DIGITAL ANALYTICS</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - NOK			
Conversion Rate Optimisation	NOK 430,000	NOK 565,000	NOK 760,000	NOK 950,000
Digital Implementation	NOK 390,000	NOK 520,000	NOK 750,000	NOK 850,000
Web Analyst	NOK 450,000	NOK 580,000	NOK 780,000	NOK 970,000

<u>MARKETING & INSIGHT</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - NOK			
Market Research	NOK 450,000	NOK 550,000	NOK 750,000	NOK 920,000
Campaign Analyst	NOK 500,000	NOK 640,000	NOK 820,000	NOK 950,000
Insight Analyst	NOK 530,000	NOK 680,000	NOK 860,000	NOK 1,250,000
Pricing Analyst	NOK 480,000	NOK 620,000	NOK 800,000	NOK 950,000

<u>DATA SCIENCE</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - NOK			
Data Scientist	NOK 540,000	NOK 700,000	NOK 820,000	NOK 1,300,000

STOCKHOLM NORDICS 2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - SEK			
Business Intelligence	SEK 450,000	SEK 515,000	SEK 730,000	SEK 900,000
Data Architect	SEK 520,000	SEK 650,000	SEK 860,000	SEK 1,180,000
Data Engineer	SEK 480,000	SEK 520,000	SEK 760,000	SEK 1,000,000
Data Warehousing	SEK 450,000	SEK 600,000	SEK 730,000	SEK 890,000
Data Governance	SEK 440,000	SEK 560,000	SEK 720,000	SEK 920,000
Big Data Engineer	SEK 510,000	SEK 620,000	SEK 780,000	SEK 1,000,000

<u>DIGITAL ANALYTICS</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - SEK			
Conversion Rate Optimisation	SEK 350,000	SEK 560,000	SEK 680,000	SEK 820,000
Digital Implementation	SEK 380,000	SEK 580,000	SEK 730,000	SEK 850,000
Web Analyst	SEK 360,000	SEK 540,000	SEK 710,000	SEK 890,000

<u>MARKETING & INSIGHT</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - SEK			
Market Research	SEK 380,000	SEK 500,000	SEK 620,000	SEK 820,000
Campaign Analyst	SEK 420,000	SEK 500,000	SEK 620,000	SEK 780,000
Insight Analyst	SEK 420,000	SEK 520,000	SEK 680,000	SEK 850,000
Pricing Analyst	SEK 350,000	SEK 480,000	SEK 600,000	SEK 780,000

<u>DATA SCIENCE</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - SEK			
Data Scientist	SEK 475,000	SEK 570,000	SEK 700,000	SEK 1,000,000

COPENHAGEN NORDICS

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - DKK			
Business Intelligence	DKK 420,000	DKK 530,000	DKK 760,000	DKK 950,000
Data Architect	DKK 450,000	DKK 550,000	DKK 900,000	DKK 1,300,000
Data Engineer	DKK 460,000	DKK 580,000	DKK 820,000	DKK 1,050,000
Data Warehousing	DKK 420,000	DKK 500,000	DKK 780,000	DKK 900,000
Data Governance	DKK 400,000	DKK 510,000	DKK 740,000	DKK 880,000
Big Data Engineer	DKK 500,000	DKK 620,000	DKK 920,000	DKK 1,350,000

<u>DIGITAL ANALYTICS</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - DKK			
Conversion Rate Optimisation	DKK 335,000	DKK 450,000	DKK 560,000	DKK 750,000
Digital Implementation	DKK 340,000	DKK 460,000	DKK 640,000	DKK 780,000
Web Analyst	DKK 350,000	DKK 480,000	DKK 680,000	DKK 820,000

<u>MARKETING & INSIGHT</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - DKK			
Market Research	DKK 350,000	DKK 510,000	DKK 690,000	DKK 800,000
Campaign Analyst	DKK 380,000	DKK 550,000	DKK 740,000	DKK 870,000
Insight Analyst	DKK 450,000	DKK 620,000	DKK 800,000	DKK 920,000
Pricing Analyst	DKK 360,000	DKK 525,000	DKK 700,000	DKK 820,000

<u>DATA SCIENCE</u>	Junior	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - DKK			
Data Scientist	DKK 550,000	DKK 750,000	DKK 900,000	DKK 1,400,000

MALTA, GIBRALTAR, MADRID & BARCELONA

2018

2018 represents the year of digital transformation for a large number of businesses across the region. An increased understanding of the value of data and its power to increase revenue and profitability means companies are allocating larger budgets into building their existing analytics functions. However, challenges remain in educating non-technical users and key stakeholders to enable data driven decisions rather than relying on instinct.

