

Overview:

M.E.R. Inc. is a specialized Executive Search firm in the CRM/Call Center Industry, with offices in both the US and Canada.

Our Search Team has conducted hundreds of searches for Domestic, Near-Shore and for Offshore call centers. Our client roster contains some of the most recognized organizations in the Fortune 1000 group (in-house) and outsource customer care providers in the industry.

Our web site contains a detailed power point presentation of our company and services. Please visit www.justcareers.com

Background:

The intent of his report is to provide Executive Management a brief snapshot of compensation being offered in today's market, however the data uses a series of averages to provide the tables. In order to have a complete benchmark, you would need to be talking specifics vs. averages. Our industry is complex with compensation wages varied by; region, in-house vs. outsource provider, Inbound vs. Outbound, etc.

Data collected in the report was compiled by our team of Executive Search Specialists, conducting hundreds of interviews with candidates in the industry along with our clients.

The research performed was not done through any direct questionnaire process, however was arrived by interviews of candidates and confirming their compensation.

Compensation Structure Overview:

- Base pay is the foundation of most compensation packages. It represents the portion of a salary an employee receives for consistently and effectively performing his or her job. Base pay is typically adjusted annually through performance reviews and corresponding wage increases. In a competitive market, businesses may review salaries more often.
- Annual bonuses are one-time payments to all eligible employees based on the company's results, individual performance, or a combination of factors.
- Incentive programs reward the superior performance of an individual or group. For example, as a bonus based on their participation in the rollout of mission-critical initiatives by their department, technology employees might receive a percentage of their annual salaries.

Table #1:

Average Annual Salary by Customer Service Position (USD)

| Management/Executive Position Title | 2002 Low | 2002 High | 2003 Low | 2003 High | % Change |
|-------------------------------------|-----------|------------|-----------|------------|----------|
| Vice President – Call Center | \$ 96,870 | \$ 122,528 | \$97,028 | \$ 128,654 | 5.1% |
| Director – Call Center | \$70,528 | \$ 87,854 | \$ 72,345 | \$ 94,882 | 7.9% |
| Manager – Call Center | \$ 52,910 | \$ 69,010 | \$53,010 | \$ 71,425 | 3.5% |
| Assistant MGR/Supervisor | \$ 36,023 | \$ 45,025 | \$ 38,727 | \$ 47,726 | 5.9% |
| | | | | | |
| | | | | | |

| TECHNICAL SERVICES Position Title | 2002 Low | 2002 High | 2003 Low | 2003 High | % Change |
|-----------------------------------|-----------|-----------|-----------|-----------|----------|
| Manager | \$ 66,750 | \$ 91,500 | \$ 63,250 | \$ 90,250 | -3.0% |
| Desktop Support Analyst | \$ 52,000 | \$ 71,000 | \$ 51,000 | \$ 67,250 | -3.9% |
| Systems Administrator | \$ 51,000 | \$ 72,500 | \$ 49,000 | \$ 70,250 | -3.4% |
| Help Desk Tier 1 | \$ 29,250 | \$ 39,250 | \$ 27,500 | \$ 39,000 | -2.9% |
| Help Desk Tier 2 | \$ 33,500 | \$ 45,750 | \$ 33,750 | \$ 43,000 | -3.2% |
| Help Desk Tier 3 | \$ 45,000 | \$ 57,000 | \$ 42,500 | \$ 56,500 | -2.9% |
| Technical Writer | \$ 42,500 | \$ 63,250 | \$ 43,500 | \$ 64,500 | 2.1% |
| Instructor/Trainer | \$ 43,250 | \$ 65,500 | \$ 43,500 | \$ 65,750 | 0.5% |
| PC Technician | \$ 31,500 | \$ 43,000 | \$ 29,750 | \$ 43,250 | -2.0% |
| Mainframe Systems Programmer | \$ 55,000 | \$ 69,250 | \$ 53,250 | \$ 68,750 | -1.8% |
| Disaster Recovery Specialist | \$ 57,000 | \$ 86,000 | \$ 57,500 | \$ 88,750 | 2.3% |

