



### Key Participants

- Accenture
- Adobe Systems
- Agilent
- Alcatel-Lucent
- Altera
- Amazon.com
- AMD
- Analog Devices
- Apple
- Applied Materials
- CA
- Cadence Design Systems
- Cisco Systems
- Dell
- eBay
- EMC
- Ericsson
- Facebook
- Fairchild Semi
- Flextronics
- Freescale Semi
- Hewlett-Packard
- Hitachi
- IBM
- Intel
- Juniper Networks
- KLA-Tencor
- Lam Research
- Lenovo
- LSI
- McAfee
- Mentor Graphics
- Microsoft
- Motorola
- National Semi
- NetApp
- Nokia
- Nortel
- NVIDIA
- NXP
- Oracle
- QUALCOMM
- Research in Motion
- SAP
- Seagate Technology
- Sprint Nextel
- STMicroelectronics
- Sunpower
- Symantec
- Synopsys
- Texas Instruments
- VMware
- Wipro
- Xilinx
- Yahoo!

## RADFORD GLOBAL SALES SURVEY

Sales compensation professionals face increasing demands for effective global sales pay programs that support business initiatives across borders. To meet these needs, your surveys must offer extensive pay elements, instant data access and superior customer service - with global coverage.

The Global Sales Survey is your new solution for sales pay insight. Survey results include more than 575 participants, encompassing nearly 300,000 incumbents for 73 countries, and nearly 300 sales positions in a broad range of industries and sales channels.

- > **Global job structure** facilitates input and creates consistency in job matching/analysis across countries
- > **Extensive data elements** ensure accurate total pay insight for pricing sales jobs and market analysis
- > **Sales Incentive Plan Practices and Practices coverage** offer key market and plan design metrics
- > **Online survey results, resources and tools** accessed from any location via the Radford Network®
- > **Sophisticated global analytics** support competitive assessments, including “You vs. Market” reports
- > **Dedicated client support** includes a designated Survey Consultant and comprehensive training program

### Surveyed Countries

#### Americas

- Argentina
- Barbados
- Bermuda
- Bolivia
- Brazil
- Canada
- Chile
- Colombia
- Costa Rica
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Mexico
- Panama
- Paraguay
- Peru
- Puerto Rico
- Trinidad & Tobago
- United States
- Uruguay
- Venezuela

#### Asia/Pacific

- Australia
- Bangladesh
- China
- Hong Kong
- India
- Indonesia
- Japan
- Kazakhstan
- Macau
- Malaysia
- New Zealand
- Pakistan
- Philippines
- Singapore
- South Korea
- Sri Lanka
- Taiwan
- Thailand
- Vietnam

#### Europe

- Armenia
- Austria
- Belgium
- Bosnia & Herzegovina
- Bulgaria
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy

#### Europe (cont'd)

- Latvia
- Lithuania
- Luxembourg
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Turkey
- Ukraine
- United Kingdom

#### Middle East/Africa

- Algeria
- Bahrain
- Cameroon
- Egypt
- Ghana
- Israel
- Jordan
- Kenya
- Kuwait
- Lebanon
- Mauritius
- Mozambique
- Morocco
- Nigeria
- Oman
- Qatar
- Saudi Arabia
- Senegal
- South Africa
- Tanzania
- Tunisia
- United Arab Emirates

## What Clients Say About Radford

“Oracle’s fast-paced environment requires Radford as a **business partner**: to be available to our staff, provide useful data, or engage in a lively **problem-solving** discussion at a moment’s notice. Our working relationship with our Radford Survey Consultant consistently **exceeds our expectations.**”

**Sue Charley**  
VP, Compensation  
Oracle

“Radford’s surveys are **comprehensive and easy to use.** In addition to the pay and stock data, the leveling system and Radford’s global approach **help us solve key problems for the business** by refining our thinking about how careers should work at Microsoft.”

**Ed Kearns**  
Compensation  
Consultant  
Microsoft Corp.

## Radford Locations

Atlanta  
Austin  
Boston  
Chicago  
DC Metro  
Denver  
Hong Kong  
London  
New York  
Philadelphia  
San Diego  
San Francisco  
San Jose  
Singapore

## Data Sample

For illustrative purposes only, the sample data below displays a subset of results\* for Field Sales Management 5 - Direct in the United Kingdom via an **Express Report**. These workbooks include a Data Display Tool allowing you to instantly customize overall or peer group results, and provide a **presentation-ready report for any job in a country** for which you have access, utilizing Standard Data Elements.

### INDIVIDUAL JOB DETAILS

#### FIELD SALES MANAGEMENT 5 - DIRECT

Manages sales directly to end-users of the organization’s products or services in a large specified geographic area, or is responsible for a specific industry or product segment on a national or geographic basis. Incumbents at the Director and Senior Director level typically manage other sales managers. Incumbents at the Manager level may manage only individual contributor sales account managers and may carry their own sales quota. The incumbent’s level may be determined by the size of the geographic area of responsibility (e.g., region vs. district vs. branch), the size or significance of the industry or product segment for which the incumbent is responsible, or other factors.

