



# 2016 Employee Compensation Report

Volume 1

**An analysis of 2015  
compensation practices**

**Confidentially Prepared by  
Profit Planning Group**





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# Introduction

This report presents the results of Profit Planning Group's 2016 Employee Compensation Study of the Distribution Industry. This study analyzes 2015 compensation data submitted by 958 contributing firms at over 6,000 locations. ISA co-sponsored this study along with 28 other distribution organizations. 28 firms were members of ISA.

The complete results are presented in two documents. Combined, they provide the most complete source of information available about compensation and benefit practices for distribution industries.

## Volume 1: ISA Detailed Report

The detailed report presents the analysis of participating ISA firms. Where appropriate, ISA results are compared with the results of all participants.

This report provides information about both executive and employee compensation including salaries, bonuses, commissions and perks. It also includes details about fringe benefits such as health insurance, retirement programs, and employee time off.

## Volume 2: Industry Report

The industry report presents the analysis of all participating firms. Firms were categorized into over 20 sales volumes and over 100 geographic areas.

## Understanding the Numbers

Both of these reports present median results. The median is the middle value in the sorted list of all values reported for an item. Compared to the average or mean, the median is not influenced by extreme values and therefore best represents a typical firm.

Sections presenting ranges for wages and compensation describe the middle range of results. The middle range spans the half of all responses that lie between the 25<sup>th</sup> to the 75<sup>th</sup> percentiles.

Note that bonus figures include overtime, commissions, bonuses, and incentives.

Throughout the report, n/a designates results that are not available due to insufficient data.

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Typical Participant Profile</b>					
Number of Firms Reporting	927	28	10	11	7
<b>Sales</b>					
Typical Firm Sales	31,000,000	20,038,693	7,209,972	24,177,605	92,380,961
Typical Branch Sales	7,218,431	5,596,239	5,012,289	8,813,903	5,925,867
<b>Employees</b>					
Number of Employees (FTE)	66.3	55.0	20.0	56.0	165.5
Employee Turnover Rate (%)	15	9	8	6	11
<b>Operations</b> (% of firms)					
Local	24	18	20	9	29
Regional	55	64	60	73	57
National	14	7	10	9	0
International	7	11	10	9	14
<b>Ownership</b> (% of firms)					
Private Company	97	100	100	100	100
Public Company	3	0	0	0	0
<b>Organization</b> (% of firms)					
Sole Proprietorship	1	0	0	0	0
Partnership	1	4	10	0	0
S Corporation	54	43	40	36	57
C Corporation	31	39	30	55	29
Limited Liability Corp. (LLC)	11	14	20	9	14
Limited Liability Partnership (LLP)	1	0	0	0	0

# Summary of Executive Compensation

## The Typical ISA Firm

Typical Firm Sales.....	20,038,693
Number of Employees.....	55.0

## ISA CEO Profile

Base Salary.....	150,000
Total Compensation.....	203,541
Bonus (% of salary).....	39
Age.....	57
Years with Company.....	32
% of Equity Owned.....	35
Company Founder (% of CEOs).....	22

## ISA Executive Bonus

Firms With Executive Bonus Plan (% of firms).....	68
<b>Executive Bonus Structure</b> (% of firms)	
Discretionary.....	58
Achievement of Sales Goals.....	21
Achievement of Profit Goals.....	47
Percentage of Sales.....	5
Percentage of Profit.....	47
Return on Equity/Assets/Sales.....	11

## ISA Executive Benefits & Perks (% of firms)

	<u>CEO</u>	<u>COO</u>	<u>CFO</u>	<u>CMO</u>
Company Car & Expenses	85	62	21	71
Supplemental Life Insurance*	67	62	21	43
Supplemental Medical Insurance*	19	14	7	14
Tax Return Preparation	59	29	7	14
Club Dues & Expenses	26	14	7	0
Personal Tax & Financial Planning	44	24	7	14
Annual Physical Examination	22	24	29	29
Low or No-interest Loans	11	5	0	14
Supplemental Retirement Benefits*	7	10	0	14
Deferred Compensation	15	10	0	0
First Class Air Travel	4	5	0	0
Use of Corporate Aircraft	0	0	0	0

\*Beyond customary company-wide benefits

# Summary of Executive Compensation

	<u>Base Salary</u>	<u>Total Compensation</u>	<u>Middle Range of Total Comp.</u>		<u>Bonus % of Salary</u>
			<u>25<sup>th</sup> Percentile</u>	<u>75<sup>th</sup> Percentile</u>	
<b>Compensation</b>					
<b>Typical U.S. Distributor</b>					
CEO/President	175,000	240,988	155,770	389,321	47
COO/VP/#2 Officer	134,851	180,000	123,001	256,561	35
CMO (Chief Marketing Officer)	126,000	160,945	117,000	215,982	29
CFO (Chief Financial Officer)	122,000	153,000	103,940	225,439	33
<b>Typical ISA Distributor</b>					
CEO/President	150,000	203,541	139,729	384,932	39
COO/VP/#2 Officer	120,000	165,000	93,500	180,000	21
CMO (Chief Marketing Officer)	100,000	160,438	95,957	231,485	57
CFO (Chief Financial Officer)	77,333	101,567	57,500	150,909	23

	<u>Typical U.S. Dist.</u>	<u>Typical ISA Dist.</u>
<b>Pay Relationships</b>		
Comp. as a % of CEO comp. excluding benefits and perks		
CEO/President	100	100
COO/VP/#2 Officer	79	71
CMO (Chief Marketing Officer)	54	39
CFO (Chief Financial Officer)	58	45

