



western
management
group

Sales and Service
C O M P E N S A T I O N S U R V E Y
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INVITATION TO PARTICIPATE

1 January 2019

We would like to invite you to participate in the WMG annual Sales and Service Compensation Survey. This survey collects data for key Sales and Service positions in the Consumer Products, High Technology, Media, and Commercial industries with a sales force selling directly to end-user or retailer, business to business, or selling indirectly through channels.

Participants will have access to results representing the full database and also broken out into the various industries: Consumer Products, High Technology, Media and Commercial.

This survey covers Total Cash Compensation in the form of actual earned and target Base Pay, Sales Incentives, and Non-Sales Variable Pay for the previous and current sales plan years. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fee of \$1,650 includes access to **BOTH** the *Standard Report* and the *Custom Report* for the 2019 survey results through our online, **DataCentral**® reporting system, where you can download Standard Reports and run Custom Reports in both PDF and XLS formats. The *Custom Report* capabilities are designed for those who need to compare their data to that of others, or would like to run reports on selected sets of participants, by industry, product sectors, geography, revenue and many other scoping criteria. You can also qualify for DISCOUNTS up to \$850 to help moderate your costs this year. *The results of the survey are NOT available to non-participants.*

The schedule for this study is:

<i>1 April 2019</i>	Effective date of Annual Base Salary
<i>15 April 2019</i>	Deadline for submission of data to WMG (\$100 Discount)
<i>July 2019</i>	Results available for participants

In order to ensure that participating companies will be able to use this data for salary planning purposes, participants will need to meet the 15 April input deadline. Those who submit data on-time will receive a \$100 discount. If you anticipate having difficulty in meeting this deadline, please contact us directly.

All of the Policy & Practice information covered in this survey is collected and analyzed on our web site at **PolicyCentral**®. You can logon at www.wmgnet.com to report and access this information. If you are a previous participant in any WMG survey, your policy information may already be entered in **PolicyCentral**. Just logon, review and update them as necessary.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to the development and conduct of third party, specialized compensation surveys. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your data. All data for this survey will remain confidential and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value in the analysis of your sales compensation programs. Should you have any questions regarding the survey, please feel free to contact either of us directly.

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TABLE OF CONTENTS

Key Survey Features 3

New for 2019 3

Survey Schedule 3

Survey Fees 4

Survey Discounts 4

Survey Results – DataCentral® Subscription 5

Sample Reports 6

2018 Participant List 10

PolicyCentral® - Online Policies and Practices Resource 11

Preparing Your Survey Input 12

Previous Job Match Report 12

Survey Support 12

Data Confidentiality and Security 13

SmartScreen® - Data Entry Simplified 14

Data Reporting Instructions 15

SmartScreen® - Layout and Specifications 16

Survey Data Elements 17

Survey Jobs Index 24

Survey Job Leveling Factors 28

Survey Job Descriptions 31

Sales and Service
COMPENSATION SURVEY
2 0 1 9



KEY SURVEY FEATURES

- Collects data for Sales and Service jobs in the Consumer Products, High Technology, Media, and Commercial industries.
- Previous Year Total Targeted and Total Actual Cash Compensation as well as Current Year Total Targeted Cash Compensation is collected.
- Geographic breakouts of data for major regions, state, and over 100 major metropolitan areas throughout the country.
- Industry, Product and Revenue Level breakouts.
- 150 participants were included in the 2018 survey results.
- 120 key benchmark jobs, each with detailed job descriptions, and consistent leveling methodologies.

NEW FOR 2019

- Revised Data Elements
Survey Record Number
- New Jobs Added
Customer Success Manager (job 15130)
Business Developer General Sales levels 4 and 5 (jobs 20140 and 20150)
- Revised Job Descriptions
All General Sales Job Families (jobs 10110-10150; 11130-11150; 12130-12150)
Government Sales Reps (jobs 19110-19150)
Inside Sales Specialists (jobs 21110-21150) (Now includes Media Ad Inside Sales)
Sales Administrator/Support Specialists (jobs 30010-30030)
Sales Forecast Analysts (jobs 32110-32130)
Technical Support/Help Desk job family – Now Customer Support/Help Desk (jobs 40010-40030)
- Revised Job Codes
Media Ad Inside Sales Reps (jobs 24110-24220 will now use job codes 21110-21150)
- Jobs Deleted
Media Client Services Specialists (jobs 25110-25130)
Media Solutions Sales Development Specialists (jobs 26110-26130)
Media Planners (jobs 27110-27130)
Media Services Managers (jobs 27210-27220)
Media Strategists (jobs 28110-28220)
Sales Automation/Technology Specialists (jobs 31110-31220)

SURVEY SCHEDULE

January 2019
15 April 2019
July 2019

Distribution of Input Materials to invited participants
Deadline for submission of data. Earn a \$100 discount for "on-time" data
Production and distribution of survey results to participants

Sales and Service
COMPENSATION SURVEY
2 0 1 9



SURVEY FEES

All survey results are delivered via our **DataCentral**[®] online survey report tool. You have 24x7 access to both the **Standard Reports** option which includes data from ALL participants on ALL jobs, and the **Custom Reports** option where you can create your own report selections based on your choice of companies, product sectors, geographies, revenue, etc. With the Custom Reports you have complete control of the complexity of analyses, comparisons, and customization of results from the survey database, and you can run an unlimited number of reports to satisfy your needs on a 24x7 basis at any time

Survey Fee – Provides BOTH Standard and Custom Report Access	\$1,650
Hard Copy of Standard Report (in addition to the fee above)	\$250

SURVEY DISCOUNTS

You can earn \$850 in discounts this year!

- \$100 On-Time Discount if you submit your pay data by 15 April 2019
- \$250 Previous Participant Discount for all 2017 and 2018 Sales & Service Survey Participants
- \$500 New Participant Referral Discount to you for each new participant you refer – PLUS the company you refer also receives this discount!

Participants are invoiced when survey input is received. All applicable discounts are applied at that time.

SURVEY RESULTS - DataCentral® SUBSCRIPTION

All participants will receive 24x7 access to **DataCentral®** where you can to download Standard Reports which cover all participants and all jobs, and Custom Report access where you can define your own selection criteria for selected cuts. Results are provided in both PDF and XLS Formats at no additional cost.

STANDARD REPORTS

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of job data statistics and totals. Available in both Adobe Acrobat and Excel formats, at no additional cost.

- **Job Descriptions:** Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost.
- **Summary Report:** Displays the employee weighted, simple average, or median of each pay element for each survey job.
- **Detail Report:** For each survey job, displays employee weighted averages, simple averages and percentile data for each pay element as well as base-to-bonus earnings mix data, and number of employees reported to each FLSA Status.
- **Breakout Report:** For each survey job, displays average or median data of each pay element broken out by Industry, Product Sector, Geographic Area and Company Revenue.
- **Uploadable Excel Report:** Provides a job-by-job spreadsheet report with all of the major statistics and pay elements laid out in a readily uploadable format for third party analysis software.

A hard copy, printed version of the Standard Report is also available for an additional \$250 (only offered in addition to a DataCentral subscription).

CUSTOM REPORTS

Includes all of the above reports from the Standard Report PLUS

The Custom Report Generator offers detailed and full customized reporting capability. Ideal for participants who need reports based on a selected set of participants or to meet specific scoping criteria. You may choose to include or exclude your own data from the market results calculations, **plus** you have the ability to filter and compare your data to ALL data from ALL participants, or a Geographic area, or Product of your choice. You have complete control and flexibility in defining your own reports.

- Company Selections
 - Company Size by Revenue or Employment
 - Industry Segment and Product Category
 - Geographic Area: Region/State/Metro Area
 - Data Elements and Statistics Calculations
 - Custom Percentiles
 - Standard Deviations
 - Weighted and Simple Averages
 - Data Aging
 - And much more!
- **Market Comparison Report:** The Market Comparison Report displays how your company compares to the market in graphic and tabular formats.
 - **Uploadable Excel Breakout Report** Similar to the Uploadable Excel Report above, **PLUS** adds the ability to split the results into categories such as Industry, Geography, Product, or Revenue.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to www.wmgnet.com and scroll down to "Our Features" under "DataCentral" and click on "Take a Test Drive", or call Toni McGrath at +1 408 816 2346 for additional guidance.

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SAMPLE – SUMMARY REPORT

Summary Report

REPRESENTS: Employee Weighted Average

PAY TYPE DISPLAYED: Annual Rate

WMG Job Title	PREVIOUS SALES PLAN YEAR				CURRENT SALES PLAN YEAR					TOTAL SAMPLE SIZE		
	Sales Incentives Earned	Current Base + Sales Incentive Earned	Non-Sales Variable Pay Earned	* Total Cash	Base Pay as of 1 April	Target Sales Incentive	Target Base + Target Sales Incentive (TTC)	Target Non-Sales Variable Pay	* Target Total Cash	No. of Employees	No. of Companies	
10110 Field Sales Rep 1	\$28,177	\$59,848	\$3,258	\$59,933	\$43,874	\$38,387	\$73,406	\$7,017	\$73,875	3651	31	
10120 Field Sales Rep 2	\$35,229	\$84,474	\$6,389	\$85,845	\$66,694	\$37,280	\$92,480	\$11,602	\$94,012	5943	53	
10130 Field Sales Rep 3	\$55,296	\$93,896	\$12,288	\$98,909	\$70,187	\$42,404	\$91,456	\$11,987	\$95,825	7496	72	
10140 Field Sales Rep 4	\$68,376	\$143,400	\$13,128	\$147,009	\$108,749	\$51,512	\$135,968	\$28,059	\$139,703	1322	27	
10150 Field Sales Rep 5	\$158,937	\$165,911	\$31,675	\$175,956	\$122,502	\$61,180	\$152,460		\$152,460	448	11	
10210 Sales Mgr 1A (Selling)	\$31,227	\$122,407	\$16,315	\$124,140	\$101,676	\$28,922	\$125,689	\$6,633	\$127,009	999	71	
10211 Sales Mgr 1B (Non-Selling)	\$51,570	\$99,967	\$15,485	\$108,610	\$87,615	\$53,219	\$102,008		\$110,770	689	16	
10220 Sales Mgr 2	\$28,498	\$133,250	\$32,900	\$144,811	\$123,701	\$32,309	\$140,559	\$44,533	\$152,703	1090	49	
10230 Sales Mgr 3	\$160,089	\$202,364	\$42,655	\$222,972	\$166,917	\$60,000	\$204,000	\$17,789	\$208,661	401	27	
10240 Sales Mgr 4					\$260,183		\$1,500,000		\$341,391	9	7	
11130 Key Accts Sales Rep-Career Level	\$43,048	\$118,687	\$9,980	\$119,934	\$85,800	\$37,576	\$117,042	\$9,345	\$117,946	806	31	
11140 Key Accts Sales Rep- Spec Level	\$58,335	\$122,239	\$25,686	\$135,972	\$105,600	\$7,350	\$131,251	\$26,771	\$145,308	777	17	
11150 Key Accts Sales Rep-Expert Level	\$59,927	\$166,428	\$17,679	\$171,600	\$121,570	\$30,539	\$168,781		\$170,524	125	11	
11210 Key Accts Sales Mgr 1	\$45,502	\$139,721	\$23,639	\$163,177	\$112,000	\$112,000	\$44,220	\$143,959	\$13,187	\$149,915	124	14
11220 Key Accts Sales Mgr 2	\$43,205	\$160,781	\$31,320	\$175,000	\$130,124	\$48,027	\$168,621	\$31,492	\$180,962	148	16	
11230 Key Accts Sales Mgr 3	\$66,748	\$219,453		\$219,453	\$177,874	\$63,155	\$225,240		\$228,751	100	10	
12130 Large Strat Accts Sales Rep-Career Level	\$52,056	\$133,070		\$141,569	\$111,570	\$53,643	\$151,241		\$159,979	430	14	
12140 Large Strat Accts Sales Rep-Spec Level	\$64,036	\$170,430	\$43,000	\$194,641	\$134,656	\$37,195	\$162,252	\$15,532	\$164,945	496	37	
12150 Large Strat Accts Sales Rep-Expert Level		\$21,328		\$235,364	\$155,547		\$177,031		\$187,802	13	6	
12210 Large Strat Accts Sales Mgr 1	\$31,270	\$154,021	\$31,692	\$167,196	\$137,706	\$45,853	\$157,485	\$32,425	\$169,247	102	23	
12220 Large Strat Accts Sales Mgr 2	\$55,945	\$223,010		\$225,294	\$180,805	\$62,782	\$233,124		\$238,041	108	18	
12230 Large Strat Accts Sales Mgr 3	\$91,000	\$224,793	\$48,351	\$252,729	\$208,164	\$82,614	\$249,267	\$50,918	\$280,280	46	13	
13120 Prod Spec Sales Rep 2	\$1,366	\$91,756		\$96,224	\$84,126		\$94,345		\$98,002	96	8	
13130 Prod Spec Sales Rep 3	\$48,251	\$135,373	\$14,466	\$139,506	\$99,389	\$50,216	\$127,580		\$129,402	57	7	
13140 Prod Spec Sales Rep 4	\$71,038	\$168,253		\$168,743	\$118,979		\$148,027		\$148,027	20	6	
13210 Prod Spec Sales Mgr 1		\$142,135		\$142,522	\$117,178		\$144,945		\$145,913	34	6	
13220 Prod Spec Sales Mgr 2		\$141,435		\$146,529	\$135,257		\$151,682		\$156,819	21	7	

