

salary benchmark *report*

Germany **2023**





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Executive summary

Salary trends, talent challenges, and market dynamics in Germany

This executive summary provides an overview of key insights related to salary trends, talent challenges, and market dynamics in Germany's startup and scale-up ecosystem.

Comparing salaries, gender pay gap, and company size across Germany

- Munich stands out for offering the highest salaries on average.
- When comparing different departments, the Marketing department stands out with the highest base median salaries. Within this department, the Growth Marketer role receives the highest compensation.
- Despite advancements, there remains a gender pay gap across the nation. Munich demonstrates the lowest pay gap at 3.1%, followed by Berlin at 7.6%. The rest of Germany exhibits the highest pay gap at 13.1%.
- For a thorough breakdown of the observations for each department and role, you can find all the details in the chapter: Salary Benchmarks.

The changing landscape of venture capital investments

Venture capital investments have undergone turbulence, with a surge in 2020 and 2021 followed by a slowdown in 2022. This market normalisation, along with increased cost of capital and limited budgets, has made raising funds more challenging. Founders with average ideas may face difficulties in obtaining funding, while the competition for high-performing companies will remain strong and even increase.

Shifting mindsets towards efficiency

A notable mindset shift is taking place among startups and scale-ups in Germany. While growth was traditionally the main focus – with relentless efforts to secure funding, expand rapidly, and penetrate the market – there's now a pronounced emphasis on building efficiencies. Companies are increasingly prioritising streamlined processes and resource optimisation to maximise productivity and operational effectiveness. This shift signifies a strategic move towards sustainability and long-term success.

Talent market remains tight, albeit softening slightly

As companies scale back their hiring initiatives, salaries are gradually stabilising after significant inflation over the last years. Nevertheless, high-quality talent supply still remains scarce while demand from companies remains high therefore cementing the higher salaries of top talent.

The market cool down has resulted in a better balance of negotiation power between talent and companies.

The difficulty of hiring sales professionals for tech companies

Despite market fluctuations, there continues to be a scarcity of talent in specific fields, particularly the demand for sales professionals is exceptionally high. The challenge lies in finding sales professionals – across all seniority levels, with a particular focus on entry-level positions – to join tech companies, where candidates ideally possess native German proficiency, strong English skills, and an interest in technology. Often, this necessitates exploring academic circles, despite sales not typically being taught at universities.

Adaptability and resilience, the keys to success

In the evolving startup and scale-up landscape, adaptability and resilience are crucial for talent to succeed. Founders, leaders, and operators must possess the resilience to navigate through uncertain times. The survival and funding prospects of ideas have become less certain, making it important to be prepared for potential challenges in securing funding for the next stage.

Prioritising employee retention as hiring slows down

As hiring additional capacity slows down, HR departments are prioritising existing employees, something that was tough to do during periods of rapid workforce growth. Now, it's all about keeping your key players happy and making sure they are retained.

Mission and purpose

There are always companies that can offer higher salaries; it's crucial for employees to stay motivated for the right reasons. People want to work on something they can truly believe in. This trend is gaining more significance in the talent market. While compensation is essential, it should be seen as a foundational aspect rather than the sole driving factor for employee retention.

Education and upskilling

In today's environment, employees are increasingly prioritising stability and growth opportunities within a company, instead of solely focusing on salary increments and changing jobs frequently. Therefore, it's essential to invest in the education and upskilling of both current and potential employees.

Transparent communication

Maintaining open lines of communication is crucial for aligning your organisation towards a common goal. Unfortunately, many companies have a tendency to become silent in the face of challenges. They withhold outcomes and discussions from board meetings, leaving employees uninformed. However, in challenging times, it becomes even more essential to prioritise over-communication to ensure everyone is on the same page.



Introduction

Especially in the current volatile economic environment, benchmarking salaries properly is all the more important. Both for companies and for talent. Therefore, we've established a partnership with Figures, the leading compensation benchmarking solution for scale-ups in Europe. This report combines the deep market experience and revenue expertise of RocketX, with the real-time database and methodology of Figures. We've overhauled the structure of the report and focussed exclusively on the revenue domain (Marketing, Sales, Customer Success and Revenue Operations). Our aim is to provide founders, revenue leaders, people leaders, investors and commercial talent with insights you can trust in order to make informed decisions that can be benchmarked over time.

Another benefit is that our new report will cover the entire country of Germany and allow for a comparison between Berlin, Munich, and the rest of the country in a single report. This helps companies and talent understand the nuances between hubs and provide a more reliable and up-to-date picture of the German scale-up market as a whole.

The bigger picture

In order to hire the best talent, the company's purpose, mission, and offering should be aligned with that of the individual. The offering consists of factors like scope of responsibilities, working environment and compensation. If all is aligned, compensation is considered to be an important hygiene factor, not a motivator. But as the tech landscape is getting even more competitive, it's important to obtain a good understanding of fair compensation.

We're in this together

We want everybody to benefit from this report, and your input is highly valued. Please let us know if you have any tips, recommendations, or would otherwise like to contribute to this report for any of the subsequent editions.

If you'd like to discuss topics regarding talent acquisition, development and retention, or if you would like to exchange insights on salary benchmarking, we are happy to get in touch, hello@rocketx.group.

So, who is behind this report?

Figures

"Fair pay the simple way" is the motto of [Figures](#). Created as its founders were frustrated by the lack of qualitative and reliable data on the compensation market in the start-up and scale-up ecosystem. This realtime compensation management platform was built to help companies make fair and efficient salary decisions. Figures is now the leading European compensation management platform present in 6 countries with over 1200 clients, and 90.000 data points.

RocketX

Ambitious scale-ups of today, shape tomorrow. That's why at [RocketX](#) we made it our personal mission to help accelerate their journey. Because it's never about keeping up with the competition. It's about staying light years ahead of anyone else. Our all-encompassing ecosystem unlocks access to the key growth levers: people, capital and revenue. Together, we establish a scalable growth foundation on a strategic, tactical and operational level.

Disclaimer

This report provides an indication of compensation based on the available information to us. RocketX Group and Figures hold no responsibility for the use of this information. The information may be used, but the source must always be mentioned in communication, including a referral to this [link](#).

we're in this
together

methodology

In this chapter...

In this chapter we'll discuss the methods of data gathering, the sample used and definitions to provide the proper context of this research.

10	Methods of data gathering
12	Definitions



Methods of data gathering

The Salary Benchmarks were compiled from data provided under confidentiality by Germany-based start- and scale-ups. The sample is concentrated in 2447 data points, ranging from companies with 0–50, 51–150 and 151+ employees. The following data gathering methods were used:

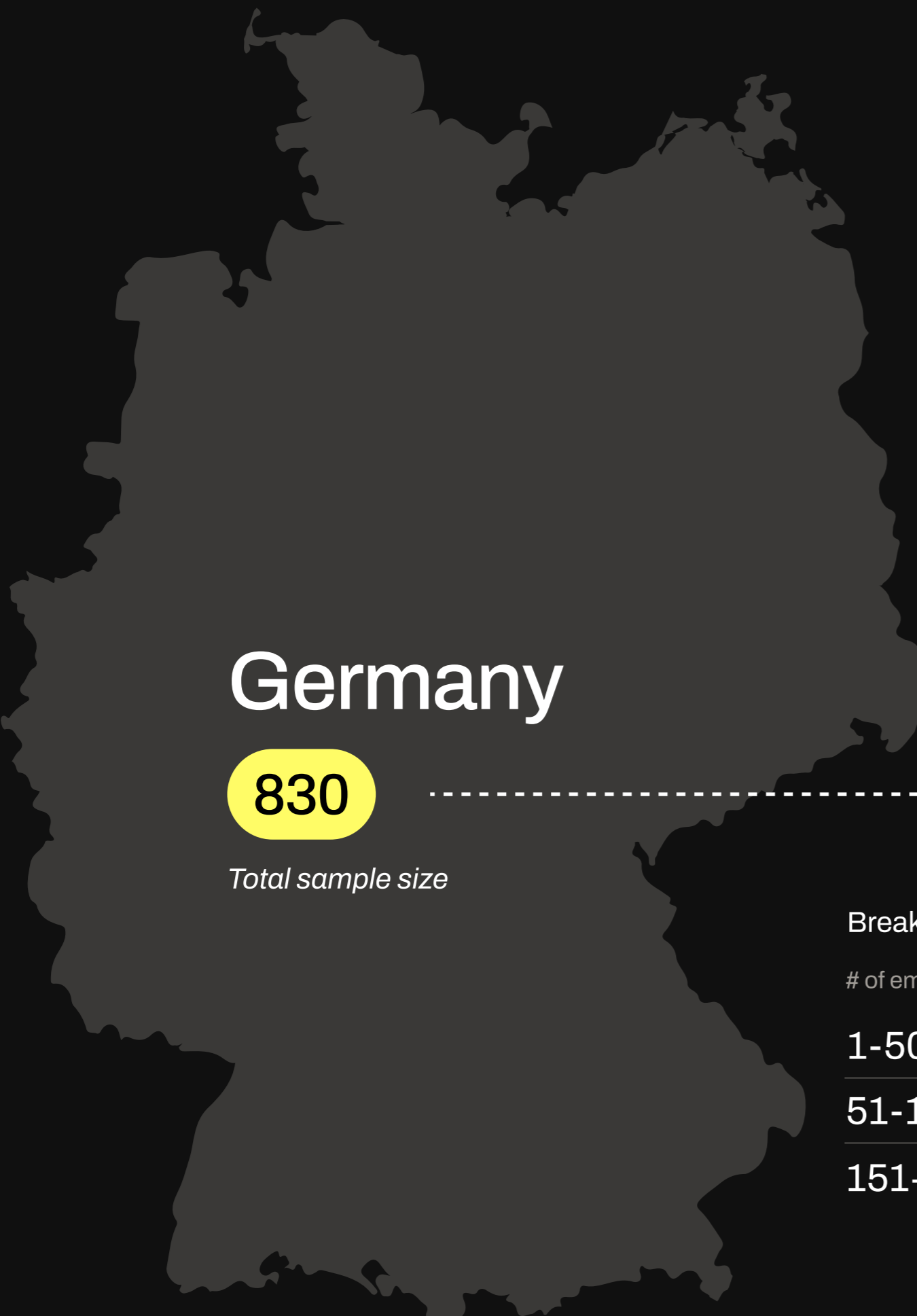
Data figures

Figures.hr collects live data from 1200+ Tech start-ups & scale-ups across Europe, mainly in France, UK, Germany & Netherlands.

Figures users download their employees' data directly on the app during the onboarding phase, thanks to API connection to various HRIS solutions (Personio, Hibob, Bamboo, Payspective, Lucca, Workday, etc.). Once downloaded, Figures users match their employees to any of the 120 jobs available, while respecting a defined levelling framework. The data collection is then a continuous process, since the HRIS API connection allows the app to make a daily synchronisation of all employees' data.

Having the data in real time is very important, since the compensation market can change quite quickly, depending on the economic context. The historical "benchmark" players tend to work with data that are sometimes several years old, whereas Figures does not include any data older than a year in its benchmark.

Sample sizes



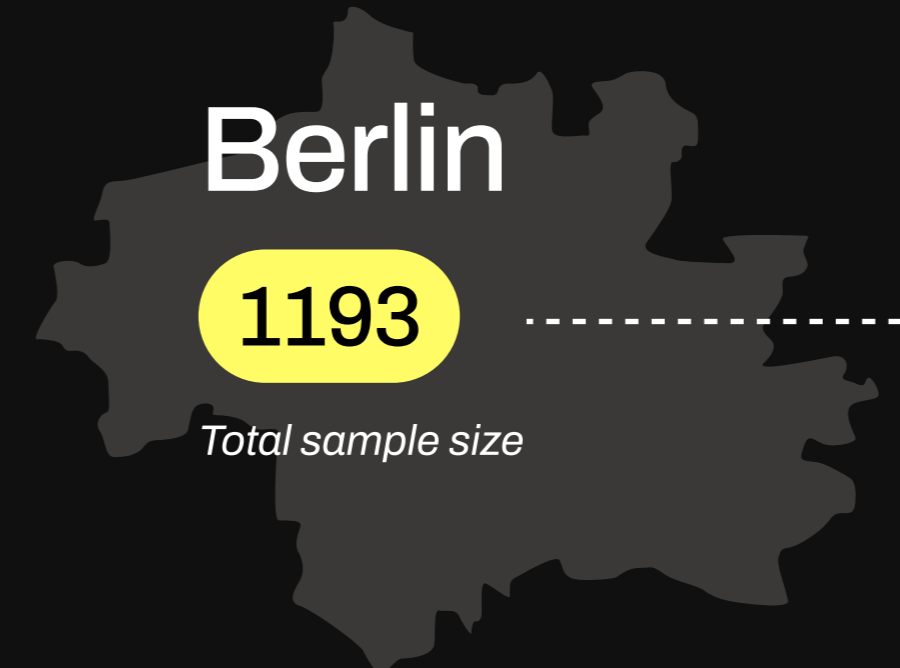
Germany

830

Total sample size

Breakdown of company size

# of employees	Sample size
1-50	242
51-150	335
151+	253



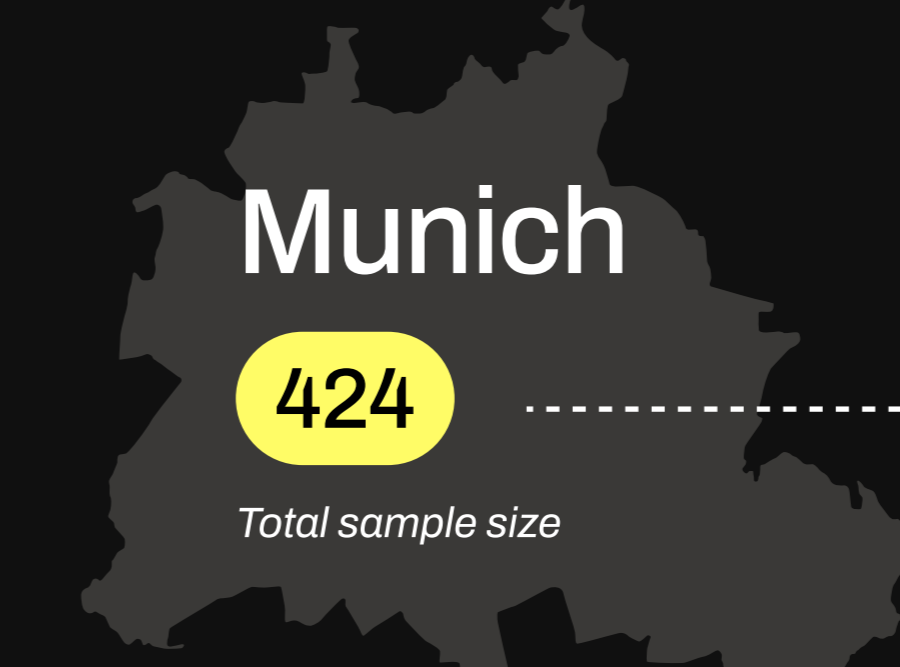
Berlin

1193

Total sample size

Breakdown of company size

# of employees	Sample size
1-50	370
51-150	407
151+	416



Munich

424

Total sample size

Breakdown of company size

# of employees	Sample size
1-50	103
51-150	287
151+	34

Definitions

In order to clarify the framework that's used to describe the research in the salary benchmarks chapter, we'll provide definitions on the most important terms and factors.

Compensation

Besides understanding that salary is an important factor to create alignment between a company and its talent, it's also important to understand what components salary consists of and what factors influence salary levels.

There are typically three main components of compensation: base salary, bonus and secondary compensation & benefits. The base salary is the main salary component and is typically paid out every month. The bonus component is based upon individual and/or team performance. Secondary compensation and benefits are rewards that are agreed upon within the organisation on top of a salary, which are not just financially motivated. Secondary compensation and benefits are mostly company-wide policies, but can also differ based on personal circumstances.

Drivers of price

The job market is determined to a large extent by the dynamics of demand and supply. The key criteria that define salaries are years of experience, education, unique skills, (local) scarcity and the maturity of the respective company. For this report, years of experience is the only driver of price that is considered. Within the results for a specific role, qualitative support may be provided by our experts if that is considered relevant.

Base salary

For the salaries listed in this report, only base compensation is considered on a yearly basis.

The exact definition used is:

- Full-time gross yearly base salary excluding, bonus, stocks options and other benefits
- Excluding holiday pay
- All indicated salaries are rounded and denominated to hundreds

The results are specified by department and role.

Unadjusted gender pay gap

When analysing the gender pay gap, our focus is on the unadjusted pay gap, which involves comparing the median compensation of men and women without considering factors such as job positions or seniority levels. The gap could be explained by differences in men vs women per role.