	<u>Typical U.S. Dist.</u>	<u>Typical ISA Dist.</u>
<b>Bonus</b>		
<b>Firms With Executive Bonus Plan</b> (% of firms)	72	68
<b>Executive Bonus Structure</b> (% of firms)		
Discretionary	69	58
Achievement of Sales or Operating Goals	42	21
Achievement of Profit Goals	53	47
Percentage of Sales	13	5
Percentage of Profit	39	47
Return on Equity/Assets/Sales	15	11

# Summary of Employee Compensation

	<u>Base Salary</u>	<u>Total Compensation</u>	<u>Middle Range of Total Comp.</u>		<u>Bonus % of Salary</u>
			<u>25<sup>th</sup> Percentile</u>	<u>75<sup>th</sup> Percentile</u>	
<b>Typical U.S. Distributor</b>					
<b>Branch Manager</b>	66,525	79,566	60,114	114,291	18
<b>Outside Sales</b>					
Senior Sales Consultant	46,195	96,152	70,000	138,544	78
Typical Outside Salesperson	47,143	77,620	60,879	100,276	52
Beginning Outside Salesperson	43,108	58,475	48,000	71,920	28
<b>Inside Sales</b>					
Typical Inside Salesperson	43,909	52,236	43,993	61,509	16
Beginning Inside Salesperson	38,003	42,355	35,000	49,836	11
<b>Sales &amp; Service</b>					
Sales Manager	84,000	110,000	85,000	145,094	26
Sales Assistant	42,557	47,843	38,341	60,000	11
Customer Service Rep	41,000	45,716	37,819	55,950	10
Counter Salesperson	37,386	42,000	35,661	48,000	11
<b>Warehouse &amp; Delivery</b>					
Operations Manager	72,751	81,063	65,000	102,403	12
Warehouse Supervisor	46,000	50,000	43,000	58,526	8
Warehouse Employee	31,000	33,589	29,000	38,384	9
Driver/Delivery Personnel	34,000	37,456	31,675	45,654	10
<b>Information Systems</b>					
Chief Information Officer (CIO)	106,727	120,000	86,000	160,000	15
MIS/Data Processing Manager	79,620	83,613	65,000	104,929	10
Systems Administrator	60,000	64,000	51,800	76,056	6
IT Clerk	39,550	41,600	35,528	50,000	7
<b>General &amp; Administrative</b>					
Purchasing Manager	68,800	75,000	61,667	95,029	10
Purchasing Agent/Buyer	47,000	50,000	42,000	59,502	7
Controller	83,200	91,500	74,924	123,373	12
Accountant/Bookkeeper	46,000	48,840	40,000	59,251	6
Credit Manager	58,709	62,995	51,380	77,000	8
Credit/Collections Clerk	36,000	38,937	34,000	45,000	7
Human Resources Manager	67,325	71,543	57,240	89,870	9
Office Manager	51,125	54,618	45,796	70,000	8
Office/Clerical Personnel	33,280	35,137	31,000	40,000	6



# Summary of Employee Compensation

	<u>Base Salary</u>	<u>Total Compensation</u>	<u>Middle Range of Total Comp.</u>		<u>Bonus % of Salary</u>
			<u>25<sup>th</sup> Percentile</u>	<u>75<sup>th</sup> Percentile</u>	
<b>Typical ISA Distributor</b>					
<b>Branch Manager</b>	59,440	64,746	54,150	75,990	10
<b>Outside Sales</b>					
Senior Sales Consultant	50,000	78,848	62,737	136,404	113
Typical Outside Salesperson	44,880	68,217	55,000	91,803	42
Beginning Outside Salesperson	45,000	49,875	43,500	64,921	14
<b>Inside Sales</b>					
Typical Inside Salesperson	36,093	44,000	36,811	51,557	14
Beginning Inside Salesperson	31,040	32,400	28,679	39,000	12
<b>Sales &amp; Service</b>					
Sales Manager	80,000	111,500	82,000	135,000	25
Sales Assistant	38,650	50,400	34,051	73,964	39
Customer Service Rep	41,000	47,305	39,000	51,500	10
Counter Salesperson	33,880	34,000	29,276	37,800	7
<b>Warehouse &amp; Delivery</b>					
Operations Manager	65,000	80,000	60,000	104,000	11
Warehouse Supervisor	44,000	45,000	41,150	53,463	9
Warehouse Employee	28,650	30,000	27,250	36,901	6
Driver/Delivery Personnel	33,000	35,600	30,000	45,000	8
<b>Information Systems</b>					
Chief Information Officer	96,000	100,000	82,000	128,000	14
MIS/Data Processing Manager	61,250	64,000	51,500	76,500	7
Systems Administrator	55,700	61,000	44,713	75,000	6
IT Clerk	36,000	38,000	30,000	45,000	10
<b>General &amp; Administrative</b>					
Purchasing Manager	63,500	65,000	63,500	80,813	10
Purchasing Agent/Buyer	44,258	50,506	40,000	58,500	9
Controller	75,000	81,626	65,159	97,813	11
Accountant/Bookkeeper	42,500	44,000	36,750	53,000	9
Credit Manager	48,000	65,000	51,000	74,000	11
Credit/Collections Clerk	31,620	33,120	31,250	35,000	10
Human Resources Manager	57,000	60,000	45,048	68,050	15
Office Manager	40,560	53,800	42,963	69,800	n/a
Office/Clerical Personnel	34,150	35,150	30,600	39,000	6