More and more professionals are willing to cross borders in order to find exciting roles where they can work with state of the art tools and technologies. With competitive salaries on offer, relocation is becoming a key issue in talent retention.

Spain has also experienced massive growth in terms of number of start-ups being founded and successfully raising finance. Barcelona has crowned itself Europe's 4th largest start-up and innovation hub, with brand new businesses pioneering in diverse sectors like AI, finTech, healthcare, biotech, etc.

Overall, we expect to see a continuous increase in job opportunities, with roles like the CDO becoming key figures at the forefront of companies' transformation processes and further growth.



DATA & TECHNOLOGY

MGB

Big Data solutions and strategies are becoming essential for companies undergoing digital transformation in order to ensure their survival and growth. Big Data engineers and architects are the rarest and most in demand profiles in the current market, reflecting this growing trend.

— In Spain, Big Data profiles have been listed as the most difficult role to fill in the country. Whilst this adds an extra challenge to an already difficult and complex process, it opens up a new era for analytics and its importance for business success.

— Tools and frameworks like Hadoop, Spark and Scala are very sought after, complemented with cloud-based solutions like AWS, Big Query or Cloudera, as well as languages like Python or Java.

OUR CONSULTANT'S THOUGHTS:

— “We can expect to see a rise in investment in data protection, with Blockchain becoming increasingly relevant for companies concerned about Data security and new European regulations.”

— **Ana Garcia**



MARKETING & INSIGHT MGB

2018 has seen a focus on highly targeted campaigns with the aim of providing unique experiences. We have also seen a growth in companies developing loyalty programs in order to stand out from competitors, especially those in the digital sector.

Across the Marketing & Insight sector there continues to be a demand for insight analysts, equipped with both technical and analytical skills, to provide insights on ROI and future strategies.

OUR CONSULTANT'S THOUGHTS:

“SQL and R have remained top analytical and statistical tools, whereas visualisation tools have gained more importance with Tableau leading the way, followed by Qlikview and Power BI.”

Ana Garcia



DIGITAL ANALYTICS

MGB

Faced with a demanding customer base that want speed and convenience, businesses are switching to online services. As a result, companies across all sectors have adapted their business models in order to take customer service to the next level and stand out from their competitors.

— Optimising the customer journey and increased satisfaction are at the forefront of their strategies for success. This gives web analysts a key role in thoroughly understanding how their customer finds and interacts with their brand, driving change and implementing successful strategies.

OUR CONSULTANT'S THOUGHTS:

— “Though Google Analytics Suite and Adobe Analytics remain staple tools, we’ve seen a growing demand for Web Analysts to be skilled in SQL, R and visualisation tools like Tableau.”

— **Ana Garcia**



DATA SCIENCE MGB

The Southern Europe Data Science scene is hotter than ever. Madrid and Barcelona lead the region, with a number of tech start-ups founded focusing on AI and IoT.

— An ever growing number of businesses raising funds is sure to create a substantial number of new jobs. Python remains the top choice for programming and solid experience with Machine Learning algorithms, NLP and Predictive Modelling are highly sought after.

OUR CONSULTANT'S THOUGHTS:

— “Technical skills must be complemented with a strong business vision and great communication skills, as companies increasingly rely on their input to become data driven businesses.”

— **Ana Garcia**



BARCELONA SPAIN

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	30,000 €	45,000 €	55,000 €	95,000 €
Data Architect	40,000 €	52,000 €	68,000 €	80,000 €
Data Engineer	30,000 €	45,000 €	69,000 €	95,000 €
Data Warehousing	30,000 €	40,000 €	52,000 €	70,000 €
Big Data Engineer	35,000 €	58,000 €	71,000 €	90,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	30,000 €	35,000 €	42,000 €	65,000 €
Digital Implementation	35,000 €	40,000 €	48,000 €	65,000 €
Web Analyst	30,000 €	36,000 €	45,000 €	65,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	30,000 €	34,000 €	42,000 €	70,000 €
Insight Analyst	30,000 €	35,000 €	50,000 €	73,000 €
Market Research	30,000 €	41,000 €	59,000 €	70,000 €
Pricing Analyst	30,000 €	45,000 €	60,000 €	70,000 €
Econometrician	35,000 €	46,000 €	65,000 €	75,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	30,000 €	51,000 €	68,000 €	87,000 €

