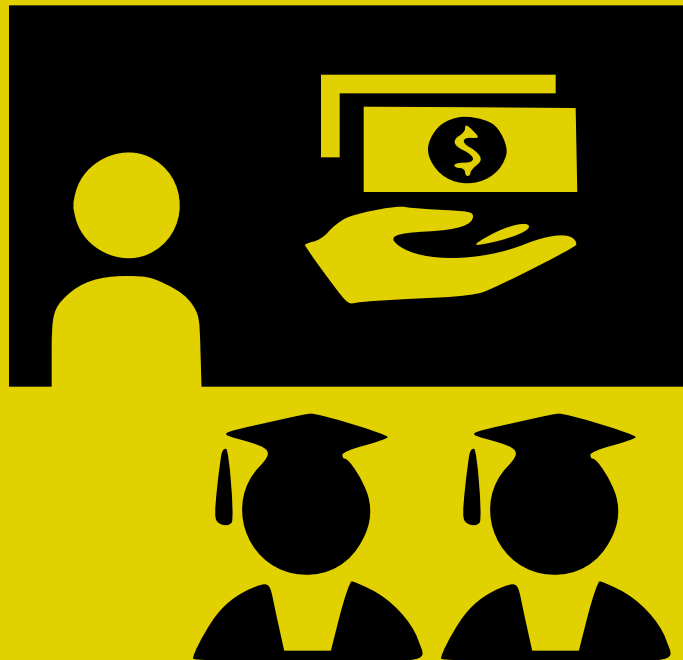


Malema Engineering Corporation: CHRO Report on Competitive Compensation & Talent Sourcing

a machine learning approach



Professor Philip M. Parker, Ph.D.
Chair Professor of Management Science
INSEAD (Singapore and Fontainebleau, France)

COPYRIGHT NOTICE

All of ICON Group International, Inc. publications are copyrighted. Copying our publications in whole or in part, for whatever reason, is a violation of copyright laws and can lead to penalties and fines.

Should you want to copy tables, graphs, or other materials from our publications, please contact us to request permission. ICON Group International, Inc. often grants permission for very limited reproduction of our publications for internal use, press releases, and academic research. Such reproduction requires, however, confirmed permission from ICON Group International, Inc. **Please read the full copyright notice, disclaimer, and user agreement provisions at the end of this report.**

IMPORTANT DISCLAIMER

Neither ICON Group International, Inc. nor its employees or the author of this report can be held accountable for the use and subsequent actions of the user of the information provided in this publication. Great efforts have been made to ensure the accuracy of the data, but we cannot guarantee, given the volume of information, accuracy. **Since the information given in this report is forward-looking, the reader should read the disclaimer statement and user agreement provisions at the end of this report.**

About the Author

Professor Philip M. Parker, PhD is the INSEAD Chair Professor and Management Science at INSEAD. He directs INSEAD's open enrollment executive education program Business Strategies for HR Leaders. He received his Ph.D. in Business Economics at the Wharton School (University of Pennsylvania) and has taught in programs at Stanford University, Harvard University and the Massachusetts Institute of Technology (MIT). At INSEAD, Professor Parker teaches a variety of courses relating to artificial intelligence and machine learning (MBA, PhD and Executive programs). He pioneered the use of natural language generation algorithms and patented the use of NGL in the creation of business-oriented research reports. His work has found applications in a number of areas, including his work with the Bill and Melinda Gates Foundation to bring knowledge to underserved languages in Asia, Africa and Latin America. He has presented his work at Davos, the White House and the G8, among other forums. For over 25 years, he taught in McKinsey and Company's internal training programs focusing on strategy and marketing analytics. He has a Master's Degree in Money, Banking and Finance and a B.Sc. in Economics.

About ICON Group International, Inc.

ICON Group International, Inc.'s primary mission is to assist managers with their international information needs. U.S.-owned and operated, ICON Group has field offices in Paris, Hong Kong, and Lomé, Togo (West Africa). Created in 1994, ICON Group has published hundreds of multi-client databases and global/regional market data, industry, and country publications.

Global/Regional Management Studies: Summarizing over 190 countries, management studies are generally organized into regional volumes and cover key management functions. The human resource series covers minimum wages, child labor, unionization, and collective bargaining. The international law series covers media control and censorship, search and seizure, and trial justice and punishment. The diversity management series covers a variety of environmental context drivers that affect global operations. These include women's rights, children's rights, discrimination/racism, and religious forces and risks. Global strategic planning studies cover economic risk assessments, political risk assessments, foreign direct investment strategy, intellectual property strategy, and export strategies. Financial management studies cover taxes and tariffs. Global marketing studies focus on target segments (e.g. seniors, children, women) and strategic marketing planning.

Country Studies: Often managers need an in-depth, yet broad and up-to-date understanding of a country's strategic market potential and situation before the first field trip or investment proposal. There are over 190 country studies available. Each study consists of analysis, statistics, forecasts, and information of relevance to managers. The studies are continually updated to ensure that the reports have the most relevant information available. In addition to raw information, the reports provide relevant analyses which put a more general perspective on a country (seen in the context of relative performance vis-à-vis benchmarks).

Industry Studies: Companies are racing to become more international, if not global in their strategies. For over 2,000 product/industry categories, these reports give the reader a concise summary of latent market forecasts, pro-forma financials, import competition profiles, contacts, key references, and trends across 200 countries of the world. Some reports focus on a particular product and region (up to four regions per product), while others focus on a product within a particular country.

ICON Group Customer Service
PO BOX 27740
Las Vegas, NV 89126-7440
USA
E-mail: orders@icongroupbooks.com
Website: www.icongrouponline.com

TABLE OF CONTENTS

1	Executive Summary	1
1.1	Methodology	1
1.2	Summary	1
2	Methodology	2
3	Malema Engineering Corporation - Job Titles & Salaries	4
3.1	Benchmark Estimates for Malema Engineering Corporation Across Product Competitors	4
3.2	Benchmark Estimates for Malema Engineering Corporation Across Industry Companies	4
3.3	Benchmark Estimates for Malema Engineering Corporation Across Local Companies ...	4
4	Malema Engineering Corporation - Job Titles Benchmarks	6
4.1	Application Engineer	6
4.2	Architectural And Engineering Managers	10
4.3	Budget Analysts	13
4.4	Finance Analysts	16
4.5	Financial Managers	19
4.6	Manufacturing Test Engineer	22
4.7	Quality Assurance Manager	25
4.8	Sales Engineers	28
4.9	Senior R&D Engineer	31
5	Competition – Job Titles & Salaries	34
5.1	Across Product Competitors With Similar Job Titles	34
5.2	Across All Companies With Similar Job Titles	64
5.3	Across Local Companies With Similar Job Titles	122
6	Product Market Categories	149
6.1	Primary Categories	149
6.2	Adjacent Categories	149
6	DISCLAIMERS, WARRANTIES, AND USER AGREEMENT PROVISIONS	228

7.1	DISCLAIMERS & SAFE HARBOR	228
7.2	ICON GROUP INTERNATIONAL, INC. USER AGREEMENT PROVISIONS	229

1 Executive Summary

1.1 Methodology

This report uses modern text analytic methods in the field of natural language processing (NLP) and machine learning (ML), which are sub-fields of artificial intelligence, to evaluate the competitive positioning of Malema Engineering Corporation vis-à-vis its product market competitors. There are three phases to the analysis. The first uses data reduction machine-learning methodologies to derive the relevant set of competitors across the markets served by Malema Engineering Corporation. This set of firms is seen as the relevant choice set that potential employees will use to evaluate career options within the industries served by Malema Engineering Corporation and its competitors. The second phase then aggregates and estimates the prevailing wages rates across this set of competitors. Estimated percentile rankings and differences are then used to gauge whether Malema Engineering Corporation is competitive, and it does so for various career positions, geographies and competitors.

1.2 Summary

The analysis presented indicates that Malema Engineering Corporation and its competitors have high variances in compensation strategies, across both positions and geographies. It also finds that firms source talent from a wide variety of geographies and institutions as they compete on the international market for talent. Based on granular text analysis, presented in detail in this report, Malema Engineering Corporation is found to compete for talent across the following:

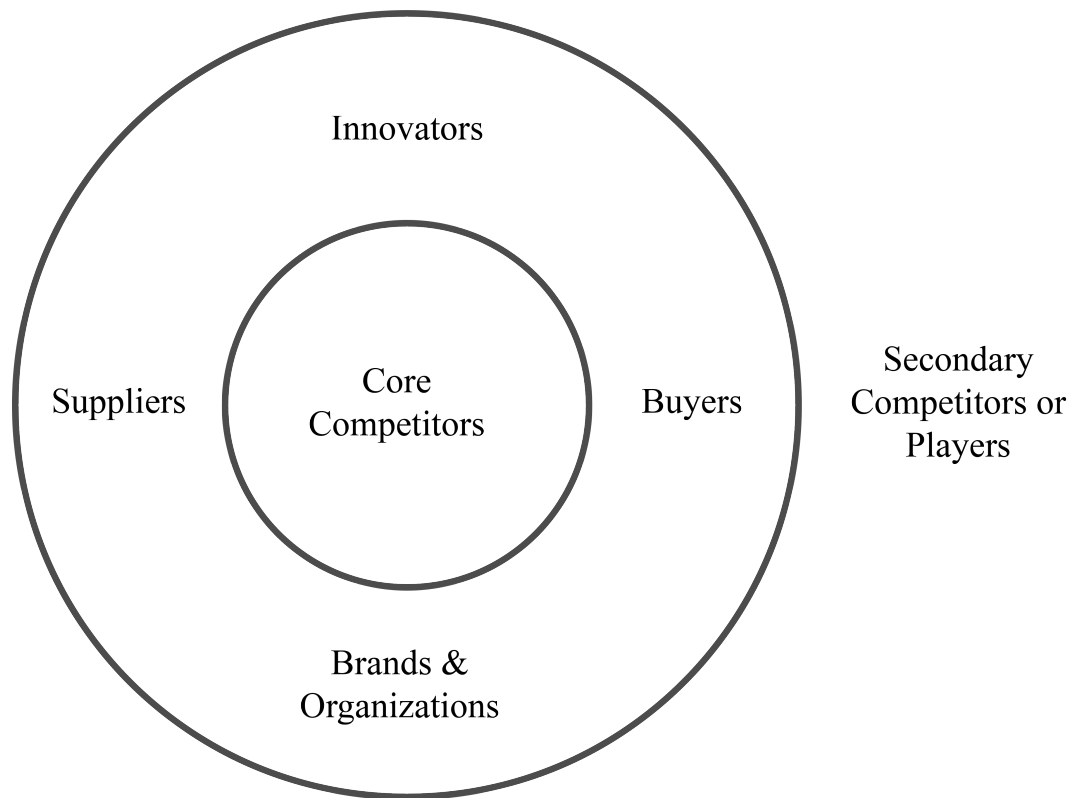
- 1442 primary or direct competitors
- 1025 local competitors

2 Methodology

The analysis presented indicates that Malema Engineering Corporation and its competitors have high variances in compensation strategies, across both positions and geographies. It also finds that firms source talent from a wide variety of geographies and institutions as they compete on the international market for talent. Based on granular text analysis, presented in detail in this report, Malema Engineering Corporation is found to compete for talent across the following:

The methodology used in this report follows a number of steps, across two phases. Phase 1 involves text analysis. Phase 2 involves data reduction (unsupervised machine learning), which leads to strategic visualizations. Phase 1 involves the collection of textual data across thousands of public sources (leading to a database exceeding 1.2 billion records). These consist of “mentions” of firms competing in a particular product market. This process leverages various natural language programming techniques, especially as used in modern text analysis (see references for further details). For example, competitors are not just identified by firm names, but the synonyms of firm names, as well as the “stems” of firm names (including “brands” that stand as legal entities). For each competitor, therefore, multiple phases can lead to a firm being identified. Brands, of course, can be ambiguous, as these often are firm names or separate legal entities that can be separated from the parent. So, these have been treated as such to provide greater granularity. Similarly, competitors are associated with product market categories (which can also include services). Synonyms and stemming are also used to find the association of competitors and their offerings. This results in a massive interlinking graph of all know competitors to and from each other across all market offerings (products, services or combinations of both). In addition to listing the findings for Malema Engineering Corporation and its competitors resulting from this “text mining” procedure, this report takes that part of the graph interconnected to Malema Engineering Corporation and displays the results in a way that allow interpretation for strategic planners. Again, this is at the portfolio level across the competitors of Malema Engineering Corporation.

Figure 1. Defining Malema Engineering Corporation



Phase 2, therefore, reveals which firms are most similar (i.e. competitive) to Malema Engineering Corporation based on overlapping portfolios. The more two firms share the same portfolios, the more they are similar. In addition, the more they share the same competitors, independent of categories, the more similar they are. Combining the two concepts (products and competitors) yields an aggregate indication of similarity across all firms. It is on this basis that compensation benchmarks are established.

Given the above, results are reported at several level. First, salaries are benchmarked across competitors, as defined above, but also across “top recruiters”. Top recruiters are simply defined as those firms who hire candidates for similar titles, irrespective of industry, or product market overlaps. Second, we then show sample statistics for a variety of competitors for those job titles that are mostly likely to overlap with Malema Engineering Corporation (in some cases, there may be few that overlap). Finally, some candidates may focus on a particular industry or product market. Compensation benchmarks are supplied for firms who are active in these sectors these as well.

3 Malema Engineering Corporation - Job Titles & Salaries

As discussed in the methodology, benchmarks are established for Malema Engineering Corporation. The following table presents the benchmarks used to calibrate estimates for Malema Engineering Corporation, and should therefore be seen as assumptions.

3.1 Benchmark Estimates for Malema Engineering Corporation Across Product Competitors

Job Title	Malema Engineering Corporation Observations	Malema Engineering Corporation Average	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	6	73500	41400	155100	85400
Architectural And Engineering Managers	2	145100	71800	223900	126400
Budget Analysts	9	55500	41900	91600	58700
Finance Analysts	2	59100	48000	116900	72900
Financial Managers	1	59800	49500	246500	123200
Manufacturing Test Engineer	2	81300	67200	120800	89700
Quality Assurance Manager	4	94300	58500	131100	85100
Sales Engineers	1	54900	41400	166900	100700
Senior R&D Engineer	9	111300	65800	121600	87900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

3.2 Benchmark Estimates for Malema Engineering Corporation Across Industry Companies

Job Title	Malema Engineering Corporation Observations	Malema Engineering Corporation Average	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	6	73500	37200	155100	83000
Architectural And Engineering Managers	2	145100	41600	224800	122100
Budget Analysts	9	55500	31700	111900	56800
Finance Analysts	2	59100	35300	116900	64200
Financial Managers	1	59800	29500	259800	116300
Manufacturing Test Engineer	2	81300	63900	129000	92800
Quality Assurance Manager	4	94300	29700	154700	81100
Sales Engineers	1	54900	27800	180300	92400
Senior R&D Engineer	9	111300	61700	135000	90500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

3.3 Benchmark Estimates for Malema Engineering Corporation Across Local Companies

Job Title	Malema Engineering Corporation Observations	Malema Engineering Corporation Average	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	6	73500	47300	88700	63600
Architectural And Engineering Managers	2	145100	66000	142000	103200
Budget Analysts	9	55500	40000	78400	50800
Finance Analysts	2	59100	43700	101300	57500

Job Title	Malema Engineering Corporation Observations	Malema Engineering Corporation Average	Competitors Minimum	Competitors Maximum	Competitors Average
Financial Managers	1	59800	39900	246500	108400
Manufacturing Test Engineer	2	81300	81100	81400	81300
Quality Assurance Manager	4	94300	44400	98200	70500
Sales Engineers	1	54900	44400	141300	79600
Senior R&D Engineer	9	111300	74300	152500	108000

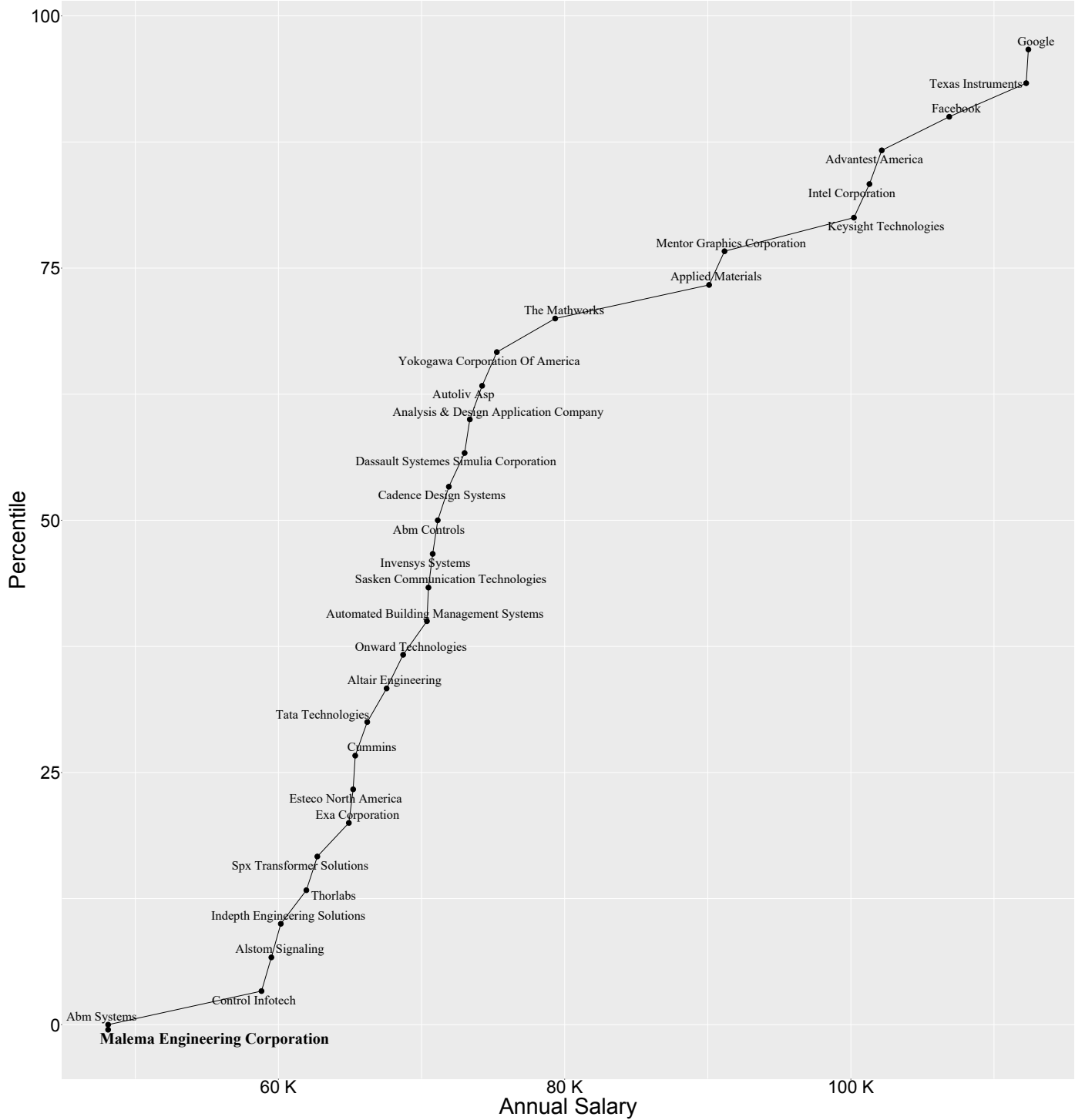
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

4 Malema Engineering Corporation - Job Titles Benchmarks

As discussed in the methodology, benchmarks are established for Malema Engineering Corporation. The following table presents the benchmarks used to calibrate estimates for Malema Engineering Corporation, and should therefore be seen as assumptions. These cover the job titles determined to be the most relevant, given the competition identified.

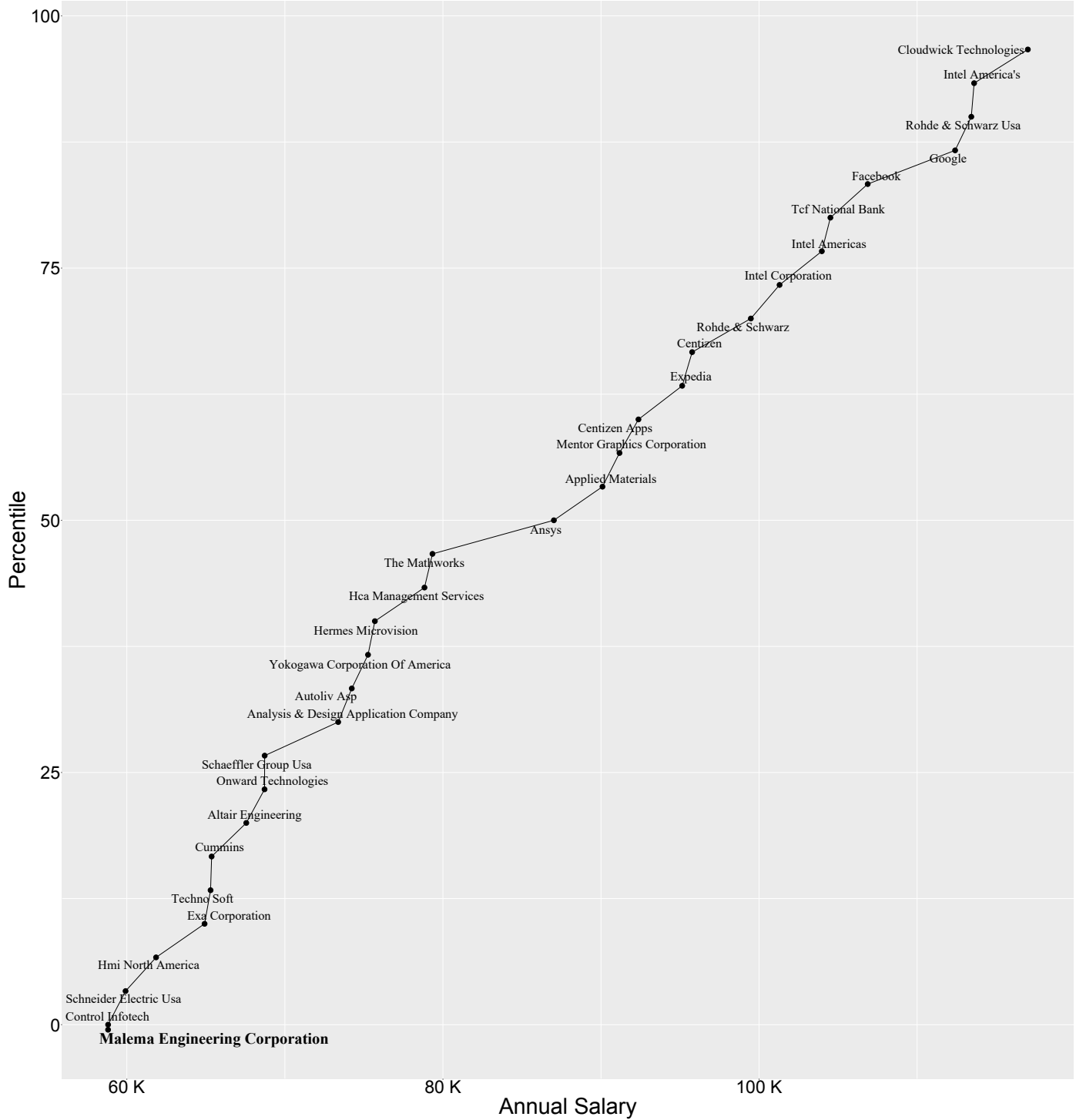
4.1 Application Engineer

Top Competitors - Application Engineer



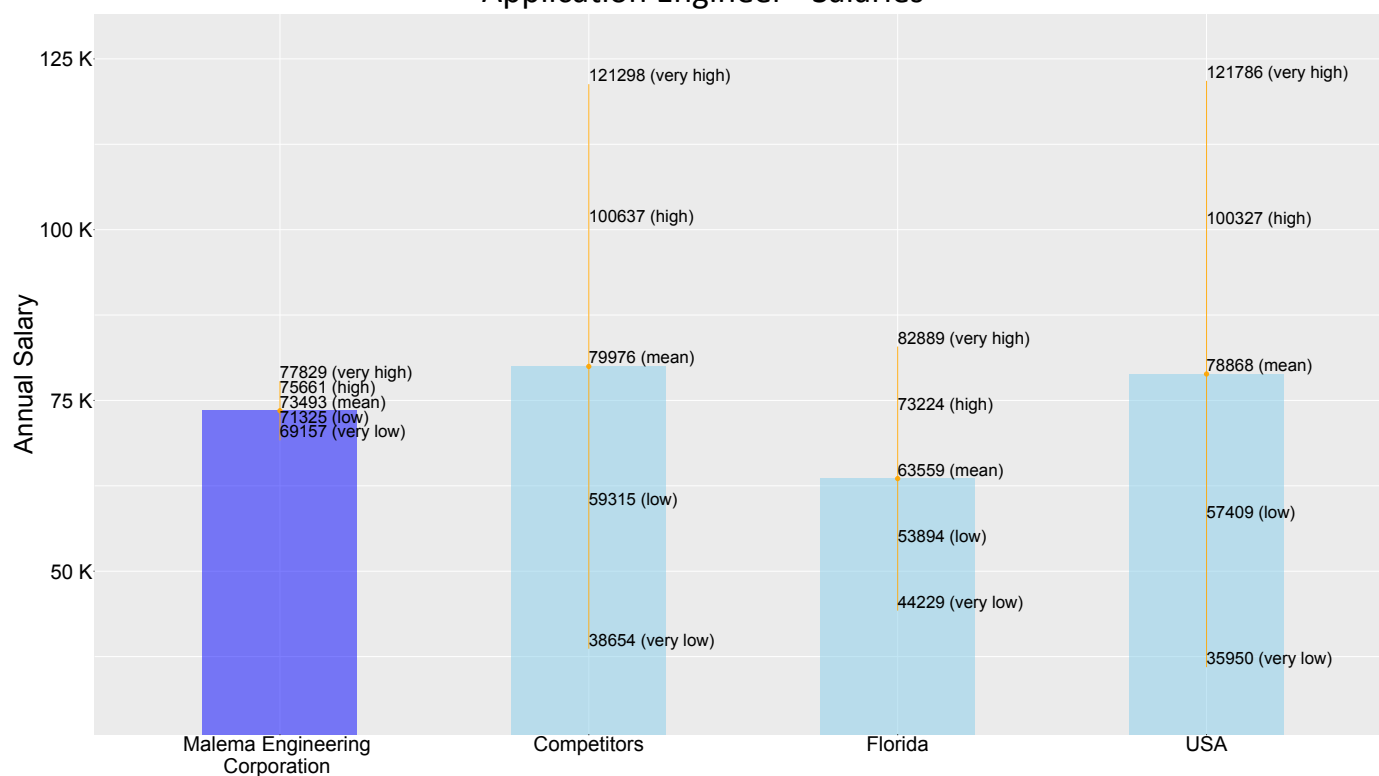
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Application Engineer



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Application Engineer - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

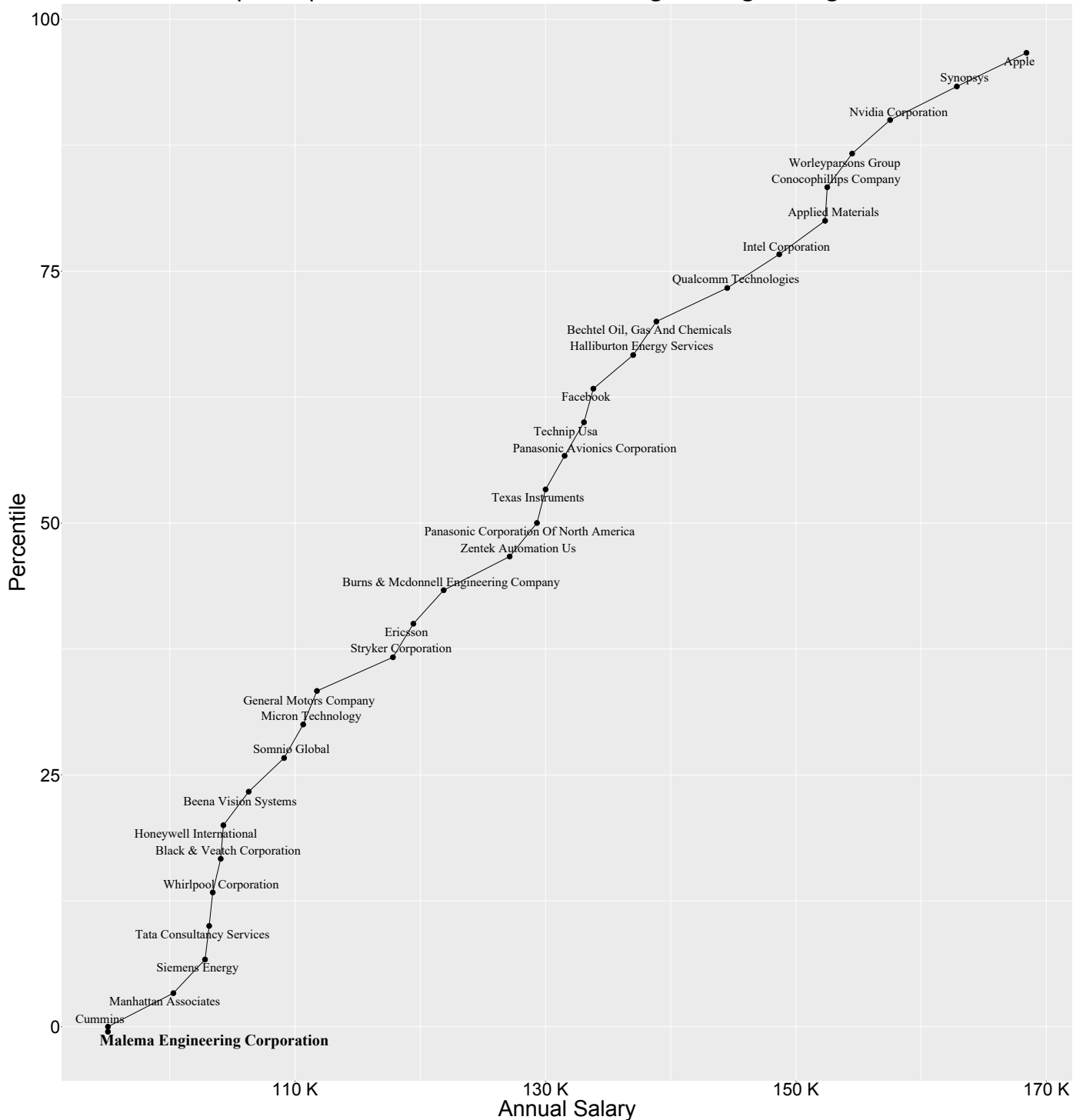
Top Competitors - Application Engineer

Company	Observations	Minimum	Maximum	Average
Google	282	88483	155106	112403
Applied Materials	66	65749	117659	90092
Intel Corporation	54	81266	131726	101296
Facebook	44	84493	135077	106874
Altair Engineering	38	58032	80454	67558
Yokogawa Corporation Of America	30	63877	81411	75260
Mentor Graphics Corporation	25	71032	113880	91170
Autoliv Asp	25	62650	81162	74232
The Mathworks	20	69805	88754	79337
Exa Corporation	19	62300	68370	64919
Onward Technologies	16	55682	83595	68713
Control Infotech	12	51584	63461	58815
Cummins	19	51459	80309	65365
Analysis & Design Application Company	18	52395	90000	73372
Tata Technologies	14	59530	76170	66204

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

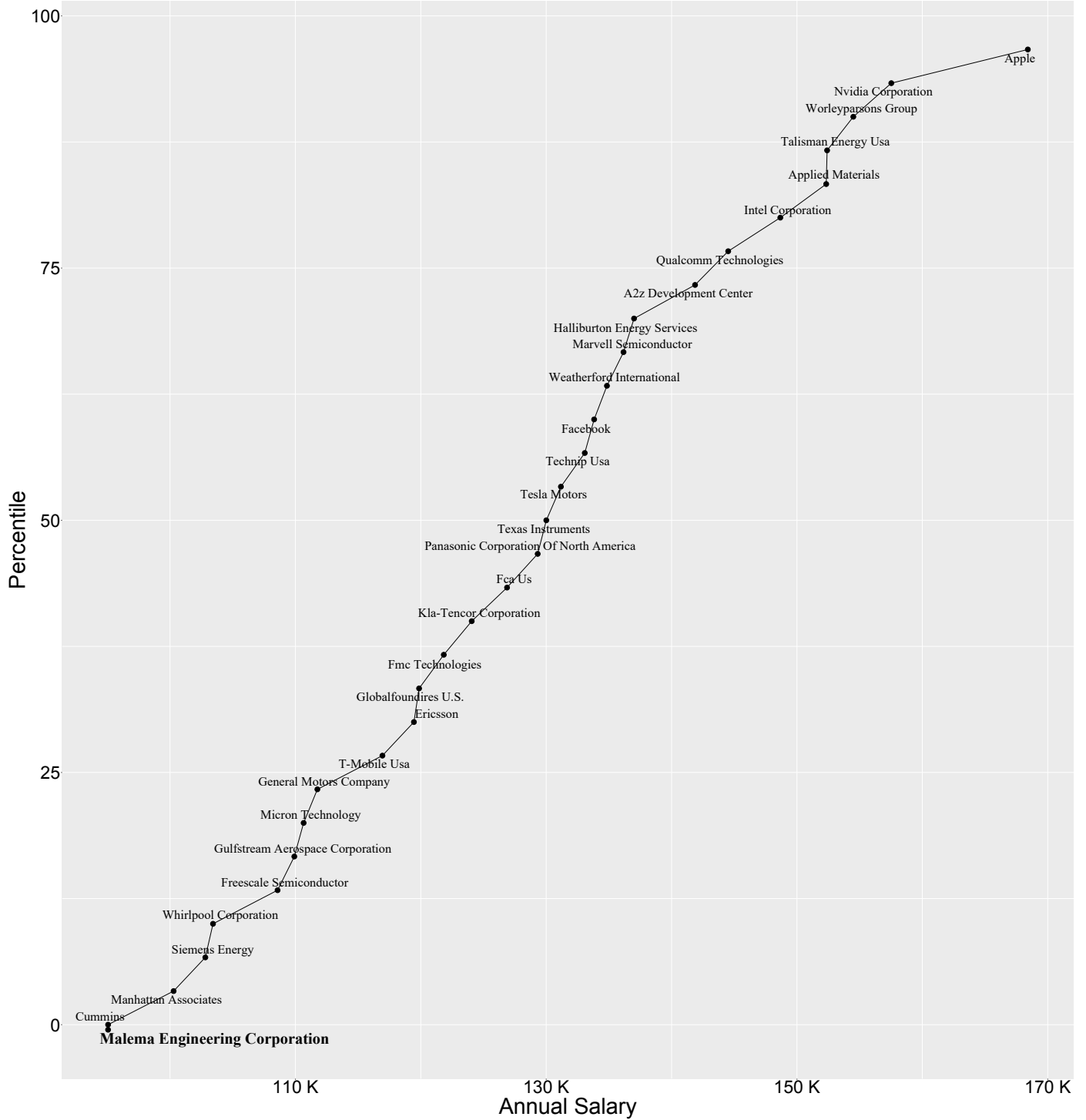
4.2 Architectural And Engineering Managers

Top Competitors - Architectural And Engineering Managers



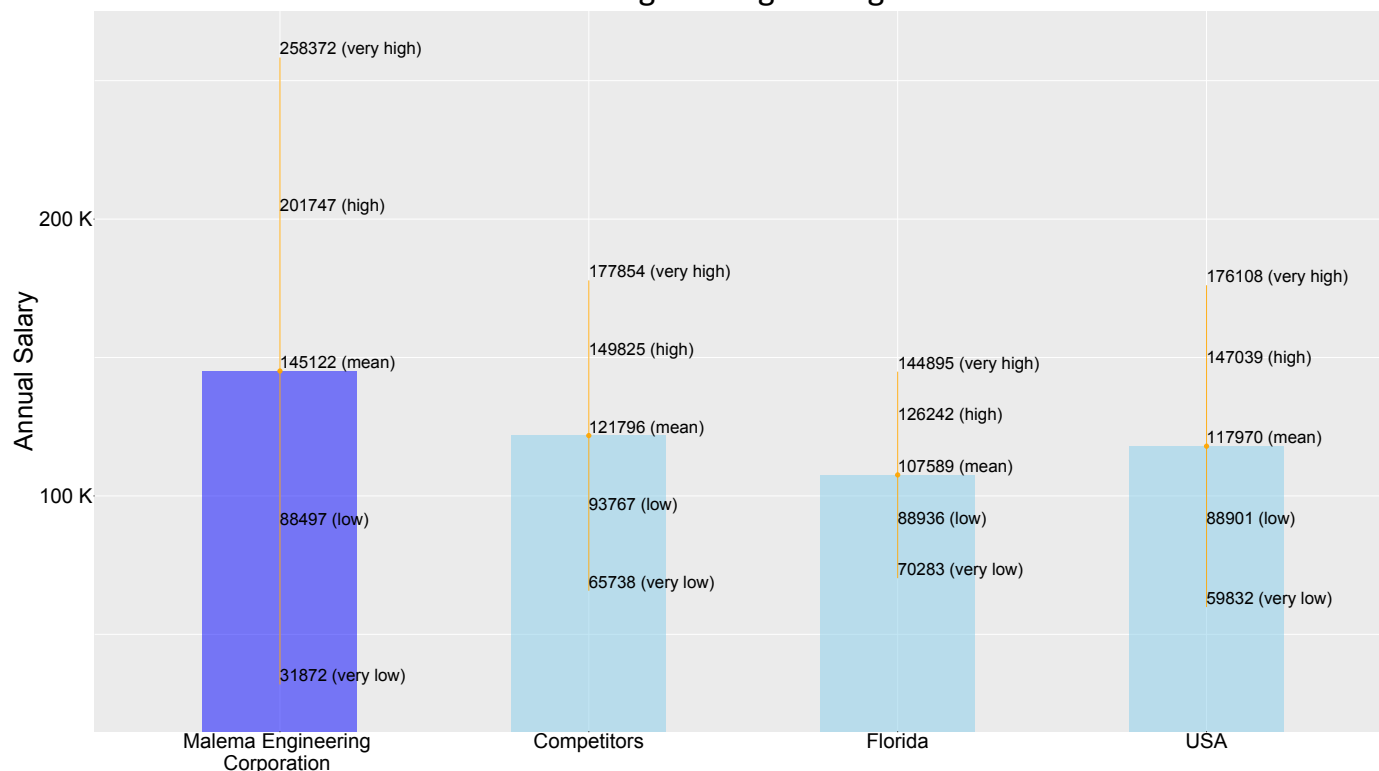
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Architectural And Engineering Managers



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Architectural And Engineering Managers - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

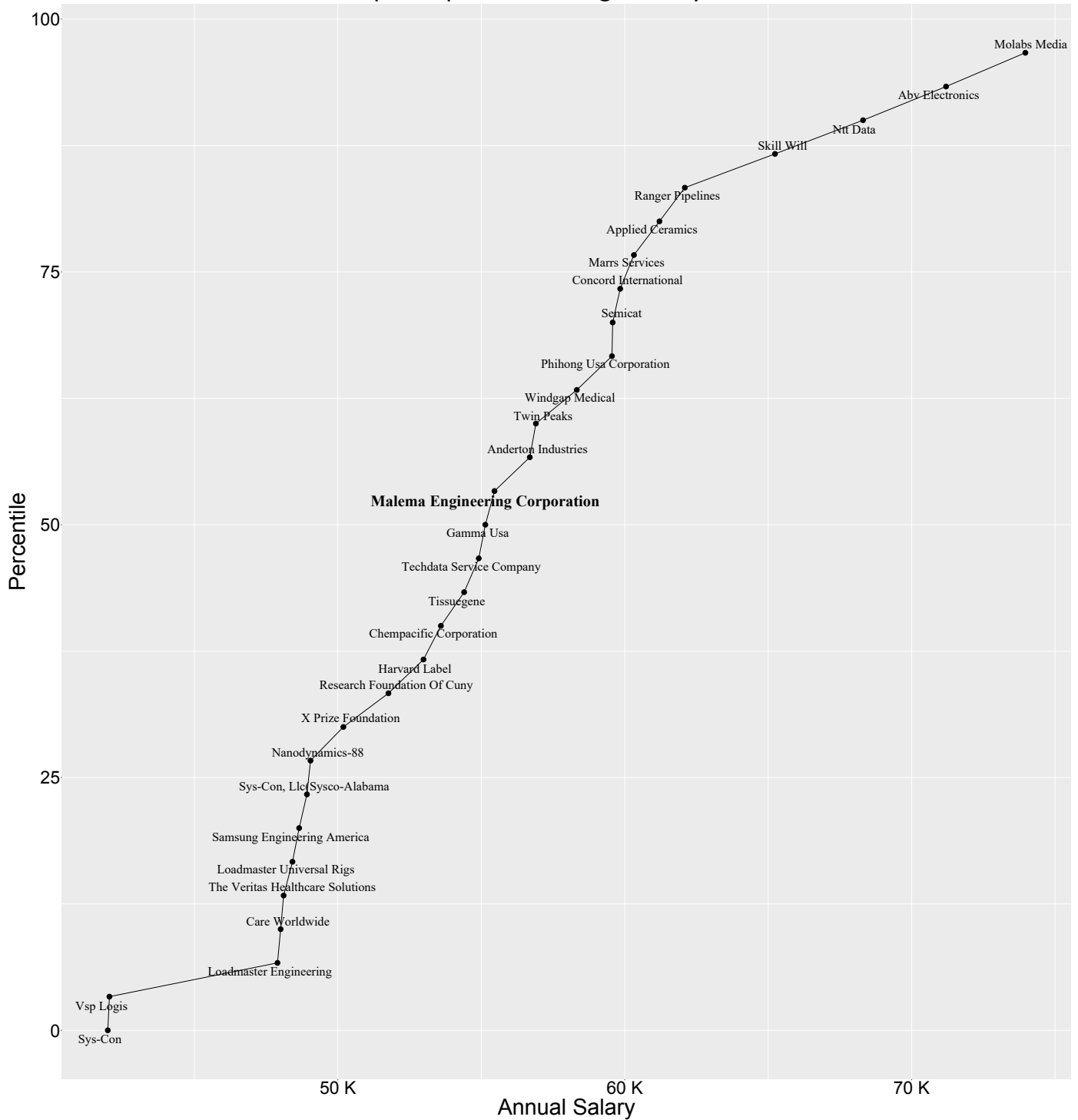
Top Competitors - Architectural And Engineering Managers

Company	Observations	Minimum	Maximum	Average
Apple	63	130062	216757	168412
Texas Instruments	51	103522	154814	130009
Cummins	29	85696	104603	95059
Intel Corporation	26	117686	173046	148671
Micron Technology	17	91499	132267	110653
Technip Usa	12	116771	147784	133075
Facebook	17	99362	177002	133823
Qualcomm Technologies	17	117832	198952	144515
Ericsson	17	84300	166650	119449
Worleyparsons Group	17	124062	216050	154494
Nvidia Corporation	16	112139	208853	157522
Halliburton Energy Services	14	85675	202446	137005
Whirlpool Corporation	13	93434	142563	103427
Siemens Energy	12	77314	117645	102815
General Motors Company	12	94682	162885	111750

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

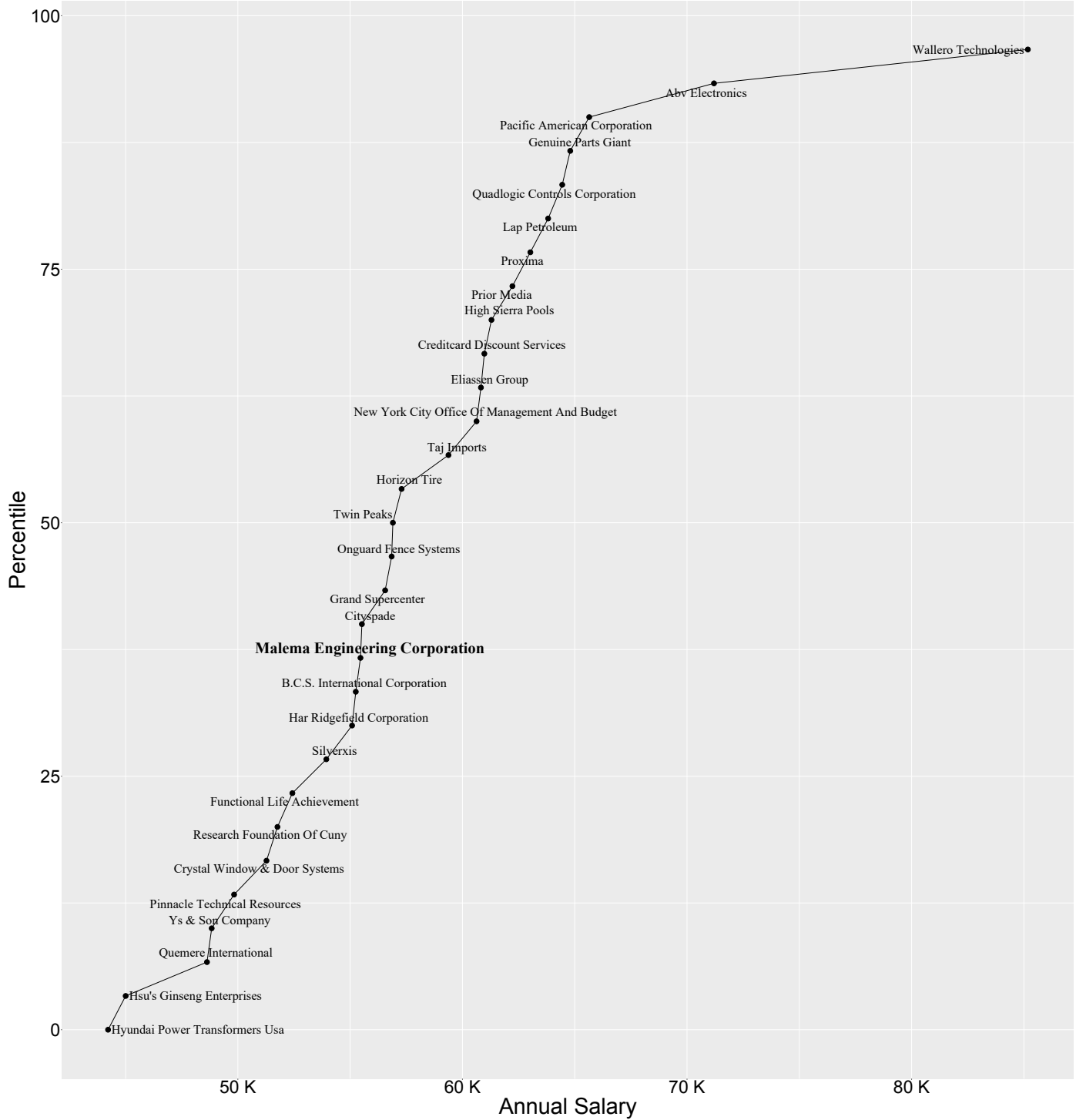
4.3 Budget Analysts

Top Competitors - Budget Analysts



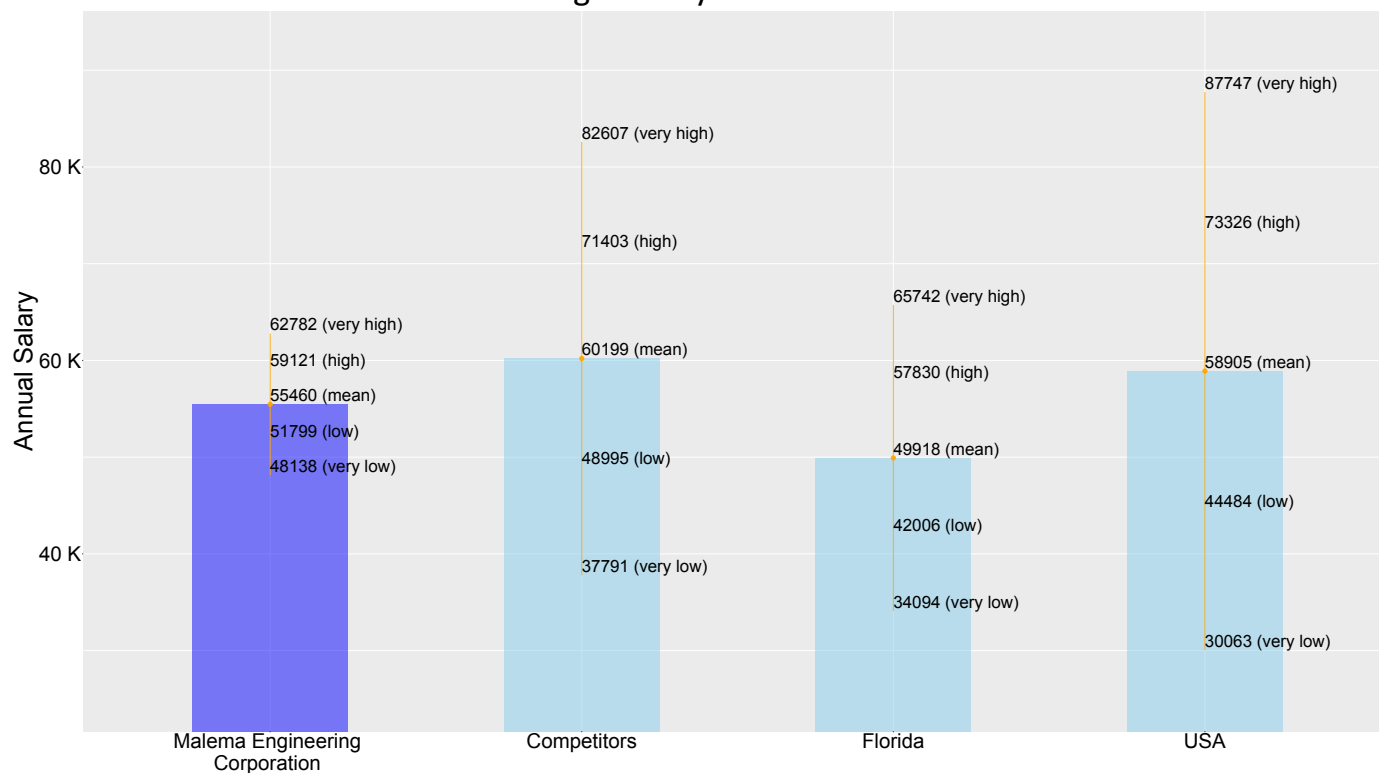
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Budget Analysts



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Budget Analysts - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

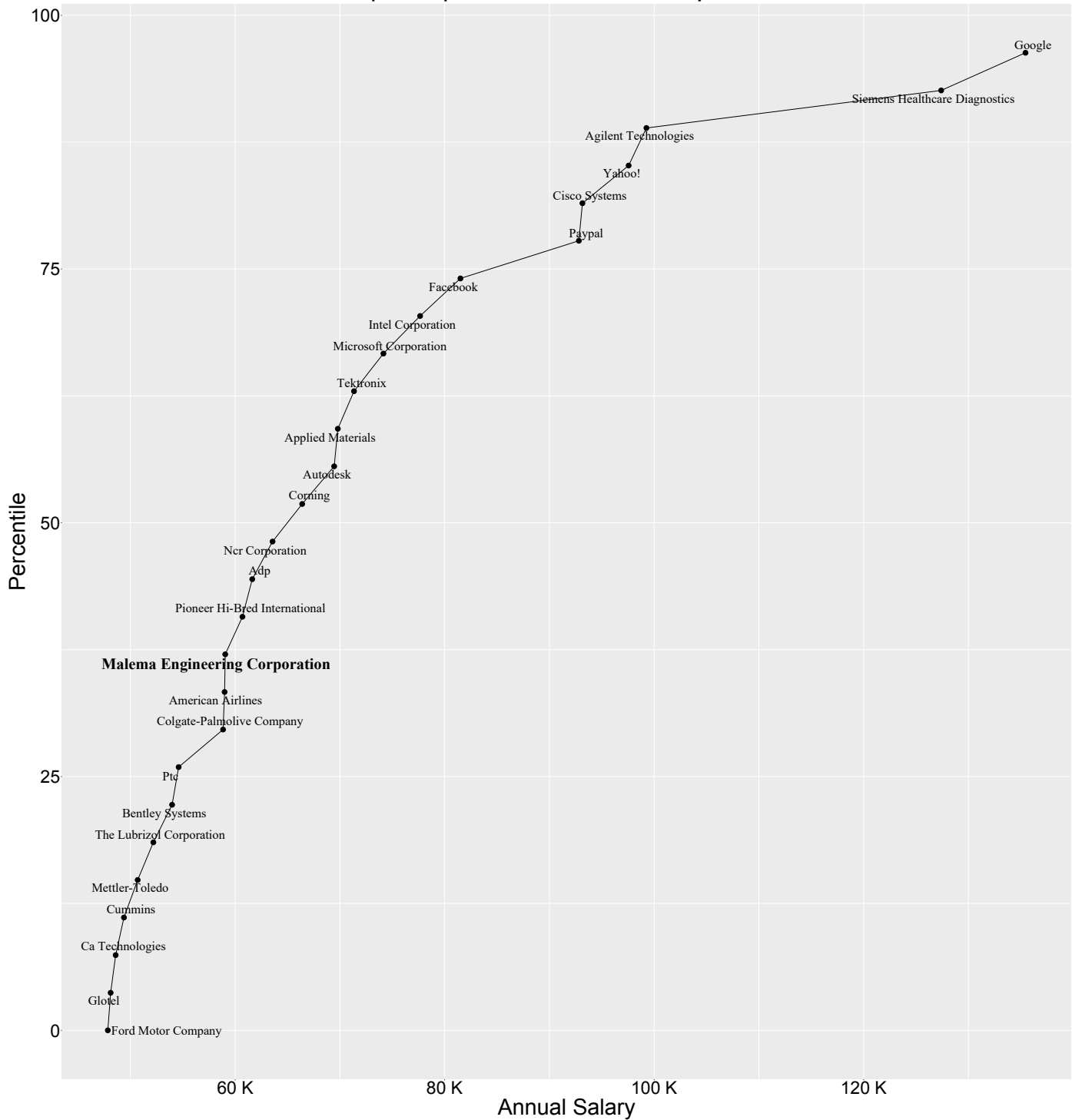
Top Competitors - Budget Analysts

Company	Observations	Minimum	Maximum	Average
Twin Peaks	10	46100	75150	56903
Malema Engineering Corporation	9	45698	56680	55460
Abv Electronics	9	57616	76024	71201
Research Foundation Of Cuny	8	49000	56260	51763
Applied Ceramics	5	55140	71510	61210
Phihong Usa Corporation	5	53100	65458	59555
Loadmaster Universal Rigs	5	46530	50627	48418
The Veritas Healthcare Solutions	5	48110	48110	48110
X Prize Foundation	5	44750	52790	50192
Gamma Usa	4	55141	55141	55141
Harvard Label	4	50220	58520	52985
Anderton Industries	4	52229	58178	56691
Sys-Con	4	40830	70990	48922
Skill Will	3	62608	68806	65238
Windgap Medical	3	51688	62858	58329

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

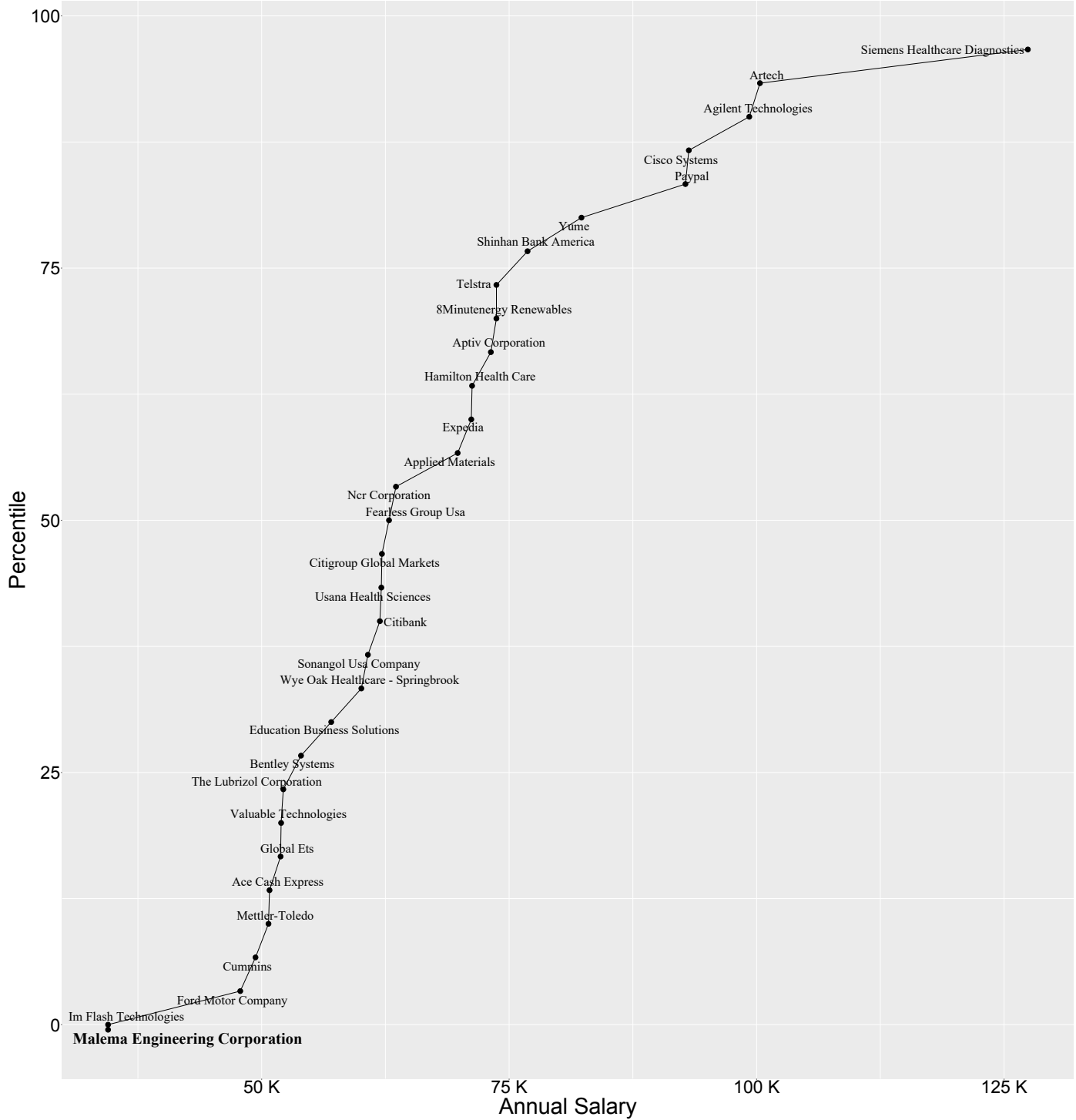
4.4 Finance Analysts

Top Competitors - Finance Analysts



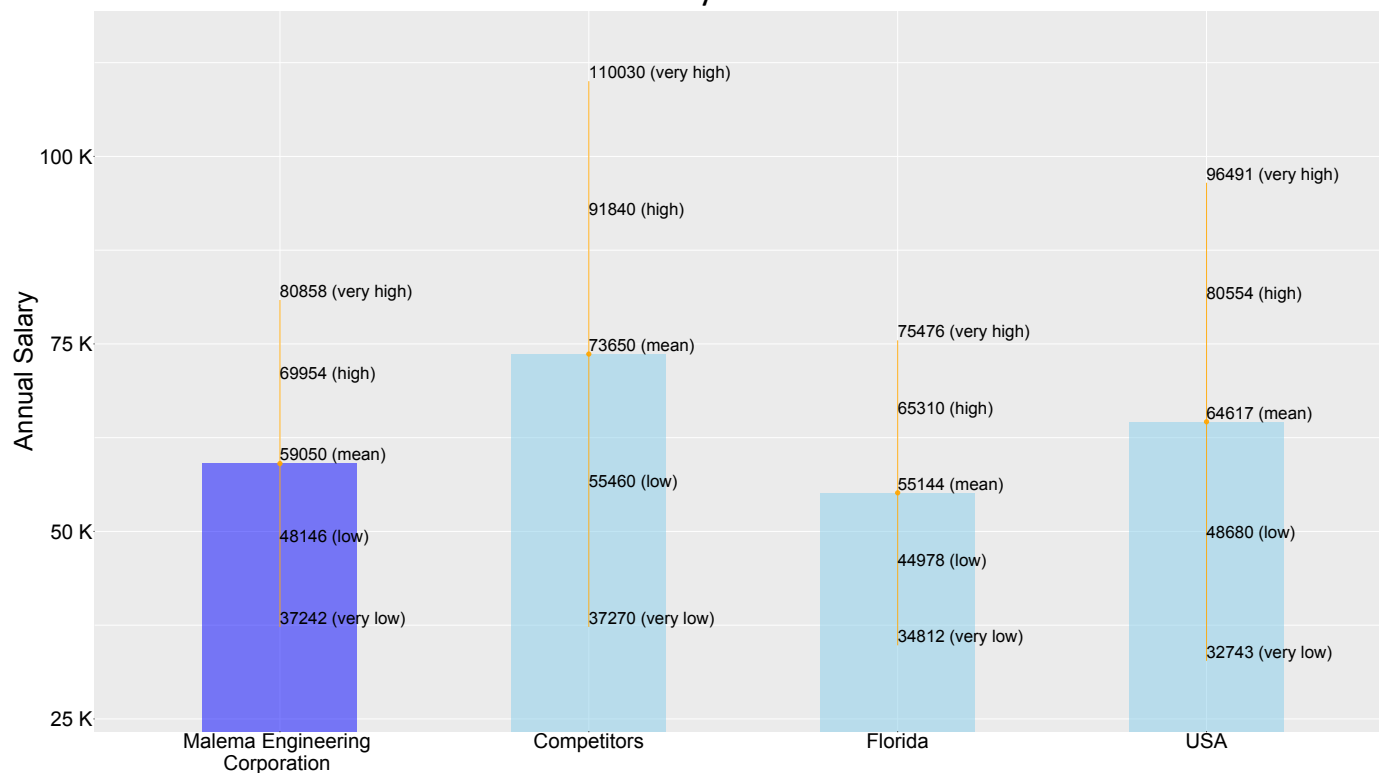
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Finance Analysts



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Finance Analysts - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

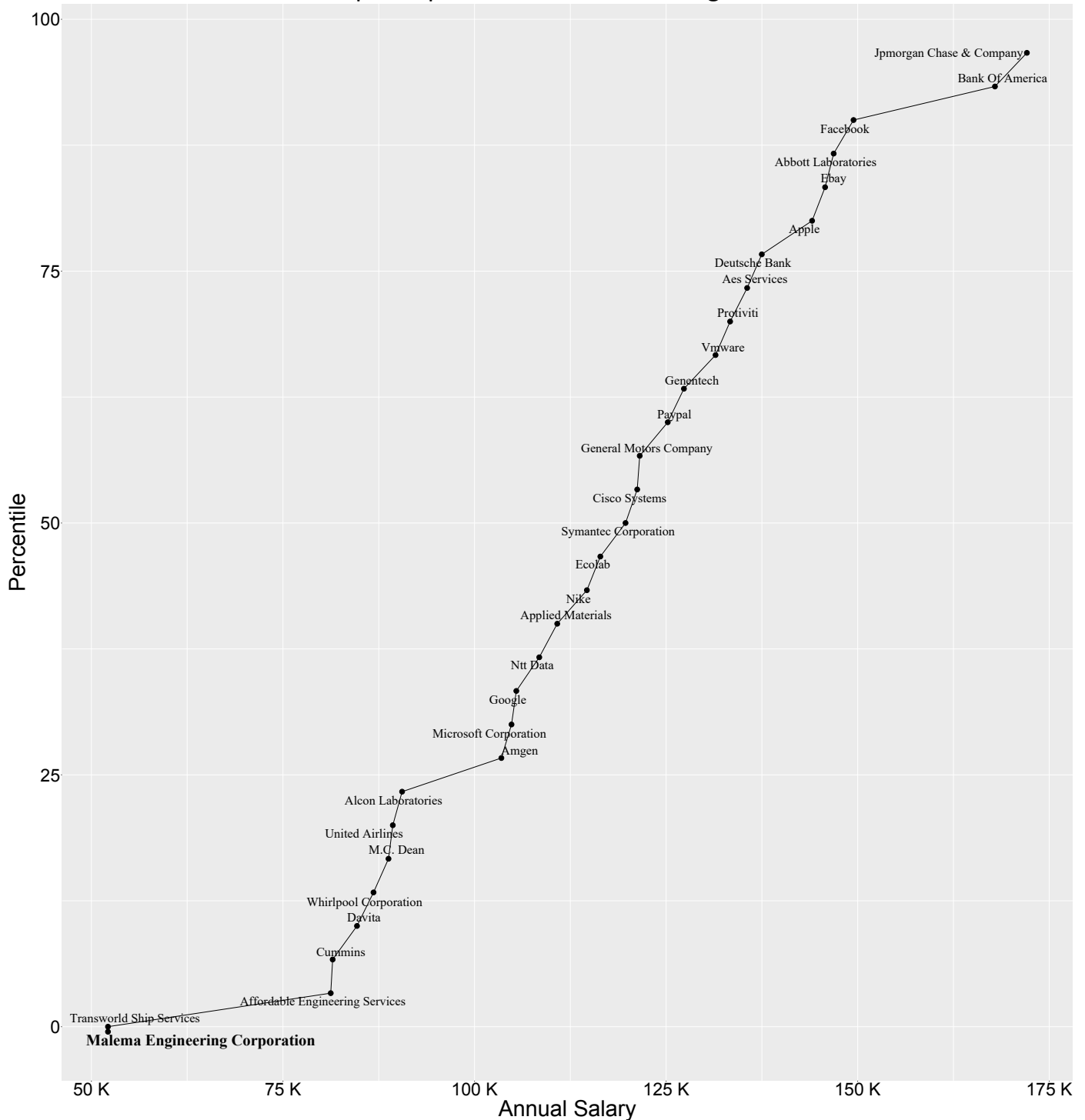
Top Competitors - Finance Analysts

Company	Observations	Minimum	Maximum	Average
Cisco Systems	11	82800	103834	93151
Cummins	11	46197	50690	49379
Ncr Corporation	5	49192	77376	63567
Siemens Healthcare Diagnostics	4	116854	137946	127400
Applied Materials	4	47778	79976	69800
Agilent Technologies	3	94432	101674	99260
Ford Motor Company	3	47840	47840	47840
Paypal	2	92810	92810	92810
Mettler-Toledo	2	50690	50690	50690
Bentley Systems	2	53976	53976	53976
The Lubrizol Corporation	2	52125	52250	52188
Ptc	2	54600	54600	54600
Microsoft Corporation	2	74152	74152	74152
Malema Engineering Corporation	2	51340	66760	59050
Facebook	1	81504	81504	81504

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

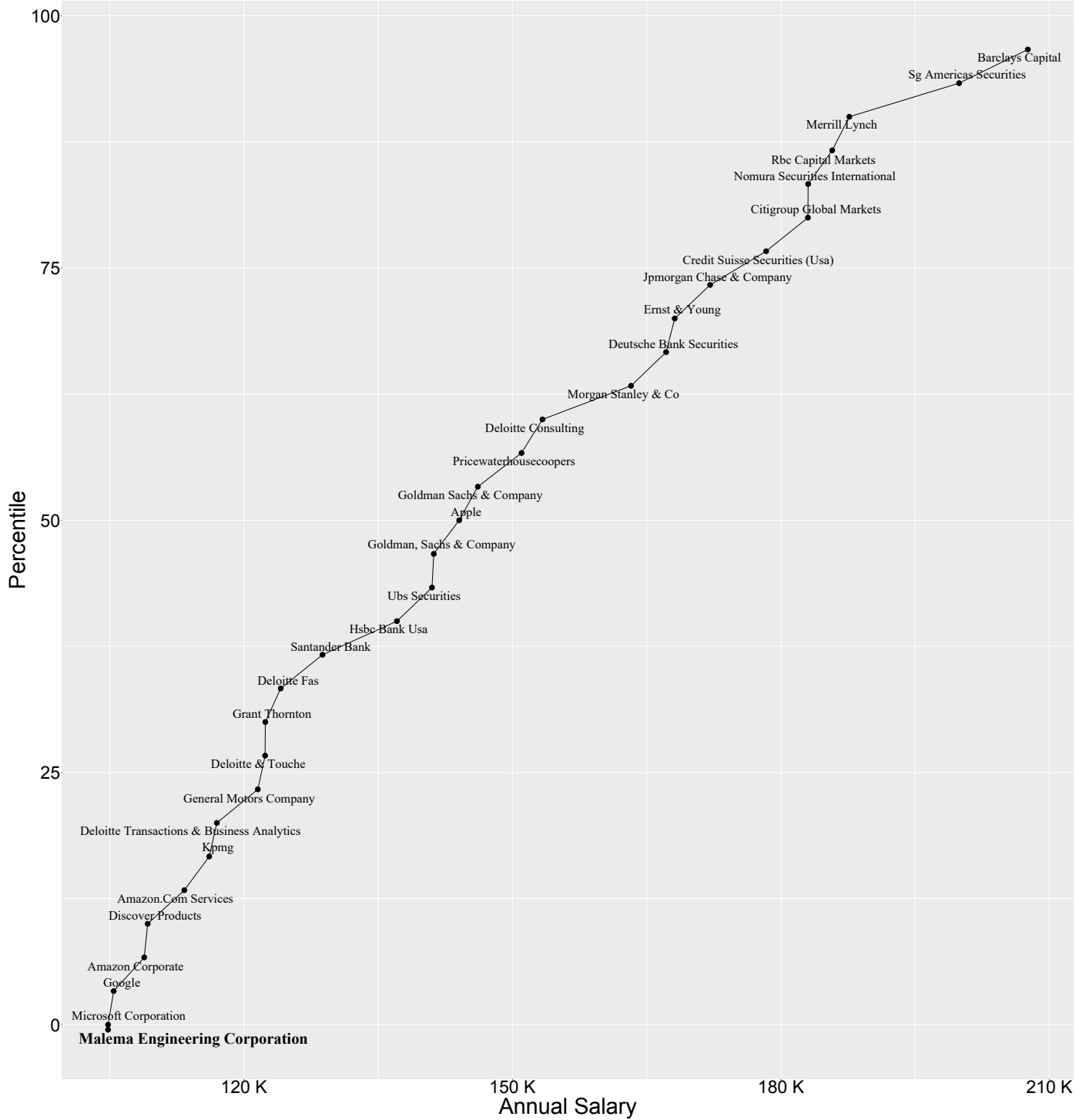
4.5 Financial Managers

Top Competitors - Financial Managers



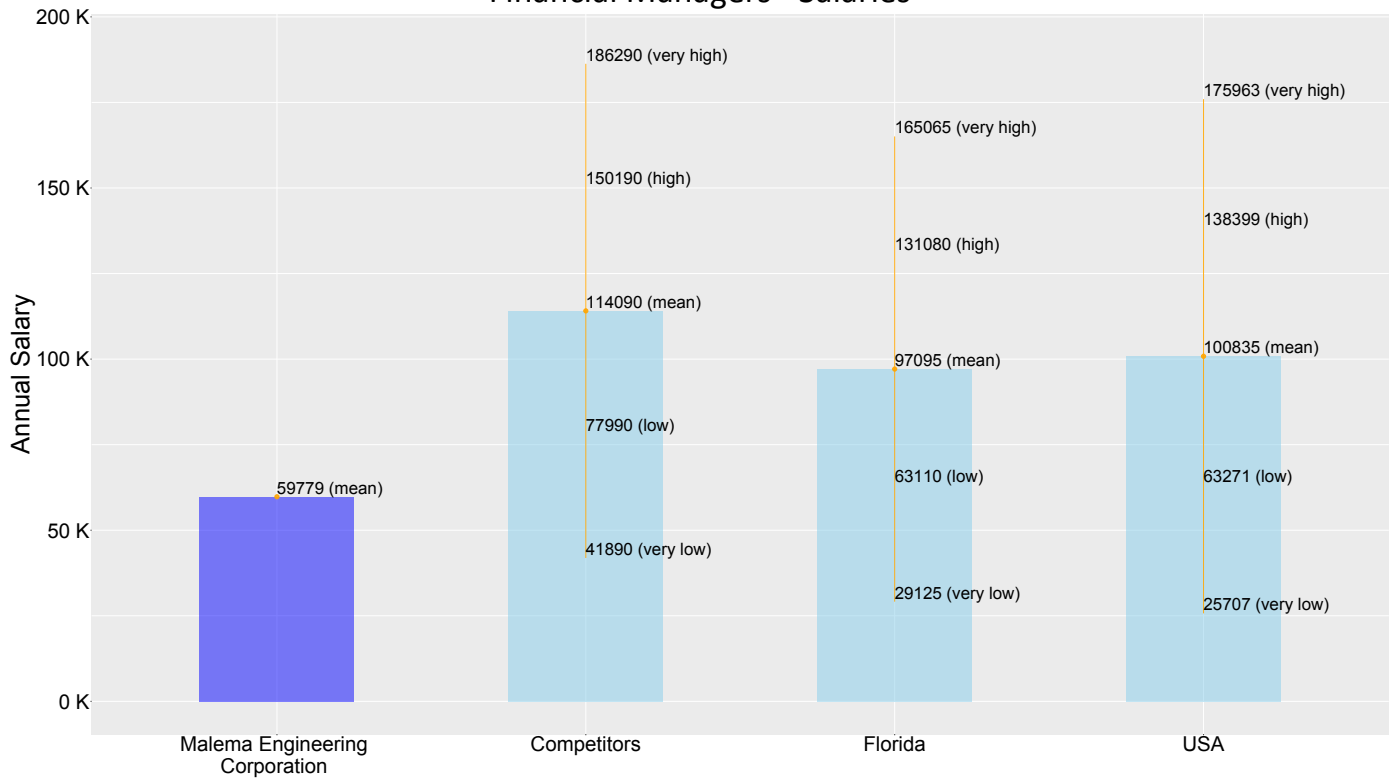
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Financial Managers



