



# Brightlights

WE BUILD GREAT LEADERSHIP TEAMS

**Compensation and  
Stock Option Insights  
for Early to Mid-Stage  
Technology Firms  
in Ontario**

## Compensation and Stock Option Insights for Early to Mid-Stage Technology Firms in Ontario

**First of all, a big thank you** to all the technology firms that responded to the salary and stock options survey. We sent out approximately 250 survey requests and 49 responded (approx. 20% response rate). An equal number of requests were sent out for CEOs' perspectives on stock options for which we received 29 responses (a 12% response rate). According to Surveygizmo and SurveyMonkey, these are in line with 10-15% response rates that would normally be expected for external surveys.

The first part of this report relates to compensation and I've highlighted some information and some background to the survey's responses. The second part of this report are the results of the Stock Option Survey.

### Compensation Survey (See bottom of page 3 for links to the survey)

#### Our goal with this compensation survey

Historically, these surveys have focused on either executive or purely technical roles. Acetech Ontario requested that we include those, but also to find the salary levels for many of the other positions within companies which, frankly, never get assessed. We did just that, but in the process we were inundated with over 700 different titles, initially. I shrunk this down to approximately 300, which you'll see on the spreadsheet attached.

#### Job titles and their challenges

Every company uses titles to describe a certain level of skill (Jr., Int. or Sr.) which may not match that within another company. One company's Director may be another company's VP or Manager. One company describes a senior engineer as three years experience while a larger organization might describe them as Intermediate. Additionally, smaller companies (especially early stage firms) provide job title increases in lieu of compensation to conserve cash flow.

That being said, we've consolidated as much as the various titles as possible where we felt there was overlap.

#### Number of respondents in each category

With the limited number of respondents in each of the different revenue groupings, there are variations in the salary and bonuses which may be caused by outliers (i.e. some simply pay dramatically more/or less for certain roles), and also job description creep.

Within the spreadsheet, the column 'Count' refers to the number of times data has been provided. For example, under CEO in row 6 we have 39 data sources for Base Salary and 25 times that Bonuses have been provided. This means that 39 companies have provided information on the base salary while only 25 companies have provided data on Bonuses.

#### Some insights from the data

We've combed through the data and come up with two different comparisons for a high level perspective. The first is of total comp for senior leadership roles and how they transition from manager level up. The second is of more technical roles and the total comp within those groupings. We believe this provides some useful information for salary grades as your people look for promotions.

It's our expectation that this report will be re-produced every two years. Clearly the more companies that respond, the greater will be the integrity of the statistics and the insights provided.

If there are specific questions that you have about the report, or suggestions as to how to improve the data, feel free to contact Mike Fox of Brightlights at [mbox@brightlightsinc.com](mailto:mbox@brightlightsinc.com) or 416-406-1777.

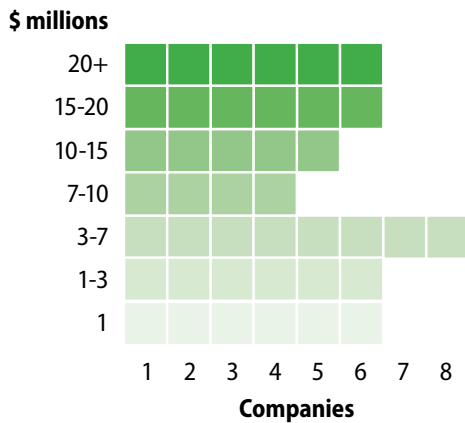
Here is the breakdown of the companies that responded:

**Total survey respondents 48**

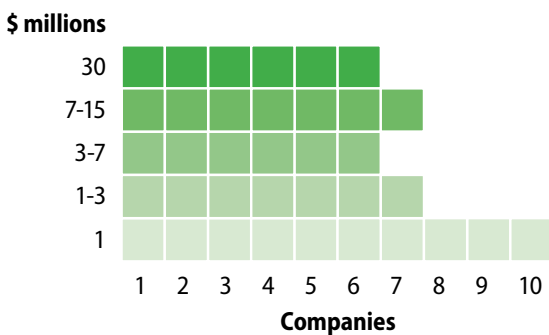
**Number of employees**  
Average **72** Median **43**

