

2016

Printing Industry Sales Compensation Survey



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The 2016 Sales Compensation Survey was conducted during the first quarter of 2016 by Printing Industries of America (PIA) and its affiliated organizations across the United States. The methodology in this survey was much more granular than past surveys conducted by PIA and its Affiliates. Information regarding the sales representatives' performance (sales generated) as well as compensation was collected. Along with surveying compensation methodologies (salary, salary + commission, commission, etc.), we also attempted to gather information about these methods in regards to major production processes (heatset/coldest web; sheetfed; digital; mailing; fulfillment, etc.). Given the number of ancillary services added by many print providers the past decade, and that there have been marked differences between sheetfed and web compensation methods, it was important to differentiate the information gathered.

We appreciate the support of the participating member companies, and hope that you will find this information useful in your management decisions making.

Table of Contents

Survey Demographics	2
Compensation - ALL Participants (By Experience)	3
Performance – ALL Participants (By Company Size).....	4
Compensation – ALL Participants (By Method)	5
Compensation – ALL Participants (Commission)	6
Compensation – ALL Participants (Salary, Salary plus incentives)	8
Compensation – REGIONAL (By Method)	10
Compensation – REGIONAL (Commission)	13
Compensation – REGIONAL (Salary, Salary plus incentives)	16
Policies & Benefits (By Size Company)	18
Policies & Benefits (Regional)	23

Survey Demographics

160 companies across the United States participated, which represented nearly 800 sales representatives. Although most companies had one uniform sales compensation plan, nearly 1/3 of participating companies used a variety of compensation plans. The latter group customized their plans based on a sales representative's experience, production processes, as well as the company's strategic goals.

The following tables provide an overview of the survey. The first column "Reps" represents the percentage of sales representatives, while the second column reflects the number of companies participating. For example, in the first table (Participation – By Company Sales Volume), 13.5% of all representatives surveyed worked for a company with sales of less than \$5 million, while 31.6% of the companies participating in the survey had sales less than \$5 million.

Participation – By Company Sales Volume

	Reps	Company
Sales < \$5,000,000	13.5%	31.6%
Sales >=5,000,000 and <\$15,000,000	31.5%	32.9%
Sales >= \$15,000,000 and < \$30,000,000	36.1%	25.8%
Sales >= \$30,000,000	18.9%	9.7%

Participation – By Region

	Reps	Company
Western U.S.	8.5%	14.2%
South Central U.S.	12.7%	11.6%
North Central U.S.	46.8%	40.6%
North East U.S.	23.4%	21.3%
South East U.S.	8.6%	12.3%

Participation – By Process

	Reps	Company
General Commercial Printers	76.8%	71.0%
Digital/Wide Format	5.2%	5.8%
Mailing/Fulfillment	0.4%	0.6%
Packaging/Labels	12.1%	9.7%
Bindery/Finishing	1.8%	3.9%
Other	3.7%	9.0%

Although the above information indicates that the vast majority of participating companies were general commercial printers, nearly all of those firms produced products in at least two or three of the business processes.

Because of potential regional differences in compensation, as well as company size, compensation was reported by region, as well as company size in terms of employment. The regions are as follows:

North East -- ME, NH, DE, VT, MA, CT, RI, NY, NJ, PA, DC, MD

South East -- WV, VA, NC, SC, GA, FL, MS, AL, KY, TN

South Central -- OK, TX, LA, AR, KS, MO

North Central -- WI, MI, IL, IN, OH, ND, MN, SD, IA, NE

West -- AZ, NM, CO, UT, ID, MT, WY, NV, AK, WA, OR, CA, HI

The following tables reflect data compiled from all participating companies (other than packaging or finishers).

Sales Compensation – ALL Participants (By Experience)

The following table shows the difference in earnings (total compensation) by the individuals’ experience as a sales representative and by the process being sold.

	< 5 Years		≥ 5 and <10 Years		≥ 10 and <20 Years		> 20 Years	
	Average	Median	Average	Median	Average	Median	Average	Median
All Sales Reps	\$60,745	\$52,000	\$72,541	\$70,590	\$108,191	\$80,000	\$126,478	\$100,400
Web Printing	\$71,141	\$52,791	\$92,281	\$93,750	\$100,107	\$72,966	\$139,680	\$92,031
Sheetfed	\$62,063	\$51,200	\$71,710	\$60,050	\$101,799	\$80,000	\$120,808	\$92,906
Digital	\$69,864	\$53,750	\$74,730	\$62,700	\$109,165	\$83,038	\$141,240	\$109,500
Wide Format	\$71,858	\$56,435	\$78,740	\$84,000	\$105,967	\$86,750	\$153,487	\$120,000
Mailing	\$76,448	\$72,380	\$88,100	\$72,000	\$105,970	\$80,000	\$149,415	\$133,075
Fulfillment	\$50,205	\$41,850	\$96,641	\$84,000	\$114,714	\$102,900	\$146,733	\$124,890

Sales Performance – ALL Participants (By Company Size)

The following table provides information regarding sales generated by sales rep by process, as well as by size company.
NOTE: Because of the large variance between sales volume, the median (mid-point) is reported as well as average.