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Financial Managers - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

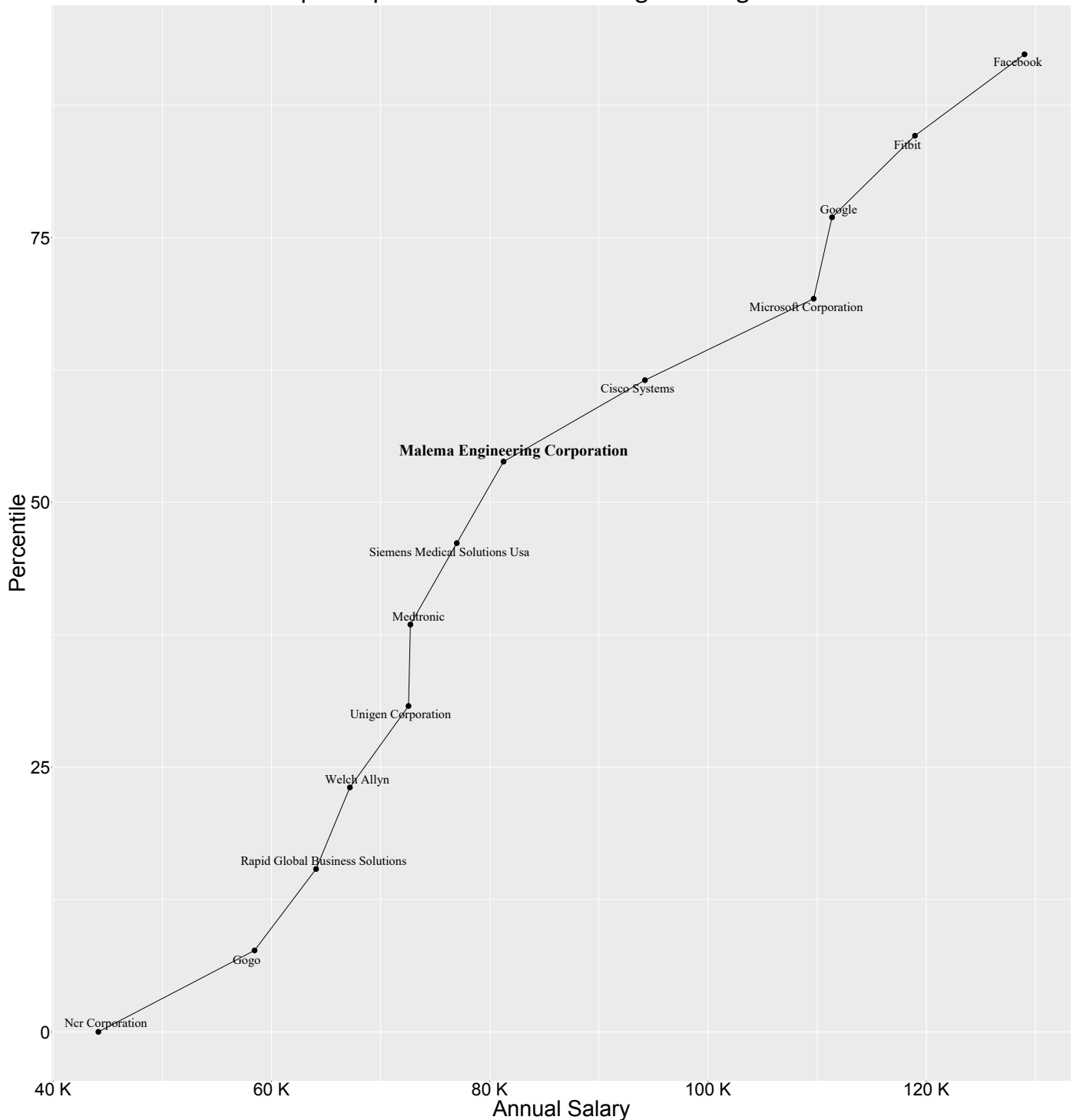
Top Competitors - Financial Managers

Company	Observations	Minimum	Maximum	Average
Jpmorgan Chase & Company	89	96990	231899	172080
Microsoft Corporation	21	85550	113339	104825
Google	18	98467	124280	105452
General Motors Company	13	69826	154211	121555
Apple	12	120619	174200	144049
Cisco Systems	16	81536	170257	121228
Deutsche Bank	15	90251	231899	137486
Bank Of America	14	81403	246542	167911
Cummins	12	52603	99965	81484
Genentech	11	93642	193003	127325
Whirlpool Corporation	9	71718	100000	86816
M.C. Dean	8	66872	111322	88772
Amgen	8	64000	154461	103501
Facebook	8	99050	235186	149456
Paypal	7	100901	152610	125216

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

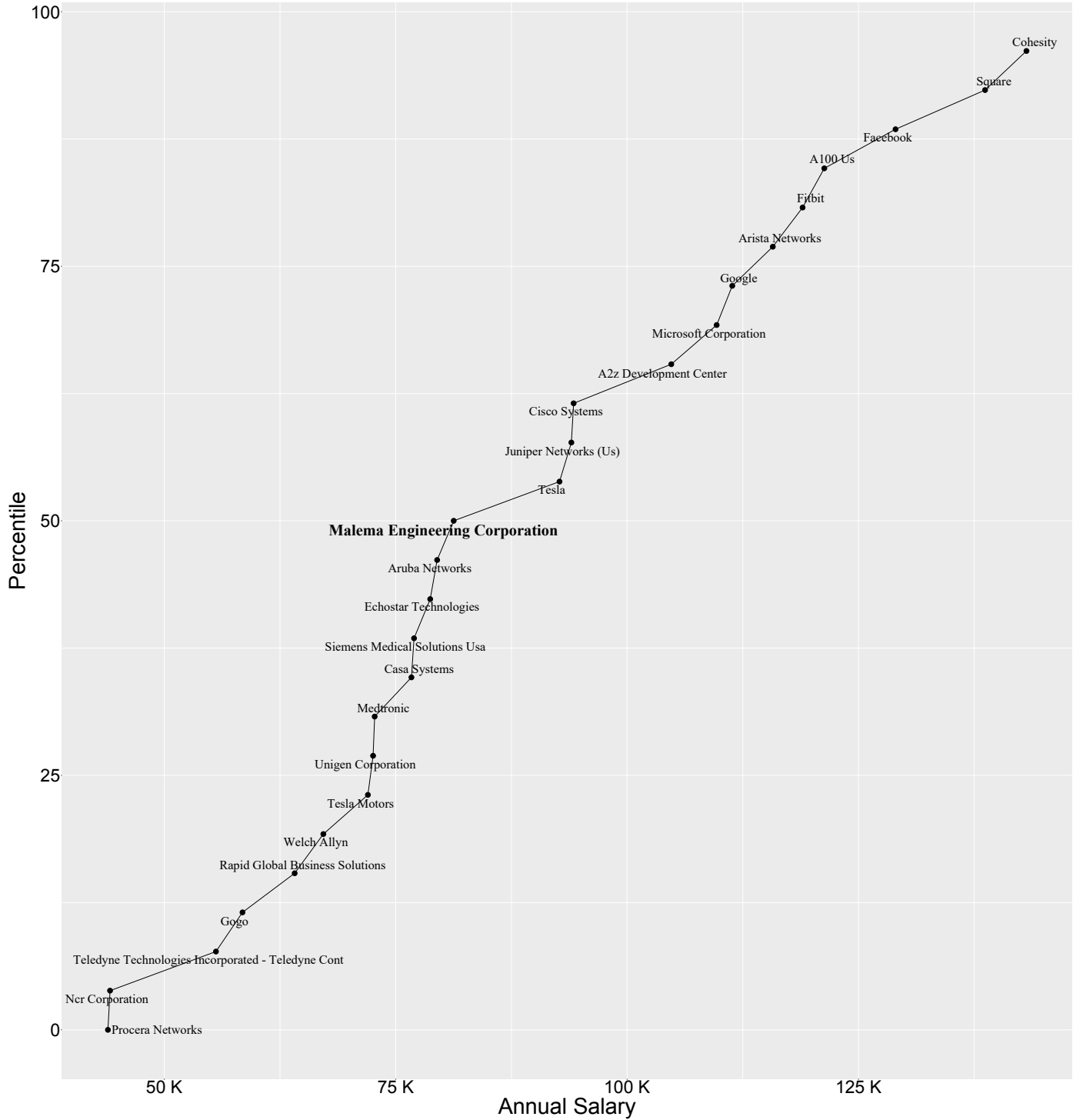
4.6 Manufacturing Test Engineer

Top Competitors - Manufacturing Test Engineer



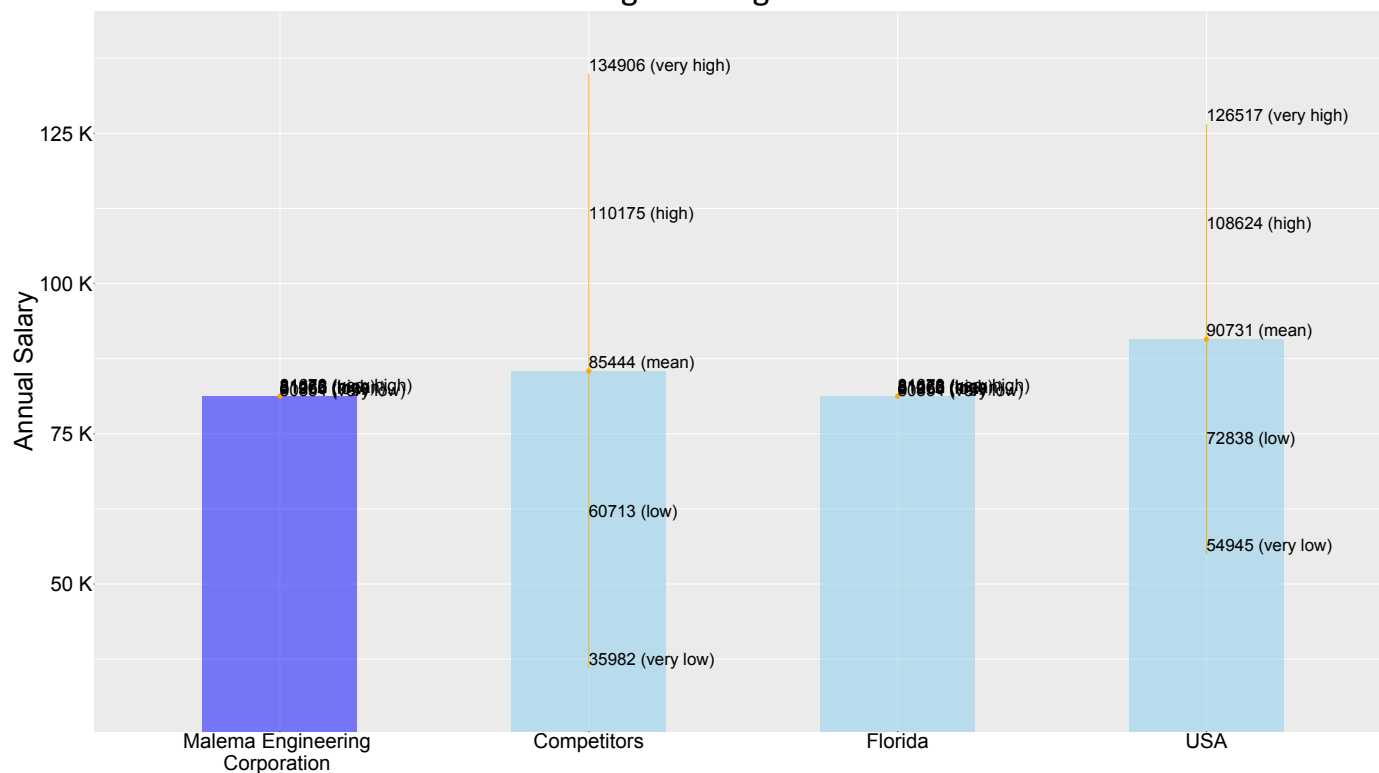
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Manufacturing Test Engineer



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Manufacturing Test Engineer - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

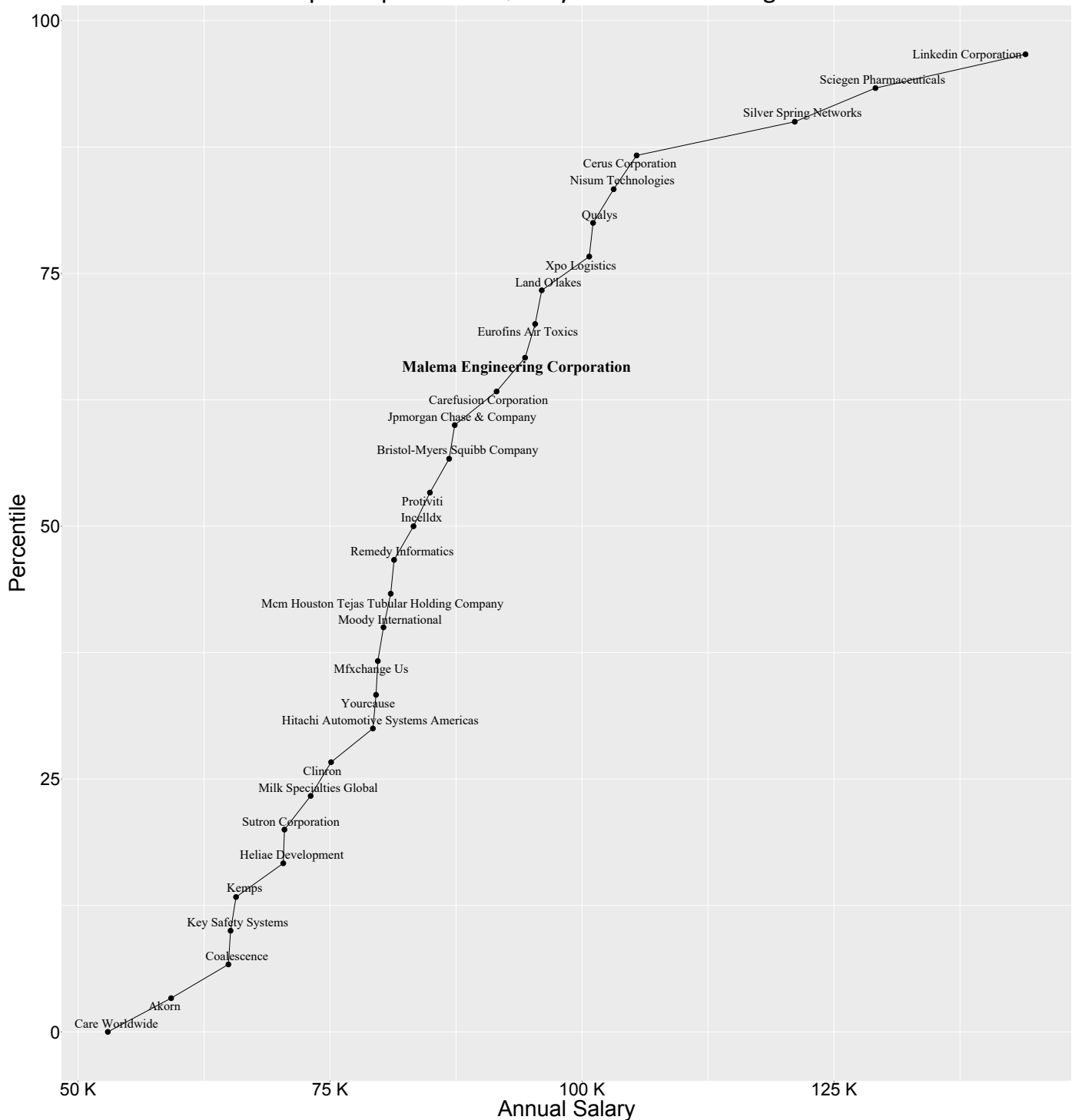
Top Competitors - Manufacturing Test Engineer

Company	Observations	Minimum	Maximum	Average
Fitbit	5	111654	120786	118960
Medtronic	3	62379	78200	72728
Google	3	99778	134534	111363
Unigen Corporation	3	69306	77043	72557
Microsoft Corporation	2	109678	109678	109678
Welch Allyn	2	67184	67184	67184
Facebook	2	129002	129002	129002
Malema Engineering Corporation	2	81120	81411	81266
Rapid Global Business Solutions	2	64085	64085	64085
Ner Corporation	1	44138	44138	44138
Siemens Medical Solutions Usa	1	76981	76981	76981
Gogo	1	58448	58448	58448
Cisco Systems	1	94224	94224	94224

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

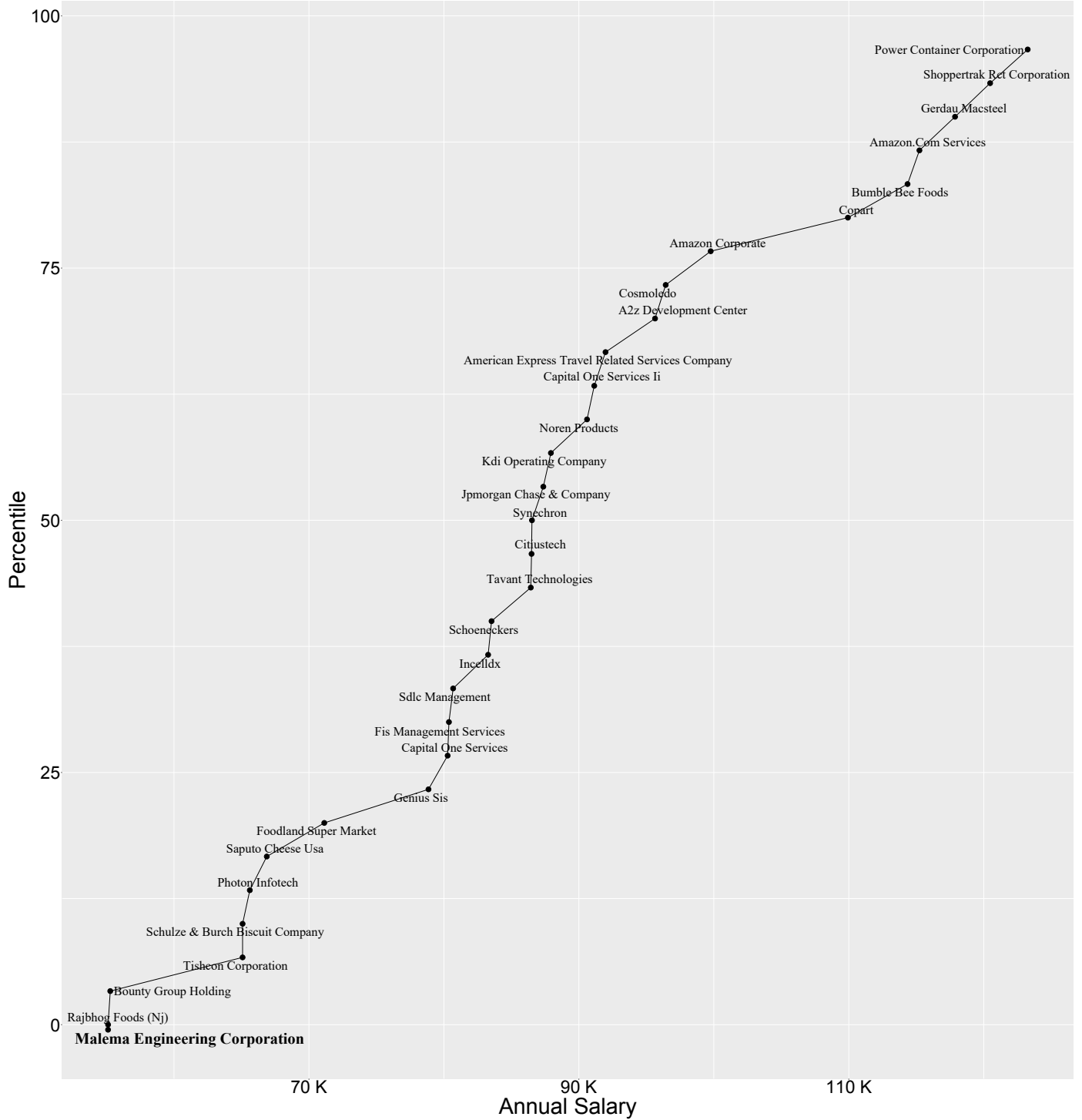
4.7 Quality Assurance Manager

Top Competitors - Quality Assurance Manager



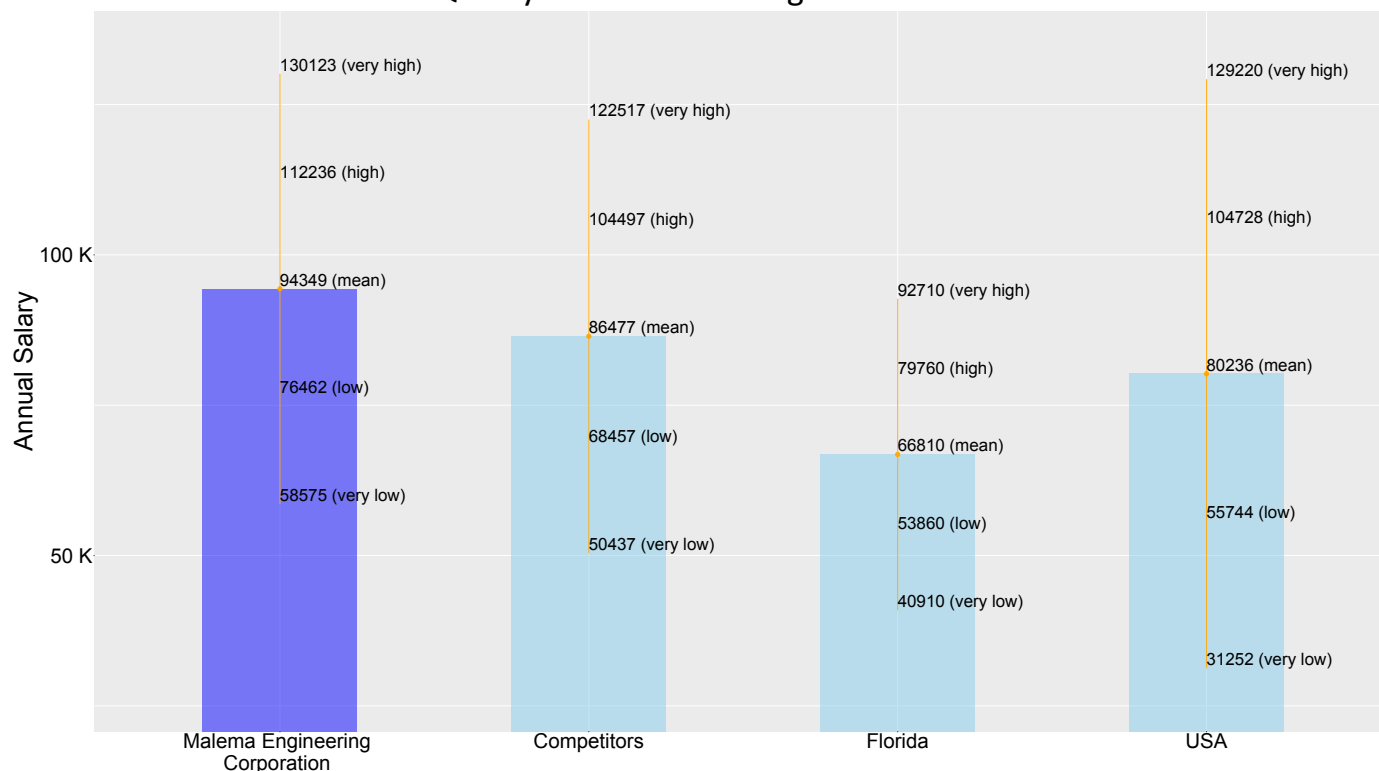
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Quality Assurance Manager



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Quality Assurance Manager - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

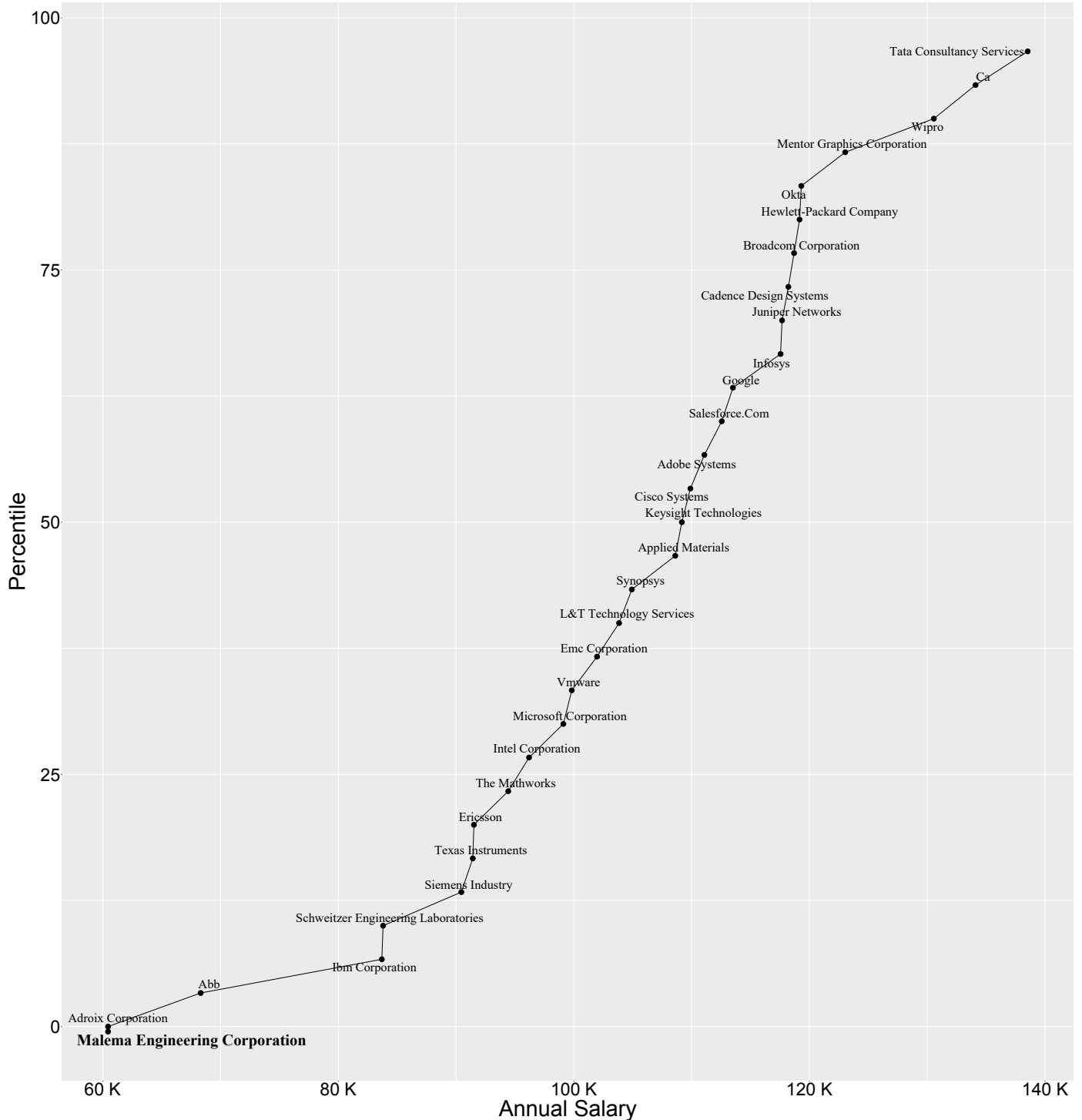
Top Competitors - Quality Assurance Manager

Company	Observations	Minimum	Maximum	Average
Jpmorgan Chase & Company	20	58427	126422	87366
Incelldx	7	66518	86070	83277
Qualys	4	88712	131082	101094
Malema Engineering Corporation	4	82035	119954	94349
Heliae Development	4	59696	80995	70356
Coalescence	3	58490	68120	64910
Hitachi Automotive Systems Americas	3	74422	81661	79248
Akorn	3	53747	61963	59224
Sutron Corporation	3	65707	79997	70470
Land O'lakes	3	60070	131352	95999
Bristol-Myers Squibb Company	3	78374	96470	86812
Care Worldwide	3	52500	53213	52945
Cerus Corporation	2	105414	105414	105414
Yourcause	2	79560	79560	79560
Linkedin Corporation	2	133328	154674	144001

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

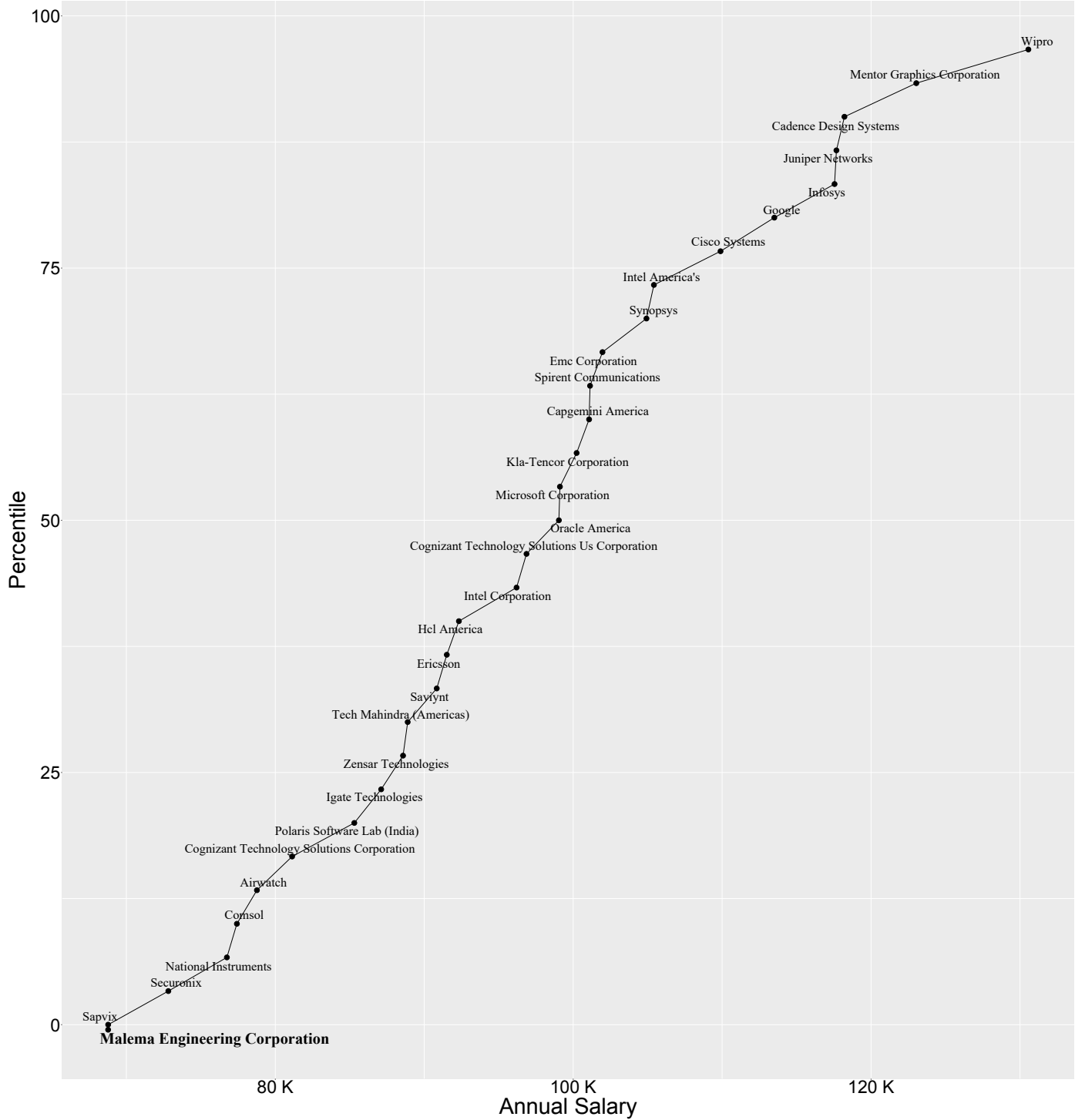
4.8 Sales Engineers

Top Competitors - Sales Engineers



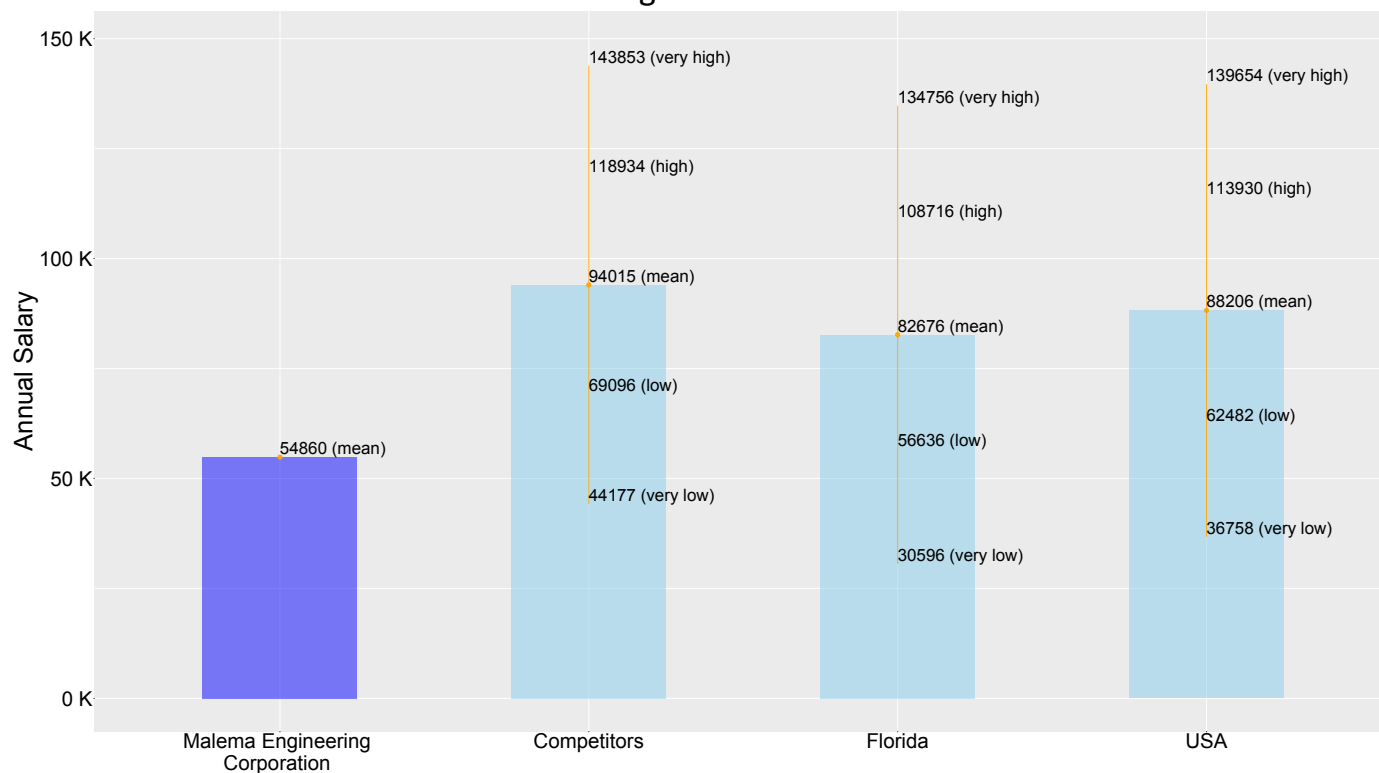
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Sales Engineers



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Sales Engineers - Salaries



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

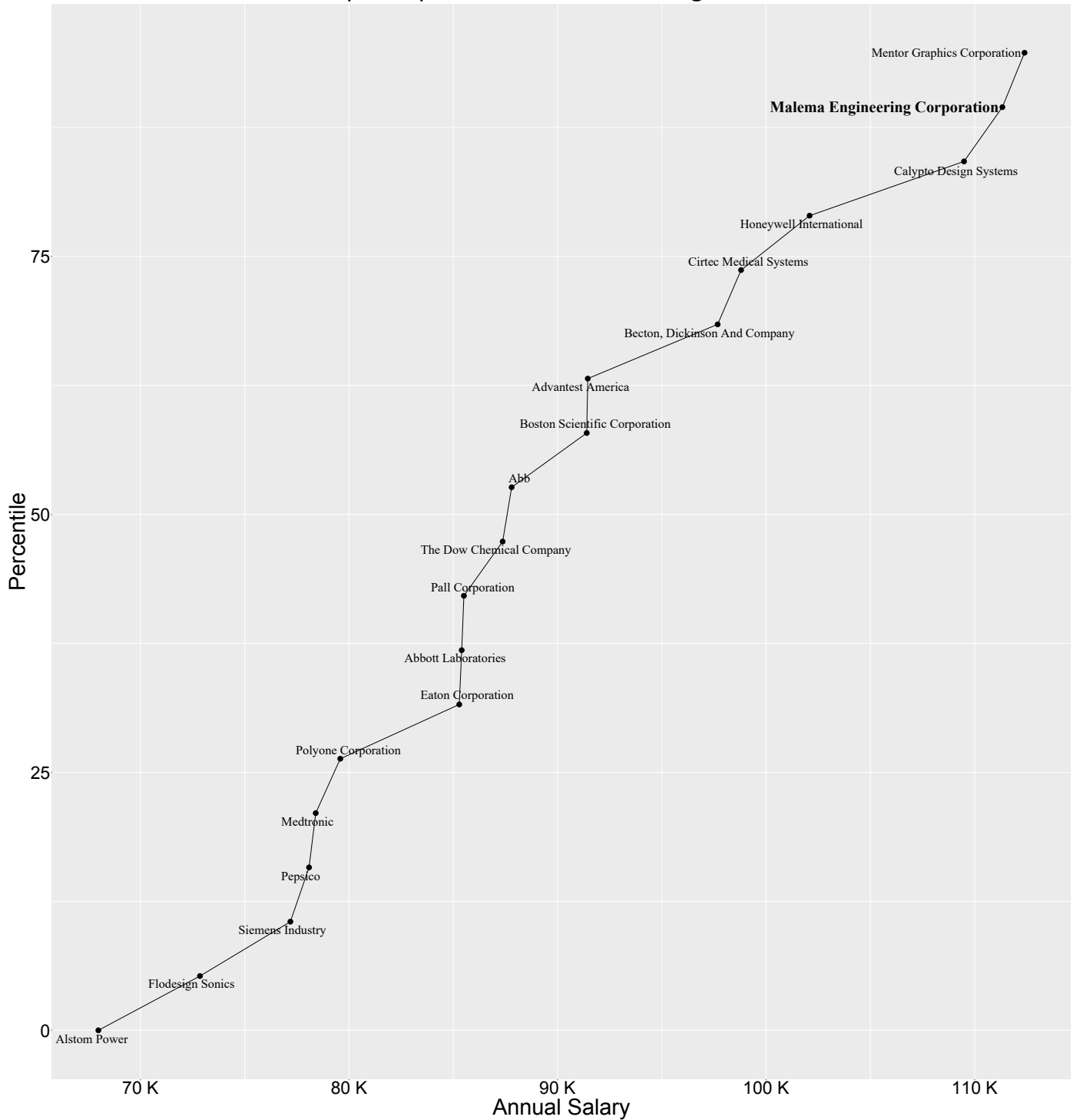
Top Competitors - Sales Engineers

Company	Observations	Minimum	Maximum	Average
Google	313	68182	159370	113505
Cisco Systems	171	70304	159370	109893
Microsoft Corporation	144	59322	142168	99110
Synopsys	137	79830	142087	104920
Intel Corporation	99	63582	133078	96197
Cadence Design Systems	84	80475	164653	118212
Emc Corporation	53	78645	128669	101967
Wipro	49	130562	130562	130562
Juniper Networks	43	80330	148117	117674
Infosys	42	97261	138299	117549
Ericsson	34	75774	114691	91514
Mentor Graphics Corporation	31	101774	138653	123037
Salesforce.Com	19	97136	136490	112556
Ibm Corporation	17	73507	92248	83697
Vmware	16	72571	106122	99822

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

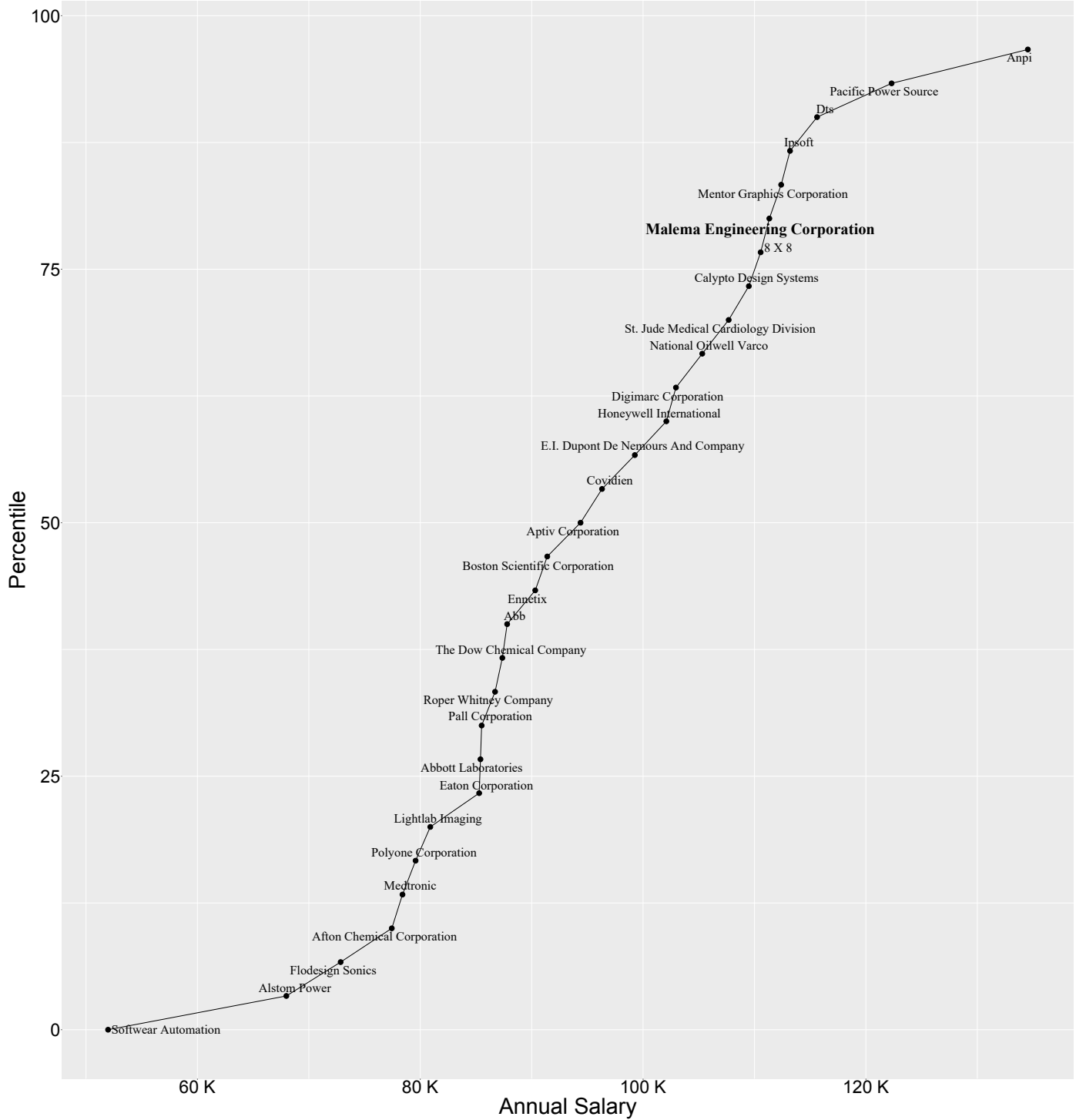
4.9 Senior R&D Engineer

Top Competitors - Senior R&D Engineer



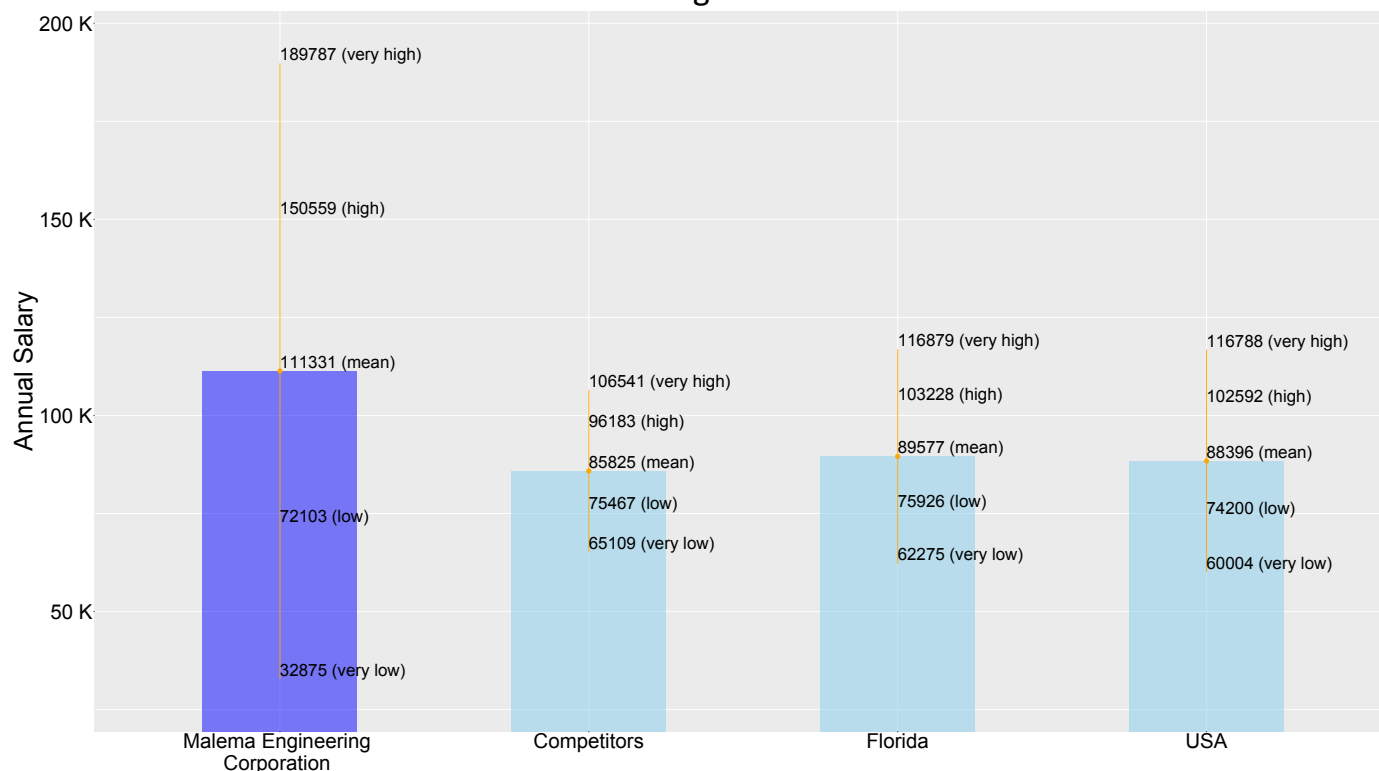
Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Top Recruiters - Senior R&D Engineer



Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Senior R&D Engineer - Salaries



Top Competitors - Senior R&D Engineer

Company	Observations	Minimum	Maximum	Average
Abb	16	62837	142709	87799
Medtronic	9	64605	92706	78404
Malema Engineering Corporation	9	74298	152526	111331
Boston Scientific Corporation	8	68464	121638	91399
Honeywell International	5	76066	115294	102086
Abbott Laboratories	4	78499	90334	85404
Eaton Corporation	3	82098	86882	85287
Polyone Corporation	3	65770	86486	79581
The Dow Chemical Company	3	76190	105810	87367
Alstom Power	3	61422	71261	67981
Calypto Design Systems	3	109491	109491	109491
Pall Corporation	2	85509	85509	85509
Flodesign Sonics	2	71864	73840	72852
Mentor Graphics Corporation	2	107765	117021	112393
Siemens Industry	2	77189	77189	77189

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

5 Competition – Job Titles & Salaries

The following reports the salaries are competitors to Malema Engineering Corporation. These were identified using text analysis, also called content analysis, of analyst reports and other public documents. The following competitors are considered:

5.1 Across Product Competitors With Similar Job Titles

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Data Scientist	88100	88500	99200	93800
Associate Engineer	80900	45800	88700	61400
Associate Product Manager	117600	62400	99800	75200
Associate Software Engineer	95000	63700	71100	67400
Business Manager	92900	32100	78300	61600
Computer Systems Analysts	96500	70000	96800	85700
Data Engineer	89100	77300	119100	97000
Database Engineer	92700	68700	116000	92300
Executive Director	172700	129800	189300	157200
Financial Analysts	106200	49800	62900	56300
Java Software Engineer	98400	82900	115300	99100
Machine Learning Engineer	147900	66000	118400	94700
Management Analysts	93300	63700	85800	74800
Managing Director	212600	73800	246200	136600
Marketing Associate	77300	45400	58000	51700
Operations Analyst	67300	53800	74300	62100
Program Analyst	48800	67900	102400	85100
Quality Assurance Manager	87400	68100	105400	88700
Release Manager	107300	68700	168200	118400
Research Scientists	136200	51900	73400	62600
Sales Engineers	138900	53700	55800	54800
Senior Applications Developer	106600	66300	82500	74400
Senior Auditor	90700	69700	82500	76100
Senior Data Scientist	86800	95200	132000	111900
Senior Developer	110100	55000	124200	88700
Senior Program Manager	204800	58500	153200	89100
Senior Security Engineer	147600	85200	114300	99800
Software Architect	112100	59200	149800	90400
Software Developer, Applications	108700	58600	109900	80000
Solutions Architect	120200	81000	123100	100100
Technical Lead	100500	58800	113300	86300
Technical Project Manager	91600	86500	134200	113900
Vice President	122100	69100	150500	109800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Applications Programmer	90000	45000	78100	61600
Associate Consultant	100100	64700	106500	80700
Associate Data Scientist	58800	88500	99200	93800
Associate Engineer	67700	45800	88700	61400
Associate Software Engineer	71800	63700	71100	67400
Automation Engineer	74100	42800	154500	75400

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Business Intelligence Developer	89400	42200	93200	66000
Chief Technology Officer	165000	97400	200100	143400
Computer And Information Research Scientists	65200	73500	97000	85400
Computer Systems Analysts	77800	70000	96800	85700
Consulting Engineer	70100	60900	118400	92000
Data Engineer	73200	77300	119100	97000
Database Engineer	117800	68700	116000	92300
Development Engineer	68200	50400	80500	63700
Development Manager	106100	100400	130700	115600
Director Of Business Development	127200	77900	200000	127100
Enterprise Architect	86500	82600	125600	105800
Financial Analysts	79600	49800	62900	56300
Full Stack Engineer	103100	77600	109200	93400
Hardware Development Engineer	93100	63200	86800	75000
Integration Engineer	93600	74100	113400	93700
It Architect	88200	64200	74900	69600
Junior Engineer	79900	53600	73700	61400
Lead Architect	66800	73600	114400	94000
Lead Software Developer	127800	81300	146700	109800
Management Analysts	76900	63700	85800	74800
Manager, Software Development	51000	122600	183300	147000
Mechanical Engineers	62700	55200	82000	62900
Mobile Software Engineer	94800	73900	85500	81400
Operations Analyst	65500	53800	74300	62100
Post Doctoral Fellow	82400	44200	71200	62000
Post-Doctoral Research Fellow	66100	40700	44000	42300
Post-Doctoral Research Scientist	81100	48500	67500	58000
Postdoctoral Researcher	77300	42600	64500	54700
Post-Doctoral Researcher	101100	50700	55500	53100
Postdoctoral Scientist	67200	45800	52400	49300
Principal	79100	108800	168100	133900
Principal Consultant	77700	58300	165700	114400
Principal Programmer Analyst	87200	81200	83000	82100
Principal Software Engineer	138900	73900	131100	106900
Process Development Engineer	80200	56300	94500	76000
Product Designer	50000	63500	174100	100000
Product Marketing Manager	94800	62300	153400	98400
Project Lead	68500	92000	127200	105800
Quality Assurance Manager	117300	68100	105400	88700
Research And Development Engineer	77800	51500	81700	65000
Research Scientists	105700	51900	73400	62600
Researcher	95600	37400	70000	48600
Sales Engineers	83700	53700	55800	54800
Senior Automation Engineer	72800	78500	119100	94300
Senior Data Scientist	106600	95200	132000	111900
Senior Developer	92300	55000	124200	88700
Senior Mobile Application Developer	77300	75600	76300	75900
Senior Program Manager	80100	58500	153200	89100
Senior Programmer	65600	89100	92000	90500
Senior Quality Assurance Engineer	76800	90000	93400	91700
Senior System Engineer	69200	89700	96300	93000
Software Architect	103200	59200	149800	90400
Software Developer, Applications	110500	58600	109900	80000
Software Development Engineer	90000	58700	92800	81100
Software Engineer In Test	70800	88500	100000	94300
Software Engineering Manager	92700	110200	170100	136300
Solution Architect	105600	86700	133900	107100
Solution Engineer	93300	57800	64100	61000
Solutions Architect	43000	81000	123100	100100
Staff Engineer	71800	41300	133078000	1263400
Staff Hardware Engineer	101700	97300	141000	119200
Technical Architect	93600	88400	93500	91000
Technical Engineer	75200	39700	67600	57400
Technical Lead	75000	58800	113300	86300

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Technical Leader	69700	83700	86900	85300
Technical Program Manager	107000	74000	135300	104200
Technical Project Manager	87200	86500	134200	113900
Technical Sales Manager	102400	74700	96800	85700
Technical Services Manager	63800	76300	94800	85500
Technical Support Engineer	72100	49000	75500	67000
Thermal Engineer	75800	67100	83300	75900
Verification Engineer	70200	74500	120900	103300

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Apple

Job Title	Apple	Competitors Minimum	Competitors Maximum	Competitors Average
Automation Engineer	108500	42800	154500	75400
Budget Analysts	90300	56700	60100	58400
Business Intelligence Manager	111600	50900	59100	55000
Cad Engineer	105700	52000	61200	55100
Chemists	92400	51600	59000	55300
Computer And Information Research Scientists	130800	73500	97000	85400
Computer Systems Analysts	104200	70000	96800	85700
Data Engineer	128000	77300	119100	97000
Database Engineer	90800	68700	116000	92300
Design Verification Engineer	105500	87700	91200	89400
Development Engineer	133500	50400	80500	63700
Digital Design Engineer	146600	80500	121400	96000
Electronic Design Engineer	92800	63400	115000	83800
Embedded Software Engineer	124900	51300	106600	74500
Field Engineer	108300	50500	91000	65800
Financial Analysts	98300	49800	62900	56300
Firmware Engineer	119600	77000	82700	80800
Full Stack Engineer	109800	77600	109200	93400
Hardware Design Engineer	120100	82500	91000	86700
Hardware Development Engineer	131300	63200	86800	75000
Ic Design Engineer	92300	70200	75600	72900
Integration Engineer	120600	74100	113400	93700
Java Software Engineer	98700	82900	115300	99100
Legal Counsel	166400	66100	102600	84300
Machine Learning Engineer	132900	66000	118400	94700
Management Analysts	112900	63700	85800	74800
Manufacturing Process Engineer	123400	50500	95900	76900
Mechanical Engineers	107100	55200	82000	62900
Operations Director	205700	135600	144300	140000
Operations Engineer	132500	62200	122100	92200
Optical Engineer	123400	60600	100800	76600
Principal Software Engineer	116600	73900	131100	106900
Product Design Engineer	123100	45200	74200	61700
Product Designer	126200	63500	174100	100000
Product Engineer	127800	39900	118500	71500
Product Marketing Manager	131100	62300	153400	98400
Project Coordinator	50500	59900	106200	81700
Quality Assurance Manager	82000	68100	105400	88700
R&D Manager	148800	110800	135000	122900
Reliability Engineer	111200	59000	76300	69300
Research Scientists	92400	51900	73400	62600
Researcher	165000	37400	70000	48600
Rf Systems Engineer	110900	63700	65400	64600
Sales Engineers	90700	53700	55800	54800
Senior Data Scientist	187100	95200	132000	111900

Apple

Job Title	Apple	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Design Engineer	111800	62700	132000	87000
Senior Program Manager	131200	58500	153200	89100
Senior Qa Engineer	123300	107700	142500	122400
Senior Researcher	150500	56500	78000	67200
Software Architect	168200	59200	149800	90400
Software Developer Engineer	118000	58100	98700	78400
Software Developer, Applications	125800	58600	109900	80000
Software Development Engineer	136500	58700	92800	81100
Software Development Engineer In Test	115300	51200	98800	76300
Software Engineer In Test	103600	88500	100000	94300
Software Engineering Manager	137500	110200	170100	136300
Solutions Architect	133000	81000	123100	100100
Supplier Quality Engineer	105400	68100	92100	76200
System Design Engineer	117100	78100	99200	88600
Systems Design Engineer	117900	65400	132000	98700
Systems Programmer	104900	56700	80000	68400
Systems Software Engineer	116800	89600	96600	93100
Technical Operations Manager	153300	78900	95600	87200
Technical Program Manager	116700	74000	135300	104200
Technical Project Manager	121900	86500	134200	113900
Technical Translator	65400	31100	44300	37400
Technology Manager	140700	79400	82000	80200
Thermal Engineer	105800	67100	83300	75900
Verification Engineer	94900	74500	120900	103300
Vice President	203800	69100	150500	109800
Wireless Systems Engineer	127800	59600	103200	76500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Microsoft Corporation

Job Title	Microsoft Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Consultant	84000	64700	106500	80700
Associate Marketing Manager	66500	68600	93900	81300
Associate Product Manager	71700	62400	99800	75200
Business Development Director	103300	78700	195000	129600
Business Intelligence Developer	76500	42200	93200	66000
Business Manager	107200	32100	78300	61600
Cad Engineer	103000	52000	61200	55100
Compliance Engineer	71000	68700	97700	83200
Computer And Information Research Scientists	87800	73500	97000	85400
Computer Systems Analysts	94400	70000	96800	85700
Data Engineer	95900	77300	119100	97000
Database Engineer	77300	68700	116000	92300
Design Validation Engineer	97800	58700	70400	64400
Design Verification Engineer	101200	87700	91200	89400
Director Of Business Development	147700	77900	200000	127100
Enterprise Architect	111700	82600	125600	105800
Financial Analysts	79500	49800	62900	56300
Firmware Engineer	100200	77000	82700	80800
Group Manager	120500	81700	98500	90100
Hardware Design Engineer	101600	82500	91000	86700
Hardware Development Engineer	99700	63200	86800	75000
Human Resources Generalist	53500	33700	87100	65200
Management Analysts	90900	63700	85800	74800
Mechanical Engineers	91500	55200	82000	62900
Operations Analyst	54500	53800	74300	62100
Operations Engineer	81700	62200	122100	92200

Microsoft Corporation

Job Title	Microsoft Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Optical Engineer	89000	60600	100800	76600
Pipeline Engineer	78300	61600	96200	82800
Post-Doctoral Researcher	109900	50700	55500	53100
Principal Consultant	105400	58300	165700	114400
Principal Software Engineer	148800	73900	131100	106900
Product Designer	54900	63500	174100	100000
Product Engineer	87700	39900	118500	71500
Product Marketing Manager	76200	62300	153400	98400
Production Engineer	77900	59800	97600	81700
Quality And Reliability Engineer	105100	84300	95100	89700
Release Manager	109000	68700	168200	118400
Reliability Engineer	87000	59000	76300	69300
Researcher	123300	37400	70000	48600
Sales Engineers	99100	53700	55800	54800
Senior Applications Developer	84300	66300	82500	74400
Senior Auditor	67600	69700	82500	76100
Senior Business Development Manager	99800	136800	195000	165900
Senior Data Scientist	116100	95200	132000	111900
Senior Design Engineer	139600	62700	132000	87000
Senior Electrical Engineer	133600	58400	128200	93700
Senior Finance Manager	101700	125500	147100	138300
Senior Firmware Engineer	128700	96300	143200	116700
Senior Manufacturing Engineer	116100	55000	104200	80800
Senior Materials Engineer	101400	82700	125200	101100
Senior Operations Manager	113300	104800	114200	109500
Senior Product Engineer	102300	79700	94700	87200
Senior Program Manager	118600	58500	153200	89100
Senior Researcher	130200	56500	78000	67200
Senior System Engineer	81400	89700	96300	93000
Service Engineer	81400	45100	76700	58400
Software Architect	117800	59200	149800	90400
Software Design Engineer	87200	55300	70200	61600
Software Developer Engineer	71900	58100	98700	78400
Software Developer, Applications	106800	58600	109900	80000
Software Development Engineer	83900	58700	92800	81100
Software Development Engineer In Test	80800	51200	98800	76300
Software Engineering Manager	147100	110200	170100	136300
Software/Firmware Engineer	109400	80500	81800	81200
Solution Architect	89500	86700	133900	107100
Solution Engineer	90000	57800	64100	61000
Solutions Architect	96500	81000	123100	100100
Supply Chain Engineer	85900	53400	87100	70200
Technical Architect	88800	88400	93500	91000
Technical Program Manager	98600	74000	135300	104200
Technical Support Engineer	69800	49000	75500	67000
Thermal Engineer	102100	67100	83300	75900
Verification Engineer	100700	74500	120900	103300

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Cummins

Job Title	Cummins	Competitors Minimum	Competitors Maximum	Competitors Average
Accounting Manager	79500	65900	101600	83700
Application Engineer	65400	41100	125600	69000
Associate Product Manager	56000	62400	99800	75200
Business Development Director	80000	78700	195000	129600
Business Unit Manager	51500	79800	85300	82500

Cummins

Job Title	Cummins	Competitors Minimum	Competitors Maximum	Competitors Average
Calibration Engineer	43000	68900	78500	74300
Commissioning Engineer	65100	55000	120000	81000
Compliance Engineer	63400	68700	97700	83200
Computer Systems Analysts	65300	70000	96800	85700
Control Systems Engineer	62800	52300	129500	73200
Controls Engineer	61200	44300	106300	70500
Corporate Development Analyst	57600	74700	90200	82400
Data Engineer	71900	77300	119100	97000
Electrical Design Engineer	69200	51600	102600	67300
Embedded Software Engineer	58300	51300	106600	74500
Financial Analysts	53300	49800	62900	56300
Human Resources Generalist	70900	33700	87100	65200
It Architect	53900	64200	74900	69600
Management Analysts	65200	63700	85800	74800
Manufacturing Engineering Manager	89100	67900	83400	75600
Marketing Associate	47600	45400	58000	51700
Materials Analyst	69900	73400	74300	73900
Mechanical Engineers	68800	55200	82000	62900
Operations Analyst	58900	53800	74300	62100
Product Design Engineer	64300	45200	74200	61700
Product Engineer	62000	39900	118500	71500
Product Marketing Manager	82400	62300	153400	98400
Project Coordinator	48600	59900	106200	81700
Quality Systems Specialist	42300	53400	79000	66200
Reliability Engineer	58300	59000	76300	69300
Sales Account Manager	54900	37900	75100	56500
Sales Application Engineer	57800	62500	79200	70800
Sales Engineers	89200	53700	55800	54800
Senior Applications Engineer	62000	75900	121100	98500
Senior Controls Engineer	67000	70600	133800	90900
Senior Design Engineer	66200	62700	132000	87000
Senior Electrical Engineer	65500	58400	128200	93700
Senior Electronics Engineer	67900	44100	126000	80900
Senior Embedded Software Engineer	70800	100300	141900	117800
Senior Industrial Engineer	68000	79700	92600	86100
Senior Manufacturing Engineer	73800	55000	104200	80800
Senior Process Engineer	69000	55300	153700	106200
Senior Product Engineer	66800	79700	94700	87200
Service Engineer	61800	45100	76700	58400
Solution Architect	64500	86700	133900	107100
Solutions Architect	66200	81000	123100	100100
Sourcing Specialist	50300	51200	73900	61200
Special Projects Manager	62200	61200	61800	61500
Structural Analysis Engineer	57400	77100	125500	101300
Supplier Quality Engineer	59300	68100	92100	76200
Supply Chain Specialist	61200	46100	49700	47900
Systems Integration Engineer	59100	59400	106300	76600
Systems Software Engineer	61300	89600	96600	93100
Technical Engineer	63900	39700	67600	57400
Technology Manager	79100	79400	82000	80200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
Accounting Manager	115700	65900	101600	83700
Associate Consultant	66100	64700	106500	80700
Associate Data Scientist	93300	88500	99200	93800
Associate Product Manager	113300	62400	99800	75200

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Quality Engineer	84000	44200	60200	52200
Associate Software Engineer	115800	63700	71100	67400
Computer And Information Research Scientists	138100	73500	97000	85400
Computer Systems Analysts	100000	70000	96800	85700
Data Engineer	109300	77300	119100	97000
Database Engineer	100400	68700	116000	92300
Director Of Engineering	153600	75300	170000	113700
Director Of Product Management	192900	108000	176900	138700
Director Of Product Marketing	174500	74100	126900	100900
Director Of Software Development	214900	117800	151300	134600
Director, Product Management	185800	144400	180200	162300
Director, Product Marketing	177700	181800	201400	192700
Financial Analysts	137400	49800	62900	56300
Ios Developer	84800	58000	109200	83600
It Architect	135000	64200	74900	69600
Management Analysts	107700	63700	85800	74800
Manager, Business Intelligence	115400	97500	139400	118500
Manager, Software Development	132200	122600	183300	147000
Manager, Software Engineering	148000	78900	110700	94800
Marketing Consultant	79200	54300	60900	57600
Member Of Technical Staff	108000	71800	147300	98700
Mobile Software Engineer	93300	73900	85500	81400
Operations Analyst	79200	53800	74300	62100
Principal Consultant	126800	58300	165700	114400
Principal Software Engineer	149200	73900	131100	106900
Product Designer	88300	63500	174100	100000
Product Marketing Manager	137300	62300	153400	98400
Release Manager	125900	68700	168200	118400
Research Scientists	133000	51900	73400	62600
Researcher	158200	37400	70000	48600
Sales Engineers	112600	53700	55800	54800
Sales Support Engineer	68400	55300	60100	57700
Senior Data Scientist	128200	95200	132000	111900
Senior Developer	96700	55000	124200	88700
Senior Member Of Technical Staff	128200	88100	94200	91200
Senior Program Manager	121000	58500	153200	89100
Senior Qa Engineer	102300	107700	142500	122400
Senior Quality Assurance Engineer	99600	90000	93400	91700
Senior Research Engineer	168000	64000	132200	99300
Senior Researcher	135100	56500	78000	67200
Senior System Engineer	121600	89700	96300	93000
Software Developer, Applications	116800	58600	109900	80000
Software Development Engineer	83900	58700	92800	81100
Software Development Engineer In Test	114000	51200	98800	76300
Software Engineer In Test	95700	88500	100000	94300
Software Engineering Manager	138900	110200	170100	136300
Solution Architect	115100	86700	133900	107100
Solution Engineer	84400	57800	64100	61000
Solutions Architect	125200	81000	123100	100100
Sr. Product Manager	142500	114100	228400	171200
Sr. Quality Engineer	88800	54200	81900	68100
Technical Architect	120100	88400	93500	91000
Technical Operations Manager	100300	78900	95600	87200
Technical Program Manager	128200	74000	135300	104200
Technical Services Manager	95700	76300	94800	85500
Technical Support Engineer	93900	49000	75500	67000

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
Thermal Engineer	113400	67100	83300	75900
User Interface Designer	90500	66100	97200	81700
Vice President	171300	69100	150500	109800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Google

Job Title	Google	Competitors Minimum	Competitors Maximum	Competitors Average
Accounting Manager	113800	65900	101600	83700
Algorithm Engineer	93000	73600	92800	81700
Application Engineer	112400	41100	125600	69000
Associate Engineer	90000	45800	88700	61400
Associate Network Engineer	56700	65500	71200	68400
Associate Principal	76200	119800	131500	125700
Associate Product Manager	83300	62400	99800	75200
Business Intelligence Developer	97300	42200	93200	66000
Business Intelligence Manager	117200	50900	59100	55000
Business Systems Engineer	81000	116100	147600	131900
Civil Engineers	128600	55300	64000	59700
Computer And Information Research Scientists	94700	73500	97000	85400
Computer Systems Analysts	94200	70000	96800	85700
Control Engineer	127200	66700	71500	69100
Corporate Development Analyst	85100	74700	90200	82400
Data Engineer	90500	77300	119100	97000
Database Engineer	111100	68700	116000	92300
Design Verification Engineer	102800	87700	91200	89400
Development Engineer	85900	50400	80500	63700
Development Manager	145400	100400	130700	115600
Digital Design Engineer	120800	80500	121400	96000
Digital Marketing Manager	77000	71500	112200	91800
Field Engineer	52200	50500	91000	65800
Financial Accountant	75600	82200	86900	84600
Financial Analysts	94300	49800	62900	56300
Firmware Engineer	107700	77000	82700	80800
Gis Specialist	27400	43700	62600	52100
Hardware Design Engineer	112100	82500	91000	86700
Hardware Development Engineer	122200	63200	86800	75000
Integration Engineer	74400	74100	113400	93700
Lead Engineer	144200	32700	118400	86200
Machine Learning Engineer	92800	66000	118400	94700
Management Analysts	96800	63700	85800	74800
Manager, Software Engineering	164600	78900	110700	94800
Manufacturing Manager	81000	89500	145700	117600
Marketing Associate	74400	45400	58000	51700
Mechanical Engineers	105100	55200	82000	62900
Operations Analyst	83000	53800	74300	62100
Operations Engineer	67600	62200	122100	92200
Optical Engineer	113600	60600	100800	76600
Principal	148500	108800	168100	133900
Principal Software Engineer	168200	73900	131100	106900
Product Design Engineer	97400	45200	74200	61700
Product Designer	71400	63500	174100	100000
Product Development Manager	147700	59700	126100	88700
Product Engineer	120900	39900	118500	71500
Product Marketing Manager	103300	62300	153400	98400
Reliability Engineer	109800	59000	76300	69300
Research Scientists	121200	51900	73400	62600
Researcher	64500	37400	70000	48600

Google

Job Title	Google	Competitors Minimum	Competitors Maximum	Competitors Average
Resident Engineer	106000	77800	89800	83800
Sales Engineers	113500	53700	55800	54800
Senior Manufacturing Engineer	132500	55000	104200	80800
Senior Program Manager	128200	58500	153200	89100
Senior Quality Assurance Engineer	97300	90000	93400	91700
Software Developer, Applications	104300	58600	109900	80000
Software Engineer Ii	109200	58400	117000	88200
Software Engineer Iii	111300	81300	105000	90000
Software Engineer In Test	97000	88500	100000	94300
Software Engineering Manager	195300	110200	170100	136300
Solution Engineer	130400	57800	64100	61000
Solutions Architect	114100	81000	123100	100100
Sourcing Specialist	80600	51200	73900	61200
Sr. Product Manager	129900	114100	228400	171200
Staff Hardware Engineer	136400	97300	141000	119200
Technical Lead	137600	58800	113300	86300
Technical Program Manager	117400	74000	135300	104200
Technical Project Manager	120200	86500	134200	113900
Technical Support Engineer	97200	49000	75500	67000
Technology Manager	111000	79400	82000	80200
Thermal Engineer	127200	67100	83300	75900
User Interface Designer	89100	66100	97200	81700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Facebook

Job Title	Facebook	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	106900	41100	125600	69000
Automation Engineer	127800	42800	154500	75400
Computer And Information Research Scientists	92700	73500	97000	85400
Computer Systems Analysts	99700	70000	96800	85700
Data Engineer	120500	77300	119100	97000
Database Engineer	130200	68700	116000	92300
Design Verification Engineer	122800	87700	91200	89400
Digital Design Engineer	121100	80500	121400	96000
Director, Product Management	223000	144400	180200	162300
Embedded Software Engineer	84800	51300	106600	74500
Embedded Systems Engineer	150300	66500	89600	80100
Financial Analysts	96700	49800	62900	56300
Firmware Engineer	114000	77000	82700	80800
Integration Engineer	88600	74100	113400	93700
Internal Audit Manager	151100	83500	83800	83600
Internal Auditor	118400	49200	72800	60500
Machine Learning Engineer	140400	66000	118400	94700
Management Analysts	78400	63700	85800	74800
Manager, Software Engineering	167800	78900	110700	94800
Mechanical Engineers	114700	55200	82000	62900
Mobile Software Engineer	152800	73900	85500	81400
Operations Analyst	113300	53800	74300	62100
Operations Engineer	76800	62200	122100	92200
Optical Engineer	128700	60600	100800	76600
Planning Engineer	128900	59900	67900	63900
Postdoctoral Researcher	125000	42600	64500	54700
Product Design Engineer	94900	45200	74200	61700
Product Designer	98800	63500	174100	100000
Product Development Specialist	64700	57700	60700	59200
Product Engineer	122700	39900	118500	71500
Product Marketing Manager	141500	62300	153400	98400

Facebook

Job Title	Facebook	Competitors Minimum	Competitors Maximum	Competitors Average
Production Engineer	125300	59800	97600	81700
Program Analyst	115500	67900	102400	85100
Project Specialist	114300	46500	56000	51300
Release Manager	99700	68700	168200	118400
Reliability Engineer	137000	59000	76300	69300
Research Scientists	129700	51900	73400	62600
Researcher	134200	37400	70000	48600
Rf Systems Engineer	139800	63700	65400	64600
Sales Engineers	97200	53700	55800	54800
Software Developer, Applications	101600	58600	109900	80000
Software Engineering Manager	173400	110200	170100	136300
Solutions Architect	123100	81000	123100	100100
Supplier Quality Engineer	135600	68100	92100	76200
Systems Software Engineer	106500	89600	96600	93100
Technical Program Manager	125400	74000	135300	104200
Technical Project Manager	107000	86500	134200	113900
Thermal Engineer	122500	67100	83300	75900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Tata Consultancy Services

Job Title	Tata Consultancy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Automation Engineer	60300	42800	154500	75400
Compliance Engineer	58700	68700	97700	83200
Computer Systems Analysts	84300	70000	96800	85700
Engineering Analyst	68800	56300	97700	72300
Enterprise Architect	85400	82600	125600	105800
Financial Analysts	65800	49800	62900	56300
Integration Engineer	64300	74100	113400	93700
Ios Developer	55400	58000	109200	83600
Lead Architect	58500	73600	114400	94000
Lead Engineer	88800	32700	118400	86200
Management Analysts	66600	63700	85800	74800
Mechanical Engineers	58600	55200	82000	62900
Operations Analyst	39200	53800	74300	62100
Operations Engineer	81300	62200	122100	92200
Product Design Engineer	57000	45200	74200	61700
Product Engineer	65300	39900	118500	71500
Program Analyst	58700	67900	102400	85100
Project Lead	80900	92000	127200	105800
Sales Engineers	138500	53700	55800	54800
Senior Data Scientist	86700	95200	132000	111900
Senior Developer	78100	55000	124200	88700
Senior Programmer	62200	89100	92000	90500
Service Engineer	74400	45100	76700	58400
Software Developer, Applications	80000	58600	109900	80000
Software Development Engineer	60300	58700	92800	81100
Solution Architect	84700	86700	133900	107100
Solutions Architect	102400	81000	123100	100100
Systems Programmer	58800	56700	80000	68400
Technical Architect	112000	88400	93500	91000

Tata Consultancy Services

Job Title	Tata Consultancy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Technical Lead	90800	58800	113300	86300
Technical Leader	61000	83700	86900	85300
Technical Project Manager	71400	86500	134200	113900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Micron Technology

Job Title	Micron Technology	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	65600	41100	125600	69000
Associate Engineer	62000	45800	88700	61400
Cad Engineer	76100	52000	61200	55100
Computer Systems Analysts	67600	70000	96800	85700
Data Engineer	91500	77300	119100	97000
Design Verification Engineer	108800	87700	91200	89400
Digital Design Engineer	79500	80500	121400	96000
Equipment Engineer	83700	81200	89700	85400
Field Applications Engineer	92500	66600	121000	89300
Financial Accountant	46000	82200	86900	84600
Financial Analysts	61300	49800	62900	56300
Firmware Engineer	104800	77000	82700	80800
Instrumentation And Controls Engineer	90900	64100	97900	84900
Integration Engineer	51300	74100	113400	93700
Management Analysts	85800	63700	85800	74800
Mechanical Engineers	71500	55200	82000	62900
Operations Engineer	64300	62200	122100	92200
Principal Software Engineer	109700	73900	131100	106900
Process Control Engineer	69300	73400	83200	78300
Process Development Engineer	70100	56300	94500	76000
Process Safety Engineer	83300	58600	120000	84200
Product Design Engineer	85200	45200	74200	61700
Product Development Engineer	81800	54700	76500	66000
Product Engineer	70100	39900	118500	71500
Quality And Reliability Engineer	79900	84300	95100	89700
Reliability Engineer	60600	59000	76300	69300
Sales Engineers	61600	53700	55800	54800
Senior Data Scientist	93300	95200	132000	111900
Senior Design Engineer	108800	62700	132000	87000
Senior Firmware Engineer	121800	96300	143200	116700
Senior Process Engineer	88000	55300	153700	106200
Senior Product Development Engineer	91600	60400	88200	73900
Senior Product Engineer	117300	79700	94700	87200
Software Development Engineer	81200	58700	92800	81100
Sr. Design Engineer	106300	47800	84300	71000
Staff Design Engineer	126800	55000	120400	87700
Supply Chain Engineer	62200	53400	87100	70200
Systems Design Engineer	57200	65400	132000	98700
Systems Integration Engineer	66400	59400	106300	76600
Systems Software Engineer	85500	89600	96600	93100
Thermal Engineer	68400	67100	83300	75900
Verification Engineer	80600	74500	120900	103300

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

General Motors Company

Job Title	General Motors Company	Competitors Minimum	Competitors Maximum	Competitors Average
Algorithm Engineer	94500	73600	92800	81700
Associate Engineer	68800	45800	88700	61400
Calibration Engineer	76800	68900	78500	74300
Chemists	66000	51600	59000	55300
Computer Systems Analysts	78900	70000	96800	85700
Control Systems Engineer	74800	52300	129500	73200
Controls Engineer	75400	44300	106300	70500
Cost Engineer	78000	37800	79700	60200
Data Engineer	85400	77300	119100	97000
Development Engineer	89200	50400	80500	63700
Electrical Design Engineer	74700	51600	102600	67300
Embedded Software Engineer	68700	51300	106600	74500
Engineering Analyst	79900	56300	97700	72300
Engineering Specialist	80600	79400	88600	84000
Financial Analysts	76200	49800	62900	56300
Integration Engineer	74900	74100	113400	93700
It Architect	80700	64200	74900	69600
Management Analysts	67200	63700	85800	74800
Mechanical Engineers	73900	55200	82000	62900
Mechanical Project Engineer	57100	46700	113500	67600
Power Electronics Engineer	78600	52300	94500	77000
Researcher	85500	37400	70000	48600
Senior Auditor	59400	69700	82500	76100
Senior Controls Engineer	60100	70600	133800	90900
Senior Embedded Software Engineer	97400	100300	141900	117800
Senior Industrial Engineer	79700	79700	92600	86100
Senior Manufacturing Engineer	92900	55000	104200	80800
Senior Process Engineer	77300	55300	153700	106200
Senior Project Engineer	88500	56500	120500	91200
Senior Researcher	89200	56500	78000	67200
Software Design Engineer	73100	55300	70200	61600
Solution Architect	108500	86700	133900	107100
Solutions Architect	91200	81000	123100	100100
Sr. Process Engineer	79200	104300	120000	110700
Sr. Project Engineer	86500	73000	125000	92200
Supplier Quality Engineer	75000	68100	92100	76200
Supply Chain Engineer	58200	53400	87100	70200
Systems Integration Engineer	77300	59400	106300	76600
Systems Software Engineer	79800	89600	96600	93100
Thermal Engineer	89200	67100	83300	75900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Emc Corporation

Job Title	Emc Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Consultant	62900	64700	106500	80700
Associate Director	138100	105200	109100	107100
Associate Engineer	76700	45800	88700	61400
Associate Product Manager	51400	62400	99800	75200
Associate Software Engineer	69800	63700	71100	67400
Computer Systems Analysts	89700	70000	96800	85700
Customer Support Manager	68900	68700	135100	101900
Data Engineer	81400	77300	119100	97000
Director Of Engineering	118600	75300	170000	113700
Director, Product Management	173800	144400	180200	162300
Director, Product Marketing	175200	181800	201400	192700
Field Engineer	102300	50500	91000	65800
Financial Analysts	60700	49800	62900	56300

Emc Corporation

Job Title	Emc Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Management Analysts	88600	63700	85800	74800
Manager, Software Engineering	114500	78900	110700	94800
Principal Consultant	81200	58300	165700	114400
Principal Research Scientist	105200	54000	136900	86900
Principal Software Engineer	108100	73900	131100	106900
Release Manager	98200	68700	168200	118400
Research Scientists	79600	51900	73400	62600
Sales Engineers	102000	53700	55800	54800
Senior Business Development Manager	110300	136800	195000	165900
Senior Data Scientist	88400	95200	132000	111900
Senior Developer	84300	55000	124200	88700
Senior Field Engineer	96500	61400	62500	62000
Senior Member Of Technical Staff	105200	88100	94200	91200
Senior Program Manager	75600	58500	153200	89100
Senior Security Engineer	76500	85200	114300	99800
Software Developer, Applications	99200	58600	109900	80000
Software Development Engineer	90600	58700	92800	81100
Solutions Architect	79300	81000	123100	100100
Sr. Product Manager	86600	114100	228400	171200
Systems Integration Engineer	72400	59400	106300	76600
Technical Lead	89400	58800	113300	86300
Technical Program Manager	62200	74000	135300	104200
Technical Support Engineer	70100	49000	75500	67000
Technology Consultant	102900	70300	110000	90200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Yahoo!