**Number of years in business**  
Average **16** Median **10**

**Total revenue** (41 respondents)



**Money raised** (36 respondents)



## Compensation comparison for leadership roles

POSITION	BASE	BONUS	TOTAL
<b>COMPANY HEAD</b>			
CEO	\$229,756	\$131,708	\$361,464
President	\$225,900	\$134,011	\$359,911
<b>ENGINEERING</b>			
CTO	\$192,438	\$80,250	\$272,688
VP, Engineering	\$162,117	\$35,054	\$197,171
Director, Engineering	\$137,273	\$21,570	\$158,843
Development Manager	\$115,000	\$11,500	\$126,500
<b>CUSTOMER SUCCESS</b>			
VP, Customer Success	\$164,444	\$39,667	\$204,111
Mgr., Customer Success	\$103,333	\$10,967	\$114,300
<b>SALES</b>			
Chief Revenue Officer	\$217,143	\$166,000	\$383,143
VP, Sales	\$165,344	\$89,957	\$255,301
Director, Sales	\$124,875	\$88,879	\$213,754
<b>HR</b>			
Chief People Officer	\$215,000	\$79,500	\$294,500
VP, HR	\$195,000	\$63,565	\$258,565
Director, HR	\$110,000	\$11,033	\$121,033
Manager, HR	\$95,246	\$28,167	\$123,413
<b>MARKETING</b>			
CMO	\$181,250	\$36,667	\$217,917
VP, Marketing	\$195,583	\$35,380	\$230,963
Director, Marketing	\$115,625	\$21,047	\$136,672
Marketing Manager	\$85,050	\$12,109	\$97,159
<b>PRODUCT MANAGEMENT</b>			
Chief Product Officer	\$155,667	\$66,667	\$222,334
VP, Product Management	\$143,188	\$36,651	\$179,839
Director, Product Mgmt	\$136,233	\$19,250	\$155,483
<b>FINANCE</b>			
CFO	\$195,882	\$66,009	\$261,891
VP, Finance	\$170,375	\$26,813	\$197,188
Director, Finance	\$111,615	\$23,091	\$134,706
<b>OPERATIONS</b>			
COO	\$201,643	\$54,230	\$255,873
VP, Operations	\$180,833	\$54,000	\$234,833
Director, Operations	\$130,071	\$23,345	\$153,416

## Compensation comparison of operational roles

POSITION	BASE	BONUS	TOTAL
<b>PRODUCT MANAGER</b>			
Senior	\$117,067	\$11,940	\$129,007
Intermediate	\$95,868	\$9,074	\$104,942
Junior	\$79,115	\$6,870	\$85,985
<b>DEV OPS</b>			
Senior	\$103,833	\$8,700	\$112,533
Intermediate	\$78,566	\$10,967	\$89,533
Junior	\$54,500	\$4,500	\$59,000
<b>FRONT END DEVELOPER</b>			
Senior	\$94,000	\$7,163	\$101,163
Junior	\$66,833	\$6,000	\$72,833
<b>FULL STACK DEVELOPER</b>			
Senior	\$97,000	\$8,829	\$105,829
Intermediate	\$78,000	\$18,750	\$96,750
Junior	\$68,842	\$17,314	\$86,156
<b>MOBILE DEVELOPER</b>			
Senior	\$98,333	\$5,500	\$103,833
Intermediate	\$81,000	\$3,000	\$84,000
Junior	\$78,000	\$3,250	\$81,250
<b>UX/UI SPECIALIST</b>			
Senior	\$95,321	\$22,542	\$117,863
Intermediate	\$70,143	\$6,624	\$76,767
Junior	\$55,833	\$10,000	\$65,833
<b>QA</b>			
Senior	\$78,700	\$5,617	\$84,317
Intermediate	\$71,500	\$5,650	\$77,150
Junior	\$48,367	\$5,438	\$53,805

## Survey download links

### Executive Salary Comparisons - Acetech, Brightlights, MNP Compensation Survey

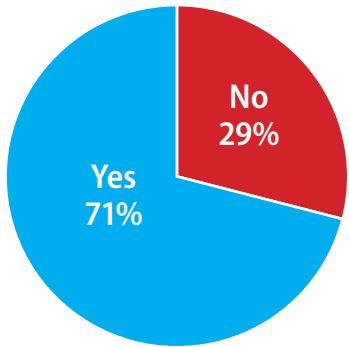
<http://files.constantcontact.com/54e7f798001/220c837e-ff1c-4a7d-b20c-f5ea27978e97.xlsx?ver=1505267258000>

### All Salaries - Acetech, Brightlights, MNP Compensation Survey

<http://files.constantcontact.com/54e7f798001/691b57d0-334c-44e3-9623-1ada2fe72315.xlsx?ver=1505267192000>

# Stock Option Survey

## 1 Do you issue stock options?



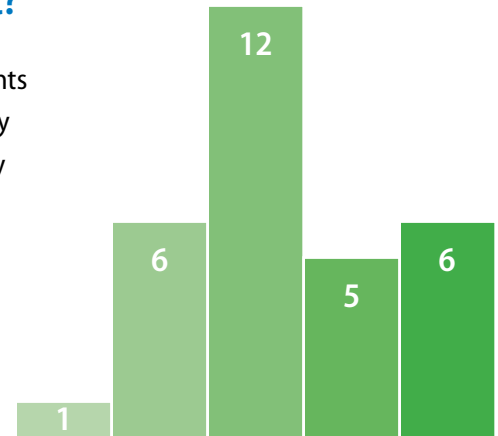
## 2 If you don't provide stock options, what other sorts of bonuses do you provide?

