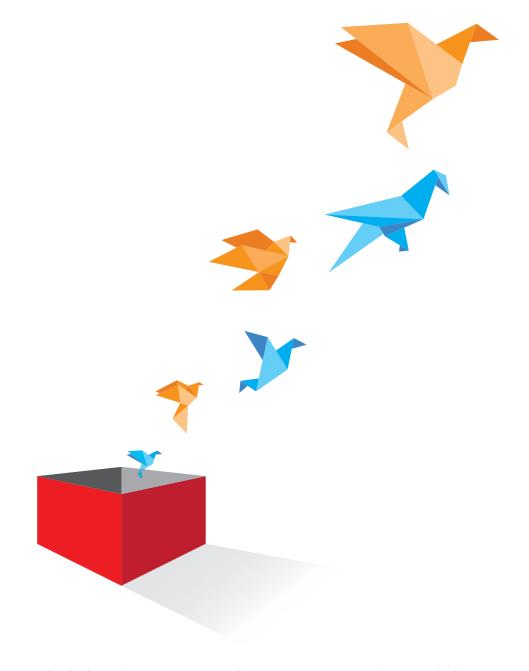


EBOOK EDITION







TOGETHER, THE POSSIBILITIES ARE ENDLESS

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Table of Contents

| 2015 Career & Salary Survey—Dollar Signs | 4 |
|--|---|
| 2015 Career & Salary Survey—Directory of Positions | 6 |
| 2015 Career & Salary Survey—Positions | 7 |



DOLLAR SIGNS



Average salaries are up—that's good! Salary gender disparity remains—that's bad! What other takeaways can be gleaned from the data revealed by respondents to *MM&M*'s annual Career & Salary Survey? **Larry Dobrow** gets inside the numbers

hen confronted with the huge mass of data compiled via MM&M's annual Career & Salary Survey, there's an inclination to look for an easy headline stat and a corresponding bit of color. You know, like "salaries across the industry surge 35%! Popcorn for everybody!" Or "industry-wide, 77.5% of employees anticipate that they will seek out a new gig during the next year. Barkeep, cancel that popcorn!"

Alas, in research exercises of this ilk, there are usually far more tinges of gray than bursts of black and white. And so, faced with the absence of an attention-grabbing finding, allow us to deliver the big-picture results from this year's Career & Salary Survey in rat-a-tat fashion. Per the 1,081 respondents, salaries have nudged upward. Employees are keener on their advancement prospects than they were last year. And the higher salaries and optimism about advancement prospects have apparently blunted employees' professional wanderlust, with a majority reporting that they plan to stay put for the next 12 months.

Each of these results comes with a caveat or eight, of course. Salaries are up ... but not for product managers, who saw their average salary plummet 19% during the last year, to \$89,300. What were some of the other titles with a double-digit dip, you ask? President (down 12%, per 39 respondents) and CEO (down 13.8%, per 33 respondents), to the moderately livable annual wages of \$241,100 and \$200,700, respectively. Similarly, agency workers buck the stickaround trend, with slightly more (31.9%) reporting that they plan to seek a new job than not (31.6%). In other words: Exceptions abound.

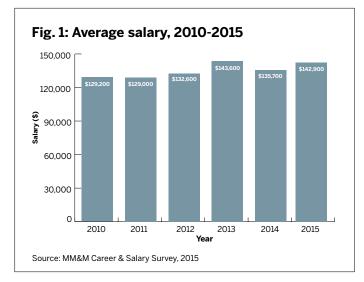
With that in mind, the obvious place to start is with average salary across all jobs and sectors, which increased to \$142,900 from \$135,700 in 2014, a 5.3% jump (see fig. 1). While the 2015 sum slightly lags behind the 2013 one (\$143,600), nobody's going to complain about the upward macro trend. Too, the gains appear to be spread around: Marketing, media and biz-development workers all enjoyed increases, albeit from what can be interpreted from small sample sizes. VPs/marketing reported an average salary of \$211,400, up 17.2% versus the year-ago period; media directors reported \$115,200, up 16%; and directors, new business development reported \$168,000, up 8.4%.

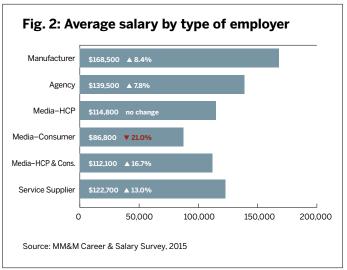
For the most part, healthcare and pharma employees are earning more regardless of the type of employer for which they work (see fig. 2). Manufacturer-side workers saw their average salary rise to \$168,500, up 8.4% over 2014, while agency ones enjoyed a 7.8% jump, to \$139,500. Media/HCP & consumer execs experienced the biggest increase (16.7%, to \$112,100), with service supplier employees right behind (13%, to \$122,700).

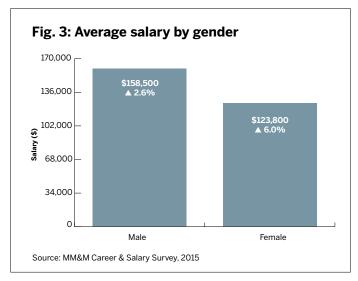
The two trend-buckers? Media/consumer workers (a 21% drop, to \$86,800) and media/HCP ones (\$114,800, no change year over year). The difference in average salary between media/HCP & consumer employees (up) and media/consumer (down) and media/HCP (flat)

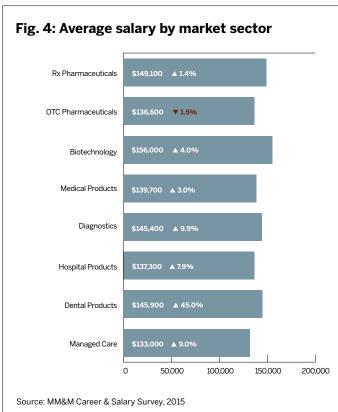
could suggest a trend away from specialization. Indeed, jacks-ofall-media-trades appear to be more rewarded and feel more highly valued than their single-discipline peers. At least for now, anyway.

One trend, sadly, that doesn't appear to be reversing itself is the pay discrepancy between male and female workers (see fig. 3). While women's salaries grew at a faster pace than those of their male counterparts—6% to 2.6%—the average man's salary still exceeds the average woman's salary by a whopping \$34,700: \$158,500 for men, \$123,800 for women. For the math-challenged among us, that









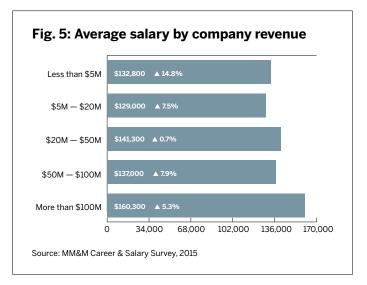
means men in the business earn 28% more than women do.

It's become an annual ritual to flag this shameful figure—or, rather, this continuing series of shameful figures—in the story that accompanies MM&M's Career & Salary Survey results. And yes, it's not exactly an apples-versus-apples comparison: Many of the industry's highest-paying gigs—CEO, president, EVP and sales director—are inordinately male-staffed, with men occupying at least 75% of those posts. It's worth noting, too, that the same discrepancies exist in many other professions and industries.

That said, if there's a way to spin this that doesn't include the words

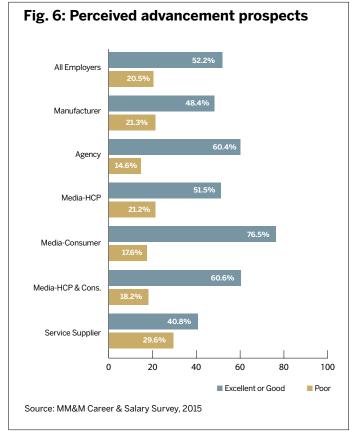
"pharma marketing appears to have a gender inequality problem," we don't know what it is. People in and around healthcare marketing are aware of the data and, usually following its late-September publication, get in touch to affirm that they're addressing it—honest, they are! And that's great. But let's withhold the pats on the back until the salary data reflect actual equality.

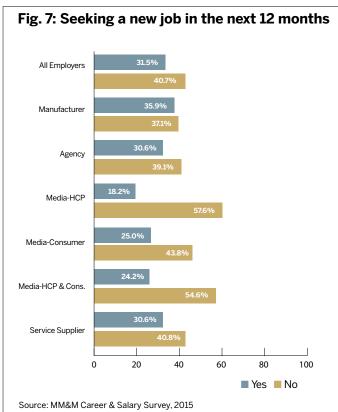
Breaking down average salary by market sector (see fig. 4) returns us to a more positive place. Last year, not a single sector posted an increase against the previous year; percentage drops ranged from 3.3% (for Rx pharmaceuticals) to 47.6% (for dental products). In 2015, however, nearly every sector recaptured much of what it had lost. Dental products rebounded with a 45% jump, to an average salary of \$145,900, which is likely attributable to statistical quirks relating to sample size. The other gains appear more solid, whether the 9% growth in managed care (\$133,000 average salary), the 7.9% surge in hospital products (\$137,300) or the 9.9% spike in diagnostics (\$145,400). Only OTC pharmaceuticals, with a 1.5% decline to \$136,600, experienced a continuation of last year's downward trend.



As far as surprises go, the results offered few beyond the ones that emerged when analyzing the average salary by company revenue data (see fig. 5). At least according to survey respondents, it turns out that company revenue may not be the main determining factor in salary levels. Employees at companies with revenue of less than \$5 million earn more (\$132,800, up 14.8% over last year) than those at companies with revenue of \$5 million to \$20 million (\$129,000, up 7.5%). Similarly, workers at companies with \$20 to \$50 million in revenue outpace their counterparts at companies with \$50 to \$100 million in revenue, \$141,300 (up 0.7%) to \$137,000 (up 7.9%).

Finally, it's worth noting that for all the tumult within the industry—note last month's Challenger, Gray & Christmas job data, which reported 6,632 pharma job cuts during the first eight months of 2015—respondents are largely a satisfied lot. 85.5% of employees said they were either "thoroughly" or "generally" satisfied with their gigs, up 3.5% from last year. For the first time since 2012, the percentage of individuals who plan to stay in their current job (40.7%) exceeds the percentage who plan to test the market (31.5%) (see fig. 7). And employees are exceedingly optimistic





about their advancement prospects, with 52.2% ranking them as "excellent" or "good" and only 20.5% ranking them as "poor." This holds across type of employer, size of company, you name it.

Does much of the cheery news in the previous paragraph have something to do with the higher salaries? Almost certainly. That said, in 2013, the year in which the Career & Salary Survey reported its highest-ever average salary figure, such numbers that reflect job satisfaction weren't anywhere near as high. For this, pharma employers deserve no small measure of praise; it's not easy to maintain a high level of employee satisfaction at a time when competitive pressures remain punishing. Good on them.