# Executives

	Typical U.S. <u>Dist.</u>	Typical ISA <u>Dist.</u>	Sales Under \$15 <u>Million</u>	Sales \$15-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
<b>CEO/President</b>					
Salary	175,000	150,000	112,000	150,000	284,550
Total Compensation	240,988	203,541	118,341	199,171	410,932
Change from Previous Year (%)	0	1	0	1	4
Bonus (% of salary)	47	39	n/a	25	39
Bonus Paid (% of firms)	79	74	67	67	100
Age	58	57	56	58	56
Years with Company	29	32	29	36	33
% of Equity Owned	50	35	84	25	2
Company Founder (% of firms)	24	22	20	30	14

## CEO Benefits & Perks (% of firms)

Company Car & Expenses	82	85	70	100	86
Supplemental Life Insurance*	55	67	50	80	71
Supplemental Medical Insurance*	26	19	10	20	29
Tax Return Preparation	51	59	70	80	14
Club Dues & Expenses	31	26	20	40	14
Personal Tax & Financial Planning	40	44	40	60	29
Annual Physical Examination	21	22	10	30	29
Low or No-interest Loans	12	11	20	0	14
Supplemental Retirement Benefits*	14	7	0	10	14
Deferred Compensation	16	15	10	20	14
First Class Air Travel	14	4	0	10	0
Use of Corporate Aircraft	4	0	0	0	0

\*Beyond customary company-wide benefits

	Typical U.S. <u>Dist.</u>	Typical ISA <u>Dist.</u>	Sales Under \$15 <u>Million</u>	Sales \$15-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
<b>COO/VP#2 Officer</b>					
Salary	134,851	120,000	n/a	120,000	n/a
Total Compensation	180,000	165,000	90,893	167,000	253,404
Change from Previous Year (%)	3	3	3	0	5
Bonus (% of salary)	35	21	n/a	19	n/a
Bonus Paid (% of firms)	85	93	n/a	100	n/a
Age	54	52	49	51	57
Years with Company	20	12	20	11	12
% of Equity Owned	1	0	1	0	0
Company Founder (% of firms)	9	5	0	11	0

## COO/VP Benefits & Perks (% of firms)

Company Car & Expenses	73	62	43	78	60
Supplemental Life Insurance*	45	62	43	78	60
Supplemental Medical Insurance*	22	14	14	22	0
Tax Return Preparation	33	29	29	44	0
Club Dues & Expenses	21	14	14	22	0
Personal Tax & Financial Planning	25	24	29	33	0
Annual Physical Examination	19	24	0	33	40
Low or No-interest Loans	8	5	14	0	0
Supplemental Retirement Benefits*	13	10	0	11	20
Deferred Compensation	15	10	0	11	20
First Class Air Travel	7	5	14	0	0
Use of Corporate Aircraft	3	0	0	0	0

\*Beyond customary company-wide benefits

# Executives

	Typical U.S. <u>Dist.</u>	Typical ISA <u>Dist.</u>	Sales Under \$15 <u>Million</u>	Sales \$15-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
<b>CFO</b> (Chief Financial Officer)					
Salary	122,000	77,333	n/a	96,158	n/a
Total Compensation	153,000	101,567	57,000	118,000	156,203
Change from Previous Year (%)	3	4	2	4	5
Bonus (% of salary)	33	23	n/a	23	n/a
Bonus Paid (% of firms)	84	73	n/a	80	n/a
Age	54	63	65	67	60
Years with Company	14	20	27	19	20
% of Equity Owned	0	0	0	0	0
Company Founder (% of firms)	4	0	0	0	0

## **CFO Benefits & Perks** (% of firms)

Company Car & Expenses	41	21	0	40	20
Supplemental Life Insurance*	32	21	0	20	40
Supplemental Medical Insurance*	15	7	0	20	0
Tax Return Preparation	17	7	0	20	0
Club Dues & Expenses	8	7	0	20	0
Personal Tax & Financial Planning	12	7	0	20	0
Annual Physical Examination	16	29	0	40	40
Low or No-interest Loans	6	0	0	0	0
Supplemental Retirement Benefits*	11	0	0	0	0
Deferred Compensation	16	0	0	0	0
First Class Air Travel	5	0	0	0	0
Use of Corporate Aircraft	3	0	0	0	0

\*Beyond customary company-wide benefits

	Typical U.S. <u>Dist.</u>	Typical ISA <u>Dist.</u>	Sales Under \$15 <u>Million</u>	Sales \$15-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
<b>CMO</b> (Chief Marketing Officer)					
Salary	126,000	100,000	n/a	n/a	125,500
Total Compensation	160,945	160,438	n/a	n/a	180,175
Change from Previous Year (%)	3	3	n/a	n/a	2
Bonus (% of salary)	29	57	n/a	n/a	n/a
Bonus Paid (% of firms)	88	80	n/a	n/a	75
Age	50	49	n/a	n/a	49
Years with Company	15	16	n/a	n/a	13
% of Equity Owned	0	0	n/a	n/a	0
Company Founder (% of firms)	4	0	n/a	n/a	0

## **CMO Benefits & Perks** (% of firms)

Company Car & Expenses	65	71	n/a	n/a	83
Supplemental Life Insurance*	35	43	n/a	n/a	50
Supplemental Medical Insurance*	13	14	n/a	n/a	17
Tax Return Preparation	17	14	n/a	n/a	17
Club Dues & Expenses	12	0	n/a	n/a	0
Personal Tax & Financial Planning	14	14	n/a	n/a	17
Annual Physical Examination	18	29	n/a	n/a	33
Low or No-interest Loans	6	14	n/a	n/a	17
Supplemental Retirement Benefits*	10	14	n/a	n/a	17
Deferred Compensation	18	0	n/a	n/a	0
First Class Air Travel	4	0	n/a	n/a	0
Use of Corporate Aircraft	3	0	n/a	n/a	0