Job Title	Yahoo!	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Product Manager	98900	62400	99800	75200
Computer And Information Research Scientists	92300	73500	97000	85400
Computer Systems Analysts	98100	70000	96800	85700
Director, Product Management	147800	144400	180200	162300
Financial Analysts	95600	49800	62900	56300
Management Analysts	102400	63700	85800	74800
Marketing Associate	94100	45400	58000	51700
Postdoctoral Scientist	96200	45800	52400	49300
Principal Software Engineer	91100	73900	131100	106900
Research Scientists	117500	51900	73400	62600
Sales Engineers	86200	53700	55800	54800
Service Engineer	97400	45100	76700	58400
Software Developer, Applications	114000	58600	109900	80000
Software Development Engineer	98600	58700	92800	81100
Sr. Product Manager	103100	114100	228400	171200
Sr. Scientist	157600	67300	107400	84800
Technical Support Engineer	115300	49000	75500	67000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Adobe Systems

Job Title	Adobe Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	86500	41100	125600	69000
Associate Consultant	63500	64700	106500	80700
Automation Engineer	67600	42800	154500	75400
Computer And Information Research Scientists	109000	73500	97000	85400
Computer Scientist	111000	58300	134200	105000
Computer Systems Analysts	97600	70000	96800	85700
Consulting Engineer	66000	60900	118400	92000
Data Engineer	112500	77300	119100	97000
Database Engineer	106400	68700	116000	92300
Director Of Engineering	197300	75300	170000	113700
Director Of Product Management	133900	108000	176900	138700
Director, Product Management	150600	144400	180200	162300
Director, Product Marketing	169500	181800	201400	192700
Field Application Engineer	89100	56200	132000	92000
Field Applications Engineer	97500	66600	121000	89300
Financial Analysts	94100	49800	62900	56300
Full Stack Engineer	104700	77600	109200	93400
Full Stack Web Developer	122400	61100	77200	69200
Integration Engineer	121900	74100	113400	93700
Machine Learning Engineer	114300	66000	118400	94700
Management Analysts	97000	63700	85800	74800
Manager, Business Intelligence	77600	97500	139400	118500
Manager, Software Development	142900	122600	183300	147000
Member Of Technical Staff	81100	71800	147300	98700
Principal Consultant	105500	58300	165700	114400
Principal Scientist	148300	56100	107200	77400
Product Marketing Manager	107800	62300	153400	98400
Project Lead	115300	92000	127200	105800
Research Scientists	114800	51900	73400	62600
Sales Engineers	111100	53700	55800	54800
Senior Data Scientist	120500	95200	132000	111900
Senior Field Applications Engineer	104700	76700	83300	80000
Senior Manager, Business Development	144300	85800	103400	94600
Senior Program Manager	132400	58500	153200	89100
Senior Quality Assurance Engineer	110100	90000	93400	91700
Senior Security Engineer	114800	85200	114300	99800
Software Architect	169700	59200	149800	90400
Software Development Engineer	168200	58700	92800	81100
Software Development Engineer In Test	112800	51200	98800	76300
Software Engineer In Test	125200	88500	100000	94300
Software Engineering Manager	159200	110200	170100	136300
Solution Architect	117400	86700	133900	107100
Solutions Architect	97100	81000	123100	100100
Sr. Product Manager	144900	114100	228400	171200
Sr. Quality Engineer	75700	54200	81900	68100
Staff Consultant	75000	49200	65000	59600
Technical Architect	99700	88400	93500	91000
Technical Lead	109300	58800	113300	86300
Technical Program Manager	88100	74000	135300	104200
Technical Support Engineer	94500	49000	75500	67000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Vmware

Job Title	Vmware	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Consultant	74700	64700	106500	80700

Vmware

Job Title	Vmware	Competitors Minimum	Competitors Maximum	Competitors Average
Computer And Information Research Scientists	101200	73500	97000	85400
Computer Systems Analysts	83900	70000	96800	85700
Corporate Development Analyst	89100	74700	90200	82400
Data Engineer	123500	77300	119100	97000
Development Engineer	119100	50400	80500	63700
Director, Product Management	195500	144400	180200	162300
Financial Analysts	61900	49800	62900	56300
It Architect	122400	64200	74900	69600
Lead Engineer	142400	32700	118400	86200
Lead Software Developer	118800	81300	146700	109800
Management Analysts	89100	63700	85800	74800
Manager, R&D	134100	84400	99800	92100
Member Of Technical Staff	105900	71800	147300	98700
Product Design Engineer	120700	45200	74200	61700
Product Designer	119200	63500	174100	100000
Product Marketing Manager	118700	62300	153400	98400
R&D Manager	157300	110800	135000	122900
Release Manager	90200	68700	168200	118400
Research And Development Manager	148800	49100	66700	57900
Sales Engineers	99800	53700	55800	54800
Senior Applications Developer	118000	66300	82500	74400
Senior Business Development Manager	137600	136800	195000	165900
Senior Developer	133000	55000	124200	88700
Senior Member Of Technical Staff	130500	88100	94200	91200
Senior Program Manager	126100	58500	153200	89100
Senior Qa Engineer	100200	107700	142500	122400
Senior Quality Assurance Engineer	111700	90000	93400	91700
Senior Staff Engineer	151600	60200	115000	73700
Software Developer, Applications	76900	58600	109900	80000
Solution Engineer	88800	57800	64100	61000
Solutions Architect	138100	81000	123100	100100
Sr. Product Manager	135400	114100	228400	171200
Sr. Quality Engineer	99500	54200	81900	68100
Staff Business Analyst	139300	130100	132200	131100
Staff Engineer	146800	41300	133078000	1263400
Technical Architect	112000	88400	93500	91000
Technical Lead	122000	58800	113300	86300
Technical Marketing Engineer	161800	64700	83200	73600
Technical Program Manager	111300	74000	135300	104200
Technical Services Manager	94300	76300	94800	85500
Technical Support Engineer	73900	49000	75500	67000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Paypal

Job Title	Paypal	Competitors Minimum	Competitors Maximum	Competitors Average
Android Engineer	113600	112700	117600	115100
Application Engineer	84300	41100	125600	69000
Associate Data Scientist	98100	88500	99200	93800
Associate Product Manager	77400	62400	99800	75200
Budget Analysts	81200	56700	60100	58400
Computer Systems Analysts	101200	70000	96800	85700
Data Engineer	121200	77300	119100	97000
Database Engineer	103700	68700	116000	92300
Director, Business Development	197500	110900	139000	127000
Director, Product Management	203800	144400	180200	162300
Financial Analysts	98600	49800	62900	56300
Full Stack Engineer	128600	77600	109200	93400

Paypal

Job Title	Paypal	Competitors Minimum	Competitors Maximum	Competitors Average
Integration Engineer	96500	74100	113400	93700
Java Software Engineer	86800	82900	115300	99100
Management Analysts	96400	63700	85800	74800
Manager, Software Development	153700	122600	183300	147000
Manager, Software Engineering	151200	78900	110700	94800
Mechanical Engineers	96400	55200	82000	62900
Member Of Technical Staff	140800	71800	147300	98700
Principal Scientist	98300	56100	107200	77400
Principal Software Engineer	126800	73900	131100	106900
Product Designer	93000	63500	174100	100000
Product Development Manager	118500	59700	126100	88700
Product Marketing Manager	128100	62300	153400	98400
Project Coordinator	65400	59900	106200	81700
Release Manager	103800	68700	168200	118400
Research Scientists	117800	51900	73400	62600
Senior Auditor	91100	69700	82500	76100
Senior Data Scientist	166500	95200	132000	111900
Senior Program Manager	136500	58500	153200	89100
Senior Qa Engineer	94300	107700	142500	122400
Senior System Engineer	147500	89700	96300	93000
Software Developer, Applications	139900	58600	109900	80000
Solution Engineer	100200	57800	64100	61000
Sr. Product Manager	120600	114100	228400	171200
Staff Engineer	103800	41300	133078000	1263400
Systems Integration Engineer	101400	59400	106300	76600
Technical Operations Manager	136300	78900	95600	87200
Technical Services Engineer	98300	39100	88700	66700
User Interface Designer	81500	66100	97200	81700
Vice President, Business Development	178300	136800	202100	169400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Bank Of America

Job Title	Bank Of America	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Systems Analysts	97300	70000	96800	85700
Financial Analysts	93800	49800	62900	56300
Management Analysts	88700	63700	85800	74800
Software Developer, Applications	106200	58600	109900	80000
Vice President	143700	69100	150500	109800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Nike

Job Title	Nike	Competitors Minimum	Competitors Maximum	Competitors Average
Android Engineer	105100	112700	117600	115100
Application Engineer	65000	41100	125600	69000
Associate Product Manager	103200	62400	99800	75200
Computer Systems Analysts	100400	70000	96800	85700
Data Engineer	85400	77300	119100	97000
Financial Analysts	100100	49800	62900	56300
Integration Engineer	98600	74100	113400	93700
Lead Architect	93100	73600	114400	94000
Lead Engineer	116000	32700	118400	86200

Nike

Job Title	Nike	Competitors Minimum	Competitors Maximum	Competitors Average
Machine Learning Engineer	105800	66000	118400	94700
Management Analysts	100500	63700	85800	74800
Manager, Software Engineering	105700	78900	110700	94800
Marketing Associate	59900	45400	58000	51700
Mobile Software Engineer	62500	73900	85500	81400
Principal Engineer	138300	59800	85900	73800
Product Designer	74100	63500	174100	100000
Product Engineer	79500	39900	118500	71500
Senior Applications Engineer	99800	75900	121100	98500
Senior Data Scientist	93700	95200	132000	111900
Senior Electrical Engineer	107200	58400	128200	93700
Senior Product Engineer	93800	79700	94700	87200
Senior Programmer	106100	89100	92000	90500
Senior Quality Assurance Engineer	89500	90000	93400	91700
Software Developer, Applications	112000	58600	109900	80000
Software Engineering Manager	132400	110200	170100	136300
Solutions Architect	107400	81000	123100	100100
Technical Architect	115000	88400	93500	91000
Technical Director	146400	41600	131800	94600
Technical Lead	113600	58800	113300	86300

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ut-Battelle

Job Title	Ut-Battelle	Competitors Minimum	Competitors Maximum	Competitors Average
Chemists	75900	51600	59000	55300
Chief Scientist	102200	60000	109100	81400
Computational Scientist	68100	71400	123900	102200
Computer And Information Research Scientists	75600	73500	97000	85400
Computer Scientist	97500	58300	134200	105000
Computer Systems Analysts	75900	70000	96800	85700
Data Engineer	79700	77300	119100	97000
Environmental Scientists And Specialists	70400	45400	45400	45400
Instrumentation And Controls Engineer	104800	64100	97900	84900
Postdoctoral Research Associate	54000	42600	55600	50400
Research Scientists	47900	51900	73400	62600
Water Resources Engineer	71700	41400	96600	59700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ebay

Job Title	Ebay	Competitors Minimum	Competitors Maximum	Competitors Average
Chief Engineer	174400	50100	138700	96500
Computer And Information Research Scientists	113300	73500	97000	85400
Computer Systems Analysts	97600	70000	96800	85700
Data Engineer	121900	77300	119100	97000
Database Engineer	106700	68700	116000	92300
Director, Product Management	214900	144400	180200	162300
Financial Analysts	98900	49800	62900	56300
Full Stack Engineer	110900	77600	109200	93400

Ebay

Job Title	Ebay	Competitors Minimum	Competitors Maximum	Competitors Average
Integration Engineer	106100	74100	113400	93700
Internal Audit Manager	106200	83500	83800	83600
Legal Counsel	158800	66100	102600	84300
Machine Learning Engineer	121700	66000	118400	94700
Management Analysts	110600	63700	85800	74800
Manager, Software Development	148000	122600	183300	147000
Manager, Software Engineering	184300	78900	110700	94800
Member Of Technical Staff	150300	71800	147300	98700
Principal Engineer	155100	59800	85900	73800
Principal Software Engineer	135600	73900	131100	106900
Product Marketing Manager	109400	62300	153400	98400
Research Scientists	132000	51900	73400	62600
Sales Engineers	118200	53700	55800	54800
Senior Data Scientist	115300	95200	132000	111900
Senior Finance Manager	106300	125500	147100	138300
Senior Process Engineer	128600	55300	153700	106200
Senior Qa Engineer	94300	107700	142500	122400
Software Development Engineer	133800	58700	92800	81100
Sr. Product Manager	118400	114100	228400	171200
Sr. Research Scientist	124700	39900	103500	81200
Technical Architect	95400	88400	93500	91000
Technical Project Manager	127200	86500	134200	113900
User Interface Designer	73000	66100	97200	81700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Medtronic

Job Title	Medtronic	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Chemist	55500	49800	54100	52300
Associate Electrical Engineer	60700	60900	70700	67400
Associate Quality Engineer	56300	44200	60200	52200
Associate Software Engineer	62000	63700	71100	67400
Computer Systems Analysts	93200	70000	96800	85700
Continuous Improvement Engineer	73300	59700	71600	65600
Data Engineer	71200	77300	119100	97000
Director Of Human Resources	125900	106200	144000	125100
Financial Analysts	78400	49800	62900	56300
Firmware Engineer	65200	77000	82700	80800
Ic Design Engineer	74500	70200	75600	72900
Management Analysts	89800	63700	85800	74800
Manufacturing Engineering Manager	124800	67900	83400	75600
Mechanical Engineers	80500	55200	82000	62900
Principal Electrical Engineer	88900	101900	102600	102300
Principal Scientist	89200	56100	107200	77400
Principal Software Engineer	113500	73900	131100	106900
Process Development Engineer	84900	56300	94500	76000
Product Development Manager	127800	59700	126100	88700
Product Engineer	73800	39900	118500	71500
Product Engineering Manager	117500	63300	95500	79800
Quality Systems Specialist	66400	53400	79000	66200
R&D Engineer	80200	60100	91900	71100
Reliability Engineer	74100	59000	76300	69300
Research & Development Engineer	75300	65300	92000	76400
Research And Development Engineer	73300	51500	81700	65000
Sales Engineers	95900	53700	55800	54800
Senior Electrical Engineer	93000	58400	128200	93700
Senior Industrial Engineer	73300	79700	92600	86100
Senior Manufacturing Engineer	85200	55000	104200	80800
Senior Materials Engineer	94100	82700	125200	101100

Medtronic

Job Title	Medtronic	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Process Development Engineer	78400	129600	134500	132000
Senior Product Engineer	91700	79700	94700	87200
Senior Program Manager	117800	58500	153200	89100
Senior Project Engineer	76700	56500	120500	91200
Senior Research And Development Engineer	93300	92100	101600	96900
Senior Statistical Programmer	108400	77800	118500	94800
Software Engineer In Test	91400	88500	100000	94300
Sr. Mechanical Engineer	82500	50900	124000	87600
Sr. Product Manager	141400	114100	228400	171200
Sr. Project Engineer	83700	73000	125000	92200
Sr. Quality Engineer	88800	54200	81900	68100
Sr. Regulatory Affairs Specialist	84200	79400	84700	82100
Sr. Scientist	94300	67300	107400	84800
Supplier Quality Engineer	72300	68100	92100	76200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Autodesk

Job Title	Autodesk	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	87100	41100	125600	69000
Applications Programmer	126300	45000	78100	61600
Business Intelligence Manager	92000	50900	59100	55000
Business Manager	111700	32100	78300	61600
Business Systems Engineer	122400	116100	147600	131900
Computer And Information Research Scientists	106700	73500	97000	85400
Computer Scientist	125600	58300	134200	105000
Computer Systems Analysts	106000	70000	96800	85700
Development Engineer	116900	50400	80500	63700
Development Manager	149300	100400	130700	115600
Financial Analysts	100700	49800	62900	56300
Internal Audit Manager	100100	83500	83800	83600
Internal Auditor	68600	49200	72800	60500
Management Analysts	110600	63700	85800	74800
Mechanical Engineers	71500	55200	82000	62900
Principal Engineer	133000	59800	85900	73800
Principal Software Engineer	128600	73900	131100	106900
Product Designer	66300	63500	174100	100000
Product Engineer	110100	39900	118500	71500
Product Marketing Manager	120600	62300	153400	98400
Program Management Analyst	90200	44500	70300	60000
Research Scientists	97800	51900	73400	62600
Sales Engineers	108900	53700	55800	54800
Senior Developer	120800	55000	124200	88700
Senior Principal Engineer	144900	95300	154300	129500
Senior Qa Engineer	124400	107700	142500	122400
Senior Quality Assurance Engineer	111800	90000	93400	91700
Senior Research Engineer	93600	64000	132200	99300
Senior Security Engineer	135900	85200	114300	99800
Software Architect	117200	59200	149800	90400
Software Development Engineer	90500	58700	92800	81100
Software Development Engineer In Test	102700	51200	98800	76300
Software Engineer In Test	114400	88500	100000	94300
Software Engineering Manager	186700	110200	170100	136300

Autodesk

Job Title	Autodesk	Competitors Minimum	Competitors Maximum	Competitors Average
Solution Architect	113600	86700	133900	107100
Technical Program Manager	94300	74000	135300	104200
Technical Project Manager	83700	86500	134200	113900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Halliburton Energy Services

Job Title	Halliburton Energy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Accounting Manager	93200	65900	101600	83700
Chemists	92400	51600	59000	55300
Civil Engineers	103500	55300	64000	59700
Computer And Information Research Scientists	48400	73500	97000	85400
Computer Systems Analysts	98100	70000	96800	85700
Financial Analysts	94800	49800	62900	56300
Management Analysts	94100	63700	85800	74800
Mechanical Engineers	90100	55200	82000	62900
Procurement Specialist	52400	55300	73800	63000
Sales Engineers	94300	53700	55800	54800
Senior Electrical Engineer	85500	58400	128200	93700
Technical Instructor	47100	38700	66500	52600

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Johnson Controls

Job Title	Johnson Controls	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	52400	41100	125600	69000
Associate Product Manager	74200	62400	99800	75200
Chemists	65000	51600	59000	55300
Computer Systems Analysts	86600	70000	96800	85700
Continuous Improvement Engineer	64300	59700	71600	65600
Control Engineer	58500	66700	71500	69100
Controls Engineer	73000	44300	106300	70500
Development Engineer	103500	50400	80500	63700
Development Manager	112800	100400	130700	115600
Director Of Engineering	125300	75300	170000	113700
Electrical Controls Engineer	51100	59800	80300	66900
Electronics Design Engineer	65900	63600	113800	88700
Financial Analysts	57100	49800	62900	56300
Firmware Engineer	59900	77000	82700	80800
Internal Auditor	59800	49200	72800	60500
Lead Architect	105600	73600	114400	94000
Lead Engineer	88600	32700	118400	86200
Management Analysts	75200	63700	85800	74800
Mechanical Engineers	90000	55200	82000	62900
Plant Manager	117100	74600	117500	95900
Power Electronics Engineer	69900	52300	94500	77000
Principal Engineer	87200	59800	85900	73800
Principal Software Engineer	87200	73900	131100	106900
Product Design Engineer	73200	45200	74200	61700
Product Designer	58500	63500	174100	100000
Product Engineer	64900	39900	118500	71500
Program Management Analyst	60100	44500	70300	60000

Johnson Controls

Job Title	Johnson Controls	Competitors Minimum	Competitors Maximum	Competitors Average
Reliability Engineer	82000	59000	76300	69300
Research Scientists	60200	51900	73400	62600
Sales Application Engineer	71300	62500	79200	70800
Sales Engineers	70000	53700	55800	54800
Senior Auditor	63200	69700	82500	76100
Senior Industrial Engineer	72500	79700	92600	86100
Senior Manufacturing Engineer	74100	55000	104200	80800
Senior Principal Engineer	100000	95300	154300	129500
Senior Product Development Engineer	80700	60400	88200	73900
Senior Product Engineer	89100	79700	94700	87200
Senior Research Engineer	84800	64000	132200	99300
Senior Staff Engineer	93600	60200	115000	73700
Software Design Engineer	58100	55300	70200	61600
Software Developer, Applications	89100	58600	109900	80000
Software Development Engineer	81300	58700	92800	81100
Sr. Engineer	79400	69200	133900	94800
Sr. Product Manager	77900	114100	228400	171200
Staff Engineer	73400	41300	133078000	1263400
Staff Mechanical Engineer	55200	51300	109500	80400
Supplier Quality Engineer	68400	68100	92100	76200
Transportation Analyst	49900	47200	88200	67700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Schlumberger Technology Corporation

Job Title	Schlumberger Technology Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	98200	41100	125600	69000
Automation Engineer	77500	42800	154500	75400
Chemists	99000	51600	59000	55300
Computer Systems Analysts	108000	70000	96800	85700
Control Engineer	76200	66700	71500	69100
Control Systems Engineer	60500	52300	129500	73200
Controls Engineer	74600	44300	106300	70500
Data Engineer	90600	77300	119100	97000
Development Engineer	70500	50400	80500	63700
Embedded Software Engineer	71800	51300	106600	74500
Field Engineer	51000	50500	91000	65800
Financial Analysts	54000	49800	62900	56300
Firmware Engineer	76600	77000	82700	80800
Geochemist	68200	59000	75900	67400
Geomechanics Engineer	67100	64700	100500	78000
Geophysicist	84100	75900	76800	76300
Instructor	58700	52600	83100	70400
Internal Auditor	43500	49200	72800	60500
Machine Learning Engineer	97700	66000	118400	94700
Management Analysts	92600	63700	85800	74800
Manufacturing Engineering	69800	56100	77200	66600
Mechanical Engineers	72000	55200	82000	62900
Petrophysicist	75000	72300	76800	74500
Planner	66200	46100	93200	61200
Principal Research Scientist	137100	54000	136900	86900
Procurement Specialist	60000	55300	73800	63000
Production Engineer	80300	59800	97600	81700
Project Coordinator	60400	59900	106200	81700
Research Geophysicist	84500	77900	78000	78000
Research Scientists	84800	51900	73400	62600
Reservoir Engineer	82600	72300	177100	122800
Reservoir Simulation Engineer	92500	80200	137900	109000

Schlumberger Technology Corporation

Job Title	Schlumberger Technology Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Sales Engineers	126700	53700	55800	54800
Senior Electrical Engineer	89100	58400	128200	93700
Senior Electronics Engineer	84000	44100	126000	80900
Senior Embedded Software Engineer	112100	100300	141900	117800
Senior Field Engineer	59400	61400	62500	62000
Senior Manufacturing Engineer	73400	55000	104200	80800
Software Architect	109100	59200	149800	90400
Solutions Architect	78100	81000	123100	100100
Sourcing Specialist	61800	51200	73900	61200
Supplier Quality Engineer	74400	68100	92100	76200
Supply Chain Engineer	73400	53400	87100	70200
Technical Support Engineer	62800	49000	75500	67000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Nvidia Corporation

Job Title	Nvidia Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	103200	41100	125600	69000
Cad Engineer	127900	52000	61200	55100
Computer And Information Research Scientists	93400	73500	97000	85400
Computer Systems Analysts	111700	70000	96800	85700
Embedded Software Engineer	88700	51300	106600	74500
Field Applications Engineer	152500	66600	121000	89300
Financial Analysts	85400	49800	62900	56300
Machine Learning Engineer	103200	66000	118400	94700
Management Analysts	101500	63700	85800	74800
Mechanical Engineers	126200	55200	82000	62900
Product Design Engineer	84500	45200	74200	61700
Product Engineer	124400	39900	118500	71500
Product Engineering Manager	172600	63300	95500	79800
Product Marketing Manager	151100	62300	153400	98400
Reliability Engineer	101700	59000	76300	69300
Research Scientists	118900	51900	73400	62600
Sales Engineers	132800	53700	55800	54800
Senior Data Scientist	126900	95200	132000	111900
Senior Field Applications Engineer	152500	76700	83300	80000
Senior Industrial Engineer	135700	79700	92600	86100
Senior Product Engineer	105400	79700	94700	87200
Senior Program Manager	163500	58500	153200	89100
Senior Rf Engineer	153400	49300	104500	84600
Software Engineering Manager	138600	110200	170100	136300
Solutions Architect	122000	81000	123100	100100
Sr. Product Manager	159500	114100	228400	171200
Sr. Research Scientist	146300	39900	103500	81200
Supply Chain Engineer	91800	53400	87100	70200
System Design Engineer	112000	78100	99200	88600
Systems Design Engineer	124300	65400	132000	98700
Systems Software Engineer	113800	89600	96600	93100
Technical Program Manager	153100	74000	135300	104200
Technical Project Manager	122100	86500	134200	113900
Thermal Engineer	83200	67100	83300	75900
Verification Engineer	119800	74500	120900	103300

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ford Motor Company

Job Title	Ford Motor Company	Competitors Minimum	Competitors Maximum	Competitors Average
Calibration Engineer	68900	68900	78500	74300
Computer Systems Analysts	91400	70000	96800	85700
Controls Engineer	68600	44300	106300	70500
Embedded Software Engineer	86400	51300	106600	74500
Mechanical Engineers	86900	55200	82000	62900
Power Electronics Engineer	74400	52300	94500	77000
Product Design Engineer	68300	45200	74200	61700
Product Development Engineer	82100	54700	76500	66000
Product Engineer	74600	39900	118500	71500
Research Scientists	93500	51900	73400	62600
Senior Embedded Software Engineer	96200	100300	141900	117800
Software Development Engineer	75500	58700	92800	81100
Technical Program Manager	77700	74000	135300	104200
User Interface Designer	65300	66100	97200	81700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Symantec Corporation

Job Title	Symantec Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Software Engineer	72400	63700	71100	67400
Computer And Information Research Scientists	90500	73500	97000	85400
Computer Systems Analysts	96900	70000	96800	85700
Development Manager	143700	100400	130700	115600
Digital Marketing Manager	84600	71500	112200	91800
Director Of Product Management	234000	108000	176900	138700
Director, Product Management	157600	144400	180200	162300
Financial Analysts	101600	49800	62900	56300
Hardware Development Engineer	157600	63200	86800	75000
Ios Developer	77000	58000	109200	83600
It Architect	124800	64200	74900	69600
Manager, Business Intelligence	121500	97500	139400	118500
Manufacturing Process Engineer	115700	50500	95900	76900
Principal Consultant	101600	58300	165700	114400
Principal Engineer	116500	59800	85900	73800
Principal Software Engineer	116900	73900	131100	106900
Sales Engineers	103500	53700	55800	54800
Senior Program Manager	88500	58500	153200	89100
Senior Qa Engineer	106800	107700	142500	122400
Senior Research Engineer	112400	64000	132200	99300
Software Developer, Applications	102400	58600	109900	80000
Software Development Engineer	113500	58700	92800	81100
Software Development Engineer In Test	88300	51200	98800	76300
Software Engineer In Test	72400	88500	100000	94300
Sr. Product Manager	119900	114100	228400	171200
Staff Hardware Engineer	121800	97300	141000	119200
Technical Director	164100	41600	131800	94600
Technical Project Manager	127800	86500	134200	113900
Technical Support Engineer	74500	49000	75500	67000
User Interface Designer	74400	66100	97200	81700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Linkedin Corporation

Job Title	Linkedin Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Data Scientist	72000	88500	99200	93800
Associate Product Manager	94800	62400	99800	75200
Computer And Information Research Scientists	90000	73500	97000	85400
Computer Systems Analysts	97800	70000	96800	85700
Data Engineer	144100	77300	119100	97000
Database Engineer	90700	68700	116000	92300
Digital Marketing Manager	108800	71500	112200	91800
Director, Business Development	230000	110900	139000	127000
Director, Product Management	180700	144400	180200	162300
Financial Analysts	81600	49800	62900	56300
Management Analysts	89500	63700	85800	74800
Manager, Software Engineering	177400	78900	110700	94800
Principal Software Engineer	99600	73900	131100	106900
Product Marketing Manager	118100	62300	153400	98400
Quality Assurance Manager	144000	68100	105400	88700
Sales Engineers	89000	53700	55800	54800
Senior Data Scientist	111500	95200	132000	111900
Senior Manager, Business Development	187900	85800	103400	94600
Senior Program Manager	114800	58500	153200	89100
Senior Qa Engineer	98700	107700	142500	122400
Senior Quality Assurance Engineer	90400	90000	93400	91700
Senior Staff Engineer	148800	60200	115000	73700
Software Developer, Applications	120300	58600	109900	80000
Software Development Engineer In Test	78600	51200	98800	76300
Software Engineer In Test	92200	88500	100000	94300
Software Engineering Manager	186600	110200	170100	136300
Sr. Product Manager	109300	114100	228400	171200
Staff Engineer	142900	41300	133078000	1263400
Technical Operations Manager	121600	78900	95600	87200
Technical Program Manager	94100	74000	135300	104200
Technical Project Manager	74100	86500	134200	113900
Technical Services Manager	93700	76300	94800	85500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

American Airlines

Job Title	American Airlines	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Systems Analysts	87700	70000	96800	85700
Database Engineer	65800	68700	116000	92300
Enterprise Architect	86100	82600	125600	105800
Financial Analysts	58800	49800	62900	56300
Internal Auditor	41700	49200	72800	60500
Management Analysts	65900	63700	85800	74800
Manager Applications Development	89400	93500	103100	98300
Regional Sales Manager	113400	67300	104900	86100
Reliability Engineer	55700	59000	76300	69300
Senior Quality Assurance Engineer	90300	90000	93400	91700
Sr. Engineer	79900	69200	133900	94800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Amgen

Job Title	Amgen	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Data Scientist	71100	88500	99200	93800
Chemists	69700	51600	59000	55300
Computer Systems Analysts	88800	70000	96800	85700
Data Engineer	73100	77300	119100	97000
Executive Director	153700	129800	189300	157200
Financial Analysts	68000	49800	62900	56300
Management Analysts	89700	63700	85800	74800
Manager, Regulatory Affairs	90900	109000	132200	120600
Post Doctoral Fellow	64700	44200	71200	62000
Post-Doctoral Fellow	71300	40700	62200	49700
Principal Engineer	105600	59800	85900	73800
Principal Scientist	106800	56100	107200	77400
Process Development Scientist	72600	32300	45600	38900
Senior Data Scientist	101000	95200	132000	111900
Senior Finance Manager	130600	125500	147100	138300
Senior Manager, Business Development	142500	85800	103400	94600
Senior Process Engineer	110200	55300	153700	106200
Senior Research Associate	68800	27400	90800	63400
Senior Statistical Programmer	117700	77800	118500	94800
Sr. Engineer	70000	69200	133900	94800
Sr. Scientist	88700	67300	107400	84800
Sr. Statistical Programmer	107400	64900	69800	67400
Supply Chain Engineer	102700	53400	87100	70200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Staples

Job Title	Staples	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Data Scientist	88400	88500	99200	93800
Associate Product Manager	100200	62400	99800	75200
Automation Engineer	84000	42800	154500	75400
Computer Systems Analysts	94500	70000	96800	85700
Controls Engineer	88700	44300	106300	70500
Financial Analysts	57300	49800	62900	56300
Integration Engineer	83100	74100	113400	93700
Management Analysts	96100	63700	85800	74800
Mobile Software Engineer	80100	73900	85500	81400
Principal Programmer Analyst	81800	81200	83000	82100
Principal Software Engineer	104500	73900	131100	106900
Senior Auditor	67900	69700	82500	76100
Senior Data Scientist	138900	95200	132000	111900
Senior Design Engineer	87800	62700	132000	87000
Senior Developer	90600	55000	124200	88700
Senior Industrial Engineer	80100	79700	92600	86100
Senior Operations Manager	117300	104800	114200	109500
Senior Qa Engineer	82800	107700	142500	122400
Software Architect	117700	59200	149800	90400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

The Mathworks

Job Title	The Mathworks	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	79300	41100	125600	69000
Computer And Information Research Scientists	92700	73500	97000	85400
Computer Systems Analysts	82200	70000	96800	85700
Database Engineer	87200	68700	116000	92300
Digital Signal Processing Engineer	67100	96800	102100	99500
Java Software Engineer	75200	82900	115300	99100
Mechanical Engineers	89100	55200	82000	62900
Principal Software Engineer	122800	73900	131100	106900
Sales Engineers	94400	53700	55800	54800
Senior Applications Engineer	93900	75900	121100	98500
Senior Design Engineer	93900	62700	132000	87000
Senior Program Manager	98700	58500	153200	89100
Software Developer, Applications	86800	58600	109900	80000
Technical Marketing Engineer	64300	64700	83200	73600

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Abbott Laboratories

Job Title	Abbott Laboratories	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Chemist	60700	49800	54100	52300
Associate Engineer	58000	45800	88700	61400
Chemists	64200	51600	59000	55300
Computer Systems Analysts	82600	70000	96800	85700
Configuration Engineer	63700	49800	60700	57000
Data Engineer	80800	77300	119100	97000
Economic Analyst	52900	48900	60500	54800
Embedded Software Engineer	84100	51300	106600	74500
Financial Analysts	66100	49800	62900	56300
Manufacturing Process Engineer	60200	50500	95900	76900
Marketing Coordinator	52200	53100	55600	54300
Mechanical Engineers	79800	55200	82000	62900
Principal Engineer	84100	59800	85900	73800
Principal Software Engineer	104400	73900	131100	106900
Process Development Scientist	63300	32300	45600	38900
Reliability Engineer	79800	59000	76300	69300
Research Scientists	59100	51900	73400	62600
Sales Engineers	76700	53700	55800	54800
Senior Developer	83600	55000	124200	88700
Senior Finance Manager	87500	125500	147100	138300
Senior Manufacturing Engineer	69900	55000	104200	80800
Senior Process Development Engineer	80300	129600	134500	132000
Senior Project Engineer	64600	56500	120500	91200
Senior Research Engineer	74800	64000	132200	99300
Senior Researcher	82000	56500	78000	67200
Senior Sas Programmer	79400	96700	122100	109800
Senior Statistical Programmer	70700	77800	118500	94800
Sr. Quality Engineer	79400	54200	81900	68100
Sr. Regulatory Affairs Specialist	94700	79400	84700	82100
Supplier Quality Engineer	83200	68100	92100	76200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Monsanto Company

Job Title	Monsanto Company	Competitors Minimum	Competitors Maximum	Competitors Average
Analytical Chemist	69500	32300	77900	55700
Application Engineer	89600	41100	125600	69000
Budget Analysts	63000	56700	60100	58400
Business Intelligence Developer	51600	42200	93200	66000
Chemists	60700	51600	59000	55300
Computer And Information Research Scientists	62000	73500	97000	85400
Computer Systems Analysts	75900	70000	96800	85700
Computer Vision Scientist	89200	38400	132000	82100
Control Systems Engineer	71700	52300	129500	73200
Data Engineer	86700	77300	119100	97000
Development Manager	102900	100400	130700	115600
Financial Analysts	84600	49800	62900	56300
Management Analysts	90100	63700	85800	74800
Mechanical Engineers	73500	55200	82000	62900
Postdoctoral Researcher	39400	42600	64500	54700
Process Control Engineer	78500	73400	83200	78300
Process Improvement Specialist	51600	47200	84600	65900
Product Development Manager	89800	59700	126100	88700
Production Associate	53500	49300	51100	50200
Production Engineer	78100	59800	97600	81700
Project Lead	82300	92000	127200	105800
Research Scientists	56400	51900	73400	62600
Senior Data Scientist	79000	95200	132000	111900
Senior Developer	83500	55000	124200	88700
Senior Process Engineer	105800	55300	153700	106200
Senior Research Engineer	95000	64000	132200	99300
Solutions Architect	89600	81000	123100	100100
Technical Lead	99600	58800	113300	86300
Technical Project Manager	88100	86500	134200	113900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Honeywell International

Job Title	Honeywell International	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	80900	41100	125600	69000
Automation Engineer	75200	42800	154500	75400
Computer Systems Analysts	89400	70000	96800	85700
Data Engineer	106900	77300	119100	97000
Director Of Product Marketing	169100	74100	126900	100900
Embedded Software Engineer	82100	51300	106600	74500
Embedded Systems Engineer	91600	66500	89600	80100
Estimator	49400	33400	63700	50600
Financial Analysts	53700	49800	62900	56300
Lead Engineer	112100	32700	118400	86200
Management Analysts	131000	63700	85800	74800
Mechanical Engineers	85800	55200	82000	62900
Planner	49600	46100	93200	61200
Principal Engineer	106300	59800	85900	73800
Principal Software Engineer	122200	73900	131100	106900
Procurement Specialist	72300	55300	73800	63000
Product Design Engineer	99500	45200	74200	61700
Product Engineer	81200	39900	118500	71500
Product Engineering Manager	101000	63300	95500	79800
Product Marketing Manager	100900	62300	153400	98400
Production Engineer	82800	59800	97600	81700
R&D Engineer	83200	60100	91900	71100
Research & Development Engineer	75000	65300	92000	76400

Honeywell International

Job Title	Honeywell International	Competitors Minimum	Competitors Maximum	Competitors Average
Research And Development Engineer	81200	51500	81700	65000
Research Scientists	91200	51900	73400	62600
Safety Engineer	88900	40600	63300	51900
Sales Engineers	99800	53700	55800	54800
Senior Design Engineer	83000	62700	132000	87000
Senior Project Engineer	96400	56500	120500	91200
Senior Research And Development Engineer	71600	92100	101600	96900
Senior Staff Engineer	75800	60200	115000	73700
Software Development Engineer	102900	58700	92800	81100
Software Development Engineer In Test	76300	51200	98800	76300
Sr. Engineer	91100	69200	133900	94800
Supplier Quality Engineer	76200	68100	92100	76200
Technical Program Manager	98500	74000	135300	104200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Abbvie

Job Title	Abbvie	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Chemist	63900	49800	54100	52300
Chemists	78500	51600	59000	55300
Computer Systems Analysts	97000	70000	96800	85700
Data Engineer	110000	77300	119100	97000
Database Engineer	90800	68700	116000	92300
Mechanical Engineers	71800	55200	82000	62900
Medical Director	140800	142700	165100	153900
Principal Engineer	99800	59800	85900	73800
Process Development Engineer	84600	56300	94500	76000
Process Development Scientist	67100	32300	45600	38900
Research Scientists	65500	51900	73400	62600
Senior Clinical Research Associate	97300	101800	113600	107700
Senior Data Scientist	75800	95200	132000	111900
Senior Process Development Engineer	84600	129600	134500	132000
Senior Statistical Programmer	70800	77800	118500	94800
Solution Architect	85100	86700	133900	107100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Cisco Systems

Job Title	Cisco Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Budget Analysts	91600	56700	60100	58400
Business Intelligence Manager	119900	50900	59100	55000
Cad Engineer	134800	52000	61200	55100
Compliance Engineer	102800	68700	97700	83200
Computer Systems Analysts	102400	70000	96800	85700
Consulting Engineer	103100	60900	118400	92000
Data Engineer	141700	77300	119100	97000
Digital Marketing Manager	131100	71500	112200	91800
Director Of Engineering	195300	75300	170000	113700
Director, Business Development	200600	110900	139000	127000
Director, Product Management	190800	144400	180200	162300

Cisco Systems

Job Title	Cisco Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Financial Analysts	91200	49800	62900	56300
It Architect	126900	64200	74900	69600
Management Analysts	100400	63700	85800	74800
Manager, Software Development	145400	122600	183300	147000
Manufacturing Manager	106800	89500	145700	117600
Mechanical Engineers	108000	55200	82000	62900
Member Of Technical Staff	143000	71800	147300	98700
Operations Director	124200	135600	144300	140000
Principal Engineer	158200	59800	85900	73800
Product Engineer	100000	39900	118500	71500
Product Marketing Manager	139500	62300	153400	98400
Project Specialist	86100	46500	56000	51300
Sales Engineers	109900	53700	55800	54800
Software Architect	117000	59200	149800	90400
Solutions Architect	118200	81000	123100	100100
Staff Engineer	126000	41300	133078000	1263400
Technical Lead	153300	58800	113300	86300
Technical Leader	136100	83700	86900	85300
Technical Marketing Engineer	116300	64700	83200	73600
Technical Support Engineer	113600	49000	75500	67000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Infosys

Job Title	Infosys	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Consultant	68300	64700	106500	80700
Business Manager	91000	32100	78300	61600
Computer Systems Analysts	84800	70000	96800	85700
Engineering Analyst	74600	56300	97700	72300
Principal	108500	108800	168100	133900
Principal Consultant	95400	58300	165700	114400
Project Lead	83200	92000	127200	105800
Sales Engineers	117500	53700	55800	54800
Technical Lead	69500	58800	113300	86300
User Interface Designer	37900	66100	97200	81700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

General Electric Company

Job Title	General Electric Company	Competitors Minimum	Competitors Maximum	Competitors Average
Algorithm Engineer	81000	73600	92800	81700
Application Engineer	76300	41100	125600	69000
Back-End Developer	78100	73900	87700	80800
Computer Systems Analysts	103800	70000	96800	85700
Controls Engineer	76400	44300	106300	70500
Data Engineer	82600	77300	119100	97000
Lead Engineer	106300	32700	118400	86200
Lead Mechanical Engineer	68800	60100	68000	64000
Mechanical Engineers	83800	55200	82000	62900
Plant Manager	126700	74600	117500	95900
Principal Software Engineer	158100	73900	131100	106900
Product Designer	65200	63500	174100	100000
Project Engineering Manager	142200	61300	118800	84900

General Electric Company

Job Title	General Electric Company	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Data Scientist	113600	95200	132000	111900
Senior Design Engineer	92400	62700	132000	87000
Senior Field Engineer	99800	61400	62500	62000
Senior Finance Manager	149600	125500	147100	138300
Senior Program Manager	105200	58500	153200	89100
Senior Qa Engineer	88300	107700	142500	122400
Senior Quality Assurance Engineer	98800	90000	93400	91700
Sourcing Specialist	57900	51200	73900	61200
Supplier Quality Engineer	69800	68100	92100	76200
Technical Support Engineer	84600	49000	75500	67000
User Interface Designer	43700	66100	97200	81700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Genentech

Job Title	Genentech	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Data Scientist	121800	88500	99200	93800
Associate Engineer	67700	45800	88700	61400
Automation Engineer	119400	42800	154500	75400
Budget Analysts	76000	56700	60100	58400
Chemists	82000	51600	59000	55300
Clinical Scientist	104700	53100	123200	88200
Computer Scientist	96100	58300	134200	105000
Computer Systems Analysts	108900	70000	96800	85700
Construction Project Manager	84900	40300	75100	57700
Financial Analysts	121100	49800	62900	56300
Management Analysts	104400	63700	85800	74800
Manufacturing Manager	118900	89500	145700	117600
Mechanical Engineers	110300	55200	82000	62900
Medical Director	189200	142700	165100	153900
Post Doctoral Fellow	53300	44200	71200	62000
Postdoctoral Research Fellow	58800	44400	57600	53200
Postdoctoral Researcher	59100	42600	64500	54700
Principal Engineer	157700	59800	85900	73800
Production Planner	116500	54700	60400	57500
Senior Business Development Manager	146100	136800	195000	165900
Senior Finance Manager	130800	125500	147100	138300
Senior Process Engineer	104800	55300	153700	106200
Senior Research Associate	80800	27400	90800	63400
Sr. Engineer	92100	69200	133900	94800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

L&T Technology Services

Job Title	L&T Technology Services	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	75000	41100	125600	69000
Automation Engineer	76800	42800	154500	75400
Business Development Director	112800	78700	195000	129600
Business Manager	96300	32100	78300	61600
Civil Design Engineer	67500	62600	64900	63700
Computer Systems Analysts	78900	70000	96800	85700

L&T Technology Services

Job Title	L&T Technology Services	Competitors Minimum	Competitors Maximum	Competitors Average
Control Engineer	66600	66700	71500	69100
Controls Engineer	68300	44300	106300	70500
Database Engineer	51600	68700	116000	92300
Design Verification Engineer	112300	87700	91200	89400
Electrical Design Engineer	72300	51600	102600	67300
Electronics Design Engineer	86000	63600	113800	88700
Embedded Engineer	34200	52000	63400	57700
Embedded Software Engineer	88400	51300	106600	74500
Embedded Systems Engineer	66400	66500	89600	80100
Field Engineer	87200	50500	91000	65800
Firmware Engineer	76800	77000	82700	80800
Hardware Design Engineer	76300	82500	91000	86700
Instrumentation And Controls Engineer	55600	64100	97900	84900
Mechanical Designer	70300	37400	79900	56500
Mechanical Engineers	72400	55200	82000	62900
Mechanical Project Engineer	62100	46700	113500	67600
Planning Engineer	53800	59900	67900	63900
Product Design Engineer	64500	45200	74200	61700
Product Development Engineer	49600	54700	76500	66000
Product Engineer	78300	39900	118500	71500
Project Lead	88700	92000	127200	105800
Safety Engineer	69700	40600	63300	51900
Sales Engineers	103800	53700	55800	54800
Senior Business Development Manager	97900	136800	195000	165900
Senior Controls Engineer	71800	70600	133800	90900
Senior Design Engineer	66800	62700	132000	87000
Senior Electrical Engineer	95300	58400	128200	93700
Senior Firmware Engineer	94700	96300	143200	116700
Senior Process Engineer	88800	55300	153700	106200
Senior System Engineer	66000	89700	96300	93000
Software Architect	71200	59200	149800	90400
Software Design Engineer	78600	55300	70200	61600
Software Developer, Applications	78300	58600	109900	80000
Solution Architect	73300	86700	133900	107100
Structural Design Engineer	67100	44100	91100	65900
Supplier Quality Engineer	86400	68100	92100	76200
Supply Chain Engineer	75800	53400	87100	70200
System Design Engineer	49500	78100	99200	88600
Systems Design Engineer	57500	65400	132000	98700
Systems Software Engineer	70400	89600	96600	93100
Technical Architect	78800	88400	93500	91000
Technical Engineer	86400	39700	67600	57400
Technical Lead	83100	58800	113300	86300
Technical Program Manager	83500	74000	135300	104200
Technical Project Manager	81700	86500	134200	113900
Verification Engineer	67300	74500	120900	103300
Vice President	147600	69100	150500	109800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

5.2 Across Industry Companies With Similar Job Titles

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	80800	24100	713500	52400
Accountants And Auditors	86300	24800	195900	73300
Actuaries	57900	48000	231900	98700

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Analysts	66200	24600	744100	66500
Application Architects	101200	43100	169000	88800
Application Developers	88500	30400	704600	77000
Application Development Manager	116400	38600	166300	111000
Application Support Analyst	82400	43300	159000	76700
Application Support Engineer	89300	37800	138900	72600
Applications Developers	86900	30200	517200	81400
Architects	107900	25800	926300	72600
Assistant Vice President	98300	27700	638200	92200
Associate Engineer	80900	32400	138900	65300
Associate Product Manager	117600	29200	167500	79500
Associate Project Managers	85200	25600	172300	65500
Associate Software Engineer	95000	26500	534000	71100
Associate, Software Engineer	97800	42700	138900	97200
Associate, Software Engineering	95700	65600	138900	95800
Associates	91500	24400	744200	85200
Attorneys	165400	29300	249300	110100
Audit Manager	120500	35200	149300	80800
Auditors	81200	24800	137800	62200
Big Data Engineer	115000	46100	168200	90200
Business Analysts	80200	24100	744800	65800
Business Data Analyst	109300	26500	125000	66300
Business Intelligence Analysts	90400	28700	157000	70400
Business Manager	92900	26900	189300	79900
Business Operations Manager	73700	25700	181000	83500
Business Process Analyst	59800	33000	161800	70600
Business System Analysts	82400	31000	142500	71600
Business Systems Analysts	83100	26800	774000	74200
Compliance Officers	62100	27800	161800	67300
Computer & Information Systems Managers	237500	44600	237500	118600
Computer And Information Systems Managers	146200	24100	255900	129900
Computer Network Architects	137300	37500	172900	100400
Computer Network Support Specialists	85800	25200	118600	62900
Computer Occupations	104300	25700	176400	93200
Computer Programmers	93700	24600	786500	61500
Computer Software Engineer, Applications	113200	37600	155100	83200
Computer Software Engineer, Systems Software	110000	37100	143600	85800
Computer Software Engineers	78300	25900	154300	73000
Computer Software Engineers, Applications	89400	31400	805200	84900
Computer Software Engineers, Systems Software	94300	30500	144500	88700
Computer Specialists	72400	26900	108000	63100
Computer Support Specialists	62000	25400	90700	52100
Computer Systems Analysts	96500	26100	923300	79200
Computer Systems Engineers/Architects	78400	28500	122200	67200
Controllers	76800	24800	195500	83600
Credit Analysts	77400	24400	153800	64100
Data Analysts	70800	25000	165000	69100
Data Architects	108800	27100	153800	86400
Data Engineer	89100	24600	191500	92700
Data Modeler	96100	41100	135500	75500
Data Scientists	103500	24600	975200	91600
Database Administrators	88900	24300	864100	71600
Database Developers	53500	26200	147600	76300
Database Engineer	92700	35700	162100	77500
Developers	91100	28800	174100	69900
Economists	94400	24500	169900	86900
Electronics Engineers, Except Computers	109500	37900	209900	97000

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Engineering Managers	71200	32900	241700	122400
Engineers	85800	27300	631100	73000
Etl Developers	85100	33000	142400	79600
Executive Director	172700	27100	436500	131200
Finance Associate	92500	25600	157800	89200
Financial Analysts	106200	26500	852100	78000
Financial Controller	49700	29500	480000	87000
Financial Managers	172100	25000	686400	116500
Financial Specialists	68000	25800	160800	60600
General And Operations Managers	132000	24800	780000	110800
Human Resources Specialists	89100	26000	130700	52600
Information Security Analysts	117700	33400	586100	91200
Information Security Analysts, Web Developers, And Computer Network Architects	97200	31700	139400	86900
Information Technology Project Managers	109000	27600	180400	85400
Infrastructure Engineer	91100	31000	176800	87600
Investment Analysts	73200	24400	615500	78500
Investment Banking Analyst	72400	45300	106400	66600
It Business Analysts	78400	25300	644500	72300
It Project Managers	126200	28700	960000	83600
Java Developers	86700	25700	970900	78300
Java Programmers	71200	30200	117600	66000
Lawyers	118400	38100	249300	109000
Lead Application Developer	103600	48300	182100	100200
Lead Business Analysts	106600	37300	141900	84600
Lead Developers	106200	39400	186600	88100
Lead Software Engineer	111000	46100	209100	106200
Machine Learning Engineer	147900	52200	194400	110300
Management Analysts	93300	24100	894800	78100
Managers	114900	24500	992000	96000
Managing Director	212600	28800	287300	148100
Market Research Analysts	54800	24300	480200	47800
Market Research Analysts And Marketing Specialists	61500	25000	176000	55800
Market Research Analysts And Marketing Specialists*	97300	24800	187000	55900
Marketing Analysts	49600	24400	141600	50000
Marketing Director	158900	27400	901100	91900
Marketing Managers	141100	26000	236000	111900
Mathematicians	79400	29800	139400	76900
Mobile Developers	78600	44000	147600	83500
Natural Sciences Managers	164700	41700	239700	119600
Network And Computer Systems Administrators	78600	24400	148100	76300
Network And Computer Systems Administrators*	85800	39200	802000	80000
Network Engineers	78100	24500	957700	73900
Network Security Engineers	90900	40200	164700	77600
Network Systems And Data Communications Analysts	83000	33600	123300	76500
Operations Analyst	67300	30000	127200	58300
Operations Managers	83000	25300	733400	74800
Operations Research Analysts	62800	27800	744300	64200
Oracle Applications Developer	92400	44000	169700	83900
Oracle Database Administrators	72100	28900	140100	70000
Oracle Db	92800	37100	127000	69100
Performance Engineer	86700	36200	611700	85100
Personal Financial Advisors	145200	27100	221700	84800
Portfolio Manager	98500	36200	246500	117600
Pricing Analyst	52900	30900	132800	61000
Product Analyst	62600	34100	143900	74100
Product Managers	92700	30000	234000	103600
Product Specialist	95000	29400	165000	79300
Program Analyst	48800	25300	115500	66600

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Program Managers	94500	26200	773300	91700
Programmer Analysts	108200	24400	918500	61600
Programmer/Analysts	68100	26300	680000	63900
Project Managers	94500	24800	853100	81800
Public Relations Specialists	92900	24700	683400	46700
Qa Analysts	85400	24300	163500	63300
Qa Lead	99700	31800	158200	75300
Qa Manager	86500	34200	240800	91900
Quality Analysts	73900	27600	630500	63400
Quality Assurance Analysts	75600	25100	662200	64300
Quality Assurance Engineers	99600	27400	749100	75600
Quality Assurance Lead	90700	38900	147200	80500
Quality Assurance Manager	87400	25000	167500	81300
Quality Assurance Testers	81200	27500	107300	62100
Quantitative Analysts	91900	27200	170500	79700
Quantitative Research Analyst	67300	40700	159100	80100
Quantitative Researcher	131500	41800	169500	90100
Release Engineer	69800	42800	157000	85100
Research Analysts	78700	24300	687700	66600
Research Assistants	90100	24000	225900	37600
Research Associates	109900	24000	582800	47200
Research Scientists	136200	24500	849700	73300
Risk Analyst	63200	32900	169500	72400
Risk Management Specialists	108700	24200	148800	75500
Sales Engineers	138900	26500	205100	92400
Scrum Masters	107100	45800	143900	85500
Securities, Commodities, And Financial Services Sales Agents	154200	30000	221300	133600
Senior Analysts	72700	30800	807000	75200
Senior Application Developers	103600	36300	894800	86200
Senior Applications Developer	106600	49400	155100	93600
Senior Associates	112800	30100	786700	77500
Senior Auditor	90700	24800	135900	65600
Senior Business Analysts	98000	32400	788100	82700
Senior Business Systems Analysts	92500	42300	163500	91300
Senior Data Analysts	101500	34800	172600	80800
Senior Data Scientist	86800	47800	205700	105800
Senior Database Administrators	106700	37700	195000	88900
Senior Developer	110100	34700	195200	93300
Senior Engineers	88800	37200	240000	92700
Senior Financial Analysts	69700	31200	170500	81100
Senior Java Developers	114800	40500	167400	92600
Senior Product Managers	149300	43300	241700	119900
Senior Program Manager	204800	40100	204800	114000
Senior Quality Assurance Analyst	85700	33500	138900	81700
Senior Research Analyst	166600	30100	166600	74100
Senior Software Developers	103800	30400	483700	91500
Senior Software Engineers	136000	31700	923300	104100
Senior Technical Analysts	100700	45900	135000	82800
Site Reliability Engineer	110400	39400	172600	104800
Software Applications Developers	101600	32700	153000	79900
Software Architect	112100	39700	944500	92600
Software Developer, Applications	108700	29800	174100	87900
Software Developers	94600	24600	975200	82300
Software Developers Applications	103400	42700	153000	93500
Software Developers, Applications	103700	27600	500000	96900
Software Developers, Systems Softwares	106400	36900	420000	107800
Software Engineers	104600	26900	996000	90000
Software Qa Analyst	88300	24300	135000	61600
Software Quality Assurance Engineers	116900	25100	477800	69800
Software Quality Assurance Engineers And Testers	84700	30100	152900	71600
Solutions Architect	120200	38700	185100	91200

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Sr. Application Developers	87700	36700	917800	93500
Sr. Business Analysts	86700	37300	153500	82700
Sr. Business Systems Analysts	125000	36800	141900	89300
Sr. Software Engineers	131800	40600	411300	99300
Staff Software Engineers	174100	29800	757300	119100
Statisticians	62600	25700	177500	69600
System Engineers	64400	29000	149200	70300
Systems Engineers	92100	28800	883800	76900
Tax Associate	52500	27200	604500	57100
Technical Analyst	85800	27500	151300	69700
Technical Business Analysts	111800	34700	138900	77000
Technical Lead	100500	35200	558700	80600
Technical Project Manager	91600	26900	199100	89700
Technology Specialists	79600	25100	118700	73000
Test Analyst	70400	31500	124100	61800
Test Automation Engineer	76600	33800	784200	80500
Trader	178000	29500	210200	92800
User Experience Designer	93400	28500	148600	73800
Vice President	122100	41700	546000	122500
Vice President, Software Engineering	119800	83400	180000	120200
Web Developers	56000	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Account Managers	100000	25300	745100	74300
Accountants	73700	24100	713500	52400
Accountants And Auditors	68200	24800	195900	73300
Advisory Consultant	80000	28100	155700	61700
Analysts	71100	24600	744100	66500
Application Architects	88300	43100	169000	88800
Application Developers	75500	30400	704600	77000
Application Programmers	76300	34200	147600	71800
Applications Developers	106100	30200	517200	81400
Architects	91500	25800	926300	72600
Architectural And Engineering Managers	147800	32900	228800	122100
Associate Consultant	100100	30300	142500	63400
Associate Software Engineer	71800	26500	534000	71100
Associates	98600	24400	744200	85200
Automation Engineer	74100	34500	157700	80500
Business Analysts	79800	24100	744800	65800
Business Development Managers	166200	27800	640700	83500
Business Intelligence Developer	89400	32100	174100	79200
Business Operations Specialists	87500	26400	169600	51700
Business System Analysts	79400	31000	142500	71600
Chemical Engineers	71100	25200	182600	87100
Computer And Information Systems Managers	120200	24100	255900	129900
Computer Hardware Engineers	98200	32800	182500	97700
Computer Network Architects	93400	37500	172900	100400
Computer Occupations	69400	25700	176400	93200
Computer Programmers	58500	24600	786500	61500
Computer Software Engineer, Applications	78700	37600	155100	83200
Computer Software Engineers	75800	25900	154300	73000

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Software Engineers, Applications	79400	31400	805200	84900
Computer Software Engineers, Systems Software	79900	30500	144500	88700
Computer Specialists	55400	26900	108000	63100
Computer System Analysts	72000	26800	572800	65200
Computer Systems Analysts	77800	26100	923300	79200
Consultants	71900	25100	971700	69500
Credit Analysts	74200	24400	153800	64100
Data Analysts	84600	25000	165000	69100
Data Engineer	73200	24600	191500	92700
Data Scientists	86600	24600	975200	91600
Database Administrators	78500	24300	864100	71600
Database Developers	63400	26200	147600	76300
Designers	81100	24300	532600	57200
Developers	81000	28800	174100	69900
Devops Engineers	79300	37000	995200	89100
Directors	210400	27100	274200	122800
Electrical Engineers	66900	24400	862900	78900
Electronics Engineers	76900	34100	157000	79800
Electronics Engineers, Except Computers	85800	37900	209900	97000
Engagement Manager	93700	36900	168100	93200
Engineering Managers	104800	32900	241700	122400
Engineers	73500	27300	631100	73000
Etl Developers	89300	33000	142400	79600
Financial Analysts	79600	26500	852100	78000
Financial Managers	117800	25000	686400	116500
Functional Consultant	77200	31300	138900	73000
General And Operations Managers	103600	24800	780000	110800
Hardware Engineers	81700	34100	181700	95700
Industrial Engineers	76800	27300	159700	74400
Informatica Developer	84900	30600	123500	77700
Information Security Analysts	90000	33400	586100	91200
Instructional Coordinators	48400	24300	108000	45800
It Analysts	77100	28800	159100	75300
It Business Analysts	81300	25300	644500	72300
It Consultants	84600	28000	154300	70000
It Project Managers	82300	28700	960000	83600
It Specialists	74500	25500	140200	68900
Java Developers	71900	25700	970900	78300
Lead Consultants	83300	38500	141900	85200
Lead Developers	80900	39400	186600	88100
Lead Software Engineer	101500	46100	209100	106200
Logisticians	76100	25400	148000	66600
Management Analysts	76900	24100	894800	78100
Managers	130500	24500	992000	96000
Managing Consultants	76900	29400	164600	79300
Market Research Analysts	51400	24300	480200	47800
Market Research Analysts And Marketing Specialists	79200	25000	176000	55800
Marketing Managers	127200	26000	236000	111900
Marketing Specialists	56100	24800	947500	50400
Materials Engineers	77900	34800	925400	85000
Mechanical Engineers	62700	24300	981700	74300
Module Lead	92500	28400	671200	68300
Network Administrators	70900	28200	128900	64800
Network And Computer Systems Administrators	66200	24400	148100	76300
Network And Computer Systems Administrators*	71200	39200	802000	80000
Network Engineers	72400	24500	957700	73900
Operations Research Analysts	57800	27800	744300	64200
Oracle Database Administrators	73600	28900	140100	70000
Post Doctoral Fellow	82400	24800	404100	41400

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Postdoctoral Fellows	88400	24600	437800	41700
Postdoctoral Researcher	77300	24300	528400	41500
Principal Consultant	77700	42000	167600	92700
Principal Software Engineer	138900	40200	209800	118800
Product Designer	50000	26900	200000	77100
Product Managers	88500	30000	234000	103600
Program Managers	80200	26200	773300	91700
Programmer Analysts	74900	24400	918500	61600
Programmer/Analysts	92500	26300	680000	63900
Programmers	62500	25600	950000	60900
Project Lead	68500	30300	195200	77100
Project Managers	86800	24800	853100	81800
Qa Analysts	60600	24300	163500	63300
Qa Testers	62300	27400	901800	66400
Quality Analysts	83700	27600	630500	63400
Quality Assurance Analysts	64700	25100	662200	64300
Quality Assurance Engineers	68900	27400	749100	75600
Quality Engineers	68600	27500	164700	72000
Quantitative Analysts	58000	27200	170500	79700
Research Associates	62000	24000	582800	47200
Research Engineers	93200	29600	935300	81800
Research Scientists	105700	24500	849700	73300
Researcher	95600	24900	215400	63200
Sales Engineers	83700	26500	205100	92400
Sales Managers	110900	26000	246200	98500
Salesforce Developers	78600	28300	806000	87700
Sap Consultants	79100	28100	772300	71700
Senior Application Developers	73900	36300	894800	86200
Senior Associates	65500	30100	786700	77500
Senior Business Analysts	86000	32400	788100	82700
Senior Consultants	71100	25700	787700	79100
Senior Data Scientist	106600	47800	205700	105800
Senior Database Administrators	84400	37700	195000	88900
Senior Developer	92300	34700	195200	93300
Senior Engineers	105700	37200	240000	92700
Senior Financial Analysts	88800	31200	170500	81100
Senior Manager	84300	42300	259800	112500
Senior Product Managers	86800	43300	241700	119900
Senior Program Manager	80100	40100	204800	114000
Senior Programmer Analysts	71400	35800	822200	78100
Senior Project Managers	77100	31200	755300	97600
Senior Scientists	103800	31000	762300	78100
Senior Software Developers	97400	30400	483700	91500
Senior Software Development Engineer	155100	52200	169000	105900
Senior Software Engineers	102900	31700	923300	104100
Senior System Engineer	69200	38500	168200	71400
Senior Systems Analysts	83500	28000	952700	75000
Senior Systems Engineers	66300	37800	174100	92800
Senior Technical Consultant	90800	37300	983200	88100
Software Architect	103200	39700	944500	92600
Software Developer, Applications	110500	29800	174100	87900
Software Developers	94800	24600	975200	82300
Software Developers, Applications	89300	27600	500000	96900
Software Developers, Systems Softwares	96100	36900	420000	107800
Software Development Engineer	90000	30400	971900	96600
Software Engineers	83300	26900	996000	90000
Software Programmers	74600	26400	566100	59800
Software Qa Engineers	109600	31200	433300	80600
Software Quality Assurance Engineers	77100	25100	477800	69800
Software Quality Engineers	74800	26000	164700	75900
Software Test Engineers	70700	28700	742100	74100
Solution Architect	105600	33200	195300	95700

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Solutions Architect	43000	38700	185100	91200
Sr. Business Analysts	69700	37300	153500	82700
Sr. Software Engineers	106400	40600	411300	99300
Staff Engineer	71800	26900	174100	96000
Staff Software Engineers	84500	29800	757300	119100
Statisticians	64500	25700	177500	69600
Support Engineers	67600	28400	141900	72100
System Administrators	66100	30000	766800	68200
System Analysts	78400	28000	627300	66600
System Engineers	76300	29000	149200	70300
Systems Administrators	68200	26400	780000	66300
Systems Engineers	102000	28800	883800	76900
Technical Analyst	69700	27500	151300	69700
Technical Architect	93600	37800	169700	87800
Technical Consultants	81000	30700	174100	77200
Technical Lead	75000	35200	558700	80600
Technical Managers	93500	29500	870900	88800
Technical Program Manager	107000	34900	228700	111900
Technical Project Manager	87200	26900	199100	89700
Technical Specialists	74300	30600	147000	79000
Technical Support Engineer	72100	29300	155100	73800
Technical Writers	69100	28200	127800	59600
Test Analyst	58800	31500	124100	61800
Test Consultant	94500	25700	132900	72300
Test Engineers	64500	27200	760000	73100
Test Lead	68100	26300	125100	71500
Test Specialist	73600	27200	116300	68700
Ui Developers	88300	33700	138900	81700
Web Developers	56400	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Apple

Job Title	Apple	Competitors Minimum	Competitors Maximum	Competitors Average
Account Managers	94300	25300	745100	74300
Accountants	76200	24100	713500	52400
Accountants And Auditors	88600	24800	195900	73300
Architectural And Engineering Managers	168400	32900	228800	122100
Art Directors	116200	25500	897800	79400
Auditors	102100	24800	137800	62200
Automation Engineer	108500	34500	157700	80500
Biomedical Engineers	133000	25500	163600	77900
Budget Analysts	90300	24200	180500	56900
Business Analysts	107600	24100	744800	65800
Business Intelligence Analysts	88800	28700	157000	70400
Business Systems Analysts	103000	26800	774000	74200
Chemical Engineers	94100	25200	182600	87100
Chemists	92400	24500	142800	60100
Computer And Information Systems Managers	162600	24100	255900	129900
Computer Network Architects	124700	37500	172900	100400
Computer Occupations	101600	25700	176400	93200
Computer Programmers	82000	24600	786500	61500
Computer Software Engineer, Applications	109300	37600	155100	83200
Computer Software Engineers	89300	25900	154300	73000
Computer Software Engineers, Applications	103400	31400	805200	84900

