

## EXECUTIVE BENCHMARK POSITION LIST Global CDB High Tech Executive Database

### **Top Executive**

Chief Executive Officer  
Chief Operating Officer  
Chairman of the Board (not CEO)  
Vice Chairman of the Board

### **Profit Center Head**

Subsidiary President  
Sector Head  
Multi-Profit Center (Group) Head  
Profit Center Head  
Top International Executive  
Top Regional Executive  
Country Manager

### **Other Executive and Administrative**

Top Administration Executive (Major Functions)  
Top Administration Executive (Other Functions)  
Top Total Quality Executive  
Top Non-Manufacturing Operations Executive  
Top Shared Services Executive  
Top E-commerce Management Executive  
Top Governance Executive  
Top Organizational Compliance Executive

### **Legal**

Top Legal Executive  
Top Intellectual Property Counsel  
Top Patent Counsel  
Deputy General Counsel  
Associate General Counsel  
Corporate Secretary  
Top Corporate Governance Counsel  
Top Commercial Services Executive  
Top Litigation Counsel

### **Human Resources**

Top Human Resources Executive  
Top Employee/Labor Relations Executive  
Top Compensation and Benefits Executive  
Top Compensation Executive  
Top Executive Compensation Executive  
Top Benefits Executive  
Top Employment/Recruitment Executive  
Top Training and Development Executive  
Top Human Resources Planning Executive  
Top EEO Executive  
Top Security Executive  
Top Safety Executive  
Top Medical Services Executive  
Top Human Resources Operations Executive

Top Human Resources Shared Services Executive  
Human Resources Shared Services Executive  
Top Diversity Executive  
Top Pension/Benefit Plan Investment Executive

### **Manufacturing/Engineering**

Top Manufacturing and Engineering Executive  
Top Manufacturing Executive  
Top Engineering Executive  
Top Manufacturing Operations Executive  
Top Quality Control Executive  
Multi-Plant Manager  
Plant Manager  
Top Manufacturing Staff Executive  
Top Manufacturing Engineering Executive  
Top Development Engineering Executive  
Top Environmental Affairs Executive  
Top Production Executive  
Top Maintenance Executive

### **Sales/Marketing**

Top Sales and Marketing Executive  
Top Sales Executive  
Sales Executive (Second Level)  
Sales Executive (Third Level)  
Regional Field Sales Executive  
District Field Sales Executive  
Global Account Management Executive  
National/Global Accounts Executive  
Top Channel Sales Executive  
Channel Sales Executive (Second Level)  
Top Government Sales Executive  
Top Sales Operations Executive  
Top Marketing Executive  
Marketing Executive (Second Level)  
Top Product Marketing Executive  
Product Marketing (Second Level)  
Top New Product Development Executive  
Top Industry Marketing Executive  
Industry Marketing Executive (Second Level)  
Top Channel Marketing Executive  
Top Marketing Staff Executive  
Top Marketing Services Executive  
Top Marketing Research Executive  
Top Marketing Communication Executive  
Top Advertising and Sales Promotion 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  
Assistant Controller  
Treasurer  
Assistant Treasurer  
Top Tax Executive  
Tax Executive (Second Level)  
Top General Accounting Executive  
Top Internal Audit Executive  
Top Financial Planning Executive  
Top Insurance Executive  
Top Budgeting Executive  
Top Cash Management Executive  
Top Credit and Collection Manager  
Top Investor Relations Executive  
Top Risk Management Executive  
Top Financial Shared Services Executive  
Financial Shared Services Executive  
Top Investment Portfolio Management Executive

### **Information Technology**

Chief Information Officer  
Chief Technology Officer  
Top Information Technology Executive  
Top Applications Development Executive  
Top Systems Software Executive  
Top Data Processing Operations Executive  
Top Telecommunications Executive  
Top Technology Infrastructure Executive  
Top E-commerce Technology Executive  
Top Information Technology Shared Services Executive  
Information Technology Shared Services Executive  
Information Technology Function Head  
Top Information Security Executive  
Top Technology Platforms Executive