\*Beyond customary company-wide benefits

# Employees

	Typical U.S. <u>Dist.</u>	Typical ISA <u>Dist.</u>	Sales Under \$15 <u>Million</u>	Sales \$15-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
<b>Employees</b>					
<b>Sales Manager</b>					
Salary	84,000	80,000	65,732	80,000	83,917
Total Compensation	110,000	111,500	69,125	119,000	122,096
Bonus (% of salary)	26	25	n/a	16	43
Bonus Paid (% of firms)	89	79	75	78	83
<b>Sales Assistant</b>					
Salary	42,557	38,650	n/a	32,926	35,000
Total Compensation	47,843	50,400	n/a	33,102	66,295
Bonus (% of salary)	11	39	n/a	n/a	126
Bonus Paid (% of firms)	74	67	n/a	40	80
<b>Customer Service Rep</b>					
Salary	41,000	41,000	46,176	45,370	34,000
Total Compensation	45,716	47,305	50,641	47,305	45,000
Bonus (% of salary)	10	10	n/a	7	36
Bonus Paid (% of firms)	78	67	60	67	71
<b>Counter Salesperson</b>					
Salary	37,386	33,880	n/a	35,300	n/a
Total Compensation	42,000	34,000	n/a	35,300	n/a
Bonus (% of salary)	11	7	n/a	n/a	n/a
Bonus Paid (% of firms)	78	75	n/a	50	n/a
<b>Operations Manager</b>					
Salary	72,751	65,000	n/a	57,000	82,400
Total Compensation	81,063	80,000	60,333	67,000	96,700
Bonus (% of salary)	12	11	n/a	n/a	15
Bonus Paid (% of firms)	80	69	n/a	60	80
<b>Warehouse Supervisor</b>					
Salary	46,000	44,000	n/a	44,608	43,755
Total Compensation	50,000	45,000	n/a	44,608	50,678
Bonus (% of salary)	8	9	n/a	n/a	9
Bonus Paid (% of firms)	75	47	n/a	25	71
<b>Warehouse Employee</b>					
Salary	31,000	28,650	26,000	29,000	29,300
Total Compensation	33,589	30,000	31,040	29,000	35,317
Bonus (% of salary)	9	6	n/a	5	10
Bonus Paid (% of firms)	71	50	20	50	71
<b>Driver/Delivery Personnel</b>					
Salary	34,000	33,000	31,000	33,550	33,000
Total Compensation	37,456	35,600	31,089	34,637	35,600
Bonus (% of salary)	10	8	n/a	7	14
Bonus Paid (% of firms)	70	47	25	50	57
<b>Chief Information Officer (CIO)</b>					
Salary	106,727	96,000	n/a	89,300	106,000
Total Compensation	120,000	100,000	n/a	89,300	136,000
Bonus (% of salary)	15	14	n/a	9	21
Bonus Paid (% of firms)	81	62	n/a	57	80
<b>MIS/Data Processing Manager</b>					
Salary	79,620	61,250	n/a	62,721	65,250
Total Compensation	83,613	64,000	n/a	64,000	70,000
Bonus (% of salary)	10	7	n/a	n/a	28
Bonus Paid (% of firms)	78	58	n/a	50	67
<b>Systems Administrator</b>					
Salary	60,000	55,700	n/a	44,980	63,000
Total Compensation	64,000	61,000	n/a	52,400	71,630
Bonus (% of salary)	6	6	n/a	8	n/a
Bonus Paid (% of firms)	73	57	n/a	57	60

# Employees

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Employees</b>					
<b>IT Clerk</b>					
Salary	39,550	36,000	n/a	n/a	32,250
Total Compensation	41,600	38,000	n/a	40,000	37,500
Bonus (% of salary)	7	10	n/a	n/a	18
Bonus Paid (% of firms)	65	60	n/a	n/a	67
<b>Purchasing Manager</b>					
Salary	68,800	63,500	n/a	60,000	63,700
Total Compensation	75,000	65,000	n/a	65,000	67,310
Bonus (% of salary)	10	10	n/a	8	25
Bonus Paid (% of firms)	75	60	n/a	67	71
<b>Purchasing Agent/Buyer</b>					
Salary	47,000	44,258	n/a	42,015	46,000
Total Compensation	50,000	50,506	50,500	44,015	52,500
Bonus (% of salary)	7	9	n/a	n/a	14
Bonus Paid (% of firms)	73	47	n/a	38	71
<b>Controller</b>					
Salary	83,200	75,000	n/a	62,250	91,750
Total Compensation	91,500	81,626	n/a	75,000	98,000
Bonus (% of salary)	12	11	n/a	n/a	18
Bonus Paid (% of firms)	79	64	n/a	50	80
<b>Accountant/Bookkeeper</b>					
Salary	46,000	42,500	43,504	45,000	38,000
Total Compensation	48,840	44,000	48,500	48,000	39,292
Bonus (% of salary)	6	9	n/a	7	n/a
Bonus Paid (% of firms)	68	61	50	67	60
<b>Credit Manager</b>					
Salary	58,709	48,000	n/a	n/a	34,500
Total Compensation	62,995	65,000	n/a	n/a	70,837
Bonus (% of salary)	8	11	n/a	n/a	n/a
Bonus Paid (% of firms)	100	100	n/a	n/a	100
<b>Credit/Collections Clerk</b>					
Salary	36,000	31,620	n/a	31,000	32,800
Total Compensation	38,937	33,120	n/a	33,240	34,800
Bonus (% of salary)	7	10	n/a	n/a	12
Bonus Paid (% of firms)	100	100	n/a	0	100
<b>Human Resources Manager</b>					
Salary	67,325	57,000	n/a	n/a	58,000
Total Compensation	71,543	60,000	n/a	n/a	65,500
Bonus (% of salary)	9	15	n/a	n/a	20
Bonus Paid (% of firms)	100	100	n/a	n/a	100
<b>Office Manager</b>					
Salary	51,125	40,560	n/a	n/a	n/a
Total Compensation	54,618	53,800	n/a	n/a	n/a
Bonus (% of salary)	8	n/a	n/a	n/a	n/a
Bonus Paid (% of firms)	72	60	n/a	n/a	n/a
<b>Office/Clerical Personnel</b>					
Salary	33,280	34,150	n/a	34,300	31,625
Total Compensation	35,137	35,150	n/a	35,300	35,500
Bonus (% of salary)	6	6	n/a	n/a	11
Bonus Paid (% of firms)	67	44	n/a	43	67