Apple

Job Title	Apple	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Software Engineers, Systems Software	113500	30500	144500	88700
Computer Systems Analysts	104200	26100	923300	79200
Construction Managers	167600	25000	202400	84200
Data Analysts	85900	25000	165000	69100
Data Engineer	128000	24600	191500	92700
Data Scientists	113300	24600	975200	91600
Database Administrators	105500	24300	864100	71600
Design Engineers	109600	25400	781000	67300
Designers	120900	24300	532600	57200
Devops Engineers	115100	37000	995200	89100
Directors	192200	27100	274200	122800
Electrical Engineers	113700	24400	862900	78900
Electronics Engineers	93000	34100	157000	79800
Electronics Engineers, Except Computers	113500	37900	209900	97000
Engineering Managers	147500	32900	241700	122400
Engineers	116400	27300	631100	73000
Financial Analysts	98300	26500	852100	78000
Financial Managers	144000	25000	686400	116500
General And Operations Managers	128900	24800	780000	110800
General Managers	148900	24100	273300	82700
Graphic Designers	67300	24000	584300	42900
Hardware Engineers	109200	34100	181700	95700
Human Resources Specialists	83100	26000	130700	52600
Industrial Designers	81800	24300	129500	48800
Industrial Engineers	107200	27300	159700	74400
Information Security Analysts	111100	33400	586100	91200
Information Technology Project Managers	114200	27600	180400	85400
Interior Designers	69700	24400	623500	46200
It Project Managers	127300	28700	960000	83600
Java Developers	77900	25700	970900	78300
Lawyers	149700	38100	249300	109000
Lead Software Engineer	110100	46100	209100	106200
Logisticians	91900	25400	148000	66600
Management Analysts	112900	24100	894800	78100
Managers	127000	24500	992000	96000
Market Research Analysts	99900	24300	480200	47800
Market Research Analysts And Marketing Specialists	106600	25000	176000	55800
Marketing Managers	146500	26000	236000	111900
Marketing Specialists	103100	24800	947500	50400
Materials Engineers	115300	34800	925400	85000
Mechanical Engineers	107100	24300	981700	74300
Network And Computer Systems Administrators	96800	24400	148100	76300
Network And Computer Systems Administrators*	99900	39200	802000	80000
Network Engineers	114800	24500	957700	73900
Operations Managers	98000	25300	733400	74800
Operations Research Analysts	83300	27800	744300	64200
Principal Software Engineer	116600	40200	209800	118800
Product Designer	126200	26900	200000	77100
Product Engineer	127800	31800	910000	76700
Product Managers	117400	30000	234000	103600
Program Managers	121600	26200	773300	91700
Programmer/Analysts	105600	26300	680000	63900
Project Managers	105500	24800	853100	81800
Public Relations Specialists	66700	24700	683400	46700
Purchasing Managers	112700	27200	753300	89200
Qa Engineers	81800	25700	163500	73700
Quality Analysts	77600	27600	630500	63400
Quality Assurance Engineers	79300	27400	749100	75600
Research Analysts	80900	24300	687700	66600

Apple

Job Title	Apple	Competitors Minimum	Competitors Maximum	Competitors Average
Research Engineers	74000	29600	935300	81800
Research Scientists	92400	24500	849700	73300
Researcher	165000	24900	215400	63200
Sales Engineers	90700	26500	205100	92400
Sales Managers	143900	26000	246200	98500
Senior Analysts	115200	30800	807000	75200
Senior Business Analysts	115700	32400	788100	82700
Senior Design Engineer	111800	34900	164700	89300
Senior Engineers	116500	37200	240000	92700
Senior Financial Analysts	117300	31200	170500	81100
Senior Product Managers	126900	43300	241700	119900
Senior Program Manager	131200	40100	204800	114000
Senior Software Developers	116100	30400	483700	91500
Senior Software Development Engineer	125100	52200	169000	105900
Senior Software Engineers	130000	31700	923300	104100
Senior Systems Engineers	87600	37800	174100	92800
Software Architect	168200	39700	944500	92600
Software Developer, Applications	125800	29800	174100	87900
Software Developer, Systems Software	136600	40500	174700	94900
Software Developers	113600	24600	975200	82300
Software Developers, Applications	118400	27600	500000	96900
Software Developers, Systems Softwares	123400	36900	420000	107800
Software Development Engineer	136500	30400	971900	96600
Software Development Engineer In Test	115300	35900	862900	83500
Software Engineers	119300	26900	996000	90000
Software Qa Engineers	104800	31200	433300	80600
Software Quality Assurance Engineer And Testers	106400	27500	158200	63900
Software Quality Assurance Engineers	116800	25100	477800	69800
Software Quality Assurance Engineers And Testers	93700	30100	152900	71600
Software Test Engineers	72900	28700	742100	74100
Solutions Architect	133000	38700	185100	91200
Sr. Programmer Analysts	127200	30900	893100	78200
Sr. Software Engineers	137300	40600	411300	99300
Sr. Systems Analysts	96800	36500	144900	82400
Statisticians	94100	25700	177500	69600
Systems Administrators	98900	26400	780000	66300
Systems Engineers	110900	28800	883800	76900
Technical Program Manager	116700	34900	228700	111900
Technical Project Manager	121900	26900	199100	89700
Test Engineers	103600	27200	760000	73100
Vice President	203800	41700	546000	122500
Web Developers	114200	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Microsoft Corporation

Job Title	Microsoft Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Account Managers	76600	25300	745100	74300
Accountants	57300	24100	713500	52400
Accountants And Auditors	67900	24800	195900	73300
Analysts	72000	24600	744100	66500
Architects	102000	25800	926300	72600
Architectural And Engineering Managers	127700	32900	228800	122100
Art Directors	100600	25500	897800	79400
Auditors	57300	24800	137800	62200

Microsoft Corporation

Job Title	Microsoft Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Business Analysts	82300	24100	744800	65800
Business Development Managers	80600	27800	640700	83500
Business Systems Analysts	89600	26800	774000	74200
Computer And Information Systems Managers	120200	24100	255900	129900
Computer Network Architects	117300	37500	172900	100400
Computer Occupations	71500	25700	176400	93200
Computer Programmers	47600	24600	786500	61500
Computer Software Engineer, Applications	70200	37600	155100	83200
Computer Software Engineers	82100	25900	154300	73000
Computer Software Engineers, Applications	81300	31400	805200	84900
Computer Software Engineers, Systems Software	85500	30500	144500	88700
Computer Specialists	64300	26900	108000	63100
Computer System Analysts	102000	26800	572800	65200
Computer Systems Analysts	94400	26100	923300	79200
Construction Managers	130500	25000	202400	84200
Consultants	84800	25100	971700	69500
Cost Estimators	72300	24900	568300	54200
Data Analysts	78400	25000	165000	69100
Data Engineer	95900	24600	191500	92700
Data Scientists	89600	24600	975200	91600
Database Administrators	75800	24300	864100	71600
Design Engineers	105300	25400	781000	67300
Designers	68600	24300	532600	57200
Directors	131200	27100	274200	122800
Economists	87000	24500	169900	86900
Electrical Engineers	88300	24400	862900	78900
Electronics Engineers, Except Computers	103200	37900	209900	97000
Engineering Managers	125300	32900	241700	122400
Engineers	93500	27300	631100	73000
Financial Analysts	79500	26500	852100	78000
Financial Managers	104800	25000	686400	116500
General And Operations Managers	166000	24800	780000	110800
General Managers	146800	24100	273300	82700
Graphic Designers	52000	24000	584300	42900
Hardware Engineers	95100	34100	181700	95700
Human Resources Specialists	56500	26000	130700	52600
Industrial Designers	78600	24300	129500	48800
Industrial Engineers	85800	27300	159700	74400
Information Security Analysts	105300	33400	586100	91200
Information Technology Project Managers	96700	27600	180400	85400
Instructional Coordinators	56100	24300	108000	45800
Lawyers	84600	38100	249300	109000
Logisticians	70900	25400	148000	66600
Management Analysts	90900	24100	894800	78100
Managers	85800	24500	992000	96000
Market Research Analysts	60600	24300	480200	47800
Market Research Analysts And Marketing Specialists	69900	25000	176000	55800
Marketing Managers	113100	26000	236000	111900
Marketing Specialists	103700	24800	947500	50400
Materials Engineers	72800	34800	925400	85000
Mechanical Engineers	91500	24300	981700	74300
Network And Computer Systems Administrators	83700	24400	148100	76300
Network And Computer Systems Administrators*	83200	39200	802000	80000
Network Engineers	81800	24500	957700	73900
Operations Managers	82000	25300	733400	74800
Operations Research Analysts	59700	27800	744300	64200
Oracle Database Administrators	78800	28900	140100	70000

Microsoft Corporation

Job Title	Microsoft Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Principal Consultant	105400	42000	167600	92700
Principal Software Engineer	148800	40200	209800	118800
Product Engineer	87700	31800	910000	76700
Product Managers	93800	30000	234000	103600
Program Managers	89700	26200	773300	91700
Project Engineers	87500	25900	936300	68300
Project Managers	96600	24800	853100	81800
Public Relations Specialists	57100	24700	683400	46700
Purchasing Managers	113100	27200	753300	89200
Quality Analysts	87500	27600	630500	63400
Research Analysts	100700	24300	687700	66600
Research Engineers	108600	29600	935300	81800
Researcher	123300	24900	215400	63200
Sales Engineers	99100	26500	205100	92400
Sales Managers	108600	26000	246200	98500
Scientists	97500	25700	487600	71500
Senior Business Analysts	83200	32400	788100	82700
Senior Consultants	101500	25700	787700	79100
Senior Data Analysts	94100	34800	172600	80800
Senior Design Engineer	139600	34900	164700	89300
Senior Engineers	109500	37200	240000	92700
Senior Financial Analysts	74000	31200	170500	81100
Senior Product Managers	104400	43300	241700	119900
Senior Program Manager	118600	40100	204800	114000
Senior Project Managers	116000	31200	755300	97600
Senior Software Developers	102100	30400	483700	91500
Senior Software Development Engineer	103900	52200	169000	105900
Senior Software Engineers	127800	31700	923300	104100
Senior Systems Engineers	87400	37800	174100	92800
Software Architect	117800	39700	944500	92600
Software Developer, Applications	106800	29800	174100	87900
Software Developers	113400	24600	975200	82300
Software Developers, Applications	99700	27600	500000	96900
Software Developers, Systems Softwares	101500	36900	420000	107800
Software Development Engineer	83900	30400	971900	96600
Software Development Engineer In Test	80800	35900	862900	83500
Software Engineers	108000	26900	996000	90000
Software Test Engineers	80800	28700	742100	74100
Solution Architect	89500	33200	195300	95700
Solutions Architect	96500	38700	185100	91200
Sr. Software Engineers	154300	40600	411300	99300
Statisticians	64600	25700	177500	69600
Support Engineers	67200	28400	141900	72100
System Engineers	85100	29000	149200	70300
Systems Analysts	73300	25300	777400	65900
Systems Engineers	80500	28800	883800	76900
Technical Analyst	87800	27500	151300	69700
Technical Architect	88800	37800	169700	87800
Technical Consultants	94500	30700	174100	77200
Technical Program Manager	98600	34900	228700	111900
Technical Specialists	115000	30600	147000	79000
Technical Support Engineer	69800	29300	155100	73800
Test Engineers	83300	27200	760000	73100
Test Lead	86100	26300	125100	71500
Ui Developers	113400	33700	138900	81700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Cummins

Job Title	Cummins	Competitors Minimum	Competitors Maximum	Competitors Average
Account Managers	79000	25300	745100	74300
Accountants	51500	24100	713500	52400
Accountants And Auditors	53600	24800	195900	73300
Application Engineer	65400	32300	854600	83300
Applications Engineers	53200	28500	157700	81300
Architectural And Engineering Managers	95100	32900	228800	122100
Auditors	51300	24800	137800	62200
Business Analysts	52100	24100	744800	65800
Business Development Managers	87300	27800	640700	83500
Business System Analysts	55300	31000	142500	71600
Business Systems Analysts	55400	26800	774000	74200
Chemical Engineers	73200	25200	182600	87100
Computer And Information Systems Managers	96100	24100	255900	129900
Computer Network Architects	87800	37500	172900	100400
Computer Occupations	69700	25700	176400	93200
Computer Programmers	70800	24600	786500	61500
Computer Software Engineers, Applications	70200	31400	805200	84900
Computer Software Engineers, Systems Software	69900	30500	144500	88700
Computer Systems Analysts	65300	26100	923300	79200
Data Analysts	65900	25000	165000	69100
Data Engineer	71900	24600	191500	92700
Data Scientists	58300	24600	975200	91600
Database Administrators	59700	24300	864100	71600
Design Engineers	56300	25400	781000	67300
Developers	67700	28800	174100	69900
Electrical Engineers	70900	24400	862900	78900
Electronics Engineers	66400	34100	157000	79800
Electronics Engineers, Except Computers	78800	37900	209900	97000
Engineering Managers	85700	32900	241700	122400
Engineers	62700	27300	631100	73000
Financial Analysts	53300	26500	852100	78000
Financial Managers	81500	25000	686400	116500
General And Operations Managers	111900	24800	780000	110800
Hardware Engineers	63600	34100	181700	95700
Human Resources Specialists	46700	26000	130700	52600
Industrial Engineers	72600	27300	159700	74400
It Analysts	66000	28800	159100	75300
It Project Managers	65300	28700	960000	83600
Lawyers	152500	38100	249300	109000
Logisticians	65200	25400	148000	66600
Management Analysts	65200	24100	894800	78100
Managers	75500	24500	992000	96000
Manufacturing Engineers	62500	27000	152500	66400
Market Research Analysts	50300	24300	480200	47800
Market Research Analysts And Marketing Specialists	51200	25000	176000	55800
Marketing Analysts	45300	24400	141600	50000
Marketing Managers	95200	26000	236000	111900
Marketing Specialists	47000	24800	947500	50400
Materials Engineers	70100	34800	925400	85000
Mechanical Engineers	68800	24300	981700	74300
Operations Managers	66700	25300	733400	74800
Operations Research Analysts	66900	27800	744300	64200
Process Engineers	61500	27200	182600	80700
Product Engineer	62000	31800	910000	76700
Product Managers	75800	30000	234000	103600
Program Managers	68100	26200	773300	91700
Project Engineers	71000	25900	936300	68300
Project Managers	57600	24800	853100	81800
Purchasing Managers	85600	27200	753300	89200

Cummins

Job Title	Cummins	Competitors Minimum	Competitors Maximum	Competitors Average
Quality Analysts	64600	27600	630500	63400
Quality Assurance Analysts	68600	25100	662200	64300
Quality Engineers	61400	27500	164700	72000
Sales Engineers	89200	26500	205100	92400
Sales Managers	78600	26000	246200	98500
Senior Business Analysts	66400	32400	788100	82700
Senior Engineers	64300	37200	240000	92700
Senior Financial Analysts	57700	31200	170500	81100
Senior Software Engineers	69000	31700	923300	104100
Senior Systems Engineers	66900	37800	174100	92800
Software Developers, Applications	81400	27600	500000	96900
Software Developers, Systems Softwares	73900	36900	420000	107800
Software Engineers	57500	26900	996000	90000
Solution Architect	64500	33200	195300	95700
Solutions Architect	66200	38700	185100	91200
Statisticians	40300	25700	177500	69600
System Engineers	64500	29000	149200	70300
Systems Engineers	64100	28800	883800	76900
Technical Analyst	61900	27500	151300	69700
Technical Managers	92700	29500	870900	88800
Technical Specialists	70200	30600	147000	79000
Test Engineers	60300	27200	760000	73100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
Account Managers	77300	25300	745100	74300
Accountants	107700	24100	713500	52400
Accountants And Auditors	92300	24800	195900	73300
Analysts	83800	24600	744100	66500
Application Architects	120700	43100	169000	88800
Associate Software Engineer	115800	26500	534000	71100
Business Analysts	93600	24100	744800	65800
Business Intelligence Analysts	87300	28700	157000	70400
Business Systems Analysts	83700	26800	774000	74200
Computer And Information Systems Managers	157000	24100	255900	129900
Computer Occupations	97000	25700	176400	93200
Computer Software Engineer, Applications	89900	37600	155100	83200
Computer Software Engineers	82000	25900	154300	73000
Computer Software Engineers, Applications	94800	31400	805200	84900
Computer Software Engineers, Systems Software	107100	30500	144500	88700
Computer System Analysts	105800	26800	572800	65200
Computer Systems Analysts	100000	26100	923300	79200
Consultants	80200	25100	971700	69500
Data Analysts	104000	25000	165000	69100
Data Engineer	109300	24600	191500	92700
Data Scientists	119100	24600	975200	91600
Database Administrators	95400	24300	864100	71600
Developers	66000	28800	174100	69900
Devops Engineers	131000	37000	995200	89100
Engineering Managers	158800	32900	241700	122400
Engineers	188800	27300	631100	73000
Financial Analysts	137400	26500	852100	78000

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
Graphic Designers	73200	24000	584300	42900
Hardware Engineers	159900	34100	181700	95700
Human Resources Specialists	74000	26000	130700	52600
Information Security Analysts	98600	33400	586100	91200
Information Technology Project Managers	152700	27600	180400	85400
Java Developers	79000	25700	970900	78300
Lead Software Engineer	154400	46100	209100	106200
Management Analysts	107700	24100	894800	78100
Managers	134800	24500	992000	96000
Market Research Analysts	67200	24300	480200	47800
Market Research Analysts And Marketing Specialists	83400	25000	176000	55800
Marketing Managers	151500	26000	236000	111900
Marketing Specialists	50100	24800	947500	50400
Member Of Technical Staff	108000	25700	191500	112800
Network And Computer Systems Administrators	94300	24400	148100	76300
Network And Computer Systems Administrators*	101500	39200	802000	80000
Network Engineers	97000	24500	957700	73900
Operations Research Analysts	69700	27800	744300	64200
Principal Consultant	126800	42000	167600	92700
Principal Software Engineer	149200	40200	209800	118800
Product Managers	125400	30000	234000	103600
Program Managers	89000	26200	773300	91700
Project Managers	118900	24800	853100	81800
Qa Engineers	122400	25700	163500	73700
Quality Assurance Engineers	76900	27400	749100	75600
Quality Engineers	93900	27500	164700	72000
Research Engineers	158200	29600	935300	81800
Research Scientists	133000	24500	849700	73300
Researcher	158200	24900	215400	63200
Sales Engineers	112600	26500	205100	92400
Sales Managers	100100	26000	246200	98500
Senior Analysts	106700	30800	807000	75200
Senior Business Analysts	98900	32400	788100	82700
Senior Consultants	100700	25700	787700	79100
Senior Database Administrators	109800	37700	195000	88900
Senior Developer	96700	34700	195200	93300
Senior Financial Analysts	102600	31200	170500	81100
Senior Java Developers	114300	40500	167400	92600
Senior Manager	168800	42300	259800	112500
Senior Product Managers	149600	43300	241700	119900
Senior Software Developers	149700	30400	483700	91500
Senior Software Engineers	134600	31700	923300	104100
Senior Systems Analysts	121200	28000	952700	75000
Senior Systems Engineers	122700	37800	174100	92800
Senior Technical Consultant	109800	37300	983200	88100
Software Developer, Applications	116800	29800	174100	87900
Software Developers	86400	24600	975200	82300
Software Developers, Applications	110000	27600	500000	96900
Software Developers, Systems Softwares	119300	36900	420000	107800
Software Development Engineer	83900	30400	971900	96600
Software Development Engineer In Test	114000	35900	862900	83500
Software Engineers	115700	26900	996000	90000
Software Quality Assurance Engineers And Testers	118400	30100	152900	71600
Solution Architect	115100	33200	195300	95700
Solutions Architect	125200	38700	185100	91200
Sr. Software Engineers	143000	40600	411300	99300
Staff Accountants	72800	24500	617300	51300
Statisticians	81900	25700	177500	69600
Support Engineers	97500	28400	141900	72100

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
System Analysts	111300	28000	627300	66600
Systems Administrators	94000	26400	780000	66300
Systems Analysts	58000	25300	777400	65900
Systems Engineers	91500	28800	883800	76900
Technical Analyst	52800	27500	151300	69700
Technical Architect	120100	37800	169700	87800
Technical Consultants	93900	30700	174100	77200
Technical Managers	160700	29500	870900	88800
Technical Program Manager	128200	34900	228700	111900
Technical Specialists	52100	30600	147000	79000
Technical Support Engineer	93900	29300	155100	73800
Vice President	171300	41700	546000	122500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Google

Job Title	Google	Competitors Minimum	Competitors Maximum	Competitors Average
Account Managers	82200	25300	745100	74300
Accountants	87700	24100	713500	52400
Accountants And Auditors	82400	24800	195900	73300
Analysts	98200	24600	744100	66500
Application Developers	98800	30400	704600	77000
Application Engineer	112400	32300	854600	83300
Applications Developers	115600	30200	517200	81400
Applications Engineers	104600	28500	157700	81300
Architectural And Engineering Managers	139100	32900	228800	122100
Auditors	79800	24800	137800	62200
Business Analysts	95300	24100	744800	65800
Business Development Managers	127600	27800	640700	83500
Business Intelligence Analysts	94800	28700	157000	70400
Business System Analysts	108600	31000	142500	71600
Business Systems Analysts	107400	26800	774000	74200
Civil Engineers	128600	29700	937000	70400
Computer And Information Systems Managers	149100	24100	255900	129900
Computer Occupations	85300	25700	176400	93200
Computer Programmers	84900	24600	786500	61500
Computer Software Engineer, Applications	90600	37600	155100	83200
Computer Software Engineers, Applications	88900	31400	805200	84900
Computer Software Engineers, Systems Software	92000	30500	144500	88700
Computer System Analysts	80500	26800	572800	65200
Computer Systems Analysts	94200	26100	923300	79200
Computer Systems Engineer/Architects	120100	25800	607800	64700
Credit Analysts	101300	24400	153800	64100
Data Analysts	82000	25000	165000	69100
Data Engineer	90500	24600	191500	92700
Data Scientists	102600	24600	975200	91600
Database Administrators	94200	24300	864100	71600
Design Engineers	112700	25400	781000	67300
Designers	82900	24300	532600	57200
Devops Engineers	92700	37000	995200	89100
Directors	171400	27100	274200	122800
Electrical Engineers	97700	24400	862900	78900
Electronics Engineers, Except Computers	113600	37900	209900	97000
Engineering Managers	174200	32900	241700	122400

Google

Job Title	Google	Competitors Minimum	Competitors Maximum	Competitors Average
Engineers	96200	27300	631100	73000
Financial Analysts	94300	26500	852100	78000
Financial Managers	105500	25000	686400	116500
General And Operations Managers	135600	24800	780000	110800
Graphic Designers	61700	24000	584300	42900
Hardware Engineers	122000	34100	181700	95700
Human Resources Specialists	71500	26000	130700	52600
Industrial Designers	78900	24300	129500	48800
Industrial Engineers	94800	27300	159700	74400
Information Security Analysts	94200	33400	586100	91200
Information Technology Project Managers	73900	27600	180400	85400
Lawyers	144200	38100	249300	109000
Lead Engineer	144200	27500	174100	72600
Lead Software Engineer	206000	46100	209100	106200
Logisticians	81700	25400	148000	66600
Management Analysts	96800	24100	894800	78100
Manufacturing Engineers	116800	27000	152500	66400
Market Research Analysts	58700	24300	480200	47800
Market Research Analysts And Marketing Specialists	59800	25000	176000	55800
Marketing Analysts	103700	24400	141600	50000
Marketing Managers	132400	26000	236000	111900
Mechanical Engineers	105100	24300	981700	74300
Network Administrators	55300	28200	128900	64800
Network And Computer Systems Administrators	83600	24400	148100	76300
Network And Computer Systems Administrators*	82200	39200	802000	80000
Network Engineers	98100	24500	957700	73900
Operations Managers	104500	25300	733400	74800
Operations Research Analysts	73400	27800	744300	64200
Principal Software Engineer	168200	40200	209800	118800
Product Engineer	120900	31800	910000	76700
Product Managers	112600	30000	234000	103600
Program Managers	110000	26200	773300	91700
Project Engineers	108800	25900	936300	68300
Project Managers	118500	24800	853100	81800
Public Relations Specialists	78700	24700	683400	46700
Purchasing Managers	122200	27200	753300	89200
Quality Assurance Analysts	57100	25100	662200	64300
Quality Assurance Engineers	98300	27400	749100	75600
Quality Engineers	111600	27500	164700	72000
Quantitative Analysts	89900	27200	170500	79700
Research Assistants	126100	24000	225900	37600
Research Associates	97000	24000	582800	47200
Research Engineers	100400	29600	935300	81800
Research Scientists	121200	24500	849700	73300
Researcher	64500	24900	215400	63200
Sales Engineers	113500	26500	205100	92400
Sales Managers	119700	26000	246200	98500
Senior Analysts	93500	30800	807000	75200
Senior Financial Analysts	102200	31200	170500	81100
Senior Software Engineers	136500	31700	923300	104100
Software Developer, Applications	104300	29800	174100	87900
Software Developer, Systems Software	109100	40500	174700	94900
Software Developers	82900	24600	975200	82300
Software Developers, Applications	105100	27600	500000	96900
Software Developers, Systems Softwares	107300	36900	420000	107800
Software Engineers	110900	26900	996000	90000
Software Qa Engineers	89400	31200	433300	80600
Software Test Engineers	117400	28700	742100	74100
Solutions Architect	114100	38700	185100	91200
Sr. Software Engineers	118900	40600	411300	99300

Google

Job Title	Google	Competitors Minimum	Competitors Maximum	Competitors Average
Staff Accountants	50600	24500	617300	51300
Staff Software Engineers	158100	29800	757300	119100
Statisticians	78100	25700	177500	69600
Support Engineers	94100	28400	141900	72100
System Administrators	83400	30000	766800	68200
System Engineers	119100	29000	149200	70300
Systems Administrators	90600	26400	780000	66300
Systems Engineers	103600	28800	883800	76900
Technical Analyst	95000	27500	151300	69700
Technical Lead	137600	35200	558700	80600
Technical Managers	110800	29500	870900	88800
Technical Program Manager	117400	34900	228700	111900
Technical Project Manager	120200	26900	199100	89700
Technical Specialists	78300	30600	147000	79000
Technical Support Engineer	97200	29300	155100	73800
Test Engineers	106800	27200	760000	73100
Ui Developers	98700	33700	138900	81700
Validation Engineers	103200	26000	141700	74000
Web Developers	103000	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Facebook

Job Title	Facebook	Competitors Minimum	Competitors Maximum	Competitors Average
Account Managers	71700	25300	745100	74300
Accountants And Auditors	71800	24800	195900	73300
Analysts	121800	24600	744100	66500
Application Developers	144600	30400	704600	77000
Application Engineer	106900	32300	854600	83300
Architectural And Engineering Managers	133800	32900	228800	122100
Auditors	137800	24800	137800	62200
Automation Engineer	127800	34500	157700	80500
Business Analysts	110900	24100	744800	65800
Business Development Managers	145600	27800	640700	83500
Business Intelligence Analysts	84200	28700	157000	70400
Computer And Information Systems Managers	163300	24100	255900	129900
Computer Occupations	95100	25700	176400	93200
Computer Software Engineers, Applications	94500	31400	805200	84900
Computer Software Engineers, Systems Software	100500	30500	144500	88700
Computer Systems Analysts	99700	26100	923300	79200
Cost Estimators	112100	24900	568300	54200
Data Analysts	97700	25000	165000	69100
Data Engineer	120500	24600	191500	92700
Data Scientists	115000	24600	975200	91600
Database Administrators	100000	24300	864100	71600
Design Engineers	105800	25400	781000	67300
Economists	70800	24500	169900	86900
Electrical Engineers	120800	24400	862900	78900
Electronics Engineers	124700	34100	157000	79800
Electronics Engineers, Except Computers	113100	37900	209900	97000
Engineering Managers	176600	32900	241700	122400
Engineers	117300	27300	631100	73000
Financial Analysts	96700	26500	852100	78000
Financial Managers	149500	25000	686400	116500

Facebook

Job Title	Facebook	Competitors Minimum	Competitors Maximum	Competitors Average
General And Operations Managers	86700	24800	780000	110800
Graphic Designers	59800	24000	584300	42900
Hardware Engineers	139600	34100	181700	95700
Human Resources Specialists	74200	26000	130700	52600
Industrial Designers	83200	24300	129500	48800
Industrial Engineers	110800	27300	159700	74400
Information Security Analysts	98900	33400	586100	91200
Information Technology Project Managers	118800	27600	180400	85400
Lawyers	181100	38100	249300	109000
Logisticians	82900	25400	148000	66600
Management Analysts	78400	24100	894800	78100
Market Research Analysts And Marketing Specialists	77800	25000	176000	55800
Marketing Analysts	111500	24400	141600	50000
Marketing Managers	131500	26000	236000	111900
Materials Engineers	116500	34800	925400	85000
Mechanical Engineers	114700	24300	981700	74300
Network And Computer Systems Administrators	95900	24400	148100	76300
Network And Computer Systems Administrators*	108300	39200	802000	80000
Network Engineers	117000	24500	957700	73900
Operations Managers	169700	25300	733400	74800
Operations Research Analysts	77000	27800	744300	64200
Oracle Database Administrators	107100	28900	140100	70000
Postdoctoral Researcher	125000	24300	528400	41500
Product Engineer	122700	31800	910000	76700
Product Managers	139700	30000	234000	103600
Program Managers	124300	26200	773300	91700
Project Managers	88300	24800	853100	81800
Public Relations Specialists	73400	24700	683400	46700
Quantitative Analysts	98000	27200	170500	79700
Research Engineers	124100	29600	935300	81800
Research Scientists	129700	24500	849700	73300
Researcher	134200	24900	215400	63200
Sales Engineers	97200	26500	205100	92400
Sales Managers	111200	26000	246200	98500
Scientists	126800	25700	487600	71500
Senior Business Analysts	120400	32400	788100	82700
Senior Software Engineers	147600	31700	923300	104100
Software Developer, Applications	101600	29800	174100	87900
Software Developers	104900	24600	975200	82300
Software Developers, Applications	98500	27600	500000	96900
Software Developers, Systems Softwares	109500	36900	420000	107800
Software Engineers	133000	26900	996000	90000
Software Test Engineers	113800	28700	742100	74100
Solutions Architect	123100	38700	185100	91200
Statisticians	80200	25700	177500	69600
Systems Engineers	125100	28800	883800	76900
Technical Program Manager	125400	34900	228700	111900
Technical Project Manager	107000	26900	199100	89700
Technical Recruiters	111400	25600	134200	51500
Web Developers	74300	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Tata Consultancy Services

Job Title	Tata Consultancy Services	Competitors Minimum	Competitors Maximum	Competitors Average
.Net Developers	75000	29900	153200	76500
Accountants	57100	24100	713500	52400
Analysts	71700	24600	744100	66500
Application Architects	71300	43100	169000	88800
Application Developers	60800	30400	704600	77000
Application Programmers	64300	34200	147600	71800
Applications Developers	65000	30200	517200	81400
Architects	70100	25800	926300	72600
Architectural And Engineering Managers	103100	32900	228800	122100
Business Analysts	74000	24100	744800	65800
Business Intelligence Analysts	61400	28700	157000	70400
Business System Analysts	68100	31000	142500	71600
Business Systems Analysts	65700	26800	774000	74200
Computer And Information Systems Managers	172900	24100	255900	129900
Computer Occupations	107100	25700	176400	93200
Computer Programmer Analysts	59000	29600	726100	62900
Computer Programmers	60800	24600	786500	61500
Computer Software Engineer, Applications	65100	37600	155100	83200
Computer Software Engineers	59700	25900	154300	73000
Computer System Analysts	63500	26800	572800	65200
Computer Systems Analysts	84300	26100	923300	79200
Computer Systems Engineer/Architects	61000	25800	607800	64700
Computer Systems Engineers	60400	25400	811100	62500
Consultants	69200	25100	971700	69500
Data Analysts	78300	25000	165000	69100
Data Scientists	56300	24600	975200	91600
Data Warehouse Specialists	65100	30100	119300	66000
Database Administrators	67800	24300	864100	71600
Database Developers	57800	26200	147600	76300
Design Engineers	69100	25400	781000	67300
Designers	71500	24300	532600	57200
Developer User Interface	61000	30000	109300	61000
Developers	66500	28800	174100	69900
Devops Engineers	76800	37000	995200	89100
Electrical Engineers	59100	24400	862900	78900
Engineers	70600	27300	631100	73000
Etl Developers	60200	33000	142400	79600
Financial Analysts	65800	26500	852100	78000
Functional Consultant	82600	31300	138900	73000
Human Resources Specialists	63300	26000	130700	52600
Industrial Engineers	66000	27300	159700	74400
Information Security Analysts	61600	33400	586100	91200
Information Technology Project Managers	72000	27600	180400	85400
It Analysts	59800	28800	159100	75300
It Consultants	58400	28000	154300	70000
It Project Managers	70300	28700	960000	83600
Java Developers	69700	25700	970900	78300
Lead Consultants	92600	38500	141900	85200
Lead Engineer	88800	27500	174100	72600
Management Analysts	66600	24100	894800	78100
Manufacturing Engineers	60800	27000	152500	66400
Mechanical Engineers	58600	24300	981700	74300
Module Lead	71900	28400	671200	68300
Network Administrators	72000	28200	128900	64800
Network And Computer Systems Administrators	64800	24400	148100	76300
Network Engineers	85700	24500	957700	73900
Oracle Database Administrators	60400	28900	140100	70000
Product Engineer	65300	31800	910000	76700
Program Managers	74400	26200	773300	91700

Tata Consultancy Services

Job Title	Tata Consultancy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Programmer Analysts	59500	24400	918500	61600
Programmer/Analysts	63300	26300	680000	63900
Programmer/Developer	62000	32400	142900	67900
Programmers	59700	25600	950000	60900
Project Lead	80900	30300	195200	77100
Project Managers	71700	24800	853100	81800
Qa Analysts	63400	24300	163500	63300
Qa Engineers	69800	25700	163500	73700
Quality Analysts	59700	27600	630500	63400
Quality Assurance Analysts	60300	25100	662200	64300
Quality Assurance Engineers	59800	27400	749100	75600
Quality Engineers	65300	27500	164700	72000
Sales Engineers	138500	26500	205100	92400
Salesforce Developers	65400	28300	806000	87700
Sap Consultants	62100	28100	772300	71700
Senior Application Developers	64700	36300	894800	86200
Senior Business Analysts	87700	32400	788100	82700
Senior Developer	78100	34700	195200	93300
Senior Engineers	98900	37200	240000	92700
Senior Java Developers	83400	40500	167400	92600
Senior Programmer Analysts	72300	35800	822200	78100
Senior Software Developers	70700	30400	483700	91500
Senior Software Engineers	80300	31700	923300	104100
Senior Systems Analysts	93600	28000	952700	75000
Software Developer, Applications	80000	29800	174100	87900
Software Developer, Systems Software	64600	40500	174700	94900
Software Developers	69400	24600	975200	82300
Software Developers, Applications	136000	27600	500000	96900
Software Developers, Systems Softwares	119500	36900	420000	107800
Software Development Engineer	60300	30400	971900	96600
Software Engineers	67900	26900	996000	90000
Software Programmers	63900	26400	566100	59800
Software Quality Assurance Engineers	59500	25100	477800	69800
Solution Architect	84700	33200	195300	95700
Solutions Architect	102400	38700	185100	91200
Sr. Programmer Analysts	68300	30900	893100	78200
System Administrators	72300	30000	766800	68200
System Analysts	62400	28000	627300	66600
System Engineers	57900	29000	149200	70300
Systems Administrators	66200	26400	780000	66300
Systems Analyst -	93600	39900	141900	82400
Systems Analysts	63500	25300	777400	65900
Systems Engineers	60200	28800	883800	76900
Technical Analyst	60300	27500	151300	69700
Technical Architect	112000	37800	169700	87800
Technical Consultants	62200	30700	174100	77200
Technical Lead	90800	35200	558700	80600
Technical Project Manager	71400	26900	199100	89700
Technical Specialists	58800	30600	147000	79000
Test Consultant	65300	25700	132900	72300
Test Engineers	58400	27200	760000	73100
Test Lead	82600	26300	125100	71500
Ui Developers	63400	33700	138900	81700
Validation Engineers	69200	26000	141700	74000
Web Developers	56800	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Micron Technology

Job Title	Micron Technology	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	70000	24800	195900	73300
Application Engineer	65600	32300	854600	83300
Applications Engineers	62300	28500	157700	81300
Architectural And Engineering Managers	110700	32900	228800	122100
Business Intelligence Analysts	55900	28700	157000	70400
Chemical Engineers	78700	25200	182600	87100
Component Design Engineer	88000	63300	157500	91400
Computer And Information Systems Managers	98800	24100	255900	129900
Computer Occupations	82200	25700	176400	93200
Computer Software Engineers	81500	25900	154300	73000
Computer Software Engineers, Applications	68800	31400	805200	84900
Computer Software Engineers, Systems Software	91200	30500	144500	88700
Computer Systems Analysts	67600	26100	923300	79200
Data Engineer	91500	24600	191500	92700
Data Scientists	74600	24600	975200	91600
Database Administrators	64900	24300	864100	71600
Design Engineers	101800	25400	781000	67300
Electrical Engineers	70000	24400	862900	78900
Electronics Engineers	77200	34100	157000	79800
Electronics Engineers, Except Computers	86300	37900	209900	97000
Engineering Managers	100600	32900	241700	122400
Engineers	67300	27300	631100	73000
Financial Analysts	61300	26500	852100	78000
Financial Managers	97600	25000	686400	116500
Industrial Engineers	72300	27300	159700	74400
Lawyers	116100	38100	249300	109000
Logisticians	57700	25400	148000	66600
Management Analysts	85800	24100	894800	78100
Manufacturing Engineers	66200	27000	152500	66400
Materials Engineers	72800	34800	925400	85000
Mechanical Engineers	71500	24300	981700	74300
Network And Computer Systems Administrators	55700	24400	148100	76300
Network And Computer Systems Administrators*	45800	39200	802000	80000
Oracle Database Administrators	117900	28900	140100	70000
Principal Software Engineer	109700	40200	209800	118800
Process Engineers	79700	27200	182600	80700
Product Engineer	70100	31800	910000	76700
Product Managers	91700	30000	234000	103600
Program Managers	77300	26200	773300	91700
Purchasing Managers	67500	27200	753300	89200
Sales Engineers	61600	26500	205100	92400
Senior Engineers	83100	37200	240000	92700
Senior Financial Analysts	70200	31200	170500	81100
Senior Manager	219800	42300	259800	112500
Senior Software Engineers	105800	31700	923300	104100
Senior Systems Engineers	129600	37800	174100	92800
Software Developers, Applications	68300	27600	500000	96900
Software Developers, Systems Softwares	92900	36900	420000	107800
Software Development Engineer	81200	30400	971900	96600
Software Engineers	77800	26900	996000	90000
Sr. Software Engineers	74200	40600	411300	99300

Micron Technology

Job Title	Micron Technology	Competitors Minimum	Competitors Maximum	Competitors Average
Statisticians	52100	25700	177500	69600
Systems Engineers	84500	28800	883800	76900
Test Engineers	61500	27200	760000	73100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

General Motors Company

Job Title	General Motors Company	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	66700	24100	713500	52400
Accountants And Auditors	59900	24800	195900	73300
Analysts	72600	24600	744100	66500
Application Architects	112200	43100	169000	88800
Architectural And Engineering Managers	111800	32900	228800	122100
Chemists	66000	24500	142800	60100
Computer And Information Systems Managers	120900	24100	255900	129900
Computer Occupations	92300	25700	176400	93200
Computer Software Engineers, Systems Software	94900	30500	144500	88700
Computer Systems Analysts	78900	26100	923300	79200
Cost Estimators	51800	24900	568300	54200
Data Analysts	86900	25000	165000	69100
Data Engineer	85400	24600	191500	92700
Data Scientists	72200	24600	975200	91600
Database Administrators	87600	24300	864100	71600
Designers	58900	24300	532600	57200
Economists	56000	24500	169900	86900
Electrical Engineers	76200	24400	862900	78900
Electronics Engineers, Except Computers	76000	37900	209900	97000
Engineers	75800	27300	631100	73000
Financial Analysts	76200	26500	852100	78000
Financial Managers	121600	25000	686400	116500
Graphic Designers	43600	24000	584300	42900
Industrial Engineers	78300	27300	159700	74400
Information Security Analysts	78900	33400	586100	91200
Information Technology Project Managers	61000	27600	180400	85400
Lawyers	101300	38100	249300	109000
Lead Software Engineer	113000	46100	209100	106200
Logisticians	60600	25400	148000	66600
Management Analysts	67200	24100	894800	78100
Manufacturing Engineers	69900	27000	152500	66400
Market Research Analysts	66400	24300	480200	47800
Marketing Managers	98100	26000	236000	111900
Materials Engineers	69100	34800	925400	85000
Mechanical Engineers	73900	24300	981700	74300
Network And Computer Systems Administrators	77900	24400	148100	76300
Network And Computer Systems Administrators*	62600	39200	802000	80000
Network Engineers	67700	24500	957700	73900
Operations Research Analysts	72000	27800	744300	64200
Oracle Database Administrators	75600	28900	140100	70000
Process Engineers	76000	27200	182600	80700
Project Engineers	80200	25900	936300	68300
Purchasing Managers	86800	27200	753300	89200
Qa Analysts	82000	24300	163500	63300
Qa Engineers	78700	25700	163500	73700

General Motors Company

Job Title	General Motors Company	Competitors Minimum	Competitors Maximum	Competitors Average
Quality Engineers	74300	27500	164700	72000
Research Engineers	72800	29600	935300	81800
Senior Analysts	94500	30800	807000	75200
Senior Financial Analysts	81200	31200	170500	81100
Senior Software Developers	85700	30400	483700	91500
Senior Software Engineers	93400	31700	923300	104100
Senior Systems Analysts	108800	28000	952700	75000
Senior Systems Engineers	92600	37800	174100	92800
Software Developers	88700	24600	975200	82300
Software Developers, Applications	86600	27600	500000	96900
Software Developers, Systems Softwares	83800	36900	420000	107800
Software Engineers	76400	26900	996000	90000
Software Quality Assurance Engineers	106000	25100	477800	69800
Software Test Engineers	74200	28700	742100	74100
Solution Architect	108500	33200	195300	95700
Solutions Architect	91200	38700	185100	91200
Sr. Software Developers	105400	37800	169000	91800
Sr. Software Engineers	88100	40600	411300	99300
Statisticians	70100	25700	177500	69600
System Engineers	96300	29000	149200	70300
Systems Administrators	78700	26400	780000	66300
Systems Engineers	77300	28800	883800	76900
Technical Managers	101700	29500	870900	88800
Technical Specialists	83200	30600	147000	79000
Validation Engineers	76900	26000	141700	74000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Emc Corporation

Job Title	Emc Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	65600	24100	713500	52400
Advisory Consultant	97100	28100	155700	61700
Application Developers	71200	30400	704600	77000
Architects	97400	25800	926300	72600
Architectural And Engineering Managers	96800	32900	228800	122100
Associate Software Engineer	69800	26500	534000	71100
Business Intelligence Analysts	79400	28700	157000	70400
Business Systems Analysts	65900	26800	774000	74200
Computer And Information Systems Managers	141900	24100	255900	129900
Computer Occupations	87000	25700	176400	93200
Computer Software Engineer, Applications	91400	37600	155100	83200
Computer Software Engineers	79800	25900	154300	73000
Computer Software Engineers, Applications	92400	31400	805200	84900
Computer Software Engineers, Systems Software	96600	30500	144500	88700
Computer System Analysts	95400	26800	572800	65200
Computer Systems Analysts	89700	26100	923300	79200
Computer Systems Engineer/Architects	110600	25800	607800	64700
Computer Systems Engineers	74300	25400	811100	62500
Consultants	86400	25100	971700	69500
Data Engineer	81400	24600	191500	92700
Data Scientists	72300	24600	975200	91600
Database Administrators	87400	24300	864100	71600
Developers	65200	28800	174100	69900

Emc Corporation

Job Title	Emc Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Electronics Engineers, Except Computers	75200	37900	209900	97000
Financial Analysts	60700	26500	852100	78000
Financial Managers	74900	25000	686400	116500
General And Operations Managers	103900	24800	780000	110800
Hardware Engineers	74600	34100	181700	95700
Information Security Analysts	95700	33400	586100	91200
Logisticians	70300	25400	148000	66600
Management Analysts	88600	24100	894800	78100
Market Research Analysts	103800	24300	480200	47800
Market Research Analysts And Marketing Specialists	78200	25000	176000	55800
Marketing Managers	135000	26000	236000	111900
Marketing Specialists	65300	24800	947500	50400
Network And Computer Systems Administrators	85700	24400	148100	76300
Network And Computer Systems Administrators*	81000	39200	802000	80000
Network Engineers	64200	24500	957700	73900
Operations Research Analysts	68100	27800	744300	64200
Principal Consultant	81200	42000	167600	92700
Principal Software Engineer	108100	40200	209800	118800
Product Managers	68500	30000	234000	103600
Program Managers	68800	26200	773300	91700
Project Managers	67500	24800	853100	81800
Qa Engineers	88700	25700	163500	73700
Research Analysts	49300	24300	687700	66600
Research Scientists	79600	24500	849700	73300
Sales Engineers	102000	26500	205100	92400
Sales Managers	114800	26000	246200	98500
Senior Application Developers	84100	36300	894800	86200
Senior Consultants	90300	25700	787700	79100
Senior Developer	84300	34700	195200	93300
Senior Financial Analysts	90700	31200	170500	81100
Senior Product Managers	85500	43300	241700	119900
Senior Software Engineers	88900	31700	923300	104100
Senior Systems Engineers	103300	37800	174100	92800
Software Developer, Applications	99200	29800	174100	87900
Software Developers	114800	24600	975200	82300
Software Developers, Applications	103500	27600	500000	96900
Software Developers, Systems Softwares	109900	36900	420000	107800
Software Development Engineer	90600	30400	971900	96600
Software Engineers	79600	26900	996000	90000
Software Qa Engineers	71300	31200	433300	80600
Software Quality Assurance Engineers	59300	25100	477800	69800
Solutions Architect	79300	38700	185100	91200
Sr. Software Engineers	81400	40600	411300	99300
Statisticians	91300	25700	177500	69600
Systems Engineers	93300	28800	883800	76900
Technical Consultants	74400	30700	174100	77200
Technical Lead	89400	35200	558700	80600
Technical Program Manager	62200	34900	228700	111900
Technical Support Engineer	70100	29300	155100	73800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Yahoo!

Job Title	Yahoo!	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	52700	24100	713500	52400
Accountants And Auditors	88800	24800	195900	73300
Associate Research Scientists	89900	26600	145300	51400
Business Analysts	74000	24100	744800	65800
Business Systems Analysts	104900	26800	774000	74200
Computer And Information Systems Managers	135300	24100	255900	129900
Computer Occupations	111200	25700	176400	93200
Computer Software Engineer, Applications	105700	37600	155100	83200
Computer Software Engineers, Applications	98000	31400	805200	84900
Computer Software Engineers, Systems Software	105000	30500	144500	88700
Computer System Analysts	79100	26800	572800	65200
Computer Systems Analysts	98100	26100	923300	79200
Computer Systems Engineer/Architects	82000	25800	607800	64700
Data Scientists	130700	24600	975200	91600
Database Administrators	90500	24300	864100	71600
Engineering Managers	126900	32900	241700	122400
Financial Analysts	95600	26500	852100	78000
Financial Managers	137200	25000	686400	116500
General And Operations Managers	191200	24800	780000	110800
Graphic Designers	58800	24000	584300	42900
Information Security Analysts	82100	33400	586100	91200
Logisticians	101900	25400	148000	66600
Management Analysts	102400	24100	894800	78100
Market Research Analysts	81000	24300	480200	47800
Market Research Analysts And Marketing Specialists	79300	25000	176000	55800
Marketing Analysts	89300	24400	141600	50000
Marketing Managers	126700	26000	236000	111900
Network And Computer Systems Administrators	101900	24400	148100	76300
Network And Computer Systems Administrators*	92000	39200	802000	80000
Operations Managers	66000	25300	733400	74800
Operations Research Analysts	70000	27800	744300	64200
Principal Software Engineer	91100	40200	209800	118800
Product Managers	118000	30000	234000	103600
Qa Engineers	91500	25700	163500	73700
Quality Assurance Engineers	76000	27400	749100	75600
Research Engineers	110400	29600	935300	81800
Research Scientists	117500	24500	849700	73300
Sales Engineers	86200	26500	205100	92400
Scientists	117600	25700	487600	71500
Senior Product Managers	135100	43300	241700	119900
Senior Software Engineers	100300	31700	923300	104100
Software Developer, Applications	114000	29800	174100	87900
Software Developer, Systems Software	148800	40500	174700	94900
Software Developers, Applications	111100	27600	500000	96900
Software Developers, Systems Softwares	113900	36900	420000	107800
Software Development Engineer	98600	30400	971900	96600
Software Engineers	88000	26900	996000	90000
Software Quality Assurance Engineers	77200	25100	477800	69800
Sr. Software Engineers	72200	40600	411300	99300
Statisticians	67400	25700	177500	69600
Systems Administrators	82300	26400	780000	66300
Technical Support Engineer	115300	29300	155100	73800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Adobe Systems

Job Title	Adobe Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	102700	24800	195900	73300
Application Engineer	86500	32300	854600	83300
Applications Engineers	84800	28500	157700	81300
Business Analysts	97900	24100	744800	65800
Business Development Managers	97000	27800	640700	83500
Business Intelligence Analysts	96700	28700	157000	70400
Business Systems Analysts	103400	26800	774000	74200
Computer And Information Systems Managers	162700	24100	255900	129900
Computer Occupations	113400	25700	176400	93200
Computer Software Engineer, Applications	98000	37600	155100	83200
Computer Software Engineers, Applications	98000	31400	805200	84900
Computer Software Engineers, Systems Software	99200	30500	144500	88700
Computer Systems Analysts	97600	26100	923300	79200
Consultants	71100	25100	971700	69500
Data Analysts	77500	25000	165000	69100
Data Engineer	112500	24600	191500	92700
Data Scientists	118600	24600	975200	91600
Database Administrators	97500	24300	864100	71600
Devops Engineers	101800	37000	995200	89100
Electronics Engineers, Except Computers	121600	37900	209900	97000
Engineering Managers	129300	32900	241700	122400
Engineers	102500	27300	631100	73000
Financial Analysts	94100	26500	852100	78000
Financial Managers	131900	25000	686400	116500
General And Operations Managers	135600	24800	780000	110800
Graphic Designers	71800	24000	584300	42900
Human Resources Specialists	76800	26000	130700	52600
Information Security Analysts	108600	33400	586100	91200
Information Technology Project Managers	112300	27600	180400	85400
It Project Managers	114600	28700	960000	83600
Management Analysts	97000	24100	894800	78100
Market Research Analysts	81600	24300	480200	47800
Market Research Analysts And Marketing Specialists	60400	25000	176000	55800
Marketing Managers	146700	26000	236000	111900
Marketing Specialists	70100	24800	947500	50400
Member Of Technical Staff	81100	25700	191500	112800
Network And Computer Systems Administrators	79800	24400	148100	76300
Network And Computer Systems Administrators*	73300	39200	802000	80000
Network Engineers	81400	24500	957700	73900
Operations Managers	109400	25300	733400	74800
Operations Research Analysts	91500	27800	744300	64200
Principal Consultant	105500	42000	167600	92700
Product Managers	102900	30000	234000	103600
Program Managers	102300	26200	773300	91700
Project Lead	115300	30300	195200	77100
Project Managers	108800	24800	853100	81800
Public Relations Specialists	55000	24700	683400	46700
Purchasing Managers	108800	27200	753300	89200
Qa Engineers	74900	25700	163500	73700
Quality Engineers	81900	27500	164700	72000
Research Scientists	114800	24500	849700	73300
Sales Engineers	111100	26500	205100	92400
Sales Managers	181300	26000	246200	98500
Senior Analysts	119600	30800	807000	75200
Senior Consultants	93000	25700	787700	79100
Senior Financial Analysts	113400	31200	170500	81100
Senior Product Managers	144700	43300	241700	119900

Adobe Systems

Job Title	Adobe Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Software Developers	94200	30400	483700	91500
Senior Software Engineers	126500	31700	923300	104100
Senior Systems Engineers	99500	37800	174100	92800
Software Architect	169700	39700	944500	92600
Software Developer, Systems Software	168200	40500	174700	94900
Software Developers	105400	24600	975200	82300
Software Developers, Applications	117500	27600	500000	96900
Software Developers, Systems Softwares	120400	36900	420000	107800
Software Development Engineer	168200	30400	971900	96600
Software Development Engineer In Test	112800	35900	862900	83500
Software Engineers	109700	26900	996000	90000
Software Quality Assurance Engineers	79100	25100	477800	69800
Software Test Engineers	59400	28700	742100	74100
Solution Architect	117400	33200	195300	95700
Solutions Architect	97100	38700	185100	91200
Sr. Software Engineers	126300	40600	411300	99300
Statisticians	89700	25700	177500	69600
System Engineers	91100	29000	149200	70300
Systems Administrators	70900	26400	780000	66300
Systems Analysts	67600	25300	777400	65900
Systems Engineers	109100	28800	883800	76900
Technical Architect	99700	37800	169700	87800
Technical Consultants	105200	30700	174100	77200
Technical Lead	109300	35200	558700	80600
Technical Program Manager	88100	34900	228700	111900
Technical Support Engineer	94500	29300	155100	73800
Web Developers	109600	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Vmware

Job Title	Vmware	Competitors Minimum	Competitors Maximum	Competitors Average
Application Developers	85700	30400	704600	77000
Applications Developers	103600	30200	517200	81400
Business Analysts	100300	24100	744800	65800
Business Intelligence Analysts	81600	28700	157000	70400
Business Systems Analysts	84700	26800	774000	74200
Computer And Information Systems Managers	153200	24100	255900	129900
Computer Occupations	82100	25700	176400	93200
Computer Programmers	108800	24600	786500	61500
Computer Software Engineer, Applications	81800	37600	155100	83200
Computer Software Engineers, Applications	92800	31400	805200	84900
Computer Software Engineers, Systems Software	94800	30500	144500	88700
Computer Systems Analysts	83900	26100	923300	79200
Consultants	78000	25100	971700	69500
Data Analysts	102900	25000	165000	69100
Data Engineer	123500	24600	191500	92700
Database Administrators	89700	24300	864100	71600
Devops Engineers	114800	37000	995200	89100
Directors	219800	27100	274200	122800
Engineering Managers	160200	32900	241700	122400
Financial Analysts	61900	26500	852100	78000
Financial Managers	131500	25000	686400	116500
General And Operations Managers	113300	24800	780000	110800

Vmware

Job Title	Vmware	Competitors Minimum	Competitors Maximum	Competitors Average
Graphic Designers	44900	24000	584300	42900
Industrial Engineers	82100	27300	159700	74400
Information Security Analysts	92900	33400	586100	91200
It Project Managers	72200	28700	960000	83600
Lead Engineer	142400	27500	174100	72600
Management Analysts	89100	24100	894800	78100
Managers	167500	24500	992000	96000
Market Research Analysts And Marketing Specialists	69300	25000	176000	55800
Marketing Managers	158100	26000	236000	111900
Member Of Technical Staff	105900	25700	191500	112800
Network Administrators	81600	28200	128900	64800
Network And Computer Systems Administrators	79500	24400	148100	76300
Network And Computer Systems Administrators*	69800	39200	802000	80000
Operations Research Analysts	80900	27800	744300	64200
Product Managers	115400	30000	234000	103600
Program Managers	95700	26200	773300	91700
Programmer Analysts	106400	24400	918500	61600
Programmer/Analysts	112900	26300	680000	63900
Project Managers	111600	24800	853100	81800
Qa Engineers	85300	25700	163500	73700
Quality Engineers	82300	27500	164700	72000
Sales Engineers	99800	26500	205100	92400
Sales Managers	165600	26000	246200	98500
Senior Business Analysts	96000	32400	788100	82700
Senior Consultants	114800	25700	787700	79100
Senior Developer	133000	34700	195200	93300
Senior Financial Analysts	102000	31200	170500	81100
Senior Manager	189400	42300	259800	112500
Senior Product Managers	135600	43300	241700	119900
Senior Software Engineers	120000	31700	923300	104100
Senior Systems Engineers	129500	37800	174100	92800
Software Developer, Applications	76900	29800	174100	87900
Software Developer, Systems Software	122500	40500	174700	94900
Software Developers	119100	24600	975200	82300
Software Developers, Applications	105600	27600	500000	96900
Software Developers, Systems Softwares	122000	36900	420000	107800
Software Engineers	93300	26900	996000	90000
Software Qa Engineers	100400	31200	433300	80600
Solutions Architect	138100	38700	185100	91200
Sr. Software Engineers	107900	40600	411300	99300
Staff Engineer	146800	26900	174100	96000
Staff Software Engineers	118700	29800	757300	119100
Statisticians	72900	25700	177500	69600
Support Engineers	81200	28400	141900	72100
Systems Engineers	83300	28800	883800	76900
Technical Architect	112000	37800	169700	87800
Technical Lead	122000	35200	558700	80600
Technical Program Manager	111300	34900	228700	111900
Technical Support Engineer	73900	29300	155100	73800
Web Developers	76300	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Paypal

Job Title	Paypal	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	84900	24100	713500	52400
Accountants And Auditors	83900	24800	195900	73300
Application Engineer	84300	32300	854600	83300
Budget Analysts	81200	24200	180500	56900
Business Analysts	96700	24100	744800	65800
Business Development Managers	63100	27800	640700	83500
Business Intelligence Analysts	89900	28700	157000	70400
Business System Analysts	102600	31000	142500	71600
Business Systems Analysts	102700	26800	774000	74200
Computer And Information Systems Managers	145500	24100	255900	129900
Computer Occupations	103500	25700	176400	93200
Computer Programmers	106500	24600	786500	61500
Computer Software Engineers, Applications	97700	31400	805200	84900
Computer Software Engineers, Systems Software	123000	30500	144500	88700
Computer Systems Analysts	101200	26100	923300	79200
Credit Analysts	67800	24400	153800	64100
Data Analysts	93700	25000	165000	69100
Data Engineer	121200	24600	191500	92700
Data Scientists	114600	24600	975200	91600
Database Administrators	100000	24300	864100	71600
Designers	73000	24300	532600	57200
Economists	110500	24500	169900	86900
Engineering Managers	166500	32900	241700	122400
Financial Analysts	98600	26500	852100	78000
Financial Managers	125200	25000	686400	116500
General And Operations Managers	69100	24800	780000	110800
Graphic Designers	58200	24000	584300	42900
Hardware Engineers	120900	34100	181700	95700
Information Security Analysts	108900	33400	586100	91200
It Project Managers	100900	28700	960000	83600
Java Developers	79600	25700	970900	78300
Management Analysts	96400	24100	894800	78100
Market Research Analysts	102600	24300	480200	47800
Market Research Analysts And Marketing Specialists	90600	25000	176000	55800
Marketing Managers	125600	26000	236000	111900
Marketing Specialists	104400	24800	947500	50400
Mechanical Engineers	96400	24300	981700	74300
Member Of Technical Staff	140800	25700	191500	112800
Network Administrators	72000	28200	128900	64800
Network And Computer Systems Administrators	95300	24400	148100	76300
Network And Computer Systems Administrators*	100400	39200	802000	80000
Network Engineers	96600	24500	957700	73900
Operations Research Analysts	67200	27800	744300	64200
Principal Software Engineer	126800	40200	209800	118800
Process Engineers	113400	27200	182600	80700
Product Managers	105700	30000	234000	103600
Program Managers	113100	26200	773300	91700
Project Managers	115900	24800	853100	81800
Public Relations Specialists	96700	24700	683400	46700
Purchasing Managers	116600	27200	753300	89200
Qa Engineers	104600	25700	163500	73700
Quantitative Analysts	74600	27200	170500	79700
Research Analysts	87500	24300	687700	66600
Research Engineers	91500	29600	935300	81800
Research Scientists	117800	24500	849700	73300
Salesforce Developers	109700	28300	806000	87700
Senior Analysts	104000	30800	807000	75200
Senior Business Analysts	105300	32400	788100	82700
Senior Financial Analysts	99600	31200	170500	81100

Paypal

Job Title	Paypal	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Product Managers	121500	43300	241700	119900
Senior Software Engineers	102900	31700	923300	104100
Software Developer, Applications	139900	29800	174100	87900
Software Developers	139000	24600	975200	82300
Software Developers, Applications	113900	27600	500000	96900
Software Developers, Systems Softwares	124900	36900	420000	107800
Software Engineers	111600	26900	996000	90000
Software Qa Engineers	92900	31200	433300	80600
Staff Engineer	103800	26900	174100	96000
Staff Software Engineers	111800	29800	757300	119100
Statisticians	78400	25700	177500	69600
System Administrators	87700	30000	766800	68200
Systems Administrators	107000	26400	780000	66300
Systems Analysts	112000	25300	777400	65900
Systems Engineers	77500	28800	883800	76900
Web Developers	98300	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Bank Of America

Job Title	Bank Of America	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	63600	24100	713500	52400
Accountants And Auditors	88200	24800	195900	73300
Analysts	74400	24600	744100	66500
Assistant Vice President	121700	27700	638200	92200
Associates	98500	24400	744200	85200
Computer And Information Systems Managers	130900	24100	255900	129900
Computer Occupations	95300	25700	176400	93200
Computer Programmers	88200	24600	786500	61500
Computer Software Engineer, Applications	92400	37600	155100	83200
Computer Software Engineers, Applications	99500	31400	805200	84900
Computer Software Engineers, Systems Software	94000	30500	144500	88700
Computer Systems Analysts	97300	26100	923300	79200
Credit Analysts	73100	24400	153800	64100
Data Scientists	61400	24600	975200	91600
Database Administrators	90300	24300	864100	71600
Economists	74200	24500	169900	86900
Electrical Engineers	74900	24400	862900	78900
Engineering Managers	92400	32900	241700	122400
Financial Analysts	93800	26500	852100	78000
Financial Managers	167900	25000	686400	116500
General And Operations Managers	127500	24800	780000	110800
Information Security Analysts	113200	33400	586100	91200
Lawyers	136300	38100	249300	109000
Management Analysts	88700	24100	894800	78100
Managers	135200	24500	992000	96000
Market Research Analysts	65800	24300	480200	47800
Market Research Analysts And Marketing Specialists	84400	25000	176000	55800
Marketing Managers	104000	26000	236000	111900
Network And Computer Systems Administrators	84500	24400	148100	76300
Network And Computer Systems Administrators*	78500	39200	802000	80000
Operations Research Analysts	54100	27800	744300	64200

Bank Of America

Job Title	Bank Of America	Competitors Minimum	Competitors Maximum	Competitors Average
Software Developer, Applications	106200	29800	174100	87900
Software Developers, Applications	104800	27600	500000	96900
Software Developers, Systems Softwares	110600	36900	420000	107800
Statisticians	55500	25700	177500	69600
Vice President	143700	41700	546000	122500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Nike

Job Title	Nike	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	51700	24100	713500	52400
Application Engineer	65000	32300	854600	83300
Computer And Information Systems Managers	148500	24100	255900	129900
Computer Occupations	98400	25700	176400	93200
Computer Software Engineers, Applications	90200	31400	805200	84900
Computer System Analysts	100300	26800	572800	65200
Computer Systems Analysts	100400	26100	923300	79200
Data Engineer	85400	24600	191500	92700
Data Scientists	95700	24600	975200	91600
Database Administrators	92300	24300	864100	71600
Electronics Engineers, Except Computers	95700	37900	209900	97000
Engineers	86800	27300	631100	73000
Financial Analysts	100100	26500	852100	78000
Financial Managers	114700	25000	686400	116500
Industrial Engineers	101600	27300	159700	74400
Lawyers	131800	38100	249300	109000
Lead Engineer	116000	27500	174100	72600
Lead Software Engineer	115400	46100	209100	106200
Management Analysts	100500	24100	894800	78100
Managers	96000	24500	992000	96000
Marketing Managers	134500	26000	236000	111900
Materials Engineers	109800	34800	925400	85000
Product Engineer	79500	31800	910000	76700
Product Managers	102600	30000	234000	103600
Program Managers	66100	26200	773300	91700
Purchasing Managers	120300	27200	753300	89200
Qa Engineers	69500	25700	163500	73700
Quality Engineers	83900	27500	164700	72000
Senior Analysts	90500	30800	807000	75200
Senior Business Analysts	51700	32400	788100	82700
Senior Engineers	107400	37200	240000	92700
Senior Financial Analysts	71100	31200	170500	81100
Senior Product Managers	103500	43300	241700	119900
Senior Software Engineers	106100	31700	923300	104100
Senior Systems Engineers	96200	37800	174100	92800
Software Developer, Applications	112000	29800	174100	87900
Software Developers, Applications	109900	27600	500000	96900
Software Developers, Systems Softwares	118600	36900	420000	107800
Software Engineers	107300	26900	996000	90000
Software Quality Assurance Engineers	95200	25100	477800	69800
Solutions Architect	107400	38700	185100	91200
Sr. Software Engineers	101900	40600	411300	99300
Statisticians	59700	25700	177500	69600
Systems Analysts	81200	25300	777400	65900

Nike

Job Title	Nike	Competitors Minimum	Competitors Maximum	Competitors Average
Technical Architect	115000	37800	169700	87800
Technical Lead	113600	35200	558700	80600
Test Engineers	65100	27200	760000	73100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ut-Battelle

Job Title	Ut-Battelle	Competitors Minimum	Competitors Maximum	Competitors Average
Chemists	75900	24500	142800	60100
Computer Software Engineers	55400	25900	154300	73000
Computer Systems Analysts	75900	26100	923300	79200
Data Engineer	79700	24600	191500	92700
Electrical Engineers	62000	24400	862900	78900
Materials Engineers	87300	34800	925400	85000
Postdoctoral Research Associate	54000	24000	433700	42100
Research Associates	67000	24000	582800	47200
Research Scientists	47900	24500	849700	73300
Software Developers	79200	24600	975200	82300
Software Engineers	99700	26900	996000	90000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ebay

Job Title	Ebay	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	95800	24100	713500	52400
Accountants And Auditors	102200	24800	195900	73300
Business Analysts	95700	24100	744800	65800
Business Development Managers	128800	27800	640700	83500
Business Intelligence Analysts	78500	28700	157000	70400
Business Systems Analysts	93000	26800	774000	74200
Computer And Information Systems Managers	143600	24100	255900	129900
Computer Occupations	110300	25700	176400	93200
Computer Programmers	77000	24600	786500	61500
Computer Software Engineer, Applications	108500	37600	155100	83200
Computer Software Engineers	87500	25900	154300	73000
Computer Software Engineers, Applications	105200	31400	805200	84900
Computer Systems Analysts	97600	26100	923300	79200
Data Analysts	93700	25000	165000	69100
Data Engineer	121900	24600	191500	92700
Data Scientists	114100	24600	975200	91600
Database Administrators	98700	24300	864100	71600
Design Engineers	77400	25400	781000	67300
Designers	82700	24300	532600	57200
Devops Engineers	147200	37000	995200	89100
Economists	84600	24500	169900	86900
Engineering Managers	134500	32900	241700	122400
Financial Analysts	98900	26500	852100	78000
Financial Managers	145700	25000	686400	116500
General And Operations Managers	158500	24800	780000	110800
Graphic Designers	52600	24000	584300	42900

Ebay

Job Title	Ebay	Competitors Minimum	Competitors Maximum	Competitors Average
Hardware Engineers	105500	34100	181700	95700
Industrial Engineers	88800	27300	159700	74400
Information Security Analysts	115400	33400	586100	91200
Information Technology Project Managers	74000	27600	180400	85400
Lawyers	168600	38100	249300	109000
Logisticians	108100	25400	148000	66600
Management Analysts	110600	24100	894800	78100
Market Research Analysts	86400	24300	480200	47800
Market Research Analysts And Marketing Specialists	85500	25000	176000	55800
Marketing Managers	128400	26000	236000	111900
Marketing Specialists	87100	24800	947500	50400
Member Of Technical Staff	150300	25700	191500	112800
Network And Computer Systems Administrators	108300	24400	148100	76300
Network And Computer Systems Administrators*	92500	39200	802000	80000
Network Engineers	95700	24500	957700	73900
Operations Research Analysts	70200	27800	744300	64200
Principal Software Engineer	135600	40200	209800	118800
Process Engineers	102700	27200	182600	80700
Product Managers	100900	30000	234000	103600
Project Managers	104000	24800	853100	81800
Qa Analysts	123300	24300	163500	63300
Qa Engineers	91200	25700	163500	73700
Quality Analysts	85300	27600	630500	63400
Quality Engineers	82100	27500	164700	72000
Research Engineers	124800	29600	935300	81800
Research Scientists	132000	24500	849700	73300
Sales Engineers	118200	26500	205100	92400
Sales Managers	116200	26000	246200	98500
Senior Analysts	99000	30800	807000	75200
Senior Business Analysts	98900	32400	788100	82700
Senior Product Managers	116100	43300	241700	119900
Senior Software Engineers	108400	31700	923300	104100
Software Developers	122800	24600	975200	82300
Software Developers, Applications	113400	27600	500000	96900
Software Developers, Systems Softwares	123000	36900	420000	107800
Software Development Engineer	133800	30400	971900	96600
Software Engineers	111700	26900	996000	90000
Software Qa Engineers	93800	31200	433300	80600
Staff Software Engineers	118600	29800	757300	119100
Statisticians	81300	25700	177500	69600
System Administrators	104800	30000	766800	68200
Systems Administrators	102800	26400	780000	66300
Systems Analysts	96200	25300	777400	65900
Systems Engineers	103300	28800	883800	76900
Technical Architect	95400	37800	169700	87800
Technical Project Manager	127200	26900	199100	89700
Web Developers	115900	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Medtronic

Job Title	Medtronic	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	70400	24800	195900	73300
Architectural And Engineering Managers	137700	32900	228800	122100

Medtronic

Job Title	Medtronic	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Software Engineer	62000	26500	534000	71100
Chemical Engineers	81100	25200	182600	87100
Computer And Information Systems Managers	156000	24100	255900	129900
Computer Software Engineers	72000	25900	154300	73000
Computer Software Engineers, Applications	86400	31400	805200	84900
Computer Software Engineers, Systems Software	79200	30500	144500	88700
Computer Systems Analysts	93200	26100	923300	79200
Data Engineer	71200	24600	191500	92700
Data Scientists	80400	24600	975200	91600
Database Administrators	82700	24300	864100	71600
Electrical Engineers	73200	24400	862900	78900
Electronics Engineers, Except Computers	78300	37900	209900	97000
Engineering Managers	128000	32900	241700	122400
Engineers	71400	27300	631100	73000
Financial Analysts	78400	26500	852100	78000
Financial Managers	109300	25000	686400	116500
Hardware Engineers	76700	34100	181700	95700
Industrial Engineers	79300	27300	159700	74400
Logisticians	76700	25400	148000	66600
Management Analysts	89800	24100	894800	78100
Manufacturing Engineers	69500	27000	152500	66400
Market Research Analysts And Marketing Specialists	37200	25000	176000	55800
Marketing Managers	108500	26000	236000	111900
Materials Engineers	79000	34800	925400	85000
Mechanical Engineers	80500	24300	981700	74300
Network And Computer Systems Administrators	83400	24400	148100	76300
Principal Software Engineer	113500	40200	209800	118800
Process Engineers	74900	27200	182600	80700
Product Engineer	73800	31800	910000	76700
Product Managers	82800	30000	234000	103600
Program Managers	92500	26200	773300	91700
Project Engineers	83800	25900	936300	68300
Public Relations Specialists	70100	24700	683400	46700
Quality Assurance Engineers	72900	27400	749100	75600
Quality Engineers	73000	27500	164700	72000
Research Engineers	61700	29600	935300	81800
Sales Engineers	95900	26500	205100	92400
Scientists	79000	25700	487600	71500
Senior Business Analysts	96500	32400	788100	82700
Senior Financial Analysts	62300	31200	170500	81100
Senior Product Managers	157400	43300	241700	119900
Senior Software Developers	108300	30400	483700	91500
Senior Software Engineers	97400	31700	923300	104100
Senior Systems Engineers	87000	37800	174100	92800
Software Developers, Applications	88900	27600	500000	96900
Software Developers, Systems Softwares	97900	36900	420000	107800
Software Engineers	77900	26900	996000	90000
Software Test Engineers	71700	28700	742100	74100
Sr. Software Developers	108600	37800	169000	91800
Sr. Software Engineers	100100	40600	411300	99300
Statisticians	65500	25700	177500	69600
Systems Engineers	65900	28800	883800	76900
Test Engineers	70100	27200	760000	73100
Validation Engineers	54500	26000	141700	74000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Autodesk

