



2018 META:

**PRO-AV CHANNEL
EMPLOYMENT REPORT**



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FOREWORD

AVIXA is proud to present the 2018 META: Pro AV Channel Employment Report covering the employment trends within the professional AV provider channel. Now part of the META series focused on macro-economic factors impacting the pro-AV space, this report is an expansion of the prior years' *Compensation and Benefits Report* as it now covers broader employment issues within AV integration firms.

Several core issues are explored within these pages for the benefit of any wishing to understand the landscape of AV provider employment:

- **COMPENSATION AND BENEFITS TRENDS**

As in the prior years, AVIXA has captured compensation and benefits data from a sample of AV integration companies. This data presents the trends in compensation across a host of roles within these companies and offers segmentations by geography and firm size. For the first time ever, participants in this study have been granted access to a query tool for comparing their own company-submitted data to the averages of other participants, with filters for segmenting to similar firm types.

- **INDUSTRY AFFILIATIONS**

To provide context for the compensation data, the report examines the industry affiliations used by integration firms as a way of defining the space in which they compete. This data helps depict the diverse landscape of integration firms and paints a picture of the history from which pro-AV derives.

- **OCCUPATIONS, TITLES AND QUALIFICATIONS**

The report also uses an aggregated look at the top integration firms to further identify the occupations, job titles, and qualifications sought by providers today and through time. This portrays the changing needs of these firms and how they are reflected in the employee pool. The demand for CTS® resources is also explored.

In all, this will provide the pro-AV industry with an even more expanded view of employment within the provider channel than has been published by AVIXA/InfoComm International® in the past. We are confident this will better inform both work-force development and individual firm hiring decisions in the year to come.

Please enjoy and, as always, keep those questions coming!

Sincerely,



Sean Wargo, Sr. Director of Market Intelligence

AVIXA, the Audiovisual and Integrated Experience Association

KEY FINDINGS

- **AV solutions provider channel revenue is on the rise.**

The AV solutions provider channel is expanding at a rapid pace as it continues to grow and evolve. Half (49 percent) of integrators surveyed in AVIXA's annual compensation and benefits survey reported total gross revenue of \$5M or more in 2017, with nearly one-third (31 percent) reporting gross revenue exceeding \$10M. In comparison, the top 50 AV integrators as identified by SCN reported 2017 AV revenues of nearly \$4.2M, which was up a considerable 14 percent from \$3.7M in 2016.

- **Electronics stores and motion picture/video production industries are the most common affiliations for AV solutions providers.**

Industry affiliations within the AV solutions provider channel are wide and varied. However, the majority of those within the SCN Top 50 integrators associate with the electronics stores industry, while some associate with the motion picture/video production industry. In 2017, the electronics stores industry, with more than 41,000 establishments in the U.S., employed approximately 457,500 individuals earning an average of just under \$54,000 per year. At the same time, the motion picture and video production industry, with nearly 18,000 establishments in the U.S., employed more than 246,000 individuals earning an approximate average of \$110,000 per year in 2017. In both cases, AV providers represent a small segment of their respective industries.

- **Audio and video equipment technicians and computer user support specialists are the top occupations within provider firms, with employment rising.**

Job posting information among the SCN top 50 AV integrators reveals audio and video equipment technicians and computer user support specialists to be the most sought-after occupations to fill within the AV solutions provider channel. In 2017, total audio and video equipment technician occupation employment was about 73,000, growing at an average of 6 percent on an annualized basis, while employment under the computer user support specialist occupation was approximately 614,000 in 2017, growing at an annualized rate of 3 percent.

- **Computer user support specialist wages steadily increasing, higher than that for audio and video equipment technicians.**

While employment for the audio and video equipment technician occupation has increased 34 percent between 2012 and 2018, the salary during the same time-period

has remained relatively flat, with declines in both 2013 and 2015 and no change between 2016 and 2017. At the same time, employment in the computer user support specialist occupation has increased 17 percent in the past five years, with salary during the same time-period increasing at a steady pace of 2 percent annually. Notably, computer user support specialist median salary in 2017 was \$50,210, nearly 20 percent higher than the \$42,190 audio and video equipment technicians received in 2017, perhaps reflecting the increasing demand for IT-related competencies within provider firms.

· **Overall compensation at AV solutions provider firms continues to increase.**

Total compensation, including incentives, bonus and other additional cash growth, is up across the AV solutions provider channel in 2018. Overall, across all senior management positions, total compensation continues to rise at an annualized rate of approximately 2.5 percent, with a rate of 1.5 percent among management titles. Total compensation among most business development positions increased significantly so far in 2018, with senior-level business development employees' total compensation averaging well over six figures, while technical staffing total compensation grew at an average annualized rate of approximately 2 percent in 2018. Notably, engineering manager and project manager job titles saw strong, nearly 4 percent annualized gains over the past 10 years, with control systems programmer growing at an impressive rate of approximately 3 percent over the same period. In addition, director of IT/network manager job title, while down from 2017, saw a 3 percent 10-year growth rate, all indicative of these being particularly high demand job titles. Total compensation for administrative and other internal positions continues to grow, as well, with an average overall annualized increase of 2 percent since 2008.

· **Most firms offer sales commissions, along with a wide range of benefits.**

Nearly three-fourths (72 percent) of AV solutions provider firms offer commission to sales staff, with the most common commission model being "actual gross margin." In addition, firms offer a wide range of benefits to full-time employees, the most common being medical coverage for employees (87 percent) and dependents (80 percent). Some AV firms, recognizing the importance of continuing education, training, and certification, also offer additional fringe benefits such as reimbursement for professional fees (79 percent), paid time off for professional exams (71 percent), and tuition reimbursement (37 percent) to better support today's AV staff, keeping them up to date and competitive in the industry.

· **CTS designation is a highly sought-after credential.**

On average, two-thirds (65 percent) of AV solutions provider firms require or prefer potential employees to be CTS holders. CTS-I certification is most important to technician and engineering positions, while CTS-D certification is most relevant to those seeking design, engineering, control systems, and integration types of work. However, with more than 12,000 current CTS holders, there is a greater need for CTS certified workers than available in today's workforce.

Methodology of Compensation and Benefits Data Collection:

The 2018 AVIXA compensation and benefits study used the same data collection tool as the 2017 study. Data was collected for 37 specific positions, with the positions defined by AVIXA. The survey was fielded to U.S. integration firms as an online form from Readex Research, an independent market research firm, from the end of January to the beginning of April 2018. Invitation emails, reminders and phone calls were used to encourage responses. To show appreciation for their participation, respondents were offered an interactive benchmarking tool. A copy of the data collection tool can be found in the appendix.

This year a total of 81 companies accessed the survey with 34 submitting some compensation data. Participants were given the opportunity to update or confirm their company data that was submitted in 2017. The 2018 report includes compensation data from 110 companies for over 3,150 positions for those that submitted data in 2017 and/or 2018. The benefits section includes data from 153 companies that completed or partially submitted benefit data for 2018 and/or 2017.

To ensure that individual data elements cannot be related to a specific company, a full suite of percentiles (10th, 25th, 50th, 75th, and 90th) is provided only when there are at least 10 companies in the subsample. A smaller set of percentiles (25th, 50th and 75th) is provided when there are 6 to 9 companies and only the median is shown where there are 3 to 5 companies.

The screenshot shows a survey navigation page with the following content:

Home **Participants** **Accounts**

Organization: **Entity Name**
 Survey: **InfoComm 2017 Compensation & Benefits Survey**

Navigate to Survey Section and Location

Shown below are all the sections that comprise this survey. Some sections apply across all locations of your company (others apply to its individual locations). In the second table below, click the **add location** link to add a row for each location of your company that you can answer for. If you currently has locations you cannot answer for, please either share your User Name and Password with the person(s) who can, or contact us to let us know who can, and we'll make them.

Access a survey section by clicking on:

Upon completing a survey section, be sure to click the **next** at the end of the section to "mark this survey section as ready to submit". That will update the status displayed on this page.

If you wish to print out a survey section (perhaps to retain a copy of your answers), click **print**.

When you are all done, click the large **SUBMIT** button at the bottom of the page to submit all survey sections.

Survey sections that ask about ALL locations of your company.				
	(REQUIRED) Complete Info	About Your Company	Pay Practices and Benefits	Supporting for Future Surveys
All Locations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	go to print	go to print	go to print	go to print

Survey sections that must be completed for each location of your company.				
Used for Self-Reporting?	(REQUIRED) About This Location	Compensation: Full-Time Positions	Compensation: Part-Time / Contract / Temporary Positions	Benefits
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	add location	go to print	go to print	go to print

Please click the **add location** link to add a row for each location of your company that you can answer for.

Submit You will not be able to **SUBMIT** your survey if any **REQUIRED** sections have not been marked as ready to submit.

Chapter 1. Introduction

The AV solutions provider channel is a dynamic, multi-billion-dollar industry that is somewhat hard to define. Consisting of AV systems integrators, installers, and designers who provide solutions to the marketplace, the industry spans a wide-variety of occupations and job titles within an even wider-variety of verticals – from cinema to education to business to healthcare and to transportation, the application of AV solutions is vast and far-reaching.

Typical solutions stem from a diversity of AV equipment such as projectors, speakers, and video cameras in meeting rooms and classrooms worldwide, all connecting people in an instant. Collaboration tools such as interactive whiteboards are also commonly seen in both businesses and schools, encouraging flexible, creative collaboration between users no matter where they are located. In hospitals and medical facilities, one can find virtual healthcare equipment such as examination cameras, Bluetooth EEG devices, and streaming stethoscopes, easily connecting doctors to patients and enabling access to medical care anywhere, even in remote areas where traditional care may not be available. With such wide use and application, the AV solutions provider channel touches many different vertical markets and directly impacts how we communicate, learn, and do business around the world.

The challenge for the provider channel is there currently is no singular industry code within the North American Industry Classification System (NAICS) to define it. Further, provider firms account for a host of different occupations, eliminating the ability to point to a singular occupation code to chart growth. As a result, this report takes a multi-faceted approach to not only defining the AV providers, but also to gauging employment and the overall health of the channel. Multiple resources, such as the U.S. Bureau of Labor Statistics (BLS), EMSI (a labor market analytics firm that draws from BLS data), SCN (a provider of AV industry news and information), as well as AVIXA's own annual compensation and benefits survey data, have been utilized to tie it all together in a unified employment story.

It all begins with SCN's Annual Top 50 Integrator list as a way of drawing a circle around the type of firms represented in the professional AV channel. These rankings help broadly characterize and frame the channel or industry, providing a high-level view of the AV solutions provider landscape. From there, EMSI and BLS data was used to dig deeper and provide specific information surrounding labor and employment. Finally, the investigation turns to AVIXA's annual compensation and benefits survey data to gain an in-depth understanding of the current state of compensation and benefits at AV integrator firms.

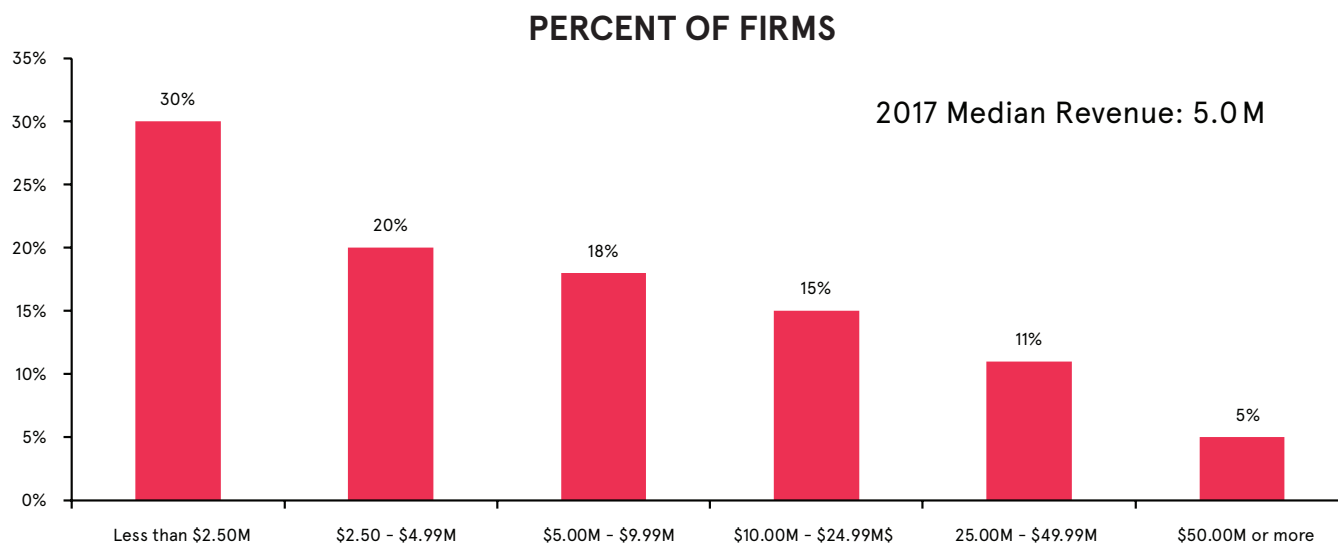
Several key terms and structures come up during any similar profile of an industry's employment trends, each of which flow from a look at the common set captured within the SCN Top 50. First is the industry itself, as designated by NAICS, which is the standard used by federal statistical agencies in classifying business establishments. Second are the occupations within the industry, captured as Standard Occupational Classification (SOC) and O*NET codes. Job titles, not to be confused with occupation, are then assessed, along with skills and qualifications needed to fill AV provider roles to further clarify company requirements from a work-force development perspective. In the end, this report details a dynamic, fast-growing, healthy, and vibrant industry, poised to continue growing and evolving well into the future.

Chapter 2. Defining the Industry

AV SOLUTIONS PROVIDER CHANNEL REVENUE IS ON THE RISE.

The AV solutions provider channel is expanding at a rapid pace as it continues to grow and evolve. Half (49 percent) of integrators surveyed in AVIXA's annual compensation and benefits survey reported total gross revenue of \$5 million or more in 2017, with nearly one-third (31 percent) reporting gross revenue above \$10 million (Exhibit 2.1). At the same time, the top 50 AV integrators as identified by SCN reported 2017 AV revenues of nearly \$4.2 million, which was up a considerable 14 percent from \$3.7 million in 2016. By comparison, AVIXA's Industry Outlook and Trends Analysis (IOTA) the pro-AV industry represented over \$54 billion in solution revenues in 2017, putting the above two samples of integration firms at approximately 10 percent of the total market.

EXHIBIT 2.1: 2017 TOTAL GROSS REVENUES



SOURCE: AVIXA 2018 COMPENSATION & BENEFITS SURVEY

¹Emsi Definition – Electronic Stores (NAICS 443142): This U.S. industry comprises: (1) establishments known as consumer electronics stores primarily engaged in retailing a general line of new consumer-type electronic products such as televisions, computers, and cameras; (2) establishments specializing in retailing a single line of consumer-type electronic products; (3) establishments primarily engaged in retailing these new electronic products in combination with repair and support services; (4) establishments

primarily engaged in retailing new prepackaged computer software; and/or (5) establishments primarily engaged in retailing prerecorded audio and video media, such as CDs, DVDs, and tapes. Illustrative Examples: Consumer-type electronic stores (e.g., televisions, computers, cameras) Stereo stores (except automotive) Radio and television stores Computer stores Camera shops, photographic.

ELECTRONICS STORES INDUSTRY IS A COMMON AFFILIATION WITHIN THE AV SOLUTIONS PROVIDER CHANNEL.

Industry affiliations within the AV solutions provider channel are wide and varied. Among the top 50 integrators, approximately half self-classify as electronics stores¹, which are comprised of establishments primarily engaged in retailing a general or specialized line of new consumer-type electronic products. Of note, many AV integrators started as dealers of AV technology; as such, the electronics stores industry designation perhaps is reflective of this history.

In 2017, the electronics stores industry, with more than 41,000 establishments in the U.S., employed approximately 457,500 individuals earning an average of just under \$54,000 per year (Exhibit 2.2).

EXHIBIT 2.2: SUMMARY OF ELECTRONICS STORE INDUSTRY

ESTABLISHMENTS, JOBS, AND EARNINGS

	2017
Number of Establishments	41,021
Total Jobs	457,493
Average Earnings	\$53,992

SOURCE: EMSI Q2 2018 OCCUPATION OVERVIEW DATA: ELECTRONICS STORE INDUSTRY

AV integrators are only one part of the much broader electronics stores industry designation, which is primarily dominated by business-to-consumer channels/sales and is comprised of large retail chains like Best Buy, Fry's, etc. As such, it is interesting to note that more than half (57 percent) of electronics stores industry occupations are comprised of salespersons and sales representatives, largely reflecting the retail nature of this industry designation (Exhibit 2.3).

EXHIBIT 2.3: TOP 5 ELECTRONICS STORE INDUSTRY OCCUPATIONS

NUMBER EMPLOYED AND PERCENT OF JOBS IN INDUSTRY

	Employed in Industry (2017)	% of Total Jobs in Industry (2017)
Retail Salespersons	197,078	43.1%
Sales Representatives, Services, All Other	64,662	14.1%
First-Line Supervisors of Retail Sales Workers	26,948	5.9%
Computer, Automated Teller, and Office Machine Repairers	18,468	4.0%
Customer Service Representatives	14,417	3.2%

SOURCE: EMSI Q2 2018 OCCUPATION OVERVIEW DATA: ELECTRONICS STORE INDUSTRY

MOTION PICTURE/VIDEO PRODUCTION INDUSTRY REFLECTS ANOTHER SIDE TO AV SOLUTIONS.

Another key industry within the AV solutions provider channel is the motion picture and video production industry², which is comprised of establishments primarily engaged in producing and distributing motion pictures, videos, television programs, or television commercials.

In 2017, the motion picture and video production industry, with nearly 18,000 establishments in the U.S., employed more than 246,000 individuals earning an approximate average of \$110,000 per year (Exhibit 2.4).

EXHIBIT 2.4: SUMMARY OF MOTION PICTURE/VIDEO PRODUCTION INDUSTRY

ESTABLISHMENTS, JOBS, AND EARNINGS

	2017
Number of Establishments	17,916
Total Jobs	246,158
Average Earnings	\$109,758

SOURCE: EMSI Q2 2018 OCCUPATION OVERVIEW DATA: MOTION PICTURE/VIDEO PRODUCTION INDUSTRY

Notably, the fourth largest occupation within the motion picture and video production industry is that of audio and video equipment technicians, which employed more than 11,000 workers in 2017 (Exhibit 2.5). Additionally, it is important to note that many of these audio and video equipment technicians are on the end-user or client side as opposed to being employed by AV integrators, largely reflecting the entertainment nature of this industry designation.

