



WHERE THE GRASS IS GREENER

CAREER & SALARY SURVEY

Pharma companies and agencies are answering the call for bigger paychecks and better working environments as the battle for top talent heats up.

Stephen McGuire reports on the key findings

As the pressures for pharma marketers have expanded over the past year—the Avandia scare, heightened public scrutiny on marketing and an unsure political future—so have their earnings, according to *MM&M's* Career & Salary Survey 2007.

Paychecks for medical marketers across the board have ballooned by over 6.9% during the past 12 months—from \$125,054 in 2006 to \$133,700 this year (Fig. 1).

According to Dina Katz, managing partner of Advent Search Group, a New York-based medical communications executive search firm, not only are pharma marketing salaries going up in most sectors, candidates are asking for more money and perks.

Kevin McGuire principal and founder of Scottsdale, AZ-based executive search firm Imperative Resources says it has become increasingly apparent that the days of finding pharmaceutical marketing job seekers are really and truly over.

“Anybody worth their salt is not looking (for a job),” McGuire acknowledges. “The burden is now on the company, they’ve really got to be able to put together something that’s really going to compel somebody to look at them.”

Firms—from pharmas to meeting planners—are doing all they can, by offering higher salaries, stock options and eco-friendly workplaces to attract and keep top prospects.

Manufacturers

According to *MM&M's* Career and Salary Survey 2007, marketers employed by manufacturers in 2007 continued to pull in the highest average salary at \$148,998, a sizeable 11.2% increase over last year’s figure of \$133,932 (Fig. 2).

One of the reasons for the continued fattening of paychecks for marketers at manufacturers, according to Ron Williams, senior director of recruitment at AstraZeneca, stems from the underlying battle between pharma companies vying for the best talent.

“As you look at marketing and some of the other disciplines, you can just feel it,” Williams says. “Now, how you find talent and how you go and get it is becoming more of a challenge.”

Sharon Maltagliati, executive recruitment partner at AstraZeneca adds, “I have noticed fierce competition.”

“We all know there’s tremendous marketing talent across any number of therapeutic areas within the pharmaceutical industry,” Maltagliati says. “However, where we have truly noticed competition, fierce competition, would be in the therapeutic areas of cardiovascular, oncology and diabetes.”

Another factor helping drive up manufacturer marketing salaries, according to Jim Topor, director, global staffing at Schering-Plough, is the general difficulty in finding “top pharmaceutical in-line brand marketers, especially people who have experience in global markets.”

“In the last few years, we have seen a greater appetite for top talent,” Topor says. “With that, hiring managers’ expectations of candidates have increased. Requirements that were once ‘nice-to-have,’ often now cross into the ‘must have’ column. Expectations seem to be higher for the same level of job.”

Thus, the rules of the recruitment game are changing.

“It’s not about senior level talent as much as it is about accomplish-

ILLUSTRATION: GETTY IMAGES

ments and about the character of the individuals in those roles,” according to AstraZeneca’s Maltagliati.

AstraZeneca’s Williams adds that to get experienced talent, companies are looking at alternate ways to groom candidates.

There are alternative ways to recruit because not everybody is going to get that experienced “gem” that they want, he says.

“I think it’s looking at whether the person has pharma experience and if they don’t, do they have life experience that can easily be transferable over?” Williams explains. “Can they quickly learn about the pharma way? Those are the types of discussions that are happening around recruiting.”

Agencies

Marketing professionals working for advertising agencies trailed just behind manufacturers in terms of average salary at \$139,104 for 2007, a substantial 11% increase over last year’s figure of \$125,279, MM&M’s Career & Salary Survey results show (Fig. 2).

Guy Pedelini, McCann Healthcare Worldwide SVP, director of worldwide human resources, says, “We have seen an increase in salaries for the senior-level people and the middle-management people, who are top performers.”

18.0% was the average increase for service suppliers—the highest of the five sectors surveyed

Salaries have also risen significantly at the 13 companies within the CommonHealth network, according to executive vice president, chief talent officer Susan DiDonato.

As increases in demand for work in highly specialized categories such as oncology come pouring into

agencies, the demand for marketers with high science experience has increased dramatically.

“In our market we have niches that are just going to command a higher number,” DiDonato says.

Imperative Resources’ McGuire explains that agency account people with a high science background either in oncology or hospital anti-infectives are at an advantage when it comes time to talk compensation.

These people can often command a 10% premium, McGuire says.

“I also find there seems to be a much higher demand for people with advanced degrees in science, PharmDs or even MDs or PhDs,” he adds. “I used to be able to get away with (placing) someone who had a liberal arts background and an innate ability to pick up the science. Now it seems a lot more companies really want the advanced degrees and are willing to pay for it.”

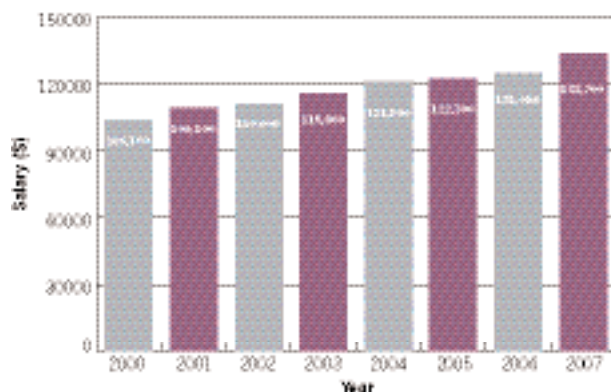
At CommonHealth, finding qualified senior copywriters has become a formidable challenge, DiDonato says.

According to Advent Search Group’s Katz, “If somebody is a really good copywriter, especially if they have an advanced degree, they are highly sought after,” she says.

Mid-level movers

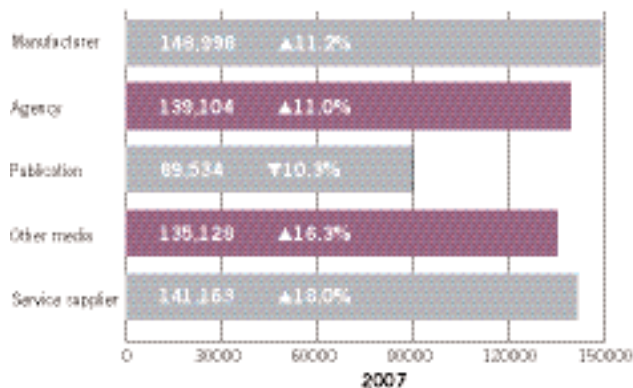
Rising agency salaries is one of the ways some medical advertising shops are attempting to hold on to their best mid-level talent.

Fig. 1: Average salary, 2000-2007



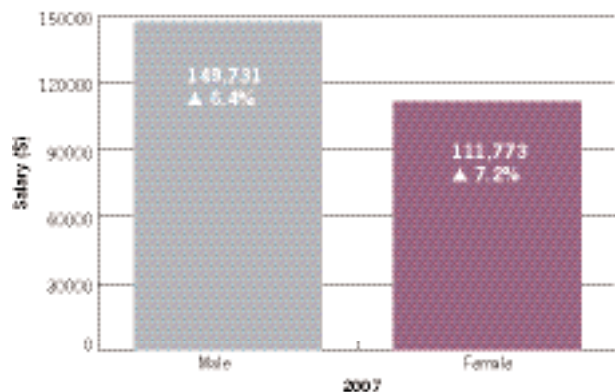
Source: MM&M Career & Salary Survey, 2007

Fig. 2: Average salary by employer



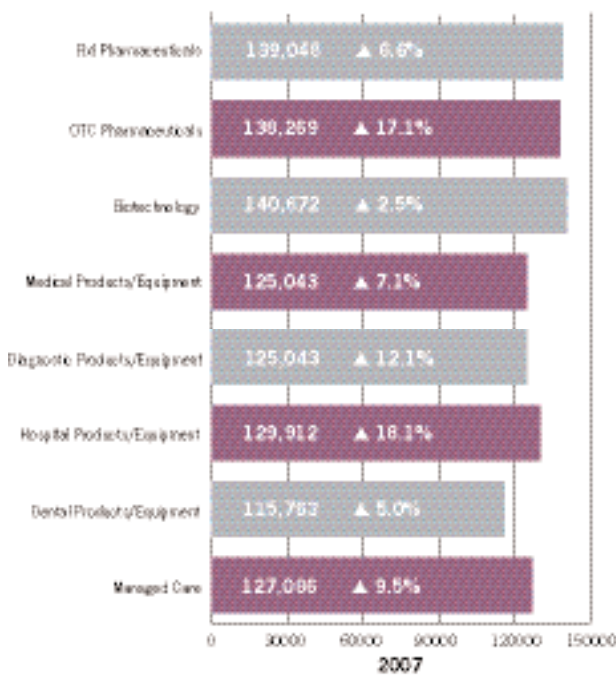
Source: MM&M Career & Salary Survey, 2007

Fig. 3: Average salary by gender



Source: MM&M Career & Salary Survey, 2007

Fig. 4: Average salary by sector



Source: MM&M Career & Salary Survey, 2007

Unfortunately, among agencies, this is where a good chunk of the movement of personnel continues to be.