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



SAMPLE - DETAIL REPORT

Detail Report

PAY TYPE DISPLAYED: Annual Rate

10130 Field Sales Representative 3

	PREVIOUS SALES PLAN YEAR				CURRENT SALES PLAN YEAR				
	Sales Incentive Earned	Base + Sales Incentive Earned	Non-Sales Variable Pay Earned	* Total Cash	Base Pay as of 1 April	Target Sales Incentive	Target Base + Target Sales Incentive (TTC)	Target Non-Sales Variable Pay	* Target Total Cash
90th Percentile	\$124,290	\$146,880	\$17,610	\$149,110	\$97,006	\$62,097	\$137,200	\$12,938	\$137,200
75th Percentile	\$72,021	\$108,432	\$14,088	\$109,192	\$84,905	\$54,880	\$102,925	\$12,780	\$103,986
50th Percentile	\$40,168	\$81,700	\$9,925	\$85,950	\$68,265	\$39,856	\$82,864	\$11,590	\$85,458
25th Percentile	\$16,649	\$62,338	\$8,022	\$73,747	\$57,949	\$30,000	\$65,500	\$8,000	\$76,386
10th Percentile	\$6,482	\$56,826	\$6,529	\$58,715	\$35,500	\$5,000	\$60,689	\$8,000	\$69,900
Number Of Employees	3,294	6,729	2,745	6,729	7,293	3,588	7,293	2,658	7,293
Employee Weighted Average	\$55,296	\$93,896	\$12,288	\$98,909	\$70,167	\$42,404	\$91,456	\$11,987	\$95,825
Number Of Companies	56	69	25	69	72	49	72	16	72
Company Weighted Average	\$34,231	\$113,315	\$11,114	\$116,535	\$91,972	\$35,765	\$113,826	\$13,749	\$116,173
Current Incentive Leverage - Average					28.82%	100%			
Percent of Companies Providing Sales Incentive	77.78%					68.06%			
Percent of Employees Receiving Sales Incentive	43.94%					48.8%			
Percent of Companies Providing Non-Sales Variable Pay			34.2%					22.22%	
Percent of Employees Receiving Non-Sales Variable Pay			36.62%					35.46%	
Non-Sales Variable Pay Percent of Total Survey Earnings			5.06%					4.55%	
Non-Sales Variable Pay Paid to Receiving Employees - Average			14.17%					13.58%	
Gender		Male: 32.2%			Female: 20.2%				

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



SAMPLE - BREAKOUT REPORT

Breakout Report

REPRESENTS: Employee Weighted Average
 PAY TYPE DISPLAYED: Annual Rate

10130 Field Sales Representative 3

	PREVIOUS SALES PLAN YEAR				CURRENT SALES PLAN YEAR					TOTAL SAMPLE SIZE		
	Sales Incentive Earned	Base + Sales Incentive Earned	Non-Sales Variable Pay Earned	* Total Cash	Base Pay as of 1 April	Target Sales Incentive	Target Base + Target Sales Incentive (TTC)	Target Non-Sales Variable Pay	* Target Total Cash	# of Emps	# of Co's	Relative Index
Product Code												
Food/Beverage/Tobacco Products/Food Service/Restaurant Equip/Supplies		\$69,547	\$11,380	\$80,689	\$71,165		\$72,402	\$10,327	\$81,851	2,778	8	81.57%
Healthcare/Pharmaceuticals/Cosmetics/Personal Care Products	\$95,119	\$131,289		\$131,724	\$86,423		\$115,828		\$115,855	1,847	6	133.17%
Wine	\$18,326	\$112,551	\$10,153	\$113,604	\$104,981	\$20,882	\$119,479	\$10,153	\$120,531	19	31	114.85%
Industry Code												
Commercial	\$59,925	\$108,546		\$113,583	\$72,466		\$97,572			667	943	8 114.83%
Consumer Products	\$22,406	\$75,260	\$11,344	\$84,381	\$73,178	\$18,446	\$77,384	\$10,310		35	3,382	50 85.31%
High Technology	\$62,164	\$110,538	\$7,148	\$110,824	\$66,370	\$52,033	\$105,158		\$105,168	3,159	13	112.04%
Geographic Area												
AL Alabama-Other	\$71,159	\$94,107		\$101,880	\$61,684	\$37,832	\$78,708		\$84,875	20	8	103.0%
AL Birmingham		\$76,091		\$85,319	\$64,098	\$67,177	\$66,000		\$95,661	14	7	86.26%
AZ Phoenix Metro	\$53,376	\$101,422		\$106,981	\$70,279	\$36,605	\$105,193		\$100,303	54	16	108.16%
CA California-Other		\$73,249		\$77,073	\$79,781		\$81,228		\$84,311	48	7	77.92%
CA Inland Empire	\$25,037	\$69,774		\$78,628	\$64,111		\$75,956		\$83,324	20	7	79.49%
Revenue Level												
Under \$100 Million	\$19,578	\$122,755		\$111,232	\$111,464	\$21,295	\$127,190		\$129,667	65	19	126.61%
\$150 to \$249 Million		\$93,717		\$93,177	\$79,053		\$91,106		\$91,168	31	5	94.98%
\$500.0 to \$999 Million	\$34,198	\$118,838		\$119,732	\$71,964	\$49,761	\$112,772		\$113,199	239	10	121.11%
Gender												
Female	\$45,665	\$81,331	\$11,306	\$90,795	\$71,594	\$33,055	\$82,461	\$10,469	\$89,150	1,514	36	91.79%
Male	\$50,602	\$117,551	\$13,108	\$86,501	\$73,514	\$42,505	\$87,925	\$12,895	\$96,080	2,838	46	97.56%
Job Focus Code												
General & Product Sales - Responsible for sales DIRECTLY to end user only	\$52,109	\$92,380	\$35,236	\$94,840	\$51,908	\$46,721	\$91,354		\$94,692	1,762	12	95.88%
General & Product Sales - Responsible for sales DIRECTLY to retailer only	\$37,638	\$75,129	\$11,425	\$83,878	\$74,758	\$26,798	\$76,988	\$10,389	\$84,429	3,461	24	84.8%
General & Product Sales - Responsible for sales INDIRECTLY through channels only	\$22,332	\$115,164	\$6,495	\$116,744	\$97,095	\$26,728	\$116,064	\$9,055	\$118,239	279	29	118.03%
Total Job												
Total Job	\$55,296	\$93,896	\$12,288	\$98,909	\$70,187	\$42,404	\$91,456	\$11,987	\$95,825	7,496	72	100.0%

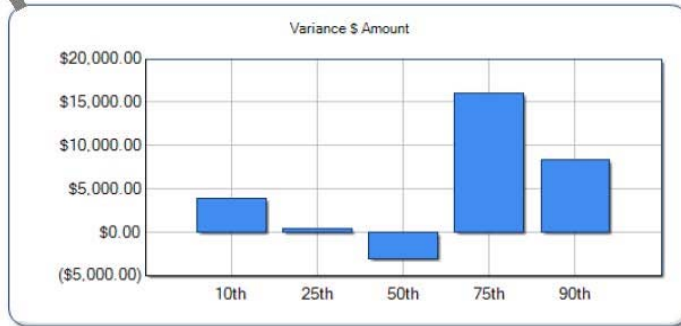
SAMPLE - MARKET COMPARISON REPORT

10110 FIELD SALES REPRESENTATIVE 1

Report analysis based on the Total Compensation of 4 Employee(s) from My Company and 306 Employees from 56 other companies.

	My Data	Market Data	Variance %	Variance \$
10th	\$41,444	\$37,500	10.51%	\$3,944
25th	\$41,444	\$40,998	1.08%	\$446
50th	\$41,444	\$44,555	-6.99%	(\$3,111)
75th	\$65,998	\$50,000	31.99%	\$15,998
90th	\$65,998	\$57,650	14.48%	\$8,348
Employee Average	\$53,721	\$46,330	15.95%	\$7,391
Company Average	\$53,721	\$46,417	15.73%	\$7,304

Emp Avg Variance % - Over/Under Salary Checkup



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2018 PARTICIPANT LIST

HIGH TECHNOLOGY INDUSTRY PARTICIPANTS

ADT Security Services	International Data Group	Shimadzu Medical Systems
AT&T	Johnson Controls International	Tech Data
Black & Veatch	Konica Minolta Business Solutions	T-Mobile USA
Charter Communications	Lennox International	Verizon Communications
Comcast	NEC Display Solutions of America	Vivint
Cox Communications	Philips North America	
Danaher	Physical Electronics USA	
Honeywell HBT & SPS	Pitney Bowes	
Intelsat	Ricoh USA	

CONSUMER PRODUCTS INDUSTRY KEY PARTICIPANTS

Agri Beef	Fetzer Vineyards	New Belgium Brewing
American Greetings	Hallmark Cards	organicgirl
Aramark	Hershey	Polaris Industries
Bose	HoMedics	RAI Services
Calvin Klein	Keurig Green Mountain	Revlon
Carter's	Lifetime Brands	S. Martinelli & Company
Clarins	L'Oreal USA	Schwan Food
Coca-Cola	Mars	TaylorMade adidas Golf
Danone	Mattel	Tennant
E. & J. Gallo	Maui Jim	The Nature's Bounty Company
Essendant	Misionero	Tommy Hilfiger
Estee Lauder	Nestle USA	Van Heusen

Plus over 65 wineries!

COMMERCIAL INDUSTRY PARTICIPANTS (Typically sells business to business products and services)

Black & Veatch	GLG	ServiceMaster
Clean Harbors	Henry Schein	Waste Management
Deluxe	McKesson	WestRock
Dun & Bradstreet	Ryder System	
Gerdau Ameristeel	Service Corporation International	

MEDIA INDUSTRY PARTICIPANTS

American Public Media	Dex Media	Sage Publications
AOL	Digitas	Time
Charter Communications	Eye Corp Media	Tribune Media
Clearlink	Harvard Business Publishing	TripAdvisor
Comcast	International Data Group	Washington Post
Cox Communications	John Wiley & Sons	

PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

Compensation related policy and practices information from all of our surveys is collected and analyzed through our website at **PolicyCentral** – your online source for the compensation policy issues. Simply log on at www.wmgnet.com and click on **PolicyCentral** to complete this portion of your survey.