- Options provided only to limited number of employees
- We provide time in lieu of salary as a bonus, however, executive bonuses are provided
- Cash bonuses
- Time off
- Annual cash performance bonuses
- We have a commitment to future stock plans
- We provide a long-term incentive plan in the form of performance shares or matching shares of the company.

## 3 How would you rate the value of options for attracting and retaining talent?

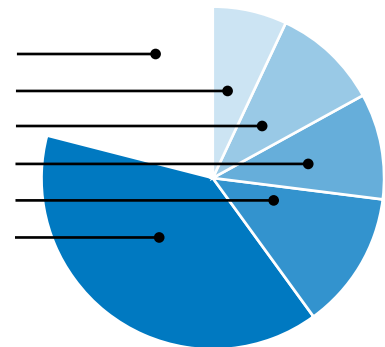
30 respondents

■ least likely  
■ very likely



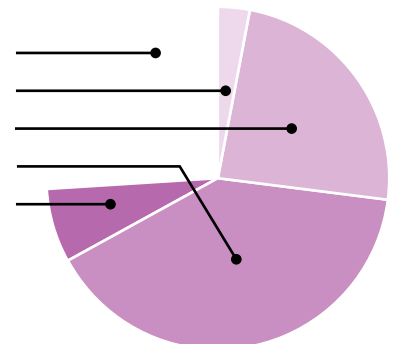
## 4 Average exercise period for options

No response 21%  
1 year 7%  
2 years 10%  
3 years 10%  
4 years 13%  
5 years + 39%



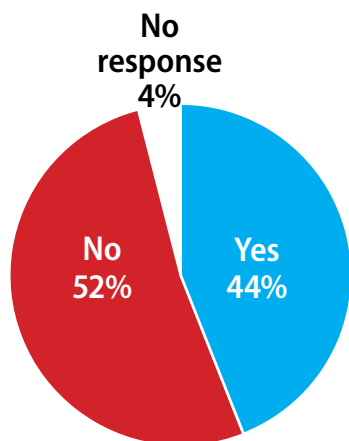
## 5 Vesting period for options

No response 26%  
2 years 3%  
3 years 24%  
4 years 40%  
5 years 7%





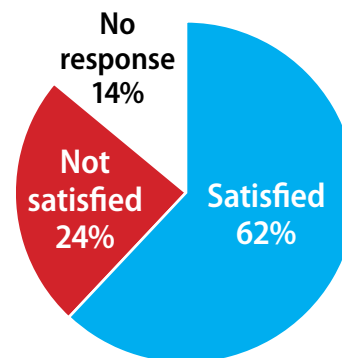
## 6 Is your stock incentive plan based on performance criteria?



### Comments

- 50% performance, 50% time-based
- Some top-up performance grants for executives
- Top performing employees in each division receive options
- Achieving quarterly goals. Must meet three of them to earn and then they vest two years after their start date,
- 50% based on retainment, 50% based on performance
- In addition to high performers, we also provide stock options to all senior leaders upon signing an offer with us
- Large portion of our options are granted on hire—mainly for manager, director and executive roles
- Don't do options—bonuses are based on performance
- Mostly attendance but a small number are performance-based
- Very few performance based grants. We'd use them more in the future
- Options provided for longevity in the company
- Meeting corporate objectives
- Bonus is paid in equal amounts of cash and stock options, as a percent of total award. E.g. 5% cash, 5% stock options.

## 7 Knowing how rarely stock options represent significant gains for non-executive employees, are you satisfied with how your incentive plan is set up? If not, what would you change?



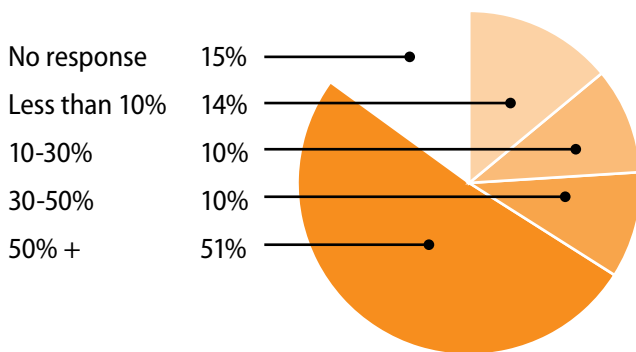
### Comments

- I think it should be broader for other key employees, not just executive roles
- In future, I'd trade some employee options for other performance-based incentives
- I would rather have set up a restricted stock plan
- Our plan is to set up a plan to retain, not attract. No one is given options (or promised options) before completing one year of employment with the company. I'm quite happy in how that is working.
- Through our option plan we have 3 millionaires, 10 people with way more than \$100K, and dozens of people that have/can purchase cars, trip of a lifetime, top up their RSP, etc.
- We did a 490A pricing project with Scalar from the US and it put all options in the money for all staff at 1/6-1/7 of our current FMV based on market proxies
- Eliminate stock options for non-exec employees
- Stock options are not meaningful for non-executive employees