McCann’s Pedelini says his network continues to see movement among personnel who are three to five years into their career.

“This is when they have finally gotten some real client-level experience and developed a relationship,” he says. “It’s after you’ve grown that person and you’ve paid them within your salary ranges and suddenly they are more valuable because of that experience to a competitor than they are to you because of your internal range.”

CommonHealth’s DiDonato explains that for some mid-level employees, it doesn’t take very much to get them to jump ship.

“Where we are in New Jersey, they are going across the street for an extra \$5,000” she says.

“We don’t want that to happen, but sometimes it does due to our proximity to other agencies,” she says. “Their friends are over there. It’s very communal at that point.”

Publishing ‘tailspin’

MM&M’s Career & Salary Survey shows that salaries in the publishing sector are down considerably from \$99,760 in 2006 to \$89,534 in 2007, a decrease of over \$10,000 or 10.3%—the only sector to show a decline (Fig. 2).

“As you know this market is in a tailspin right now,” says Ascend Media’s healthcare division president Will Passano. “Luckily we have been very stable.” Passano attributes Ascend Media’s even keel to explain its “good quality sales force.”

“Good salespeople are worth their weight in gold,” Passano says. “When you get good quality people internally and you recruit them, that’s always the most critical thing going forward.”

Elsevier’s director of human resources, Jay Getto, says that contrary to the MM&M Career and Salary Survey’s findings he hasn’t seen salaries go up or down.

“We have been paying competitive overall,” he says.

“What we have been seeing,” Getto adds, “is candidates asking different kinds of questions about the work. People are putting weight on intangible things. Base salary may go down or go up. It doesn’t mean total compensation has changed. People may be putting more weight on how much time out of the office they have as much as the work they have while they are here.”

One of the “intangibles” Getto speaks of is allowing talented workers to work from home or remote locations rather than to lose them to competitors.

“In certain circumstances, we have a remote office worker program,” Getto says. “We have Elsevier employees working in all 50 states and we certainly don’t have offices in all 50 states. That’s driven by the requirements of the position and the requirements of the business. I’d like to think that Elsevier is more progressive in that area than some of our competitors are.”

Meanwhile, Passano refers to Ascend as a company that is location agnostic when it comes to its employees.

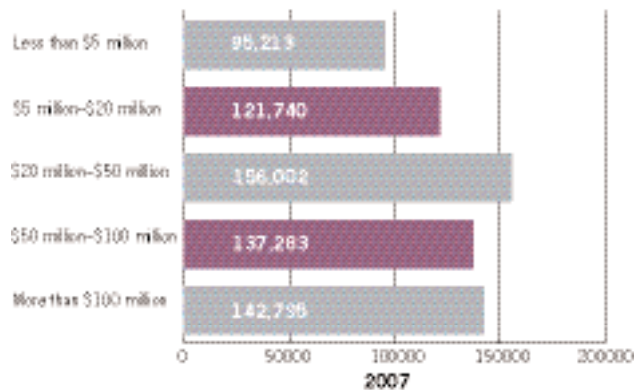
“With technology, there is little that we can not do,” he says. “If these employees are good, I’ll take them wherever they are because they just may be in a situation that prevents them from relocating.”

Suppliers

Service suppliers, including medical education firms and medical meetings firms, saw the greatest year-over-year increase among any sector surveyed—an 18% increase in salaries from \$119,597 in 2006 to \$141,162 in 2007 (Fig. 2).

One reason may be that new accreditation criteria and an emphasis on quality improvements may be sparking somewhat of a demand for

Fig. 5: Average salary by company size



Source: MM&M Career & Salary Survey, 2007

better qualified CME professionals.

According to Advent's Katz, the higher salaries may also be a direct result of the shortages of qualified medical directors and medical writers in the field.

Location, location, location

The geographical location of a company was once considered a major factor in recruiting top-notch talent.

Now, with telecommuting becoming an increasingly used and realistic alternative to losing top talent to a competitor, location of a company is becoming less of a factor when it comes to recruiting and hiring the best of the best.

Nineteen percent of MM&M's Career and Salary Survey respondents ranked being able to work from home as either No.1 or No.2 in terms of importance at their job.

And many firms are already well on their way to accommodating some of the industry's most talented medical marketers.

7.2% was the average increase for women year-over-year but a gap still exists between genders

Advent Search Group's Katz says she works with a client that allows a portion of their medical writers to be home-based.

"They can be very selective because they have been very successful," she says. "Five years ago this was just unheard of."

Katz adds that some companies outside of New York City are going

as far as to create satellite offices, or are in the process of doing so, to gain access to additional talent.

"Some firms offer flexibility where employees work from home one or two days a week," she says.

When telecommuting is not an option, larger firms such as pharmaceutical companies tend to offer attractive relocation packages to reign in top-notch marketing prospects.

"We have the good fortune of having our principal locations within a hub of pharmaceutical and marketing activity," says Schering-Plough's Topor.

"But when relocation is required, we have programs in place to manage the process. Often, we find that the opportunity presented by the job itself helps us to acquire and retain the top talent we need," he says.

AstraZeneca's Maltagliati adds, "We have a great relocation package here, however there are certain roles where geography can become an issue, let's say in sales. I have not experienced that. It's not so much about geography or location as it is about personal family dynamics of our employees or our prospective employees."

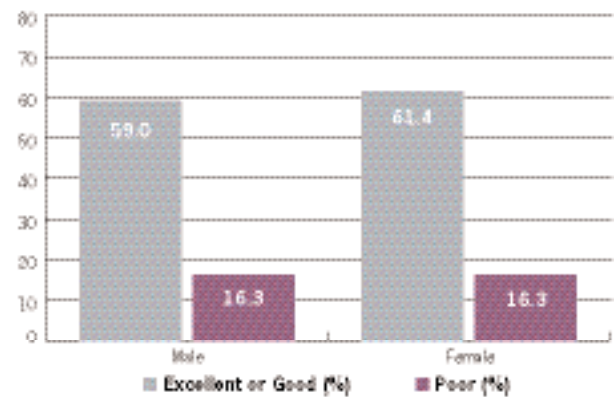
The gender gap

MM&M's Career and Salary Survey found that a salary gap continues to remain between men and women across the board.

Men earned an average of \$149,731 in 2007 while women earned an average of \$111,772 (Fig. 3).

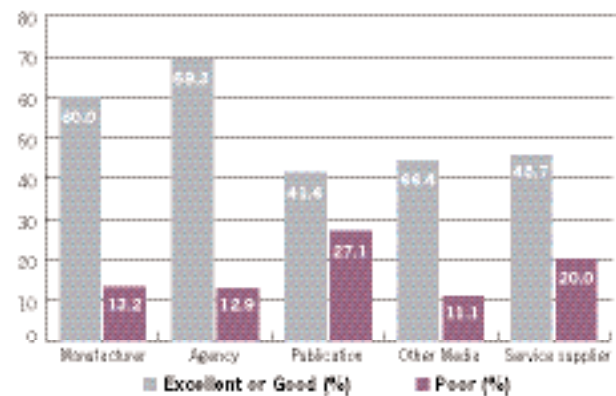
Despite the survey's findings, the executives we spoke with in the industry said that if a salary gender gap in medical marketing

Fig. 6: Advancement prospects by gender



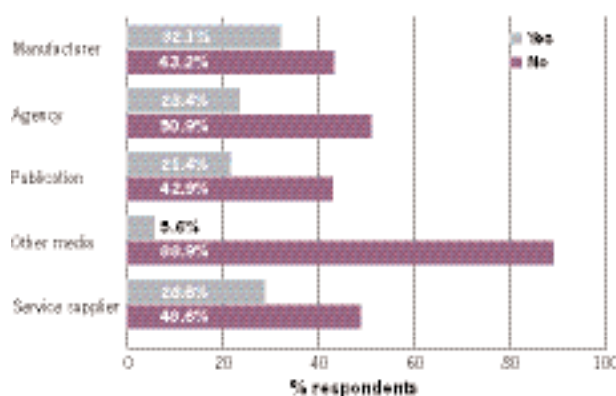
Source: MM&M Career & Salary Survey, 2007

Fig. 7: Advancement prospects by employer



Source: MM&M Career & Salary Survey, 2007

Fig. 8: Plan to seek a new job this year



Source: MM&M Career & Salary Survey, 2007

truly does exist, they continue to see little evidence of it.

