

## EXECUTIVE BENCHMARK POSITION LIST Global CDB General Industry Executive Database

### ***Profit Center Head***

Profit Center Head  
Top Regional Executive  
Country Manager

### ***Other Executive and Administrative***

Top Administration Executive (Major Functions)  
Top Total Quality Executive  
Top Non-Manufacturing Operations Executive

### ***Legal***

Top Legal Executive  
Top Commercial Services Executive

### ***Human Resources***

Top Human Resources Executive  
Top Labor Relations Executive  
Top Employee Relations Executive  
Top Compensation and Benefits Executive  
Top Employment/Recruitment Executive  
Top Training and Development Executive

### ***Manufacturing/Engineering***

Top Manufacturing Executive  
Top Engineering Executive  
Plant Manager

### ***Sales/Marketing***

Top Sales and Marketing Executive  
Top Sales Executive  
Regional Field Sales Executive  
National/Global Accounts Executive  
Top Channel Sales Executive  
Top Marketing Executive  
Top Product Marketing Executive  
Top New Product Development Executive  
Top Merchandising Executive  
Top Retail Operations Executive

### ***Customer Operations***

Top Customer Service Executive

Customer Service Executive (non technical)  
Pre-Sales Service Executive  
Call Center Executive  
Technical Customer Support Executive

### ***Finance***

Top Financial Executive  
Controller  
Treasurer  
Top Tax Executive  
Top General Accounting Executive  
Top Internal Audit Executive

### ***Information Technology***

Top Information Technology Executive  
Top Applications Development Executive  
Top Technology Infrastructure Executive

### ***Research & Development***

Top Research & Development Executive

### ***Corporate Affairs***

Top Corporate Affairs Executive  
Top Public Relations Executive

### ***Planning and Business Development***

Top Planning and Business Development  
Executive  
Top Strategic Alliance Executive