EXHIBIT 2.5: TOP 5 MOTION PICTURE AND VIDEO PRODUCTION INDUSTRY OCCUPATIONS

NUMBER EMPLOYED AND PERCENT OF JOBS IN INDUSTRY

	Employed in Industry (2017)	% of Total Jobs in Industry (2017)
Producers and Directors	38,077	15.5%
Actors	19,182	7.8%
Film and Video Editors	18,636	7.6%
Audio and Video Equipment Technicians	11,458	4.7%
Office Clerks, General	10,256	4.2%

SOURCE: EMSI Q2 2018 OCCUPATION OVERVIEW DATA: MOTION PICTURE/VIDEO PRODUCTION INDUSTRY

²Emsi Definition – Motion Picture and Video Production (NAICS 512110): This industry comprises establishments primarily engaged in producing, or

producing and distributing motion pictures, videos, television programs, or television commercials.

Chapter 3: Identifying the Occupations

Audio and Video Equipment Technicians (AVET) and Computer User Support Specialists (CUSS) are the top AV solutions provider occupations

A review of SCN's top Integrators' job postings over the past five years reveal audio and video equipment technicians (21 percent of unique postings) and computer user support specialists (12 percent of unique postings) to be the most sought-after occupations to fill within the AV solutions provider channel (Exhibit 3.1). Notably, this high demand for CUSS roles within the AV solutions channel reflects the often-discussed blending of AV and IT solutions along with the corresponding need to broaden company competencies. In short, this data confirms the AV providers increased hiring of IT types of professionals into their ranks, to address broader client requirements and to handle technologies based on IP/IT networking architecture.

EXHIBIT 3.1: TOP 5 POSTED OCCUPATIONS WITHIN THE TOP AV INTEGRATION FIRMS

NUMBER AND PERCENT OF POSTINGS

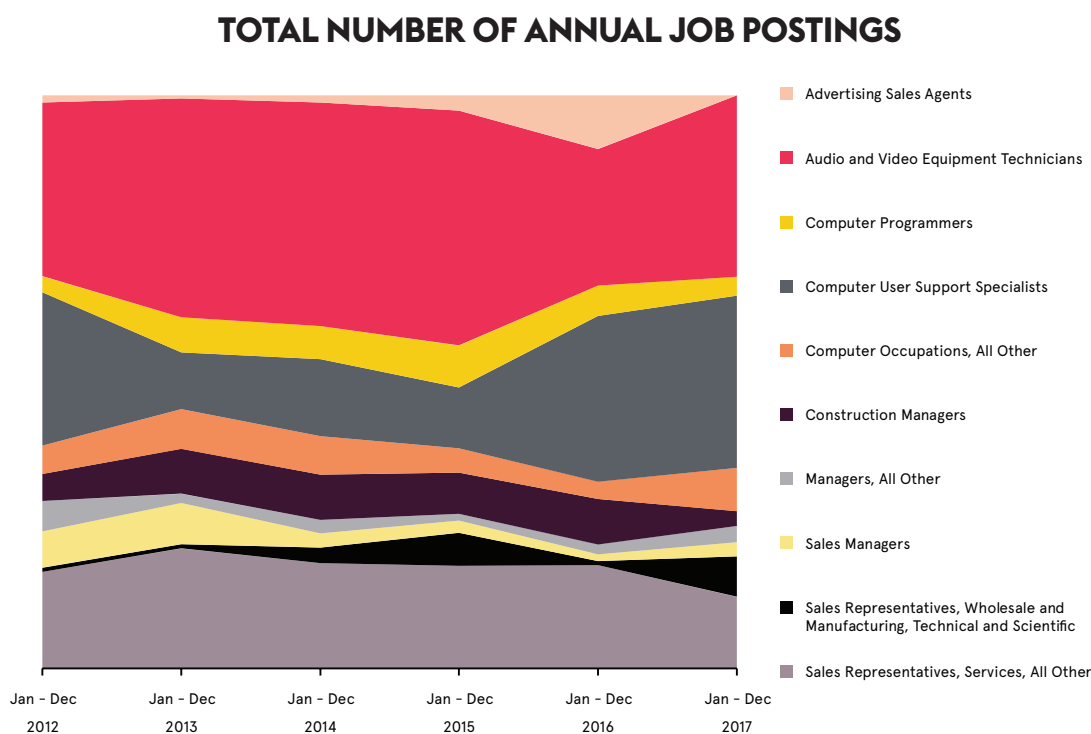
	Total Postings (Jan 2012 – Feb 2018)	Unique Postings (Jan 2012 – Feb 2018)	% of Unique Postings (Jan 2012 – Feb 2018)
Audio and Video Equipment Technicians	17,621	5,445	20.8%
Computer User Support Specialists	11,959	3,151	12.0%
Construction Managers	3,337	1,024	3.9%
Computer Programmers	2,957	843	3.2%
First-Line Supervisors of Office and Administrative Support Workers	2,573	836	3.2%

SOURCE: EMSI Q2 2018 JOB POSTING ANALYTICS

Drilling down for a deeper look into SCN's top 50, job postings during the same five-year period highlight how employment needs change over time. Throughout the period AVETs were the largest single occupation sought after by integrators. However, this shifted in the later years as CUSS positions became more sought after. By 2017, these two occupations accounted for approximately half of the top 10 occupations. This wasn't all the IT related story either. Throughout the time series, computer programmers and other computer

occupations adding another chunk of employment to integration firms. Combined, the IT professionals now capture a larger percentage than sales, which was approximately 10-15 percent of the postings in 2017. In all the data shows the dynamic nature of hiring within integration firms as a variety of occupations coming in and out of the mix, including advertising sales agents, computer programmers, construction managers, sales managers, and sales representatives, as employment needs ebb and flow (Exhibit 3.2).

EXHIBIT 3.2: OCCUPATIONAL JOB POSTINGS WITHIN THE TOP AV INTEGRATION FIRMS: TOP POSTINGS YEAR OVER YEAR



SOURCE: EMSI Q2 2018 JOB POSTING ANALYTICS

BROADER AVET AND CUSS EMPLOYMENT CONTINUES TO RISE.

Taking a broader look at the two core roles identified among the top integration firms shows an even larger opportunity set for those in either occupation. According to the U.S. Bureau of Labor Statistics (BLS), under the U.S. Department of Labor (dol.gov), the Audio and Video Equipment Technicians (AVET) Standard Occupational Classification (SOC³ 27-4011) total employment in 2017 was about 73,000 workers and grew at an average of 6 percent on an annualized basis over the past five years. Comparatively, employment under the Computer

² <https://www.bls.gov/soc/>

³ <https://www.bls.gov/soc/>

⁴ BLS Definition – Audio and Video Equipment Technicians (SOC 27-4011): Set up or set up and operate audio and video equipment, including microphones, sound speakers, video screens, projectors, video monitors, recording equipment, connecting wires and cables, sound and mixing boards, and related electronic equipment for concerts, sports events, meetings and conventions, presentations and news conferences. Technicians also may set up and operate

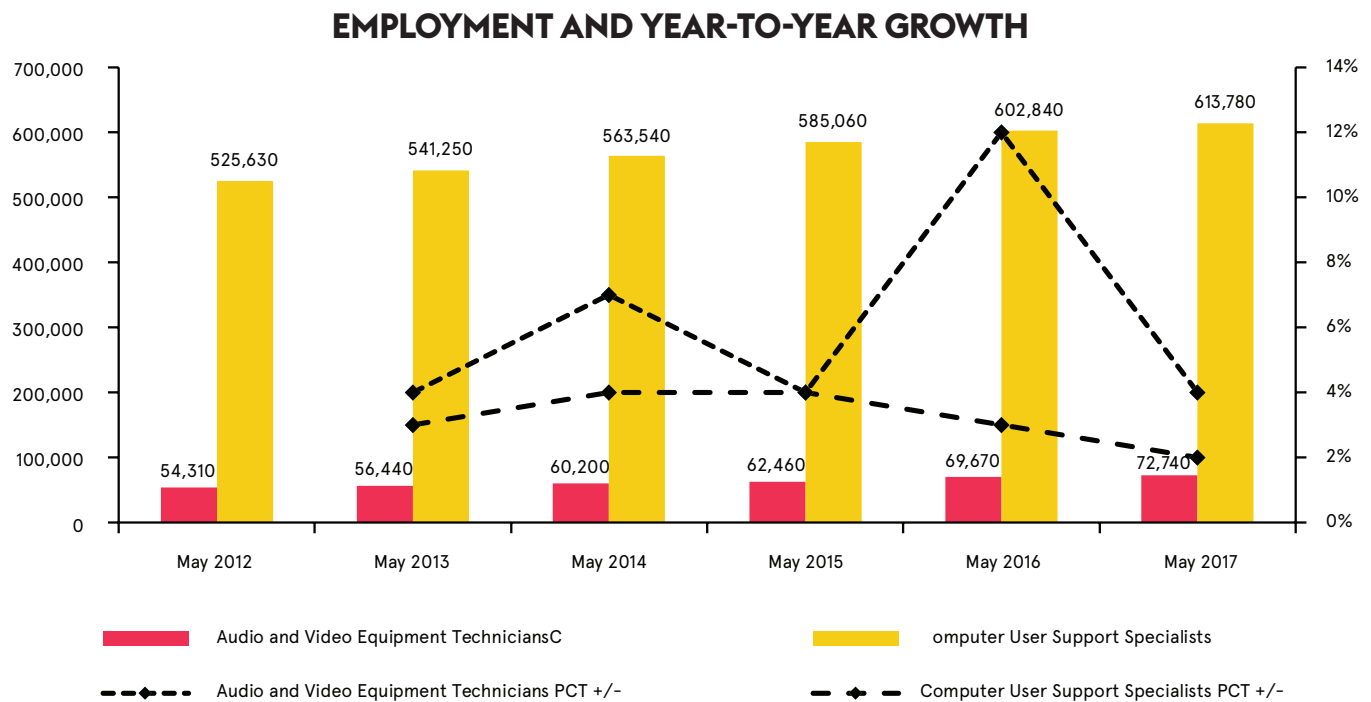
associated spotlights and other custom lighting systems. Excludes “Sound Engineering Technicians” (27-4014).

⁶ BLS Definition – Computer User Support Specialists (SOC 15-1151): Provide technical assistance to computer users. Answer questions or resolve computer problems for clients in person, or via telephone or electronically. May assist concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems. Excludes “Network and Computer Systems Administrators” (15-1142).

User Support Specialists (CUSS) Standard Occupational Classification (SOC⁴ 15-1151) was approximately 614,000 in 2017 and grew at an annualized rate of 3 percent (Exhibit 3.3).

The SOC system is used by federal statistical agencies to classify workers into occupational categories to collect, calculate or disseminate data. The definition for both the AVET⁵ and CUSS⁶ positions by the bureau are broad descriptions, do not distinguish different skill levels, and should be only used as a general reference. Also, it is worth noting that both occupations are wide and far-reaching, blending with many other industries outside of the AV solutions channel. As a whole, integration firms will represent only a smaller set of the total employment of the two occupations, particularly CUSS resources. This is an important fact to note, as it means integrators will be competing for these resources with companies outside of their own space.

EXHIBIT 3.3: TOTAL U.S. AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS EMPLOYMENT OCCUPATIONS

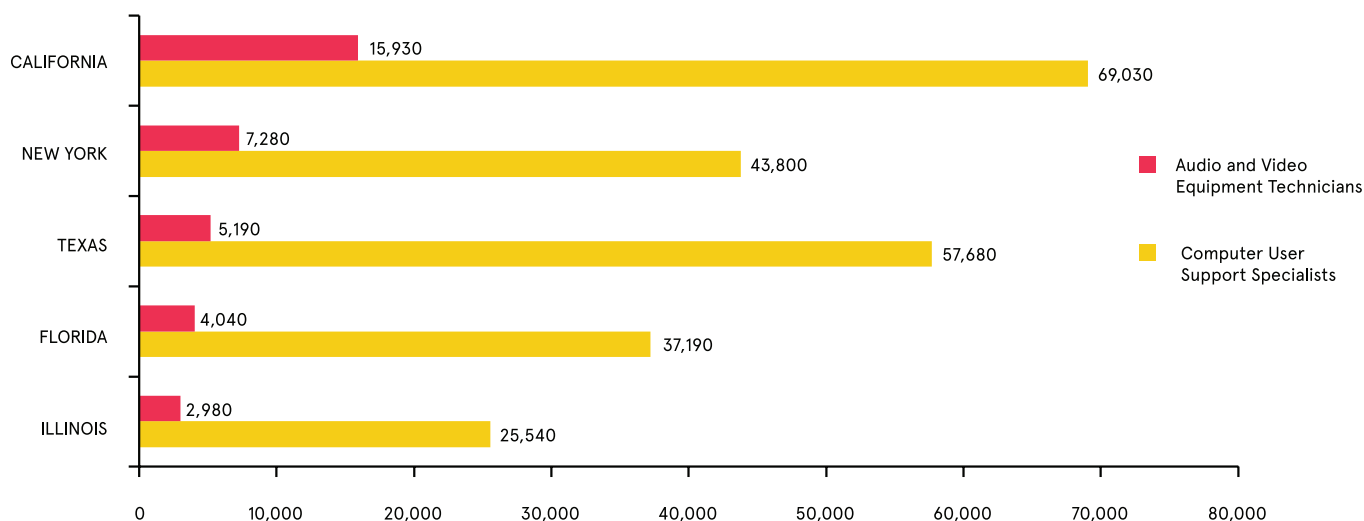


SOURCE: U.S. BUREAU OF LABOR STATISTICS: AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS OCCUPATIONS

In terms of geographic concentration, the top five states employing AVETs are California, New York, Texas, Florida, and Illinois. Combined, these five states comprise half (49 percent) of the entire occupation defined by the BLS, with the top three states comprising two-fifths (39 percent) of the occupation. The same five states also employ the most CUSS, comprising nearly two-fifths (38 percent) of the entire occupation combined, with the top three states encompassing more than a quarter (28 percent) of the entire occupation (Exhibit 3.5).

EXHIBIT 3.5: STATES WITH MOST EMPLOYMENT OF AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS

NUMBER OF JOBS AS OF MAY 2017



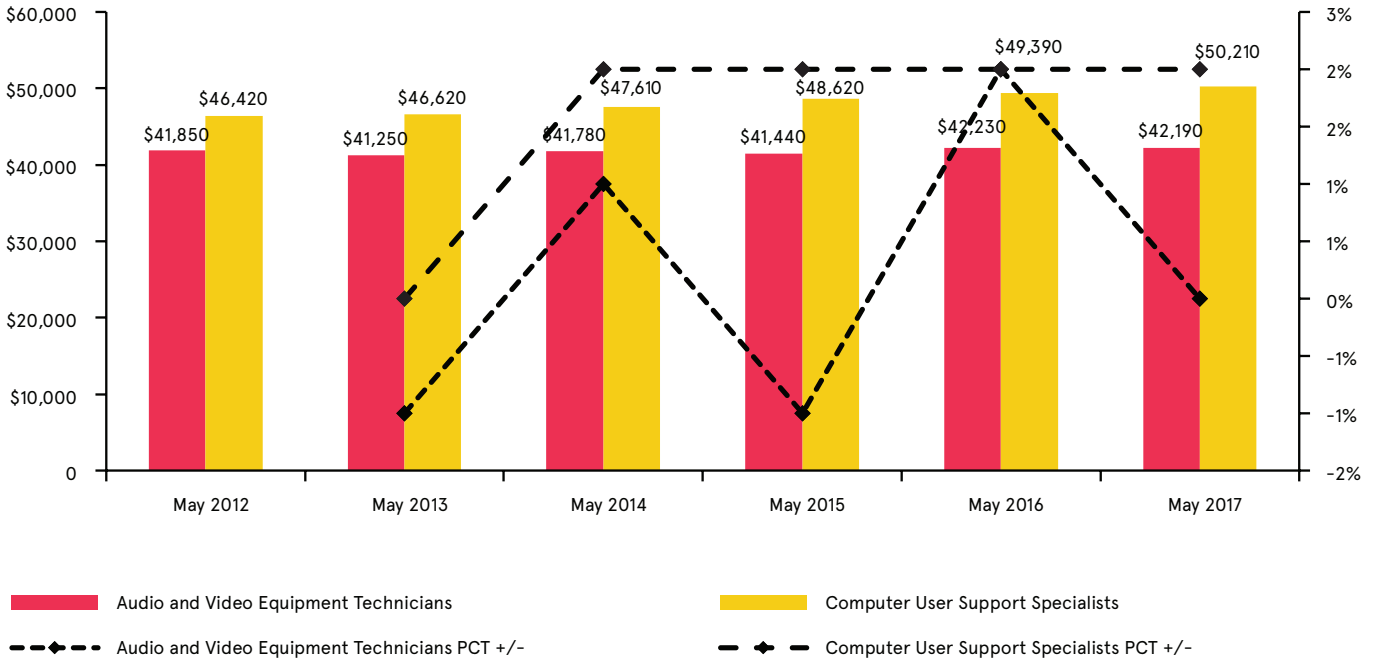
SOURCE: U.S. BUREAU OF LABOR STATISTICS: AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS OCCUPATIONS

CUSS WAGES GROWING FASTER THAN THAT FOR AVETS.

While employment for the audio and video equipment technician occupation has increased 34 percent from just over 54,000 workers in 2012 to nearly 73,000 in 2017, the salary during the same period has remained relatively flat. AVET wages declined in both 2013 and 2015 and show no change between 2016 and 2017. At the same time, employment in the computer user support specialist occupation has increased 17 percent from approximately 526,000 workers in 2012 to just under 614,000 workers in 2017, with salary during the same time increasing at a steady pace of 2 percent annually – consistent over the past four years. Notably, CUSS median salary in 2017 was \$50,210, nearly 20 percent higher than the \$42,190 AVETs received in 2017, perhaps reflecting the increasing demand for this occupation (Exhibit 3.6). This is another important note for AV providers seeking to add IT capabilities in the form of CUSS positions. These individuals will often require higher salaries than the traditional AV occupation, even if titles are often similar between them, as shown in the next section.

EXHIBIT 3.6: SALARY OF AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS

MEDIAN SALARY AND YEAR-TO-YEAR GROWTH (+)/DECLINE (-)



SOURCE: U.S. BUREAU OF LABOR STATISTICS: AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS OCCUPATIONS

Compensation for an AVET ranged from \$24,710 in the 10th percentile or below and \$78,570 for those in the 90th percentile and above. For CUSS, the average salary was \$54,150, ranging from \$30,550 in the 10th percentile or below and \$82,900 for those in the 90th percentile and above (Exhibit 3.7).