“I don’t see a gender gap in our business in any way,” says McCann’s Pedelini. “In fact, I have to say most of the senior execs in the McCann operations are women and most are doing very well.”

Schering-Plough’s Topor adds, “We have not seen a difference between salaries paid to men and women.”

CommonHealth’s DiDonato says that a large portion of her agency’s workforce is female and she has not noticed a pay disparity.

“I wouldn’t say there’s a gender gap here. I don’t think it’s an issue anyway, especially since there’s such a glut in the market.”

Data for the MM&M Career & Salary Survey 2007 were collected between July 30 and August 8 using online questionnaires e-mailed to MM&M subscribers. Responses are unique and confidential. For additional insights and data, please refer to the MM&M Career & Salary Survey 2007 Premium Edition, available September 17—see page 53 for details.

DIRECTORY OF POSITIONS

Account Executive	61
Account Supervisor	61
Advertising Salesperson	64
All positions	47
Director, Corporate/Marketing Communications	59
Director, Marketing	54
Director, New Business Development	58
Editor	64
EVP	49
Manager, Marketing	54
Media Director	63
President	49
Product Manager	59
Research Director	63
Sales Director	56
Sales Manager	56
Senior Product Manager	58
VP Group Supervisor	60
VP Marketing	51
VP Marketing & Sales	53
VP Operations	51

ALL POSITIONS

\$133,700

▲ 6.9%

Number of respondents 544

Employer	Percent	Market Sector	Percent
Manufacturer	34.9	Rx/Ethical Pharmaceuticals	71.7
Agency	30.0	OTC/Prop Pharmaceuticals	16.7
Publication	12.9	Biotechnology	24.1
Other Media	3.3	Medical Products/Equip	25.6
Service Supplier	6.4	Diagnostic Products/Equip	15.8
Other	12.5	Hospital Products/Equip	10.5
		Dental Products/Equip	2.2
		Managed Care	11.2
		Other	10.3

Age	High	72	Low	23	Avg.	43.4
Sex	Male	54.6	Female	45.4		
Years in industry	High	47.0	Low	0.5	Avg.	15.6
Years in position	High	46.0	Low	1.0	Avg.	4.9
Salary (\$000s/yr)	High	500.0	Low	19.2	Avg.	133.7
Commission received?	Yes	12.3	No	87.7		
Amount (\$000s/yr)	High	290.0	Low	2.0	Avg.	58.1
Bonus received?	Yes	75.7	No	24.3		
Amount (\$000s/yr)	High	500.0	Low	0.1	Average	33.2
Perceived pay vs. peers (%)	More	12.4	Less	44.0	Same	43.6
Salary review frequency	6 mos.	2.4	1 yr.	81.4		
	18 mos.	7.0	2 yrs.	9.2		
Employer's gross US revenue (%)	<\$5M	13.0	\$50-\$100M	10.3		
	\$5-\$20M	25.0	>100M	36.1		
	\$20-\$50M	15.6				
Position satisfying (%)	Thoroughly	31.4	Generally	54.0		
	Mundane	10.3	No	4.2		
Advancement prospects	Index	2.7 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	22.4	Good	37.7		
	Fair	23.7	Poor	16.3		
Plan to seek a new job this year (%)	Yes	26.0	No	47.7	Don't know	26.3
New job motivation (%)	Salary	35.9	Advancement	14.4		
	Different part of industry	7.7	Need a change	6.7		
	Get out of industry	4.1	Other	7.7		
	Better environment	23.6				
Benefits received (%)	Signing Bonus	15.8	Retirement	54.0		
	Car	17.7	Medical	85.5		
	Dental	76.9	Stock	48.1		
How current job was acquired (%)	Promoted	46.1	Exec Search	10.2		
	Recruited by	14.1	Own Initiative	23.5		
	Other	6.1				

PRESIDENT

\$214,500

▼ 10.6%

Number of respondents 35

Employer	Percent	Market Sector	Percent
Manufacturer	14.3	Rx/Ethical Pharmaceuticals	71.4
Agency	42.9	OTC/Prop Pharmaceuticals	17.1
Publication	5.7	Biotechnology	40.0
Other Media	8.6	Medical Products/Equip	48.6
Service Supplier	5.7	Diagnostic Products/Equip	31.4
Other	22.9	Hospital Products/Equip	14.3
		Dental Products/Equip	2.9
		Managed Care	25.7
		Other	14.3

Age	High	72	Low	33	Avg.	52.9
Sex	Male	80.0	Female	20.0		
Years in industry	High	47.0	Low	5.0	Avg.	26.3
Years in position	High	25.0	Low	1.0	Avg.	8.3
Salary (\$000s/yr)	High	500.0	Low	54.0	Avg.	214.5
Commission received?	Yes	5.7	No	94.3		
Amount (\$000s/yr)	High	60.0	Low	8.0	Avg.	34.0
Bonus received?	Yes	82.9	No	17.1		
Amount (\$000s/yr)	High	500.0	Low	0.7	Avg.	108.2
Perceived pay vs. peers (%)	More	14.3	Less	34.3	Same	51.4
Salary review frequency (%)	6 mos.	8.6	1 yr.	62.9		
	18 mos.	8.6	2 yrs.	20.0		
Employer's gross US revenue (%)	<\$5M	37.1	\$50-100M	5.7		
	\$5-\$20M	34.3	>\$100M	0.0		
	\$20-50M	22.9				
Position satisfying (%)	Thoroughly	57.1	Generally	37.1		
	Mundane	5.7	No	0.0		
Advancement prospects (%)	Index	3.0 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	45.7	Good	25.7		
	Fair	8.6	Poor	20.0		
Plan to seek a new job this year (%)	Yes	5.7	No	74.3	Don't know	20.0
New job motivation (%)	Salary	50.0	Advancement	25.0		
	Different part of industry	0.0	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	25.0				
Benefits received (%)	Signing Bonus	12.9	Retirement	38.7		
	Car	61.3	Medical	83.9		
	Dental	58.1	Stock	41.9		
How current job was acquired (%)	Promoted	31.4	Exec Search	5.7		
	Recruited by co.	11.4	Own Initiative	22.9		
	Other	28.6				

EXEC. VICE PRESIDENT

\$213,600

▲ 2.4%

Number of respondents 33

Employer	Percent	Market Sector	Percent
Manufacturer	15.2	Rx/Ethical Pharmaceuticals	87.9
Agency	54.6	OTC/Prop Pharmaceuticals	24.2
Publication	0.0	Biotechnology	24.2
Other Media	3.0	Medical Products/Equip	33.3
Service Supplier	18.2	Diagnostic Products/Equip	27.3
Other	9.1	Hospital Products/Equip	18.2
		Dental Products/Equip	6.1
		Managed Care	15.2
		Other	0.0

Age	High	61	Low	34	Avg.	47.7
Sex	Male	66.7	Female	33.3		
Years in industry	High	35.0	Low	1.0	Avg.	18.6
Years in position	High	11.0	Low	1.0	Avg.	4.6
Salary (\$000s/yr)	High	330.0	Low	77.0	Avg.	213.6
Commission received?	Yes	9.1	No	90.9		
Amount (\$000s/yr)	High	50.0	Low	30.0	Avg.	38.3
Bonus received?	Yes	87.9	No	12.1		
Amount (\$000s/yr)	High	200.0	Low	5.0	Avg.	65.2
Perceived pay vs. peers (%)	More	15.2	Less	54.6	Same	30.3
Salary review frequency (%)	6 mos.	0.0	1 yr.	45.5		
	18 mos.	27.3	2 yrs.	27.3		
Employer's gross US revenue (%)	<\$5 M	9.7	\$50-100M	9.7		
	\$5-\$20M	35.5	>\$100M	19.4		
	\$20-50M	25.8				
Position satisfying (%)	Thoroughly	42.4	Generally	51.5		
	Mundane	3.0	No	3.0		
Advancement prospects (%)	Index	3.1 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	37.5	Good	40.6		
	Fair	15.6	Poor	6.3		
Plan to seek a new job this year (%)	Yes	18.2	No	57.6	Don't know	24.2
New job motivation (%)	Salary	33.3	Advancement	11.1		
	Different part of industry	11.1	Need a change	11.1		
	Get out of industry	0.0	Other	22.2		
	Better Environment	11.1				
Benefits received (%)	Signing Bonus	25.0	Retirement	42.9		
	Car	50.0	Medical	78.6		
	Dental	71.4	Stock	64.3		
How current job was acquired (%)	Promoted	30.3	Exec Search	24.2		
	Recruited by co.	18.2	Own Initiative	24.2		
	Other	3.0				

