



SALARY SURVEY

The State of Demand Generation

Salary Survey & More 2024

Demand Generation talent is among the best paid of all marketing roles in the UK and the US — but there's a real fear for the future, and a talent pipeline for women that drops off before it reaches the top.

When we approached demand gen marketers for this survey, we weren't entirely prepared for some of the responses — and that's despite talking to candidates in this space every day. What came back was an industry at a genuine turning point: salaries higher than the average marketing role, job satisfaction that's fine on the surface, but a real fear about the future of the function itself, and a sense of a ceiling in the job market. It plays out on both sides of the Atlantic.

AI is at the heart of a lot of the conversations we had — how it will change the role, how it will affect results, what's next. But there's also a broader worry about whether people outside the function actually understand what demand gen does, and whether there's much of a career ladder left to climb. So here's what the data says, from salaries and salary expectations through to motivations, fears, and where we think this goes from here.

SALARIES · UK & US

Salary Survey

We surveyed over 150 Demand Generation professionals in January 2024, covering low, average and high salaries in the UK and the US, broken down into Managerial and Senior titles.

£40,000

UK low

£76,357

UK average

£132,000

UK high

\$110,000

US low

\$164,481

US average

\$300,000

US high

Manager vs Senior Titles

£40,000

UK Manager low

£68,571

UK Manager average

£72,000

UK Manager high

£45,000

UK Senior low

£98,666

UK Senior average

£132,000

UK Senior high

\$125,000

US Manager low

\$145,500

US Manager average

\$170,000

US Manager high

\$163,000

US Senior low

\$189,500

US Senior average

\$300,000

US Senior high

EXPECTATIONS

Current Salary vs What They Expect Next

UK: current vs expected in next role

Average Demand Gen salary, UK

Current average

£76,357

Expected in next role

£95,000

Source: Example Recruitment research

US: current vs expected in next role

Average Demand Gen salary, US

Current average

\$164,481

Expected in next role

\$211,095

Source: Example Recruitment research

The takeaway: if you're hiring a Demand Generation Manager in the UK, budget a base of around £70,000; in the US, around \$145,000. Go more senior and the range widens considerably, but that positions UK Demand Gen professionals around the £100,000 mark, and US professionals a little below \$200,000. Expectations sit above even those figures — anyone hiring now or over the next 12 months should expect candidates to be asking for roughly 20% more than current averages, if our survey is anything to go by.