Scale-up

Our definition of a scale-up is a growth stage company, growing >25% year-on-year with a team of over 20 employees, and €1M in turnover.

Levelling framework

What is levelling?

To create a clear understanding of the seniority levels and hierarchies per role, we're using [Figures' levelling framework](#). This levelling framework, which is available to anyone, is a structured tool for anyone within an organisation who wishes to:

- Define expectations in specific roles & levels
- Develop and give visibility on career options from a high level overview
- Boost and manage internal mobility

Depending on your company size and maturity levels, Figures offers two levelling frameworks: Simple and Advanced.

- Simple: This option will be a good fit for companies with a headcount up to 200/250 employees. Your organisation is growing, some layers of management are appearing along the way, but the overall structure remains "simple".
- Advanced: This option will better fit large companies with more than 250 people, which already overcame a simple framework as their organisation is getting more and more complex.

Start creating consistency within your organisation: [try Figures Job Levelling today](#).

Levelling in the report

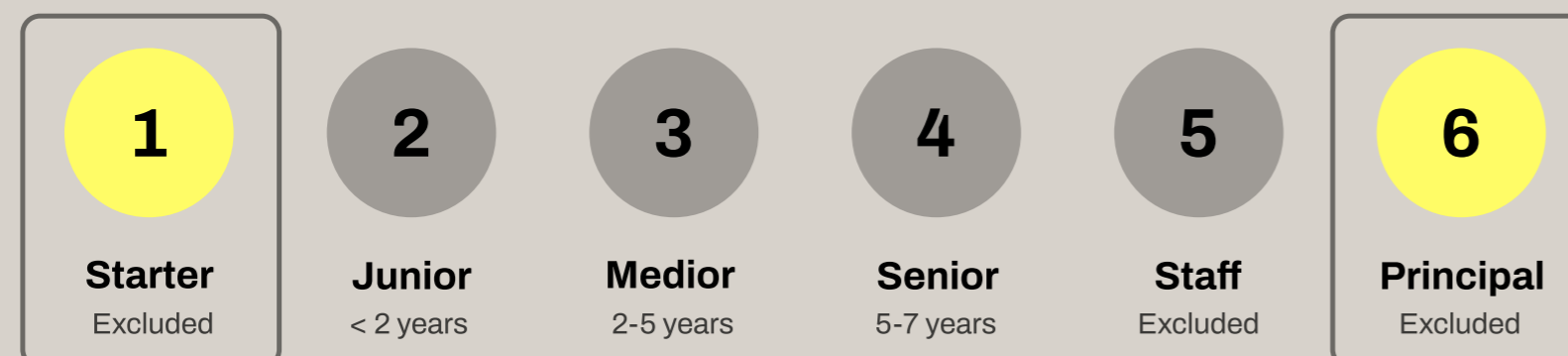
In the report, the individual roles are classified as 'Junior', 'Medior' and 'Senior' levels, with starter, staff and principal roles excluded. If not stated differently, Junior represents up to 2 years relevant professional working experience, Medior 2–5 years and Senior 5–7 years (see table below).

Leadership roles come in many shapes and forms, depending on the structure, maturity of the organisation

and the level of responsibility. C-suite and senior management roles typically are highly incentivised with equity, and the scope and compensation of these roles are highly arbitrary. These results are listed in the 'Heads of' department section.

Levelling framework Figures

Individual contributors



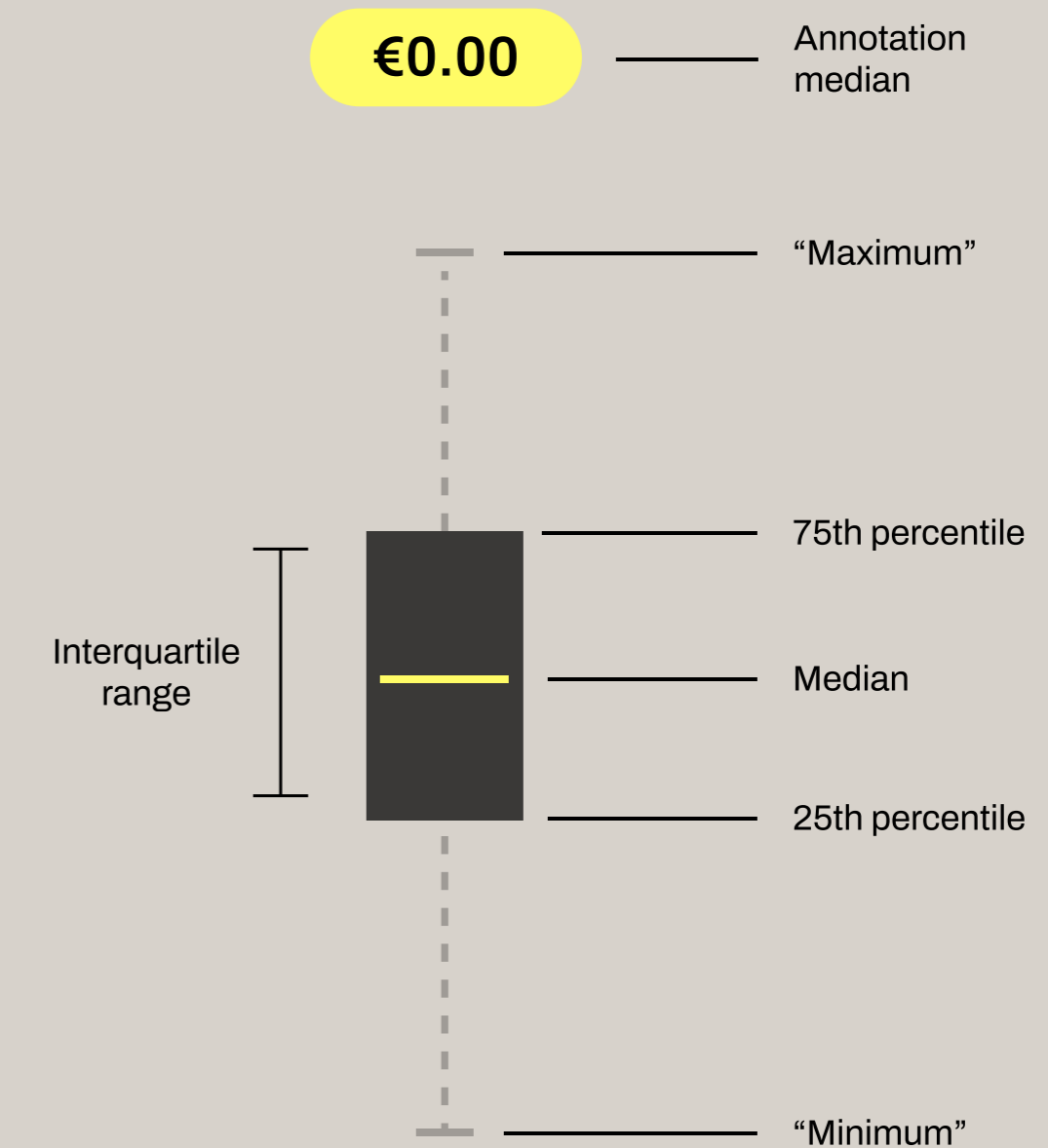
Managers



● Simple framework ● Advanced framework

How to read the box plots

To make the report data easier to understand, we're using box plots. Box plots are an easy way to show how the data is spread out using five key numbers: the minimum, median, third quartile, and maximum. They also give us hints about symmetry, how close the data points are, and if there's any skewness.



the German scale-up *ecosystem*

In this chapter...

In this chapter, we delve into the dynamic landscape of the German startup and scale-up market. With its robust economy and thriving entrepreneurial ecosystem, Germany has become a hotbed for innovative ventures.

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Igniting potential in times of uncertainty



Igniting potential in times of uncertainty

Welcome to the captivating world of German entrepreneurship, where visionaries and pioneers converge to shape the future. Germany, renowned for its technological excellence and robust economy, has emerged as a fertile ground for scale-ups. A thriving hub attracting talent and investment from near and far. In this salary benchmark report, we embark on a journey to explore the German landscape, with a specific focus on the two major hubs: Berlin and Munich.

Scale-ups have become a formidable force in job creation, and Germany has been no exception. These innovative ventures have generated over 2 million jobs across the country, driving economic growth and employment opportunities (source: Deutscher Startup Monitor). Berlin alone contributes around 10.000 new jobs each year, while Munich adds approximately 5.000 new positions annually (sources: Berlin Partner, Invest in Bavaria). These hubs attract ambitious talent from around the globe, creating a vibrant and diverse entrepreneurial ecosystem.

The enterprise value of scale-ups showcases their potential and market relevance. German scale-ups have amassed significant enterprise values, cementing their position as key players in the global market (source: Deutsche Startups). The scale-up landscape in Berlin, the beating heart of the German scale-up scene, commands an impressive enterprise value of around €40 billion. Munich, with its rich heritage in engineered, deep tech and world-class research institutions, follows closely at approximately €30 billion (sources: Berlin Partner, Invest in Bavaria). These figures reflect the scale and unique position that both hubs have within the German ecosystem. And it does not only fuel economic development, but also cultivates an environment of creativity and innovation.

The scale-up market in Germany showcases robust year-on-year growth, cementing the country's position as a hub for scaling ventures. German scale-ups consistently exhibit double-digit growth rates, attracting ambitious founders and investors seeking exponential opportunities (source: German Startups Association). Berlin, with its dynamic ecosystem and supportive infrastructure, maintains an average annual growth rate of 15–20%, while Munich demonstrates an impressive growth rate of 10–15% (sources: Berlin Partner, Invest in Bavaria).

In recent years, the scale-up talent market in Germany has experienced the effects of a slowdown in funding. While the ecosystem continues to thrive, the availability of funding has become more challenging, impacting the scale-up talent market (source: German Startup Monitor). Scale-ups are adapting by seeking alternative funding sources and focusing on efficiency and sustainable growth. This also has an effect on how companies attract and retain top talent through competitive compensation.

Looking ahead, the German scale-up ecosystem is poised for further evolution and expansion. Emerging trends such as artificial intelligence, blockchain technology, and sustainability will shape the landscape, providing opportunities for scale-ups to make a profound impact. The development of strategic partnerships between scale-ups and established corporations will foster collaboration and drive innovation. Additionally, the digital transformation accelerated by the COVID-19 pandemic will continue to reshape industries, creating a demand for tech-savvy talent and entrepreneurial minds.

As the German startup ecosystem continues to evolve, embracing emerging technologies, fostering collaboration, and nurturing talent will be key to unlocking its full potential.



Let's shape the
future. Together.

expert
insights

In this chapter...

Get ready for an enriching chapter as we present exclusive interviews with four prominent leaders in the German ecosystem. Delve into insightful discussions on trends, developments, and valuable advice for founders, revenue leaders, people leaders, and talent.

20 Interview: Julius Göllner, founder of
ARRtist & Philipp Herkelmann, tech
and talent expert

28 Interview: Vanessa Stock,
Co-founder and Chief People
Officer at Pitch

34 Interview: Alexander Kölpin,
Managing Partner at
seed+speed Ventures

Julius Göllner



Philipp Herkelmann



An in-depth look at the German scale-up market with Philipp Herkelmann and Julius Göllner

We're thrilled to have had the opportunity to sit down with two of the highly recognisable and respected figures in the German scale-up ecosystem: Philipp Herkelmann and Julius Göllner. Our Director Partnerships DACH, Menno de Graaf, delved into their experiences and perspectives, gaining valuable insights on the current state of the German scale-up landscape. With Philipp's and Julius' extensive backgrounds in investing, entrepreneurship and community building, we're eager to learn from their expertise.

Philipp and Julius, two of the leading voices in the German scale-up ecosystem

While Philipp Herkelmann and Julius Göllner are already recognised personalities in the German scale-up ecosystem, let's give them a proper introduction. Philipp Herkelmann is a technology and talent expert who has spent his career focussing on identifying the next big thing in technology and cultivating the talent necessary to bring those innovations to life. After leaving his role as a partner at [Entrepreneur First](#), Philipp recently has been dedicating himself to his thesis on the future of technology and its impact on the talent landscape. He believes that AI will have a profound impact on almost every field, and he's exploring its potential implications for the talent landscape and entrepreneurship in Germany. With his expertise and forward-thinking approach, Philipp is poised to be a key player in shaping the future of technology and talent in Germany and beyond.

Julius Göllner is a dynamic figure in the German scale-up ecosystem, with a focus on building the SaaS community through his platform, [ARRtist](#). While SaaS may not be a new topic, Julius believes that the German-speaking market still has room to grow and catch up to other

geographies in terms of ecosystem development.

In addition, Julius is an entrepreneur, angel investor, and has a portfolio of around 40 B2B investments under his belt. His experience and expertise in both entrepreneurship and investing give him a unique perspective on the challenges and opportunities present in the German scale-up ecosystem. With his dedication to building up the SaaS community and his impressive track record in investing, Julius is poised to continue making significant contributions to the growth and success of the German scale-up landscape.

Normalisation of the venture market

Venture capital investments have been through a lot of turbulence over the past year. With a surge in investments in 2020 and 2021, followed by a significant slowdown in 2022. This normalisation of the market, in combination with more expensive capital and fewer budgets available has made it more difficult to raise capital. And as a result, it has put pressure on companies to cut costs, review internal processes, and extend their runway. As the market slowly relaxes, with the cooling down of investments, we're now at a tipping point and may have already crossed it.

According to Julius, as companies get closer to IPO, it becomes more difficult to raise capital nowadays. Growth financing was the first to slow down, followed by each subsequent stage, resulting in significant pressure on capital, and higher costs. As a result, founders are becoming more aware of capital efficiency. He does see a slow relaxation happening as we come out of the phase of uncertainty. Despite this, later stage companies, especially those in Series A and Series B who were on high terms 12 to 18 months ago, now seek a longer

runway for their next financing round. To avoid a down round, they need to generate way more revenue to justify their valuation. Therefore, they're pushing for capital and process efficiency to have more time to reach the necessary revenue levels.

Shift towards efficiency, prioritising profitability over growth

As mentioned, there's a significant mindset shift happening across companies in Germany. While growth used to be the primary focus, with a constant push for acquiring more funding, expanding rapidly, and penetrating the market, there's now a strong emphasis on building efficiencies. Nearly every founder with whom we speak these days mentions that their main goal this year is to become profitable, even in earlier-stage companies.

This is something Julius can only agree with, "I think it's a very logical step for companies to shift their focus towards building efficiencies and moving towards profitability. Just 12 months ago, the cost of capital was very low, and startups could easily spend 3 to 4 Euros to generate one additional Euro of Annual Recurring Revenue (ARR), as capital was readily and widely available for low cost. However, the capital market has changed now, and companies are much more focused on growing capital efficient rather than just chasing growth at any cost."

“The streamlined and organised nature of the Munich ecosystem makes it particularly more effective in supporting early-stage startups.”