Please complete or update your **PolicyCentral** information on the following topics by 15 April 2019.

CORE TOPICS:

- 2019 Pay Increase Budgets and Salary Structure Adjustments
- Cost of Employee Benefits as a Percentage of Payroll
- Employment Turnover/Reduction In Force (RIF)
- Individual Performance Bonus (Excluding Sales Positions)
- Insurance: Health & Medical
- Paid Personal Time Off - PPTO
- Paid Sick Leave
- Paid Vacation
- Pay Increase Plan Design
- Retirement: Defined Contribution Plans (401(k) Type Plans)

PAY PROGRAMS:

- Sales Incentive Plans

We understand that it may require an initial investment of your time to enter your company's data the first time for these specified topics, but once your data is in, updating it next year won't take as much of your time; you only need to review and update your changes for "time sensitive" topics annually. All of your previous data is retained for modification, and if you are in multiple WMG surveys, you only need to enter/update annually, and it covers all of your surveys, and you will be eligible for multiple discounts!

Over 80 additional topics are also available and once you enter your own data on any topic, you can generate a report for that topic.

In PolicyCentral you are able to customize your reports by selecting specific companies, product groups, survey groups, geographic areas, and more. You can also receive reports in colorful graphics and uploadable spreadsheet format – all free of charge.

Enhanced Selection and Reporting Capability can be based on the following: (Data will not be displayed if there are less than 5 organizations reporting.)

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual \$ Revenue
- Specific WMG Survey Participants
- Age of Data
- Company Selections (5 company minimum)
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel formatted files

You can logon at www.wmgnet.com to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, please call our office at +1 408 399 4900 or info@wmgnet.com.

PREPARING YOUR SURVEY INPUT

Before starting data submission, we recommend that you follow the steps outlined below to help streamline your submittal.

- **Print this document in color**, as these materials have many key-points outlined in **red** print.
- **Read this document** completely, taking notes and "marking-up" your copy. If you have any questions, please feel free to contact us directly for clarification.
- **Prepare your proposed Job Matches** comparing and translating your internal job-structures and positions to those found in the survey.
- **Collect** and prepare your **Company and Incumbent Data**
- **Download the SmartScreen[®]** Excel Template from the WMG Website
- **Use the SmartScreen** on your PC
 - Enter the **General Information and Billing information**
 - **Export your Employee Data** from your HRIS System to an Excel file, with one line of data per employee
 - **Cut/Paste** the data from your HRIS / Employee Data file into the appropriate SmartScreen fields
 - **Enter Survey-Specific Information** into the SmartScreen which has not been generated in your HRIS file
 - Run the SmartScreen "Validate Pay" **Audit Reports** to flag omissions, pay questions, and common data entry errors
 - **Fix errors** found within the Audit Reports
 - **Save and Archive** a copy of the SmartScreen on your PC
- **Submit** a copy of your **SmartScreen** file by 15 April 2019.

PREVIOUS JOB MATCH REPORT

If you were a participant in the 2018 Sales and Service Compensation Survey, you can access your previous job matches and data by logging on at <http://www.wmgnet.com>. Once logged in, go to "My Recent Survey History" to access "My Job Matches" for your Previous Job Match Report or click on "Previous Data Submissions" to request a copy of your previous SmartScreen[®] submission. If you have misplaced your username and password, call or email Toni McGrath at +1 408 816 2346 or toni@wmgnet.com.

SURVEY SUPPORT

If you have questions regarding any aspect of the survey, website, SmartScreen[®], DataCentral[®] or PolicyCentral[®] operation, please contact the appropriate WESTERN MANAGEMENT representative from the list below.

- **Website Address**

<http://www.wmgnet.com>

- **General Survey Support**

Toni McGrath
Tel: +1 408 816 2346
eMail: toni@wmgnet.com

OR

Steve Treder
Tel: +1 408 337 0304
eMail: stevet@wmgnet.com

- **Website and Technical Support**

Ray Lake
Tel: +1 408 533 8501
eMail: tech.info@wmgnet.com

DATA CONFIDENTIALITY, PRIVACY, AND SECURITY

Participation in this survey implies agreement to provide employee pay and benefits data to WMG to be used for the production of compensation surveys. The results of said surveys will be released to all participants on a mutual exchange basis, providing that the normal data privacy, confidentiality, and security provisions are met. WMG does not collect personally-identifiable information for our surveys (such as Employee ID, Social Security, name, phone numbers, eMail, credit card, etc.), and has a number of safeguards in effect to protect the confidentiality of the company and employee data:

- No company or individual employee identification will be associated with any data or reports generated from the database, except a participant's own data presented to them in the reports.
- All reports and data presentations are available in "aggregate" form only and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
 - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
 - No reports on individual jobs will be produced in which data from any single institution (other than the requestor) represents over 25% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

Western Management Group conducts a variety of surveys. Each is designed to uniquely cover a particular industry, function, and/or geography. Nevertheless, in some cases there is overlap of specific jobs over two or more WMG surveys.

When there are identical job descriptions in two or more surveys, WMG shares the data submitted on those jobs between the surveys. In this way we're able to maximize the data coverage, and present the most robust possible reflection of the true labor market.

Therefore, on some jobs, the data participants submit to a specific WMG survey may be reported back in two or more WMG surveys that year.

If you have any questions regarding our data-sharing policy and procedure, please feel free to contact us.

At no time is any of the information provided by participants to our surveys shared, stored, or handled by any third parties.

SmartScreen – DATA ENTRY SIMPLIFIED

A pre-formatted **SmartScreen** Excel template is available to simplify your data entry. The **SmartScreen** template is an Excel based application that provides a flexible/user friendly interface to input, validate and securely submit your survey data. **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can “cut & paste” into it from your other internal data sources. The spreadsheet will highlight data that is not formatted correctly and/or data that does not fall within specified reasonable limits on each job. You are able to verify your data before submitting it to WMG, thus greatly increasing the validity of the data. It is available at no additional cost.

You can download the **SmartScreen** Excel template from our website at www.wmgnet.com

Once you have entered your data, performed the “Validate Pay Data” function of your **SmartScreen**[®] and save your data on your computer, you can submit your **SmartScreen** as follows:

- Save the **SmartScreen** file to a location of your choice on your computer. Click on the “SUBMIT” tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.

OR

- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Toni McGrath at toni@wmgnet.com

When your **SmartScreen** data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable data entries and job matches. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call or email Toni McGrath at +1 408 816 2346 or toni@wmgnet.com or Steve Treder at +1 408 337 0304 or stevet@wmgnet.com.

DATA REPORTING INSTRUCTIONS

The overall objective in conducting the survey is to collect and analyze actual earned and targeted pay information for Sales, Service and Sales Support staff for the 2018 calendar/fiscal period AND the targeted pay information for the current 2019 calendar/fiscal period. A wide variety of pay methods and practices are in use and are applied to these individuals. Report all data for each employee matched to the survey jobs for ALL of your U.S. locations. In order to achieve some common standards of comparison, a number of restrictions, specifications and definitions have been developed to categorize and standardize the data collected. Please review these carefully prior to completing your input to the survey, to ensure that you are using the common terminology defined here. Should you have any questions as to the application or meaning of any survey item, please contact us directly for clarification and assistance. Time spent now in understanding the survey instructions and terminology will save both your own time and ours by minimizing the need for extensive clarification of your survey submission.

Review your excel **SmartScreen**[®] for omissions and validity prior to submission. We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss.

- **JOB DESCRIPTIONS:** A general job description is provided for each job covered in the survey. These descriptions reflect the normal range of duties, responsibilities and requirements found for each level of the job specified. It is not intended that the description list every specific task which might conceivably be assigned to that job. Rather, it is a general indication of the scope and complexity of the job. Thus, it is unlikely your jobs will be exact matches to the job descriptions. The description should be used as a reference. Use the **Survey Job Leveling Factors** to determine the appropriate level to match. As an overall guide, your job should match the description content within + or - 20% level of confidence. If in doubt, do *NOT* include your job.
- **BLENDED JOBS - DO NOT DOUBLE MATCH:** If your employee performs a combination of duties from two or more survey job levels or groups, pick the one survey job or group where at least 80% of the survey job content fits the employee. **DO NOT** match the same employee to more than one survey job level or group. If no survey job represents at least 80% of the duties of the employee, **DO NOT REPORT** that employee. **"If in doubt, leave it out"**.
- **ELIGIBILITY REQUIREMENTS:** Full-time, permanent U.S.-based employees only. *EXCLUDE* Part-Time, Seasonal, Contract, Job Share and Temporary employees. For Previous Year Data, only include when the employee was in the job full time for the complete previous year.
- **PAY DATA:** Report all pay data for each employee as *whole dollar* (no cents). Report all pay elements in annual terms. Do not include format characters such as Dollar signs (\$), commas, decimals or cents. Include only employees who work FULL TIME on a regular basis and are eligible for normal benefits. Do not include temporary or agency employees, employees who work less than full time, contractors, or those whose pay is being managed in a special way.

Previous Year Data must include ONLY employees who have been in the matched job for the FULL year; e.g. Sales Manager who was in job 10211 for the whole year IS reportable. A Sales Manager who progressed from Job 10211 to 10220 within the year IS NOT reportable. A Sales Manager hired into Job 10220 from outside the company during the year IS NOT reportable.

SmartScreen® - LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified below and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Toni McGrath or Steve Treder at +1 408 399 4900 if you have questions about the use of the **SmartScreen** or for proper formatting of your file.

- Report annual dollars, whole numbers – DO NOT include cents
- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- When entering ZIP Codes, use the five digit ZIP code; DO NOT include the four digit extension.
- DO NOT include decimals, dollar signs (\$) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the Record Layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns, or change the order of the columns
- DO NOT assign a password to the document. You can use the “Submit” tab to directly and securely upload your file

Column	Survey Data Element	Definitions Page
A	Survey Job Code	17
B	Job Focus Code	17
C	Industry Code	17
D	Product Code	18
E	Gender	18
F	Company Job Code	18
G	Company Job Title	18
H	Survey Record Number	18
I	Work Zip Code	18
J	LTI Eligibility Code	19
K	Annual Base Salary as of 1 April 2019	20
L	Current Year Target Sales Incentives (2019)	20
M	Current Year Target Non-Sales Variable Pay (2019)	21
N	Previous Year Actual Sales Incentives Earned (2018)	22
O	Previous Year Actual Non-Sales Variable Pay Earned (2018)	23
P	Comments	23

Sales and Service
COMPENSATION SURVEY
2 0 1 9



SURVEY DATA ELEMENTS

Below are the definitions of each item on the **SmartScreen**[®], listed in order by column.

A. SURVEY JOB CODE: Identifies the job which this employee performs. Refer to the accompanying descriptions for detailed job content and to the Job Leveling Factors to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match to it.