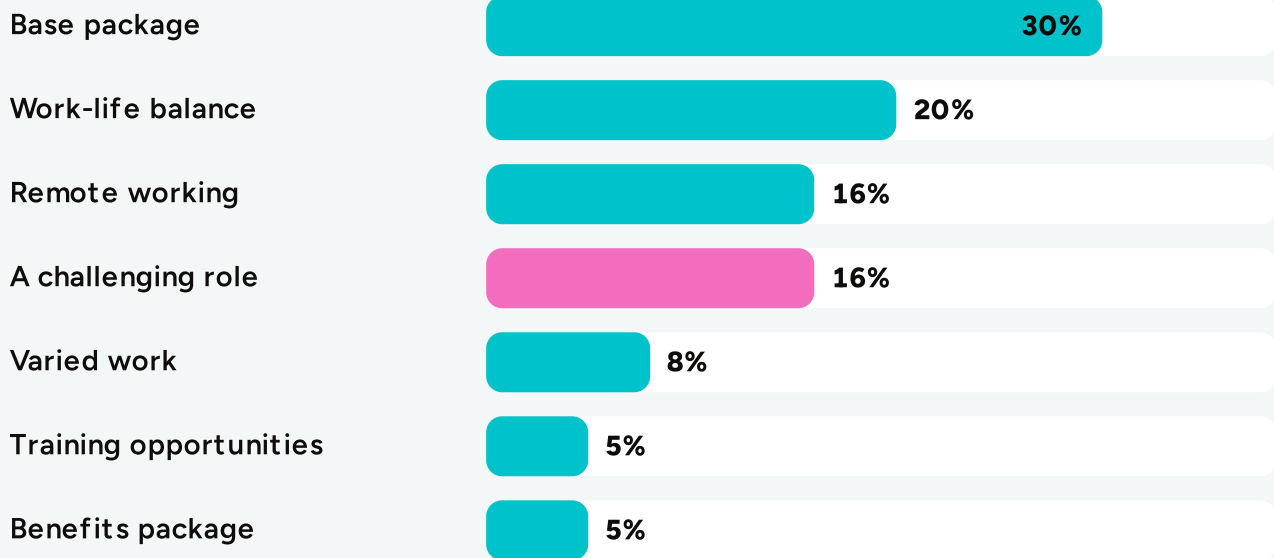
WHAT DRIVES A MOVE

Motivations

We asked respondents to weigh up what mattered most to them in their career right now, split by UK and US.

What motivates Demand Gen specialists — UK

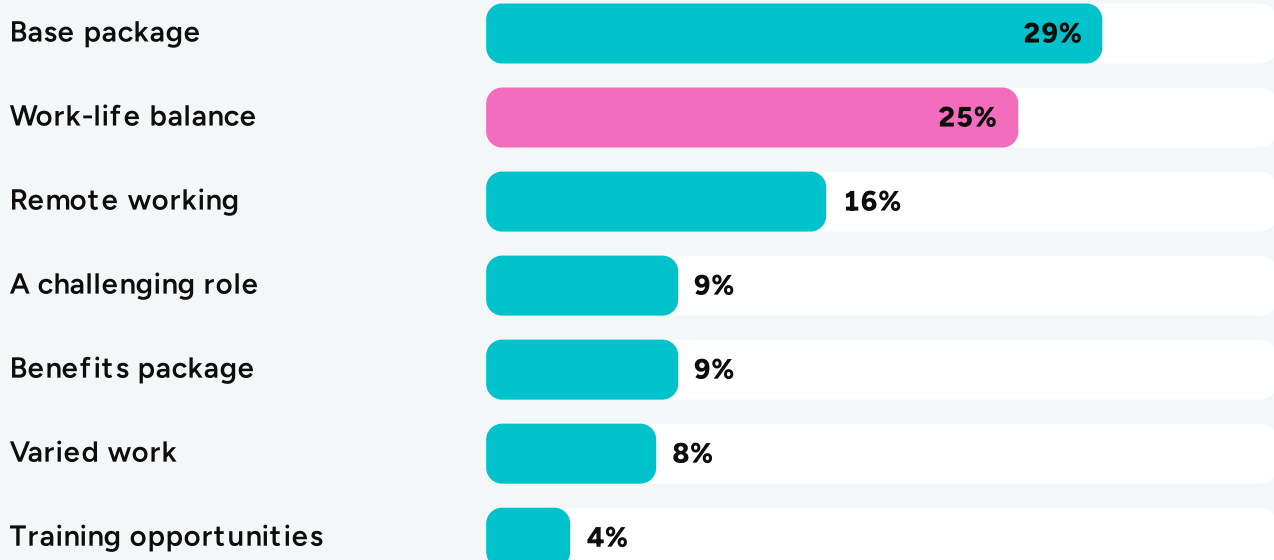
What matters most in their career right now



Source: Example Recruitment research

What motivates Demand Gen specialists — US

What matters most in their career right now



Source: Example Recruitment research

Money is obviously the prime motivator on both sides of the Atlantic, but there's an interesting lean towards wanting a challenging role in the UK, ahead of the US, where work-life balance edges it out instead. Remote work is barely a primary driver for a Demand Gen specialist to make a move at all — which suggests that for most, a hybrid setup is already the accepted norm, and that in the UK at least, a genuinely challenging role can be just as much of a pull as the pay.