	<\$5 Million		>=\$5 and <\$15 Million		>= 15 and <\$30 Million		> \$30 Million	
	Average	Median	Average	Median	Average	Median	Average	Median
All Sales Reps	\$877,978	\$767,825	\$1,296,944	\$950,976	\$1,744,097	\$1,124,030	\$4,197,195	\$2,661,807
Web Printing	\$1,084,750	\$695,000	\$1,380,843	\$923,720	\$1,525,197	\$500,000	\$3,290,480	\$2,194,900
Sheetfed	\$596,984	\$490,658	\$814,787	\$613,000	\$1,001,906	\$697,500	\$2,693,508	\$1,400,000
Digital	\$188,345	\$100,039	\$191,737	\$113,603	\$430,582	\$155,332	\$1,233,256	\$725,923
Wide Format	\$98,474	\$23,934	\$414,512	\$43,763	\$117,678	\$69,000	---	---
Mailing	\$80,345	\$30,000	\$124,639	\$50,000	\$308,118	\$80,605	\$3,444,053	\$2,414,881
Fulfillment	\$22,339	\$15,988	\$126,372	\$53,490	\$143,721	\$56,576	---	---

Sales Compensation – ALL Participants (By Method)

The survey reviewed the major methods of compensation used in the industry - salary only; salary plus incentives; commission only (gross sales and value-added sales). The following table reflects the method used to compensate individuals within the specified process category.

	Salary Only	Salary + Commission	Salary + Commission Value Added	Salary + Commission Gross Margin	Commission Gross Sales	Commission VA Sales	Commission Gross Margin
Web (Cold)	10.8%	26.5%	27.7%	1.2%	20.5%	12.0%	1.2%
Web (Heat)	18.2%	8.5%	17.6%	---	19.3%	35.8%	0.6%
Sheetfed	13.9%	13.0%	13.2%	2.5%	39.6%	17.2%	0.7%
Digital	9.3%	20.1%	1.7%	5.7%	46.2%	15.9%	1.1%
Wide Format	9.9%	14.6%	4.2%	5.2%	55.7%	5.2%	5.2%
Mailing	11.5%	11.1%	4.8%	5.3%	50.0%	16.8%	0.5%
Fulfillment	13.0%	2.2%	5.4%	3.8%	60.3%	14.7%	0.5%

Sales Compensation – ALL Participants (Commission)

The following tables (by production process) indicate the percentage commission utilized for commissioned representatives. NOTE: due to the tremendous number of methods used within salary + commission plans, reporting that data was beyond the scope of this survey.

Also presented is the percentage of respondents in plans that commission rates will decrease/increase depending on management’s goals. For example, for the Web-Coldset process, 26.5% of respondents were in plans that commission rates would vary depending on targets. NOTE: due to the large variations in targets (sales volume; mark-up; profit margins, etc.) it was impractical to report how those plans vary.

WEB - Cold	Low	High	Average	Median
Commission - Gross Sales	2.0%	10.0%	6.2%	6.0%
Commission - VA	5.0%	9.0%	7.8%	9.0%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$1,200	\$25,000	\$7,061	\$4,408
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 26.5% of Representatives				

WEB - Heatset	Low	High	Average	Median
Commission - Gross Sales	2.0%	11.0%	8.5%	11.0%
Commission - VA	2.0%	9.0%	5.9%	5.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$1,200	\$17,000	\$5,058	\$4,166
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 21.6% of Representatives				

SHEETFED	Low	High	Average	Median
Commission - Gross Sales	3.0%	12.5%	8.4%	8.5%
Commission - VA	4.6%	14.0%	9.2%	9.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$500	\$24,600	\$4,773	\$4,163
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 24.2% of Representatives				

Sales Compensation - Commission (Continued)

DIGITAL	Low	High	Average	Median
Commission - Gross Sales	3.0%	12.5%	8.4%	8.7%
Commission - VA	2.0%	14.0%	8.3%	8.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$750	\$24,600	\$5,297	\$4,333
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 28.6% of Representatives				

WIDE FORMAT	Low	High	Average	Median
Commission - Gross Sales	4.0%	16.0%	9.6%	10.0%
Commission - VA	10.0%	25.0%	11.7%	10.0%
Commission - Gross Margin	35.0%	50.0%	36.4%	35.0%
Monthly Draw Against Commission	\$750	\$16,541	\$4,375	\$3,501
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 34.6% of Representatives				

MAILING	Low	High	Average	Median
Commission - Gross Sales	3.0%	10.0%	7.9%	8.0%
Commission - VA	5.0%	14.0%	9.6%	8.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$1,200	\$16,417	\$4,827	\$4,333
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 27.4% of Representatives				

FULFILLMENT	Low	High	Average	Median
Commission - Gross Sales	3.0%	10.0%	7.8%	8.0%
Commission - VA	8.5%	14.0%	10.2%	10.0%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$1,200	\$17,000	\$5,424	\$4,333
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 21.7% of Representatives				

Compensation – ALL Participants (Salary, Salary plus incentives)

This section reports data for salaried individuals, and a low, high, average as well as median. The median, which measures the data midpoint, is of critical importance since compensation varies dramatically due a variety of variables including: experience, company capabilities, and the rep’s sales volume.

