

# PREMIUM EDITION







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### Overview

Salaries are down, the industry gender gap persists and people have their eyes peeled for better gigs. But job satisfaction remains positive and, compared with other businesses, the pay still isn't half bad.

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2014
CAREER
& SALARY
SURVEY

# 2014 Career & Salary Survey

# IN CHECK

Salaries are down, the industry gender gap persists and people have their eyes peeled for better gigs. But job satisfaction remains positive and, compared with other businesses, the pay isn't half-bad. **James Chase** attempts to make sense of the seeming contradictions



n the context of the seismic activity shaking the foundations of healthcare and the daunting array of challenges—economic, clinical and regulatory—facing the pharmaceutical industry, it's difficult to pick a tone with which to react to this year's *MM&M* Career & Salary Survey.

On one hand, the overall average industry salaries across all sectors, companies and positions have fallen for just the third time in the 28-year history of the study—and that can't be good news, can it? But on the other, this is still the second-largest average salary recorded during those 28 years, topped only by 2013's overall average of \$143,600 (Fig. 1).

Of course, there's much more to scrutinize beyond this number. Of the 1,021 respondents, more than a third (36%) came from the manufacturing side (pharma, biotech, devices, diagnostics), and that hasn't exactly been the most secure place to forge a career path in recent years. Since 2009, the last time the overall average salary dropped, an estimated 160,000 pharma jobs have been eliminated in the US alone. That's an enormous number and the pace of downsizing shows little sign of letting up. Challenger Gray & Christmas reports that US pharma layoffs accelerated in August this year, with 3,093 additional job cuts bringing the 2014 total to 9,358, up from 8,793 for the same eight-month period in 2013.



How does that manifest itself vis-à-vis salaries? Well, if there is one modicum of positivity for manufacturers, it's that the sector fared less badly in this year's survey than did agencies and media (Fig. 2). Pharma salaries were down overall by 2.9% to an average of \$155,700, compared to agencies (down 11.2% to \$129,800), professional media

(down 6.5% to \$114,600) and consumer media (down 17.7% to \$109,500). Still, that amounts to only a nano-crumb of comfort for pharma. Only service suppliers/vendors—a category which includes consultants and tech firms—bucked the downward trend, posting moderate growth of 4.7% to an average salary of \$108,000.

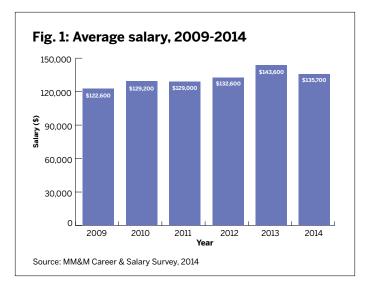
However, pharma's numbers still compare favorably with those in other industries. The Payscale Index reports that since 2006, average US salaries across all industries have increased by about 8.5%. But while the average pharma industry salary has increased just 6.8% during that time, employees working for manufacturers have fared better, reporting raises of 16.2% since 2006. That's almost double the national average.

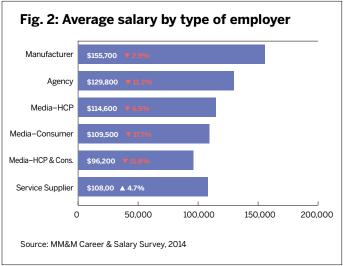
As was the case last year, the most notable storyline from this year's study is the apparent gender inequality in the industry. This year, the average salary for men was \$154,700, versus the average salary of \$116,700 for women (Fig. 3). To put it another way: female respondents are making, on average, 75% of what their male counterparts are making. This is by no means unique to the healthcare

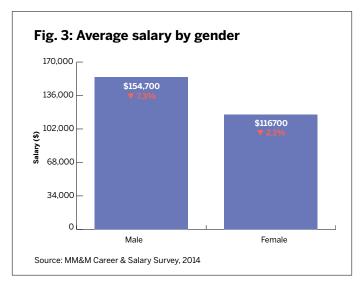
industry. In fact, a figure of 77% has been quoted by government and media alike as the standard female percentage of the male paycheck in the US.

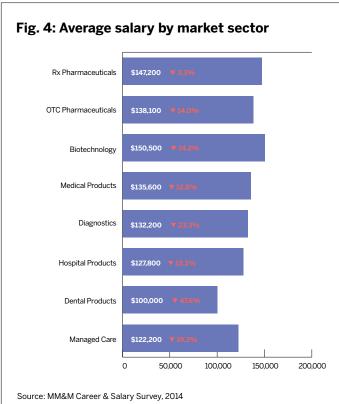
One could argue that the gender gap highlighted in the *MM&M* data is misleading because this is not exactly a like-for-like study, in that many of the senior, most highly-paid positions are dominated by men. For example, 88% of CEO respondents are male, as are 80% of presidents, 84% of EVPs and 84% of sales directors. Still, however you look at it, it seems women are either paid less or promoted less (or both). Run with whichever theory makes you the least uncomfortable.

In terms of the different primary market sectors, not a single one posted a year-on-year gain (Fig. 4). Those respondents who listed









Rx pharmaceuticals as their primary focus fared the least bad, with an average salary down 3.3% to \$144,200. The other sectors rang up an array of double-digit losses, including biotechnology (down 14.2% to \$150,500), medical devices (down 12.8% to \$135,600) and diagnostics (down 23.3% \$132,200).

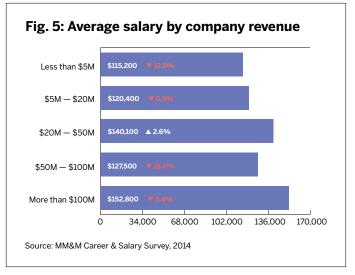
Average salary appears to correlate largely with the size of the employer (Fig. 5). Respondents working for companies with annual revenues of less than \$5 million reported average salaries of \$115,200, while those at companies with annual revenues greater than \$100 million recorded average salaries of \$152,800. The only exception

is the \$50-\$100 million revenue band, where average salaries were down 18.6% to \$127,500.

Of course, compensation is about more than just the salaries. As they did in 2013, two-thirds of survey respondents reported receiving a bonus, although the average sum received was down by 7.1% to \$30,000.

Overall, job satisfaction remains about the same as it was in 2013, with 28.8% of respondents reporting that they were "thoroughly" satisfied, 52.5% "generally" satisfied and 4.6% "dissatisfied" with their jobs. These numbers vary little among company type, with suppliers/vendors having the most "thoroughly" satisfied employees (32.6%) and agencies the least (25.0%). All, however, report combined "thorough" or "general" satisfaction around the 80% mark, which is respectable. Of course, one might also note that while 32.3% of males are "thoroughly" satisfied in their work, only 25.4% of females report feeling the same way.

Where the differences in job satisfaction start to appear is with benefits received. Almost one in three of those receiving a bonus



report "thorough" satisfaction, versus one in four of those without a bonus. The pattern is similar for those receiving medical coverage (30.0% "thoroughly" satisfied vs. 26.1% of those who don't receive it) and retirement benefits (31.6% vs. 27.0%).

It gets even tastier when analyzing job satisfaction according to respondents' perceived advancement prospects. Among those who perceive their advancement prospects to be "excellent," a whopping 59.1% report being "thoroughly" satisfied with their job, with another 35.1% being "generally" satisfied. And among those with "good" advancement prospects, 37.7% claim to be "thoroughly" satisfied. Conversely, among those who perceive "poor" advancement prospects, just 14.4% are "thoroughly" satisfied and 12.2% report "dissatisfaction."

Interestingly, while the number of respondents who thought that they made more than their peers was flat at 10.8%, those who perceived their paychecks to be smaller than those of their peers rose to 51.7% from 47.1% last year. This certainly ties in with the overall downturn in salaries.

When it comes to the job factors that are most important, respondents unsurprisingly ranked salary highest with a ranking of 2.5 (based

### **Dudnyk eyes "complete package"**



This year's MM&M Career & Salary Survey indicates a drop in average salary for agency employees of 11.2% to \$129,800, and it's a shift that surprises Dudnyk president Frank X. Powers. "The growth that I've seen and the turnaround in the industry in the past 18 months has really caused an increase in competition for top talent, which comes with paying some money," he says.

Powers would know all about that. For the past three years, his Horsham, PA-based creative agency has been growing at what he calls a "tremendous clip." In addition, he devotes around 50% of his time to recruiting and retaining talent and developing the company's workplace culture. "Hiring talent has always been my biggest concern," he says, "But in the past two years we have built a dedicated HR team and that has helped us land talent."

Because of the nature of Dudnyk's core expertise—specialty medicine, rare diseases and medical devices—it's often necessary for the agency to look within those disciplines for prospective employees. However, Powers is not afraid to search further afield when the situation demands it. "Where we look outside of industry is in the digital channel. Sometimes [candidates] don't exist with the skill set we are looking for in healthcare. For specific digital positions, we cast the net far broader."

And while the gargantuan number of job cuts that has been seen in both the pharmaceutical and biotech industries in recent years is no cause for celebration, it actually hasn't worked out all that badly for Powers, the head of an agency looking to stock up on expertise.

"There is some serious talent from the consolidation of companies that you couldn't access previously that has now become available," he explains. "Some big thinkers have been made available to the agency world, plus there is a trend of those folks with deep pharma experience making the jump to the agency side."

When respondents to this year's Career & Salary Survey were asked to rank the factors that were most important to them in their job, salary came out at the top of the list. However, hot on its heels was environment/workplace culture, which was followed by advancement opportunities and benefits. None of this surprises Powers in the slightest.

"Salaries are a given—that's the price of being in the game," he says. "But everything else that you bring to it—from career path to culture, to the work, to the vision—all of those things that you actually do, and don't do, are what make a great workplace. If you don't have the complete package for an employee in today's marketplace, then you are going to lose that employee."

Powers is clearly paying more than just lip service to this wisdom, as Dudnyk now boasts an average employee tenure of more than six years. "It's all because we like one another," he says. "We have a non-political environment and it makes for a place you can come and hang your hat and enjoy it. Our goal is to be the best creative agency on the planet for the specialty physician, and everyone comes into work every day knowing that."

on a 1 to 5 scale, where 1 is best), closely followed by environment/ workplace culture (3.0). But how are their current employers performing on these various attributes? Last year, salary tied for first place with a score of 2.2. However, this year employers scored just 2.4 for salary, tied for fifth place behind environment/workplace culture and benefits (both 2.2) and corporate social responsibility and job security (both 2.3). It seems the slow growth in salary is being felt at the individual level.

Finally, 36.2% of the respondents to the survey said that they intended to look for a new position in the next 12 months, down slightly from 37.7% last year. Of these individuals, 35.9% said they wanted to move for a better salary (vs. just 27.6% in 2013). As in 2013, by far the most popular avenue via which respondents said they'd seek new positions was through existing contacts and executive search firms.

### Methodology and respondent characteristics

MM&M readers were invited to fill out an online survey in August 2014. Of the 1,021 qualified respondents, 369 were employed by manufacturers (pharma, biotech, devices, diagnostics), 302 by agencies, 77 by healthcare media and 92 by suppliers/vendors; 181 classified themselves as "other." 510 respondents were male and 511 female; the average age was 44.2 years. The average time spent in the industry was 15.2 years and the average time spent in their current position was 5.2 years.

On the pages that follow you will find the full complement of job titles, plus hundreds of additional insights and data sets. ■



# **Employer Characteristics**

This section shows how the data profiles of employees—salary, benefits, perceptions, satisfaction, intent to move, job-seeking preferences, etc.—vary between different types of employer (manufacturer, agency, etc.) and between different sizes of companies.

### **DATA SETS**

- Manufacturer, page 9
- Agency, page 9
- Media/Publishing-HCPs Only, page 10
- Media/Publishing-Consumers Only, page 10
- Media/Publishing-HCPs & Consumers, page 11
- Other Media, page 11
- Service Supplier, page 12
- Revenue Under \$5 million, page 12
- Revenue \$5 million to \$20 million, page 13
- Revenue \$20 million to \$50 million, page 13
- Revenue \$50 million to \$100 million, page 14
- Revenue Over \$100 million, page 14

2014
CAREER
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SURVEY

MANUFACTURER \$155,			5,700		▼2.9	%
Number of respondent	ts					369
Employer	Per	cent M	arket Sec	tor	Per	cent
Manufacturer	1	100.0 R	(Pharmace	euticals		54.2
Agency		0.0	ΓC Pharma	ceuticals		10.0
Media/Publisher - HCP		0.0 Bi	otechnolog	ΣΛ		20.3
Media/Publisher - Consum	ier		edical Devi		)	29.5
Media/Publisher - HCP & C			agnostic D			7.3
Service Supplier			ospital Pro		•	5.2
Other			ental Produ		•	2.4
Other			anaged Ca		,	1.6
		IVI	anageu oa	10		1.0
Age	High	78	Low	24	Avg.	45.6
Sex	Male	58.5	Female	41.5		
Years in industry	High	48.0	Low	1.0	Avg.	17.4
Years in position	High	27.0	Low	1.0	Avg.	4.6
Salary (\$000s/yr)	High	500.0	Low	20.0	Avg.	155.7
Commission received?	Yes	3.8	No	96.2		_
Amount (\$000s/yr)	High	220.0	Low	2.0	Avg.	62.8
Bonus received?	Yes	86.7	No	13.3		
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5
Perceived pay						
vs. peers (%)	More	12.0	Less	48.5	Same	39.5
Employer's gross	<\$5M		7.7	\$50-\$3	MOOM	7.2
US revenue (%)	\$5-\$20	M	8.5	>100M		68.9
	\$20-\$5	50M	7.7			
Position satisfying? (%)	Thorou	ghly	30.8	Genera	ılly	51.2
	OK Son	netimes	13.1	No		4.9
Salary reviewed (%)	6 mont	hs	1.4	18 mor	iths	2.7
	12 mon	ths	86.3	24 moi	nths	9.6
Advancement	Index 2	2.4 (4=Exc.	3=Good 2=	=Fair 1=Po	or)	
prospects (%)	Excelle	nt	15.9	Good		29.4
	Fair		33.8	Poor		20.9
How current job	Promot	ted	39.8	Exec S	earch	17.4
was acquired (%)	Hired b	y Company	12.3	Own In	itiative	25.3
Benefits received (%)	Signing	g Bonus	21.2	Retirer	nent	52.7
	Car		15.0	Medica	al	84.7
	Dental		75.9	Stock		58.5
Factors important	Salary		2.5	Enviro	n./Culture	2.9
to job (avg ranking,	Benefit	S	4.2	Loyalty	to Staff	4.7
1 = most important)	Advanc	ement	4.2	Enviro	n./Soc. Resp.	6.8
	Training	g	6.4	Job Se	curity	4.4
Employer rating	Salary		2.3		n./Culture	2.3
(avg rating, 1 = best)	Benefit	S	2.1		to Staff	2.5
	Advanc	ement	2.7	Enviro	n./Soc. Resp.	2.2
	Training	g	2.8	Job Se	curity	2.4
Plan to seek a new	Yes		36.0	No		36.6
job this year? (%)						
New job motivation (%)	Salary/	'Benefits	26.6	Advand	cement	16.4
	Differe	nt Part of In	d 6.2	Need a	Change	7.3
	Get out	of Industry	/ 3.4	Job Se	curity	6.2
		n./Culture	24.9	Other		9.0
Method for seeking	Recruit	ment Agen	cy 2.1	Existin	g Contacts	2.0
new job (avg ranking,	Job Ad:	S	3.1	Contac	t Companies	3.9
1=most likely)	Post Re	esume	3.9			
Company fosters	Disagre	ee Strongly	0.0	Agree	Somewhat	0.0
culture of	Disagre	ee Somewh	at 0.0	Agree :	Strongly	0.0
transparency? (%)	Neutra	<u> </u>	0.0			
Company's core	Disagre	ee Strongly	0.0	Agree	Somewhat	0.0
purpose inspires? (%)	Disagre	ee Somewh	at 0.0	Agree :	Strongly	0.0

s Per					302
Per			_	_	
		Market Sec		Pe	rcen
1		Rx Pharmac			86.4
1		OTC Pharma			22.9
or			0,	<b>-</b>	29.5
			•		13.3
UHSHII.		0		•	7.3
					3.3
				ρ	11.6
High	74	Low	21	Avg.	39.8
Male	44.0	Female	56.0		
High	40.0	Low	1.0	Avg.	12.3
High	50.0	Low	1.0	Avg.	4.4
High	500.0	Low	25.0	Avg.	129.8
Yes	5.0	No	95.0		
High	160.0	Low	5.0	Avg.	36.6
					100
High	250.0	Low	20.0	Avg.	103.
More	13.3	Less	49.3	Same	37.3
					11.2
	M	40.3			10.2
		26.1			
Thoroug	ghly	25.0	Genera	ally	53.0
OK Son	netimes	17.3	No	•	4.7
6 montl	hs	5.4	18 mo	nths	11.0
12 months		70.6	24 mo	nths	13.0
Index 2	.5 (4=Exc	c. 3=Good 2	=Fair 1=Po	oor)	
	nt	17.7	Good		35.3
					17.7
					12.4
	<u> </u>	•			33.
	Bonus				48.3
				aı	89.2 21.6
				n /Culturo	21.8
-	c				4.5
				•	
					4.:
	·				2.:
,	S				2.2
Advanc	ement	2.5		•	2.5
Training	g	2.8	Job Se	curity	2.2
Yes		35.1	No		30.1
Salarv/	Benefits	37.6	Advan	cement	7.8
_					7.:
				_	2.8
Environ	./Culture	14.9	Other	-	9.2
Recruit	ment Age	ncy 2.3	Existin	g Contacts	2.0
Job Ads	3	3.1	Conta	ct Companies	3.5
		4.1			
Disagre	e Strongl	y 0.0	Agree	Somewhat	0.0
_		hat 0.0	Agree	Strongly	0.0
Neutral		0.0			
_	e Strongl e Somew	-		Somewhat Strongly	0.0
	er onsmr.  High Male High High High Yes High Yes High  S-\$5M S-\$20-\$5 Thorou OK Son 6 monti 12 mon Index 2 Exceller Fair Promot Hired b Signing Car Dental Salary Benefit: Advanc Training Salary Benefit: Advanc Training Yes  Salary/ Differer Get out Environ Recruit Job Ads Post Re Disagre Disagre	er 0.0 Me er 0.0 Monsmr. 0.0 I Migh 74 Male 44.0 High 40.0 High 50.0 High 500.0 Yes 5.0 High 160.0 Yes 56.6 High 250.0 More 13.3 <\$5M \$5-\$20M \$20-\$50M Thoroughly OK Sometimes 6 months 12 months Index 2.5 (4=Exc Excellent Fair Promoted Hired by Compar Signing Bonus Car Dental Salary Benefits Advancement Training Salary Benefits Advancement Training Yes  Salary/Benefits Different Part of I Get out of Indust Environ./Culture Recruitment Age Job Ads Post Resume Disagree Strongly Disagree Somew	O.0   Biotechnoloer   O.0   Medical Devonsmr.   O.0   Diagnostic E   O.0   Hospital Production   O.0   Dental Production   Dental Production   O.0   Dental Production   O.0	O.O   Biotechnology   er   O.O   Medical Devices/Equionsmr.   O.O   Diagnostic Device/Equionsmr.   O.O   Dental Products/Equionsmr.   O.O   Dental Product	O.0   Biotechnology   Biotechnology   Biotechnology   Biotechnology   Biotechnology   Biotechnology   Biotechnology   Biotechnology   Communication   Commun

MEDIA/PUB HCPS ONLY	\$114,600

**V6.5%** 

### MEDIA/PUB. - CONS. ONLY \$109,500

**▼17.7%** 

Number of respondent	ts					41	Number of responden	ts					11
Employer	Perc	ent N	Market Sect	or	Р	ercent	Employer	Pe	rcent I	Market Sec	tor	Р	ercen
Manufacturer		0.0 F	Rx Pharmace	uticals		75.6	Manufacturer		0.0	Rx Pharmace	euticals		54.6
Agency			OTC Pharmac			19.5	Agency			OTC Pharma	ceuticals		27.3
Media/Publisher - HCP			Biotechnolog	V		24.4	Media/Publisher - HCP			Biotechnolog	ΣΛ		18.2
Media/Publisher - Consum			Medical Devic	•	)	39.0	Media/Publisher - Consun	ner		Medical Devi		1	27.3
Media/Publisher - HCP & 0			Diagnostic De			34.2	Media/Publisher - HCP & 0			Diagnostic D			18.2
Service Supplier			Hospital Prod		•	19.5	Service Supplier			Hospital Prod		•	9.
Other			Dental Produ		•	4.9	Other			Dental Produ		•	0.0
			Managed Car		-	12.2				Managed Ca			18.2
Acro	Llich				۸۷۰		A	Lliah		Ū		Δνα	
Age	High Male	43.9	Low Female	26 56.1	Avg.	47.0	Age Sex	High Male	57 54.6	Low Female	34 45.5	Avg.	46.5
Sex Years in industry	High	31.0	Low	2.0	Λνα	15.9	Years in industry	High	25.0	Low	3.0	Λνα	13.3
Years in position	High	20.0	Low	1.0	Avg. Avg.	6.0	Years in position	High	20.0	Low	1.0	Avg. Avg.	5.5
Salary (\$000s/yr)	High	280.0	Low	40.0	Avg.	114.6	Salary (\$000s/yr)	High	165.0	Low	37.0	Avg.	109.5
Commission received?	Yes	39.0	No	61.0	Avg.	114.0	Commission received?	Yes	54.6	No	45.5	Avg.	103.0
Amount (\$000s/yr)	High	150.0	Low	15.0	Avg.	57.2	Amount (\$000s/yr)	High	150.0	Low	1.2	Avg.	45.5
Bonus received?	Yes	63.4	No	36.6	7146.	<u> </u>	Bonus received?	Yes	54.6	No	45.5	7146.	70.0
Amount (\$000s/yr)	High	565.0	Low	5.0	Avg.	54.4	Amount (\$000s/yr)	High	300.0	Low	15.0	Avg.	82.5
Perceived pay	111611	000.0	LOW	0.0	7.4.6.	0 1. 1	Perceived pay	111611	000.0	LOW	10.0	7.4.6.	<u> </u>
vs. peers (%)	More	12.2	Less	46.3	Same	41.5	vs. peers (%)	More	9.1	Less	63.6	Same	27.3
Employer's gross	<\$5M		12.5	\$50-\$		17.5	Employer's gross	<\$5M		27.3	\$50-\$1		18.2
US revenue (%)	\$5-\$20N	Л	40.0	>100N		12.5	US revenue (%)	\$5-\$2	OM	0.0	>100M		45.5
	\$20-\$50		17.5	200		22.0	00.000 (70)	\$20-\$		9.1	200		
Position satisfying? (%)	Thoroug		29.3	Genera	allv	51.2	Position satisfying? (%)	Thoro		30.0	Genera	llv	50.0
, ,	OK Some	•	19.5	No	,	0.0	, ,		metimes	20.0	No	,	0.0
Salary reviewed (%)	6 month		0.0	18 moi	nths	2.4	Salary reviewed (%)	6 mon		0.0	18 mon	ths	0.0
, , ,	12 month	hs	65.9	24 mo	nths	31.7	, , ,	12 mo	nths	60.0	24 mor	nths	40.0
Advancement	Index 2.	1 (4=Exc	:. 3=Good 2=	Fair 1=Po	or)		Advancement	Index	2.1 (4=Exc	:. 3=Good 2=	Fair 1=Poo	or)	
prospects (%)	Excellent	t	4.9	Good	,	31.7	prospects (%)	Excelle		9.1	Good	•	27.3
	Fair		31.7	Poor		31.7		Fair		27.3	Poor		36.4
How current job	Promote	ed	29.3	Exec S	earch	9.8	How current job	Promo	ted	18.2	Exec Se	earch	18.2
was acquired (%)	Hired by	Compan	y 14.6	Own Ir	itiative	29.3	was acquired (%)	Hired	by Compar	ıy 27.3	Own In	itiative	36.4
Benefits received (%)	Signing I	Bonus	3.5	Retire	ment	31.0	Benefits received (%)	Signin	g Bonus	10.0	Retiren	nent	60.0
	Car		6.9	Medica	al	96.6		Car		0.0	Medica	ıl	90.0
	Dental		75.9	Stock		3.5		Denta		70.0	Stock		40.0
Factors important	Salary		2.1	Enviro	n./Culture	3.0	Factors important	Salary		2.1	Enviror	n./Culture	3.0
to job (avg ranking,	Benefits		3.5	Loyalty	y to Staff	4.7	to job (avg ranking,	Benefi	ts	4.2	Loyalty	to Staff	5.4
1 = most important)	Advance	ment	5.2		n./Soc. Res	p. 6.9	1 = most important)	Advan	cement	5.0	Enviror	n./Soc. Res	p. 7.
	Training		6.6	Job Se		3.9		Trainir		6.2	Job Se		3.:
Employer rating	Salary		2.5	Enviro	n./Culture	2.3	Employer rating	Salary		2.7	Enviror	n./Culture	2.0
(avg rating, 1 = best)	Benefits		2.3	Loyalty	y to Staff	2.5	(avg rating, 1 = best)	Benefi	ts	2.3	Loyalty	to Staff	2.:
	Advance	ment	2.8		n./Soc. Res	•		Advan	cement	3.0		ı./Soc. Res	•
	Training		2.8	Job Se	curity	2.5		Trainir	ng	2.9	Job Se	curity	2.3
Plan to seek a new	Yes		26.8	No		48.8	Plan to seek a new	Yes		54.6	No		18.2
job this year? (%)							job this year? (%)						
New job motivation (%)	Salary/E		38.5		cement	0.0	New job motivation (%)		/Benefits	22.2		ement	33.3
		t Part of I			Change	0.0			ent Part of			Change	0.0
	Get out o		-	Job Se	curity	0.0			it of Indust	•	Job Se	curity	11.1
	Environ.			Other		15.4	<del></del>		n./Culture		Other		11.1
Method for seeking		nent Agei	=		g Contacts	2.2	Method for seeking		tment Age	-		g Contacts	
new job (avg ranking,	Job Ads		2.8	Contac	ct Compani	es 3.5	new job (avg ranking,	Job Ad		3.7	Contac	t Compani	es 3.1
1=most likely)	Post Res		4.0	Α.	C		1=most likely)		esume	4.2		S 1 :	
Company fosters	Disagree			_	Somewhat	0.0	Company fosters	_	ee Strongl	=	_	Somewhat	0.0
culture of	•	Somewh		Agree	Strongly	0.0	culture of	_	ee Somew		Agree S	Strongly	0.0
transparency? (%)	Neutral	<u> </u>	0.0				transparency? (%)	Neutra		0.0			
Company's core	Disagree				Somewhat	0.0	Company's core	_	ee Strongl	=	_	Somewhat	0.0
purpose inspires? (%)	Disagree	Somewl		Agree	Strongly	0.0	purpose inspires? (%)	_	ee Somew		Agree S	Strongly	0.0
	Neutral		0.0					Neutra	31	0.0			

MEDIA/PUB HCP & CONS.	\$96,200

### **▼11.8%** OTHER MEDIA

\$108,000

**▼24.0%** 

S					25
Per	cent Ma	rket Sect	tor	F	Percent
	0.0 Rx	Pharmace	uticals		60.0
	0.0 OT	C Pharma	ceuticals		24.0
	0.0 Bio	technolog	Sy		20.0
er	0.0 Me	dical Device	ces/Equip	)	20.0
onsmr. 10	00.0 Dia	gnostic De	evice/Equ	ıip	12.0
	0.0 Ho	spital Proc	lucts/Equ	ip.	0.0
		•	•	•	0.0
					4.0
High	65	Low	26	Avg.	43.2
					12.5
		Low		Avg.	4.9
High	175.0	Low	30.0	Avg.	96.2
Yes	24.0	No	76.0		
High	300.0	Low	30.0	Avg.	102.5
Yes	56.0	No	44.0		
High	125.0	Low	2.0	Avg.	56.6
More	0.0	Less	68.0	Same	32.0
<\$5M		24.0			4.0
		28.0	>100M		16.0
\$20-\$5	OM	28.0			
•		24.0		ally	60.0
				nthe	0.0 8.0
					8.0
	•			· · · · · ·	48.0
	ıı				24.0
	ad			oarch	20.0
					28.0 46.7
	טווטט				46.7 80.0
				ai .	
				a /Cultura	26.7
					3.2
					4.8
					•
					4.2 2.2
					2.3
					•
				curity	2.2
ies		32.0	INU		32.0
Salany/	Ronofito	61.5	Advana	comont	0.0
				_	0.0
	-			curity	7.7
				a Contacta	0.0
	_	-		_	
			Contac	i Compani	es 4.
			Α .	0	
Disagre	e Strongly	0.0		Somewhat	
D.			/\araa	Strongly	0.0
_	e Somewha		Agree	otiongly	0.0
Neutral		0.0			
Neutral Disagre	e Somewha e Strongly e Somewha	0.0	Agree	Somewhat Strongly	
	er onsmr. 16 High Male High High Yes High Yes High Yes High More <\$5M \$20-\$5 Thoroug OK Som 6 month 12 mont Index 2 Exceller Fair Promote Hired by Signing Car Dental Salary Benefits Advance Training Yes	Percent	Percent         Market Secion           0.0         Rx Pharmace           0.0         OTC Pharmace           0.0         Biotechnologe           er         0.0         Medical Device           onsmr.         100.0         Diagnostic Device           0.0         Dental Product         Managed Car           High         65         Low           Male         44.0         Female           High         18.0         Low           High         18.0         Low           High         300.0         Low           Yes         24.0         No           High         125.0         Low           More         0.0         Less           <\$5M	Percent         Market Sector           0.0         Rx Pharmaceuticals           0.0         OTC Pharmaceuticals           0.0         Biotechnology           er         0.0         Medical Devices/Equiponsmr. 100.0           0.0         Dental Products/Equiponsmr. 100.0           Managed Care         Managed Care           High         65         Low         26           Male         44.0         Female         56.0           High         39.0         Low         1.0           High         18.0         Low         1.0           High         30.0         Low         30.0           Yes         24.0         No         76.0           High         30.0         Low         30.0           Yes         56.0         No         44.0           High         30.0         Low         2.0           More         0.0         Less         68.0           <\$5M	Percent   Market Sector   Rx Pharmaceuticals   0.0   OTC Pharmaceuticals   0.0   Biotechnology   onsmr.   100.0   Diagnostic Device/Equip   0.0   Hospital Products/Equip   Managed Care   High   65   Low   26   Avg.   Male   44.0   Female   56.0   High   39.0   Low   1.0   Avg.   High   175.0   Low   30.0   Avg.   Yes   24.0   No   76.0   High   125.0   Low   2.0   Avg.   Avg.

OTHER MEDIA		фΤι	JO,UUC	<u>'</u>	<b>V 24.</b> 0	70
Number of respondents	3					92
Employer	Pe	rcent l	Market Se	ctor	Pe	rcent
Manufacturer			Rx Pharma			44.6
Agency			OTC Pharm			10.9
Media/Publisher - HCP			Biotechnolo			25.0
Media/Publisher - Consume	ar .			vices/Equip		25.0
Media/Publisher - HCP & Co				Device/Equ		13.0
Service Supplier			_	oducts/Equ	•	8.7
Other			•	lucts/Equip	•	1.1
Other			Managed C			17.4
			nanagou o			
Age	High	72	Low	22	Avg.	44.8
Sex	Male	52.2	Female			
Years in industry	High	50.0	Low	1.0	Avg.	14.9
Years in position	High	38.0	Low	1.0	Avg.	6.8
Salary (\$000s/yr)	High	310.0	Low	22.0	Avg.	108.0
Commission received?	Yes High	21.7 150.0	No	78.3	A ~	42 E
Amount (\$000s/yr) Bonus received?	Yes	53.3	Low No	1.2 46.7	Avg.	42.5
Amount (\$000s/yr)	High	250.0	Low	5.0	Λνα	47.7
Perceived pay	High	230.0	LOW	5.0	Avg.	47.7
vs. peers (%)	More	9.0	Less	56.2	Same	34.8
Employer's gross	<\$5M	3.0	30.4	\$50-\$1		14.1
US revenue (%)	\$5-\$20	OM	18.5	>100M	00111	23.9
oo revenue (70)	\$20-\$		13.0	, 100m		20.5
Position satisfying? (%)	Thorou		32.6	Genera	llv	51.1
, ,		metimes	12.0	No	,	4.4
Salary reviewed (%)	6 mon	ths	6.5	18 mon	ths	1.1
	12 mor	nths	65.2	24 mon	ths	27.2
Advancement	Index	2.4 (4=Ex	c. 3=Good 2	2=Fair 1=Poo	or)	
prospects (%)	Excelle	ent	21.1	Good		27.8
	Fair		18.9	Poor		32.2
How current job	Promo	ted	30.4	Exec Se	earch	8.7
was acquired (%)	Hired b	oy Compar	ıy 13.0	Own Ini	tiative	37.0
Benefits received (%)	Signin	g Bonus	7.1	Retiren	nent	30.0
	Car		24.3	Medica	l	85.7
	Dental		67.1	Stock		32.9
Factors important	Salary		2.6		./Culture	2.9
to job (avg ranking,	Benefi		4.4	, ,	to Staff	4.4
1 = most important)		cement	4.7		./Soc. Resp.	6.9 4.1
Employer rating	Trainin Salary		6.0	Job Sed	./Culture	
(avg rating, 1 = best)	Benefi		2.4 2.4		to Staff	2.2
(avg rating, 1 - best)		cement	2.4		./Soc. Resp.	2.3
	Trainin		2.8	Job Sed		2.3
Plan to seek a new	Yes	15	41.3	No	Jurity	35.9
job this year? (%)	100		11.0	110		00.5
New job motivation (%)	Salary	/Benefits	46.5	Advanc	ement	4.7
,		ent Part of			Change	2.3
		t of Indust		Job Sec	_	11.6
		n./Culture	-	Other		4.7
Method for seeking	Recrui	tment Age	ncy 2.5	Existing	Contacts	2.0
new job (avg ranking,	Job Ad	ls	3.3	_	t Companies	3.5
1=most likely)	Post R	esume	3.7			
Company fosters	Disagr	ee Strongl	y 0.0	Agree S	Somewhat	0.0
culture of	Disagr	ee Somew	hat 0.0	Agree S	Strongly	0.0
transparency? (%)	Neutra	al	0.0			
Company's core	_	ee Strongl	=		Somewhat	0.0
purpose inspires? (%)	_	ee Somew		Agree S	Strongly	0.0
	Neutra	al	0.0			

SERVICE SUPPI	LIER	\$13	0,300		<b>▲26</b>	.3%
Number of responden	ts					181
Employer	Per	rcent M	arket Sec	ctor	F	Percent
Manufacturer		0.0 R	R Pharmac	euticals		34.8
Agency		0.0	TC Pharma	aceuticals		8.8
Media/Publisher - HCP		0.0 Bi	otechnolo	gy		17.1
Media/Publisher - Consun	ner	0.0 M	edical Dev	ices/Equip	)	14.4
Media/Publisher - HCP & 0	Consmr.	0.0 Di	iagnostic D	Device/Equ	ıip	9.4
Service Supplier		0.0 H	ospital Pro	ducts/Equ	ıip.	9.4
Other	1	100.0 De	ental Prodi	ucts/Equip	)	1.1
		M	anaged Ca	ire		13.3
Age	High	75	Low	23	Avg.	47.9
Sex	Male	43.1	Female	56.9		
Years in industry	High	40.0	Low	1.0	Avg.	16.2
Years in position	High	48.0	Low	1.0	Avg.	6.5
Salary (\$000s/yr)	High	1750.0	Low	21.6	Avg.	130.3
Commission received?	Yes	6.1	No	93.9		
Amount (\$000s/yr)	High	125.0	Low	1.0	Avg.	33.1
Bonus received?	Yes	53.6	No	46.4		
Amount (\$000s/yr)	High	125.0	Low	4.0	Avg.	44.3
Perceived pay	<u> </u>			-		
vs. peers (%)	More	6.7	Less	61.2	Same	32.0
Employer's gross	<\$5M		22.5	\$50-\$2	LOOM	9.6
US revenue (%)	\$5-\$20	DM	20.8	>100M	l	36.0
, ,	\$20-\$5	50M	11.2			
Position satisfying? (%)	Thorou	ighly	29.8	Genera	ally	54.1
	OK Son	netimes	9.9	No		6.1
Salary reviewed (%)	6 mont	:hs	6.2	18 mor	nths	3.4
	12 mon	iths	67.6	24 moi	nths	22.9
Advancement	Index 2	2.3 (4=Exc.	3=Good 2	=Fair 1=Po	or)	
prospects (%)	Excelle	nt	11.3	Good		31.1
	Fair		29.9	Poor		27.7
How current job	Promot	ted	20.0	Exec S	earch	8.3
was acquired (%)	Hired b	y Company	15.6	Own In	itiative	46.7
Benefits received (%)	Signing	g Bonus	14.4	Retirer	nent	54.7
	Car		10.1	Medica	al	84.2
	Dental		71.9	Stock		30.9
Factors important	Salary		2.6	Enviro	n./Culture	3.3
to job (avg ranking,	Benefit	:S	4.0	Loyalty	to Staff	4.7
1 = most important)	Advanc	ement	4.6	Enviro	1./Soc. Res	sp. 6.4
	Training	g	6.1	Job Se	curity	4.3
Employer rating	Salary		2.4	Enviro	n./Culture	2.3
(avg rating, 1 = best)	Benefit	S	2.1	Loyalty	to Staff	2.4
	Advanc	ement	2.8	Enviro	1./Soc. Res	sp. 2.1
	Training	g	2.7	Job Se	curity	2.2
Plan to seek a new	Yes		37.0	No		35.4
job this year? (%)						
New job motivation (%)		Benefits	44.0		cement	12.1
		nt Part of Ir			Change	5.5
		t of Industry		Job Se	curity	4.4
		n./Culture	23.1	Other		6.6
Method for seeking		ment Agen	•		g Contacts	
new job (avg ranking,	Job Ad:		2.8	Contac	t Compan	es 3.8
1=most likely)	Post Re		3.7			
Company fosters	_	ee Strongly	0.0		Somewhat	
culture of	_	ee Somewh		Agree	Strongly	0.0
transparency? (%)	Neutra		0.0			
Company's core	_	ee Strongly	0.0		Somewhat	
purpose inspires? (%)	_	ee Somewh		Agree	Strongly	0.0
	Neutra	l	0.0			

REVENUE UNDE	ψΟ			\$115,2			5%
Number of respondent	S						146
Employer	Pe	rcent	Mar	ket Sect	or	Pe	rcent
Manufacturer		19.2	Rx P	harmace	uticals		41.8
Agency		24.7	OTC	: Pharma	ceuticals		10.3
Media/Publisher - HCP		3.4	Biot	echnolog	у		26.0
Media/Publisher - Consum	er	2.1	Med	lical Devi	es/Equip	)	29.5
Media/Publisher - HCP & C	onsmr.	4.1	Diag	gnostic De	evice/Equ	ıip	12.3
Service Supplier		19.2	Hos	pital Proc	lucts/Equ	іір.	5.5
Other		27.4	Den	tal Produ	cts/Equip	)	1.4
			Man	naged Car	е		11.0
Age	High	75	5	Low	24	Avg.	47.7
Sex	Male	54.8		Female	45.2	, 6.	
Years in industry	High	50.0		Low	1.0	Avg.	16.7
Years in position	High	50.0		Low	1.0	Avg.	6.6
Salary (\$000s/yr)	High	515.0	)	Low	21.6	Avg.	115.2
Commission received?	Yes	17.1	l l	No	82.9		
Amount (\$000s/yr)	High	300.0	)_	Low	1.2	Avg.	45.2
Bonus received?	Yes	44.5	5	No	55.5		
Amount (\$000s/yr)	High	200.0	)	Low	15.0	Avg.	72.5
Perceived pay							
vs. peers (%)	More	7.0	)	Less	70.4	Same	22.5
Employer's gross	<\$5M			100.0	\$50-\$1		0.0
US revenue (%)	\$5-\$20			0.0	>100M		0.0
	\$20-\$			0.0			
Position satisfying? (%)	Thorou	0,		31.5	Genera	ally	50.0
C-1		metimes		12.3	No 18 mor	. <del></del>	6.2
Salary reviewed (%)	6 mon			8.3 54.9	18 mor		30.6
Advancement		2.4 (4=E)	<i>γ</i> ο 2-				30.0
prospects (%)	Excelle	•	(C. )-	-0000 Z- 23.1	Good	OI)	24.5
prospects (70)	Fair	,111		21.0	Poor		31.5
How current job	Promo	ted		16.6	Exec Se	earch	12.4
was acquired (%)		by Compa	nv	14.5	Own In		43.5
Benefits received (%)		g Bonus		8.7	Retiren		30.8
	Car	5		18.3	Medica	al	85.6
	Dental			54.8	Stock		33.7
Factors important	Salary			2.8	Enviror	n./Culture	2.8
to job (avg ranking,	Benefi	ts		4.7	Loyalty	to Staff	4.4
1 = most important)	Advan	cement		4.9	Enviror	n./Soc. Resp.	6.2
	Trainin	g		6.0	Job Se	curity	4.3
Employer rating	Salary			2.5		n./Culture	2.1
(avg rating, 1 = best)	Benefi			2.4		to Staff	2.1
	Advan	cement		2.6		n./Soc. Resp.	
	Trainin	g		2.7	Job Se	curity	2.3
Plan to seek a new	Yes			37.9	No		39.3
job this year? (%)	0.1	/D (1)		277			<u> </u>
New job motivation (%)	•	/Benefits		37.7		cement	6.5
		nt Part of				Change	6.5
		t of Indus	-	3.9	Job Se	curity	14.3
Method for seeking		n./Culture tment Age		22.1	Other	g Contacts	5.2 2.2
new job (avg ranking,	Job Ad	_	cricy	2.5 2.8	,	g Contacts et Companies	
1=most likely)		esume		2.8 3.9	COIIIdO	it companies	ა.ე
Company fosters		ee Strong	rlv	0.0	Δστος 9	Somewhat	0.0
culture of	_	ee Strong ee Somev	-			Strongly	0.0
transparency? (%)	Neutra		viial	0.0	Agitt	Juongly	0.0
Company's core		ee Strong	rlv	0.0	Αστρρ (	Somewhat	0.0
purpose inspires? (%)		ee Somev				Strongly	0.0
	Moutra		···ut	0.0	6.00		0.0

Neutral

0.0

REVENUE \$5 MI	L 420			0,400		5%
Number of respondent	S					227
Employer	Pei	rcent	Market Se		Pe	rcent
Manufacturer		13.7	Rx Pharma			64.8
Agency		52.4	OTC Pharm			12.3
Media/Publisher - HCP		7.1	Biotechnol	0,		26.0
Media/Publisher - Consum		0.0	Medical De			29.5
Media/Publisher - HCP & C	onsmr.	3.1	Diagnostic	•	•	15.0
Service Supplier		7.5	Hospital Pr		•	8.4
Other		16.3	Dental Prod		p	4.9
			Managed C	are		11.0
Age	High	69	Low	21	Avg.	41.6
Sex	Male	40.5	Female	59.5		
Years in industry	High	45.0	Low	1.0	Avg.	12.9
Years in position	High	48.0	Low	1.0	Avg.	4.6
Salary (\$000s/yr)	High	1750.0	Low	20.0	Avg.	120.4
Commission received?	Yes	10.6	No	89.4		
Amount (\$000s/yr)	High	150.0		1.0	Avg.	42.0
Bonus received?	Yes	52.9	No	47.1		
Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay						
vs. peers (%)	More	7.5		54.4	Same	38.1
Employer's gross	<\$5M		0.0	\$50-\$		0.0
US revenue (%)	\$5-\$20 \$20-\$5		100.0 0.0	>100N	1	0.0
Position satisfying? (%)	Thorou	ghly	25.3	Genera	ally	54.2
	OK Sor	netimes	14.7	No		5.8
Salary reviewed (%)	6 mont	:hs	5.3	18 moi	nths	5.7
-	12 mon	iths	70.0	24 mo	nths	18.9
Advancement	Index 2	2.4 (4=E)	c. 3=Good	2=Fair 1=Po	oor)	
prospects (%)	Excelle	nt	16.7	Good		30.4
	Fair		30.0	Poor		22.9
How current job	Promo		24.2	Exec S		8.4
was acquired (%)		y Compa	-		nitiative	37.4
Benefits received (%)	0 0	g Bonus	8.2	Retire		48.5
	Car		4.7	Medica	aı	88.3
Factors important	Dental Salary		74.3 2.4	Stock	n./Culture	25.2
Factors important to job (avg ranking,	Benefit	.c	4.3		y to Staff	4.6
1 = most important)		ement	4.6		n./Soc. Resp	
1 most important,	Training		6.1	Job Se	-	4.2
Employer rating		5				2.2
	Salarv		2.4	Enviro	n./Culture	
	Salary Benefit	:S	2.4 2.4		n./Culture v to Staff	
(avg rating, 1 = best)	Benefit	s cement	2.4 2.4 2.6	Loyalty	n./Culture y to Staff n./Soc. Resp	2.2
	Benefit	ement	2.4	Loyalty	y to Staff n./Soc. Resp	2.2
	Benefit Advanc	ement	2.4 2.6	Loyalty Enviro	y to Staff n./Soc. Resp	2.2
(avg rating, 1 = best)	Benefit Advand Training	ement	2.4 2.6 2.8	Loyalty Enviro Job Se	y to Staff n./Soc. Resp	2.2 . 2.4 2.2
(avg rating, 1 = best)  Plan to seek a new	Benefit Advand Trainin Yes	ement	2.4 2.6 2.8	Loyalty Enviro Job Se No	y to Staff n./Soc. Resp	2.2 . 2.4 2.2
(avg rating, 1 = best)  Plan to seek a new job this year? (%)	Benefit Advand Training Yes	cement g	2.4 2.6 2.8 35.2 43.4 Ind 8.5	Loyalty Enviro Job Se No Advanda	y to Staff n./Soc. Resp ecurity	2.2 . 2.4 2.2 31.3
(avg rating, 1 = best)  Plan to seek a new job this year? (%)	Benefit Advance Training Yes Salary Differe Get out	ement g /Benefits nt Part of t of Indus	2.4 2.6 2.8 35.2 43.4 Ind 8.5 try 5.7	Loyalty Enviro Job Se No Advand Need a Job Se	y to Staff n./Soc. Resp ecurity cement a Change	2.2 2.4 2.2 31.3 10.4 3.8 1.9
(avg rating, 1 = best)  Plan to seek a new job this year? (%)  New job motivation (%)	Benefit Advand Training Yes Salary Differe Get out	ement g 'Benefits nt Part of t of Indus	2.4 2.6 2.8 35.2 43.4 Ind 8.5 try 5.7 e 19.8	Loyalty Enviro Job Se No Advand Need a Job Se Other	y to Staff n./Soc. Resp ecurity cement a Change ecurity	2.2 2.4 2.2 31.3 10.4 3.8 1.9 6.6
(avg rating, 1 = best)  Plan to seek a new job this year? (%)  New job motivation (%)  Method for seeking	Benefit Advanc Training Yes Salary/ Differe Get out Enviror Recruit	Benefits of Industrial Culture	2.4 2.6 2.8 35.2 43.4 Ind 8.5 try 5.7 e 19.8 ency 2.5	Loyalty Enviro Job Se No Advan- Need a Job Se Other Existin	y to Staff n./Soc. Resp ecurity  cement a Change ecurity  g Contacts	2.2 2.4 2.2 31.3 10.4 3.8 1.9 6.6 2.2
(avg rating, 1 = best)  Plan to seek a new job this year? (%)  New job motivation (%)  Method for seeking new job (avg ranking,	Benefit Advanc Training Yes Salary/ Differe Get out Enviror Recruit Job Ad	/Benefits nt Part of t of Indus n./Culture ment Ages	2.4 2.6 2.8 35.2 43.4 Ind 8.5 try 5.7 e 19.8 ency 2.5 2.8	Loyalty Enviro Job Se No Advan- Need a Job Se Other Existin	y to Staff n./Soc. Resp ecurity cement a Change ecurity	2.2 2.4 2.2 31.3 10.4 3.8 1.9 6.6 2.2
(avg rating, 1 = best)  Plan to seek a new job this year? (%)  New job motivation (%)  Method for seeking new job (avg ranking, 1=most likely)	Benefit Advance Training Yes Salary/ Differe Get out Enviror Recruit Job Add Post Re	/Benefits nt Part of t of Indus n./Culture ment Ages	2.4 2.6 2.8 35.2 43.4 Ind 8.5 try 5.7 e 19.8 ency 2.5 2.8 3.9	Loyalty Enviro Job Se No Advand Need a Job Se Other Existin Contac	y to Staff n./Soc. Resp ecurity  cement a Change ecurity  g Contacts ct Companies	2.2 2.4 2.2 31.3 10.4 3.8 1.9 6.6 2.2 3.6
(avg rating, 1 = best)  Plan to seek a new job this year? (%)  New job motivation (%)  Method for seeking new job (avg ranking, 1=most likely)  Company fosters	Benefiti Advance Training Yes  Salary/ Differe Get out Enviror Recruit Job Add Post Re Disagre	Benefits Int Part of t of Indus In./Culture Iment Age s Besume Bestrong	2.4 2.6 2.8 35.2 43.4 1nd 8.5 try 5.7 e 19.8 ency 2.5 2.8 3.9 ly 0.0	Loyalty Enviro Job Se No Advand Need a Job Se Other Existin Contac	y to Staff n./Soc. Resp curity  cement a Change curity g Contacts ct Companies	2.2 2.4 2.2 31.3 10.4 3.8 1.9 6.6 2.2 3.6
(avg rating, 1 = best)  Plan to seek a new job this year? (%)  New job motivation (%)  Method for seeking new job (avg ranking, 1=most likely)  Company fosters culture of	Benefiti Advance Training Yes  Salary/ Differe Get out Enviror Recruit Job Add Post Re Disagre Disagre	/Benefits nt Part of t of Indus n./Culture cment Age sesume ee Strong ee Somev	2.4 2.6 2.8 35.2 43.4 8.5 try 5.7 e 19.8 ency 2.5 2.8 3.9 ly 0.0 what 0.0	Loyalty Enviro Job Se No  Advanc Need a Job Se Other Existin Contac  Agree Agree	y to Staff n./Soc. Resp ecurity  cement a Change ecurity  g Contacts ct Companies	2.2 2.4 2.2 31.3 10.4 3.8 1.9 6.6 2.2 3.6
(avg rating, 1 = best)  Plan to seek a new job this year? (%)  New job motivation (%)  Method for seeking new job (avg ranking, 1=most likely)  Company fosters	Benefiti Advance Training Yes  Salary/ Differe Get out Enviror Recruit Job Ad- Post Re Disagre Disagre Neutra	/Benefits nt Part of t of Indus n./Culture cment Age sesume ee Strong ee Somev	2.4 2.6 2.8 35.2 43.4 1nd 8.5 try 5.7 e 19.8 ency 2.5 2.8 3.9 ly 0.0 vhat 0.0	Loyalty Enviro Job Se No  Advanc Need a Job Se Other Existin Contac  Agree Agree	y to Staff n./Soc. Resp curity  cement a Change curity g Contacts ct Companies	2.2 2.4 2.2 31.3 10.4 3.8 1.9 6.6 2.2 3.6

Disagree Somewhat 0.0

Neutral

0.0

Agree Strongly

0.0

purpose inspires? (%)

Number of respondent	:s						152
Employer	Pe	rcent	Market	Secto	r	Pei	cent
Manufacturer		18.4	Rx Phari	maceu	ticals		69.7
Agency		50.7	OTC Pha	armace	uticals		18.4
Media/Publisher - HCP		4.6	Biotechi	nology			22.4
Media/Publisher - Consum		0.7	Medical	Device	s/Equip	)	25.0
Media/Publisher - HCP & C	onsmr.	4.6	Diagnos	tic Dev	ice/Equ	ıip	9.9
Service Supplier		7.9	Hospital	l Produ	cts/Equ	ıip.	9.9
Other		13.2	Dental P	roduct	s/Equip	)	2.0
			Manage	d Care			11.2
Age	High	78	B Low		22	Avg.	43.4
Sex	Male	44.1	Fem	ale	55.9		
Years in industry	High	48.0	Low		1.0	Avg.	15.1
Years in position	High	25.0	Low		1.0	Avg.	4.9
Salary (\$000s/yr)	High	400.0	Low		28.0	Avg.	140.1
Commission received?	Yes	8.6	. No		91.5		
Amount (\$000s/yr)	High	145.0	) Low		4.8	Avg.	41.5
Bonus received?	Yes	63.8	No No		36.2		
Amount (\$000s/yr)	High	565.0	Low		5.0	Avg.	54.4
Perceived pay							
vs. peers (%)	More	8.0	Less	5	50.0	Same	42.0
Employer's gross	<\$5M		(	0.0	\$50-\$1		0.0
US revenue (%)	\$5-\$20			0.0	>100M		0.0
	\$20-\$!		100				
Position satisfying? (%)	Thorou	0,	_	4.3	Genera	ılly	57.9
		netimes		4.5	No		3.3
Salary reviewed (%)	6 mont			1.3	18 mon		11.3
A.I	12 mor			3.3	24 mor		14.0
Advancement		2.4 (4=Ex				or)	20.0
prospects (%)	Excelle Fair	ent		2.0 0.7	Good Poor		36.0 21.3
How current job	Promo	tod		6.5	Exec Se	naroh	15.9
was acquired (%)		v Compa		5.9	Own In		34.4
Benefits received (%)		g Bonus		9.1	Retiren		47.9
Delicitis received (70)	Car	g Donus		5.1 6.6	Medica		86.0
	Dental			9.3	Stock		28.1
Factors important	Salary			2.3		n./Culture	3.0
to job (avg ranking,	Benefit	ts		4.2		to Staff	4.6
1 = most important)	Advano	cement	4	4.4		n./Soc. Resp.	7.0
•	Trainin	g	(	6.3	Job Se	-	4.2
Employer rating	Salary		2	2.4	Enviror	n./Culture	2.1
(avg rating, 1 = best)	Benefit	ts	2	2.3	Loyalty	to Staff	2.3
	Advand	cement	2	2.6	Enviror	n./Soc. Resp.	2.4
	Trainin	g	2	2.9	Job Se	curity	2.3
Plan to seek a new	Yes		3	1.1	No		37.8
job this year? (%)							
New job motivation (%)		/Benefits		7.7	Advanc	ement	9.8
		nt Part of		9.8		Change	8.2
		t of Indus	,	6.6	Job Se	curity	3.3
		n./Culture		6.4	Other		8.2
Method for seeking		tment Age	•	2.3		g Contacts	1.9
new job (avg ranking,	Job Ad			3.1	Contac	t Companies	3.6
1=most likely)	Post Re			4.1			
Company fosters		ee Strong		0.0	-	Somewhat	0.0
culture of	_	ee Somev		0.0	Agree S	Strongly	0.0
transparency? (%)	Neutra			0.0			
Company's core		ee Strong		0.0		Somewhat	0.0
purpose inspires? (%)	_	ee Somev		0.0 n n	Agree S	Strongly	0.0
	Noutra						

Neutral

0.0

### REVENUE \$50 MIL-\$100 MIL \$127,500 ▼18.6% REVENUE OVER \$100 MIL

\$152,800

**▼5.4%** 

KEVENUE \$30 N	иг-фт	OO WII	L \$12	27,500	<b>▼ 10.</b> (	370	REVENUE
Number of respondent	:s					99	Number of respo
Employer	Per	cent I	Market Sed	ctor	Pe	rcent	Employer
Manufacturer		26.3 F	Rx Pharmac	euticals		59.6	Manufacturer
Agency		33.3	OTC Pharma	aceuticals		23.2	Agency
Media/Publisher - HCP		7.1 E	Biotechnolo	gy		16.2	Media/Publisher - H
Media/Publisher - Consum	er	2.0 N	Medical Dev	ices/Equip	)	30.3	Media/Publisher - C
Media/Publisher - HCP & C	onsmr.	1.0	Diagnostic [	Device/Equ	ıip	6.1	Media/Publisher - H
Service Supplier			Hospital Pro		•	5.1	Service Supplier
Other			Dental Prod	•	•	2.0	Other
			Managed Ca			3.0	<b>C</b> 1.1.01
			J				_
Age	High	68	Low	23	Avg.	43.5	Age Sex
Sex Years in industry	Male High	57.6 40.0	Female Low	42.4 1.0	Avg.	14.2	Years in industry
Years in position	High	38.0	Low	1.0	Avg. Avg.	5.3	Years in position
Salary (\$000s/yr)	High	720.0	Low	44.6	Avg.	127.5	Salary (\$000s/yr)
Commission received?	Yes	7.1	No	92.9	Avg.	127.5	Commission receive
Amount (\$000s/yr)	High	80.0	Low	20.0	Avg.	41.4	Amount (\$000s/yr
Bonus received?	Yes	70.7	No	29.3	Avg.	41.4	Bonus received?
Amount (\$000s/yr)	High	300.0	Low	29.3 15.0	Avg.	82.5	Amount (\$000s/yr
	High	300.0	LOW	13.0	Avg.	02.3	Perceived pay
Perceived pay vs. peers (%)	More	15.2	Less	51.5	Same	33.3	vs. peers (%)
		13.2		\$50-\$1			Employer's gross
Employer's gross	<\$5M		0.0			100.0	
US revenue (%)	\$5-\$20		0.0	>100M		0.0	US revenue (%)
D '11' 11' . f . ' 0 . (0/.)	\$20-\$5		0.0	0	п.	40.0	Position satisfying?
Position satisfying? (%)	Thorou		29.6	Genera	illy	48.0	rosition satisfying:
C-l	6 mont	netimes	17.4 3.0	No 18 mon	. <b></b>	<u>5.1</u> 2.0	Salary reviewed (%
Salary reviewed (%)							Salary Tevleweu (70
Advancement	12 mon		75.8	24 mor		19.2	Advancement
Advancement		•	c. 3=Good 2		or)	27.4	prospects (%)
prospects (%)	Excelle	IL	12.1	Good		37.4	prospects (70)
	Fair	امما	30.3	Poor		20.2	How current job
How current job	Promot		30.3	Exec Se		14.1	was acquired (%)
was acquired (%)		y Compan	-	Own In		34.3	Benefits received (9
Benefits received (%)	Signing	Borius	5.6	Retiren		43.1	Delients received (5
	Car		8.3	Medica	II.	79.2	
Fastava immantant	Dental		69.4 2.5	Stock	n./Culture	29.2 3.1	Factors important
Factors important	Salary Benefit	_					to job (avg ranking,
to job (avg ranking,			4.4	, ,	to Staff	4.6	1 = most important
1 = most important)	Advanc Training		4.2 6.4	Job Se	n./Soc. Resp	. 7.0 3.8	1 – most important,
Employer rating		3	2.4		n./Culture	2.3	Employer rating
Employer rating	Salary Benefit	c	2.4		to Staff	2.3	(avg rating, 1 = best
(avg rating, 1 = best)	Advanc		2.8	, ,	1./Soc. Resp		(uvg ruting, 1 – best
	Training		2.8	Job Se		2.2	
Plan to seek a new	Yes	3	35.4	No	curity	35.4	Plan to seek a new
job this year? (%)	103		55.4	110		JJ	job this year? (%)
New job motivation (%)	Salary/	Benefits	38.3	Advanc	ement	6.4	New job motivation
,	•	nt Part of I			Change	6.4	•
		of Indust		Job Se	U	4.3	
		./Culture	23.4	Other	ourity	14.9	
Method for seeking		ment Age			g Contacts	2.0	Method for seeking
new job (avg ranking,	Job Ads	_	3.1	,	t Companie:		new job (avg rankin
1=most likely)	Post Re		3.8	Jonac	.c Joinpaille	5 5.0	1=most likely)
Company fosters		e Strongl		Δστρρ 9	Somewhat	0.0	Company fosters
culture of	_	e Somew	•	_	Strongly	0.0	culture of
transparency? (%)	Neutral		0.0	Agice	Juongly	0.0	transparency? (%)
Company's core		e Strongly		Agree	Somewhat	0.0	Company's core
company's core purpose inspires? (%)	_	e Strongij e Somew	-	•	Strongly	0.0	purpose inspires? (
purpose mapmes! (70)	_		0.0	Agree	ouoligiy	0.0	F=: F=== (113pi165) (
	Neutral	l .	0.0				