### **Research & Development**

Top Research & Development Executive  
Top Basic Research Executive  
Basic Research Executive (Second Level)  
Top Applied Research (Development) Executive  
Applied Research (Development) Executive (Second Level)  
Head of Research Center  
Product Management Executive  
Fellow  
Senior Fellow

Top Technology Product Development Executive

### **Corporate Affairs**

Top Corporate Affairs Executive  
Top Public Relations Executive  
Top Community Relations Executive  
Top Government Relations Executive  
Top Internal Communications Executive  
Top Government Liaison Executive  
Top Federal Regulatory Affairs Executive  
Top State/Region/Province/Local Regulatory Affairs Executive  
Top Public Relations and Communications Executive  
Communications Executive (Second Level)

### **Planning and Business Development**

Top Planning and Business Development Executive  
Top Strategic Planning Executive  
Top Business Development Executive  
Top Licensing Executive  
Top Mergers and Acquisitions Executive  
Top Strategic Alliance Executive  
Top Merger Integration Executive

### **Procurement and Logistics**

Top Procurement and Logistics Executive  
Top Procurement Executive  
Top Logistics Executive  
Top Transportation Executive  
Top Warehousing Executive  
Top Purchasing Shared Services Executive  
Top Supply Chain Executive  
Supply Chain Executive (Second Level)

### **Property Management**

Top Property Management Executive  
Top Real Estate Development Executive  
Top Facilities Management Executive  
Top Aircraft Operations Executive

### **Network Services and Operations**

Top Network Services Executive  
Top Data and Internet Network Services Executive  
Data and Internet Network Services Executive (Second Level)  
Top Access Management Services Executive  
Access Management Services Executive (Second Level)  
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