B. JOB FOCUS CODE: This field designates the specialty sub-function of the position. Job Focus Code is only needed for the following jobs:

General Sales jobs: 10110-12240 and Product Specialty Sales jobs: 13110-13230

- A** = Responsible for sales DIRECTLY to retailer only
- B** = Responsible for sales DIRECTLY to end user only
- C** = Responsible for sales INDIRECTLY through channels only
- Z** = Responsible for any combination of sales to retailer, end-user, through channels, and/or sales to government

Inside Sales jobs: 21010-21220

- A** = Conducts Inbound Calls Only
- B** = Conducts Outbound Calls Only
- Z** = Combination of Inbound and Outbound

Media Sales jobs: 22110–22240 and 23130-23140

- A** = New Accounts Only - Generates new business from new customers
- B** = Existing Accounts Only – Services current customer base
- Z** = Combination of New and Existing Accounts

Education jobs: 51110-53220

- A** = Trainer
- B** = Developer
- Z** = Combination

Systems Engineering jobs: 60110–60230

- A** = Pre-Sales
- B** = Post-Sales
- Z** = Combination

C. INDUSTRY CODE: Defines the primary industry for the reported employee.

- CX** = Consumer Products
- HT** = High Technology
- ME** = Media
- ZZ** = Commercial

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



D. PRODUCT CODE: Designates the Product Line which the employee primarily sells/supports. This can vary by employee, if your company has different sales forces selling different products. One of the following must be entered for each incumbent:

- AM** = Apparel/Footwear/Personal Accessories/Jewelry
- AU** = Automotive or Industrial Equipment/Machinery/Parts/Accessories
- BC** = Building Controls/HVAC/Alarm Systems
- BU** = Building Supplies/Paint/Tools/Hardware/Materials
- CC** = Computer and/or Telecommunications Systems, Software, Hardware, Storage, Products, Peripherals, Consulting & Support
- CG** = Cards/Gifts/Books/Novelties/Toys/Games/Hobby Supplies
- CL** = Household/Janitorial Cleaning Products & Supplies
- CN** = Sales of Contracted Services
- EC** = Electronics/Components/Sub-Assemblies/Devices
- ES** = Consumer Electronics/Audio/Video/Telephones/Portable Electronic Devices
- FO** = Food/Beverages/Tobacco Products/Food Service/Restaurant Equipment/Supplies
- HP** = Healthcare/Pharmaceuticals/Cosmetics/Personal Care Products
- IA** = Analytical Instruments/Test Equipment
- MA** = Media Advertising Agency Ad Sales
- ME** = Media Entertainment/Broadcast Ad Sales
- MP** = Media Printing/Publishing Ad Sales
- MW** = Media Web/Internet Ad Sales
- OP** = Office Products/Supplies/Furnishings
- PP** = Paper Products
- RP** = Recreation/Sporting Goods/Marine Products
- TS** = Telecommunications/Internet Services
- WI** = Wine
- ZZ** = Other or Combination

E. GENDER: Enter a valid Gender Code for the employee. This field is optional, not required.

- F** = Female
- M** = Male

F. COMPANY JOB CODE: If your organization uses a job numbering system, indicate your internal job code which corresponds to your title. This information will help you document your job matches and entries for future reference, as well as simplifying the updating of your data in subsequent cycles of the survey.

G. COMPANY JOB TITLE: Enter your internal company job title for each job reported.

H. SURVEY RECORD NUMBER: Enter a unique record number assigned to the line of data which enables internal tracking and verification of the pay information reported to the survey. This can be as simple as a number sequence starting at 1 for the first record, and indexing up to the full count of records being submitted.

You may use any scheme meeting your own needs which will allow you to associate the data with your own employees and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. **DO NOT submit Social Security Number, Employee ID, Payroll ID, or any other personally-identifiable-information which you would consider confidential, or could in any way compromise the confidentiality of the individual pay data reported for your employees.**

I. WORK ZIP CODE: Enter the 5-digit Postal ZIP Code of the **WORK LOCATION** (not residence) of the employee. The "work location" may be the Company Headquarters, Regional Office, Remote Center, Sales Office, or the Employees' home, depending on where the employee spends the bulk of their time. Report location which best represents the employees' work location. Do not report Four-Digit Postal ZIP Code extensions.

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



J. LONG-TERM INCENTIVE (LTI) ELIGIBILITY CODE: Indicate whether the incumbent is currently eligible or not eligible to receive stock options or grants and/or other long-term cash incentives, beyond current bonus or annual profit-sharing.

Note: Excludes Employee Stock Purchase Programs

A = Appreciation Based LTI Programs

- Incentive Stock Options
- Stock Appreciation Rights (SAR's)

B = Full Value LTI Programs

- Non-Qualified Stock Options
- Performance Shares/Share-Units
- Restricted/Registered Stock Units (RSU's)

C = LTI Cash Incentive/Award Programs

- Multi-year Cash Incentive Plans
- PUPS

X = Any Combination of A – B – C above

Z = NONE – Not eligible for any LTI Program

PAY, COMPENSATION AND EARNINGS DATA:

Report all pay data (Base Pay, Sales Incentive Compensation, Non-Sales Variable Pay and Target Total Earnings) in *ANNUAL TERMS*, rounded to whole U.S. dollar amounts. All reported pay amounts are *TWELVE-MONTH TOTALS*. Any conversion of data from other pay frequencies should be on the basis of:

Hours per year =	2080
Weeks per year =	52
Months per year =	12
Hours per week =	40
Hours per month =	173.33
Weeks per month =	4.33

DO NOT enter partial year earnings. Pay amounts reported should reflect pre-401k reductions. Report Whole Dollar Amounts and exclude commas, decimal points, and cents. If there is no data to report in a given field, leave it blank. No imbedded blanks or spaces allowed in data.

Examples:

AMOUNT	ENTERED AS:
\$ 36,458 (Annual) =	36458
\$ 104,389 (Annual) =	104389
\$ 1,833 (Monthly) =	21996
\$ 567 (Weekly) =	29484
\$ 9.56 (Hourly) =	19885

Sales and Service
 COMPENSATION SURVEY

 2 0 1 9



- K. ANNUAL BASE SALARY AS OF 1 APRIL 2019:** Enter full time Annual Base Salary Rate effective 1 APRIL 2019. This is the fixed portion of the employee's income, independent of any earned commissions or incentives, bonuses, performance awards or other compensation. Includes recoverable and non-recoverable draws. For employees who receive 100% of their earnings as Sales Incentives, Base Salary Rate will be zero, not blank.
- L. CURRENT YEAR TARGET SALES INCENTIVES (2019):** Report the PLANNED dollars for the sales related incentive portion of the employee's income and specified for the full CURRENT YEAR Sales Incentive Plan/Program. Such items are paid as incentive to reward or motivate individuals or groups. Sales incentives may fall under several categories:
- They may be earned on a regular basis as commissions, commission overrides or sales related incentives based on quantitative performance items such as sales dollars/units.
 - Or, they may be payments based on qualitative or judgmental measures related to sales activity or group performance.
 - Team Incentives are included and must be individualized: e.g. a \$50,000 team incentive paid to five team members = \$10,000 "Individualized" incentive paid to each employee.

Enter the PLANNED *TWELVE-MONTH TOTAL* dollar amount for the CURRENT Plan Year, whether or not the Plan Year coincides with the calendar year. If Plan Year coincides with the calendar year, report the planned targeted incentives for 2019.

Only report data for employees who are full time.

Include:

Planned Commissions/Sales Incentives
 Planned Quota Achievement Bonus
 Planned Sales Related MBO Payments

Planned Commission Overrides
 Planned Product Sales Related Bonus

Exclude:

Base Pay
 Cash Performance Awards
 Cash Bonus Payments

Non-Targeted Contests or SPIFs
 Cash Profit Sharing
 MBO Plan Payments

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



M. CURRENT YEAR TARGET NON-SALES VARIABLE PAY (2019): Includes all those items of NON-SALES RELATED incentives/variable pay, *including Cash Profit Sharing* planned for the full Current Year. Generally denotes items available to *ALL employee groups*, not just the Sales Force. Enter the PLANNED *TWELVE-MONTH TOTAL* dollar amount for the CURRENT Plan Year, whether or not the Plan Year coincides with the calendar year. If the Plan Year coincides with the calendar year, report the targeted non-sales variable pay for 2019.

Only report data for employees who are full time.

Include:

- | | |
|--|----------------------|
| * Geographic Differential Premiums | Lump Sum Merit Bonus |
| System Engineer Incentive Awards | Cash Profit Sharing |
| Targeted Corporate/Group/Division Awards | Gainsharing |
| Cash Performance Awards | Cash Bonus Payments |
| MBO Plan Payments | |

Exclude:

- | | |
|--|-------------------------|
| Deferred Profit Sharing | Mortgage Assistance |
| 401(k) Matching Payments | Stock Options or Awards |
| Automobile Allowance | Commission Overrides |
| Sales Incentive Awards | Relocation Allowance |
| Commissions | Hardship Payments |
| Non-Cash Awards (Prices, Trinkets, Toys) | |

** Only reportable here if it is a separate, identifiable pay premium or element which is treated as an "At Risk" differential. Otherwise include in base pay. This is a temporary differential paid only while employee remains assigned to the geographic area.*

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



N. PREVIOUS YEAR ACTUAL SALES INCENTIVES EARNED (2018): Applies only to full time employees who participated in a Sales Plan and were eligible for Sales Incentive Compensation for the full year, otherwise, leave blank.

This is the sales related incentive portion of the employee's income and generally specified in a Sales Incentive Plan/Program. Such items are paid as incentive to reward or motivate individuals or groups. Sales incentives may fall under several categories:

- They may be earned on a regular basis as commissions, commission overrides or sales related incentives based on quantitative performance items such as sales dollars/units.
- Or, they may be payments based on qualitative or judgmental measures related to sales activity or group performance.
- Team Incentives are included and must be individualized: e.g. a \$50,000 team incentive paid to five team members = \$10,000 "Individualized" incentive paid to each employee.

The Previous Year incentives reported are actual dollar amounts earned (whether paid or not), rather than targeted commission rates and are expressed in annual dollar amounts for the most recently completed plan year. May include amounts earned for performance in that plan year, but not actually paid until the current year. The value of the Incentive may be zero if the employee was eligible, but did not earn any Incentives in the Plan Year.

Enter the *TWELVE-MONTH TOTAL* dollar amount earned for the MOST RECENT COMPLETED PLAN YEAR, whether or not that Plan Year coincided with the calendar year. If Plan Year coincides with the calendar year, report the incentives earned through 2018.

Only report data for employees who were full time and in the job the full year.

Include:

Earned Sales Incentives for ALL survey jobs
 Earned Commissions/Sales Incentives
 Earned Commission Overrides
 Quota Achievement Bonus
 Product Sales Related Bonus

Sales Contest Cash Awards
 Discretionary Sales Related Bonus
 Sales Related MBO's
 Cash SPIF's or Equivalent

Exclude:

Commission Target Figures
 Cash Performance Awards
 Cash Bonus Payments

Cash Profit Sharing
 Non-Cash Awards (Merchandise, Trips, Etc.)
 MBO Plan Payments

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



O. PREVIOUS YEAR ACTUAL NON-SALES VARIABLE PAY EARNED (2018): Includes all those items of NON-SALES RELATED incentives/variable pay, *including Cash Profit Sharing earned* for the Previous Year. Generally denotes items available to *ALL employee groups*, not just the Sales Force. Enter the TWELVE-MONTH TOTAL dollar amount earned for the MOST RECENTLY COMPLETED PLAN YEAR, whether or not that Plan Year coincided with the calendar year. If Plan Year coincides with the calendar year, report the non-sales variable pay earned through 2018.

Only report data for employees who were full time and in the job the full year, otherwise leave blank.

Include:

- | | |
|---|----------------------|
| * Geographic Differential Premiums | Lump Sum Merit Bonus |
| System Engineer Incentive Awards | Cash Profit Sharing |
| Targeted Corporate/Group/Division Awards | Gainsharing |
| Cash Performance Awards / Cash Bonus Payments | |
| MBO Plan Payments | |

Exclude:

- | | |
|--|-------------------------|
| Deferred Profit Sharing | Mortgage Assistance |
| 401(k) Matching Payments | Stock Options or Awards |
| Automobile Allowance | Commission Overrides |
| Sales Incentive Awards | Relocation Allowance |
| Commissions | Hardship Payments |
| Non-Cash Awards (Prices, Trinkets, Toys) | |

** Only reportable here if it is a separate, identifiable pay premium or element which is treated as an "At Risk" differential. Otherwise include in base pay. This is a temporary differential paid only while employee remains assigned to the geographic area.*

P. COMMENTS: Enter information which will help to explain where data has been derived, or why the value of a field is outside of the audit limits. The information entered here is only visible to your company and WMG, and is not distributed to other participants.

