

EXECUTIVE BENCHMARK POSITION LIST Europe, Middle East and Africa (EMEA) CDB High Tech 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 Employee/Labor 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 (nontechnical)
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 Telecommunications Executive
Top Technology Infrastructure Executive
Top Technology Platforms Executive

Research & Development

Top Research & Development Executive
Top Technology Product 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

Network Services and Operations

Top Network Services Executive
Top Data and Internet Network Services Executive
Top Network Architecture and Development
Services Executive

Professional Services

Consultancy/Professional Services Executive
Service Delivery Executive
Business Consulting Executive
Technology Consulting Executive
Outsourcing Executive
Outsourcing Delivery Executive
Professional Services and Support Executive

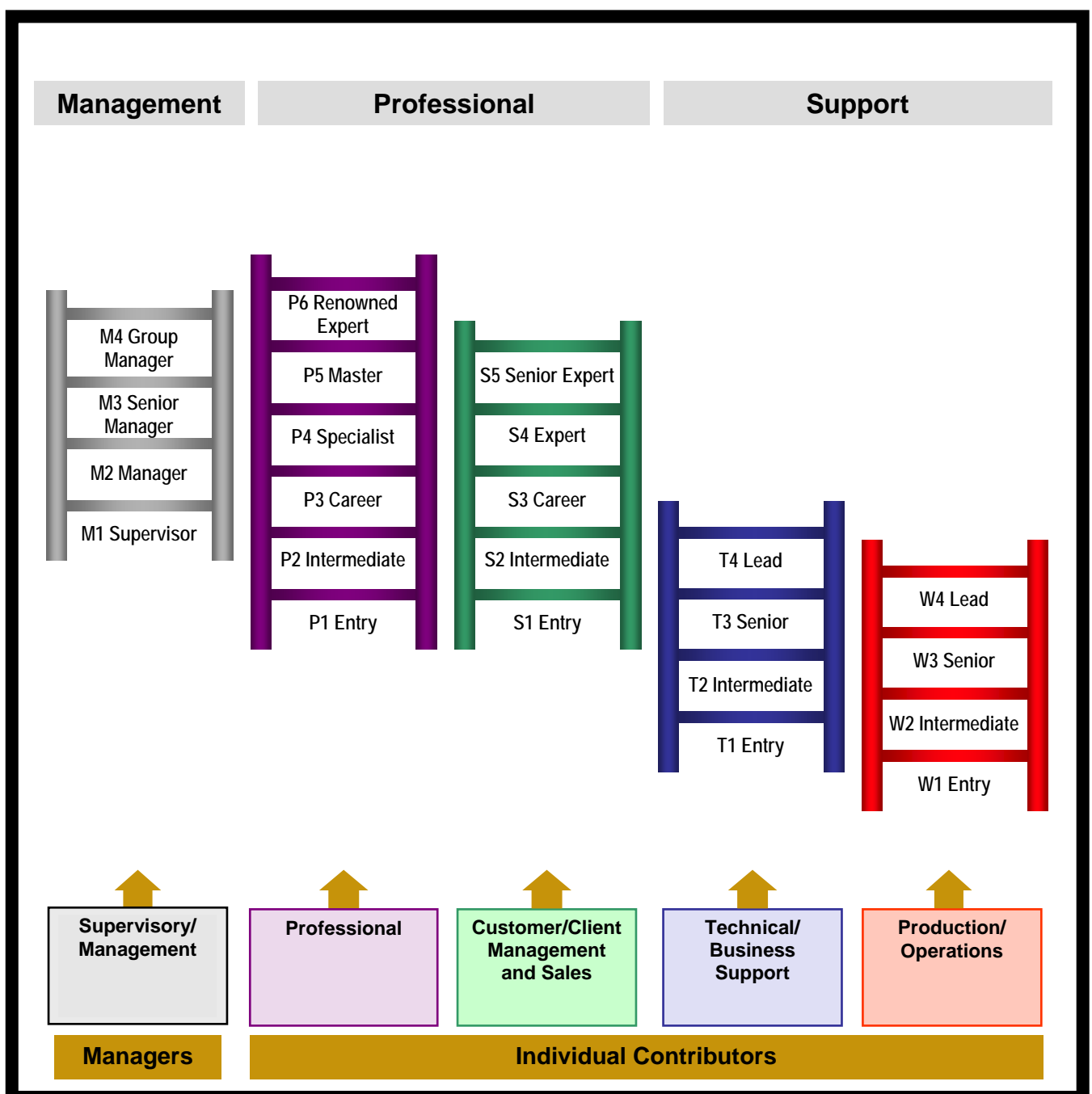
Program Management

Program Management Executive

CAREER LEVEL LIST

Europe, Middle East and Africa (EMEA) CDB High Tech Middle Management, Professional and Support Database

The EMEA CDB High Tech 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
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
CSL Large Deal Acquisition Sales
CTS Telesales
CUS Sales Support and Administration
CUT Technical Sales Support

Retail Functions

RET Retailing

Technology Functions

TCB Business Consulting
TCT Technology/Systems Consulting
THS High Volume Software Development
TOS Outsourcing Project Management
TPD Technology Product Development
TPS Technology Product Development Support

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
Administrative Services – No Applicable Discipline

Security

Security Generic/Generalist
Security – No Applicable Discipline

Corporate Affairs/Communications

Corporate Affairs/Communications
Generic/Generalist
Public Relations
Regulatory Affairs
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
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