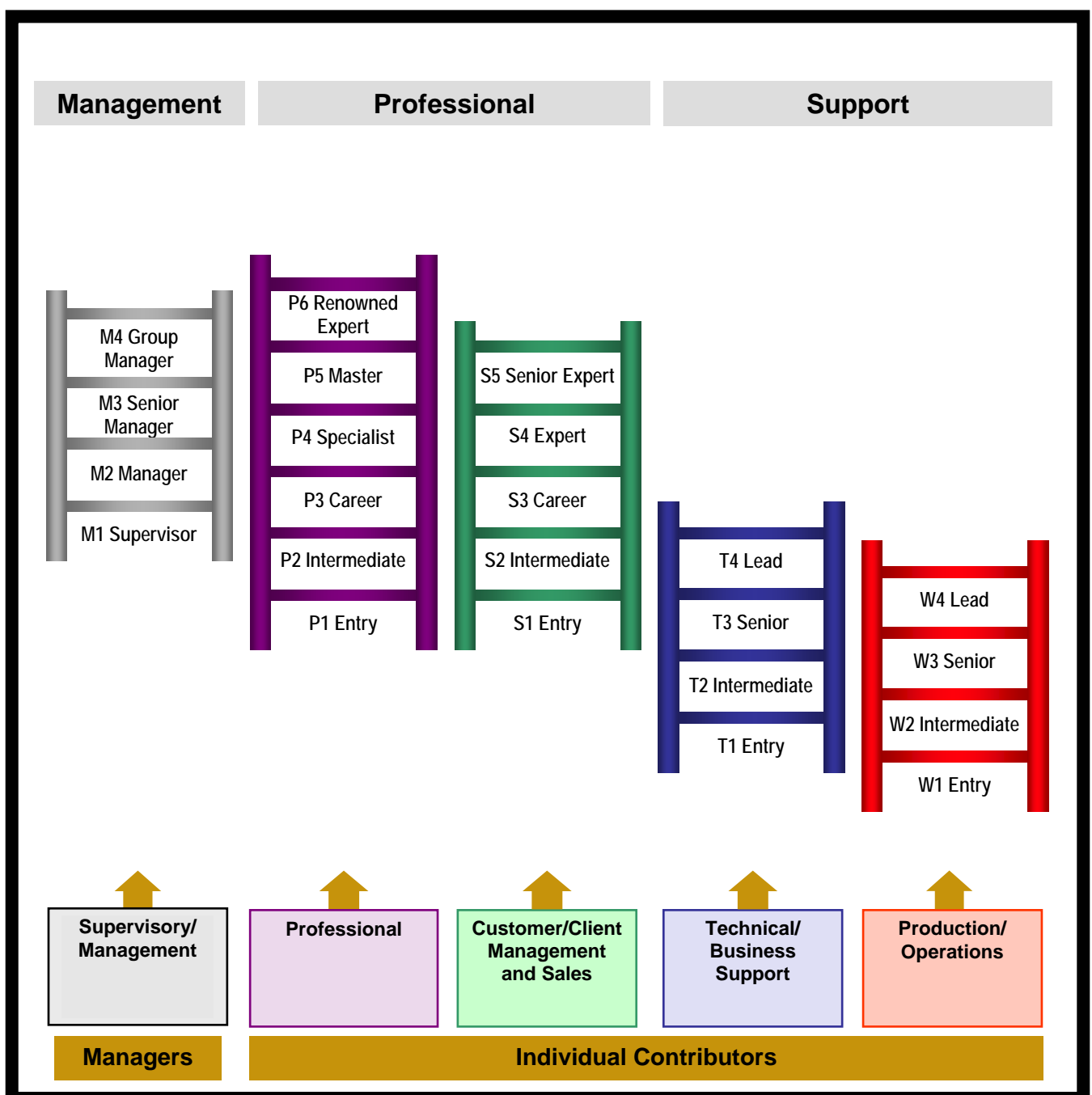
***Program Management***

Program Management Executive

## CAREER LEVEL LIST

### Global CDB High Tech Middle Management, Professional and Support Database

The Global 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  
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

### **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  
Library/Information Services  
Receptionist/Switchboard  
Secretarial/Executive Administrative Assistance  
Driver/Chauffeur  
Aircraft Management  
Aviation – Pilots  
Food Services  
Vehicle Fleet Management  
Administrative Services – No Applicable Discipline

#### **Security**

Security Generic/Generalist  
Anti-Terrorism  
Security – No Applicable Discipline

#### **Corporate Affairs/Communications**

Corporate Affairs/Communications  
Generic/Generalist  
Public Relations  
Community Affairs/Relations  
Corporate Giving  
Regulatory Affairs  
Environmental Affairs and Compliance  
Government Relations  
Lobbying  
Investor Relations  
Internal/Employee Communications  
Creative Writing Services  
Creative Design Services  
Speech Writing  
Localization/Translation Services  
Corporate Affairs/Communications – No Applicable  
Discipline

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

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

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

Accounting, Credit and Collections  
Generic/Generalist  
General Accounting  
Cost Accounting  
Accounts Payable/Receivable  
Payroll  
Stockholder Services  
Bookkeeping/Account Maintenance  
Credit  
Collections  
Fraud and Revenue Assurance  
Software Licensing Compliance  
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  
Corporate Planning  
Tax Reporting and Compliance  
Tax Research  
Risk Management  
Insurance Risk  
Rates  
Economics  
Financial/Business Controls and Audit  
Generic/Generalist  
General Audit  
IS Audit  
Business Ethics and Compliance  
Financial Analysis, Audit and Tax – No Applicable  
Discipline

#### **Human Resources**

HR Generalist/Consultant Generic/Generalist  
Compensation and Benefits Generic/Generalist  
Compensation Generic/Generalist  
Compensation – Executive Compensation  
Compensation – International Compensation  
Compensation – Sales Compensation  
Benefits  
Pension Plan Administration

## **All Industry** (continued)

### **Human Resources** (continued)

International/Expatriate  
Employee/Labor Relations Generic/Generalist  
Employee Relations  
Labor Relations  
Diversity/EEO  
Organization Development  
Employee Development/Training  
Generic/Generalist  
Management Development  
Technical Training  
Nontechnical Training  
E-Learning Development  
Recruitment Generic/Generalist  
Recruitment – Management  
Recruitment – Professional/Technical  
Recruitment – Support/Hourly  
Human Resources Information Systems (HRIS)  
Human Resources Call Center  
Human Resources – No Applicable Discipline