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



SURVEY JOBS INDEX

NEW OR REVISED JOBS INDICATED IN BOLD RED ITALICS

SALES JOB FAMILIES

JOB CODE	GENERAL SALES	Notes
<i>10110</i>	<i>Field Sales Representative 1</i>	<i>Revised Description</i>
<i>10120</i>	<i>Field Sales Representative 2</i>	<i>Revised Description</i>
<i>10130</i>	<i>Field Sales Representative 3</i>	<i>Revised Description</i>
<i>10140</i>	<i>Field Sales Representative 4</i>	<i>Revised Description</i>
<i>10150</i>	<i>Field Sales Representative 5</i>	<i>Revised Description</i>
<i>10210</i>	<i>Sales Manager 1A (Selling)</i>	<i>Revised Description</i>
10211	Sales Manager 1B (Non-Selling)	
10220	Sales Manager 2	
10230	Sales Manager 3	
10240	Sales Manager 4	
<i>11130</i>	<i>Key Accounts Sales Representative 3</i>	<i>Revised Description</i>
<i>11140</i>	<i>Key Accounts Sales Representative 4</i>	<i>Revised Description</i>
<i>11150</i>	<i>Key Accounts Sales Representative 5</i>	<i>Revised Description</i>
11210	Key Accounts Sales Manager 1	
11220	Key Accounts Sales Manager 2	
11230	Key Accounts Sales Manager 3	
11240	Key Accounts Sales Manager 4	
<i>12130</i>	<i>Largest Strategic Accounts Sales Representative 3</i>	<i>Revised Description</i>
<i>12140</i>	<i>Largest Strategic Accounts Sales Representative 4</i>	<i>Revised Description</i>
<i>12150</i>	<i>Largest Strategic Accounts Sales Representative 5</i>	<i>Revised Description</i>
12210	Largest Strategic Accounts Sales Manager 1	
12220	Largest Strategic Accounts Sales Manager 2	
12230	Largest Strategic Accounts Sales Manager 3	
12240	Largest Strategic Accounts Sales Manager 4	
JOB CODE	PRODUCT SPECIALTY SALES	
13110	Product Specialist Sales Representative 1	
13120	Product Specialist Sales Representative 2	
13130	Product Specialist Sales Representative 3	
13140	Product Specialist Sales Representative 4	
13150	Product Specialist Sales Representative 5	
13210	Product Specialist Sales Manager 1	
13220	Product Specialist Sales Manager 2	
13230	Product Specialist Sales Manager 3	
JOB CODE	RETAIL ACCOUNT MANAGEMENT	
14130	Retail Account Manager	
JOB CODE	CUSTOMER SUCCESS MANAGEMENT	
<i>15130</i>	<i>Customer Success Manager</i>	<i>New Job</i>

Sales and Service
 COMPENSATION SURVEY

2 0 1 9



JOB CODE GOVERNMENT SALES

19110 *Government Sales Representative 1*
19120 *Government Sales Representative 2*
19130 *Government Sales Representative 3*
19140 *Government Sales Representative 4*
19150 *Government Sales Representative 5*
 19210 Government Sales Manager 1
 19220 Government Sales Manager 2
 19230 Government Sales Manager 3

Revised Description
Revised Description
Revised Description
Revised Description
Revised Description

JOB CODE BUSINESS DEVELOPMENT SALES

20110 Business Developer General Sales 1
 20120 Business Developer General Sales 2
 20130 Business Developer General Sales 3
20140 *Business Developer General Sales 4*
20150 *Business Developer General Sales 5*
 20210 Business Development Manager 1
 20220 Business Development Manager 2

New Job
New Job

JOB CODE INSIDE SALES

21010 Inside Sales Representative 1
 21020 Inside Sales Representative 2
 21030 Inside Sales Representative 3
 21040 Inside Sales Representative 4
21110 *Inside Sales Specialist 1*
21120 *Inside Sales Specialist 2*
21130 *Inside Sales Specialist 3*
21140 *Inside Sales Specialist 4*
21150 *Inside Sales Specialist 5*
 21210 Inside Sales Manager 1
 21220 Inside Sales Manager 2

Revised Description
Revised Description
Revised Description
Revised Description
Revised Description

JOB CODE MEDIA SALES

22110 Media Ad Sales Representative 1
 22120 Media Ad Sales Representative 2
 22130 Media Ad Sales Representative 3
 22140 Media Ad Sales Representative 4
 22150 Media Ad Sales Representative 5
 22210 Media Ad Sales Manager 1
 22220 Media Ad Sales Manager 2
 22230 Media Ad Sales Manager 3
 22240 Media Ad Sales Manager 4
 23130 Media Ad Key Account Manager
 23140 Media Ad National Account Manager
 29110 Media Ad Operations Trafficker 1
 29120 Media Ad Operations Trafficker 2
 29130 Media Ad Operations Trafficker 3
 29210 Media Ad Operations Manager 1
 29220 Media Ad Operations Manager 2

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



SALES OPERATIONS JOB FAMILIES

JOB CODE SALES ADMINISTRATION

30010	<i>Sales Administrator/Support Specialist 1</i>	<i>Revised Description</i>
30020	<i>Sales Administrator/Support Specialist 2</i>	<i>Revised Description</i>
30030	<i>Sales Administrator/Support Specialist 3</i>	<i>Revised Description</i>
30210	Sales Administrator/Support Manager 1	
30220	Sales Administrator/Support Manager 2	

JOB CODE SALES FORECASTING

32110	<i>Sales Forecast Analyst 1</i>	<i>Revised Description</i>
32120	<i>Sales Forecast Analyst 2</i>	<i>Revised Description</i>
32130	<i>Sales Forecast Analyst 3</i>	<i>Revised Description</i>
32210	Sales Forecast Analyst Manager 1	
32220	Sales Forecast Analyst Manager 2	

CUSTOMER SERVICE AND SUPPORT JOB FAMILIES

JOB CODE REMOTE SUPPORT

40010	<i>Customer Support/Help Desk 1</i>	<i>Revised Description</i>
40020	<i>Customer Support/Help Desk 2</i>	<i>Revised Description</i>
40030	<i>Customer Support/Help Desk 3</i>	<i>Revised Description</i>
40110	Remote Support Engineer 1	
40120	Remote Support Engineer 2	
40130	Remote Support Engineer 3	
40140	Remote Support Engineer 4	
40150	Remote Support Engineer 5	
40210	Remote Support Manager 1	
40220	Remote Support Manager 2	

JOB CODE FIELD SERVICE

42010	Field Service Engineer 1
42020	Field Service Engineer 2
42030	Field Service Engineer 3
42040	Field Service Engineer 4
42050	Field Service Engineer 5
42210	Field Engineering Manager 1
42220	Field Engineering Manager 2
42230	Field Engineering Manager 3

EDUCATION JOB FAMILIES

JOB CODE EDUCATION

51110	Product Sales Trainer 1
51120	Product Sales Trainer 2
51130	Product Sales Trainer 3
52110	Sales Skills Trainer 1
52120	Sales Skills Trainer 2
52130	Sales Skills Trainer 3
53210	Education Manager 1
53220	Education Manager 2

Sales and Service
COMPENSATION SURVEY
2 0 1 9



SYSTEM ENGINEERING JOB FAMILIES

JOB CODE SYSTEMS ENGINEERING

60110	Systems Consultant/Applications Engineer 1
60120	Systems Consultant/Applications Engineer 2
60130	Systems Consultant/Applications Engineer 3
60140	Systems Consultant/Applications Engineer 4
60150	Systems Consultant/Applications Engineer 5
60210	Systems/Applications Engineering Manager 1
60220	Systems/Applications Engineering Manager 2
60230	Systems/Applications Engineering Manager 3



SURVEY JOB LEVELING FACTORS

Please use the following Job Leveling Factors to determine the proper leveling of a job family matched to the survey.

Production, Administration and Technical Support Structure – Roles typically are those which perform routine or repetitive tasks which do not require higher-education, but may require skills acquired through time, hands-on experience, technical or trade schooling.

- **Entry Level – XX010 – “S1”**
 - **Skill Level:** Formal/Informal Training Program.
 - **Assignments:** Routine or repetitive tasks with specific instructions and set procedures.
 - **Experience:** No experience required, with the typical incumbent possessing one to three years of related experience.
 - **Education:** None required.
 - **Supervision:** Close supervision.
 - **Population Distribution:** 5% to 10%.
- **Intermediate Level – XX020 – “S2”**
 - **Skill Level:** Fully Trained.
 - **Assignments:** Semi-routine tasks of moderate complexity requiring some discretion and use of limited judgment and initiative.
 - **Experience:** Requires one or more year of directly related experience, with the typical incumbent possessing three to four years of experience.
 - **Education:** None required in non-technical positions. May require some higher education or specialized training or certification in technical positions.
 - **Supervision:** Limited with spot checks.
 - **Population Distribution:** 15% to 25%.
- **Career Level – XX030 – “S3”**
 - **Skill Level:** Fully Qualified.
 - **Assignments:** Advanced and complicated tasks requiring considerable judgment, independent analysis and detailed knowledge of the position and procedures.
 - **Experience:** Requires three or more years of directly related experience, with the typical incumbent possessing six to eight years of experience.
 - **Education:** May require some higher education or specialized training or certification in non-technical positions. Typically requires higher education or specialized training or certification in technical positions.
 - **Supervision:** General, and may provide working leadership or guidance to lower-level employees.
 - **Population Distribution:** 40% to 60%, bulk of job family population.
- **Specialist Level – XX040 – “S4”**
 - **Skill Level:** Specialized Knowledge of systems or tools.
 - **Assignments:** Advanced and highly complex tasks requiring specialized knowledge, judgment, independent decision making.
 - **Experience:** Requires six or more years of directly related experience, with the typical incumbent possessing nine to fifteen years of experience. Recognized internally as a specialist resource or subject matter expert.
 - **Education:** Requires higher education or specialized training or certification.
 - **Supervision:** General, and typically provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** 15% to 25%, small and exclusive population.
- **Consultant Level – XX050 – “S5”**
 - **Skill Level:** Expert Knowledge of systems or tools.
 - **Assignments:** Advanced and highly complex tasks requiring specialized knowledge, judgment, independent decision making. Used for a source of input for product and/or process changes. Point of escalation for problems.
 - **Experience:** Requires ten or more years of directly related experience, with the typical incumbent possessing up to fifteen years of experience. Recognized internally across disciplines and externally as a specialist resource or subject matter expert.
 - **Education:** Requires higher education or specialized training or certification.
 - **Supervision:** General, and typically provides working leadership or guidance and mentorship to lower-level employees.
 - **Population Distribution:** 5% to 10%, small and exclusive population.

Professional Structure – The roles which are found in this structure are those which are highly skilled professionals of a technical, professional-administrative or sales-nature. Typically require a college degree or equivalent.

- **Entry Level – XX110 – “P1”**
 - **Skill Level:** Formal/Informal Training Program.
 - **Assignments:** Entry-level professional activities. Routine or repetitive tasks with specific instructions and set procedures.
 - **Experience:** No experience required, with the typical incumbent possessing one to three years of related experience.
 - **Education:** Bachelor degree.
 - **Supervision:** Close supervision.
 - **Population Distribution:** 5% to 10%.

