



Key Participants

Accenture
 Adobe Systems
 Agilent
 Alcatel-Lucent
 Altera
 Amazon.com
 AMD
 Analog Devices
 Apple
 Applied Materials
 Baxter International
 CA
 Cadence Design
 Systems
 Celgene
 Cephalon
 Cisco Systems
 Dell
 eBay
 EMC
 Ericsson
 Facebook
 Fairchild Semi
 Flextronics
 Freescale Semi
 Hewlett-Packard
 Hitachi
 IBM
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 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 programmes 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 programme

Surveyed Countries

Data collection for 100 surveyed countries

Americas	Asia/Pacific	Europe	Europe (cont'd)	Middle East/Africa
Argentina	Australia	Armenia	Latvia	Algeria
Barbados	Bangladesh	Austria	Lithuania	Bahrain
Bermuda	China	Belgium	Luxembourg	Cameroon
Bolivia	Hong Kong	Bosnia & Herzegovina	Netherlands	Egypt
Brazil	India	Bulgaria	Norway	Ghana
Canada	Indonesia	Croatia	Poland	Israel
Chile	Japan	Cyprus	Portugal	Jordan
Colombia	Kazakhstan	Czech Republic	Romania	Kenya
Costa Rica	Macau	Denmark	Russia	Kuwait
Dominican Republic	Malaysia	Estonia	Serbia	Lebanon
Ecuador	New Zealand	Finland	Slovakia	Mauritius
El Salvador	Pakistan	France	Slovenia	Mozambique
Guatemala	Philippines	Germany	Spain	Morocco
Honduras	Singapore	Greece	Sweden	Nigeria
Mexico	South Korea	Hungary	Switzerland	Oman
Panama	Sri Lanka	Iceland	Turkey	Qatar
Paraguay	Taiwan	Ireland	Ukraine	Saudi Arabia
Peru	Thailand	Italy	United Kingdom	Senegal
Puerto Rico	Vietnam			South Africa
Trinidad & Tobago				Tanzania
United States				Tunisia
Uruguay				United Arab Emirates
Venezuela				

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:

New-Hire or Ongoing Long-Term Incentives:

Guideline or Actual Long-Term Incentives:

	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

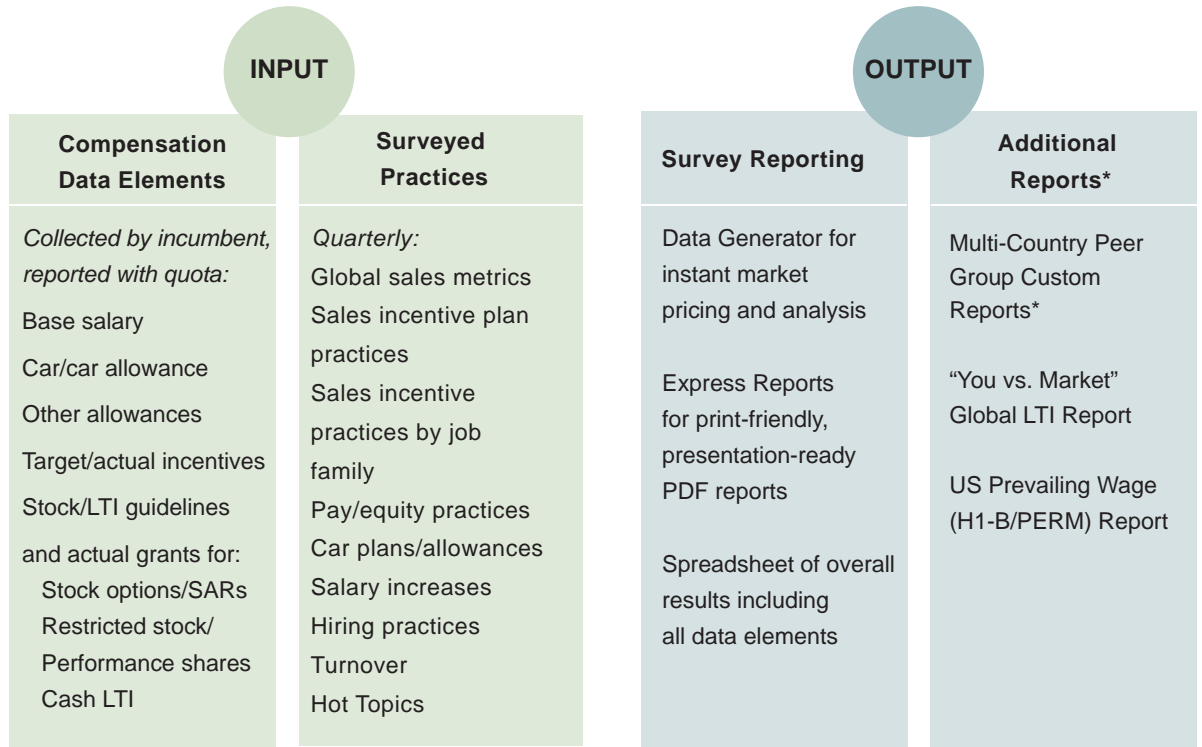
The Radford Network

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 authorised users** from any location.

Proprietary Radford Survey Platform



*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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