## 8 What percent of your options are reserved for executives versus the general employee pool?

Average **60%** Median **60%**

## 9 What percent of current employee stock options are 'in the money?'



### A big thank you to the following for all your efforts and support:

Jo Ann Dize and the Acetech Ontario team

Denise Roy and Maria Cartagena of the Acetech HR roundtable

Daneal Charney, Heather McCarthy and their support through the Mars Discovery District

John Muffolini, head of the TMT practice and Partner at MNP and his able assistants Leah Abraham and Ben Porter

Steve Kuzmaski, HR professional and Excel expert

## 10 Please share any comments or suggestions about options that you feel might benefit the tech community

- Later stage non-public companies still need to offer options to attract talent
- I believe options are a strong retention tool, but a weak attraction tool
- Can't be the only incentive
- I think staff should be educated on stock options. Many employees don't understand this.
- Develop a model that will last 10 years. Use a long lens so you don't get stuck in year 2 or 3 with no (or little) option pool left where you've blown it early with what you thought were saleable managers that needed to be replaced as you continued to grow.
- It's important that the method of valuing common share options should more closely conform to methods and valuation techniques which apply in U.S.
- Options are valuable for key employees but I find many employees are not motivated by having options. This is likely a combination of understanding what an option is and the maturity of the company.
- Stock options are too volatile to have a meaningful reward for the recipient. Many times tech companies are in startup mode and require frequent capital rises which negatively impacts the stock option value.
- As employee stock plans returns can be a long way off from performance, if they ever perform, we commit in writing to put a plan together at a time when a liquidity event looks likely. In the interim we offer cash incentives for individual and company performance, and generous vacation and other standard benefits.

# Summary of Salaries and Bonuses

Job Title	All Companies (regardless of revenue)							
	Base				Bonus			
	Count	Min	Max	Avg	Count	Min	Max	Avg
<b>C-Level</b>								
CEO	39	100,000	500,000	229,756	25	12,000	460,000	131,708
CFO (duplicates below)	17	130,000	255,000	195,882	9	0	120,000	66,009
Chief Marketing Officer (duplicates below)	4	150,000	225,000	181,250	3	15,000	75,000	36,667
Chief People Officer (duplicates below)	3	190,000	230,000	215,000	3	60,000	103,500	79,500
Chief Product Officer (duplicates below)	3	90,000	210,000	156,667	3	10,000	100,000	66,667