- **Intermediate – XX120 – “P2”**
 - **Skill Level:** Fully Trained.
 - **Assignments:** Semi-routine tasks of moderate complexity requiring discretion and the use of judgment and initiative.
 - **Experience:** Requires one or more year of directly related experience, with the typical incumbent possessing three to four years of experience.
 - **Education:** Bachelor degree.
 - **Supervision:** Limited.
 - **Population Distribution:** 15% to 25%.

- **Career Level – XX130 – “P3”**
 - **Skill Level:** Fully Qualified.
 - **Assignments:** Wide variety of complex tasks. Participates in the analysis, design, development and implementation of policies, plans, programs, objectives, or technical systems.
 - **Experience:** Requires three or more years of directly related experience, with the typical incumbent possessing six to eight years of experience.
 - **Education:** Bachelor degree. Post-graduate work may be required.
 - **Supervision:** General, and may provide working leadership or guidance to lower-level employees.
 - **Population Distribution:** 40% to 60%, bulk of job family population.

- **Specialist Level – XX140 – “P4”**
 - **Skill Level:** Recognized internally as a specialist/resource/subject matter expert.
 - **Assignments:** Highly complex and specialized tasks. Responsible for the analysis, design and development of policies, plans, programs, objectives, or technical systems.
 - **Experience:** Additional specialized knowledge in breadth and/or depth. Requires six or more years of directly related experience, with the typical incumbent possessing nine to fifteen years of experience. Not an automatic progression to this level.
 - **Education:** Bachelor degree. Post-graduate degree and/or certification may be required.
 - **Supervision:** Minimal, and typically provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** 15% to 25%.

- **Consultant Level – XX150 – “P5”**
 - **Skill Level:** Recognized internally and externally as a cross-discipline consultant.
 - **Assignments:** Highest level of individual contributor within the job family.
 - **Experience:** Requires ten or more years of directly related experience, with the typical incumbent possessing twelve to twenty years of experience. This is a gated position which typically requires high-level managerial review to be promoted into.
 - **Education:** Bachelor degree. Post-graduate degree and/or certification required.
 - **Supervision:** Highly independent and self-directed. Typically has a functional management or technical leadership role.
 - **Population Distribution:** 5% to 10%, very small and exclusive population.

Management Structure – the Management Structure relates to those roles which are dedicated towards the supervision and management of other employees.

- **Manager 1 – XX210, XX211 – “M1”**
 - **Assignments:** Tactical in nature. Directly supervises daily work of individual contributors - Professional and/or Production, Administration and Technical Support. May continue to perform as an individual contributor. Responsible for human resource actions such as hiring, firing, and discipline. Writes performance reviews and makes salary decisions. Budgetary development and monitoring for the area managed. Have a role based on influencing, interpreting, and implementing policy and practice within their organization.
 - **Experience:** Requires five or more years of previous related experience as a supervisor and/or individual contributor, with the typical incumbent possessing ten or more years of experience.
 - **Education:** Bachelor degree.
 - **Supervision:** Typically reports to Manager 2.

- **Manager 2 – XX220 – “M2”**
 - **Assignments:** Strategic in nature, and may be the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Typically supervises one or more first level managers in assigned area of responsibility. Plans programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees. May also have management responsibilities in secondary or related operations
 - **Experience:** Requires eight or more years of previous related experience as a first level manager and individual contributor, with the typical incumbent possessing fifteen or more years of experience.
 - **Education:** Bachelor degree. May require post-graduate degree.
 - **Supervision:** Typically reports directly to a third level manager, or top-level functional area manager.

- **Manager 3 – XX230 – “M3”**
 - **Assignments:** Strategic in nature, and is typically the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Directly manages one or more second level managers in assigned area of responsibility. Responsible for developing programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees. Typically has management responsibilities in secondary or related operations.
 - **Experience:** Requires fifteen or more years of previous related experience as a lower level manager and individual contributor, with the typical incumbent possessing more than twenty years of experience.
 - **Education:** Master degree preferred.
 - **Supervision:** This position may be at the executive or director level within the company.

- **Manager 4 – XX240 – “M4”**
 - **Assignments:** Strategic in nature, and is typically the functional leader with national responsibilities. This level of management takes a leading, deciding, driving and integrating approach to managing the organization. Establishes the direction of the entire organization. Directly manages one or more third level managers in assigned area of responsibility. Responsible for establishing programs and objectives that are filtered down through the organization for lower level managers to implement and achieve. Establishes expense objectives for all functional areas for which responsible. Assists in the recruiting, training and development of employees. Responsible for multiple areas of operations.
 - **Experience:** Requires twenty or more years of previous related experience as a lower level manager and individual contributor, with the typical incumbent possessing more than twenty five years of experience.
 - **Education:** Master degree preferred.
 - **Supervision:** This position is at the executive level within the company.

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 2 0 1 9



SURVEY JOB DESCRIPTIONS

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NEW OR REVISED JOBS INDICATED IN BOLD RED ITALICS

Review the job descriptions below to identify those jobs which may exist in your company. ONLY report data on jobs which match the description by at least an 80% confidence level. Jobs which cannot meet this criteria should NOT be reported.

*NOTE: Please refer to the **Survey Job Leveling Factors** above to determine the proper leveling of each incumbent.*

SALES JOB FAMILIES

Survey Job Family:	General Sales - Field		
Functional Description:	<p>Sales Representatives: Responsible for selling products, systems and services directly to retailer, end-user, or Distributor within assigned geographic territory, industry, or account. Represents the company to the account and the account to the company in all sales-oriented activities. <i>Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business.</i> Usually responsible for a broad range, or multiple products/categories.</p> <p>Managers: Manages the overall sales operations in assigned area of responsibilities to achieve unit and/or revenue sales and expense objectives for a particular set of accounts or territories. Has primary responsibility for supervision and development of assigned sales team and/or lower level management team. Assigns territories, accounts, and quotas. Plans sales programs to achieve business objectives. Helps with most difficult customer problems and participates in and facilitates important negotiations with key customers. Higher level managers may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.</p> <p>Note: Use the Field Sales jobs as the default for incumbents with responsibility for selling any combination of general territory sales, channel sales, and/or government sales.</p>		
Job Focus:	A	Responsible for sales DIRECTLY to retailer only	
	B	Responsible for sales DIRECTLY to end user only	
	C	Responsible for sales INDIRECTLY through channels only	
	Z	Combination	
Job Level:	Survey Job Title	Survey Job Code	Notes
	<i>Field Sales Representative 1</i>	<i>10110</i>	<i>Revised Description</i>
	<i>Field Sales Representative 2</i>	<i>10120</i>	<i>Revised Description</i>
	<i>Field Sales Representative 3</i>	<i>10130</i>	<i>Revised Description</i>
	<i>Field Sales Representative 4</i>	<i>10140</i>	<i>Revised Description</i>
	<i>Field Sales Representative 5</i>	<i>10150</i>	<i>Revised Description</i>
	Sales Manager 1A (Selling)	10210	
	Sales Manager 1B (Non-Selling)	10211	
	Sales Manager 2	10220	
	Sales Manager 3	10230	
	Sales Manager 4	10240	

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: General Sales - Key Accounts

Functional Description: **Key Accounts Sales Representatives:** Manages several important Key Accounts. May be on a national or global scope, but not necessarily. "Key Accounts" are identified target accounts where the acquisition and retention of the account has a major strategic impact on the success and growth of the company, but these accounts are not yet bringing in the very largest sales revenue to your company. Number of accounts would be fewer than those assigned to a general field sales representative, but typically more than the number assigned to representatives for the largest strategic accounts. *Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business.* Responsible for a broad range of products/categories. Assignment is not territory bound. Separate from the normal Sales Representative progression and restricted to a small, exclusive population.

Managers: Manages and supervises assigned Key Accounts Sales Representatives and/or lower level Key Account management team to achieve unit and/or revenue sales and expense objectives for a particular set of key accounts. Assigns accounts and quotas. Coordinates with cross functional resources such as sales, supply chain, marketing, and financial to integrate selling efforts. Assists with difficult customer problems and participates in important negotiations as necessary. Develops sales programs and sets business objectives. Responsible for planning sales strategy and training Sales Representatives. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.

Job Focus:

- A** Responsible for sales DIRECTLY to retailer only
- B** Responsible for sales DIRECTLY to end user only
- C** Responsible for sales INDIRECTLY through channels only
- Z** Combination

Job Level:	Survey Job Title	Survey Job Code	Notes
	<i>Key Accounts Sales Representative 3</i>	<i>11130</i>	<i>Revised Description</i>
	<i>Key Accounts Sales Representative 4</i>	<i>11140</i>	<i>Revised Description</i>
	<i>Key Accounts Sales Representative 5</i>	<i>11150</i>	<i>Revised Description</i>
	Key Accounts Sales Manager 1	11210	
	Key Accounts Sales Manager 2	11220	
	Key Accounts Sales Manager 3	11230	
	Key Accounts Sales Manager 4	11240	

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: General Sales - Largest Strategic Accounts

Functional Description: **Largest Strategic Accounts Sales Representatives:** Responsible for assigned Strategic Accounts usually on a national or global scope, but not necessarily. "Strategic Accounts" are identified target accounts where the acquisition and retention of the account has the most strategic impact on the success and growth of the company AND they are the top few accounts that bring in the highest sales revenue to your company. Number of accounts for a sales representative would be no more than five, and often just one. *Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business.* Responsible for a broad range of products/categories. Assignment is not territory bound. This role is NOT a part of the normal Sales Representative progression and restricted to a VERY small and highly exclusive population.

Managers: Manages and supervises the Largest Strategic Accounts Sales Representatives and/or lower level Largest Strategic Account sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of targeted accounts. Assigns accounts and quotas. Responsible for the development of assigned staff. Develops sales programs and sets business objectives. Helps with the most difficult customer problems and participates in and facilitates important negotiations with key customers. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting and computer operations.

Job Focus:

- A** Responsible for sales DIRECTLY to retailer only
- B** Responsible for sales DIRECTLY to end user only
- C** Responsible for sales INDIRECTLY through channels only
- Z** Combination

Job Level:	Survey Job Title	Survey Job Code	Notes
	<i>Largest Strategic Accounts Sales Representative 3</i>	<i>12130</i>	<i>Revised Description</i>
	<i>Largest Strategic Accounts Sales Representative 4</i>	<i>12140</i>	<i>Revised Description</i>
	<i>Largest Strategic Accounts Sales Representative 5</i>	<i>12150</i>	<i>Revised Description</i>
	Largest Strategic Accounts Sales Manager 1	12210	
	Largest Strategic Accounts Sales Manager 2	12220	
	Largest Strategic Accounts Sales Manager 3	12230	
	Largest Strategic Accounts Sales Manager 4	12240	

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: Product Specialty Sales

Functional Description: **Product Specialists Sales Representatives:** Responsible for selling a specific product category, product line, or executing a brand marketing/sales strategy. Generally not account-assigned; called into accounts as opportunities are identified, and may work with account-assigned Sales Representative to close sale. Typically specializes in single product or product line, and carries an overlay quota. May also be called on as a technical product expert to develop and present sales proposals and systems solutions, and close complex technical sales.

Managers: Manages and supervises assigned Product Specialist Sales Representatives and/or lower level Product Specialty sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of accounts. Assigns accounts and quotas. Coordinates with cross functional resources such as general sales, supply chain, marketing, and financial to integrate selling efforts. Responsible for the development of assigned staff. Develops sales programs and sets business objectives. Helps with difficult customer problems and participates in important negotiations as necessary. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting and computer operations.