HAPPINESS & QUITTING

Job Satisfaction

We asked respondents to rate their happiness in their current role on a scale of 1 to 10, and how likely they were to seek a new employer over the next 12 months — giving us a Job Happiness Index and a Propensity to Quit Index for each market.

6.2

UK Job Happiness Index
(out of 10)

6.6

UK Propensity to Quit
Index

5.4

US Job Happiness Index
(out of 10)

7.3

US Propensity to Quit
Index

The gaps are marginal, but a stark reminder to employers that their team is liable to jump ship for any number of reasons. What we see is a slightly unhappier US workforce overall, with a greater propensity to find something new, while UK demand gen specialists are slightly happier and slightly less inclined to move on — probably more a reflection of the differences between the two job markets than anything else. LinkedIn's own data backs this up: over 26% of Demand Generation specialists in the UK, and 29% in the US, are marked as open to new roles. With salary expectations rising the way they are, the cost of replacing someone could be significant.

Where Do the Women Go?

LinkedIn also gave us complementary data on Demand Generation Manager roles specifically — open-to-work rates, 2023 turnover, and demographics.

26%

UK Demand Gen
Managers open to work

34%

US Demand Gen
Managers open to work

30%

UK 2023 turnover

30%

US 2023 turnover

On open roles, the UK had 18 roles advertised for 237 Demand Gen Manager professionals on LinkedIn; the US had 166 roles for 1,421 professionals — a rough sense of scale, if not quite a like-for-like ratio, given the size difference between the two markets.

Demand Gen Managers: a highly female demographic

Gender split of Demand Generation Managers on LinkedIn

UK Demand Gen Managers

59%

41%

US Demand Gen Managers

66%

34%

Female Male

Source: Example Recruitment research

This data takes Demand Gen Managers in isolation, and it's a highly female demographic — especially in the US. But progress into Head of Demand Gen, and that number tightens noticeably.

At Head of level, the number tightens

Gender split of Heads of Demand Gen on LinkedIn

UK Heads of Demand Gen

56%

44%

US Heads of Demand Gen

44%

56%

Female Male

66%

of US Demand Gen Managers are
female



44%

of US Heads of Demand Gen are female

Source: Example Recruitment research

“A wellspring of female talent at Demand Generation Manager level isn't all finding its way up to Head of or VP roles. This feels like a missed opportunity.”

FEARS FOR THE FUTURE

Headwinds

There's a general feeling, on both sides of the Atlantic, that while AI is coming, it isn't necessarily coming for their jobs, nor is it about to start making mistakes on their behalf. But the prevailing mood seems shaped by the twin pressures of an economic downturn and the AI revolution. Nearly half believed their responsibilities could be trimmed, and just over four in ten believed their role itself may actually be at risk. Worse, nearly two thirds

said there may not be enough strategic roles for them as they progress through their career.

Nearly two thirds fear the career ladder runs out

Share of Demand Gen respondents who...

Fear there may be insufficient strategic roles as their career develops

64%

Believe their responsibilities may be hived off

45%

Fear their role may be at risk

41%

Are worried AI may make mistakes on their behalf

27%

Source: Example Recruitment research

There's a feeling of being 'on the edge' — partly, we suspect, because of the vast range of responsibilities Demand Generation marketers hold, often without a team underneath them, and often without real buy-in or understanding from the top.



Demand Gen marketers need to be a lot more creative in their channel selection, messaging and overall marketing strategy because it isn't working any longer. Innovations are coming and they need to be on the lookout and constantly innovate and evolve.

— JULIA EDSON, SENIOR DEMAND GEN MARKETER

That comes with a particular note for hiring managers too — it's a role that carries its own stresses around getting results, layered on top of the stress of responsibilities being taken away and having to constantly adapt to new tools. AI doesn't look like much of a concern on the face of it — a separate cut of the data put the figure worried about AI mistakes at 21% — but when we spoke to respondents directly, we got a rather different, more textured picture worth reading in their own words.