Since it was difficult to survey the broad range of incentive methods used for salary based employees, the survey requested the individual’s base salary as well as the total compensation. For example, in the first table, \$52,000 was the median compensation for individuals paid by a Salary + Commission (Gross Sales) method. The median for Total Compensation was \$87,514; thus, the reader can see the “spread” between a sales rep’s base salary and what was earned through incentives.

WEB - Cold

	Low	High	Average	Median
Salary Only	\$32,000	\$100,000	\$73,967	\$70,285
Salary + Commission (Gross Sales) - TOTAL Comp	\$32,308	\$247,029	\$89,613	\$87,514
Salary + Commission (Gross Sales) - Base Salary	\$32,308	\$125,000	\$59,814	\$52,000
Salary + Commission (VA Sales) - TOTAL Comp	\$15,000	\$265,150	\$92,716	\$74,526
Salary + Commission (VA Sales) - Base Salary	\$15,000	\$138,456	\$62,826	\$37,250

WEB - Heatset

	Low	High	Average	Median
Salary Only	\$32,000	\$206,500	\$89,822	\$71,625
Salary + Commission (Gross Sales) - TOTAL Comp	\$35,468	\$216,759	\$111,700	\$90,027
Salary + Commission (Gross Sales) - Base Salary	\$15,000	\$150,000	\$80,094	\$70,096
Salary + Commission (VA Sales) - TOTAL Comp	\$40,000	\$481,790	\$116,638	\$87,000
Salary + Commission (VA Sales) - Base Salary	\$34,750	\$138,450	\$57,031	\$50,000

SHEETFED

	Low	High	Average	Median
Salary Only	\$17,500	\$240,000	\$95,605	\$82,716
Salary + Commission (Gross Sales) - TOTAL Comp	\$22,700	\$285,000	\$74,701	\$65,000
Salary + Commission (Gross Sales) - Base Salary	\$10,000	\$100,000	\$44,200	\$40,000
Salary + Commission (VA Sales) - TOTAL Comp	\$28,681	\$265,160	\$96,616	\$70,000
Salary + Commission (VA Sales) - Base Salary	\$12,600	\$150,000	\$66,956	\$60,000

Compensation – Salary Based (Continued)

DIGITAL

	Low	High	Average	Median
Salary Only	\$40,500	\$240,000	\$116,320	\$115,746
Salary + Commission (Gross Sales) - TOTAL Comp	\$20,541	\$260,795	\$81,262	\$61,245
Salary + Commission (Gross Sales) - Base Salary	\$10,000	\$180,000	\$50,387	\$45,000
Salary + Commission (VA Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

WIDE FORMAT

	Low	High	Average	Median
Salary Only	\$40,500	\$240,000	\$112,005	\$80,000
Salary + Commission (Gross Sales) - TOTAL Comp	\$24,000	\$451,299	\$93,077	\$59,998
Salary + Commission (Gross Sales) - Base Salary	\$10,000	\$87,000	\$36,670	\$30,000
Salary + Commission (VA Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

MAILING

	Low	High	Average	Median
Salary Only	\$40,500	\$240,000	\$114,718	\$111,400
Salary + Commission (Gross Sales) - TOTAL Comp	\$20,541	\$285,000	\$97,243	\$67,500
Salary + Commission (Gross Sales) - Base Salary	\$12,000	\$75,000	\$37,075	\$30,000
Salary + Commission (VA Sales) - TOTAL Comp	\$40,000	\$174,700	\$79,850	\$70,000
Salary + Commission (VA Sales) - Base Salary	\$20,000	\$100,000	\$58,050	\$55,000

FULFILLMENT

	Low	High	Average	Median
Salary Only	\$40,500	\$240,000	\$112,177	\$104,800
Salary + Commission (Gross Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (Gross Sales) - Base Salary		Insufficient Data		
Salary + Commission (VA Sales) - TOTAL Comp	\$40,000	\$174,700	\$79,850	\$70,000
Salary + Commission (VA Sales) - Base Salary	\$20,000	\$100,000	\$58,050	\$55,000

Regional Reporting

In order to capture any difference in compensation methods by region of the United States, survey results are also reported by region. For the purpose of this study, regions are defined as follows:

North Central -- WI, MI, IL, IN, OH, ND, MN, SD, IA, NE

North East -- ME, NH, DE, VT, MA, CT, RI, NY, NJ, PA, DC, MD

South Central -- OK, TX, LA, AR, KS, MO

South East -- WV, VA, NC, SC, GA, FL, MS, AL, KY, TN

West -- AZ, NM, CO, UT, ID, MT, WY, NV, AK, WA, OR, CA, HI

The first sets of tables report method of compensation used by production process.