EXHIBIT 3.7: COMPENSATION RANGE FOR AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS

COMPENSATION RANGE – MEAN AND PERCENTILE

U.S. Bureau of Labor Statistics (May 2017)	10th Percentile	25th Percentile	50th Percentile (Median)	75th Percentile	90th Percentile
Audio and Video Equipment Technicians	\$24,710	\$31,800	\$42,190	\$59,060	\$78,570
Computer User Support Specialists	\$30,550	\$38,690	\$50,210	\$64,590	\$82,900

SOURCE: U.S. BUREAU OF LABOR STATISTICS: AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND COMPUTER USER SUPPORT SPECIALISTS OCCUPATIONS

The District of Columbia, New Jersey, and California are included in the top five paying states for both professions, with the highest-paying location being in the District of Columbia in each (Exhibit 3.8 and Exhibit 3.9).

EXHIBIT 3.8: TOP-PAYING STATES FOR AUDIO AND VIDEO EQUIPMENT TECHNICIANS

ANNUAL AVERAGE WAGE AS OF MAY 2017

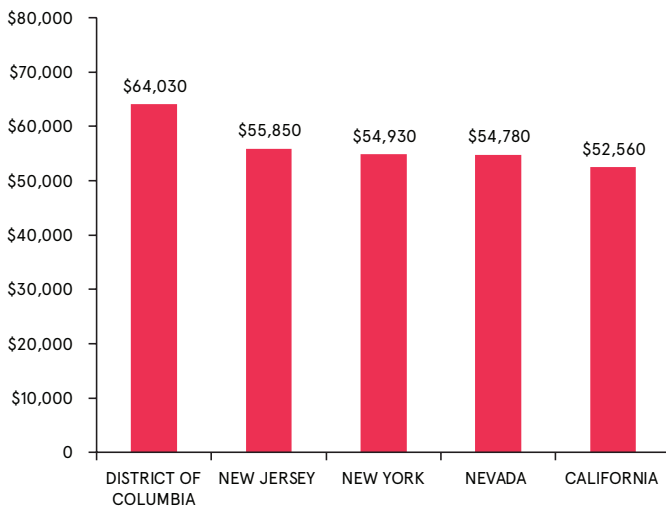
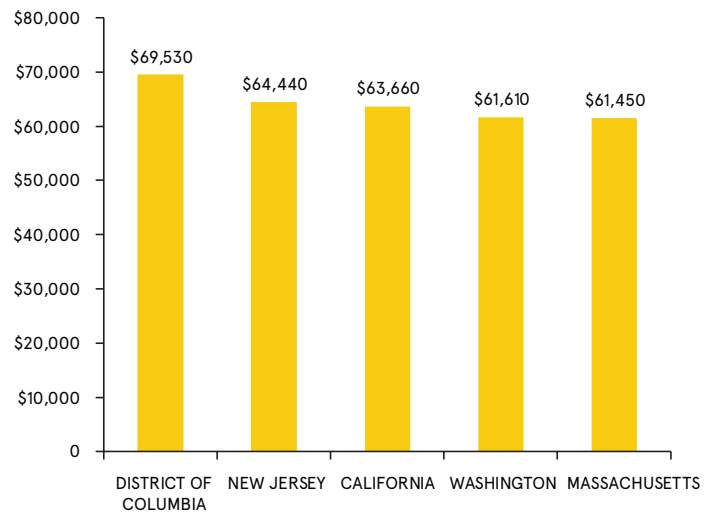


EXHIBIT 3.9: TOP PAYING STATES FOR COMPUTER USER SUPPORT SPECIALISTS

ANNUAL AVERAGE WAGE AS OF MAY 2017



The types of companies hiring for the two occupations are quite broad and include AV integrators, healthcare providers, cable/satellite television providers, retail stores, universities, hotels, and technology service providers, to name a few. Notably, many of these types of companies are the actual end users of AV technology, further illustrating the broad reach of the AV solutions provider channel.

AVET AND CUSS OCCUPATIONS EXPECTED TO CONTINUE GROWTH TREND.

Looking toward the future, employment within both the AVET and CUSS occupations is expected to continue rising at a steady pace as the demand for both continues to grow and evolve, but inside and outside of AV solutions providers (Exhibit 3.10). With unemployment low, this demand is likely to create further fuel for wage increases as companies compete for the available resources. As the data on CTS holders will show as well, the supply of qualified individuals is falling behind demand.

**EXHIBIT 3.10: PROJECTED EMPLOYMENT GROWTH FOR AUDIO AND VIDEO EQUIPMENT TECHNICIANS AND
COMPUTER USER SUPPORT SPECIALISTS**
PERCENT CHANGE

Year	Audio and Video Equipment Technicians % Growth	Computer User Support Specialists % Growth
2017	Size = 70,014 Growth = 0	Size = 615,710 Growth = 0
2018	Size = 71,909 Growth = 2.7%	Size = 632,132 Growth = 2.7%
2019	Size = 73,509 Growth = 5%	Size = 645,838 Growth = 4.9%
2020	Size = 74,900 Growth = 7%	Size = 657,623 Growth = 6.8%
2021	Size = 76,128 Growth = 8.7%	Size = 667,982 Growth = 8.5%
2022	Size = 76,942 Growth = 9.9%	Size = 674, 551 Growth = 9.6%

SOURCE: EMSI Q2 2018 OCCUPATION OVERVIEW DATA

Chapter 4: Clarification of Role Through Titles

REGARDLESS OF OCCUPATION CODE, AUDIO VISUAL TECHNICIAN IS THE MOST COMMON TITLE AT AV PROVIDERS.

Ultimately, an individual's occupation doesn't tell the full story of their actual role within an organization, and instead just tells how the role is classified. Drilling reveals the variety of job titles that exist within the AV solutions provider landscape. And while occupation and job title are very similar to one another and can be easily confused, job titles give a better picture as to the exact job function.

Reviewing SCN's top 50 AV integrators' job postings over the past five years, reveals a confusing trend considering the rise of the CUSS occupation within integration firms. One might expect titles to reflect the influx of IT professionals. Instead, more AV sounding titles are used interchangeably across the various occupation codes, including AVET and CUSS. According to the job postings data on EMSI, audio visual technician (26 percent) rises to the top as the most common job title employers are looking to fill in the AV solutions provider channel (Exhibit 4.1). This suggests the AV technician title is a general term and may be used in some ways to allow resources to be more fluid across projects. Or, it may even reflect a desire to mask capabilities a bit to competing firms.

EXHIBIT 4.1: TOP 5 POSTED JOB TITLES WITHIN THE TOP AV INTEGRATION FIRMS

NUMBER OF POSTINGS

	Total Postings (Jan 2012 – Feb 2018)	Unique Postings (Jan 2012 – Feb 2018)	% of Unique Postings (Jan 2012 – Feb 2018)
Audiovisual (AV) Technicians	19,889	5,842	26.0%
Project Managers	6,294	2,043	9.1%
Project Engineers	4,024	1,065	4.7%
Sales Managers	4,042	1,054	4.7%
Account Executives	4,182	1,047	4.7%

SOURCE: EMSI Q2 2018 JOB POSTING ANALYTICS

Whatever the case, much like occupation, job title is a broad concept and alone is not reflective of the types of employees needed to fill open positions. As such, skill designations and qualifications within the job postings data help further define the roles AV solutions providers are looking to fill. Specifically, postings among the SCN top 50 during the past couple of years, of course, as within any company one looks for highly qualified individuals with management, communication, and operations skills. But, when it comes to the hard skills for integration firms selling, integration and control systems top the list. (Exhibit 4.2). When taking a deeper dive into the skill required for AV Technicians they become a little more technical with 3D modeling, liquid crystal display and network switches knowledge topping the list. (Exhibit 4.3)

EXHIBIT 4.2: TOP HARD SKILLS REQUIRED WITHIN THE TOP AV INTEGRATION FIRMS

TOP INTEGRATORS – HARD SKILLS

Skill	Frequency in Postings	Postings With Skill
Selling Techniques	13%	4,300
Systems Integration	12%	3,870
Control Systems	9%	3,182
Telecommunications	8%	2,757
Computer Control Systems	8%	2,603
Videoconferencing	6%	2,160
Direct Selling	6%	1,927
Consultative Selling	5%	1,567
Quality Control	5%	1,565
Managed Services	4%	1,481
Microsoft Access	4%	1,337
Technical Support	4%	1,328
Telepresence	4%	1,315
Unified Communications	4%	1,250
Sales Management	4%	1,209
Subcontracting	4%	1,185
Sales Engineering	4%	1,184
Microsoft Project	3%	1,141
Business Development	3%	1,068
Warehousing	3%	1,067
Session Initiation Protocols	3%	1,035

EXHIBIT 4.3: TOP HARD SKILLS REQUIRED FOR AUDIO VIDEO TECHNICIANS**TOP INTEGRATORS – HARD SKILLS**

Skill	Frequency in Postings	Postings With Skill
Rigging (3D Modeling)	12%	11,197
Selling Techniques	11%	9,763
Liquid Crystal Display (LCD)	10%	9,274
Network Switches	10%	8,841
IP Addressing	9%	8,376
QuarkXPress Design Software	9%	8,001
Scale (Map)	8%	7,108
USB	8%	6,898
Control Systems	7%	6,701
Computer Control Systems	7%	6,057
Videoconferencing	5%	4,514
Systems Integration	4%	4,006
Audio Signal Flow	4%	3,514
Technical Support	4%	3,232
Teleconferencing	4%	3,198
Wireless Networks	3%	3,130
Sound Recording and Reproduction	3%	2,984
Audio Video Interleave	3%	2,706
Digital Audio	3%	2,703
Electrical Wirings	3%	2,408
Enhanced Data GSM Environment	3%	2,325

SOURCE: EMSI Q2 2018 JOB POSTING ANALYTICS

Between January 2012 and February 2018, an estimated 40,500 total jobs were posted specifically requiring CTS certification. As of July 2018, there were more than 12,000 CTS holders, of which more than 3,000 hold a CTS-D or CTS-I specialized credential. This suggests the pool of CTS holders could turnover approximately four times during a six-year timeframe, which could be indicative of a greater need for CTS certified workers than available in the current workforce.

Chapter 5. Current State of Compensation Within AV Integration Firms

Data sources such as the BLS, EMSI, and SCN provide a window into the AV landscape, giving us a high-level view of overall industry health and composition. Shifting gears, AVIXA's annual compensation and benefits survey data sheds light on the state of compensation and benefits within integration firms.

COMPENSATION TRENDS SHOW INCREASES ACROSS MOST ROLES.

Senior management total compensation, which includes incentives, bonus and other additional cash growth, remained stable between 2008 and 2012, with notable gains in 2014. Total compensation for the most senior-level positions, those of CEO/President/Owner, remains unchanged from 2017, and is nearly flat from 2014 when median salary increased 23 percent over 2012 levels. Overall, across all senior management positions, total compensation continues to rise at an annualized rate of approximately 2.5 percent (Exhibit 5.1).

Notably, VP/COO/Managing Director total compensation has fluctuated over the years, with total compensation declining from \$150,000 in 2017 to \$119,990 in 2018. Caution should be used in interpreting this data, though, as these changes may be due in part to small base sizes. 2017 compensation data assessed n = 76 companies, whereas 2018 data assessed a more robust sample of n=110. It is also important to note that this role has seen steady increases in total compensation over the long-term, growing at a rate of 1.5 percent on an annualized basis (Exhibit 5.1).

EXHIBIT 5.1: SENIOR MANAGEMENT TOTAL COMPENSATION 2008-2018**TOTAL COMPENSATION (INCLUDING INCENTIVES, BONUSES, ADDITIONAL CASH, ETC.)**

Senior Management Job Title	2008 Median	2010 Median	2012 Median	2014 Median	2017 Median	2018* Median	Annualized Growth Rate 2008-2018 (+/-)
CEO/President/Owner	\$120,000	\$125,000	\$120,000	\$147,500	\$150,000	\$150,000	2.3%
VP/COO/Managing Director ⁷	\$103,000	\$100,000	\$85,000	\$111,025	\$150,000	\$119,990	1.5%
CFO/Treasurer/Controller/VP of Finance ⁸	\$75,000	\$80,000	\$80,000	\$80,000	\$110,000	\$108,350	3.8%

As expected, senior management's compensation increases with firm size. Among the smallest companies, those with less than 10 employees, the owner often manages the daily operations and finances, whereas at larger firms there is often a designated position to manage these functions (Exhibit 5.2).

EXHIBIT 5.2: SENIOR MANAGEMENT TOTAL COMPENSATION BY FIRM SIZE**TOTAL COMPENSATION (INCLUDING INCENTIVES, BONUSES, ADDITIONAL CASH, ETC.)**

Senior Management Job Title	Company Size – Median Total Compensation			
	Fewer Than 10 Employees	10 to 24 Employees	25 to 49 Employees	50 or More Employees
CEO/President/Owner	\$125,000	\$130,000	\$159,000	\$270,000
VP/COO/Managing Director	\$93,000	\$120,000	\$150,000	\$119,980
CFO/Treasurer/Controller/VP of Finance	*	\$62,500	\$90,000	\$145,000

*Respondents were given the option to recertify their 2017 responses for positions which remained open in 2018.

Total compensation for Branch Manager/Area Manager/Regional Manager position, which has been rather unstable since 2008, held steady between 2017 and 2018, and has grown at an annualized rate of 1.3 percent. The Operations Manager/Product Manager/Rental Manager position follows with a similar trend of fluctuation, with a 1.7 percent growth rate on an annualized basis (Exhibit 5.3). Despite the variances in total compensation, steady annual growth rates indicate these roles remain in high-demand.

⁷Job title in 2014: General Manager/VP/Managing Director

⁸Job title in 2014: Controller/Treasure/CFO

EXHIBIT 5.3: MANAGEMENT TOTAL COMPENSATION 2008-2018**TOTAL COMPENSATION (INCLUDING INCENTIVES, BONUSES, ADDITIONAL CASH, ETC.)**

Management Job Title	2008 Median	2010 Median	2012 Median	2014 Median	2017 Median	2018* Median	Annualized Growth Rate 2008-2018 (+/-)
Branch Manager/Area Manager/Regional Manager	\$70,000	\$100,000	\$83,753	\$99,500	\$79,640	\$79,640	1.3%
Operations Manager/Product Manager/Rental Manager	\$65,000	\$70,000	\$62,500	\$78,260	\$74,120	\$76,950	1.7%

Total compensation among most business development positions increased significantly in 2018, with senior-level business development employees' total compensation averaging well over six figures (Exhibit 5.4).

Of note, a considerable amount of the total compensation for this group of employees at AV integrator firms can be from additional cash such as bonuses and commissions. This may be evidenced by the recent changes in Rental Account Executive/Manager/Sales Rep compensation. In 2016, total compensation for this title was \$55,700, increasing to \$80,000 in 2017, only to drop again to \$54,010 in 2018. While these are significant changes year over year, the overall 10-year trend line points more toward a median in the mid-\$50s, indicating 2017 total compensation for Rental Account Executive/Manager/Sales Rep title may reflect higher compensation from individual positions or bonuses compared to total compensation in 2018 (Exhibit 5.4).

*Respondents were given the option to recertify their 2017 responses for positions that remained open in 2018.

‡Job title in 2014: Chief Engineer/Engineering Manager/Installation Manager

EXHIBIT 5.4: BUSINESS DEVELOPMENT TOTAL COMPENSATION 2008-2018**TOTAL COMPENSATION (INCLUDING INCENTIVES, BONUSES, ADDITIONAL CASH, ETC.)**

Business Development Job Title	2008 Median	2010 Median	2012 Median	2014 Median	2017 Median	2018* Median	Annualized Growth Rate 2008-2018 (+/-)
Senior Account Executive	n/a	n/a	n/a	n/a	\$116,000	\$130,000	n/a
Director of Sales	n/a	n/a	n/a	n/a	\$109,420	\$126,500	n/a
Director of Business Development/Business Development Manager	n/a	n/a	n/a	n/a	\$97,500	\$120,000	n/a
Sales Manager/Sales Coordinator/Sales Estimator ⁹	\$93,000	\$80,000	\$80,000	\$100,000	\$85,890	\$100,000	0.7%
Marketing Personnel	n/a	n/a	n/a	n/a	n/a	\$87,710	n/a
Account Manager/Sales Rep	n/a	n/a	n/a	n/a	n/a	\$80,630	n/a
Rental Account Executive/Rental Account Manager/Rental Sales Rep	\$60,000	\$51,000	\$48,000	\$55,700	\$80,000	\$54,010	-1.1%
Customer Service Representative	\$40,000	\$41,500	\$40,000	\$53,160	\$42,740	\$42,740	0.7%

Overall, technical staffing total compensation grew at an average annualized rate of approximately 2 percent in 2018. Engineering Manager and Project Manager job titles saw strong, nearly 4 percent annualized gains over the past 10 years, with Control Systems Programmer growing at an impressive rate of approximately 3 percent over the same period. In addition, Director of IT/Network Manager job title, while down from 2017, saw a 3 percent 10-year growth rate, all indicative of these being high demand job titles. Also of importance, the Chief Engineer title experienced a considerable decline in total compensation between 2017 and 2018; however, this decline should be interpreted with caution as 2017 data assessed n=28 incumbents, whereas 2018 data surveyed a more robust, and illustrative, sampling of n=63 (Exhibit 5.5).