Job Title	Autodesk	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	93300	24100	713500	52400
Accountants And Auditors	105600	24800	195900	73300
Application Developers	97800	30400	704600	77000
Application Engineer	87100	32300	854600	83300
Applications Engineers	103300	28500	157700	81300
Architectural And Engineering Managers	128400	32900	228800	122100
Business Analysts	111000	24100	744800	65800
Business Intelligence Analysts	98100	28700	157000	70400
Business System Analysts	105700	31000	142500	71600
Business Systems Analysts	99500	26800	774000	74200
Computer And Information Systems Managers	158700	24100	255900	129900
Computer Occupations	115400	25700	176400	93200
Computer Software Engineer, Applications	96400	37600	155100	83200
Computer Software Engineers, Applications	98400	31400	805200	84900
Computer Software Engineers, Systems Software	80400	30500	144500	88700
Computer Systems Analysts	106000	26100	923300	79200
Data Analysts	84400	25000	165000	69100
Data Scientists	107300	24600	975200	91600
Database Administrators	115400	24300	864100	71600
Devops Engineers	120800	37000	995200	89100
Engineering Managers	148100	32900	241700	122400
Engineers	134000	27300	631100	73000
Financial Analysts	100700	26500	852100	78000
Financial Managers	127300	25000	686400	116500
Graphic Designers	90400	24000	584300	42900
Industrial Designers	80100	24300	129500	48800
Industrial Engineers	105900	27300	159700	74400
Information Security Analysts	104600	33400	586100	91200
Information Technology Project Managers	75700	27600	180400	85400
It Project Managers	94100	28700	960000	83600
Management Analysts	110600	24100	894800	78100
Market Research Analysts	84300	24300	480200	47800
Market Research Analysts And Marketing Specialists	98400	25000	176000	55800
Marketing Managers	118400	26000	236000	111900
Marketing Specialists	61200	24800	947500	50400
Materials Engineers	95700	34800	925400	85000
Mechanical Engineers	71500	24300	981700	74300
Network And Computer Systems Administrators	104600	24400	148100	76300
Network And Computer Systems Administrators*	86100	39200	802000	80000
Network Engineers	100000	24500	957700	73900
Operations Research Analysts	77100	27800	744300	64200
Principal Software Engineer	128600	40200	209800	118800
Product Engineer	110100	31800	910000	76700
Product Managers	101300	30000	234000	103600
Program Managers	97300	26200	773300	91700
Programmer Analysts	78100	24400	918500	61600
Project Managers	109500	24800	853100	81800
Qa Analysts	71600	24300	163500	63300
Research Engineers	88700	29600	935300	81800
Research Scientists	97800	24500	849700	73300
Sales Engineers	108900	26500	205100	92400
Salesforce Developers	133900	28300	806000	87700
Senior Developer	120800	34700	195200	93300
Senior Engineers	174100	37200	240000	92700
Senior Financial Analysts	100600	31200	170500	81100
Senior Product Managers	123800	43300	241700	119900
Senior Software Developers	107100	30400	483700	91500

Autodesk

Job Title	Autodesk	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Software Engineers	107500	31700	923300	104100
Software Architect	117200	39700	944500	92600
Software Developers	83000	24600	975200	82300
Software Developers, Applications	116800	27600	500000	96900
Software Developers, Systems Softwares	126400	36900	420000	107800
Software Development Engineer	90500	30400	971900	96600
Software Development Engineer In Test	102700	35900	862900	83500
Software Engineers	94700	26900	996000	90000
Software Qa Engineers	115600	31200	433300	80600
Software Quality Assurance Engineers	63200	25100	477800	69800
Solution Architect	113600	33200	195300	95700
Sr. Software Developers	112700	37800	169000	91800
Sr. Software Engineers	102500	40600	411300	99300
Statisticians	92700	25700	177500	69600
Systems Engineers	103300	28800	883800	76900
Technical Analyst	106900	27500	151300	69700
Technical Consultants	79200	30700	174100	77200
Technical Program Manager	94300	34900	228700	111900
Technical Project Manager	83700	26900	199100	89700
Web Developers	93400	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Halliburton Energy Services

Job Title	Halliburton Energy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	69900	24100	713500	52400
Accountants And Auditors	71900	24800	195900	73300
Architectural And Engineering Managers	137000	32900	228800	122100
Business Development Managers	144100	27800	640700	83500
Chemical Engineers	80800	25200	182600	87100
Chemists	92400	24500	142800	60100
Civil Engineers	103500	29700	937000	70400
Computer And Information Systems Managers	136000	24100	255900	129900
Computer Occupations	117900	25700	176400	93200
Computer Software Engineers, Applications	90800	31400	805200	84900
Computer Software Engineers, Systems Software	76300	30500	144500	88700
Computer System Analysts	99300	26800	572800	65200
Computer Systems Analysts	98100	26100	923300	79200
Consultants	91200	25100	971700	69500
Cost Estimators	69000	24900	568300	54200
Data Scientists	71600	24600	975200	91600
Electrical Engineers	85100	24400	862900	78900
Electronics Engineers	101600	34100	157000	79800
Electronics Engineers, Except Computers	90300	37900	209900	97000
Engineering Managers	105400	32900	241700	122400
Financial Analysts	94800	26500	852100	78000
Financial Managers	131300	25000	686400	116500
Industrial Engineers	92700	27300	159700	74400
Information Security Analysts	107300	33400	586100	91200
Logisticians	72800	25400	148000	66600
Management Analysts	94100	24100	894800	78100
Materials Engineers	87900	34800	925400	85000
Mechanical Engineers	90100	24300	981700	74300

Halliburton Energy Services

Job Title	Halliburton Energy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Network And Computer Systems Administrators	111700	24400	148100	76300
Network And Computer Systems Administrators*	61200	39200	802000	80000
Operations Research Analysts	65800	27800	744300	64200
Product Managers	97400	30000	234000	103600
Project Managers	109400	24800	853100	81800
Purchasing Managers	115600	27200	753300	89200
Sales Engineers	94300	26500	205100	92400
Senior Engineers	79900	37200	240000	92700
Senior Software Engineers	63400	31700	923300	104100
Software Developers, Applications	104400	27600	500000	96900
Software Developers, Systems Softwares	86000	36900	420000	107800
Statisticians	64100	25700	177500	69600

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Johnson Controls

Job Title	Johnson Controls	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	55800	24100	713500	52400
Accountants And Auditors	75700	24800	195900	73300
Application Engineer	52400	32300	854600	83300
Architectural And Engineering Managers	104800	32900	228800	122100
Business Analysts	75600	24100	744800	65800
Business Development Managers	99000	27800	640700	83500
Chemical Engineers	92600	25200	182600	87100
Chemists	65000	24500	142800	60100
Computer And Information Systems Managers	129900	24100	255900	129900
Computer Occupations	104500	25700	176400	93200
Computer Software Engineers, Applications	71400	31400	805200	84900
Computer Software Engineers, Systems Software	73600	30500	144500	88700
Computer Systems Analysts	86600	26100	923300	79200
Cost Estimators	87000	24900	568300	54200
Data Scientists	96700	24600	975200	91600
Database Administrators	83900	24300	864100	71600
Database Developers	90500	26200	147600	76300
Design Engineers	68200	25400	781000	67300
Directors	86200	27100	274200	122800
Electrical Engineers	82100	24400	862900	78900
Electronics Engineers	72700	34100	157000	79800
Electronics Engineers, Except Computers	79500	37900	209900	97000
Engineering Managers	105400	32900	241700	122400
Engineers	61300	27300	631100	73000
Etl Developers	70700	33000	142400	79600
Financial Analysts	57100	26500	852100	78000
General And Operations Managers	149700	24800	780000	110800
Industrial Engineers	75500	27300	159700	74400
It Project Managers	86400	28700	960000	83600
Lead Engineer	88600	27500	174100	72600
Lead Software Engineer	82100	46100	209100	106200
Logisticians	78800	25400	148000	66600
Management Analysts	75200	24100	894800	78100
Manufacturing Engineers	67800	27000	152500	66400
Materials Engineers	74000	34800	925400	85000

Johnson Controls

Job Title	Johnson Controls	Competitors Minimum	Competitors Maximum	Competitors Average
Mechanical Engineers	90000	24300	981700	74300
Network And Computer Systems Administrators	76900	24400	148100	76300
Network And Computer Systems Administrators*	84900	39200	802000	80000
Network Engineers	95500	24500	957700	73900
Principal Software Engineer	87200	40200	209800	118800
Process Engineers	55400	27200	182600	80700
Product Engineer	64900	31800	910000	76700
Product Managers	88400	30000	234000	103600
Program Managers	93000	26200	773300	91700
Project Engineers	69600	25900	936300	68300
Project Managers	64300	24800	853100	81800
Qa Analysts	66500	24300	163500	63300
Quality Assurance Engineers	66900	27400	749100	75600
Quality Engineers	65400	27500	164700	72000
Research Scientists	60200	24500	849700	73300
Sales Engineers	70000	26500	205100	92400
Sales Managers	119000	26000	246200	98500
Senior Engineers	76600	37200	240000	92700
Senior Financial Analysts	68100	31200	170500	81100
Senior Product Managers	90700	43300	241700	119900
Senior Software Engineers	73300	31700	923300	104100
Senior Systems Analysts	88300	28000	952700	75000
Software Developer, Applications	89100	29800	174100	87900
Software Developers	80100	24600	975200	82300
Software Developers, Applications	92900	27600	500000	96900
Software Developers, Systems Softwares	92600	36900	420000	107800
Software Development Engineer	81300	30400	971900	96600
Software Engineers	73200	26900	996000	90000
Software Test Engineers	46200	28700	742100	74100
Sr. Software Engineers	70100	40600	411300	99300
Staff Engineer	73400	26900	174100	96000
Staff Software Engineers	93900	29800	757300	119100
Statisticians	85900	25700	177500	69600
Systems Engineers	79300	28800	883800	76900
Validation Engineers	62000	26000	141700	74000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Schlumberger Technology Corporation

Job Title	Schlumberger Technology Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	98200	32300	854600	83300
Architectural And Engineering Managers	136600	32900	228800	122100
Business Analysts	81100	24100	744800	65800
Business Development Managers	96700	27800	640700	83500
Business Systems Analysts	81100	26800	774000	74200
Chemical Engineers	85900	25200	182600	87100
Chemists	99000	24500	142800	60100
Computer Software Engineers, Systems Software	75700	30500	144500	88700
Computer Systems Analysts	108000	26100	923300	79200
Computer Systems Engineer/Architects	117200	25800	607800	64700
Consultants	71400	25100	971700	69500
Data Engineer	90600	24600	191500	92700
Data Scientists	76900	24600	975200	91600

Schlumberger Technology Corporation

Job Title	Schlumberger Technology Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Devops Engineers	91700	37000	995200	89100
Electrical Engineers	73900	24400	862900	78900
Electronics Engineers, Except Computers	131800	37900	209900	97000
Engineering Managers	142700	32900	241700	122400
Engineers	69700	27300	631100	73000
Financial Analysts	54000	26500	852100	78000
General And Operations Managers	167600	24800	780000	110800
Information Security Analysts	115600	33400	586100	91200
Instructor	58700	24300	416700	52000
Management Analysts	92600	24100	894800	78100
Manufacturing Engineers	69500	27000	152500	66400
Marketing Analysts	77900	24400	141600	50000
Marketing Managers	152200	26000	236000	111900
Materials Engineers	68300	34800	925400	85000
Mechanical Engineers	72000	24300	981700	74300
Operations Managers	112500	25300	733400	74800
Process Engineers	68200	27200	182600	80700
Project Engineers	91700	25900	936300	68300
Project Managers	107300	24800	853100	81800
Quality Engineers	80300	27500	164700	72000
Research Associates	76400	24000	582800	47200
Research Engineers	96900	29600	935300	81800
Research Scientists	84800	24500	849700	73300
Sales Engineers	126700	26500	205100	92400
Sales Managers	112500	26000	246200	98500
Senior Software Engineers	100400	31700	923300	104100
Software Architect	109100	39700	944500	92600
Software Developers	76600	24600	975200	82300
Software Developers, Applications	105200	27600	500000	96900
Software Developers, Systems Softwares	95200	36900	420000	107800
Software Engineers	77300	26900	996000	90000
Software Test Engineers	87000	28700	742100	74100
Solutions Architect	78100	38700	185100	91200
Statisticians	68400	25700	177500	69600
Structural Engineers	89500	27900	140200	66800
Support Engineers	51600	28400	141900	72100
System Administrators	76600	30000	766800	68200
Technical Support Engineer	62800	29300	155100	73800
Test Engineers	67700	27200	760000	73100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Nvidia Corporation

Job Title	Nvidia Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	97100	24800	195900	73300
Application Engineer	103200	32300	854600	83300
Applications Engineers	157000	28500	157700	81300
Architects	123000	25800	926300	72600
Architectural And Engineering Managers	157500	32900	228800	122100
Business Development Managers	169400	27800	640700	83500
Business Systems Analysts	133000	26800	774000	74200
Computer And Information Systems Managers	151000	24100	255900	129900
Computer Programmers	104900	24600	786500	61500

Nvidia Corporation

Job Title	Nvidia Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Software Engineer, Applications	91000	37600	155100	83200
Computer Software Engineers	77900	25900	154300	73000
Computer Software Engineers, Applications	89600	31400	805200	84900
Computer Software Engineers, Systems Software	96500	30500	144500	88700
Computer Systems Analysts	111700	26100	923300	79200
Computer Systems Engineer/Architects	55300	25800	607800	64700
Data Analysts	103500	25000	165000	69100
Data Scientists	127900	24600	975200	91600
Database Administrators	81500	24300	864100	71600
Design Engineers	140100	25400	781000	67300
Devops Engineers	111600	37000	995200	89100
Electrical Engineers	84300	24400	862900	78900
Electronics Engineers	91300	34100	157000	79800
Electronics Engineers, Except Computers	111100	37900	209900	97000
Engineering Managers	132100	32900	241700	122400
Engineers	140600	27300	631100	73000
Etl Developers	109700	33000	142400	79600
Financial Analysts	85400	26500	852100	78000
Financial Managers	100900	25000	686400	116500
General And Operations Managers	152900	24800	780000	110800
Graphic Designers	57500	24000	584300	42900
Hardware Engineers	117000	34100	181700	95700
Industrial Designers	84300	24300	129500	48800
Industrial Engineers	94300	27300	159700	74400
Information Security Analysts	136400	33400	586100	91200
It Project Managers	122200	28700	960000	83600
Logisticians	76000	25400	148000	66600
Management Analysts	101500	24100	894800	78100
Market Research Analysts	83800	24300	480200	47800
Market Research Analysts And Marketing Specialists	129900	25000	176000	55800
Marketing Managers	146000	26000	236000	111900
Materials Engineers	130000	34800	925400	85000
Mechanical Engineers	126200	24300	981700	74300
Network And Computer Systems Administrators	99600	24400	148100	76300
Network And Computer Systems Administrators*	108400	39200	802000	80000
Network Engineers	116100	24500	957700	73900
Operations Research Analysts	55800	27800	744300	64200
Product Engineer	124400	31800	910000	76700
Product Managers	136800	30000	234000	103600
Program Managers	131400	26200	773300	91700
Qa Engineers	124600	25700	163500	73700
Quality Engineers	140000	27500	164700	72000
Research Scientists	118900	24500	849700	73300
Sales Engineers	132800	26500	205100	92400
Sales Managers	121000	26000	246200	98500
Senior Engineers	117800	37200	240000	92700
Senior Product Managers	159600	43300	241700	119900
Senior Software Engineers	120100	31700	923300	104100
Software Developer, Systems Software	98500	40500	174700	94900
Software Developers, Applications	126200	27600	500000	96900
Software Developers, Systems Softwares	118300	36900	420000	107800
Software Engineers	125600	26900	996000	90000
Software Qa Engineers	118100	31200	433300	80600
Software Quality Assurance Engineers	117200	25100	477800	69800
Solutions Architect	122000	38700	185100	91200

Nvidia Corporation

Job Title	Nvidia Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Sr. Software Engineers	122400	40600	411300	99300
Statisticians	89600	25700	177500	69600
Systems Administrators	113300	26400	780000	66300
Systems Analysts	136300	25300	777400	65900
Systems Engineers	152500	28800	883800	76900
Technical Program Manager	153100	34900	228700	111900
Technical Project Manager	122100	26900	199100	89700
Test Engineers	125300	27200	760000	73100
Validation Engineers	115300	26000	141700	74000
Web Developers	111600	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ford Motor Company

Job Title	Ford Motor Company	Competitors Minimum	Competitors Maximum	Competitors Average
Application Developers	78800	30400	704600	77000
Architectural And Engineering Managers	108400	32900	228800	122100
Chemical Engineers	85600	25200	182600	87100
Computer Occupations	83800	25700	176400	93200
Computer Software Engineers, Applications	81000	31400	805200	84900
Computer Software Engineers, Systems Software	92300	30500	144500	88700
Computer Systems Analysts	91400	26100	923300	79200
Data Analysts	70800	25000	165000	69100
Data Scientists	69400	24600	975200	91600
Database Administrators	99100	24300	864100	71600
Designers	82200	24300	532600	57200
Devops Engineers	65000	37000	995200	89100
Electrical Engineers	81400	24400	862900	78900
Electronics Engineers, Except Computers	79100	37900	209900	97000
Engineers	79500	27300	631100	73000
Industrial Engineers	86300	27300	159700	74400
Java Developers	103800	25700	970900	78300
Lead Software Engineer	96500	46100	209100	106200
Materials Engineers	78600	34800	925400	85000
Mechanical Engineers	86900	24300	981700	74300
Operations Research Analysts	77900	27800	744300	64200
Product Engineer	74600	31800	910000	76700
Product Managers	113200	30000	234000	103600
Quantitative Analysts	52000	27200	170500	79700
Research Analysts	63700	24300	687700	66600
Research Engineers	81300	29600	935300	81800
Research Scientists	93500	24500	849700	73300
Software Developers	79900	24600	975200	82300
Software Developers, Applications	83300	27600	500000	96900
Software Developers, Systems Softwares	87100	36900	420000	107800
Software Development Engineer	75500	30400	971900	96600
Software Engineers	78500	26900	996000	90000
Software Quality Assurance Engineers	97800	25100	477800	69800

Ford Motor Company

Job Title	Ford Motor Company	Competitors Minimum	Competitors Maximum	Competitors Average
Sr. Software Engineers	97400	40600	411300	99300
Statisticians	49100	25700	177500	69600
Technical Program Manager	77700	34900	228700	111900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Symantec Corporation

Job Title	Symantec Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	87100	24800	195900	73300
Associate Software Engineer	72400	26500	534000	71100
Business Analysts	58200	24100	744800	65800
Computer And Information Systems Managers	136800	24100	255900	129900
Computer Occupations	82400	25700	176400	93200
Computer Software Engineer, Applications	85300	37600	155100	83200
Computer Software Engineers, Applications	96800	31400	805200	84900
Computer Software Engineers, Systems Software	95700	30500	144500	88700
Computer System Analysts	116100	26800	572800	65200
Computer Systems Analysts	96900	26100	923300	79200
Data Scientists	74800	24600	975200	91600
Database Administrators	109400	24300	864100	71600
Devops Engineers	80300	37000	995200	89100
Electrical Engineers	129600	24400	862900	78900
Engineering Managers	105900	32900	241700	122400
Financial Analysts	101600	26500	852100	78000
Financial Managers	119700	25000	686400	116500
General And Operations Managers	111500	24800	780000	110800
Graphic Designers	70200	24000	584300	42900
Hardware Engineers	78500	34100	181700	95700
Information Security Analysts	95000	33400	586100	91200
It Project Managers	109700	28700	960000	83600
Market Research Analysts	77400	24300	480200	47800
Marketing Managers	132000	26000	236000	111900
Network And Computer Systems Administrators	93800	24400	148100	76300
Network Engineers	120000	24500	957700	73900
Operations Research Analysts	56300	27800	744300	64200
Oracle Database Administrators	95500	28900	140100	70000
Principal Consultant	101600	42000	167600	92700
Principal Software Engineer	116900	40200	209800	118800
Product Managers	109900	30000	234000	103600
Program Managers	90500	26200	773300	91700
Sales Engineers	103500	26500	205100	92400
Sales Managers	103100	26000	246200	98500
Senior Business Analysts	87500	32400	788100	82700
Senior Consultants	95400	25700	787700	79100
Senior Financial Analysts	76000	31200	170500	81100
Senior Product Managers	126200	43300	241700	119900
Senior Software Engineers	98600	31700	923300	104100
Software Developer, Applications	102400	29800	174100	87900
Software Developers, Applications	102700	27600	500000	96900
Software Developers, Systems Softwares	110200	36900	420000	107800
Software Development Engineer	113500	30400	971900	96600
Software Development Engineer In Test	88300	35900	862900	83500
Software Engineers	87900	26900	996000	90000

Symantec Corporation

Job Title	Symantec Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Software Qa Engineers	89900	31200	433300	80600
Software Quality Assurance Engineers	74600	25100	477800	69800
Software Test Engineers	58300	28700	742100	74100
Sr. Software Engineers	100000	40600	411300	99300
Staff Software Engineers	97900	29800	757300	119100
Statisticians	79700	25700	177500	69600
Technical Project Manager	127800	26900	199100	89700
Technical Support Engineer	74500	29300	155100	73800
Web Developers	87400	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Linkedin Corporation

Job Title	Linkedin Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	87100	24800	195900	73300
Analysts	132800	24600	744100	66500
Business Analysts	63100	24100	744800	65800
Business Development Managers	106900	27800	640700	83500
Business Intelligence Analysts	71400	28700	157000	70400
Business Systems Analysts	73200	26800	774000	74200
Computer And Information Systems Managers	156700	24100	255900	129900
Computer Occupations	98100	25700	176400	93200
Computer Software Engineers, Applications	103800	31400	805200	84900
Computer Systems Analysts	97800	26100	923300	79200
Data Analysts	79000	25000	165000	69100
Data Engineer	144100	24600	191500	92700
Data Scientists	111200	24600	975200	91600
Database Administrators	108500	24300	864100	71600
Engineering Managers	164900	32900	241700	122400
Financial Analysts	81600	26500	852100	78000
Financial Managers	156700	25000	686400	116500
General And Operations Managers	110700	24800	780000	110800
Graphic Designers	60600	24000	584300	42900
Human Resources Specialists	58300	26000	130700	52600
Information Security Analysts	113800	33400	586100	91200
Lawyers	245900	38100	249300	109000
Management Analysts	89500	24100	894800	78100
Market Research Analysts	80200	24300	480200	47800
Market Research Analysts And Marketing Specialists	36300	25000	176000	55800
Marketing Managers	136200	26000	236000	111900
Network And Computer Systems Administrators	101500	24400	148100	76300
Network And Computer Systems Administrators*	98500	39200	802000	80000
Network Engineers	93300	24500	957700	73900
Operations Research Analysts	61700	27800	744300	64200
Principal Software Engineer	99600	40200	209800	118800
Product Managers	113300	30000	234000	103600
Program Managers	94100	26200	773300	91700
Qa Engineers	74400	25700	163500	73700
Quality Assurance Engineers	66100	27400	749100	75600
Research Associates	68300	24000	582800	47200
Sales Engineers	89000	26500	205100	92400
Sales Managers	91700	26000	246200	98500
Senior Engineers	109800	37200	240000	92700
Senior Financial Analysts	135000	31200	170500	81100

Linkedin Corporation

Job Title	Linkedin Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Product Managers	144600	43300	241700	119900
Senior Software Engineers	133400	31700	923300	104100
Senior Systems Engineers	134700	37800	174100	92800
Software Developer, Applications	120300	29800	174100	87900
Software Developers, Applications	116000	27600	500000	96900
Software Developers, Systems Softwares	123500	36900	420000	107800
Software Development Engineer In Test	78600	35900	862900	83500
Software Engineers	109700	26900	996000	90000
Software Qa Engineers	82900	31200	433300	80600
Sr. Software Engineers	131600	40600	411300	99300
Staff Engineer	142900	26900	174100	96000
Staff Software Engineers	152300	29800	757300	119100
Statisticians	84500	25700	177500	69600
Systems Engineers	96000	28800	883800	76900
Technical Program Manager	94100	34900	228700	111900
Technical Project Manager	74100	26900	199100	89700
Test Engineers	84500	27200	760000	73100
Web Developers	96200	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

American Airlines

Job Title	American Airlines	Competitors Minimum	Competitors Maximum	Competitors Average
.Net Developers	87900	29900	153200	76500
Accountants	41700	24100	713500	52400
Accountants And Auditors	67400	24800	195900	73300
Analysts	52400	24600	744100	66500
Computer And Information Systems Managers	110100	24100	255900	129900
Computer Occupations	95100	25700	176400	93200
Computer Programmers	101300	24600	786500	61500
Computer Software Engineers, Applications	75700	31400	805200	84900
Computer Software Engineers, Systems Software	81400	30500	144500	88700
Computer Systems Analysts	87700	26100	923300	79200
Database Administrators	80200	24300	864100	71600
Electronics Engineers, Except Computers	67900	37900	209900	97000
Engineers	84200	27300	631100	73000
Financial Analysts	58800	26500	852100	78000
Financial Managers	116200	25000	686400	116500
General And Operations Managers	108400	24800	780000	110800
Information Security Analysts	102700	33400	586100	91200
Logisticians	64800	25400	148000	66600
Management Analysts	65900	24100	894800	78100
Market Research Analysts And Marketing Specialists	69000	25000	176000	55800
Marketing Managers	97100	26000	236000	111900
Network And Computer Systems Administrators	79700	24400	148100	76300
Operations Research Analysts	54200	27800	744300	64200
Programmer Analysts	67900	24400	918500	61600
Qa Analysts	57000	24300	163500	63300
Qa Engineers	51600	25700	163500	73700
Quality Assurance Analysts	64600	25100	662200	64300
Quality Assurance Engineers	78700	27400	749100	75600
Sales Managers	80900	26000	246200	98500

American Airlines

Job Title	American Airlines	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Analysts	64500	30800	807000	75200
Senior Engineers	58400	37200	240000	92700
Senior Financial Analysts	63000	31200	170500	81100
Senior Programmer Analysts	82500	35800	822200	78100
Software Developers	66500	24600	975200	82300
Software Developers, Applications	101500	27600	500000	96900
Software Developers, Systems Softwares	108900	36900	420000	107800
Sr. Programmer Analysts	67300	30900	893100	78200
Sr. Software Developers	81700	37800	169000	91800
Statisticians	62200	25700	177500	69600

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Amgen

Job Title	Amgen	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	57100	24100	713500	52400
Accountants And Auditors	73000	24800	195900	73300
Architectural And Engineering Managers	128800	32900	228800	122100
Associates	51600	24400	744200	85200
Chemical Engineers	98200	25200	182600	87100
Chemists	69700	24500	142800	60100
Computer And Information Systems Managers	104500	24100	255900	129900
Computer Occupations	127200	25700	176400	93200
Computer Programmers	68300	24600	786500	61500
Computer Software Engineers, Applications	73500	31400	805200	84900
Computer Systems Analysts	88800	26100	923300	79200
Data Analysts	62400	25000	165000	69100
Data Engineer	73100	24600	191500	92700
Data Scientists	83700	24600	975200	91600
Database Administrators	87700	24300	864100	71600
Economists	88200	24500	169900	86900
Engineering Managers	94600	32900	241700	122400
Engineers	70300	27300	631100	73000
Financial Analysts	68000	26500	852100	78000
Financial Managers	103500	25000	686400	116500
General And Operations Managers	89500	24800	780000	110800
Industrial Engineers	83800	27300	159700	74400
Logisticians	85900	25400	148000	66600
Management Analysts	89700	24100	894800	78100
Managers	80800	24500	992000	96000
Market Research Analysts	54100	24300	480200	47800
Marketing Managers	108800	26000	236000	111900
Materials Engineers	98900	34800	925400	85000
Network And Computer Systems Administrators	87900	24400	148100	76300
Network And Computer Systems Administrators*	81500	39200	802000	80000
Operations Managers	89500	25300	733400	74800
Operations Research Analysts	63400	27800	744300	64200
Postdoctoral Fellows	59200	24600	437800	41700
Process Engineers	86200	27200	182600	80700
Product Managers	86700	30000	234000	103600
Project Managers	87000	24800	853100	81800
Quality Engineers	72600	27500	164700	72000
Research Associates	64800	24000	582800	47200
Sales Managers	114900	26000	246200	98500

Amgen

Job Title	Amgen	Competitors Minimum	Competitors Maximum	Competitors Average
Scientists	79400	25700	487600	71500
Senior Associates	64200	30100	786700	77500
Senior Engineers	89000	37200	240000	92700
Senior Manager	101800	42300	259800	112500
Software Developers, Applications	92100	27600	500000	96900
Software Developers, Systems Softwares	109300	36900	420000	107800
Software Engineers	89500	26900	996000	90000
Statisticians	71000	25700	177500	69600
Systems Analysts	72000	25300	777400	65900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Staples

Job Title	Staples	Competitors Minimum	Competitors Maximum	Competitors Average
.Net Developers	54100	29900	153200	76500
Accountants And Auditors	76300	24800	195900	73300
Application Developers	85600	30400	704600	77000
Business Analysts	55900	24100	744800	65800
Business Intelligence Analysts	61800	28700	157000	70400
Computer And Information Systems Managers	158900	24100	255900	129900
Computer Occupations	101500	25700	176400	93200
Computer Software Engineers	95900	25900	154300	73000
Computer Systems Analysts	94500	26100	923300	79200
Computer Systems Engineers	72100	25400	811100	62500
Database Administrators	100300	24300	864100	71600
Developers	74200	28800	174100	69900
Engineering Managers	158200	32900	241700	122400
Financial Analysts	57300	26500	852100	78000
Financial Managers	97900	25000	686400	116500
Industrial Engineers	101700	27300	159700	74400
Information Security Analysts	116300	33400	586100	91200
Java Developers	66100	25700	970900	78300
Management Analysts	96100	24100	894800	78100
Market Research Analysts And Marketing Specialists	64300	25000	176000	55800
Marketing Analysts	58400	24400	141600	50000
Marketing Managers	124700	26000	236000	111900
Network And Computer Systems Administrators	87000	24400	148100	76300
Network And Computer Systems Administrators*	88000	39200	802000	80000
Operations Research Analysts	68800	27800	744300	64200
Principal Software Engineer	104500	40200	209800	118800
Product Managers	147200	30000	234000	103600
Program Managers	79900	26200	773300	91700
Programmer Analysts	63600	24400	918500	61600
Project Managers	78100	24800	853100	81800
Qa Analysts	58300	24300	163500	63300
Quality Analysts	93200	27600	630500	63400
Sales Managers	195300	26000	246200	98500
Senior Analysts	57500	30800	807000	75200
Senior Business Analysts	70900	32400	788100	82700
Senior Developer	90600	34700	195200	93300
Senior Financial Analysts	72700	31200	170500	81100
Senior Programmer Analysts	74800	35800	822200	78100
Senior Software Developers	77000	30400	483700	91500
Senior Software Engineers	90500	31700	923300	104100

Staples

Job Title	Staples	Competitors Minimum	Competitors Maximum	Competitors Average
Software Architect	117700	39700	944500	92600
Software Developers, Applications	106000	27600	500000	96900
Software Developers, Systems Softwares	117900	36900	420000	107800
Software Engineers	79000	26900	996000	90000
Sr. Programmer Analysts	78500	30900	893100	78200
Sr. Software Engineers	95000	40600	411300	99300
Statisticians	67700	25700	177500	69600

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

The Mathworks

Job Title	The Mathworks	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	79300	32300	854600	83300
Applications Engineers	96200	28500	157700	81300
Computer And Information Systems Managers	110000	24100	255900	129900
Computer Occupations	74200	25700	176400	93200
Computer Software Engineer, Applications	87200	37600	155100	83200
Computer Software Engineers	96700	25900	154300	73000
Computer Software Engineers, Applications	91000	31400	805200	84900
Computer Software Engineers, Systems Software	94600	30500	144500	88700
Computer Systems Analysts	82200	26100	923300	79200
Developers	99200	28800	174100	69900
Electrical Engineers	117800	24400	862900	78900
Engineering Managers	79000	32900	241700	122400
Engineers	79700	27300	631100	73000
Java Developers	74200	25700	970900	78300
Market Research Analysts And Marketing Specialists	81100	25000	176000	55800
Marketing Managers	113200	26000	236000	111900
Marketing Specialists	61000	24800	947500	50400
Mechanical Engineers	89100	24300	981700	74300
Network And Computer Systems Administrators	76500	24400	148100	76300
Principal Software Engineer	122800	40200	209800	118800
Program Managers	79000	26200	773300	91700
Programmer/Analysts	100600	26300	680000	63900
Public Relations Specialists	101000	24700	683400	46700
Quality Engineers	86200	27500	164700	72000
Sales Engineers	94400	26500	205100	92400
Salesforce Developers	85400	28300	806000	87700
Senior Java Developers	84500	40500	167400	92600
Senior Software Developers	99000	30400	483700	91500
Senior Software Engineers	103900	31700	923300	104100
Senior Technical Consultant	90200	37300	983200	88100
Software Developer, Applications	86800	29800	174100	87900
Software Developers	79800	24600	975200	82300
Software Developers, Applications	91700	27600	500000	96900
Software Developers, Systems Softwares	93600	36900	420000	107800
Software Engineers	88500	26900	996000	90000

The Mathworks

Job Title	The Mathworks	Competitors Minimum	Competitors Maximum	Competitors Average
Statisticians	85400	25700	177500	69600
Technical Consultants	85700	30700	174100	77200
Web Developers	77400	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Abbott Laboratories

Job Title	Abbott Laboratories	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	89500	24100	713500	52400
Accountants And Auditors	85300	24800	195900	73300
Application Architects	139400	43100	169000	88800
Architectural And Engineering Managers	103100	32900	228800	122100
Business Analysts	73200	24100	744800	65800
Business Systems Analysts	44600	26800	774000	74200
Chemical Engineers	74800	25200	182600	87100
Chemists	64200	24500	142800	60100
Computer And Information Systems Managers	125200	24100	255900	129900
Computer Occupations	88500	25700	176400	93200
Computer Software Engineers	94200	25900	154300	73000
Computer Software Engineers, Applications	94100	31400	805200	84900
Computer Software Engineers, Systems Software	73200	30500	144500	88700
Computer Systems Analysts	82600	26100	923300	79200
Data Analysts	66700	25000	165000	69100
Data Engineer	80800	24600	191500	92700
Data Scientists	66800	24600	975200	91600
Database Administrators	75000	24300	864100	71600
Devops Engineers	78700	37000	995200	89100
Electrical Engineers	104400	24400	862900	78900
Electronics Engineers, Except Computers	95000	37900	209900	97000
Engineering Managers	122000	32900	241700	122400
Engineers	70300	27300	631100	73000
Financial Analysts	66100	26500	852100	78000
Financial Managers	146900	25000	686400	116500
Industrial Engineers	78700	27300	159700	74400
Information Security Analysts	87400	33400	586100	91200
It Project Managers	109500	28700	960000	83600
Lead Software Engineer	126100	46100	209100	106200
Managers	94400	24500	992000	96000
Manufacturing Engineers	76400	27000	152500	66400
Market Research Analysts	71300	24300	480200	47800
Marketing Managers	110300	26000	236000	111900
Materials Engineers	62500	34800	925400	85000
Mechanical Engineers	79800	24300	981700	74300
Network And Computer Systems Administrators	70000	24400	148100	76300
Principal Software Engineer	104400	40200	209800	118800
Process Engineers	73900	27200	182600	80700
Program Managers	102400	26200	773300	91700
Project Managers	96900	24800	853100	81800
Public Relations Specialists	79900	24700	683400	46700
Quality Assurance Engineers	67900	27400	749100	75600
Quality Engineers	76500	27500	164700	72000
Research Associates	73800	24000	582800	47200
Research Scientists	59100	24500	849700	73300
Sales Engineers	76700	26500	205100	92400

Abbott Laboratories

Job Title	Abbott Laboratories	Competitors Minimum	Competitors Maximum	Competitors Average
Scientists	71300	25700	487600	71500
Senior Business Analysts	96800	32400	788100	82700
Senior Developer	83600	34700	195200	93300
Senior Engineers	80100	37200	240000	92700
Senior Financial Analysts	76700	31200	170500	81100
Senior Product Managers	136600	43300	241700	119900
Senior Software Engineers	91400	31700	923300	104100
Senior Systems Analysts	69100	28000	952700	75000
Software Developers, Applications	86900	27600	500000	96900
Software Developers, Systems Softwares	135000	36900	420000	107800
Software Engineers	69200	26900	996000	90000
Sr. Software Engineers	109800	40600	411300	99300
Statisticians	71100	25700	177500	69600
System Engineers	69900	29000	149200	70300
Systems Engineers	84300	28800	883800	76900
Validation Engineers	67000	26000	141700	74000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Monsanto Company

Job Title	Monsanto Company	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	51400	24100	713500	52400
Accountants And Auditors	71100	24800	195900	73300
Application Developers	71800	30400	704600	77000
Application Engineer	89600	32300	854600	83300
Architectural And Engineering Managers	84100	32900	228800	122100
Budget Analysts	63000	24200	180500	56900
Business Analysts	65300	24100	744800	65800
Chemical Engineers	92800	25200	182600	87100
Chemists	60700	24500	142800	60100
Computer And Information Systems Managers	104500	24100	255900	129900
Computer Occupations	75300	25700	176400	93200
Computer Software Engineers, Applications	81900	31400	805200	84900
Computer Software Engineers, Systems Software	87800	30500	144500	88700
Computer Systems Analysts	75900	26100	923300	79200
Cost Estimators	54300	24900	568300	54200
Credit Analysts	66800	24400	153800	64100
Data Engineer	86700	24600	191500	92700
Data Scientists	78200	24600	975200	91600
Database Administrators	86900	24300	864100	71600
Database Developers	63300	26200	147600	76300
Economists	92500	24500	169900	86900
Electrical Engineers	69300	24400	862900	78900
Electronics Engineers, Except Computers	74700	37900	209900	97000
Financial Analysts	84600	26500	852100	78000
Financial Managers	108800	25000	686400	116500
Industrial Engineers	79700	27300	159700	74400
Information Security Analysts	101500	33400	586100	91200
Java Developers	61500	25700	970900	78300
Logisticians	80000	25400	148000	66600
Management Analysts	90100	24100	894800	78100
Managers	158200	24500	992000	96000
Market Research Analysts	45800	24300	480200	47800
Marketing Managers	106900	26000	236000	111900

Monsanto Company

Job Title	Monsanto Company	Competitors Minimum	Competitors Maximum	Competitors Average
Materials Engineers	114400	34800	925400	85000
Mechanical Engineers	73500	24300	981700	74300
Network And Computer Systems Administrators	69700	24400	148100	76300
Network And Computer Systems Administrators*	60700	39200	802000	80000
Operations Research Analysts	54000	27800	744300	64200
Oracle Database Administrators	87000	28900	140100	70000
Postdoctoral Researcher	39400	24300	528400	41500
Process Engineers	64500	27200	182600	80700
Product Managers	98600	30000	234000	103600
Project Lead	82300	30300	195200	77100
Project Managers	64700	24800	853100	81800
Research Assistants	40300	24000	225900	37600
Research Associates	53100	24000	582800	47200
Research Scientists	56400	24500	849700	73300
Scientists	66700	25700	487600	71500
Senior Application Developers	85200	36300	894800	86200
Senior Business Analysts	82200	32400	788100	82700
Senior Developer	83500	34700	195200	93300
Senior Financial Analysts	77500	31200	170500	81100
Senior Java Developers	89300	40500	167400	92600
Senior Software Developers	113100	30400	483700	91500
Senior Software Engineers	108900	31700	923300	104100
Software Developers	93100	24600	975200	82300
Software Developers, Applications	91400	27600	500000	96900
Software Developers, Systems Softwares	74900	36900	420000	107800
Software Engineers	63300	26900	996000	90000
Solutions Architect	89600	38700	185100	91200
Staff Accountants	42500	24500	617300	51300
Statisticians	68100	25700	177500	69600
Technical Lead	99600	35200	558700	80600
Technical Project Manager	88100	26900	199100	89700
Test Engineers	79400	27200	760000	73100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Honeywell International

Job Title	Honeywell International	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	80700	24800	195900	73300
Application Engineer	80900	32300	854600	83300
Architectural And Engineering Managers	104300	32900	228800	122100
Business Intelligence Analysts	73900	28700	157000	70400
Business Systems Analysts	76400	26800	774000	74200
Chemical Engineers	86800	25200	182600	87100
Computer And Information Systems Managers	122400	24100	255900	129900
Computer Occupations	94200	25700	176400	93200
Computer Software Engineers	103000	25900	154300	73000
Computer Software Engineers, Applications	89000	31400	805200	84900
Computer Software Engineers, Systems Software	89600	30500	144500	88700
Computer Systems Analysts	89400	26100	923300	79200
Consultants	76800	25100	971700	69500
Cost Estimators	74800	24900	568300	54200
Data Analysts	78600	25000	165000	69100
Data Engineer	106900	24600	191500	92700

Honeywell International

Job Title	Honeywell International	Competitors Minimum	Competitors Maximum	Competitors Average
Data Scientists	85400	24600	975200	91600
Design Engineers	68600	25400	781000	67300
Devops Engineers	104300	37000	995200	89100
Electrical Engineers	101200	24400	862900	78900
Electronics Engineers, Except Computers	94900	37900	209900	97000
Engineering Managers	101400	32900	241700	122400
Engineers	84100	27300	631100	73000
Financial Analysts	53700	26500	852100	78000
General And Operations Managers	193700	24800	780000	110800
Industrial Engineers	90900	27300	159700	74400
Information Security Analysts	97000	33400	586100	91200
Lawyers	122200	38100	249300	109000
Lead Engineer	112100	27500	174100	72600
Logisticians	76000	25400	148000	66600
Management Analysts	131000	24100	894800	78100
Manufacturing Engineers	65800	27000	152500	66400
Market Research Analysts And Marketing Specialists	103500	25000	176000	55800
Marketing Managers	138700	26000	236000	111900
Marketing Specialists	56200	24800	947500	50400
Materials Engineers	101700	34800	925400	85000
Mechanical Engineers	85800	24300	981700	74300
Network And Computer Systems Administrators	80900	24400	148100	76300
Principal Software Engineer	122200	40200	209800	118800
Product Engineer	81200	31800	910000	76700
Program Managers	90900	26200	773300	91700
Project Engineers	87300	25900	936300	68300
Project Managers	103700	24800	853100	81800
Public Relations Specialists	70200	24700	683400	46700
Quality Engineers	74700	27500	164700	72000
Research Scientists	91200	24500	849700	73300
Sales Engineers	99800	26500	205100	92400
Senior Engineers	86900	37200	240000	92700
Senior Financial Analysts	75400	31200	170500	81100
Senior Product Managers	116300	43300	241700	119900
Senior Software Developers	105300	30400	483700	91500
Senior Software Engineers	95800	31700	923300	104100
Senior Systems Engineers	74700	37800	174100	92800
Software Developers	84200	24600	975200	82300
Software Developers, Applications	94600	27600	500000	96900
Software Developers, Systems Softwares	107000	36900	420000	107800
Software Development Engineer	102900	30400	971900	96600
Software Development Engineer In Test	76300	35900	862900	83500
Software Engineers	84900	26900	996000	90000
Sr. Software Developers	113700	37800	169000	91800
Sr. Software Engineers	101800	40600	411300	99300
Statisticians	95400	25700	177500	69600
Systems Engineers	79900	28800	883800	76900
Technical Program Manager	98500	34900	228700	111900
Test Engineers	85800	27200	760000	73100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Abbvie

Job Title	Abbvie	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	69200	24800	195900	73300
Chemical Engineers	99900	25200	182600	87100
Chemists	78500	24500	142800	60100
Computer And Information Systems Managers	114500	24100	255900	129900
Computer Occupations	83300	25700	176400	93200
Computer Systems Analysts	97000	26100	923300	79200
Data Engineer	110000	24600	191500	92700
Database Administrators	92900	24300	864100	71600
Economists	73500	24500	169900	86900
Financial Managers	94600	25000	686400	116500
Human Resources Specialists	47200	26000	130700	52600
Industrial Engineers	76700	27300	159700	74400
It Project Managers	97500	28700	960000	83600
Managers	108200	24500	992000	96000
Market Research Analysts And Marketing Specialists	52200	25000	176000	55800
Marketing Managers	131000	26000	236000	111900
Mechanical Engineers	71800	24300	981700	74300
Network And Computer Systems Administrators	60200	24400	148100	76300
Postdoctoral Fellows	64100	24600	437800	41700
Research Scientists	65500	24500	849700	73300
Scientists	74300	25700	487600	71500
Senior Financial Analysts	60200	31200	170500	81100
Senior Product Managers	88200	43300	241700	119900
Senior Software Engineers	113700	31700	923300	104100
Senior Systems Analysts	68800	28000	952700	75000
Software Developers	66800	24600	975200	82300
Software Developers, Applications	87600	27600	500000	96900
Software Developers, Systems Softwares	130500	36900	420000	107800
Software Engineers	82300	26900	996000	90000
Solution Architect	85100	33200	195300	95700
Statisticians	77900	25700	177500	69600
Systems Analysts	56600	25300	777400	65900
Validation Engineers	76900	26000	141700	74000
Web Developers	84000	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Cisco Systems

Job Title	Cisco Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	78400	24100	713500	52400
Accountants And Auditors	88600	24800	195900	73300
Analysts	105600	24600	744100	66500
Applications Consultant	104500	39300	165800	91500
Applications Engineers	119500	28500	157700	81300
Architects	109900	25800	926300	72600
Architectural And Engineering Managers	139000	32900	228800	122100
Budget Analysts	91600	24200	180500	56900
Business Analysts	91300	24100	744800	65800
Business Development Managers	138000	27800	640700	83500
Business Intelligence Analysts	94500	28700	157000	70400
Business Systems Analysts	101600	26800	774000	74200
Computer And Information Systems Managers	126600	24100	255900	129900
Computer Occupations	117200	25700	176400	93200

Cisco Systems

Job Title	Cisco Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Software Engineer, Applications	100800	37600	155100	83200
Computer Software Engineers	92400	25900	154300	73000
Computer Software Engineers, Applications	101100	31400	805200	84900
Computer Software Engineers, Systems Software	99600	30500	144500	88700
Computer Systems Analysts	102400	26100	923300	79200
Consultants	122900	25100	971700	69500
Cost Estimators	74800	24900	568300	54200
Data Analysts	91000	25000	165000	69100
Data Engineer	141700	24600	191500	92700
Data Scientists	129500	24600	975200	91600
Database Administrators	108600	24300	864100	71600
Electrical Engineers	100000	24400	862900	78900
Electronics Engineers	88600	34100	157000	79800
Electronics Engineers, Except Computers	111700	37900	209900	97000
Engineering Managers	139000	32900	241700	122400
Engineers	120400	27300	631100	73000
Financial Analysts	91200	26500	852100	78000
Financial Managers	121200	25000	686400	116500
General And Operations Managers	100600	24800	780000	110800
Hardware Engineers	104100	34100	181700	95700
Industrial Engineers	91200	27300	159700	74400
Information Security Analysts	107600	33400	586100	91200
Information Technology Project Managers	100900	27600	180400	85400
It Project Managers	104200	28700	960000	83600
Logisticians	85300	25400	148000	66600
Management Analysts	100400	24100	894800	78100
Manufacturing Engineers	99000	27000	152500	66400
Market Research Analysts	104600	24300	480200	47800
Market Research Analysts And Marketing Specialists	87300	25000	176000	55800
Marketing Analysts	88500	24400	141600	50000
Marketing Managers	125000	26000	236000	111900
Marketing Specialists	75100	24800	947500	50400
Materials Engineers	88800	34800	925400	85000
Mechanical Engineers	108000	24300	981700	74300
Member Of Technical Staff	143000	25700	191500	112800
Network And Computer Systems Administrators	85700	24400	148100	76300
Network And Computer Systems Administrators*	86800	39200	802000	80000
Network Engineers	106700	24500	957700	73900
Operations Managers	131000	25300	733400	74800
Operations Research Analysts	70700	27800	744300	64200
Product Engineer	100000	31800	910000	76700
Product Managers	122400	30000	234000	103600
Program Managers	109400	26200	773300	91700
Project Managers	111100	24800	853100	81800
Quality Engineers	114300	27500	164700	72000
Research Engineers	111000	29600	935300	81800
Sales Engineers	109900	26500	205100	92400
Sales Managers	127700	26000	246200	98500
Senior Consultants	88300	25700	787700	79100
Senior Engineers	123200	37200	240000	92700
Senior Software Engineers	133300	31700	923300	104100
Software Architect	117000	39700	944500	92600
Software Developer, Systems Software	101600	40500	174700	94900
Software Developers, Applications	113600	27600	500000	96900
Software Developers, Systems Softwares	113200	36900	420000	107800
Software Engineers	111200	26900	996000	90000

Cisco Systems

Job Title	Cisco Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Software Quality Assurance Engineers	87700	25100	477800	69800
Solutions Architect	118200	38700	185100	91200
Staff Engineer	126000	26900	174100	96000
Statisticians	88200	25700	177500	69600
System Administrators	135000	30000	766800	68200
Systems Administrators	106600	26400	780000	66300
Systems Engineers	110400	28800	883800	76900
Technical Analyst	71400	27500	151300	69700
Technical Lead	153300	35200	558700	80600
Technical Support Engineer	113600	29300	155100	73800
Test Engineers	97000	27200	760000	73100
Web Developers	69400	26000	678900	61200

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Infosys

Job Title	Infosys	Competitors Minimum	Competitors Maximum	Competitors Average
Analysts	58200	24600	744100	66500
Architects	83800	25800	926300	72600
Associate Consultant - Us	58500	31600	79200	58500
Business Analysts	70800	24100	744800	65800
Business Development Managers	91600	27800	640700	83500
Computer And Information Systems Managers	126300	24100	255900	129900
Computer Occupations	93100	25700	176400	93200
Computer Programmers	47000	24600	786500	61500
Computer Systems Analysts	84800	26100	923300	79200
Consultant - Us	74600	38300	102900	74600
Consultant - Us - Practitioner	76500	48600	99200	76500
Consultants	80400	25100	971700	69500
Data Scientists	110800	24600	975200	91600
Design Engineers	54200	25400	781000	67300
Developers	53700	28800	174100	69900
Engineering Managers	80000	32900	241700	122400
Engineers	46900	27300	631100	73000
Lead Consultant - Us	90800	56100	122400	90800
Lead Consultants	101600	38500	141900	85200
Managers	93600	24500	992000	96000
Marketing Managers	173400	26000	236000	111900
Principal Consultant	95400	42000	167600	92700
Product Managers	106800	30000	234000	103600
Program Managers	96400	26200	773300	91700
Programmer Analysts	51200	24400	918500	61600
Programmers	51200	25600	950000	60900
Project Lead	83200	30300	195200	77100
Project Manager - Us	88900	48200	122400	88900
Project Managers	77100	24800	853100	81800
Research Associates	83900	24000	582800	47200
Sales Engineers	117500	26500	205100	92400
Sales Managers	136800	26000	246200	98500
Senior Analysts	65900	30800	807000	75200
Senior Associates	101500	30100	786700	77500
Senior Consultants	80000	25700	787700	79100
Senior Engineers	50200	37200	240000	92700
Senior Project Manager - Us	102500	41900	163500	102600
Senior Systems Engineers	40200	37800	174100	92800
Software Developers, Applications	83700	27600	500000	96900

Infosys

Job Title	Infosys	Competitors Minimum	Competitors Maximum	Competitors Average
Software Developers, Systems Softwares	89000	36900	420000	107800
Systems Engineer - Us	53000	32700	87300	53000
Technical Analyst	69500	27500	151300	69700
Technical Lead	69500	35200	558700	80600
Technical Test Lead - Us	67700	30600	105300	67700
Technical Test Lead - Us - Practitioner	72300	44500	105300	72300
Technology Analyst - Us	58600	31600	93000	58600
Technology Architect - Us	86300	36300	136800	86400
Technology Lead - Us	74800	28400	102900	74800
Technology Lead - Us - Practitioner	77600	46300	99200	77600
Technology Lead - Us - Professional	77900	44600	99200	77900
Test Analyst - Us	50400	25000	78900	50400
Test Lead	78700	26300	125100	71500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

General Electric Company

Job Title	General Electric Company	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	76300	32300	854600	83300
Business Analysts	98300	24100	744800	65800
Computer And Information Systems Managers	165800	24100	255900	129900
Computer Occupations	89800	25700	176400	93200
Computer Systems Analysts	103800	26100	923300	79200
Data Analysts	74300	25000	165000	69100
Data Engineer	82600	24600	191500	92700
Data Scientists	97500	24600	975200	91600
Design Engineers	67200	25400	781000	67300
Information Security Analysts	92500	33400	586100	91200
Lead Engineer	106300	27500	174100	72600
Lead Software Engineer	91700	46100	209100	106200
Mechanical Engineers	83800	24300	981700	74300
Principal Software Engineer	158100	40200	209800	118800
Process Engineers	60200	27200	182600	80700
Product Managers	111700	30000	234000	103600
Program Managers	76800	26200	773300	91700
Project Managers	99700	24800	853100	81800
Quality Assurance Engineers	95600	27400	749100	75600
Senior Consultants	90000	25700	787700	79100
Senior Engineers	86700	37200	240000	92700
Senior Product Managers	79600	43300	241700	119900
Senior Software Engineers	114600	31700	923300	104100
Senior Systems Engineers	95900	37800	174100	92800
Software Developers, Applications	116500	27600	500000	96900
Software Developers, Systems Softwares	133600	36900	420000	107800
Software Engineers	95300	26900	996000	90000
Sr. Software Engineers	84900	40600	411300	99300
Staff Software Engineers	124300	29800	757300	119100
Test Engineers	47900	27200	760000	73100
Validation Engineers	83700	26000	141700	74000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Genentech

Job Title	Genentech	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	87800	24800	195900	73300
Architectural And Engineering Managers	164700	32900	228800	122100
Budget Analysts	76000	24200	180500	56900
Business Systems Analysts	100500	26800	774000	74200
Chemists	82000	24500	142800	60100
Computer And Information Systems Managers	130600	24100	255900	129900
Computer Occupations	118100	25700	176400	93200
Computer Programmers	84800	24600	786500	61500
Computer Software Engineers, Applications	105600	31400	805200	84900
Computer Systems Analysts	108900	26100	923300	79200
Data Analysts	86100	25000	165000	69100
Data Scientists	104000	24600	975200	91600
Database Administrators	73500	24300	864100	71600
Economists	96800	24500	169900	86900
Electrical Engineers	108700	24400	862900	78900
Engineering Managers	184500	32900	241700	122400
Engineers	85400	27300	631100	73000
Financial Analysts	121100	26500	852100	78000
Financial Managers	127300	25000	686400	116500
General And Operations Managers	191400	24800	780000	110800
Industrial Engineers	94200	27300	159700	74400
Information Security Analysts	122200	33400	586100	91200
Information Technology Project Managers	98600	27600	180400	85400
Interior Designers	99600	24400	623500	46200
Internists, General	160000	27600	534700	124500
Management Analysts	104400	24100	894800	78100
Managers	148100	24500	992000	96000
Manufacturing Engineers	82700	27000	152500	66400
Market Research Analysts	74800	24300	480200	47800
Marketing Managers	143000	26000	236000	111900
Mechanical Engineers	110300	24300	981700	74300
Network And Computer Systems Administrators	110900	24400	148100	76300
Network Engineers	96500	24500	957700	73900
Operations Research Analysts	52500	27800	744300	64200
Postdoctoral Fellows	54200	24600	437800	41700
Postdoctoral Research Fellow	58800	24000	134300	41900
Postdoctoral Researcher	59100	24300	528400	41500
Process Engineers	100900	27200	182600	80700
Product Managers	99100	30000	234000	103600
Programmer Analysts	97500	24400	918500	61600
Project Engineers	86500	25900	936300	68300
Project Managers	107600	24800	853100	81800
Qa Engineers	81200	25700	163500	73700
Research Assistants	61400	24000	225900	37600
Research Associates	70800	24000	582800	47200
Scientists	110900	25700	487600	71500
Senior Analysts	97400	30800	807000	75200
Senior Associates	103200	30100	786700	77500
Senior Engineers	118300	37200	240000	92700
Senior Programmer Analysts	105000	35800	822200	78100
Senior Software Developers	134700	30400	483700	91500
Software Developer, Systems Software	137300	40500	174700	94900
Software Developers	107700	24600	975200	82300
Software Developers, Applications	119900	27600	500000	96900
Software Developers, Systems Softwares	105900	36900	420000	107800
Sr. Software Developers	114400	37800	169000	91800

Genentech

Job Title	Genentech	Competitors Minimum	Competitors Maximum	Competitors Average
Statisticians	85700	25700	177500	69600
Systems Administrators	107500	26400	780000	66300
Validation Engineers	88100	26000	141700	74000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

L&T Technology Services

Job Title	L&T Technology Services	Competitors Minimum	Competitors Maximum	Competitors Average
Application Architects	76000	43100	169000	88800
Application Developers	75600	30400	704600	77000
Application Engineer	75000	32300	854600	83300
Application Programmers	53100	34200	147600	71800
Business Development Managers	89200	27800	640700	83500
Business System Analysts	79800	31000	142500	71600
Business Systems Analysts	46800	26800	774000	74200
Computer And Information Systems Managers	154800	24100	255900	129900
Computer Occupations	72500	25700	176400	93200
Computer Programmers	51300	24600	786500	61500
Computer System Analysts	63400	26800	572800	65200
Computer Systems Analysts	78900	26100	923300	79200
Computer Systems Engineers	52900	25400	811100	62500
Data Warehouse Specialists	75800	30100	119300	66000
Database Administrators	69100	24300	864100	71600
Design Engineers	51600	25400	781000	67300
Electrical Engineers	75400	24400	862900	78900
Electronics Engineers	78600	34100	157000	79800
Electronics Engineers, Except Computers	90800	37900	209900	97000
Engineers	68800	27300	631100	73000
Hardware Engineers	81000	34100	181700	95700
Industrial Designers	49500	24300	129500	48800
Industrial Engineers	74500	27300	159700	74400
It Consultants	60100	28000	154300	70000
It Project Managers	68400	28700	960000	83600
Manufacturing Engineers	69600	27000	152500	66400
Marketing Specialists	53200	24800	947500	50400
Mechanical Engineers	72400	24300	981700	74300
Network And Computer Systems Administrators	79400	24400	148100	76300
Process Engineers	68600	27200	182600	80700
Product Engineer	78300	31800	910000	76700
Program Managers	78200	26200	773300	91700
Programmer Analysts	66800	24400	918500	61600
Programmers	57800	25600	950000	60900
Project Engineers	67200	25900	936300	68300
Project Lead	88700	30300	195200	77100
Project Managers	70900	24800	853100	81800
Quality Assurance Engineers	73600	27400	749100	75600
Quality Engineers	74500	27500	164700	72000
Sales Engineers	103800	26500	205100	92400
Sales Managers	197800	26000	246200	98500
Senior Engineers	72200	37200	240000	92700
Senior Software Developers	86300	30400	483700	91500
Senior Software Engineers	79800	31700	923300	104100
Senior Technical Consultant	72200	37300	983200	88100
Software Application Developers	81500	37900	132200	82000
Software Architect	71200	39700	944500	92600
Software Developer, Applications	78300	29800	174100	87900

L&T Technology Services

Job Title	L&T Technology Services	Competitors Minimum	Competitors Maximum	Competitors Average
Software Developer, Systems Software	80100	40500	174700	94900
Software Developers	81000	24600	975200	82300
Software Developers, Applications	92700	27600	500000	96900
Software Developers, Systems Softwares	88900	36900	420000	107800
Software Engineers	86700	26900	996000	90000
Software Test Engineers	65800	28700	742100	74100
Solution Architect	73300	33200	195300	95700
Sr. Software Engineers	117600	40600	411300	99300
System Analysts	71800	28000	627300	66600
System Engineers	58900	29000	149200	70300
Systems Analysts	64900	25300	777400	65900
Systems Engineers	56100	28800	883800	76900
Technical Architect	78800	37800	169700	87800
Technical Consultants	65700	30700	174100	77200
Technical Lead	83100	35200	558700	80600
Technical Program Manager	83500	34900	228700	111900
Test Engineers	62100	27200	760000	73100
Test Lead	72500	26300	125100	71500
Validation Engineers	93200	26000	141700	74000
Vice President	147600	41700	546000	122500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

5.3 Across Local Companies With Similar Job Titles

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	80800	37900	44600	41300
Accountants And Auditors	86300	41700	58100	47500
Accounting Analyst	71300	29300	79900	55200
Application Development Manager	116400	94300	110500	102400
Associate Engineer	80900	60100	64100	62100
Business Intelligence Analysts	90400	61200	61200	61200
Business Manager	92900	35900	105200	69800
Business Operations Manager	73700	35900	63600	49300
Business Process Analyst	59800	39200	60800	46800
Compliance Analyst	44300	48300	59800	53700
Computer Programmers	93700	36400	51000	44900
Computer Software Engineer, Applications	113200	56700	58800	57700
Computer Systems Analysts	96500	37300	76900	57900
Credit Officer	92400	61600	66000	63800
Credit Risk Analyst	69000	41600	66100	53800
Executive Director	172700	95300	252300	133300
Finance Director	107600	45300	178200	81900
Financial Analysts	106200	43600	50000	47500
Financial Associate	60400	48000	85300	66700
Financial Controller	49700	48300	81800	70500
General And Operations Managers	132000	48500	69200	58900
Human Resources Specialists	89100	33300	34500	33900
Investment Banking Analyst	72400	62800	66100	64500
Management Analysts	93300	30300	100600	47900
Managing Director	212600	50700	272900	113700
Market Research Analysts	54800	30000	67500	45000
Market Research Analysts And Marketing Specialists	61500	36300	63300	45100

Jpmorgan Chase & Company

Job Title	Jpmorgan Chase & Company	Competitors Minimum	Competitors Maximum	Competitors Average
Market Research Manager	78300	34100	60400	44300
Marketing Director	158900	30000	163100	71400
Operations Analyst	67300	30300	68300	43600
Operations Research Analysts	62800	35700	51200	40500
Personal Financial Advisors	145200	32900	92600	62800
Portfolio Manager	98500	62100	123800	87600
Pricing Analyst	52900	38700	75700	55200
Product Analyst	62600	41100	56800	48500
Production Management Analyst	91300	43400	43900	43600
Public Relations Specialists	92900	33000	64200	45900
Quality Assurance Manager	87400	41300	86700	66800
Risk Analyst	63200	61600	76400	69000
Risk Manager	86900	46000	46500	46200
Sales Engineers	138900	53700	140700	88000
Senior Auditor	90700	58600	77400	68800
Senior Developer	110100	51200	94200	77600
Software Architect	112100	64700	104600	76000
Software Developer, Applications	108700	69600	107800	91900
Software Developers	94600	55400	93900	74700
Solutions Architect	120200	50500	137300	100100
Strategic Business Analyst	68600	48800	60500	54700
Tax Associate	52500	37100	61200	47600
Technical Lead	100500	50900	103100	77000
Technical Project Lead	108500	75400	77600	76500
Trader	178000	72200	85500	78800
Valuation Analyst	54200	46000	80100	63100
Vice President	122100	41700	187700	115400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Account Executive	100100	25200	115732000	5359000
Accountants	73700	37900	44600	41300
Accountants And Auditors	68200	41700	58100	47500
Accounting Analyst	54500	29300	79900	55200
Advertising And Promotions Managers	86100	49600	61900	55800
Android Developer	89100	77600	102700	86800
Associate Consultant	100100	55800	56700	56200
Associate Engineer	67700	60100	64100	62100
Business Development Executive	81400	32800	51600	45300
Business Intelligence Developer	89400	48600	93500	73700
Business Operations Manager	73900	35900	63600	49300
Business Operations Specialists	87500	40000	80000	60000
Chemical Engineers	71100	51200	51200	51200
Chief Technology Officer	165000	60000	345072000	31470500
Computer Programmers	58500	36400	51000	44900
Computer Software Engineer, Applications	78700	56700	58800	57700
Computer Systems Analysts	77800	37300	76900	57900
Director Of Business Development	127200	33700	157000	68300
Electrical Engineers	66900	51400	95300	73300
Financial Analysts	79600	43600	50000	47500
General And Operations Managers	103600	48500	69200	58900
Human Resources Director	92600	29000	66200	51500
Information Technology Specialist	70600	47000	55400	50700
Junior Engineer	79900	53600	57000	55300
Lead Software Developer	127800	88600	94500	91500

Ibm Corporation

Job Title	Ibm Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Management Analysts	76900	30300	100600	47900
Market Research Analysts	51400	30000	67500	45000
Market Research Analysts And Marketing Specialists	79200	36300	63300	45100
Mechanical Engineers	62700	46800	49300	48100
Operations Analyst	65500	30300	68300	43600
Operations Research Analysts	57800	35700	51200	40500
Portfolio Manager	107300	62100	123800	87600
Principal Software Engineer	138900	55400	120300	92200
Product Analyst	71500	41100	56800	48500
Product Designer	50000	33300	75500	47800
Product Line Manager	77200	31500	61300	43800
Quality Assurance Manager	117300	41300	86700	66800
Research And Development Engineer	77800	42000	92600	67300
Researcher	95600	36100	70000	53000
Sales Engineers	83700	53700	140700	88000
Sales Representatives	43700	27400	27400	27400
Senior Automation Engineer	72800	73000	98600	85800
Senior Developer	92300	51200	94200	77600
Senior Devops Engineer	83900	102700	109900	106300
Senior Programmer	65600	50900	89100	70000
Senior Software Architect	88400	86000	110700	98400
Senior System Analyst	96000	70200	74800	72500
Software Architect	103200	64700	104600	76000
Software Developer, Applications	110500	69600	107800	91900
Software Developers	94800	55400	93900	74700
Software Development Engineer	90000	43200	81000	64100
Software Development Manager	118500	53800	69500	61600
Solutions Architect	43000	50500	137300	100100
Sr. Consultant	60300	69900	90300	80100
Staff Architect	70300	40500	46500	42900
Staff Engineer	71800	41800	53900	49700
System Architect	98700	83600	86100	84800
Technical Architect	93600	69800	104800	88100
Technical Lead	75000	50900	103100	77000
Technical Support Engineer	72100	67200	77000	72100
Technology Architect	102600	60700	73100	66900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Apple

Job Title	Apple	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	76200	37900	44600	41300
Accountants And Auditors	88600	41700	58100	47500
Advertising And Promotions Managers	115100	49600	61900	55800
Advertising Manager	112300	51600	70500	56600
Asic Verification Engineer	109900	139800	150000	144900
Associate Creative Director	139400	61700	79500	70600
Budget Analysts	90300	46200	56700	51400
Business Intelligence Analysts	88800	61200	61200	61200
Business Intelligence Manager	111600	56200	95400	75800
Business Operations Manager	116000	35900	63600	49300
Chemical Engineers	94100	51200	51200	51200
Computer Programmers	82000	36400	51000	44900
Computer Software Engineer, Applications	109300	56700	58800	57700
Computer Systems Analysts	104200	37300	76900	57900
Corporate Controller	181900	67800	107300	87500
Creative Director	127700	25500	102100	51400

Apple

Job Title	Apple	Competitors Minimum	Competitors Maximum	Competitors Average
Design Manager	109000	39600	64500	55800
Electrical Engineers	113700	51400	95300	73300
Embedded Software Engineer	124900	43400	85000	66100
Field Engineer	108300	41600	91000	64500
Financial Analysts	98300	43600	50000	47500
Financial Systems Analyst	83600	38300	43600	41000
General And Operations Managers	128900	48500	69200	58900
Human Resources Specialists	83100	33300	34500	33900
Information Systems Engineer	114500	66000	70200	68100
Instructional Designer	98000	43800	47200	45500
Legal Counsel	166400	51300	63000	57100
Management Analysts	112900	30300	100600	47900
Market Research Analysts	99900	30000	67500	45000
Market Research Analysts And Marketing Specialists	106600	36300	63300	45100
Marketing Director	177500	30000	163100	71400
Marketing Research Analysts	62300	41800	61100	51200
Mechanical Engineers	107100	46800	49300	48100
Operations Director	205700	38400	135600	74000
Operations Engineer	132500	41000	55300	49800
Operations Research Analysts	83300	35700	51200	40500
Pricing Analyst	101600	38700	75700	55200
Principal Software Engineer	116600	55400	120300	92200
Procurement Analyst	90500	60200	64000	62100
Product Designer	126200	33300	75500	47800
Product Engineer	127800	50300	62300	56400
Project Coordinator	50500	43300	92500	66900
Public Relations Specialists	66700	33000	64200	45900
Quality Assurance Manager	82000	41300	86700	66800
Quality Control Engineer	132400	35300	57600	46700
Researcher	165000	36100	70000	53000
Sales Engineers	90700	53700	140700	88000
Senior Devops Engineer	90100	102700	109900	106300
Senior Web Developer	73600	86600	97800	92200
Software Architect	168200	64700	104600	76000
Software Developer Engineer	118000	58100	4530000	2294100
Software Developer, Applications	125800	69600	107800	91900
Software Developers	113600	55400	93900	74700
Software Development Engineer	136500	43200	81000	64100
Software Development Engineer In Test	115300	74800	74800	74800
Software Development Manager	199800	53800	69500	61600
Software Quality Assurance Analyst	122200	28700	46900	37800
Solutions Architect	133000	50500	137300	100100
Technical Translator	65400	22200	29600	26700
Vice President	203800	41700	187700	115400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Microsoft Corporation

Job Title	Microsoft Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Account Executive	83800	25200	115732000	5359000
Accountants	57300	37900	44600	41300
Accountants And Auditors	67900	41700	58100	47500
Advertising And Promotions Managers	93100	49600	61900	55800
Application Development Manager	77400	94300	110500	102400
Associate Consultant	84000	55800	56700	56200
Business Development Director	103300	31300	197800	76300
Business Intelligence Developer	76500	48600	93500	73700

Microsoft Corporation

Job Title	Microsoft Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Business Manager	107200	35900	105200	69800
Business Process Analyst	70300	39200	60800	46800
Computer Programmers	47600	36400	51000	44900
Computer Software Engineer, Applications	70200	56700	58800	57700
Computer Systems Analysts	94400	37300	76900	57900
Creative Director	131300	25500	102100	51400
Demand Planner	82400	49300	62600	56000
Director Of Business Development	147700	33700	157000	68300
Electrical Engineers	88300	51400	95300	73300
Events Manager	46100	34500	41900	38800
Executive Producer	127800	31600	77200	52800
Financial Analysts	79500	43600	50000	47500
Financial Auditor	76200	40000	40900	40400
Foreign Legal Consultant	127800	21500	128170000	6125500
General And Operations Managers	166000	48500	69200	58900
Human Resources Director	128800	29000	66200	51500
Human Resources Specialists	56500	33300	34500	33900
Management Analysts	90900	30300	100600	47900
Market Research Analysts	60600	30000	67500	45000
Market Research Analysts And Marketing Specialists	69900	36300	63300	45100
Market Research Manager	84900	34100	60400	44300
Marketing Communications Manager	87500	56400	63500	60000
Mechanical Engineers	91500	46800	49300	48100
Online Marketing Manager	107700	35700	44300	40000
Operations Analyst	54500	30300	68300	43600
Operations Engineer	81700	41000	55300	49800
Operations Research Analysts	59700	35700	51200	40500
Principal Software Engineer	148800	55400	120300	92200
Product Analyst	75000	41100	56800	48500
Product Designer	54900	33300	75500	47800
Product Engineer	87700	50300	62300	56400
Production Engineer	77900	36400	73300	54800
Public Relations Specialists	57100	33000	64200	45900
Relationship Manager	77600	48800	97900	62800
Researcher	123300	36100	70000	53000
Risk Analyst	91800	61600	76400	69000
Risk Manager	101800	46000	46500	46200
Sales Engineers	99100	53700	140700	88000
Senior Auditor	67600	58600	77400	68800
Service Engineer	81400	48900	76700	63900
Service Manager	75800	31400	95200	63300
Software Architect	117800	64700	104600	76000
Software Developer Engineer	71900	58100	4530000	2294100
Software Developer, Applications	106800	69600	107800	91900
Software Developers	113400	55400	93900	74700
Software Development Engineer	83900	43200	81000	64100
Software Development Engineer In Test	80800	74800	74800	74800
Solutions Architect	96500	50500	137300	100100
Sr. Financial Analyst	63800	62800	85000	73900
System Architect	115800	83600	86100	84800
Technical Architect	88800	69800	104800	88100
Technical Support Engineer	69800	67200	77000	72100
Technology Architect	103700	60700	73100	66900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Cummins

Job Title	Cummins	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	51500	37900	44600	41300
Accountants And Auditors	53600	41700	58100	47500
Accounting Manager	79500	39300	82700000	4644000
Application Engineer	65400	41000	70500	56100
Branch Manager	81800	54200	116300	73700
Business Development Director	80000	31300	197800	76300
Chemical Engineers	73200	51200	51200	51200
Computer Programmers	70800	36400	51000	44900
Computer Systems Analysts	65300	37300	76900	57900
Controls Engineer	61200	52500	55900	54200
Electrical Engineers	70900	51400	95300	73300
Embedded Software Engineer	58300	43400	85000	66100
Finance Director	98200	45300	178200	81900
Financial Analysts	53300	43600	50000	47500
General And Operations Managers	111900	48500	69200	58900
Global Logistics Manager	56300	57900	89200	65900
Human Resources Specialists	46700	33300	34500	33900
It Security Analyst	67300	70400	79800	75100
Management Analysts	65200	30300	100600	47900
Market Research Analysts	50300	30000	67500	45000
Market Research Analysts And Marketing Specialists	51200	36300	63300	45100
Market Research Manager	86700	34100	60400	44300
Marketing Communications Specialist	50300	37000	77700	54100
Mechanical Engineers	68800	46800	49300	48100
Operations Analyst	58900	30300	68300	43600
Operations Research Analysts	66900	35700	51200	40500
Pricing Analyst	40400	38700	75700	55200
Product Engineer	62000	50300	62300	56400
Product Line Manager	91300	31500	61300	43800
Project Coordinator	48600	43300	92500	66900
Quality Control Engineer	53700	35300	57600	46700
Regional Manager	85900	59000	64800	61400
Sales Account Manager	54900	68300	103900	86100
Sales And Marketing Manager	51900	68800	128500	98300
Sales Engineers	89200	53700	140700	88000
Sales Representatives	45200	27400	27400	27400
Service Engineer	61800	48900	76700	63900
Solutions Architect	66200	50500	137300	100100
Tax Accountant	48200	39500	61200	53400
Technology Architect	62600	60700	73100	66900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
Account Director	127000	56400	71500	64000
Account Executive	81300	25200	115732000	5359000
Accountants	107700	37900	44600	41300
Accountants And Auditors	92300	41700	58100	47500
Accounting Manager	115700	39300	82700000	4644000
Advertising And Promotions Managers	121300	49600	61900	55800
Analytical Strategist	82400	35400	72400	48200
Android Developer	93300	77600	102700	86800
Associate Consultant	66100	55800	56700	56200
Business Intelligence Analysts	87300	61200	61200	61200
Computer Software Engineer, Applications	89900	56700	58800	57700