VP OPERATIONS

\$178,200

▲ 18.7%

Number of respondents 15

Employer	Percent	Market Sector	Percent
Manufacturer	20.0	Rx/Ethical Pharmaceuticals	80.0
Agency	26.7	OTC/Prop Pharmaceuticals	20.0
Publication	20.0	Biotechnology	40.0
Other Media	0.0	Medical Products/Equip	33.3
Service Supplier	0.0	Diagnostic Products/Equip	26.7
Other	33.3	Hospital Products/Equip	0.0
		Dental Products/Equip	0.0
		Managed Care	20.0
		Other	20.0

Age	High	59	Low	35	Avg.	45.2
Sex	Male	60.0	Female	40.0		
Years in industry	High	35.0	Low	1.0	Avg.	17.5
Years in position	High	14.0	Low	1.0	Avg.	5.2
Salary (\$000s/yr)	High	285.0	Low	90.0	Avg.	178.2
Commission received?	Yes	6.7	No	93.3		
Amount (\$000s/yr)	High	35.0	Low	35.0	Avg.	35.0
Bonus received?	Yes	86.7	No	13.3		
Amount (\$000s/yr)	High	120.0	Low	5.0	Avg.	48.5
Perceived pay vs. peers (%)	More	6.7	Less	53.3	Same	40.0
Salary review frequency (%)	6 mos.	0.0	1 yr.	93.3		
	18 mos.	6.7	2 yrs.	0.0		
Employer's gross US revenue (%)	<\$5M	6.7	\$50-100M	13.3		
	\$5-\$20M	33.3	>\$100M	26.7		
	\$20-50M	20.0				
Position satisfying (%)	Thoroughly	13.3	Generally	86.7		
	Mundane	0.0	No	0.0		
Advancement prospects (%)	Index	2.7 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	13.3	Good	53.3		
	Fair	26.7	Poor	6.7		
Plan to seek a new job this year (%)	Yes	20.0	No	40.0	Don't know	40.0
New job motivation (%)	Salary	40.0	Advancement	0.0		
	Different part of industry	20.0	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	40.0				
Benefits received (%)	Signing Bonus	25.0	Retirement	50.0		
	Car	16.7	Medical	66.7		
	Dental	66.7	Stock	41.7		
How current job was acquired (%)	Promoted	60.0	Exec Search	6.7		
	Recruited by co.	6.7	Own Initiative	13.3		
	Other	13.3				

VP MARKETING

\$186,900

▲ 4.4%

Number of respondents 18

Employer	Percent	Market Sector	Percent
Manufacturer	66.7	Rx/Ethical Pharmaceuticals	50.0
Agency	0.0	OTC/Prop Pharmaceuticals	11.1
Publication	0.0	Biotechnology	22.2
Other Media	5.6	Medical Products/Equip	33.3
Service Supplier	16.7	Diagnostic Products/Equip	5.6
Other	11.1	Hospital Products/Equip	11.1
		Dental Products/Equip	5.6
		Managed Care	16.7
		Other	11.1

Age	High	56	Low	29	Avg.	46.8
Sex	Male	72.2	Female	27.8		
Years in industry	High	27.0	Low	4.0	Avg.	19.1
Years in position	High	10.0	Low	1.0	Avg.	3.9
Salary (\$000s/yr)	High	300.0	Low	90.0	Avg.	186.9
Commission received?	Yes	5.6	No	94.4		
Amount (\$000s/yr)	High	50.0	Low	50.0	Avg.	50.0
Bonus received?	Yes	94.4	No	5.6		
Amount (\$000s/yr)	High	200.0	Low	5.0	Avg.	59.4
Perceived pay vs. peers (%)	More	16.7	Less	38.9	Same	44.4
Salary review frequency (%)	6 mos.	0.0	1 yr.	83.3		
	18 mos.	0.0	2 yrs.	16.7		
Employer's gross US revenue (%)	<\$5M	0.0	\$50-100M	11.1		
	\$5-\$20M	5.6	>\$100M	61.1		
	\$20-50M	22.2				
Position satisfying (%)	Thoroughly	55.6	Generally	38.9		
	Mundane	0.0	No	5.6		
Advancement prospects (%)	Index	2.4 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	5.6	Good	44.4		
	Fair	33.3	Poor	16.7		
Plan to seek a new job this year (%)	Yes	38.9	No	50.0	Don't know	11.1
New job motivation (%)	Salary	42.9	Advancement	28.6		
	Different part of industry	0.0	Need a change	14.3		
	Get out of industry	0.0	Other	0.0		
	Better Environment	14.3				
Benefits received (%)	Signing Bonus	27.8	Retirement	55.6		
	Car	16.7	Medical	66.7		
	Dental	61.1	Stock	77.8		
How current job was acquired (%)	Promoted	55.6	Exec Search	11.1		
	Recruited by co.	16.7	Own Initiative	16.7		
	Other	0.0				

VP MARKETING & SALES **\$166,000** ▲ 2.0%

Number of respondents **23**

Employer	Percent	Market Sector	Percent
Manufacturer	43.5	Rx/Ethical Pharmaceuticals	60.9
Agency	13.0	OTC/Prop Pharmaceuticals	13.0
Publication	4.4	Biotechnology	17.4
Other Media	13.0	Medical Products/Equip	21.7
Service Supplier	13.0	Diagnostic Products/Equip	8.7
Other	13.0	Hospital Products/Equip	13.0
		Dental Products/Equip	0.0
		Managed Care	4.4
		Other	8.7

Age	High	59	Low	33	Avg.	46.9
Sex	Male	65.2	Female	34.8		
Years in industry	High	33.0	Low	5.0	Avg.	19.7
Years in position	High	13.0	Low	1.0	Avg.	4.0
Salary (\$000s/yr)	High	280.0	Low	70.0	Avg.	166.0
Commission received?	Yes	43.5	No	56.5		
Amount (\$000s/yr)	High	125.0	Low	15.0	Avg.	57.5
Bonus received?	Yes	60.9	No	39.1		
Amount (\$000s/yr)	High	120.0	Low	0.5	Avg.	33.0
Perceived pay vs. peers (%)	More	4.4	Less	47.8	Same	47.8
Salary review frequency (%)	6 mos.	0.0	1 yr.	82.6		
	18 mos.	0.0	2 yrs.	17.4		
Employer's gross US revenue (%)	<\$5M	13.0	\$50-100M	4.4		
	\$5-\$20M	39.1	>\$100M	17.4		
	\$20-50M	26.1				
Position satisfying (%)	Thoroughly	47.8	Generally	34.8		
	Mundane	13.0	No	4.4		
Advancement prospects (%)	Index	2.4 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	26.1	Good	17.4		
	Fair	26.1	Poor	30.4		
Plan to seek a new job this year (%)	Yes	17.4	No	52.2	Don't know	30.4
New job motivation (%)	Salary	33.3	Advancement	0.0		
	Different part of industry	11.1	Need a change	0.0		
	Get out of industry	0.0	Other	11.1		
	Better Environment	44.4				
Benefits received (%)	Signing Bonus	10.0	Retirement	30.0		
	Car	30.0	Medical	85.0		
	Dental	75.0	Stock	65.0		
How current job was acquired (%)	Promoted	50.0	Exec Search	18.2		
	Recruited by co.	13.6	Own Initiative	13.6		
	Other	4.6				

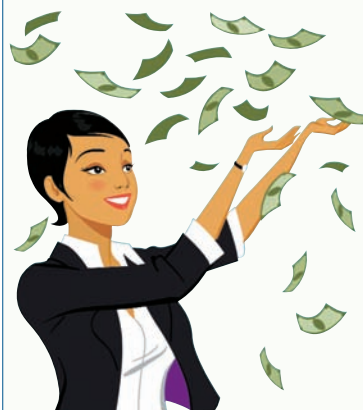
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CAREER & SALARY SURVEY 2007 POSITION BY POSITION

DIRECTOR, MARKETING

\$148,700

▲ 3.6%

Number of respondents **58**

Employer	Percent	Market Sector	Percent
Manufacturer	70.7	Rx/Ethical Pharmaceuticals	62.1
Agency	3.5	OTC/Prop Pharmaceuticals	8.6
Publication	6.9	Biotechnology	29.3
Other Media	1.7	Medical Products/Equip	8.6
Service Supplier	6.9	Diagnostic Products/Equip	13.8
Other	10.3	Hospital Products/Equip	5.2
		Dental Products/Equip	0.0
		Managed Care	0.0
		Other	8.6