EXHIBIT 5.5: TECHNICAL STAFFING TOTAL COMPENSATION 2008-2018**TOTAL COMPENSATION (INCLUDING INCENTIVES, BONUSES, ADDITIONAL CASH, ETC.)**

Technical Job Title	2008 Median	2010 Median	2012 Median	2014 Median	2017 Median	2018* Median	Annualized Growth Rate 2008-2018 (+/-)
Engineering Manager ¹⁰	\$70,000	\$72,052	\$65,000	\$80,000	\$100,500	\$100,500	3.7%
Project Manager	\$65,000	\$58,643	\$60,000	\$65,000	\$84,500	\$93,500	3.7%
Control Systems Programmer	\$62,500	\$65,750	\$65,000	\$68,000	\$71,900	\$81,800	2.7%
Director of IT/Network Manager	\$60,000	\$74,000	\$76,000	\$87,500	\$90,750	\$80,660	3.0%
Sales Engineer	\$66,500	\$65,000	\$63,500	\$66,959	\$75,780	\$75,780	1.3%
Design Engineer/Systems Engineer/Designer	\$65,000	\$65,000	\$71,000	\$72,500	\$75,000	\$75,000	1.4%
Audiovisual Field Engineer	n/a	n/a	n/a	n/a	\$73,400	\$72,500	n/a
Senior/Lead/Specialized Integration/ Installation/ Network Technician/ Install Technician III	n/a	n/a	n/a	n/a	\$68,000	\$69,000	n/a
Chief Engineer	n/a	n/a	n/a	n/a	\$106,720	\$65,000	n/a
Specialized Integration/ Installation Technician/ Install Technician II	\$52,800	\$50,000	\$50,000	\$55,000	\$52,720	\$60,000	1.3%
Installation Manager	n/a	n/a	n/a	n/a	\$59,000	\$59,000	n/a
Senior/Lead/Specialized Rental and Staging Technician	\$51,000	\$48,351	\$44,500	\$55,000	\$51,890	\$58,520	1.4%
Service Technician/ Field Technician	\$45,000	\$45,000	\$45,000	\$45,000	\$53,600	\$56,500	2.3%
CAD Technician/ Draftsman	n/a	n/a	n/a	n/a	\$60,500	\$55,000	n/a
Non-Specialized Rental and Staging Technician	\$35,000	\$35,454	\$35,000	\$40,000	\$41,750	\$41,750	1.8%
Non-Specialized Integration/Installation Technician/Install Technician I	\$35,000	\$35,820	\$35,000	\$36,400	\$40,000	\$40,000	1.3%

*Respondents were given the option to recertify their 2017 responses for positions that remained open in 2018.

¹⁰Job title in 2014: Director of Sales/Sales Manager

Total compensation for administrative and other internal positions continues to grow, as well, with an average overall annualized increase of 2 percent since 2008. The Purchasing Manager job title saw a hefty 4 percent annualized increase in total compensation since 2008, indicating greater demand to fill this position. Administrative Assistant/Secretary roles also experienced significant gains in total compensation, going from \$33,650 in 2008 to \$44,500 in 2018, representing a gain of nearly 3 percent annually, further illustrating the rapid growth in the AV solutions provider space (Exhibit 5.6).

EXHIBIT 5.6: ADMINISTRATIVE/OTHER INTERNAL STAFFING TOTAL COMPENSATION 2008-2018

TOTAL COMPENSATION (INCLUDING INCENTIVES, BONUSES, ADDITIONAL CASH, ETC.)

Administrative/ Internal Job Title	2008 Median	2010 Median	2012 Median	2014 Median	2017 Median	2018 Median	Annualized Growth Rate 2008-2018 (+/-)
HR Personnel	n/a	n/a	n/a	n/a	n/a	\$77,000	n/a
Purchasing Manager	\$45,000	\$47,000	\$50,000	\$51,700	\$61,760	\$65,000	3.8%
Accountant/Bookkeeper	n/a	n/a	n/a	n/a	\$49,030	\$54,430	n/a
Office/Shop Manager	\$43,300	\$49,419	\$45,000	\$50,000	\$48,500	\$48,500	1.1%
Administrative Assistant/ Secretary	\$33,650	\$35,000	\$35,000	\$35,000	\$45,000	\$44,500	2.8%
Inventory Control Manager/ Warehouse Manager/Rental Inventory Control	\$35,000	\$35,000	\$38,000	\$40,000	\$35,500	\$35,540	0.2%

Chapter 6. Sales Commission Incentives and Employee Benefits

SALES COMMISSION IS COMMONPLACE.

Nearly three-fourths (72 percent) of AV integrator firms offer commission to sales staff. As expected, incidence of offering sales commissions increases with firm size. Among the smallest companies, those with less than 10 employees, three-fifths (59 percent) offer sales incentives, while 85 percent of larger firms, those with 100+ employees, have commission programs in place (Exhibit 6.1).

EXHIBIT 6.1: INCIDENCE OF OFFERING COMMISSIONS TO SALES STAFF BY FIRM SIZE

PERCENT OF FIRMS

	Number of Employees				
	All Firms	<10	10-24	25-99	100+
Offer commission	72%	59%	72%	74%	85%
Do not offer commission	28%	41%	28%	26%	15%

*Respondents were given the option to recertify their 2017 responses for positions that remained open in 2018.

Depending on the role of the business development employee and the firm's business model, one commission option or a combination of options can be more appropriate than another. The most common commission model among more than half (54 percent) of firms that offer commission programs is "actual gross margin" in which a percent of the gross margin is established as the additional payment. The next most popular commission model is "gross sales price" at 23 percent followed by the "estimated gross margin" and "total project revenue" methods (Exhibit 6.2).

EXHIBIT 6.2: BASIS FOR SALES COMMISSION PROGRAM

PERCENT OF FIRMS

	All Firms
Actual gross margin	54%
Gross sales prices	23%
Estimated gross margin	14%
Total project revenue	13%
Other	12%

AV INTEGRATORS OFFER A WIDE RANGE OF EMPLOYEE BENEFITS.

AV integrators offer a wide range of benefits to full-time employees in 2018. The most common benefits provided by firms are the standard medical coverage for employees (87 percent) and dependents (80 percent). Not surprisingly, larger firms are better positioned to provide their employees with a more robust package than are small firms. For example, just over half (58 percent) of smaller firms with less than 10 employees offered medical coverage, while all (100 percent) larger firms with 25 or more workers offered medical and dental coverage for both employees and dependents, as well as retirement plans and life insurance (Exhibit 6.3).

EXHIBIT 6.3: EMPLOYEE BENEFITS OFFERED BY FIRM SIZE

PERCENT OF FIRMS

	Number of Employees				
	All Firms	Less than 10	10-24	25-99	100 or more
Medical for employees	87%	58%	89%	100%	100%
Medical for dependents	80%	45%	80%	95%	100%
Retirement plans offered	76%	44%	76%	86%	100%
Dental for employees	75%	42%	69%	90%	100%
Paid time off (PTO)	72%	68%	72%	77%	65%
Dental for dependents	69%	33%	60%	88%	100%
Paid holidays	68%	55%	67%	70%	83%
Life insurance	61%	21%	52%	77%	100%
Vision care	60%	18%	64%	67%	96%
Long-term disability insurance	55%	18%	43%	74%	92%
Short-term disability insurance	54%	18%	50%	70%	81%
Paid family leave	44%	30%	41%	53%	50%
Health spending account	39%	18%	27%	53%	62%
Paid vacation days	34%	35%	40%	25%	35%
Other flexible spending account	33%	12%	16%	23%	46%
Paid sick days	28%	26%	35%	22%	30%
Health reimbursement account	28%	15%	25%	35%	38%
Other paid time off	27%	16%	28%	27%	39%
Dependent care account	26%	15%	11%	30%	58%
Long-term care	18%	6%	18%	28%	19%

Among firms that offer employee medical coverage, a majority contribute 50 percent or more. One in seven (13 percent) did not offer any medical coverage for employees, with those tending to be smaller firms with less than 25 employees (Exhibit 6.4).

EXHIBIT 6.4: MEDICAL COVERAGE FOR EMPLOYEES

PERCENT OF FIRMS

	Number of Employees				
	All Firms	Less than 10	10-24	25-99	100 or more
Do not offer	13%	42%	11%	0%	0%
Contribute 0%	2%	6%	2%	0%	0%
1-24%	3%	0%	2%	5%	4%
25-49%	6%	9%	4%	10%	0%
50-74%	36%	27%	42%	31%	46%
75-99%	23%	3%	22%	33%	35%
100%	16%	12%	16%	21%	15%

Four-fifths (80 percent) of AV firms offer medical coverage for dependents of their employees, with contributions varying considerably among firm size. While more than two-thirds (69 percent) of the largest firms contribute 50 percent or more toward dependent medical coverage, only 15 percent of the smallest firms contribute the same. In fact, more than half (55 percent) of firms with less than 10 employees do not offer dependent medical coverage as a benefit (Exhibit 6.5).

EXHIBIT 6.5: MEDICAL COVERAGE FOR DEPENDENTS

PERCENT OF FIRMS

	Number of Employees				
	All Firms	Less than 10	10-24	25-99	100 or more
Do not offer	20%	55%	20%	5%	0%
Contribute 0%	27%	15%	38%	31%	19%
1-24%	3%	6%	2%	5%	0%
25-49%	12%	9%	13%	12%	12%
50-74%	22%	9%	18%	21%	46%
75-99%	10%	0%	4%	17%	19%
100%	6%	6%	4%	10%	4%

Similar to medical coverage, dental coverage increases with firm size. One-fourth (25 percent) of all firms did not offer any dental coverage for employees, with those primarily being firms with less than 25 employees (58 percent less than 10; 31 percent 10-24). Notably, dental coverage contributions are less prevalent than medical coverage contributions. While all the firms with 100 or more employees offer this benefit, 31 percent do not make any contribution to the employee coverage (Exhibit 6.6).

EXHIBIT 6.6: DENTAL COVERAGE FOR EMPLOYEES

PERCENT OF FIRMS

	Number of Employees				
	All Firms	Less than 10	10-24	25-99	100 or more
Do not offer	25%	58%	31%	10%	0%
Contribute 0%	27%	12%	29%	33%	31%
1-24%	4%	3%	7%	0%	8%
25-49%	4%	3%	4%	5%	4%
50-74%	14%	12%	13%	7%	27%
75-99%	10%	0%	2%	19%	19%
100%	16%	12%	13%	26%	12%

Seven in 10 (69 percent) firms offer dental coverage for dependents of their employees. However, fewer contribute to the cost of this benefit compared to employee medical, dependent medical, and employee dental coverage contributions. While all the firms with 100 or more employees offer this benefit, half (50 percent) do not make any contribution to the cost of coverage (Exhibit 6.7).

EXHIBIT 6.7: DENTAL COVERAGE FOR DEPENDENTS**PERCENT OF FIRMS**

	Number of Employees				
	All Firms	Less than 10	10-24	25-99	100 or more
Do not offer	31%	67%	40%	12%	0%
Contribute 0%	38%	15%	40%	45%	50%
1-24%	3%	6%	4%	0%	4%
25-49%	3%	0%	2%	7%	4%
50-74%	10%	6%	9%	7%	23%
75-99%	5%	0%	0%	12%	12%
100%	9%	6%	4%	17%	8%

The average number of paid time off (PTO) days awarded to AV integrator employees is 18. Among those that offer PTO, 61 percent receive 15 or more days. Of those who get paid vacation days, they average about 11 days per year. More than two-thirds (68 percent) of companies offer between 15 and 29 days of paid time off a year, with the average being about 23 days. This includes all forms of paid leave and holidays (Exhibit 6.8 and Exhibit 6.9).

EXHIBIT 6.8: PAID DAYS OFF PROVIDED BY AV INTEGRATORS**PERCENT OF FIRMS**

	% offering	Days				Avg. Days of those offering benefit
		1-4	5-9	10-14	15 or more	
PTO – Combines vacation, sick and/or holidays	75%	3%	10%	26%	61%	18
Paid holidays (if not covered by PTO)	76%	5%	68%	25%	2%	6.4
Paid vacation days (if not covered by PTO)	40%	0%	16%	58%	26%	11
Paid sick days (if not covered by PTO)	33%	19%	72%	9%	0%	5.4
Other paid time off (if not covered by PTO)	33%	69%	23%	4%	4%	4.3

EXHIBIT 6.9: TOTAL NUMBER OF PAID DAYS OFF PROVIDED BY AV FIRMS**PERCENT OF FIRMS**

Average Number of Days: 22.6	All Firms
35 or more days	7%
30-34	11%
25-29	23%
20-24	26%
15-19	19%
10-14 days	11%
Fewer than 10	3%

Three-fourths (76 percent) of firms offer some form of a retirement plan, with 90 percent of those firms offering at least some full-time employees a contribution match. Notably, the smaller the company, the less likely they are to offer any retirement plans (Exhibit 6.10 and Exhibit 6.11).

EXHIBIT 6.10: RETIREMENT PLANS PROVIDED BY AV FIRMS**PERCENT OF FIRMS**

	Number of Employees				
	All Firms	Less than 10	10-24	25-99	100 Or more
Defined contribution plan(s) (e.g., 401[k])	73%	41%	71%	83%	100%
Defined benefit (pension) plan(s)	2%	3%	0%	2%	4%
Other	8%	3%	13%	2%	15%
None	24%	56%	24%	14%	0%
One or more retirement plan(s) offered	76%	44%	76%	86%	100%

EXHIBIT 6.11: INCIDENCE OF FIRM MATCHING OR SUPPLEMENTING CONTRIBUTIONS TO DEFINED CONTRIBUTION PLAN(S)**PERCENT OF FIRMS**

	All Firms
Yes, for all full-time employees	86%
Yes, for some full-time employees	5%
No, do not match or supplement full-time employees	10%

Two-fifths (39 percent) of companies provide a 100 percent match in some form, with one-fifth (19 percent) matching up to 3 percent of salary (Exhibit 6.12).

EXHIBIT 6.12: BASIS FOR MATCHING OR SUPPLEMENTING CONTRIBUTIONS TO DEFINED CONTRIBUTION PLAN(S)

PERCENT OF FIRMS

	All Firms
Match 100% of employee contribution up to 3% of salary	19%
Match 100% of employee contribution up to x% of salary	16%
Match x% of employee contribution, no cap	15%
Match % of employee contribution up to % of salary or \$	15%
Match 3% of employee contribution, no cap	9%
Match 100% of employee contribution, no cap	4%
Other	22%

AV FIRMS GENEROUS IN OFFERING OTHER FRINGE BENEFITS, PARTICULARLY IN RELATION TO PROFESSIONAL DEVELOPMENT.

Some AV firms offer extra benefits outside of what might be considered the standard paid time off, medical, and retirement benefits. Again, larger companies are more likely to offer such benefits. Continuing education, training, and certification play a significant role in keeping today's AV staff up to date and competitive in the industry. AV firms recognize this and support offering fringe benefits such as reimbursement for professional fees (79 percent), paid time off for professional exams (71 percent), and tuition reimbursement (37 percent) (Exhibit 6.13).

EXHIBIT 6.13: FRINGE BENEFITS OFFERED BY AV FIRMS

PERCENT OF FIRMS

	Number of Employees				
	All Firms	Less than 10	10-24	25-99	100 or more
Reimbursement for professional fees	79%	61%	73%	93%	88%
Paid time off for professional exams	71%	61%	75%	77%	65%
College/university tuition reimbursement	37%	33%	27%	44%	46%
Wellness program	24%	15%	20%	33%	42%
Fitness club discount	19%	18%	7%	28%	27%
Qualified transportation program	15%	9%	14%	14%	27%

When asked whether firms offered a program where qualifying full-time staff can earn equity shares in the company, less than one-tenth (7 percent) said they offer such a program, with three-fifths (61 percent) indicating they do not and are not considering doing so (Exhibit 6.14).

EXHIBIT 6.14: INCIDENCE OF EQUITY SHARES BEING OFFERED TO QUALIFIED FULL-TIME EMPLOYEES

PERCENT OF FIRMS

	All Firms
Yes, offer equity shares to qualified full-time staff	7%
No, but planning to offer in the next 24 months	6%
No, but considering	26%
No and not considering to offer	61%

Chapter 7: Certified Technology Specialist (CTS)

CTS CERTIFICATION IS ADVANTAGEOUS TO THOSE LOOKING FOR AV PROVIDER EMPLOYMENT.

A Certified Technology Specialist (CTS) performs general technology solution tasks by creating, operating, and servicing AV solutions, as well as conducting AV management activities that provide for the best audiovisual resolutions of the client's needs, both on time and within budget. The CTS is recognized worldwide as the leading AV professional credential. As noted earlier, however, with more than 12,000 current CTS holders, there is a greater need for CTS certified workers than available in today's workforce.

On average, across all positions, two-thirds (65 percent) of AV integrators either require or prefer potential employees to be general CTS holders. With more than four-fifths indicating certification is at least preferred for Senior/Lead/Specialized Integration/Installation/Network Technician/Install Technician III (87 percent), Design Engineer/Systems Engineer/Designer (85 percent), Control Systems Programmer (82 percent), and Specialized Integration/Installation Technician/Install Technician II (82 percent) roles, it is evident that CTS certification can be very beneficial to those seeking employment at AV integrator firms. Even in less-technical roles such as Operations Manager/Product Manager/Rental Manager, CTS certification is highly impactful with half (50 percent) of firms requiring or preferring candidates to be CTS holders (Exhibit 7.1).

Of note, rates of CTS certification requirements are highest for the roles of Design Engineer/Systems Engineer/Designer with one third (30 percent) of integration firms requiring CTS certification, followed by Senior/Lead/Specialized Integration/Installation/Network Technician/Install Technician III and Audio Video Field Engineers positions with one-fourth (23 percent) requiring certification. While not required for all positions, CAD Technician/Draftsman and Non-Specialized Rental and Staging Technician roles have no CTS requirements, more than half (54 percent) of integrators prefer CTS certification across all job titles, indicating that hiring managers rely heavily on this preference for CTS certification in making hiring decisions (Exhibit 7.1).

EXHIBIT 7.1: CTS FACTOR IN HIRING DECISION FOR POSITION

PERCENT OF FIRMS, AMONG THOSE THAT HIRE FOR POSITION

	Not a Factor	Preferred but not Required	Required	Required OR Preferred
Senior/Lead/Specialized Integration/ Installation/ Network Technician/Install Technician III	13%	64%	23%	87%
Design Engineer/Systems Engineer/Designer	15%	55%	30%	85%
Control Systems Programmer	19%	63%	19%	82%
Specialized Integration/Installation Technician/Install Technician II	17%	67%	15%	82%
Audio Visual Field Engineer	26%	51%	23%	74%
Service Technician/Field Technician	27%	65%	8%	73%
Non-Specialized Integration/Installation Technician/ Install Technician I	35%	58%	6%	64%
Director of Sales/Account Manager/Sales Rep	37%	55%	8%	63%
CAD Technician/Draftsman	39%	61%	0%	61%
Sales Manager/Sales Coordinator/Sales Estimator	41%	51%	8%	59%
Senior/Lead/Specialized Rental and Staging Technician	44%	52%	4%	56%
Branch Manager/Areas Manager/Regional Manager	46%	49%	6%	55%
Director of Business Development/Business Development Manager	44%	51%	4%	55%
VP/COO/Managing Director	48%	45%	7%	52%
Operations Manager/Product Manager/Rental Manager	50%	40%	10%	50%
Non-Specialized Rental and Staging Technician	58%	42%	0%	42%
AVERAGE	35%	54%	11%	65%

A Certified Technology Specialist – Installation (CTS-I) installs and maintains audiovisual systems by following specifications, schematics, codes, and safety protocols; administering installation process logistics; troubleshooting and problem-solving systems; maintaining tools and equipment; and communicating with clients, designers, other trades, installers, and staff to provide the best audiovisual solutions for client needs, on time and within budget.