Salesforce.Com

Job Title	Salesforce.Com	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Systems Analysts	100000	37300	76900	57900
Director Of Engineering	153600	61900	156500	109200
Director Of Software Development	214900	71900	151300	111600
Financial Analysts	137400	43600	50000	47500
Human Resources Specialists	74000	33300	34500	33900
Management Analysts	107700	30300	100600	47900
Market Research Analysts	67200	30000	67500	45000
Market Research Analysts And Marketing Specialists	83400	36300	63300	45100
Marketing Consultant	79200	35400	3948000	694300
Operations Analyst	79200	30300	68300	43600
Operations Research Analysts	69700	35700	51200	40500
Principal Software Engineer	149200	55400	120300	92200
Product Analyst	74500	41100	56800	48500
Product Designer	88300	33300	75500	47800
Regional Manager	154600	59000	64800	61400
Researcher	158200	36100	70000	53000
Sales Engineers	112600	53700	140700	88000
Sales Representatives	81300	27400	27400	27400
Senior Developer	96700	51200	94200	77600
Senior Devops Engineer	140700	102700	109900	106300
Senior Web Developer	119100	86600	97800	92200
Software Developer, Applications	116800	69600	107800	91900
Software Developers	86400	55400	93900	74700
Software Development Engineer	83900	43200	81000	64100
Software Development Engineer In Test	114000	74800	74800	74800
Software Development Manager	103900	53800	69500	61600
Solutions Architect	125200	50500	137300	100100
Technical Architect	120100	69800	104800	88100
Technical Support Engineer	93900	67200	77000	72100
Vice President	171300	41700	187700	115400
Vice President Of Marketing	101600	60300	148600	117300

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Google

Job Title	Google	Competitors Minimum	Competitors Maximum	Competitors Average
Account Director	58700	56400	71500	64000
Account Executive	89800	25200	115732000	5359000
Accountants	87700	37900	44600	41300
Accountants And Auditors	82400	41700	58100	47500
Accounting Manager	113800	39300	82700000	4644000
Accounting Specialist	102800	42800	49100	45900
Advertising And Promotions Managers	84600	49600	61900	55800
Application Engineer	112400	41000	70500	56100
Associate Engineer	90000	60100	64100	62100
Brand Specialist	59500	37700	104374000	52205800
Business Intelligence Analysts	94800	61200	61200	61200
Business Intelligence Developer	97300	48600	93500	73700
Business Intelligence Manager	117200	56200	95400	75800
Business Operations Specialists	55800	40000	80000	60000
Computer Programmers	84900	36400	51000	44900
Computer Software Engineer, Applications	90600	56700	58800	57700
Computer Systems Analysts	94200	37300	76900	57900
Creative Director	155800	25500	102100	51400
Digital Marketing Analyst	102500	36700	52200	45800
Digital Marketing Manager	77000	61200	86300	73700

Google

Job Title	Google	Competitors Minimum	Competitors Maximum	Competitors Average
Director Of Marketing	105800	37100	92700	68300
Electrical Engineers	97700	51400	95300	73300
Field Engineer	52200	41600	91000	64500
Financial Accountant	75600	41000	82200	58200
Financial Analysts	94300	43600	50000	47500
Financial Auditor	86600	40000	40900	40400
General And Operations Managers	135600	48500	69200	58900
Human Resources Specialists	71500	33300	34500	33900
Instructional Designer	114400	43800	47200	45500
Management Analysts	96800	30300	100600	47900
Market Research Analysts	58700	30000	67500	45000
Market Research Analysts And Marketing Specialists	59800	36300	63300	45100
Marketing Director	83400	30000	163100	71400
Mechanical Engineers	105100	46800	49300	48100
Operations Analyst	83000	30300	68300	43600
Operations Engineer	67600	41000	55300	49800
Operations Research Analysts	73400	35700	51200	40500
Portfolio Manager	122100	62100	123800	87600
Principal Software Engineer	168200	55400	120300	92200
Product Analyst	103200	41100	56800	48500
Product Designer	71400	33300	75500	47800
Product Development Manager	147700	37200	124800	69400
Product Engineer	120900	50300	62300	56400
Public Relations Specialists	78700	33000	64200	45900
Researcher	64500	36100	70000	53000
Sales Development Manager	117500	35900	83900	61800
Sales Engineers	113500	53700	140700	88000
Sales Representatives	80400	27400	27400	27400
Senior Strategist	94600	80800	113000	96900
Software Developer, Applications	104300	69600	107800	91900
Software Developers	82900	55400	93900	74700
Software Engineer Ii	109200	42700	90000	72500
Software Engineer Iii	111300	70600	90500	80600
Solutions Architect	114100	50500	137300	100100
Strategic Business Analyst	66200	48800	60500	54700
Technical Lead	137600	50900	103100	77000
Technical Sales Representative	55000	55100	69600	62400
Technical Support Engineer	97200	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Facebook

Job Title	Facebook	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	71800	41700	58100	47500
Accounting Analyst	89100	29300	79900	55200
Advertising And Promotions Managers	108600	49600	61900	55800
Application Engineer	106900	41000	70500	56100
Business Intelligence Analysts	84200	61200	61200	61200
Business Operations Manager	135900	35900	63600	49300
Business Operations Specialists	118000	40000	80000	60000
Computer Systems Analysts	99700	37300	76900	57900
Creative Director	177000	25500	102100	51400
Design Director	161900	27800	64100	45100
Electrical Engineers	120800	51400	95300	73300
Embedded Software Engineer	84800	43400	85000	66100
Events Manager	115300	34500	41900	38800
Executive Recruiter	100500	47300	55100	51200
Finance Director	235900	45300	178200	81900

Facebook

Job Title	Facebook	Competitors Minimum	Competitors Maximum	Competitors Average
Financial Analysts	96700	43600	50000	47500
General And Operations Managers	86700	48500	69200	58900
Human Resources Specialists	74200	33300	34500	33900
Internal Auditor	118400	37300	80700	51300
Management Analysts	78400	30300	100600	47900
Market Research Analysts And Marketing Specialists	77800	36300	63300	45100
Marketing Communications Manager	138600	56400	63500	60000
Mechanical Engineers	114700	46800	49300	48100
Operations Analyst	113300	30300	68300	43600
Operations Engineer	76800	41000	55300	49800
Operations Research Analysts	77000	35700	51200	40500
Product Analyst	101400	41100	56800	48500
Product Designer	98800	33300	75500	47800
Product Engineer	122700	50300	62300	56400
Production Engineer	125300	36400	73300	54800
Public Relations Specialists	73400	33000	64200	45900
Researcher	134200	36100	70000	53000
Risk Analyst	81500	61600	76400	69000
Sales Engineers	97200	53700	140700	88000
Software Developer, Applications	101600	69600	107800	91900
Software Developers	104900	55400	93900	74700
Software Development Manager	163600	53800	69500	61600
Solutions Architect	123100	50500	137300	100100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Tata Consultancy Services

Job Title	Tata Consultancy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	57100	37900	44600	41300
Business Intelligence Analysts	61400	61200	61200	61200
Business Process Analyst	58300	39200	60800	46800
Compliance Analyst	46800	48300	59800	53700
Computer Programmers	60800	36400	51000	44900
Computer Software Engineer, Applications	65100	56700	58800	57700
Computer Systems Analysts	84300	37300	76900	57900
Electrical Engineers	59100	51400	95300	73300
Financial Analysts	65800	43600	50000	47500
Human Resources Specialists	63300	33300	34500	33900
Management Analysts	66600	30300	100600	47900
Mechanical Engineers	58600	46800	49300	48100
Operations Analyst	39200	30300	68300	43600
Operations Engineer	81300	41000	55300	49800
Product Engineer	65300	50300	62300	56400
Sales Engineers	138500	53700	140700	88000
Senior Developer	78100	51200	94200	77600
Senior Programmer	62200	50900	89100	70000
Senior System Analyst	91600	70200	74800	72500
Senior Web Developer	64500	86600	97800	92200
Service Engineer	74400	48900	76700	63900
Software Developer, Applications	80000	69600	107800	91900
Software Developers	69400	55400	93900	74700
Software Development Engineer	60300	43200	81000	64100
Software Quality Assurance Analyst	65000	28700	46900	37800
Solutions Architect	102400	50500	137300	100100
System Architect	59000	83600	86100	84800
Technical Architect	112000	69800	104800	88100

Tata Consultancy Services

Job Title	Tata Consultancy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Technical Lead	90800	50900	103100	77000
Technical Project Lead	58400	75400	77600	76500
Technology Lead	75100	60800	101000	80900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Micron Technology

Job Title	Micron Technology	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	70000	41700	58100	47500
Application Engineer	65600	41000	70500	56100
Asic Verification Engineer	107000	139800	150000	144900
Associate Engineer	62000	60100	64100	62100
Business Intelligence Analysts	55900	61200	61200	61200
Business Operations Specialists	61900	40000	80000	60000
Business Process Analyst	79300	39200	60800	46800
Chemical Engineers	78700	51200	51200	51200
Computer Systems Analysts	67600	37300	76900	57900
Demand Planner	61400	49300	62600	56000
Electrical Engineers	70000	51400	95300	73300
Equipment Engineer	83700	45700	71100	55300
Financial Accountant	46000	41000	82200	58200
Financial Analysts	61300	43600	50000	47500
Financial Planning Manager	73400	48100	96400	67800
Management Analysts	85800	30300	100600	47900
Mechanical Engineers	71500	46800	49300	48100
Operations Engineer	64300	41000	55300	49800
Principal Software Engineer	109700	55400	120300	92200
Product Development Engineer	81800	43100	80100	61600
Product Engineer	70100	50300	62300	56400
Product Line Manager	39500	31500	61300	43800
Risk Analyst	33900	61600	76400	69000
Sales Engineers	61600	53700	140700	88000
Senior Software Architect	99700	86000	110700	98400
Software Development Engineer	81200	43200	81000	64100
System Architect	94000	83600	86100	84800

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

General Motors Company

Job Title	General Motors Company	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	66700	37900	44600	41300
Accountants And Auditors	59900	41700	58100	47500
Associate Engineer	68800	60100	64100	62100
Computer Systems Analysts	78900	37300	76900	57900
Controls Engineer	75400	52500	55900	54200
Design Manager	55200	39600	64500	55800
Electrical Engineers	76200	51400	95300	73300
Embedded Software Engineer	68700	43400	85000	66100
Financial Analysts	76200	43600	50000	47500
Management Analysts	67200	30300	100600	47900
Market Research Analysts	66400	30000	67500	45000
Mechanical Engineers	73900	46800	49300	48100
Operations Research Analysts	72000	35700	51200	40500

General Motors Company

Job Title	General Motors Company	Competitors Minimum	Competitors Maximum	Competitors Average
Portfolio Manager	145100	62100	123800	87600
Purchasing Director	116500	60800	103200	75400
Researcher	85500	36100	70000	53000
Senior Auditor	59400	58600	77400	68800
Senior Project Engineer	88500	64900	102000	77700
Senior Sap Analyst	82000	88100	107300	97700
Software Developers	88700	55400	93900	74700
Software Development Manager	131700	53800	69500	61600
Solutions Architect	91200	50500	137300	100100
Sr. Financial Analyst	72000	62800	85000	73900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Emc Corporation

Job Title	Emc Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	65600	37900	44600	41300
Associate Consultant	62900	55800	56700	56200
Associate Director	138100	93400	116300	107800
Associate Engineer	76700	60100	64100	62100
Business Intelligence Analysts	79400	61200	61200	61200
Computer Software Engineer, Applications	91400	56700	58800	57700
Computer Systems Analysts	89700	37300	76900	57900
Director Of Engineering	118600	61900	156500	109200
Field Engineer	102300	41600	91000	64500
Financial Analysts	60700	43600	50000	47500
General And Operations Managers	103900	48500	69200	58900
It Security Analyst	63100	70400	79800	75100
Management Analysts	88600	30300	100600	47900
Market Research Analysts	103800	30000	67500	45000
Market Research Analysts And Marketing Specialists	78200	36300	63300	45100
Operations Research Analysts	68100	35700	51200	40500
Principal Software Engineer	108100	55400	120300	92200
Sales Engineers	102000	53700	140700	88000
Senior Developer	84300	51200	94200	77600
Software Developer, Applications	99200	69600	107800	91900
Software Developers	114800	55400	93900	74700
Software Development Engineer	90600	43200	81000	64100
Solutions Architect	79300	50500	137300	100100
Technical Lead	89400	50900	103100	77000
Technical Support Engineer	70100	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Yahoo!

Job Title	Yahoo!	Competitors Minimum	Competitors Maximum	Competitors Average
Account Director	115600	56400	71500	64000
Account Executive	53800	25200	115732000	5359000
Accountants	52700	37900	44600	41300
Accountants And Auditors	88800	41700	58100	47500
Advertising And Promotions Managers	77700	49600	61900	55800

Yahoo!

Job Title	Yahoo!	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Software Engineer, Applications	105700	56700	58800	57700
Computer Systems Analysts	98100	37300	76900	57900
Financial Analysts	95600	43600	50000	47500
General And Operations Managers	191200	48500	69200	58900
Management Analysts	102400	30300	100600	47900
Market Research Analysts	81000	30000	67500	45000
Market Research Analysts And Marketing Specialists	79300	36300	63300	45100
Operations Research Analysts	70000	35700	51200	40500
Principal Software Engineer	91100	55400	120300	92200
Sales Engineers	86200	53700	140700	88000
Service Engineer	97400	48900	76700	63900
Software Developer, Applications	114000	69600	107800	91900
Software Development Engineer	98600	43200	81000	64100
Sr. Accountant	43500	40400	42500	41400
Technical Support Engineer	115300	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Adobe Systems

Job Title	Adobe Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Account Executive	72800	25200	115732000	5359000
Accountants And Auditors	102700	41700	58100	47500
Advertising And Promotions Managers	86200	49600	61900	55800
Application Engineer	86500	41000	70500	56100
Associate Consultant	63500	55800	56700	56200
Business Intelligence Analysts	96700	61200	61200	61200
Business Operations Manager	37700	35900	63600	49300
Business Operations Specialists	74800	40000	80000	60000
Business Process Analyst	67300	39200	60800	46800
Computer Software Engineer, Applications	98000	56700	58800	57700
Computer Systems Analysts	97600	37300	76900	57900
Director Of Engineering	197300	61900	156500	109200
Financial Analysts	94100	43600	50000	47500
General And Operations Managers	135600	48500	69200	58900
Human Resources Specialists	76800	33300	34500	33900
Information Technology Specialist	90500	47000	55400	50700
Management Analysts	97000	30300	100600	47900
Market Research Analysts	81600	30000	67500	45000
Market Research Analysts And Marketing Specialists	60400	36300	63300	45100
Operations Research Analysts	91500	35700	51200	40500
Principal Scientist	148300	70300	115600	93000
Product Analyst	89500	41100	56800	48500
Public Relations Specialists	55000	33000	64200	45900
Sales Engineers	111100	53700	140700	88000
Senior Devops Engineer	117500	102700	109900	106300
Senior Web Developer	135300	86600	97800	92200
Social Media Manager	70300	47500	47500	47500
Software Architect	169700	64700	104600	76000
Software Developers	105400	55400	93900	74700
Software Development Engineer	168200	43200	81000	64100
Software Development Engineer In Test	112800	74800	74800	74800
Solutions Architect	97100	50500	137300	100100

Adobe Systems

Job Title	Adobe Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Technical Architect	99700	69800	104800	88100
Technical Lead	109300	50900	103100	77000
Technical Support Engineer	94500	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Vmware

Job Title	Vmware	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Consultant	74700	55800	56700	56200
Business Intelligence Analysts	81600	61200	61200	61200
Business Process Analyst	94500	39200	60800	46800
Computer Programmers	108800	36400	51000	44900
Computer Software Engineer, Applications	81800	56700	58800	57700
Computer Systems Analysts	83900	37300	76900	57900
Financial Analysts	61900	43600	50000	47500
General And Operations Managers	113300	48500	69200	58900
Information Systems Engineer	93500	66000	70200	68100
Lead Software Developer	118800	88600	94500	91500
Management Analysts	89100	30300	100600	47900
Market Research Analysts And Marketing Specialists	69300	36300	63300	45100
Operations Research Analysts	80900	35700	51200	40500
Product Designer	119200	33300	75500	47800
Product Line Manager	156900	31500	61300	43800
Sales Engineers	99800	53700	140700	88000
Senior Developer	133000	51200	94200	77600
Senior Devops Engineer	122500	102700	109900	106300
Software Developer, Applications	76900	69600	107800	91900
Software Developers	119100	55400	93900	74700
Solutions Architect	138100	50500	137300	100100
Sr. Consultant	142900	69900	90300	80100
Sr. Financial Analyst	122300	62800	85000	73900
Staff Engineer	146800	41800	53900	49700
Technical Architect	112000	69800	104800	88100
Technical Lead	122000	50900	103100	77000
Technical Support Engineer	73900	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Paypal

Job Title	Paypal	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	84900	37900	44600	41300
Accountants And Auditors	83900	41700	58100	47500
Accounting Specialist	104600	42800	49100	45900
Application Engineer	84300	41000	70500	56100
Budget Analysts	81200	46200	56700	51400
Business Intelligence Analysts	89900	61200	61200	61200
Business Operations Manager	124200	35900	63600	49300
Business Operations Specialists	79300	40000	80000	60000
Business Process Analyst	106100	39200	60800	46800
Chief Of Staff	181000	105600	106000	105800
Compliance Analyst	106100	48300	59800	53700

Paypal

Job Title	Paypal	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Programmers	106500	36400	51000	44900
Computer Systems Analysts	101200	37300	76900	57900
Director, Business Development	197500	54000	169500	94200
Director, Finance	174200	77100	85900	81500
Financial Analysts	98600	43600	50000	47500
General And Operations Managers	69100	48500	69200	58900
Information Technology Manager	167500	69700	109100	89100
Management Analysts	96400	30300	100600	47900
Market Research Analysts	102600	30000	67500	45000
Market Research Analysts And Marketing Specialists	90600	36300	63300	45100
Mechanical Engineers	96400	46800	49300	48100
Online Marketing Manager	95200	35700	44300	40000
Operations Research Analysts	67200	35700	51200	40500
Pricing Analyst	84000	38700	75700	55200
Principal Scientist	98300	70300	115600	93000
Principal Software Engineer	126800	55400	120300	92200
Procurement Analyst	111800	60200	64000	62100
Product Designer	93000	33300	75500	47800
Product Development Manager	118500	37200	124800	69400
Project Coordinator	65400	43300	92500	66900
Public Relations Specialists	96700	33000	64200	45900
Risk Analyst	95300	61600	76400	69000
Risk Manager	108900	46000	46500	46200
Senior Auditor	91100	58600	77400	68800
Senior Web Developer	108500	86600	97800	92200
Software Developer, Applications	139900	69600	107800	91900
Software Developers	139000	55400	93900	74700
Software Development Manager	122300	53800	69500	61600
Staff Engineer	103800	41800	53900	49700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Bank Of America

Job Title	Bank Of America	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	63600	37900	44600	41300
Accountants And Auditors	88200	41700	58100	47500
Computer Programmers	88200	36400	51000	44900
Computer Software Engineer, Applications	92400	56700	58800	57700
Computer Systems Analysts	97300	37300	76900	57900
Electrical Engineers	74900	51400	95300	73300
Financial Analysts	93800	43600	50000	47500
General And Operations Managers	127500	48500	69200	58900
Management Analysts	88700	30300	100600	47900
Market Research Analysts	65800	30000	67500	45000
Market Research Analysts And Marketing Specialists	84400	36300	63300	45100
Operations Research Analysts	54100	35700	51200	40500
Software Developer, Applications	106200	69600	107800	91900
Vice President	143700	41700	187700	115400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Nike

Job Title	Nike	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	51700	37900	44600	41300
Advertising And Promotions Managers	92900	49600	61900	55800
Application Engineer	65000	41000	70500	56100
Computer Systems Analysts	100400	37300	76900	57900
Financial Analysts	100100	43600	50000	47500
Management Analysts	100500	30300	100600	47900
Portfolio Manager	82700	62100	123800	87600
Product Designer	74100	33300	75500	47800
Product Engineer	79500	50300	62300	56400
Senior Programmer	106100	50900	89100	70000
Software Developer, Applications	112000	69600	107800	91900
Solutions Architect	107400	50500	137300	100100
Technical Architect	115000	69800	104800	88100
Technical Director	146400	95100	136000	115600
Technical Lead	113600	50900	103100	77000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ut-Battelle

Job Title	Ut-Battelle	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Systems Analysts	75900	37300	76900	57900
Electrical Engineers	62000	51400	95300	73300
Software Developers	79200	55400	93900	74700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ebay

Job Title	Ebay	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	95800	37900	44600	41300
Accountants And Auditors	102200	41700	58100	47500
Accounting Specialist	101000	42800	49100	45900
Business Intelligence Analysts	78500	61200	61200	61200
Business Operations Manager	92000	35900	63600	49300
Business Process Analyst	92000	39200	60800	46800
Computer Programmers	77000	36400	51000	44900
Computer Software Engineer, Applications	108500	56700	58800	57700
Computer Systems Analysts	97600	37300	76900	57900
Director, Finance	179200	77100	85900	81500
Financial Analysts	98900	43600	50000	47500
General And Operations Managers	158500	48500	69200	58900
Legal Counsel	158800	51300	63000	57100
Management Analysts	110600	30300	100600	47900
Market Research Analysts	86400	30000	67500	45000
Market Research Analysts And Marketing Specialists	85500	36300	63300	45100
Operations Research Analysts	70200	35700	51200	40500
Principal Software Engineer	135600	55400	120300	92200
Risk Analyst	95800	61600	76400	69000
Sales Engineers	118200	53700	140700	88000
Salesforce Administrator	92400	66900	87700	77300
Senior Web Developer	103800	86600	97800	92200

Ebay

Job Title	Ebay	Competitors Minimum	Competitors Maximum	Competitors Average
Software Developers	122800	55400	93900	74700
Software Development Engineer	133800	43200	81000	64100
Software Development Manager	137900	53800	69500	61600
Tax Accountant	87600	39500	61200	53400
Technical Architect	95400	69800	104800	88100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Medtronic

Job Title	Medtronic	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	70400	41700	58100	47500
Chemical Engineers	81100	51200	51200	51200
Computer Systems Analysts	93200	37300	76900	57900
Director Of Human Resources	125900	59200	116600	81100
Electrical Engineers	73200	51400	95300	73300
Financial Analysts	78400	43600	50000	47500
Financial Systems Analyst	68600	38300	43600	41000
Management Analysts	89800	30300	100600	47900
Market Research Analysts And Marketing Specialists	37200	36300	63300	45100
Mechanical Engineers	80500	46800	49300	48100
Medical And Health Services Managers	80800	61300	66000	63700
Principal Scientist	89200	70300	115600	93000
Principal Software Engineer	113500	55400	120300	92200
Product Development Manager	127800	37200	124800	69400
Product Engineer	73800	50300	62300	56400
Product Engineering Manager	117500	77100	95500	86300
Public Relations Specialists	70100	33000	64200	45900
Research And Development Engineer	73300	42000	92600	67300
Sales Engineers	95900	53700	140700	88000
Sales Representatives	62900	27400	27400	27400
Senior Project Engineer	76700	64900	102000	77700
Sr. Financial Analyst	81800	62800	85000	73900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Autodesk

Job Title	Autodesk	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	93300	37900	44600	41300
Accountants And Auditors	105600	41700	58100	47500
Analytical Strategist	112400	35400	72400	48200
Application Engineer	87100	41000	70500	56100
Business Intelligence Analysts	98100	61200	61200	61200
Business Intelligence Manager	92000	56200	95400	75800
Business Manager	111700	35900	105200	69800
Business Process Analyst	80700	39200	60800	46800
Computer Software Engineer, Applications	96400	56700	58800	57700
Computer Systems Analysts	106000	37300	76900	57900
Financial Analysts	100700	43600	50000	47500
Information Technology Manager	113300	69700	109100	89100
Internal Auditor	68600	37300	80700	51300
Management Analysts	110600	30300	100600	47900

Autodesk

Job Title	Autodesk	Competitors Minimum	Competitors Maximum	Competitors Average
Market Research Analysts	84300	30000	67500	45000
Market Research Analysts And Marketing Specialists	98400	36300	63300	45100
Mechanical Engineers	71500	46800	49300	48100
Operations Research Analysts	77100	35700	51200	40500
Principal Software Engineer	128600	55400	120300	92200
Product Designer	66300	33300	75500	47800
Product Engineer	110100	50300	62300	56400
Product Line Manager	136000	31500	61300	43800
Program Management Analyst	90200	43400	94900	56800
Sales Engineers	108900	53700	140700	88000
Senior Developer	120800	51200	94200	77600
Senior Web Developer	90100	86600	97800	92200
Software Architect	117200	64700	104600	76000
Software Developers	83000	55400	93900	74700
Software Development Engineer	90500	43200	81000	64100
Software Development Engineer In Test	102700	74800	74800	74800
Software Development Manager	153200	53800	69500	61600
Sr. Financial Analyst	91500	62800	85000	73900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Halliburton Energy Services

Job Title	Halliburton Energy Services	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	69900	37900	44600	41300
Accountants And Auditors	71900	41700	58100	47500
Accounting Manager	93200	39300	82700000	4644000
Chemical Engineers	80800	51200	51200	51200
Computer Systems Analysts	98100	37300	76900	57900
Electrical Engineers	85100	51400	95300	73300
Financial Analysts	94800	43600	50000	47500
Management Analysts	94100	30300	100600	47900
Market & Business Analyst	69400	34900	50900	44300
Mechanical Engineers	90100	46800	49300	48100
Operations Research Analysts	65800	35700	51200	40500
Pricing Analyst	63800	38700	75700	55200
Procurement Specialist	52400	33100	49500	41300
Sales Engineers	94300	53700	140700	88000
Sr. Accountant	70300	40400	42500	41400
Staff Auditor	45500	37600	58600	44100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Johnson Controls

Job Title	Johnson Controls	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	55800	37900	44600	41300
Accountants And Auditors	75700	41700	58100	47500
Application Engineer	52400	41000	70500	56100
Chemical Engineers	92600	51200	51200	51200
Computer Systems Analysts	86600	37300	76900	57900
Controls Engineer	73000	52500	55900	54200
Director Of Engineering	125300	61900	156500	109200
Electrical Engineers	82100	51400	95300	73300

Johnson Controls

Job Title	Johnson Controls	Competitors Minimum	Competitors Maximum	Competitors Average
Financial Analysts	57100	43600	50000	47500
General And Operations Managers	149700	48500	69200	58900
Internal Auditor	59800	37300	80700	51300
Management Analysts	75200	30300	100600	47900
Mechanical Engineers	90000	46800	49300	48100
Principal Software Engineer	87200	55400	120300	92200
Product Designer	58500	33300	75500	47800
Product Engineer	64900	50300	62300	56400
Program Management Analyst	60100	43400	94900	56800
Quality Control Supervisor	53200	52700	1672200	599600
Sales Engineers	70000	53700	140700	88000
Senior Auditor	63200	58600	77400	68800
Senior Sap Analyst	85900	88100	107300	97700
Senior System Analyst	76400	70200	74800	72500
Software Developer, Applications	89100	69600	107800	91900
Software Developers	80100	55400	93900	74700
Software Development Engineer	81300	43200	81000	64100
Sr. Engineer	79400	57100	61600	59400
Staff Engineer	73400	41800	53900	49700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Schlumberger Technology Corporation

Job Title	Schlumberger Technology Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	98200	41000	70500	56100
Business Process Analyst	89500	39200	60800	46800
Chemical Engineers	85900	51200	51200	51200
Computer Systems Analysts	108000	37300	76900	57900
Controls Engineer	74600	52500	55900	54200
Electrical Engineers	73900	51400	95300	73300
Embedded Software Engineer	71800	43400	85000	66100
Field Engineer	51000	41600	91000	64500
Financial Analysts	54000	43600	50000	47500
General And Operations Managers	167600	48500	69200	58900
Instructor	58700	33000	33000	33000
Internal Auditor	43500	37300	80700	51300
Management Accountant	51500	35900	41000	38600
Management Analysts	92600	30300	100600	47900
Mechanical Engineers	72000	46800	49300	48100
Planner	66200	46700	53300	48900
Procurement Specialist	60000	33100	49500	41300
Product Analyst	69000	41100	56800	48500
Production Engineer	80300	36400	73300	54800
Project Coordinator	60400	43300	92500	66900
Sales Engineers	126700	53700	140700	88000
Sales Representatives	47500	27400	27400	27400
Service Manager	88500	31400	95200	63300
Software Architect	109100	64700	104600	76000
Software Developers	76600	55400	93900	74700
Solutions Architect	78100	50500	137300	100100
Tax Accountant	50100	39500	61200	53400
Technical Support Engineer	62800	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Nvidia Corporation

Job Title	Nvidia Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	97100	41700	58100	47500
Advertising And Promotions Managers	77900	49600	61900	55800
Application Engineer	103200	41000	70500	56100
Asic Verification Engineer	124600	139800	150000	144900
Business Operations Manager	118500	35900	63600	49300
Compliance Analyst	84700	48300	59800	53700
Computer Programmers	104900	36400	51000	44900
Computer Software Engineer, Applications	91000	56700	58800	57700
Computer Systems Analysts	111700	37300	76900	57900
Electrical Engineers	84300	51400	95300	73300
Embedded Software Engineer	88700	43400	85000	66100
Financial Analysts	85400	43600	50000	47500
General And Operations Managers	152900	48500	69200	58900
Management Analysts	101500	30300	100600	47900
Market Research Analysts	83800	30000	67500	45000
Market Research Analysts And Marketing Specialists	129900	36300	63300	45100
Mechanical Engineers	126200	46800	49300	48100
Operations Research Analysts	55800	35700	51200	40500
Product Engineer	124400	50300	62300	56400
Product Engineering Manager	172600	77100	95500	86300
Sales Engineers	132800	53700	140700	88000
Salesforce Administrator	131500	66900	87700	77300
Senior Sap Analyst	111000	88100	107300	97700
Software Development Manager	211400	53800	69500	61600
Solutions Architect	122000	50500	137300	100100
Vp Business Development	256400	49700	72100	60900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Ford Motor Company

Job Title	Ford Motor Company	Competitors Minimum	Competitors Maximum	Competitors Average
Chemical Engineers	85600	51200	51200	51200
Computer Systems Analysts	91400	37300	76900	57900
Controls Engineer	68600	52500	55900	54200
Design Manager	91900	39600	64500	55800
Electrical Engineers	81400	51400	95300	73300
Embedded Software Engineer	86400	43400	85000	66100
Mechanical Engineers	86900	46800	49300	48100
Operations Research Analysts	77900	35700	51200	40500
Product Development Engineer	82100	43100	80100	61600
Product Engineer	74600	50300	62300	56400
Risk Analyst	55400	61600	76400	69000
Senior Software Architect	91700	86000	110700	98400
Software Developers	79900	55400	93900	74700
Software Development Engineer	75500	43200	81000	64100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Symantec Corporation

Job Title	Symantec Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	87100	41700	58100	47500

Symantec Corporation

Job Title	Symantec Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Computer Software Engineer, Applications	85300	56700	58800	57700
Computer Systems Analysts	96900	37300	76900	57900
Digital Marketing Manager	84600	61200	86300	73700
Electrical Engineers	129600	51400	95300	73300
Financial Analysts	101600	43600	50000	47500
General And Operations Managers	111500	48500	69200	58900
Market Research Analysts	77400	30000	67500	45000
Operations Research Analysts	56300	35700	51200	40500
Principal Software Engineer	116900	55400	120300	92200
Sales Engineers	103500	53700	140700	88000
Senior Vice President	190700	61700	123700	92700
Senior Web Developer	87400	86600	97800	92200
Service Manager	131300	31400	95200	63300
Software Developer, Applications	102400	69600	107800	91900
Software Development Engineer	113500	43200	81000	64100
Software Development Engineer In Test	88300	74800	74800	74800
Software Quality Assurance Analyst	36300	28700	46900	37800
Sqa Analyst	54200	65000	76100	70500
Sr. Accountant	71200	40400	42500	41400
Technical Director	164100	95100	136000	115600
Technical Support Engineer	74500	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Linkedin Corporation

Job Title	Linkedin Corporation	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	87100	41700	58100	47500
Advertising And Promotions Managers	83400	49600	61900	55800
Business Intelligence Analysts	71400	61200	61200	61200
Business Operations Manager	104600	35900	63600	49300
Computer Systems Analysts	97800	37300	76900	57900
Creative Director	121300	25500	102100	51400
Digital Marketing Manager	108800	61200	86300	73700
Director, Business Development	230000	54000	169500	94200
Financial Analysts	81600	43600	50000	47500
General And Operations Managers	110700	48500	69200	58900
Human Resources Specialists	58300	33300	34500	33900
Management Analysts	89500	30300	100600	47900
Market Research Analysts	80200	30000	67500	45000
Market Research Analysts And Marketing Specialists	36300	36300	63300	45100
Operations Research Analysts	61700	35700	51200	40500
Principal Software Engineer	99600	55400	120300	92200
Quality Assurance Manager	144000	41300	86700	66800
Sales Engineers	89000	53700	140700	88000
Senior Devops Engineer	131700	102700	109900	106300
Senior Web Developer	106100	86600	97800	92200
Software Developer, Applications	120300	69600	107800	91900
Software Development Engineer In Test	78600	74800	74800	74800
Sr. Financial Analyst	119600	62800	85000	73900
Staff Engineer	142900	41800	53900	49700
Vice President Of Marketing	230500	60300	148600	117300

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

American Airlines

Job Title	American Airlines	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	41700	37900	44600	41300
Accountants And Auditors	67400	41700	58100	47500
Computer Programmers	101300	36400	51000	44900
Computer Systems Analysts	87700	37300	76900	57900
Financial Analysts	58800	43600	50000	47500
General And Operations Managers	108400	48500	69200	58900
Internal Auditor	41700	37300	80700	51300
Management Analysts	65900	30300	100600	47900
Market Research Analysts And Marketing Specialists	69000	36300	63300	45100
Operations Research Analysts	54200	35700	51200	40500
Regional Sales Manager	113400	62700	108800	82400
Senior Web Developer	82100	86600	97800	92200
Software Developers	66500	55400	93900	74700
Sr. Accountant	66900	40400	42500	41400
Sr. Engineer	79900	57100	61600	59400
Sr. Financial Analyst	68600	62800	85000	73900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Amgen

Job Title	Amgen	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	57100	37900	44600	41300
Accountants And Auditors	73000	41700	58100	47500
Advertising And Promotions Managers	88700	49600	61900	55800
Business Operations Specialists	73300	40000	80000	60000
Chemical Engineers	98200	51200	51200	51200
Computer Programmers	68300	36400	51000	44900
Computer Systems Analysts	88800	37300	76900	57900
Executive Director	153700	95300	252300	133300
Finance Director	157500	45300	178200	81900
Financial Analysts	68000	43600	50000	47500
General And Operations Managers	89500	48500	69200	58900
Human Resources Director	112000	29000	66200	51500
Management Analysts	89700	30300	100600	47900
Market Research Analysts	54100	30000	67500	45000
Marketing Director	165400	30000	163100	71400
Medical And Health Services Managers	94900	61300	66000	63700
Operations Research Analysts	63400	35700	51200	40500
Principal Scientist	106800	70300	115600	93000
Sr. Engineer	70000	57100	61600	59400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Staples

Job Title	Staples	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	76300	41700	58100	47500
Business Intelligence Analysts	61800	61200	61200	61200
Computer Systems Analysts	94500	37300	76900	57900
Controls Engineer	88700	52500	55900	54200
Digital Marketing Analyst	59700	36700	52200	45800
Financial Analysts	57300	43600	50000	47500
Management Analysts	96100	30300	100600	47900

Staples

Job Title	Staples	Competitors Minimum	Competitors Maximum	Competitors Average
Market Research Analysts And Marketing Specialists	64300	36300	63300	45100
Operations Research Analysts	68800	35700	51200	40500
Pricing Analyst	55000	38700	75700	55200
Principal Software Engineer	104500	55400	120300	92200
Senior Auditor	67900	58600	77400	68800
Senior Developer	90600	51200	94200	77600
Software Architect	117700	64700	104600	76000
Sr. Financial Analyst	84300	62800	85000	73900
Staff Auditor	64900	37600	58600	44100
Tax Accountant	42300	39500	61200	53400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

The Mathworks

Job Title	The Mathworks	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	79300	41000	70500	56100
Computer Software Engineer, Applications	87200	56700	58800	57700
Computer Systems Analysts	82200	37300	76900	57900
Electrical Engineers	117800	51400	95300	73300
Market Research Analysts And Marketing Specialists	81100	36300	63300	45100
Mechanical Engineers	89100	46800	49300	48100
Principal Software Engineer	122800	55400	120300	92200
Public Relations Specialists	101000	33000	64200	45900
Sales Engineers	94400	53700	140700	88000
Software Developer, Applications	86800	69600	107800	91900
Software Developers	79800	55400	93900	74700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Abbott Laboratories

Job Title	Abbott Laboratories	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	89500	37900	44600	41300
Accountants And Auditors	85300	41700	58100	47500
Assistant Controller	81200	41500	56300	46400
Associate Engineer	58000	60100	64100	62100
Chemical Engineers	74800	51200	51200	51200
Computer Systems Analysts	82600	37300	76900	57900
Demand Planner	66300	49300	62600	56000
Economic Analyst	52900	61900	96400	74600
Electrical Engineers	104400	51400	95300	73300
Embedded Software Engineer	84100	43400	85000	66100
Financial Analysts	66100	43600	50000	47500
Financial Associate	57900	48000	85300	66700
Market Research Analysts	71300	30000	67500	45000
Marketing Coordinator	52200	31600	65200	40700
Mechanical Engineers	79800	46800	49300	48100
Pricing Analyst	65800	38700	75700	55200
Principal Software Engineer	104400	55400	120300	92200
Public Relations Specialists	79900	33000	64200	45900
Sales Engineers	76700	53700	140700	88000

Abbott Laboratories

Job Title	Abbott Laboratories	Competitors Minimum	Competitors Maximum	Competitors Average
Senior Developer	83600	51200	94200	77600
Senior Project Engineer	64600	64900	102000	77700
Senior Software Architect	169000	86000	110700	98400
Senior Systems Developer	62900	54600	54600	54600

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Monsanto Company

Job Title	Monsanto Company	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	51400	37900	44600	41300
Accountants And Auditors	71100	41700	58100	47500
Application Development Manager	96300	94300	110500	102400
Application Engineer	89600	41000	70500	56100
Budget Analysts	63000	46200	56700	51400
Business Intelligence Architect	77800	69300	115000	88400
Business Intelligence Developer	51600	48600	93500	73700
Business Process Analyst	87900	39200	60800	46800
Chemical Engineers	92800	51200	51200	51200
Computer Systems Analysts	75900	37300	76900	57900
Electrical Engineers	69300	51400	95300	73300
Financial Analysts	84600	43600	50000	47500
Management Analysts	90100	30300	100600	47900
Market Research Analysts	45800	30000	67500	45000
Mechanical Engineers	73500	46800	49300	48100
Operations Research Analysts	54000	35700	51200	40500
Product Development Manager	89800	37200	124800	69400
Production Engineer	78100	36400	73300	54800
Senior Developer	83500	51200	94200	77600
Software Developers	93100	55400	93900	74700
Solutions Architect	89600	50500	137300	100100
Technical Lead	99600	50900	103100	77000

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Honeywell International

Job Title	Honeywell International	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	80700	41700	58100	47500
Application Engineer	80900	41000	70500	56100
Business Intelligence Analysts	73900	61200	61200	61200
Chemical Engineers	86800	51200	51200	51200
Computer Systems Analysts	89400	37300	76900	57900
Demand Planner	78400	49300	62600	56000
Director Of Strategic Marketing	170300	65500	70900	68200
Director, Finance	141600	77100	85900	81500
Electrical Engineers	101200	51400	95300	73300
Embedded Software Engineer	82100	43400	85000	66100
Estimator	49400	33400	83900	60000
Financial Analysts	53700	43600	50000	47500
General And Operations Managers	193700	48500	69200	58900
Human Resources Director	175300	29000	66200	51500
Management Analysts	131000	30300	100600	47900
Market Research Analysts And Marketing Specialists	103500	36300	63300	45100

Honeywell International

Job Title	Honeywell International	Competitors Minimum	Competitors Maximum	Competitors Average
Mechanical Engineers	85800	46800	49300	48100
Planner	49600	46700	53300	48900
Principal Software Engineer	122200	55400	120300	92200
Procurement Specialist	72300	33100	49500	41300
Product Engineer	81200	50300	62300	56400
Product Engineering Manager	101000	77100	95500	86300
Production Engineer	82800	36400	73300	54800
Public Relations Specialists	70200	33000	64200	45900
Research And Development Engineer	81200	42000	92600	67300
Sales Engineers	99800	53700	140700	88000
Senior Project Engineer	96400	64900	102000	77700
Software Developers	84200	55400	93900	74700
Software Development Engineer	102900	43200	81000	64100
Software Development Engineer In Test	76300	74800	74800	74800
Sr. Engineer	91100	57100	61600	59400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Abbvie

Job Title	Abbvie	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	69200	41700	58100	47500
Chemical Engineers	99900	51200	51200	51200
Computer Systems Analysts	97000	37300	76900	57900
Human Resources Specialists	47200	33300	34500	33900
Market Research Analysts And Marketing Specialists	52200	36300	63300	45100
Mechanical Engineers	71800	46800	49300	48100
Medical And Health Services Managers	94500	61300	66000	63700
Medical Director	140800	66700	231900	144000
Software Developers	66800	55400	93900	74700

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Cisco Systems

Job Title	Cisco Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants	78400	37900	44600	41300
Accountants And Auditors	88600	41700	58100	47500
Budget Analysts	91600	46200	56700	51400
Business Intelligence Analysts	94500	61200	61200	61200
Business Intelligence Manager	119900	56200	95400	75800
Business Operations Manager	109500	35900	63600	49300
Business Operations Specialists	83100	40000	80000	60000
Chief Information Officer	262700	81000	101900	91400
Computer Software Engineer, Applications	100800	56700	58800	57700
Computer Systems Analysts	102400	37300	76900	57900
Design Consultant	108500	33000	44500	38800
Digital Marketing Manager	131100	61200	86300	73700
Director Of Engineering	195300	61900	156500	109200
Director, Business Development	200600	54000	169500	94200
Director, Finance	171600	77100	85900	81500

Cisco Systems

Job Title	Cisco Systems	Competitors Minimum	Competitors Maximum	Competitors Average
Electrical Engineers	100000	51400	95300	73300
Finance Director	166400	45300	178200	81900
Financial Analysts	91200	43600	50000	47500
General And Operations Managers	100600	48500	69200	58900
Management Analysts	100400	30300	100600	47900
Market Research Analysts	104600	30000	67500	45000
Market Research Analysts And Marketing Specialists	87300	36300	63300	45100
Marketing Research Analysts	86400	41800	61100	51200
Mechanical Engineers	108000	46800	49300	48100
Operations Director	124200	38400	135600	74000
Operations Research Analysts	70700	35700	51200	40500
Product Engineer	100000	50300	62300	56400
Sales Engineers	109900	53700	140700	88000
Software Architect	117000	64700	104600	76000
Software Development Manager	145300	53800	69500	61600
Solutions Architect	118200	50500	137300	100100
Staff Engineer	126000	41800	53900	49700
Tax Accountant	89900	39500	61200	53400
Technical Lead	153300	50900	103100	77000
Technical Support Engineer	113600	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Infosys

Job Title	Infosys	Competitors Minimum	Competitors Maximum	Competitors Average
Associate Consultant	68300	55800	56700	56200
Business Development Executive	90900	32800	51600	45300
Business Manager	91000	35900	105200	69800
Computer Programmers	47000	36400	51000	44900
Computer Systems Analysts	84800	37300	76900	57900
Instructional Designer	47100	43800	47200	45500
Sales Engineers	117500	53700	140700	88000
Technical Lead	69500	50900	103100	77000
Technology Architect	79500	60700	73100	66900
Technology Lead	65300	60800	101000	80900

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

General Electric Company

Job Title	General Electric Company	Competitors Minimum	Competitors Maximum	Competitors Average
Application Engineer	76300	41000	70500	56100
Computer Systems Analysts	103800	37300	76900	57900
Controls Engineer	76400	52500	55900	54200
Mechanical Engineers	83800	46800	49300	48100
Principal Software Engineer	158100	55400	120300	92200

General Electric Company

Job Title	General Electric Company	Competitors Minimum	Competitors Maximum	Competitors Average
Product Designer	65200	33300	75500	47800
Project Engineering Manager	142200	54300	118800	80200
Technical Support Engineer	84600	67200	77000	72100

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Genentech

Job Title	Genentech	Competitors Minimum	Competitors Maximum	Competitors Average
Accountants And Auditors	87800	41700	58100	47500
Associate Engineer	67700	60100	64100	62100
Budget Analysts	76000	46200	56700	51400
Business Operations Manager	110100	35900	63600	49300
Chemical Engineers	88600	51200	51200	51200
Computer Programmers	84800	36400	51000	44900
Computer Systems Analysts	108900	37300	76900	57900
Construction Project Manager	84900	48700	87500	64700
Electrical Engineers	108700	51400	95300	73300
Financial Analysts	121100	43600	50000	47500
General And Operations Managers	191400	48500	69200	58900
It Security Analyst	115200	70400	79800	75100
Management Analysts	104400	30300	100600	47900
Market Research Analysts	74800	30000	67500	45000
Mechanical Engineers	110300	46800	49300	48100
Medical And Health Services Managers	106100	61300	66000	63700
Medical Director	189200	66700	231900	144000
Operations Research Analysts	52500	35700	51200	40500
Software Developers	107700	55400	93900	74700
Sr. Engineer	92100	57100	61600	59400
Training Manager	92600	50300	123500	79500

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

L&T Technology Services

Job Title	L&T Technology Services	Competitors Minimum	Competitors Maximum	Competitors Average
Account Director	118600	56400	71500	64000
Application Engineer	75000	41000	70500	56100
Business Development Director	112800	31300	197800	76300
Business Manager	96300	35900	105200	69800
Computer Programmers	51300	36400	51000	44900
Computer Systems Analysts	78900	37300	76900	57900
Controls Engineer	68300	52500	55900	54200
Design Manager	50100	39600	64500	55800
Electrical Engineers	75400	51400	95300	73300
Embedded Software Engineer	88400	43400	85000	66100
Embedded System Engineer	52700	60500	73900	67200
Field Engineer	87200	41600	91000	64500
Mechanical Engineers	72400	46800	49300	48100
Product Development Engineer	49600	43100	80100	61600
Product Engineer	78300	50300	62300	56400
Quality Control Engineer	63300	35300	57600	46700
Sales Engineers	103800	53700	140700	88000
Software Architect	71200	64700	104600	76000

L&T Technology Services

Job Title	L&T Technology Services	Competitors Minimum	Competitors Maximum	Competitors Average
Software Developer, Applications	78300	69600	107800	91900
Software Developers	81000	55400	93900	74700
System Architect	54700	83600	86100	84800
Technical Architect	78800	69800	104800	88100
Technical Lead	83100	50900	103100	77000
Vice President	147600	41700	187700	115400

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

6 Product Market Categories

6.1 Primary Categories

Job Title	Malema Engineering Corporation	Minimum	Maximum	Average	Competitors
Application Engineer	73500	134900	180000	155200	3
Application Engineer	73500	41700	155100	83100	74
Architectural And Engineering Managers	145100	100000	157300	126400	4
Architectural And Engineering Managers	145100	95900	320000	158800	69
Budget Analysts	55500	54200	75000	65200	5
Budget Analysts	55500	72000	145700	108500	5
Budget Analysts	55500	56700	60100	58400	2
Finance Analysts	59100	47800	139800	76500	23
Financial Managers	59800	68600	250000	123400	9
Financial Managers	59800	84800	321200	168800	48
Financial Managers	59800	125000	130000	127500	2
Manufacturing Test Engineer	81300	44100	129000	88300	10
Quality Assurance Manager	94300	62000	154700	100000	18
Sales Engineers	54900	54400	189000	93700	62
Sales Engineers	54900	65700	205300	136200	82
Sales Engineers	54900	91500	110000	100800	2
Senior R&A;D Engineer	111300	77200	121600	93000	12

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

6.2 Adjacent Categories

Adhesives And Sealants Industry

Job Title	Minimum	Maximum	Average	Observations
Account Manager	57600	90400	75100	3
Application Development Engineer	69000	73900	71500	2
Associate Product Manager	51800	128200	79700	4
Business Analyst	48500	88800	67600	4
Business Intelligence Analyst	78700	82800	80700	2
Business Systems Analyst	77100	85200	81100	2
Chemist	55300	83300	66200	3
Consultant	76800	81000	78500	3
Data Analyst	73200	118500	90100	3
Data Architect	90400	121200	105800	2
Data Engineer	80000	121100	104600	4
Data Scientist	67900	119900	100100	7
Database Administrator	74100	99000	82700	4
Demand Planning Analyst	49600	86100	71900	3
Design Engineer	65300	83300	74400	3
Devops Engineer	117000	147600	132300	2
Director Of Product Marketing	169100	214600	191800	2
Electrical Engineer	61300	90800	77200	5
Embedded Software Engineer	70000	82100	76100	2
Engineer	54200	122800	78900	5
Engineer I	57800	76800	67300	2
Engineer Ii	49900	100200	73900	3
Engineer Iii	71300	105700	88500	2
Engineering Manager	97000	168200	124300	4
Finance Manager	64100	95300	83700	4
Financial Analyst	41700	88200	57600	11
Hr Generalist	63900	64100	64000	2

Adhesives And Sealants Industry

Job Title	Minimum	Maximum	Average	Observations
Human Resources Director	94900	175300	135100	2
Human Resources Manager	68500	88300	77900	3
Infrastructure Engineer	71100	81000	76500	3
Lead Engineer	91600	108500	100000	2
Lead Research Scientist	104700	184000	144300	2
Lead Software Engineer	75300	174100	123900	3
Manufacturing Engineer	54500	92600	69900	4
Marketing Manager	100700	124300	116500	3
Marketing Specialist	35500	56200	47300	3
Mechanical Engineer	53100	79500	66700	3
Plant Controller	79300	94700	85600	3
Principal Data Scientist	109400	172500	140900	2
Principal Engineer	90500	119400	104900	2
Principal Software Engineer	89200	174100	133100	3
Principal Systems Engineer	98300	174100	136200	2
Process Engineer	60700	80900	67800	6
Product Design Engineer	91600	99500	95500	2
Product Manager	70600	124300	96500	5
Product Marketing Manager	89600	103800	96700	2
Program Manager	82000	125300	108000	5
Project Engineer	57600	94500	72900	6
Project Engineer Ii	67300	90100	78700	2
Project Manager	38600	102000	83700	4
Quality Assurance Supervisor	57700	89000	73300	2
Quality Engineer	56700	106400	74500	7
Quality Engineer Ii	67300	80500	73900	2
Quality Engineering Manager	84000	152400	108200	3
R&Amp;D Engineer	73200	83100	79600	3
Research Chemist	66500	87000	76000	3
Research Engineer	69400	158200	91000	7
Research Scientist	60200	132000	88200	5
Sales Engineer	59700	98400	75600	3
Senior Application Engineer	62400	81400	72000	3
Senior Chemist	61200	99600	81600	3
Senior Data Engineer	112000	137300	124600	2
Senior Developer	91800	108500	98900	3
Senior Development Engineer	89400	106900	98100	2
Senior Engineer	76900	119100	90600	4
Senior Field Service Engineer	58800	75500	67200	2
Senior Financial Analyst	61000	102600	80100	9
Senior It Business Analyst	80400	118100	98600	3
Senior Process Engineer	66200	93700	78300	5
Senior Product Development Chemist	76500	91800	82200	3
Senior Product Manager	95000	168200	130300	3
Senior Product Marketing Manager	110500	147000	128800	2
Senior Project Engineer	80000	100700	91100	3
Senior Project Manager	93800	109300	101300	3
Senior R&Amp;D Engineer	91700	105800	98700	2
Senior Research Chemist	54600	75400	66400	4
Senior Research Engineer	67400	168000	98100	5
Senior Research Scientist	89100	168000	112800	5
Senior Scientist	86600	100000	94500	3
Senior Software Developer	113700	133800	123800	2
Senior Software Engineer	74600	140100	99400	5
Senior Systems Analyst	104300	121200	112100	3
Senior Technical Program Manager	101900	168200	135100	2
Senior Technical Support Specialist	75400	83600	79500	2
Software Developer	77600	86400	82100	4
Software Development Engineer	66300	81300	74800	3
Software Engineer	44900	104800	78800	9
Sr Financial Analyst	58900	62800	60800	2
Sr Software Engineer	80500	96500	88500	2
Sr. Engineer	76900	94300	85400	5
Sr. Product Marketing Manager	93000	149700	121300	2
Sr. Software Engineer	60100	174100	111400	4

Adhesives And Sealants Industry

Job Title	Minimum	Maximum	Average	Observations
Staff Scientist	41500	79000	66100	3
Strategic Sourcing Manager	75200	110200	92700	2
Supplier Quality Engineer	71400	76200	73800	2
Supply Chain Analyst	48400	77700	65600	3
Systems Analyst	74400	93200	84600	3
Systems Engineer	67900	91500	82800	4
Systems Engineering Leader	83000	131200	107100	2
Technical Program Manager	98500	168200	133400	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Aerospace Adhesives And Sealants

Job Title	Minimum	Maximum	Average	Observations
Account Manager	57600	90400	75100	3
Application Development Engineer	69000	73900	71500	2
Associate Product Manager	51800	128200	79700	4
Business Analyst	48500	88800	67600	4
Business Intelligence Analyst	78700	82800	80700	2
Business Systems Analyst	77100	85200	81100	2
Chemist	55300	83300	66200	3
Consultant	76800	81000	78500	3
Data Analyst	73200	118500	90100	3
Data Architect	90400	121200	105800	2
Data Engineer	80000	121100	104600	4
Data Scientist	67900	119900	100100	7
Database Administrator	74100	99000	82700	4
Demand Planning Analyst	49600	86100	71900	3
Design Engineer	65300	83300	74400	3
Devops Engineer	117000	147600	132300	2
Director Of Product Marketing	169100	214600	191800	2
Electrical Engineer	61300	90800	77200	5
Embedded Software Engineer	70000	82100	76100	2
Engineer	54200	122800	78900	5
Engineer I	57800	76800	67300	2
Engineer Ii	49900	100200	73900	3
Engineer Iii	71300	105700	88500	2
Engineering Manager	97000	168200	124300	4
Finance Manager	64100	95300	83700	4
Financial Analyst	41700	88200	57600	11
Hr Generalist	63900	64100	64000	2
Human Resources Director	94900	175300	135100	2
Human Resources Manager	68500	88300	77900	3
Infrastructure Engineer	71100	81000	76500	3
Lead Engineer	91600	108500	100000	2
Lead Research Scientist	104700	184000	144300	2
Lead Software Engineer	75300	174100	123900	3
Manufacturing Engineer	54500	92600	69900	4
Marketing Manager	100700	124300	116500	3
Marketing Specialist	35500	56200	47300	3
Mechanical Engineer	53100	79500	66700	3
Plant Controller	79300	94700	85600	3
Principal Data Scientist	109400	172500	140900	2
Principal Engineer	90500	119400	104900	2
Principal Software Engineer	89200	174100	133100	3
Principal Systems Engineer	98300	174100	136200	2
Process Engineer	60700	80900	67800	6
Product Design Engineer	91600	99500	95500	2
Product Manager	70600	124300	96500	5
Product Marketing Manager	89600	103800	96700	2
Program Manager	82000	125300	108000	5

Aerospace Adhesives And Sealants

Job Title	Minimum	Maximum	Average	Observations
Project Engineer	57600	94500	72900	6
Project Engineer Ii	67300	90100	78700	2
Project Manager	38600	102000	83700	4
Quality Assurance Supervisor	57700	89000	73300	2
Quality Engineer	56700	106400	74500	7
Quality Engineer Ii	67300	80500	73900	2
Quality Engineering Manager	84000	152400	108200	3
R&A;D Engineer	73200	83100	79600	3
Research Chemist	66500	87000	76000	3
Research Engineer	69400	158200	91000	7
Research Scientist	60200	132000	88200	5
Sales Engineer	59700	98400	75600	3
Senior Application Engineer	62400	81400	72000	3
Senior Chemist	61200	99600	81600	3
Senior Data Engineer	112000	137300	124600	2
Senior Developer	91800	108500	98900	3
Senior Development Engineer	89400	106900	98100	2
Senior Engineer	76900	119100	90600	4
Senior Field Service Engineer	58800	75500	67200	2
Senior Financial Analyst	61000	102600	80100	9
Senior It Business Analyst	80400	118100	98600	3
Senior Process Engineer	66200	93700	78300	5
Senior Product Development Chemist	76500	91800	82200	3
Senior Product Manager	95000	168200	130300	3
Senior Product Marketing Manager	110500	147000	128800	2
Senior Project Engineer	80000	100700	91100	3
Senior Project Manager	93800	109300	101300	3
Senior R&A;D Engineer	91700	105800	98700	2
Senior Research Chemist	54600	75400	66400	4
Senior Research Engineer	67400	168000	98100	5
Senior Research Scientist	89100	168000	112800	5
Senior Scientist	86600	100000	94500	3
Senior Software Developer	113700	133800	123800	2
Senior Software Engineer	74600	140100	99400	5
Senior Systems Analyst	104300	121200	112100	3
Senior Technical Program Manager	101900	168200	135100	2
Senior Technical Support Specialist	75400	83600	79500	2
Software Developer	77600	86400	82100	4
Software Development Engineer	66300	81300	74800	3
Software Engineer	44900	104800	78800	9
Sr Financial Analyst	58900	62800	60800	2
Sr Software Engineer	80500	96500	88500	2
Sr. Engineer	76900	94300	85400	5
Sr. Product Marketing Manager	93000	149700	121300	2
Sr. Software Engineer	60100	174100	111400	4
Staff Scientist	41500	79000	66100	3
Strategic Sourcing Manager	75200	110200	92700	2
Supplier Quality Engineer	71400	76200	73800	2
Supply Chain Analyst	48400	77700	65600	3
Systems Analyst	74400	93200	84600	3
Systems Engineer	67900	91500	82800	4
Systems Engineering Leader	83000	131200	107100	2
Technical Program Manager	98500	168200	133400	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Aircraft Cabin Lighting

Job Title	Minimum	Maximum	Average	Observations
Auditor	49800	61500	55700	2
Business Intelligence Analyst	78200	80400	79100	3

Aircraft Cabin Lighting

Job Title	Minimum	Maximum	Average	Observations
Business Systems Analyst	77100	89600	83300	2
Commodity Manager	51700	84900	68300	2
Communications Specialist	75300	102200	88800	2
Component Engineer	94500	98300	96400	2
Consultant	76800	97800	87300	2
Data Analyst	74000	78600	75600	3
Data Engineer	64000	119900	96900	3
Data Scientist	87500	119900	101400	4
Database Administrator	70100	87500	78800	2
Database Engineer	65800	69400	67600	2
Demand Planner	78400	89100	83800	2
Design Engineer	65700	109200	82800	5
Devops Engineer	72200	117000	94600	2
Electrical Engineer	59300	88900	73200	4
Embedded Software Engineer	75900	82100	79000	2
Engineer	86500	97600	92400	4
Enterprise Architect	86100	111700	98900	2
Finance Analyst	59000	74200	66600	2
Finance Manager	59300	88200	73700	2
Financial Analyst	50700	60400	55300	5
Hr Generalist	64100	105900	85000	2
Human Resources Director	128800	175300	152000	2
Infrastructure Engineer	67700	80200	73900	2
Internal Auditor	41700	60200	51000	2
It Program Manager	104300	113300	108800	2
Java Developer	80900	94800	87900	2
Lead Developer	112600	125300	119000	2
Lead Engineer	108500	123100	115800	2
Lead Research Scientist	104700	123900	114300	2
Lead Software Engineer	90500	125300	107900	2
Manager, Revenue Management	64200	97800	81000	2
Manufacturing Engineer	56900	69000	63400	3
Marketing Specialist	56200	103700	80000	2
Mechanical Engineer	61800	94100	76900	4
Pricing Manager	100200	120700	110400	2
Principal Engineer	106800	119400	111300	3
Principal Software Engineer	104600	154300	135600	4
Principal Systems Engineer	86600	105600	96900	3
Procurement Manager	63900	88400	76100	2
Product Engineer	60400	112100	79400	3
Product Marketing Manager	68100	89600	78900	2
Program Manager	73500	187200	119500	5
Programmer Analyst	67900	96700	82300	2
Project Engineer	72200	127900	96100	5
Project Engineer 2	82800	87500	85200	2
Project Lead Engineer	70400	89800	80100	2
Project Manager	82300	136100	104700	4
Quality Assurance Engineer	79100	119100	95200	3
R&A;D Engineer	73900	83100	78500	2
Reliability Engineer	55700	100900	81900	3
Senior Accountant	60600	89300	71500	3
Senior Analytics Engineer	68700	121100	94900	2
Senior Architect	94800	107800	101300	2
Senior Business Analyst	83200	93200	88200	2
Senior Commodity Manager	67200	92800	84100	3
Senior Data Analyst	61900	94800	78800	4
Senior Data Engineer	105000	119900	112300	3
Senior Database Administrator	87100	107400	97200	2
Senior Design Engineer	69000	145900	97600	4
Senior Development Engineer	99400	106900	103200	2
Senior Engineer	58400	119100	94800	4
Senior Finance Manager	118900	149600	134200	2
Senior Financial Analyst	59600	82900	73400	4
Senior Human Resources Manager	104900	122400	113600	2
Senior Network Engineer	94800	114500	104600	2

Aircraft Cabin Lighting

Job Title	Minimum	Maximum	Average	Observations
Senior Product Manager	79600	136100	114400	3
Senior Product Marketing Manager	87500	110500	99000	2
Senior Project Engineer	72200	100700	86400	2
Senior Project Manager	87900	135900	103400	4
Senior Scientist	100000	110200	105100	2
Senior Software Developer	85400	113700	100400	3
Senior Software Engineer	70500	133800	103400	4
Senior System Engineer	81400	106100	93700	2
Senior Systems Engineer	77400	95900	88200	6
Senior Test Engineer	92900	96700	94800	2
Site Reliability Engineer	92800	93300	93100	2
Software Developer	68600	113400	85100	4
Software Engineer	44900	119900	91700	6
Software Engineer 2	101900	113300	107600	2
Software Engineer I	64300	64900	64600	2
Software Engineer Ii	78900	106100	88900	3
Specialist	52300	71800	62000	2
Sr Financial Analyst	62800	69600	66200	2
Sr Software Engineer	96500	122500	106300	3
Sr. Business Analyst	67000	90400	78700	2
Sr. Developer	85500	91500	88500	2
Sr. Engineer	79900	91100	85500	2
Sr. Financial Analyst	61000	62200	61600	2
Sr. Software Developer	81700	113700	98400	3
Sr. Software Engineer	84900	125300	109500	3
Sr. Systems Engineer	74900	92000	83500	2
Staff Scientist	41500	77800	59600	2
Strategic Sourcing Manager	64200	75200	69700	2
Supplier Quality Engineer	73400	76200	74800	2
Systems Engineer	64600	93600	79900	5
Technical Program Manager	68100	98500	83300	2
Test Engineer	47900	84300	68200	3
Ux Designer	36900	88900	62900	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Applications Software

Job Title	Minimum	Maximum	Average	Observations
Associate Consultant	69000	74700	71200	3
Associate Data Scientist	75400	96100	88300	3
Associate Product Manager	78500	128200	98900	3
Associate Software Engineer	58200	121100	84900	8
Associate Software Engineer In Test	72900	99000	87600	3
Business Analyst	33600	118000	66400	9
Business Intelligence Analyst	80100	85700	82500	4
Business Systems Analyst	63300	100200	77700	6
Computer Systems Analyst	61500	134400	81800	6
Consultant	63700	84900	76600	5
Data Analyst	67000	118500	89000	4
Data Engineer	75700	137400	112100	5
Data Scientist	74000	119900	96000	5
Database Administrator	51000	107800	73500	4
Developer	58100	94200	75100	3
Devops Engineer	86500	156700	135300	5
Engineering Manager	100400	168200	142700	4
Financial Analyst	47600	73400	62200	6
Information Security Engineer	72100	124200	101600	3
Lead Network Engineer	96800	136100	121800	3
Lead Software Engineer	102500	174100	132800	4
Manager	83400	167500	127100	3

Applications Software

Job Title	Minimum	Maximum	Average	Observations
Manager, Software Engineering	71600	168200	118200	5
Manager, Technical Support	91700	109200	100100	3
Performance Engineer	85500	114900	97300	4
Principal Consultant	94400	143200	113800	5
Principal Software Engineer	79500	174100	123000	7
Principal Systems Engineer	104100	174100	145500	4
Product Designer	85700	155100	113600	3
Product Manager	68300	175700	109000	9
Product Marketing Manager	47300	160000	108000	3
Product Owner	93900	122900	108800	3
Program Manager	91000	120400	104600	5
Project Manager	62300	107000	88500	6
Qa Engineer	80900	122400	97100	4
Quality Assurance Engineer	50100	76900	63700	5
Quality Engineer	70100	91900	80200	4
Sales Engineer	93200	106100	98000	4
Security Engineer	57300	136900	98300	3
Senior Analyst	63700	106700	85200	4
Senior Business Analyst	66900	129400	107200	6
Senior Business Intelligence Engineer	93900	147800	114200	3
Senior Business Systems Analyst	92600	118000	107600	4
Senior Consultant	84200	135900	111100	6
Senior Database Administrator	89900	124900	102400	6
Senior Database Engineer	77500	136100	97900	5
Senior Devops Engineer	71100	147600	119900	4
Senior Financial Analyst	64100	102600	82800	5
Senior Implementation Consultant	69600	98700	84500	3
Senior Manager	100700	204200	148600	4
Senior Manager, Software Engineering	94000	168200	123100	3
Senior Manager, Technical Support	87600	161000	118600	3
Senior Network Engineer	61700	137600	100400	6
Senior Principal Software Engineer	103600	132200	117100	3
Senior Product Manager	110000	168200	132500	6
Senior Product Marketing Manager	97000	195000	131600	6
Senior Qa Engineer	85300	142200	115800	4
Senior Quality Assurance Engineer	70200	111700	86300	4
Senior Quality Engineer	103500	141900	116100	4
Senior Release Engineer	93300	142200	110700	3
Senior Sales Operations Analyst	68900	80800	73200	3
Senior Software Developer	118100	142200	131400	3
Senior Software Engineer	75100	141700	109100	16
Senior Software Engineer In Test	73900	95800	88200	4
Senior Solutions Engineer	66700	115700	97400	4
Senior Storage Engineer	108600	133400	121100	3
Senior Systems Administrator	91700	131000	109000	3
Senior Systems Engineer	74600	157700	110400	5
Senior Technical Support Engineer	83500	105400	93200	5
Senior User Experience Designer	77300	155100	103900	6
Software Developer	56500	119100	87000	6
Software Development Engineer In Test	92900	117200	101500	3
Software Engineer	70300	121100	87000	19
Software Engineer Ii	65100	133000	97400	3
Software Engineer In Test	81900	102700	89700	6
Software Qa Engineer	75000	109200	95700	3
Software Quality Engineer	64000	122400	85700	3
Solution Architect	96200	127500	114700	3
Solution Engineer	49700	73900	62700	4
Solutions Architect	90900	155100	133100	3
Sr. Software Engineer	66500	174100	111300	9
Sr. Technical Support Engineer	73200	98000	82800	3
Staff Software Engineer	118700	158200	138400	3
Staff Technical Writer	71800	102600	86600	3
Systems Administrator	76600	94000	84100	3
Systems Engineer	70800	121600	89600	5
Technical Account Manager	83300	115600	101900	3

Applications Software

Job Title	Minimum	Maximum	Average	Observations
Technical Analyst	50700	61000	56500	3
Technical Architect	120500	142500	133100	3
Technical Consultant	53000	132200	81400	5
Technical Manager	96400	160700	123300	3
Technical Product Manager	122200	136300	131500	3
Technical Project Manager	58600	125000	87500	4
Technical Support Analyst	52200	57700	55600	3
Technical Support Engineer	46300	93900	72200	7
Technical Writer	45900	74300	61800	3
Ui Engineer	87600	109200	99800	3
User Experience Designer	56000	87900	77700	8
Ux Designer	58700	93200	78100	5
Web Developer	52900	78600	64400	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Artificial Intelligence

Job Title	Minimum	Maximum	Average	Observations
Account Manager	64100	134700	90900	6
Application Developer	77500	147600	103200	5
Automation Engineer	74700	138100	112300	4
Business Analyst	69700	156800	102100	7
Business Development Manager	68100	176500	128700	8
Business Operations Associate	40400	129800	89500	4
Business Operations Manager	72200	143100	105500	5
Business Systems Analyst	63300	139300	103900	6
Cad Engineer	90800	122200	106500	5
Computer Systems Analyst	63300	115200	84300	5
Computer Vision Engineer	79000	168000	126000	4
Data Analyst	73400	115200	85100	9
Data Engineer	90500	153100	123500	5
Data Scientist	70300	158200	103700	10
Database Administrator	64000	125100	94700	8
Database Engineer	69400	131600	98700	6
Design Engineer	59100	152500	110500	8
Designer	51000	141800	102300	4
Director	130300	210400	166000	4
Electrical Engineer	78000	139000	104900	6
Embedded Software Engineer	72700	146600	98200	4
Engineer	72300	170900	108300	7
Engineering Manager	122300	224800	162500	7
Finance Manager	59300	151700	119600	6
Financial Analyst	55300	117300	84500	9
Firmware Engineer	88800	119100	101300	6
Hardware Development Engineer	95000	147500	115600	4
Hardware Engineer	75500	145900	110000	8
Hardware Validation Engineer	100900	170900	126000	4
Hr Business Partner	96200	168400	129900	4
Industrial Designer	58900	119800	90800	5
Interaction Designer	53300	108600	79200	6
It Project Manager	82300	158200	111400	4
Logistics Analyst	87300	104400	92900	4
Machine Learning Engineer	90100	169000	131300	4
Marketing Manager	102400	190900	133600	8
Mechanical Engineer	64600	148800	92000	9
Network Engineer	71300	122300	93700	8
Operations Engineer	68700	168200	96600	4
Operations Program Manager	102700	113300	105800	4
Optical Engineer	86300	138400	115400	4
Performance Engineer	105400	141000	118600	4

Artificial Intelligence

Job Title	Minimum	Maximum	Average	Observations
Physical Design Engineer	80300	140700	113200	5
Power Engineer	70900	106500	90800	4
Principal Software Engineer	115000	155100	136000	5
Product Design Engineer	69400	132900	101900	5
Product Designer	43000	155100	90000	5
Product Engineer	72800	137500	105100	8
Product Manager	82500	158200	122100	9
Product Marketing Manager	68100	163100	122700	7
Program Manager	81200	178200	120300	9
Project Manager	64000	156800	109700	8
Quality Assurance Engineer	40500	111600	79700	5
Quality Engineer	73200	148800	101900	6
Reliability Engineer	81500	147500	111000	6
Research Scientist	98900	152400	122700	5
Researcher	96200	165000	133700	5
Sales Operations Analyst	87200	130200	104100	6
Senior Data Scientist	114300	194400	147900	4
Senior Engineer	80100	141900	114500	5
Senior Financial Analyst	73900	117300	90100	6
Senior Hardware Engineer	85100	136200	115700	5
Senior Network Engineer	61700	125300	89700	7
Senior Product Engineer	94900	132000	112100	5
Senior Product Manager	83900	142900	116800	6
Senior Program Manager	76600	163500	123500	5
Senior Software Development Engineer	125100	155100	138900	4
Senior Software Engineer	73400	174600	126200	13
Senior Systems Engineer	68400	106400	87500	5
Senior Test Engineer	61600	117200	97900	5
Site Reliability Engineer	92800	125100	107900	4
Software Architect	94800	168200	115700	4
Software Developer	84700	155100	117500	7
Software Development Engineer	81000	204200	125100	4
Software Development Manager	152300	241700	185300	6
Software Engineer	53500	174700	104000	14
Software Engineer Manager	88700	213800	152900	5
Software Engineering Manager	78400	213800	145200	7
Software Qa Engineer	73600	124500	103100	4
Software Quality Engineer	70800	107400	81100	5
Software Test Engineer	67600	117400	91500	6
Software Engineer	78800	105900	88900	5
Solutions Architect	43000	169700	111500	6
Sr. Business Analyst	67000	127200	94900	4
Sr. Software Engineer	95400	133000	116600	6
Staff Software Engineer	80900	179500	128200	5
Statistician	69200	103200	85500	5
Supply Chain Analyst	80900	90900	84100	5
Systems Design Engineer	78600	152500	121500	4
Systems Engineer	70800	168200	109600	10
Technical Program Manager	68100	201100	124200	7
Technical Project Manager	69300	130100	110900	5
Technical Support Engineer	63300	97000	77800	5
Technical Writer	45900	113300	83500	6
Test Engineer	68000	118200	91500	7
Thermal Engineer	83200	127200	108000	6
User Experience Designer	83200	93300	86700	5
Ux Designer	66500	104300	85000	5
Visual Designer	60600	83600	72800	6
Web Developer	61600	110900	84000	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Automotive