# Practices

	Typical U.S. <u>Dist.</u>	Typical ISA <u>Dist.</u>	Sales Under \$15 <u>Million</u>	Sales \$15-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
<b>Practices</b>					
<b>Employee Raises</b> (% of firms)					
Cost of Living Adjustment (COLA)	34	31	22	40	29
Annual Merit Raise	61	31	22	30	43
Lump Sum	15	8	0	10	14
Variable Pay Plan	50	31	11	30	57
No Raises	8	12	22	10	0
No Set Policy for Raises	63	58	56	70	43
<b>Employee Bonus Plan</b> (% of firms)					
Special Recognition Bonus	47	40	22	44	57
Achievement of Individual Goals	55	40	22	44	57
Achievement of Firm/Dept. Goals	63	56	44	56	71
Cash Profit Sharing	29	36	11	44	57
CEO/Owner Discretion	73	68	56	67	86
<b>Retention Bonuses</b> (% of firms)					
	9	8	11	10	0
<b>Christmas &amp; Year-End</b> (% of firms)					
Cash	28	29	20	27	43
Gift	47	57	40	82	43
Party	75	86	70	91	100
Year-End Bonus	36	25	30	27	14
<b>Severance Program</b> (% of firms)					
Service Requirement (years)	1	2	n/a	n/a	n/a
Maximum Pay Offered (weeks)	12	10	n/a	n/a	n/a
<b>Union Representation</b> (% of firms)					
	5	n/a	n/a	n/a	n/a

# Branch Manager & Inside Sales Staff

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Branch Manager</b>					
Salary	66,525	59,440	56,992	63,994	56,777
Total Compensation	79,566	64,746	70,000	69,758	63,746
Bonus (% of salary)	18	10	3	n/a	12
Bonus Paid (% of firms)	87	81	67	60	89
<b>Branch Mgr. Bonus Plan</b> (% of firms)	92	83	80	80	84
Discretionary	43	89	100	25	96
Achievement of Sales Goals	37	34	13	25	42
Achievement of Gross Margin Goals	34	34	13	25	42
Achievement of Profit Goals	49	55	88	25	50
Percentage of Sales	13	0	0	0	0
Percentage of Gross Margin	13	0	0	0	0
Percentage of Profits	34	18	25	75	8
Return on Equity/Assets/Sales	13	3	0	0	4

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Inside Sales</b>					
Firms With Inside Sales Staff (% of firms)	80	93	94	88	97
Number of Inside Salespeople (per branch)	2	3	4	3	3
Average Length of Employment (years)	8	6	13	9	4
<b>Typical Inside Salesperson</b>					
Salary	43,909	36,093	35,557	40,000	35,621
Total Compensation	52,236	44,000	40,000	44,000	48,000
Bonus (% of salary)	16	14	22	10	16
Bonus Paid (% of firms)	88	83	70	56	100
<b>Beginning Inside Salesperson</b>					
Salary	38,003	31,040	29,000	34,000	25,204
Total Compensation	42,355	32,400	32,400	38,220	29,114
Bonus (% of salary)	11	12	n/a	n/a	11
Bonus Paid (% of firms)	78	66	33	17	94
<b>Inside Sales Comp. Plans</b> (% of firms)					
Straight Salary	6	6	24	0	0
Hourly	44	67	41	45	94
Salary & Commission	25	9	29	0	3
Salary & Bonus	17	16	0	50	3
Salary & Commission & Bonus	8	3	6	5	0
Other	1	0	0	0	0

