



# C2HR

Content & Connectivity  
Human Resources

## COMPENSATION SURVEY FULL REPORT OF RESULTS

The Full Report of Results reports on policies and practices, including the following sections:

- Corporate Operating Statistics
- Span of Control Statistics
- Salary Adjustment Budgets
- Formal Short-Term Incentive Plans
- Long-Term Incentive Plan Design
- Advertising Sales Organization Design
- Advertising Sales Incentive Plan Design

*A sample sample plan design table is featured on the subsequent pages.*

**SAMPLE PLAN DESIGN TABLE**

**Advertising Sales Plan Annual Revenue Targets and Target Awards**

The tables that follow summarize the target annual advertising sales and sales plan awards at selected levels of achievement against target.

**Annual Revenue Targets and Target Awards**

| Annual Rev Tgts and Target Awards | Top Sales Exec (36) |                  |                  |      |                  | EVP, Ad Sales (80010.5) |                  |                  |      |                  | SVP, Ad Sales (80011) |                  |                  |      |                  |
|-----------------------------------|---------------------|------------------|------------------|------|------------------|-------------------------|------------------|------------------|------|------------------|-----------------------|------------------|------------------|------|------------------|
|                                   | n                   | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> | n                       | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> | n                     | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> |
| <b>All Plans</b>                  |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| <b>Sales Incentive Plans</b>      |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| % of base @ 90% of tgt            |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| % of base @ 100% of tgt           |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| % of base @ 105% of tgt           |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| % of base @ 110% of tgt           |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| <b>Commission Plans</b>           |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Comm rate @ 90% of tgt            |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Comm rate @ 100% of tgt           |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Comm rate @ 105% of tgt           |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |
| Comm rate @ 110% of tgt           |                     |                  |                  |      |                  |                         |                  |                  |      |                  |                       |                  |                  |      |                  |

| Annual Rev Tgts and Target Awards | VP, Ad Sales (80012) |                  |                  |      |                  | Dir, Ad Sales (80014) |                  |                  |      |                  | Sr Mgr, Ad Sales (80015) |                  |                  |      |                  |
|-----------------------------------|----------------------|------------------|------------------|------|------------------|-----------------------|------------------|------------------|------|------------------|--------------------------|------------------|------------------|------|------------------|
|                                   | n                    | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> | n                     | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> | n                        | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> |
| <b>All Plans</b>                  |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| <b>Sales Incentive Plans</b>      |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| % of base @ 90% of tgt            |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| % of base @ 100% of tgt           |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| % of base @ 105% of tgt           |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| % of base @ 110% of tgt           |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| <b>Commission Plans</b>           |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Comm rate @ 90% of tgt            |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Comm rate @ 100% of tgt           |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Comm rate @ 105% of tgt           |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |
| Comm rate @ 110% of tgt           |                      |                  |                  |      |                  |                       |                  |                  |      |                  |                          |                  |                  |      |                  |

### Annual Revenue Targets and Target Awards

| Annual Rev Tgts and Target Awards | Mgr, Ad Sales (80016) |                  |                  |      |                  | Advanced Acct Exec (80023) |                  |                  |      |                  | Sr Acct Exec (80024) |                  |                  |      |                  |
|-----------------------------------|-----------------------|------------------|------------------|------|------------------|----------------------------|------------------|------------------|------|------------------|----------------------|------------------|------------------|------|------------------|
|                                   | n                     | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> | n                          | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> | n                    | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> |
| <b>All Plans</b>                  |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| <b>Sales Incentive Plans</b>      |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| % of base @ 90% of tgt            |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| % of base @ 100% of tgt           |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| % of base @ 105% of tgt           |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| % of base @ 110% of tgt           |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| <b>Commission Plans</b>           |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Comm rate @ 90% of tgt            |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Comm rate @ 100% of tgt           |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Comm rate @ 105% of tgt           |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |
| Comm rate @ 110% of tgt           |                       |                  |                  |      |                  |                            |                  |                  |      |                  |                      |                  |                  |      |                  |

| Annual Rev Tgts and Target Awards | Acct Exec (80025) |                  |                  |      |                  | Assoc Acct Exec (80026) |                  |                  |      |                  |
|-----------------------------------|-------------------|------------------|------------------|------|------------------|-------------------------|------------------|------------------|------|------------------|
|                                   | n                 | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> | n                       | 25 <sup>th</sup> | 50 <sup>th</sup> | Mean | 75 <sup>th</sup> |
| <b>All Plans</b>                  |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| <b>Sales Incentive Plans</b>      |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| % of base @ 90% of tgt            |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| % of base @ 100% of tgt           |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| % of base @ 105% of tgt           |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| % of base @ 110% of tgt           |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| <b>Commission Plans</b>           |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Tgt Sales - Team (in \$MM)        |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Tgt Sales - Indiv (in \$MM)       |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Comm rate @ 90% of tgt            |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Comm rate @ 100% of tgt           |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Comm rate @ 105% of tgt           |                   |                  |                  |      |                  |                         |                  |                  |      |                  |
| Comm rate @ 110% of tgt           |                   |                  |                  |      |                  |                         |                  |                  |      |                  |