Job Title	Minimum	Maximum	Average	Observations
Accountant	40600	49500	45000	2
Application Engineer	65900	128200	90900	4
Application Engineer Ii	78300	93800	86100	2
Applications Engineer	67800	77600	73300	3
Auditor	64000	101100	82500	2
Business Analyst	52600	102500	79900	3
Business Development Manager	96700	176500	136600	2
Business Process Analyst	73200	87500	80400	2
Buyer	45000	54100	49600	2
Calibration Engineer	57300	74400	68700	4
Commodity Buyer	57100	64300	60700	2
Controls Engineer	68600	74400	71500	2
Data Analyst	51700	93100	76600	4
Data Scientist	48200	97200	73100	4
Database Administrator	64000	69500	66700	2
Design Engineer	68800	135100	87200	4
Designer	39400	103500	71500	2
Development Engineer	70100	78500	74300	2
Devops Engineer	65000	117000	91000	2
Director Of Product Marketing	169100	186600	177900	2
Dsp Firmware Engineer	83100	96200	89700	2
Electrical Engineer	62700	120600	86000	3
Electronics Engineer	73300	89000	81100	2
Embedded Software Engineer	80700	90100	85300	4
Engineer	45900	90800	63600	6
Engineer I	44400	76800	58600	3
Engineering Manager	92900	138200	113200	3
Finance Analyst	47800	77700	62700	2
Finance Manager	88200	97300	92700	2
Financial Analyst	47400	80400	59200	4
Hardware Engineer	61900	120900	86200	3
Human Factors Engineer	91300	103000	97200	2
Industrial Designer	45200	60300	55000	3
Industrial Engineer	57300	79700	67400	3
Interaction Designer	66700	72800	69800	2
It Network Engineer	59100	66800	62900	2
It Project Manager	67200	82900	75000	2
Lead Applications Engineer	80100	96200	88200	2
Lead Engineer	61300	108500	84900	2
Lead Software Engineer	73700	96500	83100	3
Lead Software Validation Engineer	58800	86100	72400	2
Manager Sourcing	77300	99900	88600	2
Manager, Human Resources	74600	124100	99400	2
Manufacturing Engineer	66900	92600	76200	3
Mechanical Engineer	48800	92000	73300	8
Operations Research Analyst	57400	77900	67700	2
Principal Engineer	92000	119400	103100	3
Process Engineer	56100	84700	64600	4
Product Design Engineer	68400	99500	83900	2
Product Development Engineer	65000	104800	79100	3
Product Engineer	63100	93500	77700	5
Product Manager	130900	140000	135400	2
Product Marketing Specialist	63900	86500	75200	2
Program Manager	78500	122700	97200	7
Programmer Analyst	65000	78200	71500	3
Project Engineer	51400	94500	68000	6
Project Manager	92000	104600	99100	3
Quality Engineer	56200	93600	73200	3
Quality Manager	76800	115300	96000	2
Research Scientist	97000	98900	97900	2
Senior Accountant	67100	89300	78800	3
Senior Data Analyst	48200	53000	50600	2
Senior Design Engineer	65400	89100	80300	4
Senior Embedded Software Engineer	71500	96200	83800	2
Senior Engineer	56200	119100	91900	4

Automotive

Job Title	Minimum	Maximum	Average	Observations
Senior Financial Analyst	75500	82900	79200	2
Senior Hardware Engineer	85100	88500	86800	2
Senior Packaging Engineer	89900	94900	92400	2
Senior Product Engineer	92000	132000	112000	2
Senior Product Manager	83900	127700	105800	2
Senior Programmer/Analyst	73100	86900	80000	2
Senior Project Engineer	66400	100700	83600	2
Senior Project Manager	100800	107400	104100	2
Senior Research Scientist	59400	106900	83200	2
Senior Software Engineer	84200	163400	109000	5
Senior Staff Engineer	70100	75800	73000	2
Senior Supplier Quality Engineer	69000	73100	71100	2
Senior Systems Engineer	59400	106400	81100	3
Software Architect	100300	103200	101700	2
Software Developer	84200	101200	92800	3
Software Development Engineer	56600	122500	86600	3
Software Engineer	68500	109800	84500	7
Software Integration Engineer	79100	112200	95600	2
Software Engineer	78800	85800	82300	2
Sr Financial Analyst	62800	88300	75500	2
Sr. Application Engineer	78700	95900	87300	2
Sr. Engineer	62800	91100	77000	2
Sr. Software Engineer	77300	125300	96300	5
Sr. Systems Engineer	74900	96600	85700	2
Staff Auditor	37900	92000	65000	2
Statistician	76900	84300	80600	2
Supplier Quality Engineer	61400	82000	72600	6
Systems Analyst	64900	93100	79000	2
Systems Engineer	50900	104400	82000	6
Systems Validation Engineer	75100	79100	77100	2
Technical Marketing Engineer	75000	86000	80500	2
Technical Program Manager	77700	98500	88200	3
Technical Support Engineer	65600	95600	80600	2
Test Engineer	61300	68000	64700	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Big Data

Job Title	Minimum	Maximum	Average	Observations
Analyst	52800	99200	75400	4
Application Developer	77500	127700	97700	5
Architect	67200	120700	103300	5
Associate Consultant	60600	100100	84900	4
Associate Software Engineer	71800	102200	80700	4
Business Analyst	69800	111800	89600	9
Business Development Manager	68100	176500	136400	6
Business Operations Analyst	41200	63000	56000	4
Business Operations Manager	72200	118500	86300	5
Business Systems Analyst	69100	139300	107200	6
Consultant	60100	102400	85600	5
Data Analyst	51700	103500	80900	7
Data Engineer	81600	132200	108300	7
Data Scientist	59300	158200	96500	12
Database Administrator	69500	102900	87400	5
Design Engineer	59100	152500	114000	4
Engagement Manager	104900	135100	115100	5
Engineer	70100	170900	98500	8
Engineering Manager	122300	138400	131900	4
Failure Analysis Engineer	78100	107000	88200	4
Finance Manager	59300	182800	117400	4

Big Data

Job Title	Minimum	Maximum	Average	Observations
Financial Analyst	58200	104400	81100	10
Hardware Engineer	65000	120900	94400	5
Interaction Designer	53300	89800	70100	6
It Project Manager	82300	146100	113600	4
Manager, Engineering	104700	188500	141500	4
Marketing Manager	78900	179700	108600	9
Mechanical Engineer	74300	148800	98400	5
Network Engineer	56400	116100	84300	7
Network Security Engineer	65500	149600	93800	4
Performance Engineer	64400	147600	110800	6
Principal Consultant	73700	114900	93300	5
Principal Software Engineer	112800	174100	137400	7
Principal Solutions Architect	89000	133700	109900	4
Product Engineer	72800	155100	107800	7
Product Manager	75000	150700	114700	12
Product Marketing Manager	68100	151100	106300	7
Professional Services Consultant	52200	109100	79100	4
Program Manager	75500	178200	117600	8
Project Manager	64000	156800	105200	7
Quality Analyst	74300	90300	84000	4
Quality Engineer	76000	148800	100500	8
Research Analyst	49300	87800	68900	4
Research Engineer	69700	132000	100700	5
Research Scientist	81200	136200	107700	6
Senior Architect	94800	152500	126000	4
Senior Business Analyst	83200	155100	109600	6
Senior Business Systems Analyst	88900	127400	101400	4
Senior Consultant	93100	122800	108400	6
Senior Data Scientist	88400	144500	116600	5
Senior Database Administrator	59700	122500	87400	4
Senior Developer	47100	135300	95700	4
Senior Engineer	80100	141900	106700	4
Senior Financial Analyst	57400	124600	86200	8
Senior Network Engineer	78800	144500	108700	5
Senior Product Engineer	94900	132000	111100	4
Senior Product Manager	91200	160700	126900	8
Senior Product Marketing Manager	87500	140900	111100	4
Senior Program Manager	74200	204800	136000	7
Senior Quality Engineer	73100	107400	85700	4
Senior Salesforce Developer	92000	132700	109400	3
Senior Software Developer	90600	117200	105000	6
Senior Software Development Engineer	96500	155100	131700	4
Senior Software Engineer	81600	174100	121300	14
Senior Software Quality Assurance Engineer	68400	138700	94700	4
Senior Solutions Architect	79300	154900	123900	6
Senior Systems Engineer	68400	105600	91000	4
Senior Technical Support Engineer	64500	84700	76500	4
Senior Test Engineer	61600	99000	87800	4
Senior User Experience Designer	77400	110300	95500	4
Site Reliability Engineer	92800	123800	106300	4
Software Developer	81600	113400	97800	7
Software Development Engineer	71600	122500	94800	9
Software Development Manager	129100	241700	167500	5
Software Engineer	69900	155100	102100	14
Software Engineer Ii	69800	106100	85400	4
Software Engineering Manager	78400	138600	121500	5
Software Qa Engineer	74000	124500	103900	5
Software Quality Assurance Engineer	72200	117200	96600	6
Solution Architect	76000	141900	103900	6
Solutions Architect	43000	162000	99600	8
Sr. Business Analyst	67000	114800	84500	4
Sr. Product Manager	95100	159500	126000	4
Sr. Program Manager	87600	145700	106300	4
Sr. Software Engineer	93900	138400	109000	6

Big Data

Job Title	Minimum	Maximum	Average	Observations
Staff Software Development Engineer	65500	119300	85300	3
Staff Software Engineer	80900	174100	122000	4
Statistician	69200	121800	88500	4
Support Engineer	38900	90600	61400	4
Systems Engineer	78700	152500	112400	8
Systems Software Engineer	66400	155100	98600	4
Technical Account Manager	78300	118400	92000	4
Technical Consultant	66300	94500	82300	5
Technical Program Manager	68100	181800	91700	8
Technical Support Engineer	55300	96970000	13918000	7
Technical Writer	71100	113300	88800	4
Test Engineer	52700	123100	84600	7
User Experience Designer	83000	88900	84900	4
Ux Designer	42100	88900	69300	5
Visual Designer	67600	81000	74200	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Biotechnology

Job Title	Minimum	Maximum	Average	Observations
Application Chemist	66100	103800	85000	2
Application Engineer	84700	90700	87700	2
Applications Chemist	69500	78700	74100	2
Associate Product Manager	75300	95400	88000	3
Associate Scientist	44800	86200	61200	4
Associate Scientist I	66300	73400	69900	2
Biologist	68800	100700	84800	2
Business Development Manager	104900	126400	115600	2
Business Systems Analyst	96300	97900	97100	2
Chemist	48300	73600	60900	2
Clinical Research Physician	88300	94800	91600	2
Data Analyst	62400	75600	69000	2
Engineer	57500	86100	73200	3
Engineer Ii	72500	85100	78800	2
Epidemiologist	67400	69500	68500	2
Field Service Engineer	50700	57200	54600	3
Finance Manager	84000	107900	96000	2
Financial Analyst	50700	96900	63400	5
Firmware Engineer	65000	83800	74400	2
Global Regulatory Lead	104900	123000	114000	2
Information Security Analyst	73700	91900	82800	2
Lead Analyst	104200	106200	105200	2
Lead Engineer	114500	114900	114700	2
Manager	62700	108400	86200	3
Manager, Bioinformatics	76800	83200	80000	2
Manager, Biostatistics	49200	91500	70300	2
Manager, It	102600	131400	117000	2
Manager, Process Development	84800	106700	95700	2
Manufacturing Engineer	64400	74300	69300	2
Medical Director	142700	179200	160900	2
Operations Manager	105600	111600	108600	2
Post Doctoral Fellow	45400	63800	55600	3
Postdoctoral Fellow	49400	56800	54100	3
Post-Doctoral Fellow	52400	71300	61800	2
Principal Scientist	60700	112000	86400	2
Process Engineer	69200	86200	78100	5
Process Engineer Ii	58700	64900	62200	3
Product Manager	74700	121000	92600	7
Product Marketing Manager	111400	123200	117300	2
Program Manager	58200	94000	76100	2

Biotechnology

Job Title	Minimum	Maximum	Average	Observations
Programmer Analyst	70400	96300	83400	2
Project Manager	70300	95600	84200	7
Quality Control Analyst	50800	61900	56700	3
Quality Engineer	64900	91500	78200	2
R&A;D Scientist	78300	95100	86700	2
Regulatory Affairs Manager	73700	106500	90100	2
Regulatory Affairs Specialist	58900	65800	62700	3
Regulatory Affairs Specialist I	59500	63400	61500	2
Research Associate	45400	64800	58800	7
Research Associate 2	45200	70600	57900	2
Research Scientist	60700	98600	77800	4
Scientist	68000	96400	83700	8
Scientist I	57800	88100	73000	2
Scientist II	49900	74700	62400	3
Senior Application Chemist	77900	99600	88700	2
Senior Associate	76900	111200	94000	2
Senior Associate Scientist	60700	90800	75700	2
Senior Biostatistician	94500	102300	98400	2
Senior Business Analyst	90000	101000	95500	2
Senior Business Systems Analyst	116600	119700	118400	3
Senior Clinical Data Manager	118600	121900	120200	2
Senior Clinical Programmer	97600	128600	113100	2
Senior Compliance Specialist	70000	75700	72900	2
Senior Data Scientist	71600	98800	85200	2
Senior Development Engineer	92800	106200	97500	3
Senior Engineer	81800	123800	101500	3
Senior Financial Analyst	78400	92500	84000	3
Senior Information Security Analyst	88400	97400	92900	2
Senior Manager, Product Management	118400	170100	149600	3
Senior Medical Science Liaison	78600	137900	108300	2
Senior Product Manager	100200	122900	111500	2
Senior Project Manager	46800	110100	82800	5
Senior Research Associate	50000	68800	62100	7
Senior Research Scientist	67100	124900	86200	5
Senior Scientist	77500	111300	92500	6
Senior Software Developer	54600	107800	76500	3
Senior Software Engineer	88500	133000	110800	5
Senior Statistician	97400	100500	98900	2
Senior Systems Analyst	86600	104800	94400	3
Senior Validation Engineer	89100	102300	97100	3
Software Engineer	72800	154200	96400	7
Software Engineer 2	78400	85900	82100	2
Software Engineer II	88000	94400	90300	3
Sqa Engineer	61100	86200	73700	2
Sr. Architect	118500	127500	123000	2
Sr. Associate Scientist	71400	83400	77100	3
Sr. Business Systems Analyst	73900	117300	100800	3
Sr. IT Project Manager	95600	107300	101500	2
Sr. Manager, IT	144000	155000	149500	2
Sr. Project Manager	95300	100700	98000	2
Sr. Research Associate	60800	63700	62200	2
Sr. Scientist	97400	100400	98900	2
Sr. Systems Administrator	103800	122500	110300	3
Sr. Systems Programmer	97600	97900	97800	2
Staff Scientist	87300	119500	107700	3
Statistical Programmer	69700	93300	81500	2
Statistician	42300	73700	52800	3
Tax Analyst	59400	61200	60300	2
Validation Engineer	74700	98400	83200	4
Validation Manager	93700	117100	105400	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Blood Cancer

Job Title	Minimum	Maximum	Average	Observations
Analytical Biochemist	47700	74400	61000	2
Associate Director	78100	132000	105100	2
Associate Director, Epidemiology	58900	77400	68200	2
Associate Engineer	52200	67100	59700	2
Associate Manager, Manufacturing	67400	99400	83400	2
Associate Medical Director	89400	98600	92500	3
Associate Product Manager	75300	93200	84300	3
Associate Scientist	44800	86200	64200	9
Associate Scientist I	54400	73400	64000	5
Associate Scientist II	54400	65300	58300	3
Clinical Research Physician	88300	94800	91600	2
Data Analyst	62400	75600	69000	2
Data Scientist	71100	93100	82100	2
Database Engineer	59300	85000	72100	2
Engineer	76200	92800	85000	3
Epidemiologist	67400	69500	68500	3
Finance Manager	60200	107900	84000	3
Financial Analyst	51600	80500	67200	3
Health Economist	84700	109000	96800	2
Manager	62700	87600	75200	2
Manager - It	118400	128100	123300	2
Manager, Biostatistics	49200	121800	87500	3
Manager, Business Analytics	46800	110400	78600	2
Manager, Clinical Data Management	71100	143100	107100	2
Manager, Market Research	57200	108200	84500	3
Manager, Process Development	84800	106700	95700	2
Manager, Regulatory Affairs	90700	107100	98900	2
Manager, Statistical Programming	116100	121800	119000	2
Manager, Statistics	65800	101100	83500	2
Manufacturing Engineer	62400	77900	70200	2
Manufacturing Systems Engineer	82300	107200	94700	2
Medical Director	125600	140800	133200	2
Medical Science Liaison	68800	75400	72100	2
Operations Manager	105600	106700	106200	2
Post Doctoral Fellow	37500	63800	52900	3
Post Doctoral Scientist	55900	62400	59200	2
Postdoctoral Fellow	49400	77100	61100	3
Post-Doctoral Fellow	52400	71300	61800	2
Post-Doctoral Scientist	51100	67000	59100	2
Principal Analyst	62800	73500	68200	2
Principal Biostatistician	98300	129100	111200	3
Principal Engineer	98100	99800	98900	2
Principal Research Scientist	89900	103800	96900	2
Principal Scientist	51500	112000	81700	5
Process Development Engineer	46700	84600	65700	2
Process Development Scientist	67100	100800	84000	2
Process Engineer	50700	100500	78100	5
Process Scientist	67000	76900	72000	2
Product Manager	74700	112300	92200	5
Project Manager	70300	113400	90700	5
Quality Engineer	82400	91500	87000	2
Regulatory Affairs Associate	35400	67000	51200	2
Regulatory Affairs Manager	55700	73700	64700	2
Regulatory Affairs Specialist	54700	65800	60300	2
Research Associate	38100	91100	62800	8
Research Operations Manager	38600	79100	58800	2
Research Scientist	60600	82200	71000	3
Research Statistician	66500	90000	81100	3
Scientist	68800	114400	84000	12
Scientist I	66600	98400	81300	4
Scientist II	62700	99900	78200	5
Senior Associate	40600	111200	79500	4
Senior Associate Scientist	54400	90800	66600	4
Senior Auditor	57400	83100	70300	2
Senior Biostatistician	83800	129100	104000	5

Blood Cancer

Job Title	Minimum	Maximum	Average	Observations
Senior Business Systems Analyst	116600	121400	119000	2
Senior Data Engineer	83200	122500	102800	2
Senior Data Scientist	75800	98800	89200	3
Senior Engineer	81800	116800	98800	4
Senior Information Technology Auditor	64500	68000	66300	2
Senior It Auditor	70000	86300	78300	4
Senior Manager	135000	151800	143400	2
Senior Process Engineer	69300	110200	90500	3
Senior Product Manager	88200	113900	101000	2
Senior Quality Specialist	76700	85700	81200	2
Senior Research Associate	46200	90600	67100	8
Senior Research Associate, Biology	72900	78500	75700	2
Senior Research Pharmacokineticist	55900	92400	74200	2
Senior Research Scientist	67100	97500	78400	5
Senior Research Statistician	81300	87200	84300	2
Senior Scientist	69700	111300	92600	9
Senior Scientist I	94300	117000	105600	2
Senior Scientist Ii	84800	100200	92500	2
Senior Software Engineer	83900	127900	111100	3
Senior Statistical Programmer	70800	130000	111300	5
Senior Statistician	61700	100500	78700	3
Senior Systems Analyst	91900	96500	94200	2
Senior Validation Engineer	100000	110100	104100	3
Software Engineer	73500	89500	82400	4
Sr. Associate Scientist	49300	83400	69700	3
Sr. Business Systems Analyst	83900	117300	100600	2
Sr. Project Manager	95300	100700	98000	2
Sr. Research Associate	63700	81800	72500	3
Sr. Scientist	97500	100400	98900	2
Sr. Statistical Programmer	100500	107400	103900	2
Statistical Programmer	70800	93300	83200	3
Statistician	42300	87600	67700	5
Systems Analyst	56600	75600	66100	2
Technical Manager	92200	141300	109100	3
Validation Engineer	76900	98500	88900	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Border Security

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	75100	71600	2
Business Analyst	80000	105300	92200	5
Business Architect	81800	107500	94700	2
Business Development Manager	68100	154100	111100	2
Business Intelligence Analyst	78200	94500	83800	3
Business Systems Analyst	75000	114400	89000	4
Cloud Engineer	57600	141900	99800	2
Commodity Manager	84900	119400	102200	2
Component Engineer	94500	121600	104800	3
Consultant	65500	135000	93800	4
Data Analyst	74000	116500	89700	3
Data Engineer	73500	155100	113800	4
Data Scientist	70300	132200	96600	5
Database Administrator	87500	101400	96100	3
Demand Planner	78400	89100	83800	2
Design Engineer	55700	109200	79900	3
Devops Engineer	80900	117000	99000	2
Director, Finance	141600	174200	157900	2
Electrical Engineer	75900	121600	90800	4
Embedded Software Engineer	75900	82100	79000	2

Border Security

Job Title	Minimum	Maximum	Average	Observations
Engineer	64500	120400	93300	4
Engineer Ii	73200	100200	86700	2
Engineer Iii	99200	105700	102400	2
Engineer Iv	81400	92500	87000	2
Engineering Manager	73800	167500	126600	3
Finance Analyst	74200	103800	89000	2
Finance Manager	59300	137900	95100	3
Financial Analyst	52100	119200	69000	5
Hr Generalist	64100	105900	85000	2
Human Resources Director	128800	175300	152000	2
Human Resources Manager	81100	101200	93400	3
It Program Manager	104300	124800	114100	3
Lab Engineer	86600	117900	102200	2
Lead Engineer	86700	108500	97600	2
Manufacturing Engineer	56900	75400	66500	4
Market Intelligence Manager	80400	101200	90800	2
Marketing Manager	98500	103100	100800	2
Marketing Specialist	56200	103700	78300	3
Mechanical Engineer	62800	125900	88900	4
Network Engineer	70300	107300	83900	3
Planning Manager	106200	117200	111700	2
Principal Engineer	119400	135600	127500	2
Principal Software Engineer	85300	154300	115200	5
Principal Systems Engineer	89900	105600	97900	3
Procurement Manager	63900	88400	76100	2
Product Engineer	65800	113000	91300	4
Product Manager	90900	158100	127300	3
Product Marketing Manager	68100	161800	106500	3
Product Marketing Specialist	63900	83800	73900	2
Program Manager	96400	187200	147400	4
Project Engineer	82000	104000	93500	3
Project Engineer 2	82800	87500	85200	2
Project Manager	74400	167500	119700	4
Quality Engineer Ii	62800	80500	71700	2
Research Engineer	96300	108600	101000	3
Sales Specialist	79500	82000	80800	2
Senior Accountant	60600	89300	71500	3
Senior Consultant	73400	97800	86500	3
Senior Data Architect	90500	116300	103400	2
Senior Data Engineer	105000	119900	112300	3
Senior Design Engineer	69000	145900	99300	3
Senior Development Engineer	99400	106900	103200	2
Senior Electrical Engineer	68900	130400	92300	4
Senior Engineer	70700	127800	106600	5
Senior Financial Analyst	73900	82900	79200	3
Senior Human Resources Manager	104900	122400	113600	2
Senior Product Manager	127700	136100	131900	2
Senior Product Marketing Manager	87500	110500	99000	2
Senior Project Manager	100800	135900	118400	2
Senior Scientist	100000	110200	105100	2
Senior Software Developer	102100	113700	107900	2
Senior Software Engineer	70500	133800	98600	6
Senior Staff Engineer	75800	104600	90100	3
Senior Systems Engineer	69700	92800	83100	5
Service Delivery Manager	90800	125600	108200	2
Site Reliability Engineer	92800	93300	93100	2
Software Architect	94800	121300	111800	3
Software Developer	74200	115400	95900	6
Software Engineer	44900	119900	84200	10
Software Engineer 2	71000	113300	95400	3
Software Engineer Ii	66600	106100	83700	4
Software Engineer Iii	84900	96500	90700	2
Software Engineer Supervisor	81900	238118000	119099900	2
Software System Test Engineer	62900	79600	71300	2
Solutions Architect	84900	152100	108300	4

Border Security

Job Title	Minimum	Maximum	Average	Observations
Sr Software Engineer	96500	122500	104200	4
Sr. Software Developer	99700	113700	106700	2
Sr. Software Engineer	118200	125800	123100	3
Sr. Systems Engineer	74900	92000	83500	2
Staff Scientist	41500	77800	59600	2
Staff Software Engineer	80100	110900	98500	3
Supply Chain Analyst	53900	90900	71000	3
Systems Architect	92900	135000	109100	3
Systems Engineer	50900	89100	71800	8
Tax Manager	89800	120000	104900	2
Technical Program Manager	68100	98500	83300	2
Technical Support Engineer	67400	113600	84900	3
Technical Support Manager	67400	128000	89700	3
Test Engineer	84300	90400	87500	3
User Experience Designer	43400	141800	91400	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Business Services

Job Title	Minimum	Maximum	Average	Observations
.Net Developer	90500	100700	95600	2
Application Analyst	57600	76300	66900	2
Application Architect	85400	133500	109100	3
Application Developer	82300	104100	90000	3
Associate Scientist	44700	55300	48600	4
Associate Scientist I	37100	53500	45300	2
Associate Scientist Ii	40300	47200	44900	3
Biostatistician	53200	85400	69300	2
Biostatistician Ii	49300	61600	55000	3
Business Analyst	44600	89500	72100	5
Business Development Director	78700	107700	93200	2
Clinical Research Associate Ii	49300	92100	70700	2
Computer Systems Analyst	71400	91400	81600	3
Data Analyst	65500	86600	76000	2
Data Scientist	72800	86500	77500	3
Database Administrator	72800	98000	85600	5
Design Engineer	54400	71200	59600	4
Developer	58200	62500	60300	2
Development Manager	101900	130700	116300	2
Devops Engineer	80300	94700	87500	2
Director	118400	174100	146300	2
Electrical Engineer	66400	75100	70000	4
Engineer	70900	81400	76100	2
Engineer Ii	59600	81600	70600	2
Engineer Iii	83300	99200	91200	2
Engineering Manager	96700	148600	122600	2
Financial Analyst	59300	93000	71900	4
Java Developer	53900	88200	68200	3
Junior Translation Project Manager	38000	49700	43900	2
Lead Business Analyst	61400	92500	77000	2
Lead Database Administrator	91100	92100	91600	2
Lead Programmer Analyst	90200	108300	99300	2
Lead Software Engineer	90900	96000	93500	3
Localization Project Manager	43200	44500	43800	2
Management Analyst	66300	86600	76500	2
Principal Programmer Analyst	80800	106200	93500	2
Principal Software Engineer	96800	154700	118700	3
Product Manager	81300	137200	109400	6
Program Manager	58100	108700	80400	4
Programmer Analyst	44600	104600	73100	6

Business Services

Job Title	Minimum	Maximum	Average	Observations
Programmer Analyst Ii	74800	84600	79700	2
Project Engineer	44500	102500	67400	4
Project Leader	44300	84200	64200	2
Project Manager	35500	107300	66300	8
Qa Engineer	55600	69600	61900	3
Qa Engineer Iii	73200	80300	76800	2
Quality Assurance Analyst	65800	81400	72600	3
Quality Assurance Engineer	52600	94500	69400	7
Quality Engineer	45900	83500	68300	3
Research Scientist	73200	85300	81000	3
Sales Engineer	99700	108200	103900	2
Scientist I	68100	93900	81000	2
Scrum Master	104000	130100	117000	2
Security Analyst	61400	80900	71200	2
Security Engineer	68700	106000	87400	2
Senior Application Architect	92400	101300	96800	2
Senior Application Developer	68500	106400	84200	4
Senior Business Analyst	76100	110700	92600	4
Senior Business Systems Analyst	81300	87100	84200	2
Senior Database Administrator	75600	84500	80000	2
Senior Developer	96700	103600	100100	2
Senior Financial Analyst	60400	89300	79000	3
Senior Oracle Database Administrator	90100	94500	92300	2
Senior Programmer	65800	93400	79600	2
Senior Programmer Analyst	67900	103000	88300	6
Senior Project Manager	75100	98200	86300	4
Senior Qa Automation Engineer	78600	94400	86500	2
Senior Qa Engineer	76200	98800	89700	3
Senior Quality Assurance Engineer	72700	98700	87200	3
Senior Scientist	51700	79000	65400	2
Senior Software Developer	73300	95800	84600	2
Senior Software Engineer	81600	125500	97100	10
Senior Systems Administrator	96500	117200	106800	2
Senior Test Engineer	89700	104800	95400	3
Senior Ui Engineer	76300	109300	92800	2
Senior Web Developer	75900	106500	91000	3
Six Sigma Black Belt	65100	77800	71500	2
Software Developer	62500	107000	79000	3
Software Development Engineer	46700	109000	80200	3
Software Engineer	58400	93300	79500	13
Software Engineer Ii	68600	99200	88000	3
Software Engineer Iii	78300	104900	92700	4
Software Qa Engineer	87100	90300	88700	2
Software Quality Assurance Engineer	48700	70400	59600	2
Software Test Engineer	61000	94900	73800	3
Solutions Architect	81100	88900	85000	2
Sql Database Administrator	59300	63800	61600	2
Sr. Software Engineer	97900	115600	105200	3
Sr. Systems Analyst	81800	102700	93800	3
Staff Software Engineer	120300	120300	120300	2
System Analyst	65900	105900	85900	2
System Engineer	94500	137600	116100	2
Systems Administrator	64800	81300	72200	3
Systems Analyst	61400	96800	75600	5
Systems Engineer	49700	63100	55500	3
Technical Team Lead	84900	99300	92100	2
Traffic Engineer	61600	68300	64900	2
Transportation Planner	61600	64700	63100	2
User Experience Designer	85100	90500	87800	2
Web Developer	56200	86700	72100	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Computer

Job Title	Minimum	Maximum	Average	Observations
Architect	49400	128100	89000	3
Associate Engineer	63100	74800	69000	2
Associate Software Engineer	69900	80700	73700	3
Automation Engineer	103000	127300	115100	2
Business Analyst	51900	110500	80300	6
Business Operations Manager	73200	112200	92700	2
Business Planning Manager	78100	103200	90700	2
Business Systems Analyst	106700	130100	115400	3
Computer Hardware Engineer	84300	85000	84700	2
Computer Systems Analyst	73100	111200	90100	3
Consultant	56700	77600	68800	4
Customer Quality Engineer	81600	122200	101900	2
Data Analyst	73200	115200	94200	2
Data Engineer	110200	132000	121100	2
Data Scientist	65900	129900	104700	5
Database Administrator	49700	125100	102700	4
Design Engineer	57100	94500	75800	2
Devops Engineer	74300	109800	92100	2
Engineer	64500	122800	94800	4
Engineering Manager	97000	224800	160900	2
Engineering Program Manager	130400	169600	150000	2
Engineering Program Specialist	84900	103800	94300	2
Engineering Project Specialist	69100	85800	77400	2
Field Engineer	79500	121400	100500	2
Financial Analyst	48100	117300	67700	5
Financial Systems Analyst	83600	94700	89100	2
Hardware Engineer	83700	122200	102900	2
Industrial Design Engineer	69900	100100	85000	2
Information Systems Manager	86500	144200	115400	2
Interaction Designer	60200	108600	84400	2
Lead Software Engineer	110100	125300	119200	3
Legal Counsel	151000	154200	152600	2
Manager	38700	163500	101100	2
Manager 2	115300	164300	139800	2
Manager, Technical Support	115000	120000	117500	2
Marketing Manager	67300	190900	129100	2
Marketing Research Analyst	36500	62300	49400	2
Mechanical Engineer	66000	71600	68800	2
Network Engineer	63200	123000	93700	5
Partner Manager	74700	124100	99400	2
Performance Engineer	116300	121300	118800	2
Principal Consultant	71100	126600	95300	5
Principal Software Developer	103500	106300	104900	2
Principal Software Engineer	69900	116600	97600	6
Product Management Director	121800	130000	125900	2
Product Manager	88600	158200	113700	5
Product Marketing Manager	127500	163100	145300	2
Program Manager	96900	108800	102900	2
Project Manager	52800	130100	93600	5
Qa Engineer	69100	96300	82700	2
Quality Assurance Engineer	80700	111600	96200	2
Recruiting Manager	63400	69100	66300	2
Reliability Engineer	43600	147500	95600	2
Senior Architect	128100	128300	128200	2
Senior Consultant	73400	112300	89800	7
Senior Data Scientist	83800	194400	139100	2
Senior Design Engineer	88200	111800	100000	2
Senior Engineer	70700	116600	90700	3
Senior Financial Analyst	80300	117300	98800	2
Senior Hardware Engineer	83900	119900	101900	2
Senior Network Engineer	91900	145700	114400	3
Senior Product Manager	82400	126900	109800	5
Senior Programmer Analyst	75500	78200	76800	2
Senior Qa Engineer	76900	123300	100100	2
Senior Software Developer	87900	116100	102000	2

Computer

Job Title	Minimum	Maximum	Average	Observations
Senior Software Engineer	57100	172600	107000	9
Senior Software Quality Engineer	84700	97400	91000	2
Senior Systems Analyst	67400	88100	77700	2
Senior Systems Engineer	69700	116500	90700	3
Senior Technical Consultant	74200	105400	89800	2
Software Architect	88900	168200	114000	5
Software Developer	63100	155100	97200	6
Software Developer 2	75400	82900	79200	2
Software Developer 3	77200	99700	88400	2
Software Engineer	44700	111300	85200	10
Software Engineer 1	67600	82900	75200	2
Software Engineer 3	92000	98600	95300	2
Software Engineer Ii	66600	132200	99500	3
Software Engineer In Test	89200	127300	108200	2
Software Qa Engineer	77500	104800	91200	2
Software Quality Assurance Engineer	63800	184400	113100	3
Software Quality Engineer	66100	84100	75100	2
Solution Architect	80000	133300	103300	3
Solutions Architect	96300	133000	106600	4
Sqa Engineer	72000	99000	85500	2
Sr Software Engineer	80500	148800	114700	2
Sr. Interaction Designer	79200	165000	122100	2
Sr. Software Engineer	72900	133000	102700	3
Sr. Software Quality Engineer	67000	96000	81500	2
Supply Chain Project Manager	80100	115500	97800	2
Sw Engineer	128100	146600	137400	2
Systems Administrator	61900	112900	87400	2
Systems Analyst	48700	109900	88000	4
Systems Engineer	34700	120300	78700	5
Systems Software Engineer	71200	112200	91700	2
Technical Consultant	54900	79700	67300	2
Technical Project Manager	116500	130100	123300	2
Technical Support Analyst	49900	79900	64900	2
Test Engineer	64400	111700	94200	3
Web Developer	83300	110900	97100	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Connected Aircraft

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	123100	95200	3
Business Analyst	72800	110500	92700	3
Business Intelligence Analyst	66000	97100	78700	5
Business Systems Analyst	77100	130100	100900	5
Component Engineer	94500	98300	96400	2
Computer Vision Engineer	93900	168000	130900	2
Consultant	76800	97800	87300	2
Contract Manager	69300	99900	84600	2
Data Analyst	62600	115200	79200	5
Data Engineer	91500	132000	112600	4
Data Scientist	69800	129900	90600	6
Database Administrator	65700	125100	92800	3
Demand Planner	78400	89100	83800	2
Design Engineer	74700	109200	92800	3
Design Verification Engineer	87000	95900	90900	3
Devops Engineer	84700	117000	103800	3
Electrical Engineer	76600	91200	84500	4
Embedded Software Engineer	75900	146600	101500	3
Engineer	77200	103400	92200	4
Engineer 3	63500	128300	91300	3

Connected Aircraft

Job Title	Minimum	Maximum	Average	Observations
Engineer Software Ii	66400	77500	72000	2
Engineer Software Iii	81300	88300	84800	2
Engineering Program Manager	90800	169600	130200	2
Field Service Engineer	75200	91900	83600	2
Finance Manager	59300	88200	73700	2
Financial Analyst	52100	117300	70600	4
Hardware Design Engineer	101600	129600	114000	3
Hardware Engineer	87500	122200	102700	4
Human Resources Business Partner	79300	172800	126100	2
Human Resources Director	128800	175300	152000	2
It Program Manager	104300	113300	108800	2
Manufacturing Engineer	64700	72600	68800	3
Marketing Manager	103100	190900	147000	2
Marketing Specialist	56200	114000	91300	3
Mechanical Engineer	60000	88900	69400	4
Network Engineer	74000	110900	89500	5
Principal Engineer	119400	126300	122800	2
Principal Software Engineer	102600	154300	122900	5
Principal Systems Engineer	98300	105600	101500	3
Procurement Manager	63900	120200	90800	3
Producer	83700	106100	94900	2
Product Design Engineer	99500	132900	116200	2
Product Engineer	60400	127800	89300	5
Product Manager	72600	158200	109800	5
Product Marketing Manager	68100	163100	106900	3
Program Manager	96400	187200	128900	6
Project Engineer	94500	104000	99300	2
Project Engineer 2	82800	87500	85200	2
Project Manager	95800	136100	115600	4
Quality Engineer Ii	62800	80500	69000	3
Recruiting Manager	69100	86900	78000	2
Sales Manager	95500	106500	101000	2
Senior Accountant	60600	89300	74900	2
Senior Applications Engineer	71200	74700	72900	2
Senior Architect	94800	128300	112300	3
Senior Business Intelligence Analyst	70800	111600	96200	3
Senior Data Architect	107000	116300	111600	2
Senior Data Engineer	105000	120600	114300	4
Senior Design Engineer	83000	145900	113600	3
Senior Development Engineer	99400	106900	103200	2
Senior Director	165900	205700	180200	3
Senior Electrical Engineer	78800	130400	100100	3
Senior Engineer	116100	119100	117300	3
Senior Financial Analyst	48100	117300	80500	4
Senior Hardware Engineer	90400	130400	108700	4
Senior Human Resources Manager	104900	122400	113600	2
Senior Network Engineer	91900	115700	100800	3
Senior Product Manager	121000	136100	127900	4
Senior Product Marketing Manager	87500	110500	99000	2
Senior Project Manager	100800	135900	118400	2
Senior Scientist	100000	110200	105100	2
Senior Software Developer	102100	116100	110800	4
Senior Software Engineer	70500	172600	115500	6
Senior Staff Engineer	75800	104600	90200	2
Senior Systems Engineer	77400	92800	85600	4
Site Reliability Engineer	92800	125100	103700	3
Software Design Engineer	66600	113300	87600	3
Software Developer	74200	155100	98600	6
Software Development Engineer	92800	204200	148500	2
Software Development Engineer In Test	80900	127300	98600	3
Software Engineer	62800	119900	94200	9
Software Engineer 1	64200	97200	81500	3
Software Engineer 2	71000	113300	93900	4
Software Engineer Ii	81700	106100	93900	2

Connected Aircraft

Job Title	Minimum	Maximum	Average	Observations
Software Engineer Iii	84900	96500	90700	2
Software Engineer Supervisor	81900	238118000	119099900	2
Software Test Engineer	75200	111400	87600	5
Solutions Architect	84900	133000	101400	3
Sr Software Engineer	96500	148800	116900	4
Sr. Software Developer	99700	117300	110200	3
Sr. Software Engineer	118200	133000	125600	4
Sr. Systems Engineer	74900	92000	83500	2
Strategic Sourcing Manager	75200	110800	93000	2
Supplier Quality Engineer	76200	133900	105100	2
Supply Chain Manager	75400	123300	99400	2
Systems Engineer	70900	120300	91100	8
Systems Engineer Ii	65900	78700	72300	2
Tax Analyst	50600	72400	61500	2
Technical Program Manager	68100	110500	92400	3
Test Engineer	69300	106600	89300	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Construction

Job Title	Minimum	Maximum	Average	Observations
Account Manager	44400	62400	53400	2
Assistant Project Manager	66600	104900	85800	2
Business Development Manager	81600	140500	111100	2
Civil Engineer	59600	82100	70800	2
Computer Systems Engineer	62200	64000	63100	2
Design Engineer	55800	75900	65900	2
Electrical Engineer	49200	74900	62000	2
Estimator	45300	62500	53500	5
Field Engineer	52800	55800	54300	2
Mechanical Engineer	27500	52600	40000	2
Office Engineer	55500	58600	57100	2
Project Engineer	49400	79800	63400	8
Project Manager	63300	115900	93000	6
Project Manager I	81000	126000	103500	2
Vdc Manager	92600	105600	99100	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Consumer Electronics

Job Title	Minimum	Maximum	Average	Observations
Analog Design Engineer	94100	127300	107400	5
Application Engineer	69000	101000	82500	3
Applications Engineer	63900	110800	91200	8
Business Analyst	72900	110500	96000	5
Business Operations Manager	73200	112200	98400	5
Business Planning Analyst	63000	71700	66600	3
Business Planning Manager	58800	103200	77700	7
Business Systems Analyst	84000	130100	104800	4
Cad Engineer	59300	122200	87900	5
Computer Vision Engineer	93900	168000	134100	3
Data Analyst	57600	115200	82300	3
Data Engineer	110200	132000	120700	3
Data Scientist	84800	129900	107400	4
Design Engineer	74900	130500	92300	10

Consumer Electronics

Job Title	Minimum	Maximum	Average	Observations
Design Verification Engineer	80900	105500	90700	6
Digital Design Engineer	90400	146600	109200	3
Electrical Engineer	75300	88900	80200	4
Embedded Software Engineer	63300	146600	94500	5
Engineer	67600	122800	91000	6
Engineering Manager	75300	224800	142100	4
Engineering Program Manager	96400	169600	132100	3
Engineering Project Specialist	58900	85800	71300	3
Failure Analysis Engineer	65700	105500	83200	5
Field Applications Engineer	67600	107300	87800	3
Financial Analyst	55900	117300	73300	7
Firmware Engineer	88800	129000	105000	4
Hardware Engineer	109700	129600	120500	3
Hr Business Partner	96200	130200	109000	3
Industrial Design Engineer	69900	100100	85900	3
Interaction Designer	53300	110900	90900	3
Lead Developer	75800	112600	96500	3
Legal Counsel	111100	154200	138800	3
Machine Learning Engineer	94200	163100	117200	3
Manager	64700	163500	112200	3
Marketing Manager	103100	190900	149600	3
Mechanical Engineer	56200	88900	74400	5
Network Engineer	65400	110900	83400	3
Optical Design Engineer	64000	93100	84500	4
Optical Engineer	86300	123400	104700	3
Packaging Engineer	56400	130400	88800	6
Physical Design Engineer	83600	125600	100100	3
Principal Software Engineer	116600	155100	142000	3
Product Engineer	54300	127800	91400	8
Product Line Manager	109400	161800	137400	3
Product Manager	85900	158200	114600	6
Product Marketing Engineer	71900	121600	92500	6
Product Marketing Manager	68100	163100	115900	4
Product Quality Engineer	87100	111300	93200	5
Product Test Engineer	59300	94500	75000	3
Program Manager	108500	148000	120300	4
Project Engineer	77900	132600	111700	3
Project Manager	71900	136100	103200	6
Quality Assurance Engineer	91800	111600	100100	3
Quality Engineer	58000	77500	69600	4
Reliability Engineer	76000	147500	97100	5
Research Engineer	69400	108600	95300	4
Researcher	86700	165000	132100	3
Sales Manager	95500	106500	99800	3
Senior Applications Engineer	71200	129200	95900	5
Senior Business Analyst	74600	115700	90600	4
Senior Cad Engineer	78900	129100	109900	3
Senior Data Scientist	110800	194400	149900	3
Senior Design Engineer	86800	145900	104500	7
Senior Design Verification Engineer	91800	151300	129700	3
Senior Designer	66100	133800	97000	3
Senior Electrical Engineer	83600	130400	105300	3
Senior Engineer	80400	144900	109300	5
Senior Field Applications Engineer	62300	154900	97800	4
Senior Financial Analyst	73900	117300	94700	4
Senior Hardware Engineer	100400	130400	116900	3
Senior Marketing Manager	87400	187900	144000	3
Senior Product Engineer	60900	94900	83900	4
Senior Product Manager	119600	136100	127500	3
Senior Researcher	119900	154200	132100	3
Senior Software Developer	98800	121100	107800	5
Senior Software Development Engineer	80900	132200	111100	4
Senior Software Engineer	71200	172600	121700	7
Senior Systems Engineer	85900	123300	105300	7
Senior Test Engineer	78400	96700	85200	4

Consumer Electronics

Job Title	Minimum	Maximum	Average	Observations
Senior Web Developer	73600	106600	86300	3
Software Development Engineer	92800	204200	129800	4
Software Engineer	61800	132000	95900	11
Software Engineer I	67600	97200	82600	3
Software Engineer Ii	75100	106100	88600	3
Software Quality Assurance Engineer	91800	184400	123700	3
Software Systems Engineer	97600	168200	123000	3
Software Test Engineer	80400	92300	85200	3
Solutions Architect	84900	133000	107400	4
Sr. Business Analyst	67000	127200	105700	3
Sr. Design Engineer	90500	129000	106200	3
Sr. Software Engineer	102100	133000	119200	4
Staff Applications Engineer	89600	115400	105400	3
Supply Chain Manager	75400	123300	93000	3
Systems Administrator	77100	112900	89300	3
Systems Design Engineer	106500	147000	124500	3
Systems Engineer	76100	126600	102700	6
Tax Analyst	50600	72400	65100	3
Test Engineer	60800	148000	94500	10
Test Engineer Ii	78600	89100	84200	4
Verification Engineer	91000	100200	96900	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Critical Infrastructure Protection (Cip)

Job Title	Minimum	Maximum	Average	Observations
Application Developer	77500	126200	102200	3
Application Engineer	68100	155100	117100	3
Associate Software Engineer	69900	109200	83900	4
Automation Engineer	74700	109200	94000	3
Business Analyst	58200	93100	77200	6
Business Development Manager	57800	176500	133900	4
Business Intelligence Analyst	69100	94500	80200	5
Business Operations Manager	72200	129400	93400	4
Business Operations Specialist	87500	103200	95000	3
Consultant	76800	135000	104000	3
Consulting Engineer	83200	105400	92300	3
Data Analyst	73200	116500	88600	6
Data Engineer	106900	155100	128000	3
Data Scientist	66000	132200	100800	7
Database Administrator	69500	102900	91200	3
Design Engineer	57100	135100	89200	4
Development Engineer	76000	100900	88300	3
Devops Engineer	73900	117000	90400	3
Director, Finance	141600	174200	157900	2
Director, Product Management	163900	193800	179500	4
Electrical Engineer	68000	121600	96700	4
Engineer	72300	120400	94500	4
Engineering Manager	115500	167500	138800	5
Financial Analyst	51300	119200	72700	9
Hardware Engineer	75500	152500	106900	4
Hr Generalist	44900	105900	71700	3
Human Resources Director	92600	175300	134000	2
Interaction Designer	62700	80800	72100	3
It Architect	101200	149700	130500	3
It Project Manager	82300	111600	96500	3
Manager Software Development	104300	159100	126700	3
Manufacturing Engineer	64700	92600	73700	5
Marketing Manager	80900	120500	100600	4
Marketing Specialist	56100	75100	62500	3

Critical Infrastructure Protection (Cip)

Job Title	Minimum	Maximum	Average	Observations
Mechanical Engineer	62800	125900	90100	4
Network Engineer	70300	118500	88000	5
Principal Consultant	71100	101300	85900	4
Principal Data Scientist	109400	138900	122200	3
Principal Engineer	107600	135600	119800	4
Principal Software Engineer	69900	138900	114700	8
Principal Systems Engineer	86600	110800	100300	4
Product Engineer	65800	113000	90800	3
Product Manager	106400	158100	129000	8
Product Marketing Manager	89600	161800	117900	3
Product Marketing Specialist	63900	86500	78800	4
Professional Services Consultant	52200	115400	78900	3
Program Manager	81200	187200	118100	7
Programmer Analyst	71200	96700	78300	4
Project Engineer	82000	127900	102100	4
Project Manager	82300	167500	126800	4
Quality Engineer	64700	121600	97300	6
Quality Engineer Ii	54600	80500	65500	4
Reliability Engineer	43600	100900	75300	3
Research Scientist	76300	112900	96000	3
Scrum Master	85200	107200	96800	3
Security Architect	92400	130400	106900	3
Senior Cloud Software Engineer	89100	108300	98700	2
Senior Consultant	88300	112300	96500	4
Senior Engineer	91400	141900	120000	4
Senior Financial Analyst	76400	92200	85200	4
Senior Product Manager	96200	146100	115100	5
Senior Product Marketing Manager	101800	110500	106600	3
Senior Program Manager	76600	116600	93900	3
Senior Project Manager	74900	100800	84300	4
Senior Research Scientist	59400	106900	83600	3
Senior Sap Basis Administrator	102400	111600	107000	2
Senior Software Development Engineer	116600	155100	138300	3
Senior Software Engineer	70500	163400	113100	10
Senior Software Quality Assurance Engineer	68400	93000	77800	4
Senior Systems Engineer	68400	92800	81300	4
Senior Technical Support Engineer	77300	98900	87000	3
Site Reliability Engineer	54900	102000	83400	3
Software Architect	96800	121300	110000	4
Software Developer	74200	112900	90400	3
Software Development Engineer	81000	122500	103900	4
Software Development Manager	114100	155100	136100	4
Software Engineer	44900	154700	93600	13
Software Engineer 2	71000	101900	85900	3
Software Engineer Ii	81200	132200	98400	3
Software Engineer Supervisor	81900	238118000	119099900	2
Software Engineering Manager	78400	138300	116500	3
Software Qa Engineer	62800	109600	85800	3
Software Quality Assurance Engineer	59500	92000	73300	5
Software Quality Engineer	72200	155100	103400	4
Solutions Architect	43000	152100	93800	3
Sr Financial Analyst	62800	88300	74600	3
Sr Software Engineer	96500	121100	105800	3
Sr. Software Engineer	81300	125800	106200	7
Sr. Systems Engineer	74900	122600	96500	3
Staff Software Development Engineer	71100	119300	102500	3
Staff Software Engineer	80900	104600	94500	3
Systems Administrator	64800	131000	105300	3
Systems Engineer	34700	112400	82100	9
Technical Marketing Engineer	86000	148800	110300	3
Technical Program Manager	87500	98500	91500	3
Technical Support Engineer	73700	113600	96700	6
Technical Writer	66100	107500	86100	4

Critical Infrastructure Protection (Cip)

Job Title	Minimum	Maximum	Average	Observations
Test Engineer	64400	90400	72800	4
User Experience Designer	56600	141800	94400	3
Web Developer	71300	110000	87400	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Cyber Security

Job Title	Minimum	Maximum	Average	Observations
Application Developer	74700	132200	99100	7
Architect	49400	163200	109300	6
Associate Consultant	60600	100100	84900	4
Associate Software Engineer	70800	109200	80100	5
Business Analyst	51900	111800	80700	12
Business Development Manager	57800	176500	128700	7
Business Intelligence Analyst	69100	95600	84900	4
Business Operations Analyst	58200	100100	71700	4
Business Operations Manager	72200	129400	93400	4
Business Systems Analyst	67600	122800	90500	6
Consultant	60100	135000	94200	5
Data Analyst	73600	116500	92300	6
Data Engineer	81600	155100	120000	7
Data Scientist	66000	132200	96800	14
Database Administrator	49700	102900	83100	9
Devops Engineer	73900	119100	91000	5
Director Of Engineering	118600	221300	188100	5
Director, Product Management	154100	193800	174300	6
Electrical Engineer	68000	121600	95100	5
Engineer	60900	132200	96400	6
Engineering Manager	115500	199700	148600	8
Finance Analyst	48600	103800	76100	4
Financial Analyst	48100	119200	78800	12
Hardware Engineer	65000	152500	101200	8
Manager Software Development	104300	159100	133400	4
Marketing Manager	80900	120500	102600	7
Marketing Specialist	56100	103700	75700	4
Network Engineer	56400	118500	82600	9
Principal Consultant	73700	130300	98200	6
Principal Engineer	107600	164700	131100	4
Principal Product Manager	90100	145300	119100	4
Principal Software Engineer	92000	165600	137500	9
Principal Systems Engineer	86600	136400	115300	6
Product Engineer	93500	155100	118400	4
Product Manager	75000	158100	121100	13
Product Marketing Manager	68100	161800	111300	8
Program Manager	75500	187200	115200	10
Programmer Analyst	68700	96700	75300	6
Project Manager	52800	167500	104200	11
Qa Engineer	59100	110100	84000	4
Quality Assurance Engineer	60800	119100	75500	6
Quality Engineer	89700	121600	103000	6
Research Engineer	70600	132000	102600	7
Research Scientist	76300	112900	90500	7
Sales Specialist	79500	103700	89600	4
Scrum Master	65000	107200	88900	4
Security Architect	71300	130400	102400	5
Security Researcher	71000	1207600	289400	6
Senior Business Analyst	15500	124000	82800	7
Senior Consultant	75000	121200	101100	8
Senior Engineer	91400	141900	118500	5
Senior Financial Analyst	73900	124600	88900	7

Cyber Security

Job Title	Minimum	Maximum	Average	Observations
Senior Network Engineer	78800	145700	115800	6
Senior Product Manager	91200	167500	125100	9
Senior Product Marketing Manager	87500	167500	118000	7
Senior Program Manager	74200	133700	103500	6
Senior Project Manager	74900	135900	106700	5
Senior Quality Assurance Engineer	72200	133300	101300	4
Senior Security Researcher	89800	144500	120500	5
Senior Software Development Engineer	96500	155100	128700	7
Senior Software Engineer	60700	163400	114600	16
Senior Software Qa Engineer	77700	155100	120100	5
Senior Software Quality Assurance Engineer	68400	98700	83100	5
Senior Systems Engineer	68400	168500	111000	8
Senior Technical Account Manager	59300	117000	100600	4
Senior Technical Support Engineer	64500	135000	92500	6
Software Architect	94800	121300	105700	6
Software Developer	56700	124600	96900	6
Software Development Engineer	81000	132200	105400	9
Software Development Engineer Ii	76300	113300	94100	4
Software Development Engineer In Test	87500	109200	95900	5
Software Development Manager	114100	155100	134700	5
Software Engineer	44700	154700	96900	20
Software Engineer 1	67600	97200	83300	5
Software Engineer 2	74000	113300	89200	4
Software Engineer Ii	69800	109200	90100	5
Software Engineering Manager	78400	167500	130200	5
Software Qa Engineer	47100	141900	91100	9
Software Quality Assurance Engineer	59500	110900	83700	7
Software Quality Engineer	72200	155100	102600	4
Solution Architect	90500	122600	101200	5
Solutions Architect	43000	152100	87500	6
Sr. Business Analyst	67000	132200	92900	5
Sr. Product Manager	95100	128200	110800	4
Sr. Software Engineer	81300	132200	103400	8
Staff Software Development Engineer	71100	132200	113400	5
Staff Software Engineer	80900	155100	109000	7
Systems Administrator	61900	131000	93400	7
Systems Analyst	48700	111600	82600	4
Systems Engineer	63200	132900	105100	11
Technical Account Manager	71000	118400	93500	6
Technical Marketing Engineer	86000	148800	115400	5
Technical Program Manager	68100	88300	77800	5
Technical Support Engineer	61400	96970000	8896500	11
Technical Support Manager	67400	128000	104900	4
Technical Writer	66100	113300	88300	7
Test Engineer	68000	123100	86900	6
User Experience Designer	61500	141800	94200	4
Ux Designer	59800	132200	89100	7
Web Developer	71300	110000	84100	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Deep Learning

Job Title	Minimum	Maximum	Average	Observations
Account Manager	65100	134700	96700	4
Application Developer	77500	147600	110400	5
Application Engineer	65600	154300	110800	7
Applications Engineer	69300	157000	97000	5
Architect	67200	144200	106000	4
Business Analyst	84500	156800	103100	7
Business Development Manager	68100	176500	130300	8

Deep Learning

Job Title	Minimum	Maximum	Average	Observations
Business Operations Manager	72200	143100	104900	5
Business Process Analyst	63100	100500	77400	4
Cad Engineer	90800	122200	107800	5
Characterization Engineer	79900	157700	102300	4
Data Analyst	73400	103500	83400	6
Data Engineer	84900	153100	113500	5
Data Scientist	70300	158200	102200	9
Database Administrator	64000	102900	80800	5
Design Engineer	59100	152500	110400	9
Design Verification Engineer	95900	119900	107000	4
Engineer	64500	170900	112600	5
Engineering Manager	122300	201100	143100	6
Failure Analysis Engineer	78100	107000	92100	5
Field Applications Engineer	73600	111100	91400	4
Finance Manager	59300	151700	110300	8
Financial Analyst	55300	98500	78700	7
Firmware Engineer	73600	110900	91700	5
Hardware Engineer	75500	128600	101600	7
Hardware Test Engineer	75900	113400	94700	4
Interaction Designer	53300	89800	69600	4
It Project Manager	82300	122200	92500	4
Manufacturing Engineer	72600	92600	78800	4
Marketing Manager	102400	179700	127100	8
Mechanical Engineer	72500	148800	109200	5
Network Engineer	71300	122300	93700	6
Oracle Database Administrator	67500	117900	92800	4
Packaging Engineer	56400	130400	94300	5
Physical Design Engineer	80300	140700	106600	5
Principal Hardware Engineer	98800	154900	134000	4
Principal Software Engineer	117700	155100	136900	7
Process Development Engineer	76700	127200	101400	4
Process Engineer	72900	100800	83600	4
Product Development Engineer	63100	104800	86100	5
Product Engineer	72100	137500	101800	8
Product Line Manager	32400	161800	93700	5
Product Manager	75000	148800	114500	9
Product Marketing Manager	68100	151100	111100	9
Program Manager	74000	178200	113300	12
Programmer Analyst	65000	73900	70000	4
Project Manager	86800	156800	114900	6
Quality Assurance Engineer	63900	91800	79500	4
Reliability Engineer	81500	136800	98200	6
Research Scientist	86300	129600	109500	5
Sales Operations Analyst	87200	112400	96000	4
Senior Application Engineer	63900	110800	89400	4
Senior Applications Engineer	71200	99200	82700	4
Senior Data Scientist	94000	144500	122800	4
Senior Design Engineer	72100	145900	103500	6
Senior Design Verification Engineer	71300	145900	112400	4
Senior Engineer	86200	141900	112200	5
Senior Field Applications Engineer	97300	152500	118200	3
Senior Financial Analyst	60200	89200	75900	8
Senior Hardware Engineer	85000	130400	101900	4
Senior Network Engineer	66800	125300	91400	4
Senior Packaging Engineer	82700	111900	94900	4
Senior Product Engineer	94900	132000	113600	7
Senior Product Manager	83900	155400	126500	7
Senior Program Manager	76600	163500	121800	6
Senior Software Development Engineer	94400	155100	121000	6
Senior Software Engineer	88500	174600	122000	12
Senior Systems Administrator	66800	111900	88600	4
Senior Systems Engineer	68400	129600	100200	7
Senior Test Engineer	61600	115100	91100	6
Software Architect	94800	154700	112400	4
Software Developer	73900	113400	100900	6

Deep Learning

Job Title	Minimum	Maximum	Average	Observations
Software Development Engineer	61000	122500	93700	7
Software Development Manager	129100	241700	167300	7
Software Engineer	68500	174700	103600	16
Software Engineer Ii	81200	109200	95300	4
Software Engineering Manager	78400	183300	132400	6
Software Quality Assurance Engineer	74700	117200	90000	4
Software Test Engineer	67600	113800	86100	4
Software Engineer	70800	105900	86900	5
Solution Architect	90500	133100	104200	4
Solutions Architect	43000	185100	111400	7
Sr. Software Engineer	74200	131400	103000	6
Staff Business Systems Analyst	89600	139300	107100	5
Staff Financial Analyst	89200	97300	94600	3
Staff Software Engineer	80900	152300	116800	6
Supply Chain Analyst	53900	90900	78700	5
Supply Chain Engineer	62200	91800	82300	4
System Architect	98700	178800	123500	5
Systems Analyst	64900	136300	87200	5
Systems Architect	99400	129600	118600	4
Systems Design Engineer	57200	152500	95200	5
Systems Engineer	85100	168200	113000	10
Systems Software Engineer	94400	155100	116400	4
Technical Program Manager	68100	201100	116800	6
Technical Support Engineer	65600	97000	79200	6
Test Engineer	63300	148000	92700	7
Thermal Engineer	68400	121100	96600	5
Verification Engineer	70200	112300	88700	4
Visual Designer	67600	81000	73200	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Digital Transformation

Job Title	Minimum	Maximum	Average	Observations
Account Executive	71300	95500	83200	5
Account Manager	64100	119100	85300	7
Application Developer	53900	102700	84000	6
Application Engineer	73700	129700	102000	6
Applications Engineer	68500	109200	83100	5
Associate Consultant	60500	100100	76500	7
Automation Engineer	65700	127300	88900	5
Business Analyst	66500	110500	86600	12
Business Development Manager	68100	176500	115600	9
Business Intelligence Analyst	71800	110000	86700	5
Business Systems Analyst	69100	130100	98900	8
Computer Systems Analyst	67800	134400	89500	8
Consultant	60100	100100	82200	7
Data Analyst	73600	118500	86700	9
Data Engineer	64000	132000	103600	9
Data Scientist	56300	132000	96900	13
Database Administrator	68300	125100	91800	8
Database Engineer	69400	120100	102800	6
Design Engineer	50800	135100	87000	8
Devops Engineer	73900	147600	99400	7
Engagement Manager	112500	147800	124000	6
Engineer	46300	103400	79100	8
Engineering Manager	68200	224800	144100	8
Financial Analyst	48100	117300	77100	10
Firmware Engineer	65000	119100	95000	5
Hardware Engineer	65000	159900	109100	8
Interaction Designer	53300	108600	74300	7

Digital Transformation

Job Title	Minimum	Maximum	Average	Observations
Marketing Manager	82500	190900	117800	8
Marketing Specialist	50100	114000	76900	6
Mechanical Engineer	66000	103100	86700	6
Network Engineer	56400	110900	85700	10
Performance Engineer	63900	141000	101800	6
Principal Consultant	73700	133100	98300	6
Principal Software Engineer	116600	174100	139100	7
Product Designer	43000	155100	77000	6
Product Engineer	60500	127800	93800	5
Product Manager	75000	158200	110500	13
Product Marketing Manager	68100	163100	99000	8
Program Manager	48700	148000	104000	13
Project Manager	68600	1284900	227800	10
Quality Assurance Engineer	60100	119100	86000	7
Quality Engineer	55700	115600	90500	7
Release Engineer	51000	147600	104700	5
Reliability Engineer	62500	147500	98000	5
Research Scientist	81200	152400	115800	7
Security Engineer	57500	136900	99600	5
Senior Analyst	65900	119600	97100	5
Senior Architect	50400	147200	103600	6
Senior Business Analyst	70700	122400	94700	7
Senior Consultant	83800	121200	103600	8
Senior Data Engineer	73300	168200	123800	5
Senior Data Scientist	88400	194400	130600	8
Senior Engineer	50100	141900	101200	7
Senior Engineering Manager	80800	168200	122300	5
Senior Financial Analyst	66900	123400	91700	10
Senior Marketing Manager	75900	187900	117800	5
Senior Network Engineer	56400	131300	93700	9
Senior Product Manager	79600	168200	124500	8
Senior Product Marketing Manager	87500	155600	121200	5
Senior Program Manager	74200	152900	113600	8
Senior Quality Engineer	73100	125200	96200	6
Senior Research Scientist	59400	168000	122900	5
Senior Software Developer	85200	133800	104200	6
Senior Software Development Engineer	96500	155100	130400	5
Senior Software Engineer	86300	172600	123800	12
Senior Solutions Architect	79300	137700	118300	5
Senior Systems Engineer	40200	157700	94300	8
Senior Technical Support Engineer	64500	124200	93600	5
Site Reliability Engineer	92800	127500	111900	5
Software Architect	94800	169700	132900	6
Software Developer	71800	155100	103000	7
Software Development Engineer	60300	204200	112700	9
Software Development Manager	103900	204200	148900	5
Software Engineer	74500	119900	96600	13
Software Engineering Manager	78400	213800	144900	7
Software Qa Engineer	59700	109600	84300	5
Software Quality Assurance Engineer	58000	184400	91000	6
Software Quality Engineer	72200	122400	94100	6
Software Test Engineer	59400	117400	83900	5
Solution Architect	90500	120500	103900	6
Solutions Architect	43000	169700	106000	9
Sr. Software Engineer	84900	174100	109600	9
Support Engineer	38900	97800	76300	5
Systems Administrator	64800	124000	92100	6
Systems Analyst	67600	93100	77200	5
Systems Engineer	61000	122400	100600	9
Technical Account Manager	80500	118400	95600	6
Technical Analyst	50700	88300	72900	6
Technical Architect	88800	122000	111400	5
Technical Consultant	61600	127900	85200	7
Technical Lead	67800	152900	93100	7
Technical Product Manager	78500	150000	110700	5

Digital Transformation

Job Title	Minimum	Maximum	Average	Observations
Technical Program Manager	68100	168200	98700	9
Technical Support Engineer	39700	96970000	10846000	9
Technical Writer	50700	113300	80500	10
Test Engineer	47900	109200	75600	8
User Experience Designer	84700	94600	89900	5
Ux Designer	59800	104300	82100	7
Visual Designer	42900	83600	67800	6
Web Developer	61300	110900	87100	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Digital Twin

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	119100	95300	4
Application Developer	53900	99200	82100	4
Application Engineer	64200	109000	84300	7
Applications Engineer	68500	123200	91900	4
Architect	81300	129200	107000	5
Associate Consultant	58000	100100	75200	6
Business Analyst	59700	115500	80600	11
Business Development Manager	68100	167700	114200	6
Business Process Analyst	58300	84700	70700	4
Business System Analyst	77100	108300	86200	4
Business Systems Analyst	64000	90600	79000	7
Computer Systems Analyst	67800	96800	81000	5
Consultant	64800	102400	81800	10
Customer Success Manager	75200	97600	91300	4
Data Analyst	49400	85700	72100	9
Data Engineer	64000	122100	106600	5
Data Scientist	56300	110800	84500	11
Database Administrator	55200	118500	89400	7
Design Engineer	50800	109200	75600	7
Devops Engineer	73900	118500	95900	4
Electrical Engineer	54700	88900	75000	4
Engineer	46300	134000	77800	10
Engineering Manager	68200	159100	122300	5
Finance Analyst	54000	74200	63000	4
Finance Manager	59300	119700	90600	4
Financial Analyst	47000	104400	64900	9
Front End Developer	68400	102000	84600	4
Integration Architect	79500	106900	91300	4
It Analyst	70700	86400	78600	4
Lead Developer	70300	114200	93700	4
Lead Engineer	71600	123100	98900	5
Marketing Specialist	56100	103700	73400	5
Mechanical Engineer	76300	103100	90600	4
Network Engineer	72400	88200	81300	5
Principal Consultant	73700	105400	90100	5
Principal Software Engineer	86800	156900	126500	9
Product Designer	43000	67400	56300	5
Product Engineer	60500	112100	86200	5
Product Manager	59700	132300	95000	11
Product Marketing Manager	68100	130200	96400	7
Program Manager	48700	148000	96700	11
Programmer Analyst	37500	120000	78500	6
Project Engineer	63800	104200	83000	4
Project Manager	68600	1284900	206100	11
Quality Assurance Engineer	60100	119100	73600	6
Research Engineer	79800	108600	92300	4
Sap Basis Administrator	50100	100400	81000	6

Digital Twin

Job Title	Minimum	Maximum	Average	Observations
Senior Application Engineer	63900	102100	85000	6
Senior Architect	50400	147200	100200	7
Senior Business Analyst	70700	99200	84400	6
Senior Consultant	76800	102700	90800	7
Senior Data Engineer	79200	119900	107300	4
Senior Data Scientist	97500	144500	122600	4
Senior Development Engineer	72400	106900	89900	4
Senior Engineer	50100	174100	107400	11
Senior Engineering Manager	80800	184800	130100	5
Senior Financial Analyst	66900	103900	79900	8
Senior Network Engineer	56400	102500	85600	5
Senior Product Manager	79600	136100	112600	7
Senior Project Engineer	72800	100700	84600	4
Senior Project Manager	86100	135900	102900	4
Senior Quality Assurance Engineer	68000	111800	90100	5
Senior Quality Engineer	76900	121500	93800	5
Senior Software Developer	78100	116500	97100	8
Senior Software Development Engineer	62800	155100	116600	5
Senior Software Engineer	60700	139300	100900	13
Senior Solution Architect	85200	113800	97200	4
Senior Solutions Architect	115800	138800	127200	4
Senior Systems Engineer	40200	104100	78700	6
Senior Technical Support Engineer	64500	124200	88500	7
Senior User Experience Designer	84700	121500	101600	4
Senior Web Developer	68300	103500	89500	4
Site Reliability Engineer	92800	115400	100900	4
Software Architect	94800	164700	114300	6
Software Developer	67200	113400	85900	11
Software Development Engineer	60300	92800	77900	7
Software Development Manager	113600	162300	138300	4
Software Engineer	61000	121100	91700	12
Software Engineer I	64300	70200	66500	4
Software Engineer II	68500	106100	83300	5
Software Quality Assurance Engineer	58000	76300	67100	5
Solution Architect	76000	127200	97800	7
Solution Consultant	77800	98700	86100	5
Solutions Architect	43000	116500	92500	6
Sr. Software Engineer	81000	128500	101600	6
Systems Engineer	61000	117800	92600	6
Technical Analyst	63300	106900	81100	5
Technical Architect	88800	122000	102400	5
Technical Consultant	60800	94500	81200	7
Technical Lead	67800	88500	77800	6
Technical Program Manager	68100	98500	87100	4
Technical Specialist	46200	115000	78800	4
Technical Support Engineer	39700	97000	71900	7
Technical Writer	50700	113300	74700	6
Test Engineer	47900	84300	64200	5
Test Lead	60700	86300	75800	5
User Experience Architect	79400	111500	90000	4
User Experience Designer	74900	94600	83600	5
Visual Designer	42900	85900	69300	6
Web Developer	45400	76700	63700	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Drug Discovery Technologies

Job Title	Minimum	Maximum	Average	Observations
Applications Chemist	69500	78700	74100	2
Associate Chemist	40900	58000	49400	2

Drug Discovery Technologies

Job Title	Minimum	Maximum	Average	Observations
Associate Engineer	52200	55200	53700	2
Associate Product Manager	72800	93200	80400	3
Associate Project Manager	57800	65500	61700	2
Associate Scientist	44800	86200	59500	4
Associate Scientist I	37100	73400	59000	3
Associate Scientist Ii	47200	56200	51700	2
Biostatistician	46300	92400	66900	3
Business Analyst	62200	77700	71800	5
Business Data Analyst	64800	65000	64900	2
Business Systems Analyst	44600	97900	79300	4
Chemist	48300	73600	64700	4
Clinical Research Associate	79500	96100	89500	3
Data Analyst	66700	75600	71100	2
Data Engineer	89100	96300	92700	2
Data Scientist	39800	85600	70900	6
Engineer	57500	85200	74400	4
Engineer Ii	71300	85100	79400	3
Engineer Iv	64800	124000	94400	2
Epidemiologist	66400	68600	67500	3
Field Service Engineer	50700	57200	54600	3
Financial Analyst	56300	96900	68100	5
Lead Software Engineer	102600	126100	114300	2
Manager	62700	92200	77400	2
Manager Regulatory Affairs	65600	87100	76400	2
Manager, Business Development	109100	116600	112800	2
Manager, Financial Planning & Analysis	98100	117500	107800	2
Manufacturing Engineer	56800	74300	63600	6
Manufacturing Process Engineer	59600	60200	59900	2
Marketing Coordinator	38300	52200	45200	2
Marketing Manager	105800	133200	119500	2
Mechanical Engineer	60000	92000	76000	4
Pricing Analyst	56200	66300	61300	2
Process Engineer	67600	83700	75400	5
Process Engineer Ii	58700	73900	65200	3
Product Manager	69000	121000	93300	6
Program Manager	58200	102400	85800	3
Project Manager	70300	118400	91300	8
Quality Assurance Engineer	67900	79300	73600	2
Quality Assurance Specialist	51000	56500	53400	3
Quality Control Analyst Ii	54700	63300	59000	2
Quality Engineer	64900	75900	72100	3
R&D Scientist	78300	95100	86700	2
R&D Software Developer	81800	83000	82400	2
Regulatory Affairs Specialist	58900	81100	68600	3
Research Assistant	41700	47700	44700	2
Research Associate	42500	91100	59900	8
Research Associate Ii	39400	73800	56600	2
Research Scientist	39800	96400	71100	7
Research Statistician	86700	90000	88500	3
Scientist	45500	86100	72000	9
Scientist I	54400	84500	70400	5
Scientist Ii	49900	82000	61900	7
Senior Associate	40600	76900	62600	3
Senior Biostatistician	58000	93500	76700	3
Senior Business Analyst	69200	122600	95200	6
Senior Business Systems Analyst	100100	118900	111900	3
Senior Clinical Pharmacokinetics	82000	82000	82000	2
Senior Data Engineer	94900	99100	97000	2
Senior Developer	83600	112000	95500	4
Senior Engineer	72800	96900	83900	3
Senior Financial Analyst	78400	90900	85200	4
Senior It Project Manager	78700	99400	90700	3
Senior Product Manager	100200	148500	122700	4
Senior Quality Engineer	75400	95000	85200	2

Drug Discovery Technologies

Job Title	Minimum	Maximum	Average	Observations
Senior Regulatory Affairs Associate	81300	87900	84600	2
Senior Regulatory Affairs Specialist	51300	85600	68500	2
Senior Research Associate	61000	68800	64700	3
Senior Research Biochemist	80900	88200	84500	2
Senior Research Pharmacokineticist	82000	92400	87200	2
Senior Research Scientist	67100	124900	88800	7
Senior Scientist	40500	111300	78000	10
Senior Software Engineer	88500	133000	107000	9
Senior Statistical Programmer	70700	96900	83800	2
Senior Statistician	61700	82600	75900	5
Senior Systems Analyst	77300	105000	94800	4
Senior Systems Engineer	107400	119500	111600	3
Senior Validation Engineer	70600	102300	91000	3
Software Engineer	60800	154200	87900	11
Software Engineer I	59800	82700	75000	3
Software Engineer Ii	56300	95800	79900	6
Software Engineer Iii	70400	88500	83900	4
Sr. Architect	118500	127500	123000	2
Sr. Business Systems Analyst	111200	117300	113900	3
Sr. Financial Analyst	66500	92800	82100	3
Sr. It Project Manager	95600	107300	101300	3
Sr. Manager, It	101000	155000	133300	3
Sr. Quality Engineer	79400	91200	85300	2
Sr. Software Engineer	86800	147600	114900	4
Sr. Systems Administrator	85900	122500	104200	4
Sr. Systems Analyst	73300	112000	96200	4
Staff Scientist	53600	119500	96500	3
Staff Software Engineer	102100	147600	118700	4
Statistician	42300	82200	62000	3
Statistician Ii	69100	89500	79300	2
Systems Engineer	47300	128800	73300	5
Technical Support Engineer	53600	109800	81700	2
Validation Engineer	61500	98400	82300	5
Web Architect	105100	111600	108400	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Electronic Components