Percent   Market Sector   Percent   Manufacturer   65.8   Rx Pharmaceuticals   61.1	REVENUE OVER	\$100	MIL	\$15	2,800	₹5.4	F%0
Manufacturer	Number of responden	ts					380
Agency   7.9   OTC Pharmaceuticals   13.7	Employer	Per	cent	Market Se	ctor	Pe	rcent
Media/Publisher - HCP         1.3         Biotechnology         21.8           Media/Publisher - Gonsumer         1.3         Medical Devices/Equip         21.3           Media/Publisher - HCP & Consm.         1.1         Diagnostic Device/Equip         10.5           Service Supplier         5.8         Hospital Products/Equip         10.5           Other         16.8         Dental Products/Equip         1.6           Age         High         70         Low         22         Avg.         45.2           Sex         Male         55.3         Female         44.7         Years in industry         High         45.0         Low         1.0         Avg.         16.4           Years in industry         High         45.0         Low         1.0         Avg.         16.3           Salary (\$000s/yr)         High         50.0         Low         2.0         Avg.         152.8           Commission received?         Yes         4.7         No         95.3         Amount (\$000s/yr)         High         125.0         Low         2.0         Avg.         55.2           Bonus received?         Yes         8.7         No         16.3         44.1         45.0         15.8         45.6	Manufacturer		65.8	Rx Pharma	ceuticals		61.1
Media/Publisher - Consumer   1.3   Medical Devices/Equip   10.5	Agency		7.9	OTC Pharm	aceuticals		13.7
Media/Publisher - HCP & Consmr.   1.1   Diagnostic Device/Equip.   7.8   Pospital Products/Equip.   7.4	Media/Publisher - HCP		1.3	Biotechnolo	ogy		21.8
Media/Publisher - HCP & Consmr.   1.1   Diagnostic Device/Equip.   7.8   Pospital Products/Equip.   7.4	Media/Publisher - Consum	ner	1.3	Medical De	vices/Eauir	)	21.3
Service Supplier	Media/Publisher - HCP & 0	Consmr.					10.5
Age				-		•	7.4
Age				•		•	1.6
Name						-	7.4
Sex         Male         55.3         Female         44.7           Years in industry         High         45.0         Low         1.0         Avg.         16.4           Years in position         High         30.0         Low         1.0         Avg.         5.0           Salary (S000s/yr)         High         500.0         Low         22.0         Avg.         79.9           Commission received?         Yes         4.7         No         95.3         Amount (\$000s/yr)         High         220.0         Low         2.0         Avg.         79.9           Bonus received?         Yes         33.7         No         16.3         Amount (\$000s/yr)         High         125.0         Low         2.0         Avg.         79.9           Bonus received pay         Sepers (%)         More         14.3         Less         45.6         Same         40.1           Employer's gross         <\$5M         0.0         \$50M         0.0         \$50M         0.0         \$100M         0.0           Us revenue (%)         \$5.\$20M         0.0         \$100M         0.0         \$100M         0.0           Us revenue (%)         Thoroughly         31.4         Generally							
Years in industry         High         45.0         Low         1.0         Avg.         16.4           Years in position         High         30.0         Low         1.0         Avg.         5.0           Salary (\$000s/yr)         High         50.0         Low         2.0         Avg.         152.8           Commission received?         Yes         4.7         No         95.3           Amount (\$000s/yr)         High         220.0         Low         2.0         Avg.         79.5           Bonus received?         Yes         83.7         No         16.3         Amount (\$000s/yr)         High         125.0         Low         2.0         Avg.         56.6           Perceived pay         Sys         85.8         45.6         Same         40.1           Employer's gross         <\$5M         0.0         \$50-\$100M         0.0           US revenue (%)         \$5*\$20M         0.0         >100M         100.0           Position satisfying? (%)         Thoroughly         31.4         Generally         51.7           OK Sometimes         12.9         No         4.0           Salary reviewed (%)         6 months         2.7         18 months         2.7						Avg.	45.2
Years in position         High         30.0         Low         1.0         Avg.         5.0           Salary (\$000s/yr)         High         500.0         Low         22.0         Avg.         152.8           Commission received?         Yes         4.7         No         95.3           Amount (\$000s/yr)         High         220.0         Low         2.0         Avg.         79.9           Bonus received?         Yes         83.7         No         16.3           Amount (\$000s/yr)         High         125.0         Low         2.0         Avg.         56.6           Perceived pay         ws. peers (%)         More         14.3         Less         45.6         Same         40.1           Employer's gross         <\$5M0         0.0         \$50-\$100M         0.0           US revenue (%)         \$5*\$20M         0.0         \$100M         100.0           \$20-\$50M         0.0         \$100M         100.0         \$100.0           Salary reviewed (%)         5.5*20M         0.0         \$100M         100.0           Salary reviewed (%)         6.6         months         2.7         18 months         2.9         No         4.0           Salary re							
Salary (\$000s/yr)							
Commission received?	· · · · · · · · · · · · · · · · · · ·						
Manount (\$000s/yr)						Avg.	152.8
No.   16.3   Amount (\$000s/yr)   High   125.0   Low   2.0   Avg.   56.6							
Amount (\$000s/yr)         High         125.0         Low         2.0         Avg.         56.6           Perceived pay         vs. peers (%)         More         14.3         Less         45.6         Same         40.1           Employer's gross         <\$5M         0.0         \$50-\$100M         0.0           US revenue (%)         \$5-\$20M         0.0         >100M         100.0           Position satisfying? (%)         Thoroughly OK Sometimes         12.9         No         4.0           Salary reviewed (%)         6 months 2.7         18 months         2.9           12 months         86.4         24 months         8.0           Advancement         Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor)           prospects (%)         Excellent         13.9         Good         32.4           Fair         32.4         Poor         21.2           How current job         Promoted         43.8         Exec Search         14.9           was acquired (%)         Hired by Company         11.4         Own Initiative         24.1           Benefits received (%)         Signing Bonus         21.4         Retirement         56.4           Car         15.1         Medical         Medical						Avg.	/9.9
Perceived pay   vs. peers (%)   More   14.3   Less   45.6   Same   40.1							F.C.C
vs. peers (%)         More         14.3         Less         45.6         Same         40.1           Employer's gross         <\$5M         0.0         \$50-\$100M         0.0           US revenue (%)         \$5-\$20M         0.0         >100M         100.0           \$20-\$50M         0.0         Position satisfying? (%)         Thoroughly OK Sometimes         12.9         No         4.0           Salary reviewed (%)         6 months         2.7         18 months         2.9           Salary reviewed (%)         6 months         2.7         18 months         2.9           Advancement         Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor)         Promoted         4.8         4.8         4.0           Advancement prospects (%)         Excellent         13.9         Good         32.4         Poor         21.2           How current job         Promoted         43.8         Exec Search         14.9         Mon Initiative         24.1           Benefits received (%)         Signing Bonus         21.4         Retirement         56.4         24.1           Benefits received (%)         Signing Bonus         21.4         Retirement         56.2         22.4           Factors important         Salary         2.5		High	125.0	Low	2.0	Avg.	56.6
Employer's gross			14.2		45.0		40.1
US revenue (%) \$5-\$20M 0.0 >100M 100.0 \$20-\$50M 0.0 Position satisfying? (%) Thoroughly 31.4 Generally 51.7 OK Sometimes 12.9 No 4.0 Salary reviewed (%) 6 months 2.7 18 months 2.9 12 months 86.4 24 months 8.0 Advancement Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor) Excellent 13.9 Good 32.4 Fair 32.4 Poor 21.2			14.3				
\$20-\$50M							
Position satisfying? (%)	US revenue (%)				>1001/	1	100.0
OK Sometimes   12.9	D				0		
Salary reviewed (%)         6 months         2.7         18 months         2.9           Advancement         Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor)           prospects (%)         Excellent         13.9         Good         32.4           How current job         Promoted         43.8         Exec Search         14.9           was acquired (%)         Hired by Company         11.4         Own Initiative         24.1           Benefits received (%)         Signing Bonus         21.4         Retirement         56.4           Car         15.1         Medical         86.6           Dental         79.5         Stock         52.4           Factors important         Salary         2.5         Environ./Culture         3.1           to job (avg ranking,         Benefits         4.0         Loyalty to Staff         4.8           1 = most important         Advancement         4.1         Environ./Soc. Resp.         6.9           Training         6.4         Job Security         4.3           Employer rating         Salary         2.2         Environ./Culture         2.3           (avg rating, 1 = best)         Benefits         2.0         Loyalty to Staff         4.6           Advancement	Position satisfying? (%)		~ ,			ally	
12 months	Colony regioned (04)					atho	
Advancement prospects (%)         Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor)           prospects (%)         Excellent         13.9         Good         32.4           How current job         Promoted         43.8         Exec Search         14.9           was acquired (%)         Hired by Company         11.4         Own Initiative         24.1           Benefits received (%)         Signing Bonus         21.4         Retirement         56.4           Car         15.1         Medical         86.6           Dental         79.5         Stock         52.4           Factors important         Salary         2.5         Environ./Culture         3.1           to job (avg ranking,         Benefits         4.0         Loyalty to Staff         4.8           1 = most important)         Advancement         4.1         Environ./Soc. Resp.         6.9           Training         6.4         Job Security         4.3           Employer rating         Salary         2.2         Environ./Culture         2.3           (avg rating, 1 = best)         Benefits         2.0         Loyalty to Staff         4.8           Advancement         2.7         Environ./Soc. Resp.         2.2         1.2           Training <td>Salary reviewed (%)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	Salary reviewed (%)						
prospects (%)         Excellent         13.9         Good         32.4           How current job         Promoted         43.8         Exec Search         14.9           was acquired (%)         Hired by Company         11.4         Own Initiative         24.1           Benefits received (%)         Signing Bonus         21.4         Retirement         56.4           Car         15.1         Medical         86.6           Dental         79.5         Stock         52.4           Factors important         Salary         2.5         Environ./Culture         3.3           to job (avg ranking,         Benefits         4.0         Loyalty to Staff         4.8           1 = most important)         Advancement         4.1         Environ./Soc. Resp.         6.9           Training         6.4         Job Security         4.3           Employer rating         Salary         2.2         Environ./Culture         2.3           (avg rating, 1 = best)         Benefits         2.0         Loyalty to Staff         2.6           Advancement         2.7         Environ./Soc. Resp.         2.2           Training         2.7         Job Security         2.4           Plan to seek a new job motivation (	Advancement						0.0
Fair   32.4   Poor   21.2			•			101)	32 /
How current job was acquired (%) Hired by Company 11.4 Own Initiative 24.1  Benefits received (%) Signing Bonus 21.4 Retirement 56.4 Car 15.1 Medical 86.6 Dental 79.5 Stock 52.4  Factors important Salary 2.5 Environ./Culture 3.1 to job (avg ranking, Benefits 4.0 Loyalty to Staff 4.8 I = most important) Advancement 4.1 Environ./Soc. Resp. 6.9 Training 6.4 Job Security 4.3  Employer rating Salary 2.2 Environ./Culture 2.3 (avg rating, 1 = best) Benefits 2.0 Loyalty to Staff 2.6 Advancement 2.7 Environ./Soc. Resp. 2.2 Training 2.7 Job Security 2.4  Plan to seek a new yes 38.4 No 32.9 job this year? (%)  New job motivation (%) Salary/Benefits 30.5 Advancement 15.8 Different Part of Ind 6.3 Need a Change 6.3 Get out of Industry 5.3 Job Security 4.7 Environ./Culture 22.6 Other 8.4  Method for seeking Recruitment Agency 2.1 Existing Contacts 2.0 mew job (avg ranking, Job Ads 3.2 Contact Companies 3.8  1=most likely) Post Resume 3.9  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 Company's core Disagree Somewhat 0.0 Agree Strongly 0.0	prospects (70)		iit.				
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Benefits received (%)  Signing Bonus  Car  15.1 Medical  86.6  Dental  79.5 Stock  52.4  Factors important  Salary  2.5 Environ./Culture  3.1  to job (avg ranking,  Benefits  4.0 Loyalty to Staff  4.8  1 = most important)  Advancement  Training  6.4 Job Security  4.3  Employer rating  Salary  2.2 Environ./Culture  2.3  Employer rating  Salary  2.2 Environ./Culture  2.3  Advancement  2.7 Loyalty to Staff  2.6  Advancement  2.7 Environ./Soc. Resp.  2.2  Training  2.7 Job Security  2.4  Plan to seek a new  Yes  38.4 No  32.9  job this year? (%)  New job motivation (%)  Salary/Benefits  Different Part of Ind  Get out of Industry  Environ./Culture  22.6 Other  8.4  Method for seeking  Recruitment Agency  Job Ads  3.2 Contact Companies  3.8  1=most likely)  Post Resume  Disagree Strongly  Company fosters  Disagree Strongly  Disagree Somewhat  Disagree Strongly  O.0  Agree Somewhat  O.0  Company's core  Disagree Strongly  Disagree Strongly  O.0  Agree Somewhat  O.0  Agree Somewhat  O.0  Agree Strongly  O.0  Agree Somewhat  O.0  Agree Strongly  O.0	•						
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Factors important to job (avg ranking, Benefits 4.0 Loyalty to Staff 4.8  1 = most important) Advancement 4.1 Environ./Soc. Resp. 6.9  Training 6.4 Job Security 4.3  Employer rating Salary 2.2 Environ./Culture 2.3  (avg rating, 1 = best) Benefits 2.0 Loyalty to Staff 2.6  Advancement 2.7 Environ./Soc. Resp. 2.2  Training 2.7 Job Security 2.4  Plan to seek a new Yes 38.4 No 32.9  job this year? (%)  New job motivation (%) Salary/Benefits 30.5 Advancement 15.8  Different Part of Ind 6.3 Need a Change 6.3  Get out of Industry 5.3 Job Security 4.7  Environ./Culture 22.6 Other 8.4  Method for seeking Recruitment Agency 2.1 Existing Contacts 2.0  Method for seeking new job (avg ranking, Job Ads 3.2 Contact Companies 3.8  1=most likely) Post Resume 3.9  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Agree Strongly 0.0  Agree Somewhat 0.0  Agree Strongly 0.0						••	
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Training   6.4   Job Security   4.3				4.1	, ,		
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(avg rating, 1 = best)         Benefits         2.0         Loyalty to Staff         2.6           Advancement         2.7         Environ./Soc. Resp.         2.2           Iraining         2.7         Job Security         2.4           Plan to seek a new         Yes         38.4         No         32.9           job this year? (%)         New job motivation (%)         Salary/Benefits         30.5         Advancement         15.8           Different Part of Ind         6.3         Need a Change         6.3           Get out of Industry         5.3         Job Security         4.7           Environ./Culture         22.6         Other         8.4           Method for seeking         Recruitment Agency         2.1         Existing Contacts         2.0           new job (avg ranking,         Job Ads         3.2         Contact Companies         3.8           1=most likely)         Post Resume         3.9         Company fosters         Disagree Strongly         0.0         Agree Somewhat         0.0           culture of         Disagree Somewhat         0.0         Agree Somewhat         0.0           Company's core         Disagree Strongly         0.0         Agree Somewhat         0.0           Company's co	Employer rating	Salary		2.2	Enviro	n./Culture	2.3
Training   2.7   Job Security   2.4	(avg rating, 1 = best)	Benefit	S	2.0	Loyalty	to Staff	2.6
Plan to seek a new job this year? (%)  New job motivation (%)  Salary/Benefits 30.5 Advancement 15.8.  Different Part of Ind 6.3 Need a Change 6.3 Get out of Industry 5.3 Job Security 4.7 Environ./Culture 22.6 Other 8.4  Method for seeking Recruitment Agency 2.1 Existing Contacts 2.0 mew job (avg ranking, Job Ads 3.2 Contact Companies 3.8  1=most likely)  Post Resume 3.9  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 agree Strongly 0.0  transparency? (%)  Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Agree Somewhat 0.0 Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Strongly 0.0  Agree Somewhat 0.0  Agree Strongly 0.0  Agree Strongly 0.0		Advanc	ement	2.7	Enviro	n./Soc. Resp.	2.2
job this year? (%)  New job motivation (%)  Salary/Benefits Different Part of Ind Get out of Industry Environ./Culture 22.6  Method for seeking New job (avg ranking, 1=most likely) Post Resume Disagree Strongly Company fosters Culture of Disagree Somewhat Disagree Strongly Company's core Disagree Strongly Disagree St		Training	g	2.7	Job Se	curity	2.4
New job motivation (%)  Salary/Benefits Different Part of Ind Get out of Industry Environ./Culture 22.6  Method for seeking New job (avg ranking, Job Ads Salary/Benefits Different Part of Ind Get out of Industry Environ./Culture 22.6  Method for seeking Necruitment Agency Disagree Strongly Disagree Strongly Disagree Somewhat Disagree Strongly Disagree	Plan to seek a new	Yes		38.4	No		32.9
Different Part of Ind 6.3 Need a Change 6.3 Get out of Industry 5.3 Job Security 4.7 Environ./Culture 22.6 Other 8.4  Method for seeking Recruitment Agency 2.1 Existing Contacts 2.0 new job (avg ranking, Job Ads 3.2 Contact Companies 3.8  1=most likely) Post Resume 3.9  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 culture of Disagree Somewhat 0.0 Agree Strongly 0.0  transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0	job this year? (%)						
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Environ./Culture 22.6 Other 8.4  Method for seeking Recruitment Agency 2.1 Existing Contacts 2.0  new job (avg ranking, Job Ads 3.2 Contact Companies 3.8  1=most likely) Post Resume 3.9  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  culture of Disagree Somewhat 0.0 Agree Strongly 0.0  transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0		Differer	nt Part of	Ind 6.3	Need a	Change	6.3
Method for seeking new job (avg ranking, 1=most likely)     Recruitment Agency 2.1     Existing Contacts 2.0       1=most likely)     Post Resume 3.9       Company fosters culture of transparency? (%)     Disagree Strongly 0.0     Agree Somewhat 0.0       Company's core purpose inspires? (%)     Disagree Strongly 0.0     Agree Somewhat 0.0       Agree Somewhat 0.0     Agree Somewhat 0.0		Get out	of Indust	ry 5.3	Job Se	curity	4.7
new job (avg ranking, 1=most likely)     Job Ads     3.2     Contact Companies     3.8       1=most likely)     Post Resume     3.9     3.9       Company fosters     Disagree Strongly     0.0     Agree Somewhat     0.0       culture of transparency? (%)     Neutral     0.0     Agree Strongly     0.0       Company's core purpose inspires? (%)     Disagree Strongly     0.0     Agree Somewhat     0.0       Disagree Somewhat     0.0     Agree Strongly     0.0		Environ	./Culture	22.6			8.4
1=most likely)     Post Resume     3.9       Company fosters     Disagree Strongly     0.0     Agree Somewhat     0.0       culture of     Disagree Somewhat     0.0     Agree Strongly     0.0       transparency? (%)     Neutral     0.0     Agree Somewhat     0.0       Company's core     Disagree Strongly     0.0     Agree Somewhat     0.0       purpose inspires? (%)     Disagree Somewhat     0.0     Agree Strongly     0.0	Method for seeking	Recruit	ment Age	-	Existin	g Contacts	2.0
Company fosters     Disagree Strongly     0.0     Agree Somewhat     0.0       culture of     Disagree Somewhat     0.0     Agree Strongly     0.0       transparency? (%)     Neutral     0.0       Company's core     Disagree Strongly     0.0     Agree Somewhat     0.0       purpose inspires? (%)     Disagree Somewhat     0.0     Agree Strongly     0.0					Contac	ct Companies	3.8
culture of     Disagree Somewhat     0.0     Agree Strongly     0.0       transparency? (%)     Neutral     0.0     Agree Somewhat     0.0       Company's core     Disagree Strongly     0.0     Agree Somewhat     0.0       purpose inspires? (%)     Disagree Somewhat     0.0     Agree Strongly     0.0	1=most likely)						
transparency? (%)     Neutral     0.0       Company's core     Disagree Strongly     0.0     Agree Somewhat     0.0       purpose inspires? (%)     Disagree Somewhat     0.0     Agree Strongly     0.0		_	_	-			0.0
Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0	culture of	_			Agree	Strongly	0.0
purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0							
	Company's core						0.0
Neutral 0.0	purpose inspires? (%)	_			Agree	Strongly	0.0
		Neutral		0.0			



## **Market Sectors**

This section shows how the data profiles of employees—salary, benefits, perceptions, satisfaction, intent to move, job-seeking preferences, etc.—vary between different sectors of the industry (Rx Pharmaceuticals, Medical Products, Managed Care, etc.)

### **DATA SETS**

- Rx Pharmaceuticals, page 16
- OTC Pharmaceuticals, page 16
- Biotechnology, page 17
- Medical Products, page 17
- Diagnostics, page 18
- Hospital Products, page 18
- Dental Products, page 19
- Managed Care, page 19

2014
CAREER
& SALARY
SURVEY
MEDICAL MARKETING & MEDICAL
MEDICAL MARKETING & MEDICAL MARKETING & MEDICAL
MEDICAL MEDICAL MARKETING & MEDICAL MARKETING & MEDICAL
MEDICAL ME

### RX PHARMACEUTICALS

\$147,200

**V**3.3%

### **OTC PHARMACEUTICALS**

\$138,100

**▼14.0%** 

Number of respondent	ts					617	Number of responden	ts					149
Employer	Per	cent	Market Sec	tor	P	ercent	Employer	Per	rcent	Market Sed	tor	F	Percent
Manufacturer		32.4	Rx Pharmace	euticals		100.0	Manufacturer		24.8	Rx Pharmac	euticals		89.3
Agency		42.3	OTC Pharma	ceuticals		21.6	Agency		46.3	OTC Pharma	ceuticals		100.0
Media/Publisher - HCP			Biotechnolog	۲V		28.4	Media/Publisher - HCP			Biotechnolo	gΛ		40.9
Media/Publisher - Consum	ner		Medical Devi		)	25.1	Media/Publisher - Consun	ner		Medical Dev		D	45.0
Media/Publisher - HCP & C			Diagnostic D			12.6	Media/Publisher - HCP & (			Diagnostic [			25.5
Service Supplier	, , , , , , , , , , , , , , , , , , , ,		Hospital Prod		•	8.1	Service Supplier			Hospital Pro		•	19.5
Other			Dental Produ		•	1.9	Other			Dental Prod		•	4.7
Other			Managed Car		,	9.2	Other			Managed Ca	•	۲	20.1
•	110-4				A		•	I II ada		_		A	
Age	High	71		21	Avg.	43.3	Age	High	64		23 50.3	Avg.	42.9
Sex Vector in industria	Male	51.1 48.0		49.0 1.0	Δυσ	15.6	Sex Vegra in industry	Male	49.7 40.0	Female		Λυσ	15.2
Years in industry	High	30.0		1.0	Avg.	4.2	Years in industry	High	38.0	Low Low	1.0	Avg.	5.6
Years in position	High	500.0		20.0	Avg.	147.2	Years in position	High	500.0	Low	30.0	Avg.	138.1
Salary (\$000s/yr) Commission received?	High Yes	7.8		92.2	Avg.	147.2	Salary (\$000s/yr) Commission received?	High Yes	10.7	No	89.3	Avg.	136.1
		160.0		1.0	Λνα	52.0			300.0	Low	2.0	Λνα	47.6
Amount (\$000s/yr)	High	70.5		29.5	Avg.	32.0	Amount (\$000s/yr)	High				Avg.	47.0
Bonus received?	Yes				A	72 E	Bonus received?	Yes	67.8	No	32.2	A ~	102.1
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5	Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay	Moro	12.6	Loca	48.0	Como	20 5	Perceived pay	Moro	9.5	Loca	53.4	Cama	27.2
vs. peers (%) Employer's gross	More <\$5M	12.0	Less 10.1	\$50-\$	Same	39.5 9.8	vs. peers (%)	More <\$5M	9.5	Less	\$50-\$	Same	37.2 15.8
. , ,	\$5-\$20	M	24.3	>100N		38.4	Employer's gross	\$5-\$20	M	10.3 19.2	>100N		35.6
US revenue (%)	\$20-\$5		24.3 17.5	>1001	1	30.4	US revenue (%)	\$20-\$5		19.2	>100N	/1	33.0
Position satisfying? (%)	Thorou		29.4	Genera	ally	49.8	Position satisfying? (%)	Thorou		29.7	Genera	ally	53.1
rosition satisfying: (70)		netimes	16.3	No	ally	4.4	rosition satisfying: (70)		netimes	14.5	No	ally	2.8
Salary reviewed (%)	6 mont		4.4	18 moi	nthe	5.6	Salary reviewed (%)	6 mont		3.5	18 mo	nthe	4.8
Salary reviewed (70)	12 mon		78.4	24 mo		11.6	Salary reviewed (70)	12 mon		75.2	24 mo		16.6
Advancement			c. 3=Good 2=			11.0	Advancement			c. 3=Good 2			
prospects (%)	Exceller		16.0	Good	,01)	34.9	prospects (%)	Excelle		13.6	Good	501)	38.8
prospects (70)	Fair		28.6	Poor		20.5	prospects (70)	Fair		30.6	Poor		17.0
How current job	Promot	ed	30.6	Exec S	earch	15.8	How current job	Promot	ted	33.6	Exec S	Search	15.8
was acquired (%)		y Compar			itiative	28.8	was acquired (%)		y Compai			nitiative	27.4
Benefits received (%)	Signing	<u> </u>	15.3	Retire		48.0	Benefits received (%)		g Bonus	12.1	Retire		50.0
,	Car		11.7	Medica		88.7		Car	,	9.5	Medic		89.7
	Dental		77.5	Stock		39.1		Dental		78.5	Stock		29.3
Factors important	Salary		2.4		n./Culture	2.8	Factors important	Salary		2.4		n./Culture	3.1
to job (avg ranking,	Benefit	s	4.2		to Staff	4.7	to job (avg ranking,	Benefit	S	4.1		y to Staff	4.5
1 = most important)	Advanc	ement	4.3		n./Soc. Res <sub>l</sub>		1 = most important)	Advanc	ement	4.6		n./Soc. Res	
	Training		6.3	Job Se		4.3	, , ,	Training		6.1		ecurity	4.0
Employer rating	Salary		2.3		n./Culture	2.2	Employer rating	Salary		2.4	Enviro	n./Culture	
(avg rating, 1 = best)	Benefit	S	2.2	Loyalty	y to Staff	2.4	(avg rating, 1 = best)	Benefit	:S	2.1		y to Staff	2.4
	Advanc	ement	2.6		n./Soc. Res <sub>l</sub>	o. 2.3		Advano	ement	2.6		n./Soc. Res	sp. 2.3
	Training	g	2.8	Job Se	curity	2.3		Training	g	2.7	Job Se	ecurity	2.3
Plan to seek a new	Yes		36.4	No		34.2	Plan to seek a new	Yes		34.0	No		38.1
job this year? (%)							job this year? (%)						
New job motivation (%)	Salary/	Benefits	35.2	Advan	cement	11.0	New job motivation (%)	Salary/	Benefits	39.7	Advan	cement	12.3
	Differer	nt Part of		Need a	Change	5.9		Differe	nt Part of	Ind 6.9	Need a	a Change	4.1
	Get out	of Indust	try 6.9	Job Se	curity	6.2		Get out	t of Indust	ry 8.2	Job Se	ecurity	5.5
	Environ	./Culture		Other		9.0		Enviror	n./Culture	13.7	Other		9.6
Method for seeking		ment Age	-		g Contacts	1.9	Method for seeking		tment Age	-		ng Contacts	
new job (avg ranking,	Job Ads		3.2	Contac	ct Companie	s 3.7	new job (avg ranking,	Job Ad:		3.1	Conta	ct Compani	ies 3.7
1=most likely)	Post Re		4.0				1=most likely)	Post Re		3.8			
Company fosters	_	e Strongl	-	_	Somewhat	0.0	Company fosters	_	ee Strong	-	_	Somewhat	
culture of	_	e Somew		Agree	Strongly	0.0	culture of	_	ee Somew		Agree	Strongly	0.0
transparency? (%)	Neutral		0.0				transparency? (%)	Neutra		0.0			
Company's core	_	e Strongl	-	_	Somewhat	0.0	Company's core	_	ee Strong	-	_	Somewhat	
purpose inspires? (%)	_	e Somew		Agree	Strongly	0.0	purpose inspires? (%)	_	ee Somew		Agree	Strongly	0.0
	Neutral		0.0					Neutra	I	0.0			

<b>BIO</b>	ΤE	СН	NO	LO	GY
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\$150,500

**V14.2%** 

### MEDICAL PRODUCTS

\$135,600

**▼12.8%** 

Number of respondent	:s					235
Employer	Pei	rcent I	Market Se	ctor	Р	ercent
Manufacturer		31.9 F	Rx Pharma	ceuticals		74.5
Agency		37.9	OTC Pharm	aceuticals		26.0
Media/Publisher - HCP		4.3 E	Biotechnolo	ogy		100.0
Media/Publisher - Consum	er		Medical De	0,	n	39.6
Media/Publisher - HCP & C			Diagnostic		•	24.7
Service Supplier			Hospital Pr		•	15.3
Other			Dental Prod			4.7
Julici			Managed C		P	16.6
Age	High	75	Low	23	Avg.	44.5
Sex	Male	55.3	Female			
lears in industry	High	50.0	Low	1.0	Avg.	16.5
Years in position	High	30.0	Low	1.0	Avg.	4.7
Salary (\$000s/yr)	High	515.0	Low	30.0	Avg.	150.5
Commission received?	Yes	8.5	No	91.5		
Amount (\$000s/yr)	High	220.0	Low	5.0	Avg.	53.4
Bonus received?	Yes	71.1	No	28.9		
Amount (\$000s/yr)	High	565.0	Low	5.0	Avg.	54.4
Perceived pay						
/s. peers (%)	More	13.0	Less	45.5	Same	41.6
Employer's gross	<\$5M		16.5	\$50-\$	100M	7.0
JS revenue (%)	\$5-\$20		25.7	>1001	Л	36.3
	\$20-\$5	50M	14.8			
Position satisfying? (%)	Thorou	ighly	33.1	Gener	ally	49.8
	OK Sor	netimes	13.3	No		3.9
Salary reviewed (%)	6 mont	ths	5.6	18 mo	nths	5.6
	12 mon	iths	75.1	24 mo	nths	13.7
Advancement	Index 2	2.5 (4=Exc	c. 3=Good 2	2=Fair 1=Po	oor)	
rospects (%)	Excelle	nt	17.2	Good		34.8
	Fair		28.3	Poor		19.7
low current job	Promo	ted	35.5	Exec S	Search	14.1
vas acquired (%)	Hired b	y Compar	y 13.3	Own Ir	nitiative	31.2
Benefits received (%)	Signing	g Bonus	18.3	Retire	ment	45.1
	Car		7.4	Medic	al	87.6
	Dental		76.7	Stock		49.0
actors important	Salary		2.5	Enviro	n./Culture	3.0
o job (avg ranking,	Benefit	ts	4.2	Loyalt	y to Staff	4.6
l = most important)	Advano	cement	4.4	Enviro	n./Soc. Res	p. 6.8
	Trainin	g	6.2	Job Se	ecurity	4.2
Employer rating	Salary		2.3	Enviro	n./Culture	2.2
avg rating, 1 = best)	Benefit	ts	2.2		y to Staff	2.3
	Advano	cement	2.5	Enviro	n./Soc. Res	p. 2.3
	Training	g	2.7	Job Se	ecurity	2.3
Plan to seek a new	Yes		34.6	No		33.3
ob this year? (%)						
New job motivation (%)	Salary	/Benefits	42.7	Advan	cement	10.3
	Differe	nt Part of	nd 6.0	Need	a Change	4.3
		t of Indust			ecurity	6.0
		n./Culture	19.7	Other	-	8.6
		tment Age			ng Contacts	1.9
Method for seeking		_	3.2		ct Companie	
•	Job Ad:					
new job (avg ranking,	Job Ad Post Re		4.1			
new job (avg ranking, l=most likely)	Post Re	esume	4.1 v 0.0	Agree	Somewhat	0.0
new job (avg ranking, l=most likely) Company fosters	Post Re Disagre	esume ee Strongl	y 0.0	_	Somewhat Strongly	0.0
new job (avg ranking, L=most likely) Company fosters culture of	Post Re Disagre Disagre	esume ee Strongl ee Somew	y 0.0 hat 0.0	_	Somewhat Strongly	0.0
Method for seeking new job (avg ranking, L=most likely) Company fosters culture of transparency? (%) Company's core	Post Re Disagre Disagre Neutra	esume ee Strongl ee Somew I	y 0.0 hat 0.0 0.0	Agree	Strongly	0.0
new job (avg ranking, L=most likely) Company fosters culture of	Post Re Disagre Disagre Neutra Disagre	esume ee Strongl ee Somew	y 0.0 hat 0.0 0.0 y 0.0	Agree Agree		

MEDICAL PRODU	013	•	р133,	300	▼.	12.070	
Number of respondents						267	
Employer	Per	cent I	Market S	Sector		Percent	
Manufacturer		40.8 F	Rx Pharm	naceutica	ls	58.1	
Agency		31.8	OTC Phar	maceutic	als	25.1	
Media/Publisher - HCP		6.0 I	Biotechn	ology		34.8	
Media/Publisher - Consume	r			evices/E	auin	100.0	
Media/Publisher - HCP & Co				c Device		28.1	
Service Supplier	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			Products		19.9	
Other			•	oducts/E	• •	6.4	
Other			Managed		.quip	14.2	
		'	viariageu	Carc		17.2	
Age	High	78	Low	2	24 Avg.	44.9	
Sex	Male	56.9	Fema	le 43	3.1		
Years in industry	High	45.0	Low	1	.0 Avg.	15.5	
Years in position	High	30.0	Low	1	.0 Avg.	5.1	
Salary (\$000s/yr)	High	500.0	Low	22	.0 Avg.	135.6	
Commission received?	Yes	12.7	No	87	<b>'</b> .3		
Amount (\$000s/yr)	High	160.0	Low	2	.0 Avg.	51.4	
Bonus received?	Yes	66.3	No	33	3.7		
Amount (\$000s/yr)	High	300.0	Low	15	.0 Avg.	82.5	
Perceived pay							
vs. peers (%)	More	10.9	Less	54	.3 Same	e 34.7	
Employer's gross	<\$5M		16	.6 \$5	0-\$100M	11.6	
US revenue (%)	\$5-\$20	M	25.	9 >10	MOC	31.3	
	\$20-\$5	50M	14	.7			
Position satisfying? (%)	Thorou	ghly	27	.7 Ge	nerally	52.7	
	OK Son	netimes	14.	0 No		5.7	
Salary reviewed (%)	6 mont	hs	3.	.8 18	months	6.9	
	12 mon		69		months	19.9	
Advancement	Index 2	2.4 (4=Exc	c. 3=Goo	d 2=Fair 1	.=Poor)		
prospects (%)	Exceller	nt	16		od	29.0	
	Fair		30.			23.7	
How current job	Promot		28	4 Exe	ec Search	16.3	
was acquired (%)		y Compar	ıy 16	.3 Ow	n Initiative	31.1	
Benefits received (%)	Signing	Bonus	16		tirement	42.9	
	Car		11		edical	87.1	
	Dental		71.		ock	39.5	
Factors important	Salary		2		viron./Cultı		
to job (avg ranking,	Benefit		4.	•	yalty to Sta		
1 = most important)	Advanc		4		Environ./Soc. Res		
	Training	3	6		Security	4.3	
Employer rating	Salary		2		viron./Cult		
(avg rating, 1 = best)	Benefit		2	-	yalty to Sta		
	Advanc				viron./Soc.		
	Training	<u> </u>	2.		Security	2.3	
Plan to seek a new	Yes		33.	.5 No		36.8	
job this year? (%)	C-1/	/D 6'1 -	25	0 4-1		12.0	
New job motivation (%)		Benefits	35.		vancement		
		nt Part of			ed a Chang		
		of Indust	-		o Security	5.7	
M. II 17 12		ı./Culture			her	8.1	
Method for seeking		ment Age	•		sting Conta		
new job (avg ranking,	Job Ads				ntact Comp	oanies 3.5	
1=most likely)	Post Re		4.		roo Co	hat 0.0	
Company fosters	_	e Strongl	_		ree Somew		
culture of	_	ee Somew		_	ree Strongl	y 0.0	
transparency? (%)	Neutral		0.		roo Coma:	hat 0.0	
Company's core	_	e Strongl	-		ree Somew		
purpose inspires? (%)	_	ee Somew		_	ree Strongl	y 0.0	
	Neutral	<u> </u>	0.	·			

\$132,200

**V23.3%** 

### **HOSPITAL PRODUCTS**

\$127,800

**▼12.2%** 

Alumber of respondent Employer Manufacturer Agency Media/Publisher - HCP Media/Publisher - HCP & C Service Supplier Other  Age Sex (ears in industry (ears in position Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Bonus received? Amount (\$000s/yr) Perceived pay	Per Consmr.  High Male High High High Yes High	23.5 F 34.8 C 12.2 E 1.7 M 2.6 C 10.4 H 14.8 C 65 46.1 45.0 30.0 500.0	Market Sec Rx Pharmac DTC Pharma Biotechnolo Medical Dev Diagnostic I Hospital Prod Dental Prod Managed Ca Low Female Low Low	euticals aceuticals gy ices/Equip Device/Equ ducts/Equip are 22 53.9	o iip iip.	67.8 33.0 50.4 65.2 100.0 33.0 10.4 24.4
Manufacturer Agency Media/Publisher - HCP Media/Publisher - Consum Media/Publisher - HCP & C Service Supplier Other  Age Sex Mears in industry Mears in position Galary (\$000s/yr) Commission received? Amount (\$000s/yr) Perceived pay	High Male High High High Yes High	23.5 F 34.8 C 12.2 E 1.7 M 2.6 C 10.4 H 14.8 C 65 46.1 45.0 30.0 500.0	Rx Pharmac DTC Pharma Biotechnolo Medical Dev Diagnostic I Hospital Prod Dental Prod Managed Ca Low Female Low	euticals aceuticals gy ices/Equip Device/Equ ducts/Equip are 22 53.9	ijp.	67.8 33.0 50.4 65.2 100.0 33.0 10.4 24.4 44.6
Agency Media/Publisher - HCP Media/Publisher - Consum Media/Publisher - Consum Media/Publisher - HCP & Consum Media/Publishe	High Male High High High Yes High	34.8 C 12.2 E 1.7 M 2.6 E 10.4 H 14.8 E M 65 46.1 45.0 30.0 500.0	OTC Pharma Biotechnolo Medical Dev Diagnostic I Hospital Prod Dental Prod Managed Ca Low Female Low	aceuticals gy ices/Equip Device/Equiducts/Equicts/Equip are 22 53.9	iip iip.	33.0 50.4 65.2 100.0 33.0 10.4 24.4
Media/Publisher - HCP Media/Publisher - Consum Media/Publisher - Consum Media/Publisher - HCP & C Service Supplier Other  Age Sex Mears in industry Mears in position Galary (\$000s/yr) Commission received? Amount (\$000s/yr) Perceived pay	High Male High High High Yes High	12.2 E 1.7 M 2.6 E 10.4 H 14.8 E M 65 46.1 45.0 30.0 500.0	Biotechnolo Medical Dev Diagnostic I Hospital Prod Dental Prod Managed Ca Low Female Low	gy ices/Equip Device/Equ ducts/Equip ucts/Equip are 22 53.9	iip iip.	50.4 65.2 100.0 33.0 10.4 24.4
Media/Publisher - Consum Media/Publisher - HCP & Consum Media/Publisher Media/Pub	High Male High High High Yes High	1.7 M 2.6 C 10.4 H 14.8 C 65 46.1 45.0 30.0 500.0	Medical Dev Diagnostic I Hospital Prod Dental Prod Managed Ca Low Female Low	ices/Equip Device/Equ ducts/Equ ucts/Equip are 22 53.9	iip iip.	65.2 100.0 33.0 10.4 24.4
Media/Publisher - HCP & Cervice Supplier Other  Age Sex Years in industry Years in position Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Sonus received? Amount (\$000s/yr) Perceived pay	High Male High High High Yes High	2.6 [10.4] H 14.8 [14.8] M 65 46.1 45.0 30.0 500.0	Diagnostic E Hospital Prod Dental Prod Managed Ca Low Female Low	Device/Equ ducts/Equ ucts/Equip are 22 53.9	iip iip.	100.0 33.0 10.4 24.4
Service Supplier Other  Age Sex (ears in industry (ears in position Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Sonus received? Amount (\$000s/yr) Perceived pay	High Male High High High Yes High	10.4 H 14.8 E 65 46.1 45.0 30.0 500.0	Hospital Pro Dental Prod Managed Ca Low Female Low	oducts/Equipore ucts/Equipore 22 53.9	iip.	33.0 10.4 24.4
Age Sex Vears in industry Vears in position Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Sonus received? Amount (\$000s/yr) Verceived pay	Male High High High Yes High	14.8 E N 65 46.1 45.0 30.0 500.0	Dental Prod Managed Ca Low Female Low	ucts/Equip are 22 53.9	)	10.4 24.4
Age Sex (ears in industry (ears in position Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Bonus received? Amount (\$000s/yr) Perceived pay	Male High High High Yes High	65 46.1 45.0 30.0 500.0	Managed Ca Low Female Low	22 53.9		24.4
Age Sex (ears in industry (ears in position Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Bonus received? Amount (\$000s/yr) Perceived pay	Male High High High Yes High	65 46.1 45.0 30.0 500.0	Managed Ca Low Female Low	22 53.9		24.4
Sex  Vears in industry  Vears in position  Salary (\$000s/yr)  Commission received?  Amount (\$000s/yr)  Sonus received?  Amount (\$000s/yr)  Perceived pay	Male High High High Yes High	46.1 45.0 30.0 500.0	Female Low	53.9	Avg.	44.6
fears in industry fears in position Galary (\$000s/yr) Commission received? Amount (\$000s/yr) Sonus received? Amount (\$000s/yr) Perceived pay	High High High Yes High	45.0 30.0 500.0	Low			
Vears in position Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Sonus received? Amount (\$000s/yr) Perceived pay	High High Yes High	30.0 500.0		1 0		
Salary (\$000s/yr) Commission received? Amount (\$000s/yr) Sonus received? Amount (\$000s/yr) Perceived pay	High Yes High	500.0	Low	1.0	Avg.	15.0
Commission received? Amount (\$000s/yr) Bonus received? Amount (\$000s/yr) Perceived pay	Yes High			1.0	Avg.	6.4
Amount (\$000s/yr) Bonus received? Amount (\$000s/yr) Perceived pay	High	12.0	Low	22.0	Avg.	132.2
Bonus received? Amount (\$000s/yr) Perceived pay		13.0	No	87.0		
Amount (\$000s/yr) Perceived pay	17	150.0	Low	2.0	Avg.	45.3
Perceived pay	Yes	65.2	No	34.8		
	High	125.0	Low	2.0	Avg.	56.6
s. peers (%)	More	9.6	Less	49.6	Same	40.9
Employer's gross	<\$5M		15.9	\$50-\$1	.00M	5.3
JS revenue (%)	\$5-\$20	OM	30.1	>100M		35.4
	\$20-\$		13.3			
Position satisfying? (%)	Thorou		28.3	Genera	lly	51.3
	OK Sor	netimes	15.0	No		5.3
Salary reviewed (%)	6 mont	ths	3.5	18 mon	iths	6.2
	12 mor	nths_	69.9	24 mor	nths_	20.4
Advancement	Index 2	2.3 (4=Exc	c. 3=Good 2	=Fair 1=Po	or)	
rospects (%)	Excelle		15.9	Good	-	29.2
<u> </u>	Fair		28.3	Poor		26.6
low current job	Promo	ted	30.4	Exec Se	earch	12.2
vas acquired (%)	Hired b	y Compan	ıy 18.3	Own In	itiative	29.6
Benefits received (%)	Signing	g Bonus	13.6	Retiren	nent	45.5
	Car		4.6	Medica	ıl	85.2
	Dental		68.2	Stock		36.4
actors important	Salary		2.4	Enviror	n./Culture	3.2
o job (avg ranking,	Benefit	ts	4.1	Loyalty	to Staff	4.6
= most important)	Advano	cement	4.6	Enviror	n./Soc. Res	p. 6.8
	Trainin		6.1	Job Se		4.1
Employer rating	Salary		2.4		n./Culture	2.3
avg rating, 1 = best)	Benefit	ts	2.3		to Staff	2.3
	Advand	cement	2.6		n./Soc. Res	•
	Trainin	g	2.7	Job Se	curity	2.4
Plan to seek a new ob this year? (%)	Yes		33.9	No		37.4
lew job motivation (%)	Salarv	/Benefits	34.5	Advano	ement	13.8
, , , , , , , , , , , , , , , , , , , ,	-	nt Part of I			Change	5.2
		t of Indust		Job Se	_	6.9
		n./Culture	•	Other		6.9
Method for seeking		tment Age			g Contacts	2.2
nethod for seeking new job (avg ranking,	Job Ad	_	3.1		t Compani	
=most likely)	Post Re		4.0	Joinal	c oompani	JJ J.C
=most likely) Company fosters		ee Strongly		Agree	Somewhat	0.0
company rosters	_	ee Strongij ee Somewl	=		Strongly	0.0
	_			Agree	onongry	0.0
ransparency? (%)	Neutra		0.0	Agrac (	Somowhat	0.0
Company's core ourpose inspires? (%)	_	ee Strongly ee Somewl	=	_	Somewhat Strongly	0.0
uu puse iiispires ( (70)	Neutra		0.0 0.0	Agree	onongly	0.0

HOSI HALI KOL	,001	<u> </u>	ΨТ	27,0	<del>50</del>	V 16.6	- 70
Number of respondent	s						75
Employer	Pe	rcent	Mark	cet Sec	ctor	Pe	rcent
Manufacturer		25.3	Rx Pł	narmac	euticals		66.7
Agency					ceuticals		38.7
Media/Publisher - HCP			Biote	chnolo	gγ		48.0
Media/Publisher - Consum	er				ices/Equip		70.7
Media/Publisher - HCP & C					evice/Equ		50.7
Service Supplier					ducts/Equ	•	100.0
Other			•		ucts/Equip	•	14.7
Other				ged Ca			32.0
			ivianic	.gou 00			02.0
Age	High	78		.OW	24	Avg.	45.2
Sex	Male	52.0		emale	48.0		
Years in industry	High	45.0		.OW	1.0	Avg.	15.1
Years in position	High	30.0		.OW	1.0	Avg.	6.0
Salary (\$000s/yr)	High	720.0		.ow	28.0	Avg.	127.8
Commission received?	Yes	12.0		lo	88.0		
Amount (\$000s/yr)	High	150.0		OW	10.0	Avg.	53.9
Bonus received?	Yes	62.7		lo	37.3		
Amount (\$000s/yr)	High	250.0	L	.OW	5.0	Avg.	47.7
Perceived pay		0.5			4	•	05.1
vs. peers (%)	More	9.5	L	ess	55.4	Same	35.1
Employer's gross	<\$5M	014		10.7	\$50-\$1	OOM	6.7
US revenue (%)	\$5-\$2			25.3	>100M		37.3
	\$20-\$			20.0			41.1
Position satisfying? (%)	Thorou			32.9	Genera	lly	41.1
0.1		metimes		20.6	No	41	5.5
Salary reviewed (%)	6 mon			2.8	18 mon		6.9
A do	12 mor		. 2-	66.7	24 mon		23.6
Advancement	Excelle	•	(C. 3-	400u 2 15.1	=Fair 1=Poo Good	)) )	32.9
prospects (%)	Fair	HIL		24.7	Poor		27.4
How ourront ich	Promo	tod		31.1	Exec Se	arch	9.5
How current job		oy Compai	nv.	10.8	Own Ini		36.5
was acquired (%) Benefits received (%)		g Bonus	ııy	22.8	Retirem		49.1
Delients received (70)	Car	g Donus		5.3	Medical		91.2
	Dental			70.2	Stock	'	28.1
Factors important	Salary			2.3		./Culture	3.7
to job (avg ranking,	Benefi			3.6		to Staff	4.7
1 = most important)		cement		4.7	, ,	./Soc. Resp.	
1 - most important	Trainin			5.9	Job Sec	•	4.0
Employer rating	Salary	Ь		2.5		./Culture	2.2
(avg rating, 1 = best)	Benefi	ts		2.2		to Staff	2.4
(4.8.48, 2.4.4.4)		cement		2.6		./Soc. Resp.	
	Trainin			2.7	Job Sec		2.3
Plan to seek a new	Yes	0		35.1	No		40.5
job this year? (%)							
New job motivation (%)	Salary	/Benefits		48.7	Advanc	ement	10.3
		nt Part of	Ind	5.1	Need a	Change	5.1
	Get ou	t of Indus	try	2.6	Job Sec	curity	7.7
	Enviro	n./Culture	9	15.4	Other	•	5.1
Method for seeking	Recrui	tment Age	ency	2.4	Existing	Contacts	2.2
new job (avg ranking,	Job Ad	_		2.9	_	t Companies	3.7
1=most likely)	Post R	esume		3.9			
Company fosters	Disagr	ee Strong	ly	0.0	Agree S	Somewhat	0.0
culture of	Disagr	ee Somew	vhat	0.0	Agree S	Strongly	0.0
transparency? (%)	Neutra	ıl		0.0			
Company's core	Disagr	ee Strong	ly	0.0	Agree S	Somewhat	0.0
purpose inspires? (%)	Disagr	ee Somew	vhat	0.0		Strongly	0.0
	Neutra	ıl		0.0			

### **SECTION 3 MARKET SECTORS**

Employer	DENTAL PRODU	CTS	\$10	0,000		<b>▼4</b> 7	7.6%
Manufacturer   37.5   Rx Pharmaceuticals   50	Number of respondent	:s					24
Agency         41.7         OTC Pharmaceuticals         29           Media/Publisher - HCP         8.3         Biotechnology         45           Media/Publisher - HCP & Consmr.         0.0         Diagnostic Devices/Equip         50           Service Supplier         4.2         Hospital Products/Equip.         45           Other         8.3         Dental Products/Equip.         45           Age         High         78         Low         25         Avg.         44           Sex         Male         54.2         Female         45.8           Years in industry         High         30.0         Low         2.0         Avg.         10           Sex         Male         54.2         Female         45.8         45.8         45.8         45.8         44.8         44.8         45.8         44.8         44.8         44.8         45.8         44.8         44.8         44.8         44.8         45.8         44.8         45.8         44.8         45.8         45.8         45.8         10.0         Avg.         10.0         Avg.         10.0         Avg.         10.0         Avg.         10.0         Avg.         10.0         Avg.         40.0         Avg.         10.	Employer	Pe	rcent M	arket Sec	tor		Percent
Media/Publisher - HCP         8.3         Biotechnology         45           Media/Publisher - Consumer         0.0         Medical Devices/Equip         70           Media/Publisher - HCP & Consmr.         0.0         Diagnostic Device/Equip         50           Other         8.3         Dental Products/Equip         45           Service Supplier         4.2         Hospital Products/Equip         40           Age         High         78         Low         25         Avg.         44           Sex         Male         54.2         Female         45.8         45.8         44           Years in position         High         30.0         Low         2.0         Avg.         10           Salary (\$000s/yr)         High         30.0         Low         1.0         Avg.         10           Commission received?         Yes         62.5         No         8.75         Amount (\$000s/yr)         High         125.0         Low         5.0         Avg.         30           Bonus received Pay         Sex         62.5         No         8.75         Amount (\$000s/yr)         High         125.0         Low         4.0         Avg.         44           Perceived pay	Manufacturer		37.5 R	(Pharmac	euticals		50.0
Media/Publisher - Consumer	Agency		41.7 0	TC Pharma	ceuticals		29.2
Media/Publisher - HCP & Consmr.   0.0   Diagnostic Device/Equip   50	Media/Publisher - HCP		8.3 Bi	otechnolo	gy		45.8
Media/Publisher - HCP & Consmr.   0.0   Diagnostic Device/Equip   50	Media/Publisher - Consum	er	0.0 M	edical Dev	ices/Equir	)	70.8
Service Supplier							50.0
Detail   Products   Equip   100	Service Supplier			_		•	45.8
Managed Care   25   Avg.   44				•		•	100.0
Male   54.2   Female   45.8	<b>Suite</b>						25.0
Years in industry         High 30.0         Low 2.0         Avg. 13           Years in position         High 30.0         Low 1.0         Avg. 76           Salary (\$000s/yr)         High 200.0         Low 5.0         Avg. 100           Commission received?         Yes 12.5         No 87.5         Amount (\$000s/yr)         High 75.0         Low 5.0         Avg. 30           Bonus received?         Yes 62.5         No 37.5         Amount (\$000s/yr)         High 125.0         Low 4.0         Avg. 44           Perceived pay ves, peers (%)         More 12.5         Less 66.7         Same 20         20           Employer's gross         <\$5M 8.3         \$50-\$100M 8         8           US revenue (%)         \$5-\$20M 45.8         >100M 25           S20-\$50M 12.5         Los Generally 41         41           Position satisfying? (%)         Thoroughly 20.8         Generally 41         41           OK Sometimes 25.0         No 12.5         12           Salary reviewed (%)         6 months 4.2         18 months 4.2         18 months 4.2           Advancement Index 2.1 (4=Exc. 3=Good 2=Fair 1=Poor)         12         12           How current job Wass acquired (%)         Promoted 37.5         Exec Search 8         3.3         600         20 <td>Age</td> <td>High</td> <td>78</td> <td>Low</td> <td>25</td> <td>Avg.</td> <td>44.4</td>	Age	High	78	Low	25	Avg.	44.4
Name	Sex	Male	54.2	Female	45.8		
Salary (\$000s/yr)	Years in industry	High	30.0	Low	2.0	Avg.	13.6
Commission received?   Yes   12.5   No   87.5	Years in position	High	30.0	Low	1.0	Avg.	7.1
Amount (\$000s/yr)	Salary (\$000s/yr)	High	200.0	Low	28.0	Avg.	100.0
No.   Same   S	Commission received?	Yes	12.5	No	87.5		
Amount (\$000s/yr)   High   125.0   Low   4.0   Avg.   44	Amount (\$000s/yr)		75.0	Low	5.0	Avg.	30.0
Perceived pay   vs. peers (%)   More   12.5   Less   66.7   Same   20	Bonus received?	Yes	62.5	No	37.5		
More   12.5   Less   66.7   Same   20	Amount (\$000s/yr)	High	125.0	Low	4.0	Avg.	44.3
Semployer's gross   \$5M   \$3.3   \$50-\$100M   \$8	Perceived pay						
Solution satisfying? (%)   Solution satisfying? (%)   Thoroughly   20.8   Generally   41	vs. peers (%)	More	12.5	Less	66.7	Same	20.8
\$20.\$50M   12.5	Employer's gross	<\$5M		8.3	\$50-\$3	LOOM	8.3
Position satisfying? (%)	US revenue (%)	\$5-\$20	OM	45.8	>100M		25.0
OK Sometimes   25.0   No   12		\$20-\$	50M	12.5			
Salary reviewed (%)   6 months   4.2   18 months   29	Position satisfying? (%)	Thorou	ughly	20.8	Genera	ally	41.7
12 months   62.5   24 months   29		OK Sor	metimes	25.0	No		12.5
Index 2.1 (4=Exc. 3=Good 2=Fair 1=Poor)	Salary reviewed (%)	6 mon	ths	4.2	18 mor	nths	4.2
Prospects (%) Excellent Fair 41.7 Poor 29 How current job Promoted 37.5 Exec Search 8 was acquired (%) Hired by Company 12.5 Own Initiative 33 Benefits received (%) Signing Bonus 10.5 Retirement 26 Car 0.0 Medical 84 Dental 63.2 Stock 26 Factors important Salary 2.1 Environ./Culture 3 Benefits 4.2 Loyalty to Staff 4 1 = most important) Advancement Training 5.8 Job Security 3 Employer rating (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2.8 Environ./Culture 2.8 Advancement 2.8 Environ./Culture 2.9 Job Security 2.9 Plan to seek a new job this year? (%) New job motivation (%) Salary/Benefits 38.5 No 20 Get out of Industry Environ./Culture 15.4 Other 7 Method for seeking Recruitment Agency Job Ads 2.7 Contact Companies 3 Rege Somewhat Other Company fosters Disagree Strongly O.0 Agree Somewhat Ocompany's core Disagree Strongly O.0 Agree Somewhat Ocompany's core		12 mor	nths	62.5	24 moi	nths	29.2
Fair 41.7 Poor 29  How current job Promoted 37.5 Exec Search 8  was acquired (%) Hired by Company 12.5 Own Initiative 33  Benefits received (%) Signing Bonus 10.5 Retirement 26  Car 0.0 Medical 84  Dental 63.2 Stock 26  Factors important Salary 2.1 Environ./Culture 3  to job (avg ranking, Benefits 4.2 Loyalty to Staff 4  1 = most important) Advancement 4.7 Environ./Soc. Resp. 7  Training 5.8 Job Security 3  Employer rating Salary 2.8 Environ./Culture 2  (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2  Advancement 2.8 Environ./Culture 2  Advancement 2.8 Environ./Soc. Resp. 2  Training 2.9 Job Security 2  Plan to seek a new Yes 37.5 No 20  ibo this year? (%)  New job motivation (%) Salary/Benefits 38.5 Advancement 0  Different Part of Ind 23.1 Need a Change 0  Get out of Industry 7.7 Job Security 7  Environ./Culture 15.4 Other 7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2  new job (avg ranking, Job Ads 2.7 Contact Companies 3  1 = most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0  Company's core Disagree Strongly 0.0 Agree Somewhat 0  Disagree Somewhat 0.0 Agree Somewhat 0	Advancement	Index	2.1 (4=Exc.	3=Good 2:	=Fair 1=Po	or)	
How current job Promoted 37.5 Exec Search 8 was acquired (%) Hired by Company 12.5 Own Initiative 33 Benefits received (%) Signing Bonus 10.5 Retirement 26 Car 0.0 Medical 84 Dental 63.2 Stock 26 Factors important Salary 2.1 Environ./Culture 3 to job (avg ranking, Benefits 4.2 Loyalty to Staff 4 1 = most important) Advancement 4.7 Environ./Soc. Resp. 7 Training 5.8 Job Security 3 Employer rating Salary 2.8 Environ./Culture 2 (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2 Advancement 2.8 Environ./Culture 2 Advancement 2.8 Environ./Soc. Resp. 2 Training 2.9 Job Security 2 Plan to seek a new Yes 37.5 No 20 plob this year? (%) New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7 Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8 Company fosters Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0	prospects (%)	Excelle	ent	8.3	Good		20.8
Was acquired (%) Hired by Company 12.5 Own Initiative 33 Benefits received (%) Signing Bonus 10.5 Retirement 26 Car 0.0 Medical 84 Dental 63.2 Stock 26 Factors important Salary 2.1 Environ./Culture 3 to job (avg ranking, Benefits 4.2 Loyalty to Staff 4 1 = most important) Advancement 4.7 Environ./Soc. Resp. 7 Training 5.8 Job Security 3 Employer rating Salary 2.8 Environ./Culture 2 (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2 Advancement 2.8 Environ./Culture 2 Advancement 2.8 Environ./Soc. Resp. 2 Training 2.9 Job Security 2 Plan to seek a new Yes 37.5 No 20 plob this year? (%) New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7 Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8 Company fosters Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0		Fair		41.7	Poor		29.2
Benefits received (%)  Signing Bonus Car  0.0 Medical 84 Dental 63.2 Stock 26 Factors important Salary 2.1 Environ./Culture 3 to job (avg ranking, Benefits 4.2 Loyalty to Staff 4.1 = most important) Advancement Training 5.8 Job Security 3 Employer rating Salary 2.8 Environ./Culture 2.9 Job Security 2.9 Job Security 2.9 Job Security 2.0 Security 2.0 Job Security 2.0 Job Security 2.0 Job Security 2.1 Environ./Soc. Resp. 2.2 Environ./Culture 2.3 Environ./Culture 2.4 Environ./Soc. Resp. 2.5 Loyalty to Staff 2.6 Environ./Soc. Resp. 2.7 Job Security 2.8 Environ./Soc. Resp. 2.9 Job Security 2.0 Job Security 2.0 Job Security 2.0 Job Security 2.1 Environ./Soc. Resp. 2.2 Environ./Soc. Resp. 2.3 No 2.0 Job Security 2.4 Job Security 2.5 Loyalty to Staff 2.6 Environ./Culture 2.7 Job Security 2.8 Existing Contacts 2.9 Job Security 2.0 Job Security 3.0 Job Security 3.0 Job Se	How current job	Promo	ted	37.5	Exec S	earch	8.3
Car 0.0 Medical 84 Dental 63.2 Stock 26 Factors important Salary 2.1 Environ./Culture 3 to job (avg ranking, Benefits 4.2 Loyalty to Staff 4 1 = most important) Advancement 4.7 Environ./Soc. Resp. 7 Training 5.8 Job Security 3 Employer rating Salary 2.8 Environ./Culture 2 (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2 Advancement 2.8 Environ./Culture 2 Advancement 2.8 Environ./Soc. Resp. 2 Training 2.9 Job Security 2 Plan to seek a new yes 37.5 No 20 job this year? (%) New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7 Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8 Company fosters Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0	was acquired (%)	Hired b	oy Company	12.5	Own In	itiative	33.3
Dental 63.2 Stock 26 Factors important Salary 2.1 Environ./Culture 3 to job (avg ranking, Benefits 4.2 Loyalty to Staff 4 1 = most important) Advancement 4.7 Environ./Soc. Resp. 7 Training 5.8 Job Security 3 Employer rating Salary 2.8 Environ./Culture 2 (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2 Advancement 2.8 Environ./Soc. Resp. 2 Training 2.9 Job Security 2 Plan to seek a new yes 37.5 No 20 glob this year? (%) New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7 Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8 Company fosters Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0	Benefits received (%)	Signin	g Bonus	10.5	Retirer	nent	26.3
Factors important  to job (avg ranking, Benefits 4.2 Loyalty to Staff 4.1 = most important)  Advancement 4.7 Environ./Soc. Resp. 7. Training 5.8 Job Security 3  Employer rating Salary 2.8 Environ./Culture 2  (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2  Advancement 2.8 Environ./Culture 2  Advancement 2.8 Environ./Soc. Resp. 2  Training 2.9 Job Security 2  Plan to seek a new yes 37.5 No 20  job this year? (%)  New job motivation (%) Salary/Benefits 38.5 Advancement 0  Different Part of Ind 23.1 Need a Change 0  Get out of Industry 7.7 Job Security 7  Environ./Culture 15.4 Other 7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2  new job (avg ranking, Job Ads 2.7 Contact Companies 3  1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0  Company's core Disagree Strongly 0.0 Agree Somewhat 0  Company's core Disagree Strongly 0.0 Agree Somewhat 0		Car		0.0	Medica	al	84.2
to job (avg ranking, Benefits 4.2 Loyalty to Staff 4 1 = most important) Advancement 4.7 Environ./Soc. Resp. 7 Training 5.8 Job Security 3 Employer rating Salary 2.8 Environ./Culture 2 (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2 Advancement 2.8 Environ./Soc. Resp. 2 Training 2.9 Job Security 2 Plan to seek a new yes 37.5 No 20 job this year? (%) New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7 Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0		Dental		63.2	Stock		26.3
Advancement 4.7 Environ./Soc. Resp. 7 Training 5.8 Job Security 3 Employer rating Salary 2.8 Environ./Culture 2 (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2 Advancement 2.8 Environ./Soc. Resp. 2 Training 2.9 Job Security 2  Plan to seek a new 7 yes 37.5 No 20 glob this year? (%) New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2 Inew job (avg ranking, Job Ads 2.7 Contact Companies 3 I=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0 Company's core Disagree Strongly 0.0 Agree Somewhat 0	Factors important	Salary		2.1	Enviro	1./Culture	3.8
Training 5.8 Job Security 3  Employer rating Salary 2.8 Environ./Culture 2  (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2  Advancement 2.8 Environ./Soc. Resp. 2  Training 2.9 Job Security 2  Plan to seek a new job this year? (%)  New job motivation (%) Salary/Benefits 38.5 Advancement 0  Different Part of Ind 23.1 Need a Change 0  Get out of Industry 7.7 Job Security 7  Environ./Culture 15.4 Other 7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2  new job (avg ranking, Job Ads 2.7 Contact Companies 3  1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0  Company's core Disagree Strongly 0.0 Agree Somewhat 0  Company's core Disagree Strongly 0.0 Agree Somewhat 0	to job (avg ranking,	Benefi	ts	4.2	Loyalty	to Staff	4.6
Employer rating Salary 2.8 Environ./Culture 2 (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2 Advancement 2.8 Environ./Soc. Resp. 2 Training 2.9 Job Security 2  Plan to seek a new Yes 37.5 No 20  plob this year? (%)  New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2 Inew job (avg ranking, Job Ads 2.7 Contact Companies 3 I=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0 Culture of Disagree Somewhat 0.0 Agree Strongly 0 Transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0	1 = most important)	Advand	cement	4.7	Enviro	1./Soc. Re	sp. 7.0
Ravg rating, 1 = best   Benefits   2.5   Loyalty to Staff   2		Trainin	ıg	5.8	Job Se	curity	3.8
Advancement   2.8	Employer rating	Salary		2.8			2.7
Training   2.9   Job Security   2	(avg rating, 1 = best)	Benefit	ts	2.5	Loyalty	to Staff	2.5
Plan to seek a new Yes 37.5 No 20 job this year? (%)  New job motivation (%) Salary/Benefits 38.5 Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2 mew job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0 culture of Disagree Somewhat 0.0 Agree Strongly 0 transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0		Advand	cement	2.8	Enviro	1./Soc. Re	sp. 2.5
job this year? (%)  New job motivation (%)  Salary/Benefits  Different Part of Ind  Get out of Industry Environ./Culture  Secruitment Agency  Dib Ads  Post Resume  Company fosters  Disagree Strongly  Neutral  Disagree Strongly  New job (avg ranking, Disagree Strongly  Disagree Strongly  Neutral  Disagree Strongly  Disagree Strongly  On  Agree Somewhat  On  On  Company's core  Disagree Strongly  On  Agree Somewhat  On  On  Company's core  Disagree Strongly  On  Agree Somewhat  On  On  Company's core  Disagree Strongly  On  Agree Somewhat  On  On  Company's core  Disagree Strongly  On  Agree Somewhat  On  On  Company's core  Disagree Strongly  On  On  Agree Somewhat  On  On  On  Company's core		Trainin	g	2.9	Job Se	curity	2.5
New job motivation (%)  Salary/Benefits 38.5  Advancement 0 Different Part of Ind 23.1 Need a Change 0 Get out of Industry Environ./Culture 15.4 Other 7 Method for seeking new job (avg ranking, 1=most likely) Post Resume Disagree Strongly Output Disagree Somewhat 0.0 Agree Somewhat 0.0 Agree Somewhat 0.0 Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Somewh		Yes		37.5	No		20.8
Different Part of Ind 23.1 Need a Change 0 Get out of Industry 7.7 Job Security 7 Environ./Culture 15.4 Other 7 Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0 culture of Disagree Somewhat 0.0 Agree Strongly 0 transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0		Calari	/Donofito	20 E	Adva-	nomont	0.0
Get out of Industry 7.7 Job Security 7.7 Environ./Culture 15.4 Other 7.7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 culture of Disagree Somewhat 0.0 Agree Strongly 0.0 transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0	New Job Induvation (%)	•					0.0
Environ./Culture 15.4 Other 7  Method for seeking Recruitment Agency 2.8 Existing Contacts 2  new job (avg ranking, Job Ads 2.7 Contact Companies 3  1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0  culture of Disagree Somewhat 0.0 Agree Strongly 0  transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0						_	
Method for seeking Recruitment Agency 2.8 Existing Contacts 2 new job (avg ranking, Job Ads 2.7 Contact Companies 3 1=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 culture of Disagree Somewhat 0.0 Agree Strongly 0.0 transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0			-			curity	7.7
new job (avg ranking, Job Ads 2.7 Contact Companies 3  L=most likely) Post Resume 3.8  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  Large Somewhat 0.0 Agree Strongly 0.0  Large Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Agree Somewhat 0.0  Agree Somewhat 0.0	Mathad fau ac - liin-					« Contact	7.7
Post Resume   3.8	_		_	-		_	
Company fosters         Disagree Strongly         0.0         Agree Somewhat         0.0           culture of transparency? (%)         Disagree Somewhat         0.0         Agree Strongly         0.0           Company's core         Disagree Strongly         0.0         Agree Somewhat         0.0					Contac	i compar	ies 3.5
culture of transparency? (%)     Disagree Somewhat Neutral     0.0     Agree Strongly     0.0       Company's core     Disagree Strongly     0.0     Agree Somewhat     0					A	Came -: 1	. ^^
transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0		_					
Company's core Disagree Strongly 0.0 Agree Somewhat 0		_			Agree :	Strongly	0.0
purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.		_					
Neutral 0.0	purpose inspires? (%)	_			Agree :	Strongly	0.0

MANAGED CARE	•	\$12	22,20	0	<b>V</b> 19	9.3%
Number of respondents	S					89
Employer	Pe	rcent N	larket S	ector		Percent
Manufacturer		6.7 F	x Pharm	aceuticals		64.0
Agency		39.3 C	TC Phari	maceutical	S	33.7
Media/Publisher - HCP		5.6 E	Biotechno	logy		43.8
Media/Publisher - Consume	er	2.3 N	Medical D	evices/Equ	ıip	42.7
Media/Publisher - HCP & C	onsmr.	1.1 C	iagnosti	Device/E	quip	31.5
Service Supplier		18.0 F	lospital F	roducts/E	quip.	27.0
Other		27.0 D	ental Pro	oducts/Equ	ıip	6.7
		٨	Managed	Care		100.0
Age	High	71	Low	23	Avg.	44.4
Sex	Male	47.2	Femal	e 52.8		
Years in industry	High	39.0	Low	1.0	Avg.	15.1
Years in position	High	36.0	Low	1.0	Avg.	6.3
Salary (\$000s/yr)	High	500.0	Low	22.0	Avg.	122.2
Commission received?	Yes	11.2	No	88.8		
Amount (\$000s/yr)	High	160.0	Low	5.0		55.0
Bonus received?	Yes	53.9	No	46.1		
Amount (\$000s/yr)	High	90.0	Low	15.0	Avg.	48.9
Perceived pay				<b>500</b>	0	00 =
vs. peers (%)	More	14.9	Less	56.3		28.7
Employer's gross	<\$5M	014	18.0		\$100M	3.4
US revenue (%)	\$5-\$2		28.		M	31.5
Desition actiofying 2 (0/)	\$20-\$		19. 36.		rally	47.7
Position satisfying? (%)	Thoro	metimes	14.8		rany	1.1
Salary reviewed (%)	6 mon		6.9		onths	4.6
Salary reviewed (70)	12 moi		64.4		onths	24.1
Advancement		2.5 (4=Exc				
prospects (%)	Excelle	•	15.9		•	34.1
,,	Fair		29.			20.5
How current job	Promo	ted	26.		Search	10.2
was acquired (%)	Hired I	by Compan	y 15.9	9 Own	Initiative	38.6
Benefits received (%)	Signin	g Bonus	12.	5 Retir	ement	46.9
	Car		3.	1 Medi	cal	85.9
	Denta		75.0	) Stock	<	28.1
Factors important	Salary		2.	7 Envir	on./Culture	3.3
to job (avg ranking,	Benefi	ts	4.	1 Loyal	ty to Staff	4.6
l = most important)	Advan	cement	4.8	8 Envir	on./Soc. Re	sp. 6.7
	Trainir	ng	6.0	) Job S	Security	3.9
Employer rating	Salary		2.4		on./Culture	
(avg rating, 1 = best)	Benefi		2.	•	ty to Staff	2.4
		cement	2.		on./Soc. Re	•
	Trainir	ıg	2.0		Security	2.1
Plan to seek a new job this year? (%)	Yes		40.9	9 No		35.2
New job motivation (%)	Salary	/Benefits	58.	7 Adva	ncement	10.9
New Job motivation (70)	-	ent Part of I			l a Change	6.5
		it of Industi			Security	6.5
		n./Culture	8.		-	0.0
Method for seeking		tment Ager			ing Contact	
new job (avg ranking,	Job Ac		3.0		act Compar	
l=most likely)		esume	3.		,	
Company fosters		ee Strongly			e Somewha	t 0.0
culture of	_	ee Somewh		_	e Strongly	0.0
transparency? (%)	Neutra		0.0	_	0,	
Company's core		ee Strongly			e Somewha	t 0.0
purpose inspires? (%)	_	ee Somewl		_	e Strongly	0.0
	Neutra	al	0.0	)		



# **Job Titles**

This section shows how the data profiles of employees—salary, benefits, perceptions, satisfaction, intent to move, job-seeking preferences, etc.—vary between different job titles across the industry

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ALL POSITIONS		\$13	5,70	0		₹5.	5%
Number of respondents							1021
Employer	Pe	rcent	Market	Secto	r	F	Percent
Manufacturer		36.1	Rx Pha	rmace	uticals		60.4
Agency		29.6	OTC Ph	iarma	ceuticals		14.6
Media/Publisher - HCP			Biotech		-		23.0
Media/Publisher - Consume	er				ces/Equip		26.2
Media/Publisher - HCP & Co	onsmr.	2.5	Diagno	stic D	evice/Equ	ıip	11.3
Service Supplier					lucts/Equ	•	7.4
Other		17.7	Dental	Produ	cts/Equip	)	2.4
			Manag	ed Car	e		8.7
Age	High	78	Lov	٧	21	Avg.	44.2
Sex	Male	50.0	Fer	nale	50.1		
Years in industry	High	50.0	Lov	٧	1.0	Avg.	15.2
Years in position	High	50.0			1.0	Avg.	5.2
Salary (\$000s/yr)	High	1750.0			20.0	Avg.	135.7
Commission received?	Yes	8.6			91.4	A	F0 F
Amount (\$000s/yr)	High	300.0			1.0	Avg.	50.5
Bonus received? Amount (\$000s/yr)	Yes High	66.9 565.0			33.1 0.2	Avg.	30.0
Perceived pay	High	303.0	LOV	v	0.2	Avg.	30.0
vs. peers (%)	More	10.9	Les	SS	52.2	Same	36.9
Employer's gross	<\$5M	14.5			OM 9.9	Guille	
US revenue (%)	\$5-\$20 \$20-\$5	OM 22.6 50M 15.1	>10	MOC	37.9		
Position satisfying? (%)	Thorou			28.8	Genera	ılly	52.5
		netimes		14.1	No		4.6
Salary reviewed (%)	6 mont			month			
Adv		ths 75.2			ns 15.7	a.u\	
Advancement	Excelle	2.4 (4=Ex		oa ∠= 15.5	Good	or)	31.9
prospects (%)	Fair	TIL		15.5 29.9	Poor		22.8
How current job	Promo	ted		31.2	Exec S	earch	13.3
was acquired (%)		y Compai		15.7	Own In		32.8
Benefits received (%)		g Bonus		14.0	Retirer		49.1
, ,	Car			11.4	Medica	ıl	86.4
	Dental			74.7	Stock		38.8
Factors important	Salary			2.5	Enviror	n./Culture	3.0
to job (avg ranking,	Benefit	ts		4.2	Loyalty	to Staff	4.7
1 = most important)	Advano	cement		4.4		ı./Soc. Res <sub>l</sub>	p. 6.8
-	Trainin	g		6.3	Job Se		4.2
Employer rating	Salary			2.4		n./Culture	2.2
(avg rating, 1 = best)	Benefit			2.2		to Staff	2.4
	Advano			2.6	Job Se	n./Soc. Resp	
Plan to seek a new	Trainin; Yes	8		2.8 36.2	No Se	curity	2.3 34.6
job this year? (%)	103		•	JO.2	140		34.0
New job motivation (%)	Salary	/Benefits	3	35.9	Advano	cement	11.5
	-	nt Part of		6.8	Need a	Change	6.0
	Get out	t of Indust	try	4.7	Job Se	curity	5.3
-	Enviror	n./Culture	e :	21.6	Other		8.2
Method for seeking	Recruit	tment Age	ency	2.3		g Contacts	2.0
new job (avg ranking,	Job Ad			3.0	Contac	t Companie	es 3.7
1=most likely)	Post Re			3.9			
Company fosters	_	ee Strong	-	8.9	_	Somewhat	40.3
culture of	_	ee Somew		16.1	Agree S	Strongly	20.1
transparency? (%)	Neutra			14.7	A ~~~ ~ (	Somowhat	20.7
Company's core	_	ee Strong	•	5.1 9.5	_	Somewhat	39.7 28.9