Methodology and respondent characteristics

MM&M readers were invited to fill out the online Career & Salary Survey in August 2015. Of the 1,081 qualified respondents, 347 were employed by manufacturers (pharma, biotech, devices, diagnostics), 356 by agencies, 83 by healthcare media and 99 by suppliers or vendors; 196 classified themselves as "other"; 594 respondents were male and 487 were female; the average age was 46 years. Respondents' average time spent in the industry was 16.2 years and their average time spent in their current job was 5.6 years. ■

| DIRECTORY OF POSITIONS | page |
|------------------------------------|------|
| ALL POSITIONS | 7 |
| Account Supervisor | 13 |
| Chief Executive Officer | 8 |
| Director, Marketing | 10 |
| Director, New Business Development | 10 |
| Executive Vice President | 9 |
| Managing Director | 8 |
| Media Director | 14 |
| Medical Director | 14 |
| President | 7 |
| Product Manager | 12 |
| Research Director | 15 |
| Sales Director | 11 |
| Senior Product Manager | 12 |
| VP Creative Director | 15 |
| VP Group Supervisor | 13 |
| VP Marketing | 9 |
| VP Sales | 11 |

| ALL POSITIONS | \$142,900 | | ▲ 5 | ▲5.2% PRESIDENT | | | \$241,100 | | | | | | |
|---------------------------------------|------------------------|---------|--------------|-----------------|--------------|---------|---------------------------------------|----------------------|--------------|--------------|----------|---------------|-------|
| Number of respondents | s | | | | | 1081 | Number of respondent | :s | | | | | 39 |
| Employer | Perce | ent N | Market Sec | tor | ı | Percent | Employer | Per | cent I | Market Sec | or | Pe | ercen |
| Manufacturer | 32 | 2.1 F | Rx Pharmac | euticals | | 64.5 | Manufacturer | | 33.3 F | Rx Pharmac | euticals | | 43.6 |
| Agency | 32 | 2.9 | OTC Pharma | ceutical | S | 18.2 | Agency | | 23.1 (| OTC Pharma | ceutical | S | 12.8 |
| Media/Publisher - HCP | 3 | 3.1 E | Biotechnolog | gy | | 25.4 | Media/Publisher - HCP | | 2.6 E | Biotechnolog | gy | | 30.8 |
| Media/Publisher - Consum | ner 1 | l.6 N | Medical Dev | ices/Equ | iip | 30.0 | Media/Publisher - Consun | ner | 0.0 N | Medical Dev | ces/Equ | ıip | 48.7 |
| Media/Publisher - HCP & 0 | Consmr. 3 | 3.1 C | Diagnostic D | evice/E | quip | 13.1 | Media/Publisher - HCP & | Consmr. | 2.6 | Diagnostic D | evice/E | quip | 23.1 |
| Service Supplier | 9 | 9.2 F | Hospital Pro | ducts/Ed | quip. | 9.9 | Service Supplier | | 18.0 H | Hospital Pro | ducts/Ed | quip. | 18.0 |
| Other | 18 | 3.1 C | Dental Produ | ıcts/Equ | ip | 4.1 | Other | | 20.5 | Dental Produ | icts/Equ | ip | 2.6 |
| | | N | Managed Ca | ire | | 11.4 | | | N | Managed Ca | re | | 23.1 |
| Age | High | 85 | Low | 22 | Avg. | 46.0 | Age | High | 83 | Low | 33 | Avg. | 57.2 |
| Sex | Male | 55.0 | Female | 45.1 | | | Sex | Male | 79.5 | Female | 20.5 | | |
| Years in industry | High | 50.0 | Low | 0.2 | Avg. | 16.2 | Years in industry | High | 43.0 | Low | 7.0 | Avg. | 25.2 |
| Years in position | High | 50.0 | Low | 0.2 | Avg. | 5.6 | Years in position | High | 50.0 | Low | 1.0 | Avg. | 13.5 |
| Salary (\$000s/yr) | | 900.0 | Low | 13.5 | Avg. | 142.9 | Salary (\$000s/yr) | High | 900.0 | Low | 36.0 | Avg. | 241.1 |
| Commission received? | Yes | 8.2 | No | 91.8 | | | Commission received? | Yes | 20.5 | No | 79.5 | | |
| Amount (\$000s/yr) | | 500.0 | Low | 1.0 | Avg. | 63.5 | Amount (\$000s/yr) | High | 500.0 | Low | 14.5 | Avg. | 84.3 |
| Bonus received? | Yes | 65.8 | No | 34.2 | | | Bonus received? | Yes | 61.5 | No | 38.5 | | |
| Amount (\$000s/yr) | High | 550.0 | Low | 0.3 | Avg. | 36.0 | Amount (\$000s/yr) | High | 300.0 | Low | 10.0 | Avg. | 85.9 |
| Perceived pay | | | | | | | Perceived pay | | | | | _ | |
| vs. peers (%) | More | 11.2 | Less | 45.1 | Same | 43.6 | vs. peers (%) | More | 5.3 | Less | 50.0 | Same | 44.7 |
| Employer's gross | <\$5M | | 17.0 | \$50-\$1 | | 10.5 | Employer's gross | <\$5M | | 59.0 | \$50-\$3 | | 5.1 |
| US revenue (%) | \$5-\$20M \$20-\$50 | | 22.2 14.9 | >1 | .00M | 35.5 | US revenue (%) | \$5-\$20 \$20-\$5 | M 50M 2.6 | 20.5 | >1 | MOOL | 12.8 |
| Position satisfying? (%) | Thorough | nly | 33.7 | Gener | ally | 51.3 | Position satisfying? (%) | Thorou | ghly | 53.9 | Gene | erally | 41.0 |
| | OK Some | etimes | 11.0 | No | 3.9 | | | OK So | metimes | 5.1 | No | | 0.0 |
| Salary reviewed (%) | 6 months | 3 | 3.5 | 18 ma | onths | 5.4 | Salary reviewed (%) | 6 mont | :hs | 15.8 | 18 n | nonths | 5.3 |
| | 12 montl | hs | 74.7 | 24 m | onths | 16.4 | | 12 mo | nths | 44.7 | 24 m | nonths | 34.2 |
| Advancement | Index 2. | 5 (4=E | xc. 3=Good | d 2=Fair | 1=Poor) | | Advancement | Index | 2.7 (4=E | xc. 3=Goo | d 2=Fair | 1=Poor) | |
| prospects (%) | Excellent | | 18.1 | Good | | 34.0 | prospects (%) | Excelle | nt | 46.2 | Good | d | 10.3 |
| | Fair | | 27.4 | Poor | | 20.5 | | Fair | | 15.4 | Poor | • | 28.2 |
| How current job | Promote | d | 31.3 | Exec | Search | 10.7 | How current job | Promo | ted | 31.6 | Exec | Search | 10.5 |
| was acquired (%) | Hired by | Compa | ny 18.3 | Own | Initiative | 32.0 | was acquired (%) | Hired b | y Compa | ny 10.5 | Own | Initiative | 23.7 |
| Benefits received (%) | Signing E | Bonus | 13.5 | Retire | ement | 53.8 | Benefits received (%) | Signing | Bonus | 11.4 | Retir | rement | 48.6 |
| | Car | | 13.0 | Medic | cal | 82.8 | | Car | | 54.3 | Med | ical | 77.1 |
| | Dental | | 70.6 | Stock | (| 39.6 | | Dental | | 45.7 | Stoc | k | 40.0 |
| Factors important | Salary | | 2.7 | Envir | on./Cultur | e 3.0 | Factors important | Salary | | 3.4 | Envi | ron./Culture | e 3.3 |
| to job (avg ranking, | Benefits | | 4.3 | Loyal | ty to Staff | 4.5 | to job (avg ranking, | Benefit | S | 4.7 | Loya | alty to Staff | 3.6 |
| 1 = most important) | Advance | ment | 4.4 | Env./ | Soc. Resp | | 1 = most important) | Advanc | ement | 5.5 | | /Soc. Resp. | |
| | Training | | 6.1 | Job S | Security | 4.2 | | Trainin | 3 | 6.0 | Job | Security | 4.2 |
| Employer rating | Salary | | 2.3 | Envir | on./Cultur | | Employer rating | Salary | | 2.1 | Envi | ron./Culture | e 1.6 |
| (avg rating, $1 = best$) | Benefits | | 2.2 | Loyal | ty to Staff | | (avg rating, 1 = best) | Benefit | S | 2.3 | | lty to Staff | |
| | Advance | ment | 2.5 | Forwa | ard-Lookin | _ | | Advanc | ement | 2.4 | Forw | ard-Looking | g 1.7 |
| | Training | | 2.7 | | ecurity | 2.2 | | Training | - | 2.2 | | Security | 2.0 |
| | Innovatio | n | 2.2 | Reput | ation | 2.0 | | Innovat | ion | 1.9 | Repu | utation | 1.8 |
| | Social Re | esp. | 2.2 | | | | | Social | Resp. | 1.8 | | | |
| Plan to seek a new job this year? (%) | Yes | | 31.5 | No | | 40.7 | Plan to seek a new job this year? (%) | Yes | | 12.8 | No | | 66.7 |
| New job motivation (%) | Salary/B | enefits | 29.3 | Advan | cement | 19.5 | New job motivation (%) | Salary/ | Benefits | 33.3 | Adva | ancement | 25.0 |
| | Different | | | | a Change | 7.3 | · • | | Part of In | | | d a Change | |
| | Get out o | | | Job Se | _ | 3.3 | | | t of Indus | | | Security | 8.3 |
| | Environ./ | | - | Other | , | 6.4 | | | ./Culture | • | Othe | | 16.7 |
| Method for seeking | Recruitm | | | | g Contact | | Method for seeking | | ment Ago | | | ting Contact | |
| | | 0- | - | | t Compan | | new job (avg ranking, | | | | | | 3.6 |
| new job (avg ranking, | Job Ads | | 3.0 | Contac | it Guillball | 162 3.7 | new job (avg ranking, | Job Ad | 3 | 3.5 | Cont | act Cos. | 3.0 |

| CHIEF EXECUTIVE | UTIVE OFFICER \$200,700 | | ▼13 | 3.8% | MANAGING DIR | R | \$182,5 | ▲ 4 | .6% | | | | |
|---|-------------------------|----------------|--------------|------------------|---------------------|---------|---------------------------------------|-----------------|--------------------------|-------------------|--------------|----------------------|--------|
| Number of respondents | s | | | | | 33 | Number of respondent | ts | | | | | 27 |
| Employer | Per | cent N | Market Sec | tor | | Percent | Employer | Per | cent N | larket Sec | tor | Р | ercent |
| Manufacturer | 3 | 33.3 F | Rx Pharmac | euticals | | 42.4 | Manufacturer | | 18.5 R | x Pharmac | euticals | | 70.4 |
| Agency | 2 | 24.2 | OTC Pharma | aceutical | S | 15.2 | Agency | | 40.7 0 | TC Pharm | aceuticals | S | 29.6 |
| Media/Publisher - HCP | | 0.0 E | Biotechnolo | gy | | 6.1 | Media/Publisher - HCP | | 3.7 B | iotechnolo | gy | | 40.7 |
| Media/Publisher - Consum | ner | 3.0 N | Medical Dev | ices/Equ | ıip | 30.3 | Media/Publisher - Consur | ner | 0.0 N | ledical Dev | ices/Equ | iip | 59.3 |
| Media/Publisher - HCP & (| Consmr. | 9.1 | Diagnostic [| Device/E | quip | 9.1 | Media/Publisher - HCP & | Consmr. | 11.1 D | iagnostic I | Device/E | quip | 25.9 |
| Service Supplier | 1 | 12.1 F | Hospital Pro | ducts/E | quip. | 0.0 | Service Supplier | | 7.4 H | lospital Pro | ducts/Ed | quip. | 22.2 |
| Other | 1 | 18.2 | Dental Prod | ucts/Equ | ip | 0.0 | Other | | 18.5 D | ental Prod | ucts/Equ | ip | 14.8 |
| | | N | Managed Ca | are | | 12.1 | | | N | lanaged Ca | are | | 33.3 |
| Age | High | 85 | Low | 39 | Avg. | 57.8 | Age | High | 71 | Low | 38 | Avg. | 53.5 |
| Sex | Male | 93.9 | Female | 6.1 | | | Sex | Male | 63.0 | Female | 37.0 | | |
| Years in industry | High | 50.0 | Low | 1.0 | Avg. | 21.2 | Years in industry | High | 50.0 | Low | 10.0 | Avg. | 23.2 |
| Years in position | High | 45.0 | Low | 1.0 | Avg. | 7.7 | Years in position | High | 18.0 | Low | 0.8 | Avg. | 6.4 |
| Salary (\$000s/yr) | High | 525.0 | Low | 40.0 | Avg. | 200.7 | Salary (\$000s/yr) | High | 480.0 | Low | 50.0 | Avg. | 182.5 |
| Commission received? | Yes | 6.1 | No | 93.9 | | | Commission received? | Yes | 7.4 | No | 92.6 | | |
| Amount (\$000s/yr) | High | 100.0 | Low | 10.0 | Avg. | 55.0 | Amount (\$000s/yr) | High | 100.0 | Low | 60.0 | Avg. | 80.0 |
| Bonus received? | Yes | 66.7 | No | 33.3 | | | Bonus received? | Yes | 55.6 | No | 44.4 | | |
| Amount (\$000s/yr) | High | 300.0 | Low | 2.5 | Avg. | 105.0 | Amount (\$000s/yr) | High | 150.0 | Low | 9.0 | Avg. | 53.8 |
| Perceived pay | | | | | | | Perceived pay | | | | | | |
| vs. peers (%) | More | 12.1 | Less | 48.5 | Same | 39.4 | vs. peers (%) | More | 7.4 | Less | 48.2 | Same | 44.4 |
| Employer's gross | <\$5M | | 40.6 | | 100M | 3.1 | Employer's gross | <\$5M | | 34.6 | \$50-\$ | | 0.0 |
| US revenue (%) | \$5-\$20 | | 34.4 | > | 100M | 3.1 | US revenue (%) | \$5-\$20 | | 34.6 | > | 100M | 23.1 |
| | \$20-\$5 | | 18.8 | | | | | \$20-\$5 | | 7.7 | | | |
| Position satisfying? (%) | Thorou | | 66.7 | Gene | rally | 30.3 | Position satisfying? (%) | Thorou | · . | 40.7 | Gener | ally | 40.7 |
| | | netimes | 3.0 | No | | 0.0 | | | metimes | 11.1 | No | | 7.4 |
| Salary reviewed (%) | 6 mont | | 9.7 | | onths | 3.2 | Salary reviewed (%) | 6 mont | | 3.7 | 18 mc | | 3.7 |
| | 12 mor | | 61.3 | | onths | 25.8 | | 12 moi | | 59.3 | 24 mg | | 33.3 |
| Advancement | | | xc. 3=Goo | d ∠=Fair Good | | 25.0 | Advancement | | | xc. 3=Goo 25.9 | | 1=P00r) | 18.5 |
| prospects (%) | Excelle Fair | IIL | 43.8 9.4 | Poor | l | 21.9 | prospects (%) | Excelle Fair | HIL | 18.5 | Good Poor | | 37.0 |
| How current job | Promot | od. | 21.9 | | Search | 6.3 | How current job | Promot | tod | 29.6 | | Search | 14.8 |
| was acquired (%) | | .eu y Compa | | | Initiative | 37.5 | was acquired (%) | | ieu oy Compar | | | Initiative | 29.6 |
| Benefits received (%) | Signing | <u> </u> | 3.3 | | ement | 46.7 | Benefits received (%) | | g Bonus | 26.1 | | ement | 52.2 |
| Delicitis received (70) | Car | , Donus | 40.0 | Medic | | 70.0 | Delicitis received (70) | Car | Donus | 21.7 | Medic | | 69.6 |
| | Dental | | 43.3 | Stock | | 60.0 | | Dental | | 73.9 | Stock | | 43.5 |
| Factors important | Salary | | 3.9 | | on./Cultur | | Factors important | Salary | | 2.9 | | on./Culture | |
| to job (avg ranking, | Benefit | S | 4.7 | | Ity to Staff | | to job (avg ranking, | Benefit | s | 4.3 | | ty to Staff | 4.0 |
| 1 = most important) | Advanc | | 5.1 | | Soc. Res | | 1 = most important) | Advanc | | 5.9 | | Soc. Resp. | |
| | Training | | 5.9 | | Security | 5.3 | | Training | | 6.3 | | ecurity | 3.5 |
| Employer rating | Salary | , | 2.0 | | on./Cultur | | Employer rating | Salary | 5 | 2.1 | | n./Culture | 2.1 |
| (avg rating, 1 = best) | Benefit | S | 2.0 | | Ity to Staf | | (avg rating, 1 = best) | Benefit | S | 2.4 | | y to Staff | 2.3 |
| , , , , , , | Advanc | | 1.7 | | ard-Lookir | | , , , | Advanc | | 2.6 | | rd-Looking | 2.3 |
| | Training | g | 2.0 | | ecurity1.9 | | | Training | g | 2.6 | Job S | ecurity | 2.1 |
| | Innovat | - | 1.5 | Reput | - | 1.7 | | Innovat | _ | 2.3 | Reput | - | 2.1 |
| | Social F | Resp. | 1.6 | | | | | Social | Resp. | 2.3 | · | | |
| Plan to seek a new | Yes | - | 6. | No | | 75.0 | Plan to seek a new job this year? (%) | Yes | | 33.3 | No | 44.4 | |
| job this year? (%) New job motivation (%) | Salani | Benefits | 33.3 | Δdvan | cement | 0.0 | New job motivation (%) | Salanu | /Benefits | 15.4 | Δdva | ncement | 7.7 |
| ivew job illouvation (%) | | Part of Inc | | | a Change | | 146W JOD HIDHVARIOH (%) | | Part of Inc | | | a Change | 0.0 |
| | | of Indus | | | a Change ecurity | 0.0 | | | t of Indust | | | a Change Security | 7.7 |
| | | ./Culture | • | Other | - | 16.7 | | | ı or mausı ı./Culture | 46.2 | Other | - | 7.7 |
| Method for seeking | | ment Ago | | | ng Contac | | Method for seeking | | ment Ago | | | ng Contact | |
| new job (avg ranking, | Job Ads | _ | 3.6 | | ct Compa | | new job (avg ranking, | Job Ad | | y. 2.3 3.4 | | act Cos. | 3.1 |
| 1=most likely) | Post Re | | 4.2 | Jonia | οι συπρα | | 1=most likely) | Post R | | 4.3 | Conta | | J.1 |
| mor mory | . 551 110 | JJ41110 | r. <u>_</u> | | | | oc intoly/ | . 031 11 | | 1.0 | | | |