# Outside Sales Staff

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Outside Sales</b>					
<b>Outside Sales Staff</b>					
Firms With Outside Sales Staff (% of firms)	97	96	89	96	100
Number of Outside Salespeople (per branch)	2	4	3	3	5
Average Length of Employment (years)	8	6	5	9	5
<b>Senior Sales Consultant</b>					
Salary	46,195	50,000	n/a	46,000	51,740
Total Compensation	96,152	78,848	n/a	75,000	103,480
Bonus (% of salary)	78	113	n/a	117	44
Bonus Paid (% of firms)	91	86	n/a	70	100
<b>Typical Outside Salesperson</b>					
Salary	47,143	44,880	38,000	42,000	55,828
Total Compensation	77,620	68,217	55,000	65,000	76,174
Bonus (% of salary)	52	42	83	79	30
Bonus Paid (% of firms)	91	91	100	67	100
<b>Beginning Outside Salesperson</b>					
Salary	43,108	45,000	45,000	38,000	50,308
Total Compensation	58,475	49,875	45,000	50,000	58,814
Bonus (% of salary)	28	14	n/a	n/a	12
Bonus Paid (% of firms)	78	61	20	44	82
<b>Outside Sales Comp. Plans (% of firms)</b>					
Straight Salary	2	3	0	10	0
Salary & Bonus	8	3	6	5	0
Salary & Commission	48	41	38	19	55
Salary & Commission & Bonus	14	47	44	62	39
Straight Commission	5	5	13	5	3
Commission & Bonus (no salary)	1	0	0	0	0
Commission & Draw (against commission)	21	0	0	0	0
Other	0	1	0	0	3
<b>Commission Payment Plans (% of firms)</b>					
Flat % of Sales	9	6	25	0	0
Escalating % of Sales	4	0	0	0	0
Flat Percentage of Gross Margin	48	43	25	32	57
Escalating % of Gross Margin	31	32	13	32	41
Other Payment Plan	8	19	38	37	3
<b>Eligible for Comm. Payments (% of firms)</b>					
Prompt Payment/Billing Discounts	23	38	44	11	49
Service	30	82	88	47	97
Repair Parts	40	88	88	89	86
Accessories/Tooling	50	96	94	95	97
Finance Plans	10	0	0	0	0
Cancellation Charges Collected	5	0	0	0	0
<b>Commission Credited (% of firms)</b>					
Order Booked	12	0	0	0	0
Order Shipped	16	3	0	5	3
Upon Billing	46	76	69	89	73
Payment Received	26	21	31	5	24



# Outside Sales Staff

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Outside Sales</b>					
<b>Lowest Volume Salesperson</b>					
Total Sales	984,345	618,000	290,151	618,000	1,065,098
Gross Profit Contribution	226,699	137,134	70,071	180,023	225,481
Gross Margin	23.0	22.2	24.2	29.1	21.2
<b>Highest Volume Salesperson</b>					
Total Sales	5,850,682	4,000,000	1,711,000	4,000,000	6,339,755
Gross Profit Contribution	1,223,309	885,600	414,917	876,400	1,390,942
Gross Margin	20.9	22.1	24.2	21.9	21.9
<b>Employment &amp; Comm. Policies</b> (% of firms)					
Written Employment Contract	39	44	31	67	37
Ceiling to Prevent Commission Windfalls	19	0	0	0	0
Surpass Quota Before Commission Earned	37	22	50	32	5
New Salespeople Paid On Backlog	27	14	7	47	0
Charge Back for Bad Debt	42	38	81	47	14
Backlog Paid Upon Termination	35	25	50	5	24
<b>Sales Contests Used</b> (% of firms)					
Never	28	29	31	14	37
Rarely	40	29	69	10	24
Regularly	32	41	0	76	39
<b>Sales Contest Prizes</b> (% of firms)					
Cash	77	98	91	100	100
Travel	42	34	9	6	67
Merchandise	49	36	0	56	38
Other	29	4	0	6	4
<b>Expense Reimbursement</b> (% of firms)					
All Expenses Reimbursed	80	91	94	79	97
Per Diem Payment	1	1	0	0	3
Compensation Covers Expenses	5	0	0	0	0
Travel Expenses Only Reimbursed	9	4	6	8	0
Fixed Monthly Expense Allowance	5	4	0	13	0
<b>Automobile Provisions</b> (% of firms)					
None	14	3	6	4	0
Company Leased	22	3	0	4	3
Company Owned	18	8	17	13	0
Employee Owned (reimbursed)	46	87	78	79	97
<b>Automobile Reimbursement</b> (% of firms)					
Monthly Allowance	62	23	29	53	3
Gas & Oil	2	0	0	0	0
Mileage	35	77	71	47	97
Mileage Reimbursement Rate (¢ per mile)	52	45	n/a	n/a	n/a
<b>Cell Phone Arrangements</b> (% of firms)					
None	10	1	0	4	0
Company Provided	71	92	89	92	94
Employee Owned (reimbursed)	2	0	0	0	0
Monthly Allowance	15	7	11	4	6
Other	1	0	0	0	0