Disagree Somewhat 9.5

16.8

Neutral

Agree Strongly

28.9

purpose inspires? (%)

PRESIDENT		\$274	4,900		<b>▲10</b> .	1%
Number of respondents						30
Employer	Pe	ercent l	Market Sec	tor	Pe	ercent
Manufacturer		23.3 I	Rx Pharma	ceuticals		83.3
Agency		40.0	OTC Pharm	aceuticals		10.0
Media/Publisher - HCP		13.3 I	Biotechnol	ogy		26.7
Media/Publisher - Consum	er	0.0 I	Medical De	vices/Equi	р	43.3
Media/Publisher - HCP & C	onsmr.	0.0 I	Diagnostic	Device/Eq	uip	20.0
Service Supplier		10.0 I	Hospital Pr	oducts/Eq	uip.	13.3
Other		13.3 I	Dental Prod	ducts/Equi	р	0.0
			Managed C	are		10.0
Age	High	74	Low	35	Avg.	51.1
Sex	Male	80.0	Female	20.0		
Years in industry	High	40.0	Low	5.0	Avg.	21.5
Years in position	High	50.0	Low	1.0	Avg.	9.6
Salary (\$000s/yr)	High	1750.0	Low	60.0	Avg.	274.9
Commission received?	Yes	26.7	No	73.3	A	440
Amount (\$000s/yr)	High	75.0	Low	2.0	Avg.	44.8
Bonus received? Amount (\$000s/yr)	Yes High	53.3	No Low	46.7 15.0	Λνα	72.5
Perceived pay	High	200.0	LOW	13.0	Avg.	72.5
vs. peers (%)	More	13.3	Less	56.7	Same	30.0
Employer's gross	<\$5M	44.8		.00 M00.		
US revenue (%)	\$5-\$20	OM 31.0	>100M	13.8		
	\$20-\$	50M 10.3				
Position satisfying? (%)	Thorou	ıghly	51.7	Gener	ally	31.0
	OK Sor	metimes	13.8	No		3.5
Salary reviewed (%)	6 mont	ths 6.7	18 mon	ths 0.0		
		nths 63.3		ths 30.0		
Advancement		•	c. 3=Good 2		oor)	
prospects (%)	Excelle	ent	40.0	Good		26.7
	Fair	11	6.7	Poor	l	26.7
How current job	Promo		23.3	Exec S	earcn nitiative	10.0 23.3
was acquired (%) Benefits received (%)		oy Compar g Bonus	ny 10.0 10.7	Retire		32.1
Delients received (70)	Car	g Donus	39.3	Medic		75.0
	Dental		60.7		ui	42.9
Factors important	Salary		2.8		n./Culture	2.5
to job (avg ranking,	Benefit		4.7		y to Staff	4.1
1 = most important)		cement	5.5	•	n./Soc. Resp	. 5.5
	Trainin	g	6.0	Job Se	ecurity	4.5
Employer rating	Salary		2.4	Enviro	n./Culture	1.6
(avg rating, 1 = best)	Benefit	ts	2.4	Loyalt	y to Staff	1.7
	Advand	cement	2.3	Enviro	n./Soc. Resp	. 2.0
	Trainin	g	2.5		ecurity	1.9
Plan to seek a new	Yes		16.7	No		56.7
job this year? (%)	Calany	/Donofito	0.0	Advan	oomont.	0.0
New job motivation (%)	-	/Benefits ent Part of	0.0 Ind 28.6		cement a Change	0.0 14.3
		t of Indust			ecurity	28.6
		n./Culture	,	Other	curity	14.3
Method for seeking		tment Age			ng Contacts	1.9
new job (avg ranking,	Job Ad		3.5		ct Companie:	
1=most likely)	Post Re		4.2			
Company fosters		ee Strongl		Agree	Somewhat	23.3
culture of	Disagro	ee Somew	hat 3.3	_	Strongly	60.0
transparency? (%)	Neutra	ıl	10.0		· 	
Company's core	Disagr	ee Strongl	y 3.3	Agree	Somewhat	23.3
purpose inspires? (%)	_	ee Somew		Agree	Strongly	60.0
	Neutra	ıl	13.3			

### CHIEF EXECUTIVE OFFICER \$232,500 ▼34,1%

### MANAGING DIRECTOR

\$174,500

▲0.1%

Number of respondents						1
Employer	Pe	rcent M	arket Sect	or		Percer
Manufacturer		18.8 R:	k Pharmace	euticals		56.
Agency		18.8 0	TC Pharma	ceuticals		18.
Media/Publisher - HCP		0.0 B	otechnolog	gy		43.
Media/Publisher - Consum	er	0.0 M	edical Devi	ces/Equi	0	43.
Media/Publisher - HCP & C	onsmr.	12.5 D	iagnostic D	evice/Equ	qir	25.
Service Supplier		25.0 H	ospital Pro	ducts/Eq	uip.	12.
Other		25.0 D	ental Prodι	ıcts/Equi	0	0.
			anaged Ca			18.
Age	High	72	Low	40	Avg.	57
Sex	Male	87.5	Female	12.5		
Years in industry	High	50.0	Low	3.0	Avg.	28.
Years in position	High	20.0	Low	1.0	Avg.	7.
Salary (\$000s/yr)	High	515.0	Low	75.0	Avg.	232.
Commission received?	Yes	0.0	No	100.0	7.4.6.	
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.
Bonus received?	Yes	62.5	No	37.5	.0.	
Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103
Perceived pay						
vs. peers (%)	More	0.0	Less	73.3	Same	26
Employer's gross	<\$5M	0.0	68.8	\$50-\$		0.
US revenue (%)	\$5-\$20	M	18.8	>100N		6.
	\$20-\$5		6.3	200		0.
Position satisfying? (%)	Thorou		75.0	Genera	ally	25.
	OK Son	netimes	0.0	No	-	0.
Salary reviewed (%)	6 mont	:hs	18.8	18 moi	nths	0.
	12 mon	iths	43.8	24 mo	nths	37.
Advancement	Index 3	3.4 (4=Exc.	3=Good 2=	Fair 1=Po	or)	
prospects (%)	Excelle	nt	62.5	Good		18.
	Fair		12.5	Poor		6.
How current job	Promot	ted	18.8	Exec S	earch	0.
was acquired (%)	Hired b	y Company	0.0	Own Ir	iitiative	50.
Benefits received (%)	Signing	g Bonus	7.7	Retire	ment	30.
	Car		53.9	Medica	al	84.
	Dental		46.2	Stock		46.
Factors important	Salary		3.3	Enviro	n./Culture	2.
to job (avg ranking,	Benefit	:S	4.7	, ,	y to Staff	3
l = most important)	Advanc	ement	6.2	Enviro	n./Soc. Re	sp. 5.
	Training	g	5.9	Job Se	curity	4.
Employer rating	Salary		1.9	Enviro	n./Culture	1.
(avg rating, 1 = best)	Benefit	S	2.0		y to Staff	1.
	Advanc	ement	1.7		n./Soc. Re	•
	Training	g	2.1	Job Se	curity	1.
Plan to seek a new	Yes		12.5	No		75.
job this year? (%)						
New job motivation (%)		Benefits	50.0		cement	0.
		nt Part of Ir			Change	0.
		t of Industr		Job Se	curity	25.
		n./Culture	25.0	Other		0.
Method for seeking		ment Agen	-		g Contacts	
new job (avg ranking,	Job Ad:		3.5	Contac	ct Compan	ies 3.
1=most likely)	Post Re		4.3			
Company fosters	_	ee Strongly	0.0		Somewhat	
culture of	_	ee Somewh		Agree	Strongly	75.
transparency? (%)	Neutra		0.0			
Company's core		ee Strongly	0.0		Somewhat	
purpose inspires? (%)	Disagre	ee Somewh	at 0.0	Agree	Strongly	81.
	Neutra		6.3			

MANAGINA DIK	LUIU	1.	Ψ1/	7,0	00		170
Number of respondents							19
Employer	Pe	rcent l	Marke	t Sect	or	F	ercent
Manufacturer		5.3 I	Rx Pha	armac	euticals		79.0
Agency		63.2	OTC P	harma	ceuticals		31.6
Media/Publisher - HCP			Biotec				42.1
Media/Publisher - Consum	er				ices/Equip		31.6
Media/Publisher - HCP & C					evice/Equ		10.5
Service Supplier	011011111				ducts/Equ	•	26.3
Other			•		ucts/Equip	•	0.0
			Manag				10.5
A	مادالا	FO			24	A ~	46.0
Age Sex	High Male	58 73.7		male	26.3	Avg.	46.0
Years in industry	High	32.0	Lo		10.0	Avg.	19.1
Years in position	High	14.0	Lo		1.0	Avg.	4.7
Salary (\$000s/yr)	High	325.0	Lo		50.0	Avg.	174.5
Commission received?	Yes	10.5			89.5	7146.	
Amount (\$000s/yr)	High	25.0	Lo		5.0	Avg.	15.0
Bonus received?	Yes	73.7			26.3	7.1.6.	
Amount (\$000s/yr)	High	565.0	Lo		5.0	Avg.	54.4
Perceived pay							
vs. peers (%)	More	5.6	Le	SS	50.0	Same	44.4
Employer's gross	<\$5M			10.5	\$50-\$1	00M	5.3
US revenue (%)	\$5-\$20	OM		31.6	>100M		10.5
, ,	\$20-\$5	50M		42.1			
Position satisfying? (%)	Thorou	ighly		61.1	Genera	lly	27.8
	OK Sor	netimes		11.1	No		0.0
Salary reviewed (%)	6 mont	ths		0.0	18 mon	ths	11.1
	12 mor			72.2	24 mon		16.7
Advancement	Index 2	2.7 <b>(</b> 4=Exc	c. 3=G	ood 2	=Fair 1=Poo	or)	
prospects (%)	Excelle	nt		27.8	Good		22.2
	Fair			38.9	Poor		11.1
How current job	Promo			27.8	Exec Se		27.8
was acquired (%)		y Compar	ıy	22.2	Own Ini		22.2
Benefits received (%)		g Bonus		26.7	Retirem		80.0
	Car			33.3	Medica	l	86.7
	Dental			53.3	Stock	(O. II	26.7
Factors important	Salary			2.5		./Culture	2.9
to job (avg ranking,	Benefit	cement		5.2 4.9	, ,	to Staff ./Soc. Resi	3.9 o. 7.3
1 = most important)	Trainin			5.7	Job Sec		J. 7.S 3.5
Employer rating	Salary	8		2.1		./Culture	2.1
Employer rating (avg rating, 1 = best)	Benefit	ts		2.4		to Staff	1.9
(avg rating, 1 - best)		cement		2.1		./Soc. Res	
	Trainin			2.6	Job Sec		2.2
Plan to seek a new	Yes	<u> </u>		33.3	No	, a. i.e.j	33.3
job this year? (%)							
New job motivation (%)	Salary	/Benefits		30.0	Advanc	ement	0.0
, , ,	-	nt Part of		10.0	Need a	Change	10.0
	Get ou	t of Indust	ry	0.0	Job Sec	_	10.0
		n./Culture	-	30.0	Other	,	10.0
Method for seeking		tment Age		2.0		Contacts	2.0
new job (avg ranking,	Job Ad	_	-	3.1	_	t Companie	
1=most likely)	Post Re	esume	_	4.0			
Company fosters	Disagre	ee Strongl	ly	5.3	Agree S	Somewhat	36.8
culture of	_	ee Somew	-	10.5		Strongly	36.8
transparency? (%)	Neutra	<u>                                     </u>	_	10.5			
Company's core	Disagre	ee Strongl	ly	0.0	Agree S	Somewhat	55.6
purpose inspires? (%)	Disagre	ee Somew	hat	11.1	Agree S	Strongly	33.3
	Neutra	I		0.0			

EXECUTIVE VICE PRESIDENT	\$235,600	<b>4.4</b> %
EXECUTIVE VICE PRESIDENT	あとうつ りしし	444

**Market Sector** 

Biotechnology

Low

Low

Low

Low

No

Low

No

Low

Less

10.5

26.3

31.6

42.1

10.5

0.0

50.0

5.6

27.8

42.1

15.8

5.6

33.3

55.6

2.4

4.6

5.2

6.6

2.1

2.2

2.6

2.9

15.8

16.7

0.0

16.7

16.7

1.6 3.7

4.3

5.3

0.0

15.8

5.3

5.3

5.3

Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)

Female

Rx Pharmaceuticals **OTC Pharmaceuticals** 

Medical Devices/Equip

Diagnostic Device/Equip

Hospital Products/Equip.

Agree Somewhat

Agree Strongly

31.6

52.6

Dental Products/Equip Managed Care

Percent

26.3

47.4

0.0

0.0

0.0

21.1

5.3

71

84.2

30.0

38.0

370.0

10.5

45.0

89.5

10.5

300.0

High

Male

High

High

High

High

Yes

High

More

<\$5M

\$5-\$20M

\$20-\$50M

Thoroughly

6 months 12 months

Excellent

Promoted

Hired by Company

Signing Bonus

Fair

Car

Dental

Salary

Benefits

Training

Benefits

Training

Job Ads

Neutral

Neutral

Post Resume

Disagree Strongly

Disagree Strongly

Disagree Somewhat

Disagree Somewhat

Yes

Salary

Advancement

Advancement

Salary/Benefits

Different Part of Ind

Get out of Industry

Recruitment Agency

Environ./Culture

**OK Sometimes** 

Yes

Number of respondents

Media/Publisher - HCP

Media/Publisher - Consumer

Media/Publisher - HCP & Consmr.

**Employer** 

Agency

Other

Age

Manufacturer

Service Supplier

Years in industry

Years in position

Salary (\$000s/yr)

Commission received?

Amount (\$000s/yr)

Amount (\$000s/yr)

Bonus received?

Perceived pay

vs. peers (%)

**Employer's gross** 

US revenue (%)

Position satisfying? (%)

Salary reviewed (%)

Advancement prospects (%)

How current job

was acquired (%)

**Factors important** 

to job (avg ranking,

1 = most important)

(avg rating, 1 = best)

Plan to seek a new

job this year? (%)

Method for seeking

1=most likely)

culture of

**Company fosters** 

transparency? (%)

purpose inspires? (%)

Company's core

new job (avg ranking,

New job motivation (%)

**Employer rating** 

Benefits received (%)

5,600 <b>▲</b> 4.4		VF
	19	Nun
	ercent	Emp
ticals	79.0	Mar
euticals	21.1	Age
	31.6	Med
s/Equip	26.3	Med
rice/Equip	10.5	Med
cts/Equip.	0.0	Serv
s/Equip	0.0	Oth
	0.0	
33 Avg.	48.3	٨٠٠
33 Avg. 15.8	40.3	Age Sex
10.0 Avg.	18.8	Year
1.0 Avg.	8.2	Year
1.0 Avg. 144.0 Avg.	235.6	Sala
89.5	200.0	Con
45.0 Avg.	45.0	Amo
10.5	-5.0	Bon
15.0 Avg.	82.5	Amo
-0.0 /wg.	<u> </u>	Perc
31.6 Same	57.9	vs. p
\$50-\$100M	15.8	Emp
>100M	15.8	1 2U
Generally	47.4	Posi
No	0.0	
18 months	22.2	Sala
24 months	27.8	
air 1=Poor)		Adv
Good	44.4	pros
Poor	22.2	•
Exec Search	10.5	How
Own Initiative	15.8	was
Retirement	22.2	Ben
Medical	77.8	
Stock	38.9	
Environ./Culture	2.1	Fact
Loyalty to Staff	4.1	to jo
Environ./Soc. Resp	. 6.8	1 = r
Job Security	4.2	
Environ./Culture	2.1	Emp
Loyalty to Staff	1.9	(avg
Environ./Soc. Resp		
Job Security	2.2	
No	52.6	Plar
		job i
Advancement	16.7	New
Need a Change	0.0	
Job Security	16.7	
Other	16.7	_
Existing Contacts	2.0	Met
Contact Companie		new
		1=m
Agree Somewhat	52.6	Con
Agree Strongly	26.3	cult
		tran

VP OPERATIONS	5	\$2	04,800	)	▲27.19		
Number of respondents						16	
Employer	Pe	ercent l	Market Sec	tor		Percent	
Manufacturer		37.5 F	Rx Pharma	ceuticals		56.3	
Agency		25.0	OTC Pharm	aceuticals		18.8	
Media/Publisher - HCP		0.0	Biotechnolo	ogy		25.0	
Media/Publisher - Consum	er	0.0	Medical Dev	vices/Equi	р	25.0	
Media/Publisher - HCP & C	onsmr.	0.0	Diagnostic I	Device/Eq	uip	6.3	
Service Supplier		12.5 I	Hospital Pro	oducts/Eq	uip.	6.3	
Other		25.0 I	Dental Prod	lucts/Equi	р	0.0	
		I	Managed C	are		6.3	
Age	High	65	Low	35	Avg.	50.3	
Sex	Male	81.3	Female	18.8			
Years in industry	High	30.0	Low	2.0	Avg.	20.2	
Years in position	High	24.0	Low	1.0	Avg.	6.1	
Salary (\$000s/yr)	High	330.0	Low	100.0	Avg.	204.8	
Commission received?	Yes	0.0	No	100.0			
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0	
Bonus received?	Yes	93.8	No	6.3			
Amount (\$000s/yr) Perceived pay	High	125.0	Low	2.0	Avg.	56.6	
vs. peers (%)	More	18.8	Less	43.8	Same	37.5	
Employer's gross	<\$5M	10.0	12.5	\$50-\$		12.5	
US revenue (%)	\$5-\$20	OM	25.0	>1001		50.0	
	\$20-\$		0.0				
Position satisfying? (%)	Thorou	ıghly	25.0	Genera	ally	56.3	
	OK Sor	metimes	18.8	No		0.0	
Salary reviewed (%)	6 mon	ths	0.0	18 mo	nths	0.0	
	12 mor		73.3	24 mo		26.7	
Advancement		•	:. 3=Good 2		or)		
prospects (%)	Excelle	ent	6.3	Good		31.3	
	Fair	41	31.3	Poor	a a sa la	31.3	
How current job	Promo		37.5 ny 12.5	Exec S	earcn nitiative	31.3 12.5	
was acquired (%) Benefits received (%)		oy Compar g Bonus	23.1	Retire		23.1	
bellelits received (70)	Car	g Donus	7.7	Medic		92.3	
	Dental		84.6	Stock	ui	76.9	
Factors important	Salary		3.1		n./Culture	1.9	
to job (avg ranking,	Benefi		4.6	Loyalt	y to Staff	4.3	
1 = most important)	Advan	cement	4.3	Enviro	n./Soc. Res	sp. 6.4	
	Trainin	g	5.7	Job Se	curity	5.6	
Employer rating	Salary		2.1	Enviro	n./Culture	2.5	
(avg rating, 1 = best)	Benefi	ts	2.4	Loyalt	y to Staff	2.8	
	Advan	cement	2.7		n./Soc. Res		
	Trainin	g	3.0	Job Se	curity	2.4	
Plan to seek a new job this year? (%)	Yes		31.3	No		43.8	
New job motivation (%)	Salary	/Benefits	16.7	Advan	cement	16.7	
nen job montation (70)	-	nt Part of			a Change	0.0	
		t of Indust		Job Se	_	0.0	
		n./Culture	•	Other	,	0.0	
Method for seeking	Recrui	tment Age	ncy 2.2	Existin	g Contacts	1.7	
new job (avg ranking,	Job Ad	ls	3.4	Conta	ct Compan	ies 3.7	
1=most likely)	Post R	esume	4.0				
Company fosters	Disagr	ee Strongl	y 12.5	Agree	Somewhat	43.8	
culture of	Disagr	ee Somew		Agree	Strongly	12.5	
transparency? (%)	Neutra		18.8				
Company's core	_	ee Strongl	=	_	Somewhat		
purpose inspires? (%)	_	ee Somew		Agree	Strongly	37.5	
	Neutra	11	6.3				

### VP MARKETING & SALES \$175,600

### ▼17.1% VP MARKETING

\$180,600

▼9.0%

Number of respondents						29
Employer	Pe	ercent M	larket Secto	or	Pe	ercent
Manufacturer		48.3 R	x Pharmace	euticals		44.8
Agency		10.3 C	TC Pharma	ceuticals		13.8
Media/Publisher - HCP		13.8 E	Biotechnolog	gy		17.2
Media/Publisher - Consum	er	3.5 N	ledical Devi	ces/Equip		37.9
Media/Publisher - HCP & C			iagnostic D		ip	10.3
Service Supplier			lospital Prod		•	0.0
Other			ental Produ	•		3.5
Juici			Managed Car			10.3
Age	High	69	Low	34	Avg.	52.3
Sex	Male	79.3	Female	20.7	7146.	JL
Years in industry	High	48.0	Low	2.0	Avg.	23.
Years in position	High	25.0	Low	1.0	Avg.	6.5
Salary (\$000s/yr)	High	335.0	Low	50.0		175.6
	Yes		No		Avg.	1/5.0
Commission received?		41.4	Low	58.6 10.0	Λνα	00 (
Amount (\$000s/yr)	High	300.0		10.0	Avg.	88.8
Bonus received?	Yes	79.3	No	20.7	Au~	47-
Amount (\$000s/yr)	High	250.0	Low	5.0	Avg.	47.7
Perceived pay		1.0		40.1	C	20.1
vs. peers (%)	More	14.3	Less	46.4	Same	39.3
Employer's gross	<\$5M		24.1	\$50-\$1	UUM	3.5
JS revenue (%)	\$5-\$2		24.1	>100M		37.9
	\$20-\$		10.3			55.2
Position satisfying? (%)	Thorou	0,	27.6		Generally	
		metimes	13.8	No		
Salary reviewed (%)	6 mon	6 months		18 mon	ths	3.5
		2 months 79.3 24 months			13.8	
Advancement	Index	2.3 (4=Exc	. 3=Good 2=	Fair 1=Poo	or)	
prospects (%)	Excelle	ent	6.9	Good		37.9
	Fair		37.9	Poor		17.2
How current job	Promo	ted	31.0	Exec Se	arch	24.
was acquired (%)	Hired by Company		y 13.8	Own Ini	Own Initiative	
Benefits received (%)	Signin	Signing Bonus		Retirem	Retirement	
	Car		32.0	Medical		84.0
	Dental		72.0	Stock		32.0
Factors important	Salary		2.3	Environ	./Culture	2.6
to job (avg ranking,	Benefi		4.0	Loyalty		4.6
l = most important)		cement	5.2		Environ./Soc. Resp.	
	Trainin		6.8	Job Sec	-	. 6.6 3.9
Employer rating	Salary		2.4		./Culture	2.2
(avg rating, 1 = best)	Benefi		2.4	Loyalty		2.3
uve rating, 1 - best/		cement	2.4		./Soc. Resp	
			3.0	Job Sec		. 2.0 2.4
Dian to cock a no	Trainin	ig		No Sec	urity	
Plan to seek a new	Yes		51.7	INU		31.0
ob this year? (%)	Calar	/Poncfits	22.5	Λ d	omont	17
New job motivation (%)		/Benefits	23.5	Advanc		17.
		ent Part of I		Need a	_	0.0
		t of Industr	•	Job Sec	urity	11.8
		n./Culture	23.5	Other		11.8
Method for seeking		tment Ager		_	Contacts	2.0
new job (avg ranking,	Job Ad		3.3	Contact	Companies	3.4
l=most likely)		esume	4.1			
Company fosters	Disagr	ee Strongly	6.9	Agree S	omewhat	48.3
culture of	Disagr	ee Somewh	nat 17.2	Agree S	trongly	10.3
transparency? (%)	Neutra	al	17.2			
Company's core	Disagr	ee Strongly	3.5	Agree S	omewhat	44.8
purpose inspires? (%)	_	ee Somewh		Agree S		13.8
			27.6	_		

VP MARKETING		219	30,600		▼ 9.0	<b>1</b> %0
Number of respondents						31
Employer	Per	rcent N	Market Sector		Pe	ercent
Manufacturer		41.9 F	Rx Pharmaceι	ticals		58.1
Agency		29.0 C	OTC Pharmace	euticals		12.9
Media/Publisher - HCP		3.2 E	Biotechnology	'		16.1
Media/Publisher - Consume	r	0.0 N	Medical Device	es/Equi	p	19.4
Media/Publisher - HCP & Co	nsmr.	3.2 D	Diagnostic De	vice/Eq	uip	9.7
Service Supplier		6.5 H	lospital Produ	ıcts/Eq	uip.	3.2
Other		16.1 C	ental Produc	ts/Equi	р	3.2
		N	Managed Care			3.2
Age	High	63	Low	29	Avg.	46.1
Sex	Male	41.9	Female	58.1	Avg.	
Years in industry	High	35.0	Low	2.0	Avg.	16.2
Years in position	High	12.0	Low	1.0	Avg.	3.8
Salary (\$000s/yr)	High	275.0	Low	105.0	Avg.	180.6
Commission received?	Yes	6.5	No	93.6		
Amount (\$000s/yr)	High	40.0	Low	5.0	Avg.	22.5
Bonus received?	Yes	71.0	No	29.0		
Amount (\$000s/yr)	High	125.0	Low	4.0	Avg.	44.3
Perceived pay						
vs. peers (%)	More	12.9	Less	61.3	Same	25.8
Employer's gross	<\$5M		3.2	\$50-\$	100M	12.9
US revenue (%)	\$5-\$20	М	16.1	>100N	1	51.6
	\$20-\$5		16.1			
Position satisfying? (%)		ghly 19.4 netimes3.2	Generally 2 No	67.7 9.7		
Salary reviewed (%)	6 montl		18 months			
·····,	12 mon	ths 80.0	24 months			
Advancement	Index 2	2.3 (4=Exc	:. 3=Good 2=F	air 1=Po	oor)	
prospects (%)	Exceller	nt .	9.7	Good	,	35.5
	Fair		25.8	Poor		29.0
How current job	Promot	ed	36.7	Exec S	earch	23.3
was acquired (%)	Hired by	y Compan	y 13.3	Own Ir	nitiative	23.3
Benefits received (%)	Signing	Bonus	10.0	Retire	ment	43.3
	Car		10.0	Medic	al	73.3
	Dental		73.3	Stock		40.0
Factors important	Salary		2.4		n./Culture	2.7
to job (avg ranking,	Benefits		4.0		y to Staff	4.6
1 = most important)	Advanc		4.9		n./Soc. Resp	
	Training	3	6.8	Job Se		4.3
Employer rating	Salary	_	2.5		n./Culture	2.5
(avg rating, 1 = best)	Benefits		2.4		y to Staff	2.6
	Advanc Training		2.7 3.3		n./Soc. Resp.	
Plan to seek a new	Yes	3	45.2	No	ecurity	2.6 19.4
job this year? (%)	163		45.2	NO		13.4
New job motivation (%)	Salary/	Benefits	45.0	Δdvan	cement	0.0
nen job montation (70)		nt Part of I			a Change	15.0
		of Industr			curity	0.0
		./Culture	25.0	Other	, our rey	10.0
Method for seeking		ment Ager			g Contacts	1.8
new job (avg ranking,	Job Ads		3.4		ct Companies	
1=most likely)	Post Re		3.9			
		e Strongly		Agree	Somewhat	35.5
Company fosters	Diougio			-		10 1
Company fosters culture of	_	e Somewh	nat 35.5	Agree	Strongly	16.1
	_		nat 35.5 6.5	Agree	Strongly	16.1
culture of	Disagre Neutral		6.5		Strongly Somewhat	32.3
culture of transparency? (%)	Disagre Neutral Disagre		6.5	Agree		

### EXEC. DIRECTOR, MARKETING \$186,300 ▼10.3%

DIRECTOR, N	<b>MARKETING</b>
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\$144.600

**V1.4%** 

Number of respondents						17
Employer	Pe	rcent M	larket Sect	or	ı	Percen
Manufacturer		70.6 R	x Pharmac	euticals		64.
Agency		5.9 0	TC Pharma	aceuticals		11.8
Media/Publisher - HCP		5.9 B	iotechnolo	gy		29.4
Media/Publisher - Consum	er	0.0 N	ledical Dev	ices/Equi	р	29.4
Media/Publisher - HCP & C	onsmr.	0.0 D	iagnostic [	Device/Eq	uip	11.8
Service Supplier		5.9 H	ospital Pro	ducts/Eq	uip.	5.9
Other		11.8 D	ental Prod	ucts/Equi	р	0.0
		M	lanaged Ca	are		0.0
Age	High	60	Low	35	Avg.	48.
Sex	Male	70.6	Female	29.4	,,,,	
Years in industry	High	33.0	Low	10.0	Avg.	19.
Years in position	High	17.0	Low	1.0	Avg.	3.
Salary (\$000s/yr)	High	306.0	Low	70.0	Avg.	186.
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	82.4	No	17.7		
Amount (\$000s/yr)	High	90.0	Low	15.0	Avg.	48.
Perceived pay						
vs. peers (%)	More	6.3	Less	62.5	Same	31.
Employer's gross	<\$5M		11.8	\$50-\$	100M	5.9
US revenue (%)	\$5-\$20	DM	0.0	>100N	1	70.
	\$20-\$5	50M	11.8			
Position satisfying? (%)	Thorou	ighly	23.5	Genera	ally	58.
	OK Sor	netimes	5.9	No		11.5
Salary reviewed (%)	6 mont	ths	0.0	18 moi	nths	5.
	12 mon	iths	82.4	24 mo	nths	11.
Advancement	Index 2	2.2 (4=Exc	. 3=Good 2	=Fair 1=Po	oor)	
prospects (%)	Excelle	nt	5.9	Good		35.
	Fair		29.4	Poor		29.
How current job	Promo		41.2	Exec S		11.
was acquired (%)		y Compan			nitiative	23.
Benefits received (%)		g Bonus	17.7	Retire		35.
	Car		11.8	Medic	al	88.
	Dental		88.2	Stock		64.
Factors important	Salary		2.4		n./Culture	2.9
to job (avg ranking,	Benefit		4.3	, ,	y to Staff	4.7
1 = most important)		cement	3.5		n./Soc. Res	•
	Trainin	g	6.6	Job Se		5.
Employer rating	Salary	ı	2.5		n./Culture	2.0
(avg rating, 1 = best)	Benefit		2.5		y to Staff	2.
		cement	2.9		n./Soc. Res	
Dlan to each a nam	Training	<u>g</u>	2.8	Job Se	curity	2.
Plan to seek a new	Yes		58.8	No		29.4
job this year? (%) New job motivation (%)	Salary	/Benefits	33.3	Advan	cement	0.0
New Job Motivation (90)	-	nt Part of I			Change	8.3
		t of Industr		Job Se	_	0.0
		n./Culture	41.7	Other	curity	16.
Method for seeking		tment Ager			g Contacts	1.8
new job (avg ranking,	Job Ad		3.0		ct Compani	
lew job (avg ranking, 1=most likely)	Post Re		4.3	Ountai	or oompaili	,,
Company fosters		ee Strongly		Δστρρ	Somewhat	41.
company iosters culture of	_	ee Surongiy ee Somewh			Strongly	17.
	Neutra		17.7 17.7	Agree	Juongly	1/.
transparency? (%) Company's core		ee Strongly		Δατοο	Somewhat	47.
company's core purpose inspires? (%)	_	ee Strongly ee Somewh		_	Strongly	23.
	PISAKI	LU JUHLEWI	iat ZJ.J	ARIEE	SHUHEIY	۷٥.:

DIRECTOR, MAR	KETI	NG	\$144	,600	▼1.	.4%
Number of respondents						87
Employer	Pe	rcent I	Market Sec	tor		Percent
Manufacturer		63.2 I	Rx Pharma	ceuticals		50.6
Agency		5.8 (	OTC Pharm	aceuticals		5.8
Media/Publisher - HCP		0.0 I	Biotechnolo	ogy		17.2
Media/Publisher - Consum	er			vices/Equip	)	20.7
Media/Publisher - HCP & C	onsmr.			Device/Equ		5.8
Service Supplier				oducts/Equ	•	5.8
Other				lucts/Equir	•	2.3
			Managed C			5.8
Age	High	68	Low	27	Avg.	43.5
Sex	Male	44.8	Female	55.2		
Years in industry	High	36.0	Low	2.0	Avg.	16.1
Years in position	High	27.0	Low	1.0	Avg.	4.8
Salary (\$000s/yr)	High	720.0	Low	37.4	Avg.	144.6
Commission received?	Yes	3.5	No	96.6	A	10.0
Amount (\$000s/yr)	High	35.0	Low No	10.0	Avg.	19.0
Bonus received? Amount (\$000s/yr)	Yes High	81.6 250.0	Low	18.4 0.2	Λνα	32.1
Perceived pay	High	230.0	LOW	0.2	Avg.	32.1
vs. peers (%)	More	4.7	Less	58.1	Same	37.2
Employer's gross	<\$5M	7./	10.5	\$50-\$1		8.1
US revenue (%)	\$5-\$20	OM	14.0	>100M		58.1
OO Tevenue (70)	\$20-\$5		9.3	> 100W		30.1
Position satisfying? (%)	Thorou		31.0	Genera	allv	54.0
		netimes	13.8	No	,	1.2
Salary reviewed (%)	6 mont		1.2	18 mor	nths	2.3
	12 mon	nths	83.7	24 mor	nths	12.8
Advancement	Index 2	2.4 (4=Exc	c. 3=Good 2	2=Fair 1=Po	or)	
prospects (%)	Excelle	nt	16.1	Good		29.9
	Fair		32.2	Poor		21.8
How current job	Promo	ted	36.8	Exec S	earch	12.6
was acquired (%)		y Compar	ny 16.1	Own In	itiative	28.7
Benefits received (%)	Signing	g Bonus	28.2	Retirer	nent	55.1
	Car		10.3	Medica	ıl	87.2
	Dental		80.8	Stock		55.1
Factors important	Salary		2.5		n./Culture	2.6
to job (avg ranking,	Benefit		4.0		to Staff	4.9
1 = most important)		cement	4.1		n./Soc. Res	
F	Training	g	6.4	Job Se		4.5
Employer rating	Salary	ha.	2.5		n./Culture to Staff	2.3 2.6
(avg rating, 1 = best)	Benefit	cement	2.2 2.7		1./Soc. Res	
	Training		3.0	Job Se		ρ. 2.3 2.4
Plan to seek a new	Yes	8	39.1	No Se	curity	34.5
job this year? (%)	103		55.1	110		34.3
New job motivation (%)	Salary	/Benefits	28.6	Advano	cement	14.3
,		nt Part of			Change	2.4
		t of Indust		Job Se	•	16.7
		n./Culture	-	Other	,	9.5
Method for seeking		tment Age		Existin	g Contacts	
new job (avg ranking,	Job Ad:	_	3.1		ct Compani	
1=most likely)	Post Re	esume	3.7			
Company fosters	Disagre	ee Strongl	y 11.5	Agree	Somewhat	42.5
culture of	Disagre	ee Somew	hat 23.0	Agree S	Strongly	17.2
transparency? (%)	Neutra	I	5.8			
Company's core	Disagre	ee Strongl	y 8.1	Agree :	Somewhat	39.5
purpose inspires? (%)	Disagre	ee Somew		Agree S	Strongly	31.4
	Neutra	l	12.8			

### DIR., NEW BUS. DEVELOPMENT \$155,300 ▲17.5%

MANAGER, MARKETING
Number of respondents

\$92,700

**V2.2%** 

Number of respondents							20
Employer	Pe	ercent	Mark	et Sect	or	Pe	rcent
Manufacturer		30.0	Rx Ph	narmace	euticals		60.0
Agency		20.0	OTC I	Pharma	ceuticals		25.0
Media/Publisher - HCP				chnolog			35.0
Media/Publisher - Consum				•	ices/Equi	1	35.0
Media/Publisher - HCP & C					evice/Equ		5.0
	OHSHII.					•	
Service Supplier					ducts/Eqi		5.0
Other					ıcts/Equi	0	0.0
			Mana	aged Ca	re		5.0
Age	High	63		.OW	27	Avg.	48.2
Sex	Male	70.0	F	emale	30.0		
Years in industry	High	31.0	L	.OW	4.0	Avg.	19.6
Years in position	High	6.0	L	.OW	1.0	Avg.	2.7
Salary (\$000s/yr)	High	235.0	L	.OW	60.0	Avg.	155.3
Commission received?	Yes	25.0	N	٧o	75.0		
Amount (\$000s/yr)	High	150.0	L	.OW	2.0	Avg.	77.4
Bonus received?	Yes	70.0	N	٧o	30.0		
Amount (\$000s/yr)	High	65.0	L	.OW	2.0	Avg.	27.
Perceived pay							
s. peers (%)	More	0.0	L	.ess	47.4	Same	52.6
mployer's gross	<\$5M			21.1	\$50-\$	100M	5.3
JS revenue (%)	\$5-\$2	OM		26.3	>100N	1	31.6
	\$20-\$	50M		15.8			
Position satisfying? (%)	Thoro	ughlv		35.0	Genera	allv	50.0
, ,		metimes		10.0	No	,	5.0
Salary reviewed (%)	6 mon			5.0	18 moi	nths	15.0
Julius y reviewed (70)	12 moi			70.0	24 mo		10.0
Advancement		2.7 (4=Ex	r 3=1				10.0
prospects (%)	Excelle	,	C. J-1	15.0	Good	101)	45.0
Jiospecis (70)	Fair	511L		30.0	Poor		10.0
Januariant tah	Promo	tod		20.0	Exec S	oarah	25.0
How current job							
vas acquired (%)		by Compai	Пу	25.0		itiative	30.0
Benefits received (%)		g Bonus		33.3	Retire		50.0
	Car			22.2	Medica	al	94.4
	Denta			83.3	Stock	<i>'</i> 2 !!	33.3
actors important	Salary			2.3		n./Culture	2.9
to job (avg ranking,	Benefi			4.5		y to Staff	4.4
l = most important)		cement		4.5		n./Soc. Resp.	
	Trainir	ng		6.9	Job Se		4.3
Employer rating	Salary			2.1	Enviro	n./Culture	2.5
avg rating, 1 = best)	Benefi	ts		2.1	Loyalty	y to Staff	2.3
	Advan	cement		2.5	Enviro	n./Soc. Resp.	2.4
	Trainir	ng		2.9	Job Se	curity	2.
Plan to seek a new	Yes			47.4	No		36.8
ob this year? (%)							
New job motivation (%)	Salary	/Benefits		41.7	Advan	cement	16.7
	Differe	ent Part of	Ind	0.0	Need a	Change	0.0
	Get ou	it of Indust	try	0.0	Job Se	curity	8.3
	Enviro	n./Culture	)	33.3	Other		0.0
Method for seeking	Recrui	itment Age	ency	1.8	Existin	g Contacts	1.6
new job (avg ranking,	Job Ac			3.7	Contac	ct Companies	3.4
=most likely)	Post R	esume		4.5			
Company fosters		ee Strong	ly	10.0	Agree	Somewhat	50.0
culture of	_	ee Somew	-	10.0	_	Strongly	20.0
transparency? (%)	Neutra			10.0	6		
Company's core		ee Strong	lv	5.0	Agree	Somewhat	35.0
	PIJUGI	SS SUIDING	٠,	0.0	, 18100	Somoniut	55.0
purpose inspires? (%)	Disagr	ee Somew	/hat	15.0	Αστρρ	Strongly	30.0

Number of respondents	Percent 37.7 11.6 11.6 23.2 10.1 7.3 0.0 2.9 41.5 10.7 4.5 92.7	Pe	or	ket Secto			•	
Manufacturer	37.7 11.6 11.6 23.2 10.1 7.3 0.0 2.9 41.5	Pe	or	ket Secto				
Manufacturer	11.6 11.6 23.2 10.1 7.3 0.0 2.9 41.5				nt Ma	Perce	mployer	
Agency	11.6 11.6 23.2 10.1 7.3 0.0 2.9 41.5		euticals	harmace				
Media/Publisher - HCP         4.4         Biotechnology           Media/Publisher - Consumer         2.9         Medical Devices/Equip           Media/Publisher - HCP & Consmr.         1.5         Diagnostic Device/Equip           Service Supplier         10.1         Hospital Products/Equip           Other         29.0         Dental Products/Equip           Managed Care           Age         High         65         Low         28         Avg.           Sex         Male         37.7         Female         62.3           Years in industry         High         30.0         Low         1.0         Avg.           Years in position         High         22.0         Low         1.0         Avg.           Commission received?         Yes         4.4         No         95.7           Amount (\$000s/yr)         High         20.0         Low         1.2         Avg.           Perceived Pay         Vs. 66.7         No         33.3         Avg.           Perceived pay         Vs. peers (%)         More         8.7         Less         55.1         Same           Employer's gross         <\$5M	11.6 23.2 10.1 7.3 0.0 2.9 41.5							
Media/Publisher - Consumer         2.9         Medical Devices/Equip           Media/Publisher - HCP & Consmr.         1.5         Diagnostic Device/Equip           Service Supplier         10.1         Hospital Products/Equip           Other         29.0         Dental Products/Equip           Managed Care           Age         High         65         Low         28         Avg.           Sex         Male         37.7         Female         62.3           Years in industry         High         30.0         Low         1.0         Avg.           Salary (\$000s/yr)         High         22.0         Low         1.0         Avg.           Commission received?         Yes         4.4         No         95.7           Amount (\$000s/yr)         High         20.0         Low         1.2         Avg.           Bonus received?         Yes         66.7         No         33.3           Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Deviced pay           Vs. peers (%)         More         8.7         Less         55.1         Same           Employer's gross	23.2 10.1 7.3 0.0 2.9 41.5 10.7 4.5						•	
Media/Publisher - HCP & Consmr.   1.5   Diagnostic Device/Equip	10.1 7.3 0.0 2.9 41.5 10.7 4.5	1						
Service Supplier   10.1   Hospital Products/Equip	7.3 0.0 2.9 41.5 10.7 4.5							
Other         29.0         Dental Products/Equip Managed Care           Age         High         65         Low         28         Avg.           Sex         Male         377         Fernale         62.3           Years in industry         High         30.0         Low         1.0         Avg.           Salary (\$000s/yr)         High         183.9         Low         22.0         Avg.           Commission received?         Yes         4.4         No         95.7           Amount (\$000s/yr)         High         20.0         Low         1.2         Avg.           Bonus received?         Yes         66.7         No         33.3         Amount (\$000s/yr)         High         50.0         Low         1.2         Avg.           Perceived pay         Vs. peers (%)         More         8.7         Less         55.1         Same           Employer's gross         <\$5M	0.0 2.9 41.5 10.7 4.5	•		_				
Managed Care	2.9 41.5 10.7 4.5	•	•	•			• •	
Age         High Male         65 Jow         28 Avg.           Sex         Male         37.7 Female         62.3           Years in industry         High Jow         30.0 Low         1.0 Avg.           Years in position         High Jow         22.0 Low         1.0 Avg.           Salary (\$000s/yr)         High Jow         22.0 Low         1.0 Avg.           Commission received?         Yes         4.4 No         95.7           Amount (\$000s/yr)         High Jow         20.0 Low         1.2 Avg.           Bonus received?         Yes         66.7 No         33.3 Amount (\$000s/yr)           Perceived pay         Yes         66.7 No         33.3 Amount (\$000s/yr)           Perceived pay         Wes. Peers (%)         More         8.7 Less         55.1 Same           Employer's gross         <\$5M	41.5 10.7 4.5	,				2.		
Sex         Male         37.7         Female         62.3           Years in industry         High         30.0         Low         1.0         Avg.           Years in position         High         22.0         Low         1.0         Avg.           Salary (\$000s/yr)         High         183.9         Low         22.0         Avg.           Commission received?         Yes         4.4         No         95.7           Amount (\$000s/yr)         High         20.0         Low         1.2         Avg.           Borus received?         Yes         66.7         No         33.3           Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Perceived pay         Ves         66.7         No         33.3         Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Employer's gross         <\$5M	10.7		10	lageu oai	IVIC			
Years in industry         High         30.0         Low         1.0         Avg.           Years in position         High         22.0         Low         1.0         Avg.           Salary (\$000s/yr)         High         183.9         Low         22.0         Avg.           Commission received?         Yes         4.4         No         95.7           Amount (\$000s/yr)         High         20.0         Low         1.2         Avg.           Bonus received?         Yes         66.7         No         33.3           Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Perceived pay         Ws.         66.7         No         33.3           Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Perceived pay         More         8.7         Less         55.1         Same           Employer's gross         <\$5M	4.5	Avg.	28	Low	65	High	ge	
Years in position         High 22.0 bow 22.0 bow 22.0 Avg.           Salary (\$000s/yr)         High 183.9 bow 22.0 Avg.           Commission received?         Yes 4.4 No 95.7           Amount (\$000s/yr)         High 20.0 bow 1.2 Avg.           Bonus received?         Yes 66.7 No 33.3           Amount (\$000s/yr)         High 50.0 bow 1.8 Avg.           Perceived pay vs. peers (%)         More 8.7 bess 55.1 Same           Employer's gross         <\$5M 8.8 \$50-\$100M	4.5		62.3	Female	37.7	Male	ex	
Salary (\$000s/yr)         High         183.9         Low         22.0         Avg.           Commission received?         Yes         4.4         No         95.7           Amount (\$000s/yr)         High         20.0         Low         1.2         Avg.           Bonus received?         Yes         66.7         No         33.3         Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Perceived pay         vs. peers (%)         More         8.7         Less         55.1         Same           Employer's gross         <\$5M         8.8         \$50-\$100M           US revenue (%)         \$5-\$20M         8.8         \$50-\$100M           US revenue (%)         \$5-\$20M         8.8         \$60-\$100M           Position satisfying? (%)         Thoroughly         14.5         Generally           OK Sometimes         21.7         No         Salary reviewed (%)         6 months         4.4         18 months           Advancement         Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)         Proor         Proor           Phoor         Facellent         10.3         Good         Good           Fair         29.4         Poor         Poor		Avg.	1.0	Low	30.0	High	ars in industry	
Commission received?         Yes         4.4         No         95.7           Amount (\$000s/yr)         High         20.0         Low         1.2         Avg.           Bonus received?         Yes         66.7         No         33.3           Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Perceived pay         vs. peers (%)         More         8.7         Less         55.1         Same           Employer's gross         <\$5M	92.7	Avg.	1.0	Low	22.0	High	ars in position	
Amount (\$000s/yr)         High Yes         20.0 Low         1.2 Avg.           Bonus received?         Yes         66.7 No         33.3           Amount (\$000s/yr)         High         50.0 Low         1.8 Avg.           Perceived pay         vs. peers (%)         More         8.7 Less         55.1 Same           Employer's gross         <\$5M         8.8         \$50-\$100M           US revenue (%)         \$5-\$20M         19.1 >100M           \$20-\$50M         8.8         \$50-\$100M           Position satisfying? (%)         Thoroughly OK Sometimes         21.7 No           Salary reviewed (%)         6 months A.4 18 months           12 months         84.1 24 months           Advancement         Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)           prospects (%)         Excellent         10.3 Good           Fair         29.4 Poor           How current job         Promoted         38.2 Exec Search           was acquired (%)         Hired by Company         2.9 Own Initiative           Benefits received (%)         Signing Bonus Car         13.1 Retirement           Car         8.2 Medical           Dental         75.4 Stock           Factors important         Salary         2.4 Environ./Culture		Avg.	22.0		183.9	High		
No				No		Yes	ommission received?	
Amount (\$000s/yr)         High         50.0         Low         1.8         Avg.           Perceived pay         vs. peers (%)         More         8.7         Less         55.1         Same           Employer's gross         <\$5M         8.8         \$50-\$100M           US revenue (%)         \$5-\$20M         19.1         >100M           \$20-\$50M         8.8         **           Position satisfying? (%)         Thoroughly OK Sometimes         21.7         No           Salary reviewed (%)         6 months A.4         18 months         18 months           12 months         84.1         24 months         24 months           Advancement         Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)         Promoted         38.2         Exec Search           Prospects (%)         Excellent         10.3         Good         Good           Fair         29.4         Poor         Poor         Promoted         38.2         Exec Search           Was acquired (%)         Hired by Company         2.9         Own Initiative           Benefits received (%)         Signing Bonus         13.1         Retirement           Car         8.2         Medical           Dental         75.4         Stock	8.7	Avg.						
No.			33.3	No	66.7	Yes	onus received?	
vs. peers (%) More 8.7 Less 55.1 Same  Employer's gross <\$5M 8.8 \$50-\$100M  \$20-\$50M 19.1 >100M  \$20-\$50M 8.8  Position satisfying? (%) Thoroughly 14.5 Generally  OK Sometimes 21.7 No  Salary reviewed (%) 6 months 4.4 18 months  12 months 84.1 24 months  Advancement Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)  prospects (%) Excellent 10.3 Good  Fair 29.4 Poor  How current job Promoted 38.2 Exec Search  was acquired (%) Hired by Company 2.9 Own Initiative  Benefits received (%) Signing Bonus 13.1 Retirement  Car 8.2 Medical  Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture  to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp.  Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture  (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp.  Training 2.8 Job Security  Plan to seek a new yes 39.1 No  job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement pifferent Part of Ind 5.4 Need a Change	13.1	Avg.	1.8	Low	50.0	High	nount (\$000s/yr)	
Employer's gross							erceived pay	
US revenue (%) \$5-\$20M 19.1 >100M \$20-\$50M 8.8  Position satisfying? (%) Thoroughly 14.5 Generally OK Sometimes 21.7 No  Salary reviewed (%) 6 months 4.4 18 months 12 months 84.1 24 months  Advancement Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor) Prospects (%) Excellent 10.3 Good Fair 29.4 Poor  How current job Promoted 38.2 Exec Search was acquired (%) Hired by Company 2.9 Own Initiative  Benefits received (%) Signing Bonus 13.1 Retirement Car 8.2 Medical Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No  Job Selary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	36.2	Same	55.1	Less	8.7	More	. peers (%)	
\$20-\$50M 8.8  Position satisfying? (%) Thoroughly 0K Sometimes 21.7 No  Salary reviewed (%) 6 months 4.4 18 months 12 months 84.1 24 months  Advancement Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)  prospects (%) Excellent 10.3 Good Fair 29.4 Poor  How current job Promoted 38.2 Exec Search Was acquired (%) Hired by Company 2.9 Own Initiative  Benefits received (%) Signing Bonus 13.1 Retirement Car 8.2 Medical Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No pifferent Part of Ind 5.4 Need a Change	7.4	100M	\$50-\$3	8.8			nployer's gross	
Position satisfying? (%)  Thoroughly OK Sometimes 21.7 No  Salary reviewed (%) 6 months 12 months 84.1 24 months  Advancement Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)  Prospects (%) Excellent Fair 29.4 Poor  How current job Promoted Was acquired (%) Hired by Company Exercised (%) Signing Bonus Factors important Car Dental Tojob (avg ranking, Dental De	55.9	1	>100N	19.1		\$5-\$20M	S revenue (%)	
OK Sometimes 21.7 No  Salary reviewed (%) 6 months 4.4 18 months 12 months 84.1 24 months  Advancement Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)  prospects (%) Excellent 10.3 Good Fair 29.4 Poor  How current job Promoted 38.2 Exec Search was acquired (%) Hired by Company 2.9 Own Initiative  Benefits received (%) Signing Bonus 13.1 Retirement Car 8.2 Medical Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change				8.8	Л	\$20-\$50N		
Salary reviewed (%)  6 months 12 months 84.1 24 months Advancement Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor) Prospects (%) Excellent Fair 29.4 Poor How current job Promoted Was acquired (%) Hired by Company Signing Bonus Factors important Car Dental Tojob (avg ranking, Dental Dental Training Salary Advancement Training Salary Salary Salary Employer rating Salary Sal	59.4	ally	Genera	14.5	ly	Thorough	sition satisfying? (%)	
12 months   84.1   24 months	4.4		No	21.7	imes	OK Somet		
Advancement Index 2.3 (4=Exc. 3=Good 2=Fair 1=Poor)  prospects (%) Excellent 10.3 Good Fair 29.4 Poor  How current job Promoted 38.2 Exec Search was acquired (%) Hired by Company 2.9 Own Initiative  Benefits received (%) Signing Bonus 13.1 Retirement Car 8.2 Medical Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	1.5	nths	18 mor	4.4		6 months	lary reviewed (%)	
prospects (%)Excellent10.3GoodFair29.4PoorHow current jobPromoted38.2Exec Searchwas acquired (%)Hired by Company2.9Own InitiativeBenefits received (%)Signing Bonus13.1RetirementCar8.2MedicalDental75.4StockFactors importantSalary2.4Environ./Cultureto job (avg ranking,Benefits4.1Loyalty to Staff1 = most important)Advancement4.0Environ./Soc. Resp.Training6.3Job SecurityEmployer ratingSalary2.4Environ./Culture(avg rating, 1 = best)Benefits2.1Loyalty to StaffAdvancement2.8Environ./Soc. Resp.Training2.8Job SecurityPlan to seek a new job this year? (%)Yes39.1NoNew job motivation (%)Salary/Benefits48.7AdvancementDifferent Part of Ind5.4Need a Change	10.1	nths	24 moi	84.1	5	12 months		
Fair 29.4 Poor  How current job Promoted 38.2 Exec Search was acquired (%) Hired by Company 2.9 Own Initiative  Benefits received (%) Signing Bonus 13.1 Retirement Car 8.2 Medical Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Culture Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change		or)	=Fair 1=Po	=Good 2=	(4=Exc. 3	Index 2.3	lvancement	
How current job was acquired (%) Hired by Company 2.9 Own Initiative  Benefits received (%) Signing Bonus 13.1 Retirement Car 8.2 Medical Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	35.3		Good	10.3		Excellent	ospects (%)	
was acquired (%)     Hired by Company     2.9     Own Initiative       Benefits received (%)     Signing Bonus     13.1     Retirement       Car     8.2     Medical       Dental     75.4     Stock       Factors important     Salary     2.4     Environ./Culture       to job (avg ranking,     Benefits     4.1     Loyalty to Staff       1 = most important)     Advancement     4.0     Environ./Soc. Resp.       Training     6.3     Job Security       Employer rating     Salary     2.4     Environ./Culture       (avg rating, 1 = best)     Benefits     2.1     Loyalty to Staff       Advancement     2.8     Environ./Soc. Resp.       Training     2.8     Job Security       Plan to seek a new     Yes     39.1     No       job this year? (%)       New job motivation (%)     Salary/Benefits     48.7     Advancement       Different Part of Ind     5.4     Need a Change	25.0		Poor	29.4		Fair		
Benefits received (%)  Signing Bonus  Car  B.2  Medical  Dental  75.4  Stock  Factors important  Salary  2.4  Environ./Culture  to job (avg ranking,  1 = most important)  Advancement  Training  Car  Advancement  Training  Car  Training  Car  Advancement  Training  Car  Car  Benefits  Advancement  Au  Car  Car  Benefits  Advancement  Au  Car  Car  Benefits  Advancement  Car  Car  Benefits  Advancement  Car  Car  Benefits  Advancement  Car  Benefits  Advancement  Car  Benefits  Car  Benefits  Advancement  Car  Benefits  Car  Benviron./Culture  Car  Benefits  Car  Benviron./Culture  Car  Benefits  Car  Car  Benviron./Culture  Car  Benefits  Car  Benviron./Culture  Car  Benviron./Culture  Car  Benviron./Collture  Car  Benviron./Coc. Resp.  Training  Car  Car  Car  Benviron./Culture  Car  Car  Car  Benviron./Culture  Car  Car  Car  Car  Car  Car  Car  C	11.8	earch	Exec S	38.2		Promoted	ow current job	
Car 8.2 Medical Dental 75.4 Stock  Factors important Salary 2.4 Environ./Culture to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Culture 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	39.7	itiative	Own In	2.9	ompany	Hired by C	as acquired (%)	
Dental   75.4   Stock	52.5	ment	Retirer	13.1	onus	Signing B	enefits received (%)	
Factors important to job (avg ranking, Benefits 4.1 Loyalty to Staff 1 = most important) Employer rating Salary 2.4 Environ./Coc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	85.3	al	Medica	8.2		Car		
to job (avg ranking, Benefits 4.1 Loyalty to Staff  1 = most important) Advancement 4.0 Environ./Soc. Resp. Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	32.8		Stock	75.4		Dental		
1 = most important)     Advancement Training     4.0     Environ./Soc. Resp.       Employer rating (avg rating, 1 = best)     Salary     2.4     Environ./Culture       Advancement Advancement Training     2.8     Environ./Soc. Resp.       Training Training     2.8     Job Security       Plan to seek a new job this year? (%)     Yes     39.1     No       New job motivation (%)     Salary/Benefits Advancement Different Part of Ind     5.4     Need a Change	3.6	n./Culture	Enviro	2.4		Salary	ctors important	
Training 6.3 Job Security  Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best) Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	4.9			4.1		Benefits		
Employer rating Salary 2.4 Environ./Culture (avg rating, 1 = best)  Benefits 2.1 Loyalty to Staff Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	p. 6.6	n./Soc. Resp	Enviro	4.0	nent	Advancen	= most important)	
(avg rating, 1 = best)     Benefits     2.1     Loyalty to Staff       Advancement     2.8     Environ./Soc. Resp.       Training     2.8     Job Security       Plan to seek a new job this year? (%)     Yes     39.1     No       New job motivation (%)     Salary/Benefits     48.7     Advancement       Different Part of Ind     5.4     Need a Change	4.0							
Advancement 2.8 Environ./Soc. Resp. Training 2.8 Job Security  Plan to seek a new yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	2.3			2.4		Salary	nployer rating	
Training 2.8 Job Security  Plan to seek a new Yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	2.4						vg rating, 1 = best)	
Plan to seek a new Yes 39.1 No job this year? (%)  New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	•	•			nent	Advancen		
job this year? (%)       New job motivation (%)     Salary/Benefits     48.7     Advancement       Different Part of Ind     5.4     Need a Change	2.2	curity				Training		
New job motivation (%) Salary/Benefits 48.7 Advancement Different Part of Ind 5.4 Need a Change	26.1		No	39.1		Yes		
Different Part of Ind 5.4 Need a Change								
	13.5					_	ew job motivation (%)	
Get out of Industry 2.7 Job Security	10.8	_						
•	0.0	curity			•			
Environ./Culture 16.2 Other	2.7							
Method for seeking         Recruitment Agency         2.3         Existing Contacts	2.2	_			ent Agenc		=	
new job (avg ranking, Job Ads 2.9 Contact Companies	es 3.9	ct Companies	Contac					
1=most likely) Post Resume 3.7								
Company fosters Disagree Strongly 7.3 Agree Somewhat	42.0		_			_		
<b>culture of</b> Disagree Somewhat 15.9 Agree Strongly	21.7	Strongly	Agree		Somewha	_		
transparency? (%) Neutral 13.0								
Company's core Disagree Strongly 2.9 Agree Somewhat	47.8		_			_		
<b>purpose inspires? (%)</b> Disagree Somewhat 7.3 Agree Strongly	27.5	Strongly	Agree		Somewha	_	rpose inspires? (%)	
				14.5		Neutral		

MARKETING COORDINATOR	\$48,900	▲2.5%	<b>VP SALES</b>	\$191,700	<b>▲7.2%</b>

Number of respondents						21	Number of respondents						15
Employer	Percer	nt Ma	rket Secto	or	Pe	ercent	Employer	Pe	rcent I	Market Secto	or	ı	Percent
Manufacturer	42.	.9 Rx	Pharmace	euticals		19.1	Manufacturer		40.0 F	Rx Pharmace	euticals		66.7
Agency	9.	.5 OT	C Pharma	ceuticals		14.3	Agency		0.0	OTC Pharma	ceuticals		0.0
Media/Publisher - HCP	4.	.8 Bio	technolog	gy		14.3	Media/Publisher - HCP		6.7 I	Biotechnolog	gy		33.3
Media/Publisher - Consum	ier 0.	.0 Me	dical Devi	ces/Equip	)	19.1	Media/Publisher - Consum	ner	13.3	Medical Devi	ces/Equip	)	40.0
Media/Publisher - HCP & C	Consmr. 0.	.0 Dia	gnostic D	evice/Equ	ıip	14.3	Media/Publisher - HCP & 0	Consmr.	0.0	Diagnostic D	evice/Equ	ıip	20.0
Service Supplier	14.	.3 Ho:	spital Prod	ducts/Equ	ıip.	14.3	Service Supplier		26.7 I	Hospital Pro	ducts/Equ	ıip.	6.7
Other	28.	.6 Dei	ntal Produ	cts/Equip	)	4.8	Other		13.3 I	Dental Produ	cts/Equip	)	6.7
		Ma	naged Cai	re		9.5			ı	Managed Ca	re		6.7
Age	High	70	Low	23	Avg.	31.1	Age	High	62	Low	37	Avg.	49.5
Sex	Male	14.3	Female	85.7			Sex	Male	73.3	Female	26.7		
Years in industry	High	35.0	Low	1.0	Avg.	4.8	Years in industry	High	34.0	Low	9.0	Avg.	23.2
Years in position	High	10.0	Low	1.0	Avg.	3.1	Years in position	High	25.0	Low	1.0	Avg.	5.5
Salary (\$000s/yr)	High	68.0	Low	33.0	Avg.	48.9	Salary (\$000s/yr)	High	306.0	Low	72.0	Avg.	191.7
Commission received?	Yes	0.0	No	100.0			Commission received?	Yes	46.7	No	53.3		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0	Amount (\$000s/yr)	High	150.0	Low	30.0	Avg.	85.7
Bonus received?	Yes	47.6	No	52.4			Bonus received?	Yes	66.7	No	33.3	-	
Amount (\$000s/yr)	High	4.0	Low	0.3	Avg.	1.7	Amount (\$000s/yr)	High	175.0	Low	10.0	Avg.	73.5
Perceived pay							Perceived pay						
vs. peers (%)	More	0.0	Less	85.7	Same	14.3	vs. peers (%)	More	13.3	Less	26.7	Same	60.0
Employer's gross	<\$5M		19.1	\$50-\$1	.00M	19.1	Employer's gross	<\$5M		21.4	\$50-\$1	.00M	7.1
US revenue (%)	\$5-\$20M		33.3	>100M		19.1	US revenue (%)	\$5-\$20	M	14.3	>100M		42.9
, ,	\$20-\$50M	1	9.5				, ,	\$20-\$5	50M	14.3			
Position satisfying? (%)	Thoroughl		38.1	Genera	lly	33.3	Position satisfying? (%)	Thorou		40.0	Genera	ılly	53.3
, , ,	OK Someti	•	14.3	No	,	14.3	, , ,		netimes	6.7	No	,	0.0
Salary reviewed (%)	6 months		4.8	18 mon	iths	0.0	Salary reviewed (%)	6 mont	hs	0.0	18 mor	iths	0.0
	12 months		81.0	24 mor	nths	14.3		12 mon	ths	66.7	24 mor	nths	33.3
Advancement	Index 2.4	(4=Exc. 3	3=Good 2=	Fair 1=Po	or)		Advancement	Index 2	2.5 (4=Exc	c. 3=Good 2=	Fair 1=Po	or)	
prospects (%)	Excellent	•	4.8	Good	,	47.6	prospects (%)	Excelle	nt	13.3	Good	•	46.7
	Fair		28.6	Poor		19.1		Fair		20.0	Poor		20.0
How current job	Promoted		23.8	Exec Se	earch	9.5	How current job	Promot	ed	33.3	Exec Se	earch	26.7
was acquired (%)	Hired by Co	ompany	0.0	Own In	itiative	57.1	was acquired (%)	Hired b	y Compar	ny 20.0	Own In	itiative	13.3
Benefits received (%)	Signing Bo	nus	0.0	Retiren	nent	35.7	Benefits received (%)	Signing	Bonus	15.4	Retiren	nent	46.2
	Car		0.0	Medica	ıl	100.0		Car		30.8	Medica	ıl	100.0
	Dental		71.4	Stock		28.6		Dental		84.6	Stock		30.8
Factors important	Salary		2.6	Enviror	n./Culture	3.0	Factors important	Salary		2.1	Enviror	n./Culture	3.4
to job (avg ranking,	Benefits		4.2	Loyalty	to Staff	5.6	to job (avg ranking,	Benefit	S	4.6	Loyalty	to Staff	4.1
1 = most important)	Advancem	ent	4.0	Enviror	n./Soc. Resp	6.6	1 = most important)	Advanc	ement	4.1	Enviror	n./Soc. Res	p. 7.0
	Training		5.8	Job Sed	curity	4.1		Training	g	6.7	Job Se	curity	4.0
Employer rating	Salary		2.6	Enviror	n./Culture	2.2	Employer rating	Salary		2.1	Enviror	n./Culture	1.8
(avg rating, 1 = best)	Benefits		2.0		to Staff	2.2	(avg rating, 1 = best)	Benefit	S	2.5		to Staff	1.7
•	Advancem	ent	2.8		n./Soc. Resp	2.4	•	Advanc	ement	2.5		n./Soc. Res	p. 2.2
	Training		2.4	Job Sed	curity	2.1		Training	g	2.7	Job Se	curity	2.2
Plan to seek a new	Yes		38.1	No	-	33.3	Plan to seek a new	Yes		26.7	No	-	33.3
job this year? (%)							job this year? (%)						
New job motivation (%)	Salary/Bei	nefits	50.0	Advano	ement	30.0	New job motivation (%)	Salary/	Benefits	16.7	Advano	ement	33.3
	Different P	art of Inc	0.0	Need a	Change	0.0		Differe	nt Part of	Ind 0.0	Need a	Change	0.0
	Get out of	Industry	0.0	Job Sed	curity	0.0		Get out	of Indust	ry 0.0	Job Se	curity	16.7
	Environ./C	ulture	0.0	Other		20.0		Enviror	./Culture	-	Other		16.7
Method for seeking	Recruitme		y 3.1	Existing	g Contacts	2.8	Method for seeking		ment Age		Existin	g Contacts	
new job (avg ranking,	Job Ads		2.0		t Companies		new job (avg ranking,	Job Ads	_	3.4		t Companie	
1=most likely)		ne	3.3		•		1=most likely)	Post Re	sume	4.7		•	
	Post Resur					52.4	Company fosters	Disagre	e Strongl	y 6.7	Agroo (	Somewhat	46.7
Company fosters	Post Resur Disagree S	trongly	4.8	Agree S	Somewhat	JL.T			o otrong	y 0.7	Agree	oomewnat	70.7
Company fosters culture of				-	Somewnat Strongly	9.5	culture of	_	e Somew	-	_	Strongly	33.3
	Disagree S			-				_	e Somew	-	_		
culture of	Disagree S Disagree S	Somewha	t 9.5	Agree S			culture of	Disagre Neutra	e Somew	hat 13.3 0.0	Agree S		
culture of transparency? (%)	Disagree S Disagree S Neutral	Somewhar Strongly	t 9.5 23.8 4.8	Agree S	Strongly	9.5	culture of transparency? (%)	Disagre Neutral Disagre	ee Somew	hat 13.3 0.0 y 6.7	Agree S	Strongly	33.3