| EXECUTIVE VICE | - PRE | SIDEN | 11 \$2 | 245,10 | U A 4 | 4.3 <u>%</u> | VP MARKETING | i | \$2 | 211,400 | | <u>▲1</u> | 7.2% |
|---------------------------|----------|-------------|--------------|-----------|--------------|--------------|--------------------------|----------|------------|--------------|-----------|--------------|--------|
| Number of respondents | S | | | | | 36 | Number of responden | ts | | | | | 32 |
| Employer | Pero | cent N | larket Sec | tor | I | Percent | Employer | Per | cent | Market Sec | tor | F | Percen |
| Manufacturer | 1 | l6.7 R | x Pharmac | euticals | | 69.4 | Manufacturer | | 56.3 | Rx Pharmac | euticals | | 46.9 |
| Agency | 4 | 17.2 O | TC Pharm | aceutical | S | 22.2 | Agency | | 18.8 | OTC Pharma | aceutical | S | 9.4 |
| Media/Publisher - HCP | 1 | l1.1 B | Biotechnolo | gy | | 44.4 | Media/Publisher - HCP | | 0.0 | Biotechnolo | gy | | 12. |
| Media/Publisher - Consum | ner | 0.0 N | Medical Dev | ices/Equ | ıip | 38.9 | Media/Publisher - Consu | mer | 0.0 | Medical Dev | ices/Equ | qiı | 21.9 |
| Media/Publisher - HCP & (| Consmr. | |)iagnostic I | | | 25.0 | Media/Publisher - HCP & | Consmr. | 3.1 | Diagnostic [| Device/E | guip | 9.4 |
| Service Supplier | 1 | | lospital Pro | - | • | 16.7 | Service Supplier | | 15.6 | Hospital Pro | ducts/E | quip. | 6.3 |
| Other | 1 | 13.9 D | ental Prod | ucts/Eau | ip air | 2.8 | Other | | | Dental Prod | | | 3. |
| | | | Nanaged C | | • | 8.3 | | | | Managed Ca | are | r | 6.3 |
| Age | High | 67 | Low | 34 | Avg. | 52.0 | Age | High | 62 | Low | 31 | Avg. | 47.3 |
| Sex | Male | 69.4 | Female | 30.6 | | | Sex | Male | 65.6 | Female | 34.4 | | |
| Years in industry | High | 36.0 | Low | 4.0 | Avg. | 22.3 | Years in industry | High | 35.0 | Low | 8.0 | Avg. | 19.5 |
| Years in position | High | 30.0 | Low | 1.0 | Avg. | 5.8 | Years in position | High | 16.0 | Low | 1.0 | Avg. | 4.3 |
| Salary (\$000s/yr) | High | 400.0 | Low | 90.0 | Avg. | 245.1 | Salary (\$000s/yr) | High | 450.0 | Low | 90.0 | Avg. | 211.4 |
| Commission received? | Yes | 8.3 | No | 91.7 | | | Commission received? | Yes | 3.1 | No | 96.9 | | |
| Amount (\$000s/yr) | High | 350.0 | Low | 20.0 | Avg. | 173.3 | Amount (\$000s/yr) | High | 250.0 | Low | 250.0 | Avg. | 250.0 |
| Bonus received? | Yes | 83.3 | No | 16.7 | | | Bonus received? | Yes | 84.4 | No | 15.6 | | |
| Amount (\$000s/yr) | High | 262.5 | Low | 10.0 | Avg. | 69.6 | Amount (\$000s/yr) | High | 550.0 | Low | 1.0 | Avg. | 81.3 |
| Perceived pay | | | | | | | Perceived pay | | | | | | |
| vs. peers (%) | More | 19.4 | Less | 50.0 | Same | 30.6 | vs. peers (%) | More | 23.3 | Less | 46.7 | Same | 30.0 |
| Employer's gross | <\$5M | | 30.6 | \$50-\$ | 100M | 11.1 | Employer's gross | <\$5M | | 21.9 | \$50-\$3 | 100M | 21.9 |
| US revenue (%) | \$5-\$20 | М | 5.6 | | LOOM | 19.4 | US revenue (%) | \$5-\$20 | OM | 21.9 | | LOOM | 31.3 |
| , , | \$20-\$5 | OM | 33.3 | | | | , , | \$20-\$5 | 50M | 3.1 | | | |
| Position satisfying? (%) | Thoroug | | 44.4 | Gener | allv | 38.9 | Position satisfying? (%) | Thorou | ighly | 29.0 | Gener | rallv | 58.1 |
| , , | • | netimes | 13.9 | No | . , | 2.8 | | | metimes | 6.5 | No | . , | 6.5 |
| Salary reviewed (%) | 6 montl | | 2.9 | 18 m | onths | 17.1 | Salary reviewed (%) | 6 mon | | 3.1 | 18 n | nonths | 6.3 |
| | 12 mor | nths | 51.4 | 24 m | onths | 28.6 | , , | 12 mo | nths | 81.3 | 24 n | nonths | 9.4 |
| Advancement | Index 2 | 2.6 (4=E | xc. 3=Goo | d 2=Fair | 1=Poor) | | Advancement | Index | 2.5 (4=l | Exc. 3=Goo | d 2=Fair | 1=Poor) | |
| prospects (%) | Exceller | nt | 25.0 | Good | 30.6 | | prospects (%) | Excelle | ent | 12.9 | Goo | d | 45.2 |
| | Fair | | 22.2 | Poor | 22.2 | | | Fair | | 25.8 | Poo | r | 16.1 |
| How current job | Promot | ed | 14.3 | Exec S | Search | 20.0 | How current job | Promo | ted | 25.0 | Exe | c Search | 15.6 |
| was acquired (%) | Hired by | y Compar | ny 17.1 | Own In | itiative | 40.0 | was acquired (%) | Hired b | y Compa | any 37.5 | Owr | n Initiative | 15.6 |
| Benefits received (%) | Signing | Bonus | 21.9 | Retirer | nent | 40.6 | Benefits received (%) | Signing | g Bonus | 25.9 | Reti | irement | 29.6 |
| | Car | | 9.4 | Medica | al | 90.6 | | Car | , | 7.4 | Med | dical | 88.9 |
| | Dental | | 71.9 | Stock | | 40.6 | | Dental | | 70.4 | Sto | ck | 63.0 |
| Factors important | Salary | | 2.3 | Enviro | n./Culture | 2.9 | Factors important | Salary | | 2.3 | | iron./Cultu | |
| to job (avg ranking, | Benefits | S | 3.8 | | y to Staff | 4.7 | to job (avg ranking, | Benefit | S | 4.4 | | alty to Sta | |
| 1 = most important) | Advanc | | 4.4 | , , | n./Soc. Re | | 1 = most important) | | cement | 4.7 | | ./Soc. Res | |
| | Training | | 6.6 | Job Se | | 4.5 | | Trainin | | 6.7 | | Security | 5.0 |
| Employer rating | Salary | , | 2.2 | | n./Culture | 2.0 | Employer rating | Salary | | 2.2 | | iron./Cultu | |
| (avg rating, 1 = best) | Benefits | S | 2.3 | | to Staff | 2.2 | (avg rating, 1 = best) | Benefit | S | 2.4 | | alty to Sta | |
| (* 6 * 7 6, | Advanc | | 2.5 | | rd-Looking | | (* 0 * 0, | | cement | 2.4 | | ward-Look | |
| | Training | | 2.7 | Job Se | _ | 2.4 | | Trainin | | 3.2 | | Security | 2.3 |
| | Innovati | | 2.1 | Reputa | - | 2.0 | | Innova | - | 2.1 | | putation | 2.2 |
| | Social F | | 2.3 | , | | | | Social | | 2.3 | , | | |
| Plan to seek a new | Yes | 25.0 | No | 55.6 | | | Plan to seek a new | Yes | | 31.3 | No |) | 40.6 |
| job this year? (%) | 0-1 1 | D C1 | 05.0 | 0.1 | | | job this year? (%) | Calan | /Don-fi | 22.1 | Λ.Ι | | . 7- |
| New job motivation (%) | | Benefits | 25.0 | | cement | 0.0 | New job motivation (%) | | /Benefits | | | vancement | |
| | | Part of Inc | | | a Change | 8.3 | | | Part of In | | | ed a Chan | _ |
| | | of Indust | • | Job Se | • | 8.3 | | | t of Indus | • | | Security | 15.4 |
| | | ./Culture | | Other | 8.3 | | | | n./Culture | | Oth | | 0.0 |
| Method for seeking | | ment Agc | | | g Contact | | Method for seeking | | tment Ag | • | | sting Conta | |
| new job (avg ranking, | Job Ads | | 3.6 | Contac | ct Compar | nies 3.3 | new job (avg ranking, | Job Ad | | 3.4 | Сс | ontact Cos | . 3.4 |
| 1=most likely) | Post Re | esume | 4.2 | | | | 1=most likely) | Post R | esume | 4.2 | | | |