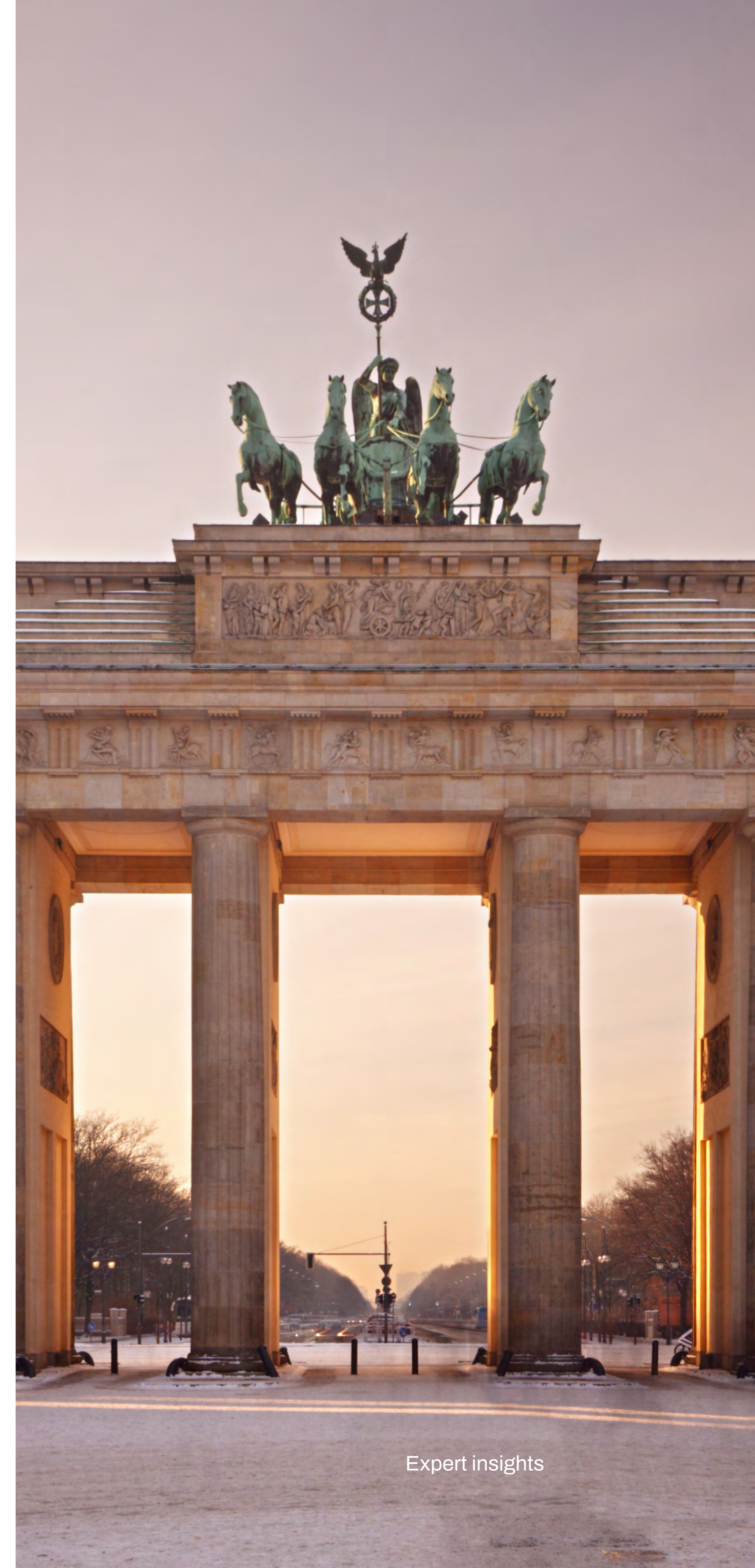
Scale-ups can no longer afford to spend large amounts of money to pursue an aggressive growth strategy. As a result, companies are now more strategic in their hiring, marketing, and business development efforts. They're looking for ways to maximise the value of their capital while minimising costs. This trend is not limited to any specific stage of funding and is being observed across the board.

Regional differences in Germany's scale-up ecosystem

Germany's startup ecosystem is composed of different hubs, each with their unique characteristics.

Berlin, for instance, is known for being very international and modern. However, as one moves down south towards Munich, the city is known for having a more finance-oriented environment that can be more challenging to penetrate.

Despite these differences, Philipp observes that the impact of market sentiments on the mindset seems to be consistent across the country. "There are significant differences at a national level. In Germany, investors have always tended to be more cautious and require scale-ups to demonstrate significant traction before investing. In contrast, in the UK, investors may be more willing to invest based on the internal rate of liquid CV, rather than traction. Although I believe that in these times, everybody wants to see traction."



Julius shares Philipp's perspective on the importance of traction in the German market, but he also offers his own hypothesis regarding the regional differences. According to Julius, pre-seed fundraising may be easier in Munich than in Berlin due to the more organised and streamlined ecosystem in Munich: "The scale-up ecosystem in Berlin is highly fragmented, with many investors, universities, and accelerators operating independently. In contrast, Munich boasts an impressive flywheel that begins with a university program focused on entrepreneurship and is followed by established acceleration and investment programs. These programs have been around for several years, offering a low-risk option for investors due to the proven track record of successful startups that have gone through them. The streamlined and organised nature of the Munich ecosystem, with its lower complexity and variety, makes it particularly more effective in supporting early-stage startups."

"In the past, we've witnessed extravagantly high salaries being offered for sales roles"

How the market sentiment impacts capital, talent, and product strategies

It's evident that due to market volatility, capital is becoming more expensive. Companies are implementing hiring freezes and being more defensive in certain areas. Particularly, later-stage VC-backed companies with highly impacted commercial, product, or tech demand.

According to Julius, capital becoming more expensive will most importantly affect the speed of growth. "Companies will prioritise efficiency in their growth strategies. A simple way to achieve this is by breaking down the case to an FTE level. Such as determining the required number of SDR's and AE's, as well as the performance marketing budget necessary for reaching a target. By reducing excess in these areas, companies can easily achieve their goals."

However, Julius notes that despite the current market volatility, there's still a talent shortage in certain areas, particularly in sales. The demand for sales professionals is extremely high, resulting in a salary increase for go-to-market functions. "In the past, we've witnessed extravagantly high salaries being offered for sales roles, with fresh college graduates being offered up to 100.000 euros without any prior experience. These salaries are normalising, but it ultimately depends on the supply and demand in the market. If there's a high demand and limited supply, then salaries will inevitably increase."

Sales talent shortage is a common issue across many scale-up hubs, but it's particularly acute in Germany. Finding junior sales professionals to join tech companies, especially, is a major challenge. Ideally, the candidate must be a German native with a good command of English and an interest in technology. This often requires searching within academic circles, even though sales isn't typically taught in universities. Regarding Julius, "Unfortunately, only 1% to 2% of German universities offer tech sales related education, which worsens the underlying talent shortage in the country."

On the product and tech side, the talent market is also changing. Previously, there was a tendency to focus more on developing many features to see what sticks, instead of solving a single critical problem for a customer. This has significantly changed, in Philipp's perspective. "Companies are no longer hiring a big amount of people, or for example experimental product teams."

Most companies, including those in my private portfolio, have significantly reduced any functions that were not contributing to breaking even. This means eliminating any experiments or bets and people who were just occupying warm chairs in anticipation of future employment.”

Currently, the emphasis is on optimising products, enhancing automation, and reducing costs for both the company and its clients.

Future stars in the job market are AI-savvy

As the market continues to shift and certain profiles become increasingly in-demand, it begs the question: who will be the star players in this new market situation? Philipp's perspective is that individuals who have acquired proficiency in using AI systems will become the new star players. As with the help of AI, these individuals can deliver more output, iterate faster, and become much more productive.

“Individuals who possess the depth and ability to work with AI will likely become the key players in the future working landscape”

As a result, team structures and functions may undergo massive changes. “For instance, engineers and computer scientists who work with AI systems can increase their output by 100 times, which allows them to iterate on code themselves rather than relying on a team of engineers. This improves iteration speed, which is essential for venture product development. Therefore, the individuals who possess the depth and ability to work with AI will likely become the key players in the future working landscape.”

This might suggest that companies in Germany are shifting their hiring strategies according to this trend. Although this is not the case yet, Julius believes. “Currently, many are still trying to grasp the ongoing changes. It’s rare to come across organisations with hiring strategies that consider the future demands brought about by AI. However, I expect that this will become more common within the next 6 to 12 months.”

While there’s a lot of talk and experimentation within certain departments, such as the tech side, overall adoption is still limited. In particular, when it comes to hiring, there has not yet been a large-scale shift towards incorporating AI into the process.

Important trends to keep an eye on

As you can imagine, we could have talked for hours with Julius and Philipp. Unfortunately, we couldn't include everything in this report. However, to wrap things up, here are some important trends that both of them believe founders, revenue leaders, people leaders and talent should pay attention to.

1. The importance of mission and purpose

It's clear that offering competitive salaries and benefits is a necessity for attracting talent. However, it's also important to note that individuals who are solely motivated by high salaries are likely to be transient. If they can earn even slightly more elsewhere, they will be tempted to move on. These individuals may not be the best fit for a company that's focused on building a truly exceptional organisation.

In the particular industry segment where Philipp worked, which focused on attracting top engineers, having a strong mission was crucial. This mission needed to be both ambitious and impactful, with a focus on sustainability.





“One of my portfolio companies has addressed the issue of perishable goods in supermarkets by utilising AI to combat the massive sustainability problem of food waste. The company received an astounding 8000 applications for a single engineering role.” Showing, to attract top talent, whether it's for technical or revenue-related positions, it's essential to have the right mission.

Philipp adds, “Purpose was once compared to a drug, but now it's more like currency. People want to work on something they can truly believe in. This trend is gaining more significance in the talent market.”

2. The importance of employer branding

According to Julius, employer branding is becoming increasingly important for early-stage companies. This doesn't necessarily mean hiring an Employer Brand Specialist, but rather ensuring that it's a skill within the founder's capabilities. Founders need to be proactive in finding stages and networks to share their story and increase awareness among potential employees.

In the past, the focus may have been on selling to potential clients first, with employee recruitment as a secondary priority. However, this balance has shifted, and employer branding needs to be at the forefront of the founding team's minds.

“Purpose was once compared to a drug, but now it's more like currency. People want to work on something they can truly believe in.”

3. Hiring international talent

There's still a global lack of talent, and from Julius' point of view, that is something which of course will not be healed this year. So, in his opinion, we need to have a more globally-oriented talent acquisition mindset. “We're witnessing a growing number of international talent relocating to Germany, particularly for senior positions at later stage companies. This shift may be slow, but I believe it will eventually become a fundamental requirement for companies when it comes to talent acquisition. And it's something that should be considered in the hiring process, in my opinion.”

4. The rise of exceptional talents

A noteworthy trend observed by Philipp is the rise of exceptional talents who, much like football stars, attract significant attention. These individuals, who represent the top 1% of their respective countries, are scouted at a young age, typically around 16, 15, or 18 years old.

The market has witnessed a growing recognition that global impact can be driven by individuals under the age of 20, with experience being less of a determining factor than talent. However, hiring such exceptional individuals is becoming increasingly difficult as they are treated like superstars by numerous other stakeholders in the market.

5. Lose the fear of technology, and develop some curiosity around it

Philipp emphasises that if he were to build a team today, he would only hire individuals with a tech background or at proven ability to dive into technological concepts and make use of them. As he believes that by now everyone should have displayed some level of technical interest and understanding. As a founder or leader in a company, you will eventually need to work with a team that understands technical concepts. It may not be immediately necessary, but it will likely happen sooner rather than later. Therefore, it's crucial to have individuals on your team who can quickly adapt and understand these concepts.

“What I see happening currently is the widespread commodification of generic business knowledge. To stand out, having technical expertise is essential. If you're not already doing so, start developing your technical skills. Don't be afraid of technology. Instead, be curious about it. Dedicate at least an hour a week to read and learn about it, this will help you take a significant leap forward.” says Philipp.

Julius fully agrees and believes that within the next 12–18 months this will become a self-fulfilling prophecy. Hiring strategies will also change, and this point will become much more critical for later-stage companies. “AI may seem new now, and only a few people may have used it extensively. However, in 5 to 10 years, it will become a major commodity. Just like Excel, which is used in almost every job. If you don't know how to use Excel, you'll be out of business”.

seed+speed

THE SALES VC

Alexander Kölpin



Exploring the future with Alexander Kölpin

Our Director of Partnerships DACH, Menno de Graaf, also had the privilege to speak with Alexander Kölpin. Who's Managing Partner at [seed+speed Ventures](#), where he invests in seed-stage software companies across the DACH region. During their discussion, Alexander shared his perspectives and insights on the latest developments and trends across his portfolio companies, as well as the industry and markets, particularly regarding talent. Since he has a wealth of experience in investing, entrepreneurship, and community building, we're excited to learn from his expertise.

Let's start by introducing Alexander Kölpin

As a Managing Partner at [seed+speed Ventures](#), Alexander is responsible for securing funding for their existing portfolio and supporting on and mitigating challenges that may arise. He's also focused on finding the best deals and being part of the most successful ventures, particularly in an environment where larger VCs may be more hesitant to take risks in the seed stage. He believes that the first half of 2023 presented room for improvement when it comes to the number of deals done, but believes the second half of the year will bring along positive changes.

“While it's true that there is a lot of money that needs to be deployed, there are also a significant number of companies that are vying for those funds.”

Navigating the changing landscape: Funding, investor caution, and shifting priorities

As we've stated earlier in the report, there has been a significant decrease in total funding deployed compared to the explosive years of 2021 and 2022. Meanwhile, over the past two years, salaries and hiring experienced a remarkable upswing, but now they are gradually stabilising, indicating a return to a more balanced job market.

These developments have implications for startups, scale-ups, and investors alike, particularly with regard to securing funding and finding the best deals. While there's an abundance of capital available, it's currently riskier to deploy it. But, Alexander sees it slightly different, “While it's true that there's a lot of money that needs to be deployed in the next 12 to 24 months, there are also a significant number of companies that are vying for those funds. Therefore, we don't have an oversupply of money, that's for sure. Though, I believe there's still a possibility that not all the money that's currently available in the market will be invested.”. That might lead to an interesting situation.

Companies that are performing exceptionally well still have the luxury of choosing from multiple term sheets. Something that Alexander also sees within his portfolio. However, he adds, “The reality for the majority of scale-ups and VCs isn't black and white, but rather falls within the grey area. Some companies that are doing reasonably well, but not exceptionally, often struggle to secure funding, especially from top-tier firms.”. In such cases, Alexander, and other cooperating investors have taken the decision to participate in internal funding rounds.

Current investors have a deep understanding of these companies, their mission, and their management, which new investors may not possess. By conducting these internal rounds, they aim to bring stability to their operations and position them for the next stage of growth.

Alexander remains optimistic about the future, despite the current investor hesitancy towards later stage investments. He foresees improvements on the horizon, with companies either successfully raising Series A or B rounds through traditional fundraising efforts or achieving high revenue levels that enable self-sustainability, reducing the need for continuous fundraising. Explaining the shift in focus towards capital efficiency and efficient growth, marking a departure from the previous mindset of pursuing rapid growth at any cost. This change reflects the growing recognition of the importance of sustainable and responsible business practices.

“I see AI as a valuable addition and a notable progression. Although, it does require us to change our perspective on startups.”

Unique characteristics and market sentiment

Germany's startup ecosystem is made up of several hubs, each with unique characteristics and varying market sentiment. As previously mentioned in the interview with Philipp and Julius, Berlin is recognised for its international and modern atmosphere. However, as one travels further south towards Munich, the city is known for its finance-oriented environment, which can pose greater challenges for newcomers.

Although, Alexander sees no differences between the different regions. “If you look at the numbers, there are more hyper growth companies in Berlin than any other region in Germany. This implies that there’s a higher concentration of founders and investors in Berlin with a great appetite for risk.” While Alexander perceives that the majority of large VC firms are located in Berlin, the region isn’t the most significant factor for VCs as they consider all areas of the DACH region. VCs prefer to keep all networks open, since a promising company could emerge from any location.

The impact of AI on scale-ups and shifting perspectives in the business landscape

Looking beyond macroeconomic developments, one trend that will have a significant impact on the startup and scale-up ecosystem is the rise of AI. A change that came faster than Alexander expected. “I must admit, I was taken aback by the impressive capabilities of the AI services that are currently available. While I had come across some similar technologies before, there's always more beneath the surface, like an unseen iceberg. However, this particular advancement has brought substantial changes that have surprised not just me, but arguably the entire world.”

From Alexander’s perspective, every change presents new opportunities. Just as the introduction of chips didn't eliminate the need for digitalisation, this shift in AI doesn't diminish the demand for new software companies. Nevertheless, this transformative development does change the approach founders should take when starting a new initiative.

As a founder, it’s important to adapt to this shift and reconsider how to tackle different aspects of the initiative. While some tasks may still be handled internally, there’s now the opportunity to outsource many aspects to a range of AI services. “I see AI as a valuable addition and a notable progression. Although, it does require us to change our perspective on startups. Right now, I am in the process of understanding the implications, and I believe many of my investor colleagues are doing the same. It's an exciting time to be alive, honestly. We might think that everything has already been done, but there are always new things emerging. This makes being an investor in this field a true privilege.”



Other factors that come into play are the shifts in the overall economic and political landscapes. These broader-scale developments have the potential to impact the economic activities of both consumers and companies, ultimately influencing the overall climate. "In terms of the political climate, our focus has shifted significantly over the past five years towards seeking companies that can withstand crises to the best of their abilities, although achieving complete crisis-proofing isn't entirely feasible." As a result, they're much more critical towards business models and markets than before. By asking themselves, does this solution address a significant problem, or is it more of a 'nice to have'?

The positive side effects of changing times for the talent market

Undoubtedly, these developments have a noticeable impact on the talent market, particularly for startups and scale-ups. Excessive hiring used to be the norm to sustain high growth rates. In combination with a scarcity of talent, this resulted in salary inflation over the past years. In Alexander's view, "I anticipate that wage changes will not be significant. There's evident price inflation, employees will likely seek higher wages to offset this effect. Additionally, there continues to be a shortage of qualified labour in the market. Although the pace of hiring may slow down slightly, it doesn't necessarily imply a complete shift in the market dynamics.". The talent market remains a supply-driven market, but Alexander believes that highly skilled individuals accustomed to working in startup and scale-up environments still hold the advantage.

With the pace of hiring slowing down over the past three quarters, HR departments will now have more time to look at their existing employees.

