



Key Participants

Accenture
 Adobe Systems
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 AMD
 Analog Devices
 Apple
 Applied Materials
 Baxter International
 CA
 Cadence Design Sys
 Celgene
 Cephalon
 Cisco Systems
 Dell
 eBay
 EMC
 Ericsson
 Facebook
 Fairchild Semi
 Flextronics
 Freescale Semi
 Hewlett-Packard
 Hitachi
 IBM
 Infineon
 Intel
 Jabil
 Juniper Networks
 KLA-Tencor
 Lam Research
 Life Technologies
 LSI
 McAfee
 Medtronic
 Mentor Graphics
 Microsoft
 Motorola Mobility
 National Semi
 NetApp
 Nokia
 NVIDIA
 NXP
 Oracle
 Pfizer
 Qualcomm
 Roche Diagnostics
 SAP
 Seagate Technology
 Siemens
 Sprint Nextel
 St. Jude Medical
 STMicroelectronics
 SunPower
 Symantec
 Synopsys
 TELUS
 Texas Instruments
 Varian Medical Systems
 VMware
 Xerox
 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 solution for sales pay insight. Survey results include nearly 950 participants, 416,000 incumbents for 74 countries, and approximately 350 sales positions in a broad range of industries and sales channels.

The survey encompasses technology, life sciences and medical device companies, allowing clients to leverage specific positions and industry-specific reports via one survey database.

- > **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

Data collection for 100 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
Global Comp
Program Manager
Microsoft Corp.

Radford Locations

Bangalore
Beijing
Boston
Brussels
Chicago
Frankfurt
Hong Kong
London
New York
Philadelphia
San Francisco
San Jose
Shanghai
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+PS+Cash LTI) ▼

	Avg.	75th	50th	25th	# Emps	# Cos
CFY Base Salary	99,620	111,382	97,500	83,112	337	103
Total Allowances	8,035	9,270	7,992	6,583	200	66
Fixed Compensation	104,389	117,200	102,480	87,500	337	103
CFY Target Incentive Amount	66,202	85,000	65,000	47,048	321	97
CFY Target Incentive % of Base	69.0%	92.8%	66.7%	43.4%	321	97
Base + CFY Target Incentive	164,399	190,000	162,470	135,068	323	97
Fixed Comp + CFY Target Incentive	169,240	193,738	169,075	141,279	323	97
Actual OG SO + RS + PS + Cash LTI Value	53,079	40,621	23,071	16,324	106	47
CFY Target Total Direct Compensation**	187,051	210,545	176,210	143,980	265	82

ROLL-UP JOB ALTERNATIVES

Job Code and Title	Available in This Report?	Average Base	Average Fixed Comp.	# Emps	# Cos
S315 - Field Sales Management 5 - Direct	Yes	104,389	164,399	337	103
R2305 - Field Sales Management - Director - Roll-Up	Yes	102,886	160,937	527	176

Note: All data in local currency and employee-weighted

*Actual results provide data for six percentiles; you can also select 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 8,500 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/	
Performance shares	
Cash LTI	

OUTPUT

Survey Reporting	Additional 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 LTI Report
Spreadsheet of overall results including all data elements	US Prevailing Wage (H1-B/PERM) Report

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

When More Help Is Needed

Radford Consulting

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 plans in the context of business drivers; performing a competitive market assessment of the existing plans including commission structures, targets, accelerators, allowances and special incentives; designing, modeling and costing redesigned sales incentive plans to determine the business and employee impact; implementing the new plans, 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 consulting@radford.com.

Radford Valuation Services

Our team of actuarial experts provides a best-in-class approach to equity compensation in compliance with ASC Topic 718 (formerly FAS123(R)), including the development of required assumptions for option pricing models; alternative modeling approaches that better approximates compensation expense; and accounting and tax treatments under Topic 718. Our core continuum of services includes:

- > **Equity Plan Design** – tailored strategies that balance talent and retention demands while mitigating costs
- > **Valuation Services** – creative and sustainable valuation solutions at competitive rates that are fully compliant and fully auditable
- > **Financial Reporting** – customized reporting solutions for Topic 718 and IFRS2 that save time and provide the necessary expertise to your team
- > **Equity Plan Management** – holistic approach that spans the navigation of governance issues through the certification of performance results

For more information about Radford valuation services, please visit www.radford.com/rvs

Contact Information

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