Age	High	61	Low	30	Avg.	43.9
Sex	Male	65.5	Female	34.5		
Years in industry	High	40.0	Low	2.5	Avg.	16.8
Years in position	High	18.0	Low	1.0	Avg.	4.7
Salary (\$000s/yr)	High	250.0	Low	45.0	Avg.	148.7
Commission received?	Yes	1.7	No	98.3		
Amount (\$000s/yr)	High	110.0	Low	110.0	Avg.	110.0
Bonus received?	Yes	91.4	No	8.6		
Amount (\$000s/yr)	High	80.0	Low	3.0	Avg.	32.1
Perceived pay vs. peers (%)	More	5.4	Less	42.9	Same	51.8
Salary review frequency (%)	6 mos.	3.5	1 yr.	94.8		
	18 mos.	0.0	2 yrs.	1.7		
Employer's gross US revenue (%)	<\$5M	5.2	\$50-100M	10.3		
	\$5-\$20M	8.6	>\$100M	65.5		
	\$20-50M	10.3				
Position satisfying (%)	Thoroughly	25.9	Generally	60.3		
	Mundane	5.2	No	8.6		
Advancement prospects (%)	Index	2.7 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	22.4	Good	41.4		
	Fair	24.1	Poor	12.1		
Plan to seek a new job this year (%)	Yes	24.1	No	46.5	Don't know	29.3
New job motivation (%)	Salary	36.8	Advancement	21.1		
	Different part of industry	0.0	Need a change	10.5		
	Get out of industry	0.0	Other	5.3		
	Better Environment	26.3				
Benefits received (%)	Signing Bonus	22.6	Retirement	58.5		
	Car	0.0	Medical	94.3		
	Dental	94.3	Stock	67.9		
How current job was acquired (%)	Promoted	51.7	Exec Search	8.6		
	Recruited by co.	10.3	Own Initiative	27.6		
	Other	1.7				

MANAGER, MARKETING

\$95,900

▲ 4.7%

Number of respondents **30**

Employer	Percent	Market Sector	Percent
Manufacturer	73.3	Rx/Ethical Pharmaceuticals	30.0
Agency	6.7	OTC/Prop Pharmaceuticals	16.7
Publication	13.3	Biotechnology	13.3
Other Media	0.0	Medical Products/Equip	46.7
Service Supplier	0.0	Diagnostic Products/Equip	20.0
Other	6.7	Hospital Products/Equip	10.0
		Dental Products/Equip	0.0
		Managed Care	3.3
		Other	10.0

Age	High	57	Low	23	Avg.	39.6
Sex	Male	36.7	Female	63.3		
Years in industry	High	35.0	Low	1.0	Avg.	11.2
Years in position	High	14.0	Low	1.0	Avg.	3.4
Salary (\$000s/yr)	High	140.0	Low	28.0	Avg.	95.9
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	63.3	No	36.7		
Amount (\$000s/yr)	High	40.0	Low	1.0	Avg.	15.0
Perceived pay vs. peers (%)	More	6.7	Less	56.7	Same	36.7
Salary review frequency (%)	6 mos.	3.3	1 yr.	96.7		
	18 mos.	0.0	2 yrs.	0.0		
Employer's gross US revenue (%)	<\$5M	6.7	\$50-100M	3.3		
	\$5-\$20M	6.7	>\$100M	63.3		
	\$20-50M	20.0				
Position satisfying (%)	Thoroughly	20.0	Generally	60.0		
	Mundane	16.7	No	3.3		
Advancement prospects (%)	Index	2.6 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	6.7	Good	53.3		
	Fair	30.0	Poor	10.0		
Plan to seek a new job this year (%)	Yes	43.3	No	40.0	Don't know	16.7
New job motivation (%)	Salary	46.7	Advancement	20.0		
	Different part of industry	13.3	Need a change	6.7		
	Get out of industry	0.0	Other	0.0		
	Better Environment	13.3				
Benefits received (%)	Signing Bonus	25.9	Retirement	85.2		
	Car	3.7	Medical	85.2		
	Dental	70.4	Stock	40.7		
How current job was acquired (%)	Promoted	40.0	Exec Search	10.0		
	Recruited by co.	13.3	Own Initiative	36.7		
	Other	0.0				

CAREER & SALARY SURVEY 2007 POSITION BY POSITION

SALES DIRECTOR

\$120,800

▼ 9.6%

Number of respondents **14**

Employer	Percent	Market Sector	Percent
Manufacturer	57.1	Rx/Ethical Pharmaceuticals	64.3
Agency	0.0	OTC/Prop Pharmaceuticals	14.3
Publication	7.1	Biotechnology	21.4
Other Media	21.4	Medical Products/Equip	35.7
Service Supplier	7.1	Diagnostic Products/Equip	0.0
Other	7.1	Hospital Products/Equip	7.1
		Dental Products/Equip	0.0
		Managed Care	0.0
		Other	7.1

Age	High	57	Low	33	Avg.	46.9
Sex	Male	71.4	Female	28.6		
Years in industry	High	25.0	Low	3.0	Avg.	15.6
Years in position	High	22.0	Low	1.0	Avg.	5.4
Salary (\$000s/yr)	High	215.0	Low	45.0	Avg.	120.8
Commission received?	Yes	50.0	No	50.0		
Amount (\$000s/yr)	High	200.0	Low	4.0	Avg.	57.4
Bonus received?	Yes	78.6	No	21.4		
Amount (\$000s/yr)	High	80.0	Low	2.0	Avg.	34.2
Perceived pay vs. peers (%)	More	23.1	Less	46.2	Same	30.8
Salary review frequency (%)	6 mos.	7.1	1 yr.	85.7		
	18 mos.	0.0	2 yrs.	7.1		
Employer's gross US revenue (%)	<\$5M	14.3	\$50-100M	7.1		
	\$5-\$20M	21.4	>\$100M	50.0		
	\$20-50M	7.1				
Position satisfying (%)	Thoroughly	50.0	Generally	35.7		
	Mundane	7.1	No	7.1		
Advancement prospects (%)	Index	2.9 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	21.4	Good	57.1		
	Fair	7.1	Poor	14.3		
Plan to seek a new job this year (%)	Yes	7.1	No	85.7	Don't know	7.1
New job motivation (%)	Salary	0.0	Advancement	50.0		
	Different part of industry	0.0	Need a change	0.0		
	Get out of industry	50.0	Other	0.0		
	Better Environment	0.0				
Benefits received (%)	Signing Bonus	7.1	Retirement	71.4		
	Car	42.9	Medical	78.6		
	Dental	71.4	Stock	57.1		
How current job was acquired (%)	Promoted	50.0	Exec Search	21.4		
	Recruited by co.	7.1	Own Initiative	21.4		
	Other	0.0				

SALES MANAGER

\$99,600

▲ 9.7%

Number of respondents **17**

Employer	Percent	Market Sector	Percent
Manufacturer	41.2	Rx/Ethical Pharmaceuticals	58.8
Agency	5.9	OTC/Prop Pharmaceuticals	5.9
Publication	35.3	Biotechnology	17.7
Other Media	0.0	Medical Products/Equip	11.8
Service Supplier	0.0	Diagnostic Products/Equip	11.8
Other	17.7	Hospital Products/Equip	11.8
		Dental Products/Equip	0.0
		Managed Care	0.0
		Other	29.4

Age	High	55	Low	29	Avg.	41.8
Sex	Male	41.2	Female	58.8		
Years in industry	High	25.0	Low	1.0	Avg.	13.7
Years in position	High	18.0	Low	1.0	Avg.	4.4
Salary (\$000s/yr)	High	149.0	Low	30.0	Avg.	99.6
Commission received?	Yes	52.9	No	47.1		
Amount (\$000s/yr)	High	100.0	Low	10.0	Avg.	46.1
Bonus received?	Yes	52.9	No	47.1		
Amount (\$000s/yr)	High	85.0	Low	5.0	Avg.	28.0
Perceived pay vs. peers (%)	More	11.8	Less	29.4	Same	58.8
Salary review frequency (%)	6 mos.	0.0	1 yr.	88.2		
	18 mos.	5.9	2 yrs.	5.9		
Employer's gross US revenue (%)	<\$5M	6.3	\$50-100M	18.8		
	\$5-\$20M	31.3	>\$100M	25.0		
	\$20-50M	18.8				
Position satisfying (%)	Thoroughly	47.1	Generally	47.1		
	Mundane	5.9	No	0.0		
Advancement prospects (%)	Index	2.8 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	23.5	Good	47.1		
	Fair	11.8	Poor	17.7		
Plan to seek a new job this year (%)	Yes	17.6	No	58.8	Don't know	23.5
New job motivation (%)	Salary	83.3	Advancement	16.7		
	Different part of industry	0.0	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	0.0				
Benefits received (%)	Signing Bonus	7.1	Retirement	57.1		
	Car	57.1	Medical	78.6		
	Dental	71.4	Stock	42.9		
How current job was acquired (%)	Promoted	29.4	Exec Search	5.9		
	Recruited by co.	11.8	Own Initiative	47.1		
	Other	5.9				