\$141,200

### **▲8.1%** SALES MANAGER

\$80,400

▼31.7%

Number of respondents						25
Employer	Pe	rcent N	larket Se	ctor	Pe	rcen
Manufacturer		44.0 R	x Pharm	aceuticals		48.0
Agency		4.0 C	TC Phari		16.0	
Media/Publisher - HCP	/Publisher - HCP			logy		24.0
Media/Publisher - Consum	er	4.0 N	ledical D	evices/Equi	р	28.0
Media/Publisher - HCP & C	onsmr.	12.0 C	iagnostic	Device/Eq	uip	16.0
Service Supplier		8.0 F	lospital P	roducts/Eq	uip.	4.0
Other		16.0 D	ental Pro	ducts/Equi	D.	4.0
			lanaged			12.0
Age	High	69	Low	28	Avg.	49.9
Sex	Male	84.0	Femal			
Years in industry	High	32.0	Low	4.0	Avg.	17.
Years in position	High	48.0	Low	2.0	Avg.	8.2
Salary (\$000s/yr)	High	225.0	Low	20.0	Avg.	141.2
Commission received?	Yes	36.0	No	64.0	Avg.	171.4
Amount (\$000s/yr)	High	220.0	Low	20.0	Avg.	82.8
Bonus received?	Yes		No	28.0	Avg.	02.0
Bonus received? Amount (\$000s/yr)		72.0 75.0	Low	4.0	Λνα	37.
	High	75.0	LOW	4.0	Avg.	37.
Perceived pay	Мака	0.2	Lana	E4.2	Come	271
/s. peers (%)	More	8.3	Less	54.2 ) \$50-\$	Same 100M	37.5 16.0
Employer's gross	<\$5M		8.0			
US revenue (%)	\$5-\$20		24.0		1	44.0
	\$20-\$5		8.0			
Position satisfying? (%)	Thorou	~ ,	29.2		ally	54.
		netimes	0.0			16.
Salary reviewed (%)	6 mont		0.0			16.0
	12 mon		48.0			36.0
Advancement		•	.3=Good	2=Fair 1=Po	or)	
prospects (%)	Excelle	nt	12.0	) Good		16.0
	Fair		40.0			32.0
How current job	Promot	ted	60.0	) Exec S	earch	4.0
was acquired (%)	Hired b	y Compan	y 12.0	Own Ir	nitiative	24.0
Benefits received (%)	Signing	g Bonus	11.	1 Retire	ment	33.3
	Car		38.9	9 Medica	al	94.4
	Dental		72.2	2 Stock		44.4
Factors important	Salary		2.8	3 Enviro	n./Culture	3.
to job (avg ranking,	Benefit	S	4.3	3 Loyalty	y to Staff	4.0
1 = most important)	Advanc	ement	4.2	2 Enviro	n./Soc. Resp.	6.6
	Training	g	5.9	Job Se	curity	4.
Employer rating	Salary		2.0	5 Enviro	n./Culture	2.8
(avg rating, 1 = best)	Benefit	S	2.4		y to Staff	2.8
(	Advanc		2.8		n./Soc. Resp.	
	Training		2.9			2.4
Plan to seek a new	Yes	5	52.0			32.0
ob this year? (%)	.00		02.			02.
New job motivation (%)	Salary/	'Benefits	42.9	Advan	cement	7.
,		nt Part of I			Change	0.0
		of Industr			_	0.0
		i./Culture	y 7. 28.6		ounty	7.
Method for seeking		ment Ager			g Contacts	1.9
=		_	3.		-	
new job (avg ranking,	Job Ads				ct Companies	3.
l=most likely)	Post Re		4.0		Camaay I 1	40.4
Company fosters	_	ee Strongly		_	Somewhat	48.0
culture of	_	ee Somewh		_	Strongly	0.0
transparency? (%)	Neutra		12.0			
Company's core	_	ee Strongly		_	Somewhat	32.0
purpose inspires? (%)	Disagre	ee Somewh		_	Strongly	12.0
	Neutra		36.0	1		

SALES MANAGER		фО	0,400		<b>▼ 21.</b>	7 70
Number of respondents						8
Employer	Pe	ercent l	Market Sec	tor	P	ercent
Manufacturer		37.5 F	Rx Pharma	ceuticals		37.5
Agency		0.0	OTC Pharm	naceuticals		12.5
Media/Publisher - HCP		25.0 E	Biotechnol	ogy		37.5
Media/Publisher - Consume	er	0.0	Medical De	vices/Equip		37.5
Media/Publisher - HCP & Consn				Device/Equ		0.0
Service Supplier				oducts/Equ	•	25.0
Other			•	ducts/Equip	•	0.0
			Managed C			12.5
	I PI-	F2	1	٥٦	A	20.0
Age	High Male	53 75.0	Low Female	25 25.0	Avg.	39.8
Sex Vegre in industry		23.0	Low		Λνα	11.1
Years in industry Years in position	High High	20.0	Low	1.0 1.0	Avg.	6.5
Salary (\$000s/yr)	High	145.0	Low	30.0	Avg. Avg.	80.4
Commission received?	Yes	25.0	No	75.0	Avg.	00.4
Amount (\$000s/yr)	High	100.0	Low	45.0	Avg.	72.5
Bonus received?	Yes	100.0	No	0.0	7146.	72.5
Amount (\$000s/yr)	High	88.0	Low	1.0	Avg.	28.0
Perceived pay		00.0		2.0	7.1.6.	
vs. peers (%)	More	25.0	Less	62.5	Same	12.5
Employer's gross	<\$5M		0.0	\$50-\$1	00M	0.0
US revenue (%)	\$5-\$20	OM	14.3	>100M		57.1
	\$20-\$	50M	28.6			
Position satisfying? (%)	Thorou	ughly	62.5	Genera	lly	25.0
	OK So	metimes	12.5	No		0.0
Salary reviewed (%)	6 mon	ths	0.0		ths	0.0
	12 mor		62.5			37.5
Advancement		•		2=Fair 1=Poo	or)	
prospects (%)	Excelle	ent	37.5			12.5
	Fair		12.5			37.5
How current job	Promo		37.5			12.5
was acquired (%)		oy Compar	-			25.0
Benefits received (%)	Car	g Bonus	12.5 37.5			62.5 75.0
	Dental		75.0		ı	25.0
Factors important	Salary		1.6		./Culture	4.0
to job (avg ranking,	Benefi		3.5		to Staff	4.5
1 = most important)		cement	4.4	.,.,	./Soc. Resp	
	Trainin		6.6		•	3.8
Employer rating	Salary		2.8		./Culture	2.3
(avg rating, 1 = best)	Benefi		2.1		to Staff	2.8
	Advan	cement	2.9	Environ	./Soc. Resp	. 1.9
	Trainin	ıg	2.6	Job Sec	curity	2.4
Plan to seek a new	Yes		37.5	No		50.0
job this year? (%)						
New job motivation (%)	Salary	/Benefits	75.0	Advanc	ement	0.0
	Differe	ent Part of	Ind 0.0	Need a	Change	0.0
	Get ou	t of Indust	ry 0.0	Job Sec	curity	0.0
		n./Culture				0.0
Method for seeking		tment Age	-	-	Contacts	2.2
new job (avg ranking,	Job Ad		2.8		t Companie	s 4.2
1=most likely)		esume	3.0			
Company fosters	_	ee Strongl	_	_	omewhat	37.5
culture of	_	ee Somew		_	itrongly	25.0
transparency? (%)	Neutra		0.0		amariili I	27.5
Company's core	_	ee Strongl	-	_	Somewhat	37.5
purpose inspires? (%)	Disagr Neutra	ee Somew	hat 12.5 0.0	_	strongly	37.5
	iveutia	41	0.0			

### PRODUCT DIRECTOR

\$140,100

### **▼10.7%** GROUP PRODUCT MANAGER \$155,400 **▼9.5%**

I KODOOI DIKE	<u> </u>	4	71-10,10		V ±1	J./ /U
Number of respondents						4
Employer	Pe	rcent M	arket Secto	or		Percen
Manufacturer		50.0 R:	k Pharmace	euticals		50.0
Agency		25.0 0	TC Pharma	ceuticals		25.0
Media/Publisher - HCP			otechnolog	ΣΛ		50.0
Media/Publisher - Consum	er		edical Devi	••	)	25.0
Media/Publisher - HCP & C			agnostic D			25.0
Service Supplier			ospital Pro		•	25.0
Other			ental Produ	•	•	25.0
<b>5</b> ti5.			anaged Ca		-	50.0
Age	High	52	Low	44	Avg.	48.3
Sex	Male	50.0	Female	50.0		
Years in industry	High	30.0	Low	18.0	Avg.	21.5
Years in position	High	30.0	Low	2.0	Avg.	12.0
Salary (\$000s/yr)	High	200.0	Low	101.2	Avg.	140.
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	75.0	No	25.0		
Amount (\$000s/yr)	High	80.0	Low	30.0	Avg.	50.0
Perceived pay						
vs. peers (%)	More	25.0	Less	50.0	Same	25.0
Employer's gross	<\$5M		0.0	\$50-\$3	100M	0.0
JS revenue (%)	\$5-\$20	M	0.0	>100N	1	100.0
	\$20-\$5	50M	0.0			
Position satisfying? (%)	Thorou		50.0	Genera	ally	25.0
2.1		netimes	25.0	No	- 41	0.0
Salary reviewed (%)	6 mont		25.0	18 mor		0.0
	12 mon		50.0	24 mo		25.0
Advancement		2.8 (4=Exc.			oor)	0.0
prospects (%)	Excelle	Πt	50.0	Good		0.0
U	Fair	ha al	25.0	Poor Exec S		25.0
How current job	Promot		75.0			0.0
was acquired (%)		y Company			itiative	25.0
Benefits received (%)		g Bonus	0.0	Retirer Medica		50.0 75.0
	Car		0.0 75.0		dl	
Fa	Dental			Stock	n /Clt	100.0
Factors important	Salary		2.3		n./Culture	
to job (avg ranking,	Benefit		2.5		y to Staff	6.3
l = most important)	Advano		3.5		n./Soc. Re	
Funniarray wating	Training	8	6.5	Job Se	n./Culture	4.3
Employer rating	Salary		2.3		/ to Staff	
(avg rating, 1 = best)	Benefit		2.3			3.0
	Advano		2.5		n./Soc. Re	•
Dian to each a new	Training	8	2.8	Job Se	curity	2.5
Plan to seek a new ob this year? (%)	Yes		50.0	No		25.0
New job motivation (%)	Salary	Benefits	50.0	Advan	cement	50.0
job motivation (70)	-	nt Part of Ir			Change	0.0
		t of Industr		Job Se	_	0.0
		n./Culture	0.0	Other	Junty	0.0
Method for seeking		ment Agen			g Contact	
new job (avg ranking,	Job Ads	_	2.8		ct Compar	
lew job (avg ranking, l=most likely)	Post Re		4.3	Jonial	oc oompai	4.0
Company fosters		ee Strongly	25.0	Agree	Somewha	t 25.0
company iosters	_	ee Strongry ee Somewh			Strongly	25.0 25.0
	Neutra			Agree	Juongly	23.0
transparency? (%)			25.0	A === = =	Camaaaaa	t 0.0
	Dicarre	on Ctranalii				
Company's core purpose inspires? (%)		ee Strongly ee Somewh	25.0 at 0.0		Somewha Strongly	50.0

Number of respondents							5
Employer	Perc	ent M	Market Sector			Pe	ercent
Manufacturer	10	0.0 F	Rx Pł	narmac	euticals		20.0
Agency		0.0	OTC	Pharma	aceuticals		0.0
Media/Publisher - HCP		0.0 E	Biote	chnolo	gy		20.0
Media/Publisher - Consumer		0.0	Лedi	cal Dev	rices/Equip		40.0
Media/Publisher - HCP & Cor	nsmr.	0.0	Diagr	nostic [	Device/Equi	р	0.0
Service Supplier		0.0 H	losp	ital Pro	oducts/Equi	p.	0.0
Other		0.0	Dent	al Prod	ucts/Equip		0.0
		N	/lana	aged Ca	are		0.0
Age	High	50	- 1	.ow	35	Avg.	40.2
	Male	40.0		emale	60.0	7146.	10.2
	High	13.0		.ow	9.0	Avg.	11.0
	High	4.0		.ow	1.0	Avg.	1.8
	High	171.0		.ow	125.0	Avg.	155.4
Commission received?	Yes	0.0	١	Vo	100.0		
Amount (\$000s/yr)	High	0.0	L	.ow	0.0	Avg.	0.0
Bonus received?	Yes	100.0	N	No.	0.0		
Amount (\$000s/yr)	High	40.0	L	.ow	10.0	Avg.	24.9
Perceived pay							
	More	40.0	L	.ess	40.0	Same	20.0
Employer's gross	<\$5M			0.0	\$50-\$1	MOC	0.0
US revenue (%)	\$5-\$20N	Л		0.0	>100M		100.0
	\$20-\$50	M		0.0			
	Thoroug	-		20.0	General	ly	60.0
	OK Some			0.0	No		20.0
	6 month			20.0	18 mon		20.0
	12 montl			60.0	24 mon		0.0
		•	:. 3=		!=Fair 1=Poo	or)	20.0
	Excellent	t		20.0	Good		20.0
	Fair			60.0	Poor		0.0
	Promote			40.0	Exec Se		40.0
		Compan	У	0.0	Own Ini		20.0
	Signing I Car	Bonus		0.0	Retirem Medical		40.0 100.0
	Dental			100.0	Stock		80.0
	Salary			2.8		./Culture	2.0
•	Benefits			5.6	Loyalty		5.2
	Advance			2.8	, ,	./Soc. Resp	
• •	Training			6.0	Job Sec		4.8
	Salary			1.8		./Culture	2.4
	Benefits			1.6	Loyalty	to Staff	2.0
	Advance	ment		2.2	Environ	./Soc. Resp	. 1.6
	Training			2.8	Job Sec	urity	2.0
Plan to seek a new	Yes			40.0	No		20.0
job this year? (%)							
New job motivation (%)	Salary/E	Benefits		0.0	Advanc	ement	0.0
	Different	Part of I	nd	25.0	Need a	Change	25.0
	Get out o	of Indust	ry	0.0	Job Sec	urity	0.0
	Environ.	/Culture		50.0	Other		0.0
_		nent Age	ncy	3.0	_	Contacts	1.0
, , , ,	Job Ads			3.6	Contact	Companies	3.8
	Post Res			3.6			
	_	Strongl		20.0	_	omewhat	40.0
	_	Somewl	nat	0.0	Agree S	trongly	20.0
	Neutral	0		20.0			
	_	Strongly		0.0	_	omewhat	20.0
	IIICAGEGG	Somow	nat	0.0	Δατρο S	trongly	60.0
	Disagree Neutral	, Joinewi	iat	20.0	Agree	tiongly	00.0

### SENIOR PRODUCT MANAGER \$144,400 ▲0.1%

<b>PRODUCT MANAGER</b>	
Number of respondents	

**\$110,500 ▲24.9%** 

Number of respondents						2
Employer	Pe	rcent N	larket Sect	or	1	Percer
Manufacturer		92.6 R	x Pharmac	euticals		59.
Agency		0.0	TC Pharma	aceuticals		7.
Media/Publisher - HCP		0.0 E	Biotechnolo	gy		29.
Media/Publisher - Consum	er	0.0 N	Medical Dev	ices/Equip	0	14.
Media/Publisher - HCP & C	onsmr.	0.0	iagnostic [	Device/Equ	qiu	14.
Service Supplier		3.7 H	lospital Pro	ducts/Eq	uip.	7.
Other		3.7 D	ental Prod	ucts/Equi <sub>l</sub>	p	0.
		N	Managed Ca	ire		3.
Nan	High	56	Low	30	Avg.	42.
Age Sex	Male	37.0	Female	63.0	Avg.	42.
ears in industry	High	33.0	Low	4.0	Avg.	15.
ears in position	High	15.0	Low	1.0	Avg.	3.
Salary (\$000s/yr)	High	200.0	Low	68.0	Avg.	144.
Commission received?	Yes	0.0	No	100.0	7.1.6.	
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.
Bonus received?	Yes	100.0	No	0.0		
Amount (\$000s/yr)	High	50.0	Low	3.0	Avg.	22.
Perceived pay						
s. peers (%)	More	29.6	Less	33.3	Same	37.
mployer's gross	<\$5M		7.4	\$50-\$	100M	7.
IS revenue (%)	\$5-\$20	M	0.0	>100N	1	77.
	\$20-\$5	50M	7.4			
osition satisfying? (%)	Thorou	ghly	25.9	Genera	ally	63.
	OK Son	netimes	3.7	No		7.
alary reviewed (%)	6 mont	hs	7.4	18 moi	nths	3
	12 mon		85.2	24 mo		3
dvancement		•	. 3=Good 2		or)	
rospects (%)	Excelle	nt	29.6	Good		33.
	Fair		22.2	Poor		14.
low current job	Promot		40.7	Exec S		14.
vas acquired (%)		y Compan	_		itiative	22.
Benefits received (%)		g Bonus	36.0	Retire		60.
	Car		4.0	Medica	aı	84.
actors important	Dental		76.0	Stock	n /Cultura	68.
actors important o job (avg ranking,	Salary Benefit		2.6 4.2		n./Culture / to Staff	2. 4
= most important)	Advanc		3.9	, ,	n./Soc. Res	
- most important)	Training		6.0	Job Se		μ. <i>/</i> 4
imployer rating	Salary	5	2.3		n./Culture	2
avg rating, 1 = best)	Benefit	S	2.0		to Staff	2.
arg rating, 2 500t/	Advanc		2.6		n./Soc. Res	
	Training		2.9	Job Se		2.
Plan to seek a new	Yes	<u> </u>	25.9	No	· · · · ·	29.
ob this year? (%)						
lew job motivation (%)	Salary/	'Benefits	23.1	Advan	cement	38.
	Differe	nt Part of I	nd 0.0	Need a	Change	7
	Get out	of Industr	y 0.0	Job Se	curity	7
	Enviror	n./Culture	15.4	Other		7
lethod for seeking	Recruit	ment Ager	ncy 1.9	Existin	g Contacts	1.
ew job (avg ranking,	Job Ad:	S	3.4	Contac	ct Compani	es 3.
=most likely)	Post Re	esume	4.2			
Company fosters	Disagre	e Strongly	/ 11.1	Agree	Somewhat	44.
culture of	Disagre	ee Somewh	nat 11.1	Agree	Strongly	14.
ransparency? (%)	Neutra	l	18.5			
Company's core	Disagre	ee Strongly	3.7	Agree	Somewhat	59.
ourpose inspires? (%)	Disagre	ee Somewh	nat 0.0	Agree	Strongly	25.
	Neutra	ı	11.1			

Number of respondents						25
Employer	Pe	rcent M	Market Sec	tor	P	ercent
Manufacturer		80.0 F	Rx Pharma	ceuticals		56.0
Agency		0.0	OTC Pharm	naceuticals	;	12.0
Media/Publisher - HCP		0.0 E	Biotechnol	ogy		24.0
Media/Publisher - Consum	er	0.0 N	Medical De	vices/Equi	ip	8.0
Media/Publisher - HCP & C	onsmr.	4.0	Diagnostic	Device/Eq	uip	20.0
Service Supplier		4.0 H	Hospital Pr	oducts/Eq	uip.	0.0
Other		12.0	Dental Pro	ducts/Equi	ip	0.0
		N	Managed C	are		8.0
Age	High	65	Low	27	Avg.	39.5
Sex	Male	52.0	Female		6.	
Years in industry	High	45.0	Low	2.0	Avg.	10.1
Years in position	High	20.0	Low	1.0	Avg.	4.4
Salary (\$000s/yr)	High	400.0	Low	69.0	Avg.	110.5
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	88.0	No	12.0		
Amount (\$000s/yr)	High	85.0	Low	1.5	Avg.	15.0
Perceived pay						
vs. peers (%)	More	4.0	Less	56.0	Same	40.0
Employer's gross	<\$5M		4.0	\$50-\$	S100M	12.0
US revenue (%)	\$5-\$20	DM	8.0	>1001	M	56.0
-	\$20-\$5	50M	20.0			
Position satisfying? (%)	Thorou		28.0	Gener	ally	60.0
	OK Sor	netimes	12.0			0.0
Salary reviewed (%)	6 mont		4.0			0.0
	12 mon		88.0			8.0
Advancement		•		2=Fair 1=P	oor)	
prospects (%)	Excelle	nt	16.7			41.7
	Fair		29.2			12.5
How current job	Promot		40.0		Search	8.0
was acquired (%)		y Compan	•		nitiative	24.0
Benefits received (%)		g Bonus	20.0			28.0
	Car		12.0			80.0
Forting to the second	Dental		64.0			44.0
Factors important	Salary		2.1		on./Culture	3.0
to job (avg ranking,	Benefit		4.4 3.4	,	y to Staff	5.2
1 = most important)	Advano		5.4 5.8		on./Soc. Resp ecurity	5.0
Employer rating	Training Salary	В	2.5		on./Culture	2.0
(avg rating, 1 = best)	Benefit	·c	2.0		y to Staff	2.4
(uvg ruting, 1 - best)	Advanc		2.3	-	n./Soc. Resp	
	Training		2.5		ecurity	2.1
Plan to seek a new	Yes	<u> </u>	56.0			28.0
job this year? (%)						
New job motivation (%)	Salary	/Benefits	46.7	Advar	cement	6.7
• • • •		nt Part of I			a Change	6.7
	Get out	t of Indust	ry 6.7	Job S	ecurity	0.0
		n./Culture	13.3		,	6.7
Method for seeking		ment Age			ng Contacts	2.1
new job (avg ranking,	Job Ad		2.9	Conta	ct Companie	s 3.7
1=most likely)	Post Re	esume	4.1			
Company fosters	Disagre	ee Strongly	y 4.0	Agree	Somewhat	32.0
culture of	Disagre	ee Somewl	hat 20.0	Agree	Strongly	32.0
transparency? (%)	Neutra		12.0			
Company's core	_	ee Strongly		_	Somewhat	32.0
purpose inspires? (%)	_	ee Somewl		_	Strongly	44.0
	Neutra	l	8.0			

### **ADVERTISING MANAGER**

\$66,300

### N/A

### DIRECTOR CORP./MKTG. COMM. \$143,200 ▼0.8%

Number of respondents						4
Employer	Percent Mark		rket Sect	or		Percent
Manufacturer		0.0 Rx	Pharmac	euticals		75.0
Agency		50.0 OT	C Pharma	ceuticals		0.0
Media/Publisher - HCP		25.0 Bio	otechnolo	gy		25.0
Media/Publisher - Consum	er	0.0 Me	edical Dev	ices/Equip	)	25.0
Media/Publisher - HCP & C	onsmr.	0.0 Dia	agnostic D	evice/Equ	uip	25.0
Service Supplier		25.0 Ho	spital Pro	ducts/Equ	uip.	25.0
Other		0.0 De	ntal Produ	ucts/Equip	)	0.0
			naged Ca			25.0
Age	High	44	Low	26	Avg.	36.3
Sex	Male	25.0	Female	75.0		
ears in industry	High	22.0	Low	3.0	Avg.	11.8
ears in position	High	22.0	Low	1.0	Avg.	9.5
Salary (\$000s/yr)	High	121.0	Low	40.0	Avg.	66.3
commission received?	Yes	25.0	No	75.0		
mount (\$000s/yr)	High	60.0	Low	60.0	Avg.	60.0
Bonus received?	Yes	75.0	No	25.0		
mount (\$000s/yr)	High	25.0	Low	2.0	Avg.	11.0
erceived pay			-			
s. peers (%)	More	0.0	Less	50.0	Same	50.0
mployer's gross	<\$5M		33.3	\$50-\$3		0.0
S revenue (%)	\$5-\$20	OM	33.3	>100N		0.0
C 101011110 (70)	\$20-\$		33.3	200	•	0.0
osition satisfying? (%)	Thorou		0.0	Genera	allv	50.0
		netimes	50.0	No	,	0.0
alary reviewed (%)	6 mont		0.0	18 mor	nths	0.0
alary reviewed (70)	12 mor		66.7	24 moi		33.3
dvancement		1.8 (4=Exc. 3				
rospects (%)	Excelle	•	0.0	Good	01)	25.0
Tospects (70)	Fair	111	25.0	Poor		50.0
low current job	Promo	tad	25.0	Exec S	oarch	50.0
as acquired (%)		y Company	0.0		itiative	25.0
Senefits received (%)		g Bonus	0.0	Retirer		100.0
ellellts leceiveu (70)	Car	g Donus	0.0	Medica		100.0
	Dental		100.0	Stock	ai	0.0
actors important	Salary		1.5		n./Culture	4.8
o job (avg ranking,	Benefit	to	5.0			4.5
					/ to Staff n./Soc. Re:	
= most important)		cement	4.0			-
	Trainin	8	5.5	Job Se	n./Culture	3.5
mployer rating	Salary	la.	3.0			3.0
avg rating, 1 = best)	Benefit		2.3		to Staff	2.
		cement	3.3		n./Soc. Re	
	Trainin	g	3.3	Job Se	curity	3.0
lan to seek a new	Yes		50.0	No		0.0
ob this year? (%)	Calami	/Damafita	0.0	A di com		0.0
lew job motivation (%)	-	/Benefits	0.0		cement	0.0
		nt Part of In			Change	0.0
		t of Industry		Job Se	curity	33.3
		n./Culture	66.7	Other	0 1	0.0
lethod for seeking		tment Agend	-		g Contacts	
ew job (avg ranking,	Job Ad		3.3	Contac	ct Compan	ies 1.7
=most likely)	Post Re		4.3			
company fosters	_	ee Strongly	25.0	_	Somewhat	
ulture of	_	ee Somewha		Agree	Strongly	0.0
ransparency? (%)	Neutra		25.0			
Company's core	_	ee Strongly	0.0	_	Somewhat	
urpose inspires? (%)	Disagre	ee Somewha	t 50.0	Agree	Strongly	0.0
	_		25.0	_	0,	

DIRECTOR CORP	./ IVIN	1 G. C	OWIWI.	<b>\$143,2</b>	00 00	.8%
Number of respondents						13
Employer	Pe	rcent	Market Se	ector		Percent
Manufacturer				aceuticals		38.5
Agency				maceuticals	5	7.7
Media/Publisher - HCP			Biotechno	0,		23.1
Media/Publisher - Consume				evices/Equ	•	15.4
Media/Publisher - HCP & Co	nsmr.			c Device/Ed		15.4
Service Supplier				Products/Ed		7.7
Other				oducts/Equ	ip	0.0
			Managed	Care		15.4
Age	High	52	Low	30	Avg.	44.1
Sex	Male	23.1	Fema		7148.	- 11.2
Years in industry	High	28.0	Low	2.0	Avg.	15.4
Years in position	High	12.0	Low	1.0	Avg.	4.0
Salary (\$000s/yr)	High	200.0	Low	72.0	Avg.	143.2
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	84.6	No	15.4		
Amount (\$000s/yr)	High	60.0	Low	2.5	Avg.	32.0
Perceived pay						
vs. peers (%)	More	7.7	Less	53.9	Same	38.5
Employer's gross	<\$5M		7.	7 \$50-9	\$100M	23.1
US revenue (%)	\$5-\$20		23.	1 >100	М	46.2
	\$20-\$5		0.0			
Position satisfying? (%)	Thorou	· ·	7.		rally	84.6
		netimes	7.			0.0
Salary reviewed (%)	6 mont		0.0			0.0
	12 mon		83.			16.7
Advancement		•		d 2=Fair 1=P	•	107
prospects (%)	Excelle	nt	16.			16.7
Uani annuant iah	Fair Promot	tod	33. 30.		Search	33.3 38.5
How current job was acquired (%)		tea ly Compai			nitiative	38.5 15.4
Benefits received (%)		g Bonus	18.		ement	63.6
Delicitis received (70)	Car	3 Donus	0.0			100.0
	Dental		81.			54.6
Factors important	Salary		2.		on./Culture	3.7
to job (avg ranking,	Benefit	's	3.		ty to Staff	5.2
1 = most important)	Advano		3.		on./Soc. Res	
<b>,</b>	Training		7.		ecurity	3.5
Employer rating	Salary	<u> </u>	2.		on./Culture	2.5
(avg rating, 1 = best)	Benefit	:S	2.		ty to Staff	2.7
	Advano	ement	3.	1 Enviro	on./Soc. Res	sp. 2.0
	Training	g	3.	0 Job S	ecurity	2.5
Plan to seek a new	Yes		46.	2 No		15.4
job this year? (%)						
New job motivation (%)	Salary/	Benefits	11.	1 Advar	ncement	11.1
	Differe	nt Part of	Ind 11.	1 Need	a Change	0.0
	Get out	t of Indust	try 11.	1 Job S	ecurity	0.0
		n./Culture				11.1
Method for seeking		tment Age	•		ng Contacts	
new job (avg ranking,	Job Ad		2.		ict Compani	es 4.0
1=most likely)	Post Re		4.			
Company fosters	_	ee Strong	•	_	Somewhat	
culture of	_	ee Somew		_	Strongly	7.7
transparency? (%)	Neutra		15.		C ! !	
Company's core		ee Strong			Somewhat	
purpose inspires? (%)	_	ee Somew '		_	Strongly	25.0
	Neutra	ı	16.	,		

### PR/COMMUNICATIONS MGR. \$82,700 ▼18.1%

### **VP GROUP SUPERVISOR**

\$165,400

▲10.3%

Number of respondents						25	Number of respondents						29
Employer	Pe	rcent I	Market Sect	or	Pe	ercent	Employer	Per	rcent M	Market Sec	tor		Percent
Manufacturer		28.0 F	Rx Pharmace	euticals		24.0	Manufacturer		6.9 F	Rx Pharma	ceuticals		89.7
Agency		32.0	OTC Pharma	ceuticals		24.0	Agency		82.8	OTC Pharm	aceuticals		20.7
Media/Publisher - HCP		0.0 E	Biotechnolog	gy		20.0	Media/Publisher - HCP		3.5 E	Biotechnol	ogy		31.0
Media/Publisher - Consum	ner	0.0 N	Medical Devi	ices/Equip	0	12.0	Media/Publisher - Consun	ner	0.0 N	Medical De	vices/Equi	р	34.5
Media/Publisher - HCP & C	Consmr.	0.0	Diagnostic D	evice/Equ	uip	12.0	Media/Publisher - HCP & 0	Consmr.	0.0	Diagnostic	Device/Eq	uip	13.8
Service Supplier		4.0 H	Hospital Pro	ducts/Equ	uip.	4.0	Service Supplier		0.0 H	Hospital Pr	oducts/Eq	uip.	10.3
Other		36.0	Dental Produ	ıcts/Equip	0	4.0	Other		6.9 E	Dental Prod	ducts/Equi	p	3.5
		N	Managed Ca	re		16.0			N	Managed C	are		10.3
Age	High	64	Low	23	Avg.	41.1	Age	High	53	Low	28	Avg.	40.4
Sex	Male	20.0	Female	80.0			Sex	Male	31.0	Female	69.0		
Years in industry	High	30.0	Low	1.0	Avg.	11.3	Years in industry	High	28.0	Low	7.0	Avg.	14.6
Years in position	High	22.0	Low	1.0	Avg.	5.5	Years in position	High	16.0	Low	1.0	Avg.	3.3
Salary (\$000s/yr)	High	150.0	Low	44.6	Avg.	82.7	Salary (\$000s/yr)	High	306.0	Low	101.0	Avg.	165.4
Commission received?	Yes	0.0	No	100.0			Commission received?	Yes	10.3	No	89.7		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0	Amount (\$000s/yr)	High	40.0	Low	5.0	Avg.	25.0
Bonus received?	Yes	52.0	No	48.0			Bonus received?	Yes	62.1	No	37.9		
Amount (\$000s/yr)	High	20.0	Low	2.0	Avg.	10.5	Amount (\$000s/yr)	High	100.0	Low	1.0	Avg.	22.7
Perceived pay							Perceived pay						
vs. peers (%)	More	0.0	Less	66.7	Same	33.3	vs. peers (%)	More	20.7	Less	48.3	Same	31.0
Employer's gross	<\$5M		28.0	\$50-\$3	100M	4.0	Employer's gross	<\$5M		10.7	\$50-\$	100M	17.9
US revenue (%)	\$5-\$20	M	20.0	>100N		32.0	US revenue (%)	\$5-\$20	М	28.6	>1001	Л	10.7
, ,	\$20-\$5	MO	16.0				, ,	\$20-\$5	OM	32.1			
Position satisfying? (%)	Thorou		24.0	Genera	allv	60.0	Position satisfying? (%)	Thoroug		27.6	Gener	allv	51.7
, ,		netimes	8.0	No	,	8.0	, , ,		netimes	20.7	No	. ,	0.0
Salary reviewed (%)	6 mont	hs	0.0	18 mor	nths	0.0	Salary reviewed (%)	6 montl	hs	3.5	18 mo	nths	13.8
	12 mon	ths	70.8	24 mo	nths	29.2		12 mon	ths	72.4	24 mc	nths	10.3
Advancement	Index 2	2.3 (4=Exc	c. 3=Good 2:	=Fair 1=Pc	or)		Advancement	Index 2	2.8 (4=Exc	. 3=Good	2=Fair 1=P	oor)	
prospects (%)	Excelle	nt	16.7	Good		29.2	prospects (%)	Exceller	nt	27.6	Good		37.9
	Fair		25.0	Poor		29.2		Fair		20.7	Poor		13.8
How current job	Promot	:ed	28.0	Exec S	earch	4.0	How current job	Promot	ed	37.9	Exec S	Search	20.7
was acquired (%)	Hired b	y Compan	ny 4.0	Own In	itiative	56.0	was acquired (%)	Hired by	y Compan	y 17.2	Own I	nitiative	24.1
Benefits received (%)	Signing	Bonus	0.0	Retirer	ment	47.4	Benefits received (%)	Signing	Bonus	9.5	Retire	ment	52.4
	Car		0.0	Medica	al	73.7		Car		0.0	Medic	al	100.0
	Dental		52.6	Stock		31.6		Dental		90.5	Stock		28.6
Factors important	Salary		2.7	Enviro	n./Culture	2.8	Factors important	Salary		2.1	Enviro	n./Culture	2.8
to job (avg ranking,	Benefit	S	4.2	Loyalty	y to Staff	4.8	to job (avg ranking,	Benefits	S	4.4	Loyalt	y to Staff	4.6
1 = most important)	Advanc	ement	4.3	Enviro	n./Soc. Resp	. 6.9	1 = most important)	Advanc	ement	4.7	Enviro	n./Soc. Res	sp. 7.0
	Training	g	6.2	Job Se	curity	4.3		Training	3	6.2	Job Se	ecurity	4.3
Employer rating	Salary		2.5	Enviro	n./Culture	2.5	Employer rating	Salary		2.4	Enviro	n./Culture	2.1
(avg rating, 1 = best)	Benefit	S	2.4	Loyalty	y to Staff	2.7	(avg rating, 1 = best)	Benefits	S	2.3	Loyalt	y to Staff	2.0
	Advanc	ement	2.6	Enviro	n./Soc. Resp	. 2.4		Advanc	ement	2.1	Enviro	n./Soc. Res	sp. 2.3
	Training	g	2.8	Job Se	curity	2.3		Training	3	2.4	Job Se	ecurity	2.2
Plan to seek a new	Yes		40.0	No		32.0	Plan to seek a new	Yes		41.4	No		34.5
job this year? (%)							job this year? (%)						
New job motivation (%)	Salary/	Benefits	23.1	Advan	cement	7.7	New job motivation (%)	Salary/	Benefits	46.2	Advan	cement	0.0
	Differe	nt Part of I	Ind 0.0	Need a	Change	15.4		Differer	nt Part of I	nd 0.0	Need	a Change	7.7
	Get out	of Indust	ry 0.0	Job Se	curity	0.0		Get out	of Industi	ry 15.4	Job Se	ecurity	0.0
	Environ	./Culture	38.5	Other		15.4		Environ	./Culture	15.4	Other		15.4
Method for seeking	Recruit	ment Age	ncy 3.2	Existin	g Contacts	2.9	Method for seeking	Recruit	ment Age	ncy 1.5	Existin	ng Contacts	1.9
new job (avg ranking,	Job Ads	5	2.1	Contac	ct Companie:	s 3.7	new job (avg ranking,	Job Ads	5	3.5	Conta	ct Compani	ies 4.2
1=most likely)	Post Re	sume	3.0				1=most likely)	Post Re	sume	3.9			
Company fosters	Disagre	e Strongly	y 16.0	Agree	Somewhat	24.0	Company fosters	Disagre	e Strongly		Agree	Somewhat	62.1
culture of	Disagre	e Somew	hat 32.0	Agree	Strongly	20.0	culture of	Disagre	e Somewl		Agree	Strongly	10.3
transparency? (%)	Neutra		8.0				transparency? (%)	Neutral		6.9	-	-	
Company's core	Disagre	e Strongly	y 4.4	Agree	Somewhat	47.8	Company's core	Disagre	e Strongly	y 3.5	Agree	Somewhat	62.1
purpose inspires? (%)	Disagre	ee Somew	hat 13.0	Agree	Strongly	21.7	purpose inspires? (%)	Disagre	e Somewl		Agree	Strongly	20.7
	Neutra	<u> </u>	13.0					Neutral		10.3			

Number of respondents							19
Employer	Pe	rcent l	Market	Secto	or	P	ercent
Manufacturer		5.3 F	Rx Pha	rmace	euticals		84.2
Agency		89.5	OTC Pł	narma	ceuticals		21.1
Media/Publisher - HCP			Biotecl	_			42.1
Media/Publisher - Consun	ner	0.0	Medica	al Devi	ces/Equip	)	15.8
Media/Publisher - HCP & (	Consmr.	0.0	Diagno	stic D	evice/Equ	ıip	0.0
Service Supplier		5.3 H	Hospit	al Prod	ducts/Equ	ıip.	5.3
Other		0.0	Dental	Produ	cts/Equip	)	0.0
		1	Manag	ed Ca	re		15.8
Age	High	56	Lov	w	27	Avg.	39.4
Sex	Male	21.1		male	79.0	, , , ,	
Years in industry	High	20.0	Lov		3.0	Avg.	11.5
Years in position	High	20.0	Lov		1.0	Avg.	4.3
Salary (\$000s/yr)	High	190.0	Lov		40.0	Avg.	119.2
Commission received?	Yes	5.3	No		94.7		
Amount (\$000s/yr)	High	30.0	Lov	w	30.0	Avg.	30.0
Bonus received?	Yes	79.0	No		21.1		
Amount (\$000s/yr)	High	15.0	Lov	w	2.5	Avg.	7.8
Perceived pay	<u> </u>						
vs. peers (%)	More	10.5	Les	SS	63.2	Same	26.3
Employer's gross	<\$5M			11.8	\$50-\$1	LOOM	17.7
US revenue (%)	\$5-\$20	M		41.2	>100M		5.9
, ,	\$20-\$5	50M	:	23.5			
Position satisfying? (%)	Thorou			31.6	Genera	ılly	47.4
	OK Son	netimes		15.8	No	•	5.3
Salary reviewed (%)	6 mont	hs		5.3	18 mor	nths	5.3
	12 mon	ths		73.7	24 mor	nths	15.8
Advancement	Index 2	2.3 (4=Exc	c. 3=G	ood 2=	Fair 1=Po	or)	
prospects (%)	Excelle	nt		10.5	Good		31.6
	Fair		;	36.8	Poor		21.1
How current job	Promot	:ed		31.6	Exec S	earch	5.3
was acquired (%)	Hired b	y Compar	ıy	21.1	Own In	itiative	36.8
Benefits received (%)	Signing	Bonus		12.5	Retirer	nent	75.0
	Car			0.0	Medica	ıl	93.8
	Dental			81.3	Stock		25.0
Factors important	Salary			2.2	Enviror	n./Culture	2.6
to job (avg ranking,	Benefit	S		4.5	Loyalty	to Staff	4.2
1 = most important)	Advanc	ement		4.4	Enviror	n./Soc. Resp	o. 7.4
	Training	g		6.7	Job Se	curity	4.0
Employer rating	Salary			2.3	Enviror	n./Culture	2.2
(avg rating, 1 = best)	Benefit	S		2.2	, ,	to Staff	2.4
	Advanc	ement		2.7	Enviror	ı./Soc. Resp	o. 2.6
	Training	g		2.7	Job Se	curity	2.2
Plan to seek a new	Yes			47.4	No		36.8
job this year? (%)							
New job motivation (%)		Benefits		27.3		cement	0.0
		nt Part of		18.2		Change	0.0
		of Indust	,	9.1	Job Se	curity	0.0
		./Culture		18.2	Other		27.3
Method for seeking		ment Age	ncy	2.5		g Contacts	1.5
new job (avg ranking,	Job Ads			3.5	Contac	t Companie	s 3.4
1=most likely)	Post Re			4.2		_	
Company fosters	_	e Strongl	-	15.8	_	Somewhat	52.6
culture of	_	ee Somew	hat	5.3	Agree S	Strongly	21.1
transparency? (%)	Neutra			5.3			
Company's core		e Strongl		5.3	_	Somewhat	47.4
purpose inspires? (%)	_	ee Somew		10.5	Agree S	Strongly	15.8
	Noutral			21 1			

Neutral

21.1

ACCOUNT SUPE	RVIS	OR	\$96	5,800	<b>▲6.</b> 6	5%	
Number of respondents						23	
Employer	Pe	rcent	Market S	ector	Pe	ercent	
Manufacturer		4.4	Rx Pharn	naceuticals		95.7	
Agency		95.7	OTC Pha	rmaceutical	S	4.4	
Media/Publisher - HCP		0.0	Biotechn	ology		30.4	
Media/Publisher - Consum	ier	0.0	Medical I	Devices/Equ	qip	34.8	
Media/Publisher - HCP & C	Consmr.	0.0	Diagnost	ic Device/E	quip	8.7	
Service Supplier		0.0	Hospital	Products/E	quip.	13.0	
Other		0.0	Dental Pi	roducts/Equ	uip	4.4	
			Managed	l Care		8.7	
Age	High	57	Low	26	Avg.	32.8	
Sex	Male	34.8	Fema	ale 65.2			
Years in industry	High	16.0	Low	3.0	Avg.	7.3	
Years in position	High	15.0	Low	1.0	Avg.	3.4	
Salary (\$000s/yr)	High	156.0	Low	58.5	Avg.	96.8	
Commission received?	Yes	0.0	No	100.0			
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0	
Bonus received?	Yes	47.8	No	52.2			
Amount (\$000s/yr)	High	15.0	Low	1.5	Avg.	7.1	
Perceived pay							
vs. peers (%)	More	30.4	Less	30.4	Same	39.1	
Employer's gross	<\$5M		4	.4 \$50-	\$100M	13.0	
US revenue (%)	\$5-\$20	M	47	%8 >10C	M	13.0	
	\$20-\$5	OM	21	7			
Position satisfying? (%)	Thorou	ghly	13	.0 Gene	erally	52.2	
	OK Son	netimes	26	5.1 No		8.7	
Salary reviewed (%)	6 mont	hs	4	.4 18 m	onths	4.4	
	12 mon	ths	78	.3 24 m	onths	13.0	
Advancement	Index 2	2.9 (4=Ex	c. 3=Goo	d 2=Fair 1=l	Poor)		
prospects (%)	Excelle	nt	30	.4 Good	d	43.5	
	Fair		13	.0 Poor		13.0	
How current job	Promot	ted	30	.4 Exec	Search	8.7	
was acquired (%)	Hired b	y Compa	ny 34	.8 Own	Initiative	26.1	
Benefits received (%)	Signing	Bonus	0	.0 Retir	Retirement		
	Car		0	.0 Medi	cal	88.2	
	Dental		76	.5 Stoc	k	23.5	
Factors important	Salary		2	.3 Envir	on./Culture	2.3	
to job (avg ranking,	Benefit	S	5	.2 Loya	Ity to Staff	4.7	
1 = most important)	Advanc	ement	3	3.6 Envir	on./Soc. Resp	. 7.1	
	Training	g	6	5.1 Job 9	Security	4.6	
Employer rating	Salary				on./Culture	2.3	
(avg rating, 1 = best)	Benefit	S		_	Ity to Staff	2.3	
	Advanc	ement	2	.6 Envir	on./Soc. Resp		
	Training	g	3		Security	2.3	
Plan to seek a new job this year? (%)	Yes		43	.5 No		17.4	
New job motivation (%)	Salary/	Benefits	46	2 Adva	ncement	7.7	
new job motivation (70)		nt Part of			l a Change	7.7	
		of Indus			Security	7.7	
		./Culture	•		•	0.0	
Method for seeking		ment Age			ing Contacts	2.2	
new job (avg ranking,	Job Ads	_	•		act Companies		
1=most likely)	Post Re			.3	ast companies	. 5.0	
Company fosters		e Strong			e Somewhat	47.8	
culture of	_	ee Somew	-	_	e Strongly	8.7	
transparency? (%)	Neutra		26	_	o on ongry	5.7	
Company's core		e Strong			e Somewhat	39.1	
purpose inspires? (%)	_	ee Somew	-	_	e Strongly	17.4	
Par book mobiles: (70)	Neutra			. <del></del> 7	- July	17.7	

Number of respondents							13
	_					_	
Employer	Pe			et Secto		Р	ercent
Manufacturer		15.4		harmace			38.5
Agency					ceuticals		0.0
Media/Publisher - HCP				echnolog			7.7
Media/Publisher - Consum					ces/Equip		23.1
Media/Publisher - HCP & C	onsmr.				evice/Equ	•	0.0
Service Supplier					ducts/Equ	•	0.0
Other		7.7			ıcts/Equip	)	0.0
			Mana	aged Ca	re		0.0
Age	High	61	. L	_OW	23	Avg.	43.5
Sex	Male	38.5		emale	61.5		
Years in industry	High	30.0		_OW	1.0	Avg.	13.7
Years in position	High	27.0		_OW	1.0	Avg.	8.1
Salary (\$000s/yr)	High	186.0		_OW	25.0	Avg.	73.3
Commission received?	Yes	30.8		No.	69.2	Aur	22.0
Amount (\$000s/yr) Bonus received?	High Yes	40.0 38.5		low	20.0 61.5	Avg.	33.0
Amount (\$000s/yr)	High	38.0		-OW	1.0	Λυσ	16.5
Perceived pay	High	36.0		LOW	1.0	Avg.	10.5
vs. peers (%)	More	0.0	) [	_ess	46.2	Same	53.9
Employer's gross	<\$5M	0.0		23.1	\$50-\$1		0.0
US revenue (%)	\$5-\$20	DM		46.2	>100M		30.8
,	\$20-\$5			0.0			
Position satisfying? (%)	Thorou			30.8	Genera	lly	53.9
		netimes		15.4	No	,	0.0
Salary reviewed (%)	6 mont	:hs		7.7	18 mon	iths	0.0
	12 mon	iths		76.9	24 mor	nths	15.4
Advancement	Index 2	2.8 (4=E)	кс. 3=	Good 2	=Fair 1=Po	or)	
prospects (%)	Excelle	nt		30.8	Good		38.5
	Fair			7.7	Poor		23.1
How current job	Promot			30.8	Exec Se		0.0
was acquired (%)		y Compa	ny	7.7	Own In		53.9
Benefits received (%)		g Bonus		0.0	Retiren		44.4
	Car			22.2 88.9	Medica Stock	11	100.0 44.4
Factors important	Dental Salary			2.5		n./Culture	3.1
to job (avg ranking,	Benefit	·c		3.6		to Staff	4.7
1 = most important)		ement		4.4	, ,	ı./Soc. Resp	
po,	Training			6.1	Job Se		4.4
Employer rating	Salary	5		2.3		n./Culture	1.9
(avg rating, 1 = best)	Benefit	:S		2.2	Loyalty	to Staff	1.8
	Advanc	ement		2.4	Enviror	n./Soc. Resp	. 2.0
	Training	g		2.4	Job Se	curity	1.9
Plan to seek a new	Yes			7.7	No		53.9
job this year? (%)							
New job motivation (%)	,	Benefits'		60.0	Advano		20.0
		nt Part of		0.0		Change	0.0
		t of Indus	-	0.0	Job Se	curity	0.0
M. II 16		n./Culture		20.0	Other	0 1 1	0.0
Method for seeking		ment Age	ency	2.2		g Contacts	3.0
new job (avg ranking,	Job Ads			1.9	Contac	t Companie	s 4.6
1=most likely)	Post Re		·lv	3.3	۸۵۲۵۵	Somowhat	22.1
Company fosters culture of	_	ee Strong ee Somev	-	0.0		Somewhat Strongly	23.1 46.2
transparency? (%)	Neutra		viial	30.8	Agree	ouoligiy	40.2
Company's core		oo Strong	·lv	0.0	A aros 9	Somowhat	38 5

Disagree Strongly

Neutral

Disagree Somewhat 0.0

0.0

15.4

Agree Somewhat 38.5 Agree Strongly

46.2

Company's core

purpose inspires? (%)

PROJECT MANA	GER		φοι	3,00			9%
Number of respondents							29
Employer	Pe	rcent	Mark	et Sect	or	P	ercent
Manufacturer		37.9	Rx Ph	narmace	euticals		72.4
Agency		27.6	OTC F	Pharma	ceuticals		17.2
Media/Publisher - HCP		0.0	Biote	chnolog	gy		24.1
Media/Publisher - Consum	er				ices/Equip		27.6
Media/Publisher - HCP & C	onsmr.	0.0	Diagr	nostic D	evice/Equ	ıip	3.5
Service Supplier		17.2	Hosp	ital Pro	ducts/Equ	ıip.	3.5
Other		17.2	Denta	al Produ	ucts/Equip	)	0.0
			Mana	iged Ca	re		6.9
Age	High	59		ow	24	Avg.	39.1
Sex	Male	44.8		emale	55.2	Avg.	55.1
Years in industry	High	35.0		OW OW	2.0	Avg.	11.1
Years in position	High	16.0		ow	1.0	Avg.	4.5
Salary (\$000s/yr)	High	202.0		ow	40.0	Avg.	93.0
Commission received?	Yes	0.0		lo	100.0	0.	55.0
Amount (\$000s/yr)	High	0.0		ow	0.0	Avg.	0.0
Bonus received?	Yes	58.6		lo	41.4	0.	3.0
Amount (\$000s/yr)	High	120.0	) L	OW	1.0	Avg.	19.1
Perceived pay							
vs. peers (%)	More	20.7	, L	ess	41.4	Same	37.9
Employer's gross	<\$5M			10.3	\$50-\$1	.00M	13.8
US revenue (%)	\$5-\$20	DM		20.7	>100M		37.9
	\$20-\$	50M		17.2			
Position satisfying? (%)	Thorou	ighly		34.5	Genera	ılly	37.9
	OK Sor	netimes		27.6	No		0.0
Salary reviewed (%)	6 mont	ths		10.3	18 mor	iths	3.5
	12 mor	nths		86.2	24 mor	nths	0.0
Advancement	Index 2	2.2 (4=E)	kc. 3=0	Good 2:	=Fair 1=Po	or)	
prospects (%)	Excelle	nt		6.9	Good		31.0
	Fair			37.9	Poor		24.1
How current job	Promo			37.9	Exec Se		13.8
was acquired (%)		y Compa	ny	10.3	Own In		34.5
Benefits received (%)		g Bonus		13.0	Retiren		52.2
	Car			0.0	Medica	ıl	73.9
	Dental			69.6	Stock	(O II	52.2
Factors important	Salary	ı		2.5		n./Culture	2.7
to job (avg ranking,	Benefit			4.5		to Staff	4.4
1 = most important)	Advano			3.8		n./Soc. Resp	
	Trainin	<u>g</u>		2.3	Job Se	n./Culture	4.5 2.4
Employer rating (avg rating, 1 = best)	Salary Benefit	tc		2.2		to Staff	2.4
(avg rating, 1 - best)		cement		2.8	, ,	n./Soc. Resp	
	Trainin			2.9	Job Se		2.3
Plan to seek a new	Yes	δ		48.3	No	curry	31.0
job this year? (%)	100			.5.5	. 10		51.0
New job motivation (%)	Salary	/Benefits		42.9	Advano	ement	7.1
,		nt Part of		0.0		Change	14.3
		t of Indus		7.1	Job Se	0	7.1
		1./Culture	,	14.3	Other		7.1
Method for seeking		tment Age		2.3		g Contacts	2.3
new job (avg ranking,	Job Ad		,	3.1		t Companie	
1=most likely)	Post Re			3.6			
Company fosters		ee Strong	gly	6.9	Agree S	Somewhat	41.4
culture of	_	ee Somev	-	27.6	-	Strongly	6.9
transparency? (%)	Neutra			17.2	<b>J</b>	0,7	
Company's core		ee Strong	gly	0.0	Agree S	Somewhat	20.7
purpose inspires? (%)	_	ee Somev		27.6	-	Strongly	31.0
	Neutra	ı		20.7			

20.7

Neutral

### SENIOR ACCOUNT EXECUTIVE \$82,800 ▼15.6% ACCOUNT EXECUTIVE \$66,000

▲23.1%

Number of respondents							2
Employer	Pe	rcent l	Market :	Sector		ı	Percen
Manufacturer		15.0 F	Rx Phar	maceutio	cals		65.
Agency		50.0	OTC Pha	armaceu	ticals		10.
Media/Publisher - HCP		5.0 E	Biotech	nology			15.
Media/Publisher - Consum	er	0.0	Medical	Devices	/Equip	)	15.
Media/Publisher - HCP & C	onsmr.			tic Devic			0.
Service Supplier		15.0 H	Hospita	l Product	ts/Equ	ip.	0.
Other		15.0	Dental F	Products	/Eguip	)	0.
		1	Manage	d Care			5.
Age	High	61	Low		24	Avg.	40.
Sex	Male	35.0	Ferr		55.0		
Years in industry	High	34.0	Low	'	1.0	Avg.	13
Years in position	High	21.0	Low	'	1.0	Avg.	4.
Salary (\$000s/yr)	High	179.4	Low		10.0	Avg.	82.
Commission received?	Yes	25.0	No	-	75.0		
Amount (\$000s/yr)	High	100.0	Low	1	5.0	Avg.	38.
Bonus received?	Yes	55.0	No	4	15.0		
Amount (\$000s/yr)	High	45.0	Low	1	2.0	Avg.	14.
Perceived pay							
vs. peers (%)	More	5.0	Les		0.0	Same	35.
Employer's gross	<\$5M			5.0 \$	550-\$1	.00M	0.
US revenue (%)	\$5-\$20	DM	4	5.0 >	-100M		25.
	\$20-\$5	50M	2	5.0			
Position satisfying? (%)	Thorou	ıghly	1	5.0	Genera	lly	60.
	OK Sor	netimes	1	5.0 1	lo		10.
Salary reviewed (%)	6 mont	ths	1	0.0 1	8 mon	iths	5.
	12 mon	nths	6	5.0 2	24 mor	nths	20.
Advancement	Index 2	2.5 (4=Exc	c. 3=Go	od 2=Fai	r 1=Po	or)	
prospects (%)	Excelle	nt	1	5.0	Good		40.
	Fair		2	5.0 F	oor		20.
How current job	Promo	ted	2	0.0 E	xec S	earch	20.
was acquired (%)	Hired b	y Compar	ny 1	0.0	)wn In	itiative	45.
Benefits received (%)	Signing	g Bonus		0.0 F	Retiren	nent	50.
	Car		1	l1.1 N	/ledica	ıl	100.
	Dental		9	4.4	Stock		22.
Factors important	Salary			3.0 E	nviror	n./Culture	3.
to job (avg ranking,	Benefit	ts		4.6 L	.oyalty	to Staff	5.
1 = most important)	Advano	cement		3.6 E	nviror	n./Soc. Res	p. 7
	Trainin	g		6.3 J	ob Se	curity	3.
Employer rating	Salary			2.5 E	nviror	n./Culture	2
(avg rating, 1 = best)	Benefit	ts		2.3 L	.oyalty	to Staff	2.
	Advano	cement		2.5 E	nviror	n./Soc. Res	p. 2.
	Trainin	g		2.9 J	ob Se	curity	2.
Plan to seek a new	Yes		3	5.0 1	М		20.
job this year? (%)							
New job motivation (%)	Salary	/Benefits	5	0.0 <i>A</i>	Advano	ement	0.
	Differe	nt Part of	Ind 1	2.5 N	leed a	Change	0.
	Get out	t of Indust	ry 1	2.5 J	ob Se	curity	0.
	Enviror	n./Culture	2	5.0 (	Other		0.
Method for seeking	Recruit	tment Age	ncy	2.4 E	xistin	g Contacts	2
new job (avg ranking,	Job Ad	S		3.0	Contac	t Companie	es 3.
1=most likely)	Post Re	esume		3.7		•	
Company fosters		ee Strongl			Agree S	Somewhat	35.
culture of	_	ee Somew	-			Strongly	10.
transparency? (%)	Neutra			0.0	-	٥,	
Company's core		ee Strongl			Agree S	Somewhat	45.
purpose inspires? (%)		ee Somew				Strongly	20.
	0''			5.0	5	.0.1	

ACCOUNT EXE			\$00,00	<del>50</del>	<b>AZ3.</b>	170
Number of respondents						27
Employer	Pei	rcent	Market Sect	or	P	ercent
Manufacturer		0.0	Rx Pharmac	euticals		66.7
Agency		74.1	OTC Pharma	aceuticals		18.5
Media/Publisher - HCP		0.0	Biotechnolo	gy		25.9
Media/Publisher - Consur	ner	3.7	Medical Dev	ices/Equip	)	22.2
Media/Publisher - HCP &	Consmr.		Diagnostic [			14.8
Service Supplier			Hospital Pro		•	11.1
Other			Dental Prod		•	3.7
			Managed Ca			22.2
						22.5
Age	High	68 40.7	Low	24	Avg.	33.5
Sex Voars in industry	Male High	20.0	Female Low	59.3 1.0	Λνα	4.4
Years in industry Years in position	High	14.0	Low	1.0	Avg. Avg.	2.7
Salary (\$000s/yr)	High	400.0	Low	24.0	Avg.	66.0
Commission received?	Yes	18.5	No	81.5	Avg.	- 00.0
Amount (\$000s/yr)	High	50.0	Low	12.0	Avg.	32.4
Bonus received?	Yes	40.7	No	59.3	7.1.6.	
Amount (\$000s/yr)	High	10.0	Low	0.3	Avg.	2.7
Perceived pay					6.	
vs. peers (%)	More	11.1	Less	66.7	Same	22.2
Employer's gross	<\$5M		14.8	\$50-\$3	LOOM	3.7
US revenue (%)	\$5-\$20	M	44.4	>100M		14.8
	\$20-\$5	60M	22.2			
Position satisfying? (%)	Thorou	ghly	25.9	Genera	ılly	55.6
	OK Son	netimes	18.5	No		0.0
Salary reviewed (%)	6 mont	hs	19.2	18 mor	nths	11.5
	12 mon		61.5	24 moi		7.7
Advancement		•	c. 3=Good 2		or)	
prospects (%)	Exceller	nt	15.4	Good		42.3
	Fair		30.8	Poor		11.5
How current job	Promot		29.6	Exec S		3.7
was acquired (%)		y Compar	-		itiative	44.4
Benefits received (%)	Signing Car	Bonus	5.6 5.6	Retirer Medica		61.1 77.8
	Dental		77.8	Stock	11	11.1
Factors important	Salary		2.2		n./Culture	3.2
to job (avg ranking,	Benefit	c	4.6		to Staff	4.9
1 = most important)	Advanc		3.7		1./Soc. Resp	
po.ta,	Training		5.5	Job Se		4.7
Employer rating	Salary	•	2.5		n./Culture	1.9
(avg rating, 1 = best)	Benefit	s	2.0	Loyalty	to Staff	2.1
, , ,	Advanc		2.4		1./Soc. Resp	
	Training	g	2.4	Job Se	curity	1.9
Plan to seek a new	Yes		29.6	No		29.6
job this year? (%)						
New job motivation (%)	Salary/	'Benefits	78.6	Advand	cement	0.0
		nt Part of		Need a	Change	0.0
	Get out	of Indust	ry 7.1	Job Se	curity	0.0
		./Culture		Other		0.0
Method for seeking		ment Age	,		g Contacts	2.6
new job (avg ranking,	Job Ads		2.6	Contac	t Companie	s 3.4
1=most likely)	Post Re		3.4			4
Company fosters	_	e Strongl	-	_	Somewhat	44.4
culture of	_	ee Somew		Agree :	Strongly	22.2
transparency? (%)	Neutral		11.1	Agrac	Somowhat	E1 0
Company's core	_	ee Strongl ee Somew	-	_	Somewhat Strongly	51.9 18.5
purpose inspires? (%)	Neutral		22.2	Agree	Juongly	10.5
	Houtidi		<i>LL.L</i>			

## MANAGEMENT SUPERVISOR \$122,900 ▼6.3%

#### **MEDIA DIRECTOR**

\$99,200

**▼15.5%** 

Number of respondents						7
Employer	Pe	rcent M	larket Sect	or	Pe	ercen
Manufacturer		0.0 R	x Pharmac	euticals		57.
Agency		42.9 C	TC Pharma	aceuticals		0.0
Media/Publisher - HCP		0.0 B	iotechnolo	gy		0.0
Media/Publisher - Consum	ner	0.0 N	ledical Dev	ices/Equip	0	0.0
Media/Publisher - HCP & 0	Consmr.	0.0 D	iagnostic [	Device/Equ	uip	0.0
Service Supplier		14.3 H	lospital Pro	ducts/Eq	uip.	0.0
Other			ental Prod		•	0.0
		N	lanaged Ca	are		14.3
Age	High	63	Low	30	Avg.	46.0
Sex	Male	57.1	Female	42.9		
Years in industry	High	35.0	Low	15.0	Avg.	23.3
Years in position	High	23.0	Low	1.0	Avg.	8.
Salary (\$000s/yr)	High	200.0	Low	32.0	Avg.	122.9
Commission received?	Yes	0.0	No	100.0	7146.	122.
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	71.4	No	28.6	7 W 6.	0.0
Amount (\$000s/yr)	High	13.0	Low	0.5	Avg.	7.6
Perceived pay	Tilgii	15.0	LOW	0.5	Avg.	7.0
vs. peers (%)	More	0.0	Less	42.9	Same	57.:
Employer's gross	<\$5M	0.0	28.6	\$50-\$		14.3
	\$5-\$20	N.	0.0	>100N		42.9
US revenue (%)	\$20-\$!		14.3	>1001	1	42.3
Diti				Camari	alla.	85.
Position satisfying? (%)	Thorou	0,	0.0	Genera	ally	
0.1		metimes	14.3	No	-11	0.0
Salary reviewed (%)	6 mont		0.0	18 moi		14.3
	12 mor		57.1	24 mo		28.6
Advancement		2.6 (4=Exc			or)	00.
prospects (%)	Excelle	ent	14.3	Good		28.6
	Fair		57.1	Poor		0.0
How current job	Promo		57.1	Exec S		0.0
was acquired (%)		y Compan	-		itiative	14.3
Benefits received (%)	Signing	g Bonus	0.0	Retire	nent	66.7
	Car		0.0	Medica	al	83.3
	Dental		83.3	Stock		16.7
Factors important	Salary		1.9	Enviro	n./Culture	3.0
to job (avg ranking,	Benefit	ts	3.4	Loyalty	y to Staff	5.
1 = most important)	Advano	cement	4.6	Enviro	n./Soc. Resp	. 7.6
	Trainin	g	7.4	Job Se	curity	3.0
Employer rating	Salary		2.4	Enviro	n./Culture	2.4
(avg rating, 1 = best)	Benefit	ts	2.4	Loyalty	y to Staff	2.3
	Advano	cement	2.7	Enviro	n./Soc. Resp	. 3.0
	Trainin	g	3.1	Job Se	curity	1.9
Plan to seek a new	Yes		71.4	No		28.6
job this year? (%)						
New job motivation (%)	Salarv	/Benefits	60.0	Advan	cement	0.0
	-	nt Part of I			Change	0.0
		t of Industr		Job Se	_	0.0
		n./Culture	20.0	Other		0.0
Method for seeking		tment Ager			g Contacts	2.
new job (avg ranking,	Job Ad		3.3		ct Companies	
1=most likely)	Post Re		3.6	Jona	or companie:	, ,,
••		ee Strongly		Agros	Somewhat	57.
Company fosters	_			_		
culture of	_	ee Somewh		Agree	Strongly	14.3
transparency? (%)	Neutra		14.3	A =:	Camal	71
Company's core	_	ee Strongly		_	Somewhat	71.4
purpose inspires? (%)	_	ee Somewh		Agree	Strongly	0.0
	Neutra	ı	14.3			

MEDIA DIRECTO		Ψυ	7,5	_00		V 13.	3 70
Number of respondents							8
Employer	Pe	ercent	Mark	ket Sect	or	P	ercent
Manufacturer		0.0	Rx P	harmace	euticals		75.0
Agency		87.5	OTC	Pharma	ceuticals		25.0
Media/Publisher - HCP		0.0	Biote	echnolog	ξΛ		37.5
Media/Publisher - Consume	r				ces/Equir	)	25.0
Media/Publisher - HCP & Co					evice/Equ		12.5
Service Supplier					ducts/Equ	•	0.0
Other					ıcts/Equir	•	0.0
				aged Ca			12.5
Age	High	59		Low	32	Avg.	45.4
Sex	Male	25.0		Female	75.0		
Years in industry	High	37.0		Low	4.0	Avg.	21.0
Years in position	High	36.0		Low	1.0	Avg.	8.9
Salary (\$000s/yr)	High	154.0		Low	40.0	Avg.	99.2
Commission received?	Yes	12.5		No	87.5		
Amount (\$000s/yr)	High	7.5		Low	7.5	Avg.	7.5
Bonus received?	Yes	75.0		No	25.0		
Amount (\$000s/yr)	High	30.0	) [	Low	1.5	Avg.	10.5
Perceived pay							
vs. peers (%)	More	12.5	) l	Less	50.0	Same	37.5
Employer's gross	<\$5M			25.0	\$50-\$1		12.5
US revenue (%)	\$5-\$20			12.5	>100M		12.5
	\$20-\$			37.5			
Position satisfying? (%)	Thorou			37.5	Genera	ally	62.5
		metimes		0.0	No		0.0
Salary reviewed (%)	6 mon			0.0	18 mor		0.0
	12 mor			87.5	24 mor		12.5
Advancement		•	(C. 3=		=Fair 1=Po	or)	F0.0
prospects (%)	Excelle	ent		12.5	Good		50.0
	Fair			37.5	Poor		0.0
How current job	Promo			25.0	Exec S		12.5
was acquired (%)		oy Compa	ny	25.0	Own In		37.5
Benefits received (%)		g Bonus		0.0	Retirer		50.0
	Car			0.0	Medica	11	100.0
Frateur immentant	Dental			83.3	Stock	- /Clt	16.7
Factors important	Salary			3.4		n./Culture	2.5
to job (avg ranking,	Benefit			3.4 6.0		to Staff n./Soc. Resp	4.3
1 = most important)		cement		6.0			3.4
Employer rating	Trainin Salary	g		2.3	Job Se	n./Culture	2.0
	Benefi	to				to Staff	2.0
(avg rating, 1 = best)				1.6 2.3		1./Soc. Resp	
		cement		2.3	Job Se		1.5
Plan to seek a new	Trainin Yes	8		25.0	No Se	curry	25.0
job this year? (%)	163			23.0	INO		23.0
New job motivation (%)	Salary	/Benefits		50.0	Δdyano	cement	0.0
New Job motivation (70)	_	nt Part of		50.0		Change	0.0
		t of Indus		0.0	Job Se	_	0.0
		n./Culture	-	0.0	Other	curity	0.0
Method for seeking		tment Age		2.2		g Contacts	3.0
new job (avg ranking,	Job Ad	_	onoy	2.2		t Companie	
1=most likely)	Post R			3.8	Joinac	Joinpuille	5 5.0
Company fosters		ee Strong	lv	0.0	Agree 9	Somewhat	50.0
culture of		ee Somev		0.0	_	Strongly	12.5
transparency? (%)	Neutra			37.5		- ·· ·· ·· · · · · · · · · · · · · · ·	0
Company's core		ee Strong	lv	0.0	Agree S	Somewhat	25.0
purpose inspires? (%)	_	ee Somev	-	0.0	_	Strongly	50.0
	Neutra			25.0		·· J	55.0

#### MEDIA BUYER/PLANNER

\$55,700

▼0.5%

## DIR., CME/MEDICAL EDUCATION \$111,700 ▼6.7%

Number of respondents							8
Employer	Per	rcent	Market	Sector		Pe	ercen
Manufacturer		0.0	Rx Phar	maceutica	als		75.0
Agency		87.5	OTC Ph	armaceuti	cals		50.0
Media/Publisher - HCP		0.0	Biotech	nology			25.0
Media/Publisher - Consum	er			Devices/	Fauin		25.0
Media/Publisher - HCP & C				stic Device			12.
Service Supplier	OHSHII.			I Products		•	25.0
Other			•	Products/	•	•	0.
) trici			Manage		_quip		25.
Age	High	47	Low	ı	25	Avg.	31.
Sex	Male	25.0			5.0	7,46.	
/ears in industry	High	10.0	Low		2.0	Avg.	6.
lears in muustry	High	6.0	Low		1.0	Avg.	3.
Salary (\$000s/yr)	High	75.0	Low		5.0		<u></u>
Commission received?	Yes		No	100		Avg.	
Amount (\$000s/yr)	res High	0.0	Low		).U ).O	Λνα	0.
						Avg.	0.
Bonus received?	Yes	87.5	No		2.5	۸	2
Amount (\$000s/yr)	High	5.0	Low		1.0	Avg.	2.
Perceived pay	N4-	0.0		_ ^	7.	C	10
s. peers (%)	More	0.0	Les		7.5	Same	12.
Employer's gross	<\$5M				50-\$1		0.
JS revenue (%)	\$5-\$20				LOOM		12.
	\$20-\$5			37.5			
osition satisfying? (%)	Thorou	ghly	1	2.5 Ge	enera	lly	75.
	OK Son	netimes	1	2.5 No	<u> </u>		0.
Salary reviewed (%)	6 mont	hs		0.0 18	mon	ths	0.
	12 mon	ths	10	0.0 24	l mon	nths	0.
Advancement	Index 2	2.5 (4=Ex	c. 3=Go	od 2=Fair	1=Po	or)	
rospects (%)	Exceller	nt	1	2.5 Go	ood		25.
	Fair		6	2.5 Pc	or		0.
low current job	Promot	ed	3	37.5 Ex	ec Se	earch	0.
vas acquired (%)	Hired b	y Compar	ny 2	5.0 0	wn Ini	itiative	25.
Benefits received (%)	Signing			0.0 Re	etiren	 nent	100.
	Car				edica		100.
	Dental				ock		20.
actors important	Salary					n./Culture	3.
o job (avg ranking,	Benefit	s				to Staff	4.
. = most important)	Advanc	-			, ,	n./Soc. Resp.	
. most important/	Training					curity	. /. 4.
mnlover rating		<u> </u>				n./Culture	2.
imployer rating	Salary	c					
avg rating, 1 = best)	Benefit					to Staff	2.
	Advanc					n./Soc. Resp. curity	
N	Training	3				Surity	2.
Plan to seek a new	Yes		2	5.0 No	J		25.
ob this year? (%)	0.1.	'D (''		F.O. :			
New job motivation (%)		Benefits				ement	25.
		nt Part of				Change	25.
		of Indust	,			curity	0.
		./Culture			her		0.
Method for seeking	Recruit	ment Age	-			g Contacts	2.
new job (avg ranking,	Job Ads	6		2.5 Co	ontac	t Companies	3.
=most likely)	Post Re	sume		4.0			
Company fosters	Disagre	e Strongl	y	0.0 Ag	gree S	Somewhat	37.
culture of	_	e Somew	-			Strongly	0.
ransparency? (%)	Neutral			2.5		٠,	
		e Strongl			gree S	Somewhat	14.
Jompany's core			,		,		
Company's core purpose inspires? (%)	_	e Somew	hat	-	ree S	Strongly	0.