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
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 Development
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 Outsourcing Management
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
E-Commerce Marketing
Web Content Management/Production
Web Graphic/Visual Design
Web Multimedia Production
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 – Remote/Help Desk
Technical Customer Support – Customer Site
Repair Center
Technical Customer Support – No Applicable Discipline

Manufacturing/Operations

Manufacturing/Operations Generic/Generalist
Production Planning and Control
Wafer Fab/Semiconductor Operations
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
Resource Management
Project Management – No Applicable Discipline

Quality Assurance Methods

Quality Assurance Methods Generic/Generalist
Quality Systems/Customer Satisfaction
Business Process Improvement
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

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

Engineering

Engineering Generic/Generalist
Quality Assurance Engineering
Process Engineering
Manufacturing Engineering

All Industry (continued)

Engineering (continued)

Network Engineering
Network Activation/Deployment/Construction/
Installation Engineering
Network Design and Planning (Network
Architecture) Engineering
Switch Engineering
Engineering – No Applicable Discipline

Client Service Delivery Management – No
Applicable Discipline

Channel Sales

Channel Sales Generic/Generalist
Channel Sales – IT Hardware/Software Products
Channel Sales – Telecom Services
Channel Sales – No Applicable Discipline

Technical Specialty/Skilled Trade

Technical Specialty/Skilled Trade
Generic/Generalist
Equipment Maintenance Technical Specialty
Calibration 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
Network Operations Technical Specialty
Semiconductor Manufacturing Technical Specialty
Technical Specialty/Skilled Trade – No Applicable
Discipline

Direct Sales

Direct Sales Generic/Generalist
Direct Sales – Services Generic/Generalist
Direct Sales – IT Hardware/Software Products
Direct Sales – IT Hardware Products
Direct Sales – IT Software Products
Direct Sales – Telecom Hardware/Software
Products
Direct Sales – Semiconductors
Direct Sales – Telecom Services
Direct Sales – 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
Consulting and Professional Services Account
Management
Outsourcing Services Account Management
Systems Integration and Solutions Account
Management
Account Management – No Applicable Discipline

Large Deal Acquisition Sales

Large Deal Acquisition Sales Generic/Generalist
Large Deal Acquisition Sales – Consulting and
Professional Services
Large Deal Acquisition Sales – Outsourcing
Services
Large Deal Acquisition Sales – Systems Integration
and Solutions
Large Deal Acquisition Sales – No Applicable
Discipline

Telesales

Telesales Generic/Generalist
Telesales – Inbound/Inside
Telesales – Outbound
Telesales – Software License Renewal
Telesales – No Applicable Discipline

Bid Management

Bid Management Generic/Generalist
Bid Management – No Applicable Discipline

Sales Support and Administration

Sales Support and Administration
Generic/Generalist
Sales Training
Product Sales Financing
Sales Support and Administration – No Applicable
Discipline

Client Service Delivery Management

Client Service Delivery Management
Generic/Generalist
Client Service Delivery Management – Outsourcing
Services
Client Service Delivery Management – Internet
Services

Customer/Client Management and Sales (continued)

Technical Sales Support

Technical Sales Support Generic/Generalist
Presales Technical Support/Systems Engineering
Application Engineering
Field Application Engineering (Semiconductor)
Technical/Product Training
Technical Sales Support – No Applicable Discipline

Retail

Retailing

Retailing Generic/Generalist
Retail Store Operations
Retailing – No Applicable Discipline

Technology

Business Consulting

Business Consulting Generic/Generalist
Change Management Consulting
Strategy Consulting
Business Consulting – No Applicable Discipline

Technology/Systems Consulting

Technology/Systems Consulting
Generic/Generalist
IS Security Consulting
Technology/Systems Consulting – Function/
Business Area Applications
Technology/Systems Consulting – Web, IP and
Online Solutions
Technology/Systems Consulting – Networking
Technology/Systems Consulting – Industry
Solutions
Enterprise Application Integration (EAI) Consulting
Desktop Architecture Consulting
Systems Infrastructure Planning Consulting
Technology/Systems Consulting – No Applicable
Discipline

High Volume Software Development

High Volume Software Development
Generic/Generalist
High Volume Software Development – Coding
High Volume Software Development – Testing
High Volume Software Development – No
Applicable Discipline

Outsourcing Project Management

Outsourcing Project Management
Generic/Generalist
Business Process Outsourcing Project
Management
IT Outsourcing Project Management
Outsourcing Project Management – No Applicable
Discipline

Technology Product Development

Technology Product Development
Generic/Generalist
Product Development – Engineering
Product Development – Prototypes and Trials
Product Development – Ergonomics and Usability
Product Development – Hardware
Generic/Generalist
Product Development – Integrated Circuit (IC)
Product Development – Application Specific
Integrated Circuit (ASIC)
Product Development – Wireless/RF (Radio
Frequency)
Product Development – Software
Generic/Generalist
Product Development – Packaged Software
Applications
Product Development – Systems Architecture
Product Development – Embedded
Software/Firmware
Product Development – Data Security
Technology Product Development – No Applicable
Discipline

Technology Product Development Support

Technology Product Development Support
Generic/Generalist
Product Localization
Product Development Technical Writing
Product Development Library/Knowledge
Management
Software Localization/Translation
Development Systems Testing and Quality
Technology Product Development Support – No
Applicable Discipline