DIRECTOR, NEW BUS DEV **\$144,200** ▲ 2.5%

Number of respondents 14

Employer	Percent	Market Sector	Percent
Manufacturer	50.0	Rx/Ethical Pharmaceuticals	64.3
Agency	42.9	OTC/Prop Pharmaceuticals	14.3
Publication	7.1	Biotechnology	21.4
Other Media	0.0	Medical Products/Equip	7.1
Service Supplier	0.0	Diagnostic Products/Equip	7.1
Other	0.0	Hospital Products/Equip	0.0
		Dental Products/Equip	0.0
		Managed Care	0.0
		Other	7.1

Age	High	54	Low	29	Avg.	44.7
Sex	Male	71.4	Female	28.6		
Years in industry	High	30.0	Low	7.0	Avg.	18.6
Years in position	High	24.0	Low	1.0	Avg.	7.1
Salary (\$000s/yr)	High	250.0	Low	41.0	Avg.	144.2
Commission received?	Yes	35.7	No	64.3		
Amount (\$000s/yr)	High	200.0	Low	7.5	Avg.	86.9
Bonus received?	Yes	71.4	No	28.6		
Amount (\$000s/yr)	High	100.0	Low	1.0	Avg.	39.8
Perceived pay vs. peers (%)	More	7.1	Less	28.6	Same	64.3
Salary review frequency (%)	6 mos.	0.0	1 yr.	78.6		
	18 mos.	7.1	2 yrs.	14.3		
Employer's gross US revenue (%)	<\$5M	7.1	\$50-100M	7.1		
	\$5-\$20M	35.7	>\$100M	42.9		
	\$20-50M	7.1				
Position satisfying (%)	Thoroughly	21.4	Generally	71.4		
	Mundane	0.0	No	7.1		
Advancement prospects (%)	Index	2.1 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	7.1	Good	21.4		
	Fair	50.0	Poor	21.4		
Plan to seek a new job this year (%)	Yes	50.0	No	21.4	Don't know	28.6
New job motivation (%)	Salary	37.5	Advancement	12.5		
	Different part of industry	0.0	Need a change	0.0		
	Get out of industry	12.5	Other	12.5		
	Better Environment	25.0				
Benefits received (%)	Signing Bonus	33.3	Retirement	66.7		
	Car	8.3	Medical	91.7		
	Dental	83.3	Stock	50.0		
How current job was acquired (%)	Promoted	35.7	Exec Search	28.6		
	Recruited by co.	14.3	Own Initiative	21.4		
	Other	0.0				

SENIOR PRODUCT MANAGER **\$128,100** ▲ 9.2%

Number of respondents 19

Employer	Percent	Market Sector	Percent
Manufacturer	89.5	Rx/Ethical Pharmaceuticals	84.2
Agency	0.0	OTC/Prop Pharmaceuticals	10.5
Publication	0.0	Biotechnology	15.8
Other Media	0.0	Medical Products/Equip	15.8
Service Supplier	0.0	Diagnostic Products/Equip	0.0
Other	10.5	Hospital Products/Equip	0.0
		Dental Products/Equip	0.0
		Managed Care	0.0
		Other	0.0

Age	High	56	Low	32	Avg.	39.8
Sex	Male	63.2	Female	36.8		
Years in industry	High	30.0	Low	5.0	Avg.	14.1
Years in position	High	11.0	Low	1.0	Avg.	3.5
Salary (\$000s/yr)	High	165.0	Low	100.0	Avg.	128.1
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	94.7	No	5.3		
Amount (\$000s/yr)	High	50.0	Low	10.0	Avg.	21.5
Perceived pay vs. peers (%)	More	10.5	Less	42.1	Same	47.4
Salary review frequency (%)	6 mos.	0.0	1 yr.	94.7		
	18 mos.	0.0	2 yrs.	5.3		
Employer's gross US revenue (%)	<\$5M	0.0	\$50-100M	5.6		
	\$5-\$20M	0.0	>\$100M	94.4		
	\$20-50M	0.0				
Position satisfying (%)	Thoroughly	15.8	Generally	63.2		
	Mundane	21.1	No	0.0		
Advancement prospects (%)	Index	2.7 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	11.1	Good	55.6		
	Fair	27.8	Poor	5.6		
Plan to seek a new job this year (%)	Yes	36.8	No	26.3	Don't know	36.8
New job motivation (%)	Salary	14.3	Advancement	42.9		
	Different part of industry	0.0	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	42.9				
Benefits received (%)	Signing Bonus	21.1	Retirement	73.7		
	Car	0.0	Medical	79.0		
	Dental	84.2	Stock	84.2		
How current job was acquired (%)	Promoted	52.6	Exec Search	15.8		
	Recruited by co.	15.8	Own Initiative	10.5		
	Other	5.3				

PRODUCT MANAGER

\$97,900

▲ 6.5%

Number of respondents 12

Employer	Percent	Market Sector	Percent
Manufacturer	75.0	Rx/Ethical Pharmaceuticals	58.3
Agency	0.0	OTC/Prop Pharmaceuticals	16.7
Publication	16.7	Biotechnology	25.0
Other Media	0.0	Medical Products/Equip	33.3
Service Supplier	0.0	Diagnostic Products/Equip	0.0
Other	8.3	Hospital Products/Equip	0.0
		Dental Products/Equip	0.0
		Managed Care	16.7
		Other	0.0

Age	High	55	Low	25	Avg.	34.8
Sex	Male	66.7	Female	33.3		
Years in industry	High	25.0	Low	2.0	Avg.	9.1
Years in position	High	5.0	Low	1.0	Avg.	2.7
Salary (\$000s/yr)	High	136.0	Low	42.0	Avg.	97.9
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	83.3	No	16.7		
Amount (\$000s/yr)	High	30.0	Low	2.0	Avg.	14.7
Perceived pay vs. peers (%)	More	25.0	Less	50.0	Same	25.0
Salary review frequency (%)	6 mos.	8.3	1 yr.	83.3		
	18 mos.	8.3	2 yrs.	0.0		
Employer's gross US revenue (%)	<\$5M	8.3	\$50-100M	16.7		
	\$5-\$20M	8.3	>\$100M	66.7		
	\$20-50M	0.0				
Position satisfying (%)	Thoroughly	25.0	Generally	50.0		
	Mundane	16.7	No	8.3		
Advancement prospects (%)	Index	2.8 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	41.7	Good	16.7		
	Fair	25.0	Poor	16.7		
Plan to seek a new job this year (%)	Yes	33.3	No	25.0	Don't know	41.7
New job motivation (%)	Salary	33.3	Advancement	0.0		
	Different part of industry	0.0	Need a change	16.7		
	Get out of industry	0.0	Other	16.7		
	Better Environment	33.3				
Benefits received (%)	Signing Bonus	40.0	Retirement	60.0		
	Car	10.0	Medical	70.0		
	Dental	80.0	Stock	50.0		
How current job was acquired (%)	Promoted	75.0	Exec Search	8.3		
	Recruited by co.	0.0	Own Initiative	8.3		
	Other	8.3				

DIR CORP/MARKETING COMMS

\$115,800

▼ 0.6%

Number of respondents 10

Employer	Percent	Market Sector	Percent
Manufacturer	50.0	Rx/Ethical Pharmaceuticals	50.0
Agency	20.0	OTC/Prop Pharmaceuticals	20.0
Publication	10.0	Biotechnology	20.0
Other Media	0.0	Medical Products/Equip	40.0
Service Supplier	0.0	Diagnostic Products/Equip	40.0
Other	20.0	Hospital Products/Equip	30.0
		Dental Products/Equip	10.0
		Managed Care	20.0
		Other	10.0

Age	High	56	Low	30	Avg.	43.5
Sex	Male	40.0	Female	60.0		
Years in industry	High	23.0	Low	3.0	Avg.	13.9
Years in position	High	13.0	Low	1.0	Avg.	5.1
Salary (\$000s/yr)	High	162.0	Low	31.0	Avg.	115.8
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	60.0	No	40.0		
Amount (\$000s/yr)	High	36.0	Low	8.0	Avg.	20.3
Perceived pay vs. peers (%)	More	10.0	Less	20.0	Same	70.0
Salary review frequency (%)	6 mos.	0.0	1 yr.	70.0		
	18 mos.	30.0	2 yrs.	0.0		
Employer's gross US revenue (%)	<\$5M	30.0	\$50-100M	0.0		
	\$5-\$20M	0.0	>\$100M	70.0		
	\$20-50M	0.0				
Position satisfying (%)	Thoroughly	20.0	Generally	60.0		
	Mundane	10.0	No	10.0		
Advancement prospects (%)	Index	2.5 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	20.0	Good	30.0		
	Fair	30.0	Poor	20.0		
Plan to seek a new job this year (%)	Yes	30.0	No	40.0	Don't know	30.0
New job motivation (%)	Salary	0.0	Advancement	25.0		
	Different part of industry	0.0	Need a change	25.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	50.0				
Benefits received (%)	Signing Bonus	11.1	Retirement	44.4		
	Car	0.0	Medical	77.8		
	Dental	77.8	Stock	22.2		
How current job was acquired (%)	Promoted	60.0	Exec Search	0.0		
	Recruited by co.	20.0	Own Initiative	20.0		
	Other	0.0				