Chief Revenue Officer - CRO- (duplicates below)	7	200,000	250,000	217,143	5	50,000	375,000	166,000
COO	14	120,000	320,000	201,643	10	10,000	160,000	54,230
CTO (duplicates below)	17	120,000	312,000	192,438	10	17,000	156,000	80,250
President	10	84,000	395,000	225,900	9	12,600	256,000	134,011
VP, Operations	3	180,000	182,500	180,833	1	54,000	54,000	54,000
<b>Administration</b>								
Administration Manager	2	61,000	68,000	64,500	-	-	-	-
Executive Assistant	9	37,370	55,000	45,930	5	2,000	6,000	3,508
Office Administrator	9	50,000	85,000	68,611	6	3,600	12,750	8,475
Office Manager	3	40,000	74,500	53,167	2	6,750	7,450	7,100
<b>Business Analysis</b>								
Business Analyst	3	72,000	90,000	83,167	1	13,000	13,000	13,000
Business Process Lead	1	90,200	90,200	90,200	1	13,530	13,530	13,530
Product Analyst	2	65,000	80,000	72,500	1	6,500	6,500	6,500
<b>Customer Service/Integration/Consulting</b>								
Director, Client Delivery	3	93,000	160,000	132,667	1	40,000	40,000	40,000
Integration Team Lead	2	85,000	95,000	90,000	2	4,750	12,750	8,750
Manager, Client Engagement	1	80,000	80,000	80,000	1	167,000	167,000	167,000
Manager, Client Services	3	62,000	90,000	77,333	1	20,000	20,000	20,000
Manager, Professional Services	3	95,000	110,000	103,333	3	8,400	15,000	10,967
Systems Integrator, Jr.	1	65,000	65,000	65,000	1	1,300	1,300	1,300
Systems Integrator, Sr.	1	95,000	95,000	95,000	1	4,750	4,750	4,750
<b>Customer/Client Success</b>								
VP, Customer Success	9	85,000	195,000	164,444	6	15,000	60,000	39,667
Director, Customer Success and Experience	6	82,500	135,000	105,417	6	3,750	30,000	14,833
Director, Support	2	120,000	122,000	121,000	-	-	-	-
Director, Training & Education	2	100,000	115,000	107,500	2	10,000	19,740	14,870
Manager, Customer Success	11	50,000	112,500	85,045	8	10,000	45,000	23,181
Manager, Customer Support	10	55,000	125,000	85,050	8	7,500	20,000	12,109
Customer Success, Sr.	6	60,000	87,000	74,583	6	7,250	50,000	19,375
Customer Success Rep	11	27,500	67,000	43,227	7	2,000	10,000	5,757
<b>Data</b>								
Director, Analytics, Market Insights/Data Science	6	100,000	190,000	138,667	4	25,000	38,000	34,500
Consultant, Insights & Analytics	2	53,000	88,000	70,500	1	8,800	8,800	8,800
Data Steward	1	95,000	95,000	95,000	1	9,500	9,500	9,500
Senior Data Scientist	2	75,000	125,000	100,000	1	12,500	12,500	12,500
Mathematical Modeler	1	70,000	70,000	70,000	1	10,500	10,500	10,500
<b>Dev/Ops</b>								
Cloud Team Lead	1	125,000	125,000	125,000	1	6,250	6,250	6,250
Manager, (Dev/Ops)	5	87,500	112,500	101,900	1	8,950	8,950	8,950
Dev Ops, Sr.	6	68,000	125,000	103,833	2	6,000	11,400	8,700
Dev-Ops, Int.	9	69,000	100,000	76,556	3	6,900	15,000	10,967
Dev-Ops, Jr.	8	37,500	85,000	54,500	3	3,000	5,600	4,500
Senior Loyalty Platform & Developer Specialist	1	87,500	87,500	87,500	1	13,125	13,125	13,125