Job Focus:

- A Responsible for sales DIRECTLY to retailer only**
- B Responsible for sales DIRECTLY to end user only**
- C Responsible for sales INDIRECTLY through channels only**
- Z Combination**

Job Level:	Survey Job Title	Survey Job Code
	Product Specialist Sales Representative 1	13110
	Product Specialist Sales Representative 2	13120
	Product Specialist Sales Representative 3	13130
	Product Specialist Sales Representative 4	13140
	Product Specialist Sales Representative 5	13150
	Product Specialist Sales Manager 1A (Selling)	13210
	Product Specialist Sales Manager 2	13220
	Product Specialist Sales Manager 3	13230

Survey Job Family: Retail Account Management

Functional Description: **Retail Account Manager:** Responsible for creating and maintaining a strategic partnership with Retailer(s). Works closely with Retailer(s) to ensure retail staff is representing the Account Manager's company product within the guidelines set by the Company. May partner with Retailer(s) in the selection of retail staff. Develops, motivates and coaches Retail staff members to be productive representatives of the Company's brand image and philosophy. Determines the training needs to be provided to the Retail employees and coordinates the training program with the Company product trainers. Manages the execution of annual sales plan by brand for the region to include sales, market share, and demonstration objectives. Drives retail sales at retail store level. Works with Field Sales Director to maintain visual merchandising guideline execution in all stores. Monitors returns by store to track the integrity of the return process and identifies coaching opportunities at the point-of-sale. Secures premier space and location at Retailer for the Company's brands. Develops and nurtures Retailer relationships to gain support needed to successfully execute point-of-sale initiatives. This position manages the account, not staff. May be responsible for more than one account and multiple Retail sites.

Job Focus: **None**

Job Level:	Survey Job Title	Survey Job Code
	Retail Account Manager	14130

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: Customer Success Management

Functional Description: **Customer Success Manager:** Drives proper adoption and usage of products, systems, and services to deliver the highest level of customer delight and value. Works closely with sales teams to ensure effective and efficient onboarding of new customers and drives greater usage/adoption over time. Monitors customer usage throughout the lifecycle to identify and prioritize at-risk accounts, and to ensure customers are achieving optimal result and return on investment. Maintains a deep understanding of customer environments and challenges, and educates customers about the most relevant product and service features and functionality to fit their specific business needs. Serves as the voice of the customer and provides internal feedback to product, content, and other teams on how to better serve customers. Partners with members of the cross-functional account team to execute tactics that support the greater company strategies for account renewal and expansion. This position manages the program, not staff. May be responsible for more than one account and multiple Retail sites.

Job Focus: None

Job Level:	Survey Job Title <i>Customer Success Manager</i>	Survey Job Code <i>15130</i>	Notes <i>New Job</i>
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Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: Government Sales

Functional Description: **Government Sales Representatives:** Responsible for selling company, systems and services to local, state, or federal government customers in assigned agency, agencies, or geographic territory. Represents the company to the government customer and the government customer to the company in all sales-oriented activities. *Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business.*

Managers: Manages and supervises assigned U.S. Government Sales Representatives and/or lower level U.S. Government Sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of accounts. Assigns accounts and quotas. Coordinates with cross functional resources such as sales, supply chain, marketing, and financial to integrate selling efforts. Assists with difficult customer problems and participates in important negotiations as necessary. Develops sales programs and sets business objectives. Responsible for planning sales strategy and training Sales Representatives. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.

Note: Matches must have 100% responsibility for government sales. If not, match to the General Sales job family (jobs 10110-10230).

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code	Notes
	<i>Government Sales Representative 1</i>	<i>19110</i>	<i>Revised Description</i>
	<i>Government Sales Representative 2</i>	<i>19120</i>	<i>Revised Description</i>
	<i>Government Sales Representative 3</i>	<i>19130</i>	<i>Revised Description</i>
	<i>Government Sales Representative 4</i>	<i>19140</i>	<i>Revised Description</i>
	<i>Government Sales Representative 5</i>	<i>19150</i>	<i>Revised Description</i>
	Government Sales Manager 1	19210	
	Government Sales Manager 2	19220	
	Government Sales Manager 3	19230	

Survey Job Family: Business Development Sales

Functional Description: **Business Developer General Sales:** Identifies opportunities for business expansion, and develops and manages relationships in strategic markets and accounts that further business development activity. Targets and initiates contact with major prospective customers, in new or existing accounts. Assesses and qualifies potential opportunities and competitive risks. Targeting specific corporate customers, provides leadership to sales organization in developing strategic account level business relationships, and helping develop and execute corporate client level marketing and selling strategies. After account relationships are properly established, the Business Developer ensures a smooth transition of account management to the appropriate Sales/Account Management parties.

Manager: Has primary responsibility for supervision and development of Business Developers. Manages and supervises assigned Business Developers to achieve unit and/or revenue sales and expense objectives for a particular set of accounts or territories. Assigns territories, accounts, and quotas to team members. Coordinates with sales teams to determine business need and potential areas of focus. Develops procedures to turn new business accounts over to appropriate Sales/Account Managers.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code	Notes
	Business Developer General Sales 1	20110	
	Business Developer General Sales 2	20120	
	Business Developer General Sales 3	20130	
	<i>Business Developer General Sales 4</i>	<i>20140</i>	<i>New Job</i>
	<i>Business Developer General Sales 5</i>	<i>20150</i>	<i>New Job</i>
	Business Development Manager 1	20210	
	Business Development Manager 2	20220	

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: Inside Sales

Functional Description: **Inside Sales Representatives:** Sells products, services, supplies to selected customers in a designated market area or accounts via the telephone. Closes the sales on assigned products, or may generate leads for outside sales staff. May have account responsibility with quota and/or goals. Pro-actively sells to installed-base in support of company promotion and upgrade campaigns.

At the 010, 020, 030 and 040 levels, the bulk of activities are "inbound", where the sales products and/or of commodity products are typically of a less complex nature.

Inside Sales Specialists: Have additional specialized knowledge in breadth and/or depth than Representatives. Expert in the company product offerings and has the sales and technical experience to develop a total sales engagement. Pro-actively sells complex products and services to both installed-base as well as "cold-calling" in support of company promotion and upgrade campaigns. *Identifies opportunities, lands business, and strives to ensure the customer's successful adoption of products and services to facilitate expansion and renewal of business.* The Professional levels may also serve as an internal career path to the Direct General Sales job family.

Manager: Manages and supervises assigned Inside Sales Representatives/Specialists and/or lower level Inside Sales management team to achieve unit and/or revenue sales and expense objectives for a particular set of accounts. Supports sales efforts through marketing activities. Plans sales and marketing programs to achieve business objectives. Assigns accounts and quotas. Coordinates with cross functional resources such as general sales, supply chain, marketing, and financial to integrate selling efforts. Responsible for the development of assigned staff. Develops sales programs and sets business objectives. Helps with difficult customer problems and participates in important negotiations as necessary. Higher levels may also have management responsibilities in sales administrative functions such as: order processing, credit, accounting, and computer operations.

NOTE: Previous job family for Media Ad Inside Sales Reps (jobs 241110-24220) will now use job codes 21110-21220.

Job Focus:
A Inbound
B Outbound
Z Combination

Job Level:	Survey Job Title	Survey Job Code	Notes
	Inside Sales Representative 1	21010	
	Inside Sales Representative 2	21020	
	Inside Sales Representative 3	21030	
	Inside Sales Representative 4	21040	
	<i>Inside Sales Specialist 1</i>	<i>21110</i>	<i>Revised Description</i>
	<i>Inside Sales Specialist 2</i>	<i>21120</i>	<i>Revised Description</i>
	<i>Inside Sales Specialist 3</i>	<i>21130</i>	<i>Revised Description</i>
	<i>Inside Sales Specialist 4</i>	<i>21140</i>	<i>Revised Description</i>
	<i>Inside Sales Specialist 5</i>	<i>21150</i>	<i>Revised Description</i>
	Inside Sales Manager 1	21210	
	Inside Sales Manager 2	21220	

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: Media Sales

Functional Description: **Media Ad Sales Representatives:** Responsible for generating and growing revenue by selling advertising space to new or existing clients in one or more geographic areas or product/industry specialties. Grows client base through pro-active prospecting, lead qualification, developing and solidifying strong client relationships. Identifies and overcomes client concerns, issues and objections and closes new accounts. Creates unique product combinations and solutions as required by individual client needs.

Managers: Manages, develops, motivates and trains assigned direct Media Ad Sales Representatives and/or lower level Media Ad managers to achieve revenue and expense objectives for a particular set of accounts or geographic areas. Develops, presents and implements innovative strategic sales plans. Coordinates and works with internal partners in an effort to meet the operational needs of each account. Evaluates and determines the appropriate marketing and promotional approaches to grow the business and increase sales. Manages many processes including client relationship management, operations, sales forecasts, budgets and project management. Responsible for sales targets, and sales employee development. Develops and solidifies strong client relationships and prospects. Helps with customer problems and participates in negotiations with key clients. Responsible for planning sales strategy and mentoring/training the Sales Team. Responsible for human resource actions such as hiring, discipline and termination. Writes performance reviews and makes salary decisions. Responsible for budgetary development and monitoring for the area managed.

Note: Only match incumbents selling ad space – Sales Representatives selling other products should be matched to jobs 10110-19230.

Job Focus:
A New Accounts only
B Existing Accounts only
Z Combination

Job Level:	Survey Job Title	Survey Job Code
	Media Ad Sales Representative 1	22110
	Media Ad Sales Representative 2	22120
	Media Ad Sales Representative 3	22130
	Media Ad Sales Representative 4	22140
	Media Ad Sales Representative 5	22150
	Media Ad Sales Manager 1	22210
	Media Ad Sales Manager 2	22220
	Media Ad Sales Manager 3	22230
	Media Ad Sales Manager 4	22240

Sales and Service
 COMPENSATION SURVEY
 2 0 1 9



Survey Job Family: Media Key and National Account Sales

Functional Description: **Media Ad Key Account Manager:** Manages ongoing research and tracking initiatives for key accounts for Media Ad Sales in conjunction with internal research partners and agencies. "Key Accounts" are identified target accounts where the acquisition and retention of the account has a major strategic impact on the success and growth of the company, but these accounts are not yet bringing in the very largest sales revenue to your company. Explores opportunities to enhance media effectiveness through development of plan optimization. Responsible for establishing high-impact and integrated communications programs. Ensures proper implementation of added-value opportunities on a broad range of media categories. May manage budgets and payment process for clients' invoices. Responsible for several important advertising accounts of multi-regional scope (or national scope, but not having the volume of a designated national account). May coordinate cross-functional resources (sales, marketing, finance) assigned to such higher-value accounts. May or may not have staff responsibility.

Media Ad National Account Manager: Manages ongoing research and tracking initiatives for key accounts for Media Ad Sales in conjunction with internal research partners and agencies. Explores opportunities to enhance media effectiveness through development of plan optimization. Responsible for establishing high-impact and integrated communications programs. Ensures proper implementation of added-value opportunities on a broad range of media categories. May manage budgets and payment process for clients' invoices. Responsible for a single account of NATIONAL scope or a limited few such accounts. Includes those with major "Mega-Account" responsibilities. May coordinate cross-functional resources (sales, marketing, finance) assigned to such highest value accounts. May or may not have staff responsibility.

Note: Only match incumbents selling ad space – Key and National Account Managers selling other products should be matched to jobs 11130-12240.

Job Focus:
A New Accounts only
B Existing Accounts only
Z Combination

Job Level:	Survey Job Title	Survey Job Code
	Media Ad Key Account Manager	23130
	Media Ad National Account Manager	23140

Survey Job Family: Media Traffickers

Functional Description: **Media Ad Operations Traffickers:** Manages, schedules, tracks and delivers online ad campaigns. Communicates with all stakeholders. Provides performance metrics and reporting analysis to sales team as well as recommendations on campaign improvement and optimization. Performs quality assurance and troubleshoots creative and ad campaign issues. Provides technical ad support to sales team and client. Has full knowledge and understanding of sales bonus and quota processes.