Which they had less when it was all about growing the workforce. "I expect that this shift will also bring about some changes in the role of HR departments. Both in terms of managing the existing workforce and recruiting new talent, the tasks, and responsibilities of HR will undergo some modifications. This change is inevitable and will likely introduce new dynamics in the HR landscape." Alexander shares.

This brings us back to the concept of capital efficiency. In the past, the rapid growth of certain companies could be seen as unsustainable. However, with the changing times, there is now an opportunity to prioritise building a cohesive and motivated team that operates smoothly like a well-oiled engine. Alexander sees this as a positive side effect of the current shift, where companies can focus on fostering a unified and efficient workforce.

Advice to founders: how to navigate the talent market

Alexander emphasises the importance of education and continuous development when looking for levers to remain competitive and appealing for talent. He suggests that investing in the education and upskilling of both existing and prospective employees is crucial. Creating a positive work environment is equally important, as it fosters motivation and a sense of security.

In the current climate, employees are more and more seeking stability and opportunities for growth within a company, rather than just focusing on salary increases and job hopping. As a founder, demonstrating that your company is on a solid path and prioritising employee well-being can make it easier to attract and retain top talent.

Alexander also observed a shift in the workforce's mindset, with a greater emphasis on security and longer-term commitments to companies. Job hopping, which was more prevalent in the past, is expected to decrease as employees seek stability and meaningful growth opportunities. This normalisation is seen as positive for the industry as a whole, indicating a healthier and more sustainable approach to employment.

While uncertainties may arise, Alexander remains optimistic about the future, viewing it as a period of normalisation rather than a bleak outlook. He notes that despite any potential challenges, the job market remains robust, and individuals can still find employment opportunities.

"I've noticed a shift in the workforce mindset, prioritising security and long-term commitments. And I expect job hopping to decrease as employees value stability and meaningful growth opportunities."





Vanessa Stock

Pitch

Insights and advice from Pitch's Chief People Officer

To wrap up our series of interviews, Menno de Graaf, our Director of Partnerships DACH, had an exciting chat with Vanessa Stock, co-founder and Chief People Officer at [Pitch](#). Together they explored the complexity of the current talent landscape and gained valuable insights that shed light on the ever-changing dynamics of the industry.

Vanessa Stock: Co-founder and catalyst of growth at Pitch

Vanessa Stock, co-founder of Pitch, has been an integral part of the company's journey since its inception five and a half years ago. With a passion for building organisations, she played a pivotal role in shaping the company's early days by spearheading the recruitment of the core team. Overseeing the hiring process for the first 60 employees, Vanessa ensured that the foundation of Pitch was built on a strong and talented workforce. Prior to her involvement with Pitch, Vanessa also worked at

“I foresee challenges for individuals with average ideas or profiles in securing desirable positions, or founders with average ideas obtaining optimal funding.”

Wunderlist alongside the founding members of the team.

As Pitch grew, Vanessa transitioned into a more strategic role focused on organisational development. She took on challenges such as nurturing a remote culture, scaling the team across borders, and implementing effective compensation strategies.

Leveraging her background in business and organisational psychology, she brought a wealth of knowledge to drive the company's growth and optimise its operations. Currently, Vanessa's main focus is optimising internal processes and establishing best practices for remote work. Vanessa is dedicated to scaling both the team and the company's culture in a manner that promotes clarity, alignment, and productivity for everyone involved. This means everything from designing efficient workflows to fostering effective communication.

Navigating the shifting landscape

Vanessa Stock has gained first-hand experience of the German start-up and scale-up market's developments in her role at Pitch. As a venture-backed company, Pitch has been immersed in the ever-changing investment and talent acquisition landscape. In 2021, the venture market reached its peak. This coincided with Pitch's successful Series B funding round. During this time, an influx of capital poured into the market, leading to a surge in demand for skilled professionals and, subsequently, inflated salary expectations.

However, as previously mentioned, there's recently been a shift in the investment landscape, with a decline in venture funding, combined with a normalisation of salary levels.

Vanessa confirmed that the startup and scale-up ecosystem is indeed currently undergoing a self-regulating phase, particularly in terms of salaries, valuations, and funding. While this may not feel favourable for some companies, she thinks the shift is important. “I believe that high-quality talent remains expensive and will continue to be in high demand. However, I foresee challenges for individuals with average ideas or profiles in securing desirable positions, or founders with average ideas obtaining optimal funding.”

Vanessa highlights that there's still immense potential for exceptional ideas, untapped talent, and promising opportunities. However, the landscape has become more competitive for ventures that don't stand out from the crowd. This suggests that the market now demands the exceptional in order to thrive in the startup ecosystem, while average concepts and individuals face more significant obstacles than before.

The importance of adaptability and resilience

An important aspect to keep in mind is that as the startup and scale-up landscape has evolved, so has the required skill sets for talent to thrive. In Vanessa's opinion, being adaptable to the current situation and resilient as things change are essential qualities now. People grew accustomed to an environment where everything went uphill and everything just seemed easy. However, for founders, leaders, and operators, it's important to have the resilience to navigate through uncertain times. It has become less clear if ideas will survive and how certain they are to secure funding for the next stage.

She elaborates, "A couple of years ago, there was a mindset that starting a business would inevitably lead to success. It seemed like an effortless journey where money could be spent without much concern for returns. However, the landscape has changed significantly since then. Today, there's a greater emphasis on accountability and tangible results. The pressure on numbers and outcomes has increased, demanding a heightened level of focus from entrepreneurs. It's no longer a time for casual approaches, but rather a period that requires a more serious and concentrated mindset."

This expectation of adaptability extends not only to founders and leaders, but also to team members, according to Vanessa. Those who embrace change and are comfortable navigating through this period of transformation are more likely to thrive.

"It's no longer a time for casual approaches, but rather a period that requires a more serious and concentrated mindset."

On the other hand, individuals who resist change, clinging to familiar ways of working and unable to adjust to the evolving needs of the ecosystem, may find it more challenging to succeed in the startup and scale-up space. In such cases, Vanessa recommends considering alternative industries or different career paths that align better with their preferences and strengths. Embracing change and exploring new opportunities may open doors to a more fulfilling professional journey.

Striking a balance for sustainable growth and team investment

Business priorities have moved away from growth at any expense towards focus on capital efficiency and even profitability. This change not only affects the financial aspects we've mentioned in previous interviews, but also has implications for people strategy, operations, and overall company culture. Companies are now tasked with finding the right balance between growth aspirations and sustainable business practices, aligning their strategies with the changing dynamics of the industry. Vanessa points out that investing in your existing workforce has become increasingly crucial. Striking a balance between investing in talent, nurturing ideas, and fostering innovation is key.

Operating a business is no longer about haphazardly throwing money into every corner and hoping for success. Instead, intentional decision-making is essential.

Understanding why you are making investments and taking calculated risks is paramount. This shift underscores the importance of strategic intention and thoughtful resource allocation in order to maximise the potential for growth and success. "A lot of companies are cutting down on benefits, which are vital for keeping the team engaged and passionate about their work. It's crucial to make the right decisions in this regard to ensure that the team remains invested in the company and enthusiastic about their day-to-day responsibilities."

In the past, organisations tended to offer industry-standard benefits. However, Vanessa believes that there's been a shift towards a more thoughtful approach. Companies are now taking a step back and considering their cultural pillars when designing their benefit offerings. The emphasis is on finding ways to truly elevate the team through education, investing in their growth, and ensuring that everyone is in the right roles. This includes promoting individuals who deserve career advancement and providing them with the necessary exposure to excel in their respective paths. By aligning benefit offerings with cultural values and individual development, companies can create a more meaningful and impactful employee experience.

"There are always companies that can offer higher salaries; it's crucial for employees to stay motivated for the right reasons. As an employer, you need to provide the right reasons. Ideally, these reasons go beyond monetary compensation and are rooted in the value of your product, the mission your company is aiming to achieve, the strength of your leadership team, or other unique aspects of your company. While compensation is essential, it should be seen as a foundational aspect rather than the sole driving factor for employee retention."



The role of transparency, communication, and vision

Last year, Vanessa published an [article](#) highlighting the importance of ensuring employee engagement and loyalty within an organisation. In this article, she emphasised key factors such as transparency, effective communication, prioritising perks, and fostering motivation. She states that these elements play a vital role in ensuring that employees remain committed and invested in the company's mission, reducing the likelihood of them seeking opportunities elsewhere.

Most of the findings are still applicable today. "I still believe effective communication is paramount, and it's important to go above and beyond in sharing your vision. Take a moment to reflect on whether you're still on the right track given the current circumstances and the pressures impacting your business. Then, think about how you can effectively communicate and get everyone on board with your vision internally. It's important to ensure that the right people are still enthusiastic and supportive of the direction you're heading in." That phase is really critical for Vanessa.

Everyone's talking about the 'great resignation' and 'silent quitting' these days, but you can't just sit around, waiting to see what happens next. Some people are just going through the motions, are content with their job, but not truly passionate about it any more.

It's important to help these individuals rediscover their motivation or ensure they find the right reasons to move on. It's crucial for people to remember why they do what they do and assess if they're still excited about it. No one should be stuck in a job where they don't feel they're making a meaningful contribution.

Vanessa adds, "So, in my opinion, having a clear vision, effective communication, transparency, and a strong company strategy are all essential. As a leader, it's important to continuously evaluate if this is truly what we want and then consistently communicate that message."

Piece of advice

As our conversation with Vanessa comes to a close, it's clear that her insights and advice are valuable. While we have only scratched the surface of our discussion, let's take a moment to highlight some valuable advice that Vanessa would like to share with founders, people leaders and talent.

1. Focus on hiring people with the right mindset

The demand for and nature of roles within a company vary greatly depending on the industry and stage of the business. However, what truly matters is the mindset that individuals bring to their work. "If someone enters a company with the expectation of unlimited budgets and the ability to define their role solely based on personal preferences, it may not align with the current ecosystem. The reality is that everyone's now required to be more resourceful and adaptable in their roles."

“There are always companies that can offer higher salaries; it’s crucial for employees to stay motivated for the right reasons.”



Employees will face the task of achieving more with fewer resources than they may be accustomed to. It's crucial to embrace a mindset that finds excitement in this challenge. "We often encounter individuals who still expect to hire large teams and have ample budgets at their disposal. However, the true art lies in what can be accomplished with limited resources. This is what I find interesting and what I want people to be enthusiastic about. Ultimately, it's not so much about the specific role one desires to fill, but rather the ability to thrive in an environment where doing more with less is the norm.", Vanessa adds.

2. Nurture unity and transparency by over-communicating

Over-communication is key if you want your organisation to move in the same direction. Many companies have a tendency to turn silent when faced with challenges. For example, they withhold outcomes and discussions from board meetings, leaving employees in the dark.

However, Vanessa says, "I firmly believe that in difficult times, it's even more crucial to maintain open lines of communication. By sharing information and being transparent about decisions and discussions, you can foster unity, understanding, and collective action within your organisation."

It's not just about sharing information; it's about ensuring that the information is presented in a way that is easily understandable and actionable for your team. Simply dropping numbers or data without context can lead to confusion and speculation. To avoid this, it's essential to provide transparency in a digestible format. By doing so, you can prevent misunderstandings and minimise the need for filling in gaps with assumptions.

“The true art lies in what can be accomplished with limited resources.”

salary benchmarks

In this chapter...

And finally, we've reached the chapter you've been waiting for: the Salary Benchmarks.

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marketing

Department

The marketing department's aim is to position and promote the brand to prospective customers to drive demand and generate leads. Although marketing tends to focus on top-of-funnel, modern marketers have a full-funnel (acquisition, retention, up- and cross-sell) perspective and ultimately revenue generation.

In this section, we include the following roles:

Growth Marketer
Content Marketer
Product Marketer
Visual Designer

Growth Marketer

A Growth Marketer, otherwise known as a Growth Hacker or a Digital/Performance Marketer, is responsible for finding and managing the right channels to reach (potential) customers and to continuously optimise traffic, engagement, and conversion through experimentation. The growth marketer is typically responsible for setting up and managing (paid) campaigns.

our observations

Median salary

- The median salaries in Munich are generally higher than in other regions.
- The median salary for Junior Growth Marketers in Munich is 11.9% higher than in Berlin and the rest of Germany.
- Whereas, the median salary for Medior Growth Marketers in the rest of Germany is 14.3% higher than in Berlin and 5.7% higher than in Munich.
- The median salary for Senior Growth Marketers in Munich is 6.2% higher than in Berlin and 11.3% higher in the rest of Germany.

Company size

- In the growing dataset of Munich, there's currently no data available for companies with 151+ employees. For the next edition we expect to draw a better conclusion as we'll have more data.
- In Berlin and the rest of Germany, there are deviations in the data,

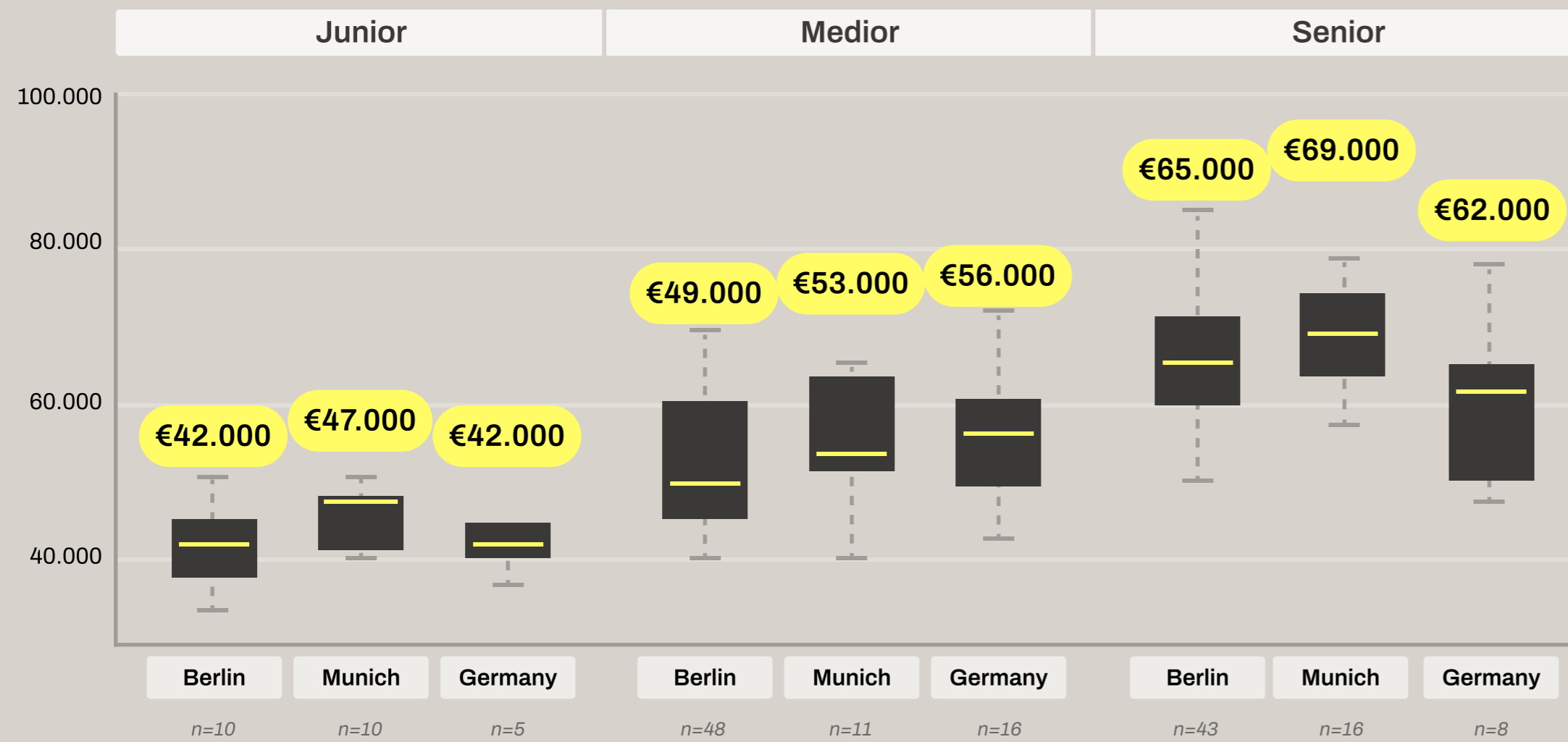
with some smaller companies offering higher salaries for Junior positions than larger companies. However, for Medior and Senior positions, the median salary tends to increase with company size.