| Manufacturer 62.3 Re Pharmaceuticals 53.3 Manufacturer 25.0 Re Pharmaceuticals 7.0 Regincy 11.7 OTC Pharmaceuticals 7.0 Regincy 13.0 Mediu(Publisher - HCP 8.1 Biotechnology 3.0 Mediu(Publisher - HCP 8.3 Biotechnology 3.0 Mediu(Pub | DIRECTOR, MAR | KETING | \$ | 149,60 | 00 | ▲3.5% | DIRECTOR, NEW | BUS. | DEV. | \$168,0 | 000 | ▲ 8 | 3.4% |
|--|---------------------------|---------------|-------------|------------|------------|----------------|--------------------------|-----------|---|--------------|-----------|-------------|---------|
| Manufacturer | Number of respondents | s | | | | 77 | Number of respondent | ts | | | | | 24 |
| Agency | Employer | Percent | Market | Sector | | Percent | Employer | Per | cent I | Market Sec | tor | ı | Percent |
| Media/Publisher - HCP | | 62.3 | Rx Pha | maceutic | als | 53.3 | | 2 | 25.0 F | Rx Pharmac | euticals | | 75.0 |
| Media/Publisher - Consumer 0.0 Media/Delical Devices/Equip 27.3 Media/Publisher - Consumer 0.0 Media/Delical Devices/Equip 3.0 Service Supplier 3.9 Hospital Products/Equip 7.8 Service Supplier 3.9 Hospital Products/Equip 7.8 Service Supplier 29.2 Hospital Products/Eq | Agency | 11.7 | OTC Ph | armaceut | icals | 11.7 | Agency | | 16.7 (| OTC Pharma | aceutical | S | 29.2 |
| Media/Publisher HCP & Consmr. 2,6 Diagnostic Devioe/Equip. 3,9 Hospital Products/Equip. 7,8 | Media/Publisher - HCP | 1.3 | Biotech | nology | | 13.0 | Media/Publisher - HCP | | 8.3 E | Biotechnolo; | gy | | 37.5 |
| Service Supplier 18.2 Dental Products/Scupic 7.8 Service Supplier 19.2 Hospital Products/Scupic 1.8 Service Supplier 19.4 Ser | Media/Publisher - Consum | ner 0.0 | Medica | Devices/ | ⁄Equip | 27.3 | Media/Publisher - Consur | mer | 0.0 | Medical Dev | ices/Equ | iip | 33.3 |
| Marsigne | Media/Publisher - HCP & 0 | Consmr. 2.6 | Diagno | stic Devic | e/Equip | 13.0 | Media/Publisher - HCP & | Consmr. | 4.2 | Diagnostic D | Device/E | quip | 25.0 |
| Age | Service Supplier | 3.9 | Hospita | l Product | s/Equip. | 7.8 | Service Supplier | : | 29.2 F | Hospital Pro | ducts/Ed | quip. | 12.5 |
| Age | Other | 18.2 | Dental | Products/ | Equip | 3.9 | Other | | 16.7 [| Dental Produ | ucts/Equ | ip | 8.3 |
| Sex Male 54.6 Female 45.5 Sex Male 70.8 Female 29.2 Sex Sex Male 70.8 Sex Se | | | Manag | ed Care | | 9.1 | | | N | Managed Ca | are | | 4.2 |
| New Figh 40,0 Low 1.0 Avg. 16.1 | Age | | | | | <u>, 45.9</u> | Age | High | | Low | | Avg. | 47.8 |
| Name Fig. 17.0 Low 0.3 Avg. 4.2 Salary (\$5005/yr) High 26.0 Low 3.0 Avg. 14.5 Salary (\$5005/yr) High 26.0 Low 3.0 Avg. 14.5 Salary (\$5005/yr) High 61.0 Low 60.0 Avg. 14.5 Amount (\$5005/yr) High 16.0 Low 30.0 Avg. 7.7 Amount (\$5005/yr) High 16.0 Low 30.0 Avg. 7.7 Amount (\$5005/yr) High 15.0 Low 3.0 Avg. 7.7 Amount (\$5005/yr) High 15.0 Low 4.0 Amount (\$5005/yr) High 15.0 Low 4.0 Amount (\$ | Sex | | | | | | Sex | | | Female | | | |
| Salary (\$000s/yr) High 260.0 Low 30.0 Avg. 149.6 | Years in industry | | | | | | Years in industry | | | Low | | | 19.0 |
| Commission received? Yes 3.9 No 96.1 | | | | | | | | | | Low | | Avg. | 6.8 |
| Amount (\$000s/yr) High 60.0 Low 30.0 Avg. 43.8 Bonus received? Yes 72.7 No 27.3 Yes 62.5 No 37.5 Yes 43.6 No 37.5 Yes 43.8 Yes 43.8 No 37.5 Yes 43.8 Yes 43.8 No 37.5 Yes 43.8 Yes | | | | | | <u>. 149.6</u> | Salary (\$000s/yr) | High | | Low | | Avg. | 168.0 |
| Solary reviewed (%) Solary Solar | Commission received? | Yes | 3.9 No | 96 | .1 | | Commission received? | Yes | 16.7 | No | | | |
| Amount (\$000s/yr) | Amount (\$000s/yr) | | | | | <u>. 43.3</u> | Amount (\$000s/yr) | High | | | | Avg. | 70.0 |
| Perceived pay vs. peers (%) More 10.4 Less 40.3 Same 49.4 vs. peers (%) More 8.3 Less 50.0 Same 49.4 vs. peers (%) More 8.3 Less 50.0 Same 49.4 vs. peers (%) S5.520M 17.4 >100M 37.5 Vs. peers (%) S5.520M 30.4 Vs. peers (%) S6.520M 30.4 Vs. peers (%) S | Bonus received? | | | | | | Bonus received? | Yes | | No | | | |
| vs. peers (%) More 10.4 less 40.3 same 49.4 lembloyer's gross 49.4 spensor 49.5 spensor 49.6 spensor 49.5 spensor | Amount (\$000s/yr) | High 16 | 4.5 Lov | , 0 | .4 Avg | <u>;. 34.8</u> | | High | 125.0 | Low | 3.0 | Avg. | 37.5 |
| Employer's gross S5M 11.8 S50-S100M 61.6 US revenue (%) S5.520M 19.7 > 100M 57.9 Position satisfying? (%) Thoroughly 29.0 Generally 40.8 OK Sometimes 25.0 No 5.3 Salary reviewed (%) 6 months 1.3 18 months 1.3 La months 89.6 24 months 7.8 Advancement Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor) Prospects (%) Excellent 13.0 Good 35.1 Hired by Company 14.3 Own Initiative 22.1 Was acquired (%) Hired by Company 14.3 Own Initiative 22.1 Was acquired (%) Signing Bonus 14.3 Retirement 61.4 La months Benefits 2.9 Medical 88.6 Dental 80.0 Stock 51.4 Factors important Training 6.3 Job Security 1.2 months 2.2 month | | | | | | | Perceived pay | | | | | | |
| US revenue (%) \$5\$20M 19.7 >100M 57.9 Position satisfying? (%) Thoroughly 29.0 Generally 40.8 S20\$50M 30.4 S20\$50M | | | | | | | | | 8.3 | | | | 41.7 |
| Position satisfying? (%) Thoroughly 29.0 Generally 40.8 | | | | | | | | | | | | | 13.0 |
| Position satisfying? (%) Thoroughly 29.0 Generally 40.8 OK Sometimes 25.0 No 5.3 | US revenue (%) | | | | >100M | 57.9 | US revenue (%) | | | | > | 100M | 30.4 |
| Salary reviewed (%) 6 months 1.3 18 months 18 months 12 months 18 months 1 | | | | | | | | | | | | | |
| Salary reviewed (%) | Position satisfying? (%) | | | | | | Position satisfying? (%) | | | | | rally | 34.8 |
| Advancement Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor) Prospects (%) Excellent 13.0 Good 35.1 Fair 31.2 Poor 20.8 Prospects (%) Fair 31.2 Poor 20.8 Prospects (%) Fair 31.2 Poor 20.8 Prospects (%) Excellent 20.8 Good 2.4 Prospects (%) Promoted 12.5 Exce Search 18.2 Prospects (%) Promoted 12.5 Exce Search 2.5 Prospects (%) Promoted 2.5 Prospects (%) Promoted 12.5 Prospects (%) Promoted | | | | | | | | | | | | | 8.7 |
| Advancement Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor) Prospects (%) Excellent 13.0 Good 35.1 Fair 31.2 Poor 20.8 Fair 25.0 Poor 2.9 Fair 25.0 Poor 2.9 Promoted 36.4 Exec Search 18.2 Poor 2.1 Prospects (%) Fair 25.0 Poor 2.9 Promoted 36.4 Exec Search 18.2 Promoted 12.5 Exec Search 18.2 Promoted 12.5 Exec Search 18.2 Promoted 12.5 Promote | Salary reviewed (%) | | | | | | Salary reviewed (%) | | | | | | 8.7 |
| Prospects (%) Excellent 13.0 Good 35.1 Prospects (%) Excellent 20.8 Good 2.9 | Advanaama | | | | | | A duram a ama amb | | | | | | 8.7 |
| Fair 31.2 Poor 20.8 Fair 25.0 Poor 20.8 Poor 20.8 Promoted 36.4 Exec Search 18.2 Poor 20.8 Promoted 36.4 Exec Search 18.2 Promoted 36.4 Exec Search 18.2 Promoted 12.5 Exec Search 20.4 Promoted 12.5 Promoted 12 | | | | | | - | | | | | | | 25.0 |
| How current job Promoted 36.4 Exec Search 18.2 Was acquired (%) Hired by Company 14.3 Own Initiative 22.1 Was acquired (%) Hired by Company 16.7 Own Initiative 33 Benefits received (%) Signing Bonus 14.3 Retirement 61.4 Benefits received (%) Signing Bonus 5.0 Retirement 65.4 Gar 15.0 Medical 88.6 Dental 70.0 Stock 3 Dental 70.0 Dent | prospects (70) | | | | | | prospects (70) | | IIL | | | | 29.2 |
| was acquired (%) Hired by Company 14.3 Own Initiative 22.1 Retirement 61.4 was acquired (%) Hired by Company 16.7 Own Initiative 3 Medical 88.6 Benefits received (%) Signing Bonus 5.0 Retirement 61.4 Medical 88.6 Car 2.9 Medical 88.6 Benefits received (%) Signing Bonus 5.0 Retirement 61.4 Benefits 70.0 Stock 3.4 Benefi | How current ich | | | | | | How current job | | -ed | | | | 29.2 |
| Signing Bonus 14.3 Retirement 61.4 Car 2.9 Medical 88.6 Dental 80.0 Stock 51.4 Environ./Culture 3.0 Environ./Culture 3.0 Employer rating Advancement 2.1 Loyalty to Staff 2.4 Environ./Culture 2.4 Environ./Culture 2.4 Environ./Culture 2.4 Environ./Culture 2.4 Environ./Culture 2.4 Environ./Culture 2.4 Employer rating Car Car 15.0 Medical 88.6 Dental 70.0 Stock 3 Stock 3 Dental 70.0 Dental 70.0 Stock 3 Dental 70.0 Stock 3 Dental 70.0 Stock 3 Dental 70.0 Stock 70.0 Dental 70.0 Dental 70.0 Stock 70.0 Dental 70.0 | - | | | | | | • | | | | | | 37.5 |
| Car 2.9 Medical 88.6 Dental 80.0 Stock 51.4 Dental 70.0 Stock 3 | | | | | | | | | <u>, , , , , , , , , , , , , , , , , , , </u> | | | | 60.0 |
| Dental Stock Sto | Dononto roccirca (70) | 0 0 | | | | | Delicitis received (70) | | Donus | | | | 85.0 |
| Factors important Salary Salar | | | | | | | | | | | | | 35.0 |
| to job (avg ranking, 1 = most important) Advancement 3.8 Env./Soc. Resp. 7.1 Training 6.3 Job Security 4.2 Employer rating Salary 2.4 Environ./Culture 2.4 | Factors important | | | | | | Factors important | | | | | | |
| Advancement 3.8 Env./Soc. Resp. 7.1 Training 6.3 Job Security 4.2 Employer rating Salary 2.4 Environ./Culture 2.4 Employer rating (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff 2.6 Advancement 2.7 Forward-Looking 2.2 Training 2.9 Job Security 2.5 Innovation 2.2 Reputation 2.2 Social Resp. 2.3 Plan to seek a new job motivation (%) Salary/Benefits Differ. Part of Ind 2.9 Need a Change 14.3 Advancement 4.0 Env./Soc. Resp. 7.1 Training 6.0 Job Security 1.4.2 Employer rating 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Benefits 2.2 Loyalty to Staff 2.6 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Plan to seek a new 1.5 Environ./Culture 2.5 Env | - | - | | | | | • | • | S | | | | |
| Training 6.3 Job Security 4.2 Employer rating Salary 2.4 Environ./Culture 2.4 (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff 2.6 Advancement 2.7 Forward-Looking 2.2 Innovation 2.2 Reputation 2.2 Social Resp. 2.3 Plan to seek a new job motivation (%) Salary/Benefits 2.9 Differ. Part of Ind 2.9 Need a Change 14.3 Training 6.0 Job Security 2.3 Environ./Culture (avg rating, 1 = best) Benefits 2.2 Loyalty to Staff Advancement 2.7 Forward-Looking 2.2 Innovation 2.1 Reputation 2.2 Social Resp. 2.3 Plan to seek a new job motivation (%) Salary/Benefits 33.3 Advancement 1 Differ. Part of Ind 2.9 Need a Change 14.3 | | | | | | | | | | | - | - | |
| Employer rating (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff 2.6 Advancement 2.7 Forward-Looking 2.2 Innovation 2.2 Reputation 2.3 Job Security 2.5 Innovation 2.2 Social Resp. 2.3 Ves 41.6 No 36.4 Plan to seek a new job motivation (%) Salary/Benefits 2.9 Advancement 2.9 Need a Change 14.3 Final Employer rating Salary 2.3 Environ./Culture (avg rating, 1 = best) Benefits 2.2 Loyalty to Staff Advancement 2.7 Forward-Looking 2.2 Innovation 2.1 Reputation 2.2 Social Resp. 2.3 No 5 Job Security Innovation (%) Salary/Benefits 33.3 Advancement 1 Need a Change 14.3 Need a Change 14.3 | | | | | | | | | | | | | 4.1 |
| Reputation Rep | Employer rating | | | | | | Employer rating | | | | | | |
| Advancement 2.7 Forward-Looking 2.2 Advancement 2.7 Forward-Looking 2.2 Iraining 2.9 Job Security 2.5 Innovation 2.2 Reputation 2.2 Reputation 2.2 Social Resp. 2.3 Social Resp. 2.3 Social Resp. 2.3 Plan to seek a new job this year? (%) New job motivation (%) Salary/Benefits 2.9 Advancement 2.0 Differ. Part of Ind 2.9 Need a Change 14.3 Need a Change 14.3 Advancement 2.7 Forward-Looking 2.7 Job Security Innovation 2.1 Reputation 2.0 Social Resp. 2.3 Plan to seek a new job this year? (%) New job motivation (%) Salary/Benefits 33.3 Advancement 1 Differ. Part of Ind 0.0 Need a Change 14.3 | | Benefits | | | Loyalty to | Staff 2.6 | | Benefit | S | | Loya | Ity to Stat | |
| Training 2.9 Job Security 2.5 Innovation 2.2 Reputation 2.2 Plan to seek a new job this year? (%) New job motivation (%) Differ. Part of Ind 2.9 Need a Change 14.3 Training 2.7 Job Security Reputation 2.1 Reputation 2.1 Reputation 2.2 Social Resp. 2.3 Plan to seek a new job this year? (%) New job motivation (%) Salary/Benefits 33.3 Advancement 1 Differ. Part of Ind 0.0 Need a Change 14.3 | | Advanceme | | | Forward-L | ooking 2.2 | | Advanc | ement | | Forw | ard-Looki | |
| Innovation 2.2 Reputation 2.2 Social Resp. 2.3 | | Training | 2.9 | | Job Securi | ity 2.5 | | Training | g | 2.7 | Job S | Security | 2.0 |
| Plan to seek a new yes 41.6 No 36.4 job this year? (%) New job motivation (%) | | Innovation | | | Reputation | | | Innovat | ion | | | | 1.8 |
| job this year? (%)New job motivation (%)Salary/Benefits22.9Advancement20.0Need a Change14.3Differ. Part of Ind2.9Need a Change14.3 job this year? (%) New job motivation (%) Salary/Benefits Salary/Benefits 33.3 Advancement 1 Differ. Part of Ind 0.0 Need a Change Need a Change | | Social Resp | . 2.3 | | | | | Social I | Resp. | 2.3 | | | |
| New job motivation (%)Salary/Benefits22.9Advancement20.0New job motivation (%)Salary/Benefits33.3Advancement1Differ. Part of Ind2.9Need a Change14.3Differ. Part of Ind0.0Need a Change | Plan to seek a new | Yes | 41. | ا 6 | Vo | 36.4 | Plan to seek a new | Yes | | 37.5 | No | | 50.0 |
| Differ. Part of Ind 2.9 Need a Change 14.3 Differ. Part of Ind 0.0 Need a Change | job this year? (%) | | | | | | job this year? (%) | | | | | | |
| | New job motivation (%) | | | | Advancem | ent 20.0 | New job motivation (%) | Salary/ | Benefits | 33.3 | Adva | ncement | 11.1 |
| Get out of Industry 0.0 Job Security 5.7 Get out of Industry 0.0 Job Security | | Differ. Part | of Ind 2.9 | 1 | Need a Ch | _ | | Differ. I | Part of Inc | d 0.0 | Need | d a Chang | e 0.0 |
| | | Get out of Ir | ndustry 0.0 | J | ob Securit | - | | Get out | of Indus | try 0.0 | Job | Security | 0.0 |
| | | Environ./Cu | lture 31. | | | | - | | • | | | | 0.0 |
| Method for seekingRecruitment Agcy. 2.1Existing Contacts2.1Method for seekingRecruitment Agcy. 1.8Existing Contacts | Method for seeking | Recruitment | Agcy. 2.1 | E | xisting Co | ontacts 2.1 | _ | Recruit | ment Ago | cy. 1.8 | Exist | ing Conta | cts 1.9 |
| | new job (avg ranking, | | | | ontact Co | s. 4.1 | new job (avg ranking, | Job Ad | S | | Cont | act Cos. | 3.8 |
| 1=most likely)Post Resume3.81=most likely)Post Resume4.2 | 1=most likely) | Post Resum | e 3.8 | | | | 1=most likely) | Post Re | esume | 4.2 | | | |