AD
GOES
HERE

VP-GROUP SUPERVISOR

\$145,400

▼ 2.5%

Number of respondents 12

Employer	Percent	Market Sector	Percent
Manufacturer	0.0	Rx/Ethical Pharmaceuticals	83.3
Agency	100.0	OTC/Prop Pharmaceuticals	8.3
Publication	0.0	Biotechnology	8.3
Other Media	0.0	Medical Products/Equip	16.7
Service Supplier	0.0	Diagnostic Products/Equip	8.3
Other	0.0	Hospital Products/Equip	25.0
		Dental Products/Equip	0.0
		Managed Care	25.0
		Other	0.0

Age	High	53	Low	31	Avg.	40.2
Sex	Male	50.0	Female	50.0		
Years in industry	High	30.0	Low	1.0	Avg.	15.7
Years in position	High	6.0	Low	1.0	Avg.	3.1
Salary (\$000s/yr)	High	190.0	Low	100.0	Avg.	145.4
Commission received?	Yes	16.7	No	83.3		
Amount (\$000s/yr)	High	10.0	Low	10.0	Avg.	10.0
Bonus received?	Yes	75.0	No	25.0		
Amount (\$000s/yr)	High	30.0	Low	2.0	Avg.	17.2
Perceived pay vs. peers (%)	More	0.0	Less	50.0	Same	50.0
Salary review frequency (%)	6 mos.	0.0	1 yr.	75.0		
	18 mos.	8.3	2 yrs.	16.7		
Employer's gross US revenue (%)	<\$5M	16.7	\$50-100M	0.0		
	\$5-\$20M	50.0	>\$100M	8.3		
	\$20-50M	25.0				
Position satisfying (%)	Thoroughly	25.0	Generally	58.3		
	Mundane	8.3	No	8.3		
Advancement prospects (%)	Index	3.1 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	33.3	Good	41.7		
	Fair	25.0	Poor	0.0		
Plan to seek a new job this year (%)	Yes	50.0	No	25.0	Don't know	25.0
New job motivation (%)	Salary	28.6	Advancement	14.3		
	Different part of industry	14.3	Need a change	14.3		
	Get out of industry	0.0	Other	14.3		
	Better Environment	14.3				
Benefits received (%)	Signing Bonus	9.1	Retirement	9.1		
	Car	9.1	Medical	81.8		
	Dental	45.5	Stock	27.3		
How current job was acquired (%)	Promoted	41.7	Exec Search	0.0		
	Recruited by co.	16.7	Own Initiative	33.3		
	Other	8.3				

ACCOUNT SUPERVISOR

\$87,500

▲ 3.2%

Number of respondents 18

Employer	Percent	Market Sector	Percent
Manufacturer	5.6	Rx/Ethical Pharmaceuticals	88.9
Agency	83.3	OTC/Prop Pharmaceuticals	11.1
Publication	0.0	Biotechnology	33.3
Other Media	5.6	Medical Products/Equip	16.7
Service Supplier	5.6	Diagnostic Products/Equip	5.6
Other	0.0	Hospital Products/Equip	5.6
		Dental Products/Equip	0.0
		Managed Care	11.1
		Other	5.6

Age	High	52	Low	27	Avg.	33.8
Sex	Male	38.9	Female	61.1		
Years in industry	High	20.0	Low	4.0	Avg.	9.2
Years in position	High	10.0	Low	1.0	Avg.	3.5
Salary (\$000s/yr)	High	130.0	Low	63.5	Avg.	87.5
Commission received?	Yes	11.1	No	88.9		
Amount (\$000s/yr)	High	75.0	Low	13.0	Avg.	44.0
Bonus received?	Yes	61.1	No	38.9		
Amount (\$000s/yr)	High	10.0	Low	2.5	Avg.	7.1
Perceived pay vs. peers (%)	More	16.7	Less	27.8	Same	55.6
Salary review frequency (%)	6 mos.	5.6	1 yr.	88.9		
	18 mos.	5.6	2 yrs.	0.0		
Employer's gross US revenue (%)	<\$5M	5.9	\$50-100M	23.5		
	\$5-\$20M	29.4	>\$100M	23.5		
	\$20-50M	17.7				
Position satisfying (%)	Thoroughly	16.7	Generally	77.8		
	Mundane	5.6	No	0.0		
Advancement prospects (%)	Index	3.4 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	55.6	Good	27.8		
	Fair	16.7	Poor	0.0		
Plan to seek a new job this year (%)	Yes	22.2	No	61.1	Don't know	16.7
New job motivation (%)	Salary	50.0	Advancement	0.0		
	Different part of industry	50.0	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	0.0				
Benefits received (%)	Signing Bonus	7.1	Retirement	57.1		
	Car	0.0	Medical	100.0		
	Dental	85.7	Stock	21.4		
How current job was acquired (%)	Promoted	64.7	Exec Search	0.0		
	Recruited by co.	17.7	Own Initiative	5.9		
	Other	11.8				

ACCOUNT EXECUTIVE

\$82,000

▲ 24.2%

Number of respondents 11

Employer	Percent	Market Sector	Percent
Manufacturer	27.3	Rx/Ethical Pharmaceuticals	81.8
Agency	36.4	OTC/Prop Pharmaceuticals	9.1
Publication	9.1	Biotechnology	27.3
Other Media	9.1	Medical Products/Equip	18.2
Service Supplier	0.0	Diagnostic Products/Equip	0.0
Other	18.2	Hospital Products/Equip	0.0
		Dental Products/Equip	0.0
		Managed Care	0.0
		Other	9.1

Age	High	62	Low	26	Avg.	37.9
Sex	Male	54.6	Female	45.5		
Years in industry	High	45.0	Low	4.0	Avg.	12.9
Years in position	High	6.0	Low	1.0	Avg.	2.8
Salary (\$000s/yr)	High	172.0	Low	41.0	Avg.	82.0
Commission received?	Yes	9.1	No	90.9		
Amount (\$000s/yr)	High	17.0	Low	17.0	Avg.	17.0
Bonus received?	Yes	63.6	No	36.4		
Amount (\$000s/yr)	High	55.0	Low	1.0	Avg.	23.6
Perceived pay vs. peers (%)	More	9.1	Less	27.3	Same	63.6
Salary review frequency (%)	6 mos.	0.0	1 yr.	90.9		
	18 mos.	0.0	2 yrs.	9.1		
Employer's gross US revenue (%)	<\$5M	30.0	\$50-100M	10.0		
	\$5-\$20M	10.0	>\$100M	40.0		
	\$20-50M	10.0				
Position satisfying (%)	Thoroughly	9.1	Generally	45.5		
	Mundane	45.5	No	0.0		
Advancement prospects (%)	Index	2.7 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	27.3	Good	27.3		
	Fair	36.4	Poor	9.1		
Plan to seek a new job this year (%)	Yes	36.4	No	27.3	Don't know	36.4
New job motivation (%)	Salary	0.0	Advancement	0.0		
	Different part of industry	50.0	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	50.0				
Benefits received (%)	Signing Bonus	25.0	Retirement	37.5		
	Car	37.5	Medical	100.0		
	Dental	100.0	Stock	37.5		
How current job was acquired (%)	Promoted	45.5	Exec Search	9.1		
	Recruited by co.	9.1	Own Initiative	27.3		
	Other	9.1				

MEDIA DIRECTOR

\$124,200

▲ 15.9%

Number of respondents 9

Employer	Percent	Market Sector	Percent
Manufacturer	11.1	Rx/Ethical Pharmaceuticals	100.0
Agency	77.8	OTC/Prop Pharmaceuticals	44.4
Publication	0.0	Biotechnology	33.3
Other Media	11.1	Medical Products/Equip	33.3
Service Supplier	0.0	Diagnostic Products/Equip	22.2
Other	0.0	Hospital Products/Equip	22.2
		Dental Products/Equip	11.1
		Managed Care	33.3
		Other	0.0