Gender Pay Gap

- After analysing the data, we discovered that there's still a gender pay gap for Growth Marketers across all regions in Germany. Indicating that women still earn less than men on average.
- In Berlin, the unadjusted gender pay gap for Growth Marketers is 7.4%.
- In Munich, the gap is higher at 13.2%.
- And in the rest of Germany, it's even higher at 17.5%.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior		
	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin	€38,000 <i>n=1</i>	€42,000 <i>n=7</i>	€45,000 <i>n=2</i>	€49,000 <i>n=16</i>	€50,000 <i>n=22</i>	€48,000 <i>n=10</i>	€71,000 <i>n=12</i>	€65,000 <i>n=15</i>	€64,000 <i>n=16</i>
Munich	€42,000 <i>n=1</i>	€48,000 <i>n=9</i>	N/A <i>n=0</i>	€58,000 <i>n=1</i>	€53,000 <i>n=10</i>	N/A <i>n=0</i>	€59,000 <i>n=2</i>	€71,000 <i>n=14</i>	N/A <i>n=0</i>
Germany	€55,000 <i>n=1</i>	€39,000 <i>n=2</i>	€42,000 <i>n=2</i>	€50,000 <i>n=4</i>	€55,000 <i>n=6</i>	€59,000 <i>n=6</i>	€47,000 <i>n=3</i>	€72,000 <i>n=2</i>	€61,000 <i>n=3</i>

Gender pay gap

Difference in salaries for men vs women



Germany

17.5%

Sample % woman 45.5%

Munich

13.2%

Sample % woman 52.1%

Berlin

7.4%

Sample % woman 52.8%

Content Marketer

A Content Marketer is responsible for developing the content strategy based on the defined ideal customer profile and target persona's within the decision-making unit. They decide the right messaging and medium for each stage of the customer buyer journey, creating valuable content such as case studies, blogs, emails etc. Content is shared through relevant channels with the aim to create visibility to attract and convert prospects into customers.

our observations

Median salary

- Although the median salary for Content Marketers in Berlin and Munich is comparable, Munich tends to offer slightly higher salaries across all levels.
- The median salary for Junior Content Marketers in Munich is 5.0% higher than in Berlin and 10.5% higher than in the rest of Germany. While the difference between Berlin and the rest of Germany for Junior Content Marketers is 5.3%.
- For Medior Content Marketers, the median salary is slightly higher in Munich, 2.1% in comparison to Berlin and 4.3% in comparison to the rest of Germany.
- The trend changes for Senior Content Marketers, as the median salary is higher in the rest of Germany, with a difference of 13.6% in Berlin and 11.7% in Munich.
- It's important to note that the sample size of Munich and the rest of Germany is small, which could result in this disparity.

Company size

- Looking at the impact of company size on salaries, Content Marketers in Berlin

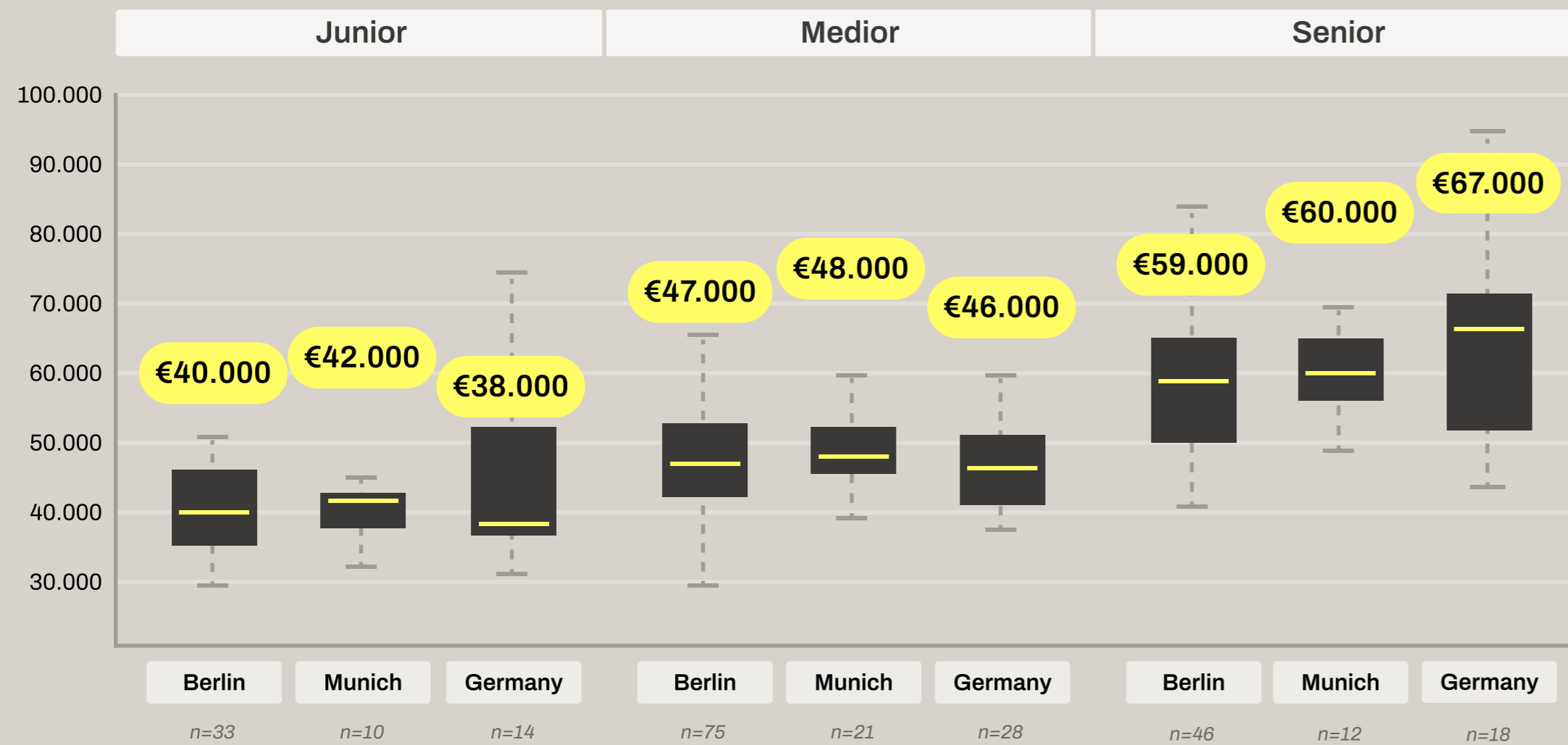
and the rest of Germany tend to have higher salaries when working for larger companies (151+ employees).

Gender Pay Gap

- It's evident that a pay gap still exists, even though it's a role that is typically occupied by women.
- The unadjusted gender pay gap for Content Marketers in Berlin is 11.8%, meaning the median salary for male Content Marketers in Berlin is 11.8% higher than for female Content Marketers.
- Meanwhile, in Munich, the unadjusted gender pay gap for Content Marketers is -4.1%, indicating that women in this field are paid slightly more than men.
- In the rest of Germany, the unadjusted gender pay gap for Content Marketers is 4.8%.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior		
	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin	€34.000 n=5	€40.000 n=12	€46.000 n=16	€45.000 n=17	€50.000 n=23	€48.000 n=35	€58.000 n=10	€57.000 n=16	€61.000 n=20
Munich	€42.000 n=5	€42.000 n=5	N/A n=0	€50.000 n=9	€48.000 n=12	N/A n=0	€58.000 n=1	€60.000 n=11	N/A n=0
Germany	€35.000 n=5	€39.000 n=2	€56.000 n=7	€43.000 n=9	€46.000 n=11	€48.000 n=8	€53.000 n=1	€55.000 n=5	€69.000 n=12

Gender pay gap

Difference in salaries for men vs women



Germany

4.8%

Sample % woman 72.1%

Munich

-4.1%

Sample % woman 63.6%

Berlin

11.8%

Sample % woman 70.2%

Product Marketer

The Product Marketer is responsible for developing effective marketing strategies to promote products and its features to an organisation's target audience. Their duties include studying the company's products, locating key features that will attract customers, drafting go-to-market strategies and creating marketing campaigns for products.

Additionally, they focus on market research to establish the right pricing strategy, guiding sales teams and developing the right messaging and market positioning. Overall, they can be seen as the 'voice of the customer' within the company, and the key link between the product and the marketing team.

our observations

Median salary

- In general the median salaries for Product Marketers are the highest in Munich, except for Seniors.
- The median salary of Junior Product Marketers in Munich is significantly higher, 15.8% higher than in Berlin, and 12.8% higher than in the rest of Germany. The difference between the rest of Germany and Berlin is smaller, at 2.6% for Junior Product Marketers.
- Similarly, the median salary for Medior Product Marketers is also higher in Munich. Where the median Salary in Munich is 8.3% higher than in Berlin, and 13.0% higher than in the rest of Germany.
- The trend changes for Senior Product Marketers, where the median salary is higher in the rest of Germany than in Berlin, with a 7.7% difference. And 1.4% higher than in Munich. The difference in Senior median salaries is greater between Munich and Berlin, with a 6.2% difference.

Company size

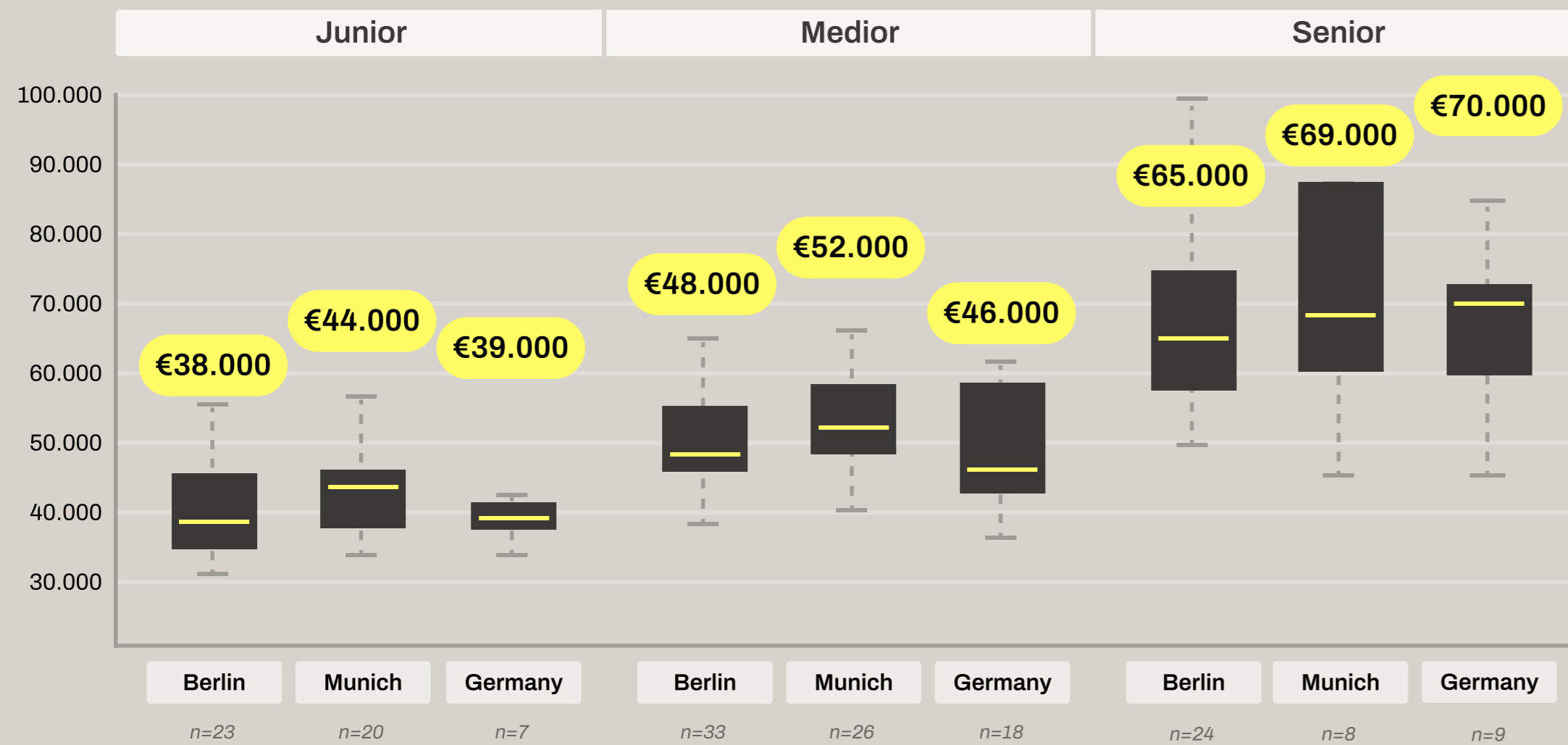
Overall, it seems that the effect of company size on Product Marketers' salaries is not clear. Perhaps there's no correlation at all, more data is needed to confidently draw conclusions about the variations in salary based on company size.

Gender Pay Gap

- There's a gender pay gap for Product Marketers in all three regions.
- With Berlin and the rest of Germany having an unadjusted gender pay gap of 11.2% and 13.3%, respectively. Indicating that the salaries for men are higher.
- Munich has a negative unadjusted gender pay gap of -2.2%, indicating that women earn slightly more than men on average.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior		
	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin	€38.000 <i>n=5</i>	€40.000 <i>n=5</i>	€38.000 <i>n=13</i>	€48.000 <i>n=11</i>	€52.000 <i>n=8</i>	€49.000 <i>n=14</i>	€65.000 <i>n=9</i>	€75.000 <i>n=7</i>	€63.000 <i>n=8</i>
Munich	€43.000 <i>n=2</i>	€43.000 <i>n=11</i>	€44.000 <i>n=7</i>	€66.000 <i>n=2</i>	€50.000 <i>n=18</i>	€55.000 <i>n=6</i>	€105.000 <i>n=2</i>	€64.000 <i>n=5</i>	€65.000 <i>n=1</i>
Germany	€39.000 <i>n=4</i>	€42.000 <i>n=3</i>	N/A <i>n=0</i>	€59.000 <i>n=7</i>	€42.000 <i>n=7</i>	€49.000 <i>n=4</i>	€60.000 <i>n=3</i>	€70.000 <i>n=6</i>	N/A <i>n=0</i>

Gender pay gap

Difference in salaries for men vs women



Germany

11.3%

Sample % woman 58.9%

Munich

-2.2%

Sample % woman 68.2%

Berlin

11.2%

Sample % woman 66.7%

Visual Designer

A Visual Designer is responsible for bringing a brand's vision to life. They ensure that all content assets are aesthetically pleasing and in line with brand guidelines. This includes illustrations, digital images as well as website design – ensuring a company's visual identity is recognisable and stands out from competition.

our observations

Median salary

- For Visual Designers the Median Salaries differ a lot per region and seniority.
- The median salary for Junior Visual Designers is identical in Munich and Berlin, and it's only marginally higher, by 2.4%, than the median salary in the rest of Germany.
- For Medior Visual Designers, the median salary differences are more significant. Munich has the highest median salary, 12.0% higher than the rest of Germany and 5.7% higher compared to Berlin. The difference between Berlin and the rest of Germany for Medior Visual Designers is 6%.
- For Senior Visual Designers, there's no noticeable difference in median salaries across the regions.