| VP SALES | | \$151,20 | ,200 | | ▼20.1% SALES DIRECTOR | | | | \$147,6 | | ▲ 4 | .3% | |
|--|--------------------|-----------------|--------------|----------|---------------------------|---------|--|-------------------|-------------|-------------|------------|----------------------------|----------|
| Number of respondent | s | | | | | 14 | Number of respondent | :s | | | | | 20 |
| Employer | Perce | nt M | larket Sect | tor | ı | Percent | Employer | Per | cent IV | larket Sec | tor | ı | Percent |
| Manufacturer | 35 | .7 R | x Pharmac | euticals | | 57.1 | Manufacturer | | 45.0 R | x Pharmac | euticals | | 70.0 |
| Agency | 7 | .1 0 | TC Pharma | ceutical | S | 21.4 | Agency | | 5.0 0 | TC Pharm | aceuticals | 6 | 30.0 |
| Media/Publisher - HCP | 21 | .4 B | iotechnolog | ξV | | 14.3 | Media/Publisher - HCP | | 15.0 B | iotechnolo | gy | | 30.0 |
| Media/Publisher - Consum | ner 14 | .3 M | ledical Devi | ices/Equ | qiı | 35.7 | Media/Publisher - Consun | ner : | 10.0 N | ledical Dev | ices/Equ | ip | 30.0 |
| Media/Publisher - HCP & (| Consmr. 0 | | iagnostic D | | • | 7.1 | Media/Publisher - HCP & | | | iagnostic I | | • | 20.0 |
| Service Supplier | 21 | | lospital Pro | | | 21.4 | Service Supplier | : | | ospital Pro | | | 20.0 |
| Other | 0 | | ental Produ | - | | 14.3 | Other | | | ental Prod | | • | 20.0 |
| | | | lanaged Ca | | | 14.3 | | | N | lanaged Ca | are | | 10.0 |
| Age | High | 61 | Low | 38 | Avg. | 50.7 | Age | High | 63 | Low | 35 | Avg. | 51.0 |
| Sex | Male | 78.6 | Female | 21.4 | | | Sex | Male | 75.0 | Female | 25.0 | | |
| Years in industry | High | 33.0 | Low | 3.0 | Avg. | 18.7 | Years in industry | High | 37.0 | Low | 7.0 | Avg. | 23.8 |
| Years in position | High | 17.0 | Low | 1.0 | Avg. | 6.1 | Years in position | High | 13.0 | Low | 1.0 | Avg. | 4.1 |
| Salary (\$000s/yr) | High : | 375.0 | Low | 65.0 | Avg. | 151.2 | Salary (\$000s/yr) | High | 240.0 | Low | 62.0 | Avg. | 147.6 |
| Commission received? | Yes | 71.4 | No | 28.6 | | | Commission received? | Yes | 45.0 | No | 55.0 | | |
| Amount (\$000s/yr) | High : | 150.0 | Low | 2.0 | Avg. | 73.7 | Amount (\$000s/yr) | High | 175.0 | Low | 20.0 | Avg. | 87.4 |
| Bonus received? | Yes | 50.0 | No | 50.0 | | | Bonus received? | Yes | 50.0 | No | 50.0 | | |
| Amount (\$000s/yr) | High : | 375.0 | Low | 1.0 | Avg. | 72.3 | Amount (\$000s/yr) | High | 125.0 | Low | 2.0 | Avg. | 44.8 |
| Perceived pay | | | | | | | Perceived pay | | | | | | |
| vs. peers (%) | More | 14.3 | Less | 57.1 | Same | 28.6 | vs. peers (%) | More | 15.0 | Less | 55.0 | Same | 30.0 |
| Employer's gross | <\$5M | | 21.4 | \$50-\$3 | 100M | 14.3 | Employer's gross | <\$5M | | 15.0 | \$50-\$ | 100M | 5.0 |
| US revenue (%) | \$5-\$20M | | 21.4 | >1 | LOOM | 28.6 | US revenue (%) | \$5-\$20 | M | 15.0 | > | 100M | 50.0 |
| | \$20-\$50 | M | 14.3 | | | | | \$20-\$5 | OM15.0 | | | | |
| Position satisfying? (%) | Thorough | ly | 35.7 | G | enerally | 42.9 | Position satisfying? (%) | Thorou | ghly | 30.0 | Gener | ally | 70.0 |
| | OK Some | times | 14.3 | N | 0 | 7.1 | | OK Sor | netimes | 0.0 | No | | 0.0 |
| Salary reviewed (%) | 6 months | | 0.0 | 18 | 8 months | 0.0 | Salary reviewed (%) | 6 mont | hs | 0.0 | 18 m | onths | 0.0 |
| | 12 month | | 64.3 | | 4 months | 35.7 | | 12 mor | | 75.0 | 24 m | | 25.0 |
| Advancement | | 3 (4=E) | xc. 3=Good | | | | Advancement | | | xc. 3=Goo | | - | |
| prospects (%) | Excellent | | 7.1 | | ood | 42.9 | prospects (%) | Excelle | nt | 10.0 | Good | | 35.0 |
| | Fair | | 21.4 | | or | 28.6 | | Fair | | 40.0 | Poor | | 15.0 |
| How current job | Promoted | - | 42.9 | | ec Search | | How current job | Promot | | 45.0 | | Search | 5.0 |
| was acquired (%) | Hired by (| | - | | vn Initiative | | was acquired (%) | | y Compar | - | | nitiative | 15.0 |
| Benefits received (%) | Signing B | onus | 0.0 | | etirement | 41.7 | Benefits received (%) | Signing | Bonus | 5.6 | | ement | 44.4 |
| | Car | | 33.3 | | edical | 75.0 | | Car | | 44.4 | Medio | | 72.2 |
| Factors immediate | Dental | | 50.0 | | ock | 58.3 | Factors immediant | Dental | | 66.7 | Stock | | 16.7 |
| Factors important to job (avg ranking, | Salary Benefits | | 2.6 3.4 | | viron./Cul valty to St | | Factors important to job (avg ranking, | Salary Benefit | • | 2.3 3.9 | | on./Culture ty to Staff | |
| 1 = most important) | Advancen | nant | 4.7 | | ıv./Soc. Re | | 1 = most important) | Advanc | | 5.3 | | Soc. Resp | |
| I = most important/ | Training | HEHL | 6.2 | | b Security | | 1 = most important | Training | | 6.1 | | Security | 3.9 |
| Employer rating | Salary | | 2.7 | | viron./Cul | | Employer rating | Salary | · | 2.5 | | on./Culture | |
| (avg rating, 1 = best) | Benefits | | 2.6 | | yalty to St | | (avg rating, 1 = best) | Benefit | s | 2.5 | | ty to Staff | |
| (418 : 441.8) = 2000 | Advancen | nent | 2.7 | | rward-Loo | | (418 144118) = 2004 | Advanc | | 2.9 | - | ard-Lookin | |
| | Training | 110110 | 2.8 | | b Security | _ | | Training | | 2.7 | | ecurity | 2.2 |
| | Innovation | 1 | 2.2 | | putation | 2.1 | | Innovat | • | 2.4 | Reput | - | 2.2 |
| | Social Re | | 2.1 | | | | | Social I | | 2.0 | | | |
| Plan to seek a new | Yes | | 42.9 | No |) | 42.9 | Plan to seek a new | Yes | | 35.0 | No | | 45.0 |
| job this year? (%) | | | | | | | job this year? (%) | | | | | | |
| New job motivation (%) | Salary/Be | enefits | 62.5 | Adv | vancemen | t 12.5 | New job motivation (%) | Salary/ | Benefits | 60.0 | Advan | cement | 10.0 |
| | Differ. Par | | | Ne | ed a Chan | | • | | Part of Inc | 0.0 | Need | a Change | 0.0 |
| | Get out o | f Indust | ry 0.0 | | Security | 12.5 | | Get out | of Indust | ry 10.0 | Job S | ecurity | 10.0 |
| | Environ./0 | <u>Cultu</u> re | 0.0 | Oth | | 0.0 | | Environ | ./Culture | 0.0 | Other | | 10.0 |
| Method for seeking | Recruitme | ent Agc | y. 2.1 | Exi | stg. Conta | cts 1.7 | Method for seeking | Recruit | ment Agc | y. 2.2 | Existir | ng Contact | ts 2.0 |
| new job (avg ranking, | Job Ads | | 3.2 | Co | ntact Cos. | 3.4 | new job (avg ranking, | Job Ad | S | 2.6 | Conta | ct Compai | nies 3.9 |
| 1=most likely) | Post Resu | ume | 4.6 | | | | 1=most likely) | Post Re | esume | 4.3 | | | |
| | | | | | | | | | | | | | |