DIK., ONIE, MEDI	OAL	LDOO	A11014	Ψ111,7	JO V 0.7	70
Number of respondents						10
Employer	Pe	ercent	Market Sec	tor	Pe	rcent
Manufacturer		50.0	Rx Pharma	ceuticals		70.0
Agency		10.0	OTC Pharm	aceuticals		30.0
Media/Publisher - HCP		0.0	Biotechnolo	ogy		30.0
Media/Publisher - Consume	er	0.0	Medical De	vices/Equip	)	20.0
Media/Publisher - HCP & Co	onsmr.	0.0	Diagnostic	Device/Equ	ıip	10.0
Service Supplier		0.0	Hospital Pr	oducts/Equ	ıip.	0.0
Other		40.0	Dental Prod	lucts/Equip	)	0.0
			Managed C	are		10.0
•	I Park	70	1	20	A	40.1
Age	High	70	Low Female	36	Avg.	49.1
Sex Years in industry	Male High	30.0 44.0	Low	70.0 11.0	Λνα	22.6
Years in position	High	13.0	Low	1.0	Avg. Avg.	5.0
Salary (\$000s/yr)	High	180.0	Low	55.0	Avg.	111.7
Commission received?	Yes	20.0	No	80.0	Avg.	111.7
Amount (\$000s/yr)	High	25.0	Low	3.0	Avg.	14.0
Bonus received?	Yes	50.0	No	50.0	7146.	17.0
Amount (\$000s/yr)	High	50.0	Low	5.0	Avg.	29.7
Perceived pay		00.0		0.0		
vs. peers (%)	More	10.0	Less	70.0	Same	20.0
Employer's gross	<\$5M		33.3	\$50-\$	100M	11.1
US revenue (%)	\$5-\$2	OM	11.1	>100N		44.4
, ,	\$20-\$	50M	0.0			
Position satisfying? (%)	Thoro	ughly	30.0	Genera	ally	70.0
	OK So	metimes	0.0	No		0.0
Salary reviewed (%)	6 mon	ths	0.0	18 mor	nths	0.0
	12 mo	nths	80.0	24 mo	nths	20.0
Advancement	Index	1.8 (4=Exc	c. 3=Good 2	2=Fair 1=Po	or)	
prospects (%)	Excelle	ent	0.0	Good		10.0
	Fair		60.0	Poor		30.0
How current job	Promo		30.0	Exec S	earch	30.0
was acquired (%)		by Compar			itiative	30.0
Benefits received (%)	_	g Bonus	25.0	Retirer		62.5
	Car		0.0	Medica	al	87.5
	Denta		87.5	Stock	(0.11	25.0
Factors important	Salary		1.9		n./Culture	3.8
to job (avg ranking,	Benefi		3.4		to Staff	5.3
1 = most important)		cement	4.4	Job Se	n./Soc. Resp.	
Employer rating	Trainir Salary		5.5 2.4		n./Culture	4.2 2.5
(avg rating, 1 = best)	Benefi		2.4		to Staff	2.7
(avg rating, 1 - best)		cement	3.2		1./Soc. Resp.	
	Trainir		2.4	Job Se		2.6
Plan to seek a new	Yes	15	20.0	No	curry	30.0
job this year? (%)	.00		20.0			00.0
New job motivation (%)	Salarv	/Benefits	50.0	Advan	cement	0.0
	-	ent Part of			Change	0.0
		ıt of Indust		Job Se	_	0.0
	Enviro	n./Culture	50.0	Other	•	0.0
Method for seeking	Recrui	itment Age	ency 2.0	Existin	g Contacts	1.7
new job (avg ranking,	Job Ac		3.3	Contac	ct Companies	4.5
1=most likely)		lesume	3.5			
Company fosters	Disagr	ee Strongl	y 10.0	Agree	Somewhat	30.0
culture of	Disagr	ree Somew	hat 20.0	Agree	Strongly	10.0
transparency? (%)	Neutra		30.0			
Company's core	_	ee Strongl	-	_	Somewhat	70.0
purpose inspires? (%)	_	ree Somew		Agree	Strongly	10.0
	Neutra	al	10.0			

MEDICAL DIREC			<del>+</del> -	0,30		▼6.2	_
Number of respondents							17
Employer	Pei	rcent	Mark	et Sect	or	P	ercent
Manufacturer		47.1	Rx Pl	narmace	euticals		82.4
Agency		17.7	OTC	Pharma	ceuticals		0.0
Media/Publisher - HCP		11.8		echnolog			17.7
Media/Publisher - Consum	er	0.0	Medi	cal Devi	ces/Equip	)	11.8
Media/Publisher - HCP & C	onsmr.	0.0	Diag	nostic D	evice/Equ	ıip	5.9
Service Supplier		5.9	Hosp	ital Pro	ducts/Equ	ıip.	0.0
Other		17.7			ıcts/Equip	)	0.0
			Mana	aged Ca	re		0.0
Age	High	75	5 L	.ow	26	Avg.	50.2
Sex	Male	64.7		emale	35.3	7116.	00.2
Years in industry	High	40.0		.OW	3.0	Avg.	19.8
Years in position	High	10.0		.OW	1.0	Avg.	3.9
Salary (\$000s/yr)	High	350.0	) L	.OW	25.0	Avg.	170.3
Commission received?	Yes	0.0		No	100.0		
Amount (\$000s/yr)	High	0.0	) L	.OW	0.0	Avg.	0.0
Bonus received?	Yes	70.6	۱ 6	No O	29.4		
Amount (\$000s/yr)	High	250.0	) L	.OW	1.0	Avg.	44.2
Perceived pay							
vs. peers (%)	More	0.0	) L	.ess	64.7	Same	35.3
Employer's gross	<\$5M			17.7	\$50-\$1	MOOL	5.9
US revenue (%)	\$5-\$20	M		23.5	>100M		41.2
	\$20-\$5	OM		11.8			
Position satisfying? (%)	Thorou			47.1	Genera	ılly	35.3
		netimes		11.8	No		5.9
Salary reviewed (%)	6 mont			0.0	18 mor		0.0
	12 mon			88.2	24 mor		11.8
Advancement		•	(C. 3=		Fair 1=Po	or)	20.4
prospects (%)	Excelle	nt		0.0	Good		29.4
	Fair			29.4	Poor		41.2 29.4
How current job	Promot		n.	23.5 23.5	Exec So Own In		
was acquired (%) Benefits received (%)	Signing	y Compa	iiiy	6.7	Retirer		17.7 40.0
Delients received (70)	Car	Donus		6.7	Medica		93.3
	Dental			73.3	Stock	"	53.3
Factors important	Salary			2.8		n./Culture	2.5
to job (avg ranking,	Benefit	s		4.1		to Staff	4.5
1 = most important)	Advanc			4.9		n./Soc. Resp	
po,	Training			6.4	Job Se	-	4.4
Employer rating	Salary	<u>,                                      </u>		2.6		n./Culture	2.1
(avg rating, 1 = best)	Benefit	s		2.6		to Staff	2.6
	Advanc	ement		2.8	Enviror	n./Soc. Resp	. 2.0
	Training	g		2.8	Job Se	curity	2.5
Plan to seek a new	Yes			35.3	No		35.3
job this year? (%)							
New job motivation (%)	Salary/	Benefits'		37.5	Advand	cement	25.0
		nt Part of		12.5		Change	0.0
	Get out	of Indus	try	12.5	Job Se	curity	12.5
	Environ	./Culture	е	0.0	Other		0.0
				2.0	Fvictin	g Contacts	2.0
Method for seeking	Recruit	ment Ag	ericy	2.0	LAISTIII	5 Contacts	2.0
Method for seeking new job (avg ranking,	Recruit Job Ads	_	ency	2.8		t Companie	
_	Job Ads Post Re	5			Contac	_	

Disagree Somewhat 35.3

0.0

5.9

11.8

11.8

Neutral

Neutral

Disagree Strongly

Disagree Somewhat

Agree Strongly

Agree Somewhat

Agree Strongly

23.5

23.5

47.1

culture of

transparency? (%)

Company's core purpose inspires? (%)

RESEARCH DIR	ECTO	K	\$1	.66,6	00	▲15.4	-%
Number of respondents							20
Employer	Pe	ercent	Marl	ket Sect	or	Pe	rcent
Manufacturer		45.0	Rx P	harmac	euticals		70.0
Agency		10.0	OTC	Pharma	aceuticals		15.0
Media/Publisher - HCP		5.0	Biot	echnolo	gv		30.0
Media/Publisher - Consun	ner	0.0			ices/Equip		20.0
Media/Publisher - HCP & 0		5.0			Device/Equi	in	15.0
Service Supplier	2011011111	20.0			ducts/Equi	•	15.0
Other		15.0			ucts/Equip		0.0
Other		10.0		aged Ca			10.0
Age	High	67	,	Low	34	Avg.	51.6
Sex	Male	75.0		Female	25.0		
Years in industry	High	34.0		Low	8.0	Avg.	20.3
Years in position	High	13.0		Low	1.0	Avg.	5.9
Salary (\$000s/yr)	High	280.0		Low	63.0		166.6
Commission received?	Yes	0.0		No	100.0		
Amount (\$000s/yr)	High	0.0		Low	0.0	Avg.	0.0
Bonus received?	Yes	85.0		No	15.0	· U·	2.0
Amount (\$000s/yr)	High	76.1		Low	1.5	Avg.	31.4
Perceived pay	0					10	
vs. peers (%)	More	10.0	)	Less	35.0	Same	55.0
Employer's gross	<\$5M			15.0	\$50-\$1	OOM	15.0
US revenue (%)	\$5-\$20	OM		0.0	>100M		60.0
,	\$20-\$			10.0			
Position satisfying? (%)	Thorou			30.0	General	lv	60.0
		metimes		5.0	No	.,	5.0
Salary reviewed (%)	6 mon			0.0	18 mon	ths	0.0
, (,	12 mor			85.0	24 mon		15.0
Advancement	Index	2.0 (4=E)	xc. 3=		!=Fair 1=Poo		
prospects (%)	Excelle	ent `		0.0	Good	,	30.0
	Fair			35.0	Poor		35.0
How current job	Promo	ted		30.0	Exec Se	arch	20.0
was acquired (%)	Hired b	y Compa	ny	10.0	Own Ini	tiative	40.0
Benefits received (%)		g Bonus		18.8	Retirem	ent	68.8
	Car			6.3	Medical		81.3
	Dental			62.5	Stock		37.5
Factors important	Salary			2.7	Environ	./Culture	2.4
to job (avg ranking,	Benefi	ts		4.3	Loyalty	to Staff	4.1
1 = most important)	Advan	cement		4.6	Environ	./Soc. Resp.	7.2
	Trainin	g		6.7	Job Sec	urity	4.2
Employer rating	Salary			2.3	Environ	./Culture	2.6
(avg rating, 1 = best)	Benefi	ts		2.2	Loyalty	to Staff	2.6
	Advan	cement		3.0	Environ	./Soc. Resp.	2.4
	Trainin	g		2.6	Job Sec	urity	2.5
Plan to seek a new	Yes			30.0	No		50.0
job this year? (%)							
New job motivation (%)	Salary	/Benefits		28.6	Advanc	ement	14.3
	Differe	nt Part of	Ind	14.3	Need a	_	28.6
		t of Indus	-	0.0	Job Sec	urity	0.0
		n./Culture		14.3	Other		0.0
Method for seeking		tment Age	ency		_	Contacts	1.9
new job (avg ranking,	Job Ad			3.0	Contact	Companies	3.7
1=most likely)	Post R			4.4			
Company fosters	_	ee Strong	-	20.0		omewhat	35.0
culture of	_	ee Somev	vhat	20.0	Agree S	trongly	20.0
transparency? (%)	Neutra			5.0			
Company's core	_	ee Strong	-	10.0	_	omewhat	35.0
purpose inspires? (%)	Disagr	ee Somev	vhat	15.0	Agree S	trongly	35.0

5.0

Neutral

	 	IAGFR
<b></b>	 1 N/1/N	I ハバニヒ レ

\$111,800

**V2.4%** 

#### **RESEARCH ANALYST**

\$72,300

▲9.2%

Number of respondents							15
Employer	Pei	rcent	Marke	t Sect	or	Pe	rcent
Manufacturer		86.7	Rx Pha	armac	euticals		53.3
Agency		0.0	OTC P	harma	ceuticals		33.3
Media/Publisher - HCP		0.0	Biotec	hnolo	gy		40.0
Media/Publisher - Consum	er	0.0	Medic	al Dev	ices/Equip	)	26.7
Media/Publisher - HCP & C	onsmr.	0.0	Diagno	ostic D	evice/Equ	uip	13.3
Service Supplier					ducts/Eq		20.0
Other			•		ucts/Equi <sub>l</sub>	•	6.7
<b>U</b>			Manag			*	6.7
Age	High	57	Lo	w	29	Avg.	42.5
Sex	Male	66.7	Fe	male	33.3		
Years in industry	High	33.0	Lo	w	5.0	Avg.	14.0
Years in position	High	15.0	Lo	W	1.0	Avg.	4.6
Salary (\$000s/yr)	High	155.0		W	65.0	Avg.	111.8
Commission received?	Yes	0.0		)	100.0		
Amount (\$000s/yr)	High	0.0		w	0.0	Avg.	0.0
Bonus received?	Yes	93.3			6.7	0.	2.0
Amount (\$000s/yr)	High	25.0			1.0	Avg.	12.6
Perceived pay	6''			•••	1.0	6.	12.0
vs. peers (%)	More	0.0	١e	ess	40.0	Same	60.0
Employer's gross	<\$5M	0.0	LC	6.7	\$50-\$		20.0
US revenue (%)	\$5-\$20	M		6.7	>100M		66.7
os revenue (70)	\$20-\$5			0.0	>100IV	1	00.7
Position satisfying? (%)	Thorou			50.0	Genera	ally	35.7
Position Satisfying: (%)		gilly netimes		7.1	No	ally	
C-1						- <del> </del>	7.1
Salary reviewed (%)	6 mont			0.0	18 moi		0.0
A.I	12 mon			93.3	24 mo		6.7
Advancement		•	C. 3=6		=Fair 1=Po	oor)	20.0
prospects (%)	Excelle	nt		13.3	Good		20.0
	Fair			46.7	Poor		20.0
How current job	Promot			40.0	Exec S		6.7
was acquired (%)		y Compai	ny	6.7		itiative	46.7
Benefits received (%)	Signing	Bonus		16.7	Retire		91.7
	Car			0.0	Medica	al	91.7
	Dental			91.7	Stock		41.7
Factors important	Salary			2.2	Enviro	n./Culture	3.5
to job (avg ranking,	Benefit	S		3.7		y to Staff	4.5
1 = most important)	Advanc	ement		3.7		n./Soc. Resp.	7.3
	Training	g		6.2	Job Se	curity	4.8
Employer rating	Salary			2.4	Enviro	n./Culture	2.3
(avg rating, 1 = best)	Benefit	S		2.1	Loyalty	y to Staff	2.4
	Advanc	ement		2.7	Enviro	n./Soc. Resp.	1.8
	Training	g		2.8	Job Se	curity	2.3
Plan to seek a new	Yes			33.3	No		33.3
job this year? (%)							
New job motivation (%)	Salary/	Benefits (		33.3	Advan	cement	33.3
		nt Part of	Ind	11.1	Need a	Change	0.0
	Get out	of Indust	try	0.0	Job Se	curity	0.0
	Environ	./Culture	)	11.1	Other		11.1
Method for seeking		ment Age		2.3	Existin	g Contacts	2.9
new job (avg ranking,	Job Ads	_	•	1.9		ct Companies	
1=most likely)	Post Re			3.5			
Company fosters		e Strong	lv	13.3	Agree	Somewhat	26.7
culture of	_	e Somew	-	0.0		Strongly	33.3
	Neutral			26.7	. 15100	ניטייי	55.0
	itoutial	1		-0./			
	Disagra	e Strong	lv	13.3	Agree	Somewhat	744
transparency? (%) Company's core purpose inspires? (%)	_	ee Strong ee Somew	-	13.3	_	Somewhat Strongly	53.3 20.0

KESEAROH ANA	LIJI	Ψ	<i>,</i> _, ~				2 /0
Number of respondents							7
Employer	Pe	rcent l	Market	t Sect	or	F	Percent
Manufacturer		14.3 F	Rx Pha	rmac	euticals		57.1
Agency		0.0	OTC PI	narma	ceuticals		14.3
Media/Publisher - HCP		0.0 I	Biotec	hnolo	gy		0.0
Media/Publisher - Consum	er	14.3 I	Medica	al Dev	ices/Equip		0.0
Media/Publisher - HCP & C	onsmr.				evice/Equ		0.0
Service Supplier					ducts/Equ	•	14.3
Other			•		ucts/Equip	•	0.0
Other			Manag				14.3
	118-4-					A	42.2
Age	High Male	56	Lo	w male	25 71.4	Avg.	43.3
Sex Vegra in industry		28.6	_			Λυσ	16.0
Years in industry	High	35.0	Lo		1.0	Avg.	16.0
Years in position	High	19.0	<u>Lo</u> Lo		1.0 54.0	Avg.	3.7
Salary (\$000s/yr) Commission received?	High Yes	100.0	No.		100.0	Avg.	72.3
		0.0	Lo		0.0	Δυσ	0.0
Amount (\$000s/yr)	High	85.7	No.		14.3	Avg.	0.0
Bonus received?	Yes				0.5	A ~	0.2
Amount (\$000s/yr)	High	20.0	Lo	w	0.5	Avg.	8.2
Perceived pay	Moro	0.0	١٥	cc	57.1	Same	42 Q
vs. peers (%) Employer's gross	More <\$5M	0.0	Le	0.0	\$50-\$1		42.9 14.3
	\$5-\$20	NA.		14.3	>100M	UUIVI	42.9
US revenue (%)	\$20-\$5				>100M		42.9
Position satisfying? (%)	Thorou			28.6 42.9	Genera	llv	42.9
Position Satisfying: (70)		netimes		14.3	No	пу	0.0
Salary reviewed (%)	6 mont			0.0	18 mon	the	0.0
Salary revieweu (70)	12 mon		1/	0.0	24 mon		0.0
Advancement					=Fair 1=Poo		0.0
prospects (%)	Excelle	•		28.6	Good	)	28.6
prospects (70)	Fair	111		28.6	Poor		14.3
How current job	Promot	ted		0.0	Exec Se	arch	0.0
was acquired (%)		y Compar	nv	28.6	Own Ini		57.1
Benefits received (%)		g Bonus	.,	0.0	Retiren		50.0
20110111011011011(70)	Car	5 20.140		0.0	Medica		75.0
	Dental		10	0.00	Stock	•	50.0
Factors important	Salary			2.0		./Culture	3.7
to job (avg ranking,	Benefit	S		3.3		to Staff	5.6
1 = most important)		ement		5.3	, ,	./Soc. Res	
	Training	g		5.9	Job Sec		3.4
Employer rating	Salary			2.4		./Culture	1.9
(avg rating, 1 = best)	Benefit	:S		1.9		to Staff	2.3
- · · - · ·		ement		2.6		./Soc. Res	
	Training			2.3	Job Sed		2.4
Plan to seek a new	Yes			0.0	No		71.4
job this year? (%)							
New job motivation (%)	Salary/	/Benefits		66.7	Advanc	ement	0.0
	Differe	nt Part of	Ind	0.0	Need a	Change	0.0
	Get out	t of Indust	ry	0.0	Job Sec	curity	0.0
	Enviror	n./Culture		33.3	Other		0.0
Method for seeking	Recruit	ment Age	ncy	2.7	Existing	g Contacts	2.0
new job (avg ranking,	Job Ad:	S		2.8	Contac	t Companie	es 3.3
1=most likely)	Post Re	esume		4.2			
Company fosters	Disagre	ee Strongl	у	0.0	Agree S	Somewhat	28.6
culture of	Disagre	ee Somew	hat	0.0	Agree S	Strongly	57.1
transparency? (%)	Neutra	<u> </u>		14.3			
Company's core	Disagre	ee Strongl	у	0.0	Agree S	Somewhat	42.9
purpose inspires? (%)	Disagre	ee Somew	hat	0.0	Agree S	Strongly	42.9
	Neutra	l		14.3			

#### **VP CREATIVE DIRECTOR**

\$185,900



#### **CREATIVE DIRECTOR**

\$138,600

**▼6.6%** 

Number of respondents						16	Numb
Employer	Per	cent M	arket Sect	or	P	ercent	Emplo
Manufacturer		0.0 R	x Pharmac	maceuticals			Manuf
Agency				Pharmaceuticals			Agenc
Media/Publisher - HCP			iotechnolo			25.0 50.0	Media
Media/Publisher - Consun	ner		ledical Devi	<b>.</b> ,	)	37.5	Media
Media/Publisher - HCP & (			iagnostic D			6.3	Media
Service Supplier	JUHSHII.		ospital Pro		•	0.0	Service
			•	•	•		
Other			ental Prodı Ianaged Ca		)	0.0 6.3	Other
Age	High	54	Low	33	Avg.	45.0	Age
Sex	Male	81.3	Female	18.8			Sex
Years in industry	High	30.0	Low	5.0	Avg.	15.3	Years
Years in position	High	20.0	Low	1.0	Avg.	4.3	Years
Salary (\$000s/yr)	High	285.0	Low	120.0	Avg.	185.9	Salary
Commission received?	Yes	0.0	No	100.0	0.		Comm
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0	Amou
Bonus received?	Yes	50.0	No	50.0	, ··•b·	<u> </u>	Bonus
Amount (\$000s/yr)	High	45.0	Low	3.0	Δνα	15.4	Amou
Perceived pay	riigii	40.0	LUW	3.0	Avg.	13.4	Percei
	More	18.8	Less	43.8	Same	275	
vs. peers (%)	<\$5M	10.0	12.5	\$50-\$1		37.5	vs. pe
Employer's gross	•	M				18.8	Emplo
US revenue (%)	\$5-\$20 \$20-\$5		31.3 18.8	>100M	l	18.8	US rev
Position satisfying? (%)	Thorou		12.5	Genera	ıllv	50.0	Position
	OK Son	_ ,	18.8	No	,	18.8	
Salary reviewed (%)	6 mont		6.3	18 mor	nths	12.5	Salary
odiary reviewed (70)	12 mon		56.3	24 mor		25.0	oului j
Advancement		Index 2.1 (4=Exc. 3					Advan
prospects (%)	Exceller	•	0.0	Good	. ,	43.8	prosp
	Fair		18.8	Poor		37.5	F. 00þ
How current job	Promot	ed	31.3	Exec S	earch	0.0	How c
was acquired (%)		eu y Company			itiative	31.3	was a
Benefits received (%)	Signing		7.1	Retirer		50.0	Benef
Denenia received (70)	Car	טטוועט	0.0	Medica		92.9	PEUR
	Dental		71.4	Stock		92.9 35.7	
Footowa immentent					. /Cultura		Fe -4
Factors important	Salary	•	2.3		n./Culture	2.3	Factor
to job (avg ranking,	Benefit		4.2		to Staff	4.3	to job
1 = most important)	Advanc Training		4.9 7.1	Job Se	n./Soc. Resp curity	o. 6.8 4.3	1 = mc
Employer rating		5	2.2		n./Culture	2.3	Emplo
	Salary	•					•
(avg rating, 1 = best)	Benefit		2.3		to Staff	2.6	(avg r
	Advanc		2.9		1./Soc. Resp	). 2.8 2.2	
Dian to sook a naw	Training	3	2.7	Job Se	curity		Diam 4
Plan to seek a new	Yes		50.0	No		25.0	Plan t
job this year? (%)	Cala	Donafit-	E0.0	۸ ما، ۰ - ۰	ome=+	12.5	job th
New job motivation (%)		Benefits	50.0		cement	12.5	New jo
		nt Part of Ir			Change	0.0	
		of Industr	•	Job Se	curity	0.0	
		./Culture	25.0	Other		0.0	
Method for seeking		ment Agen	-		g Contacts	1.4	Metho
new job (avg ranking,	Job Ads		3.3	Contac	t Companie	s 3.4	new jo
1=most likely)	Post Re	sume	4.7				1=mos
Company fosters	Disagre	e Strongly	12.5	Agree S	Somewhat	37.5	Comp
culture of	Disagre	e Somewh	at 12.5	Agree S	Strongly	6.3	cultur
transparency? (%)	Neutral		31.3				transp
Company's core	Disagre	e Strongly		Agree	Somewhat	37.5	Comp
purpose inspires? (%)	_	e Somewh		_	Strongly	6.3	purpo

OKEATIVE DIKE	<i>-</i>	ΨΞ	30,00		<b>+ 0.</b>	0 70
Number of respondents						10
Employer	Pe	rcent I	Market Se	ctor	P	ercent
Manufacturer		20.0 F	Rx Pharma	aceuticals		60.0
Agency		70.0	OTC Pharr	naceuticals		20.0
Media/Publisher - HCP		0.0	Biotechno	logy		20.0
Media/Publisher - Consum	er	0.0	Medical De	evices/Equi	D	70.0
Media/Publisher - HCP & C				Device/Eq		30.0
Service Supplier				roducts/Eq	•	20.0
Other			•	ducts/Equi	•	30.0
			Managed (			10.0
Age	High	78	Low	33	Avg.	49.1
Sex	Male	80.0	Femal	e 20.0		
Years in industry	High	20.0	Low	3.0	Avg.	13.1
Years in position	High	7.0	Low	1.0	Avg.	4.1
Salary (\$000s/yr)	High	209.0	Low	28.0	Avg.	138.6
Commission received?	Yes	10.0	No	90.0		
Amount (\$000s/yr)	High	10.0	Low	10.0	Avg.	10.0
Bonus received?	Yes	70.0	No	30.0		
Amount (\$000s/yr)	High	25.0	Low	0.3	Avg.	9.4
Perceived pay						
vs. peers (%)	More	20.0	Less	50.0	Same	30.0
Employer's gross	<\$5M		10.0	\$50-\$	100M	10.0
US revenue (%)	\$5-\$20	DM	50.0	>1001	Л	10.0
	\$20-\$5	50M	20.0	)		
Position satisfying? (%)	Thorou	0,	10.0		ally	60.0
C-1	6 mont	netimes	30.0			0.0
Salary reviewed (%)			0.0			10.0
Advancement	12 mor		70.0	) 24 mo 2=Fair 1=Po		20.0
prospects (%)	Excelle	•	3-400u 10.0		) )	0.0
prospects (70)	Fair	111	50.0			40.0
How current job	Promo	ted	10.0	) Exec S	Search	0.0
was acquired (%)	Hired b	y Compar	y 20.0	Own Iı	nitiative	60.0
Benefits received (%)	Signing	g Bonus	66.7	7 Retire	ment	66.7
	Car		0.0	) Medic	al	66.7
	Dental		66.7	7 Stock		33.3
Factors important	Salary		2.1	L Enviro	n./Culture	3.5
to job (avg ranking,	Benefit	ts	3.9	) Loyalt	y to Staff	4.6
1 = most important)	Advano	cement	4.5	5 Enviro	n./Soc. Resp	o. 7.5
	Trainin	g	6.4	Job Se	ecurity	3.5
Employer rating	Salary		2.4		n./Culture	2.3
(avg rating, 1 = best)	Benefit		2.5	-	y to Staff	2.4
	Advano	cement	3.0		n./Soc. Resp	
	Trainin	g	2.8		ecurity	2.6
Plan to seek a new	Yes		50.0	) No		20.0
job this year? (%)						
New job motivation (%)	-	/Benefits	33.3		cement	0.0
		nt Part of			a Change	0.0
		t of Indust	-		ecurity	0.0
		n./Culture			0 1 1	33.3
Method for seeking		tment Age	-		ng Contacts	2.1
new job (avg ranking,	Job Ad		3.1		ct Companie	s 3.6
1=most likely)	Post Re		3.1		Camazilia	20.0
Company fosters	_	ee Strongl			Somewhat	30.0
culture of	_	ee Somew		_	Strongly	0.0
transparency? (%)	Neutra		40.0		Comowhat	20.0
Company's core		ee Strongl		_	Somewhat	30.0
purpose inspires? (%)	_	ee Somew ı		_	Strongly	0.0
-	Neutra	1	30.0	,		

## ASSOC. CREATIVE DIRECTOR \$138,800 ▼7.4%

#### ART DIRECTOR

\$67,900

▼8.7%

Number of respondents						14
Employer	Pei	rcent I	Market Sect	or	I	Percent
Manufacturer		0.0 F	Rx Pharmac	euticals		92.9
Agency		85.7	OTC Pharma	aceuticals		14.3
Media/Publisher - HCP		7.1 E	Biotechnolo	gy		28.6
Media/Publisher - Consum	er	0.0 N	Medical Dev	ices/Equi	0	28.6
Media/Publisher - HCP & C	onsmr.		Diagnostic [			21.4
Service Supplier			Hospital Pro		•	0.0
Other			Dental Prod	•	•	0.0
<b>U</b>			Managed Ca		-	21.4
Age	High	68	Low	31	Avg.	43.3
Sex	Male	50.0	Female	50.0		
Years in industry	High	29.0	Low	1.0	Avg.	10.9
Years in position	High	10.0	Low	1.0	Avg.	3.4
Salary (\$000s/yr)	High	205.0	Low	77.0	Avg.	138.8
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	42.9	No	57.1		
Amount (\$000s/yr)	High	12.5	Low	2.0	Avg.	4.3
Perceived pay	6	12.0	2011		, 6.	
vs. peers (%)	More	14.3	Less	57.1	Same	28.6
Employer's gross	<\$5M	11.0	7.1	\$50-\$		14.3
US revenue (%)	\$5-\$20	M	21.4	>100M		14.3
oo revenue (70)	\$20-\$5		42.9	> 100W	•	17.0
Position satisfying? (%)	Thorou		7.1	Genera	ally	78.6
rosition satisfying: (70)		netimes	14.3	No	ally	0.0
Calary ravioused (0/s)	6 mont		0.0	18 moi	athe	14.3
Salary reviewed (%)	12 mon		71.4	24 mo		
Advancement			2. 3=Good 2			14.3
Advancement	Exceller	•			) )	25.7
prospects (%)		IL	7.1	Good		35.7
	Fair		28.6	Poor		28.6
How current job	Promot		7.1	Exec S		7.1
was acquired (%)		y Compan	-		itiative	57.1
Benefits received (%)	Signing	Bonus	0.0	Retire		58.3
	Car		0.0	Medica	aı	91.7
	Dental		66.7	Stock	<b>(0.11</b>	33.3
Factors important	Salary		2.4		n./Culture	3.1
to job (avg ranking,	Benefit	-	4.4		to Staff	4.8
1 = most important)	Advanc		3.5		n./Soc. Res	
	Training	3	6.6	Job Se		4.3
Employer rating	Salary		2.6		n./Culture	2.6
(avg rating, 1 = best)	Benefit		2.2		y to Staff	2.4
	Advanc	ement	2.8		n./Soc. Res	•
	Training	3	3.1	Job Se	curity	2.4
Plan to seek a new	Yes		42.9	No		28.6
job this year? (%)						
New job motivation (%)		Benefits	14.3		cement	14.3
		nt Part of I			Change	28.6
		of Indust	ry 0.0	Job Se	curity	0.0
		./Culture	14.3	Other		0.0
Method for seeking	Recruit	ment Age	ncy 2.2	Existin	g Contacts	1.4
new job (avg ranking,	Job Ads	5	3.4	Contac	ct Compani	es 3.4
1=most likely)	Post Re	sume	4.7			
Company fosters	Disagre	e Strongl	y 0.0	Agree	Somewhat	42.9
culture of	Disagre	e Somew	hat 21.4	Agree	Strongly	7.1
transparency? (%)	Neutral		28.6			
Company's core	Disagre	e Strongly		Agree	Somewhat	57.1
	_			_	Strongly	7.1
purpose inspires? (%)	DISARIE	e Somew	ııaı /.1	Agicc	Subligit	/.1

AKT DIKECTOR		Ψ0	7,500		V 0	, ,,		
Number of respondents						7		
Employer	Pe	rcent l	Market Sec	tor	P	ercent		
Manufacturer		28.6 F	Rx Pharma	ceuticals		57.1		
Agency		57.1 (	OTC Pharm	aceuticals		14.3		
Media/Publisher - HCP		0.0	Biotechnol	ogy		0.0		
Media/Publisher - Consum	er	0.0	Medical De	dical Devices/Equip				
Media/Publisher - HCP & C				gnostic Device/Equip				
Service Supplier			_	spital Products/Equip.				
Other			•	lucts/Equip	•	0.0		
			Managed C			0.0		
Λαο	High	55	Low	22	Avg.	38.7		
Age Sex	Male	42.9	Female		Avg.	30.7		
Years in industry	High	25.0	Low	1.0	Avg.	11.4		
Years in position	High	25.0	Low	1.0	Avg.	8.6		
Salary (\$000s/yr)	High	112.0	Low	25.0	Avg.	67.9		
Commission received?	Yes	0.0	No	100.0	7.Vg.	07.5		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0		
Bonus received?	Yes	28.6	No	71.4	7146.			
Amount (\$000s/yr)	High	10.0	Low	0.5	Avg.	5.3		
Perceived pay		20.0		0.0	7.1.6.			
vs. peers (%)	More	0.0	Less	50.0	Same	50.0		
Employer's gross	<\$5M		14.3	\$50-\$1		14.3		
US revenue (%)	\$5-\$20	DM	0.0	>100M		28.6		
(1.7)	\$20-\$5		42.9					
Position satisfying? (%)	Thorou		42.9	Genera	ally	28.6		
	OK Sor	netimes	14.3	No	•	14.3		
Salary reviewed (%) 6 months		:hs	0.0	18 mor	nths	0.0		
	12 mor	iths	85.7	24 mor	nths	14.3		
Advancement	Index 2	2.0 (4=Ex	c. 3=Good	2=Fair 1=Po	or)			
prospects (%)	Excelle	nt	0.0	Good		28.6		
	Fair		42.9	Poor		28.6		
How current job	Promo	ted	28.6	Exec S	earch	0.0		
was acquired (%)	Hired b	y Compar	ny 14.3	Own In	itiative	57.1		
Benefits received (%)	Signing	g Bonus	0.0	Retirer	nent	80.0		
	Car		0.0	Medica	al	40.0		
	Dental		40.0	Stock		40.0		
Factors important	Salary		3.7	Enviror	n./Culture	4.1		
to job (avg ranking,	Benefit	:S	4.9	Loyalty	to Staff	3.3		
1 = most important)	Advano	ement	4.0	Enviror	n./Soc. Resp	. 6.3		
	Trainin	g	6.6	Job Se	curity	3.1		
Employer rating	Salary		2.6		n./Culture	2.0		
(avg rating, 1 = best)	Benefit		2.4		to Staff	2.4		
		ement	2.7		n./Soc. Resp			
	Trainin	g	2.9	Job Se	curity	3.0		
Plan to seek a new	Yes		57.1	No		42.9		
job this year? (%)								
New job motivation (%)	-	/Benefits	75.0		cement	0.0		
		nt Part of			Change	0.0		
		t of Indust	,	Job Se	curity	0.0		
		n./Culture		Other		0.0		
Method for seeking		tment Age	-		g Contacts	2.6		
new job (avg ranking,	Job Ad		2.4	Contac	t Companie	s 3.0		
1=most likely)	Post Re		3.9	۸ ۱	Camanl 4	42.0		
Company fosters	_	ee Strongl	=		Somewhat	42.9		
culture of	_	ee Somew		Agree S	Strongly	28.6		
transparency? (%)	Neutra		0.0	۸ ۱	Camanl 4	42.0		
Company's core		ee Strongl			Somewhat	42.9		
purpose inspires? (%)	_	ee Somew '		Agree :	Strongly	28.6		
	Neutra	1	14.3					

#### **ART SUPERVISOR**

\$119,000

## ▲12.3% GROUP COPY SUPERVISOR \$128.800

▲10.1%

Number of respondents						1		
Employer	Pe	rcent M	larket Sect	or		Percent		
Manufacturer		0.0 R	x Pharmac	euticals		100.0		
Agency	1	100.0 C	TC Pharma	aceuticals		100.0		
Media/Publisher - HCP		0.0 B	iotechnolo	gy		0.0		
Media/Publisher - Consum	ier	0.0 N	ledical Dev	ices/Equi	р	100.0		
Media/Publisher - HCP & C	Consmr.	0.0 D	iagnostic [	Device/Eq	uip	0.0		
Service Supplier		0.0 H	lospital Pro	spital Products/Equip.				
Other	0.0 Dent		ental Prod	ucts/Equi	р	100.0		
		M	lanaged Ca	ire		0.0		
Age	High	55	Low	55	Avg.	55.0		
Sex	Male	0.0	Female	100.0	7.18.			
Years in industry	High	22.0	Low	22.0	Avg.	22.0		
Years in position	High	8.0	Low	8.0	Avg.	8.0		
Salary (\$000s/yr)	High	119.0	Low	119.0	Avg.	119.0		
Commission received?	Yes	0.0	No	100.0				
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0		
Bonus received?	Yes	0.0	No	100.0				
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0		
Perceived pay								
vs. peers (%)	More	0.0	Less	100.0	Same	0.0		
Employer's gross	<\$5M		0.0	\$50-\$	100M	0.0		
US revenue (%)	\$5-\$20		100.0	>100N	1	0.0		
	\$20-\$5		0.0					
Position satisfying? (%)	Thorou	0,	0.0	Genera	ally	0.0		
		netimes	0.0	No		100.0		
Salary reviewed (%)	6 mont		0.0	18 moi		0.0		
	12 mon		0.0	24 mo		100.0		
Advancement		•	. 3=Good 2		or)	0.0		
prospects (%)	Excelle	nt	0.0	Good		0.0		
	Fair	ha al	0.0	Poor	a a wa la	100.0		
How current job	Promot		0.0	Exec S		100.0		
was acquired (%) Benefits received (%)		y Compan g Bonus	y 0.0 0.0	Retire	nitiative mont	0.0		
belletits received (%)	Car	g Donus	0.0	Medic		100.0		
	Dental		100.0	Stock	ш	0.0		
Factors important	Salary		1.0		n./Culture	6.0		
to job (avg ranking,	Benefit	s	2.0		y to Staff	3.0		
1 = most important)	Advano		7.0	, ,	n./Soc. Res			
<b>,</b>	Training		5.0	Job Se		4.0		
Employer rating	Salary	<u> </u>	3.0		n./Culture	4.0		
(avg rating, 1 = best)	Benefit	s	3.0		y to Staff	4.0		
	Advanc	ement	4.0		n./Soc. Res	p. 3.0		
	Training	g	4.0	Job Se	curity	4.0		
Plan to seek a new	Yes		0.0	No		0.0		
job this year? (%)								
New job motivation (%)	Salary/	'Benefits	0.0	Advan	cement	0.0		
	Differe	nt Part of I	nd 0.0	Need a	a Change	0.0		
	Get out	of Industr	y 100.0	Job Se	curity	0.0		
		n./Culture	0.0	Other		0.0		
Method for seeking		ment Ager			g Contacts			
new job (avg ranking,	Job Ad:		5.0	Conta	ct Compani	es 4.0		
1=most likely)	Post Re		3.0					
Company fosters	_	ee Strongly		_	Somewhat	0.0		
culture of	_	ee Somewh		Agree	Strongly	0.0		
transparency? (%)	Neutra		0.0					
Company's core	_	ee Strongly		_	Somewhat	0.0		
purpose inspires? (%)	_	ee Somewh		Agree	Strongly	0.0		
	Neutra	I	0.0					

GROUP COPY SI	JPER	VISOR	\$12	28,800	▲10	.1%
Number of respondents						5
Employer	Pe	rcent M	Market Se	ctor	1	Percent
Manufacturer		0.0 F	Rx Pharma	aceuticals		100.0
Agency		80.0	OTC Pharr	naceuticals		0.0
Media/Publisher - HCP		0.0 E	Biotechno	technology		
Media/Publisher - Consum	er	0.0	Medical De	evices/Equi	р	0.0
Media/Publisher - HCP & C	onsmr.	20.0	Diagnostic	Device/Eq	uip	0.0
Service Supplier		0.0 H	Hospital P	roducts/Eq	uip.	0.0
Other		0.0	Dental Pro	ducts/Equi	р	0.0
		N	Managed (	Care		0.0
Ago	High	56	Low	28	Λνα	42.8
Age Sex	Male	0.0	Femal		Avg.	42.0
Years in industry	High	30.0	Low	9.0	Avg.	17.8
Years in position	High	10.0	Low	3.0	Avg.	5.4
Salary (\$000s/yr)	High	150.0	Low	86.0	Avg.	128.8
Commission received?	Yes	0.0	No	100.0	Avg.	120.0
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	40.0	No	60.0	7146.	0.0
Amount (\$000s/yr)	High	20.0	Low	3.0	Avg.	11.5
Perceived pay	111611	20.0	2011	0.0	7146.	
vs. peers (%)	More	0.0	Less	20.0	Same	80.0
Employer's gross	<\$5M		0.0			0.0
US revenue (%)	\$5-\$20	OM	40.0			0.0
00 1010uc (70)	\$20-\$!		60.0		•	0.0
Position satisfying? (%)	Thorou		0.0		allv	100.0
,		netimes	0.0		,	0.0
Salary reviewed (%)	6 mont	ths	0.0		nths	20.0
. , ,	12 mor	nths	80.0	) 24 ma	nths	0.0
Advancement	Index 2	2.6 (4=Exc	c. 3=Good	2=Fair 1=Po	oor)	
prospects (%)	Excelle	•	20.0		,	40.0
	Fair		20.0	) Poor		20.0
How current job	Promo	ted	40.0	) Exec S	Search	20.0
was acquired (%)	Hired b	y Compan	y 20.0	Own I	nitiative	20.0
Benefits received (%)	Signing	g Bonus	33.3	Retire	ment	33.3
	Car		0.0	) Medic	al	100.0
	Dental		100.0	) Stock		0.0
Factors important	Salary		3.4	1 Enviro	n./Culture	1.4
to job (avg ranking,	Benefit	ts	3.4	1 Loyalt	y to Staff	5.6
1 = most important)	Advand	cement	5.0	) Enviro	n./Soc. Res	p. 6.6
	Trainin	g	6.0	) Job Se	ecurity	4.6
Employer rating	Salary		2.0	) Enviro	n./Culture	2.0
(avg rating, 1 = best)	Benefit		1.8	,	y to Staff	2.2
	Advano	cement	2.4		n./Soc. Res	p. 2.2
	Trainin	g	2.6	S Job Se	ecurity	2.6
Plan to seek a new	Yes		20.0	) No		40.0
job this year? (%)						
New job motivation (%)	-	/Benefits	0.0		cement	100.0
		nt Part of I			a Change	0.0
		t of Indust	,		ecurity	0.0
		n./Culture	0.0			0.0
Method for seeking		tment Age	-		ng Contacts	
new job (avg ranking,	Job Ad		3.7		ct Compani	es 3.0
1=most likely)	Post Re		4.3		Came ! '	
Company fosters	_	ee Strongl	•		Somewhat	60.0
culture of	_	ee Somew		_	Strongly	20.0
transparency? (%)	Neutra		20.0		Camaal !	40.0
Company's core		ee Strongl			Strongly	40.0
purpose inspires? (%)	_	ee Somew I		_	Strongly	20.0
	Neutra		40.0	,		

COPY SUPERVISO	
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\$103,100

## **▲14.7%** SENIOR COPYWRITER \$95,800

**▼24.4%** 

			,					
Number of respondents								
Employer	Pe	rcent N	Market Secto	or		Percen		
Manufacturer		0.0 R	x Pharmace	euticals		100.		
Agency	1	100.0 C	TC Pharma	ceuticals		28.		
Media/Publisher - HCP		0.0 E	Biotechnolog	γV		0.		
Media/Publisher - Consum	er			l Devices/Equip				
Media/Publisher - HCP & C				nostic Device/Equip				
Service Supplier			lospital Pro		•	14. 0.		
Other			ental Produ	•	•	14.		
Julei					J			
		N	Managed Ca	re		0.		
Age	High	48	Low	26	Avg.	40.		
Sex	Male	57.1	Female	42.9				
Years in industry	High	25.0	Low	5.0	Avg.	13.		
Years in position	High	17.0	Low	1.0	Avg.	4.		
Salary (\$000s/yr)	High	129.0	Low	74.0	Avg.	103.		
Commission received?	Yes	0.0	No	100.0				
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.		
Bonus received?	Yes	57.1	No	42.9				
Amount (\$000s/yr)	High	6.0	Low	3.0	Avg.	4.		
Perceived pay								
vs. peers (%)	More	28.6	Less	57.1	Same	14.		
Employer's gross	<\$5M		0.0	\$50-\$3	100M	57.		
JS revenue (%)	\$5-\$20	DM	28.6	>100N	1	0.		
	\$20-\$5	50M	14.3					
Position satisfying? (%)	Thorou	ighly	14.3	Genera	ally	71.		
	OK Son	netimes	14.3	No		0.		
Salary reviewed (%)	6 mont	:hs	0.0	18 mor	nths	14.		
	12 mon	iths	85.7	24 mo	nths	0.		
Advancement	Index 2	2.6 (4=Exc	. 3=Good 2=	Fair 1=Po	or)			
prospects (%)	Excelle	nt	14.3	Good	,	42.		
	Fair		28.6	Poor		14.		
How current job	Promot	ted	57.1	Exec S	earch	0.		
was acquired (%)	Hired b	y Compan	v 14.3	Own In	itiative	28.		
Benefits received (%)		g Bonus	0.0	Retirer	nent	40.		
, ,	Car	•	0.0	Medica	al	40.		
	Dental		60.0	Stock		20.		
Factors important	Salary		1.9		n./Culture	2.		
to job (avg ranking,	Benefit	·s	4.0		to Staff	5.		
l = most important)	Advano		3.4		n./Soc. Res			
	Training		6.0	Job Se		5.		
Employer rating	Salary	5	2.3		n./Culture	1.		
(avg rating, 1 = best)	Benefit	·s	2.3		y to Staff	2.		
(avg rating, 2 boot)	Advano		2.7		n./Soc. Res			
	Training		2.4	Job Se		1.		
Plan to seek a new	Yes	5	28.6	No	curry	28.		
ob this year? (%)	103		20.0	110		20.		
New job motivation (%)	Salary	Benefits	0.0	Advan	cement	33.		
ton job montation (70)	•	nt Part of I			Change	0.		
		t of Industr		Job Se	_	0.		
		ı or muusu 1./Culture	•	Other	curity	33.		
			0.0		g Contacts	33. 1.		
Mothod for cooking	Reciult	ment Ager	ncy 2.4 3.0		et Compani			
_		_		Contac	u compani	es 3.		
new job (avg ranking,	Job Ad:							
new job (avg ranking, L=most likely)	Job Ad: Post Re	esume	5.0		·	20		
new job (avg ranking, l=most likely) Company fosters	Job Ads Post Re Disagre	esume ee Strongly	5.0	Agree	Somewhat			
new job (avg ranking, I=most likely) Company fosters culture of	Job Ads Post Re Disagre Disagre	esume ee Strongly ee Somewh	5.0 v 0.0 nat 28.6	Agree	·			
new job (avg ranking, I=most likely) Company fosters culture of transparency? (%)	Job Ads Post Re Disagre Disagre Neutra	esume ee Strongly ee Somewh I	5.0 7 0.0 nat 28.6 14.3	Agree Agree	Somewhat Strongly	28.		
Method for seeking new job (avg ranking, 1=most likely) Company fosters culture of transparency? (%) Company's core purpose inspires? (%)	Job Add Post Re Disagre Disagre Neutra Disagre	esume ee Strongly ee Somewh	5.0 0.0 nat 28.6 14.3 0.0	Agree Agree	Somewhat	28. 28. 42. 42.		

SEINIOR COPT W	KIIE	7 4	999,	,000	,	<b>V</b> Z4.4	F70
Number of respondents							7
Employer	Per	rcent l	Marke	t Sect	or	Pe	ercent
Manufacturer		14.3 F	Rx Ph	armac	euticals		85.7
Agency	71.4 OTC				aceuticals		28.6
Media/Publisher - HCP	0.0 Biote			chnolo			14.3
Media/Publisher - Consume					ices/Equip		14.3
					Device/Equi	n	0.0
Service Supplier	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				ducts/Equi		0.0
Other			-		ucts/Equip	γ.	0.0
Other				ged Ca			28.6
		'	iviaria	gcu oa	110		20.0
Age	High	64	Lo	ow	27	Avg.	47.0
Sex	Male	14.3		emale	85.7		
Years in industry	High	32.0		OW	5.0	Avg.	19.5
Years in position	High	16.0		OW	2.0	Avg.	7.8
Salary (\$000s/yr)	High	128.0		OW	45.0	Avg.	95.8
Commission received?	Yes	0.0	N		100.0		
Amount (\$000s/yr)	High	0.0		OW	0.0	Avg.	0.0
Bonus received?	Yes	42.9			57.1		
Amount (\$000s/yr)	High	5.7	Lo	OW	1.5	Avg.	3.7
Perceived pay		00.0			00.0	•	40.0
vs. peers (%)	More	28.6	Le	ess	28.6	Same	42.9
Employer's gross	<\$5M			0.0	\$50-\$10	JOM	16.7
US revenue (%)	\$5-\$20			33.3	>100M		33.3
Diti	\$20-\$5			16.7	Camaral	l.,	22.2
Position satisfying? (%)	Thoroug	grily netimes		33.3	General No	ıy	33.3
Salary reviewed (%)	6 montl			16.7	18 mont	·hc	16.7 0.0
Salary reviewed (90)	12 months			66.7	24 mont		33.3
Advancement			3-6		=Fair 1=Poo		33.3
prospects (%)	Exceller	•	J-G	16.7	Good	1)	0.0
prospects (70)	Fair			16.7	Poor		66.7
How current job	Promot	ed		0.0	Exec Sea	arch	33.3
was acquired (%)		y Compar	าง	33.3	Own Init		16.7
Benefits received (%)	Signing		.,	0.0	Retirem		25.0
• • • • • • • • • • • • • • • • • • • •	Car			0.0	Medical		100.0
	Dental		1	0.00	Stock		0.0
Factors important	Salary			2.0	Environ.	./Culture	3.5
to job (avg ranking,	Benefits	S		4.2	Loyalty 1	to Staff	3.5
1 = most important)	Advanc	ement		6.2	Environ.	./Soc. Resp	. 7.3
	Training	7		6.5	Job Sec	urity	2.8
Employer rating	Salary			2.5	Environ.	./Culture	2.6
(avg rating, 1 = best)	Benefits	S		2.7	Loyalty	to Staff	3.0
	Advanc	ement		3.0	Environ.	./Soc. Resp	. 2.2
	Training	5		3.0	Job Sec	urity	2.8
Plan to seek a new	Yes			16.7	No		33.3
job this year? (%)							
New job motivation (%)	-	Benefits		0.0	Advance		0.0
		nt Part of		0.0	Need a (	_	0.0
		of Indust	-	0.0	Job Sec	urity	0.0
		./Culture		0.00	Other		0.0
Method for seeking		ment Age	ency	2.3	_	Contacts	1.0
new job (avg ranking,	Job Ads			3.7	Contact	Companies	3.7
1=most likely)	Post Re			4.3	۸		14.6
Company fosters	_	e Strongl	-	0.0	_	omewhat	14.3
culture of	_	e Somew	nat	28.6	Agree S	trongly	28.6
transparency? (%)	Neutral		l	28.6	. ~		22.0
Company's core	_	e Strongl	-	0.0	_	omewhat	33.3
purpose inspires? (%)	_	e Somew	nat	16.7	Agree S	trongly	16.7
	Neutral			33.3			

#### **COPYWRITER**

#### \$45,000

#### **V21.5%**

## PRODUCTION/TRAFFIC MGR. \$62,000 ▼4.6%

		¥ . •	,				- 1102001101
Number of respondents						1	Number of responder
Employer	Per	cent Ma	rket Sect	or		Percent	Employer
Manufacturer		0.0 Rx	Pharmace	euticals		100.0	Manufacturer
Agency	1	00.0 OT	C Pharma	ceuticals		0.0	Agency
Media/Publisher - HCP		0.0 Bio	otechnolog	ξΛ		0.0	Media/Publisher - HCF
Media/Publisher - Consum	ner		edical Devi		)	0.0	Media/Publisher - Con
Media/Publisher - HCP & 0			agnostic D			0.0	Media/Publisher - HCF
Service Supplier	, , , , , , , , , , , , , , , , , , , ,		spital Pro		•	0.0	Service Supplier
Other			ntal Produ	•	•	0.0	Other
Othor			naged Ca		•	0.0	Othor
			magoa oa				
Age	High	21	Low	21	Avg.	21.0	Age
Sex	Male	100.0	Female	0.0			Sex
Years in industry	High	1.0	Low	1.0	Avg.	1.0	Years in industry
Years in position	High	1.0	Low	1.0	Avg.	1.0	Years in position
Salary (\$000s/yr)	High	45.0	Low	45.0	Avg.	45.0	Salary (\$000s/yr)
Commission received?	Yes	0.0	No	100.0	_		Commission received?
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0	Amount (\$000s/yr)
Bonus received?	Yes	0.0	No	100.0			Bonus received?
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0	Amount (\$000s/yr)
Perceived pay					_		Perceived pay
vs. peers (%)	More	0.0	Less	0.0	Same	100.0	vs. peers (%)
Employer's gross	<\$5M		0.0	\$50-\$3		0.0	Employer's gross
US revenue (%)	\$5-\$20		100.0	>100N	I	0.0	US revenue (%)
	\$20-\$5		0.0				
Position satisfying? (%)	Thoroug		0.0	Genera	ally	100.0	Position satisfying? (9
	OK Som		0.0	No		0.0	
Salary reviewed (%)	6 montl		0.0	18 mor		0.0	Salary reviewed (%)
	12 mon		100.0	24 mo		0.0	<del></del>
Advancement		.0 (4=Exc.			or)	0.0	Advancement
prospects (%)	Exceller	nt	100.0	Good		0.0	prospects (%)
	Fair		0.0	Poor		0.0	
How current job	Promot		0.0	Exec S		100.0	How current job
was acquired (%)		Company	0.0		itiative	0.0	was acquired (%)
Benefits received (%)	Signing Car	Borius	0.0	Retirer		0.0	Benefits received (%)
	Dental		0.0 0.0	Medica Stock	11	0.0 0.0	
Factors important	Salary		4.0		n./Culture		Factors important
to job (avg ranking,	Benefits		6.0		to Staff	5.0	to job (avg ranking,
1 = most important)	Advanc		2.0		n./Soc. Re		1 = most important)
1 – most miportant)	Training		1.0	Job Se		7.0	1 - most important)
Employer rating	Salary	<u> </u>	3.0		n./Culture		Employer rating
(avg rating, 1 = best)	Benefits	2	2.0		to Staff	1.0	(avg rating, 1 = best)
(avg rating, 1 - best)	Advanc		1.0		n./Soc. Re		(avg rating, 1 - best)
	Training		1.0	Job Se		2.0	
Plan to seek a new	Yes	•	0.0	No	currey	100.0	Plan to seek a new
job this year? (%)	103		0.0	110		100.0	job this year? (%)
New job motivation (%)	Salary/	Benefits	0.0	Advan	cement	0.0	New job motivation (%
nen jes mentanen (70)		nt Part of Ind			Change	0.0	non job mouration ( //
		of Industry		Job Se	_	0.0	
		./Culture	0.0	Other	currey	0.0	
Method for seeking		ment Agenc			g Contact		Method for seeking
new job (avg ranking,	Job Ads	_	4.0		ct Compan		new job (avg ranking,
1=most likely)	Post Re		1.0	Jonia	Jonipul		1=most likely)
Company fosters		e Strongly	0.0	Agree	Somewhat	t 0.0	Company fosters
culture of	_	e Strongly e Somewha		_	Strongly	100.0	culture of
transparency? (%)	Neutral		0.0	Agice	Calongly	100.0	transparency? (%)
Company's core		e Strongly	0.0	Agree	Somewhat	t 0.0	Company's core
purpose inspires? (%)		e Strongly e Somewha			Strongly	100.0	purpose inspires? (%)
pur pose mispines: ( /0)	Neutral		0.0	Agice	Calongly	100.0	parpose mopnes: (70)
	ricutial		0.0				

					,		
Number of respondents							4
Employer	Percent Mark		ket Sect	or	P	ercent	
Manufacturer		0.0	Rx P	harmac	euticals		100.0
Agency					aceuticals		0.0
Media/Publisher - HCP				echnolo			25.0
Media/Publisher - Consum	۵r			ical Dev	50.0		
Media/Publisher - HCP & C				nostic [		25.0	
Service Supplier				ducts/Equ	•	0.0	
Other	•		tal Prod	•	0.0		
Other				aged Ca		ļ	50.0
			IVIGIT	ugcu ot	110		50.0
Age	High	50		Low	25	Avg.	39.5
Sex	Male	50.0		Female	50.0		
Years in industry	High	27.0		Low	2.0	Avg.	12.8
Years in position	High	17.0		Low	2.0	Avg.	7.0
Salary (\$000s/yr)	High	89.0		Low	52.0	Avg.	62.0
Commission received?	Yes	0.0		No	100.0		
Amount (\$000s/yr)	High	0.0		Low	0.0	Avg.	0.0
Bonus received?	Yes	25.0		No	75.0		
Amount (\$000s/yr)	High	2.5		Low	2.5	Avg.	2.5
Perceived pay							
vs. peers (%)	More	0.0		Less	75.0	Same	25.0
Employer's gross	<\$5M			50.0	\$50-\$1	MOOL	0.0
US revenue (%)	\$5-\$2			50.0	>100M		0.0
	\$20-\$	50M		0.0			
Position satisfying? (%)	Thorou			50.0	Genera	ılly	50.0
	OK So	metimes		0.0	No		0.0
Salary reviewed (%)	6 mon	ths		0.0	18 mor	nths	25.0
	12 moi	nths		50.0	24 mor	nths	25.0
Advancement	Index	2.5 (4=Ex	c. 3=		:=Fair 1=Po	or)	
prospects (%)	Excelle	ent		25.0	Good		25.0
	Fair			25.0	Poor		25.0
How current job	Promo	ted		50.0	Exec S	earch	0.0
was acquired (%)	Hired I	oy Compa	ny	0.0	Own In	itiative	50.0
Benefits received (%)	Signin	g Bonus		0.0	Retirer	nent	0.0
	Car			0.0	Medica	al	100.0
	Dental			100.0	Stock		0.0
Factors important	Salary			3.8		n./Culture	1.0
to job (avg ranking,	Benefi	ts		4.8		to Staff	4.0
1 = most important)	Advan	cement		4.0	Enviror	n./Soc. Resp	. 7.5
	Trainin			7.3	Job Se		3.8
Employer rating	Salary			2.5		n./Culture	1.8
(avg rating, 1 = best)	Benefi			2.5		to Staff	2.5
		cement		2.8		n./Soc. Resp	
	Trainin	ıg		2.5	Job Se	curity	2.0
Plan to seek a new	Yes			25.0	No		50.0
job this year? (%)							
New job motivation (%)	-	/Benefits		100.0		cement	0.0
		ent Part of		0.0		Change	0.0
		t of Indus	,	0.0	Job Se	curity	0.0
		n./Culture		0.0	Other		0.0
Method for seeking		tment Age	ency	2.7		g Contacts	3.3
new job (avg ranking,	Job Ac			2.3	Contac	t Companie	s 3.0
1=most likely)		esume		3.7		_	
Company fosters	_	ee Strong	-	0.0	_	Somewhat	50.0
culture of	_	ee Somew	vhat	25.0	Agree S	Strongly	0.0
transparency? (%)	Neutra			25.0			
Company's core	_	ee Strong	-	0.0	_	Somewhat	75.0
purpose inspires? (%)	_	ee Somew	vhat	0.0	Agree S	Strongly	25.0
	Neutra	al		0.0			

#### **PUBLISHER**

\$136,500

## **▲1.1%** ADVERTISING SALES MGR. \$101,500 **▲26.9%**

Number of respondents						4
Employer	Percent Mark		arket Secto	r	Percent	
Manufacturer	0.0 Rx Ph		k Pharmace	euticals		100.0
Agency		25.0 0	TC Pharma	ceuticals		50.0
Media/Publisher - HCP		50.0 Bi	otechnolog	gy		25.0
Media/Publisher - Consum	er	0.0 M	edical Devi	ces/Equip	)	50.0
Media/Publisher - HCP & C	onsmr.	0.0 Di	iagnostic D	evice/Equ	50.0	
Service Supplier		0.0 H	ospital Prod	ducts/Equ	uip.	25.0
Other		25.0 De	ental Produ	cts/Equi	)	0.0
			anaged Car			0.0
Ama	∐i∝h	64	Low	25	۸۷۰	E2 2
Age Sex	High Male	25.0	Female	35 75.0	Avg.	52.3
Years in industry	High	40.0	Low	8.0	Avg.	20.8
Years in position	High	15.0	Low	1.0	Avg.	7.3
Salary (\$000s/yr)	High	170.0	Low	95.0	Avg.	136.5
Commission received?	Yes	25.0	No	75.0	7146.	100.0
Amount (\$000s/yr)	High	15.0	Low	15.0	Avg.	15.0
Bonus received?	Yes	50.0	No	50.0		
Amount (\$000s/yr)	High	5.0	Low	2.5	Avg.	3.8
Perceived pay	٠٠٠	2.2			- 0	
vs. peers (%)	More	0.0	Less	50.0	Same	50.0
Employer's gross	<\$5M		0.0	\$50-\$3	100M	25.0
US revenue (%)	\$5-\$20	MC	25.0	>100N	1	0.0
• •	\$20-\$		50.0			
Position satisfying? (%)	Thorou		75.0	Genera	ally	0.0
	OK Soi	metimes	25.0	No	-	0.0
Salary reviewed (%)	6 mon	ths	0.0	18 mor	nths	0.0
	12 mor	nths	100.0	24 mo	nths	0.0
Advancement	Index	2.5 (4=Exc.	3=Good 2=	Fair 1=Po	or)	
prospects (%)	Excelle	ent	0.0	Good		50.0
	Fair		50.0	Poor		0.0
How current job	Promo	ted	0.0	Exec S	earch	0.0
was acquired (%)	Hired b	y Company	25.0	Own In	itiative	75.0
Benefits received (%)	Signin	g Bonus	0.0	Retirer	nent	66.7
	Car		0.0	Medica	al	100.0
	Dental		66.7	Stock		0.0
Factors important	Salary		2.8	Enviro	n./Culture	4.8
to job (avg ranking,	Benefi	ts	3.0	, ,	to Staff	5.5
1 = most important)	Advan	cement	4.5		n./Soc. Res	-
	Trainin		6.0	Job Se		3.0
Employer rating	Salary		2.0		n./Culture	2.0
(avg rating, 1 = best)	Benefi		2.5		to Staff	2.5
		cement	2.8		n./Soc. Res	•
Diameter and the second	Trainin	g	2.5	Job Se	curity	2.3
Plan to seek a new	Yes		0.0	No		100.0
job this year? (%)	Calami	/Damafita	0.0	A di ca a		0.0
New job motivation (%)	•	/Benefits nt Part of Ir	0.0		cement	0.0
		t of Industr			Change	0.0
				Job Se	Curity	0.0
Mothod for socking		n./Culture	0.0	Other	a Contacta	0.0
Method for seeking new job (avg ranking,	Job Ad	tment Agen	cy 1.0 4.0		g Contacts et Compan	
new job (avg ranking, 1=most likely)	Post R		4.0 5.0	OUILd	r compatt	.co J.L
Company fosters		ee Strongly	0.0	Agrac	Somewhat	50.0
company iosters culture of	_	ee Strongly ee Somewh			Strongly	50.0
	Neutra			Agree	onongry	50.0
transparency? (%)			0.0	Agree	Somewhat	50.0
Company's core		no Strongly				
Company's core purpose inspires? (%)	_	ee Strongly ee Somewh	0.0 at 0.0	_	Strongly	25.0