Manager: Manages, supports, and supervises assigned Ad Operations Traffickers to achieve revenue and expense objectives for department. Develops and oversees standards, processes, and technologies that are used to schedule, serve, target and report on the performance of digital ads, maximizing the rates and revenues. Ensures successful campaign scheduling, management and optimization. Efficiently manages inventory and rates to maximize advertising revenues. Responsible for optimizing indirect sales channels by engaging new revenue partners. Develops and shares expertise on emerging industry standards, metrics and trends. Develops and solidifies strong relationships with internal sales departments. Helps resolve problems and participates in coordination of all activities within the department. Responsible for managing within budget, and training and mentoring of assigned staff. Responsible for human resource actions such as hiring, discipline and termination. Writes performance reviews and makes salary decisions. Responsible for budgetary development and monitoring for the area managed.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Media Ad Operations Trafficker 1	29110
	Media Ad Operations Trafficker 2	29120
	Media Ad Operations Trafficker 3	29130
	Media Ad Operations Manager 1	29210
	Media Ad Operations Manager 2	29220

SALES OPERATIONS JOB FAMILIES

Survey Job Family:	Sales Administration		
Functional Description:	<p>Sales Administrator/Support Specialists: Performs activities to administer and support the sales force. Supports sales team in maintaining and nurturing client relationships. Coordinates with internal departments to ensure account needs are met. <i>Provides statistical reporting to sales force as needed. Monitors changes in the data and keeps sales management notified of major findings.</i> Receives and processes orders and projects from customers, sales staff, and/or distributors. Reviews for completeness and correctness regarding such issues as price, product/part number/description, quantity and project completion. Ascertains related information such as shipping, billing and financial data. Completes and maintains associated records, documents, and logs relating to sales orders and customers. Prepares responses to requests for quotations. Coordinates inquiries regarding order status, ship date, price quotes, availability, project completion and related questions. Works to resolve problems. Tracks and compiles reports on revenue trends and opportunities for growth. Prepares sales reports and recaps of shipments, bookings, backlogs, and related activities.</p> <p>Managers: Has primary responsibility for supervision and development of Sales Administrator/Support Specialists and/or lower level managers. Responsible for supporting the sales function in maintaining and nurturing client relationships. May be responsible for such services as order processing, management of shipping and billing information, responses to requests for quotations, and resolution of order and delivery problems, and coordination of schedules and projects. Provides sales reports and recaps of shipments, bookings, backlogs, and related activities. May also be responsible for such services as sales activity reporting and analysis, budget preparation/monitoring, field communications and fleet cars.</p>		
Job Focus:	None		
Job Level:	Survey Job Title	Survey Job Code	Notes
	<i>Sales Administrator/Support Specialist 1</i>	<i>30010</i>	<i>Revised Description</i>
	<i>Sales Administrator/Support Specialist 2</i>	<i>30020</i>	<i>Revised Description</i>
	<i>Sales Administrator/Support Specialist 3</i>	<i>30030</i>	<i>Revised Description</i>
	Sales Administrator/Support Manager 1	30210	
	Sales Administrator/Support Manager 2	30220	

Survey Job Family:	Sales Forecasting		
Functional Description:	<p>Sales Forecast Analysts: Responsible for the production and delivery of sales forecasts in support of the sales planning process and production and distribution of the company's products. Monitors forecast accuracy, and works with sales and marketing to improve robustness and comprehensiveness of forecasts, for the purpose of improving operational efficiency. Researches and evaluates economic conditions that may affect the organization's ability to sell products, protect/increase market share, penetrate new markets, and maintain/improve operating margins. <i>May be responsible for running sales related data analytics reports, analyzing data and relaying findings to sales management and recommending solutions.</i></p> <p>Managers: Manages the organization that provides production and delivery of sales forecasts. Has primary responsibility for supervision and development of Sales Forecast Analysts and lower level Managers. Accountable for the monitoring of forecast accuracy, and for the robustness and comprehensiveness of forecasts, for the purpose of improving operational efficiency. Accountable for research and evaluation of economic conditions to inform the organization's ability to sell products, protect/increase market share, penetrate new markets, and maintain/improve operating margins.</p>		
Job Focus:	None		
Job Level:	Survey Job Title	Survey Job Code	Notes
	<i>Sales Forecast Analyst 1</i>	<i>32110</i>	<i>Revised Description</i>
	<i>Sales Forecast Analyst 2</i>	<i>32120</i>	<i>Revised Description</i>
	<i>Sales Forecast Analyst 3</i>	<i>32130</i>	<i>Revised Description</i>
	Sales Forecast Analyst Manager 1	32210	
	Sales Forecast Analyst Manager 2	32220	

CUSTOMER SERVICE AND SUPPORT JOB FAMILIES

Survey Job Family: Remote Support

Functional Description: **Customer Support/Help Desk:** Provides support to customers as the first-tier of contact for inquiries and problems regarding satisfaction, technical support, billing, product service, status of orders, product selection, placement of orders, complaints, returns, shortages, adjustments to invoice, expediting of order, requests for literature and repair. Reviews customer problem and initiates action for repair, replacement return or service dispatch; or refers highly unusual situations to higher authority for review and reconciliation. May answer questions that are technical in nature. Interacts with customers via telephone, and also may interact via Chat Room/Instant Messaging channels. Verifies warranty entitlement. May apply basic diagnostic techniques to identify problems, investigate causes and recommend solutions to correct common issues. Documents problems in the support solution database for diagnostics and solution implementation. Escalates complex technical problems to the Remote Support Engineering staff, Field Engineering or applicable department.

Remote Support Engineers: Responsible for providing remote post-sales support of hardware, systems, sub-systems and/or applications for customers or field personnel utilizing telephone and remote diagnostic capabilities. Supports end-user installations, configurations, upgrades and migrations through problem isolation, verification, resolution and documentation. May include supporting 3rd party products and occasional on-site support. This is a post-sales remote support position.

Managers: Plans and manages field post-sales remote support activities. Provides direct supervision to Remote Support Engineers and/or lower level managers responsible for providing post-sales technical support to both field support personnel and customers in a specified area. Monitors operations and provides direction and training as required. May perform ongoing technical tasks associated with the organizational unit. Functions as an advisor on projects assigned to the organizational unit; conducts customer and management briefings concerning operational decisions, scheduling requirements or contractual clarification. May have responsibility for revenue generation through sales of software/support services, consulting and/or add-on applications.

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code	Notes
	<i>Customer Support/Help Desk 1</i>	<i>40010</i>	<i>Revised Description</i>
	<i>Customer Support/Help Desk 2</i>	<i>40020</i>	<i>Revised Description</i>
	<i>Customer Support/Help Desk 3</i>	<i>40030</i>	<i>Revised Description</i>
	Remote Support Engineer 1	40110	
	Remote Support Engineer 2	40120	
	Remote Support Engineer 3	40130	
	Remote Support Engineer 4	40140	
	Remote Support Engineer 5	40150	
	Remote Support Manager 1	40210	
	Remote Support Manager 2	40220	

Sales and Service
 COMPENSATION SURVEY
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Survey Job Family: Field Service

Functional Description: **Field Service Engineers:** Responsible for on-site installation, implementation, maintenance and repair of company and multi-vendor systems solutions which may include hardware, software and networking products as well as operating systems. Installs and optimizes HW/SW/Network products and configurations at customer sites. Diagnoses and resolves product performance problems. Performs maintenance and repair services. Ensures customer satisfaction by advising customers on preventive maintenance and configurations, which may impact product performance. Proactively responds to potential equipment issues to prevent unplanned interruption of customers' business. Delivers (does not design) fully integrated solutions, which may include peripherals, communications, operating systems and applications software. Takes responsibility for potential or desired follow-up services (sales) or problem escalation.

Managers: Plans and manages Field Service Engineers and/or lower level managers who are responsible for ensuring the delivery of on-site support services such as system installations, additions, moves, upgrades and preventive maintenance. May have involvement with the pre-sales team in the determination of installation issues e.g., network, application, and integration of company equipment. Responsible for all personnel actions such as hiring, salary and performance reviews, corrective action and similar actions. Provides leadership for escalated situations. Responsible for business planning, achieving business goals and process improvements. (Excludes those with Pre-Sales Systems Engineering responsibilities).

Job Focus: None

Job Level:	Survey Job Title	Survey Job Code
	Field Service Engineer 1	42010
	Field Service Engineer 2	42020
	Field Service Engineer 3	42030
	Field Service Engineer 4	42040
	Field Service Engineer 5	42050
	Field Engineering Manager 1	42210
	Field Engineering Manager 2	42220
	Field Engineering Manager 3	42230

EDUCATION JOB FAMILIES

Survey Job Family:	Education
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Functional Description: **Product Sales Trainers:** Delivers and/or develops product training courses for internal sales/service force and/or external sales/service employees responsible for selling/servicing the Company's products. Ensures all those representing the Company's products meet the standards set for product knowledge, selling and service skills. May develop, test, and maintain courses and materials used in training. Establishes course content and student learning objectives. May prepare course syllabus, lesson plans, and student manuals, and coordinate the development of training aids. Reviews problem areas and identifies training needs. Develops criteria for evaluating the effectiveness of training activities. Updates course materials on a continuous basis to ensure timeliness and relevance. May conduct training in-house or at field locations.

Sales Skills Trainers: Delivers and/or develops training courses for internal sales force employees on selling techniques. May develop, test, and maintain courses and materials used in training. Establishes course content and student learning objectives. May prepare course syllabus, lesson plans, and student manuals, and coordinate the development of training aids. Reviews problem areas and identifies training needs. Develops criteria for evaluating the effectiveness of training activities. Updates course materials on a continuous basis to ensure timeliness and relevance. May conduct training in-house or at field locations.

Managers: Plans and manages the Product and Sales Trainers and/or lower level managers. Identifies training needs and design/selects training programs to maintain and improve the performance standards of the sales force. Responsible for providing the means to make the sales force technically competent and knowledgeable, and is able to support all company practices and requirements.

Job Focus:
A Trainer
B Developer
Z Combination

Job Level:	Survey Job Title	Survey Job Code
	Product Sales Trainer 1	51110
	Product Sales Trainer 2	51120
	Product Sales Trainer 3	51130
	Sales Skills Trainer 1	52110
	Sales Skills Trainer 2	52120
	Sales Skills Trainer 3	52130
	Education Manager 1	53210
	Education Manager 2	53220

SYSTEMS ENGINEERING JOB FAMILIES

Survey Job Family: Systems Engineering

Functional Description: **Systems Consultant/Applications Engineers:** Responsible for consulting with customers in selling and supporting company products and systems. Provides technical support in sales presentations, product demonstrations, customer training, and delivery of professional systems consulting/integration services. Understands, develops and delivers systems/applications solutions to customers' business, information, technical and educational needs. At the highest level, assumes leadership role in analyzing customer requirements and providing technical knowledge, systems integration and expertise to design and implement appropriate solutions using company's products, services and other products. Accountable for the technical validity and interoperability of solution and/or the direct relationship with the customers' strategic business plans.

Managers: Plans and directs Systems/Applications Engineering activities in assigned area of responsibility. Provides the technical resources to optimize sales volume and to assure customers have maximum opportunity for successful application through Systems/Applications Engineering services.

Job Focus:
A Pre-Sales
B Post-Sales
Z Combination

Job Level:	Survey Job Title	Survey Job Code
	Systems Consultant/Applications Engineer 1	60110
	Systems Consultant/Applications Engineer 2	60120
	Systems Consultant/Applications Engineer 3	60130
	Systems Consultant/Applications Engineer 4	60140
	Systems Consultant/Applications Engineer 5	60150
	Systems Consultant/Applications Engineer Manager 1	60210
	Systems Consultant/Applications Engineer Manager 2	60220
	Systems Consultant/Applications Engineer Manager 3	60230