Sales Compensation – REGIONAL (By Method)

North Central Region

	Salary Only	Salary + Commission	Salary + Commission Value Added	Salary + Commission Gross Margin	Commission Gross Sales	Commission VA Sales	Commission Gross Margin	Commissions Vary By Target
Web (Cold)	10.5%	33.3%	17.5%	1.8%	19.3%	17.5%	---	41.8%
Web (Heat)	18.7%	7.5%	17.8%	---	6.5%	49.5%	---	24.1%
Sheetfed	15.1%	12.7%	18.7%	---	29.5%	22.9%	1.2%	19.9%
Digital	13.7%	27.4%	0.8%	7.3%	24.2%	26.6%	---	30.8%
Wide Format	22.2%	22.2%	13.3%	---	35.6%	6.7%	---	40.0%
Mailing	19.4%	14.5%	9.7%	---	32.3%	24.2%	---	28.0%
Fulfillment	20.7%	3.4%	10.3%	---	39.7%	25.9%	---	30.4%

North East Region

	Salary Only	Salary + Commission	Salary + Commission Value Added	Salary + Commission Gross Margin	Commission Gross Sales	Commission VA Sales	Commission Gross Margin	Commissions Vary By Target
Web (Cold)	15.4%	15.4%	46.2%	---	23.1%	---	---	---
Web (Heat)	---	66.7%	---	---	33.3%	---	---	---
Sheetfed	14.5%	15.4%	---	6.0%	53.8%	10.3%	---	42.0%
Digital	8.4%	11.2%	---	6.5%	59.8%	11.2%	2.8%	46.9%
Wide Format	10.1%	5.6%	3.4%	7.9%	69.7%	3.4%	---	46.3%
Mailing	10.3%	5.1%	---	9.0%	71.8%	3.8%	---	38.6%
Fulfillment	10.7%	1.3%	---	9.3%	74.7%	4.0%	---	20.9%

South Central Region

	Salary Only	Salary + Commission	Salary + Commission Value Added	Salary + Commission Gross Margin	Commission Gross Sales	Commission VA Sales	Commission Gross Margin	Commissions Vary By Target
Web (Cold)	---	---	---	---	---	---	---	---
Web (Heat)	6.9%	---	6.9%	---	69.0%	13.8%	3.4%	3.7%
Sheetfed	2.8%	7.0%	5.6%	5.6%	56.3%	21.1%	1.4%	17.4%
Digital	1.5%	8.8%	5.9%	5.9%	69.1%	7.4%	1.5%	23.9%
Wide Format	2.0%	---	---	7.8%	68.6%	---	21.6%	44.0%
Mailing	2.4%	---	9.8%	9.8%	46.3%	29.3%	2.4%	30.0%
Fulfillment	3.3%	---	13.3%	---	63.3%	16.7%	3.3%	27.6%

South Eastern Region

	Salary Only	Salary + Commission	Salary + Commission Value Added	Salary + Commission Gross Margin	Commission Gross Sales	Commission VA Sales	Commission Gross Margin	Commissions Vary By Target
Web (Cold)	---	---	100.0%	---	---	---	---	---
Web (Heat)	---	---	---	---	14.3%	85.7%	---	85.7%
Sheetfed	9.3%	14.0%	30.2%	---	23.3%	23.3%	---	28.2%
Digital	4.0%	44.0%	---	---	36.0%	16.0%	---	4.2%
Wide Format	7.1%	50.0%	---	---	7.1%	35.7%	---	7.7%
Mailing	0.0%	56.3%	---	---	12.5%	31.3%	---	---
Fulfillment	---	---	---	---	66.7%	33.3%	---	---

Western Region

	Salary Only	Salary + Commission	Salary + Commission Value Added	Salary + Commission Gross Margin	Commission Gross Sales	Commission VA Sales	Commission Gross Margin	Commissions Vary By Target
Web (Cold)	20.0%	20.0%	---	---	60.0%	---	---	---
Web (Heat)	41.7%	4.2%	41.7%	---	12.5%	---	---	71.4%
Sheetfed	23.9%	19.7%	15.5%	---	38.0%	2.8%	---	44.4%
Digital	13.0%	23.9%	2.2%	---	54.3%	6.5%	---	35.0%
Wide Format	---	57.9%	---	---	42.1%	---	---	---
Mailing	21.4%	7.1%	---	---	71.4%	---	---	36.4%
Fulfillment	23.5%	5.9%	---	---	70.6%	---	---	69.2%

Sales Compensation – REGIONAL (Commission)

Because of the diversity of plans, and relatively low participation in several regions, only Sheetfed and Digital categories were reported.

