

# POSITION PROFILE

Years (Mean)

With Organization: 14

In Current Position: 5

## 3100 Director, Sales Support

Directs sales support services and operations. Supports the development and implementation of customized products and product enhancements. Responsible for developing, planning, and carrying out departmental projects, goals, and budgets. Typically requires seven or more years of experience with three to five years of management experience.

(Compensation Data Displayed in \$000s)	Dist Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Salary Range (Mean)	Num Orgs	Org Weighted	Inc Weighted
<b>All Participants Analysis</b>										Minimum	18	110.0	107.7
Base Salary - Incumbent Weighted	21	*21	87	--	--	124.7	132.6	--	--	Midpoint	18	144.2	139.6
Base Salary - Organization Weighted	21	*21	87	120.0	121.5	135.6	142.2	159.1	187.7	Maximum	18	178.4	171.5
Total Cash Compensation	21	*21	87	--	--	143.5	155.0	--	--	Compa-ratio	18	99.8%	104.2%

<b>Short-term Incentive Eligibility Analysis</b>									
Base Salary - Nonsales Incentive Eligible	18	*18	83	--	--	123.8	132.1	--	--
Base Salary - Not Nonsales Incentive Eligible	4	4	4	--	--	--	--	--	--
Base Salary - Sales Incentives Eligible	3	*3	8	--	--	--	--	--	--
Base Salary - Not Sales Incentives Eligible	19	*19	79	--	--	125.7	133.2	--	--
Sales Incentive - Receiving	3	*3	7	--	--	--	--	--	--
Nonsales Incentive - Receiving	17	*17	82	--	--	17.6	22.0	--	--
Total Cash Compensation - Receiving	18	*18	83	--	--	143.7	156.1	--	--

<b>Short-term Incentives</b>			
Percent Eligible			--%
Mean Actual as Percent of Salary	17	18.1%	16.0%
Mean Threshold Percent	5	7.7%	8.2%
Mean Target Percent	15	16.0%	15.8%
Mean Maximum Percent	11	26.4%	29.4%

<b>Long-term Incentive Eligibility Analysis (Black-Scholes)</b>									
Long-term Incentive - Receiving	5	*5	8	--	--	33.8	40.3	--	--
Total Direct Comp - Receiving	5	*5	8	--	--	212.7	231.3	--	--
LTI Target %	3	*3	6	--	--	--	--	--	--

<b>Long-term Incentives</b>			
Percent Eligible			--%
Of Those LTI Eligible, Percent Eligible for:			
Stock/Share Options			8%
Share Appreciation Rights (SARs)			0%
Restricted Shares/Share Units			67%
Performance Shares/Share Units			0%
Performance Cash Units			25%
Long-term Cash			0%

\*More than 25% of sample supplied by one organization

<b>FLSA Status</b>		
Exempt		--%
Nonexempt		--%

# SCOPE ANALYSIS

## 3100 Director, Sales Support

(Compensation Data Displayed in \$000s)					Base Salary				Incentives (Nonsales + Sales)				Total Cash Compensation				
	Median Scope	Dist Orgs	Num Orgs	Num Obs	25th %ile	Median	Mean	75th %ile	Mean	Mean % of Base	Mean Nonsales Target %	Mean Sales Target %	Receiving Count	25th %ile	Median	Mean	75th %ile
<b>Revenue/Sales</b>	Revenue/Sales(Mil)																
All Orgs	7,350.0	16	*16	81	--	124.7	132.5	--	23.0	16.7	15.6	--	79	--	141.3	155.0	--
Less than \$2.5 Billion	--	3	*3	3	--	--	--	--	--	--	--	--	2	--	--	--	--
\$2.5 Billion or More	10,500.0	13	*13	78	--	125.1	133.1	--	22.9	16.5	15.8	--	77	--	142.4	155.7	--
<b>Covered Lives/Membership</b>	Lives																
All Orgs	1,781,863	17	*17	82	--	124.2	132.4	--	23.2	16.8	15.8	--	79	--	142.4	154.8	--
Less than 500,000	--	4	4	4	--	--	--	--	--	--	--	--	3	--	--	--	--
500,000 < 2.5 Million	1,157,338	5	*5	6	--	152.4	159.7	--	--	--	--	--	5	--	182.2	196.6	--
2.5 Million or More	10,566,100	8	*8	72	--	122.6	130.8	--	21.5	15.8	15.8	--	71	--	138.8	152.0	--
<b>Total Employment (FTEs)</b>	FTEs																
All Orgs	3,892	16	*16	81	--	124.7	132.5	--	23.0	16.7	15.6	--	79	--	141.3	155.0	--
Less than 1,000	--	3	*3	3	--	--	--	--	--	--	--	--	2	--	--	--	--
1,000 < 5,000	2,370	6	*6	7	--	152.5	164.2	--	39.8	23.6	--	--	7	--	184.6	204.0	--
5,000 or More	39,668	7	*7	71	--	122.5	130.0	--	21.2	15.7	15.7	--	70	--	138.7	151.0	--
<b>BlueCross BlueShield Orgs</b>	Revenue/Sales(Mil)																
All Orgs	10,953.8	6	*6	17	--	139.9	151.4	--	30.3	20.0	17.2	--	17	--	174.0	181.7	--
Less than \$4 Billion	--	0	0	0	--	--	--	--	--	--	--	--	0	--	--	--	--
\$4 Billion or More	10,953.8	6	*6	17	--	139.9	151.4	--	30.3	20.0	17.2	--	17	--	174.0	181.7	--
<b>Non-BCBS Organizations</b>	Revenue/Sales(Mil)																
All Orgs	4,501.2	10	*10	64	--	120.7	127.5	--	21.0	15.8	15.2	--	62	--	135.6	147.9	--
Less than \$2 Billion	--	3	*3	3	--	--	--	--	--	--	--	--	2	--	--	--	--
\$2 Billion or More	10,500.0	7	*7	61	--	120.6	128.0	--	20.8	15.5	15.4	--	60	--	136.7	148.5	--

\*More than 25% of sample supplied by one organization