

EXECUTIVE BENCHMARK POSITION LIST Asia/Pacific CDB General Industry Executive Database

Top Executive

Chief Executive Officer
Chief Operating Officer

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
Corporate Secretary
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
Top Investor Relations 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

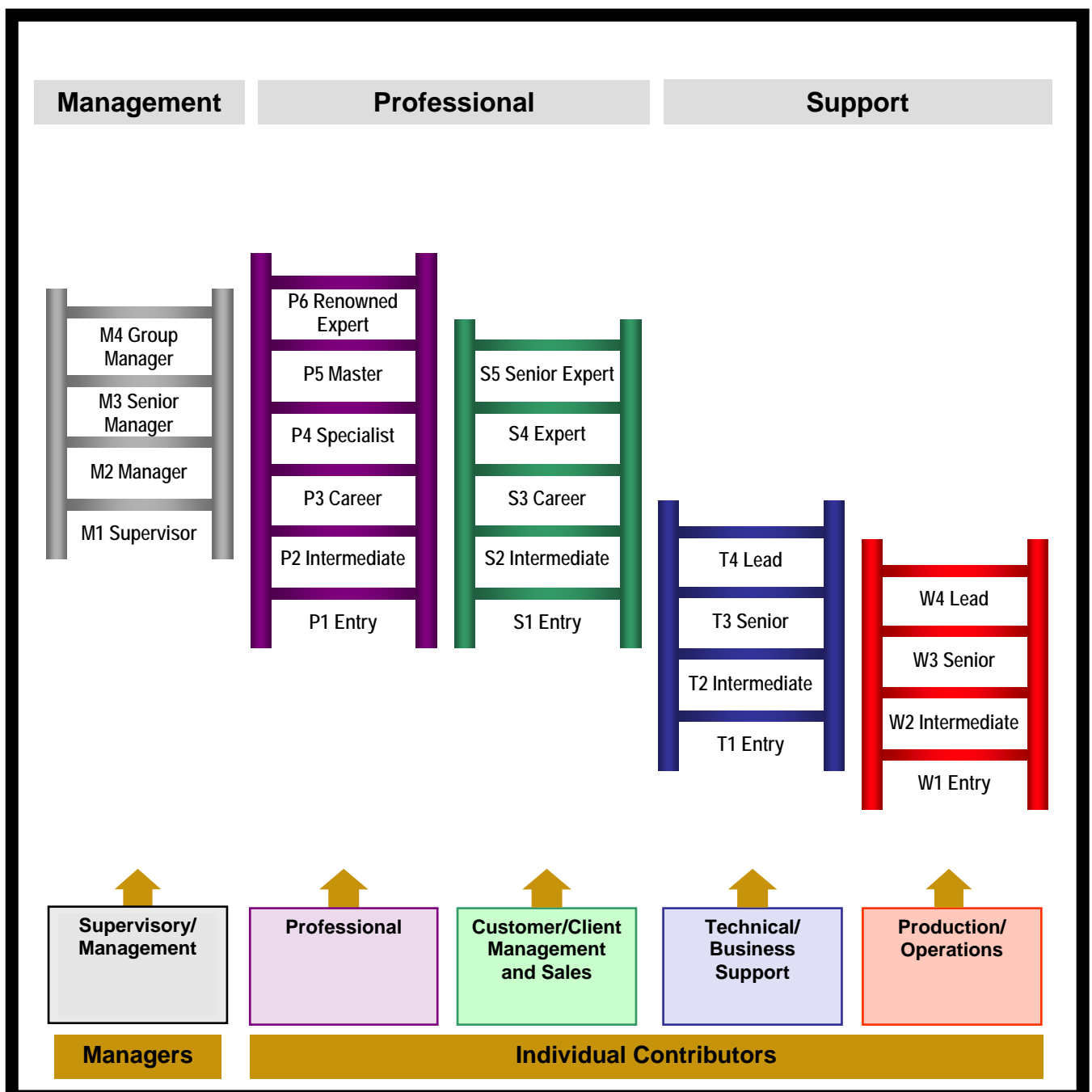
Program Management

Program Management Executive

CAREER LEVEL LIST

Asia/Pacific CDB General Industry Middle Management, Professional and Support Database

The Asia/Pacific 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
AGS Geosciences
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

FUNCTION AND DISCIPLINE LIST

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

All Industry (continued)

Legal

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

Legal Support

Legal Support Generic/Generalist
Paralegal
Contract Administration
Legal Support – 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

Customer Support/Operations

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

Technical Customer Support

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

Manufacturing/Operations

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

Project Management

Project Management Generic/Generalist
Information Technology Project Management
Facilities Construction Project Management
Engineering Project Management
Product Development Project/Program Management
Project Management – 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

Real Estate and Facilities

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

Product Development

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

Product Development Support

Product Development Support Generic/Generalist
Product Development 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

Supply Chain Management

Supply Chain Management Generic/Generalist
Supply Chain Development and Optimization
Materials Management
Logistics
Import/Export
Warehousing
Fulfillment
Purchasing Generic/Generalist
Goods Purchasing
Services Purchasing
Technical Purchasing
Supply Chain Management – No Applicable Discipline

All Industry (continued)**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