SHEETFED

North Central Region	Low	High	Average	Median
Commission - Gross Sales	3.0%	10.0%	7.0%	7.0%
Commission - VA	4.6%	10.0%	8.2%	8.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$500	\$25,000	\$5,558	\$4,200
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 21.2% of Representatives				

North East Region	Low	High	Average	Median
Commission - Gross Sales	7.0%	10.0%	8.2%	8.0%
Commission - VA	9.5%	10.0%	9.6%	9.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$1,266	\$16,541	\$5,415	\$4,659
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 28.0% of Representatives				

South Central Region	Low	High	Average	Median
Commission - Gross Sales	5.0%	11.0%	9.9%	10.5%
Commission - VA	7.0%	14.0%	10.3%	8.0%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$750	\$9,000	\$3,492	\$3,293
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 17.4% of Representatives				

South East Region

	Low	High	Average	Median
Commission - Gross Sales	7.0%	12.0%	9.6%	10.0%
Commission - VA	10.8%	11.4%	11.0%	11.0%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$2,167	\$16,667	\$6,181	\$4,377
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 28.2% of Representatives				

Western Region

	Low	High	Average	Median
Commission - Gross Sales	7.0%	15.0%	9.5%	10.0%
Commission - VA	Insufficient Data			
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$1,666	\$19,583	\$6,174	\$4,000
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 42.9% of Representatives				

DIGITAL**North Central Region**

	Low	High	Average	Median
Commission - Gross Sales	3.0%	10.0%	7.5%	7.5%
Commission - VA	2.0%	10.0%	7.5%	8.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$500	\$25,000	\$5,558	\$4,200
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 21.2% of Representatives				

North East Region

	Low	High	Average	Median
Commission - Gross Sales	7.0%	10.0%	8.2%	8.0%
Commission - VA	9.5%	10.0%	9.6%	9.5%
Commission - Gross Margin	Insufficient Data			
Monthly Draw Against Commission	\$1,266	\$16,541	\$5,415	\$4,659
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 28.0% of Representatives				

South Central Region

	Low	High	Average	Median
Commission - Gross Sales	5.0%	11.0%	9.4%	10.0%
Commission - VA		Insufficient Data		
Commission - Gross Margin		Insufficient Data		
Monthly Draw Against Commission	\$750	\$9,000	\$3,492	\$3,293
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 17.4% of Representatives				

South East Region

	Low	High	Average	Median
Commission - Gross Sales	5.0%	10.0%	6.2%	5.0%
Commission - VA	10.8%	11.4%	11.0%	10.9%
Commission - Gross Margin		Insufficient Data		
Monthly Draw Against Commission	\$2,167	\$16,667	\$6,181	\$4,377
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 28.2% of Representatives				

Western Region

	Low	High	Average	Median
Commission - Gross Sales	7.0%	15.0%	9.8%	10.0%
Commission - VA		Insufficient Data		
Commission - Gross Margin		Insufficient Data		
Monthly Draw Against Commission	\$1,666	\$19,583	\$6,174	\$4,000
Commissions Vary By Target (Markup; Profits; Sales Volume) -- 42.9% of Representatives				

Sales Compensation – REGIONAL (Salary, Salary plus incentives)

SHEETFED

North Central Region

	Low	High	Average	Median
Salary Only	\$32,000	\$240,000	\$105,919	\$78,000
Salary + Commission (Gross Sales) - TOTAL Comp	\$24,000	\$285,000	\$88,052	\$78,572
Salary + Commission (Gross Sales) - Base Salary	\$24,000	\$50,000	\$32,000	\$30,000
Salary + Commission (VA Sales) - TOTAL Comp	\$29,450	\$226,000	\$99,330	\$70,000
Salary + Commission (VA Sales) - Base Salary	\$30,000	\$100,000	\$68,417	\$63,500

North East Region

	Low	High	Average	Median
Salary Only	\$40,500	\$143,400	\$93,070	\$100,400
Salary + Commission (Gross Sales) - TOTAL Comp	\$24,000	\$285,000	\$88,052	\$78,572
Salary + Commission (Gross Sales) - Base Salary		Insufficient Data		
Salary + Commission (VA Sales) - TOTAL Comp	\$15,000	\$265,150	\$75,363	\$58,397
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

Western Region

	Low	High	Average	Median
Salary Only	\$41,865	\$155,612	\$91,728	\$82,176
Salary + Commission (Gross Sales) - TOTAL Comp	\$38,000	\$100,000	\$63,001	\$59,998
Salary + Commission (Gross Sales) - Base Salary		Insufficient Data		
Salary + Commission (VA Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

DIGITAL

North Central Region

	Low	High	Average	Median
Salary Only	\$60,000	\$240,000	\$150,387	\$156,000
Salary + Commission (Gross Sales) - TOTAL Comp	\$24,000	\$285,000	\$84,077	\$71,238
Salary + Commission (Gross Sales) - Base Salary	\$24,000	\$50,000	\$32,000	\$30,000
Salary + Commission (VA Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