# Medical Benefits

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Medical Benefits</b> (% of firms)					
Firms Offering Medical Benefits	98	93	80	100	100
Firms Offering a Cafeteria Plan	37	36	40	27	43
Firms Self-Insured (at least partially)	24	4	0	9	0
<b>Affordable Care Act</b>					
Premium Change Due To ACA (%)	4	2	-10	5	2
<b>ACA Actions Taken</b> (% of firms)					
Eliminate health insurance entirely	2	4	14	0	0
Convert to fixed pmts. to emps. to buy ins.	1	4	14	0	0
Restructure plans to avoid Cadillac tax	8	8	0	0	29
Limit hiring	6	8	0	18	0
Convert full-timers to part-time	2	16	0	27	14
<b>ACA Actions Planned</b> (next 12 months, % of firms)					
Eliminate health insurance entirely	0	4	0	9	0
Convert to fixed pmts. to emps. to buy ins.	1	4	0	9	0
Restructure plans to avoid Cadillac tax	3	4	0	9	0
Limit hiring	1	4	14	0	0
Convert full-timers to part-time	0	0	0	0	0
<b>Wellness Program Offered</b> (% of firms)					
Have Participation Incentives	40	54	50	55	57
Incentives Include Premium Reductions	77	93	75	100	100
Incentives Provide HRA/HSA Funding	66	58	n/a	83	50
	11	0	n/a	0	0
<b>Health Plans Offered</b> (% of firms)					
Traditional (indemnity)	11	23	38	18	14
HMO/EPO	23	23	38	18	14
POS (Point of Service)	10	8	13	0	14
PPO (Preferred Provider Organization)	67	46	25	45	71
HDHP (High Deductible Health Plan)	45	46	13	45	86
HMO & PPO	14	8	13	0	14
Traditional & PPO	3	0	0	0	0
POS & PPO	4	4	0	0	14
HMO & POS	3	8	13	0	14
Coverage Opt-Out Offered	48	58	38	64	71
<b>Traditional Indemnity Details</b>					
Firms Offering (%)	11	23	38	18	14
Employees Covered (%)	57	63	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	454	413	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,257	1,308	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	75	81	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	54	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	1,000	1,250	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	1,600	1,500	n/a	n/a	n/a
Needed To Meet Family Deductible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	30	33	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	13	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	30	40	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	50	65	n/a	n/a	n/a
Office Visit Co-Ins (%)	23	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	20	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	25	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	48	n/a	n/a	n/a	n/a

# Medical Plans

	Typical U.S. <u>Dist.</u>	Typical ISA <u>Dist.</u>	Sales Under \$15 <u>Million</u>	Sales \$15-\$50 <u>Million</u>	Sales Over \$50 <u>Million</u>
<b>HMO/EPO Details</b>					
Firms Offering (%)	23	23	38	18	14
Employees Covered (%)	50	52	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	451	334	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,315	806	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	74	55	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	60	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	1,750	3,500	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	2,450	5,250	n/a	n/a	n/a
Needed To Meet Family Deductible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	28	25	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	10	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	35	45	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	50	63	n/a	n/a	n/a
Office Visit Co-Ins (%)	80	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
<b>POS Details</b>					
Firms Offering (%)	10	8	13	0	14
Employees Covered (%)	49	n/a	n/a	n/a	n/a
Premium; Single, Emp. Only (monthly \$)	456	n/a	n/a	n/a	n/a
Premium; Emp. + Family (monthly \$)	1,462	n/a	n/a	n/a	n/a
Employer Paid %; Single, Emp. Only	73	n/a	n/a	n/a	n/a
Employer Paid %; Emp. + Family	60	n/a	n/a	n/a	n/a
Deductible; Single, Emp. Only (annual \$)	2,000	n/a	n/a	n/a	n/a
Deductible; Emp. + Family (annual \$)	2,500	n/a	n/a	n/a	n/a
Needed To Meet Family Deductible (members)	2	n/a	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	30	n/a	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	n/a	n/a	n/a	n/a
Preferred Drug Co-pay (\$)	38	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-pay (\$)	60	n/a	n/a	n/a	n/a
Office Visit Co-Ins (%)	30	n/a	n/a	n/a	n/a
Generic Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	40	n/a	n/a	n/a	n/a
<b>PPO Details</b>					
Firms Offering (%)	67	46	25	45	71
Employees Covered (%)	66	64	n/a	64	n/a
Premium; Single, Emp. Only (monthly \$)	493	460	n/a	457	456
Premium; Emp. + Family (monthly \$)	1,440	1,381	n/a	1,572	1,186
Employer Paid %; Single, Emp. Only	75	70	n/a	70	63
Employer Paid %; Emp. + Family	63	48	n/a	65	n/a
Deductible; Single, Emp. Only (annual \$)	1,500	1,750	n/a	2,000	2,000
Deductible; Emp. + Family (annual \$)	2,000	2,000	n/a	n/a	2,500
Needed To Meet Family Deductible (members)	2	2	n/a	2	n/a
Office Visit Co-pay (\$ per visit)	25	30	n/a	30	35
Generic Drug Co-pay (\$)	10	10	n/a	10	10
Preferred Drug Co-pay (\$)	35	35	n/a	35	30
Non-Perf. Drug Co-pay (\$)	60	63	n/a	65	63
Office Visit Co-Ins (%)	50	80	n/a	70	n/a
Generic Drug Co-Ins (%)	80	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	40	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a