| SENIOR PRODUC | T MANAGI | ER \$1 | 41,60 | 0 ▼2 | .0% | PRODUCT MANA | AGER | | \$89,300 | l | ▼19. | .0% |
|----------------------------|-------------------|--------------|------------|-------------|--------|---------------------------|------------|----------|--------------|------------|------------|--------|
| Number of respondents | s | | | | 20 | Number of respondent | S | | | | | 16 |
| Employer | Percent | Market Sec | tor | Po | ercent | Employer | Perc | ent | Market Sec | tor | P | ercent |
| Manufacturer | 80.0 | Rx Pharmac | euticals | | 40.0 | Manufacturer | 50 | 6.3 | Rx Pharmac | euticals | | 62.5 |
| Agency | 0.0 | OTC Pharma | aceuticals | 3 | 0.0 | Agency | 12 | 2.5 | OTC Pharma | aceuticals | | 12.5 |
| Media/Publisher - HCP | 0.0 | Biotechnolog | gy | | 35.0 | Media/Publisher - HCP | (| 0.0 | Biotechnolog | gy | | 6.3 |
| Media/Publisher - Consum | ner 0.0 | Medical Dev | ices/Equi | ip | 20.0 | Media/Publisher - Consun | ner (| 0.0 | Medical Dev | ices/Equi | р | 37.5 |
| Media/Publisher - HCP & 0 | Consmr. 0.0 | Diagnostic D | Device/Ed | quip | 10.0 | Media/Publisher - HCP & | Consmr. (| 0.0 | Diagnostic D | Device/Eq | uip | 6.3 |
| Service Supplier | 5.0 | Hospital Pro | - | | 10.0 | Service Supplier | 18 | | Hospital Pro | | • | 0.0 |
| Other | 15.0 | Dental Produ | ucts/Eaui | ip | 0.0 | Other | 1: | 2.5 | Dental Produ | ıcts/Eaui | D. | 0.0 |
| | | Managed Ca | are | | 5.0 | | | | Managed Ca | <i>'</i> ' | | 0.0 |
| Age | High 57 | 7 Low | 31 | Avg. | 44.6 | Age | High | 65 | Low | 22 | Avg. | 38.0 |
| Sex | Male 65.0 |) Female | 35.0 | | | Sex | Male | 25.0 | Female | 75.0 | | |
| Years in industry | High 34.0 |) Low | 10.0 | Avg. | 18.4 | Years in industry | High | 28.0 | Low | 1.0 | Avg. | 9.9 |
| Years in position | High 15.0 | | 1.0 | Avg. | 4.2 | Years in position | High | 15.0 | Low | 1.0 | Avg. | 3.8 |
| Salary (\$000s/yr) | High 180.0 | | 98.0 | | 141.6 | Salary (\$000s/yr) | High | 140.0 | Low | 41.5 | Avg. | 89.3 |
| Commission received? | Yes 5.0 | | 95.0 | | | Commission received? | Yes | 6.3 | No | 93.8 | | |
| Amount (\$000s/yr) | High 15.0 | | 15.0 | Avg. | 15.0 | Amount (\$000s/yr) | High | 5.0 | Low | 5.0 | Avg. | 5.0 |
| Bonus received? | Yes 95.0 | | 5.0 | | | Bonus received? | Yes | 68.8 | No | 31.3 | | |
| Amount (\$000s/yr) | High 60.0 | | 7.5 | Avg. | 24.5 | Amount (\$000s/yr) | High | 35.0 | Low | 4.0 | Avg. | 11.7 |
| Perceived pay | g | 2011 | 7.10 | 7.1-6. | | Perceived pay | 6 | 00.0 | 2011 | | 7.1.6. | |
| vs. peers (%) | More 26.3 | 3 Less | 10.5 | Same | 63.2 | vs. peers (%) | More | 0.0 | Less | 87.5 | Same | 12.5 |
| Employer's gross | <\$5M | 0.0 | \$50-\$ | | 5.0 | Employer's gross | <\$5M | 0.0 | 12.5 | \$50-\$10 | | 18.8 |
| US revenue (%) | \$5-\$20M | 0.0 | | 100M | 90.0 | US revenue (%) | \$5-\$20N | Л | 18.8 | >10 | | 31.3 |
| OO TOVOITAG (70) | \$20-\$50M | 5.0 | / . | LOOM | 50.0 | OO TOVOITAG (70) | \$20-\$50 | | 18.8 | /10 | 70111 | 51.5 |
| Position satisfying? (%) | Thoroughly | 15.0 | Gener | rally | 65.0 | Position satisfying? (%) | Thoroug | | 31.3 | Gener | ally | 43.8 |
| 1 Osition satisfying: (70) | OK Sometimes | | No | ally | 5.0 | 1 Osidon sadstyllig: (70) | OK Som | | 25.0 | No | ally | 0.0 |
| Salary reviewed (%) | 6 months | 0.0 | 18 m | onthe | 0.0 | Salary reviewed (%) | 6 month | | 0.0 | 18 mo | nthe | 0.0 |
| Salary reviewed (70) | 12 months | 94.7 | 24 m | | 5.3 | Salary Tevlewed (70) | 12 mont | | 81.3 | 24 mo | | 18.8 |
| Advancement | Index 2.3 (4= | | | | | Advancement | | | Exc. 3=Good | | | |
| prospects (%) | Excellent | 10.0 | Good | , | 35.0 | prospects (%) | Excellen | | 12.5 | Good | , | 31.3 |
| , , , , | Fair | 30.0 | Poor | | 25.0 | | Fair | | 31.3 | Poor | | 25.0 |
| How current job | Promoted | 40.0 | | Search | 10.0 | How current job | Promote | :d | 6.3 | | Search | 18.8 |
| was acquired (%) | Hired by Comp | | | nitiative | 35.0 | was acquired (%) | Hired by | | | | nitiative | 37.5 |
| Benefits received (%) | Signing Bonus | 22.2 | Retire | | 72.2 | Benefits received (%) | Signing I | | 25.0 | Retire | | 66.7 |
| | Car | 5.6 | Medic | | 83.3 | | Car | | 0.0 | Medic | | 91.7 |
| | Dental | 83.3 | Stock | | 55.6 | | Dental | | 66.7 | Stock | | 50.0 |
| Factors important | Salary | 2.2 | | on./Culture | 3.2 | Factors important | Salary | | 2.1 | | n./Culture | |
| to job (avg ranking, | Benefits | 4.0 | | ty to Staff | 5.3 | to job (avg ranking, | Benefits | | 4.6 | | y to Staff | 5.2 |
| 1 = most important) | Advancement | 4.0 | - | Soc. Resp. | 7.4 | 1 = most important) | Advance | | 3.8 | • | Soc. Resp. | |
| | Training | 6.3 | • | ecurity | 3.7 | | Training | • | 6.1 | | ecurity | 4.7 |
| Employer rating | Salary | 2.2 | | on./Culture | 2.0 | Employer rating | Salary | | 3.0 | | n./Culture | |
| (avg rating, 1 = best) | Benefits | 1.9 | | ty to Staff | 2.3 | (avg rating, 1 = best) | Benefits | | 2.0 | | y to Staff | 1.9 |
| | Advancement | 2.6 | | ard-Looking | | . 5 5, | Advance | | 2.5 | , | rd-Looking | |
| | Training | 2.8 | | ecurity | 2.0 | | Training | | 2.7 | | ecurity | 1.8 |
| | Innovation | 2.2 | Reput | - | 1.8 | | Innovatio | on | 2.3 | Reput | - | 1.7 |
| | Social Resp. | 2.0 | | | | | Social R | | 1.9 | | | |
| Plan to seek a new | Yes | 30.0 | No | | 25.0 | Plan to seek a new | Yes | | 43.8 | No | | 25.0 |
| job this year? (%) | | | | | | job this year? (%) | | | | | | |
| New job motivation (%) | Salary/Benefits | s 20.0 | Advar | ncement | 50.0 | New job motivation (%) | Salary/B | Benefits | 44.4 | Adva | ncement | 0.0 |
| , | Differ. Part of I | | | a Change | 20.0 | | Differ. Pa | | | | a Change | |
| | Get out of Indu | | | ecurity | 0.0 | | Get out | | | | Security | 0.0 |
| | Environ./Cultur | • | Other | - | 0.0 | | Environ. | | - | Other | - | 11.1 |
| Method for seeking | Recruitment Ag | | | ng Contact | | Method for seeking | Recruitm | | | | ng Contac | |
| new job (avg ranking, | Job Ads | 3.2 | | ict Cos. | 3.9 | new job (avg ranking, | Job Ads | | 3.1 | | act Cos. | 3.7 |
| 1=most likely) | Post Resume | 3.9 | | | | 1=most likely) | Post Res | sume | 4.2 | | | |
| | | | | | | | | | | | | |