North East Region

	Low	High	Average	Median
Salary Only	\$40,500	\$120,000	\$74,100	\$73,300
Salary + Commission (Gross Sales) - TOTAL Comp	\$21,644	\$150,000	\$70,751	\$61,245
Salary + Commission (Gross Sales) - Base Salary		Insufficient Data		
Salary + Commission (VA Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

South East Region

	Low	High	Average	Median
Salary Only		Insufficient Data		
Salary + Commission (Gross Sales) - TOTAL Comp	\$20,541	\$260,795	\$101,741	\$57,410
Salary + Commission (Gross Sales) - Base Salary		Insufficient Data		
Salary + Commission (VA Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

Western Region

	Low	High	Average	Median
Salary Only	\$51,200	\$130,000	\$92,400	\$93,615
Salary + Commission (Gross Sales) - TOTAL Comp	\$38,000	\$90,027	\$58,820	\$54,000
Salary + Commission (Gross Sales) - Base Salary		Insufficient Data		
Salary + Commission (VA Sales) - TOTAL Comp		Insufficient Data		
Salary + Commission (VA Sales) - Base Salary		Insufficient Data		

Policies & Benefits (By Size Company)

	All Participating Companies	Sales Volume -- In Millions			
		<5	6 - 15	16 - 30	30+
Pricing					
Percentage of Sales Rep who prepare their own estimates/quotes	33.5%	42.9%	23.1%	42.9%	21.1%
The Rep is allowed to modify quotes at his/her discretion	50.3%	42.9%	55.8%	62.9%	31.6%
% price variance permitted prior to management approval (avg.)	15.9%	20.0%	11.9%	18.0%	12.5%
Collections					
Percentage of sales plans that commission will be reduced/lost due to slow or non-payment	38.7%	26.5%	53.8%	31.4%	42.1%
Commission reductions begin at X days.					
Minimum # of days	30	75	60	60	30
Maximum # of Days	180	120	180	120	120
Average # of Days	93	96	95	95	78
Commissions are lost when accounts become this age.					
Minimum # of days	30	90	30	90	120
Maximum # of Days	210	210	180	180	150
Average # of Days	126	125	124	128	140
Commission Structure					
Point at when commission is considered earned:					
At Sale	12.9%	12.2%	7.7%	17.1%	21.1%
At Delivery of product	0.6%	2.0%	---	---	---
Upon Invoice	43.2%	34.7%	46.2%	57.1%	31.6%
Upon payment	33.5%	38.8%	40.4%	17.1%	31.6%
Other/No Response	9.7%	12.2%	5.8%	8.6%	15.8%

Commissions are paid at this frequency:	All	Sales Volume -- In Millions			
	Companies	<5	6 - 15	16 - 30	30+
Monthly	54.84%	57.1%	55.8%	60.0%	36.8%
Quarterly	18.71%	6.1%	23.1%	20.0%	36.8%
Other/No Response	26.45%	36.73%	21.15%	20.00%	26.32%

Incentives for salaried reps are paid at this frequency:

Monthly	10.97%	18.4%	5.8%	8.6%	10.5%
Quarterly	15.48%	12.2%	9.6%	22.9%	26.3%
Semi-Annual	0.00%	---	---	---	---
Annual	21.29%	20.4%	15.4%	31.4%	21.1%
Other/No Response	52.26%	48.98%	69.23%	37.14%	42.11%

% of anticipated commission which is used to create draw.

Minimum %	7.0%	25.0%	10.0%	9.0%	7.0%
Maximum %	100.0%	100.0%	100.0%	100.0%	75.0%
Average %	68.0%	66.1%	75.4%	68.2%	52.0%
Companies Responding	33.55%	26.5%	30.8%	48.6%	31.6%

Company Benefits

Percentage of Individuals provided with:

<i>Health Insurance (Individual)</i>	89.0%	85.7%	88.5%	94.3%	89.5%
Minimum % Paid by Company	10.0%	38.0%	10.0%	50.0%	40.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	73.1%	74.1%	67.9%	79.8%	71.7%
Median % Paid By Company	75.0%	77.5%	70.0%	80.0%	70.0%

	All	Sales Volume -- In Millions			
	Companies	<\$5	\$6 - \$15	\$16 - \$30	\$30+
<i>Dental Insurance (Individual)</i>	54.8%	49.0%	53.8%	48.6%	84.2%
Minimum % Paid by Company	10.0%	45.0%	10.0%	50.0%	36.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	74.1%	78.8%	67.9%	79.8%	71.9%
Median % Paid By Company	75.0%	77.5%	70.0%	80.0%	70.0%
Percentage of Individuals provided with:					
<i>Vision Insurance (Individual)</i>	31.6%	34.7%	30.8%	34.3%	21.1%
Minimum % Paid by Company	50.0%	50.0%	50.0%	60.0%	50.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	80.0%
Average % Paid By Company	83.1%	86.4%	80.0%	87.4%	68.8%
Median % Paid By Company	85.0%	100.0%	82.5%	95.0%	72.5%
<i>Short-Term Disability Insurance (Individual)</i>	36.13%	22.4%	30.8%	57.1%	47.4%
Minimum % Paid by Company	30.0%	50.0%	30.0%	60.0%	50.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	94.3%	92.5%	94.7%	94.8%	94.4%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Long-Term Disability Insurance (Individual)</i>	38.71%	22.4%	40.4%	45.7%	63.2%
Minimum % Paid by Company	50.0%	50.0%	100.0%	60.0%	100.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	98.0%	92.5%	100.0%	97.5%	100.0%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
<i>AD&D Insurance (Individual)</i>	43.87%	28.6%	38.5%	60.0%	68.4%
Minimum % Paid by Company	10.0%	50.0%	10.0%	75.0%	65.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	96.6%	94.1%	95.5%	98.8%	97.3%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%