Company size

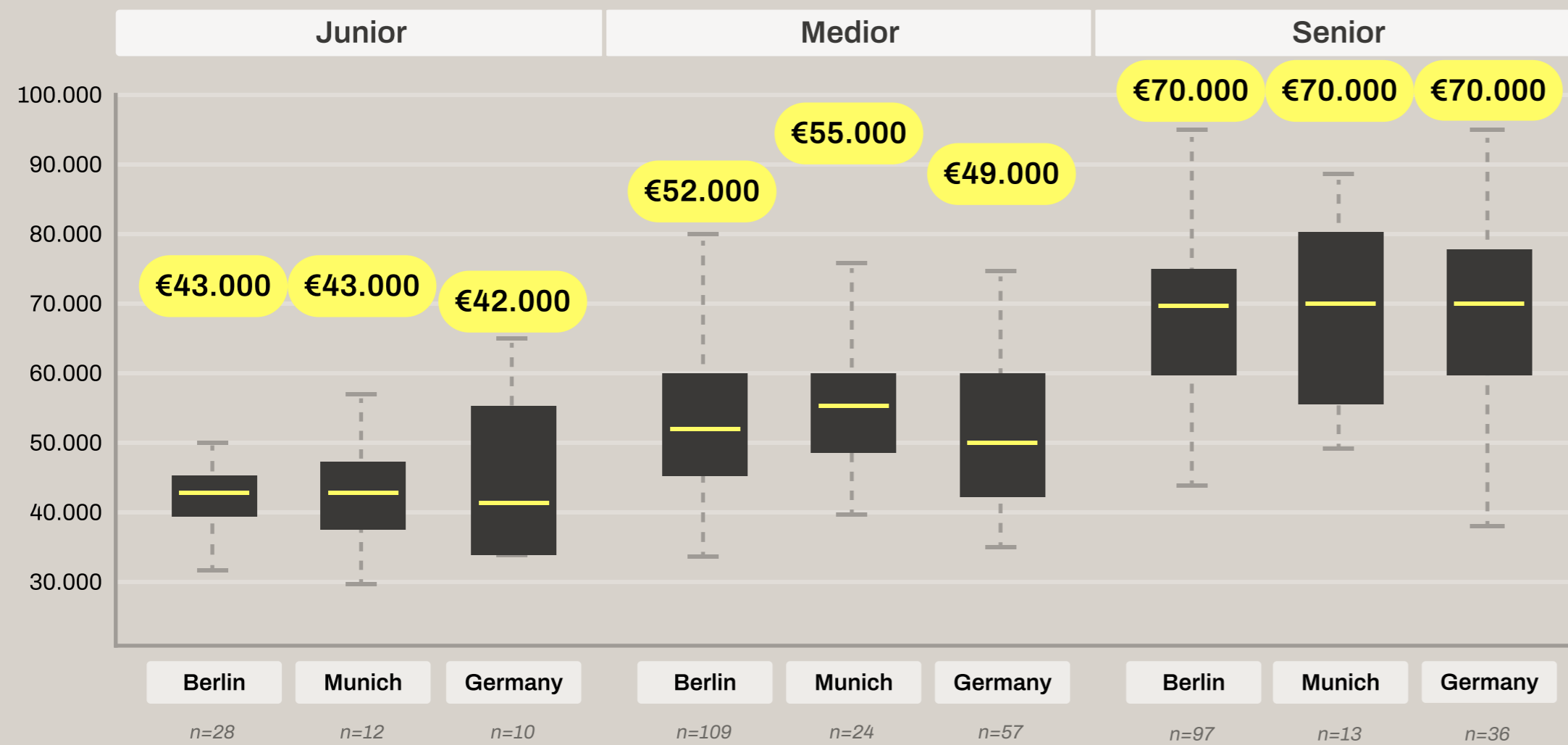
- It appears that in both Berlin and the rest of Germany, median salary tends to be highest for Visual Designers at companies with 51–150 employees.

Gender Pay Gap

- It's worth noting that there's a gender pay gap for Visual Designers in all three regions.
- The unadjusted gender pay gap in Munich is the highest at 27.2%, followed by the rest of Germany at 22.9% and Berlin at 7.7%.
- These differences suggest that there are inequalities in pay based on gender, where salaries for female Visual Designers are generally lower than for male.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior		
	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin	€42,000 n=10	€45,000 n=14	€38,000 n=4	€50,000 n=32	€55,000 n=41	€53,000 n=36	€62,000 n=27	€71,000 n=46	€69,000 n=24
Munich	€46,000 n=2	€43,000 n=8	€43,000 n=2	€47,000 n=6	€56,000 n=14	€58,000 n=4	€74,000 n=3	€65,000 n=10	N/A n=0
Germany	€35,000 n=6	€59,000 n=4	N/A n=0	€49,000 n=22	€49,000 n=26	€53,000 n=9	€70,000 n=11	€71,000 n=20	€68,000 n=5

Gender pay gap

Difference in salaries for men vs women



Germany

22.9%

Sample % woman 48.3%

Munich

27.2%

Sample % woman 45.8%

Berlin

7.7%

Sample % woman 55.6%

sales

The sales department is dedicated to selling a business's product or service to customers. Their objective is to meet the company's revenue goals by increasing client acquisition and retention. Their objectives are typically measured through product sales, subscriptions, and services.

Bonus structures

Unlike other roles, sales employees typically earn a bonus on top of base pay to incentivise growth. Bonus structures vary across organisations, depending on the business model, industry, and culture of the company. Typically, we see schemes where the variable

salary is 20-50% of on-target earnings (OTE). Metrics differ across functions; for Sales Development Representatives (SDR) it may be linked to a number of demos booked, for Account Executives (AE) the number of deals and contracted value while for Customer Success (CS) it's customer lifetime value or customer retention rates.

It's essential to note that the bonus component is not considered in this report, which can significantly increase the total compensation.

In this section, we include the following roles:

Sales Manager
Account Executive
Sales Development Representative

Sales Manager

A Sales Manager is responsible for managing and coaching a team of typically 3-8 sales representatives, and is accountable for their team's performance in achieving sales targets and revenue goals. While they may still have some operational responsibilities in a particular area of expertise, their primary focus is on management and organisational topics. They play a vital role in communicating and implementing strategies and operational directions from their higher-ups to their team. People development and hiring plans are among their key responsibilities, and they set an example for their direct reports, embodying the company's culture, values, and principles.

our observations

Median salary

- It's apparent that there are significant differences in Sales Manager salaries across Berlin, Munich, and the rest of Germany.
- Sales Managers in Munich have the highest median salary, 56.0% higher compared to Berlin.
- The median salary for Sales Managers in the rest of Germany is 20.0% higher compared to Berlin.
- However, it's important to note that the sample size for Munich is relatively small.

Company size

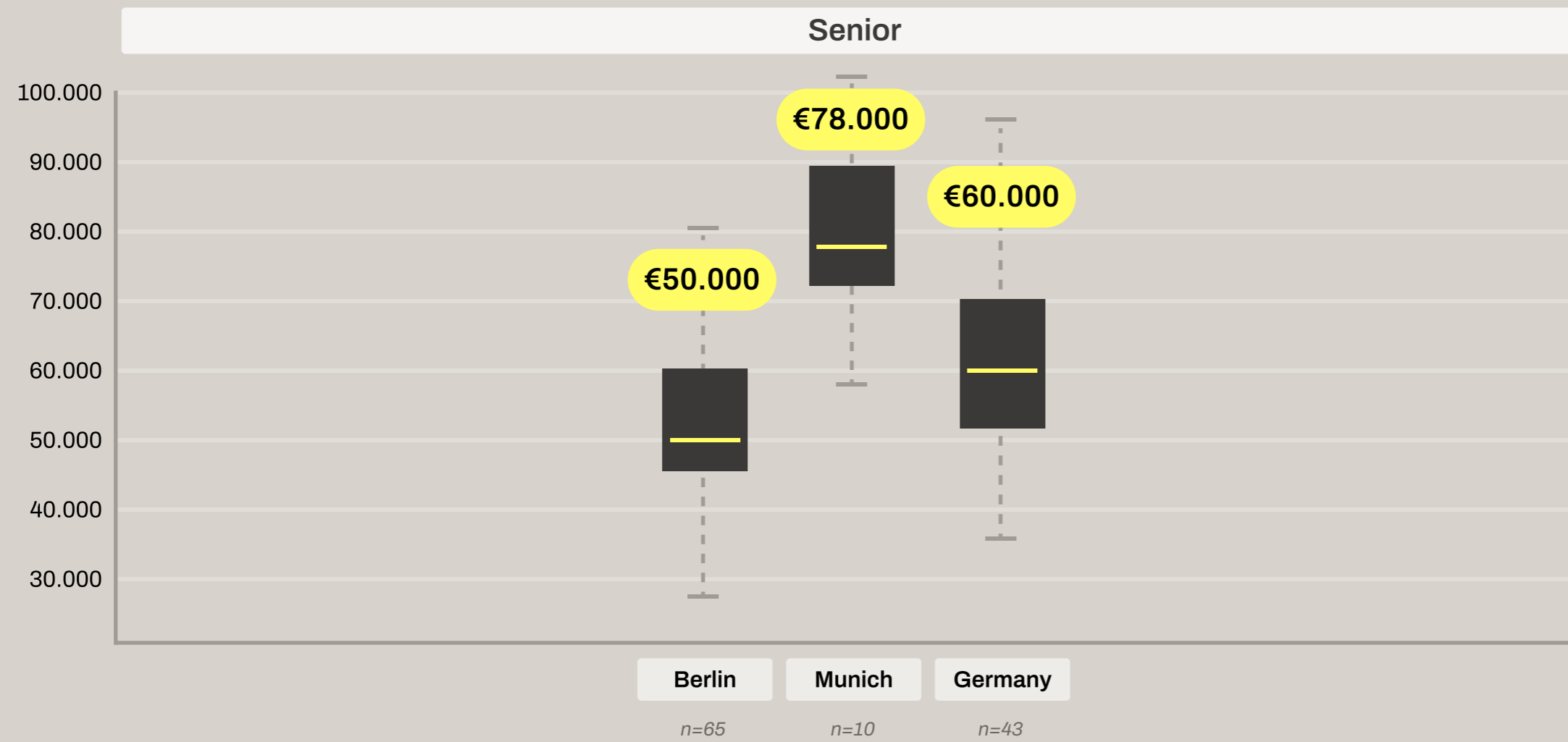
- There are significant differences in median salaries for Sales Managers across regions and company sizes.
- In Berlin, Sales Managers earn the highest median salary in companies with 51–150 employees.
- While in Munich and the rest of Germany, the highest median salary is found in companies with 1–50 employees.

Gender Pay Gap

- The data reveals a considerable gender pay gap for Sales Managers in Berlin and the rest of Germany.
- In Berlin, the unadjusted gender pay gap is 11.9%. In contrast, in the rest of Germany, where the unadjusted gender pay gap is 21.1%.
- Showing that female Sales Managers, in Berlin and the rest of Germany, still earn less than their male counterparts.

City / country

n = sample size



Gender pay gap

Difference in salaries for men vs women



Germany

21.1%

Sample % woman 35.5%

Munich

N/A

Sample % woman N/A

Berlin

11.9%

Sample % woman 40.4%

Company size

n = sample size

City / Country	Senior		
	1-50	51-150	151+
Berlin	€52.000 <i>n=16</i>	€60.000 <i>n=14</i>	€48.000 <i>n=35</i>
Munich	€81.000 <i>n=2</i>	€77.000 <i>n=8</i>	N/A <i>n=0</i>
Germany	€67.000 <i>n=13</i>	€54.000 <i>n=9</i>	€60.000 <i>n=21</i>

Account Executive

An Account Executive (AE) works (together with an SDR) to cover the full sales cycle. The AE is responsible for the mid-to-bottom-of-funnel sales process; having a discovery call, giving the prospect a product demo, delivering the proposal, negotiating and eventually closing the deal.

our observations

Median salary

- AE's in Munich have the highest median salaries, with a difference of 24.3% for Juniors, 22.0% for Mediors, compared to Berlin and the rest of Germany.
- For Seniors the median salary in Munich is 12.5% compared to Berlin and 16.2% compared to the rest of Germany.
- The disparities between Berlin and the rest of Germany are minimal to non-existent.

Company size

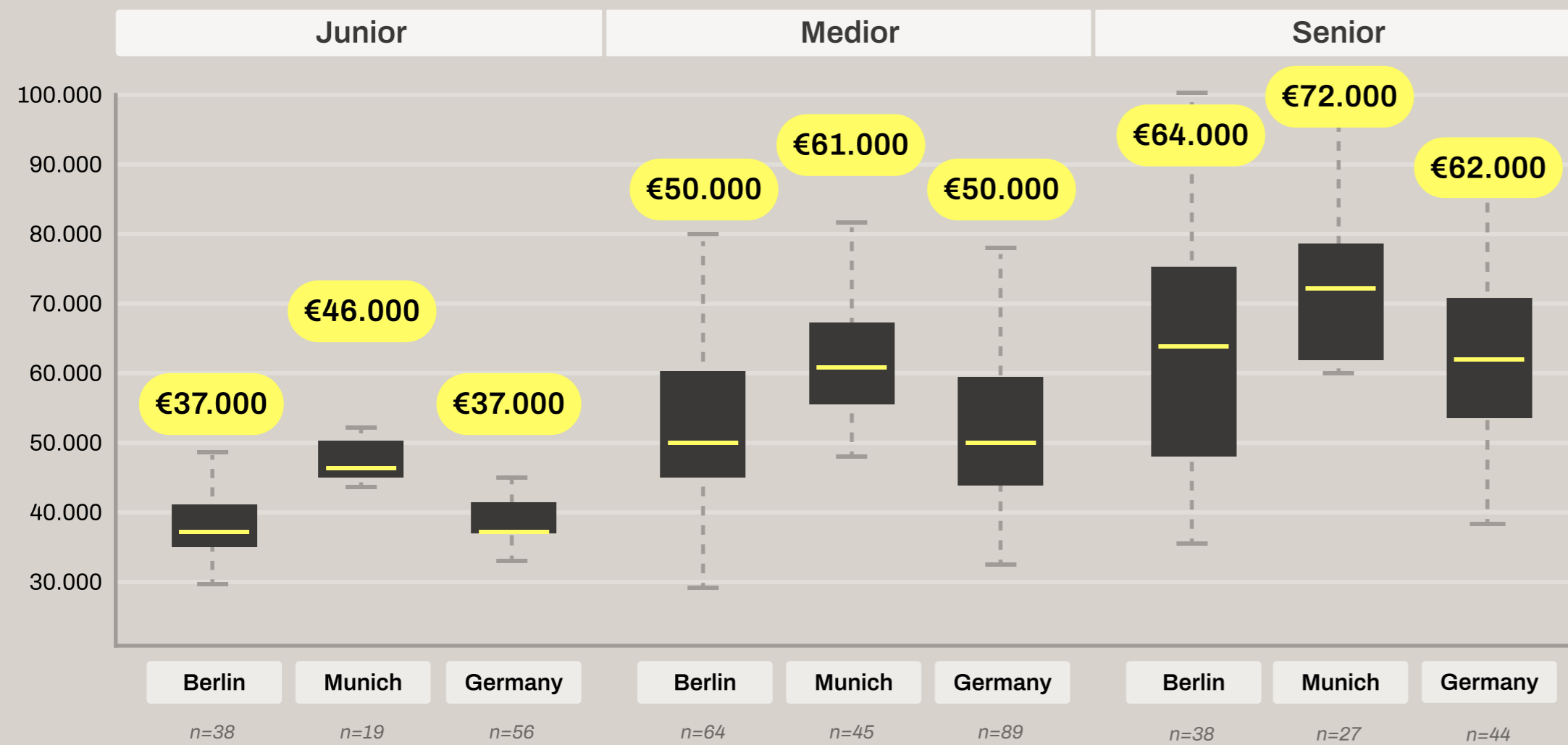
- In Berlin, the median salaries at companies with 51–150 employees tend to be higher than those at smaller companies. Except for Seniors, the median salary is the highest at companies with 151+ employees.
- In Munich and the rest of Germany, the median salaries are somewhat alike across the different company sizes.

Gender Pay Gap

- The data suggests that there's a gap for AE's in all regions.
- The gender pay gap in Berlin is 8.6%, slightly lower in the rest of Germany at 8.4%, and almost negligible at 0.9% in Munich.
- Indicating that women still earn less than men on average.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior			
	# of employees	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin		€36,000 (n=16)	€45,000 (n=1)	€37,000 (n=21)	€48,000 (n=27)	€58,000 (n=14)	€50,000 (n=23)	€60,000 (n=16)	€60,000 (n=12)	€69,000 (n=10)
Munich		€46,000 (n=8)	€48,000 (n=8)	€45,000 (n=3)	€56,000 (n=6)	€61,000 (n=36)	€65,000 (n=3)	€74,000 (n=7)	€70,000 (n=19)	€70,000 (n=1)
Germany		€41,000 (n=6)	€40,000 (n=23)	€37,000 (n=27)	€49,000 (n=29)	€51,000 (n=42)	€52,000 (n=18)	€66,000 (n=14)	€61,000 (n=23)	€62,000 (n=7)

Gender pay gap

Difference in salaries for men vs women



Germany

8.4%

Sample % woman 39.1%

Munich

0.9%

Sample % woman 49.0%

Berlin

8.6%

Sample % woman 37.4%

Sales Development Representative

Depending on the business and distribution model, Sales Development Representative (SDR) – also known as Business Development Representative – are responsible for following up on marketing qualified leads and performing outbound sales prospecting. An SDRs main function is to identify a prospect's challenges to qualify whether it's a fit with the proposition. Consequently, the aim is to motivate the lead to schedule a demo or other next steps. Aside from this, SDRs are also an important source of knowledge when it comes to customer and market insights.

our observations

In our previous reports, we noted that SDR positions were typically considered junior roles. However, we have observed a shift in perception, with SDRs increasingly being recognised as specialised positions within the sales funnel rather than simply junior sales executives. Explaining why, in this renewed edition of the report, we do touch upon Medior and Senior salary levels.

Median salary

- Overall, Munich offers the highest median salaries, except for Juniors.
- The median salary for Junior SDRs is the highest in the rest of Germany, 7.5% compared to Munich and 19.4% compared to Berlin.
- The median salary for Medior SDRs in Munich is 40.5% higher than in Berlin and 73.3% higher than in the rest of Germany.
- For Senior SDRs, the median salary is also the highest in Munich, 59.5% higher than in Berlin and 55.8% higher than in the rest of Germany.