### ***Procurement and Logistics***

Top Procurement Executive  
Top Logistics Executive  
Top Supply Chain Executive

### ***Property Management***

Top Property Management Executive  
Top Facilities Management Executive

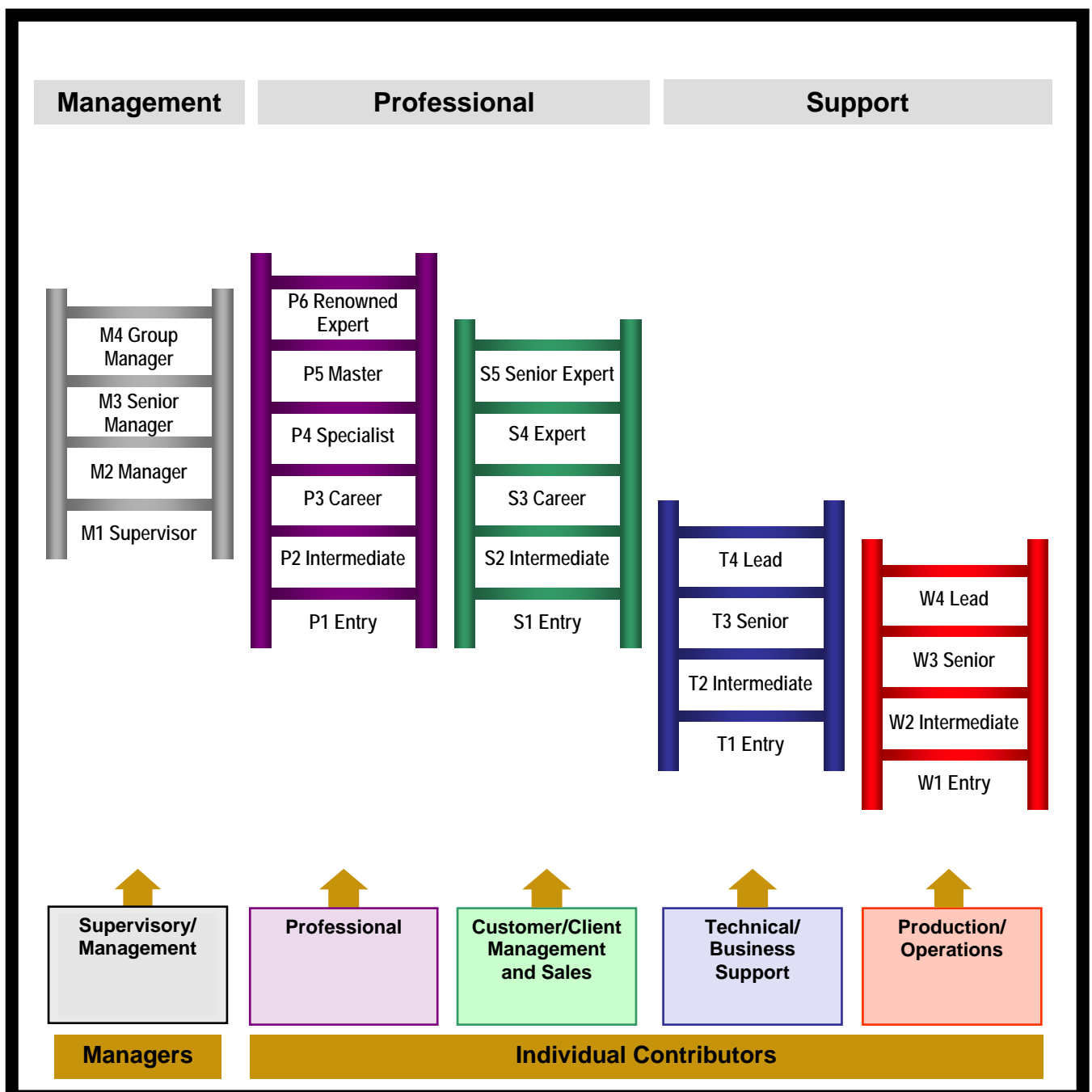
### ***Program Management***

Program Management Executive

## CAREER LEVEL LIST

### Global CDB General Industry Middle Management, Professional and Support Database

The Global CDB General Industry Middle Management, Professional and Support (MMPS) database is based on Towers Perrin's career level approach. The premise underlying the career level concept is that there are discernible broad steps in an individual's career, which are consistent across organizations. While each organization may have a unique approach to slotting individuals or positions/roles into a pay system, the approach can be translated into generic career levels that together form a typical career ladder. For purposes of this database, four supervisory/manager levels, six individual contributor professional levels, five individual contributor sales (customer focused) levels, four support levels and four production levels have been profiled.



---

## FUNCTION LIST

### ***All Industry Functions***

AAS Administrative Services  
AAY Security  
ACA Corporate Affairs/Communications  
ACD Strategic Planning/Corporate Development  
AFA Accounting, Credit and Collections  
AFT Financial Analysis, Audit and Tax  
AHR Human Resources  
AHS Environmental, Health and Safety  
AID IT Development  
AIT IT Administration  
ALG Legal  
ALS Legal Support  
AMK Marketing  
AMS Customer Support/ Operations  
AMT Technical Customer Support  
AOM Manufacturing/Operations  
APM Project Management  
AQY Quality Assurance Methods  
ARE Real Estate and Facilities  
ARP Product Development  
ARR Product Development Support  
ARS Research Science  
ARU Research Science Support  
ASC Supply Chain Management  
AZE Engineering  
AZT Technical Specialty/Skilled Trade

### ***Customer/Client Management and Sales Functions***

CAM Account Management  
CBM Bid Management  
CDM Client Service Delivery Management  
CSC Channel Sales  
CSD Direct Sales  
CSG Government Sales  
CSL Large Deal Acquisition Sales  
CSN New Account Acquisition Sales  
CTS Telesales  
CUS Sales Support and Administration  
CUT Technical Sales Support

### ***Retail Functions***

RET Retailing

## **All Industry**

### **Administrative Services**

Administrative Services Generic/Generalist  
Office/Location Services  
Office Refreshments/Help  
Receptionist/Switchboard  
Secretarial/Executive Administrative Assistance  
Driver/Chauffeur