ADVERTISING S				1,500		.570
Number of respondents						2
Employer	Pe	rcent Ma	arket Sect	or		Percent
Manufacturer		50.0 Rx	(Pharmace	euticals		50.0
Agency		0.0 01	ΓC Pharma	ceuticals		0.0
Media/Publisher - HCP		0.0 Bi	otechnolog	gy		50.0
Media/Publisher - Consum	er	0.0 Me	edical Devi	ices/Equi <sub>l</sub>	)	0.0
Media/Publisher - HCP & C	onsmr.	50.0 Dia	agnostic D	evice/Equ	qiu	0.0
Service Supplier		0.0 Ho	ospital Pro	ducts/Eq	uip.	0.0
Other		0.0 De	ental Produ	ucts/Equi	)	0.0
		Ma	anaged Ca	re		0.0
Age	High	50	Low	33	Avg.	41.5
Sex	Male	100.0	Female	0.0		
Years in industry	High	25.0	Low	25.0	Avg.	25.0
Years in position	High	3.0	Low	1.0	Avg.	2.0
Salary (\$000s/yr)	High	161.0	Low	42.0	Avg.	101.5
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	100.0	No	0.0		
Amount (\$000s/yr)	High	20.0	Low	1.0	Avg.	10.5
Perceived pay						
vs. peers (%)	More	0.0	Less	50.0	Same	50.0
Employer's gross	<\$5M		0.0	\$50-\$	100M	0.0
US revenue (%)	\$5-\$20		0.0	>100N	1	50.0
	\$20-\$5		50.0			
Position satisfying? (%)	Thorou		0.0	Genera	ally	50.0
C-l		netimes	50.0	No 18 moi	- <del>-   -   -   -   -   -   -   -   -   -</del>	0.0 50.0
Salary reviewed (%)	6 mont 12 mon		0.0 50.0	24 mo		0.0
Advancement		3.5 (4=Exc.				0.0
prospects (%)	Excelle	•	50.0	Good	101)	50.0
prospecto (70)	Fair		0.0	Poor		0.0
How current job	Promot	ed	100.0	Exec S	earch	0.0
was acquired (%)	Hired b	y Company	0.0	Own Ir	itiative	0.0
Benefits received (%)	Signing		0.0	Retire	nent	50.0
	Car	•	0.0	Medica	al	50.0
	Dental		50.0	Stock		100.0
Factors important	Salary		1.5	Enviro	n./Culture	4.0
to job (avg ranking,	Benefit	S	3.5	Loyalty	to Staff	4.0
1 = most important)	Advanc	ement	3.5	Enviro	n./Soc. Re	sp. 7.5
	Training	g	5.0	Job Se	curity	7.0
Employer rating	Salary		2.5		n./Culture	3.0
(avg rating, 1 = best)	Benefit		1.5		to Staff	3.0
	Advanc		1.5		n./Soc. Re	•
	Training	3	3.0	Job Se	curity	2.5
Plan to seek a new	Yes		50.0	No		50.0
job this year? (%)	0.1	(D. (1)	100.0			
New job motivation (%)	-	Benefits	100.0		cement	0.0
		nt Part of In			Change	0.0
		of Industry		Job Se	curity	0.0
Method for seeking		n./Culture ment Agend	0.0 cy 4.0	Other	g Contacts	0.0 s 2.0
new job (avg ranking,	Job Ads	_	2.5		et Compan	
new job (avg ranking, 1=most likely)	Post Re		3.5	COIILA	ou ilhall	ics 3.0
Company fosters		e Strongly	0.0	Δατρρ	Somewhat	50.0
· ·	_	e Strongly e Somewha			Strongly	0.0
	Disagio			/ igice	Carongly	0.0
culture of	Neutra		50 0			
transparency? (%)	Neutra		50.0	Δστρρ	Somewhat	1000
transparency? (%) Company's core purpose inspires? (%)	Disagre	ee Strongly ee Somewha	0.0		Somewhat Strongly	100.0

## ADVERTISING SALES EXEC. \$91,000

**▲13.8%** 

**EDITOR** 

\$72,900

**▼12.8%** 

Number of respondents						- 2		
Employer	Percent Mark			ket Sector				
Manufacturer		0.0 R	x Pharmac	euticals		100.0		
Agency		0.0	TC Pharma	ceuticals		50.0		
Media/Publisher - HCP	100.0 Biotec		iotechnolo	echnology				
Media/Publisher - Consum	ner 0.0 Medio		edical Dev	lical Devices/Equip				
Media/Publisher - HCP & C	onsmr.		iagnostic D			100.		
Service Supplier		0.0 H	ospital Pro	ducts/Equ	Jip.	50.		
Other		0.0 D	ental Prodi	ucts/Equip		0.		
		M	anaged Ca	ıre		0.0		
Age	High	57	Low	49	Avg.	53.0		
Sex	Male	50.0	Female	50.0				
/ears in industry	High	19.0	Low	6.0	Avg.	12.		
Years in position	High	9.0	Low	6.0	Avg.	7.		
Salary (\$000s/yr)	High	112.0	Low	70.0	Avg.	91.		
Commission received?	Yes	100.0	No	0.0				
Amount (\$000s/yr)	High	55.0	Low	25.0	Avg.	40.0		
Bonus received?	Yes	100.0	No	0.0				
Amount (\$000s/yr)	High	13.2	Low	2.5	Avg.	7.		
Perceived pay								
vs. peers (%)	More	50.0	Less	50.0	Same	0.		
Employer's gross	<\$5M		0.0	\$50-\$3	100M	50.		
JS revenue (%)	\$5-\$20	M	0.0	>100N	1	50.		
	\$20-\$5		0.0					
Position satisfying? (%)	Thorou	~ ,	50.0	Genera	ally	50.0		
	OK Son	netimes	0.0	No		0.0		
Salary reviewed (%)	6 mont	hs	0.0	18 mor	nths	0.		
	12 mon		100.0	24 mo		0.0		
Advancement	Index 1	l.5 (4=Exc.	3=Good 2:	=Fair 1=Po	or)			
prospects (%)	Excelle	nt	0.0	Good		0.		
	Fair		50.0	Poor		50.		
How current job	Promot		0.0	Exec S	earch	0.		
was acquired (%)	Hired b	y Company	100.0	Own In	itiative	0.		
Benefits received (%)		g Bonus	50.0	Retirer		0.0		
	Car		50.0	Medica	al	100.		
	Dental		100.0	Stock		0.0		
Factors important	Salary		2.0		n./Culture	4.		
to job (avg ranking,	Benefit		2.0		to Staff	5.		
l = most important)	Advanc		5.0		n./Soc. Resp			
	Training	g	6.5	Job Se		4.0		
Employer rating	Salary		1.5		n./Culture	2.		
(avg rating, 1 = best)	Benefit		1.5		to Staff	3.		
	Advanc		3.5		n./Soc. Resp			
	Training	g	2.0	Job Se	curity	2.		
Plan to seek a new	Yes		0.0	No		100.0		
ob this year? (%)	0.	· · · · ·						
New job motivation (%)		Benefits	0.0		cement	0.0		
		nt Part of Ir			Change	0.		
		of Industr	•	Job Se	curity	0.0		
		n./Culture	0.0	Other	<u> </u>	0.0		
Method for seeking		ment Agen	-		g Contacts	2.		
new job (avg ranking,	Job Ads		4.0	Contac	ct Companie	s 5.		
l=most likely)	Post Re		3.0					
Company fosters	_	ee Strongly	50.0		Somewhat	50.		
culture of	_	ee Somewh		Agree	Strongly	0.		
transparency? (%)	Neutral		0.0					
Company's core		ee Strongly	50.0		Somewhat	0.0		
purpose inspires? (%)	_	ee Somewh		Agree	Strongly	50.0		
	Neutral	<u> </u>	0.0					

EDITOR		\$72,3	00		<b>V1Z.</b>	070		
Number of respondents						7		
Employer	Pe	rcent l	Market Sec	tor	F	ercent		
Manufacturer		0.0	Rx Pharma	ceuticals		71.4		
Agency		42.9	OTC Pharm	aceuticals		0.0		
Media/Publisher - HCP			Biotechnolo	technology				
Media/Publisher - Consume	er			dical Devices/Equip				
Media/Publisher - HCP & Co				gnostic Device/Equip				
Service Supplier	)			oducts/Equ	•	0.0		
Other			•	ducts/Equip	•	0.0		
Othor			Managed C		•	0.0		
			nanagou o	u. 0				
Age	High	62	Low	40	Avg.	48.9		
Sex	Male	0.0	Female					
Years in industry	High	33.0	Low	3.0	Avg.	16.5		
Years in position	High	20.0	Low	1.0	Avg.	6.1		
Salary (\$000s/yr)	High	108.0	Low	37.0	Avg.	72.9		
Commission received?	Yes	14.3	No	85.7				
Amount (\$000s/yr)	High	2.0	Low	2.0	Avg.	2.0		
Bonus received?	Yes	42.9	No	57.1		15.4		
Amount (\$000s/yr)	High	40.0	Low	3.0	Avg.	15.4		
Perceived pay	Mana	42.0		20.0	C	20.0		
vs. peers (%)	More <\$5M	42.9	Less	28.6 \$50-\$1	Same	28.6		
Employer's gross	\$5-\$20	<b></b>	14.3			14.3		
US revenue (%)	\$20-\$!		42.9 14.3	>100N	l	14.3		
Desition action in 2 (04)			14.3	Conore	slls.	42.9		
Position satisfying? (%)	Thorou	netimes	42.9	Genera No	ally	0.0		
Salary reviewed (%)	6 mont		0.0	18 mor	nths	0.0		
12 months			85.7	24 moi		14.3		
Advancement				2=Fair 1=Po				
prospects (%)	Excelle	•	0.0	Good	0.,	42.9		
F	Fair		28.6	Poor		28.6		
How current job	Promo	ted	14.3	Exec S	earch	14.3		
was acquired (%)	Hired b	y Compar	ny 0.0	Own In	itiative	57.1		
Benefits received (%)	Signing	g Bonus	0.0	Retirer	nent	50.0		
	Car		0.0	Medica	al	100.0		
	Dental		83.3	Stock		16.7		
Factors important	Salary		2.6	Enviro	n./Culture	2.0		
to job (avg ranking,	Benefit	ts	3.9	Loyalty	to Staff	5.4		
1 = most important)	Advano	cement	5.4	Enviro	1./Soc. Resp	o. 7.0		
	Trainin	g	6.7	Job Se	curity	3.0		
Employer rating	Salary		1.9	Enviro	n./Culture	2.6		
(avg rating, 1 = best)	Benefit	ts	2.1		to Staff	2.6		
	Advano	cement	2.7		n./Soc. Resp			
	Trainin	g	2.9	Job Se	curity	2.1		
Plan to seek a new	Yes		14.3	No		28.6		
job this year? (%)	0.1	/D (1)						
New job motivation (%)	-	/Benefits	0.0		cement	0.0		
		nt Part of			Change	0.0		
		t of Indust	-	Job Se	curity	0.0		
		1./Culture		Other	0 1 1	50.0		
Method for seeking		tment Age	-		g Contacts	2.8		
new job (avg ranking,	Job Ad		2.3	Contac	t Companie	s 3.8		
1=most likely)	Post Re		4.2	٨٨٠٠٠	Comowhat	20.0		
Company fosters	_	ee Strongl	_	_	Somewhat	28.6		
culture of	_	ee Somew ı	hat 28.6 42.9	_	Strongly	0.0		
transparency? (%)	Neutra				Somowhat	50.0		
Company's core purpose inspires? (%)	_	ee Strongl ee Somew	-	_	Somewhat Strongly	16.7		
hai hose ilishiles; (40)	Neutra		33.3	Agree	ociongly	10./		
	itoutia		55.5					

MEDICAL WRITE	ER	\$1	.03	,800		<b>▼</b> 5.	7%
Number of respondents							6
Employer	Pe	ercent	Mar	ket Sect	or	F	ercent
Manufacturer		0.0	Rx F	Pharmac	euticals		100.0
Agency		83.3	OTC	: Pharma	ceuticals		16.7
Media/Publisher - HCP		0.0	Biot	echnolog	gy		16.7
Media/Publisher - Consum	ner	0.0	Med	dical Devi	ices/Equip		16.7
Media/Publisher - HCP & 0	Consmr.	16.7	Diag	gnostic D	evice/Equ	ip	0.0
Service Supplier		0.0	Hos	pital Pro	ducts/Equ	ip.	0.0
Other		0.0	Den	tal Produ	ıcts/Equip		0.0
			Mar	naged Ca	re		0.0
Age	High	48	3	Low	26	Avg.	37.8
Sex	Male	16.7	7	Female	83.3		
Years in industry	High	23.0	)	Low	2.0	Avg.	10.5
Years in position	High	5.0	)	Low	1.0	Avg.	3.0
Salary (\$000s/yr)	High	220.0	)	Low	30.0	Avg.	103.8
Commission received?	Yes	0.0	)	No	100.0		
Amount (\$000s/yr)	High	0.0	)	Low	0.0	Avg.	0.0
Bonus received?	Yes	16.7		No	83.3		
Amount (\$000s/yr)	High	6.0	)	Low	6.0	Avg.	6.0
Perceived pay				_		_	
vs. peers (%)	More	0.0	)	Less	66.7	Same	33.3
Employer's gross	<\$5M			33.3	\$50-\$1		0.0
US revenue (%)	\$5-\$20			50.0	>100M		16.7
D141	\$20-\$!			0.0 16.7	Camara	Us.	66.7
Position satisfying? (%)	Thorou	netimes		16.7	Genera No	шу	0.0
Salary reviewed (%)	6 mon			0.0	18 mon	the	16.7
Salary reviewed (70)	12 mor			83.3	24 mor		0.0
Advancement			yr 3:		=Fair 1=Po		0.0
prospects (%)	Excelle	-	AC. 0	0.0	Good	01)	33.3
prospecto (10)	Fair			33.3	Poor		33.3
How current job	Promo	ted		0.0	Exec Se	earch	0.0
was acquired (%)	Hired b	y Compa	iny	33.3	Own Ini	tiative	50.0
Benefits received (%)		g Bonus		0.0	Retiren	nent	0.0
	Car			0.0	Medica	I	100.0
	Dental			66.7	Stock		0.0
Factors important	Salary			2.0	Environ	./Culture	3.5
to job (avg ranking,	Benefi	ts		4.7		to Staff	5.0
1 = most important)		cement		3.0		ı./Soc. Res <sub>l</sub>	
	Trainin			6.3	Job Sed		4.3
Employer rating	Salary			2.8		./Culture	2.3
(avg rating, 1 = best)	Benefit			2.7		to Staff	2.5
		cement		3.2		ı./Soc. Res	
Plan to seek a new	Trainin Yes	g		2.0	Job Sed No	curity	2.7 33.3
job this year? (%)	ies			50.0	INO		33.3
New job motivation (%)	Salary	/Benefits		33.3	Advanc	ement	0.0
,, ,		nt Part of				Change	0.0
		t of Indus		0.0	Job Sed	_	0.0
		n./Cultur	-	66.7	Other	-	0.0
Method for seeking	Recrui	tment Ag	ency	3.0	Existing	g Contacts	2.0
new job (avg ranking,	Job Ad	s		2.0		t Companie	es 4.0
1=most likely)	Post R	esume		4.0			
Company fosters	_	ee Strong		0.0		Somewhat	33.3
culture of	Disagr	ee Somev	what		Agree S	Strongly	0.0
transparency? (%)	Neutra	ıl		16.7			
	ъ.	0.1					16.7

purpose inspires? (%)

Company's core

Neutral Disagree Strongly

Neutral

Disagree Somewhat

0.0

50.0

33.3

Agree Somewhat

Agree Strongly

16.7

0.0

CONSULTANT		\$1	18,7	700		N	<b>/</b> A
Number of respondents							16
Employer	Pe	rcent	Mark	et Sect	or	Pe	rcent
Manufacturer		12.5	Rx Ph	armac	euticals		50.0
Agency		0.0	OTC F	harma	aceuticals		25.0
Media/Publisher - HCP		0.0	Biote	chnolo	gv		18.8
Media/Publisher - Consum	ner	0.0			ices/Equip		25.0
Media/Publisher - HCP & 0		0.0			evice/Equi	ip	12.5
Service Supplier		43.8			ducts/Equ		25.0
Other		43.8			ucts/Equip	-	0.0
		10.0		ged Ca			25.0
Age	High	71	l L	ow	44	Avg.	52.6
Sex	Male	68.8	F F	emale	31.3		
Years in industry	High	35.0	) L	ow	2.0	Avg.	15.5
Years in position	High	20.0	) L	ow	1.0	Avg.	7.1
Salary (\$000s/yr)	High	315.0	) L	ow	30.0	Avg.	118.7
Commission received?	Yes	6.3	B N	lo	93.8		
Amount (\$000s/yr)	High	40.0	L	ow	40.0	Avg.	40.0
Bonus received?	Yes	37.5	i N	О	62.5		
Amount (\$000s/yr)	High	125.0	) L	ow	5.0	Avg.	47.5
Perceived pay							
vs. peers (%)	More	0.0	) L	ess	50.0	Same	50.0
Employer's gross	<\$5M			50.0	\$50-\$1	OOM	6.3
US revenue (%)	\$5-\$20	OM		0.0	>100M		37.5
,	\$20-\$			6.3			
Position satisfying? (%)	Thorou			18.8	General	lv	50.0
r obition sutisfying: (70)		netimes		25.0	No	.,	6.3
Salary reviewed (%)	6 mont			18.8	18 mon	ths	0.0
outury reviewed (70)	12 mor			50.0	24 mon		31.3
Advancement			(c. 3=0		=Fair 1=Poo		
prospects (%)	Excelle	•		20.0	Good	,,,	33.3
prospects (70)	Fair			13.3	Poor		33.3
How current job	Promo	ted		12.5	Exec Se	arch	0.0
was acquired (%)		y Compa	nv	12.5	Own Ini		68.8
Benefits received (%)		g Bonus	11y	0.0	Retirem		44.4
Delicinta received (70)	Car	5 Donas		0.0	Medical		77.8
	Dental			55.6	Stock		33.3
Factors important	Salary			3.3		./Culture	3.0
to job (avg ranking,	Benefit	łe		4.6	Loyalty		4.3
1 = most important)		cement		4.8		./Soc. Resp.	
1 – most importanty	Trainin			5.0	Job Sec	-	4.6
Employer rating	Salary	ь		2.4		./Culture	2.0
(avg rating, 1 = best)	Benefit	ts		2.3		to Staff	2.3
(uvg ruting, 1 – best)		cement		2.5		./Soc. Resp.	
	Trainin			2.7	Job Sec	•	2.5
Plan to seek a new	Yes	5		37.5	No	unty	50.0
job this year? (%)	103			37.3	110		50.0
New job motivation (%)	Salary	/Benefits		28.6	Advanc	omont	14.3
New Job modivation (70)	-	nt Part of		14.3	Need a		0.0
		t of Indus		0.0	Job Sec	_	28.6
		n./Culture	-	14.3	Other	unity	0.0
Method for seeking		tment Age		2.2		Contacts	2.2
new job (avg ranking,	Job Ad	_	спсу	3.2	_	Companies	
new job (avg ranking, 1=most likely)	Post Re			3.6	COILLAC	Companies	5.0
			dv		Aaraa C	omowhat	10 0
Company fosters		ee Strong	-	18.8	_	omewhat	18.8
culture of	_	ee Somev	viidl	12.5	Agree S	uongry	37.5
transparency? (%)	Neutra		·lv	12.5 6.3	۸۵۲۵۵	omowhat	31.3
Company's core		ee Strong ee Somev		12.5	_	omewhat	43.8
purpose inspires? (%)	nisagi	ce Sound	viial	12.0	Agree S	Librigiy	40.0

Neutral

6.3

OTHER	\$132.900	<b>▲6.7%</b>

	,				
					135
Pe	rcent I	Market Se	ctor	F	Percent
	38.5 F	Rx Pharm	aceuticals		52.6
	20.7	OTC Phari	maceuticals		13.3
	3.7 E	Biotechno	ology		19.3
er				D	32.6
					13.3
				•	6.7
		•		•	4.4
					7.4
				Avg.	46.0
					15.1
					15.1
					5.4
				Avg.	132.9
				A ~	12.0
				Avg.	12.8
				A ~	22.0
High	236.0	LOW	0.3	Avg.	32.0
Moro	12 /	Locc	10 E	Samo	38.1
	15.4				10.0
	NA.				
				/I	41.5
				ally	50.4
	· ·			ally	5.9
				nths	6.7
					16.3
					10.0
	•			501)	27.5
					23.7
	ted			earch	12.8
					30.1
		-			47.7
Car	5				88.1
Dental		76.	2 Stock		34.9
Salary		2.	5 Enviro	n./Culture	3.2
Benefit	ts	4.	1 Loyalt	y to Staff	4.8
Advano	cement	4.	7 Enviro	n./Soc. Res <sub>l</sub>	p. 6.7
Trainin	g			ecurity	3.8
Salary		2.	2 Enviro	n./Culture	2.3
Benefit	ts	2.	1 Loyalt	y to Staff	2.4
Advano	cement	2.	7 Enviro	n./Soc. Res <sub>l</sub>	
Trainin	g	2.8	B Job Se	ecurity	2.3
Yes		28.9	9 No		36.3
-					13.8
			2 Need a	a Change	6.9
Get ou	t of Indust	ry 3.		ecurity	5.2
					10.3
				_	1.9
				ct Companie	es 3.7
_		-	_		40.0
_			_	Strongly	17.8
_		-	_		37.3
_			_	Strongly	25.4
Neutra	II .	21.0	0		
	High Male High High High Yes High Yes High S5-\$20 \$20-\$1 Thorou OK Sor 6 moni 12 mor Index Excelle Fair Promo Hired L Signing Car Dental Salary Benefit Advanc Trainin Salary Benefit Advanc Trainin Yes Salary Differe Get ou Envirou Envirou Recruit Job Ad Post R Disagri Disagri Neutra Disagri Disagri Neutra Disagri Disagri Disagri Disagri Disagri	38.5 Fer 20.7 Company States and Sand Sand Sand Sand Sand Sand Sand	38.5 Rx Pharm 20.7 OTC Pharm 3.7 Biotechnorm 3.7 Diagnostic 5.9 Hospital Promoter Managed  High 69 Low Male 47.4 Femal High 45.0 Low High 370.0 Low High 50.0 Low Yes 3.7 No High 50.0 Low Wes 60.7 No High 236.0 Low  More 13.4 Less <\\$5M 12.3 \$5-\$20M 23.9 \$5-\$20M 23.9 \$20-\$50M 12.3 \$5-\$20M 23.9 \$20-\$50M 12.3 Thoroughly 28.3 OK Sometimes 15.0 G months 2.3 Index 2.3 (4=Exc. 3=Good Excellent 14.1 Fair 34.2 Promoted 24.4 Hired by Company 20.3 Signing Bonus 15.0 Car 8.3 Dental 76.3 Salary 2.3 Benefits 4.4 Advancement 4.5 Training 6.5 Salary 2.5 Benefits 2.7 Benefits 2.7 Benefits 2.7 Benefits 2.8 Advancement 4.5 Training 6.5 Salary 2.5 Benefits 2.7 Benefits 3.3 Bisagree Strongly 11.5 Disagree Somewhat 16.5 Bisagree Strongly 11.5 Disagree Strongly 12.5 Disagree Strongly 11.5 Disagree Somewhat 16.5 Bisagree Strongly 11.5 Disagree Somewhat 16.5 Bisagree Strongly 11.5 Disagree Somewhat 11.5 Bisagree Somewhat 11.5 Bisa	38.5 Rx Pharmaceuticals 20.7 OTC Pharmaceuticals 3.7 Biotechnology er 0.0 Medical Devices/Equi onsmr. 0.7 Diagnostic Device/Eq 5.9 Hospital Products/Equi Managed Care  High 69 Low 22 Male 47.4 Female 52.6 High 45.0 Low 1.0 High 370.0 Low 21.6 Yes 3.7 No 96.3 High 50.0 Low 1.0 Yes 60.7 No 39.3 High 236.0 Low 0.3  More 13.4 Less 48.5 <\$5M 12.3 \$50-\$ \$5-\$20M 23.9 >100M \$20-\$50M 12.3  Thoroughly 28.2 Gener. OK Sometimes 15.6 No 6 months 2.2 18 mo 12 months 74.8 24 mo 12 months 74.8 24 mo 12 months 76.2 Stock Salary 2.5 Enviro Benefits 4.1 Loyalt, Advancement 1.7 Enviro Training 6.2 Job Sec 1.7 Enviro Training 2.8 Job Sec 1.7 Enviro Training 3.8 Enviro Training 3.8 Disagree Strongly 11.1 Agree Neutral 14.8 Disagree Strongly 11.1 Agree Neutral 14.8 Disagree Strongly 4.5 Agree N	38.5   Rx Pharmaceuticals   20.7   OTC Pharmaceuticals   3.7   Biotechnology   3.7   Biotechnology   3.7   Biotechnology   3.8   Biotechnology   3.9   Hospital Products/Equip   30.4   Dental Products/Equip   Managed Care   High   69   Low   22   Avg.   Avg.   Male   47.4   Female   52.6   High   45.0   Low   1.0   Avg.   High   27.0   Low   1.0   Avg.   High   370.0   Low   21.6   Avg.   Avg.   High   50.0   Low   1.0   Avg.   Avg.   High   236.0   Low   0.3   Avg.   Avg.



# **Employee Characteristics**

This section shows how the data profiles of employees—salary, benefits, perceptions, satisfaction, intent to move, job-seeking preferences, etc.—vary between different employee characteristics, such as gender and the number of years spent in current position.

## **DATA SETS**

- Male, page 50
- Female, page 50
- 1 Year or Less in Current Position, page 51
- 1-2 Years in Current Position, page 51
- 3-5 Years in Current Position, page 52
- Over 5 Years in Current Position, page 52

DATA SETS

2014 CAREER & SALARY SURVEY

# **SECTION 5 EMPLOYEE CHARACTERISTICS**

Manufacturer	MALE		\$154,7	700		▼7	.0%	FEMALE	\$	<b>116,7</b>	00		•	2.1%
Mounifacture	Number of respondents	s					510	Number of respondent	ts					511
Aponton   Apon	Employer	Pe	rcent I	Market Sec	tor	F	Percent	Employer	Perc	cent	Market Sed	ctor		Percent
Modes / Publisher - HCP	Manufacturer		42.4 F	Rx Pharmace	uticals		61.8	Manufacturer		29.9	Rx Pharmac	euticals		59.1
Media/ Publisher - Consumer	Agency		26.1	OTC Pharma	ceuticals		14.5	Agency		33.1	OTC Pharma	aceuticals		14.7
Media/ Publisher - Consumer			3.5 E	Biotechnolog	(V		25.5	Media/Publisher - HCP		4.5	Biotechnolo	gy		20.6
Media / Publisher - HPG & Cornsm.   27   Diagnostic Device/Equip   12.	Media/Publisher - Consum	er		•		p		Media/Publisher - Consum	ner				р	22.5
Service Supplier   9.4   Hospital Products/Equip   2.7   Managed Care   15.3   Managed Care   8.6   Hospital Products/Equip   2.2   Managed Care   8.2   Managed Care   8.2   Managed Care   8.2   Managed Care   8.2   Managed Care   9.2   M	Media/Publisher - HCP & C	onsmr.				•	10.4	Media/Publisher - HCP & 0	Consmr.				•	12.1
See   High   78   Low   21   Avg   Acs   Age   High   70   Low   22   Avg   4.22   Sex   Male   10.0   Fermale   10.0   Sex   Male	Service Supplier			_		•	7.7	Service Supplier					•	7.1
Mare   High   78   Low   21   Aug.   422   Sec   Male   100.0   Female	Other		15.3 E	Dental Produ	cts/Equi	p.	2.6	Other		20.2	Dental Prod	ucts/Equi	p	2.2
Sex			N	Managed Ca	e .		8.2				Managed Ca	are		
Sex	Age	High	78	Low	21	Avg.	46.3	Age	High	70	Low	22	Avg.	42.2
Years in position														
Years In position	-					Avg.	16.8						Avg.	13.6
Salary (S0000-Ayr)														
Commission received?   Yes   10.6   No   89.4   Amount (\$0006.yr)   High   30.00   Low   10.8   No   29.2   Amount (\$0006.yr)   High   20.00   Low   15.0   No   29.2   Amount (\$0006.yr)   High   20.00   Low   20.0   Arg.   44.9   More   10.8   Less   48.6   Same   40.6   More   10.8   Less   55.8   Same   33.2   More   10.8   Less   55.20   More   10.0   More   10.0   Less   55.20   More   10.0   Less   55.20   More   10.0   Less   55.20   More   10.0   M			1750.0	Low	20.0					720.0	Low	21.6		
Bonus received?   Ves	Commission received?		10.6	No	89.4			Commission received?		6.7	No	93.4		
Amount (\$000s/yr)         High         20.0         Low         15.0         Avg.         72.5         Homount (\$000s/yr)         High         20.0         Avg.         10.3         Low         Perceived pay         Perceived pay         Perceived pay         Perceived pay         Sepens (%)         More         11.8         Loss         48.6         Same         40.6         Employer's gross         <55.0         13.2         10.0         41.5         Expense (%)         \$5.5 20M         13.2         10.0         41.5         Expense (%)         \$5.5 20M         32.1         Soc \$5.00M         13.2         Companity         \$0.0	Amount (\$000s/yr)	High	300.0	Low	1.0	Avg.	54.1	Amount (\$000s/yr)	High	150.0	Low	2.0	Avg.	44.9
Perceived pay   ws. peers (%)   More   10.8   Less   48.6   Same   40.6   Same   40.	Bonus received?	Yes	70.8	No	29.2			Bonus received?	Yes	63.0	No	37.0		
No   No   No   No   No   No   No   No	Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5	Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Employer's gross	Perceived pay							Perceived pay						
US revenue (%)   \$5-\$20M   \$1.2   \$2-100M   \$41.5   \$20-\$50M   \$1.2   \$20-\$50M   \$20	vs. peers (%)	More	10.8	Less	48.6	Same	40.6	vs. peers (%)	More	11.0	Less	55.8	Same	33.2
Position satisfying? (%)   Thoroughly   32.3   Generally   50.0	Employer's gross	<\$5M		15.8	\$50-\$	100M	11.3	Employer's gross	<\$5M		13.3	\$50-\$	100M	8.4
Position satisfying? (%)	US revenue (%)	\$5-\$20	MC	18.2	>1001	И	41.5	US revenue (%)	\$5-\$20	М	27.1	>1001	Л	34.1
Salary reviewed (%)   6 months   4.2   18 months   5.5     24 months   74.0   24 months   16.3     34 months   74.0   24 months   16.3     34 months   74.0   24 months   16.3     36 months   74.0   24 months   16.2     37 months   74.0   24 months   16.2     38 months   74.0   24 mon		\$20-\$	50M	13.2					\$20-\$5	OM	17.1			
Salary reviewed (%)   6 months   4.2   18 months   5.6   28 months   7.0   24 months   1.63   18 months   4.9   12 months   7.0   24 months   1.63   18 months   1.52   12 months   1.63   18 months   1.	Position satisfying? (%)	Thorou	ıghly	32.3	Gener	ally	50.0	Position satisfying? (%)	Thoroug	ghly	25.4	Gener	ally	54.9
Advancement   12 months   74.0   24 months   16.3   36   32   34 months   15.2   34   34   35   34   35   34   35   34   35   34   35   35		OK Sor	metimes	12.6	No				OK Som	etimes	15.6	No		
Advancement   Index 2.4 (4=Exc. 3=Good 2=Fair 1=Poor)   Excellent   16.3   Good   28.5   Fair   30.9   Poor   24.3   Fair   30.9   Poor   24.3   Fair   28.9   Poor   21.3   Fair   28.9   Fair   28.9   Fair   28.9   Fair   28.9   Fair   28.9   Fair   28	Salary reviewed (%)	6 mon	ths	4.2	18 mo	nths	5.6	Salary reviewed (%)	6 month	ıs	3.6	18 mo	nths	4.9
Prospects (%)   Excellent   16.3   Good   28.5   Prospects (%)   Excellent   14.6   Good   35.2   Pair   30.9   Poor   24.3   Poor   24.3   Pair   28.9   Poor   21.3		12 mor	nths	74.0	24 mo	nths	16.3		12 mont	hs	76.3	24 mc	nths	15.2
Fair   30.9   Poor   24.3	Advancement		•		Fair 1=Po	oor)		Advancement		•		=Fair 1=P	oor)	
How current job   Hired by Company   16.4   Own Initiative   30.4   was acquired (%)   Hired by Company   16.4   Own Initiative   30.4   was acquired (%)   Hired by Company   15.0   Own Initiative   35.2	prospects (%)	Excelle	ent					prospects (%)		ıt				
was acquired (%)         Hired by Company         16.4         Own Initiative         30.4         was acquired (%)         Hired by Company         15.0         Own Initiative         35.2           Benefits received (%)         Signing Bonus         15.1         Retirement         50.5         Benefits received (%)         Signing Bonus         12.8         Retirement         47.7           Dental         72.6         Stock         40.7         Dental         77.0         Stock         36.8           Factors important to job (avg ranking, 1 = most important)         Benefits         4.2         Loyalty to Staff         4.5         Loyalty to Staff         4.5         Loyalty to Staff         4.5         Lemost important         Salary         2.5         Environ./Soc. Resp.         6.9         Medical         87.9														
Benefits received (%)   Signing Bonus   15.1   Retirement   50.5   Car   16.5   Medical   84.9   Dental   77.6   Stock   40.7   Dental   77.6   Stock   40.7   Dental   77.0   Stock   36.8   Stock   40.7   Dental   77.0   Stock   36.8   Stock   40.7   Stock	-							•						
Car   16.5   Medical   84.9   Dental   72.6   Stock   40.7   Dental   72.6   Stock   40.7   Dental   77.0   Stock   36.8   Status   Stat														
Dental   72.6   Stock   40.7   Stock   36.8   Stock   40.7   Sto	Benefits received (%)		g Bonus					Benefits received (%)		Bonus				
Factors important Salary 2.5 Environ./Culture 3.0 to job (avg ranking, Benefits 4.2 Loyalty to Staff 4.5 to job (avg ranking, 1 = most important)  Advancement 4.4 Environ./Soc. Resp. 6.8 Training 6.3 Job Security 4.2 Employer rating (avg rating, 1 = best)  Benefits 2.3 Loyalty to Staff 2.3 Loyalty to Staff 2.3 Advancement 2.6 Environ./Soc. Resp. 2.2 Training 2.8 Job Security 2.3 Iraining 2.8 Job Security 2.3 Job Security 2.4 Job Security 2.4 Job Security 2.5 Job Security 2						al							al	
to job (avg ranking, 1 most important) Advancement Adv	Forting to the state of					(014		Forting to the control of					(014	
Advancement 4.4 Environ./Soc. Resp. 6.8 Training 6.3 Job Security 4.2 Employer rating (avg rating, 1 = best) Benefits 2.3 Loyalty to Staff 2.4 Environ./Culture 2.2 Employer rating (avg rating, 1 = best) Benefits 2.3 Loyalty to Staff 2.4 Environ./Soc. Resp. 2.2 Training 2.8 Job Security 2.3 Training 2.8 Job Security 2.3 Environ./Soc. Resp. 2.2 Training 2.8 Job Security 2.3 Flan to seek a new job this year? (%)  New job motivation (%) Salary/Benefits 39.1 Advancement 12.9 Different Part of Ind Get out of Industry 2.8 Job Security 4.5 Environ./Culture 18.2 Other 8.1 Environ./Culture 18.2 Other 8.1 Environ./Culture 18.2 Other 8.1 Environ./Culture 2.3 Existing Contacts 2.0 Method for seeking new job (avg ranking, 1-most likely) Post Resume 4.0 Agree Somewhat 0.0 Agree Strongly 0.0 Agree	•	-						•	-					
Training 6.3 Job Security 4.2 Employer rating Salary 2.4 Environ./Culture 2.2 Employer rating (avg rating, 1 = best) Benefits 2.3 Loyalty to Staff 2.3 Advancement 2.6 Environ./Soc. Resp. 2.2 Training 2.8 Job Security 2.3 Plan to seek a new yes 38.8 No 37.0 Plan to seek a new job this year? (%)  New job motivation (%) Salary/Benefits 39.1 Advancement 12.9 Different Part of Ind Get out of Industry Environ./Culture 18.2 Other 8.1 Environ./Culture 18.2 Other 8.1 Environ./Culture 18.2 Other 8.1 Environ./Culture 2.3 Existing Contacts 2.0 Method for seeking new job (avg ranking, Job Ads 3.1 Contact Companies 3.8 I=most likely) Post Resume 4.0 Agree Strongly 0.0 Disagree Strongly 0.0 Agree Strongly 0.0 Disagree Strongly 0.0 Disagree Strongly 0.0 Agree					•	•						•	-	
Employer rating (avg rating, 1 = best) Benefits 2.3 Loyalty to Staff 2.3 Advancement 2.6 Environ./Coulture 2.2 Employer rating (avg rating, 1 = best) Benefits 2.3 Loyalty to Staff 2.3 Advancement 2.6 Environ./Soc. Resp. 2.2 Training 2.8 Job Security 2.3  Plan to seek a new Yes 38.8 No 37.0  New job motivation (%) Salary/Benefits 39.1 Advancement 12.9 Different Part of Ind 6.5 Need a Change 6.5 Get out of Industry 2.8 Job Security 6.1 Environ./Culture 18.2 Other 8.1  Method for seeking Recruitment Agency 2.3 Existing Contacts 2.0 Method for seeking Recruitment Agency 3.1 Contact Companies 3.6 I=most likely) Post Resume 4.0  Company fosters Disagree Strongly 0.0 Agree Strongly 0.0 Agree Strongly 0.0 Agree Strongly 0.0 Agree Strongly 0.0 Disagree Strongly 0.0 Agree Strongly 0.0 Disagree Strongly 0.0 Agree Strongly 0.0 Disagree Somewhat 0.0 Disagree Strongly 0.0 Agree Strongly 0.0 Disagree Somewhat 0.0 Agree Strongly 0.0 Disagree Somewhat 0.0 Agree Strongly 0.0 Agree Stro	1 = most important)						•	1 = most important)						•
Benefits   Advancement   Advancement   2.6   Environ./Soc. Resp.   2.2   Advancement   2.6   Environ./Soc. Resp.   2.2   Advancement   2.6   Environ./Soc. Resp.   2.2   Advancement   2.6   Environ./Soc. Resp.   2.3	Employer rating							Employer rating						
Advancement 2.6 Environ./Soc. Resp. 2.2 Job Security 2.3  Plan to seek a new job this year? (%)  New job motivation (%) Environ./Culture 18.2 Other 8.1  Method for seeking new job (avg ranking, 1-most likely) Post Resume 4.0  Company fosters Disagree Strongly 0.0  Advancement 2.6 Environ./Soc. Resp. 2.2  Training 2.8 Job Security 2.3  Plan to seek a new job this year? (%)  New job motivation (%) Salary/Benefits 39.1 Advancement 12.9 New job motivation (%) Salary/Benefits 39.1 No 32.2  Different Part of Ind 6.5 Need a Change 6.5 Environ./Culture 18.2 Other 8.1  Method for seeking Recruitment Agency 2.3 Existing Contacts 2.0  new job (avg ranking, 1-most likely)  Post Resume 4.0  Company fosters Disagree Somewhat 0.0 Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Somewhat 0.0  Agree Strongly 0.0									-					
Training 2.8 Job Security 2.3 Plan to seek a new yes 38.8 No 37.0 Plan to seek a new yes 38.8 No 37.0 Plan to seek a new yes 33.5 No 32.2 plan to seek a new yes 32.5 plan to seek a n	(avg rating, 1 - best)				,	•		(avg rating, 1 - best)						
Plan to seek a new yes 38.8 No 37.0 plan to seek a new yes 33.5 No 32.2 job this year? (%)  New job motivation (%) Salary/Benefits 39.1 Advancement 12.9 Different Part of Ind Get out of Industry Environ./Culture 18.2 Other 8.1 Environ./Culture 18.2 Other 8.1 Dob Ads 3.1 Contact Companies 3.6 per job (avg ranking, 1=most likely) Post Resume 4.0 Company fosters Culture of Disagree Somewhat 0.0 Agree Somewhat 0.0 Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.0 Agree Somewhat 0.0 Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.0 Agree Somewhat 0.0 Disagree Strongly 0.0 Agree Somewhat 0.0 Disagree Strongly 0.0 Agree Strongly 0.0 Agree Somewhat 0.0 Disagree Strongly 0.0 Agree Strongly 0.0 Ag							•							•
job this year? (%)  New job motivation (%) Salary/Benefits 39.1 Advancement 12.9 Different Part of Ind 6.5 Need a Change 6.5 Get out of Industry 2.8 Job Security 6.1 Environ./Culture 18.2 Other 8.1  Method for seeking Recruitment Agency 2.3 Existing Contacts 2.0 new job (avg ranking, 1=most likely) Post Resume 4.0  Company fosters Disagree Strongly 0.0 Agree Strongly 0.0 Agree Strongly 0.0 Agree Somewhat 0.0 Company's core Disagree Strongly 0.0 Agree Strongly 0.0 A	Plan to seek a new		5			curity		Plan to seek a new					curry	
New job motivation (%) Salary/Benefits 39.1 Advancement 12.9 Different Part of Ind Diffe		100		00.0	110		07.0		100		00.0	110		OL.L
Different Part of Ind Get out of Industry 2.8 Job Security 6.1 Environ./Culture 18.2 Other 8.1  Method for seeking Recruitment Agency 2.3 Existing Contacts 2.0 Method for seeking new job (avg ranking, 1—most likely)  Post Resume 4.0 Company fosters  Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.0 Agree Strongly 0.0 Agree Somewhat 0.0 Company's core purpose inspires? (%)  Different Part of Ind 7.1 Need a Change 5.4 Get out of Industry 6.7 Job Security 4.6 Environ./Culture 25.1 Other 8.4  Method for seeking Recruitment Agency 2.3 Existing Contacts 2.1 new job (avg ranking, 1—most likely)  Post Resume 4.0  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Company fosters Disagree Strongly 0.0 Agree Strongly 0.0 Agree Strongly 0.0 Company's core Disagree Strongly 0.0 Agree Strongly 0.0		Salary	/Benefits	39.1	Advan	cement	12.9		Salarv/l	Benefits	32.6	Advar	cement	10.0
Get out of Industry 2.8 Job Security 6.1 Environ./Culture 18.2 Other 8.1  Method for seeking Recruitment Agency 2.3 Existing Contacts 2.0 Method for seeking new job (avg ranking, 1—most likely)  Post Resume 4.0 Lampst likely)  Post Resume 4.0 Lampst likely)  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.0 A									,					
Environ./Culture   18.2   Other   8.1   Environ./Culture   25.1   Other   8.4		Get ou	t of Indust			_						Job Se	ecurity	
Method for seeking new job (avg ranking, 1=most likely)Recruitment Agency Job Ads2.3Existing Contacts Agree Somewhat Disagree Strongly4.0Method for seeking new job (avg ranking, 1=most likely)Recruitment Agency Job Ads Post Resume Disagree Strongly Disagree Strongly NeutralExisting Contacts Agree Somewhat Disagree Strongly Disagree Strongly2.0Method for seeking new job (avg ranking, 1=most likely)Recruitment Agency Job Ads Post Resume Disagree Strongly Disagree Strongly2.3Existing Contacts Companies2.11=most likely)Post Resume 1=most likely)3.9Company fostersDisagree Strongly Disagree Somewhat0.0Agree Somewhat0.0Company's coreDisagree Strongly0.0Agree Strongly0.0Agree Somewhat0.0Company's coreDisagree Somewhat0.0Agree Strongly0.0Agree Strongly0.0purpose inspires? (%)Disagree Somewhat0.0Agree Strongly0.0Agree Strongly0.0					Other	,					-		,	
new job (avg ranking, 1=most likely)Job Ads3.1Contact Companies 4.03.6new job (avg ranking, 1=most likely)Job Ads2.9Contact Companies 3.93.8Company fostersDisagree Strongly culture of0.0Agree Somewhat 0.00.0Company fostersDisagree Strongly culture of0.0Disagree Strongly 0.00.0Agree Strongly transparency? (%)0.0Agree Strongly transparency? (%)0.0Agree Strongly 0.00.0Agree Strongly company's core0.0Neutral Disagree Strongly0.0Agree Strongly Disagree Strongly0.0Agree Strongly purpose inspires? (%)0.0Agree Strongly Disagree Somewhat0.0Agree Strongly Disagree Strongly0.0Agree Strongly Disagree Strongly0.0	Method for seeking	Recrui	tment Age	ncy 2.3	Existir	ng Contacts		Method for seeking	Recruitr	nent Age	ency 2.3	Existir	ng Contac	
1=most likely)Post Resume4.01=most likely)Post Resume3.9Company fostersDisagree Strongly0.0Agree Somewhat0.0Company fostersDisagree Strongly0.0Agree Somewhat0.0culture ofDisagree Somewhat0.0Agree Strongly0.0culture ofDisagree Somewhat0.0Agree Strongly0.0Company's coreDisagree Strongly0.0Agree Somewhat0.0Company's coreDisagree Strongly0.0Agree Somewhat0.0purpose inspires? (%)Disagree Somewhat0.0Agree Strongly0.0Agree Strongly0.0	new job (avg ranking,		_					•	Job Ads	3	-			
culture ofDisagree Somewhat0.0Agree Strongly0.0culture ofDisagree Somewhat0.0Agree Strongly0.0transparency? (%)Neutral0.0transparency? (%)Neutral0.0Company's coreDisagree Strongly0.0Agree Somewhat0.0Company's coreDisagree Strongly0.0Agree Somewhat0.0purpose inspires? (%)Disagree Somewhat0.0Agree Strongly0.0Agree Strongly0.0	1=most likely)					•			Post Res	sume			•	
culture ofDisagree Somewhat0.0Agree Strongly0.0culture ofDisagree Somewhat0.0Agree Strongly0.0transparency? (%)Neutral0.0transparency? (%)Neutral0.0Company's coreDisagree Strongly0.0Agree Somewhat0.0Company's coreDisagree Strongly0.0Agree Somewhat0.0purpose inspires? (%)Disagree Somewhat0.0Agree Strongly0.0Agree Strongly0.0	Company fosters	Disagr	ee Strongly	y 0.0	Agree	Somewhat	0.0	Company fosters	Disagre	e Strongl	y 0.0	Agree	Somewh	at 0.0
Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0 Purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0	culture of	Disagr	ee Somewl	hat 0.0	Agree	Strongly	0.0	culture of	Disagre	e Somew	-	Agree	Strongly	
purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0 purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0	transparency? (%)	Neutra	<u>                                     </u>	0.0				transparency? (%)	<u>Neu</u> tral		0.0			
	Company's core	Disagr	ee Strongly	y 0.0	Agree	Somewhat	0.0	Company's core	Disagre	e Strongl	y 0.0	Agree	Somewh	at 0.0
Neutral 0.0 Neutral 0.0	purpose inspires? (%)	Disagr	ee Somewl	hat 0.0	Agree	Strongly	0.0	purpose inspires? (%)	Disagre	e Somew	hat 0.0	Agree	Strongly	0.0
		Neutra	ıl	0.0					Neutral		0.0			

## **SECTION 5 EMPLOYEE CHARACTERISTICS**

#### **1YR OR LESS IN CURRENT POS. \$126,500 ▲0.1%**

1-2\	/DC	IN	CIII	DDFN	IT PO	2
1-2	I RO	117	CUI	ススヒい	NI PU	· 3.

\$137,700

₹5.8%

Number of respondent	s					217	Number of respondent	ts					214
Employer	Perc	cent l	Market Sec	tor	Pe	rcent	Employer	Pei	rcent	Market Sed	tor	Р	Percent
Manufacturer		37.3 F	Rx Pharmace	euticals		68.7	Manufacturer		37.9	Rx Pharmac	euticals		67.3
Agency		34.1 (	OTC Pharma	ceuticals		15.7	Agency		36.5	OTC Pharma	ceuticals		14.5
Media/Publisher - HCP		3.2 E	Biotechnolog	ξV		23.5	Media/Publisher - HCP		2.3	Biotechnolo	gy		23.8
Media/Publisher - Consum	er		Medical Devi		)	24.9	Media/Publisher - Consum	ner		Medical Dev		0	23.8
Media/Publisher - HCP & C			Diagnostic D			9.2	Media/Publisher - HCP & 0			Diagnostic [			8.4
Service Supplier	01.011		Hospital Prod		•	5.5	Service Supplier	, , , , , , , , , , , , , , , , , , , ,		Hospital Pro		•	6.1
Other			Dental Produ		•	2.3	Other			Dental Prod		•	0.9
Other			Managed Car		y	6.9	Ottici			Managed Ca	•	P	8.4
												_	
Age	High	69	Low	21	Avg.	39.2	Age	High	64		23	Avg.	41.3
Sex	Male	45.6	Female	54.4		11.4	Sex	Male	48.6	Female	51.4		10.0
Years in industry	High	35.0	Low	1.0	Avg.	11.4	Years in industry	High	39.0	Low	1.0	Avg.	13.2
Years in position	High	1.0	Low	1.0	Avg.	1.0	Years in position	High	2.0	Low	2.0	Avg.	2.0
Salary (\$000s/yr)	High	400.0	Low	21.6	Avg.	126.5	Salary (\$000s/yr)	High	515.0	Low	22.0	Avg.	137.7
Commission received?	Yes	7.8	No	92.2		44.7	Commission received?	Yes	7.5	No	92.5		440
Amount (\$000s/yr)	High	150.0	Low	1.0	Avg.	41.7	Amount (\$000s/yr)	High	125.0	Low	1.2	Avg.	44.2
Bonus received?	Yes	65.9	No	34.1		70.5	Bonus received?	Yes	65.4	No	34.6		100 -
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5	Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay		0.0		40.0	0	40.5	Perceived pay		11.0		F1 4	0	27.4
vs. peers (%)	More	8.9	Less	48.6	Same	42.5	vs. peers (%)	More	11.2		51.4	Same	37.4
Employer's gross	<\$5M		13.6	\$50-\$		8.5	Employer's gross	<\$5M		11.0	\$50-\$		10.5
US revenue (%)	\$5-\$201		26.8	>100N	1	34.3	US revenue (%)	\$5-\$20		23.9	>100N	1	40.2
	\$20-\$50		16.9					\$20-\$5		14.4			
Position satisfying? (%)	Thoroug		33.3	Genera	ally	49.5	Position satisfying? (%)	Thorou	· ·	24.1	Genera	ally	51.9
	OK Som		10.7	No		6.5			netimes	18.4	No		5.7
Salary reviewed (%)	6 month		6.5	18 moi		5.1	Salary reviewed (%)	6 mont		2.4	18 mo		4.7
	12 mont		81.9	24 mo		6.5		12 mor		79.8	24 mo		13.2
Advancement	Index 2.	.8 (4=Exc	c. 3=Good 2=	Fair 1=Po	or)		Advancement	Index 2	2.5 <b>(</b> 4=Ex	c. 3=Good 2	=Fair 1=Po	or)	
prospects (%)	Excellen	ıt	22.4	Good		40.7	prospects (%)	Excelle	nt	15.5	Good		35.7
	Fair		27.6	Poor		9.4		Fair		32.9	Poor		16.0
How current job	Promote	ed	27.1	Exec S	earch	14.5	How current job	Promo	ted	29.3	Exec S	earch	15.1
was acquired (%)	Hired by	/ Compan	ıy 19.2	Own Ir	itiative	35.1	was acquired (%)		y Compai	ny 16.5	Own Ir	itiative	31.1
Benefits received (%)	Signing	Bonus	20.8	Retire	ment	53.2	Benefits received (%)	Signing	g Bonus	16.0	Retire	ment	50.3
	Car		8.7	Medica	al	87.9		Car		11.2	Medic	al	86.4
	Dental		79.8	Stock		41.6		Dental		78.1	Stock		40.8
Factors important	Salary		2.4	Enviro	n./Culture	2.9	Factors important	Salary		2.4	Enviro	n./Culture	2.7
to job (avg ranking,	Benefits	6	4.4	Loyalty	y to Staff	4.8	to job (avg ranking,	Benefit	ts	4.4	Loyalt	y to Staff	4.9
1 = most important)	Advance	ement	4.1	Enviro	n./Soc. Resp	. 7.0	1 = most important)	Advano	cement	4.0	Enviro	n./Soc. Res	sp. 6.8
	Training		6.1	Job Se	curity	4.3		Trainin	g	6.3	Job Se	curity	4.4
Employer rating	Salary		2.3	Enviro	n./Culture	2.1	Employer rating	Salary		2.4	Enviro	n./Culture	2.3
(avg rating, 1 = best)	Benefits	5	2.2	Loyalty	y to Staff	2.2	(avg rating, 1 = best)	Benefit	ts	2.3	Loyalt	y to Staff	2.4
	Advance	ement	2.3	Enviro	n./Soc. Resp	. 2.2		Advano	cement	2.6	Enviro	n./Soc. Res	sp. 2.3
	Training		2.7	Job Se	curity	2.3		Trainin	g	2.8	Job Se	curity	2.3
Plan to seek a new	Yes		30.1	No		40.7	Plan to seek a new	Yes		38.8	No		28.5
job this year? (%)							job this year? (%)						
New job motivation (%)	Salary/E	Benefits	33.7	Advan	cement	12.8	New job motivation (%)	Salary	/Benefits	41.0	Advan	cement	8.6
	Differen	t Part of I	Ind 4.7	Need a	Change	5.8		Differe	nt Part of	Ind 10.5	Need a	Change	5.7
	Get out	of Indust	ry 7.0	Job Se	curity	3.5		Get out	t of Indust	try 2.9	Job Se	curity	5.7
	Environ.	./Culture	20.9	Other		11.6		Enviror	n./Culture	19.1	Other		6.7
Method for seeking	Recruitr	nent Age	ncy 2.3	Existin	g Contacts	2.0	Method for seeking	Recruit	tment Age		Existin	g Contacts	
new job (avg ranking,	Job Ads	_	3.0		ct Companie		new job (avg ranking,	Job Ad		3.1		ct Compani	
1=most likely)	Post Res		4.1				1=most likely)	Post Re		4.0		•	
Company fosters		e Strongly		Agree	Somewhat	0.0	Company fosters		ee Strong		Agree	Somewhat	0.0
culture of	_	e Somew	=	_	Strongly	0.0	culture of	_	ee Somew	-	_	Strongly	0.0
transparency? (%)	Neutral		0.0	3 0	3.7		transparency? (%)	Neutra		0.0	0 0	6.7	
Company's core		e Strongly		Agree	Somewhat	0.0	Company's core		ee Strong		Agree	Somewhat	0.0
purpose inspires? (%)	_	e Somew	•	_	Strongly	0.0	purpose inspires? (%)	_	ee Somew	-	_	Strongly	0.0
													0.0

# **SECTION 5 EMPLOYEE CHARACTERISTICS**

#### 3-5YRS IN CURRENT POS.

\$144,000

**▼6.1%** 

#### OVER 5YRS IN CURRENT POS. \$136,000

**▼7.1**%

Number of respondent	ts					255	Number of respondent	ts					295
Employer	Per	cent I	Market Sec	tor	P	ercent	Employer	Pei	rcent	Market Se	ctor		Percent
Manufacturer		40.0 F	Rx Pharmace	euticals		58.8	Manufacturer		33.2	Rx Pharma	ceuticals		47.8
Agency		25.9 (	OTC Pharma	ceuticals		10.2	Agency		20.7	OTC Pharm	aceuticals	;	16.3
Media/Publisher - HCP		3.5 E	Biotechnolog	gy		21.2	Media/Publisher - HCP		5.8	Biotechnol	ogy		22.7
Media/Publisher - Consum	ner	1.6	Medical Devi	ces/Equip	)	27.8	Media/Publisher - Consum	ier	0.7	Medical De	vices/Equi	ip	28.1
Media/Publisher - HCP & C	Consmr.	3.5	Diagnostic D	evice/Equ	uip	9.8	Media/Publisher - HCP & C	Consmr.	2.7	Diagnostic	Device/Eq	uip	16.3
Service Supplier		7.8 I	Hospital Prod	ducts/Equ	Jip.	6.3	Service Supplier		13.2	Hospital Products/Equip.		10.5	
Other			Dental Produ		•	2.0	Other			Dental Prod		•	3.7
			Managed Car			9.0				Managed C	•		10.5
Age	High	71	Low	24	Avg.	44.5	Age	High	78	Low	28	Avg.	50.6
Sex	Male	52.9	Female	47.1			Sex	Male	53.2	Female	46.8		
Years in industry	High	40.0	Low	1.0	Avg.	16.0	Years in industry	High	50.0	Low	1.0	Avg.	19.7
Years in position	High	5.0	Low	3.0	Avg.	3.8	Years in position	High	50.0	Low	6.0	Avg.	11.7
Salary (\$000s/yr)	High	720.0	Low	22.0	Avg.	144.0	Salary (\$000s/yr)	High	1750.0	Low	20.0	Avg.	136.0
Commission received?	Yes	9.4	No	90.6			Commission received?	Yes	10.2	No	89.8		
Amount (\$000s/yr)	High	220.0	Low	2.0	Avg.	58.7	Amount (\$000s/yr)	High	300.0	Low	1.2	Avg.	52.7
Bonus received?	Yes	71.4	No	28.6			Bonus received?	Yes	65.8	No	34.2		
Amount (\$000s/yr)	High	565.0	Low	5.0	Avg.	54.4	Amount (\$000s/yr)	High	300.0	Low	15.0	Avg.	82.5
Perceived pay							Perceived pay						
vs. peers (%)	More	11.1	Less	53.2	Same	35.7	vs. peers (%)	More	11.0	Less	55.3	Same	33.7
Employer's gross	<\$5M		11.9	\$50-\$3	100M	9.1	Employer's gross	<\$5M		18.9	\$50-\$	3100M	10.0
US revenue (%)	\$5-\$20	М	21.3	>100N	1	41.5	US revenue (%)	\$5-\$20	DM	19.6	>1001	М	38.5
	\$20-\$5	OM	16.2					\$20-\$5	50M	13.1			
Position satisfying? (%)	Thorou	ghly	30.7	Genera	ally	51.2	Position satisfying? (%)	Thorou	ighly	27.5	Gener	ally	55.3
, , ,	OK Son		13.8	No	,	4.3	, , ,		netimes	13.9	No	,	3.4
Salary reviewed (%)	6 mont	1S	4.8	18 mor	nths	7.2	Salary reviewed (%)	6 mont	:hs	2.4	18 ma	nths	4.4
	12 mon	ths	71.3	24 mo	nths	16.7		12 mor	iths	68.6	24 mc	onths	24.6
Advancement	Index 2	.3 (4=Ex	c. 3=Good 2=	Fair 1=Po	or)		Advancement	Index 2	2.1 (4=Exc	c. 3=Good 2	2=Fair 1=Po	oor)	
prospects (%)	Exceller		16.3	Good	•	26.3	prospects (%)	Excelle		8.6	Good	•	25.8
	Fair		32.3	Poor		25.1		Fair		28.5	Poor		37.1
How current job	Promot	ed	30.2	Exec S	earch	15.7	How current job	Promo	ted	37.3	Exec S	Search	9.8
was acquired (%)	Hired by	/ Compar	ny 14.5	Own In	itiative	32.6	was acquired (%)	Hired b	y Compar	ny 12.9	Own I	nitiative	31.2
Benefits received (%)	Signing	Bonus	16.2	Retirer	nent	46.8	Benefits received (%)	Signing	g Bonus	6.9	Retire	ment	47.6
	Car		13.4	Medica	al	86.6		Car		12.2	Medic	al	85.0
	Dental		75.5	Stock		41.7		Dental		69.1	Stock		33.3
Factors important	Salary		2.3	Enviro	n./Culture	2.8	Factors important	Salary		2.7	Enviro	n./Culture	3.3
to job (avg ranking,	Benefit	S	4.3	Loyalty	to Staff	4.7	to job (avg ranking,	Benefit	:S	3.8	Loyalt	y to Staff	4.4
1 = most important)	Advanc	ement	4.2	Enviro	n./Soc. Res	p. 6.8	1 = most important)	Advano	ement	5.0	Enviro	n./Soc. Re	esp. 6.8
	Training	5	6.3	Job Se	curity	4.4		Trainin	g	6.2	Job S	ecurity	3.8
Employer rating	Salary		2.4	Enviro	n./Culture	2.3	Employer rating	Salary		2.4	Enviro	n./Culture	2.3
(avg rating, 1 = best)	Benefit	S	2.2	Loyalty	to Staff	2.5	(avg rating, 1 = best)	Benefit	:S	2.2	Loyalt	y to Staff	2.4
	Advanc	ement	2.7	Enviro	n./Soc. Res	p. 2.4		Advano	ement	2.9	Enviro	n./Soc. Re	esp. 2.3
	Training	5	2.8	Job Se	curity	2.3		Trainin	g	2.8	Job S	ecurity	2.3
Plan to seek a new	Yes		41.6	No		30.2	Plan to seek a new	Yes		35.0	No		38.8
job this year? (%)							job this year? (%)						
New job motivation (%)	Salary/	Benefits	33.3	Advan	cement	17.0	New job motivation (%)	Salary	/Benefits	35.4	Advar	cement	8.2
	Differer	nt Part of	Ind 5.9	Need a	Change	4.4		Differe	nt Part of	Ind 6.1	Need	a Change	6.8
	Get out	of Indust	ry 5.9	Job Se	curity	3.7		Get ou	t of Indust	ry 3.4	Job S	ecurity	8.2
	Environ	./Culture	22.2	Other		7.4		Enviror	n./Culture	23.8	Other		8.2
Method for seeking	Recruit	ment Age	ncy 2.3	Existin	g Contacts	2.0	Method for seeking	Recruit	ment Age	ncy 2.3	Existi	ng Contact:	s 2.2
new job (avg ranking,	Job Ads	;	3.0	Contac	ct Compani	es 3.8	new job (avg ranking,	Job Ad	S	3.1	Conta	ct Compan	nies 3.7
1=most likely)	Post Re	sume	4.0				1=most likely)	Post Re	esume	3.7			
Company fosters	Disagre	e Strongl	y 0.0	Agree	Somewhat	0.0	Company fosters	Disagre	ee Strongl	у 0.0	Agree	Somewhat	t 0.0
culture of	Disagre	e Somew	hat 0.0	Agree	Strongly	0.0	culture of	Disagre	ee Somew	hat 0.0	Agree	Strongly	0.0
transparency? (%)	Neutral		0.0				transparency? (%)	Neutra	<u> </u>	0.0			
Company's core	Disagre	e Strongl	y 0.0	Agree	Somewhat	0.0	Company's core	Disagre	ee Strongl	у 0.0	Agree	Somewhat	t 0.0
purpose inspires? (%)	Disagre	e Somew	hat 0.0	Agree	Strongly	0.0	purpose inspires? (%)	Disagre	ee Somew	hat 0.0	Agree	Strongly	0.0
			0.0										



# **Employee Benefits**

This section shows how the data profiles of employees—salary, benefits, perceptions, satisfaction, intent to move, job-seeking preferences, etc.—vary between different levels of benefits received, such as bonuses, medical coverage and retirement plans.