| Title (# of respondents) | Salary | | | Total Compensation | | |
|----------------------------------|-----------|--------|--------|--------------------|--------|---------|
| | Min | Avg | Max | Min | ▼ Avg | Max |
| Data modeler (1) | \$ 78,000 | 78,000 | 78,000 | 83,000 | 83,000 | 83,000 |
| Contractor/consultant (5) | \$ 54,000 | 73,800 | 96,000 | 54,000 | 77,800 | 106,000 |
| Senior programmer (7) | \$ 51,000 | 74,571 | 89,000 | 51,000 | 76,714 | 96,000 |
| IS director (2) | \$ 65,000 | 70,000 | 75,000 | 65,000 | 76,000 | 87,000 |
| CRM director (5) | \$ 51,000 | 70,200 | 98,000 | 51,000 | 75,800 | 116,000 |
| IS manager (2) | \$ 68,000 | 74,000 | 80,000 | 68,000 | 75,000 | 82,000 |
| Security manager (1) | \$ 72,000 | 72,000 | 72,000 | 72,000 | 72,000 | 72,000 |
| Project manager/team leader (11) | \$ 38,000 | 67,636 | 93,000 | 38,000 | 70,727 | 105,000 |
| Network administrator (2) | \$ 40,000 | 63,000 | 86,000 | 40,000 | 65,500 | 91,000 |
| Software development manager (2) | \$ 45,000 | 63,000 | 81,000 | 45,000 | 65,000 | 85,000 |
| Systems administrator (13) | \$ 47,000 | 63,538 | 96,000 | 47,000 | 64,846 | 106,000 |
| Other (12) | \$ 33,000 | 57,083 | 85,000 | 33,000 | 58,917 | 97,000 |
| Technical support manager (4) | \$ 38,000 | 56,750 | 90,000 | 38,000 | 57,250 | 92,000 |
| Programmer (6) | \$ 45,000 | 55,500 | 62,000 | 45,000 | 57,000 | 68,000 |
| Network engineer (2) | \$ 48,000 | 51,500 | 55,000 | 51,000 | 57,000 | 63,000 |
| Operations manager (1) | \$ 50,000 | 50,000 | 50,000 | 55,000 | 55,000 | 55,000 |
| Technical support staff (8) | \$ 39,000 | 53,375 | 75,000 | 39,000 | 53,625 | 77,000 |
| Technical writer (2) | \$ 36,000 | 49,500 | 63,000 | 36,000 | 53,500 | 71,000 |
| Internet manager (1) | \$ 50,000 | 50,000 | 50,000 | 51,000 | 51,000 | 51,000 |
| Database administrator (1) | \$ 33,000 | 33,000 | 33,000 | 33,000 | 33,000 | 33,000 |

| Title (# of respondents) | Salary | | | Total Compensation | | |
|-----------------------------------|-----------|--------|--------|--------------------|--------|---------|
| | Min | Avg | Max | Min | Avg | Max |
| Security manager (10) | \$ 56,000 | 77,500 | 90,000 | 56,000 | 80,200 | 100,000 |
| Software development manager (32) | \$ 40,000 | 76,531 | 97,000 | 40,000 | 78,719 | 111,000 |
| Project manager/team leader (74) | \$ 33,000 | 72,689 | 98,000 | 33,000 | 75,243 | 117,000 |
| IS director (25) | \$ 38,000 | 71,800 | 98,000 | 38,000 | 74,920 | 110,000 |
| Database administrator (103) | \$ 33,000 | 70,864 | 98,000 | 33,000 | 72,854 | 116,000 |
| Contractor/consultant (53) | \$ 38,000 | 70,736 | 96,000 | 38,000 | 72,453 | 111,000 |
| Senior programmer (179) | \$ 37,000 | 70,436 | 98,000 | 37,000 | 72,291 | 119,000 |
| CIO/VP (8) | \$ 43,000 | 67,625 | 85,000 | 43,000 | 71,875 | 95,000 |
| Network manager/architect (46) | \$ 40,000 | 69,674 | 96,000 | 40,000 | 71,674 | 117,000 |
| IS manager (83) | \$ 36,000 | 67,627 | 98,000 | 36,000 | 70,952 | 114,000 |
| CRM director (6) | \$ 43,000 | 65,667 | 98,000 | 43,000 | 70,333 | 116,000 |
| Technical support manager (14) | \$ 38,000 | 67,500 | 97,000 | 38,000 | 69,714 | 106,000 |
| Other (94) | \$ 33,000 | 64,798 | 97,000 | 33,000 | 66,894 | 112,000 |
| Network engineer (60) | \$ 36,000 | 63,983 | 94,000 | 36,000 | 66,550 | 114,000 |
| Web developer (12) | \$ 39,000 | 62,167 | 88,000 | 39,000 | 64,250 | 95,000 |
| Systems administrator (246) | \$ 33,000 | 60,943 | 96,000 | 33,000 | 62,711 | 116,000 |
| Data modeler (3) | \$ 40,000 | 60,333 | 78,000 | 40,000 | 62,000 | 83,000 |
| Security specialist (19) | \$ 40,000 | 60,053 | 83,000 | 40,000 | 61,526 | 93,000 |
| Data architect (7) | \$ 40,000 | 56,000 | 89,000 | 40,000 | 59,571 | 103,000 |
| Programmer (104) | \$ 33,000 | 57,192 | 97,000 | 33,000 | 59,135 | 117,000 |
| Webmaster (4) | \$ 36,000 | 55,750 | 68,000 | 36,000 | 56,750 | 71,000 |
| Internet manager (4) | \$ 36,000 | 55,750 | 97,000 | 36,000 | 56,000 | 98,000 |
| Operations manager (12) | \$ 34,000 | 53,583 | 79,000 | 34,000 | 55,583 | 91,000 |
| Network administrator (94) | \$ 34,000 | 53,798 | 86,000 | 34,000 | 55,436 | 101,000 |
| Technical writer (3) | \$ 36,000 | 49,667 | 63,000 | 36,000 | 52,333 | 71,000 |
| Technical support staff (72) | \$ 33,000 | 50,569 | 90,000 | 33,000 | 51,625 | 105,000 |
| Internet architect (2) | \$ 41,000 | 51,500 | 62,000 | 41,000 | 51,500 | 62,000 |
| CTO (1) | \$ 36,000 | 36,000 | 36,000 | 37,000 | 37,000 | 37,000 |