### **Security**

Security Generic/Generalist  
Security – No Applicable Discipline

### **Corporate Affairs/Communications**

Corporate Affairs/Communications  
Generic/Generalist  
Public Relations  
Regulatory Affairs  
Environmental Affairs and Compliance  
Investor Relations  
Internal/Employee Communications  
Corporate Affairs/Communications – No Applicable  
Discipline

### **Strategic Planning/Corporate Development**

Strategic Planning/Corporate Development  
Generic/Generalist  
Corporate Development and Licensing  
Generic/Generalist  
Strategic Planning/Corporate Development – No  
Applicable Discipline

### **Accounting, Credit and Collections**

Accounting, Credit and Collections  
Generic/Generalist  
General Accounting  
Accounts Payable/Receivable Generic/Generalist  
Payroll  
Credit  
Collections  
Accounting, Credit and Collections – No Applicable  
Discipline

### **Financial Analysis, Audit and Tax**

Financial Analysis, Audit and Tax  
Generic/Generalist  
Financial Analysis  
Budget Analysis

Treasury Operations  
Tax Reporting and Compliance  
Risk Management  
Rates  
Economics  
Financial/Business Controls and Audit  
Generic/Generalist  
Financial Analysis, Audit and Tax – No Applicable  
Discipline

### **Human Resources**

HR Generalist/Consultant Generic/Generalist  
Compensation and Benefits Generic/Generalist  
Compensation – Sales Compensation  
Employee/Labor Relations Generic/Generalist  
Employee Development/Training  
Generic/Generalist  
Recruitment Generic/Generalist  
Human Resources Information Systems (HRIS)  
Human Resources – No Applicable Discipline

### **Environmental, Health and Safety**

Environmental, Health and Safety  
Generic/Generalist  
Environmental, Health and Safety – No Applicable  
Discipline

### **IT Development**

IT Development Generic/Generalist  
Application Development  
Internet/Web Application Development  
Business Systems Analysis  
IT Architecture (Systems Design)  
Systems Software Engineering  
Software Quality Assurance and Testing  
Database Design and Analysis  
Network Architecture Design  
Network Planning and Implementation  
Enterprise Resource Planning (ERP)  
IS Security  
IT Development – No Applicable Discipline

### **IT Administration**

IT Administration Generic/Generalist  
Computer Systems Administration  
Web Site Administration  
Help Desk Support  
Database Administration  
Network Control/Administration

---

**All Industry** (continued)

**IT Administration** (continued)

IS Security  
IT Training/Documentation  
IT Administration – No Applicable Discipline

Facilities Construction Project Management  
Engineering Project Management  
Product Development Project/Program  
Management  
Project Management – No Applicable Discipline

**Legal**

Legal Generic/Generalist  
Intellectual Property/Patent Law  
Legal – No Applicable Discipline

**Quality Assurance Methods**

Quality Assurance Methods Generic/Generalist  
Quality Systems/Customer Satisfaction  
Business Process Improvement  
Six Sigma Process  
Quality Assurance Methods – No Applicable  
Discipline

**Legal Support**

Legal Support Generic/Generalist  
Paralegal  
Contract Administration  
Legal Support – No Applicable Discipline

**Real Estate and Facilities**

Real Estate and Facilities Generic/Generalist  
Real Estate/Property Management  
Facilities Management  
Real Estate and Facilities – No Applicable  
Discipline

**Marketing**

Marketing Generic/Generalist  
Channel/Partnership/Co-Branded Marketing  
Marketing Communications  
Market/Segment Development  
Market Research/Intelligence  
Product Management  
Direct Marketing/Analysis  
Brand Marketing  
Web Content Management/Production  
Web Graphic/Visual Design  
Marketing – No Applicable Discipline

**Product Development**

Product Development Generic/Generalist  
Product Development – Engineering  
Product Development – Prototypes and Trials  
Product Development – No Applicable Discipline