Job Title	All Companies (regardless of revenue)							
	Base				Bonus			
	Count	Min	Max	Avg	Count	Min	Max	Avg
<b>Engineering</b>								
CTO	17	120,000	312,000	192,438	10	17,000	156,000	80,250
SVP, Engineering	3	200,000	280,500	226,833	3	95,760	100,000	98,587
VP, Solutions Engineering	2	125,000	195,000	160,000	2	30,000	30,000	30,000
VP, Research and Development	3	150,000	190,000	170,000	2	30,000	75,000	52,500
VP, Engineering	15	110,000	215,000	162,117	9	20,000	52,000	35,054
Director, Engineering	11	90,000	220,000	135,273	8	14,500	38,000	21,570
Director, Software Development /Engineering	6	115,000	151,500	137,333	4	11,000	35,625	22,963
Director, Systems Engineering	2	129,200	160,000	144,600	2	12,900	40,000	26,450
Director, Quality Assurance	2	110,000	123,000	116,500	2	5,000	11,000	8,000
Director, R&D	3	110,000	140,000	130,000	-	-	-	-
Architect	2	85,000	142,500	113,750	1	28,000	28,000	28,000
Architect, Security & Cloud Services	1	130,000	130,000	130,000	-	-	-	-
Chief Architect	4	125,000	180,000	161,250	4	12,500	45,000	27,000
Consumer Analytics Team Lead	1	115,000	115,000	115,000	1	11,500	11,500	11,500
Data Engineer	3	70,000	85,000	80,000	2	12,500	12,750	12,625
DBA	6	85,000	100,000	95,000	5	5,000	12,750	9,550
Development Manager	3	75,000	103,000	91,000	2	5,000	7,500	6,250
Front End Developer, Jr.	18	45,000	120,000	66,833	5	1,300	10,000	6,000
Front End Developer, Sr.	13	80,000	110,000	94,000	4	3,900	10,000	7,163
Full Stack Developer, Int.	4	75,000	87,000	78,000	2	7,500	30,000	18,750
Full Stack Developer, Jr.	19	40,000	90,000	68,842	7	1,000	75,000	17,314
Full Stack Developer, Sr.	21	65,000	135,000	96,452	8	1,000	20,000	8,569
Hardware Engineer	1	63,000	63,000	63,000	1	3,000	3,000	3,000
Manager , Product Marketing	4	82,000	110,000	96,725	4	8,200	11,000	9,429
Manager, Engineering	5	78,000	130,000	116,000	2	8,000	10,000	9,000
Mobile Developer , Jr.	4	65,000	100,000	78,000	1	3,250	3,250	3,250
Mobile Developer, Int.	2	75,000	87,000	81,000	1	3,000	3,000	3,000
Mobile Developer, Sr.	3	80,000	110,000	98,333	1	5,500	5,500	5,500
PCB Designer	4	50,000	60,000	56,250	3	2,000	5,500	3,700
Quality Assurance	5	45,000	90,000	63,400	2	3,000	9,000	6,000
Scrum Master	5	57,000	121,000	90,500	4	2,850	12,100	8,550
Senior Manager, Hardware Engineer	1	115,000	115,000	115,000	1	11,500	11,500	11,500
Senior Software Engineer	2	80,000	85,000	82,500	2	8,000	8,500	8,250
Software Developer, Int.	8	57,500	98,000	70,875	5	3,000	30,000	10,010
Software Developer, Jr.	7	41,600	79,000	58,586	3	1,930	7,900	4,310
Software Developer, Sr.	10	75,480	135,000	104,448	4	4,650	12,300	7,925
Software Eng, Team Lead	12	83,000	132,000	112,292	9	5,500	13,200	9,433
Staff Software Engineer, Tools and Infrastructure	5	95,000	120,000	109,000	3	11,000	12,000	11,667
Team Lead, Digital Design Engineer	2	99,500	100,000	99,750	2	10,000	10,000	10,000
Team Lead, UX	3	115,000	160,000	145,000	3	4,000	16,000	12,000
UX/UI, Int. Specialist	7	57,000	80,000	70,143	2	6,248	7,000	6,624
UX/UI, Jr. Specialist	6	50,000	60,000	55,833	1	10,000	10,000	10,000
UX/UI, Sr. Specialist	15	70,000	125,000	95,321	6	5,000	95,000	22,542
Web Developer	4	51,000	70,000	59,750	3	4,200	10,500	6,733
Web Developer, Senior	2	85,000	100,000	92,500	1	4,250	4,250	4,250
<b>Finance and Accounting</b>								
CFO	17	130,000	255,000	195,882	9	0	120,000	66,009
VP, Finance	9	135,000	195,000	170,375	8	2,500	60,000	26,813
Director, Business Planning & Analysis	2	106,000	120,000	113,000	2	12,500	30,000	21,250
Director, Finance	13	80,000	150,000	111,615	11	9,500	40,000	23,091
Manager, Financial Planning & Analysis	2	100,000	115,000	107,500	1	15,000	15,000	15,000
Manager, Finance	10	80,000	150,000	99,350	6	4,000	14,250	10,417
Controller	8	30,000	140,000	95,246	3	10,000	37,500	28,167
Accountant, Jr.	5	34,000	45,500	39,664	1	4,000	4,000	4,000
Accountant, Sr.	6	45	60,000	47,158	2	5,300	8,600	6,950
Accounting Manager	3	69,000	108,000	92,333	3	6,900	15,000	10,900
Accounts Payable Accountant	2	45,000	47,500	46,250	2	4,750	6,750	5,750
Administration Assistant	2	40,000	42,500	41,250	1	6,375	6,375	6,375
AP Analyst	1	50,000	50,000	50,000	1	731	731	731
Compliance Clerk	2	38,000	38,000	38,000	-	-	-	-
Financial Analyst	9	43,200	77,500	63,467	6	4,600	10,000	6,888