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

Environmental, Health and Safety  
Generic/Generalist  
Environmental Science  
Environmental Remediation  
Health and Safety  
Industrial Hygiene  
Safety  
Workers Compensation Case Management  
Medical Services – MD  
Medical Services – Nursing  
Medical Services – Nonmedical degree  
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  
Database Warehousing/Mining  
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  
E-mail Administration  
IS Disaster Recovery/Business Continuation  
IS Security  
IT Training/Documentation  
Voice Communications  
IT Asset Management  
IT Outsourcing Management  
IT Administration – No Applicable Discipline

### **Legal**

Legal Generic/Generalist  
Contract Law  
Employment Law  
Intellectual Property/Patent Law  
Litigation  
Merger and Acquisition Law  
Real Estate Law  
Regulatory Compliance Law  
Tax Law  
Legal – No Applicable Discipline

### **Legal Support**

Legal Support Generic/Generalist  
Paralegal  
Contract Administration  
Claims Resolution  
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  
Pricing  
Marketing Program Management  
Trade Shows/Events  
E-Commerce Marketing  
Web Content Management/Production  
Web Graphic/Visual Design  
Web Multimedia Production  
Web Creative Writing

**All Industry** (continued)

**Marketing** (continued)

Web Localization/Translation  
Marketing – No Applicable Discipline

Real Estate and Facilities – No Applicable  
Discipline

**Customer Support/Operations**

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

**Research Science**

Research Science Generic/Generalist  
Research Science – Physical Science  
Research Science – Health Science  
Research Science – Life Science  
Research Science – Mathematics, Statistics and  
Computer Science  
Research Science – 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

**Research Science Support**

Research Science Support Generic/Generalist  
Research Science Support – Physical Science  
Research Science Support – Health Science  
Research Science Support – Life Science  
Research Science Support – Mathematics,  
Statistics and Computer Science  
Research Science Support – No Applicable  
Discipline

**Manufacturing/Operations**

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

**Supply Chain Management**

Supply Chain Management Generic/Generalist  
Supply Chain Development and Optimization  
Materials Planning/Scheduling  
Materials Management  
Inventory Control  
Logistics  
Import/Export  
Warehousing  
Fulfillment  
Transportation  
Purchasing Generic/Generalist  
Goods Purchasing  
Services Purchasing  
Technical Purchasing  
Commodity Purchasing  
Supply Chain Management – No Applicable  
Discipline

**Project Management**

Project Management Generic/Generalist  
Information Technology Project Management  
Facilities Construction Project Management  
Engineering Project Management  
Research Science Project/Program 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  
Six Sigma Process  
Quality Assurance Methods – No Applicable  
Discipline

**Engineering**

Engineering Generic/Generalist  
Chemical Engineering  
Petroleum Engineering  
Quality Assurance Engineering  
Civil Engineering  
Electrical Equipment Engineering  
Process Engineering  
Industrial Engineering  
Manufacturing Engineering  
Tool and Design Engineering

**Real Estate and Facilities**

Real Estate and Facilities Generic/Generalist  
Real Estate/Property Management  
Facilities Management  
Land/Right-of-way

**All Industry** (continued)**Engineering** (continued)

Sustaining Engineering  
 Mechanical Engineering  
 Environmental Engineering  
 Computer Control Systems Electronics  
 Engineering  
 Electronic Engineering  
 Packaging Engineering  
 Safety Engineering  
 Structural/Facilities Engineering  
 Network Engineering  
 Network Activation/Deployment/Construction/  
 Installation Engineering  
 Network Design and Planning (Network  
 Architecture) Engineering  
 Switch Engineering  
 Engineering – 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  
 Production/Operations Lab Technical Specialty  
 Generic/Generalist  
 Biology Technical Specialty  
 Chemistry Technical Specialty  
 Stationary Engineering Technical Specialty  
 Technical Documentation Control  
 Skilled Trade Generic/Generalist  
 Electrical Skilled Trade  
 Welding Skilled Trade  
 Mechanical Skilled Trade  
 Machinery/Millwright Skilled Trade  
 Network Operations Technical Specialty  
 Semiconductor Manufacturing Technical Specialty  
 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