# HDHP & Other Benefits

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>HDHP Details</b>					
Firms Offering (%)	45	46	13	45	86
Employees Covered (%)	45	53	n/a	57	40
Premium; Single, Emp. Only (monthly \$)	413	387	n/a	389	356
Premium; Emp. + Family (monthly \$)	1,185	1,042	n/a	1,190	1,059
Employer Paid %; Single, Emp. Only	75	88	n/a	80	85
Employer Paid %; Emp. + Family	67	51	n/a	n/a	29
Deductible; Single, Emp. Only (annual \$)	2,600	2,500	n/a	2,800	2,250
Deductible; Emp. + Family (annual \$)	5,000	4,000	n/a	5,600	3,300
Needed To Meet Family Deductible (members)	2	1	n/a	n/a	n/a
Office Visit Co-pay (\$ per visit)	28	15	n/a	n/a	n/a
Generic Drug Co-pay (\$)	10	15	n/a	13	n/a
Preferred Drug Co-pay (\$)	35	35	n/a	43	n/a
Non-Perf. Drug Co-pay (\$)	60	60	n/a	n/a	n/a
Office Visit Co-Ins (%)	70	20	n/a	n/a	n/a
Generic Drug Co-Ins (%)	30	n/a	n/a	n/a	n/a
Preferred Drug Co-Ins (%)	30	n/a	n/a	n/a	n/a
Non-Perf. Drug Co-Ins (%)	50	n/a	n/a	n/a	n/a
<b>HDHP HRA &amp; HSA Plans</b> (% of HDHP firms)					
Offer HRA	26	25	n/a	20	33
Offer HSA	79	83	n/a	80	83
Fund HRA/HSA Plans	64	58	n/a	80	33
Family Funding Differs (% of funding firms)	71	67	n/a	50	n/a
Annual Funding If Not Different (annual \$)					
HRA Funding	2,200	n/a	n/a	n/a	n/a
HSA Funding	1,000	n/a	n/a	n/a	n/a
Annual Funding If Different (annual \$)					
HRA Funding For Singles	2,000	n/a	n/a	n/a	n/a
HRA Funding For Families	3,800	n/a	n/a	n/a	n/a
HSA Funding For Singles	520	n/a	n/a	n/a	n/a
HSA Funding For Families	1,300	n/a	n/a	n/a	n/a
<b>Other Health Benefits</b> (% of firms)					
Dental Plan	88	92	88	91	100
Vision/Optical Plan	68	62	50	64	71
Retiree Medical Insurance	6	8	13	0	14
Prescription Drug Plan	75	65	50	64	86
Mail Order Drug Plan	70	65	50	55	100
Group Term Life Insurance	84	88	75	91	100
Long-term Disability Insurance	73	85	75	82	100
Short-term Disability Insurance	71	81	75	73	100
Long-term Care Insurance	15	15	25	9	14
Employee Assistance Program	48	42	13	64	43
<b>Flexible Spending Accounts</b> (% of firms)					
Health Care	53	50	50	45	57
Dependent Care	48	50	40	45	71
Adoption Assistance	6	4	0	0	14

# Time Off, Retirement & Other Programs

	Typical U.S. Dist.	Typical ISA Dist.	Sales Under \$15 Million	Sales \$15-\$50 Million	Sales Over \$50 Million
<b>Paid Time Off Program</b> (% of firms)	46	50	60	45	43
PTO Includes Paid/Float Holidays (% of firms)	26	36	33	60	n/a
PTO Includes Vacation (% of firms)	91	86	83	80	n/a
Days Accrued (per yr. by a 5 year full-time emp.)	15	15	14	15	n/a
Accrual Top-Out Year (years of service)	13	15	18	15	n/a
Accrued Carryover Allowed (% of firms)	50	57	50	60	n/a
Maximum Accrual (days)	20	22	21	15	n/a
New Hire Wait Period (days)	90	90	90	90	n/a
<b>Sick Leave</b> (firms without PTO program)					
Salaried Paid Sick Days (% of firms)	100	100	n/a	100	n/a
Salaried Sick Days (days per year)	5	5	n/a	5	n/a
Hourly Paid Sick Days (% of firms)	100	100	n/a	100	n/a
Hourly Sick Days (days per year)	5	5	n/a	5	n/a
New Hire Wait Period (days)	90	60	n/a	228	n/a
<b>Holidays</b> (if not included in a PTO)					
Paid Fixed Holidays Allowed (annually)	7	7	8	7	7
Paid Floating Holidays Allowed (annually)	0	0	0	0	2
<b>Vacation</b> (if not included in a PTO)					
Days Accrued (per yr. by a 5 year full-time emp.)	10	13	15	10	13
Accrual Top-Out Year (years of service)	14	15	15	15	18
Accrued Carryover Allowed (% of firms)	39	38	20	43	50
Maximum Accrual (days)	20	18	n/a	15	n/a
New Hire Wait Period (days)	120	105	120	90	213
<b>Other Paid Time Off</b> (% of firms)					
Paid Parental Leave	17	19	33	0	29
Paid Jury Duty	79	85	89	73	100
Paid Military Duty	25	19	22	18	14
<b>Retirement Plans Offered</b> (% of firms)	95	89	70	100	100
401(k)	91	96	86	100	100
Profit Sharing Plan	48	44	29	45	57
Payroll Deduction/SEP/SIMPLE IRA	14	12	29	9	0
Defined Benefit Plan	5	0	0	0	0
Money Purchase Plan	1	0	0	0	0
<b>401(k) Plans</b>					
Eligible Employees Enrolled (%)	77	75	75	65	78
Emps. Auto Enrolled (% of firms with 401k)	43	33	50	27	29
Traditional (% of firms with 401k)	77	88	100	73	100
Safe Harbor (% of firms with 401k)	32	29	17	45	14
SIMPLE (% of firms with 401k)	4	0	0	0	0
Provides For Roth Contribution	53	67	50	91	43
Catch-up Contributions Allowed	95	92	67	100	100
Firm Contributes (% of firms with 401k)	85	75	67	64	100
Firm Matching \$ Per Emp. \$	0.50	0.29	n/a	n/a	0.38
Matching Limit (% of pay)	5	5	5	4	6
Matching Limit \$ (annual)	10,600	n/a	n/a	n/a	n/a
<b>Other Benefit Programs</b> (% of firms)					
Child Care (allowance or facilities)	4	4	10	0	0
Flexible Work Scheduling	35	54	50	55	57
Educational Assistance	48	36	30	45	29
Pre-Retirement Counseling	21	25	0	45	29
Annual Computerized Benefits Statement	31	36	30	36	43
Smoking Restrictions In Workplace	89	86	80	100	71
Employee Policy Manual	90	100	100	100	100