| VP GROUP SUPE | RVISOR | R \$173,800 A | | _4 | .8% | ACCOUNT SUPE | RVIS | OR | \$96,100 | | | .0% |
|---------------------------|-----------------|---------------|------------|---------------|--------|---------------------------|-----------|-------------|-------------|------------|---------------|--------|
| Number of respondents | S | | | | 23 | Number of respondent | ts | | | | | 19 |
| Employer | Percent | Market Se | ctor | F | ercent | Employer | Per | cent IV | larket Sed | ctor | P | ercent |
| Manufacturer | 8.7 | Rx Pharma | ceuticals | | 100.0 | Manufacturer | | 5.3 R | x Pharma | ceuticals | | 94.7 |
| Agency | 87.0 | OTC Pharm | naceutical | S | 13.0 | Agency | Ç | 94.7 0 | TC Pharm | aceuticals | S | 10.5 |
| Media/Publisher - HCP | 0.0 | Biotechnolo | | | 21.7 | Media/Publisher - HCP | | 0.0 B | iotechnolo | gv | | 21.1 |
| Media/Publisher - Consum | | Medical De | 0, | gip | 13.0 | Media/Publisher - Consun | ner | | ledical De | 0, | qiı | 21.1 |
| Media/Publisher - HCP & (| Consmr. 0.0 | Diagnostic | | • | 8.7 | Media/Publisher - HCP & | | 0.0 D | iagnostic | Device/E | guip | 15.8 |
| Service Supplier | 0.0 | Hospital Pr | • | | 4.4 | Service Supplier | | | ospital Pro | | • • | 10.5 |
| Other | 4.4 | Dental Prod | • | | 0.0 | Other | | | ental Proc | | | 0.0 |
| | | Managed C | ′ ' | • | 8.7 | | | N | lanaged C | are | | 0.0 |
| Age | High 6 | 52 Low | 30 | Avg. | 44.2 | Age | High | 60 | Low | 27 | Avg. | 34.6 |
| Sex | Male 17 | .4 Female | 82.6 | | | Sex | Male | 15.8 | Female | 84.2 | | |
| Years in industry | High 37 | .0 Low | 8.0 | Avg. | 18.3 | Years in industry | High | 20.0 | Low | 2.5 | Avg. | 7.5 |
| Years in position | High 11 | .0 Low | 1.0 | Avg. | 3.6 | Years in position | High | 13.0 | Low | 0.5 | Avg. | 3.1 |
| Salary (\$000s/yr) | High 340 | .0 Low | 118.5 | Avg. | 173.8 | Salary (\$000s/yr) | High | 130.0 | Low | 72.0 | Avg. | 96.1 |
| Commission received? | Yes 0 | .0 No | 100.0 | | | Commission received? | Yes | 0.0 | No | 100.0 | | |
| Amount (\$000s/yr) | High 0 | .0 Low | 0.0 | Avg. | 0.0 | Amount (\$000s/yr) | High | 0.0 | Low | 0.0 | Avg. | 0.0 |
| Bonus received? | Yes 65 | .2 No | 34.8 | | | Bonus received? | Yes | 36.8 | No | 63.2 | | |
| Amount (\$000s/yr) | High 480 | .0 Low | 4.0 | Avg. | 64.1 | Amount (\$000s/yr) | High | 50.0 | Low | 2.0 | Avg. | 13.2 |
| Perceived pay | | | | | | Perceived pay | | | | | | |
| vs. peers (%) | More 9 | .5 Less | 42.9 | Same | 47.6 | vs. peers (%) | More | 21.1 | Less | 31.6 | Same | 47.4 |
| Employer's gross | <\$5M | 4.4 | \$50-\$ | 100M | 21.7 | Employer's gross | <\$5M | | 5.3 | \$50-\$10 | MO | 15.8 |
| US revenue (%) | \$5-\$20M | 30.4 | > | 100M | 8.7 | US revenue (%) | \$5-\$20 | M | 31.6 | >10 | MOC | 15.8 |
| | \$20-\$50M | 34.8 | | | | | \$20-\$5 | OM | 31.6 | | | |
| Position satisfying? (%) | Thoroughly | 8.7 | Gene | rally | 52.2 | Position satisfying? (%) | Thorou | ghly | 26.3 | Gene | rally | 68.4 |
| | OK Sometime | es 34.8 | No | | 4.4 | | OK Son | netimes | 5.3 | No | | 0.0 |
| Salary reviewed (%) | 6 months | 0.0 | 18 m | onths | 13.0 | Salary reviewed (%) | 6 mont | hs | 0.0 | 18 m | onths | 5.3 |
| | 12 months | 69.6 | | onths | 17.4 | | 12 mor | nths | 84.2 | 24 m | onths | 10.5 |
| Advancement | Index 2.7 (4 | =Exc. 3=God | od 2=Fair | 1=Poor) | | Advancement | Index 2 | 2.9 (4=E | кс. 3=Goo | od 2=Fair | 1=Poor) | |
| prospects (%) | Excellent | 8.7 | Goo | d | 56.5 | prospects (%) | Excelle | nt | 36.8 | Goo | od | 21.1 |
| | Fair | 26.1 | Pooi | ſ | 8.7 | | Fair | | 36.8 | Poo | r | 5.3 |
| How current job | Promoted | 47.8 | Exec | Search | 13.0 | How current job | Promot | ed | 37.5 | Exe | c Search | 6.3 |
| was acquired (%) | Hired by Com | pany 26.1 | Own | Initiative | 13.0 | was acquired (%) | Hired b | y Compar | ny 37.5 | Owr | n Initiative | 12.5 |
| Benefits received (%) | Signing Bonu | | Retir | rement | 79.0 | Benefits received (%) | Signing | Bonus | 6.7 | Reti | irement | 66.7 |
| | Car | 5.3 | Med | ical | 89.5 | | Car | | 6.7 | Med | dical | 86.7 |
| | Dental | 89.5 | Stoc | :k | 42.1 | - | Dental | | 73.3 | Sto | | 26.7 |
| Factors important | Salary | 2.6 | Envi | ron./Cultur | e 1.8 | Factors important | Salary | | 2.5 | Env | iron./Cultur | e 3.9 |
| to job (avg ranking, | Benefits | 4.8 | Loya | alty to Staff | 4.2 | to job (avg ranking, | Benefit | S | 4.3 | Loy | alty to Staff | 4.1 |
| 1 = most important) | Advancement | 4.8 | Env. | /Soc. Resp | 6.7 | 1 = most important) | Advanc | ement | 3.9 | Env | ./Soc. Resp | 7.3 |
| | Training | 6.7 | | Security | 4.4 | | Training | g | 5.8 | Job | Security | 4.2 |
| Employer rating | Salary | 2.3 | Envi | ron./Cultur | e 2.0 | Employer rating | Salary | | 2.1 | Env | iron./Cultur | e 2.2 |
| (avg rating, 1 = best) | Benefits | 2.2 | Loya | alty to Staff | 2.3 | (avg rating, $1 = best$) | Benefit | S | 2.3 | - | alty to Staff | |
| | Advancement | 2.3 | Forv | vard-Lookin | g 2.4 | | Advanc | ement | 2.3 | For | ward-Lookin | g 2.0 |
| | Training | 2.7 | Job S | Security | 2.3 | | Training | 5 | 2.9 | Job | Security | 2.1 |
| | Innovation | 2.3 | Repu | tation | 2.1 | | Innovat | ion | 2.6 | Rep | utation | 2.2 |
| | Social Resp. | 2.5 | | | | | Social I | Resp. | 2.6 | | | |
| Plan to seek a new | Yes | 34.8 | No | | 43.5 | Plan to seek a new | Yes | | 42.1 | No | | 26.3 |
| job this year? (%) | | | | | | job this year? (%) | | | | | | |
| New job motivation (%) | Salary/Benefi | ts 30.0 | Adva | ancement | 20.0 | New job motivation (%) | Salary/ | Benefits | 41.7 | Adv | ancement | 8.3 |
| | Differ. Part of | Ind 30.0 | Nee | d a Change | 10.0 | | Differ. F | Part of Inc | I 16.7 | Nee | ed a Change | 8.3 |
| | Get out of Inc | lustry 0.0 | Job | Security | 0.0 | | Get out | of Indust | ry 8.3 | Job | Security | 0.0 |
| | Environ./Cult | ure 10.0 | Othe | | 0.0 | | Environ | ./Culture | 16.7 | Oth | | 0.0 |
| Method for seeking | Recruitment A | Agcy. 1.6 | Exis | ting Contac | ts 2.4 | Method for seeking | Recruit | ment Agc | y. 2.0 | Exis | sting Contac | ts 2.1 |
| new job (avg ranking, | Job Ads | 3.2 | Conf | tact Cos. | 3.7 | new job (avg ranking, | Job Ads | S | 3.2 | Con | itact Cos. | 3.5 |
| 1=most likely) | Post Resume | 4.1 | | | | 1=most likely) | Post Re | esume | 4.2 | | | |
| | | | | | | | | | | | | |

| MEDIA DIRECTO | R \$1 | 15,200 | | ▲16 | 5.0% | MEDICAL DIREC | TOR | | \$168,700 |) | ▼: | 1.0% |
|---------------------------------------|-------------------------|--------------|------------|--------------|---------|---------------------------------------|-----------|-------------|--------------|--------------|------------|-----------|
| Number of respondents | s | | | | 8 | Number of respondent | :s | | | | | 20 |
| Employer | Percent I | Market Se | ctor | ı | Percent | Employer | Per | cent N | Market Sec | tor | | Percent |
| Manufacturer | 0.0 F | Rx Pharma | ceuticals | | 75.0 | Manufacturer | | 30.0 F | Rx Pharmac | euticals | | 90.0 |
| Agency | 87.5 | OTC Pharm | naceutical | S | 25.0 | Agency | | 45.0 (| OTC Pharm | aceutical | S | 10.0 |
| Media/Publisher - HCP | 0.0 E | Biotechnolo | ogy | | 12.5 | Media/Publisher - HCP | | 0.0 E | Biotechnolo | gy | | 15.0 |
| Media/Publisher - Consum | ner 0.0 M | Medical De | vices/Equ | qiı | 12.5 | Media/Publisher - Consun | ner | 0.0 | Medical Dev | ices/Equ | qiı | 10.0 |
| Media/Publisher - HCP & 0 | Consmr. 0.0 | Diagnostic | Device/E | quip | 0.0 | Media/Publisher - HCP & | Consmr. | 0.0 | Diagnostic I | Device/E | quip | 0.0 |
| Service Supplier | 0.0 H | Hospital Pr | oducts/E | quip. | 0.0 | Service Supplier | | 15.0 F | Hospital Pro | oducts/E | quip. | 0.0 |
| Other | 12.5 | Dental Prod | ducts/Equ | ıip | 12.5 | Other | | 10.0 E | Dental Prod | ucts/Equ | iip | 0.0 |
| | N | Managed C | are | | 12.5 | | | N | Managed Ca | are | | 0.0 |
| Age | High 57 | Low | 25 | Avg. | 41.1 | Age | High | 59 | Low | 29 | Avg. | 45.9 |
| Sex | Male 25.0 | Female | | | | Sex | Male | 55.0 | Female | 45.0 | | |
| Years in industry | High 28.0 | Low | 2.0 | Avg. | 16.1 | Years in industry | High | 30.0 | Low | 2.0 | Avg. | 15.2 |
| Years in position | High 25.0 | Low | 1.0 | Avg. | 5.1 | Years in position | High | 11.0 | Low | 0.5 | Avg. | 4.1 |
| Salary (\$000s/yr) | High 175.0 | Low | 80.0 | Avg. | 115.2 | Salary (\$000s/yr) | High | 400.0 | Low | 50.0 | Avg. | 168.7 |
| Commission received? | Yes 0.0 | No | 100.0 | | | Commission received? | Yes | 0.0 | No | 100.0 | | |
| Amount (\$000s/yr) | High 0.0 | Low | 0.0 | Avg. | 0.0 | Amount (\$000s/yr) | High | 0.0 | Low | 0.0 | Avg. | 0.0 |
| Bonus received? | Yes 37.5 | No | 62.5 | | | Bonus received? | Yes | 65.0 | No | 35.0 | | |
| Amount (\$000s/yr) | High 40.0 | Low | 10.0 | Avg. | 21.7 | Amount (\$000s/yr) | High | 160.0 | Low | 1.4 | Avg. | 48.3 |
| Perceived pay | 05.0 | | 27.5 | 0 | 27.5 | Perceived pay | | 01.1 | | 47.4 | 0 | 21.6 |
| vs. peers (%) | More 25.0 | Less | 37.5 | Same | 37.5 | vs. peers (%) | More | 21.1 | Less | 47.4 | Same | 31.6 |
| Employer's gross | <\$5M | 12.5 | \$50-\$ | | 0.0 | Employer's gross | <\$5M | \N.4 | 5.3 | \$50-\$10 | | 5.3 |
| US revenue (%) | \$5-\$20M | 50.0 | >1 | LOOM | 12.5 | US revenue (%) | \$5-\$20 | | 21.1 | >10 | MOC | 52.6 |
| D 141 | \$20-\$50M | 25.0 37.5 | 0 | a III | 37.5 | D iti i . f i 2 /0/ \ | \$20-\$5 | | 15.8 45.0 | 0 | п. | 40.0 |
| Position satisfying? (%) | Thoroughly OK Sometimes | 12.5 | No | erally | 12.5 | Position satisfying? (%) | Thorou | netimes | 10.0 | Genera No | lly | 5.0 |
| Salary reviewed (%) | 6 months | 12.5 | | nonths | 0.0 | Salary reviewed (%) | 6 mont | | 0.0 | 18 moi | nthe | 0.0 |
| Jaiaty Tevieweu (70) | 12 months | 62.5 | | nonths | 25.0 | Salary Tevieweu (70) | 12 moi | | 95.0 | 24 moi | | 5.0 |
| Advancement | Index 2.9 (4=E | | | | 23.0 | Advancement | | | xc. 3=Goo | | | |
| prospects (%) | Excellent | 37.5 | Goo | | 25.0 | prospects (%) | Excelle | | 15.0 | Good | 1-1 0017 | 40.0 |
| | Fair | 25.0 | Poor | r | 12.5 | | Fair | | 20.0 | Poor | | 25.0 |
| How current job | Promoted | 50.0 | Exec | Search | 0.0 | How current job | Promot | ted | 31.6 | Exec S | Search | 15.8 |
| was acquired (%) | Hired by Compa | ny 25.0 | Own | Initiative | 25.0 | was acquired (%) | Hired b | y Compa | | Own Ir | itiative | 26.3 |
| Benefits received (%) | Signing Bonus | 0.0 | Retir | rement | 66.7 | Benefits received (%) | Signing | Bonus | 17.7 | Retirer | ment | 58.8 |
| | Car | 0.0 | Med | ical | 83.3 | | Car | | 23.5 | Medica | al | 82.4 |
| | Dental | 50.0 | Stoc | :k | 16.7 | | Dental | | 76.5 | Stock | | 47.1 |
| Factors important | Salary | 2.9 | Envi | ron./Cultui | re 2.5 | Factors important | Salary | | 3.3 | Enviro | n./Culture | e 2.1 |
| to job (avg ranking, | Benefits | 4.4 | Loya | alty to Staf | f 4.0 | to job (avg ranking, | Benefit | S | 4.9 | Loyalty | y to Staff | 4.0 |
| 1 = most important) | Advancement | 4.1 | Env. | /Soc. Res | p. 6.8 | 1 = most important) | Advanc | ement | 4.4 | Enviro | n./Soc. R | lesp. 7.2 |
| | Training | 6.6 | Job | Security | 4.8 | | Training | g | 5.4 | Job Se | ecurity | 4.9 |
| Employer rating | Salary | 2.0 | Envi | ron./Cultu | re 1.5 | Employer rating | Salary | | 2.3 | Enviro | n./Culture | |
| (avg rating, 1 = best) | Benefits | 2.1 | | alty to Staf | | (avg rating, $1 = best$) | Benefit | S | 2.3 | Loyalty | y to Staff | |
| | Advancement | 1.8 | | vard-Lookir | _ | | Advanc | | 2.6 | | rd-Lookinį | 0 |
| | Training | 2.1 | | Security | 1.5 | | Training | _ | 2.8 | Job Se | | 2.2 |
| | Innovation | 1.6 | Repu | utation | 1.5 | | Innovat | tion | 2.3 | Reputa | ation | 1.7 |
| | Social Resp. | 2.3 | | | | | Social | Resp. | 2.3 | | | |
| Plan to seek a new job this year? (%) | Yes | 25.0 | No | | 50.0 | Plan to seek a new job this year? (%) | Yes | | 35.0 | No | | 35.0 |
| New job motivation (%) | Salary/Benefits | 0.0 | Adva | ancement | 0.0 | New job motivation (%) | Salary/ | /Benefits | 11.1 | Advan | cement | 0.0 |
| | Differ. Part of In | d 0.0 | Nee | d a Chang | e 50.0 | • | Differ. I | Part of Inc | d 22.2 | Need a | a Change | |
| | Get out of Indus | try 0.0 | | Security | 0.0 | | Get out | t of Indus | try 0.0 | Job Se | curity | 0.0 |
| | Environ./Culture | 50.0 | Othe | | 0.0 | | Environ | n./Culture | 44.4 | Other | | 22.2 |
| Method for seeking | Recruitment Ago | cy. 2.2 | Exis | ting Conta | | Method for seeking | Recruit | ment Ago | cy. 2.2 | Existing | g Contact | |
| new job (avg ranking, | Job Ads | 2.8 | Conf | tact Cos. | 3.6 | new job (avg ranking, | Job Ad | S | 3.1 | Contac | t Compar | |
| 1=most likely) | Post Resume | 4.8 | | | | 1=most likely) | Post Re | esume | 4.4 | | | |
| | | | | | | | | | | | | |