Consulting and Professional Services Account  
 Management  
 Outsourcing Services Account Management  
 Systems Integration and Solutions Account  
 Management  
 Account Management – No Applicable Discipline

**Bid Management**

Bid Management Generic/Generalist  
 Government Bid Management  
 Bid Management – No Applicable Discipline

**Client Service Delivery Management**

Client Service Delivery Management  
 Generic/Generalist  
 Client Service Delivery Management – Consulting  
 and Professional Services  
 Client Service Delivery Management – Outsourcing  
 Services  
 Client Service Delivery Management – Systems  
 Integration and Solutions  
 Client Service Delivery Management – Internet  
 Services  
 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 – IT Hardware/Software Products  
 Channel Sales – IT Hardware Products  
 Channel Sales – IT Software Products  
 Channel Sales – Telecom Hardware Products  
 Channel Sales – Semiconductors  
 Channel Sales – Other Electronics  
 Channel Sales – Telecom Services  
 Channel Sales – Internet Services  
 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 – IT Hardware/Software Products  
 Direct Sales – IT Hardware Products  
 Direct Sales – IT Software Products  
 Direct Sales – IT Education Services

## **Customer/Client Management and Sales** (continued)

### **Direct Sales** (continued)

Direct Sales – Telecom Hardware/Software Products

Direct Sales – Semiconductors

Direct Sales – Other Electronics

Direct Sales – Telecom Services

Direct Sales – Internet Services

Direct Sales – No Applicable Discipline

### **Government Sales**

Government Sales Generic/Generalist

Government Sales – Durable Goods  
Generic/Generalist

Government Sales – Nondurable Goods  
Generic/Generalist

Government Sales – Services Generic/Generalist

Government Sales – IT Hardware/Software Products

Government Sales – IT Hardware Products

Government Sales – IT Software Products

Government Sales – IT Education Services

Government Sales – Telecom Hardware Products

Government Sales – Semiconductors

Government Sales – Other Electronics

Government Sales – Telecom Services

Government Sales – Internet Services

Government Sales – Consulting and Professional Services

Government Sales – Outsourcing Services

Government Sales – Systems Integration and Solutions

Government Sales – 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

### **New Account Acquisition Sales**

New Account Acquisition Sales Generic/Generalist

New Account Acquisition Sales – Durable Goods  
Generic/Generalist

New Account Acquisition Sales – Nondurable Goods  
Generic/Generalist

New Account Acquisition Sales – Services  
Generic/Generalist

New Account Acquisition Sales – IT  
Hardware/Software Products

New Account Acquisition Sales – IT Hardware  
Products

New Account Acquisition Sales – IT Software  
Products

New Account Acquisition Sales – IT Education  
Services

New Account Acquisition Sales – Telecom  
Hardware Products

New Account Acquisition Sales – Semiconductors

New Account Acquisition Sales – Other Electronics

New Account Acquisition Sales – Telecom  
Services

New Account Acquisition Sales – Internet Services

New Account Acquisition Sales – No Applicable  
Discipline

### **Telesales**

Telesales Generic/Generalist

Telesales – Inbound/Inside

Telesales – Outbound

Telesales – Software License Renewal

Telesales – 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

### **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

Visual Merchandising

Merchandising/Category Management

Retail Buying

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 – Physical Science  
Product Development – Mathematics, Statistics  
and Computer Science  
Product Development – Engineering  
Product Development – Prototypes and Trials  
Product Development – Ergonomics and Usability  
Product Development – Creative Design/Industrial  
Design  
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 – Operating Systems  
Software  
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 Development Support – Physical Science  
Product Development Support – Mathematics,  
Statistics and Computer Science  
Product Localization  
Product Development Technical Writing  
Product Development Library/Knowledge  
Management  
Software Localization/Translation  
Release Engineering  
Development Systems Testing and Quality  
Technology Product Development Support – No  
Applicable Discipline