	All Companies	Sales Volume -- In Millions			
		<\$5	\$6 - \$15	\$16 - \$30	\$30+
<i>Term Life Insurance (Individual)</i>	58.71%	49.0%	59.6%	65.7%	68.4%
Minimum % Paid by Company	10.0%	75.0%	10.0%	100.0%	65.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	97.7%	98.7%	95.5%	100.0%	97.3%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%

Profit Sharing/401k Plans

Individuals who are eligible for 401K plans	89.03%	79.6%	92.3%	97.1%	89.5%
Companies which have some form of 401K matching	60.65%	53.1%	61.5%	71.4%	57.9%
Companies which provide a profit-sharing plan for sales reps	24.52%	12.2%	28.8%	37.1%	21.1%

Reimbursement/Expense Policies

Companies providing an auto allowance/vehicle <i>(Less than 2.0% reported providing a vehicle)</i>	41.94%	57.1%	42.3%	28.6%	26.3%
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Auto Allowance \$ Per Month

	All Participating Companies	Sales Volume -- In Millions			
		<5	6 - 15	16 - 30	30+
Max	\$866	\$75	\$150	\$150	---
Min	\$75	\$700	\$866	\$600	---
Average	\$403	\$350	\$454	\$381	---
Median	\$400	\$300	\$418	\$400	---
Mileage (Small Subset)					
Average	\$0.55				

Phone Support

Percentage of Reps provided with allowance/phone	All	Sales Volume -- In Millions			
	Companies	<\$5	\$6 - \$15	\$16 - \$30	\$30+
Phone Provided by Company	62.6%	65.3%	71.2%	51.4%	52.6%
% of Firms with Monthly Allowance	16.1%	29.0%	15.4%	17.1%	15.8%
Min	46.5%	36.3%	55.8%	34.3%	36.8%
Max	\$25	\$35	\$30	\$25	\$75
Average	\$200	\$200	\$200	\$150	\$150
Median	\$90	\$90	\$87	\$80	\$119
	\$100	\$75	\$100	\$100	\$125

Entertainment Reimbursement

% of Reps reimbursed for entertainment/business expenses	88.4%	79.6%	92.3%	91.4%	94.7%
Companies which have no cap on expenses	24.5%	28.6%	28.8%	11.4%	21.1%
% of companies with policies on expense reimbursement	27.1%	20.4%	28.8%	31.4%	36.8%
<i>Since there were so many varied policies, no singular model could be reported.</i>					

Policies & Benefits (By Region)

Pricing	Regions				
	NC	NE	SC	SE	W
Percentage of Sales Rep who prepare their own estimates/quotes	29.0%	39.4%	33.3%	47.4%	26.1%
The Rep is allowed to modify quotes at his/her discretion	45.2%	45.5%	55.6%	78.9%	43.5%
% price variance permitted prior to management approval (avg.)	13.3%	10.5%	20.7%	12.2%	25.7%

Collections

Percentage of sales plans that commission will be reduced/lost due to slow or non-payment

Commission reductions begin at X days.	35.5%	42.4%	50.0%	42.1%	30.4%
Minimum # of days	30	90	90	60	60
Maximum # of Days	180	120	120	120	90
Average # of Days	90	102	102	90	83
Commissions are lost when accounts become this age.					
Minimum # of days	90	30	120	90	90
Maximum # of Days	180	180	180	210	160
Average # of Days	126	108	140	150	122

Commission Structure

Point at when commission is considered earned:

At Sale	14.5%	6.1%	5.6%	21.1%	17.4%
At Delivery of product	----	----	----	----	4.3%
Upon Invoice	53.2%	42.4%	27.8%	42.1%	30.4%
Upon payment	19.4%	48.5%	50.0%	31.6%	39.1%
Other/No Response	12.9%	3.0%	16.7%	5.3%	8.7%

Commissions are paid at this frequency:

Monthly	51.6%	51.5%	72.2%	57.9%	52.2%
Quarterly	17.7%	21.2%	11.1%	36.8%	8.7%
Other/No Response	30.65%	27.27%	16.67%	5.26%	39.13%