CTS-I certification is most important to technician and engineering positions. Four-fifths of AV firms require or prefer Senior/Lead/Specialized Integration/Installation/Network Technician/Install Technician III (83 percent) and Specialized Integration/Installation Technician/Install Technician II (81 percent) job candidates to be CTS-I holders, with an additional two-thirds (66 percent) that require or prefer Audio Visual Field Engineers to be certified, as well (Exhibit 7.2).

EXHIBIT 7.2: CTS-I FACTOR IN HIRING DECISION FOR POSITION

PERCENT OF FIRMS, AMONG THOSE THAT HIRE FOR POSITION

	Not a Factor	Preferred but not Required	Required	Required OR Preferred
Senior/Lead/Specialized Integration/ Installation/Network Technician/Install Technician III	17%	70%	13%	83%
Specialized Integration/Installation Technician/Install Technician II	20%	70%	11%	81%
Audio Visual Field Engineer	34%	57%	9%	66%
Design Engineer/Systems Engineer/Designer	42%	55%	4%	59%
Service Technician/Field Technician	44%	54%	2%	56%
Non-Specialized Integration/Installation Technician/Install Technician I	50%	48%	2%	50%
Control Systems Programmer	53%	47%	0%	47%
Senior/Lead/Specialized Rental and Staging Technician	60%	36%	4%	40%
Operations Manager/Product Manager/Rental Manager	71%	29%	0%	29%
CAD Technician/Draftsman	73%	27%	0%	27%
Branch Manager/Areas Manager/Regional Manager	83%	17%	0%	17%
Non-Specialized Rental and Staging Technician	83%	17%	0%	17%
Director of Sales/Account Manager/Sales Rep	84%	14%	2%	16%
VP/COO/Managing Director	84%	16%	0%	16%
Sales Manager/Sales Coordinator/Sales Estimator	86%	14%	0%	14%
Director of Business Development/Business Development Manager	89%	11%	0%	11%
AVERAGE	61%	36%	3%	39%

Certified Technology Specialist – Design (CTS-D) is an AV systems designer who assesses clients’ needs, designs AV systems, prepares AV design documents, and coordinates and collaborates with other professionals to create AV systems that satisfy clients’ requirements.

Not surprisingly given the design nature of the CTS-D certification, more than three-fourths (77 percent) of AV firms require or prefer Design Engineer/Systems Engineer/Designer candidates to be CTS-D holders. In addition, approximately half of AV firms at least prefer Control Systems Programmer (53 percent) and Senior/Lead/Specialized Integration/Installation/Network Technician/Install Technician III (44 percent) candidates to be CTS-D certified (Exhibit 7.3).

EXHIBIT 7.3: CTS-D FACTOR IN HIRING DECISION FOR POSITION

PERCENT OF FIRMS, AMONG THOSE THAT HIRE FOR POSITION

CTS-D Factor in Hiring Decision for Position	Not a Factor	Preferred but not Required	Required	Required OR Preferred
Design Engineer/Systems Engineer/Designer	23%	58%	19%	77%
Control Systems Programmer	47%	53%	0%	53%
Senior/Lead/Specialized Integration/Installation/Network Technician/Install Technician III	55%	40%	4%	44%
Audio Visual Field Engineer	62%	30%	9%	39%
CAD Technician/Draftsman	71%	29%	0%	29%
Specialized Integration/Installation Technician/Install Technician II	72%	26%	2%	28%
Service Technician/Field Technician	75%	25%	0%	25%
Non-Specialized Integration/Installation Technician/Install Technician I	79%	21%	0%	21%
VP/COO/Managing Director	80%	20%	0%	20%
Operations Manager/Product Manager/Rental Manager	81%	19%	0%	19%
Sales Manager/Sales Coordinator/Sales Estimator	82%	18%	0%	18%
Director of Sales/Account Manager/Sales Rep	84%	16%	0%	16%
Senior/Lead/Specialized Rental and Staging Technician	84%	16%	0%	16%
Non-Specialized Rental and Staging Technician	92%	8%	0%	8%
Branch Manager/Areas Manager/Regional Manager	89%	11%	0%	11%
Director of Business Development/Business Development Manager	89%	11%	0%	11%
AVERAGE	73%	25%	2%	27%

Industry Recommendations/Actions:

Traditionally, compensation and benefits data by itself provides important guidance for hiring decisions and human resource departments wanting to ensure they are staying competitive. Broader employment analysis, as presented here, can also help firms understand demand for specific resources and competitive information on the competencies being added to others. It also helps educate the market on key trends that may impact who, what and how it may hire in the future. The following are just some of the findings emerging from this study:

- **THE PROVIDER CHANNEL IS CONSTANTLY EVOLVING, REQUIRING COMPANIES TO BE AGILE AND ADAPTIVE.**

As the AV solutions provider channel has evolved and changed in recent years, it has seen a steady rise in employment within occupations, such as the computer user support specialist, that don't necessarily meet the definition of a "traditional AV" occupation or job title – in essence, the lines between AV and other industries, particularly IT, have blurred. As the industry continues to progress, and as new technological advances drive and shape the path of the future, the industry needs to be agile and adaptive, open to the convergence of industries and occupations, and focused on expanding capabilities and resources to provide holistic solutions.

- **WITH RAPID GROWTH, ATTRACTING AND MAINTAINING SKILLED WORKERS SHOULD BE A PRIORITY.**

The AV solutions provider channel is expanding at a rapid pace and is projected to continue growing well into the future. However, rapid growth in any industry often comes with labor shortages, particularly considering historically low unemployment. The industry should consider ways to attract and maintain skilled workers, ensuring the ability to create AV systems that satisfy clients' requirements and optimize the user experience. Offering competitive salaries and benefits packages is one way to attract and maintain highly qualified employees, though additional promotion of AV as a burgeoning trade among high school and college students is also needed.

- **KEEPING AT THE FOREFRONT OF THE INDUSTRY: MAKING USE OF PROFESSIONAL DEVELOPMENT AND ONGOING EDUCATION OPPORTUNITIES.**

It is important to stay at the forefront of changes and breakthroughs in any industry. In one that is rapidly growing and changing, as is the AV solutions channel, the ability to do so is imperative to a firm's success. Certification programs, such as the Certified Technology Specialist™ (CTS) program, increase technical proficiency, professionalism, and credibility, leading to highly skilled, knowledgeable employees and a highly productive workplace. Competitive AV solutions providers constantly seek out professional development and education opportunities for employees to provide the tools and resources necessary for AV professionals to drive the industry forward.



Compensation and Benefits Tables

Compensation and Benefits — All Firms (BASE SALARY)

JOB TITLES	#	#	mean	10th	25th	50th	75th	90th	Median
	locations	incumbents		percentile	percentile	percentile	percentile	percentile	Additional cash
CEO / President / Owner	77	91	\$176,030	\$75,200	\$101,000	\$150,000	\$240,000	\$296,600	\$121,500
VP / COO / Managing Director	37	90	\$132,930	\$70,000	\$70,000	\$119,990	\$194,050	\$220,000	\$65,880
CFO / Treasurer / Controller / VP of Finance	33	36	\$116,830	\$45,000	\$67,500	\$108,350	\$148,750	\$220,000	\$85,510
Branch Manager / Area Manager / Regional Manager	30	46	\$104,920	\$53,210	\$67,990	\$79,640	\$144,590	\$170,000	\$37,640
Operations Manager / Product Manager / Rental Manager	44	80	\$82,270	\$50,770	\$53,210	\$76,950	\$97,140	\$116,010	\$20,000
Director of Business Development / Business Development Manager	23	27	\$126,380	\$40,290	\$79,170	\$120,000	\$170,000	\$207,000	\$59,000
Marketing Personnel	14	15	\$89,650	\$44,000	\$75,000	\$87,710	\$113,000	\$139,420	\$25,000
Director of Sales	23	24	\$139,780	\$75,000	\$95,880	\$126,500	\$189,590	\$227,440	\$99,280
Sales Manager / Sales Coordinator / Sales Estimator	17	47	\$89,750	\$49,170	\$65,000	\$100,000	\$100,000	\$118,000	\$46,580
Senior Account Executive	35	105	\$131,290	\$63,400	\$97,550	\$130,000	\$160,000	\$175,000	\$120,000
Account Manager / Sales Representative	55	194	\$91,520	\$55,000	\$72,140	\$80,630	\$119,200	\$143,000	\$80,000
Rental Account Executive / Rental Account Manager / Rental Sales Rep	8	23	\$66,650	*	\$54,010	\$54,010	\$92,000	*	*
Customer Service Representative	13	40	\$46,690	\$40,000	\$42,740	\$42,740	\$47,300	\$62,960	*
Chief Engineer	25	63	\$92,930	\$65,000	\$65,000	\$65,000	\$108,000	\$155,000	\$40,000
Engineering Manager	30	95	\$100,820	\$83,000	\$94,300	\$100,500	\$110,500	\$114,250	\$8,900
Installation Manager	29	63	\$67,330	\$43,300	\$55,500	\$59,000	\$81,500	\$102,000	\$18,000
Project Manager	65	256	\$90,600	\$58,200	\$71,130	\$93,500	\$101,000	\$135,000	\$15,700
Sales Engineer	14	41	\$84,220	\$58,000	\$69,190	\$75,780	\$107,630	\$120,000	*
Design Engineer / Systems Engineer / Designer	58	148	\$79,440	\$54,500	\$65,000	\$75,000	\$97,700	\$106,900	\$15,000
Audio Visual Field Engineer	22	75	\$67,050	\$30,000	\$62,550	\$72,500	\$73,400	\$82,000	\$6,600
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	62	182	\$69,540	\$46,610	\$55,000	\$69,000	\$74,620	\$98,000	\$20,060
Specialized Integration / Installation Technician / Install Technician II	57	309	\$57,840	\$38,000	\$42,970	\$60,000	\$67,100	\$85,000	\$8,000
Non-Specialized Integration / Installation Technician / Install Technician I	54	183	\$43,220	\$32,770	\$34,280	\$40,000	\$48,500	\$65,000	\$5,000
Senior / Lead / Specialized Rental and Staging Technician	14	56	\$60,950	\$42,750	\$47,750	\$58,520	\$76,000	\$76,000	\$7,050
Non-specialized Rental and Staging Technician	24	129	\$41,220	\$31,070	\$37,460	\$41,750	\$41,750	\$52,500	\$10,580
Control Systems Programmer	40	98	\$84,420	\$57,600	\$63,120	\$81,800	\$104,530	\$118,570	\$7,620
Service Technician / Field Technician	52	145	\$56,970	\$38,310	\$47,750	\$56,500	\$63,700	\$69,100	\$20,900
CAD Technician / Draftsman	33	110	\$57,740	\$40,000	\$40,000	\$55,000	\$72,500	\$85,000	\$6,200
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	41	74	\$45,590	\$33,000	\$34,770	\$35,540	\$51,670	\$71,800	\$6,580
Purchasing Manager	29	51	\$62,200	\$39,550	\$48,000	\$65,000	\$73,250	\$80,990	\$29,500
Administrative Assistant / Secretary	48	105	\$45,440	\$31,780	\$36,500	\$44,500	\$52,000	\$56,460	\$5,000
Director of IT / Network Manager	21	22	\$91,500	\$50,000	\$64,440	\$80,660	\$129,850	\$139,500	\$13,450
Office / Shop Manager	16	19	\$50,500	\$37,440	\$46,500	\$48,500	\$59,380	\$65,690	\$7,000
Accountant / Bookkeeper	43	88	\$57,920	\$43,610	\$47,000	\$54,430	\$69,560	\$80,000	\$5,830
Human Resource Personnel	19	25	\$90,490	\$49,800	\$59,480	\$77,000	\$102,910	\$192,000	\$88,000

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Firm Size

FEWER THAN 10 EMPLOYEES (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	20	23	\$101,810	\$40,800	\$65,000	\$85,000	\$125,000	\$165,000	\$50,000
VP / COO / Managing Director	4	4	*	*	*	\$92,500	*	*	*
Branch Manager / Area Manager / Regional Manager	11	13	\$70,280	\$45,330	\$47,510	\$56,720	\$79,470	\$147,360	\$2,500
Operations Manager / Product Manager / Rental Manager	10	12	\$49,620	\$26,290	\$31,930	\$42,060	\$70,000	\$77,100	\$1,680
Senior Account Executive	6	6	\$75,600	*	\$45,900	\$82,500	\$101,250	*	\$55,220
Account Manager / Sales Representative	4	5	*	*	*	\$44,780	*	*	*
Chief Engineer	6	9	\$118,670	*	\$90,000	\$115,000	\$157,000	*	\$17,500
Engineering Manager	3	5	*	*	*	\$100,500	*	*	*
Project Manager	8	9	\$75,440	*	\$60,000	\$66,000	\$94,000	*	\$1,000
Design Engineer / Systems Engineer / Designer	6	17	\$69,590	*	\$70,000	\$70,000	\$95,000	*	*
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	8	11	\$57,120	*	\$40,000	\$50,000	\$60,000	*	\$10,000
Specialized Integration / Installation Technician / Install Technician II	6	13	\$45,880	*	\$40,500	\$41,000	\$50,000	*	\$1,160
Non-Specialized Integration / Installation Technician / Install Technician I	8	13	\$45,260	*	\$35,850	\$40,000	\$50,000	*	\$2,000
Senior / Lead / Specialized Rental and Staging Technician	4	5	*	*	*	\$44,780	*	*	\$2,500
Non-specialized Rental and Staging Technician	10	24	\$29,970	\$26,170	\$27,310	\$28,500	\$30,600	\$38,880	\$4,890
Service Technician / Field Technician	4	4	*	*	*	\$65,000	*	*	*
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	4	5	*	*	*	\$34,330	*	*	*
Administrative Assistant / Secretary	9	11	\$41,280	*	\$25,000	\$38,810	\$62,000	*	*
Accountant / Bookkeeper	7	7	\$45,860	*	\$35,000	\$45,000	\$60,000	*	\$5,000

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Firm Size (continued)

10 TO 24 EMPLOYEES (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	29	33	\$123,750	\$75,000	\$82,500	\$104,000	\$162,500	\$200,000	\$25,000
VP / COO / Managing Director	11	11	\$117,680	\$65,400	\$100,000	\$105,000	\$140,000	\$182,900	\$9,500
CFO / Treasurer / Controller / VP of Finance	7	7	\$76,440	*	\$47,100	\$62,000	\$120,000	*	\$5,250
Branch Manager / Area Manager / Regional Manager	12	14	\$94,910	\$61,990	\$68,860	\$89,400	\$120,500	\$146,500	\$14,000
Operations Manager / Product Manager / Rental Manager	17	20	\$72,430	\$49,520	\$58,500	\$68,700	\$84,660	\$103,600	\$3,000
Director of Business Development / Business Development Manager	4	4	*	*	*	\$67,500	*	*	\$1,000
Director of Sales	10	10	\$76,760	\$23,390	\$55,100	\$60,000	\$98,250	\$156,300	\$40,000
Sales Manager / Sales Coordinator / Sales Estimator	7	11	\$68,860	*	\$50,000	\$65,000	\$100,000	*	\$37,150
Senior Account Executive	8	17	\$64,070	*	\$36,000	\$65,000	\$87,600	*	\$47,500
Account Manager / Sales Representative	24	56	\$49,350	\$34,700	\$42,400	\$48,040	\$54,380	\$71,670	\$28,860
Rental Account Executive / Rental Account Manager / Rental Sales Rep	3	5	*	*	*	\$50,000	*	*	\$1,500
Customer Service Representative	4	5	*	*	*	\$43,680	*	*	*
Chief Engineer	11	14	\$85,290	\$59,000	\$61,250	\$80,000	\$119,060	\$125,000	\$10,000
Installation Manager	10	11	\$61,670	\$49,860	\$55,970	\$60,000	\$61,190	\$84,400	\$1,850
Project Manager	20	31	\$65,950	\$47,190	\$55,170	\$62,500	\$76,000	\$90,000	\$2,880
Sales Engineer	4	6	*	*	*	\$70,000	*	*	\$50,000
Design Engineer / Systems Engineer / Designer	23	42	\$70,820	\$51,280	\$60,450	\$70,000	\$80,000	\$90,700	\$3,000
Audio Visual Field Engineer	4	13	*	*	*	\$30,000	*	*	*
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	22	45	\$63,780	\$37,740	\$43,450	\$50,000	\$71,250	\$113,600	\$4,000
Specialized Integration / Installation Technician / Install Technician II	19	44	\$47,890	\$37,110	\$40,000	\$49,000	\$50,810	\$60,000	\$1,500
Non-Specialized Integration / Installation Technician / Install Technician I	21	48	\$36,290	\$30,840	\$31,460	\$35,340	\$37,020	\$42,600	\$1,000
Senior / Lead / Specialized Rental and Staging Technician	4	12	*	*	*	\$35,780	*	*	\$7,040
Non-specialized Rental and Staging Technician	7	29	\$35,560	*	\$28,410	\$32,250	\$44,800	*	\$6,000
Control Systems Programmer	15	23	\$71,830	\$58,960	\$64,130	\$68,000	\$75,000	\$95,000	\$5,000
Service Technician / Field Technician	19	40	\$47,340	\$35,260	\$37,430	\$42,350	\$48,960	\$74,000	\$3,440
CAD Technician / Draftsman	5	6	*	*	*	\$50,000	*	*	*
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	13	15	\$39,570	\$28,920	\$30,480	\$35,000	\$46,000	\$60,400	\$3,000
Purchasing Manager	8	9	\$47,160	*	\$35,500	\$40,000	\$62,500	*	\$3,230
Administrative Assistant / Secretary	17	18	\$33,940	\$23,290	\$27,900	\$34,320	\$38,860	\$42,400	\$1,790
Director of IT / Network Manager	5	5	*	*	*	\$51,050	*	*	\$8,000
Office / Shop Manager	9	9	\$51,250	*	\$40,000	\$55,000	\$59,180	*	\$3,360
Accountant / Bookkeeper	13	14	\$44,710	\$31,000	\$35,000	\$42,110	\$52,000	\$64,000	\$6,000

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Firm Size (continued)