IN THEIR WORDS



The more we play into the fear of AI replacing us, the less we use the tools and shape the narrative. I personally use several AI tools daily, and can tell you that they are nowhere near capable of replacing talented marketers. If you're afraid of the tools, though, you should lose that fear. The future of marketing will require leveraging AI to increase speed, efficiency, and time to market. Your competitors are using AI. They will be able gain prospects and serve customers faster with it. Do you really want to fall behind because you didn't want to learn something new?

— BRIAN HOEHN, FRACTIONAL VP OF MARKETING



I think AI will make or break Marketers' careers. Marketers who learn how to leverage AI in their Demand Generation campaigns will easily grow their careers. The ones avoiding the topic will get slowed down by the pace of change.

— EMILIE COUTURIER, DEMAND GENERATION MANAGER



With AI comes an expectation of across-the-board improvement in Demand Gen outcomes — efficiency, quality, pipeline impact, you name it. Soon, it will no longer be enough to be experimenting with AI tools. They will need to be driving results better than what they were previously able to achieve. Marketers will have to figure out which solutions are actually able to drive those improvements, then how to incorporate those solutions into long standing workflows.

— HOLDEN LEWIS, HEAD OF DEMAND GENERATION & MARKETING

OUTLOOK

Where Do We Go From Here?

Looking at the tightening picture in the UK ahead of an election later this year, and a runaway payroll in the US, the two markets have quite different backdrops. It's likely UK employees are 'sticking around' as long as possible, waiting to see what a new

government will do on investment and economic stability. In the US, the most recent payroll data showed the economy faring far better, which may be underpinning both the salary expectations we've seen and some of the extra positivity around finding new roles. As in the UK, though, much hinges on November — just in a very different way.

A special note should be reserved for anyone hiring senior positions: there's a wellspring of female talent at Demand Generation Manager level, but not all of it appears to be finding its way up to Head of or VP roles. As we've said, that feels like a missed opportunity.

Our view is that the Demand Generation function is frequently misunderstood — especially in a start-up context, where VCs call for a Demand Gen specialist and expect them to simply turn the taps on. For that reason, Demand Generation Managers can command a salary often 20% higher than their paid-media cousins, Performance Managers, because they own the whole funnel: the martech stack, the organic strategy, the relationship with sales teams, and more.

20%

Demand Generation Managers can command a salary **often 20% higher** than their paid-media cousins, Performance Managers — because they own the whole funnel.

There's little appetite for that list of responsibilities to shrink. But there's also a fear that Demand Generation is primarily a middle-management role, with an increasingly narrow path to the top — potentially resulting in more fractional Demand Gen professionals working sizeable day rates rather than climbing a conventional ladder.



Demand Gen will eventually go away and return back to the basics of true marketing. AI will take over the numbers and optimization aspect. People will have to identify the market fit.

— CAMALA WINTER, SR DEMAND GENERATION MANAGER

The Final Word, Finally...

We've spent many years in the Demand Gen space, and we're light years on from the conference we attended in 2014, where not even the attendees really knew what Demand Generation was. Since moving out of digital marketing and into digital recruitment, we've probably spoken to around 200 demand generation specialists about different roles, and often found them to be some of the fiercest marketers we've ever met — in a good way. There's a tenacity and a drive for revenue that comes with a genuinely cross-departmental mindset, principally with sales, but equally with product and operations. In many ways, despite their reservations about future opportunities, they're the CMOs of the future.

If you're hiring in Demand Gen at any time, we're right here if and when you need us. Having done the role ourselves, and having worked on multiple demand gen positions already, we're well placed to help you find your next demand gen specialist.



Example Recruitment — marketing-led headhunters for SaaS and FinTech startups and scaleups in New York and London.

Read the live report and get in touch at theexample.co/reports/state-of-demand-generation-2024