Incentives for salaried reps are paid at this frequency:	Regions				
	NC	NE	SC	SE	W
Monthly	9.7%	15.2%	16.7%	10.5%	4.3%
Quarterly	12.9%	15.2%	11.1%	21.1%	21.7%
Semi-Annual	---	---	---	---	---
Annual	29.0%	12.1%	16.7%	15.8%	21.7%
Other/No Response	48.39%	57.58%	55.56%	52.63%	52.17%

% of anticipated commission which is used to create draw

Minimum %	10.0%	7.0%	25.0%	50.0%	9.0%
Maximum %	90.0%	100.0%	80.0%	100.0%	100.0%
Average %	69.4%	71.5%	62.1%	72.0%	57.2%
Companies Responding	37.1%	33.3%	38.9%	31.6%	21.7%

Company Benefits

Percentage of Individuals provided with:

<i>Health Insurance (Individual)</i>	87.1%	87.9%	94.4%	89.5%	91.3%
Minimum % Paid by Company	20.0%	45.0%	50.0%	38.0%	10.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	75.9%	71.8%	64.0%	69.1%	78.3%
Median % Paid By Company	77.5%	70.0%	51.0%	70.0%	80.0%
<i>Dental Insurance (Individual)</i>	59.7%	54.5%	44.4%	42.1%	60.9%
Minimum % Paid by Company	50.0%	25.0%	50.0%	36.0%	10.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	76.7%	69.8%	70.8%	85.1%	68.6%
Median % Paid By Company	75.0%	72.5%	58.0%	100.0%	77.5%
<i>Vision Insurance (Individual)</i>	29.0%	24.2%	33.3%	21.1%	56.5%
Minimum % Paid by Company	50.0%	50.0%	50.0%	100.0%	50.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	82.2%	81.0%	83.5%	100.0%	80.4%
Median % Paid By Company	80.0%	86.5%	100.0%	100.0%	85.0%

	Regions				
	NC	NE	SC	SE	W
<i>Short-Term Disability Insurance (Individual)</i>	53.2%	33.3%	27.8%	21.1%	13.0%
Minimum % Paid by Company	50.0%	30.0%	75.0%	60.0%	60.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	95.8%	93.0%	95.0%	90.0%	86.7%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Long-Term Disability Insurance (Individual)</i>	53.2%	39.4%	22.2%	31.6%	17.4%
Minimum % Paid by Company	50.0%	93.0%	100.0%	100.0%	60.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	97.7%	99.5%	100.0%	100.0%	90.0%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
<i>AD&D Insurance (Individual)</i>	53.2%	54.5%	27.8%	42.1%	17.4%
Minimum % Paid by Company	50.0%	93.0%	75.0%	100.0%	10.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	96.7%	99.6%	95.0%	100.0%	77.5%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
<i>Term Life Insurance (Individual)</i>	64.5%	54.5%	61.1%	63.2%	43.5%
Minimum % Paid by Company	65.0%	50.0%	10.0%	100.0%	100.0%
Maximum % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Average % Paid By Company	98.5%	96.8%	91.8%	100.0%	100.0%
Median % Paid By Company	100.0%	100.0%	100.0%	100.0%	100.0%
Profit Sharing/401k Plans					
Individuals who are eligible for 401K plans	91.9%	100.0%	83.3%	78.9%	78.3%
Companies which have some form of 401K matching	72.6%	54.5%	50.0%	68.4%	39.1%
Companies which provide a profit-sharing plan for sales reps	29.0%	30.3%	38.9%	0.0%	13.0%

Reimbursement/Expense Policies	Regions				
	NC	NE	SC	SE	W
Companies providing an auto allowance/vehicle <i>(Less than 2.0% reported providing a vehicle)</i>	29.0%	60.6%	38.9%	42.1%	52.2%

Auto Allowance		Regions				
		NC	NE	SC	SE	W
\$ Per Month						
	Min	\$150	\$150	\$280	\$75	\$100
	Max	\$700	\$866	\$650	\$650	\$500
	Average	\$415	\$406	\$358	\$247	\$308
	Median	\$413	\$400	\$375	\$225	\$300
	Mileage (Small Subset)					
	Average	\$0.55				

Phone Support						
Percentage of Reps provided with allowance/phone		66.1%	63.6%	66.7%	36.8%	69.6%
Phone Provided by Company		14.5%	18.2%	22.2%	5.3%	21.7%
% of Firms with Monthly Allowance						
	Min	\$30	\$40	\$35	\$35	\$25
	Max	\$75	\$175	\$100	\$150	\$200
	Average	\$86	\$101	\$76	\$94	\$95
	Median	\$75	\$100	\$88	\$100	\$100

Entertainment Reimbursement						
% of Reps reimbursed for entertainment/business expenses		93.5%	97.0%	88.9%	68.4%	82.6%
Companies which have no cap on expenses		22.6%	27.3%	27.8%	10.5%	26.1%
% of companies with policies on expense reimbursement		29.0%	33.3%	22.2%	26.3%	26.1%
<i>Since there were so many varied policies, no singular model could be reported.</i>						