Company size

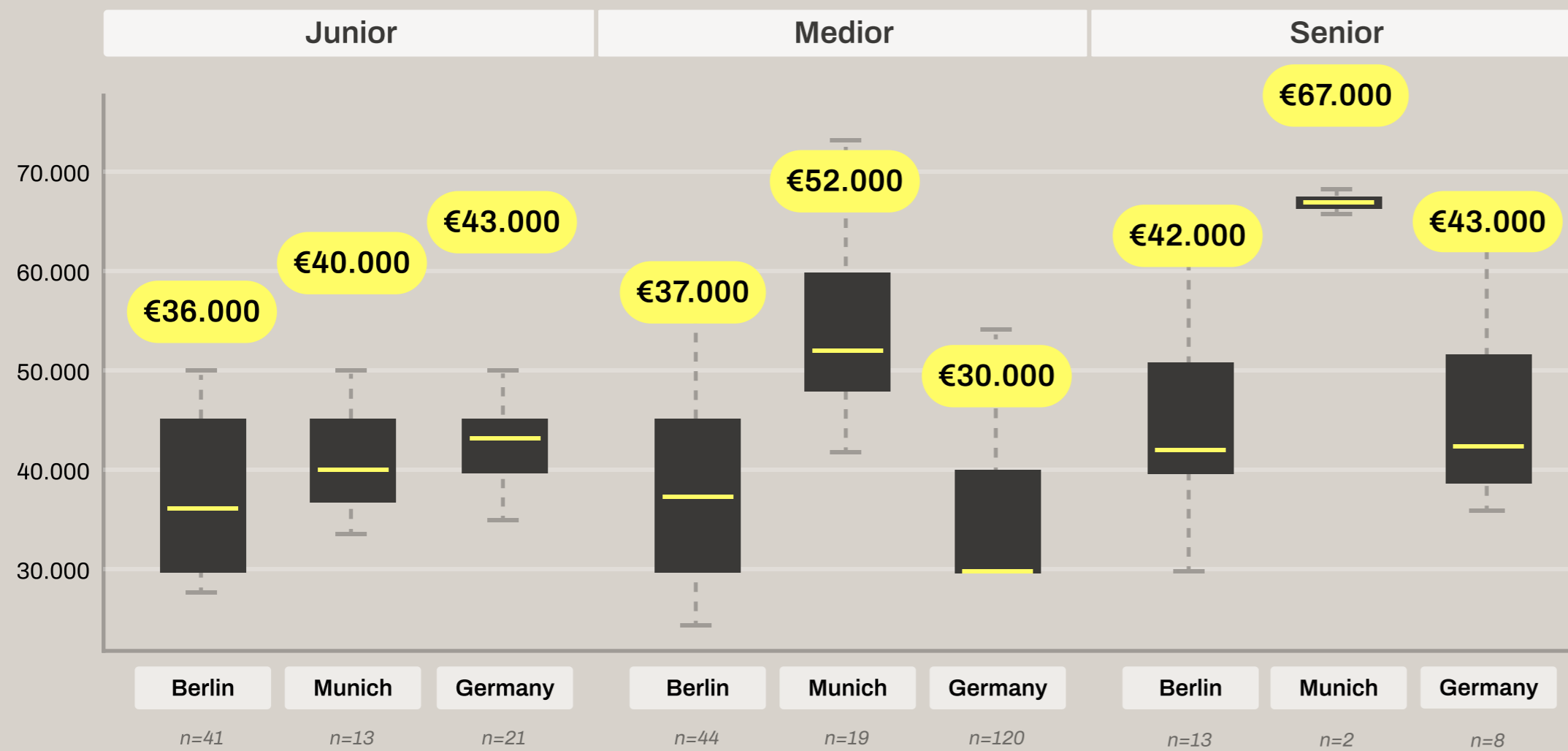
- Looking at the differences in company size and location, it's evident that smaller companies (1–50 FTE) in Berlin tend to offer lower salaries.
- However, in the rest of Germany, the median salaries tend to be lower at companies with more than 150 employees.

Gender Pay Gap

- Overall the gender pay gap for SDRs is relatively small.
- In Berlin, women earn 2.4% less than men.
- However, in Munich, women in SDR roles earn slightly more than men, with a negative gender pay gap of -2.9%.
- In the rest of Germany, there doesn't appear to be a significant gender pay gap for SDRs.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior		
	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin	€36,000 n=16	€45,000 n=16	€29,000 n=9	€44,000 n=16	€45,000 n=6	€30,000 n=22	€42,000 n=7	€45,000 n=2	€46,000 n=4
Munich	€41,000 n=4	€40,000 n=9	N/A n=0	€52,000 n=10	€50,000 n=6	€60,000 n=3	€67,000 n=2	N/A n=0	N/A n=0
Germany	€42,000 n=14	€45,000 n=5	€29,000 n=2	€45,000 n=17	€45,000 n=22	€30,000 n=81	€38,000 n=4	€53,000 n=4	N/A n=0

Gender pay gap

Difference in salaries for men vs women



Germany

0.0%

Sample % woman 42.7%

Munich

-2.9%

Sample % woman 44.4%

Berlin

2.4%

Sample % woman 25.3%

customer success

Within the revenue domain, the Customer Success team is responsible for ensuring that customers achieve success by using the product or service, with the goal to increase retention and identify up and cross-sell opportunities.

In this section, we include the following role:

Customer Success Specialist

Customer Success Specialist

The importance of Customer Success Specialists is growing as it has become a key practice within tech-driven organisations, specifically SaaS business models. This role seeks to maintain close customer relationships while operating on the Venn of marketing, sales and product development in order to increase retention and identify up- and cross-sell opportunities.

Not to be confused with customer service, which is more transactional in nature and involves servicing inbound customer requests or complaints.

our observations

The landscape of customer success is evolving, with companies shifting their focus from acquisition to expansion. This change in strategy has led to a greater demand for Customer Success Specialists.

Median salary

- Overall, Munich offers the highest median salaries, except for Seniors.
- In terms of salary, Munich stands out as offering higher compensation for Junior Customer Success Specialists, where the median salary is 7.1% higher than in Berlin and 9.8% higher than in the rest of Germany.
- For Medior Customer Success Specialists, Munich is also offering the highest median salary, 6.1% higher than in Berlin and 10.6% higher than in the rest of Germany
- Interestingly, Berlin offers the highest median salary for Senior Customer Success Specialists, surpassing Munich by 7.4% and the rest of Germany by 3.6%. Moreover, the median salary for Senior Customer Success Specialists in the rest of Germany is higher than in Munich, with a difference of 3.7%.

Company size

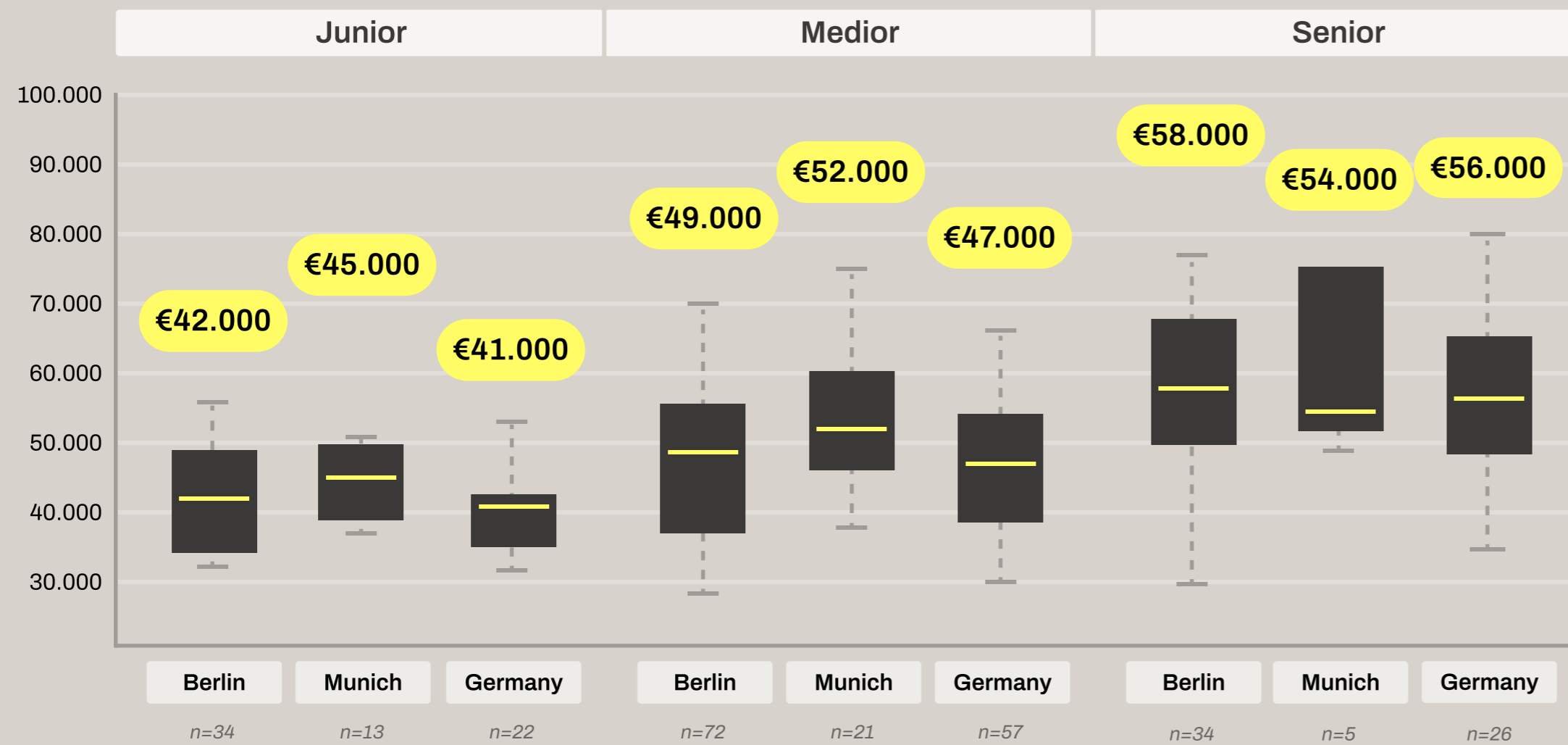
- It's crucial to acknowledge that the sample size in some categories is limited, which may restrict the ability to draw definitive conclusions.
- Nonetheless, the data suggests a trend where smaller companies with 1–50 employees in Munich and the rest of Germany prioritise customer success and offer higher salaries within this field.

Gender Pay Gap

- The data suggests that there's a gender pay gap for Customer Success Specialists in Munich and the rest of Germany.
- Examining the gender pay gap, we find that in Berlin, the unadjusted gap is negative (-0.4%), indicating that women in Customer Success roles earn slightly more than men on average.
- In Munich, the unadjusted gap is 7.7%, implying that women earn less than men.
- While in the rest of Germany, the gap is 14.5%, revealing a similar disparity.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior		
	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin	€42,000 n=7	€45,000 n=23	€33,000 n=4	€48,000 n=23	€55,000 n=29	€37,000 n=20	€60,000 n=14	€63,000 n=13	€45,000 n=7
Munich	€51,000 n=1	€45,000 n=12	N/A n=0	€60,000 n=11	€48,000 n=10	N/A n=0	€75,000 n=2	€52,000 n=3	N/A n=0
Germany	€48,000 n=5	€38,000 n=15	€37,000 n=2	€51,000 n=25	€47,000 n=30	€35,000 n=2	€63,000 n=10	€54,000 n=12	€48,000 n=4

Gender pay gap

Difference in salaries for men vs women



Germany

14.5%

Sample % woman 61.4%

Munich

7.7%

Sample % woman 54.8%

Berlin

-0.4%

Sample % woman 61.5%

revenue operations

As part of the revenue domain, Revenue Operations (RevOps) is a B2B team that focuses on strengthening and supporting the revenue domain, to help teams make decisions that grow the business.

In this section, we include the following role:

Revenue Operations Specialist

Revenue Operations Specialist

Revenue Operations Specialist (RevOps) is a modern and in-demand role. The RevOps team seeks to align sales, marketing, and customer success operations to enable seamless customer journeys across the entire customer lifecycle, with the goal to drive growth through efficiency and keep all teams accountable to the end goal: driving revenue as efficiently as possible.

our observations

The role of RevOps Specialist is relatively new and lacks seniority, resulting in a small sample size and unusual salary differences for Junior and Medior positions in Munich. Despite this, the role is highly in demand and expected to grow in the upcoming year, providing more data for a better understanding of differences based on seniority level, region, and company size.

Median salary

- Currently, the median salary for Junior RevOps Specialists in Munich is only 2.0% higher than in Berlin, but 25.0% higher than the rest of Germany.
- For Medior RevOps Specialists in Berlin, the median salary is 27.3% higher than in Berlin and 33.3% higher than the rest of Germany.
- The median salary for Senior RevOps Specialists in Munich is 19.6% higher than in Berlin, and 6.4% higher than in the rest of Germany. However, due to the small sample size, it's difficult to draw solid conclusions.

Company size

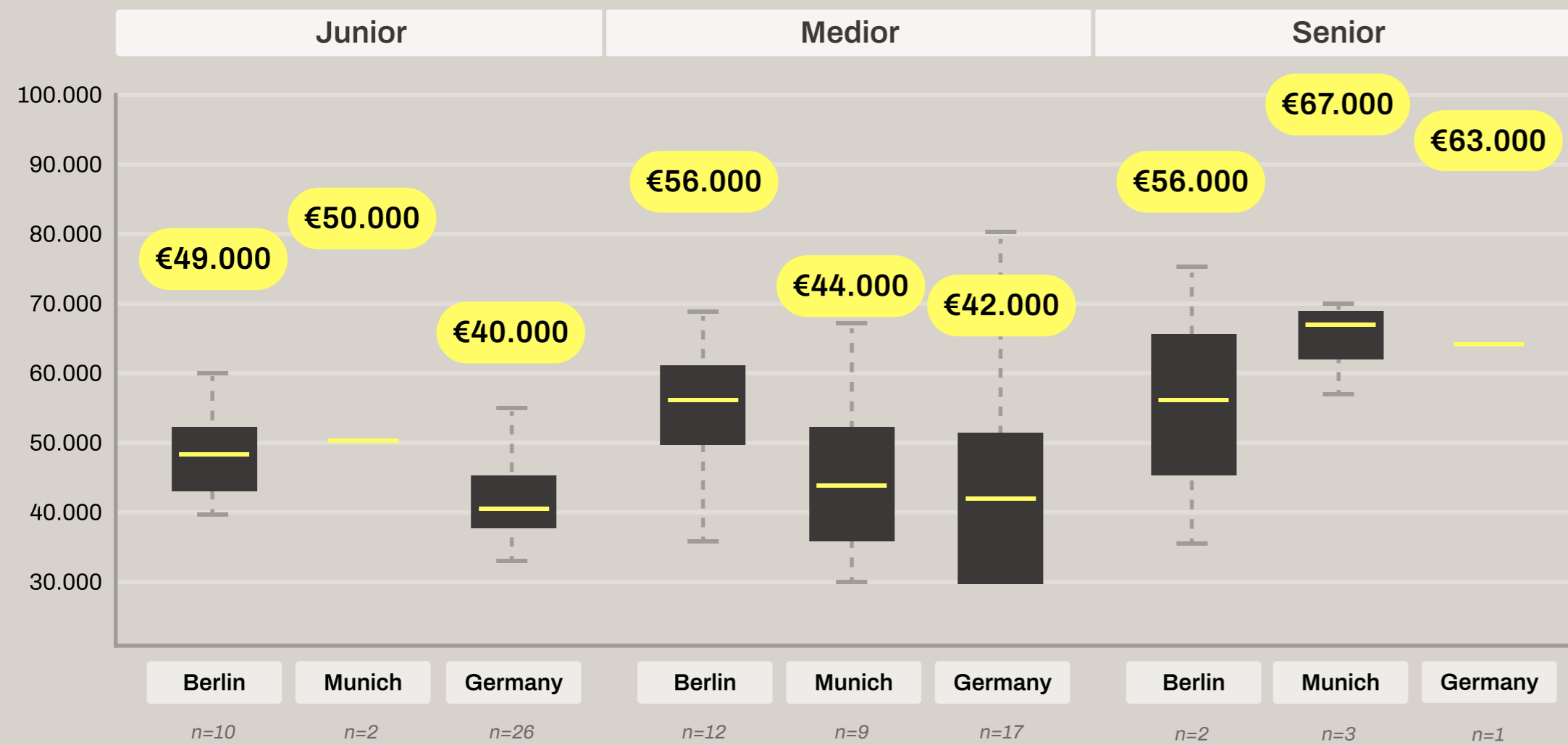
Overall, it seems that the effect of company size on RevOps Specialists' salaries is not clear. A further analysis is needed to confidently draw conclusions about the variations in salary based on company size.