#### **DATA SETS**

- Receive a Commision, page 54
- No Commission, page 54
- Receive a Bonus, page 55
- No Bonus, page 55
- Receive Medical Coverage, page 56
- No Medical Coverage, page 56
- Receive Dental Coverage, page 57
- No Dental Coverage, page 57
- Receive Retirement Benefits, page 58
- No Retirement Benefits, page 58

2014
CAREER
& SALARY
SURVEY

# **SECTION 6 EMPLOYEE BENEFITS**

RECEIVE A COM	MISS	ION	\$118	3,900	▼5.	3%
Number of respondent	s					88
Employer	Per	cent I	Market Se	ctor	P	ercent
Manufacturer		15.9 F	Rx Pharma	ceuticals		54.6
Agency		17.1 (	OTC Pharm	aceuticals		18.2
Media/Publisher - HCP		18.2 E	Biotechnol	ogy		22.7
Media/Publisher - Consum	er	6.8	Medical De	vices/Equip	)	38.6
Media/Publisher - HCP & C	onsmr.	6.8	Diagnostic	Device/Equ	ıip	17.1
Service Supplier		22.7 H	Hospital Pr	oducts/Equ	ıip.	10.2
Other		12.5	Dental Prod	ducts/Equip	)	3.4
		- 1	Managed C	are		11.4
Age	High	64	Low	23	Avg.	47.6
Sex	Male	61.4	Female			
Years in industry	High	39.0	Low	1.0	Avg.	17.2
Years in position	High	25.0	Low	1.0	Avg.	6.0
Salary (\$000s/yr)	High	306.0	Low	22.0	Avg.	118.9
Commission received?	Yes	100.0	No	0.0		
Amount (\$000s/yr)	High	300.0	Low	1.0	Avg.	50.5
Bonus received?	Yes	50.0	No	50.0		
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5
Perceived pay		10.0		40.7		20.5
vs. peers (%)	More	19.8	Less	40.7	Same	39.5
Employer's gross	<\$5M	\\ A	28.7 27.6	\$50-\$1 >100M		8.1
US revenue (%)	\$5-\$20 \$20-\$5		27.6 14.9	>1001/	ı	20.7
Position satisfying? (%)	Thorou		32.6	Genera	ally	60.5
rosition satisfying: (70)		netimes	4.7	No	illy	2.3
Salary reviewed (%)	6 mont		4.7	18 mor	nths	1.2
·····,	12 mon	ths	62.8	24 moi	nths	31.4
Advancement	Index 2	2.3 (4=Exc	c. 3=Good 2	2=Fair 1=Po	or)	
prospects (%)	Excelle	nt	16.5	Good	•	29.4
	Fair		24.7	Poor		29.4
How current job	Promot		26.4	Exec S	earch	14.9
was acquired (%)		y Compar		Own In	itiative	32.2
Benefits received (%)	Signing	Bonus	11.4	Retirer		40.0
	Car		28.6	Medica	al	90.0
Forting to the state of	Dental		71.4		- (014	32.9
Factors important	Salary	_	2.3 4.4		1./Culture	3.2 4.7
to job (avg ranking, 1 = most important)	Benefit Advanc		4.4 5.1	, ,	to Staff 1./Soc. Res	
1 - most important)	Training		6.0	Job Se		p. 0.3
Employer rating	Salary	>	2.2		1./Culture	2.0
(avg rating, 1 = best)	Benefit	S	2.3		to Staff	2.1
, ,	Advanc		2.6		1./Soc. Res	
	Training	g	2.7	Job Se	curity	2.1
Plan to seek a new	Yes		28.7	No		47.1
job this year? (%)						
New job motivation (%)	-	Benefits	44.4		cement	8.3
		nt Part of			Change	0.0
		of Indust	,		curity	5.6
Mathada		/Culture			~ Cat	5.6
Method for seeking		ment Age	-		g Contacts	2.1
new job (avg ranking, 1=most likely)	Job Ads Post Re		3.3 3.9		t Compani	es 3.6
Company fosters		e Strongl			Somewhat	0.0
culture of	_	e Strongi e Somew	_		Strongly	0.0
transparency? (%)	Neutral		0.0	_		0.0
Company's core		e Strongl			Somewhat	0.0
purpose inspires? (%)	_	ee Somew	_		Strongly	0.0
	Neutral		0.0	_	0,	

NO COMMISSIO	N	\$13	37,300		<b>▼</b> 5	.5%
Number of respondents	;					933
Employer	Pe	rcent I	/larket So	ector	F	Percent
Manufacturer		38.1 F	Rx Pharma	aceuticals		61.0
Agency		30.8	OTC Pharn	naceuticals	3	14.3
Media/Publisher - HCP		2.7 E	Biotechno	logy		23.0
Media/Publisher - Consume	er	0.5 N	Medical De	evices/Equi	ip	25.0
Media/Publisher - HCP & Co	onsmr.	2.0	Diagnostic	Device/Eq	Juip	10.7
Service Supplier		7.7 H	Hospital P	roducts/Eq	μip.	7.1
Other		18.2	Dental Pro	ducts/Equi	ip	2.3
		N	Managed (	Care		8.5
Age	High	78	Low	21	Avg.	43.9
Sex	Male	48.9	Female		Avg.	45.5
Years in industry	High	50.0	Low	1.0	Avg.	15.0
Years in position	High	50.0	Low	1.0	Avg.	5.1
Salary (\$000s/yr)	High	1750.0	Low	20.0	Avg.	137.3
Commission received?	Yes	0.0	No	100.0	7.18.	
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	68.5	No	31.5		
Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay						
vs. peers (%)	More	10.1	Less	53.3	Same	36.7
Employer's gross	<\$5M		13.2	\$50-\$	\$100M	10.0
US revenue (%)	\$5-\$2	OM	22.1	>100	М	39.5
	\$20-\$	50M	15.2	2		
Position satisfying? (%)	Thoro	ughly	28.5	Gener	rally	51.7
	OK So	metimes	15.0	) No		4.8
Salary reviewed (%)	6 mon	ths	3.8	18 ma	onths	5.6
	12 mo		76.3			14.3
Advancement	Index	2.4 (4=Exc	:. 3=Good	2=Fair 1=P	oor)	
prospects (%)	Excelle	ent	15.4			32.1
	Fair		30.3			22.2
How current job	Promo		31.7		Search	13.2
was acquired (%)		by Compan			nitiative	32.9
Benefits received (%)	0	g Bonus	14.3			49.9
	Car		9.8			86.0
F I	Denta		75.0			39.4
Factors important	Salary		2.5		on./Culture	2.9
to job (avg ranking,	Benefi	cement	4.2 4.3	.,	ty to Staff on./Soc. Res	4.7 sp. 6.9
l = most important)						٠
Employer rating	Trainir Salary		6.3 2.4		ecurity on./Culture	2.3
(avg rating, 1 = best)	Benefi		2.2		ty to Staff	2.4
avg rating, I – besty		cement	2.6	-	on./Soc. Res	
	Trainir		2.8		ecurity	2.3
Plan to seek a new	Yes	.0	36.8			33.4
job this year? (%)						
New job motivation (%)	Salary	/Benefits	35.3	B Advar	ncement	11.8
	Differe	ent Part of I	nd 7.1	l Need	a Change	6.4
	Get ou	it of Indust	ry 4.7	Job S	ecurity	5.3
		n./Culture	21.1	Other .	·	8.4
Method for seeking	Recrui	itment Age	ncy 2.3	Existi	ng Contacts	2.0
new job (avg ranking,	Job Ac	ds	3.0		ict Compani	ies 3.7
l=most likely)		lesume	3.9			
Company fosters	_	ee Strongl		_	Somewhat	0.0
culture of	_	ree Somewl		_	Strongly	0.0
transparency? (%)	Neutra		0.0			
Company's core	_	ee Strongly		_	Somewhat	
purpose inspires? (%)	_	ee Somewl		_	Strongly	0.0
	Neutra	31	0.0	)		

# **SECTION 6 EMPLOYEE BENEFITS**

<b>RECEIVE A BON</b>	JS	\$14	<b>18,5</b> 0	00		▼7	<b>7.1%</b>
Number of respondents	S						683
Employer	Pe	rcent N	/larket	Sector		P	ercent
Manufacturer		46.9 R	x Phari	maceuti	cals		63.7
Agency		25.0 C	TC Pha	armaceu	ticals		14.8
Media/Publisher - HCP		3.8 B	Biotechr	nology			24.5
Media/Publisher - Consume	er	0.9 N	<b>1</b> edical	Devices.	/Equip		25.9
Media/Publisher - HCP & Co	onsmr.	2.1 D	iagnos	tic Devic	e/Equ	ip	11.0
Service Supplier		7.2 H	łospital	Produc	ts/Equ	ip.	6.9
Other		14.2 D	ental P	roducts	/Equip		2.2
		M	lanage	d Care			7.0
Age	High	75	Low		22	Avg.	44.3
Sex	Male	52.9	Fem	ale	47.1		
Years in industry	High	48.0	Low		1.0	Avg.	15.8
Years in position	High	48.0	Low		1.0	Avg.	5.0
Salary (\$000s/yr)	High	720.0	Low	i	22.0	Avg.	148.5
Commission received?	Yes	6.4	No	9	93.6		
Amount (\$000s/yr)	High	220.0	Low		1.2	Avg.	46.6
Bonus received?	Yes	100.0	No		0.0		
Amount (\$000s/yr)	High	200.0	Low		15.0	Avg.	72.5
Perceived pay		10.4			400		40.0
vs. peers (%)	More	12.4	Less		46.8	Same	40.8
Employer's gross	<\$5M	014			\$50-\$1	UUM	10.5
US revenue (%)	\$5-\$20 \$20-\$				>100M		47.5
Docition satisfying? (04)	Thorou			4.5 0.5 (	Genera	llv	52.3
Position satisfying? (%)		metimes			vo No	пу	3.7
Salary reviewed (%)	6 mon				l8 mon	ths	5.3
Salary reviewed (70)	12 mor				24 mon		12.1
Advancement		2.5 (4=Exc					
prospects (%)	Excelle	•			Good	,	33.0
	Fair		30	D.6 F	Poor		19.7
How current job	Promo	ted	3	5.1 E	Exec Se	arch	15.3
was acquired (%)	Hired b	oy Compan	y 1	5.3 (	Own Ini	tiative	27.5
Benefits received (%)	Signin	g Bonus	1	7.6 F	Retiren	nent	51.2
	Car		12	2.9	Medica	l	87.3
	Dental		7	7.2	Stock		45.9
Factors important	Salary					./Culture	2.8
to job (avg ranking,	Benefi	ts				to Staff	4.6
1 = most important)		cement				./Soc. Res	•
	Trainin				Job Sec		4.3
Employer rating	Salary					./Culture	2.3
(avg rating, 1 = best)	Benefi					to Staff	2.4
		cement				./Soc. Res	
Plan to seek a new	Trainin Yes	<u>g</u>			Job Sed No	curity	2.3 36.4
job this year? (%)	162		٠,	+.0 1	NO		30.4
New job motivation (%)	Salary	/Benefits	20	9.0	Advanc	ement	13.3
, ( ///	-	ent Part of I				Change	6.9
		t of Industr			lob Sec	0	6.0
		n./Culture	-		Other	,	9.5
Method for seeking		tment Ager				Contacts	
new job (avg ranking,	Job Ad	_	-		_	t Compani	
1=most likely)	Post R	esume		4.0			
Company fosters		ee Strongly			Agree S	Somewhat	0.0
culture of	_	ee Somewh			-	Strongly	0.0
transparency? (%)	Neutra			0.0			
Company's core	Disagr	ee Strongly	, (	D.O A	Agree S	Somewhat	0.0
purpose inspires? (%)	Disagr	ee Somewl	nat (	D.O A	Agree S	Strongly	0.0
	Neutra	al	(	0.0			

NO BONUS		\$109	9,300		▼2	.7%
Number of respondents						338
Employer	Pe	rcent l	Market S	Sector	F	Percent
Manufacturer		14.5 I	Rx Pharm	naceuticals		53.9
Agency		38.8	OTC Phai	maceutical	IS	14.2
Media/Publisher - HCP		4.4 I	Biotechn	ology		20.1
Media/Publisher - Consume	r	1.5 I	Medical [	Devices/Equ	uip	26.6
Media/Publisher - HCP & Co	nsmr.	3.3 I	Diagnost	ic Device/E	quip	11.8
Service Supplier		12.7 I	Hospital	Products/E	quip.	8.3
Other		24.9 I	Dental Pr	oducts/Equ	uip	2.7
			Managed	Care		12.1
Age	High	78	Low	21	Avg.	44.2
Sex	Male	44.1	Fema	ile 55.9		
Years in industry	High	50.0	Low	1.0	Avg.	14.1
Years in position	High	50.0	Low	1.0	Avg.	5.5
Salary (\$000s/yr)	High	1750.0	Low	20.0	Avg.	109.3
Commission received?	Yes	13.0	No	87.0		
Amount (\$000s/yr)	High	300.0	Low	1.0		54.4
Bonus received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay		7.0			•	00.0
vs. peers (%)	More	7.8	Less	63.2		29.0
Employer's gross	<\$5M	014	24		\$100M	8.7
US revenue (%)	\$5-\$20		32		)IVI	18.6
Desition satisfying? (96)	\$20-\$		16 25		erally	52.8
Position satisfying? (%)		metimes	15		ally	6.6
Salary reviewed (%)	6 mon				onths	5.1
outury reviewed (70)	12 mor		66		onths	23.1
Advancement				d 2=Fair 1=I		
prospects (%)	Excelle	•	13		•	29.5
	Fair		28	.3 Poor		29.2
How current job	Promo	ted	23	.5 Exec	Search	9.2
was acquired (%)	Hired b	oy Compar	ny 16	.4 Own	Initiative	43.5
Benefits received (%)	Signin	g Bonus	4	.8 Retir	ement	43.7
	Car		7	'.4 Medi	cal	84.0
	Dental		68	.4 Stoc	k	20.4
Factors important	Salary		2	.5 Envir	on./Culture	3.2
to job (avg ranking,	Benefi	ts		_	Ity to Staff	4.7
1 = most important)		cement			on./Soc. Res	
	Trainin				Security	4.0
Employer rating	Salary				on./Culture	2.2
(avg rating, 1 = best)	Benefi			-	Ity to Staff	2.4
		cement			on./Soc. Res	
Di i	Trainin	ıg			Security	2.3
Plan to seek a new job this year? (%)	Yes		39	.3 No		31.0
New job motivation (%)	Salary	/Benefits	48	.8 Adva	incement	8.2
, , ,	-	ent Part of	Ind 5	.9 Need	d a Change	4.1
		t of Indust			Security	4.1
	Enviro	n./Culture	17	7.1 Othe	r	5.9
Method for seeking	Recrui	tment Age	ncy 2		ing Contacts	2.3
new job (avg ranking,	Job Ad	ls	2	.8 Cont	act Compani	ies 3.7
1=most likely)	Post R	esume	3	.7		
Company fosters	Disagr	ee Strongl	y 0	.0 Agre	e Somewhat	0.0
culture of	Disagr	ee Somew	hat 0	.0 Agre	e Strongly	0.0
transparency? (%)	Neutra			.0		
Company's core	_	ee Strongl	-		e Somewhat	0.0
purpose inspires? (%)	_	ee Somew		_	e Strongly	0.0
	Neutra	al .	0	.0		

#### RECEIVE MEDICAL COVERAGE \$143,600 ▼4.6%

#### NO MEDICAL COVERAGE

\$116,400

**▼10.3%** 

Number of respondent	s					721	Number of respondent	ts					300
Employer		rcent l	Market Sec	tor	Po	rcent	Employer		rcent	Market Sec	tor	Po	rcent
Manufacturer	rei		Rx Pharmace			62.8	Manufacturer			Rx Pharmace			54.7
_			OTC Pharma			14.4	Agency			OTC Pharma			15.0
Agency Madia (Publisher HCP						24.6	Media/Publisher - HCP						19.3
Media/Publisher - HCP			Biotechnolog	•						Biotechnolog			
Media/Publisher - Consum			Medical Devi			25.4	Media/Publisher - Consum			Medical Devi			28.0
Media/Publisher - HCP & C	onsmr.		Diagnostic D		•	10.4	Media/Publisher - HCP & C	consmr.		Diagnostic D		•	13.3
Service Supplier			Hospital Prod		•	7.2	Service Supplier			Hospital Pro		•	7.7
Other			Dental Produ		0	2.2	Other		21.3	Dental Produ	icts/Equip	)	2.7
		ı	Managed Car	e		7.6				Managed Ca	re		11.3
Age	High	72	Low	22	Avg.	44.2	Age	High	78	Low	21	Avg.	44.2
Sex	Male	50.6	Female	49.4			Sex	Male	48.3	Female	51.7		
Years in industry	High	50.0	Low	1.0	Avg.	15.5	Years in industry	High	45.0	Low	1.0	Avg.	14.5
Years in position	High	36.0	Low	1.0	Avg.	5.0	Years in position	High	50.0	Low	1.0	Avg.	5.4
Salary (\$000s/yr)	High	1750.0	Low	25.0	Avg.	143.6	Salary (\$000s/yr)	High	500.0	Low	20.0	Avg.	116.4
Commission received?	Yes	8.7	No	91.3			Commission received?	Yes	8.3	No	91.7		
Amount (\$000s/yr)	High	300.0	Low	1.0	Avg.	50.6	Amount (\$000s/yr)	High	150.0	Low	2.0	Avg.	50.2
Bonus received?	Yes	73.1	No	26.9			Bonus received?	Yes	52.0	No	48.0		
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5	Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay							Perceived pay						
vs. peers (%)	More	12.0	Less	48.3	Same	39.7	vs. peers (%)	More	8.1	Less	61.8	Same	30.1
Employer's gross	<\$5M		12.6	\$50-\$	100M	8.1	Employer's gross	<\$5M		19.1	\$50-\$1	.00M	14.1
US revenue (%)	\$5-\$20	DM	21.4	>100M	1	43.1	US revenue (%)	\$5-\$20	MC	25.4	>100M		25.4
	\$20-\$5		14.8					\$20-\$		16.1			
Position satisfying? (%)	Thorou		30.0	Genera	allv	52.2	Position satisfying? (%)	Thorou		26.1	Genera	ıllv	53.2
		netimes	13.4	No	,	4.5			netimes	15.7	No	,	5.0
Salary reviewed (%)	6 mont		3.7	18 moi	nths	5.2	Salary reviewed (%)	6 mon		4.4	18 mor	iths	5.4
outury reviewed (70)	12 mon		77.6	24 mo		13.6	Sulary reviewed (70)	12 mor		69.5	24 mor		20.8
Advancement			c. 3=Good 2=			10.0	Advancement			c. 3=Good 2:			20.0
prospects (%)	Excelle	•	16.7	Good	,01)	33.6	prospects (%)	Excelle	•	12.5	Good	01)	27.6
prospects (70)	Fair	111	29.1	Poor		20.5	prospects (70)	Fair		31.7	Poor		28.3
How current job	Promot	tod	31.1	Exec S	oarch	14.2	How current job	Promo	tod	31.5	Exec S	arch	11.1
was acquired (%)		ieu iy Compar			itiative	31.4	was acquired (%)		ieu by Compai		Own In		36.2
		<del></del>	13.5	Retire		51.2			<del></del>	17.5	Retirer		36.0
Benefits received (%)	Car	g Bonus	10.3	Medica		100.0	Benefits received (%)	Car	g Bonus	18.4			0.0
					11					5.3	Medica	II	
Fortune Control	Dental		85.7	Stock		36.9	Forting to the state of	Dental			Stock		50.9
Factors important	Salary		2.5		n./Culture	2.9	Factors important	Salary		2.5		n./Culture	3.0
to job (avg ranking,	Benefit	-	4.2		y to Staff	4.7	to job (avg ranking,	Benefi		4.3		to Staff	4.6
1 = most important)	Advano		4.3		n./Soc. Resp		1 = most important)		cement	4.4		n./Soc. Resp.	
	Training	g	6.3	Job Se		4.2		Trainin	g	6.1	Job Se		4.2
Employer rating	Salary		2.3		n./Culture	2.2	Employer rating	Salary		2.6		n./Culture	2.2
(avg rating, 1 = best)	Benefit		2.0		y to Staff	2.3	(avg rating, 1 = best)	Benefi		2.6		to Staff	2.4
	Advanc		2.6		n./Soc. Resp				cement	2.7		n./Soc. Resp.	
	Training	g	2.7	Job Se	curity	2.3		Trainin	g	2.9	Job Se	curity	2.3
Plan to seek a new	Yes		35.6	No		35.5	Plan to seek a new	Yes		37.5	No		32.4
job this year? (%)		(D (II	20.0			10.7	job this year? (%)		<b>(D.</b> (1)				
New job motivation (%)		Benefits	29.9		cement	13.7	New job motivation (%)		/Benefits	50.4		ement	6.3
		nt Part of			Change	6.7			nt Part of			Change	4.2
		t of Indust	-	Job Se	curity	5.2		Get ou	t of Indust	,	Job Se	curity	5.6
		n./Culture		Other		8.7			n./Culture		Other		7.0
Method for seeking	Recruit	ment Age	ncy 2.3	Existin	g Contacts	1.9	Method for seeking	Recrui	tment Age	ency 2.4	Existin	g Contacts	2.3
new job (avg ranking,	Job Ads	S	3.1	Contac	ct Companies	3.7	new job (avg ranking,	Job Ad	S	2.9	Contac	t Companies	s 3.6
1=most likely)	Post Re	esume	4.0				1=most likely)	Post R	esume	3.8			
Company fosters	Disagre	ee Strongl	у 0.0	Agree	Somewhat	0.0	Company fosters	Disagr	ee Strong	у 0.0	Agree S	Somewhat	0.0
culture of	Disagre	ee Somew	hat 0.0	Agree	Strongly	0.0	culture of	Disagr	ee Somew	hat 0.0	Agree S	Strongly	0.0
transparency? (%)	Neutra	l	0.0	-	· -		transparency? (%)	Neutra	ıl	0.0	-	-	
Company's core	Disagre	ee Strongl		Agree	Somewhat	0.0	Company's core	Disagr	ee Strong		Agree S	Somewhat	0.0
purpose inspires? (%)	_	ee Somew	-	_	Strongly	0.0	purpose inspires? (%)	_	ee Somew	-	•	Strongly	0.0
	0.		0.0	5	0,			Neutra		0.0	5	0,	

#### RECEIVE DENTAL COVERAGE \$146,200 ▼3.0%

#### **NO DENTAL COVERAGE**

\$118,800

**▼10.3%** 

				-,						<del>+</del>			
Number of respondent	ts					624	Number of responden	ts					397
Employer	Per	cent I	Market Sect	tor	P	ercent	Employer	Pe	rcent I	Market Sec	tor	P	ercent
Manufacturer		41.4 F	Rx Pharmace	uticals		63.5	Manufacturer		28.0 F	Rx Pharmace	euticals		55.7
Agency		28.5 (	OTC Pharma	ceuticals		14.6	Agency		31.2	OTC Pharma	ceuticals		14.6
Media/Publisher - HCP		3.5 E	Biotechnolog	Sy		24.8	Media/Publisher - HCP	4.8 B		Biotechnolog	gy		20.2
Media/Publisher - Consum	ner	1.1	Medical Devi	ces/Equi	р	23.9	Media/Publisher - Consun	ner	1.0	Medical Devi	ces/Equip	p	29.7
Media/Publisher - HCP & C	Consmr.	1.9	Diagnostic De	evice/Eq	uip	9.6	Media/Publisher - HCP &	Consmr.	3.3	Diagnostic D	evice/Equ	uip	13.9
Service Supplier		7.5 H	Hospital Proc	ducts/Eq	uip.	6.4	Service Supplier		11.3 H	Hospital Prod	ducts/Equ	uip.	8.8
Other		16.0	Dental Produ	cts/Equi	p	1.9	Other		20.4	Dental Produ	ıcts/Equi	0	3.0
		1	Managed Car	e		7.7			ı	Managed Ca	re		10.3
Age	High	72	Low	22	Avg.	44.2	Age	High	78	Low	21	Avg.	44.3
Sex	Male	50.0	Female	50.0			Sex	Male	49.9	Female	50.1		
Years in industry	High	50.0	Low	1.0	Avg.	15.6	Years in industry	High	45.0	Low	1.0	Avg.	14.6
Years in position	High	29.0	Low	1.0	Avg.	4.7	Years in position	High	50.0	Low	1.0	Avg.	5.8
Salary (\$000s/yr)	High	1750.0	Low	30.0	Avg.	146.2	Salary (\$000s/yr)	High	500.0	Low	20.0	Avg.	118.8
Commission received?	Yes	8.0	No	92.0			Commission received?	Yes	9.6	No	90.4		
Amount (\$000s/yr)	High	300.0	Low	1.0	Avg.	54.5	Amount (\$000s/yr)	High	150.0	Low	1.2	Avg.	45.3
Bonus received?	Yes	74.7	No	25.3			Bonus received?	Yes	54.7	No	45.3		
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5	Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay							Perceived pay						
vs. peers (%)	More	13.7	Less	46.1	Same	40.2	vs. peers (%)	More	6.4	Less	61.9	Same	31.7
Employer's gross	<\$5M	20	9.4	\$50-\$		8.2	Employer's gross	<\$5M		22.5	\$50-\$		12.4
US revenue (%)	\$5-\$20	М	20.9	>100N		45.8	US revenue (%)	\$5-\$2	ОМ	25.3	>100M		25.6
00 1010mao (70)	\$20-\$5		15.8	200			00 1010u0 (70)	\$20-\$		14.2	200	•	
Position satisfying? (%)	Thoroug		29.8	Genera	allv	51.5	Position satisfying? (%)	Thoro		27.3	Genera	allv	54.0
r osition sutionying: (70)	OK Som	,	14.0	No	any	4.7	r osition sutisfying: (70)		metimes	14.1	No	any	4.6
Salary reviewed (%)	6 month		3.7	18 moi	nths	4.9	Salary reviewed (%)	6 mon		4.1	18 mor	nths	5.8
Salary Teviewea (70)	12 mont		79.6	24 mo		11.9	outury reviewed (70)	12 moi		68.4	24 mo		21.8
Advancement			c. 3=Good 2=			11.5	Advancement			c. 3=Good 2=			21.0
prospects (%)	Exceller	•	16.9	Good	,01)	33.6	prospects (%)	Excelle		13.3	Good	,01)	29.1
prospects (70)	Fair		29.4	Poor		20.1	prospects (70)	Fair	JIIC	30.6	Poor		27.0
How current job	Promote	ed	30.7	Exec S	earch	14.8	How current job	Promo	nted	32.2	Exec S	earch	10.9
was acquired (%)		y Compar			nitiative	30.7	was acquired (%)		by Compar			itiative	36.2
Benefits received (%)	Signing		14.6	Retire		53.4	Benefits received (%)		g Bonus	12.3	Retirer		36.5
20110111011011011(70)	Car	2000	9.1	Medic		99.0	20	Car	6 20	18.0	Medica		48.8
	Dental		100.0	Stock		39.9		Denta		0.0	Stock		35.6
Factors important	Salary		2.4		n./Culture	3.0	Factors important	Salary		2.6		n./Culture	2.9
to job (avg ranking,	Benefits	s	4.1		y to Staff	4.7	to job (avg ranking,	Benefi		4.4		y to Staff	4.6
1 = most important)	Advance		4.3		n./Soc. Res		1 = most important)		cement	4.5		n./Soc. Res	
por	Training		6.3	Job Se		4.3		Trainir		6.2	Job Se		4.1
Employer rating	Salary	<u> </u>	2.3		n./Culture	2.2	Employer rating	Salary		2.5		n./Culture	2.3
(avg rating, 1 = best)	Benefits	s	2.0		y to Staff	2.4	(avg rating, 1 = best)	Benefi		2.5		y to Staff	2.4
(8	Advance		2.6		n./Soc. Res		(86,)		cement	2.7		n./Soc. Res	
	Training		2.7	Job Se		2.3		Trainir		2.8	Job Se		2.3
Plan to seek a new	Yes	<u> </u>	34.7	No	·oui.ity	35.2	Plan to seek a new	Yes	.6	38.4	No	·ourrey	33.6
job this year? (%)							job this year? (%)						
New job motivation (%)	Salarv/	Benefits	30.1	Advan	cement	12.8	New job motivation (%)	Salarv	/Benefits	45.0	Advan	cement	9.4
, , , ,	-	nt Part of		Need a	a Change	7.1	, , , ,		ent Part of			Change	4.2
		of Indust		Job Se	_	5.4			it of Indust		Job Se	_	5.2
		./Culture	-	Other	•	8.8			n./Culture	•	Other	,	7.3
Method for seeking		ment Age			g Contacts	1.9	Method for seeking		tment Age			g Contacts	2.3
new job (avg ranking,	Job Ads	_	3.1		ct Companie		new job (avg ranking,	Job Ac	_	2.9		ct Companie	
1=most likely)	Post Res		4.0				1=most likely)		esume	3.8			
Company fosters		e Strongl		Agree	Somewhat	0.0	Company fosters		ee Strongl		Agree	Somewhat	0.0
culture of	_	e Somew	-	-	Strongly	0.0	culture of	_	ee Somew	=	_	Strongly	0.0
transparency? (%)	Neutral		0.0			0.0	transparency? (%)	Neutra		0.0			5.0
Company's core		e Strongl		Agree	Somewhat	0.0	Company's core		ee Strongl		Agree	Somewhat	0.0
purpose inspires? (%)	_	e Somew	-		Strongly	0.0	purpose inspires? (%)	_	ee Somew	=	_	Strongly	0.0
been mobiles (70)	Neutral		0.0	. 15100		0.0	/a. bass mokiles. ( /v)	Neutra		0.0	. 15100		5.0
	ricutial		0.0					incuit	41	0.0			

#### RECEIVE RETIRE BENEFITS \$142,600

**▼3.6%** 

#### NO RETIRE BENEFITS

\$131,100

**▼6.7%** 

Number of respondent	s					410	Number of responden	ts					611
Employer	Per	rcent I	Market Sec	tor	Po	ercent	Employer	Per	cent	Market Se	ctor	Р	ercent
Manufacturer		43.7 F	Rx Pharmace	euticals		59.8	Manufacturer		31.1	Rx Pharma	ceuticals		60.9
Agency		27.3	OTC Pharma	ceuticals		14.2	Agency		31.1	OTC Pharm	aceuticals		14.9
Media/Publisher - HCP		2.2 E	Biotechnolog	gy		22.2	Media/Publisher - HCP		5.2	Biotechnolo	ogy		23.6
Media/Publisher - Consum	er	1.5	Medical Devi	ces/Equip	)	22.0	Media/Publisher - Consun	ner	8.0	Medical Dev	vices/Equi	р	29.0
Media/Publisher - HCP & C	onsmr.	1.7	Diagnostic D	evice/Equ	qip	9.8	Media/Publisher - HCP & 0	Consmr.	3.0	Diagnostic	Device/Eq	uip	12.3
Service Supplier		5.1 H	Hospital Pro	ducts/Equ	uip.	6.8	Service Supplier		11.6	Hospital Pro	oducts/Eq	uip.	7.7
Other		18.5	Dental Produ	cts/Equip	ס	1.2	Other		17.2	Dental Proc	lucts/Equi	р	3.1
		1	Managed Ca	re		7.3				Managed C	are		9.7
Δαρ	High	72	Low	22	Avg.	44.1	Age	High	78	Low	21	Avg.	44.3
Age Sex	Male	52.9	Female	47.1	Avg.	77.1	Sex	Male	48.0			Avg.	
Years in industry	High	50.0	Low	1.0	Avg.	15.5	Years in industry	High	45.0		1.0	Avg.	15.1
Years in position	High	36.0	Low	1.0	Avg.	5.0	Years in position	High	50.0		1.0	Avg.	5.3
Salary (\$000s/yr)	High	1750.0	Low	25.0	Avg.	142.6	Salary (\$000s/yr)	High	720.0		20.0	Avg.	131.1
Commission received?	Yes	6.8	No	93.2	7148.	112.0	Commission received?	Yes	9.8		90.2	7.4.6.	
Amount (\$000s/yr)	High	300.0	Low	1.0	Avg.	43.4	Amount (\$000s/yr)	High	220.0		1.2	Avg.	53.8
Bonus received?	Yes	75.4	No	24.6	7148.	10.1	Bonus received?	Yes	61.2		38.8	7.4.6.	
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	72.5	Amount (\$000s/yr)	High	250.0		20.0	Avg.	103.1
Perceived pay	1 11/511	200.0	LOW	10.0	7148.	72.0	Perceived pay	111811	200.0	2011	20.0	7.4.6.	
vs. peers (%)	More	11.8	Less	46.9	Same	41.3	vs. peers (%)	More	10.3	Less	55.8	Same	33.9
Employer's gross	<\$5M	11.0	8.0	\$50-\$		7.7	Employer's gross	<\$5M	10.0	18.9	\$50-\$		11.3
US revenue (%)	\$5-\$20	M	20.7	>100N		49.3	US revenue (%)	\$5-\$20	M	23.9	>100%		30.2
oo revenue (70)	\$20-\$5		14.4	- 10011	•	13.0	00 101011110 (70)	\$20-\$5		15.6	, 10011	•	00.2
Position satisfying? (%)	Thorou		31.6	Genera	ally	54.4	Position satisfying? (%)	Thorou		27.0	Gener	allv	51.2
rosition satisfying: (70)		netimes	12.0	No	ay	2.0	r osition satisfying: (70)		netimes	15.5	No	uny	6.4
Salary reviewed (%)	6 mont	:hs	3.9	18 mor	nths	3.7	Salary reviewed (%)	6 mont	hs	3.8	18 mo	nths	6.3
	12 mon	iths	82.5	24 mo	nths	9.8		12 mon	ths	70.3	24 mo	nths	19.7
Advancement	Index 2	2.6 (4=Exc	c. 3=Good 2=	Fair 1=Po	or)		Advancement	Index 2	2.3 (4=Ex	c. 3=Good 2	2=Fair 1=Po	oor)	
prospects (%)	Excelle	nt	18.5	Good	·	35.2	prospects (%)	Excelle	nt	13.5	Good	·	29.6
	Fair		30.3	Poor		16.0		Fair		29.6	Poor		27.4
How current job	Promot	ted	36.2	Exec S	earch	12.5	How current job	Promot	ed	27.9	Exec S	earch	13.9
was acquired (%)	Hired b	y Compar	ıy 13.9	Own In	itiative	32.0	was acquired (%)	Hired b	y Compa	ny 16.8	Own Ir	nitiative	33.3
Benefits received (%)	Signing	g Bonus	16.8	Retirer	nent	100.0	Benefits received (%)	Signing	Bonus	11.3	Retire	ment	0.0
	Car		11.5	Medica	al	90.0		Car		11.3	Medic	al	82.8
	Dental		81.2	Stock		36.6		Dental		68.5	Stock		40.9
Factors important	Salary		2.4	Enviro	n./Culture	3.0	Factors important	Salary		2.5	Enviro	n./Culture	2.9
to job (avg ranking,	Benefit	:S	4.1	Loyalty	to Staff	4.8	to job (avg ranking,	Benefit	S	4.3	Loyalt	y to Staff	4.6
1 = most important)	Advanc	ement	4.3	Enviro	n./Soc. Resp	o. 6.9	1 = most important)	Advanc	ement	4.4	Enviro	n./Soc. Res	p. 6.8
-	Training	g	6.4	Job Se	curity	4.2		Training	g	6.2	Job Se	ecurity	4.2
Employer rating	Salary		2.2		n./Culture	2.1	Employer rating	Salary		2.4	Enviro	n./Culture	2.3
(avg rating, 1 = best)	Benefit	S	2.0		/ to Staff	2.3	(avg rating, 1 = best)	Benefit	S	2.4		y to Staff	2.4
	Advanc	ement	2.5	Enviro	n./Soc. Resp			Advanc	ement	2.7	Enviro	n./Soc. Res	•
	Training	g	2.6	Job Se	curity	2.2		Training	g	2.9		curity	2.4
Plan to seek a new	Yes		30.2	No		37.8	Plan to seek a new	Yes		40.1	No		32.4
job this year? (%)							job this year? (%)						
New job motivation (%)		Benefits'	29.8		cement	12.2	New job motivation (%)	•	Benefits			cement	11.1
		nt Part of			Change	7.2			nt Part of			a Change	5.2
		t of Indust	,	Job Se	curity	3.9			of Indus	-		ecurity	6.2
		n./Culture		Other		14.9			./Culture		Other		4.3
Method for seeking		ment Age	-		g Contacts	1.9	Method for seeking		ment Age	-		g Contacts	2.2
new job (avg ranking,	Job Ads		3.1	Contac	ct Companie	es 3.8	new job (avg ranking,	Job Ads		3.0	Conta	ct Companie	es 3.6
1=most likely)	Post Re		3.9		• • •		1=most likely)	Post Re		3.9		•	
Company fosters	_	ee Strongl	•	_	Somewhat	0.0	Company fosters	_	e Strong	-	_	Somewhat	0.0
culture of	_	ee Somew		Agree	Strongly	0.0	culture of	_	e Somew		Agree	Strongly	0.0
transparency? (%)	Neutra		0.0		• • •		transparency? (%)	Neutral		0.0		•	
Company's core		ee Strongl		_	Somewhat	0.0	Company's core		e Strong		_	Somewhat	0.0
purpose inspires? (%)		ee Somew		Agree	Strongly	0.0	purpose inspires? (%)	_	e Somew		Agree	Strongly	0.0
	Neutra	I	0.0					Neutral		0.0			



# **Employee Perceptions & Opinions**

This section shows how the data profiles of employees—salary, benefits, perceptions, satisfaction, intent to move, job-seeking preferences, etc.—vary between employees with differing perceptions of job satisfaction, advancement prospects and relative pay.

## **DATA SETS**

- My Job is Thoroughly Satisfying, page 60
- My Job is Generally Satisfying, page 60
- My Job is OK, Sometimes, page 61
- My Job is Unsatisfying, page 61
- I Make More Than My Peers, page 62
- I Make Less Than My Peers, page 62
- I Make the Same As My Peers, page 63
- Excellent Advancement Prospects, page 63
- Good Advancement Prospects, page 64
- Fair Advancement Prospects, page 64

■ Poor Advancement Prospects, page 65

**CAREER** & SALARY

## JOB IS THOROUGHLY SATISFYING \$157,300 ▼1.4% JOB IS GENERALLY SATISFYING \$127,700 ▼9.6%

Number of respondent	S					29
Employer	Pe	rcent I	/larket So	ector	P	ercer
Manufacturer		38.6 F	x Pharma	ceuticals		61.
Agency		25.6	TC Pharn	naceuticals		14.
Media/Publisher - HCP		4.1 E	Biotechno	ogv		26.
Media/Publisher - Consum	er			vices/Equip	)	24.
Media/Publisher - HCP & C				Device/Equ		10.
Service Supplier				roducts/Equ	•	8.
Other			•	ducts/Equip	•	1.
711101			Managed (		•	10.
<b>.</b>	118-4-				A	
Age	High	75	Low	23 e 44.0	Avg.	44.
Sex	Male	56.0	Female		٨٠٠	15
/ears in industry	High	50.0	Low	1.0	Avg.	15. 5.
/ears in position	High	50.0	Low	1.0	Avg.	
Salary (\$000s/yr) Commission received?	High Yes	1750.0 9.6	Low No	21.6 90.4	Avg.	157.
					Λνα	40
Amount (\$000s/yr) Bonus received?	High Yes	160.0 71.0	Low No	29.0	Avg.	49.
Sonus receivea <i>:</i> Amount (\$000s/yr)	res High	200.0	Low	29.0 15.0	Δνα	72
Perceived pay	HIGH	200.0	LUW	13.0	Avg.	72.
s. peers (%)	More	12.6	Less	43.0	Same	44.
inployer's gross	<\$5M	12.0	16.0			10
JS revenue (%)	\$5-\$20	OM	19.8			41.
33 revenue (70)	\$20-\$		12.9			71.
Position satisfying? (%)	Thorou		100.0		ally	0.
osition satisfying: (70)		netimes	0.0		y	0.
Salary reviewed (%)	6 mon		6.3		nths	3.
, ( , o ,	12 mor		77.8			12.
Advancement				2=Fair 1=Po		
prospects (%)	Excelle	•	31.3		,	41.
,	Fair		15.8			11.
low current job	Promo	ted	31.3		earch	11.
was acquired (%)	Hired b	y Compan	v 19.9	Own In	itiative	29.
Benefits received (%)		g Bonus	16.5			50.
, ,	Car	,	18.9	Medica	al	84.
	Dental		72.8			47.
actors important	Salary		2.8	Enviror	1./Culture	2.
o job (avg ranking,	Benefi	ts	4.4	Loyalty	to Staff	4.
= most important)	Advano	cement	4.5	Enviror	1./Soc. Resp	o. 6.
	Trainin	g	6.2	Job Se	curity	4.
Employer rating	Salary		2.1	Enviror	n./Culture	1.
avg rating, 1 = best)	Benefit	ts	2.0	Loyalty	to Staff	2.
	Advand	cement	2.2	Enviror	1./Soc. Resp	o. 2.
	Trainin	g	2.4	Job Se	curity	2.
Plan to seek a new	Yes		16.8	No		62.
ob this year? (%)						
New job motivation (%)	-	/Benefits	35.1		cement	14.
	Differe	nt Part of I	nd 6.8	Need a	Change	5.
	Get ou	t of Indust	ry 1.4	Job Se	curity	8
		n./Culture	10.8			17.
lethod for seeking		tment Age			g Contacts	1.
iew job (avg ranking,	Job Ad		3.2		t Companie	s 3.
=most likely)	Post R		4.0			
Company fosters	_	ee Strongly			Somewhat	0.
culture of	_	ee Somewl	nat 0.0	Agree S	Strongly	0.
ransparency? (%)	Neutra		0.0			
Company's core	_	ee Strongly		_	Somewhat	0.
ourpose inspires? (%)	Disagr	ee Somewl	nat 0.0	Agree S	Strongly	0.
	Neutra	1	0.0			

JOB IS GENERA	ALLY 5	AHSF	YING	\$12/,/(	JU <b>V</b> 9.6	0%
Number of responder	nts					533
Employer	Per	rcent	Market S	ector	Pe	rcent
Manufacturer		35.3	Rx Pharma	aceuticals		57.2
Agency		29.8	OTC Pharr	naceuticals		14.5
Media/Publisher - HCP		3.9	Biotechno	logy		21.8
Media/Publisher - Consur	mer	0.9	Medical D	evices/Equi	р	26.1
Media/Publisher - HCP &	Consmr.	2.8	Diagnostic	Device/Eq	uip	10.9
Service Supplier		8.8	Hospital P	roducts/Eq	uip.	5.6
Other		18.4	Dental Pro	ducts/Equi	р	1.9
			Managed (	Care		7.9
Ama	Llich	71	Low	21	۸۰۰۰	44.2
Age Sex	High Male	47.7			Avg.	44.2
Years in industry	High	44.0		1.0	Avg.	15.3
Years in position	High	27.0		1.0	Avg.	5.1
Salary (\$000s/yr)	High	400.0		20.0	Avg.	127.7
Commission received?	Yes	9.8		90.2	7148.	
Amount (\$000s/yr)	High	300.0		1.2	Avg.	53.9
Bonus received?	Yes	66.8		33.2		
Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1
Perceived pay						
vs. peers (%)	More	9.8	Less	54.2	Same	36.0
Employer's gross	<\$5M		13.9	9 \$50-\$	3100M	8.9
US revenue (%)	\$5-\$20	DM	23.2	2 >1001	И	37.3
	\$20-\$5	50M	16.7	7		
Position satisfying? (%)	Thorou	ighly	0.0	) Gener	ally	100.0
	OK Sor	netimes	0.0	) No		0.0
Salary reviewed (%)	6 mont	:hs	3.2	2 18 mo	nths	5.5
	12 mon		75.5			15.9
Advancement		•		2=Fair 1=P	oor)	
prospects (%)	Excelle	nt	10.3			31.8
	Fair		36.3			21.7
How current job	Promot		34.8		Search	14.5
was acquired (%)		y Compai			nitiative	32.8
Benefits received (%)		g Bonus	13.7			51.6
	Car		9.			87.0
Factors important	Dental		74.2		n./Culture	33.3
to job (avg ranking,	Salary Benefit		4.2		y to Staff	4.8
1 = most important)	Advano		4.3	.,	n./Soc. Resp	
1 – most important)	Training		6.3		ecurity	4.2
Employer rating	Salary	5	2.4		n./Culture	2.3
(avg rating, 1 = best)	Benefit	's	2.2		y to Staff	2.4
(gg,		ement	2.7	-	n./Soc. Resp	
	Training		2.8		ecurity	2.3
Plan to seek a new	Yes		34.6			29.3
job this year? (%)						
New job motivation (%)	Salary/	Benefits	40.5	5 Advan	cement	11.2
	Differe	nt Part of	Ind 6.6	6 Need	a Change	6.2
	Get out	t of Indust	try 3.	1 Job Se	ecurity	6.2
	Enviror	n./Culture	19.3	3 Other		7.0
Method for seeking	Recruit	ment Age	ency 2.3	3 Existir	ng Contacts	2.1
new job (avg ranking,	Job Ad:	S	3.0	O Conta	ct Companies	3.7
1=most likely)	Post Re	esume	3.9	9		
Company fosters	_	ee Strong	-	) Agree	Somewhat	0.0
culture of	Disagre	ee Somew	/hat 0.0	) Agree	Strongly	0.0
transparency? (%)	Neutra		0.0			
Company's core	Disagre	ee Strong	ly 0.0	) Agree	Somewhat	0.0
purpose inspires? (%)	_	ee Somew	/hat 0.0	) Agree	Strongly	0.0
	Neutra	l	0.0	)		

141/	IOD	10 01		45-711	450
MY	II )K	15 OF	( SOI	VI	MF.S

\$121,900

**▼6.7%** 

#### **MY JOB IS UNSATISFYING**

\$134,800

▲7.9%

Number of respondent	ts			, , ,		143	Number of responden	ts					47
Employer	Perce	ent M	arket Sect	tor	D	ercent	Employer		cent I	Market Sec	tor	ь	ercen
Manufacturer			Pharmace		Γ'	69.9	Manufacturer	rei		Rx Pharmace			57.
Agency			TC Pharmac			14.7	Agency			OTC Pharma			8.
Media/Publisher - HCP			otechnolog			21.7	Media/Publisher - HCP			Biotechnolog			19.2
Media/Publisher - Consum			edical Devi	,	<b>1</b>	25.9	Media/Publisher - Consun	nor		Medical Devi		n	31.9
Media/Publisher - HCP & C			agnostic De			11.9	Media/Publisher - HCP & (			Diagnostic D			12.8
Service Supplier			ospital Proc		•	10.5	Service Supplier	JUHSHII.		Hospital Prod		•	8.
Other			•		•	4.2	Other			Dental Produ		•	6.4
Other	1		ental Produ anaged Car		J	9.1	Other					þ	2.
		IVI	anageu Car	е						Managed Ca			
Age	High	78	Low	23	Avg.	42.8	Age	High	69	Low	24	Avg.	44.
Sex	Male	44.8	Female	55.2			Sex	Male	55.3	Female	44.7		1.4
Years in industry	High	45.0	Low	1.0	Avg.	14.0	Years in industry	High	30.0	Low	2.0	Avg.	14.
Years in position	High	30.0	Low	1.0	Avg.	5.1	Years in position	High	21.0	Low	1.0	Avg.	4.0
Salary (\$000s/yr)	High	400.0	Low	28.0	Avg.	121.9	Salary (\$000s/yr)	High Yes	330.0 4.3	Low No	40.0 95.7	Avg.	134.8
Commission received?	Yes	2.8	No	97.2		46.0	Commission received?		20.0		5.0	Aur	12.5
Amount (\$000s/yr)	High	60.0	Low	20.0	Avg.	46.3	Amount (\$000s/yr) Bonus received?	High Yes	53.2	Low No	46.8	Avg.	12.
Bonus received?	Yes	64.3	No	35.7	A	E 4 4		High	300.0	Low	15.0	Λνα	82.
Amount (\$000s/yr)	High	565.0	Low	5.0	Avg.	54.4	Amount (\$000s/yr) Perceived pay	підіі	300.0	LOW	15.0	Avg.	02.3
Perceived pay	Moro	11.2	Loca	601	Como	207	vs. peers (%)	More	12.8	Less	61.7	Same	25.
vs. peers (%) Employer's gross	More <\$5M	11.2	Less 13.0	60.1 \$50-\$1	Same	28.7 12.2	Employer's gross	<\$5M	19.2	\$50-\$10		Janie	25.
US revenue (%)	\$5-\$20M	ı		>100N		35.3	US revenue (%)	\$5-\$20		>100M	31.9		
US revenue (%)	\$20-\$50		23.7 15.8	>10010	1	33.3	OS revenue (70)		OM 10.6	>100W	31.3		
Position satisfying? (%)	Thorough		0.0	Genera	ally	0.0	Position satisfying? (%)	Thorou		0.0	Genera	ally	0.0
rosition satisfying: (70)	OK Some	•	100.0	No	ally	0.0	r contion successfulge (70)		netimes	0.0	No	any	100.0
Salary reviewed (%)	6 months		2.8	18 mor	nths	6.3	Salary reviewed (%)	6 mont		0.0	18 mo	nths	10.6
outury reviewed (70)	12 month		73.9	24 moi		16.9	,	12 mon		59.6	24 mo		29.8
Advancement			3=Good 2=			10.5	Advancement			:. 3=Good 2=			
prospects (%)	Excellent	•	5.7	Good	.,	21.3	prospects (%)	Excelle	•	2.2	Good	,	6.5
p.copous (70)	Fair		34.0	Poor		39.0	, ,	Fair		30.4	Poor		60.9
How current job	Promoted		25.9	Exec S	earch	11.2	How current job	Promot	ed	6.5	Exec S	earch	21.7
was acquired (%)	Hired by (	Company	18.2	Own In	itiative	35.0	was acquired (%)	Hired b	y Compar	ıy 23.9	Own Ir	itiative	45.7
Benefits received (%)	Signing B		9.0	Retirer	ment	44.1	Benefits received (%)	Signing	Bonus	13.9	Retire	nent	22.2
, ,	Car		7.2	Medica	al	86.5		Car		0.0	Medic	al	88.9
	Dental		78.4	Stock		41.4		Dental		80.6	Stock		36.
Factors important	Salary		2.3	Enviro	n./Culture	3.3	Factors important	Salary		2.8	Enviro	n./Culture	2.5
to job (avg ranking,	Benefits		4.0	Loyalty	y to Staff	4.5	to job (avg ranking,	Benefit	S	4.3	Loyalt	y to Staff	4.3
1 = most important)	Advancer	ment	4.4	Enviro	n./Soc. Res <sub>l</sub>	o. 7.2	1 = most important)	Advanc	ement	4.4	Enviro	n./Soc. Res	p. 6.8
	Training		6.3	Job Se	curity	4.0		Training	g	6.2	Job Se		4.6
Employer rating	Salary		2.6	Enviro	n./Culture	2.8	Employer rating	Salary		2.7	Enviro	n./Culture	3.5
(avg rating, 1 = best)	Benefits		2.4	Loyalty	y to Staff	2.8	(avg rating, 1 = best)	Benefit	S	2.8	Loyalt	y to Staff	3.2
	Advancer	ment	3.1	Enviro	n./Soc. Res <sub>l</sub>	o. 2.6		Advanc	ement	3.4		n./Soc. Res	•
	Training		3.1	Job Se	curity	2.5		Training	3	3.4	Job Se	curity	3.0
Plan to seek a new	Yes		64.3	No		8.4	Plan to seek a new	Yes		89.4	No		4.3
job this year? (%)							job this year? (%)						
New job motivation (%)	Salary/B		33.6		cement	6.5	New job motivation (%)	_	Benefits	15.9		cement	18.2
	Different	Part of In	d 9.4	Need a	Change	7.5			nt Part of			Change	2.3
	Get out o	f Industry	/ 10.3	Job Se	curity	3.7			of Indust	,	Job Se	curity	0.0
	Environ./		22.4	Other		6.5			./Culture		Other		4.6
Method for seeking		ent Agend	-		g Contacts	2.2	Method for seeking		ment Age	-		g Contacts	2.2
new job (avg ranking,	Job Ads		2.9	Contac	ct Companie	s 3.8	new job (avg ranking,	Job Ads		2.9	Conta	ct Companie	es 3.6
1=most likely)	Post Resu		3.7				1=most likely)	Post Re		4.0		C	
Company fosters	Disagree		0.0	-	Somewhat	0.0	Company fosters	_	e Strongl	_	_	Somewhat	0.0
	Disagree	Somewha		Agree	Strongly	0.0	culture of		e Somew		Agree	Strongly	0.0
culture of			$\sim$				transparency? (%)	Neutral		0.0			
transparency? (%)	Neutral	O1 :	0.0					D:	- Ct '		A	Cama	^ ^
	Neutral Disagree Disagree		0.0		Somewhat Strongly	0.0	Company's core purpose inspires? (%)	_	e Strongl	=	_	Somewhat Strongly	0.0

# I MAKE MORE THAN MY PEERS \$158,300 ▼17.8% I MAKE LESS THAN MY PEERS \$118,800 ▼3.5%

Number of respondent	s						110
Employer	Pei	rcent	Mark	cet Sec	tor	Pe	rcent
Manufacturer		40.0	Rx Ph	narmace	euticals		70.0
Agency		36.4	OTC I	Pharma	ceuticals		12.7
Media/Publisher - HCP		4.6	Biote	chnolog	ξΛ		27.3
Media/Publisher - Consum	er	0.9		•	ces/Equi	1	26.4
Media/Publisher - HCP & C		0.0			evice/Equ		10.0
Service Supplier	onsiii.	7.3			ducts/Eq	•	6.4
Other		10.9			icts/Eauii	•	2.7
Other		10.9				J	11.8
			iviaiia	aged Ca	ie		11.0
Age	High	65	L	.OW	23	Avg.	44.2
Sex	Male	49.1	. F	emale	50.9		
Years in industry	High	40.0	L	.OW	1.0	Avg.	15.3
Years in position	High	38.0	) <u>L</u>	.OW	1.0	Avg.	5.6
Salary (\$000s/yr)	High	500.0	L	.OW	30.0	Avg.	158.3
Commission received?	Yes	15.5	i N	10	84.6		
Amount (\$000s/yr)	High	160.0	) L	.OW	1.0	Avg.	42.3
Bonus received?	Yes	76.4	- N	lo	23.6		
Amount (\$000s/yr)	High	200.0		.OW	15.0	Avg.	72.5
Perceived pay							
vs. peers (%)	More	100.0	) [	.ess	0.0	Same	0.0
Employer's gross	<\$5M			9.3	\$50-\$		13.9
US revenue (%)	\$5-\$20	DM		15.7	>100N		50.0
CC 101011110 (70)	\$20-\$5			11.1	200	•	00.0
Position satisfying? (%)	Thorou			32.7	Genera	allv	47.3
rosition sutisfying. (70)		netimes		14.6	No	any	5.5
Salary reviewed (%)	6 mont			5.5	18 moi	nthe	2.8
Jaiai y Tevieweu (70)	12 mon			84.4	24 mo		7.3
Advancement			/c 3-		Fair 1=Pc		7.5
prospects (%)	Excelle	•	(C. J-	20.9	Good	)OI )	32.7
prospects (%)	Fair	111		28.2	Poor		18.2
How ourrant ich	Promo	tod		30.0	Exec S	oaroh	13.6
How current job was acquired (%)		ieu ly Compa	nv.	25.5		itiative	24.6
			Пу	20.2	Retire		48.5
Benefits received (%)	Car	g Bonus		14.1	Medica		86.9
	Dental			85.9	Stock	11	43.4
Factors in a stant						- /Clt	_
Factors important	Salary			2.4		n./Culture	2.8
to job (avg ranking,	Benefit			4.2	, ,	y to Staff	4.8
1 = most important)		cement		4.4		n./Soc. Resp.	
	Trainin	g		6.3	Job Se		4.2
Employer rating	Salary			1.6		n./Culture	2.3
(avg rating, 1 = best)	Benefit			1.9		y to Staff	2.4
		cement		2.6		n./Soc. Resp.	
<u> </u>	Trainin	g		2.6	Job Se	curity	2.2
Plan to seek a new	Yes			29.1	No		36.4
job this year? (%)		/D		00.5			
New job motivation (%)		/Benefits		20.9		cement	23.3
		nt Part of		9.3		Change	9.3
		t of Indus	-	4.7	Job Se	curity	4.7
		n./Culture		20.9	Other		7.0
Method for seeking		tment Age	ency	2.2		g Contacts	1.6
new job (avg ranking,	Job Ad			3.4	Contac	ct Companies	3.6
1=most likely)	Post Re			4.1			
Company fosters	Disagre	ee Strong	ly	0.0	Agree	Somewhat	0.0
culture of	Disagre	ee Somev	vhat	0.0	Agree	Strongly	0.0
transparency? (%)	Neutra	I		0.0			
Company's core	Disagre	ee Strong	ly	0.0	Agree	Somewhat	0.0
purpose inspires? (%)	Disagre	ee Somev	vhat	0.0	Agree	Strongly	0.0
	Neutra	<u> </u>		0.0			
_							

Number of respondents	;						528
Employer	Pe	rcent	Marl	ket Sec	tor	Pe	rcent
Manufacturer		33.7	Rx Pl	harmace	euticals		55.7
Agency		28.0	OTC	Pharma	ceuticals		15.0
Media/Publisher - HCP		3.6	Biote	echnolog	gy		19.9
Media/Publisher - Consume	er	1.3	Medi	ical Devi	ces/Equi	р	27.3
Media/Publisher - HCP & Co	onsmr.	3.2	Diag	nostic D	evice/Eq	uip	10.8
Service Supplier		9.5	Hosp	oital Pro	ducts/Eq	uip.	7.8
Other		20.6	Dent	al Produ	ıcts/Equi	р	3.0
			Mana	aged Ca	re		9.3
Age	High	78	1	_ow	22	Avg.	44.1
Sex	Male	46.2		emale	53.8		
Years in industry	High	50.0	L	_OW	1.0	Avg.	15.1
Years in position	High	36.0		_OW	1.0	Avg.	5.1
Salary (\$000s/yr)	High	720.0	L	_OW	20.0	Avg.	118.8
Commission received?	Yes	6.6	1	Vo	93.4		
Amount (\$000s/yr)	High	300.0	L	_OW	1.2	Avg.	38.4
Bonus received?	Yes	60.0	1	No	40.0		
Amount (\$000s/yr)	High	250.0	L	_OW	20.0	Avg.	103.1
Perceived pay							
vs. peers (%)	More	0.0	L	_ess	100.0	Same	0.0
Employer's gross	<\$5M			19.2	\$50-\$	5100M	9.8
US revenue (%)	\$5-\$20	MC		23.6	>1001	И	33.0
	\$20-\$	50M		14.4			
Position satisfying? (%)	Thorou	ıghly		23.4	Gener	ally	54.7
	OK Sor	netimes		16.4	No		5.5
Salary reviewed (%)	6 mon	ths		3.6	18 mo	nths	6.3
	12 mor			69.6	24 mc		20.5
Advancement		2.2 <b>(</b> 4=Ex	c. 3=			oor)	
prospects (%)	Excelle	ent		11.6	Good		28.6
	Fair			31.7	Poor		28.1
How current job	Promo			32.6		Search	10.6
was acquired (%)		oy Compar	ny	13.3		nitiative	36.1
Benefits received (%)		g Bonus		9.6	Retire		46.8
	Car			9.3	Medic		84.6
Forting Control of	Dental			70.1	Stock		32.6
Factors important	Salary			2.5		n./Culture	3.2
to job (avg ranking,	Benefit			4.2 4.4	•	y to Staff on./Soc. Resp.	4.5 6.8
1 = most important)	Trainin	cement		6.2		ecurity	4.2
Employer rating	Salary	8		2.8		n./Culture	2.3
(avg rating, 1 = best)	Benefi	to		2.4		y to Staff	2.4
(avg rating, 1 - best)		cement		2.8	-	n./Soc. Resp.	2.4
	Trainin			2.9		ecurity	2.3
Plan to seek a new	Yes	ь		44.4	No	Journey	26.2
job this year? (%)							
New job motivation (%)	Salary	/Benefits		46.4	Advar	cement	8.8
		nt Part of	Ind	5.8		a Change	4.6
		t of Indust		5.5		ecurity	4.9
	Enviro	n./Culture	,	17.5	Other	•	6.5
Method for seeking		tment Age		2.3	Existir	ng Contacts	2.3
new job (avg ranking,	Job Ad	_	-	2.9		ct Companies	3.7
1=most likely)	Post R	esume		3.8			
Company fosters	Disagr	ee Strongl	ly	0.0	Agree	Somewhat	0.0
culture of	Disagr	ee Somew	hat	0.0	Agree	Strongly	0.0
transparency? (%)	Neutra	ıl		0.0			
Company's core	Disagr	ee Strongl	ly	0.0	Agree	Somewhat	0.0
purpose inspires? (%)	Disagr	ee Somew	/hat	0.0	Agree	Strongly	0.0
	Neutra	ıl		0.0			

## I MAKE THE SAME AS MY PEERS \$153,100 ▼0.6%

EXCELLENT ADV. I	PROSPE	CTS	\$157,700	▼8.6%
Number of respondents				156
F	D	Mandan		D

Number of respondents	S					373
Employer	Pei	rcent N	/larket Se	ctor	Pe	rcent
Manufacturer		38.9 F	x Pharma	ceuticals		64.9
Agency		30.0	TC Pharm	naceuticals		14.8
Media/Publisher - HCP		4.6 E	Biotechnol	ogy		25.7
Media/Publisher - Consume	er	0.8 N	/ledical De	vices/Equip	1	24.7
Media/Publisher - HCP & Co	onsmr.	2.1	Diagnostic	Device/Equ	ip	12.6
Service Supplier		8.3 H	lospital Pr	oducts/Equ	ip.	7.0
Other		15.3 E	ental Prod	ducts/Equip	1	1.3
		N	Managed C	are		6.7
				01		440
Age	High	75	Low	21	Avg.	44.2
Sex	Male	54.7	Female		A ~	15.4
Years in industry	High	48.0	Low	1.0	Avg.	15.4 5.0
Years in position	High	50.0	Low	25.0	Avg.	153.1
Salary (\$000s/yr) Commission received?	High Yes	1750.0 9.1	No	90.9	Avg.	133.1
		220.0	Low	2.0	Λνα	60.2
Amount (\$000s/yr) Bonus received?	High Yes	74.0	No	26.0	Avg.	69.3
Amount (\$000s/yr)	res High	565.0	Low	5.0	Avg.	54.4
Perceived pay	ingii	303.0	LOW	3.0	/\V6·	<u> </u>
vs. peers (%)	More	0.0	Less	0.0	Same	100.0
Employer's gross	<\$5M	0.0	8.8			9.0
US revenue (%)	\$5-\$20	OM	23.6			41.4
,	\$20-\$5		17.3			
Position satisfying? (%)	Thorou	ıghly	34.2	Genera	lly	51.5
, , ,		netimes	11.1	No	,	3.2
Salary reviewed (%)	6 mont	ths	3.8	18 mon	ths	4.4
	12 mon	nths	80.7	24 mor	nths	11.1
Advancement	Index 2	2.6 (4=Exc	:. 3=Good	2=Fair 1=Po	or)	
prospects (%)	Excelle	nt	19.4	Good		36.0
	Fair		28.0	Poor		16.7
How current job	Promo	ted	29.8	Exec Se	earch	17.1
was acquired (%)	Hired b	y Compan	y 16.0	Own In	itiative	30.6
Benefits received (%)	Signing	g Bonus	17.7	Retiren	nent	52.2
	Car		13.4	Medica	I	88.2
	Dental		77.3	Stock		45.0
Factors important	Salary		2.5	Enviror	n./Culture	2.7
to job (avg ranking,	Benefit		4.3	, ,	to Staff	4.8
1 = most important)		cement	4.3		ı./Soc. Resp.	
	Trainin	g	6.3			4.2
Employer rating	Salary		2.0		n./Culture	2.1
(avg rating, 1 = best)	Benefit		2.1	, ,	to Staff	2.3
		cement	2.4		ı./Soc. Resp.	
Diameter analysis of	Trainin	g	2.7		curity	2.3
Plan to seek a new	Yes		26.3	No		45.4
job this year? (%)	Calari	/Donofite	16.7	Advos	omon‡	13.6
New job motivation (%)		/Benefits nt Part of I			Change	7.6
		t of Industi			•	6.1
		ı or mausu 1./Culture	31.8		Julity	12.9
Method for seeking		tment Agei			g Contacts	1.9
new job (avg ranking,	Job Ad		3.2		t Companies	
1=most likely)	Post Re		4.0		. companies	. 0.0
Company fosters		ee Strongly			Somewhat	0.0
culture of	_	ee Somewl		_	Strongly	0.0
transparency? (%)	Neutra		0.0	_		
Company's core		ee Strongly			Somewhat	0.0
purpose inspires? (%)	_	ee Somewl		_	Strongly	0.0
	Neutra		0.0	_	٠,	

Number of respondents							156
Employer	Per	rcent	Mar	ket Sec	tor	Pei	rcent
Manufacturer		37.2	Rx P	harmac	euticals		62.8
Agency		34.0	OTC	Pharma	ceutical	S	12.8
Media/Publisher - HCP		1.3	Biot	echnolog	gy		25.6
Media/Publisher - Consume	er	0.6	Med	ical Devi	ices/Equ	ip	27.6
Media/Publisher - HCP & Co	onsmr.	1.9	Diag	nostic D	evice/Ed	quip	11.5
Service Supplier		12.2	Hos	pital Pro	ducts/E	quip.	7.1
Other		12.8	Dent	tal Produ	ucts/Equ	iip	1.3
			Man	aged Ca	re		9.0
Age	High	72	1	Low	21	Avg.	40.7
Sex	Male	52.6		Female	47.4		
Years in industry	High	50.0		Low	1.0	Avg.	13.4
Years in position	High	38.0		Low	1.0	Avg.	3.9
Salary (\$000s/yr)	High	1750.0		Low	30.0	Avg.	157.7
Commission received?	Yes	9.0		No	91.0		
Amount (\$000s/yr)	High	150.0		Low	5.0	Avg.	51.9
Bonus received?	Yes	72.4	.	No	27.6		
Amount (\$000s/yr)	High	200.0		Low	15.0	Avg.	72.5
Perceived pay							
vs. peers (%)	More	14.8		Less	38.7	Same	46.5
Employer's gross	<\$5M			21.6		\$100M	7.8
US revenue (%)	\$5-\$20			24.8	>100	M	34.0
	\$20-\$			11.8			
Position satisfying? (%)	Thorou			59.1	Gene	rally	35.1
C-1		netimes		5.2 13.0	No 10		3.3
Salary reviewed (%)	6 mont			72.7	18 m	onths	
Advancement	12 mor	4.0 (4=Ex	νο 2-				11.0
prospects (%)	Excelle		.c. J-	100.0	Good	-	0.0
prospects (70)	Fair	.110		0.0	Poor		0.0
How current job	Promo	ted		32.5		Search	8.4
was acquired (%)		y Compai	nv	18.8		nitiative	31.2
Benefits received (%)		g Bonus		21.0		ement	54.4
, ,	Car	,		16.7	Medio	cal	86.2
	Dental			75.4	Stock	(	45.7
Factors important	Salary			2.6	Envir	on./Culture	2.7
to job (avg ranking,	Benefit	ts		4.7	Loyal	ty to Staff	4.7
1 = most important)	Advano	cement		3.8	Envir	on./Soc. Resp.	6.6
	Trainin	g		6.1	Job S	ecurity	4.7
Employer rating	Salary			2.0		on./Culture	1.6
(avg rating, 1 = best)	Benefit			1.9	-	ty to Staff	1.7
		cement		1.6		on./Soc. Resp.	1.9
	Trainin	g		2.3		ecurity	1.8
Plan to seek a new	Yes			16.0	No		64.1
job this year? (%)	Calami	/Donofito		22 E	۸ مار رم		10.0
New job motivation (%)	-	/Benefits nt Part of	Ind	32.5		ncement	10.0
		t of Indust		17.5 5.0		a Change security	10.0 2.5
		n./Culture	,	10.0	Othe	-	12.5
Method for seeking		tment Age				ng Contacts	1.8
new job (avg ranking,	Job Ad		v	3.2		act Companies	
1=most likely)	Post Re			3.9	50		2.0
Company fosters		ee Strong	ly	0.0	Agree	Somewhat	0.0
culture of	_	ee Somew	-	0.0	_	Strongly	0.0
transparency? (%)	Neutra			0.0	5 ^	0,7	
Company's core	Disagr	ee Strong	ly	0.0	Agree	Somewhat	0.0
purpose inspires? (%)	_	ee Somew	-	0.0	_	Strongly	0.0
	Neutra	ıl		0.0			