GIBRALTAR

EU

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	35,000 €	45,000 €	55,000 €	75,000 €
Data Architect	36,000 €	50,000 €	62,000 €	73,000 €
Data Engineer	35,000 €	48,000 €	60,000 €	70,000 €
Data Warehousing	35,000 €	45,000 €	55,000 €	70,000 €
Big Data Engineer	36,000 €	55,000 €	65,000 €	80,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	32,000 €	40,000 €	52,000 €	80,000 €
Digital Implementation	35,000 €	45,000 €	52,000 €	80,000 €
Web Analyst	35,000 €	43,000 €	51,000 €	86,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	32,500 €	42,000 €	55,000 €	70,000 €
Insight Analyst	35,000 €	50,000 €	70,000 €	92,500 €
Market Research	30,000 €	40,000 €	56,500 €	72,000 €
Pricing Analyst	30,000 €	40,000 €	55,000 €	73,000 €
Econometrician	36,000 €	45,000 €	65,000 €	80,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	40,000 €	53,000 €	70,000 €	95,000 €

MALTA EU 2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	35,000 €	45,000 €	53,000 €	80,000 €
Data Architect	40,000 €	50,000 €	70,000 €	85,000 €
Data Engineer	40,000 €	50,000 €	65,000 €	80,000 €
Data Warehousing	35,000 €	45,000 €	60,000 €	80,000 €
Big Data Engineer	40,000 €	55,000 €	75,000 €	90,000 €

<u>DIGITAL ANALYTICS</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Conversion Rate Optimisation	35,000 €	45,000 €	60,000 €	80,000 €
Digital Implementation	40,000 €	53,000 €	68,000 €	79,000 €
Web Analyst	38,000 €	50,000 €	56,000 €	75,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	35,000 €	48,000 €	62,000 €	85,000 €
Insight Analyst	38,000 €	55,000 €	75,000 €	103,000 €
Market Research	34,000 €	42,000 €	55,000 €	75,000 €
Pricing Analyst	35,000 €	45,000 €	60,000 €	75,000 €
Econometrician	38,000 €	48,000 €	60,000 €	95,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	40,000 €	55,000 €	75,000 €	105,000 €

MADRID

EU

2018

ANNUAL PERMANENT - SALARY AVERAGE

<u>DATA & TECHNOLOGY</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Business Intelligence	35,000 €	45,000 €	55,000 €	75,000 €
Data Architect	38,000 €	50,000 €	60,000 €	80,000 €
Data Engineer	30,000 €	40,000 €	55,000 €	70,000 €
Data Warehousing	30,000 €	40,000 €	55,000 €	70,000 €
Big Data Engineer	38,000 €	60,000 €	79,000 €	90,000 €

<u>MARKETING & INSIGHT</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Campaign Analyst	30,000 €	42,000 €	55,000 €	68,000 €
Insight Analyst	32,000 €	38,000 €	45,000 €	70,000 €
Market Research	30,000 €	38,000 €	45,000 €	67,000 €
Pricing Analyst	30,000 €	36,000 €	45,000 €	68,000 €
Econometrician	35,000 €	42,000 €	52,000 €	66,000 €

<u>DATA SCIENCE</u>	Entry Level	Mid-Level	Senior or Manager	Director
Role type	Annual Base Salary - €EUR			
Data Scientist	35,000 €	48,000 €	60,000 €	75,000 €

CONTACT HARNHAM ^{EU}

We entered 2018 with our largest ever network of specialist consultants across the US, UK and Western Europe. This gives us unrivalled access to a pool of specialist Data talent and reaffirms our position as the global leader in Data and Analytics recruitment.

With offices in San Francisco, New York, London and Berlin, each of our consultants focuses on a specific technology vertical. All our European teams are bilingual and native to their region. This local market knowledge, coupled with their deep understanding of the skills they recruit for, is what sets us apart from the competition.

You can reach us via any of the following channels:

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For further information on our services, or
if you have any questions on the content of
our **2018 Salary Guide** please contact us.

harnham.com/europe