| RESEARCH DIRE | CTOF | ₹ | \$157,400 | | ▼5 | .4% | VP CREATIVE DI | RECTOR \$196,00 | | | | ▲ 6 | 5.0% |
|---------------------------------------|------------------|-------------|--------------|-----------|--------------|---------|---------------------------------------|------------------|-------------|--------------|------------|----------------|--------------|
| Number of respondents | S | | | | | 25 | Number of respondent | s | | | | | 18 |
| Employer | Per | cent N | /larket Sec | tor | F | Percent | Employer | Per | cent N | /larket Sec | tor | F | Percent |
| Manufacturer | į | 56.0 F | Rx Pharmac | euticals | | 80.0 | Manufacturer | | 0.0 F | Rx Pharmac | euticals | | 100.0 |
| Agency | 2 | 28.0 C | OTC Pharm | aceutical | S | 28.0 | Agency | 10 | 0.00 | OTC Pharm | aceuticals | 5 | 27.8 |
| Media/Publisher - HCP | | 4.0 E | Biotechnolo | gy | | 24.0 | Media/Publisher - HCP | | 0.0 E | Biotechnolo | gy | | 44.4 |
| Media/Publisher - Consum | er | 0.0 N | Medical Dev | ices/Equ | qiı | 36.0 | Media/Publisher - Consun | ner | 0.0 | Medical Dev | ices/Equ | ip | 33.3 |
| Media/Publisher - HCP & (| Consmr. | 0.0 | Diagnostic I | Device/E | quip | 24.0 | Media/Publisher - HCP & | Consmr. | 0.0 | Diagnostic | Device/E | quip | 16.7 |
| Service Supplier | 1 | 12.0 H | Hospital Pro | oducts/E | quip. | 16.0 | Service Supplier | | 0.0 H | Hospital Pro | ducts/E | quip. | 22.2 |
| Other | | 0.0 | Dental Prod | ucts/Equ | ıip | 8.0 | Other | | 0.0 | Dental Prod | ucts/Equ | ip | 5.6 |
| | | N | Managed C | are | | 4.0 | | | N | Managed C | are | | 0.0 |
| Age | High | 66 | Low | 28 | Avg. | 48.0 | Age | High | 65 | Low | 35 | Avg. | 48.4 |
| Sex | Male | 52.0 | Female | 48.0 | | | Sex | Male | 55.6 | Female | 44.4 | | |
| Years in industry | High | 35.0 | Low | 5.0 | Avg. | 18.2 | Years in industry | High | 30.0 | Low | 7.0 | Avg. | 18.4 |
| Years in position | High | 18.0 | Low | 1.0 | Avg. | 5.5 | Years in position | High | 20.0 | Low | 0.3 | Avg. | 6.4 |
| Salary (\$000s/yr) | High | 279.0 | Low | 80.0 | Avg. | 157.4 | Salary (\$000s/yr) | High | 275.0 | Low | 150.0 | Avg. | 196.0 |
| Commission received? | Yes | 0.0 | No | 100.0 | | | Commission received? | Yes | 0.0 | No | 100.0 | | |
| Amount (\$000s/yr) | High | 0.0 | Low | 0.0 | Avg. | 0.0 | Amount (\$000s/yr) | High | 0.0 | Low | 0.0 | Avg. | 0.0 |
| Bonus received? | Yes | 84.0 | No | 16.0 | | | Bonus received? | Yes | 72.2 | No | 27.8 | | |
| Amount (\$000s/yr) | High | 120.0 | Low | 3.0 | Avg. | 32.2 | Amount (\$000s/yr) | High | 65.0 | Low | 5.0 | Avg. | 19.2 |
| Perceived pay | | | | | _ | | Perceived pay | | | | | | |
| vs. peers (%) | More | 8.0 | Less | 48.0 | Same | 44.0 | vs. peers (%) | More | 5.6 | Less | 38.9 | Same | 55.6 |
| Employer's gross | <\$5M | | 12.0 | \$50-\$ | | 4.0 | Employer's gross | <\$5M | | 0.0 | \$50-\$1 | | 11.1 |
| US revenue (%) | \$5-\$20 | | 12.0 | >. | 100M | 56.0 | US revenue (%) | \$5-\$20 | | 50.0 | >1 | .00M | 11.1 |
| | \$20-\$5 | | 16.0 | | | 64.0 | D ::: :: 0.40/1 | \$20-\$5 | | 27.8 | 0 | | 70.0 |
| Position satisfying? (%) | Thoroug | · . | 24.0 | Gene | erally | 64.0 | Position satisfying? (%) | Thorou | | 22.2 | | erally | 72.2 |
| 0-1 | | netimes | 8.0 | No | | 4.0 | 0-1 | | netimes | 5.6 0.0 | No 1.0 | 0.0 | 22.2 |
| Salary reviewed (%) | 6 mont 12 mor | | 0.0 76.0 | | nonths | 4.0 | Salary reviewed (%) | 6 mont 12 mor | | 33.3 | | onths onths | 22.2 44.4 |
| Advancement | | | xc. 3=Goo | | nonths | 20.0 | Advancement | | | xc. 3=Goo | | | |
| prospects (%) | Excelle | | 4.0 | Goo | | 44.0 | prospects (%) | Excelle | | 27.8 | Good | | 27.8 |
| prospects (70) | Fair | 110 | 32.0 | Poor | | 20.0 | prospects (70) | Fair | | 22.2 | Poor | | 22.2 |
| How current job | Promot | ed | 48.0 | | Search | 4.0 | How current job | Promot | ed | 44.4 | | Search | 16.7 |
| was acquired (%) | | y Compa | | | Initiative | 28.0 | was acquired (%) | | y Compa | | | Initiative | 11.1 |
| Benefits received (%) | Signing | | 4.2 | | rement | 37.5 | Benefits received (%) | Signing | | 5.9 | | ement | 52.9 |
| 201101110 10001102 (10) | Car | , 20 | 4.2 | Med | | 79.2 | | Car | | 5.9 | Medi | | 94.1 |
| | Dental | | 79.2 | Stoc | | 33.3 | | Dental | | 88.2 | Stoc | | 35.3 |
| Factors important | Salary | | 2.8 | | ron./Cultur | | Factors important | Salary | | 2.7 | | on./Cultur | |
| to job (avg ranking, | Benefit | S | 4.1 | | alty to Staf | | to job (avg ranking, | Benefit | S | 4.6 | | Ity to Staf | |
| 1 = most important) | Advanc | ement | 5.2 | | /Soc. Resp | | 1 = most important) | Advanc | ement | 5.3 | | /Soc. Resp | |
| | Training | g | 6.8 | | Security | 3.9 | | Training | ī | 6.7 | Job : | Security | 3.6 |
| Employer rating | Salary | | 2.2 | Envi | ron./Cultur | | Employer rating | Salary | | 2.2 | Envir | on./Cultur | |
| (avg rating, 1 = best) | Benefits | S | 2.1 | Loya | alty to Staf | f 2.5 | (avg rating, 1 = best) | Benefit | S | 2.2 | Loya | Ity to Staff | f 1.9 |
| | Advanc | ement | 2.8 | Forv | vard-Lookir | ng 2.3 | | Advanc | ement | 2.4 | Forw | ard-Lookir | ng 2.1 |
| | Training | g | 2.7 | Job S | Security | 2.5 | | Training | 5 | 2.8 | Job S | Security | 2.1 |
| | Innovat | ion | 2.4 | Rep | utation | 2.1 | | Innovat | ion | 2.4 | Repu | tation | 2.1 |
| | Social I | Resp. | 2.4 | | | | | Social I | Resp. | 2.4 | | | |
| Plan to seek a new job this year? (%) | Yes | | 32.0 | No | | 28.0 | Plan to seek a new job this year? (%) | Yes | | 11.1 | No | | 55.6 |
| New job motivation (%) | Salary/ | Benefits | 15.4 | Adva | ancement | 23.1 | New job motivation (%) | Salary/ | Benefits | 0.0 | Advai | ncement | 0.0 |
| , | - | Part of Inc | | | d a Change | | | | Part of Inc | | | a Change | |
| | | t of Indust | | | Security | 0.0 | | | of Indus | | | Security | 0.0 |
| | | ./Culture | - | | er 7.7 | | | | ./Culture | • | | 20.0 | |
| Method for seeking | | ment Ago | | | ting Contac | cts 2.5 | Method for seeking | | ment Ago | | | ng Contac | ts 1.5 |
| | | | | | _ | | | | | | | | |
| new job (avg ranking, | Job Ads | S | 2.8 | Con | tact Cos. | 4.1 | new job (avg ranking, | Job Ads | 5 | 3.8 | | act Cos. | 3.1 |