25 TO 49 EMPLOYEES (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	13	14	\$148,400	\$57,500	\$105,460	\$121,360	\$203,750	\$275,000	\$52,000
VP / COO / Managing Director	8	12	\$138,330	*	\$105,000	\$150,000	\$153,750	*	\$48,190
CFO / Treasurer / Controller / VP of Finance	10	11	\$84,380	\$45,000	\$45,000	\$90,000	\$110,000	\$124,000	\$11,000
Operations Manager / Product Manager / Rental Manager	8	13	\$87,340	*	\$63,250	\$80,000	\$115,610	*	\$3,500
Director of Business Development / Business Development Manager	8	8	\$98,250	*	\$77,750	\$100,000	\$121,250	*	\$20,000
Marketing Personnel	2	2	*	*	*	*	*	*	*
Director of Sales	6	6	\$133,700	*	\$101,250	\$145,000	\$157,900	*	\$38,060
Sales Manager / Sales Coordinator / Sales Estimator	4	11	*	*	*	\$67,790	*	*	\$18,100
Senior Account Executive	7	11	\$61,730	*	\$50,000	\$50,000	\$60,000	*	\$60,000
Account Manager / Sales Representative	13	36	\$59,000	\$35,000	\$50,000	\$60,500	\$67,100	\$85,000	\$27,500
Customer Service Representative	5	9	*	*	*	\$41,390	*	*	\$12,340
Chief Engineer	3	3	*	*	*	\$95,750	*	*	*
Engineering Manager	12	24	\$94,340	\$66,750	\$85,250	\$95,750	\$114,250	\$114,250	\$3,180
Installation Manager	5	10	*	*	*	\$43,500	*	*	\$12,000
Project Manager	17	50	\$78,090	\$53,670	\$62,750	\$80,000	\$86,880	\$104,000	\$5,300
Sales Engineer	1	3	*	*	*	*	*	*	*
Design Engineer / Systems Engineer / Designer	13	27	\$68,160	\$46,840	\$54,000	\$66,000	\$80,000	\$97,200	\$4,000
Audio Visual Field Engineer	5	8	*	*	*	\$52,000	*	*	\$3,000
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	14	42	\$62,110	\$42,860	\$54,080	\$63,090	\$71,000	\$75,000	\$7,500
Specialized Integration / Installation Technician / Install Technician II	14	47	\$46,330	\$31,000	\$40,000	\$41,000	\$58,800	\$65,000	\$4,500
Non-Specialized Integration / Installation Technician / Install Technician I	12	51	\$37,120	\$30,160	\$30,160	\$33,130	\$40,000	\$51,250	\$2,610
Control Systems Programmer	11	36	\$88,880	\$60,000	\$63,510	\$104,530	\$104,530	\$104,530	\$2,660
Service Technician / Field Technician	14	33	\$50,760	\$40,000	\$47,750	\$52,500	\$54,500	\$56,710	\$3,500
CAD Technician / Draftsman	10	16	\$62,680	\$33,620	\$50,750	\$73,000	\$73,000	\$79,430	\$2,500
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	7	7	\$51,920	*	\$42,000	\$47,800	\$60,000	*	\$2,300
Purchasing Manager	9	9	\$56,550	*	\$45,000	\$52,500	\$70,500	*	\$2,000
Administrative Assistant / Secretary	10	18	\$38,920	\$32,240	\$35,000	\$36,700	\$45,000	\$47,100	\$1,500
Director of IT / Network Manager	3	3	*	*	*	\$75,000	*	*	*
Accountant / Bookkeeper	7	13	\$49,700	*	\$41,230	\$52,460	\$56,400	*	\$2,640
Human Resource Personnel	4	4	*	*	*	\$84,000	*	*	\$7,820

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Firm Size (continued)

50 OR MORE EMPLOYEES (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	15	21	\$197,560	\$85,000	\$108,290	\$200,000	\$250,000	\$303,600	\$68,810
VP / COO / Managing Director	14	63	\$119,600	\$70,000	\$70,000	\$108,500	\$180,080	\$200,000	\$20,000
CFO / Treasurer / Controller / VP of Finance	14	16	\$136,900	\$90,000	\$98,550	\$119,000	\$145,000	\$229,700	\$20,000
Branch Manager / Area Manager / Regional Manager	6	18	\$104,840	*	\$72,950	\$86,470	\$150,000	*	\$6,690
Operations Manager / Product Manager / Rental Manager	9	35	\$82,810	*	\$49,660	\$80,840	\$81,600	*	\$11,030
Director of Business Development / Business Development Manager	10	14	\$135,020	\$74,840	\$96,250	\$150,000	\$151,250	\$177,500	\$20,000
Marketing Personnel	9	10	\$91,180	*	\$71,630	\$86,500	\$102,780	*	\$12,840
Director of Sales	5	6	*	*	*	\$120,670	*	*	\$45,380
Sales Manager / Sales Coordinator / Sales Estimator	5	24	*	*	*	\$90,000	*	*	\$10,000
Senior Account Executive	14	71	\$85,990	\$12,000	\$47,550	\$70,000	\$148,000	\$150,000	\$50,000
Account Manager / Sales Representative	14	97	\$66,750	\$44,960	\$54,200	\$60,290	\$63,000	\$120,000	\$20,350
Rental Account Executive / Rental Account Manager / Rental Sales Rep	4	15	*	*	*	\$49,580	*	*	\$4,430
Customer Service Representative	4	26	*	*	*	\$41,500	*	*	*
Chief Engineer	5	37	*	*	*	\$65,000	*	*	*
Engineering Manager	13	64	\$101,980	\$84,400	\$94,300	\$110,500	\$110,500	\$114,000	\$2,780
Installation Manager	13	41	\$66,860	\$43,000	\$49,500	\$59,000	\$81,500	\$90,000	\$10,250
Project Manager	20	166	\$92,720	\$60,000	\$75,000	\$88,750	\$100,000	\$125,000	\$8,150
Sales Engineer	8	31	\$81,870	*	\$73,000	\$75,780	\$104,000	*	*
Design Engineer / Systems Engineer / Designer	16	62	\$85,300	\$60,420	\$73,500	\$88,580	\$97,700	\$110,000	\$10,000
Audio Visual Field Engineer	11	52	\$72,660	\$62,050	\$70,500	\$72,000	\$78,820	\$84,200	\$1,400
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	18	84	\$68,470	\$50,000	\$64,780	\$67,000	\$70,000	\$90,000	\$2,500
Specialized Integration / Installation Technician / Install Technician II	18	205	\$59,210	\$37,600	\$47,000	\$60,000	\$62,100	\$85,000	\$5,000
Non-Specialized Integration / Installation Technician / Install Technician I	13	71	\$44,910	\$35,420	\$37,500	\$40,000	\$52,750	\$61,000	\$2,500
Senior / Lead / Specialized Rental and Staging Technician	4	35	*	*	*	\$70,000	*	*	\$6,000
Non-specialized Rental and Staging Technician	6	72	\$41,390	*	\$40,780	\$40,780	\$40,780	*	*
Control Systems Programmer	12	37	\$82,820	\$56,300	\$56,300	\$80,000	\$106,500	\$119,130	\$1,800
Service Technician / Field Technician	15	68	\$58,290	\$40,500	\$50,370	\$58,890	\$63,700	\$66,550	\$1,120
CAD Technician / Draftsman	16	86	\$56,000	\$40,000	\$40,000	\$55,000	\$70,000	\$85,000	\$2,500
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	17	47	\$44,670	\$32,270	\$32,340	\$35,290	\$52,170	\$68,400	\$2,430
Purchasing Manager	11	32	\$63,930	\$48,000	\$48,000	\$73,090	\$73,250	\$79,000	\$4,880
Administrative Assistant / Secretary	12	58	\$50,450	\$35,800	\$42,200	\$52,000	\$56,460	\$58,310	\$1,660
Director of IT / Network Manager	11	12	\$105,240	\$56,880	\$78,270	\$120,500	\$129,220	\$137,000	\$7,780
Office / Shop Manager	3	6	*	*	*	\$45,000	*	*	\$3,500
Accountant / Bookkeeper	16	54	\$60,550	\$44,700	\$47,640	\$60,000	\$75,000	\$75,000	\$4,250
Human Resource Personnel	13	19	\$80,480	\$53,220	\$55,000	\$77,000	\$100,000	\$125,000	\$6,860

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits – By Firm Size (continued)

REVENUE LESS THAN \$1 MIL (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	10	11	\$77,700	\$30,170	\$42,000	\$80,000	\$110,000	\$125,000	\$17,500
Branch Manager / Area Manager / Regional Manager	11	13	\$70,280	\$45,330	\$47,510	\$56,720	\$79,470	\$147,360	\$2,500
Operations Manager / Product Manager / Rental Manager	7	9	\$43,050	*	\$31,650	\$33,280	\$65,000	*	\$1,680
Senior Account Executive	4	4	*	*	*	\$82,500	*	*	*
Account Manager / Sales Representative	4	5	*	*	*	\$44,780	*	*	*
Chief Engineer	3	3	*	*	*	\$100,000	*	*	*
Project Manager	3	3	*	*	*	\$93,000	*	*	*
Design Engineer / Systems Engineer / Designer	4	13	*	*	*	\$80,000	*	*	
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	5	6	*	*	*	\$50,000	*	*	*
Specialized Integration / Installation Technician / Install Technician II	3	5	*	*	*	\$43,160	*	*	*
Non-Specialized Integration / Installation Technician / Install Technician I	5	8	*	*	*	\$40,000	*	*	*
Non-specialized Rental and Staging Technician	9	22	\$29,920	*	\$27,030	\$28,460	\$29,810	*	\$4,890
Service Technician / Field Technician	3	3	*	*	*	\$65,000	*	*	*
Administrative Assistant / Secretary	5	5	*	*	*	\$25,000	*	*	*
Accountant / Bookkeeper	3	3	*	*	*	\$50,000	*	*	

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits – By Firm Size (*continued*)

REVENUE \$1 MIL TO \$2.49 MIL (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	15	17	\$119,750	\$65,000	\$78,000	\$100,000	\$137,500	\$210,000	\$50,000
VP / COO / Managing Director	5	6	*	*	*	\$125,000	*	*	*
CFO / Treasurer / Controller / VP of Finance	3	3	*	*	*	\$62,000	*	*	*
Operations Manager / Product Manager / Rental Manager	7	8	\$64,080	*	\$51,750	\$61,500	\$78,800	*	\$5,500
Senior Account Executive	4	7	*	*	*	\$35,000	*	*	\$37,310
Chief Engineer	5	8	*	*	*	\$115,000	*	*	\$15,000
Project Manager	7	9	\$64,950	*	\$60,000	\$60,000	\$72,200	*	\$1,000
Sales Engineer	3	5	*	*	*	\$70,000	*	*	\$50,000
Design Engineer / Systems Engineer / Designer	6	17	\$77,770	*	\$70,000	\$70,000	\$93,370	*	\$3,630
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	6	10	\$87,160	*	\$51,500	\$58,160	\$140,000	*	\$2,090
Specialized Integration / Installation Technician / Install Technician II	5	8	*	*	*	\$50,000	*	*	\$1,120
Non-Specialized Integration / Installation Technician / Install Technician I	6	11	\$39,310	*	\$35,000	\$35,360	\$42,000	*	\$1,000
Senior / Lead / Specialized Rental and Staging Technician	4	8	*	*	*	\$44,200	*	*	\$5,950
Non-specialized Rental and Staging Technician	3	7	*	*	*	\$32,250	*	*	\$3,730
Service Technician / Field Technician	3	5	*	*	*	\$54,470	*	*	*
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	5	6	*	*	*	\$35,000	*	*	\$500
Purchasing Manager	3	3	*	*	*	\$40,000	*	*	*
Administrative Assistant / Secretary	5	5	*	*	*	\$38,810	*	*	*
Director of IT / Network Manager	3	3	*	*	*	\$52,000	*	*	\$9,050
Accountant / Bookkeeper	4	4	*	*	*	\$46,280	*	*	\$2,000

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Firm Size (continued)

REVENUE \$2.5 MIL TO \$4.99 MIL (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	21	23	\$134,420	\$75,000	\$80,000	\$119,600	\$190,500	\$223,000	\$65,000
VP / COO / Managing Director	12	17	\$126,150	\$59,600	\$97,500	\$140,000	\$150,000	\$182,000	\$13,500
CFO / Treasurer / Controller / VP of Finance	8	9	\$74,790	*	\$45,000	\$62,000	\$115,000	*	\$10,000
Branch Manager / Area Manager / Regional Manager	4	5	*	*	*	\$95,280	*	*	\$13,000
Operations Manager / Product Manager / Rental Manager	12	15	\$77,690	\$49,520	\$65,000	\$78,000	\$85,000	\$106,400	\$3,050
Director of Business Development / Business Development Manager	4	4	*	*	*	\$67,500	*	*	\$1,000
Director of Sales	7	7	\$87,940	*	\$56,000	\$89,180	\$123,000	*	\$35,880
Sales Manager / Sales Coordinator / Sales Estimator	5	9	*	*	*	\$65,000	*	*	\$30,000
Senior Account Executive	6	18	\$54,400	*	\$12,000	\$61,000	\$81,400	*	\$272,790
Account Manager / Sales Representative	11	24	\$40,490	\$12,000	\$31,680	\$42,400	\$52,380	\$56,000	\$20,000
Rental Account Executive / Rental Account Manager / Rental Sales Rep	4	6	*	*	*	\$50,000	*	*	\$1,500
Customer Service Representative	1	1	*	*	*	*	*	*	
Chief Engineer	8	11	\$87,460	*	\$59,000	\$80,000	\$125,000	*	\$13,500
Installation Manager	4	4	*	*	*	\$83,500	*	*	\$4,500
Project Manager	11	23	\$103,140	\$60,000	\$60,450	\$76,000	\$172,600	\$172,600	\$3,000
Design Engineer / Systems Engineer / Designer	10	18	\$79,460	\$60,000	\$64,250	\$70,000	\$91,000	\$113,490	\$3,500
Audio Visual Field Engineer	3	11	*	*	*	\$78,820	*	*	\$130
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	11	29	\$62,650	\$42,170	\$49,000	\$61,000	\$67,390	\$92,700	\$6,000
Specialized Integration / Installation Technician / Install Technician II	12	44	\$48,070	\$39,570	\$41,000	\$48,000	\$51,000	\$60,000	\$1,500
Non-Specialized Integration / Installation Technician / Install Technician I	10	17	\$42,380	\$30,560	\$32,760	\$40,000	\$46,500	\$65,000	\$1,500
Senior / Lead / Specialized Rental and Staging Technician	4	12	*	*	*	\$35,780	*	*	\$7,040
Non-specialized Rental and Staging Technician	7	28	\$35,270	*	\$28,000	\$28,820	\$47,400	*	\$6,000
Control Systems Programmer	5	8	*	*	*	\$68,330	*	*	\$1,300
Service Technician / Field Technician	7	23	\$47,570	*	\$36,000	\$44,000	\$57,780	*	\$2,500
CAD Technician / Draftsman	3	4	*	*	*	\$55,280	*	*	*
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	7	9	\$42,500	*	\$31,100	\$41,790	\$53,000	*	\$3,000
Purchasing Manager	2	3	*	*	*	*	*	*	*
Administrative Assistant / Secretary	7	7	\$32,580	*	\$27,000	\$32,240	\$38,480	*	\$1,660
Director of IT / Network Manager	3	3	*	*	*	\$50,570	*	*	*
Office / Shop Manager	3	3	*	*	*	\$55,000	*	*	*
Accountant / Bookkeeper	10	11	\$44,540	\$35,000	\$38,480	\$44,000	\$50,000	\$59,000	\$5,500

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Firm Size (continued)

REVENUE \$5 MIL TO \$9.99 MIL (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	13	16	\$126,600	\$55,000	\$85,250	\$120,680	\$174,250	\$205,500	\$20,000
VP / COO / Managing Director	5	7	*	*	*	\$150,000	*	*	*
CFO / Treasurer / Controller / VP of Finance	6	6	\$95,520	*	\$83,280	\$90,000	\$112,500	*	*
Branch Manager / Area Manager / Regional Manager	4	4	*	*	*	\$89,990	*	*	\$11,640
Operations Manager / Product Manager / Rental Manager	8	11	\$93,970	*	\$77,500	\$100,000	\$115,610	*	*
Director of Sales	6	6	\$78,780	*	\$46,630	\$67,500	\$120,550	*	\$43,590
Sales Manager / Sales Coordinator / Sales Estimator	3	9	*	*	*	\$67,790	*	*	*
Senior Account Executive	5	8	*	*	*	\$51,000	*	*	\$30,000
Account Manager / Sales Representative	11	30	\$45,330	\$21,830	\$43,280	\$48,510	\$50,000	\$54,860	\$30,000
Customer Service Representative	4	6	*	*	*	\$40,000	*	*	*
Chief Engineer	3	3	*	*	*	\$85,000	*	*	*
Engineering Manager	5	5	*	*	*	\$86,000	*	*	*
Installation Manager	6	6	\$62,160	*	\$56,600	\$57,500	\$66,900	*	\$1,850
Project Manager	9	19	\$67,940	*	\$63,000	\$65,000	\$80,000	*	\$1,420
Design Engineer / Systems Engineer / Designer	11	16	\$60,220	\$46,840	\$50,470	\$59,170	\$64,000	\$81,000	\$1,540
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	13	38	\$55,060	\$39,320	\$42,860	\$53,430	\$64,150	\$75,000	\$10,220
Specialized Integration / Installation Technician / Install Technician II	11	31	\$49,920	\$36,000	\$40,000	\$45,000	\$61,000	\$65,000	\$5,000
Non-Specialized Integration / Installation Technician / Install Technician I	14	38	\$34,790	\$28,000	\$33,280	\$35,340	\$37,520	\$40,000	\$3,000
Control Systems Programmer	10	32	\$89,720	\$60,270	\$71,250	\$104,530	\$104,530	\$104,530	\$3,000
Service Technician / Field Technician	14	28	\$50,630	\$35,160	\$44,320	\$53,600	\$54,500	\$57,540	\$5,750
CAD Technician / Draftsman	4	4	*	*	*	\$50,130	*	*	*
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	7	7	\$42,770	*	\$29,000	\$38,610	\$55,000	*	\$2,800
Purchasing Manager	7	7	\$50,780	*	\$35,000	\$51,960	\$55,000	*	\$3,230
Administrative Assistant / Secretary	9	15	\$36,450	*	\$35,000	\$36,900	\$41,000	*	\$2,000
Office / Shop Manager	3	3	*	*	*	\$55,500	*	*	\$3,220
Accountant / Bookkeeper	10	12	\$51,740	\$29,400	\$48,380	\$53,570	\$59,450	\$65,600	\$1,960

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Firm Size (continued)