Job Title	All Companies (regardless of revenue)							
	Base				Bonus			
	Count	Min	Max	Avg	Count	Min	Max	Avg
<b>HR</b>								
Chief People Officer	3	190,000	230,000	215,000	3	60,000	103,500	79,500
VP, HR	5	147,000	280,500	195,000	4	16,000	110,000	63,565
Director, Human Resources	3	95,000	120,000	110,000	3	3,600	20,000	11,033
Director, Compliance	3	90,000	145,000	118,333	2	13,500	35,000	24,250
HR Business Partner	2	65,000	80,000	72,500	1	12,000	12,000	12,000
HR Generalist	3	48,000	71,500	62,167	2	5,000	10,000	7,500
HR Specialist/Office Administrator	4	45,000	62,500	49,375	2	4,722	6,750	5,736
HRIS & Payroll Manager	1	65,000	65,000	65,000	1	6,500	6,500	6,500
Manager, HR	13	64,000	110,000	79,729	5	5,000	12,750	10,050
Recruiter	2	58,000	77,500	67,750	2	5,800	11,625	8,713
Recruiting Manager	2	90,000	123,000	106,500	1	12,300	12,300	12,300
<b>IT and Infrastructure and Support</b>								
Director, IT	3	125,000	160,000	145,000	2	15,000	40,000	27,500
Director, Operations	7	90,000	163,500	130,071	5	10,000	40,000	23,345
Manager, IT and Administration	3	80,000	90,000	86,133	1	14,000	14,000	14,000
Manager, Information Security	3	115,000	125,000	119,100	2	12,500	13,000	12,750
Manager, Network Operations	3	95,000	110,000	100,333	2	11,000	14,250	12,625
Infrastructure, Team Lead	3	115,000	125,200	120,067	2	11,500	12,520	12,010
IT Support Specialist	3	50,000	57,500	54,167	1	5,750	5,750	5,750
System Admin	3	50,000	65,000	59,333	2	1,500	2,500	2,000
System Architect, Sr.	5	53,000	108,000	81,360	3	8,000	10,800	9,267
Unix Admin	2	90,000	90,000	90,000	2	9,000	9,000	9,000
<b>Legal</b>								
VP, Legal	4	180,000	210,000	199,250	4	30,000	75,000	57,500
General Counsel	2	225,000	255,000	240,000	2	70,000	71,580	70,790
Contracts Manager	1	85,000	85,000	85,000	1	9,675	9,675	9,675
Regulatory Affairs Specialist	2	110,000	110,000	110,000	1	11,000	11,000	11,000
<b>Marketing</b>								
Chief Marketing Officer	4	150,000	225,000	181,250	3	15,000	75,000	36,667
VP, Product Marketing	2	210,000	250,000	230,000	1	100,000	100,000	100,000
VP, Marketing	12	130,000	233,000	169,583	10	10,000	60,000	35,380
AVP, Marketing	2	142,000	145,000	143,500	2	35,000	35,500	35,250
AVP, Partner Relationships	2	175,000	175,000	175,000	2	37,500	45,000	41,250
Director, Marketing	12	90,000	140,000	115,625	8	10,000	32,500	21,047
Director, Creative	2	80,000	115,000	97,500	-	-	-	-
Content Writer	9	35,000	55,000	45,889	6	1,800	12,500	6,146
Demand Gen	3	50,000	82,500	70,000	2	3,500	7,500	5,500
Digital Content Manager	4	62,500	75,000	66,875	4	3,000	9,375	6,031
Digital Marketing Specialist	2	38,000	55,000	46,500	2	3,800	7,500	5,650
Director, Integrated Marketing and Demand Gen	2	14,000	135,000	74,500	2	33,750	35,000	34,375
Documentation Specialist	1	59,080	59,080	59,080	1	8,862	8,862	8,862
Event Manager	4	51,300	80,000	61,075	3	2,100	6,000	4,033
Graphic Designer, Int.	6	52,500	72,000	58,083	4	894	8,250	5,536
Graphic Designer, Jr.	5	32,500	46,250	39,250	3	2,000	4,625	2,958
Graphic Designer, Sr.	3	62,000	90,000	74,000	3	3,100	9,000	6,367
Manager, Digital Marketing	6	75,000	100,000	85,233	4	8,000	11,250	9,938
Manager, Engagement Management	3	62,000	90,000	75,667	2	3,100	4,500	3,800
Manager, Partner Marketing	7	70,833	125,000	85,230	7	2,681	19,200	9,715
Marketing Coordinator	3	42,000	60,000	48,620	1	6,300	6,300	6,300
Marketing Data Analyst	1	65,000	65,000	65,000	1	10,125	10,125	10,125
Marketing Manager	13	58,000	115,000	82,054	6	5,000	11,500	8,350
Marketing Operations	4	35,000	75,000	51,250	3	2,500	8,000	4,500
Marketing Specialist	5	38,000	60,000	50,010	2	3,800	5,850	4,825
PR and Social Media (content marketing)	6	52,000	60,000	55,333	4	2,200	8,250	4,605
PR Manager, Sr.	2	85,000	110,000	97,500	1	11,000	11,000	11,000
Production Manager, Content Production	2	80,000	80,000	80,000	2	8,000	15,000	11,500
RFP Specialist	-	-	-	-	-	-	-	-
Senior Marketing Manager	4	90,000	115,000	97,250	3	9,460	14,500	12,487
Technical Writer	1	57,000	57,000	57,000	-	-	-	-