**Customer Support/Operations**

Customer Support/Operations Generic/Generalist  
Customer Contact Center  
High Volume Customer Billing  
Customer Support/Operations – No Applicable  
Discipline

**Product Development Support**

Product Development Support Generic/Generalist  
Product Development Support – No Applicable  
Discipline

**Technical Customer Support**

Technical Customer Support Generic/Generalist  
Technical Customer Support – No Applicable  
Discipline

**Research Science**

Research Science Generic/Generalist  
Research Science – No Applicable Discipline

**Research Science Support**

Research Science Support Generic/Generalist  
Research Science Support – No Applicable  
Discipline

**Manufacturing/Operations**

Manufacturing/Operations Generic/Generalist  
Production Planning and Control  
Manufacturing/Operations – No Applicable  
Discipline

**Supply Chain Management**

Supply Chain Management Generic/Generalist  
Supply Chain Development and Optimization  
Materials Management  
Logistics  
Import/Export  
Warehousing  
Fulfillment  
Purchasing Generic/Generalist

**Project Management**

Project Management Generic/Generalist  
Information Technology Project Management

---

**All Industry** (continued)

**Supply Chain Management** (continued)

Goods Purchasing  
Services Purchasing  
Technical Purchasing  
Supply Chain Management – No Applicable  
Discipline

**Engineering**

Engineering Generic/Generalist  
Quality Assurance Engineering  
Civil Engineering  
Process Engineering  
Industrial Engineering  
Manufacturing Engineering  
Mechanical Engineering  
Engineering – No Applicable Discipline

**Technical Specialty/Skilled Trade**

Technical Specialty/Skilled Trade  
Generic/Generalist  
Equipment Maintenance Technical Specialty  
Product Test/Debug Technical Specialty  
Facilities Technical Specialty  
Process Technical Specialty  
Quality Control/Inspection Technical Specialty  
Test Equipment Technical Specialty  
CAD/CAE Drafting Technical Specialty  
Skilled Trade Generic/Generalist  
Electrical Skilled Trade  
Welding Skilled Trade  
Mechanical Skilled Trade  
Machinery/Millwright Skilled Trade  
Technical Specialty/Skilled Trade – No Applicable  
Discipline

**Customer/Client Management and  
Sales**

**Account Management**

Account Management Generic/Generalist  
Major/Strategic Account Management Single  
Country  
Major/Strategic Account Management Global  
Account Management – No Applicable Discipline

**Bid Management**

Bid Management Generic/Generalist  
Bid Management – No Applicable Discipline

**Client Service Delivery Management**

Client Service Delivery Management  
Generic/Generalist

Client Service Delivery Management – No  
Applicable Discipline

**Channel Sales**

Channel Sales Generic/Generalist  
Channel Sales – Durable Goods  
Generic/Generalist  
Channel Sales – Nondurable Goods  
Generic/Generalist  
Channel Sales – No Applicable Discipline

**Direct Sales**

Direct Sales Generic/Generalist  
Direct Sales – Durable Goods Generic/Generalist  
Direct Sales – Nondurable Goods  
Generic/Generalist  
Direct Sales – Services Generic/Generalist  
Direct Sales – No Applicable Discipline

**Large Deal Acquisition Sales**

Large Deal Acquisition Sales Generic/Generalist  
Large Deal Acquisition Sales – No Applicable  
Discipline

**Telesales**

Telesales Generic/Generalist  
Telesales – Inbound/Inside  
Telesales – Outbound  
Telesales – No Applicable Discipline

**Sales Support and Administration**

Sales Support and Administration  
Generic/Generalist  
Sales Support and Administration – No Applicable  
Discipline

**Technical Sales Support**

Technical Sales Support Generic/Generalist  
Technical Sales Support – No Applicable Discipline

**Retail**

**Retailing**

Retailing Generic/Generalist  
Retail Store Operations  
Visual Merchandising  
Merchandising/Category Management  
Retail Buying  
Retailing – No Applicable Discipline