REVENUE \$10 MIL OR MORE (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	18	24	\$193,490	\$75,750	\$93,750	\$198,500	\$250,000	\$306,000	\$68,000
VP / COO / Managing Director	13	58	\$118,010	\$70,000	\$70,000	\$70,000	\$200,000	\$200,040	\$20,000
CFO / Treasurer / Controller / VP of Finance	15	17	\$132,670	\$81,000	\$95,060	\$120,000	\$145,000	\$219,800	\$20,000
Branch Manager / Area Manager / Regional Manager	10	22	\$107,170	\$72,950	\$72,950	\$101,680	\$148,630	\$150,000	\$15,000
Operations Manager / Product Manager / Rental Manager	10	37	\$80,510	\$49,660	\$49,660	\$73,770	\$80,840	\$150,000	\$3,550
Director of Business Development / Business Development Manager	12	16	\$121,890	\$63,220	\$88,750	\$147,800	\$150,000	\$159,000	\$20,000
Marketing Personnel	10	11	\$84,670	\$40,870	\$61,500	\$84,710	\$88,000	\$146,470	\$10,000
Director of Sales	8	9	\$135,540	*	\$86,410	\$150,000	\$173,500	*	\$25,000
Sales Manager / Sales Coordinator / Sales Estimator	7	27	\$78,740	*	\$65,000	\$90,000	\$90,000	*	\$10,000
Senior Account Executive	12	60	\$90,610	\$47,500	\$47,550	\$70,000	\$150,000	\$150,000	\$50,000
Account Manager / Sales Representative	16	82	\$70,000	\$41,430	\$50,000	\$60,290	\$76,250	\$120,000	\$20,350
Rental Account Executive / Rental Account Manager / Rental Sales Rep	3	14	*	*	*	\$49,580	*	*	\$4,430
Customer Service Representative	8	33	\$44,320	*	\$41,500	\$41,500	\$41,500	*	\$1,240
Chief Engineer	6	38	\$76,900	*	\$65,000	\$65,000	\$65,000	*	\$20,000
Engineering Manager	8	9	\$90,120	*	\$76,750	\$87,000	\$96,500	*	\$4,000
Installation Manager	11	18	\$71,950	\$43,500	\$48,940	\$77,250	\$90,000	\$98,630	\$12,000
Project Manager	23	98	\$84,580	\$52,780	\$60,000	\$80,940	\$112,000	\$125,000	\$10,000
Sales Engineer	8	29	\$72,930	*	\$68,310	\$73,000	\$76,000	*	\$6,000
Design Engineer / Systems Engineer / Designer	19	58	\$82,110	\$54,000	\$68,730	\$80,000	\$97,700	\$110,000	\$5,000
Audio Visual Field Engineer	6	9	\$63,350	*	\$48,500	\$62,050	\$78,500	*	\$3,000
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	17	65	\$67,690	\$50,000	\$53,150	\$67,000	\$78,900	\$96,800	\$2,000
Specialized Integration / Installation Technician / Install Technician II	15	154	\$63,780	\$40,100	\$60,000	\$62,100	\$85,000	\$85,000	\$5,000
Non-Specialized Integration / Installation Technician / Install Technician I	13	75	\$35,270	\$30,160	\$30,840	\$35,640	\$40,000	\$40,000	\$1,000
Control Systems Programmer	12	21	\$99,080	\$53,890	\$78,910	\$108,000	\$118,830	\$125,000	\$5,780
Service Technician / Field Technician	16	41	\$49,840	\$38,030	\$40,000	\$45,000	\$61,060	\$67,000	\$800
CAD Technician / Draftsman	13	57	\$54,840	\$40,000	\$40,000	\$40,000	\$77,000	\$85,000	\$4,500
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	14	39	\$40,120	\$32,000	\$32,340	\$35,290	\$43,550	\$65,000	\$2,430
Purchasing Manager	13	15	\$59,460	\$35,010	\$40,000	\$60,000	\$79,000	\$81,240	\$4,760
Administrative Assistant / Secretary	12	40	\$48,710	\$32,240	\$35,800	\$49,480	\$56,460	\$75,000	\$2,000
Director of IT / Network Manager	10	11	\$92,370	\$54,040	\$75,730	\$82,090	\$120,500	\$129,000	\$6,500
Office / Shop Manager	6	9	\$48,440	*	\$42,500	\$45,000	\$54,120	*	\$3,500
Accountant / Bookkeeper	14	48	\$61,280	\$41,230	\$47,150	\$62,500	\$75,000	\$75,000	\$5,000

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Geographic Region

NORTHEAST REGION (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	13	14	\$155,710	\$50,000	\$65,000	\$105,000	\$200,000	\$397,500	\$35,000
VP / COO / Managing Director	4	7	*	*	*	\$120,000	*	*	*
CFO / Treasurer / Controller / VP of Finance	6	7	\$132,710	*	\$50,000	\$125,000	\$145,000	*	*
Branch Manager / Area Manager / Regional Manager	3	3	*	*	*	\$122,000	*	*	*
Operations Manager / Product Manager / Rental Manager	5	17	*	*	*	\$80,840	*	*	\$16,300
Director of Business Development / Business Development Manager	4	4	*	*	*	\$92,800	*	*	*
Director of Sales	4	4	*	*	*	\$112,500	*	*	\$29,000
Sales Manager / Sales Coordinator / Sales Estimator	4	6	*	*	*	\$82,500	*	*	\$50,000
Senior Account Executive	7	21	\$75,720	*	\$47,550	\$47,550	\$122,000	*	\$50,000
Account Manager / Sales Representative	5	9	*	*	*	\$70,000	*	*	\$20,000
Customer Service Representative	3	5	*	*	*	\$63,500	*	*	*
Chief Engineer	6	9	\$106,190	*	\$90,000	\$115,000	\$120,000	*	\$20,000
Engineering Manager	4	27	*	*	*	\$110,500	*	*	*
Project Manager	7	55	\$90,480	*	\$93,400	\$93,500	\$93,500	*	\$15,700
Sales Engineer	3	7	*	*	*	\$111,250	*	*	*
Design Engineer / Systems Engineer / Designer	7	27	\$85,210	*	\$70,000	\$88,580	\$97,700	*	*
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	10	34	\$65,540	\$42,860	\$56,000	\$68,000	\$78,900	\$80,590	\$8,020
Specialized Integration / Installation Technician / Install Technician II	7	75	\$60,450	*	\$62,100	\$62,100	\$62,100	*	\$5,000
Non-Specialized Integration / Installation Technician / Install Technician I	8	30	\$45,180	*	\$35,500	\$42,000	\$52,750	*	\$2,500
Control Systems Programmer	6	27	\$106,970	*	\$104,530	\$104,530	\$117,670	*	*
Service Technician / Field Technician	6	16	\$59,960	*	\$57,500	\$57,500	\$62,120	*	\$2,500
CAD Technician / Draftsman	5	24	*	*	*	\$60,500	*	*	*
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	6	20	\$48,320	*	\$35,290	\$35,290	\$68,000	*	\$3,800
Purchasing Manager	6	20	\$71,350	*	\$73,250	\$73,250	\$73,250	*	*
Administrative Assistant / Secretary	5	28	*	*	*	\$56,460	*	*	\$1,000
Director of IT / Network Manager	5	6	*	*	*	\$120,500	*	*	*
Accountant / Bookkeeper	4	16	*	*	*	\$60,000	*	*	*
Human Resource Personnel	3	5	*	*	*	\$83,500	*	*	*

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Geographic Region (continued)

MIDWEST REGION (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	20	25	\$139,820	\$61,000	\$78,000	\$133,000	\$201,500	\$243,000	\$68,000
VP / COO / Managing Director	11	19	\$137,910	\$100,000	\$108,500	\$150,000	\$150,000	\$180,000	\$11,480
CFO / Treasurer / Controller / VP of Finance	9	9	\$94,830	*	\$68,500	\$109,200	\$114,000	*	\$11,000
Branch Manager / Area Manager / Regional Manager	9	19	\$66,660	*	\$58,940	\$72,950	\$72,950	*	\$6,690
Operations Manager / Product Manager / Rental Manager	12	27	\$56,550	\$32,540	\$49,660	\$49,660	\$68,000	\$88,000	\$3,550
Director of Business Development / Business Development Manager	5	5	*	*	*	\$100,000	*	*	\$20,000
Marketing Personnel	3	3	*	*	*	\$61,500	*	*	\$3,000
Director of Sales	5	5	*	*	*	\$110,000	*	*	\$76,800
Sales Manager / Sales Coordinator / Sales Estimator	5	10	*	*	*	\$78,500	*	*	\$29,240
Senior Account Executive	11	31	\$59,680	\$35,200	\$40,000	\$61,000	\$70,000	\$87,040	\$60,000
Account Manager / Sales Representative	16	69	\$52,480	\$35,000	\$45,000	\$60,290	\$60,290	\$60,290	\$20,350
Rental Account Executive / Rental Account Manager / Rental Sales Rep	3	12	*	*	*	\$49,580	*	*	\$4,430
Customer Service Representative	6	29	\$41,830	*	\$41,500	\$41,500	\$41,500	*	\$1,240
Chief Engineer	5	5	*	*	*	\$108,000	*	*	*
Engineering Manager	8	13	\$93,220	*	\$83,500	\$98,000	\$99,500	*	\$6,500
Installation Manager	7	9	\$72,260	*	\$57,500	\$77,250	\$84,500	*	\$3,070
Project Manager	17	45	\$67,060	\$57,500	\$60,000	\$65,000	\$75,000	\$84,500	\$3,430
Sales Engineer	5	24	*	*	*	\$71,500	*	*	\$6,000
Design Engineer / Systems Engineer / Designer	11	20	\$66,360	\$56,060	\$60,500	\$64,000	\$70,000	\$90,400	\$1,860
Audio Visual Field Engineer	4	14	*	*	*	\$30,000	*	*	\$3,750
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	16	52	\$63,240	\$39,950	\$50,000	\$61,580	\$67,000	\$71,000	\$2,000
Specialized Integration / Installation Technician / Install Technician II	16	58	\$47,330	\$36,370	\$39,250	\$46,610	\$60,000	\$60,000	\$1,440
Non-Specialized Integration / Installation Technician / Install Technician I	16	38	\$36,030	\$29,800	\$32,180	\$35,640	\$40,000	\$40,000	\$1,000
Senior / Lead / Specialized Rental and Staging Technician	3	12	*	*	*	\$51,470	*	*	\$7,050
Non-specialized Rental and Staging Technician	10	86	\$38,030	\$27,790	\$39,590	\$40,780	\$40,780	\$40,780	\$970
Control Systems Programmer	6	9	\$75,890	*	\$68,330	\$75,000	\$82,500	*	\$1,900
Service Technician / Field Technician	14	41	\$51,400	\$40,000	\$44,000	\$50,000	\$55,380	\$67,000	\$4,250
CAD Technician / Draftsman	7	9	\$44,210	*	\$37,450	\$47,270	\$50,000	*	\$2,500
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	11	25	\$35,260	\$30,200	\$32,340	\$32,340	\$32,810	\$48,130	\$2,430
Purchasing Manager	7	7	\$48,860	*	\$40,000	\$47,000	\$60,000	*	\$5,000
Administrative Assistant / Secretary	9	18	\$35,770	*	\$33,450	\$35,800	\$40,630	*	\$2,000
Director of IT / Network Manager	4	4	*	*	*	\$76,370	*	*	\$2,750
Office / Shop Manager	4	4	*	*	*	\$51,620	*	*	\$2,500
Accountant / Bookkeeper	12	18	\$46,330	\$34,200	\$41,900	\$47,070	\$47,860	\$57,500	\$1,750
Human Resource Personnel	6	10	\$75,160	*	\$53,220	\$65,480	\$77,000	*	\$6,260

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

Compensation and Benefits — By Geographic Region *(continued)*

SOUTH REGION (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	21	27	\$127,650	\$74,000	\$85,000	\$103,000	\$131,580	\$260,000	\$60,000
VP / COO / Managing Director	11	42	\$83,490	\$69,020	\$70,000	\$70,000	\$70,000	\$141,000	\$48,190
CFO / Treasurer / Controller / VP of Finance	9	10	\$85,210	*	\$57,750	\$90,000	\$101,330	*	\$29,460
Branch Manager / Area Manager / Regional Manager	7	7	\$118,910	*	\$95,280	\$125,000	\$148,170	*	\$15,000
Operations Manager / Product Manager / Rental Manager	10	12	\$66,750	\$38,740	\$49,640	\$70,000	\$76,380	\$101,000	\$5,000
Director of Business Development / Business Development Manager	8	8	\$105,500	*	\$74,000	\$100,000	\$143,750	*	\$17,500
Marketing Personnel	5	5	*	*	*	\$70,000	*	*	\$10,000
Director of Sales	6	6	\$107,280	*	\$70,130	\$106,090	\$150,250	*	\$47,180
Sales Manager / Sales Coordinator / Sales Estimator	4	7	*	*	*	\$48,750	*	*	\$4,000
Senior Account Executive	7	15	\$83,200	*	\$65,000	\$65,000	\$111,500	*	\$65,000
Account Manager / Sales Representative	16	65	\$58,490	\$42,400	\$54,200	\$60,500	\$63,000	\$68,680	\$60,000
Chief Engineer	8	38	\$76,000	*	\$65,000	\$65,000	\$65,000	*	\$10,000
Engineering Manager	11	38	\$92,960	\$72,450	\$84,400	\$94,300	\$95,730	\$114,250	\$3,000
Installation Manager	10	33	\$56,140	\$43,000	\$44,650	\$59,000	\$59,000	\$73,200	\$1,920
Project Manager	23	79	\$76,400	\$53,670	\$62,500	\$72,250	\$88,750	\$104,000	\$6,500
Design Engineer / Systems Engineer / Designer	25	62	\$75,070	\$55,330	\$66,000	\$73,500	\$80,000	\$95,000	\$4,000
Audio Visual Field Engineer	11	27	\$67,150	\$53,200	\$65,000	\$68,000	\$70,500	\$77,200	\$2,000
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	21	45	\$59,790	\$39,520	\$49,000	\$56,800	\$70,000	\$75,000	\$5,250
Specialized Integration / Installation Technician / Install Technician II	22	96	\$43,470	\$34,000	\$38,000	\$41,600	\$47,000	\$51,200	\$1,330
Non-Specialized Integration / Installation Technician / Install Technician I	13	38	\$37,970	\$27,800	\$30,840	\$35,000	\$40,000	\$51,250	\$1,000
Senior / Lead / Specialized Rental and Staging Technician	4	11	*	*	*	\$35,780	*	*	\$7,040
Non-specialized Rental and Staging Technician	7	20	\$39,840	*	\$28,820	\$36,510	\$45,000	*	\$4,130
Control Systems Programmer	13	36	\$69,580	\$56,300	\$56,300	\$60,000	\$80,000	\$92,870	\$1,300
Service Technician / Field Technician	17	58	\$53,600	\$37,040	\$42,350	\$52,700	\$63,700	\$66,500	\$2,000
CAD Technician / Draftsman	12	49	\$45,680	\$40,000	\$40,000	\$40,000	\$52,880	\$55,000	*
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	13	14	\$48,500	\$35,000	\$35,750	\$44,000	\$60,250	\$72,500	\$1,810
Purchasing Manager	8	16	\$49,620	*	\$48,000	\$48,000	\$53,250	*	\$2,610
Administrative Assistant / Secretary	20	29	\$38,790	\$26,000	\$32,240	\$40,000	\$44,600	\$47,250	\$1,090
Director of IT / Network Manager	6	6	\$74,330	*	\$47,500	\$63,500	\$107,250	*	\$8,000
Office / Shop Manager	10	10	\$48,180	\$26,240	\$39,360	\$52,500	\$56,680	\$64,320	\$3,510
Accountant / Bookkeeper	15	22	\$49,710	\$41,230	\$41,230	\$45,000	\$55,700	\$60,000	\$2,640
Human Resource Personnel	5	5	*	*	*	\$52,500	*	*	*

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

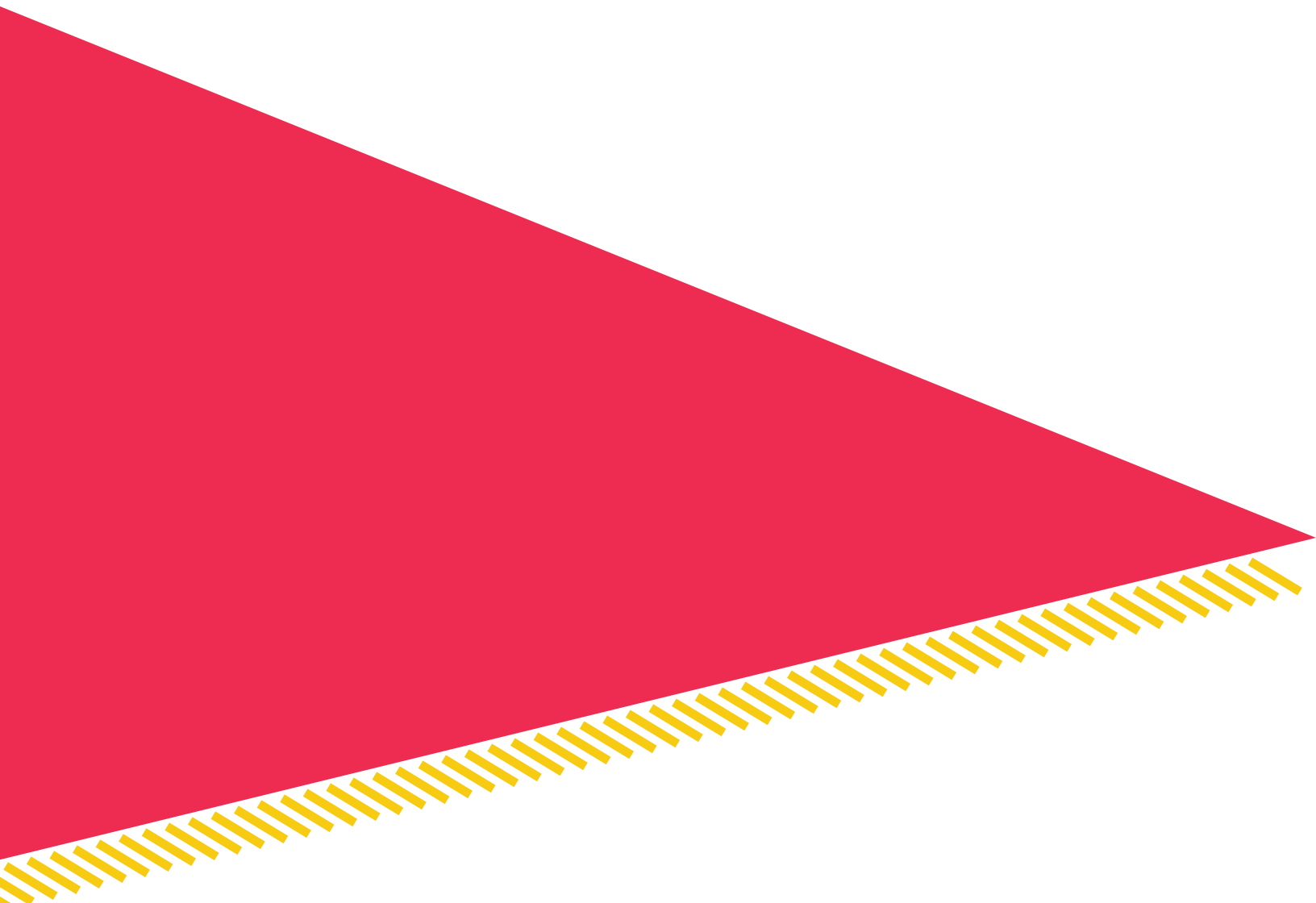
Compensation and Benefits — By Geographic Region (continued)