Job Title	All Companies (regardless of revenue)							
	Base				Bonus			
	Count	Min	Max	Avg	Count	Min	Max	Avg
<b>Operations/PMO/Project Management</b>								
VP, Project & Process Management	1	200,000	200,000	200,000	1	50,000	50,000	50,000
Manager PMO	4	80,000	105,000	92,500	1	9,500	9,500	9,500
Manager, Insights	3	85,000	120,000	104,033	2	4,250	12,000	8,125
Manager, Projects	7	54,000	110,000	86,000	4	5,615	16,500	11,054
Manager, Risk	2	116,500	120,000	118,250	2	11,600	18,000	14,800
Operations, Sr.	3	100,000	125,000	115,000	-	-	-	-
Project Analyst/coordinator	4	35,000	60,000	50,000	2	6,000	6,000	6,000
Senior Manager, Retail Partnerships	2	90,000	130,000	110,000	2	14,500	65,000	39,750
<b>Product Manager</b>								
Chief Product Officer	3	90,000	210,000	156,667	3	10,000	100,000	66,667
VP, Product Management	16	100,000	205,000	152,188	12	20,000	60,000	40,651
Director, Product Design	2	110,000	142,500	126,250	1	10,000	10,000	10,000
Director, Product Management	9	115,000	160,000	136,233	7	5,500	35,000	19,250
Manager, Global Training and Certification	1	127,735	127,735	127,735	1	12,700	12,700	12,700
Product Designer	5	83,000	120,000	107,000	3	4,000	12,000	9,333
Product Manager, Sr	16	72,000	162,000	117,063	10	3,700	16,200	11,940
Product Manager, Int	13	65,000	115,000	95,868	8	4,000	16,092	9,074
Product Manager, Jr.	13	48,000	120,000	79,115	5	3,100	10,250	6,870
Product Training Specialist	2	75,000	75,000	75,000	2	5,629	7,500	6,565
<b>Professional Services</b>								
VP, Professional Services	2	150,000	160,000	155,000	2	25,000	32,000	28,500
Director, Professional Services	6	115,000	152,000	135,420	3	22,608	32,500	28,369
Professional Services, Sr.	14	60,000	160,000	99,964	7	2,600	22,500	10,086
Professional Services, Jr.	14	37,000	120,000	64,450	6	2,000	20,000	8,417
<b>QA</b>								
Manager, Quality Assurance	4	80,000	110,000	95,250	3	5,600	11,000	7,632
Quality Assurance, Team Lead	5	75,000	110,000	87,500	1	3,800	3,800	3,800
Program Builder/Tester	2	43,000	52,000	47,500	1	8,000	8,000	8,000
Quality Assurance, Jr.	6	6,200	69,000	48,367	4	2,750	9,000	5,438
Quality Assurance, Sr.	6	70,000	96,000	78,700	3	3,600	9,600	5,617
Quality Assurance Analyst	11	50,000	90,000	70,455	4	2,400	12,000	7,600
Quality Assurance, Int.	3	62,500	82,000	71,500	2	3,100	8,200	5,650
Senior QA Engineer	2	91,800	100,000	95,900	2	9,000	10,000	9,500
<b>Sales</b>								
CRO	7	200,000	250,000	217,143	5	50,000	375,000	166,000
SVP, Sales	3	190,000	250,000	225,000	2	1	190,000	95,001
VP, Customer Engagement	2	16,000	180,000	98,000	1	1	1	1
VP, Client Experience	2	140,000	195,000	167,500	1	60,000	60,000	60,000
VP, Partner Relationships	3	197,500	200,000	199,167	3	30,000	60,000	49,667
VP, Inside Sales	1	140,000	140,000	140,000	1	45,000	45,000	45,000
VP, Sales	17	102,000	241,000	165,344	14	150	215,000	89,957
VP, Sales & Marketing	2	110,000	180,000	145,000	2	7,500	100,000	53,750
Director, Partner Development	4	140,000	148,000	144,200	4	35,000	162,800	81,475
Director, Sales Operations	3	100,000	130,000	113,333	3	19,500	50,000	33,167
Director, Sales	8	70,000	215,000	124,875	7	27,913	236,500	88,879
Account Manager	5	50,000	90,000	69,000	5	15,000	100,000	41,000
Account Manager, Sr.	3	67,500	140,000	114,167	3	60,000	100,000	75,000
Channel Partner	3	14,000	75,000	53,000	3	10,000	14,000	11,750
Inside Sales Talent, Jr	15	35,000	50,000	42,200	11	7,500	30,000	16,322
Inside Sales Talent, Sr	13	47,500	75,000	63,885	10	2,500	50,000	25,750
Manager, Sales	8	60,000	100,000	77,625	7	20,000	125,000	55,786
Outside Sales, Jr.	9	40,000	115,000	70,111	7	7,500	57,500	32,779
Outside Sales, Sr.	19	55,000	190,000	103,000	15	7,000	145,000	68,153
Regional Sales Manager	3	90,000	115,000	102,500	1	11,500	11,500	11,500
Sales Operations, Sr.	2	77,500	95,000	86,250	1	7,750	7,750	7,750
Sales Support Specialist	2	47,000	60,000	53,500	1	6,000	6,000	6,000
<b>Sales Engineers/Technical Account Managers</b>								
Sales Engineer, Sr.	9	70,000	150,000	112,222	6	5,000	50,000	29,583
Sales Engineer, Jr.	7	57,000	120,000	79,143	5	5,000	50,000	30,000
Technical Account Manager	2	95,000	100,000	97,500	2	1,288	14,250	7,769