#### United Kingdom - Pound

Actual Incentive Target or Actual:

CFY Target ▼

New-Hire or Ongoing Long-Term Incentives:

Ongoing ▼

Guideline or Actual Long-Term Incentives:

Actual (SO+RS+Cash LTI) ▼

	Avg.	75th	50th	25th	# Emps	# Cos
<b>CFY Base Salary</b>	91,559	101,678	90,488	77,955	190	89
<b>Total Allowances</b>	8,324	9,600	8,400	7,200	102	61
<b>Fixed Compensation</b>	96,027	109,250	94,600	81,790	190	89
<b>CFY Target Incentive Amount</b>	66,514	85,464	69,808	40,504	170	81
<b>CFY Target Incentive % of Base</b>	74.2%	100.0%	75.5%	42.9%	170	81
<b>Base Salary + CFY Target Incentives</b>	151,976	177,506	154,600	125,967	188	88
<b>Fixed Comp + CFY Target Incentives</b>	156,435	180,600	159,807	130,500	188	88
<b>Actual OG SO + RS + Cash LTI</b>	36,217	50,782	18,833	13,365	59	42
<b>CFY Target Total Direct Compensation**</b>	167,688	190,893	166,500	142,373	187	87

Note: All data in local currency and employee-weighted

\*Actual results provide data for six percentiles; you can also select data for last fiscal year actual incentives, new-hire stock, and equity guidelines for data presentation.

\*\*Target Total Direct Compensation = Base + Total Allowance + Target Incentives + Actual Ongoing Equity

## The Radford Network

## Proprietary Radford Survey Platform

The Radford Network provides more than 8,000 registered users **instant access to data, tools and resources**, including our **Input/Output Guides** for survey submission and **Data Generators** for working with survey results.

You can also view our **Training Calendar** to register for upcoming training, popular **Hot Topic webcasts** led by Radford's thought leaders, regional meetings and more.

Your company's survey participation includes **an unlimited number of authorized users** from any location.

### INPUT

Compensation Data Elements	Surveyed Practices
<i>Collected by incumbent, reported with quota:</i>	<i>Quarterly:</i>
Base salary	Global sales metrics
Car/car allowance	Sales incentive plan practices
Other allowances	Sales incentive characteristics by job family
Target/actual incentives	Pay/equity practices
Stock/LTI guidelines and actual grants for:	Car plans/allowances
Stock options/SARs	Salary increases
Restricted stock	Hiring practices
Cash LTI	Turnover
	Hot Topics

### OUTPUT

Survey Reporting	Additional Global Reports*
Data Generator for instant market pricing and analysis	Multi-Country Peer Group Custom Reports*
Express Reports for print-friendly, presentation-ready PDF reports	"You vs. Market" Global Cash Compensation
Spreadsheet of overall results including all data elements	"You vs. Market" Global Stock by Level

\*A \$400 credit will be applied to your first Custom Report order after data submission requirement is met.

## When More Help Is Needed: Global Consulting and Analytics

### Radford Consulting: Your Global Sales Rewards Partner

We offer global incentive plan design to align your sales incentives with business initiatives and go-to-market strategy. Our approach includes reviewing your current plan in the context of business drivers; performing a competitive market assessment of the existing plan including commission structures, targets, accelerators, allowances and special incentives; designing, modeling and costing a redesigned sales incentive plan to determine the business and employee impact; implementing the new plan, including plan documentation and communication strategy; and evaluating, advising on and implementing commission systems.

For more information on Radford's sales consulting practice, please contact Ellen Miller at [emiller@radford.com](mailto:emiller@radford.com).

### Radford Analytic Services: Cost-Effective Solutions

Bridging Radford's deep survey databases with consulting expertise, Radford Analytic Services (RAS) offers tailored, cost-effective solutions for your global compensation needs. RAS' customized market analyses and survey services help clients reduce internal/external resources for survey participation and market assessments, and facilitate better-informed compensation decisions. Current global analytic offerings include:

- > Survey Services: includes the spectrum of global input assistance, from survey job matching and leveling to completing the total survey submission on-site
- > Leveling Audit: reviews your company's global job matching for comparison against a group of selected companies, this analysis indicates how your company's job matching practices compare to peers
- > "You vs. Market" Reports: isolates your company's global total cash compensation practices for comparison to a group of selected companies and identifies where your practices are aligned or differ from the market

For more information on Radford Analytic Services, please contact Brett Harsen at [bharsen@radford.com](mailto:bharsen@radford.com).

## Contact Information

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