<b>GOOD ADV. PRO</b>	SPEC	TS	\$	134,	100	▼8.	4%
Number of respondent	:s						321
Employer	Per	cent	Mark	et Sec	tor	P	ercent
Manufacturer		33.3	Rx Ph	armac	euticals		66.4
Agency		33.0	OTC F	harma	ceuticals		17.8
Media/Publisher - HCP		4.1	Biote	chnolo	gv		25.2
Media/Publisher - Consum	er	0.9			ices/Equip		23.7
Media/Publisher - HCP & C					evice/Equip	)	10.3
Service Supplier					ducts/Equi		7.5
Other					ucts/Equip		1.6
other		17.1		ged Ca			9.4
			iviaria	igeu ou			Эт
Age	High	71	. L	ow	22	Avg.	41.7
Sex	Male	44.6		emale	55.5		
Years in industry	High	45.0	L	ow	1.0	Avg.	13.9
Years in position	High	36.0	L	ow	1.0	Avg.	4.6
Salary (\$000s/yr)	High	490.0	L	OW	25.0	Avg.	134.1
Commission received?	Yes	7.8	S N	lo	92.2		
Amount (\$000s/yr)	High	300.0		ow	1.0	Avg.	59.3
Bonus received?	Yes	69.5		lo	30.5		
Amount (\$000s/yr)	High	250.0	L	ow	20.0	Avg.	103.1
Perceived pay							
vs. peers (%)	More	11.3	L	ess	46.5	Same	42.1
Employer's gross	<\$5M			11.1	\$50-\$10	MO	11.7
US revenue (%)	\$5-\$20			21.8	>100M		38.3
	\$20-\$5			17.1			
Position satisfying? (%)	Thorou	· ·		37.7	Generall	у	52.0
		netimes		9.4	No		0.9
Salary reviewed (%)	6 mont	hs		3.4	18 mont	hs	5.6
	12 mon			81.0	24 mont		10.0
Advancement			(c. 3=0		=Fair 1=Poo	r)	
prospects (%)	Excelle	nt		0.0	Good		100.0
	Fair			0.0	Poor		0.0
How current job	Promot			33.8	Exec Sea		12.2
was acquired (%)		y Compa	ny	16.6	Own Init		32.8
Benefits received (%)		g Bonus		16.8	Retireme	ent	53.4
	Car			10.8	Medical		89.2
	Dental			77.2	Stock		44.0
Factors important	Salary			2.6	Environ.		2.7
to job (avg ranking,	Benefit			4.3	Loyalty t		4.7
1 = most important)	Advanc			4.3		/Soc. Resp	
	Training	g		6.4	Job Secu		4.2
Employer rating	Salary			2.2	Environ.		2.1
(avg rating, 1 = best)	Benefit			2.1	Loyalty t		2.2
	Advanc			2.2		/Soc. Resp	
	Training	g		2.6	Job Secu	urity	2.1
Plan to seek a new	Yes			23.4	No		42.1
job this year? (%)	0.1	(D (''		42.2			
New job motivation (%)	•	Benefits		43.3	Advance		5.8
		nt Part of		6.7	Need a C	_	8.3
		of Indus	-	5.8	Job Secu	urity	3.3
		n./Culture		15.8	Other	0	10.8
Method for seeking		ment Age	ency	2.3		Contacts	2.0
new job (avg ranking,	Job Ads			3.1	Contact	Companie	s 3.6
1=most likely)	Post Re			4.0			
Company fosters	_	ee Strong	-	0.0		omewhat	0.0
culture of	_	ee Somev	vnat	0.0	Agree St	rongly	0.0
transparency? (%)	Neutra			0.0			
Company's core	_	ee Strong	-	0.0	_	omewhat	0.0
purpose inspires? (%)	_	ee Somev	vnat	0.0	Agree St	rongly	0.0
	Neutra	I		0.0			

FAIR ADV. PROSPECTS			\$136	▲0.	.5%	
Number of respondents	S					301
Employer	Pe	rcent	Market S	ector	Р	ercent
Manufacturer		40.9	Rx Pharma	aceuticals		58.1
Agency		29.2	OTC Pharr	naceuticals	S	15.0
Media/Publisher - HCP		4.3	Biotechno	logy		21.9
Media/Publisher - Consume	er	1.0	Medical De	evices/Equ	ip	26.9
Media/Publisher - HCP & Co	onsmr.	1.3	Diagnostic	Device/Ed	quip	10.6
Service Supplier		5.7	Hospital P	roducts/Ed	quip.	6.0
Other		17.6	Dental Pro	ducts/Equ	ıip	3.3
			Managed (	Care		8.6
Age	High	75	Low	24	Avg.	45.4
Sex	Male	51.5	Femal	e 48.5		
Years in industry	High	44.0	Low	1.0	Avg.	16.0
Years in position	High	27.0	Low	1.0	Avg.	4.8
Salary (\$000s/yr)	High	400.0		20.0	Avg.	136.4
Commission received?	Yes	7.0		93.0		
Amount (\$000s/yr)	High	160.0		1.2	Avg.	53.6
Bonus received?	Yes	68.8		31.2		
Amount (\$000s/yr)	High	565.0	Low	5.0	Avg.	54.4
Perceived pay	М	10.4	1	F40	C	240
vs. peers (%)	More <\$5M	10.4	Less 10.2	54.9	Same	34.8 10.2
Employer's gross	\$5-\$2	OM	23.		\$100M M	41.0
US revenue (%)	\$20-\$		25 15.6		IVI	41.0
Position satisfying? (%)	Thoro		15.4		rally	63.9
rosition satisfying: (70)		metimes	16.		rany	4.7
Salary reviewed (%)	6 mon		1.7		onths	6.7
, , , , , ,	12 mo	nths	77.0	) 24 m	onths	14.7
Advancement	Index	2.0 (4=Ex	c. 3=Good	2=Fair 1=F	Poor)	
prospects (%)	Excelle	ent	0.0	) Good		0.0
	Fair		100.0	) Poor		0.0
How current job	Promo	oted	32.6	6 Exec	Search	16.6
was acquired (%)	Hired	by Compa	ny 13.6	6 Own I	nitiative	31.6
Benefits received (%)	_	g Bonus	10.8		ement	51.0
	Car		10.4			85.9
	Denta		75.:			33.2
Factors important	Salary		2.4		on./Culture	3.1
to job (avg ranking,	Benefi		4.3 4.3		ty to Staff on./Soc. Res	4.8 p. 7.0
1 = most important)	Trainir	cement	6.2		ecurity	ρ. 7.0 4.1
Employer rating	Salary		2.4		on./Culture	2.4
(avg rating, 1 = best)	Benefi		2.2		ty to Staff	2.5
(and rating, 2 boot)		cement	2.9	-	on./Soc. Res	
	Trainir		2.9		ecurity	2.4
Plan to seek a new	Yes		43.3			23.3
job this year? (%)						
New job motivation (%)	Salary	/Benefits	30.:	1 Advai	ncement	14.7
	Differe	ent Part of	Ind 6.8	3 Need	a Change	6.1
	Get ou	it of Indus	try 3.7	7 Job S	ecurity	8.0
	Enviro	n./Culture	e 22.7			8.0
Method for seeking		itment Age	-		ng Contacts	
new job (avg ranking,	Job Ad		3.:		act Compani	es 3.7
1=most likely)		lesume	4.0		0	
Company fosters	_	ree Strong	-	_	Somewhat	0.0
culture of	_	ree Somew		_	Strongly	0.0
transparency? (%)	Neutra		0.0		Camerani	
Company's core	_	ee Strong	-	_	Somewhat	0.0
purpose inspires? (%)	_	ee Somew		_	Strongly	0.0
	Neutra	21	0.0	J		

Percent   Market Sector   Percent   Market Sector   Percent   Manufacturer   33.0   Rx Pharmaceuticals   54.   Agency   23.0   OTC Pharmaceuticals   10.   Media/Publisher - HCP   5.7   Biotechnology   20.   Media/Publisher - HCP & Consmr   1.7   Medical Devices/Equip   27.   Media/Publisher - HCP & Consmr   2.6   Diagnostic Device/Equip   13.   Service Supplier   12.6   Hospital Products/Equip   3.   Service Supplier   12.6   Hospital Products/Equip   3.   Other   21.3   Dental Products/Equip   3.   Managed Care   7.   Age   High   78   Low   24   Avg.   48.   Sex   Male   53.0   Female   47.0   Vears in industry   High   45.0   Low   1.0   Avg.   17.   Vears in position   High   50.0   Low   1.0   Avg.   17.   Vears in position   High   50.0   Low   21.6   Avg.   123.   Commission received?   Yes   10.9   No   89.1   Amount (\$000s/yr)   High   30.0   Low   2.0   Avg.   42.   Amount (\$000s/yr)   High   30.0   Low   15.0   Avg.   82.   Perceived pay   Ves.   57.8   No   42.2   Amount (\$000s/yr)   High   30.0   Low   15.0   Avg.   82.   Perceived pay   Ves.   55.5   No   22.8   >100M   34.   Ves. peers (%)   More   8.8   Less   63.9   Same   27.   Employer's gross   \$\$M   19.7   \$50-\$100M   8.   US revenue (%)   \$5-\$20M   22.8   >100M   34.   Vereiting stift in the promoted   26.1   Exec Search   3.   Advancement   Index 1.0 (4=Exc. 3=Good 2=Fair 1=Poor)   Prospects (%)   Excellent   0.0   Good   0.0   Fair   0.0   Poor   10.0   How current job   Hired by Company   15.2   Own Initiative   3.   Benefits received (%)   Signing Bonus   8.5   Retirement   3.6   Employer rating   Salary   2.4   Environ./Culture   3.   Employer rating   Salary   2.7   Environ./Culture   5.   Employer rating   Salary   Senefits   36.7   Advancement   3.6	POOR ADV. PRO	SPEC	TS	\$123,	900	▼7.	0%
Manufacturer	Number of respondent	ts					230
Agency         23.0         OTC Pharmaceuticals         10.           Media/Publisher - HCP         5.7         Biotechnology         20.           Media/Publisher - HCP & Consmr.         2.6         Diagnostic Device/Equip         27.           Media/Publisher - HCP & Consmr.         2.6         Diagnostic Device/Equip         3.           Service Supplier         12.6         Hospital Products/Equip         3.           Other         21.3         Dental Products/Equip         3.           Age         High         78         Low         24         Avg.         48.           Sex         Male         53.0         Female         47.0 <th>Employer</th> <th>Pe</th> <th>rcent</th> <th>Market Se</th> <th>ctor</th> <th>Р</th> <th>ercen</th>	Employer	Pe	rcent	Market Se	ctor	Р	ercen
Media/Publisher - HCP         5.7         Biotechnology         20.0           Media/Publisher - HCP & Consumer         1.7         Medical Devices/Equip         27.           Media/Publisher - HCP & Consumer         2.6         Diappostic Device/Equip         13.           Service Supplier         12.6         Hospital Products/Equip         3.           Other         21.3         Dental Products/Equip         3.           Age         High         78         Low         24         Avg.         48.           Sex         Male         53.0         Female         47.0         48.         48.           Sex         Male         53.0         Female         47.0         49.         12.           Vears in industry         High         45.0         Low         1.0         Avg.         1.2           Salary (\$000s/yr)         High         370.0         Low         21.6         Avg.         12.           Salary (\$000s/yr)         High         370.0         Low         2.0         Avg.         42.           Bonus received?         Yes         57.8         No         42.2           Amount (\$000s/yr)         High         300.0         Low         15.0         Avg. <td>Manufacturer</td> <td></td> <td>33.0</td> <td>Rx Pharma</td> <td>ceuticals</td> <td></td> <td>54.4</td>	Manufacturer		33.0	Rx Pharma	ceuticals		54.4
Media/Publisher - Consumer         1.7         Medical Devices/Equip         2.7           Media/Publisher - HCP & Consmr.         2.6         Diagnostic Devices/Equip         13.           Service Supplier         12.6         Hospital Products/Equip         3.           Other         21.3         Dental Products/Equip         3.           Age         High         78         Low         24         Avg.         48.           Sex         Male         53.0         Female         47.0         47.0         48.           Years in Industry         High         45.0         Low         1.0         Avg.         17.           Years in position         High         50.0         Low         1.0         Avg.         123.           Commission received?         Yes         10.9         No         89.1         40.         40.           Bonus received?         Yes         57.8         No         42.2         42.         40.           Amount (\$000s./yr)         High         30.0         Low         2.0         Avg.         82.           Perceived pay         More         8.8         Less         63.9         Same         2.2         40.         40.         40.	Agency		23.0	OTC Pharm	aceuticals		10.9
Media/Publisher - HCP & Consmr.   2.6   Diagnostic Device/Equip   13.	Media/Publisher - HCP		5.7	Biotechnolo	ogy		20.0
Service Supplier   12.6   Hospital Products/Equip.   3.0	Media/Publisher - Consum	ner	1.7	Medical Dev	vices/Equi	р	27.0
Age	Media/Publisher - HCP & 0	Consmr.	2.6	Diagnostic	Device/Eq	uip	13.0
Managed Care   Arg.	Service Supplier		12.6	Hospital Pro	oducts/Eq	uip.	8.
Age         High         78         Low         24         Avg.         48.           Sex         Male         53.0         Female         47.0           Years in industry         High         45.0         Low         1.0         Avg.         17.           Years in position         High         370.0         Low         21.6         Avg.         123.           Commission received?         Yes         10.9         No         89.1         Awg.         42.2           Amount (SO00s/yr)         High         300.0         Low         2.0         Avg.         42.2           Amount (SO00s/yr)         High         300.0         Low         15.0         Avg.         82.           Perceived pay         Vs.         57.8         No         42.2         Amount (SO00s/yr)         8.         Less         63.9         Same         27.           Employer's gross         <\$5M         19.7         \$50-\$100M         8.         2.2         8.         Less         63.9         Same         2.7           Employer's gross         <\$5M         19.7         \$50-\$100M         8.         19.0         4.         2.         2.         2.         2.         2. <td>Other</td> <td></td> <td>21.3</td> <td>Dental Proc</td> <td>lucts/Equi</td> <td>р</td> <td>3.0</td>	Other		21.3	Dental Proc	lucts/Equi	р	3.0
Sex         Male         53.0         Female         47.0           Years in industry         High         45.0         Low         1.0         Avg.         17.           Years in position         High         50.0         Low         1.0         Avg.         7.           Salary (S000s/yr)         High         370.0         Low         21.6         Avg.         123.           Commission received?         Yes         10.9         No         89.1           Amount (S000s/yr)         High         150.0         Low         2.0         Avg.         42.2           Amount (S000s/yr)         High         300.0         Low         42.2         Avg.         42.2           Amount (S000s/yr)         High         300.0         Low         15.0         Avg.         82.           Perceived pay         More         8.8         Less         63.9         Same         27.           Employer's gross         <\$5M         19.7         \$50-\$100M         8.           US revenue (%)         \$5*\$20M         22.8         >100M         34.           Salary reviewed (%)         Thoroughly         14.4         Generally         49.           OK Sometimes				Managed C	are		7.8
Years in industry         High         45.0         Low         1.0         Avg.         1.7           Years in position         High         50.0         Low         1.0         Avg.         7.           Salary (\$000s/yr)         High         370.0         Low         21.6         Avg.         123.           Commission received?         Yes         10.9         No         89.1         Avg.         42.2           Amount (\$000s/yr)         High         150.0         Low         2.0         Avg.         42.2           Amount (\$000s/yr)         High         300.0         Low         15.0         Avg.         82.           Perceived pay         vs. peers (%)         More         8.8         Less         63.9         Same         27.           Employer's gross         <\$5M         19.7         \$50-\$100M         8.           US revenue (%)         \$5-\$20M         22.8         >100M         34.           Sepers (%)         More         8.8         Less         63.9         Same         27.           Employer's gross         <\$5M         19.7         \$50-\$100M         8.           US peers (%)         Some         41.0         4.0         4.0	Age	High	78	Low	24	Avg.	48.
Years in position         High         50.0         Low         1.0         Avg.         7.           Salary (\$000s/yr)         High         370.0         Low         21.6         Avg.         123.           Commission received?         Yes         10.9         No         89.1         Amount (\$000s/yr)         High         150.0         Low         2.0         Avg.         42.2           Amount (\$000s/yr)         High         300.0         Low         15.0         Avg.         82.           Perceived pay         ws. peers (%)         More         8.8         Less         63.9         Same         27.           Employer's gross         <\$5.4         22.8         >100M         34.         \$20-\$100M         34.           US revenue (%)         \$5.5*20M         22.8         >100M         34.           US revenue (%)         \$5.5*20M         22.8         >100M         34.           Salary reviewed (%)         Thoroughly         14.4         Generally         49.           OK Sometimes         23.9         No         12.           Salary reviewed (%)         Excellent         0.0         9 18 months         4.           12 months         66.8         24 mont	Sex	Male	53.0	Female	47.0		
Salary (\$000s/yr)	Years in industry	High	45.0	Low	1.0	Avg.	17.
Commission received?         Yes         10.9         No         89.1           Amount (\$000s/yr)         High         150.0         Low         2.0         Avg.         42.2           Amount (\$000s/yr)         High         300.0         Low         15.0         Avg.         82.           Perceived pay         vs. peers (%)         More         8.8         Less         63.9         Same         27.           Employer's gross         <\$5M         19.7         \$50-\$100M         34.           US revenue (%)         \$5-\$20M         22.8         >100M         34.           ½20-\$50M         14.0         Position satisfying? (%)         Thoroughly         14.4         Generally         49.           OK Sometimes         23.9         No         12         27.           Salary reviewed (%)         6 months         0.9         18 months         4.           12 months         66.8         24 months         27.           Advancement         Index 1.0 (4=Exc.3=Good 2=Fair 1=Poor)           prospects (%)         Excellent         0.0         Good         0.0           Fair         0.0         Good         0.0         6.0         0.0           How current job	Years in position	High	50.0	Low	1.0	Avg.	7.
Amount (\$000s/yr)   High   150.0   Low   2.0   Avg.   42.2	Salary (\$000s/yr)	High			21.6	Avg.	123.
No	Commission received?	Yes	10.9	No			
Amount (\$000s/yr)   High   300.0   Low   15.0   Avg.   82.	Amount (\$000s/yr)					Avg.	42.
Perceived pay   vs. peers (%)	Bonus received?						
More   8.8   Less   63.9   Same   27.	Amount (\$000s/yr)	High	300.0	Low	15.0	Avg.	82.
Employer's gross				_		_	
Servenue (%)   \$5-\$20M   22.8   >100M   34.			8.8				
\$20-\$50M							
Position satisfying? (%)	US revenue (%)				>1001	VI	34.
OK Sometimes   23.9   No   12.	D				0		40.4
Salary reviewed (%)         6 months         0.9         18 months         4.           12 months         66.8         24 months         27.           Advancement prospects (%)         Index 1.0 (4=Exc. 3=Good 2=Fair 1=Poor)         Excellent         0.0         Good         0.1           Fair         0.0         Poor         100.         How current job         Promoted         26.1         Exec Search         13.           was acquired (%)         Hired by Company         15.2         Own Initiative         35.           Benefits received (%)         Signing Bonus         8.5         Retirement         36.           Car         8.5         Medical         82.           Dental         70.1         Stock         35.           Factors important         Salary         2.4         Environ./Culture         3.           to job (avg ranking,         Benefits         4.1         Loyalty to Staff         4.           1 = most important         Advancement         4.8         Environ./Culture         2.           1 = most important         Advancement         4.8         Environ./Culture         2.           (avg rating, 1 = best)         Benefits         2.5         Loyalty to Staff         2.      <	Position satisfying? (%)		0,			ally	
12 months   66.8   24 months   27.	Calamy reviewed (04)					ntho	
Index 1.0 (4=Exc. 3=Good 2=Fair 1=Poor)	Salary reviewed (%)						
Excellent   0.0   Good   0.0   Fair   0.0   Poor   100.0	Advancement						
Fair 0.0 Poor 100.  How current job Promoted 26.1 Exec Search 13.  was acquired (%) Hired by Company 15.2 Own Initiative 35.  Benefits received (%) Signing Bonus 8.5 Retirement 36.  Car 8.5 Medical 82.  Dental 70.1 Stock 35.  Factors important Salary 2.4 Environ./Culture 3.  to job (avg ranking, Benefits 4.1 Loyalty to Staff 4.  1 = most important) Advancement 4.8 Environ./Soc. Resp. 6.  Training 6.3 Job Security 4.  Employer rating Salary 2.7 Environ./Culture 2.  (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2.  Advancement 3.6 Environ./Soc. Resp. 2.  Training 3.2 Job Security 2.  Plan to seek a new yes 58.3 No 19.  job this year? (%)  New job motivation (%) Salary/Benefits 36.7 Advancement 13.  Different Part of Ind 4.4 Need a Change 2.  Get out of Industry 5.1 Job Security 4.  Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  Get out of Industry 5.1 Job Security 4.  Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  mew job (avg ranking, Job Ads 2.9 Contact Companies 3.  1-most likely) Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Strongly 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Company is core Disagree Somewhat 0.0 Agree Strongly 0.0						,,	0.0
was acquired (%)Hired by Company15.2Own Initiative35.Benefits received (%)Signing Bonus8.5Retirement36.Car8.5Medical82.Dental70.1Stock35.Factors importantSalary2.4Environ./Culture3.to job (avg ranking,Benefits4.1Loyalty to Staff4.1 = most important)Advancement4.8Environ./Soc. Resp.6.Training6.3Job Security4.Employer ratingSalary2.7Environ./Culture2.(avg rating, 1 = best)Benefits2.5Loyalty to Staff2.Advancement3.6Environ./Soc. Resp.2.Training3.2Job Security2.Plan to seek a new job this year? (%)Yes58.3No19.New job motivation (%)Salary/Benefits36.7Advancement13.Different Part of Ind Get out of Industry4.4Need a Change2.Get out of Industry5.1Job Security4.Environ./Culture27.9Other5.Method for seeking new job (avg ranking, 1-most likely)Job Ads2.9Contact Companies3.1-most likely)Post Resume3.7Existing Contacts2.Company fostersDisagree Strongly0.0Agree Strongly0.0Company's coreDisagree Strongly0.0Agree Strongly0.0Company's coreDisagre	,,						100.0
Benefits received (%)  Signing Bonus Car S.5  Medical S2.  Dental 70.1 Stock 35.  Factors important Salary 2.4 Environ./Culture 3. Advancement 1 = most important) Advancement	How current job	Promo	ted	26.1	Exec S	Search	13.
Benefits received (%)  Signing Bonus Car S.5  Medical S2.  Dental 70.1 Stock 35.  Factors important Salary 2.4 Environ./Culture 3. Advancement 1 = most important) Advancement	was acquired (%)	Hired b	oy Compa	ny 15.2	Own I	nitiative	35.
Dental 70.1 Stock 35.  Factors important Salary 2.4 Environ./Culture 3.  to job (avg ranking, Benefits 4.1 Loyalty to Staff 4.  1 = most important) Advancement 4.8 Environ./Soc. Resp. 6.  Training 6.3 Job Security 4.  Employer rating Salary 2.7 Environ./Culture 2.  (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2.  Advancement 3.6 Environ./Soc. Resp. 2.  Training 3.2 Job Security 2.  Plan to seek a new yes 58.3 No 19.  job this year? (%)  New job motivation (%) Salary/Benefits 36.7 Advancement 13.  Different Part of Ind 4.4 Need a Change 2.  Get out of Industry 5.1 Job Security 4.  Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  Get out of Industry 5.1 Security 4.  Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Strongly 0.0  Company's core Disagree Somewhat 0.0 Agree Somewhat 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0	Benefits received (%)				Retire	ment	36.
Factors important to job (avg ranking, Benefits 4.1 Loyalty to Staff 4.2 Loyalty to Staff 2.1 Loyalty to Staff 2.1 Loyalty to Staff 2.1 Loyalty to Staff 2.2		Car		8.5	Medic	al	82.
to job (avg ranking, Benefits 4.1 Loyalty to Staff 4. 1 = most important)  Advancement 4.8 Environ./Soc. Resp. 6. Training 6.3 Job Security 4. Employer rating Salary 2.7 Environ./Culture 2. (avg rating, 1 = best)  Benefits 2.5 Loyalty to Staff 2. Advancement 3.6 Environ./Soc. Resp. 2. Training 3.2 Job Security 2. Dob Security 3.0 Dob Security 3.0 Different Part of Ind 4.4 Need a Change 2. Get out of Industry 5.1 Job Security 4. Environ./Culture 27.9 Other 5. Method for seeking Recruitment Agency 2.4 Existing Contacts 2. Dob Ads 2.9 Contact Companies 3. 1=most likely)  Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.0 Transparency? (%)  Neutral 0.0 Agree Strongly 0.0 Agree Somewhat 0.0 Company's core Disagree Somewhat 0.0 Agree Strongly 0.0 Agree Stron		Dental		70.1	Stock		35.0
1 = most important) Advancement Training Advancement A	Factors important	Salary		2.4	Enviro	n./Culture	3.3
Training 6.3 Job Security 4.  Employer rating Salary 2.7 Environ./Culture 2.  (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2.  Advancement 3.6 Environ./Soc. Resp. 2.  Training 3.2 Job Security 2.  Plan to seek a new Yes 58.3 No 19.  plob this year? (%)  New job motivation (%) Salary/Benefits 36.7 Advancement 13.  Different Part of Ind 4.4 Need a Change 2.  Get out of Industry 5.1 Job Security 4.  Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  Method for seeking No Ads 2.9 Contact Companies 3.  1=most likely) Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  Culture of Disagree Somewhat 0.0 Agree Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0	to job (avg ranking,	Benefi	ts	4.1	Loyalt	y to Staff	4.3
Employer rating Salary 2.7 Environ./Culture 2.  (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2.  Advancement 3.6 Environ./Soc. Resp. 2.  Training 3.2 Job Security 2.  Plan to seek a new Yes 58.3 No 19.  plob this year? (%)  New job motivation (%) Salary/Benefits 36.7 Advancement 13.  Different Part of Ind 4.4 Need a Change 2.  Get out of Industry 5.1 Job Security 4.  Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  mew job (avg ranking, Job Ads 2.9 Contact Companies 3.  1=most likely) Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  Culture of Disagree Strongly 0.0 Agree Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Agree Strongly 0.0 Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0	1 = most important)	Advan	cement	4.8	Enviro	n./Soc. Res	p. 6.8
Recruitment Agency   Agree Somewhat   O.		Trainin	g	6.3			4.0
Advancement 3.6 Environ./Soc. Resp. 2. Training 3.2 Job Security 2.  Plan to seek a new Yes 58.3 No 19.  pjob this year? (%)  New job motivation (%) Salary/Benefits 36.7 Advancement 13. Different Part of Ind 4.4 Need a Change 2. Get out of Industry 5.1 Job Security 4. Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2. mew job (avg ranking, Job Ads 2.9 Contact Companies 3.  1=most likely) Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Culture of Disagree Somewhat 0.0 Agree Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Agree Strongly 0.0 Agree Strongly 0.0  Agree Strongly 0.0 Agree Somewhat 0.0  Agree Strongly 0.0 Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0  Agree Strongly 0.0	Employer rating	Salary					2.0
Training   3.2   Job Security   2.5	(avg rating, 1 = best)	Benefi	ts	2.5	Loyalt	y to Staff	2.9
Plan to seek a new job this year? (%)  New job motivation (%)  Salary/Benefits 36.7 Advancement 13. Different Part of Ind 4.4 Need a Change 2. Get out of Industry 5.1 Job Security 4. Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2. new job (avg ranking, Job Ads 2.9 Contact Companies 3.1  1=most likely)  Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Culture of Disagree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Somewhat 0.0 Agree Strongly 0.0  Agree Somewhat 0.0  Agree Strongly 0.0  Agree Strongly 0.0							
job this year? (%)  New job motivation (%)  Salary/Benefits Different Part of Ind 4.4 Need a Change Cet out of Industry Environ./Culture Z7.9 Other 5.  Method for seeking Recruitment Agency Job Ads Z.9 Contact Companies 3.7  Company fosters Disagree Strongly Disagree Somewhat Disagree Strongly O.0 Agree Strongly O.0 Company's core Disagree Strongly			ıg			ecurity	2.
New job motivation (%)  Salary/Benefits 36.7 Advancement 13.  Different Part of Ind 4.4 Need a Change 2.  Get out of Industry 5.1 Job Security 4.  Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  new job (avg ranking, Job Ads 2.9 Contact Companies 3.  1=most likely) Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0  culture of Disagree Somewhat 0.0 Agree Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Company's core Disagree Strongly 0.0 Agree Strongly 0.0  Agree Strongly 0.0 Agree Strongly 0.0 Agree Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Strongly 0.0		Yes		58.3	No		19.
Different Part of Ind 4.4 Need a Change 2. Get out of Industry 5.1 Job Security 4. Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2. new job (avg ranking, Job Ads 2.9 Contact Companies 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Company's core Disagree Strongly 0.0  Company's core Disagree Strongly 0.0  Company's core Disagree Strongly 0.0  Agree Somewhat 0.0		Salary	/Renefits	36.7	Advan	rement	13 :
Get out of Industry Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  Contact Companies 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.0 Agree Strong	nen job montation (70)	-					
Environ./Culture 27.9 Other 5.  Method for seeking Recruitment Agency 2.4 Existing Contacts 2.  new job (avg ranking, Job Ads 2.9 Contact Companies 3.  1=most likely) Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 culture of Disagree Somewhat 0.0 Agree Strongly 0.0  transparency? (%) Neutral 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Somewhat 0.0 Agree Strongly 0.0  Company's core Disagree Strongly 0.0 Agree Somewhat 0.0  Disagree Strongly 0.0 Agree Strongly 0.0 Agree Strongly 0.0						_	
Method for seeking new job (avg ranking, 1=most likely)     Recruitment Agency 2.4     Existing Contacts 2.       1=most likely)     Post Resume 3.7       Company fosters     Disagree Strongly 0.0     Agree Somewhat 0.0       culture of transparency? (%)     Neutral 0.0       Company's core purpose inspires? (%)     Disagree Strongly 0.0     Agree Somewhat 0.0       Agree Strongly 0.0     Agree Somewhat 0.0     Agree Somewhat 0.0       Agree Strongly 0.0     Agree Somewhat 0.0     Agree Somewhat 0.0				-		•	
new job (avg ranking, Job Ads 2.9 Contact Companies 3. 1=most likely) Post Resume 3.7 Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 culture of Disagree Somewhat 0.0 Agree Strongly 0.0 Company's core Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Somewhat 0.0 Agree Somewhat 0.0 Agree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.0	Method for seeking						2.
1=most likely) Post Resume 3.7  Company fosters Disagree Strongly 0.0 Agree Somewhat 0.0 Agree Strongly 0.1 Agree Strongly 0.2 Agree Strongly 0.3 Agree Strongly 0.4 Agree Strongly 0.5 Agree Strongly 0.7 Agree Somewhat 0.8 Agree Somewhat 0.9 Agree Strongly 0.1 Agree Strongly 0.2 Agree Strongly 0.3 Agree Strongly 0.4 Agree Strongly 0.5 Agree Strongly 0.6 Agree Strongly 0.7 Agree Strongly 0.7 Agree Strongly 0.8 Agree Strongly 0.9 Agree Strongly	_		_	-		_	
Company fosters     Disagree Strongly     0.0     Agree Somewhat     0.0       culture of     Disagree Somewhat     0.0     Agree Strongly     0.1       transparency? (%)     Neutral     0.0     Agree Somewhat     0.0       Company's core     Disagree Strongly     0.0     Agree Somewhat     0.0       purpose inspires? (%)     Disagree Somewhat     0.0     Agree Strongly     0.0	1=most likely)				,		
culture of transparency? (%)     Disagree Somewhat Neutral     0.0     Agree Strongly     0.1       Company's core purpose inspires? (%)     Disagree Somewhat Disagree Somewhat     0.0     Agree Somewhat     0.0       Agree Strongly O.0     Agree Strongly     0.0	Company fosters				Agree	Somewhat	0.0
transparency? (%)     Neutral     0.0       Company's core     Disagree Strongly     0.0     Agree Somewhat     0.1       purpose inspires? (%)     Disagree Somewhat     0.0     Agree Strongly     0.0	culture of	_	_	-			0.0
Company's core         Disagree Strongly         0.0         Agree Somewhat         0.1           purpose inspires? (%)         Disagree Somewhat         0.0         Agree Strongly         0.0		_					٠.,
purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0	Company's core				Agree	Somewhat	0.0
	purpose inspires? (%)	_	_	-			0.0
	, ,	_			<b>J</b>	.,	



# Job Seekers

This section shows how the data profiles of employees—salary, benefits, perceptions, satisfaction, intent to move, job-seeking preferences, etc.—vary between job seekers and settled employees and between different motivational factors for moving jobs.

#### **DATA SETS**

- Seek a New Job in the Next 12 Months, page 67
- Not Seeking a New Job, page 67
- Moving for a Better Salary, page 68
- Moving for a Different Area, page 68
- Moving for a Different Industry, page 69
- Moving for a Better Culture/Environment, page 69
- Moving for Advancement Prospects, page 70
- Better Job Security, page 70
- Need a Change, page 71

2014
CAREER
& SALARY
SURVEY
MEDICAL MARKETING & MEDIA

## SEEK NEW JOB IN NEXT 12 MOS. \$129,200 ▼7.1% NOT SEEKING A NEW JOB

\$150,900

▼3.3%

Number of responden	its					3	68	Number of responden	its
Employer	Per	cent I	Market S	ector		Perc	ent	Employer	
Manufacturer		36.1 F	Rx Pharm	aceuticals		6	0.9	Manufacturer	
Agency		28.5	OTC Phari	naceuticals		1	3.6	Agency	
Media/Publisher - HCP		3.0 E	Biotechno	logy			2.0	Media/Publisher - HCP	
Media/Publisher - Consur	mer			evices/Equi	n		4.2	Media/Publisher - Consun	ner
Media/Publisher - HCP &				Device/Eq			0.6	Media/Publisher - HCP &	
	COHSIII.			roducts/Eq	•	1	7.1		CONS
Service Supplier			•	•	•			Service Supplier	
Other				oducts/Equi	p		2.5	Other	
		ľ	Managed	Care			9.8		
Age	High	68	Low	22	Avg.	4	4.0	Age	Н
Sex	Male	53.5	Femal	e 46.5				Sex	М
Years in industry	High	39.0	Low	1.0	Avg.	1	4.8	Years in industry	Н
Years in position	High	30.0	Low	1.0	Avg.		4.9	Years in position	Н
Salary (\$000s/yr)	High	500.0	Low	22.0	Avg.	12	9.2	Salary (\$000s/yr)	Н
Commission received?	Yes	6.8	No	93.2				Commission received?	Ye
Amount (\$000s/yr)	High	220.0	Low	1.2	Avg.	5	2.1	Amount (\$000s/yr)	Н
Bonus received?	Yes	64.1	No	35.9				Bonus received?	Ye
Amount (\$000s/yr)	High	200.0	Low	15.0	Avg.	7	2.5	Amount (\$000s/yr)	Н
Perceived pay	0				. 6-	•	_	Perceived pay	
vs. peers (%)	More	8.8	Less	64.3	Same	2	6.9	vs. peers (%)	М
Employer's gross	<\$5M	0.0	15.2				9.6	Employer's gross	<
US revenue (%)	\$5-\$20	M	22.0				0.2	US revenue (%)	\$
oo revenue (70)	\$20-\$5		13.0			7	0.2	OO Tevenue (70)	\$
Position satisfying? (%)	Thorou		13.4		ally	5	0.1	Position satisfying? (%)	TI
rosition satisfying: (70)		netimes	25.		any		1.4	rosition satisfying: (70)	0
Salary reviewed (%)	6 mont		3.6		nthe		4.9	Salary reviewed (%)	6
Salary reviewed (70)	12 mon		72.				4.9 8.9	Salai y Tevieweu (70)	12
Advancement				1 2=Fair 1=Po		1	0.5	Advancement	In
	Excelle	•	6.9 6.9		001)	2	0.6		Ex
prospects (%)		IL	35.					prospects (%)	
	Fair				'aavah		6.8	Hamani tak	Fa
How current job	Promot		31.				5.5	How current job	Pi
was acquired (%)		y Compar			nitiative		2.4	was acquired (%)	H
Benefits received (%)	Signing	Bonus	11.3				2.3	Benefits received (%)	Si
	Car		9.9				37.4		C
	Dental		73.				6.9		D
Factors important	Salary		2.4		n./Cultu		3.1	Factors important	S
to job (avg ranking,	Benefit		4.7	, ,	y to Staff		4.7	to job (avg ranking,	В
1 = most important)	Advanc		4.0		n./Soc. F		7.1	1 = most important)	A
	Training	3	6.		ecurity		4.3		Tr
Employer rating	Salary		2.6		n./Cultuı		2.7	Employer rating	S
(avg rating, 1 = best)	Benefit	S	2.4		y to Staff		2.8	(avg rating, 1 = best)	В
	Advanc	ement	3.	1 Enviro	n./Soc. F		2.6		A
	Training	g	3.0	) Job Se	ecurity		2.6	-	Tr
Plan to seek a new	Yes		100.0	) No			0.0	Plan to seek a new	Ye
job this year? (%)								job this year? (%)	
New job motivation (%)	Salary/	Benefits	34.8	3 Advan	cement	1	2.3	New job motivation (%)	S
	Differer	nt Part of	Ind 7.4	4 Need a	a Change	!	5.5		D
	Get out	of Indust	ry 5.2	2 Job Se	ecurity		5.2		G
	Environ	./Culture	22.	7 Other			6.9		E
Method for seeking	Recruit	ment Age	ncy 2.3	3 Existir	ng Contac	cts	2.2	Method for seeking	R
new job (avg ranking,	Job Ads	6	2.9		ct Compa		3.7	new job (avg ranking,	Jo
1=most likely)	Post Re	sume	3.8					1=most likely)	Р
Company fosters		e Strongl			Somewh	at	0.0	Company fosters	D
culture of	_	e Somew	-		Strongly		0.0	culture of	D
transparency? (%)	Neutral		0.0		0-3			transparency? (%)	N
Company's core		e Strongl			Somewh	at	0.0	Company's core	D
purpose inspires? (%)		e Somew			Strongly		0.0	purpose inspires? (%)	D
	Neutral		0.0	_			٥.٠		N

NOT SEEKING A	1451	300	ΨΙΟ	0,500	<b>V</b> J.	<b>3</b> 70	
Number of respondent	s					352	
Employer	Pe	rcent	Market Se	ector	P	ercent	
Manufacturer		38.4	Rx Pharma	ceuticals		59.7	
Agency		25.6	OTC Pharn	naceuticals		15.9	
Media/Publisher - HCP		5.7	Biotechnol	ogy		22.2	
Media/Publisher - Consum	er	0.6	Medical De	vices/Equi	D	27.8	
Media/Publisher - HCP & C				Device/Eq		12.2	
Service Supplier				oducts/Eq	•	8.5	
Other			•	ducts/Equi	•	1.4	
Other		_	Managed C		۲	8.8	
			Managea e	dic		0.0	
Age	High	78	Low	21	Avg.	45.5	
Sex	Male	53.4	Female				
Years in industry	High	48.0		1.0	Avg.	16.2	
Years in position	High	50.0	Low	1.0	Avg.	5.7	
Salary (\$000s/yr)	High	1750.0	Low	21.6	Avg.	150.9	
Commission received?	Yes	11.7	No	88.4			
Amount (\$000s/yr)	High	150.0	Low	2.0	Avg.	48.6	
Bonus received?	Yes	70.5	No	29.6			
Amount (\$000s/yr)	High	250.0	Low	20.0	Avg.	103.1	
Perceived pay							
vs. peers (%)	More	11.5	Less	39.8	Same	48.7	
Employer's gross	<\$5M		16.5	\$50-\$	100M	10.1	
US revenue (%)	\$5-\$2		20.6	>1001	Л	36.2	
	\$20-\$	50M	16.5				
Position satisfying? (%)	Thorou	ughly	51.6	Gener	ally	44.4	
OK Some		metimes	3.4	No		0.6	
Salary reviewed (%)	6 mon	ths	3.7	18 mo	nths	4.6	
	12 moi	nths	75.3	24 mo	nths	16.4	
Advancement	Index	2.8 (4=Ex	c. 3=Good	2=Fair 1=Po	oor)		
prospects (%)	Excelle	ent	28.7	Good		38.7	
	Fair		20.1	Poor		12.6	
How current job	Promo	ted	30.8	Exec S	Search	10.8	
was acquired (%)		by Compai	ny 18.8	Own Ir	nitiative	31.3	
Benefits received (%)	Signin	g Bonus	15.5	Retire	ment	52.4	
	Car		15.9		al	86.2	
	Dental		74.0			41.6	
Factors important	Salary		2.7		n./Culture	2.7	
to job (avg ranking,	Benefi	ts	4.3		y to Staff	4.5	
1 = most important)	Advan	cement	4.8	Enviro	on./Soc. Resp. 6.5		
	Trainin		6.3		ecurity	4.2	
Employer rating	Salary		2.1		n./Culture	1.7	
(avg rating, 1 = best)	Benefi		2.0		y to Staff	1.9	
	Advan	cement	2.2		n./Soc. Res	•	
	Trainin	ng	2.5		ecurity	2.0	
Plan to seek a new	Yes		0.0	No		100.0	
job this year? (%)							
New job motivation (%)		/Benefits	27.3		cement	13.6	
		ent Part of			a Change	9.1	
		it of Indust	,		ecurity	0.0	
		n./Culture				27.3	
Method for seeking		tment Age	-		ng Contacts	1.8	
new job (avg ranking,	Job Ac		3.2		ct Compani	es 3.6	
1=most likely)		esume	4.0				
Company fosters	_	ee Strong	-	_	Somewhat	0.0	
culture of	_	ee Somew		_	Strongly	0.0	
transparency? (%)	Neutra		0.0				
Company's core		ee Strong			Somewhat	0.0	
purpose inspires? (%)	_	ee Somew			Strongly	0.0	
	Neutra	31	0.0				

#### MOVING FOR BETTER SALARY \$104,400 ▼11.0%

#### Number of respondents 175 Percent Market Sector Percent **Employer** Manufacturer 26.9 Rx Pharmaceuticals 58.3 30.3 **OTC Pharmaceuticals** Agency 16.6 Media/Publisher - HCP 2.9 Biotechnology 28.6 Media/Publisher - Consumer 25.1 1.1 Medical Devices/Equip Media/Publisher - HCP & Consmr. 11.4 4.6 Diagnostic Device/Equip Service Supplier 11.4 Hospital Products/Equip. 10.9 Other 229 Dental Products/Equip 2.9 Managed Care 15.4 42.8 High 68 Low 22 Avg. Age Male 55.4 Female 44.6 Years in industry High 39.0 Low 1.0 Avg. 13.9 Years in position High 30.0 Low 1.0 Avg 5.6 Salary (\$000s/yr) High 250.0 Low 22.0 104.4 Avg. Commission received? Yes 9.1 No 90.9 Amount (\$000s/yr) High 100.0 Low 1.2 26.8 Avg. Bonus received? Yes 52.6 No 47.4 Amount (\$000s/yr) High 200.0 Low 15.0 Avg. 72.5 Perceived pay More 5.2 82.2 Same 12.6 vs. peers (%) Less **Employer's gross** <\$5M 16.7 \$50-\$100M 10.3 US revenue (%) \$5-\$20M 26.4 >100M 33.3 \$20-\$50M 13.2 Position satisfying? (%) 14.9 Generally 60.3 Thoroughly 20.7 **OK Sometimes** No 4.0 Salary reviewed (%) 7.5 18 months 3.5 6 months 12 months 68.2 24 months 20.8 Index 2.1 (4=Exc. 3=Good 2=Fair 1=Poor) Advancement 30.2 prospects (%) Excellent 7.6 Good Fair 28.5 Poor 33.7 How current job Promoted 34.3 **Exec Search** 10.9 was acquired (%) Hired by Company 10.9 Own Initiative 37.7 Benefits received (%) Signing Bonus 8.6 Retirement 42.2 Car 10.9 Medical 80.5 Dental 69.5 Stock 33.6 Environ./Culture **Factors important** 1.9 3.9 Salary to job (avg ranking, Benefits 3.8 Loyalty to Staff 4.8 4.3 7.2 1 = most important) Advancement Environ./Soc. Resp. 6.1 Training Job Security 4.0 2.9 2.3 **Employer rating** Salary Environ./Culture (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2.6 3.0 Advancement Environ./Soc. Resp. 2.5 Training 3.0 Job Security 2.4 72.6 3.4 Plan to seek a new No Yes job this year? (%) Salary/Benefits 100.0 Advancement 0.0 New job motivation (%) Different Part of Ind 0.0 Need a Change 0.0 Get out of Industry 0.0 Job Security 0.0 Environ./Culture 0.0 Other 0.0 2.5 Method for seeking Recruitment Agency 2.3 **Existing Contacts** 2.7 Contact Companies 3.9 new job (avg ranking, Job Ads 1=most likely) Post Resume 3.7 0.0 0.0 **Company fosters** Disagree Strongly Agree Somewhat culture of Disagree Somewhat 0.0 Agree Strongly 0.0 transparency? (%) Neutral 0.0 0.0 Company's core Disagree Strongly 0.0 Agree Somewhat purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0 Neutral 0.0

#### MOVING FOR DIFFERENT AREA \$145,800 ▼1.4%

MOVING FOR DI				Ψ.	1-10,00	V 1.	<del>+ /0</del>	
Number of respondents	3						33	
Employer	Per	rcent l	Marke	t Sec	tor	P	ercent	
Manufacturer		33.3 I	Rx Pha	rmace		66.7		
Agency		48.5	OTC Ph	narma		15.2		
Media/Publisher - HCP		9.1 I	Biotech	technology				
Media/Publisher - Consume	er	0.0	Medica	ıl Devi		21.2		
Media/Publisher - HCP & Co	onsmr.				evice/Equ		18.2	
Service Supplier		0.0 I	Hospita	al Pro	ip.	6.1		
Other		9.1 I	Dental	Produ	ıcts/Equip		9.1	
			Manag	ed Ca	re		9.1	
Δαο	High	55	Lov	.,	27	Avg.	41.5	
Age Sex	Male	48.5		nale	51.5	Avg.	-11.5	
Years in industry	High	30.0	Lov		2.0	Avg.	12.8	
Years in position	High	22.0	Lov		1.0	Avg.	5.3	
Salary (\$000s/yr)	High	500.0	Lov		50.0	Avg.	145.8	
Commission received?	Yes	3.0	No		97.0			
Amount (\$000s/yr)	High	10.0	Lov	N	10.0	Avg.	10.0	
Bonus received?	Yes	69.7	No		30.3			
Amount (\$000s/yr)	High	250.0	Lov	N	20.0	Avg.	103.1	
Perceived pay								
vs. peers (%)	More	12.1	Les	SS	54.6	Same	33.3	
Employer's gross	<\$5M			9.1	\$50-\$1	M00	9.1	
US revenue (%)	\$5-\$20			27.3	>100M		36.4	
	\$20-\$!			18.2				
Position satisfying? (%)	Thorou	0,		15.2	Genera	lly	51.5	
		netimes	3	30.3	No		3.0	
Salary reviewed (%)	6 mont			9.1	18 mon		3.0	
	12 mor			72.7	24 mor		15.2	
Advancement		•			=Fair 1=Po	or)	24.2	
prospects (%)	Excelle Fair	ent		21.2 33.3	Good Poor		24.2 21.2	
How current job	Promo	tod		36.4	Exec Se	arch	9.1	
was acquired (%)		y Compar		21.2	Own Ini		24.2	
Benefits received (%)		g Bonus		20.0	Retiren		53.3	
Delicited received (70)	Car	5 Donas	•	6.7	Medica		83.3	
	Dental		8	30.0	Stock		36.7	
Factors important	Salary			2.3	Enviror	./Culture	3.2	
to job (avg ranking,	Benefit	ts		4.5	Loyalty	to Staff	4.8	
1 = most important)	Advano	cement		3.4	Enviror	ı./Soc. Res <sub>l</sub>	o. 7.1	
	Trainin	g		6.3	Job Sed	curity	4.4	
Employer rating	Salary			2.2	Enviror	./Culture	2.2	
(avg rating, 1 = best)	Benefit	ts		2.3		to Staff	2.3	
	Advano	cement		2.8		ı./Soc. Res <sub>l</sub>		
	Trainin	g		2.8	Job Sed	curity	2.3	
Plan to seek a new	Yes		8	81.8	No		9.1	
job this year? (%)	0.1	/D (")		0.0				
New job motivation (%)		/Benefits	اسما 10	0.0	Advanc		0.0	
		nt Part of t of Indust		0.00	Job Sed	Change	0.0	
		ı or muusi n./Culture	,	0.0	Other	curity	0.0	
Method for seeking		tment Age		2.3		g Contacts	0.0 1.7	
new job (avg ranking,	Job Ad	_	псу	3.3	-	t Companie		
1=most likely)	Post Re			4.0	Joniac	. Jonnpanie	.5 5.0	
Company fosters		ee Strongl	V	0.0	Agree S	Somewhat	0.0	
culture of	_	ee Somew	-	0.0		Strongly	0.0	
transparency? (%)	Neutra			0.0		0.1	0.0	
Company's core		ee Strongl	у	0.0	Agree S	Somewhat	0.0	
purpose inspires? (%)		ee Somew		0.0		Strongly	0.0	
	Neutra			0.0				

#### MOVING FOR DIFF. INDUSTRY \$129,800 ▲21.2%

#### Number of respondents 23 Percent Market Sector Percent **Employer** Manufacturer 26.1 Rx Pharmaceuticals 87.0 **OTC Pharmaceuticals** 26.1 Agency 56.5 Media/Publisher - HCP 0.0 Biotechnology 13.0 Media/Publisher - Consumer 4.4 26.1 Medical Devices/Equip Media/Publisher - HCP & Consmr. 4.4 Diagnostic Device/Equip 8.7 Service Supplier 4.4 Hospital Products/Equip. 4.4 Other 4.4 Dental Products/Equip 4.4 Managed Care 4.4 High 59 Low 24 Avg. 38.3 Age Male 30.4 69.6 Female Years in industry High 36.0 Low 1.0 Avg. 10.8 Years in position High 10.0 Low 1.0 Avg 3.7 Salary (\$000s/yr) High 245.0 Low 46.0 129.8 Avg Commission received? Yes 8.7 No 91.3 Amount (\$000s/yr) High 60.0 Low 40.0 50.0 Avg. Bonus received? Yes 56.5 No 43.5 Amount (\$000s/yr) High 565.0 Low 5.0 Avg. 54.4 Perceived pay More 8.7 73.9 17.4 vs. peers (%) Less Same **Employer's gross** <\$5M 13.0 \$50-\$100M 0.0 US revenue (%) \$5-\$20M 26.1 >100M 43.5 \$20-\$50M 17.4 Position satisfying? (%) 4.4 Generally 34.8 Thoroughly 47.8 **OK Sometimes** No 13.0 Salary reviewed (%) 4.4 18 months 8.7 6 months 12 months 60.9 24 months 26.1 Advancement Index 2.1 (4=Exc. 3=Good 2=Fair 1=Poor) 30.4 prospects (%) Excellent 8.7 Good Fair 26.1 Poor 34.8 How current job Promoted 40.9 **Exec Search** 9.1 was acquired (%) Hired by Company 18.2 Own Initiative 27.3 Benefits received (%) Signing Bonus 0.0 Retirement 43.8 Car 12.5 Medical 93.8 Dental 87.5 Stock 37.5 Environ./Culture **Factors important** 2.1 3.2 Salary to job (avg ranking, Benefits 3.8 Loyalty to Staff 4.0 5.0 7.7 1 = most important) Advancement Environ./Soc. Resp. 6.1 4.0 Training Job Security 2.7 2.5 **Employer rating** Salary Environ./Culture (avg rating, 1 = best) Benefits 2.5 Loyalty to Staff 2.7 2.7 Advancement Environ./Soc. Resp. 2.8 Training 2.9 Job Security 2.9 0.0 Plan to seek a new 82.6 No Yes job this year? (%) Salary/Benefits 0.0 0.0 New job motivation (%) Advancement Different Part of Ind 0.0 Need a Change 0.0 100.0 Get out of Industry Job Security 0.0 Environ./Culture 0.0 Other 0.0 Method for seeking Recruitment Agency 2.4 **Existing Contacts** 2.1 3.5 Contact Companies 3.1 new job (avg ranking, Job Ads 1=most likely) Post Resume 4.0 0.0 0.0 Agree Somewhat **Company fosters** Disagree Strongly culture of Disagree Somewhat 0.0 Agree Strongly 0.0 transparency? (%) Neutral 0.0 0.0 Company's core Disagree Strongly 0.0 Agree Somewhat purpose inspires? (%) Disagree Somewhat 0.0 Agree Strongly 0.0

Neutral

0.0

#### MOVING FOR CULTURE/ENVIR. \$141,600

WIOVING FOR CO	LIU	KE/ EN	WIK.	<b>\$141,</b> 0	<b>7</b>	7.9%
Number of respondents	3					105
Employer	Pe	rcent	Market :	Sector		Percent
Manufacturer		41.9	Rx Pharn	naceuticals	;	50.5
Agency		20.0	OTC Pha	rmaceutica	ıls	9.5
Media/Publisher - HCP		2.9	Biotechn	ology		21.9
Media/Publisher - Consume	er	1.0	Medical [	25.7		
Media/Publisher - HCP & Co	onsmr.	2.9	Diagnost	ic Device/I	Equip	10.5
Service Supplier		11.4	Hospital	5.7		
Other		20.0	Dental Pr	oducts/Ed	uip	1.9
			Managed	l Care		3.8
A	Himle	60	Law	20	- A	470
Age Sex	High Male	69 42.9	Low Fema	26 ale 57.		47.0
Years in industry	High	36.0	Low	2.0		16.3
Years in position	High	21.0	Low	1.0		5.1
Salary (\$000s/yr)	High	330.0	Low	40.0		141.6
Commission received?	Yes	9.5	No	90.		141.0
Amount (\$000s/yr)	High	300.0	Low	5.0		105.0
Bonus received?	Yes	72.4	No	27.6		100.0
Amount (\$000s/yr)	High	300.0	Low	15.0		82.5
Perceived pay	6	000.0		20.0	, , , , ,	
vs. peers (%)	More	8.6	Less	51.4	1 Same	40.0
Employer's gross	<\$5M		16	5.7 \$50	-\$100M	10.8
US revenue (%)	\$5-\$20	MC	20	6 >10	OM	42.2
	\$20-\$	50M	9	.8		
Position satisfying? (%)	Thorou	ıghly	7	7.7 Gen	erally	48.1
	OK Sor	metimes	23	8.1 No		21.2
Salary reviewed (%)	6 mon	ths	0	.0 18 n	nonths	8.7
	12 mor	nths	73	.8 24 r	nonths	17.5
Advancement	Index	1.8 (4=Exc	c. 3=Goo	d 2=Fair 1=	Poor)	
prospects (%)	Excelle	ent	3	.9 Goo	d	18.3
	Fair		35			42.3
How current job	Promo		26		Search	21.0
was acquired (%)		oy Compar	-		Initiative	34.3
Benefits received (%)		g Bonus			rement	38.9
	Car			.9 Med		92.2
	Dental		75			41.1
Factors important	Salary				ron./Cultur	
to job (avg ranking,	Benefit			•	alty to Staff	
1 = most important)		cement			ron./Soc. R Security	esp. 6.9 4.5
Employer rating	Trainin Salary	g			ron./Cultur	
(avg rating, 1 = best)	Benefi	to			alty to Staff	
(avg rating, 1 - best)		cement		-	ron./Soc. R	
	Trainin				Security	2.8
Plan to seek a new	Yes	5		0.1 No	occurry	1.9
job this year? (%)	100		, ,	110		1.3
New job motivation (%)	Salary	/Benefits	0	.0 Adv	ancement	0.0
		nt Part of			d a Change	
		t of Indust			Security	0.0
		n./Culture	•		er	0.0
Method for seeking	Recrui	tment Age			ting Contac	
new job (avg ranking,	Job Ad	_	-		tact Compa	
1=most likely)	Post R	esume	4	.0		
Company fosters	Disagr	ee Strongl	ly 0	.0 Agre	ee Somewha	at 0.0
culture of	Disagr	ee Somew	hat 0		ee Strongly	0.0
transparency? (%)	Neutra	ıl	0	.0		
Company's core	Disagr	ee Strongl	ly 0	.0 Agre	ee Somewha	at 0.0
purpose inspires? (%)	Disagr	ee Somew	hat 0	.0 Agre	ee Strongly	0.0
	Neutra	ıl	0	.0		

## MOVING FOR ADV. PROSPECTS \$135,400 ▼3.8%

## BETTER JOB SECURITY \$145,600

**▲4.9%** 

Number of respondent	3						5	
Employer	Percent Mar		Market	Sector		P	ercer	
Manufacturer		51.8 F	Rx Phari	harmaceuticals				
Agency		19.6	OTC Pha	Pharmaceuticals				
Media/Publisher - HCP		0.0	Biotechi	echnology				
Media/Publisher - Consum	er	5.4	Medical	lical Devices/Equip				
Media/Publisher - HCP & C	onsmr.	0.0	Diagnos	tic Device	/Equ	ıip	14.	
Service Supplier		3.6 I	Hospital	Products	/Equ	ıip.	7	
Other		19.6 I	Dental F	roducts/	Equip	)	0.	
		1	Manage	d Care			8.	
Age	High	58	Low		26	Avg.	40.	
Sex	Male	57.1	Fem	ale 42	2.9			
Years in industry	High	33.0	Low	;	3.0	Avg.	13.	
Years in position	High	27.0	Low		1.0	Avg.	4.	
Salary (\$000s/yr)	High	300.0	Low	2!	5.0	Avg.	135.	
Commission received?	Yes	5.4	No	94	1.6			
Amount (\$000s/yr)	High	160.0	Low		1.2	Avg.	103	
Bonus received?	Yes	75.0	No	2!	5.0			
Amount (\$000s/yr)	High	125.0	Low	2	2.0	Avg.	56.	
Perceived pay								
vs. peers (%)	More	18.2	Less	s 4	9.1	Same	32.	
Employer's gross	<\$5M			9.1 \$5	50-\$1	LOOM	5.	
US revenue (%)	\$5-\$20	OM	20		.00M		54.	
, ,	\$20-\$	50M	10	0.9				
Position satisfying? (%)	Thorou	ighly	20	D.O Ge	enera	ılly	52.	
	OK Sor	netimes	1	2.7 No	)	-	14.	
Salary reviewed (%)	6 mont	ths		1.8 18	mor	iths	8.	
	12 mor	nths	7!	5.0 24	l mor	nths	14.	
Advancement	Index :	1.9 (4=Exc	:. 3=God	od 2=Fair	l=Po	or)		
prospects (%)	Excelle	nt		7.1 Go	ood		12.	
	Fair		42	2.9 Pc	or		37.	
How current job	Promo	ted	3	5.7 Ex	ec S	earch	16	
was acquired (%)	Hired b	y Compar	ny 2	1.4 O	vn In	itiative	23.	
Benefits received (%)	Signing	g Bonus	14	4.3 Re	Retirement			
	Car	_	8	8.2 M	edica	ıl	95.	
	Dental		7	7.6 St	ock		38.	
Factors important	Salary			2.7 Er	viror	n./Culture	2.	
to job (avg ranking,	Benefit	ts		4.6 Lo	yalty	to Staff	4.	
1 = most important)	Advano	cement		2.7 Er	viror	n./Soc. Res	p. 7.	
	Trainin	g	(	6.0 Jo	b Se	curity	5	
Employer rating	Salary		:	2.4 Er	viror	n./Culture	2.	
(avg rating, 1 = best)	Benefit	ts	:	2.4 Lc	yalty	to Staff	2.	
	Advano	cement	;	3.2 Er	viror	n./Soc. Res	p. 2.	
	Trainin	g	2	2.9 Jo	b Se	curity	2.	
Plan to seek a new	Yes		80	0.4 No	)		5.	
job this year? (%)								
New job motivation (%)	Salary	/Benefits	(	0.0 Ac	lvano	cement	100.	
	-	nt Part of	Ind (	0.0 Ne	eed a	Change	0.	
	Get ou	t of Indust	ry (			curity	0.	
	Enviror	n./Culture	(	D.O 01	her		0.	
Method for seeking	Recruit	tment Age	ncy 2	2.4 Ex	istin	g Contacts	2	
new job (avg ranking,	Job Ad	_	-			t Compani		
1=most likely)	Post Re	esume		3.9		•		
Company fosters		ee Strongl			gree S	Somewhat	0.	
culture of	_	ee Somew	-			Strongly	0.	
transparency? (%)	Neutra			0.0	-	3,		
Company's core		ee Strongl			ree S	Somewhat	0.	
purpose inspires? (%)	_	ee Somew	-			Strongly	0.	
						5,		

		· · · · ·	-	,			
Number of respondents							26
Employer	Pe	ercent	Mar	ket Sec	tor	P	ercent
Manufacturer		42.3		harmace		-	69.2
Agency		15.4			ceuticals		15.4
Media/Publisher - HCP		0.0		echnolog			26.9
Media/Publisher - Consume	r	3.9		•	ces/Equip		26.9
Media/Publisher - HCP & Co	nsmr.	3.9			evice/Equ		15.4
Service Supplier		19.2			ducts/Equ	•	11.5
Other		15.4			ıcts/Equip	•	3.9
				aged Ca			11.5
Age	High	62	) 1	Low	27	Avg.	48.2
Sex	Male	57.7		Female	42.3	7146.	
Years in industry	High	30.0		Low	2.0	Avg.	18.6
Years in position	High	22.0		Low	1.0	Avg.	6.5
Salary (\$000s/yr)	High	320.0		Low	30.0	Avg.	145.6
Commission received?	Yes	7.7		No	92.3		
Amount (\$000s/yr)	High	40.0	) [	Low	2.0	Avg.	21.0
Bonus received?	Yes	73.1		No	26.9		
Amount (\$000s/yr)	High	250.0	) [	Low	5.0	Avg.	47.7
Perceived pay							
vs. peers (%)	More	8.0	) [	Less	60.0	Same	32.0
Employer's gross	<\$5M			42.3	\$50-\$1	OOM	7.7
US revenue (%)	\$5-\$2	2OM		7.7	>100M		34.6
	\$20-\$	550M		7.7			
Position satisfying? (%)	Thoro	ughly		23.1	Genera	lly	61.5
	OK Sc	metimes		15.4	No		0.0
Salary reviewed (%)	6 mor			0.0	18 mon		3.9
	12 mo			65.4	24 mor		30.8
Advancement		2.0 (4=E)	кс. З=			or)	
prospects (%)	Excell	ent		4.0	Good		16.0
	Fair			52.0	Poor		28.0
How current job	Prom			19.2	Exec Se		23.1
was acquired (%)		by Compa	ny	19.2	Own Ini		30.8
Benefits received (%)	Car	ng Bonus		10.0 10.0	Retiren Medica		35.0 90.0
	Denta	d.		80.0	Stock	!	50.0
Factors important	Salary			2.5		./Culture	3.6
to job (avg ranking,	Benef			4.2		to Staff	4.6
1 = most important)		cement		4.4		ı./Soc. Res	
	Traini			6.4	Job Sed		3.0
Employer rating	Salary			2.5		./Culture	2.3
(avg rating, 1 = best)	Benef			2.4		to Staff	2.7
	Advar	cement		3.0	Enviror	./Soc. Res	p. 2.5
	Traini	ng		3.3	Job Sed	curity	3.3
Plan to seek a new	Yes			76.0	No		0.0
job this year? (%)							
New job motivation (%)	Salary	//Benefits		0.0	Advanc		0.0
	Differ	ent Part of	Ind	0.0	Need a	Change	0.0
		ut of Indus	-	0.0	Job Sed	curity	100.0
		n./Culture		0.0	Other		0.0
Method for seeking		itment Age	ency	2.1	•	g Contacts	
new job (avg ranking,	Job A			3.2	Contac	t Compani	es 3.7
1=most likely)		Resume	1	4.0	A	· · · · · · · · · · · · · · · · · · ·	
Company fosters	_	ree Strong	-	0.0	_	Somewhat	0.0
culture of	_	ree Somev	vnat	0.0	Agree S	Strongly	0.0
transparency? (%)	Neutr		dv	0.0	Acros (	Comowhat	
Company's core purpose inspires? (%)	_	ree Strong ree Somev	-	0.0	_	Somewhat Strongly	0.0
purpose mapmes: (70)	Neutr		viial	0.0	Agree	uongiy	0.0
	Houti	uı		0.0			

#### **NEED A CHANGE**

\$148,300

**▼2.4**%

Number of respondent	S					29		
Employer	Per	rcent	Market Se	ctor	Р	ercent		
Manufacturer		44.8	Rx Pharmac	euticals		58.6		
Agency		34.5	OTC Pharma	aceuticals		10.3		
Media/Publisher - HCP		0.0	Biotechnolo	gy		17.2		
Media/Publisher - Consum	er	0.0	Medical Dev	rices/Equip	)	17.2		
Media/Publisher - HCP & C	onsmr.		Diagnostic I	gnostic Device/Equip				
Service Supplier		3.5	Hospital Pro	ducts/Eq	uip.	6.9		
Other		17.2	Dental Prod	ucts/Equi <sub>l</sub>	p	0.0		
			Managed Ca	are		10.3		
Age	High	67	Low	25	Avg.	42.4		
Sex	Male	55.2		44.8				
Years in industry	High	37.0	Low	3.0	Avg.	15.6		
Years in position	High	15.0	Low	1.0	Avg.	5.3		
Salary (\$000s/yr)	High	400.0	Low	45.0	Avg.	148.3		
Commission received?	Yes	0.0	No	100.0				
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0		
Bonus received?	Yes	75.9	No	24.1				
Amount (\$000s/yr)	High	125.0	Low	4.0	Avg.	44.3		
Perceived pay								
vs. peers (%)	More	14.3		50.0	Same	35.7		
Employer's gross	<\$5M		17.2	\$50-\$		10.3		
US revenue (%)	\$5-\$20		13.8	>100N	1	41.4		
D	\$20-\$5		17.2	0	. 11			
Position satisfying? (%)	Thorou	igniy netimes	13.8 27.6	Genera No	ally	55.2		
Salary reviewed (%)	6 mont		6.9	18 moi	athe	3.5		
Salary reviewed (%)	12 mon		82.8	24 mo		6.9		
Advancement			c. 3=Good 2			0.5		
prospects (%)	Excelle	`	14.3	Good	,01)	35.7		
prospects (70)	Fair		35.7	Poor		14.3		
How current job	Promot	ted	34.5	Exec S	earch	24.1		
was acquired (%)	Hired b	y Compa	ny 13.8	Own Ir	itiative	20.7		
Benefits received (%)	Signing	g Bonus	20.8	Retire	ment	54.2		
	Car		8.3	Medica	al	95.8		
	Dental		87.5	Stock		33.3		
Factors important	Salary		2.6	Enviro	n./Culture	2.7		
to job (avg ranking,	Benefit	:S	4.6	Loyalty	y to Staff	4.9		
1 = most important)	Advanc		4.6		n./Soc. Res	•		
	Training	g	6.1	Job Se		4.2		
Employer rating	Salary		2.4		n./Culture	2.4		
(avg rating, 1 = best)	Benefit		2.2		y to Staff	2.2		
	Advano		2.5 3.0		n./Soc. Res			
Plan to seek a new	Training Yes	8	69.0	Job Se No	curity	2.0 6.9		
job this year? (%)	163		03.0	NO		0.5		
New job motivation (%)	Salary	Benefits	0.0	Advan	cement	0.0		
		nt Part of			Change	100.0		
	Get out	t of Indus		Job Se	curity	0.0		
	Enviror	n./Culture	0.0	Other	-	0.0		
Method for seeking	Recruit	ment Age	ency 2.3	Existin	g Contacts	2.1		
new job (avg ranking,	Job Ad:	S	3.1	Contac	ct Companie	es 3.6		
1=most likely)	Post Re		3.9					
Company fosters	_	ee Strong	•		Somewhat	0.0		
culture of	_	ee Somew		Agree	Strongly	0.0		
transparency? (%)	Neutra		0.0					
Company's core		ee Strong			Somewhat	0.0		
purpose inspires? (%)	_	ee Somew		Agree	Strongly	0.0		
	Neutra	l	0.0					