Gender Pay Gap

- Regarding gender pay gap, Berlin, and the rest of Germany show a pay gap of 6.5% and 3.6% respectively for RevOps Specialists, with women earning less than men.
- In contrast, Munich has a negative gender pay gap of -14.0%, indicating that women earn more on average than men.

City / country

n = sample size



Company size

n = sample size

	Junior			Medior			Senior		
	1-50	51-150	151+	1-50	51-150	151+	1-50	51-150	151+
Berlin	€46,000 n=2	€59,000 n=2	€47,000 n=6	€50,000 n=3	€64,000 n=5	€43,000 n=4	€75,000 n=1	N/A n=0	€36,000 n=1
Munich	€50,000 n=1	€50,000 n=1	N/A n=0	€45,000 n=1	€38,000 n=7	€52,000 n=1	N/A n=0	€67,000 n=3	N/A n=0
Germany	N/A n=0	€39,000 n=20	€47,000 n=6	N/A n=0	€45,000 n=9	€30,000 n=8	N/A n=0	€63,000 n=1	N/A n=0

Gender pay gap

Difference in salaries for men vs women



Germany

3.6%

Sample % woman 29.6%

Munich

-14.0%

Sample % woman 56.3%

Berlin

6.5%

Sample % woman 30.8%

department heads

Aside from the individual contributor roles, we've also benchmarked the salaries for the heads of the departments.

In this section, we include the following roles:

Chief Revenue Officer
VP of Sales
Head of Sales
Head of Customer Success
Head of Marketing

Chief Revenue Officer

A Chief Revenue Officer (CRO) is a top-level executive responsible for driving revenue growth across all revenue-generating departments. They develop and implement effective revenue strategies, optimise the customer journey, and identify new market opportunities. CROs recruit and develop top talent, maintain relationships with customers and partners, and represent the company at industry events. Their primary objective is to achieve revenue growth while collaborating with other executives to drive overall business success.

our observations

Due to the limited number of data points available we decided to exclude any information regarding company size and the gender pay gap, as drawing conclusions based on this data would be premature. However, it's anticipated that the CRO role will experience growth in the coming year, which will contribute to a larger dataset. This increased data will provide a more comprehensive understanding of regional and company size-based differences.

Median salary

- Something that we first need to address is that within our sample, we found that the median salaries for VP of Sales is generally higher than a CRO. This could potentially be because a CRO may be a (co-)founder who takes a lower salary.
- Interestingly, we discovered that the median salary in the rest of Germany is higher compared to Berlin and Munich, with differences of 19.8% and 9.4%, respectively. We also observed that the median salary in Munich is 9.4% higher than in Berlin.

City / country

n = sample size



VP of Sales

A VP of Sales is a high-level executive responsible for leading the entire sales organisation of a company. Their primary objective is to drive revenue growth by developing and implementing effective sales strategies, managing sales teams, and identifying new market opportunities. They are responsible for setting sales targets and KPIs, and for ensuring that the sales team meets or exceeds these goals.

VPs of Sales work closely with other departments, such as marketing and product development, to ensure that sales strategies are aligned with overall business objectives. They are also responsible for analysing market trends and customer data to identify opportunities for growth and improvement. They provide guidance and direction to their team, and are responsible for recruiting, training, and developing top sales talent.

our observations

Due to the limited number of data points available we decided to exclude any information regarding company size and the gender pay gap, as drawing conclusions based on this data would be premature.

Median salary

- As mentioned before, we found that in our sample, a VP of Sales generally earns a higher salary than a CRO, potentially because a CRO may be a (co-)founder who takes a lower salary.
- Surprisingly, the median salary level in Munich and the rest of Germany is the same. Berlin stands out with a significantly lower median salary level of 14.3% compared to Munich and the rest of Germany.

City / country

n = sample size



Head of Sales

The Head of Sales is responsible for overseeing all sales department activities and collaborating closely with the marketing and customer success teams to increase customer lifetime value and generate revenue. This position carries direct accountability for achieving sales targets by successfully managing the sales team. This includes recruiting, setting objectives, coaching, and monitoring the performance of sales representatives, leads, and sales managers.

Leaders in this role function as an important source of customer intelligence to optimise propositions and streamline customer journeys. The ideal profile for this role greatly depends on the industry, business model and customer profile such as SME's, mid-market or Enterprise. Compensation consists of a base salary, a bonus component and typically some form of equity. In this report, we're solely displaying the base salary.

our observations

Median salary

- The data reveals that the median salaries in Berlin and Munich are the same, while the median salary in the rest of Germany is slightly lower, 4.4%.
- However, the data suggests that there may be less variation in median salaries for Head of Sales positions compared to other executive-level roles, such as VP of Sales or Chief Revenue Officer.

Company size

- The size of the company plays a significant role in determining the salary for Head of Sales positions in Germany.
- In Berlin, larger companies are willing to pay more for experienced Head of Sales candidates.
- In Munich, there's a larger salary range, with some companies willing to pay significantly more for top talent.
- In the rest of Germany, smaller companies offer higher salaries.

Gender Pay Gap

- There's still some disparity in pay between men and women in this role. However, the size of the pay gap and the representation of women in the sample varies significantly across different locations.
- In Berlin, the pay gap for Head of Sales positions is 6.8%. This indicates that women in this role in Berlin are paid, on average, 6.8% less than men in the same role.
- In Munich, the pay gap for Head of Sales positions is smaller, at 1.8%.
- In the rest of Germany, the pay gap for Head of Sales positions is the largest, at 27.1%. This suggests that women in this role in the rest of Germany are paid, on average, 27.1% less than men in the same role.

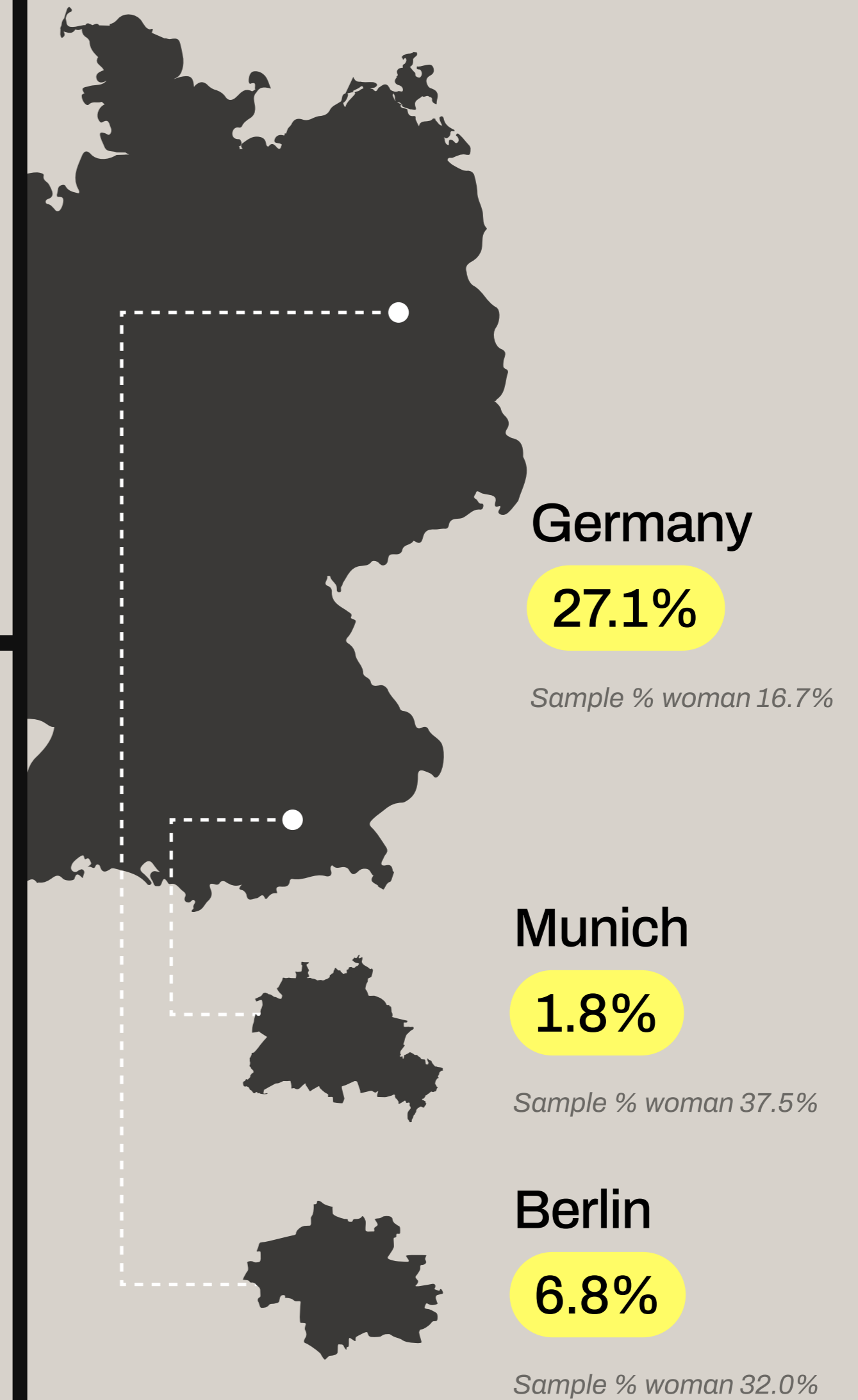
City / country

n = sample size



Gender pay gap

Difference in salaries for men vs women



Company size

n = sample size

City / Country	Senior		
	1-50	51-150	151+
Berlin	€80,000 (n=19)	€77,000 (n=11)	€96,000 (n=17)
Munich	€85,000 (n=4)	€90,000 (n=19)	€99,000 (n=2)
Germany	€107,000 (n=8)	€86,000 (n=11)	€85,000 (n=10)

Head of Customer Success

A Head of Customer Success is responsible for maximising customer retention and loyalty by developing and implementing effective customer success strategies and programs. They work closely with other departments to align customer success strategies with overall business objectives. They analyse customer data and feedback, recruit and develop top talent, maintain relationships with key customers, and act as a liaison between the customer success team and other departments. Their primary objective is to lead the customer success team to achieve customer satisfaction and retention, while driving overall business success.

our observations

Due to being a relatively new role, the Head of Customer Success position has a limited sample size. Therefore, we made the decision to exclude any data related to company size and the gender pay gap, as drawing conclusions from this data would be premature. However, there's an anticipation of growth for this role in the upcoming year, which will result in a larger dataset. This increased data will enable a more comprehensive understanding of the differences based on region and company size.

Median salary

- The median salaries for Head of Customer Success varies across different locations in Germany. Munich offers the highest median salary, with a 10.4% difference compared to the rest of Germany and Berlin.
- Overall, it seems that the market for Head of Customer Success roles is relatively consistent across the three locations, with Munich offering a slightly higher median salary.

City / country

n = sample size



Head of Marketing

The Head of Marketing oversees all activities of the marketing department, including branding, content, growth, design and most of the time also product marketing. Leaders in this role work closely with sales and marketing teams with a focus on acquisition, development, and retention.

The Head of Marketing ensures a strong brand message across all channels and seeks to continuously optimise performance through structured experiments and data from customer feedback and behaviour. The scope of the role and the team greatly depends on whether the scale-up is B2B or B2C focused.

our observations

Median salary

- It appears that the median salary for Heads of Marketing is the highest in Munich, which is 8.9% higher than in Berlin and the rest of Germany.

Company size

- In Berlin and Munich, companies with 51–150 and 150+ employees offer the highest median salaries for Head of Marketing.
- In the rest of Germany, there's more variability in the median salary for Head of Marketing across company sizes. The median salary is highest for companies with 1–50 employees, followed by companies with 51–150 employees.
- It's important to consider the sample size in Berlin, which is relatively large compared to other regions, it may impact the results.

Gender Pay Gap

- There's an unadjusted gender pay gap for this position across all three regions, with Munich having the smallest pay gap of 3.1%, and the rest of Germany the highest of 10.9%.
- This indicates that women in this role are paid less than men in the same role.

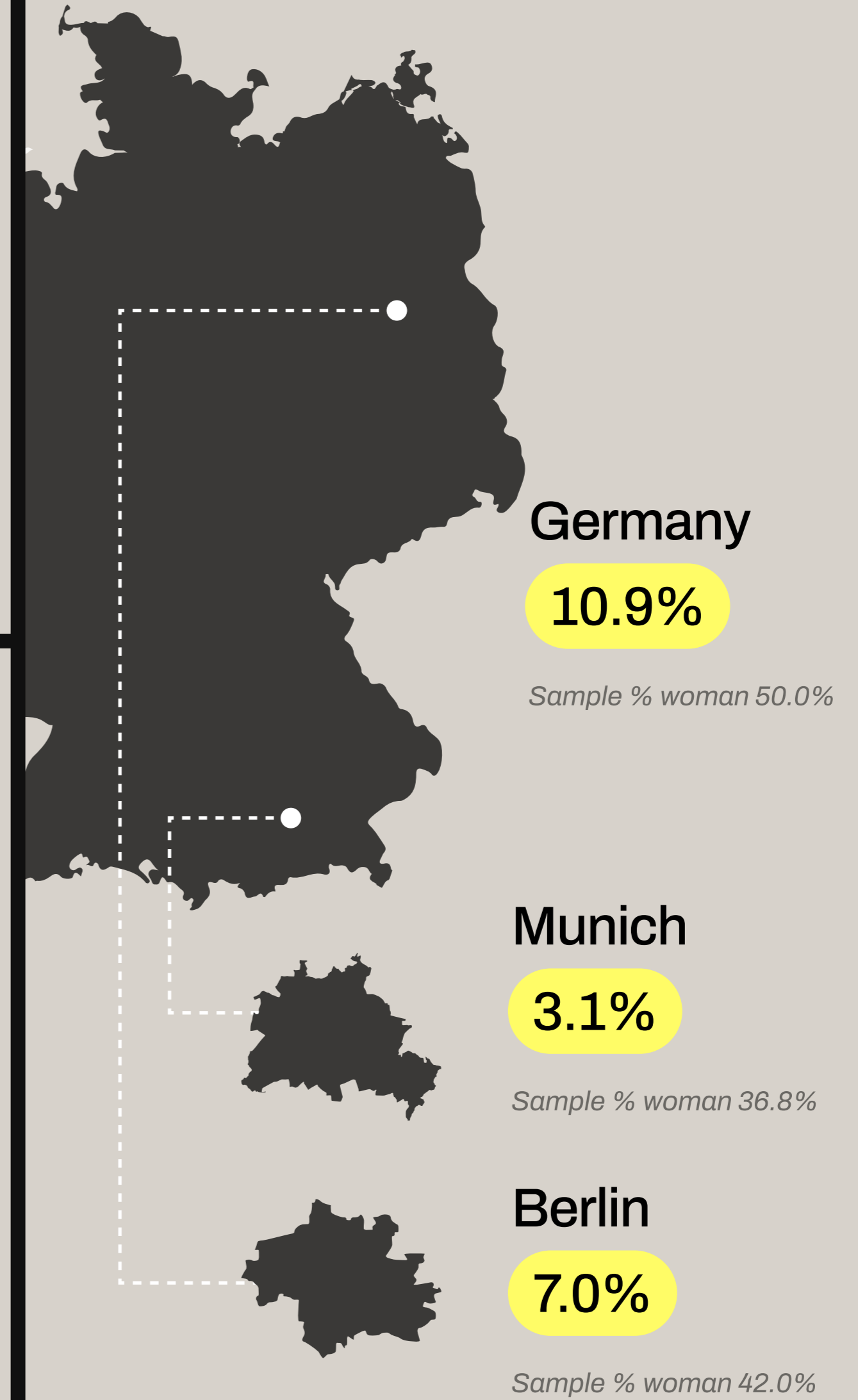
City / country

n = sample size



Gender pay gap

Difference in salaries for men vs women



Company size

n = sample size

City / Country	Senior		
	1-50	51-150	151+
Berlin	€81,000 (n=18)	€90,000 (n=33)	€90,000 (n=23)
Munich	€93,000 (n=4)	€105,000 (n=15)	€126,000 (n=1)
Germany	€93,000 (n=14)	€90,000 (n=10)	€85,000 (n=5)

who is behind this
report?

In this chapter...

We shine the spotlight on RocketX and Figures.
We'll explore what RocketX does and dive into the
role of Figures.

82 RocketX

84 Figures





Not your typical agency.

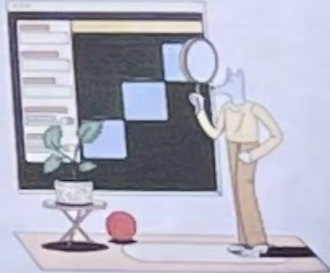
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