WEST REGION (BASE SALARY)

JOB TITLES	# locations	# incumbents	mean	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile	Median Additional cash
CEO / President / Owner	18	20	\$147,960	\$45,800	\$112,500	\$125,000	\$186,630	\$250,000	\$50,000
VP / COO / Managing Director	10	20	\$175,110	\$102,500	\$151,250	\$200,000	\$200,000	\$200,000	\$20,000
CFO / Treasurer / Controller / VP of Finance	8	9	\$108,570	*	\$61,050	\$90,000	\$170,000	*	\$20,000
Branch Manager / Area Manager / Regional Manager	4	8	*	*	*	\$150,000	*	*	*
Operations Manager / Product Manager / Rental Manager	14	21	\$97,270	\$58,200	\$63,250	\$81,600	\$150,000	\$150,000	\$10,250
Director of Business Development / Business Development Manager	6	10	\$123,500	*	\$82,500	\$150,000	\$150,000	*	\$20,000
Marketing Personnel	3	3	*	*	*	\$92,920	*	*	*
Director of Sales	7	8	\$101,050	*	\$60,750	\$82,500	\$142,640	*	\$38,060
Sales Manager / Sales Coordinator / Sales Estimator	4	24	*	*	*	\$90,000	*	*	\$10,000
Senior Account Executive	9	37	\$97,450	*	\$47,500	\$110,000	\$150,000	*	\$22,500
Account Manager / Sales Representative	10	29	\$83,320	\$12,000	\$40,000	\$120,000	\$120,000	\$120,000	\$15,000
Rental Account Executive / Rental Account Manager / Rental Sales Rep	4	10	*	*	*	\$85,000	*	*	\$7,000
Chief Engineer	6	11	\$97,420	*	\$59,000	\$106,720	\$135,000	*	\$10,060
Engineering Manager	7	17	\$105,780	*	\$97,750	\$112,480	\$114,000	*	\$5,200
Installation Manager	5	10	*	*	*	\$87,630	*	*	\$12,000
Project Manager	14	69	\$110,030	\$80,000	\$82,250	\$118,000	\$125,000	\$172,600	\$10,000
Sales Engineer	3	7	*	*	*	\$75,780	*	*	*
Design Engineer / Systems Engineer / Designer	9	30	\$83,060	*	\$54,000	\$93,370	\$110,000	*	\$5,000
Audio Visual Field Engineer	5	17	*	*	*	\$78,820	*	*	\$130
Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III	11	43	\$76,320	\$63,090	\$64,780	\$65,000	\$92,700	\$98,000	\$5,000
Specialized Integration / Installation Technician / Install Technician II	10	72	\$72,810	\$52,520	\$57,640	\$85,000	\$85,000	\$85,000	\$5,000
Non-Specialized Integration / Installation Technician / Install Technician I	10	62	\$43,840	\$30,160	\$30,160	\$40,000	\$61,000	\$61,000	\$4,000
Senior / Lead / Specialized Rental and Staging Technician	5	30	*	*	*	\$70,000	*	*	\$6,000
Non-specialized Rental and Staging Technician	5	18	*	*	*	\$40,000	*	*	\$6,000
Control Systems Programmer	10	21	\$80,810	\$60,400	\$68,000	\$68,000	\$100,000	\$107,400	\$5,000
Service Technician / Field Technician	9	21	\$60,640	*	\$54,470	\$57,780	\$67,000	*	\$2,060
CAD Technician / Draftsman	9	28	\$74,320	*	\$70,000	\$73,000	\$85,000	*	\$2,500
Inventory Control Manager / Warehouse Manager / Rental Inventory Control	9	13	\$46,560	*	\$30,000	\$38,610	\$55,500	*	\$3,000
Purchasing Manager	6	6	\$62,480	*	\$47,720	\$65,750	\$75,570	*	\$3,500
Administrative Assistant / Secretary	9	23	\$53,310	*	\$45,000	\$50,000	\$62,000	*	\$2,200
Director of IT / Network Manager	5	5	*	*	*	\$85,000	*	*	\$7,780
Accountant / Bookkeeper	10	30	\$62,400	\$40,220	\$47,670	\$70,000	\$75,000	\$75,000	\$5,000
Human Resource Personnel	4	4	*	*	*	\$112,500	*	*	\$15,000

NOTE: Results not shown if fewer than 3 reporting offices. Median additional cash includes overtime pay, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, and/or other cash compensation and may vary due to firm performance. Not all responding firms provided compensation information for all positions. Therefore, caution should be used in comparing compensation averages, medians and ranges across positions. They may vary due to the characteristics of the firms that reported for each position. Only median is shown if 3 to 5 reporting offices and means & quartiles if 6 to 9 reporting offices. Means, quartiles and 10th and 90th percentiles if 10 or more reporting offices.

*Additional cash includes overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.



Survey Collection Tool

Contact Info

***1. My company has at least 2 full-time technical pro-AV staff (across all locations).**

- yes
- no ... *This survey only applies to companies meeting this criterion. Thank you for your interest!*

***2. Can you personally provide information about staffing and compensation for your company's locations?**

- yes, all locations
- yes, some locations
- no

If your company has locations you cannot answer for, please either share your User Name and Password with the person(s) who can, or [contact us](#) to let us know who can, and we'll invite them.

***3. Who should we contact if we have questions about your company's survey?**

company name: _____

your name: _____

full phone number: _____

email address: _____

4. Which of these most closely matches your title?

- Owner/Co-owner/Principal/Partner
 - CEO/President
 - VP/EVP
 - CFO/COO/Controller
 - Director of Human Resources
 - other: _____
-

About Your Company

Please answer these questions as of January 1, 2018.

***1. In what year was your company established?**

***2. How many locations does your company operate from in the United States? Outside the United States?**
please enter a number for each; if none, enter 0

_____ locations in the United States

_____ locations outside the United States

__000__ TOTAL

***3. Where is your company's headquarters located?**

city: _____

ZIP/postal code: _____
(US or Canada)

state/province:
(US or Canada)

OR country: _____
(outside US and Canada)

***4. Including all locations, how many employees does your company have?**

Include both full-time and part-time employees (on the payroll); *exclude* contractors.

- fewer than 5
- 5 - 9
- 10 - 24
- 25 - 49
- 50 - 99
- 100 - 249
- 250 - 499
- 500 - 999
- 1,000 or more

5. Including all locations, approximately what were your company's total gross revenues (USD) for 2017?

Please report revenues, not margin or profit; please answer in US dollars.

- less than \$2.50 million
- \$2.50 - \$4.99 million
- \$5.00 - \$9.99 million
- \$10.00 - \$24.99 million
- \$25.00 - \$49.99 million
- \$50.00 million or more

6. Approximately what percentage of 2017 gross revenues came from each of these areas?

please enter a % for each, totaling 100%; if none enter 0

- _____ % non-integrated sales (box sales)
- _____ % rental and staging services
- _____ % systems integration
- _____ % design consultation services (exclusive of associated equipment sales)
- _____ % maintenance contracts
- _____ % repair service, employees contracted to others
- _____ % other: _____
- __100__ % TOTAL

Pay Practices and Benefits

Please answer these questions as of January 1, 2018.

1a. In your company's hiring decisions for each of these positions, is the Certified Technical Specialist (CTS) credential required, preferred, or not a factor? *please select one response in each row*

CTS is required	CTS is preferred but not required	CTS is not a factor	company does not hire this position	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Design Engineer / Systems Engineer / Designer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Audio Visual Field Engineer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Specialized Integration / Installation Technician / Install Technician II
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Non-Specialized Integration / Installation Technician / Install Technician I
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Senior / Lead / Specialized Rental and Staging Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Non-specialized Rental and Staging Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Control Systems Programmer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Service Technician / Field Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	CAD Technician / Draftsman
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	VP / COO / Managing Director
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Director of Sales, Account Manager, Sales Rep
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Director of Business Development / Business Development Manager
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sales Manager / Sales Coordinator / Sales Estimator
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Operations Manager / Product Manager / Rental Manager
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Branch Manager / Area Manager / Regional Manager

1b. In your company's hiring decisions for each of these positions, is the Certified Technical Specialist-Install (CTS-I) credential required, preferred, or not a factor? *please select one response in each row*

CTS-I is required	CTS-I is preferred but not required	CTS-I is not a factor	company does not hire this position	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Design Engineer / Systems Engineer / Designer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Audio Visual Field Engineer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Specialized Integration / Installation Technician / Install Technician II
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Non-Specialized Integration / Installation Technician / Install Technician I
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Senior / Lead / Specialized Rental and Staging Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Non-specialized Rental and Staging Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Control Systems Programmer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Service Technician / Field Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	CAD Technician / Draftsman
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	VP / COO / Managing Director
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Director of Sales, Account Manager, Sales Rep
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Director of Business Development / Business Development Manager
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sales Manager / Sales Coordinator / Sales Estimator
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Operations Manager / Product Manager / Rental Manager
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Branch Manager / Area Manager / Regional Manager

1c. In your company's hiring decisions for each of these positions, is the Certified Technical Specialist-Design (CTS-D) credential required, preferred, or not a factor? *please select one response in each row*

CTS-D is required	CTS-D is preferred but not required	CTS-D is not a factor	company does not hire this position	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Design Engineer / Systems Engineer / Designer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Audio Visual Field Engineer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Senior / Lead / Specialized Integration / Installation / Network Technician / Install Technician III
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Specialized Integration / Installation Technician / Install Technician II
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Non-Specialized Integration / Installation Technician / Install Technician I
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Senior / Lead / Specialized Rental and Staging Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Non-specialized Rental and Staging Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Control Systems Programmer
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Service Technician / Field Technician
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	CAD Technician / Draftsman
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	VP / COO / Managing Director
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Director of Sales, Account Manager, Sales Rep
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Director of Business Development / Business Development Manager
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Sales Manager / Sales Coordinator / Sales Estimator
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Operations Manager / Product Manager / Rental Manager
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Branch Manager / Area Manager / Regional Manager

2. What other credentials (if any) does your technical staff have or require of employees at your company or of contractors you work with? (e.g., Cisco, MS Certified, CompTIA)

3. Does your company pay commissions to sales staff?

yes no

a. If yes, on what base(s) are commissions calculated?

select all that apply

- gross sales price
- total project revenue
- actual gross margin
- estimated gross margin
- other: _____

4. On average, how many paid days off per year does your company provide its qualifying full-time employees?
enter an approximate average for each; if none, enter 0

- # _____ paid time off (PTO) - combines vacation, sick, and/or holidays
 # _____ paid holidays - if not covered by PTO
 # _____ paid vacation days - if not covered by PTO
 # _____ paid sick leave days - if not covered by PTO
 # _____ other paid time off (paid family leave, jury, bereavement, etc. - if not covered by PTO)
 #_xxx_ TOTAL

5a. Does your company offer *medical coverage* for *employees* and, if so, approximately what share of the total cost does the company contribute?

- do not offer
 offer, contribute 0% of total cost
 offer, contribute 1-24%
 offer, contribute 25-49%
 offer, contribute 50-74%
 offer, contribute 74-99%
 offer, contribute 100%

5b. What about *medical coverage* for *dependents*?

- do not offer
 offer, contribute 0% of total cost
 offer, contribute 1-24%
 offer, contribute 25-49%
 offer, contribute 50-74%
 offer, contribute 74-99%
 offer, contribute 100%

6a. Does your company offer *dental coverage* for *employees* and, if so, approximately what share of the total cost does the company contribute?

- do not offer
 offer, contribute 0% of total cost
 offer, contribute 1-24%
 offer, contribute 25-49%
 offer, contribute 50-74%
 offer, contribute 74-99%
 offer, contribute 100%

6b. What about *dental coverage* for *dependents*?

- do not offer
 offer, contribute 0% of total cost
 offer, contribute 1-24%
 offer, contribute 25-49%
 offer, contribute 50-74%
 offer, contribute 74-99%
 offer, contribute 100%

7. What type(s) of retirement plan(s) does your company offer to qualifying full-time employees (if any)?
select all that apply

- defined contribution plan(s) (e.g., 401(k))
- defined benefit (pension) plan(s)
- other
- no retirement plans offered ... *if you selected this option, please skip to Q8 below*

a. If you indicated a defined contribution plan above, does your company match or supplement full-time employee contributions to the plan?

- yes, for all full-time employees
- yes, for some full-time employees
- no

b. If yes, how does your company match/supplement?
select all that apply

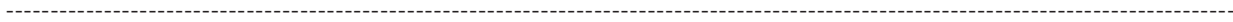
- match 100% of employee contribution, no cap
- match 100% of employee contribution up to ___% of salary OR \$_____
- match ___% of employee contribution, no cap
- match ___% of employee contribution up to ___% of salary OR \$_____
- other - *please describe:* _____

8. Does your company offer a program where qualifying full-time employees can earn equity shares in the company?

- yes - *please describe:* _____
- no, but planning to offer one in the next 24 months
- no, but considering it
- no, and not considering it

9. Which of these other benefits (if any) does your company offer to qualifying full-time employees?
please select one response for each

company offers, pays in full	company offers, pays in part	company offers, pays nothing	company does not offer	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	health spending account (healthcare FSA)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	health reimbursement account
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	dependent care account
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	qualified transportation program
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	other flexible spending account (FSA)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	vision care
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	life insurance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	long-term disability insurance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	short-term disability insurance
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	long-term care
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	paid family leave (e.g., maternity leave)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	reimbursement for professional fees (memberships, exams, etc.)
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	paid time off for professional exams
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	college/university tuition reimbursement
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	fitness club discount
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	wellness programs with incentives for participation
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	other: _____



About This Location

Please answer these questions for this location only as of January 1, 2018.

***1. Where is *this location* of your company?**

city: _____

ZIP/postal code: _____
(US or Canada)

state/province:
(US or Canada)

OR country: _____
(outside US and Canada)

***2. How many employees does your company have at this location?**

Include both full-time and part-time employees (on the payroll); *exclude* contractors.

- 1 - 2
- 3 - 4
- 5 - 9
- 10 - 24
- 25 - 49
- 50 - 99
- 100 or more

3. Including yourself (if applicable), how many employees at this location fall into each of these categories?

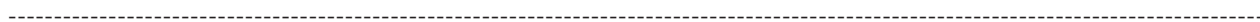
please enter a number in any cell with 1+ employees

	male	female
Management (CEO/President/Owner; VP/COO/Managing Director; CFO/Treasurer/VP of Finance; VP/Director of Human Resources; Branch Manager/Area Manager/Regional Manager; Operations Manager/Product Manager/Rental Manager, etc.)	# _____	# _____
Sales/Business Development/Marketing (Director of Business Development/Business Development Manager; Director of Marketing/Marketing Manager, Account Executive, Rental Account Manager, Customer Service Representative, etc.)	# _____	# _____
Technical (Engineer, Project Manager, Designer, Install Technician, Rental Technician, Staging Technician, Programmer, Field Technician, CAD Tech/Draftsman, etc.)	# _____	# _____
Administrative (Inventory Control Manager/Warehouse Manager/Rental Inventory Control, Purchasing Manager, Administrative Assistant/Secretary, Director of IT/Network Manager, Office/Shop Manager, Accountant/Bookkeeper, Human Resources Manager, etc.)	# _____	# _____

4. Approximately what were your company's total gross revenues (USD) for 2017 at this location?

Please report revenues, not margin or profit; please answer in US dollars.

- less than \$500,000
- \$500,000 - \$999,999
- \$1.00 - \$2.49 million
- \$2.50 - \$4.99 million
- \$5.00 - \$9.99 million
- \$10.00 million or more



Compensation: 0000 Title

Please answer these questions for this location only as of January 1, 2018.

1. Your internal code / title / reference for this position (for your use only):

*2. On January 1, 2018, how many **full-time** employees ("incumbents") did your company have in this position at this location?

Exclude part-time employees and contractors.

_____ full-time incumbents

*3. What was the **annual base salary** for this position at this location as of January 1, 2018?

IF REPORTING FOR MULTIPLE INCUMBENTS, FILL IN THE AVERAGE. Please answer in US dollars.

Exclude overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, other cash compensation, and the monetary value of any other benefits. If base salary is not a part of position's compensation, enter 0.

US\$ _____ per year

*4. How much **additional cash compensation** was this position at this location awarded in the 12 months preceding January 1, 2018 (if any)?

IF REPORTING FOR MULTIPLE INCUMBENTS, FILL IN THE AVERAGE. Please answer in US dollars. If nothing, enter 0.

Exclude base salary, and the monetary value of benefits. Include overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

US\$ _____

Compensation: 0000 Title

Please answer these questions for this location only as of January 1, 2018.

1. Your internal code / title / reference for this position (for your use only):

*2. On January 1, 2018, how many **part-time employees/contractors** ("incumbents") did your company have in this position at this location?

_____ part-time/contractor incumbents

*4. What was the **base hourly wage rate** for this position at this location as of January 1, 2018?

IF REPORTING FOR MULTIPLE INCUMBENTS, FILL IN THE AVERAGE. Please answer in US dollars.

Exclude overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, other cash compensation, and the monetary value of any other benefits. If base hourly wage is not a part of position's compensation, enter 0.

US\$ _____ per hour

*5. How much **additional cash compensation** was this position awarded in the 12 months preceding January 1, 2018 (if any)?

IF REPORTING FOR MULTIPLE INCUMBENTS, FILL IN THE AVERAGE. Please answer in US dollars. If nothing, enter 0.

Exclude base wage, and the monetary value of benefits. Include overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid.

US\$ _____



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Association**