Age	High	58	Low	32	Avg.	40.6
Sex	Male	22.2	Female	77.8		
Years in industry	High	30.0	Low	6.0	Avg.	13.0
Years in position	High	6.0	Low	1.0	Avg.	4.1
Salary (\$000s/yr)	High	185.0	Low	70.0	Avg.	124.2
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	55.6	No	44.4		
Amount (\$000s/yr)	High	35.0	Low	0.5	Avg.	12.7
Perceived pay vs. peers (%)	More	22.2	Less	55.6	Same	22.2
Salary review frequency (%)	6 mos.	0.0	1 yr.	77.8		
	18 mos.	11.1	2 yrs.	11.1		
Employer's gross US revenue (%)	<\$5M	0.0	\$50-100M	14.3		
	\$5-\$20M	14.3	>\$100M	71.4		
	\$20-50M	0.0				
Position satisfying (%)	Thoroughly	22.2	Generally	44.4		
	Mundane	33.3	No	0.0		
Advancement prospects (%)	Index	1.9 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	11.1	Good	11.1		
	Fair	33.3	Poor	44.4		
Plan to seek a new job this year (%)	Yes	22.2	No	66.7	Don't know	11.1
New job motivation (%)	Salary	33.3	Advancement	66.7		
	Different part of industry	0.0	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	0.0				
Benefits received (%)	Signing Bonus	0.0	Retirement	57.1		
	Car	0.0	Medical	71.4		
	Dental	71.4	Stock	71.4		
How current job was acquired (%)	Promoted	77.8	Exec Search	0.0		
	Recruited by co.	11.1	Own Initiative	11.1		
	Other	0.0				

RESEARCH DIRECTOR

\$129,400

▼ 17.4%

Number of respondents 13

Employer	Percent	Market Sector	Percent
Manufacturer	61.5	Rx/Ethical Pharmaceuticals	76.9
Agency	0.0	OTC/Prop Pharmaceuticals	7.7
Publication	15.4	Biotechnology	38.5
Other Media	7.7	Medical Products/Equip	23.1
Service Supplier	0.0	Diagnostic Products/Equip	15.4
Other	15.4	Hospital Products/Equip	15.4
		Dental Products/Equip	7.7
		Managed Care	0.0
		Other	0.0

Age	High	57	Low	32	Avg.	46.8
Sex	Male	76.9	Female	23.1		
Years in industry	High	27.0	Low	11.0	Avg.	21.0
Years in position	High	18.0	Low	2.0	Avg.	6.2
Salary (\$000s/yr)	High	177.0	Low	80.0	Avg.	129.4
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	100.0	No	0.0		
Amount (\$000s/yr)	High	70.0	Low	1.5	Avg.	23.6
Perceived pay vs. peers (%)	More	7.7	Less	53.9	Same	38.5
Salary review frequency (%)	6 mos.	7.7	1 yr.	76.9		
	18 mos.	7.7	2 yrs.	7.7		
Employer's gross US revenue (%)	<\$5M	7.7	\$50-100M	0.0		
	\$5-\$20M	15.4	>\$100M	53.9		
	\$20-50M	23.1				
Position satisfying (%)	Thoroughly	15.4	Generally	61.5		
	Mundane	23.1	No	0.0		
Advancement prospects (%)	Index	2.2 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	15.4	Good	23.1		
	Fair	30.8	Poor	30.8		
Plan to seek a new job this year (%)	Yes	46.1	No	53.9	Don't know	0.0
New job motivation (%)	Salary	16.7	Advancement	0.0		
	Different part of industry	0.0	Need a change	16.7		
	Get out of industry	0.0	Other	0.0		
	Better Environment	66.7				
Benefits received (%)	Signing Bonus	7.7	Retirement	69.2		
	Car	7.7	Medical	100.0		
	Dental	92.3	Stock	69.2		
How current job was acquired (%)	Promoted	46.2	Exec Search	23.1		
	Recruited by co.	23.1	Own Initiative	7.7		
	Other	0.0				

CAREER & SALARY SURVEY 2007 POSITION BY POSITION

ADVERTISING SALESPERSON \$80,400 ▲ N/A

Number of respondents 9

Employer	Percent	Market Sector	Percent
Manufacturer	0.0	Rx/Ethical Pharmaceuticals	77.8
Agency	0.0	OTC/Prop Pharmaceuticals	22.2
Publication	88.9	Biotechnology	0.0
Other Media	0.0	Medical Products/Equip	11.1
Service Supplier	0.0	Diagnostic Products/Equip	0.0
Other	11.1	Hospital Products/Equip	0.0
		Dental Products/Equip	0.0
		Managed Care	0.0
		Other	33.3

Age	High	48	Low	25	Avg.	36.6
Sex	Male	55.6	Female	44.4		
Years in industry	High	20.0	Low	0.8	Avg.	9.4
Years in position	High	15.0	Low	1.0	Avg.	4.9
Salary (\$000s/yr)	High	125.0	Low	46.0	Avg.	80.4
Commission received?	Yes	100.0	No	0.0		
Amount (\$000s/yr)	High	90.0	Low	2.0	Avg.	38.0
Bonus received?	Yes	33.3	No	66.7		
Amount (\$000s/yr)	High	10.0	Low	6.0	Avg.	8.0
Perceived pay vs. peers (%)	More	11.1	Less	55.6	Same	33.3
Salary review frequency (%)	6 mos.	0.0	1 yr.	100.0		
	18 mos.	0.0	2 yrs.	0.0		
Employer's gross US revenue (%)	<\$5M	0.0	\$50-100M	0.0		
	\$5-\$20M	55.6	>\$100M	33.3		
	\$20-50M	11.1				
Position satisfying (%)	Thoroughly	11.1	Generally	77.8		
	Mundane	0.0	No	11.1		
Advancement prospects (%)	Index	2.3 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	11.1	Good	33.3		
	Fair	33.3	Poor	22.2		
Plan to seek a new job this year (%)	Yes	11.1	No	55.6	Don't know	33.3
New job motivation (%)	Salary	33.3	Advancement	0.0		
	Different part of industry	33.3	Need a change	0.0		
	Get out of industry	0.0	Other	0.0		
	Better Environment	33.3				
Benefits received (%)	Signing Bonus	12.5	Retirement	37.5		
	Car	37.5	Medical	87.5		
	Dental	62.5	Stock	12.5		
How current job was acquired (%)	Promoted	11.1	Exec Search	0.0		
	Recruited by co.	44.4	Own Initiative	44.4		
	Other	0.0				

EDITOR \$74,900 ▼ 17.2%

Number of respondents 16

Employer	Percent	Market Sector	Percent
Manufacturer	0.0	Rx/Ethical Pharmaceuticals	62.5
Agency	12.5	OTC/Prop Pharmaceuticals	12.5
Publication	75.0	Biotechnology	18.8
Other Media	0.0	Medical Products/Equip	31.3
Service Supplier	0.0	Diagnostic Products/Equip	18.8
Other	12.5	Hospital Products/Equip	6.3
		Dental Products/Equip	6.3
		Managed Care	6.3
		Other	31.3

Age	High	65	Low	25	Avg.	45.4
Sex	Male	43.8	Female	56.3		
Years in industry	High	33.0	Low	1.0	Avg.	14.2
Years in position	High	22.0	Low	1.0	Avg.	7.0
Salary (\$000s/yr)	High	104.0	Low	26.0	Avg.	74.9
Commission received?	Yes	0.0	No	100.0		
Amount (\$000s/yr)	High	0.0	Low	0.0	Avg.	0.0
Bonus received?	Yes	50.0	No	50.0		
Amount (\$000s/yr)	High	95.0	Low	0.1	Avg.	18.8
Perceived pay vs. peers (%)	More	6.3	Less	43.8	Same	50.0
Salary review frequency (%)	6 mos.	12.5	1 yr.	81.3		
	18 mos.	0.0	2 yrs.	6.3		
Employer's gross US revenue (%)	<\$5M	31.3	\$50-100M	18.8		
	\$5-\$20M	31.3	>\$100M	6.3		
	\$20-50M	12.5				
Position satisfying (%)	Thoroughly	37.5	Generally	56.3		
	Mundane	0.0	No	6.3		
Advancement prospects (%)	Index	2.4 (4=Exc. 3=Good 2=Fair 1=Poor)				
	Exc.	18.8	Good	37.5		
	Fair	6.3	Poor	37.5		
Plan to seek a new job this year (%)	Yes	25.0	No	43.8	Don't know	31.3
New job motivation (%)	Salary	33.3	Advancement	0.0		
	Different part of industry	0.0	Need a change	0.0		
	Get out of industry	0.0	Other	16.7		
	Better Environment	50.0				
Benefits received (%)	Signing Bonus	0.0	Retirement	50.0		
	Car	0.0	Medical	100.0		
	Dental	91.7	Stock	16.7		
How current job was acquired (%)	Promoted	31.3	Exec Search	6.3		
	Recruited by co.	18.8	Own Initiative	31.3		
	Other	12.5				