Job Title	Minimum	Maximum	Average	Observations
Accountant	46100	69200	55800	3
Application Engineer	48100	77800	63000	2
Applications Engineer	61500	122100	97400	3
Business Development Manager	96700	126300	111500	2
Business Systems Analyst	63300	95600	81000	3
Chemist	54200	62000	58100	2
Computer Programmer	35900	48200	42000	2
Design Engineer	51000	91100	67400	5
Dsp Firmware Engineer	83100	93500	88300	2
Electrical Engineer	52900	88300	70000	5
Embedded Software Engineer	75000	98400	86700	2
Engineer	71100	91700	81400	2
Engineering Manager	112800	138500	125700	2
Field Application Engineer	75700	87900	81800	2
Field Applications Engineer	80500	111100	92400	5
Financial Analyst	55300	81800	68500	2
Firmware Engineer	69000	129000	99000	2
Industrial Engineer	52400	62000	59200	4
It Business Systems Analyst	96200	103500	99800	2
Manufacturing Engineer	41200	81200	65500	6
Mechanical Design Engineer	63700	94000	79400	4

Electronic Components

Job Title	Minimum	Maximum	Average	Observations
Mechanical Engineer	51000	81200	69400	6
Network Engineer	72500	106300	89400	2
Physical Design Engineer	91100	92700	91900	2
Principal Engineer	85900	122000	103900	2
Process Development Engineer	63300	93100	78200	2
Process Engineer	58900	69800	66000	3
Product Development Engineer	63100	104700	81500	3
Product Engineer	49800	157000	80300	8
Product Engineer Ii	66900	81800	74400	2
Product Test Engineer	59300	63000	61100	2
Program Manager	60500	88900	76900	4
Programmer Analyst	65000	93600	79300	2
Programmer Analyst Iii	93200	94000	93600	2
Project Manager	104600	115200	109900	2
Quality Engineer	53900	75200	65800	6
Quality Manager	56200	93000	74900	3
Reliability Engineer	71500	76100	73800	2
Senior Accountant	77100	80000	78500	2
Senior Applications Engineer	71200	91200	81200	2
Senior Business Intelligence Analyst	81400	116500	99000	2
Senior Business Systems Analyst	85300	139300	112300	2
Senior Design Engineer	83600	132000	101300	3
Senior Embedded Software Engineer	71500	92400	81900	2
Senior Field Applications Engineer	85700	154900	120300	2
Senior Financial Analyst	75500	119600	97600	2
Senior Network Engineer	66800	86800	76800	2
Senior Process Engineer	70400	70900	70600	2
Senior Program Manager	97000	100900	98900	2
Senior Programmer Analyst	83000	89600	86300	2
Senior Programmer/Analyst	73100	83000	78100	2
Senior Quality Engineer	59700	80600	70200	2
Senior Software Developer	100800	113100	106900	2
Senior Software Engineer	96300	155100	113600	7
Senior Staff Engineer	81400	102200	91800	2
Senior Staff Software Engineer	104800	111700	108200	2
Senior Staff Systems Engineer	86800	147300	117100	2
Senior Systems Engineer	71900	106400	89200	2
Software Engineer	63500	112500	86600	8
Software Engineer, Senior	86600	94400	90500	2
Software Engineer, Senior Staff	111200	125000	118100	2
Software Manager	131400	134500	133000	2
Sr. Design Engineer	84300	129000	106700	2
Sr. Engineer	61000	113100	87100	2
Sr. Software Engineer	95000	95400	95200	2
Staff Accountant	47500	95800	71600	2
Staff Cad Engineer	96300	111100	103700	2
Staff Engineer	84000	100000	92000	2
Staff Software Engineer	117300	121200	119800	3
Staff Systems Engineer	104200	117200	110700	2
Supplier Quality Engineer	61900	88900	75400	2
Supply Chain Analyst	52300	80600	66400	3
Systems Analyst	64900	79700	72300	2
Systems Engineer	71200	117000	87600	8
Technical Director	117200	188500	152800	2
Technical Support Engineer	57300	80900	67900	3
Test Engineer	48300	99100	67300	7

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Enterprise Video

Job Title	Minimum	Maximum	Average	Observations
Account Manager	35400	119100	75900	7
Application Developer	77500	147600	102300	5
Application Engineer	94600	154300	126700	4
Associate Consultant	60500	100100	84900	4
Automation Engineer	67600	138100	103400	5
Business Analyst	47500	156800	95500	9
Business Development Manager	68100	176500	124800	9
Business Operations Manager	49700	143100	98000	6
Business Operations Specialist	74800	123400	97200	4
Business Systems Analyst	89600	130100	113200	4
Cad Engineer	100100	134800	114700	4
Client Partner	80500	233900	137700	4
Computer Systems Analyst	67800	115200	85800	4
Computer Vision Engineer	93900	168000	139300	4
Consultant	85700	135000	104600	4
Customer Success Manager	75200	120200	94800	4
Data Analyst	73400	116500	88300	8
Data Engineer	87700	155100	126200	7
Data Scientist	70300	132200	105700	11
Database Administrator	64000	125100	91400	7
Database Engineer	69400	131600	103600	5
Director, Product Management	150600	201900	177500	4
Electrical Engineer	68700	139000	103300	6
Engineer	64000	157700	100600	7
Engineering Manager	91900	240800	154100	11
Finance Manager	59300	166000	115900	6
Financial Analyst	46000	119200	81600	10
Firmware Engineer	88800	110900	98200	4
Hardware Engineer	75500	152500	112200	7
Integration Engineer	88600	146600	110200	4
IT Project Manager	82300	158200	109900	5
Market Research Analyst	73300	83800	78500	4
Marketing Manager	81900	190900	111800	9
Marketing Specialist	56100	114000	81100	6
Mechanical Engineer	66000	144500	95600	7
Network Engineer	71300	122300	92300	7
Operations Program Manager	91900	113300	103000	4
Product Analyst	75600	118400	88600	4
Product Designer	43000	155100	96000	5
Product Engineer	93500	127800	111800	5
Product Manager	75000	158200	122900	12
Product Marketing Manager	68100	163100	113700	8
Program Manager	81200	160700	121600	9
Project Manager	74000	167500	120000	8
QA Engineer	69100	133100	90400	4
Quality Engineer	93600	121600	108200	4
Reliability Engineer	81500	147500	113700	4
Research Scientist	98900	151200	123100	4
Sales Operations Analyst	57200	112400	94300	4
Security Analyst	86200	115200	99000	4
Security Architect	92400	130400	110200	4
Senior Business Analyst	83200	115700	98200	4
Senior Consultant	88300	120300	102100	6
Senior Data Engineer	119900	184400	148200	4
Senior Data Scientist	114300	194400	146400	5
Senior Engineer	79100	164400	119600	7
Senior Financial Analyst	63700	123400	85700	8
Senior Marketing Manager	75900	187900	129100	5
Senior Network Engineer	66800	94800	83700	5
Senior Product Manager	83900	230500	127900	9
Senior Program Manager	76600	164700	129300	7
Senior Quality Engineer	54100	125200	88800	5
Senior Security Analyst	65800	123800	101100	4
Senior Software Developer	93600	116100	101500	4
Senior Software Development Engineer	96500	155100	130400	5

Enterprise Video

Job Title	Minimum	Maximum	Average	Observations
Senior Software Engineer	96300	174600	137000	12
Senior Systems Engineer	68400	144200	101000	6
Senior Technical Support Engineer	64500	102600	79000	4
Senior User Experience Designer	84700	169700	126600	4
Site Reliability Engineer	92800	127500	111900	4
Software Architect	94800	169700	125700	6
Software Developer	84700	155100	109000	7
Software Development Engineer	77500	204200	119000	8
Software Development Engineer In Test	87500	127300	104900	4
Software Development Manager	122900	204200	154600	6
Software Engineer	68500	174700	105100	14
Software Engineer In Test	84100	131200	111300	4
Software Engineering Manager	78400	183300	141200	6
Software Quality Assurance Engineer	76300	184400	108300	4
Software Quality Engineer	72200	107400	91600	4
Software Test Engineer	59400	113800	83200	5
Solution Architect	90500	116500	100100	4
Solutions Architect	43000	152100	111700	8
Sr. Software Engineer	95400	152800	113500	8
Staff Software Engineer	80900	133800	109300	5
Supply Chain Analyst	57200	90900	76700	6
Supply Chain Manager	75400	144800	117100	4
Support Engineer	38900	90600	69000	4
Systems Administrator	64800	120100	93400	4
Systems Analyst	60100	93100	72500	5
Systems Engineer	63200	168200	107900	9
Technical Product Manager	78500	150000	106400	5
Technical Program Manager	68100	201100	102600	8
Technical Project Manager	69300	130100	102100	4
Technical Support Engineer	65600	113600	87700	9
Technical Writer	82200	113300	95400	6
Test Engineer	68000	106600	86100	6
User Experience Designer	58300	141800	89900	7
Ux Designer	59800	104300	84400	4
Visual Designer	67600	83600	75200	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Health Care

Job Title	Minimum	Maximum	Average	Observations
Accountant	41100	58900	50000	2
Application Developer	73000	93000	81300	3
Assistant Research Professor	50800	98700	74700	2
Associate Director	81400	85200	83300	2
Biostatistician	57100	102300	74900	4
Business Analyst	48700	76800	62300	3
Business Development Manager	87400	101100	94300	2
Cardiologist	55600	208000	131800	2
Chemist	51900	84800	68400	2
Clinical Data Analyst	54700	70000	62300	2
Clinical Laboratory Scientist	50700	59000	54900	2
Clinical Pharmacist	48800	118600	83700	2
Clinical Research Coordinator	45600	79800000	39922800	2
Computational Biologist	60800	96400	78600	2
Data Analyst	49900	90600	69900	5
Data Quality Analyst	47000	54700	50900	2
Data Scientist	38400	68400	53400	2
Database Administrator	63800	116500	92200	3
Database Developer	68700	71800	70300	2
Endocrinologist	62000	198700	130400	2

Health Care

Job Title	Minimum	Maximum	Average	Observations
Family Medicine Physician	152000	270700	211400	2
Fellow	53400	93400	73400	2
Financial Analyst	51600	82000	66700	4
Grants Coordinator	38400	63600	51000	2
Healthcare Analyst	42000	50700	46300	2
Hospitalist	49100	274200	177100	3
Imaging Scientist	43800	46200	45000	2
Internal Medicine Physician	164200	230000	197100	2
Lead Medical Technologist	46600	53500	50000	2
Lead Systems Analyst	95200	107600	101400	2
Lims Developer	61100	114300	87700	2
Medical Technologist	45700	51900	48500	4
Neurologist	47900	208000	127900	2
Nurse Practitioner	98200	107000	102600	2
Occupational Therapist	64200	73300	69100	3
Pediatric Hospitalist	39700	140700	90200	2
Pediatric Oncologist	55600	131900	93700	2
Physical Therapist	27100	62500	44800	2
Postdoctoral Fellow	33200	43700	38600	3
Postdoctoral Research Fellow	44400	49100	46700	2
Principal Software Engineer	121200	122300	121700	2
Product Manager	80500	81900	81200	2
Project Manager	82200	114800	93400	3
Qa Analyst	71400	79800	75600	2
Quality Assurance Analyst	81600	101100	91400	2
Quality Assurance Lead	48000	85800	66900	2
Radiologist	74900	280300	177600	2
Research Associate	42000	71200	55100	8
Research Associate Ii	42300	60700	50100	3
Research Fellow	43000	45500	44200	2
Research Scientist	45000	68400	53700	4
Research Technician	32400	60700	46600	2
Research Technician Ii	36000	55800	45900	2
Research Technician Iii	40400	53900	47100	2
Scientist	48300	78800	63500	2
Scientist I	41600	61000	51300	2
Senior Application Developer	90100	111300	99800	3
Senior Biostatistician	64000	76000	69700	3
Senior Business Analyst	69900	88900	79400	2
Senior Clinical Data Analyst	70000	105200	87600	2
Senior Database Developer	104100	118900	111500	2
Senior Engineer	66100	84200	75100	2
Senior Financial Analyst	61700	81200	72700	4
Senior Internal Auditor	79200	80400	79800	2
Senior Project Manager	61000	96800	78900	2
Senior Qa Analyst	80100	94900	87500	2
Senior Quality Assurance Analyst	80100	94900	85700	3
Senior Research Associate	36100	67200	47000	4
Senior Scientist	72300	90400	81100	3
Senior Software Engineer	99000	122300	106600	5
Software Developer	55700	89500	72600	2
Software Engineer	71900	122300	92800	3
Sql Developer	88300	91400	89800	2
Sr Business Analyst	93000	97400	95200	2
Staff Accountant	46600	64200	53700	3
Staff Scientist	39000	63300	53900	3
Statistician	75500	87600	81600	2
Value Analyst	53000	97900	75500	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Immunotherapy Drugs

Job Title	Minimum	Maximum	Average	Observations
Associate Data Scientist	71100	121800	96400	2
Associate Director, Statistical Programming	109800	119300	114100	3
Associate Engineer	52200	70200	63200	3
Associate Medical Director	89400	146200	111400	3
Associate Product Manager	75300	93200	84300	3
Associate Scientist	44800	86200	65200	9
Associate Scientist I	61800	73400	66400	4
Associate Scientist Ii	55200	65300	60200	2
Biostatistician Ii	54000	119700	83700	3
Clinical Research Physician	88300	94800	91600	2
Clinical Systems Analyst	52500	63000	57700	2
Data Analyst	62400	86100	73800	4
Data Scientist	70600	100500	80700	3
Engineer	76200	110900	91500	4
Epidemiologist	67400	94300	75000	4
Finance Manager	60200	107900	86400	4
Financial Analyst	51600	135000	79100	4
Health Economist	84700	109000	96800	2
Manager	62700	87600	75200	2
Manager - It	118400	128100	123300	2
Manager, Biostatistics	49200	91500	70300	2
Manager, Commercial Analytics	50100	98100	74100	2
Manager, Market Research	57200	88200	72700	2
Manager, Process Development	84800	106700	95700	2
Manager, Statistical Programming	113200	116100	114600	2
Manager, Statistics	65800	101100	83500	2
Manufacturing Engineer	62400	77900	68200	3
Medical Director	98500	189200	141800	6
Medical Science Liaison	68800	117700	87300	3
Operations Manager	105600	106700	106200	2
Post Doctoral Fellow	45400	63800	56200	5
Postdoctoral Fellow	49400	77100	58300	5
Post-Doctoral Fellow	52400	71300	61800	2
Postdoctoral Research Fellow	41500	69700	54800	3
Principal Analyst	62800	73500	68200	2
Principal Engineer	98100	99800	98900	2
Principal Scientist	51500	112000	82400	5
Process Development Scientist	67100	100800	84000	2
Process Engineer	69200	118400	89800	7
Process Engineer Ii	58700	86500	69400	3
Product Manager	74700	112300	90300	6
Project Manager	70300	102400	87000	7
Quality Engineer	64900	91500	79600	3
Regulatory Affairs Manager	55700	106500	78600	3
Regulatory Affairs Specialist	58900	81100	70300	4
Research Associate	43400	91100	69100	7
Research Operations Manager	38600	79100	58800	2
Research Scientist	60600	82200	70000	4
Research Statistician	66500	90000	81100	3
Scientist	64100	98400	78700	12
Scientist I	66600	98400	84200	4
Scientist Ii	49900	88100	71700	7
Scientist Iii	84800	100200	92500	2
Senior Associate	40600	111200	76200	3
Senior Associate Scientist	60700	90800	75700	2
Senior Auditor	57400	83100	70300	2
Senior Biostatistician	70600	102300	85100	5
Senior Business Systems Analyst	116600	141900	126600	3
Senior Clinical Programmer	97600	128600	112600	3
Senior Data Scientist	71600	98800	82100	3
Senior Engineer	81800	137100	108600	4
Senior Finance Analyst	61100	96700	76700	3
Senior Finance Manager	130600	130800	130700	2
Senior Financial Analyst	60200	87300	75300	3

Immunotherapy Drugs

Job Title	Minimum	Maximum	Average	Observations
Senior Information Technology Auditor	64500	68000	66300	2
Senior It Auditor	70000	86300	79500	4
Senior Manager, Corporate Strategy	77900	106100	92000	2
Senior Process Engineer	69300	115000	98300	5
Senior Product Manager	88200	122900	108200	3
Senior Project Manager	46800	88500	68300	3
Senior Research Associate	54400	84600	66500	7
Senior Research Pharmacokineticist	55900	92400	74200	2
Senior Research Scientist	67100	97500	78400	5
Senior Research Statistician	81300	87200	84300	2
Senior Scientist	66200	114700	92300	10
Senior Scientist I	94300	117000	105600	2
Senior Scientist, Chemistry	93500	97200	95300	2
Senior Software Engineer	83900	127900	106500	5
Senior Statistical Programmer	70800	130000	97900	3
Senior Statistician	61700	100500	80800	5
Senior Systems Administrator	83100	115200	99200	2
Senior Systems Analyst	91900	104800	97700	3
Senior Validation Engineer	95000	102300	99100	3
Software Developer	66800	126200	96500	2
Software Engineer	72800	109200	85300	6
Solution Architect	85100	123600	104400	2
Sr. Associate Scientist	71400	83400	77100	3
Sr. Business Systems Analyst	83900	141900	114300	3
Sr. Engineer	56300	92100	74200	2
Sr. Manager, Health Economics & Outcomes Research	101100	112300	106700	2
Sr. Project Manager	95300	100700	98000	2
Sr. Scientist	97500	100400	98900	2
Sr. Statistical Programmer	83200	107400	97200	3
Sr. Systems Administrator	103800	104800	104400	3
Sr. Systems Analyst	73500	96800	85200	2
Statistical Analyst	86700	100500	93600	2
Statistical Programmer	69700	93300	79100	6
Statistician	42300	86700	66500	6
Systems Analyst	56600	75600	66100	2
Validation Engineer	76900	98500	88100	6

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Industrial Machinery

Job Title	Minimum	Maximum	Average	Observations
Account Manager	74400	136500	91500	6
Application Engineer	65500	98200	78500	9
Applications Engineer	53200	115600	75100	16
Business Analyst	45900	81100	63500	4
Business Development Manager	64000	112200	86200	10
Business Systems Analyst	58000	132200	90300	6
Commodity Manager	61000	102700	82100	4
Continuous Improvement Engineer	59200	71600	64800	4
Control Systems Engineer	57300	121300	74600	6
Controls Engineer	61800	91700	77200	6
Data Engineer	58200	106900	81900	4
Data Scientist	39800	87500	64400	8
Design Engineer	47900	100000	69300	16
Development Engineer	56400	105400	80900	6
Devops Engineer	80000	117000	97600	4
Electrical Engineer	56700	120200	77100	21
Electrical Engineer Ii	46900	83200	68700	5
Electronics Engineer	66000	102200	82200	6
Embedded Software Engineer	56800	97200	78700	10

Industrial Machinery

Job Title	Minimum	Maximum	Average	Observations
Engineer	52400	90800	65000	14
Engineer I	57800	76800	65100	4
Engineer Ii	55700	100200	74500	9
Engineer Iii	65900	105700	77700	4
Engineering Manager	75300	188200	112900	13
Field Service Engineer	54100	92800	68000	8
Finance Manager	68500	95300	85400	5
Financial Analyst	41700	86500	57100	15
Firmware Engineer	59600	86200	71800	7
Global Product Manager	62700	114600	90700	4
Industrial Engineer	53000	109500	69100	7
Internal Auditor	43500	73000	53800	6
It Analyst	56800	86400	71000	4
Manufacturing Engineer	45700	90500	69200	28
Manufacturing Engineer Ii	60900	76600	68400	5
Master Scheduler	57100	73600	65800	4
Mechanical Engineer	49900	144500	72800	22
Network Engineer	79900	96000	89300	4
Principal Engineer	90500	119400	111200	4
Principal Software Engineer	84800	136100	107000	4
Process Engineer	54500	101200	73800	15
Product Design Engineer	56500	99500	76300	4
Product Engineer	54300	114000	76700	14
Product Line Manager	80400	132800	100900	6
Product Manager	52900	142300	90100	11
Product Marketing Manager	56300	112700	89700	7
Product Specialist	64800	101900	78200	4
Production Engineer	46100	97600	71600	4
Program Manager	58300	125300	92700	10
Project Engineer	44700	118400	78900	21
Project Manager	49500	1284900	171200	14
Quality Assurance Engineer	53600	79300	71100	4
Quality Engineer	53900	95100	71700	20
Quality Engineer Ii	57500	95700	75700	5
Quality Manager	65400	101400	81600	7
R&A;D Engineer	56000	83100	70000	4
Reliability Engineer	57600	95100	71500	8
Research Scientist	39600	110900	81800	9
Sales Engineer	56300	159800	85400	10
Sales Operations Analyst	49700	68600	60100	4
Senior Application Engineer	67100	90600	76800	7
Senior Applications Engineer	62000	116200	85200	7
Senior Auditor	54300	70100	61400	5
Senior Business Analyst	63300	117700	80600	5
Senior Design Engineer	60800	124000	86200	12
Senior Development Engineer	67100	106900	80800	7
Senior Electrical Engineer	57000	107900	87500	10
Senior Engineer	67500	121500	86100	17
Senior Field Service Engineer	58800	82900	71500	5
Senior Financial Analyst	53200	113600	72300	11
Senior Internal Auditor	63000	82700	70000	6
Senior Manufacturing Engineer	73400	90000	78700	5
Senior Mechanical Engineer	57200	113400	80100	10
Senior Process Engineer	59900	114000	89500	7
Senior Product Engineer	60900	108400	79400	6
Senior Product Manager	95000	127700	110000	5
Senior Project Engineer	72800	1273000	185300	12
Senior Project Manager	88500	110100	97700	5
Senior Quality Assurance Engineer	57800	94900	73100	4
Senior Quality Engineer	66100	92400	79400	7
Senior R&A;D Engineer	85500	95100	89800	4
Senior Reliability Engineer	72700	120000	84400	6
Senior Scientist	49200	106200	88100	6
Senior Software Engineer	62200	113300	89200	15
Senior Systems Engineer	68000	107400	87700	6

Industrial Machinery

Job Title	Minimum	Maximum	Average	Observations
Software Developer	57200	84200	76300	4
Software Development Engineer	56600	99400	75800	5
Software Engineer	45600	132200	81000	31
Software Engineer I	64900	110900	82800	4
Software Engineer Ii	42400	110900	79100	7
Software Engineer Iii	63300	101200	87800	5
Solutions Architect	71900	97500	85500	4
Sr. Engineer	86100	92200	88900	4
Sr. Software Engineer	77700	147200	102300	11
Staff Scientist	70500	98200	84200	6
Supplier Quality Engineer	59800	98900	77000	7
Supply Chain Analyst	51200	75400	61800	5
Supply Chain Manager	82900	114100	97800	5
Systems Engineer	47500	128300	78800	8
Technical Support Engineer	39700	82900	63900	8
Test Engineer	58500	93500	70200	9

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Industry 4.0

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	119100	87400	3
Analyst	74800	105600	93200	3
Application Engineer	73700	128200	96000	4
Applications Engineer	68500	116500	92000	4
Business Analyst	84500	111800	96900	7
Business Development Manager	68100	176500	116000	9
Business Operations Analyst	53900	100100	70700	3
Business Operations Manager	72200	129400	98100	4
Business Process Analyst	63100	84700	73500	4
Business Systems Analyst	87000	132200	102800	5
Cad Engineer	101600	134800	119500	3
Consultant	97800	135000	111000	3
Controller	80500	127300	109100	3
Customer Success Manager	75200	120200	101500	4
Data Analyst	73600	116500	87200	7
Data Engineer	64000	155100	119700	6
Data Scientist	75100	132200	101600	6
Database Administrator	64000	102900	85100	5
Design Engineer	50900	135100	100000	5
Director, Software Engineering	127400	168200	147600	3
Electrical Engineer	63500	121600	93400	6
Engineer	69800	132200	98500	5
Engineering Manager	122300	167500	139300	5
Failure Analysis Engineer	78100	105500	88300	4
Finance Analyst	74200	103800	85200	3
Finance Manager	59300	137900	98000	4
Financial Analyst	48700	119200	80800	7
Firmware Engineer	62600	110900	81800	4
Hardware Engineer	73600	152500	101100	7
Human Resources Manager	74600	101200	85600	3
Interaction Designer	53300	75200	66000	4
It Analyst	75700	86400	80300	3
It Engineer	65000	114400	86000	3
It Project Manager	82300	111600	92600	5
Manager, Engineering	130100	188500	151200	3
Manager, Finance	86300	142400	110000	4
Marketing Manager	98500	154700	115800	5
Marketing Specialist	56100	103700	78300	3
Mechanical Engineer	66700	125900	86900	7

Industry 4.0

Job Title	Minimum	Maximum	Average	Observations
Network Engineer	71300	107300	82200	5
Packaging Engineer	56400	130400	93400	4
Principal Software Engineer	117300	174100	143600	7
Process Engineer	60200	84700	73400	4
Product Engineer	93500	155100	115900	5
Product Manager	76300	158100	110900	9
Product Marketing Manager	68100	161800	114900	6
Program Manager	81200	158300	112300	10
Programmer Analyst	65000	73900	70000	4
Project Manager	86800	1284900	253400	9
Quality Assurance Engineer	63900	119100	84200	6
Quality Engineer	55700	121600	91300	6
Reliability Engineer	62500	97000	82600	5
Research Engineer	50700	132000	87800	9
Research Scientist	71500	112900	88800	6
Sales Specialist	79500	103700	89600	4
Scrum Master	85200	107200	96800	3
Security Architect	92400	130400	106900	3
Senior Business Analyst	70700	155100	100200	5
Senior Consultant	88300	102700	95500	4
Senior Data Analyst	53000	94800	74800	4
Senior Engineer	85600	141900	114100	5
Senior Financial Analyst	66900	124600	83700	7
Senior Hardware Engineer	85000	130400	99100	4
Senior It Engineer	64700	119300	95000	3
Senior Network Engineer	66800	144500	95000	5
Senior Product Manager	79600	147600	110900	7
Senior Program Manager	76600	167500	117700	6
Senior Quality Assurance Engineer	68000	92900	80500	4
Senior Quality Engineer	76900	107400	90500	5
Senior Software Development Engineer	94400	155100	131200	4
Senior Software Engineer	86300	174100	122800	11
Senior Systems Engineer	68400	123300	94700	7
Senior Test Engineer	61600	105100	86600	4
Service Delivery Manager	57400	125600	91300	3
Signal Integrity Engineer	95900	132700	112800	3
Software Architect	94800	164700	116100	5
Software Developer	73500	113400	99900	3
Software Development Engineer	81000	122500	104800	5
Software Development Manager	122900	159100	144700	5
Software Engineer	68500	147600	97800	15
Software Engineer Ii	65800	106100	83000	4
Software Engineering Manager	78400	138300	113300	5
Software Quality Assurance Engineer	76300	100400	90100	4
Software Systems Engineer	74400	113100	95000	3
Software Engineer	78800	105900	90900	4
Solution Architect	90500	141900	114900	4
Solutions Architect	43000	152100	99200	4
Sr. Software Engineer	84900	138400	101700	5
Staff Software Engineer	80900	147200	116000	4
Statistician	69200	121800	88500	4
System Administrator	66100	135000	91900	3
Systems Administrator	64800	120100	88400	4
Systems Analyst	64900	93100	75700	5
Systems Engineer	63200	126600	93000	9
Technical Marketing Engineer	75000	148800	103300	3
Technical Marketing Manager	92800	119800	109200	3
Technical Support Engineer	39700	113600	80500	7

Industry 4.0

Job Title	Minimum	Maximum	Average	Observations
Technical Writer	69000	113300	92100	5
Test Engineer	47900	148000	88200	9
User Experience Designer	84700	141800	105100	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Interactive White Board

Job Title	Minimum	Maximum	Average	Observations
Application Engineer	58400	128200	87500	6
Applications Engineer	65400	157000	95300	6
Architect	67200	134600	105400	5
Business Analyst	57400	98300	83500	7
Business Development Manager	68100	176500	133000	5
Business Intelligence Analyst	49500	122200	85400	5
Business Intelligence Developer	71400	133300	96800	4
Business Operations Manager	73200	129400	98600	5
Business Operations Specialist	63700	123400	96200	4
Business Process Analyst	72800	100500	81700	4
Business Systems Analyst	52900	141900	97900	7
Cad Engineer	83600	134800	107300	7
Customer Success Manager	97600	120200	105100	3
Data Analyst	51700	116500	82100	10
Data Engineer	64000	155100	106800	5
Data Scientist	59300	158200	107700	12
Database Administrator	64000	101400	80600	4
Design Engineer	65400	152500	101500	9
Design Verification Engineer	62500	106600	87200	4
Electrical Engineer	58100	121600	91400	5
Engineer	64500	170900	98000	9
Engineering Manager	128700	240800	158600	8
Failure Analysis Engineer	74600	107000	87300	4
Finance Analyst	47800	103800	75900	4
Finance Manager	59300	144100	116200	6
Financial Analyst	55300	119200	78700	9
Firmware Engineer	73600	110900	88900	5
Hardware Engineer	75900	152500	109300	6
Industrial Engineer	59700	82100	72200	4
Interaction Designer	53300	89800	70600	4
Market Research Analyst	61600	102500	82000	3
Marketing Manager	87700	179700	119900	6
Mechanical Engineer	52700	148800	95400	8
Network Engineer	61700	144500	95800	6
Physical Design Engineer	78600	129600	95400	4
Principal Engineer	88200	135600	112700	4
Principal Software Engineer	114700	174100	138500	6
Process Engineer	59200	84700	69200	4
Product Development Engineer	65000	104800	79500	6
Product Engineer	72100	137500	96700	8
Product Manager	86700	158100	127600	12
Product Marketing Engineer	64800	151300	108400	4
Product Marketing Manager	68100	161800	123600	5
Program Manager	58800	178200	112900	11
Programmer Analyst	63800	96700	74200	4
Project Manager	82300	167500	114200	7
Quality Engineer	55700	164700	104900	8
Reliability Engineer	58400	101700	84400	7
Research Engineer	69400	108600	86400	4
Research Scientist	97000	119900	106700	5
Sales Operations Analyst	58900	97200	81100	3
Senior Accountant	60600	117300	83000	4

Interactive White Board

Job Title	Minimum	Maximum	Average	Observations
Senior Business Systems Analyst	73300	127400	108200	5
Senior Consultant	88300	147600	109100	4
Senior Data Analyst	53000	172600	102300	5
Senior Data Scientist	92400	149200	124600	7
Senior Design Engineer	72100	145900	95100	7
Senior Design Verification Engineer	71300	145900	109600	4
Senior Engineer	84000	164400	107200	8
Senior Field Applications Engineer	97600	152500	117500	4
Senior Financial Analyst	60200	139400	80500	8
Senior Firmware Engineer	94300	164700	124200	4
Senior Hardware Engineer	85100	168200	122700	4
Senior Manager, Software Engineering	112700	174100	151200	4
Senior Network Engineer	61700	125300	87200	4
Senior Product Engineer	80600	132000	103400	7
Senior Product Manager	79600	230500	133300	9
Senior Program Manager	97000	172300	133900	5
Senior Software Design Engineer	65900	133800	88700	4
Senior Software Developer	77100	155100	104200	4
Senior Software Development Engineer	80900	143200	113300	5
Senior Software Engineer	74800	163400	120400	13
Senior Staff Software Engineer	111700	147600	135500	3
Senior Systems Engineer	81200	155100	109700	10
Senior Technical Program Manager	158300	228700	184800	3
Senior Technical Support Engineer	64500	124200	97700	3
Senior Test Engineer	75200	99000	89500	4
Senior Verification Engineer	90300	118400	104400	4
Software Development Engineer	61000	158100	98200	8
Software Development Manager	122900	241700	164000	4
Software Engineer	64600	155100	100300	16
Software Engineer Ii	78900	106100	90900	4
Software Engineering Manager	133800	138900	137400	4
Software Engineer	70800	93000	82100	4
Solutions Architect	74600	152100	102800	4
Sr. Design Engineer	62500	113900	92300	4
Sr. Product Manager	134400	159800	151200	3
Sr. Software Engineer	74200	152800	102700	9
Supply Chain Engineer	62200	91800	82300	4
Systems Administrator	77100	131000	104400	4
Systems Analyst	64900	136300	92800	4
Systems Design Engineer	57200	152500	92100	4
Systems Engineer	63200	152500	97800	10
Technical Account Manager	83300	118400	102300	3
Technical Program Manager	68100	181800	104100	5
Technical Support Engineer	63300	113600	84900	7
Technical Writer	45900	113300	78700	6
Test Engineer	47900	118200	85700	10
User Experience Designer	71600	141800	93800	6
Verification Engineer	65400	112300	87500	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Internet Of Things Security

Job Title	Minimum	Maximum	Average	Observations
Account Manager	35400	119100	81000	4
Business Analyst	47500	110500	73700	9
Business Development Manager	96700	176500	148500	5
Business Intelligence Analyst	73400	95600	87900	3
Business Operations Manager	72200	129400	98800	4
Business Systems Analyst	67600	130100	102900	5
Cad Engineer	100100	134800	112200	3

Internet Of Things Security

Job Title	Minimum	Maximum	Average	Observations
Computer Systems Analyst	67800	108500	82000	5
Data Analyst	51700	116500	85400	7
Data Engineer	85400	155100	128700	5
Data Scientist	59300	132200	98200	8
Database Administrator	64000	125100	91700	7
Design Engineer	71700	135100	98000	5
Devops Engineer	65000	119100	89600	5
Electrical Engineer	68700	123300	103000	5
Embedded Software Engineer	80700	146600	115200	4
Engineer	60900	136600	90700	8
Engineering Manager	91900	234000	156300	7
Finance Analyst	47800	103800	69500	4
Financial Analyst	46000	119200	81600	8
Firmware Engineer	88800	121100	100400	3
Hardware Development Engineer	95000	147500	121500	3
Hardware Engineer	75500	152500	105600	7
Information Security Analyst	88300	119800	102000	3
Information Security Engineer	97900	136400	115100	3
Interaction Designer	62700	108600	77700	4
It Project Manager	82300	158200	106100	5
Java Developer	73900	112200	93300	4
Lead Software Engineer	89000	142200	112500	6
Manufacturing Engineer	53100	92600	73500	4
Marketing Manager	80900	190900	112500	6
Mechanical Engineer	66000	125900	84600	7
Network Engineer	65400	118500	89600	7
Operations Research Analyst	51900	80900	70200	3
Physical Design Engineer	80300	129600	111800	3
Principal Engineer	116500	164700	138800	4
Principal Software Engineer	92000	155100	131400	6
Product Designer	43000	155100	105800	3
Product Engineer	81200	127800	103900	4
Product Manager	80100	158200	130000	10
Product Marketing Manager	89600	163100	131200	6
Professional Services Consultant	52200	138400	86600	3
Program Manager	69500	158300	100800	8
Programmer Analyst	65000	87900	73700	5
Project Manager	74000	167500	115200	8
Qa Engineer	69100	110100	88800	4
Quality Assurance Engineer	63900	119100	91200	4
Quality Engineer	68400	121600	96400	4
Reliability Engineer	81500	172900	134000	3
Research Engineer	69700	122200	93900	5
Research Scientist	77700	136800	104600	5
Sales Operations Analyst	69400	110500	92400	3
Scrum Master	65000	114800	96300	6
Senior Business Analyst	15500	115700	73900	5
Senior Data Analyst	53000	133000	92400	4
Senior Data Scientist	97800	194400	135500	3
Senior Engineer	79100	141900	115300	6
Senior Financial Analyst	63700	117300	82200	6
Senior Network Engineer	66800	144500	95500	4
Senior Product Manager	83900	167500	113900	8
Senior Program Manager	76600	148800	105900	5
Senior Quality Assurance Engineer	72200	133300	97000	4
Senior Quality Engineer	54100	115000	81700	4
Senior Software Development Engineer	106300	155100	131000	5
Senior Software Engineer	60700	172600	120300	12
Senior Software Quality Assurance Engineer	68400	103500	86000	4
Senior Systems Engineer	68400	168500	105800	6
Senior Web Developer	73600	124200	98000	4
Site Reliability Engineer	54900	125100	98800	5
Software Applications Engineer	77500	168200	118400	4
Software Architect	96800	168200	117800	5

Internet Of Things Security

Job Title	Minimum	Maximum	Average	Observations
Software Developer	74300	155100	110900	4
Software Development Engineer	80700	204200	123600	6
Software Development Manager	122900	204200	158700	4
Software Engineer	68500	132200	99100	13
Software Engineer In Test	75700	127300	98200	4
Software Engineering Manager	78400	167500	129400	5
Software Qa Engineer	62800	141900	105700	5
Software Quality Assurance Engineer	59500	184400	104000	7
Software Test Engineer	67600	119100	92200	4
Solutions Architect	43000	152100	101100	5
Sr. Business Analyst	69700	127200	106700	6
Sr. Qa Engineer	71500	148800	114500	4
Sr. Software Engineer	81300	133000	107800	10
Staff Hardware Engineer	99000	121800	112000	4
Staff Software Development Engineer	71100	132200	109900	4
Staff Software Engineer	80900	117300	98000	5
Statistician	69200	92400	82000	3
Supply Chain Manager	123300	130400	126200	3
Systems Administrator	64800	120100	95700	5
Systems Analyst	60100	93100	77800	4
Systems Engineer	63200	144900	110300	8
Technical Marketing Engineer	75000	148800	111200	5
Technical Program Manager	77700	110500	91000	4
Technical Project Manager	69300	130100	103700	4
Technical Support Engineer	61400	113600	87700	7
Technical Writer	68700	107500	87900	6
Test Engineer	61800	106600	78900	7
Ux Designer	42100	132200	90800	4
Web Developer	71300	110900	94600	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Leading 20 Chemical, Biological, Radiological & Nuclear (Cbrn) Defence

Job Title	Minimum	Maximum	Average	Observations
Accountant	49000	64000	56500	2
Application Architect	93000	95000	94000	2
Application Chemist	66100	103800	85000	2
Application Engineer	72800	84700	79600	3
Applications Chemist	69500	78700	74100	2
Applications Scientist	65800	71600	68700	2
Associate Scientist I	37100	50300	43700	2
Associate Scientist II	47200	50100	48600	2
Biochemist	86000	96500	91200	2
Business Analyst	51900	103500	80300	5
Data Analytics Engineer	74700	88200	81400	2
Data Scientist	70900	102900	89700	3
Design Engineer	74400	81100	77700	2
Developer Iii	78900	109200	94100	2
Electrical Engineer	56000	76400	68500	4
Engineer Ii	71300	72400	71900	2
Engineer Ii, Software	67000	80200	73600	2
Engineer Ii, Software Test	80300	84400	82400	2
Engineer Iii, Software	105400	105400	105400	2
Engineer Iii, Software Test	91400	122400	106900	2
Engineer Iii, Systems Design	65900	81200	73500	2
Field Application Scientist	60900	89400	75100	2
Field Service Engineer	50700	75200	61000	3
Financial Analyst	48100	96900	64400	5
Java Developer	80900	83600	82300	2
Lead Engineer	114500	123100	118800	2

Leading 20 Chemical, Biological, Radiological & Nuclear (Cbrn) Defence

Job Title	Minimum	Maximum	Average	Observations
Manufacturing Engineer	56800	88600	69300	6
Marketing Specialist	53900	80000	64500	3
Mechanical Engineer	53800	94100	74400	4
Principal Software Engineer	114300	147200	130700	2
Process Engineer	60200	79100	72200	3
Product Manager	69000	132300	96700	6
Product Marketing Manager	56300	111400	83800	2
Program Manager	58200	187200	108700	4
Programmer Analyst	68700	77100	72900	2
Project Engineer	55000	87800	74900	3
Project Manager	52800	99700	85000	7
Quality Engineer	49700	75500	64000	4
Quality Leader	73000	81800	77400	2
R&A;D Engineer	71700	103100	87400	2
R&A;D Scientist	60500	95100	78000	3
Research Associate	60300	63300	61800	2
Research Scientist	76900	87900	83700	4
Scientist	67900	85800	76800	2
Scientist I	68100	80600	74400	2
Scientist Ii	49900	76900	61800	5
Scientist Ii, Bioinformatics	61000	78600	69800	2
Scientist Iii, Bioinformatics	64800	71700	68200	2
Scientist Iii, Chemistry	75900	83900	79900	2
Scientist Iii, Field Applications	88700	90300	89500	2
Scientist Iii, Manufacturing Sciences	77900	97400	87700	2
Senior Application Chemist	77900	99600	88700	2
Senior Business Analyst	44400	122600	85900	4
Senior Consultant	75000	102700	88900	2
Senior Cost Accountant	78000	81100	79600	2
Senior Data Analyst	79900	82600	81200	2
Senior Design Engineer	70200	92400	81300	2
Senior Electrical Engineer	68900	96500	84600	3
Senior Engineer	78100	85600	81800	2
Senior Financial Analyst	75900	90900	80600	4
Senior Manager - Erp Functional Delivery	101000	101000	101000	2
Senior Mechanical Engineer	80100	89800	85000	2
Senior Pricing Analyst	71700	89400	80500	2
Senior Product Manager	79600	124100	101900	2
Senior R&A;D Scientist	70500	70600	70500	2
Senior Scientist	71500	92600	82000	2
Senior Software Engineer	88500	133000	106300	6
Senior Software Engineer, Java	71800	105700	88800	2
Senior Software Test Engineer	78700	110200	94500	2
Senior Systems Analyst	67400	105000	92400	3
Senior Systems Analyst, Jd Edwards Enterprise One	119000	119000	119000	2
Senior Systems Engineer	95900	107800	102300	4
Software Developer	62400	124600	84100	4
Software Development Analyst	78100	99800	88900	2
Software Engineer	44700	154200	83400	11
Software Engineer Ii	78900	88500	84400	3
Software Engineer Iii	88500	88500	88500	2
Sr. Business Analyst	95700	110700	103200	2
Sr. Developer	88100	115900	102900	3
Sr. Financial Analyst	87100	92800	89900	2
Sr. It Project Manager	95600	101000	98300	2
Sr. Manager, It	101000	144000	122500	2
Sr. Pricing Analyst	68500	71700	70100	2
Sr. Software Engineer	84700	115600	95100	3
Sr. System Analyst	84900	89200	87000	2
Sr. Systems Administrator	85900	104800	95300	2
Sr. Systems Analyst	96800	112000	103800	3
Staff Engineer, Software	86400	121100	103700	2
Staff Engineer, Software Test	100000	118100	109000	2
Staff Scientist	41500	70500	59900	3

Leading 20 Chemical, Biological, Radiological & Nuclear (Cbrn) Defence

Job Title	Minimum	Maximum	Average	Observations
Staff Scientist, Bioinformatics	95900	100700	98300	2
Staff Software Engineer	104900	147200	124100	3
System Analyst	55300	61800	58600	2
Systems Analyst	48700	78400	61800	3
Systems Engineer	50900	108100	75400	4
Technical Support Engineer	84600	109800	97200	2
Technical Writer	69000	82700	75800	2
Validation Engineer	83700	94900	89300	2
Value Stream Leader	76300	78500	77400	2
Web Architect	105100	111600	108400	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Managed Security Services

Job Title	Minimum	Maximum	Average	Observations
Accountant	49000	76600	59700	3
Analyst	71200	105600	83900	3
Application Developer	53900	126200	89800	7
Architect	49400	163200	103700	5
Associate Systems Engineer	30600	76400	50700	3
Business Analyst	51900	111800	81300	10
Business Development Manager	57800	176500	133900	4
Business Intelligence Analyst	69100	94500	78400	3
Business Operations Analyst	58200	100100	72100	4
Business Operations Manager	72200	129400	92200	4
Business Planning Manager	58800	130100	99600	3
Business Systems Analyst	79400	114400	94300	3
Compliance Engineer	58700	102800	80100	4
Consultant	65500	135000	93400	4
Consulting Engineer	88300	114000	102600	3
Data Analyst	73600	116500	91700	5
Data Engineer	122100	155100	134100	3
Data Scientist	56300	132200	89000	8
Database Administrator	49700	102900	81300	7
Devops Engineer	73900	119100	88800	6
Director, Engineering	162800	240800	209500	3
Director, Product Management	163900	193800	179500	4
Electrical Engineer	72300	121600	104800	3
Engineer	64500	132200	88900	6
Engineering Manager	115500	167500	132400	5
Financial Analyst	48100	119200	79800	10
Hardware Engineer	75500	152500	104300	5
Information Security Analyst	57700	97900	84700	4
Information Systems Architect	93600	135000	109000	3
Interaction Designer	58100	80800	68600	4
It Analyst	70700	78600	75000	3
It Architect	101200	149700	130500	3
It Project Manager	82300	111600	97900	4
Lead Software Developer	81300	138900	103800	3
Manager Software Development	104300	159100	133400	4
Manager, Engineering	135100	188500	158600	4
Manager, Finance	86300	142400	108400	4
Manager, Software Development	51000	167500	129300	4
Manufacturing Engineer	51300	92600	73100	3
Marketing Manager	80900	120500	100600	4
Mechanical Engineer	91200	125900	106800	3
Module Lead	71200	92500	82200	3
Network Engineer	63200	118500	90100	8
Principal Engineer	116500	135600	124800	3
Principal Software Engineer	121200	148800	138600	5

Managed Security Services

Job Title	Minimum	Maximum	Average	Observations
Product Engineer	60500	155100	104900	5
Product Manager	85800	158100	123100	8
Product Marketing Manager	102200	161800	126500	4
Program Manager	48700	158300	98600	6
Programmer Analyst	68700	91500	75300	5
Project Manager	52800	167500	99600	7
Qa Engineer	70200	110100	85700	4
Quality Assurance Engineer	60100	76700	66300	4
Quality Engineer	65300	121600	92700	7
Research Engineer	84700	132000	105800	4
Sales Operations Analyst	68800	97200	76200	4
Sales Specialist	79500	103700	92100	3
Scrum Master	85200	107200	96200	4
Security Analyst	58200	77400	67000	4
Security Architect	75500	130400	99000	4
Senior Consultant	73400	107700	88300	6
Senior Developer	87600	105500	97300	3
Senior Engineer	70700	141900	103600	6
Senior Financial Analyst	67700	124600	95000	7
Senior Product Manager	96200	146100	112800	4
Senior Program Manager	76600	164700	111600	4
Senior Software Development Engineer	116600	155100	135100	4
Senior Software Engineer	71600	163400	115400	13
Senior Systems Engineer	68400	168500	112700	4
Senior Technical Support Engineer	71800	98900	83200	4
Service Delivery Manager	57400	125600	95900	3
Software Architect	96800	121300	107800	5
Software Developer	71800	112900	92600	5
Software Development Engineer	60300	132200	98000	7
Software Development Manager	114100	155100	136100	4
Software Engineer	44700	154700	95000	14
Software Engineer I	66400	84100	74000	3
Software Engineer Ii	66600	113300	86300	4
Software Qa Engineer	62800	109600	91700	4
Software Quality Assurance Engineer	58000	100400	76900	6
Solutions Architect	43000	152100	97600	3
Sr. Software Engineer	81300	123600	103800	6
Staff Software Development Engineer	71100	132200	109900	4
System Administrator	66100	135000	95100	3
System Analyst	55300	93600	80600	4
Systems Administrator	61900	131000	91800	5
Systems Analyst	48700	111600	86600	5
Systems Architect	82300	135000	103400	3
Systems Engineer	61000	132900	89800	7
Team Lead	75000	79700	78000	3
Technical Analyst	68300	77900	71800	4
Technical Lead	60700	96000	78600	4
Technical Leader	56600	167500	100400	3
Technical Marketing Engineer	86000	148800	111700	4
Technical Project Manager	69300	127800	91700	4
Technical Specialist	60700	118900	93000	4
Technical Support Engineer	61400	113600	92800	9
Technical Writer	64000	107500	83400	6
Test Engineer	62100	123100	82400	7
Web Developer	61300	110000	82000	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Medical Devices & Diagnostics

Job Title	Minimum	Maximum	Average	Observations
Associate Product Manager	38100	91300	64700	9
Associate Project Engineer	48800	99000	68500	3
Associate Quality Engineer	50500	53900	51900	3
Associate Software Engineer	59200	70100	65700	4
Bioinformatics Scientist	73200	93600	83400	3
Biomedical Engineer	62400	81200	71800	5
Biostatistician	49900	112700	76700	4
Business Analyst	53600	118700	72600	8
Business Systems Analyst	59200	109600	79500	5
Clinical Research Associate	28300	64500	50600	5
Clinical Research Associate Ii	60100	79100	71800	3
Database Administrator	78800	99000	89700	3
Electrical Engineer	56000	110300	75200	13
Electrical Engineer Ii	71500	85900	76000	4
Engineer	56000	96000	74000	6
Engineer I	49000	68000	58500	4
Engineer Ii	58200	93800	77400	3
Engineer, Software	70400	90800	81900	3
Engineering Manager	90100	131900	108300	5
Financial Analyst	48500	103100	67500	9
Financial Analyst Ii	50300	64600	55300	3
Firmware Engineer	50000	96300	77900	4
Global Product Manager	67700	109500	90900	3
Hardware Engineer	74800	91200	80900	3
Industrial Engineer	54000	71300	64300	5
International Regulatory Affairs Specialist	49500	77700	68000	3
It Business Analyst	75100	116800	94100	4
Manufacturing Engineer	58300	102000	74600	11
Manufacturing Engineer I	52200	68500	63800	5
Manufacturing Engineering Manager	72600	124800	98200	3
Market Research Analyst	36400	56500	44100	3
Marketing Manager	79200	102800	93100	5
Mechanical Engineer	19000	86300	64100	11
Principal Quality Engineer	70200	130100	98900	4
Principal Software Engineer	96600	128600	110300	6
Principal Systems Engineer	107500	118400	114000	3
Process Engineer	62200	86600	74500	8
Process Engineer I	61200	71400	66300	4
Process Engineer Ii	79300	92500	84800	3
Product Development Engineer	59400	79800	67300	3
Product Manager	58000	131400	92100	12
Product Marketing Manager	53700	123200	86400	4
Program Manager	65200	115800	94200	4
Project Engineer	64700	107500	89500	6
Project Manager	72600	113400	95100	8
Quality Engineer	49700	96000	71100	13
Quality Engineer I	49800	62700	56400	3
Quality Engineer Ii	58200	80500	72600	5
R&A;D Engineer	53000	95200	77100	4
Regulatory Affairs Specialist	46900	80900	63100	14
Regulatory Affairs Specialist I	43800	75400	56200	6
Research And Development Engineer	68000	90800	77000	5
Research Engineer	57900	67700	61600	5
Research Scientist	44400	111900	84200	8
Scientist	56600	115200	79200	9
Senior Business Analyst	44400	127200	87600	6
Senior Business Systems Analyst	91600	132200	106900	4
Senior Electrical Engineer	80700	106300	94600	8
Senior Engineer	62100	108100	85700	7
Senior Financial Analyst	62300	100400	82700	6
Senior Internal Auditor	60700	89700	78300	4
Senior Manufacturing Engineer	81500	111000	94300	8
Senior Mechanical Engineer	67400	93200	82400	6
Senior Process Engineer	67700	87800	78800	3

Medical Devices & Diagnostics

Job Title	Minimum	Maximum	Average	Observations
Senior Product Manager	69100	159100	116200	5
Senior Program Manager	117800	155500	139000	3
Senior Programmer Analyst	86400	125300	100400	3
Senior Quality Engineer	71100	104800	87700	8
Senior R&A;D Engineer	88900	121600	102700	3
Senior Regulatory Affairs Specialist	72200	97700	85500	8
Senior Research And Development Engineer	79500	90800	84400	3
Senior Research Scientist	53700	113300	79800	5
Senior Scientist	66400	101000	82300	10
Senior Software Developer	99000	117700	108300	3
Senior Software Engineer	79200	135600	100700	16
Senior Software Quality Engineer	85600	105400	95500	4
Senior Software Test Engineer	71600	102000	81400	5
Senior Supplier Quality Engineer	75200	121600	103700	5
Senior Systems Engineer	73100	105200	89500	7
Senior Test Engineer	76900	91400	86200	3
Software Developer	62400	121100	95300	4
Software Engineer	51200	109200	78400	18
Software Engineer Ii	83400	91400	86100	3
Software Quality Assurance Engineer	74000	86300	82200	4
Software Quality Engineer	55300	132200	81900	9
Sr. Business Systems Analyst	77000	133000	101200	4
Sr. Financial Analyst	71400	96600	83500	4
Sr. Project Engineer	72500	84600	80200	3
Sr. Quality Engineer	73200	92200	82000	5
Sr. Regulatory Affairs Specialist	74400	90100	82600	4
Sr. Scientist	39400	97200	70300	3
Sr. Software Engineer	106500	134500	113800	5
Sr. Supplier Quality Engineer	91500	100700	95900	4
Staff Engineer	89900	122300	102300	4
Staff Software Engineer	91500	155100	118800	4
Supplier Quality Engineer	69500	84700	77500	6
Supply Chain Analyst Ii	62200	73900	66700	3
Systems Engineer	58900	89900	71800	5
Test Engineer	51200	88700	65800	6
Validation Engineer	57600	100800	77800	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Metals

Job Title	Minimum	Maximum	Average	Observations
Application Developer	42800	82900	62900	2
Application Engineer	64600	78500	71600	2
Design Engineer	51400	82500	67000	2
Financial Analyst	59000	82800	70900	2
Manufacturing Engineer	58300	73000	63700	3
Marketing Manager	33100	115900	74500	2
Mechanical Engineer	53200	68300	61700	3
Metallurgist	65700	74800	70200	2
Process Engineer	61400	81200	72100	3
Product Line Manager	97300	120400	108900	2
Product Manager	104300	111100	107700	2
Project Engineer	64200	89700	74800	3

Metals

Job Title	Minimum	Maximum	Average	Observations
Research Engineer	52700	92500	72600	2
Senior Internal Auditor	51100	64100	57900	3
Software Engineer	44500	74800	59700	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Pharmaceutical

Job Title	Minimum	Maximum	Average	Observations
Analytical Scientist	46700	75900	64700	4
Associate Director, Biostatistics	121800	174000	136100	4
Associate Engineer	52200	70200	61300	5
Associate Medical Director	86700	146200	102100	5
Associate Scientist	38100	99600	65400	19
Associate Scientist I	54400	66300	62600	5
Associate Scientist II	54400	76900	61600	5
Automation Engineer	83300	132100	104300	4
Biostatistician	61900	100500	77900	8
Biostatistician II	67200	119700	87200	7
Business Analyst	65500	86000	75600	6
Business Systems Analyst	44600	122400	84300	5
Chemist	45700	66500	55200	4
Clinical Research Associate	51000	96100	68900	5
Data Analyst	56800	86100	68000	5
Data Engineer	89100	121100	102200	5
Data Scientist	70600	100500	80700	7
Database Administrator	54700	109800	81700	4
Engineer	78700	110900	90800	5
Engineer II	67200	99200	79900	4
Epidemiologist	66400	94300	73500	6
Finance Manager	60200	115400	92200	5
Financial Analyst	51600	135000	74400	11
Formulation Scientist	47600	80000	63500	6
IT Project Manager	63200	116600	87000	4
Lead Software Engineer	90600	126100	108500	4
Manager	62700	92200	80100	4
Manager Regulatory Affairs	65600	91700	84000	4
Manager, Market Research	57200	108200	88900	5
Manager, Quality Assurance	32700	105800	78900	4
Manager, Regulatory Affairs	85000	114900	101600	8
Manager, Statistical Programming	99700	149300	122500	7
Manufacturing Engineer	56800	125600	76100	7
Medical Director	98500	189200	134300	5
Medical Science Liaison	68800	117700	87700	5
Post Doctoral Fellow	45400	63800	54600	5
Postdoctoral Fellow	49400	77100	58300	7
Post-Doctoral Fellow	45000	71300	55800	6
Principal Biostatistician	94800	132500	111100	9
Principal Engineer	79200	99800	91200	4
Principal Scientist	51500	112000	78000	6
Principal Statistical Programmer	73700	132500	105000	8
Process Engineer	60900	118400	78000	13
Process Engineer II	58700	106200	78100	5
Product Manager	46600	119000	84800	10
Program Manager	72500	119100	98400	6
Project Manager	79900	131200	92700	14
Quality Engineer	61900	91500	75000	6
Regulatory Affairs Associate	38900	85300	65100	6
Regulatory Affairs Associate II	55900	88700	71000	5
Regulatory Affairs Manager	55700	119900	88300	5
Regulatory Affairs Specialist	47900	85300	67400	6

Pharmaceutical

Job Title	Minimum	Maximum	Average	Observations
Research Associate	29400	91100	52900	19
Research Associate Ii	39800	76000	61300	12
Research Associate Iii	56700	84600	69500	7
Research Scientist	37900	96400	62400	16
Research Statistician	66500	90000	83000	4
Scientist	38100	105700	79100	27
Scientist I	54400	98400	75400	20
Scientist Ii	49000	110600	77400	20
Senior Accountant	54700	80000	68100	7
Senior Associate Scientist	43000	90800	60200	7
Senior Biostatistician	61000	129100	91500	18
Senior Business Analyst	88200	122600	102800	4
Senior Business Systems Analyst	83700	141900	111600	5
Senior Data Engineer	83200	126200	104400	5
Senior Data Scientist	71600	127200	99700	5
Senior Developer	83600	112000	102700	4
Senior Engineer	72800	137100	106400	4
Senior Financial Analyst	60200	90900	77900	9
Senior It Auditor	70000	86300	80000	5
Senior Process Engineer	69300	110200	90400	6
Senior Product Manager	88200	148500	115400	7
Senior Regulatory Affairs Associate	65600	88700	79100	5
Senior Research Associate	45000	84600	65700	17
Senior Research Scientist	67700	103200	85200	6
Senior Sas Programmer	63800	94100	81400	4
Senior Scientist	40500	123200	89500	21
Senior Scientist I	48000	117000	92300	4
Senior Scientist Ii	61000	100200	79100	4
Senior Software Engineer	83900	121400	101400	9
Senior Statistical Programmer	70700	130000	97400	16
Senior Statistician	61700	100500	81200	7
Senior Systems Administrator	81800	115200	95200	5
Senior Systems Analyst	72800	105000	88700	5
Senior Validation Engineer	70600	110200	99100	6
Software Developer	66800	126200	83800	6
Software Engineer	67800	105000	79800	10
Software Engineer Ii	56300	85900	73100	6
Sr. Business Systems Analyst	73900	141900	97600	5
Sr. Statistical Programmer	83200	121900	102700	6
Staff Accountant	45100	54600	50600	4
Staff Scientist	53600	108600	82800	7
Statistical Analyst	46700	100500	77000	4
Statistical Programmer	69200	95600	79400	12
Statistical Programmer Ii	50800	100500	79600	5
Statistician	42300	87600	69300	11
Systems Analyst	56600	110500	82800	5
Systems Engineer	47300	85400	69300	4
Validation Engineer	55000	98500	80200	11

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Professional & Management Services

Job Title	Minimum	Maximum	Average	Observations
Accountant	47700	61700	52300	4
Accounting Manager	63700	96600	79500	3
Analyst	27100	123000	67700	4
Application Engineer	66800	155100	97500	4
Associate Research Scientist	37300	64600	48500	5
Associate Scientist	39300	97000	64800	4
Business Analyst	58300	93600	69700	9

Professional & Management Services

Job Title	Minimum	Maximum	Average	Observations
Business Development Manager	57800	167700	93700	7
Business Systems Analyst	54300	105900	86700	5
Chemist	26300	64600	51900	6
Civil Engineer	52300	77900	67500	7
Clinical Research Associate	45000	92800	68700	4
Computer Software Engineer	53300	75500	66200	3
Computer Systems Analyst	58000	86100	75000	5
Consultant	61400	89400	78600	5
Data Analyst	41100	99800	73800	12
Data Scientist	80700	128000	94700	5
Database Administrator	47100	98700	69700	10
Design Engineer	53300	100900	67900	5
Devops Engineer	93900	107500	98700	3
Electrical Engineer	47100	125400	68000	10
Electrical Engineer I	57800	72900	62500	4
Engineer	51200	95200	66400	9
Engineer 2	38800	79200	61600	4
Engineering Manager	75000	161400	128200	5
Environmental Engineer	55000	82300	66500	4
Environmental Scientist	44500	67400	50700	6
Financial Analyst	54100	79000	66400	8
Manager, Engineering	131100	168200	147400	3
Mechanical Engineer	45000	98500	69600	9
Network Engineer	70300	118500	95100	4
Postdoctoral Fellow	44700	52800	49500	4
Principal Qa Engineer	102000	125600	116900	3
Principal Software Engineer	95600	164700	128600	6
Principal Statistical Programmer	50500	112900	79200	3
Process Engineer	67600	77200	71700	3
Product Engineer	69300	94700	85000	4
Product Manager	43800	131300	89500	8
Program Manager	58800	128100	91300	8
Programmer Analyst	42300	102700	73100	7
Project Engineer	49400	90100	67100	6
Project Manager	60500	116600	86000	10
Qa Engineer	59100	96300	74100	6
Quality Assurance Engineer	43800	76700	60100	6
Quality Assurance Specialist	51700	62300	55600	3
Research Associate	3400	82500	47700	17
Research Associate Ii	40600	65000	50500	5
Research Engineer	70600	139236000	23288300	6
Research Scientist	39800	96200	66300	14
Research Scientist I	41500	86300	58200	3
Scientist	48900	97200	72400	17
Senior Accountant	59200	89600	74000	6
Senior Analyst	61600	88600	73000	3
Senior Biostatistician	63000	121900	99200	3
Senior Business Analyst	58000	124000	94600	4
Senior Business Systems Analyst	61100	110200	92400	7
Senior Consultant	79300	147200	102300	8
Senior Database Administrator	50300	99800	84100	5
Senior Engineer	78400	115400	96800	6
Senior Financial Analyst	60900	107500	85500	5
Senior Mechanical Engineer	70600	110900	94700	4
Senior Project Manager	74900	120300	99400	7
Senior Qa Engineer	82600	128100	102000	5
Senior Quality Assurance Engineer	77600	106800	89100	5
Senior Research Associate	4300	71400	53700	10
Senior Research Engineer	71200	114400	89300	3
Senior Research Scientist	38500	84600	66300	3
Senior Scientist	58000	109200	84600	11
Senior Software Developer	80300	153200	102300	6
Senior Software Development Engineer	87900	132200	114000	6
Senior Software Development Engineer In Test	90300	103600	97300	3

Professional & Management Services

Job Title	Minimum	Maximum	Average	Observations
Senior Software Engineer	60700	153000	110400	19
Senior Statistical Programmer	75400	112700	90700	4
Senior Systems Engineer	79800	128200	104000	4
Software Architect	86400	186600	120700	5
Software Developer	52000	89300	75900	6
Software Development Engineer	67400	121100	98400	8
Software Development Engineer In Test	43800	122500	85800	4
Software Engineer	57100	154700	88800	24
Software Engineer Iii	70400	103100	85300	3
Solution Architect	85100	113800	97200	4
Sr. Product Manager	87500	141900	113600	4
Sr. Research Associate	50800	74100	66500	4
Sr. Software Development Engineer	104200	131200	116100	3
Sr. Software Engineer	84000	131700	104500	12
Staff Accountant	44700	54600	48900	7
Staff Scientist	35300	84200	62900	5
Staff Software Development Engineer	89600	144000	121500	4
Staff Software Engineer	109800	155100	128400	5
Statistical Programmer	45900	112900	65700	5
Structural Engineer	51100	72200	64400	5
Systems Analyst	77300	111600	89800	3
Systems Engineer	61800	128800	84200	4
Technical Account Manager	99500	126500	112700	4
Technical Consultant	69900	113300	89600	4
Technical Lead	50400	128800	98900	4
Technical Project Manager	89600	109600	97500	3
Technical Support Engineer	51900	96100	73700	7
Technical Writer	40500	68700	59000	6
Web Developer	64400	84700	74300	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Public Safety Lte & 5G

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	134700	111200	4
Architect	67200	114800	93300	3
Business Analyst	58200	94800	82600	4
Business Development Manager	68100	176500	140300	4
Business Intelligence Developer	70800	94000	84500	3
Business Operations Manager	72200	118500	90700	3
Business Systems Analyst	89600	139300	114000	3
Cad Engineer	101600	122200	113800	3
Data Analyst	73600	103500	86100	4
Data Scientist	66000	158200	98300	5
Database Administrator	69500	102900	86600	3
Design Engineer	109200	152500	128700	4
Devops Engineer	73900	84700	79600	3
Director	131200	210400	168900	3
Embedded Software Engineer	88700	110500	99600	2
Engineer	72300	170900	104500	4
Engineering Manager	115500	138400	128600	5
Failure Analysis Engineer	78100	107000	91500	3
Field Sales Engineer	94500	107500	101000	2
Financial Analyst	59300	98500	75600	6
Hardware Engineer	75500	120900	96200	6
Interaction Designer	53300	89800	69600	4
It Developer	67300	125100	97400	3
It Project Manager	82300	122200	100000	3
Marketing Manager	80900	179700	117300	5
Marketing Specialist	56100	103700	75800	3

Public Safety Lte & 5G

Job Title	Minimum	Maximum	Average	Observations
Mechanical Engineer	60000	148800	97200	4
Network Engineer	71300	118500	87800	7
Oracle Database Administrator	67500	95500	80600	3
Performance Engineer	105400	141000	117700	3
Physical Design Engineer	80300	129600	99900	3
Principal Consultant	73700	105400	92200	3
Principal Engineer	85900	116500	103700	3
Principal Software Engineer	136700	157500	146800	4
Product Engineer	93500	137500	114400	3
Product Manager	90900	148800	124400	5
Product Marketing Manager	68100	151100	107100	3
Program Manager	81200	178200	125100	6
Project Manager	95800	156800	129600	3
Quality Engineer	93600	148800	114800	3
Reliability Engineer	81500	101700	90700	3
Research Scientist	98900	119900	110600	3
Sales Specialist	82000	103700	95100	3
Senior Architect	94800	152500	131500	3
Senior Business Analyst	83200	99200	89900	3
Senior Business Intelligence Analyst	70800	110700	95900	3
Senior Consultant	92400	97800	94500	3
Senior Data Scientist	114300	144500	132400	3
Senior Engineer	82400	141900	113500	3
Senior Financial Analyst	73900	89200	79800	3
Senior Hardware Engineer	90400	130400	114400	4
Senior It Analyst	74300	104000	89100	2
Senior Network Engineer	70200	125300	92300	4
Senior Product Engineer	94900	132000	116100	3
Senior Product Manager	97500	146100	130700	4
Senior Program Manager	76600	163500	115100	4
Senior Software Development Engineer	132200	155100	143500	3
Senior Software Engineer	79200	163400	124000	7
Senior Software Engineer Manager	96900	132100	114300	3
Senior Software Quality Assurance Engineer	68400	138700	100000	3
Senior Solutions Architect	115800	154900	136100	3
Senior Systems Engineer	68400	106000	86900	3
Senior Technical Support Engineer	64500	84900	75600	3
Senior Technical Writer	54100	77300	65700	2
Senior Test Engineer	61600	99000	85800	3
Senior User Experience Designer	84700	121900	105400	3
Site Reliability Engineer	54900	102000	83200	3
Software Architect	94800	103200	98300	3
Software Designer	82900	158200	120500	2
Software Development Engineer	81000	122500	102500	5
Software Development Manager	152300	241700	183100	3
Software Engineer	44900	155100	99400	9
Software Engineer 1	72000	97200	86900	3
Software Engineer 2	63100	113300	87000	3
Software Engineer 3	107000	115400	111200	2
Software Engineer 4	115600	155100	135400	2
Software Engineer Ii	81200	112000	99800	3
Software Engineering Manager	78400	138600	122300	4
Software Qa Engineer	62800	124500	99000	3
Software Quality Assurance Engineer	59500	117200	84300	3
Software Engineer	85800	105900	94900	3
Solution Architect	90500	94100	92300	2
Solutions Architect	43000	99700	75900	3
Sr. Business Analyst	67000	71800	69500	3
Sr. Engineer	61000	84800	72900	2
Sr. Software Engineer	81300	103600	94900	3
Staff Engineer	87200	145600	108400	3
Staff Software Development Engineer	71100	119300	102500	3
Statistician	69200	84300	77400	3
Supply Chain Engineer	85900	91800	89000	3

Public Safety Lte & 5G

Job Title	Minimum	Maximum	Average	Observations
Systems Analyst	76900	136300	102100	3
Systems Engineer	74800	152500	105000	6
Technical Program Manager	68100	181800	106400	4
Technical Project Manager	69300	127800	106400	3
Technical Support Engineer	67400	104000	91000	4
Technical Writer	82200	113300	94700	3
Test Engineer	68000	118200	89100	6
Thermal Engineer	83200	110000	97900	3
Verification Engineer	70200	112300	91100	3
Visual Designer	67600	81000	73300	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Public Safety Lte & Mobile Broadband

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	134700	111200	4
Architect	67200	114800	93300	3
Business Analyst	58200	94800	82600	4
Business Development Manager	68100	176500	140300	4
Business Intelligence Developer	70800	94000	84500	3
Business Operations Manager	72200	118500	90700	3
Business Systems Analyst	89600	139300	114000	3
Cad Engineer	101600	122200	113800	3
Data Analyst	73600	103500	86100	4
Data Scientist	66000	158200	98300	5
Database Administrator	69500	102900	86600	3
Design Engineer	109200	152500	128700	4
Devops Engineer	73900	84700	79600	3
Director	131200	210400	168900	3
Embedded Software Engineer	88700	110500	99600	2
Engineer	72300	170900	104500	4
Engineering Manager	115500	138400	128600	5
Failure Analysis Engineer	78100	107000	91500	3
Field Sales Engineer	94500	107500	101000	2
Financial Analyst	59300	98500	75600	6
Hardware Engineer	75500	120900	96200	6
Interaction Designer	53300	89800	69600	4
It Developer	67300	125100	97400	3
It Project Manager	82300	122200	100000	3
Marketing Manager	80900	179700	117300	5
Marketing Specialist	56100	103700	75800	3
Mechanical Engineer	60000	148800	97200	4
Network Engineer	71300	118500	87800	7
Oracle Database Administrator	67500	95500	80600	3
Performance Engineer	105400	141000	117700	3
Physical Design Engineer	80300	129600	99900	3
Principal Consultant	73700	105400	92200	3
Principal Engineer	85900	116500	103700	3
Principal Software Engineer	136700	157500	146800	4
Product Engineer	93500	137500	114400	3
Product Manager	90900	148800	124400	5
Product Marketing Manager	68100	151100	107100	3
Program Manager	81200	178200	125100	6
Project Manager	95800	156800	129600	3
Quality Engineer	93600	148800	114800	3
Reliability Engineer	81500	101700	90700	3
Research Scientist	98900	119900	110600	3
Sales Specialist	82000	103700	95100	3
Senior Architect	94800	152500	131500	3
Senior Business Analyst	83200	99200	89900	3

Public Safety Lte & Mobile Broadband

Job Title	Minimum	Maximum	Average	Observations
Senior Business Intelligence Analyst	70800	110700	95900	3
Senior Consultant	92400	97800	94500	3
Senior Data Scientist	114300	144500	132400	3
Senior Engineer	82400	141900	113500	3
Senior Financial Analyst	73900	89200	79800	3
Senior Hardware Engineer	90400	130400	114400	4
Senior It Analyst	74300	104000	89100	2
Senior Network Engineer	70200	125300	92300	4
Senior Product Engineer	94900	132000	116100	3
Senior Product Manager	97500	146100	130700	4
Senior Program Manager	76600	163500	115100	4
Senior Software Development Engineer	132200	155100	143500	3
Senior Software Engineer	79200	163400	124000	7
Senior Software Engineer Manager	96900	132100	114300	3
Senior Software Quality Assurance Engineer	68400	138700	100000	3
Senior Solutions Architect	115800	154900	136100	3
Senior Systems Engineer	68400	106000	86900	3
Senior Technical Support Engineer	64500	84900	75600	3
Senior Technical Writer	54100	77300	65700	2
Senior Test Engineer	61600	99000	85800	3
Senior User Experience Designer	84700	121900	105400	3
Site Reliability Engineer	54900	102000	83200	3
Software Architect	94800	103200	98300	3
Software Designer	82900	158200	120500	2
Software Development Engineer	81000	122500	102500	5
Software Development Manager	152300	241700	183100	3
Software Engineer	44900	155100	99400	9
Software Engineer 1	72000	97200	86900	3
Software Engineer 2	63100	113300	87000	3
Software Engineer 3	107000	115400	111200	2
Software Engineer 4	115600	155100	135400	2
Software Engineer Ii	81200	112000	99800	3
Software Engineering Manager	78400	138600	122300	4
Software Qa Engineer	62800	124500	99000	3
Software Quality Assurance Engineer	59500	117200	84300	3
Software Engineer	85800	105900	94900	3
Solution Architect	90500	94100	92300	2
Solutions Architect	43000	99700	75900	3
Sr. Business Analyst	67000	71800	69500	3
Sr. Engineer	61000	84800	72900	2
Sr. Software Engineer	81300	103600	94900	3
Staff Engineer	87200	145600	108400	3
Staff Software Development Engineer	71100	119300	102500	3
Statistician	69200	84300	77400	3
Supply Chain Engineer	85900	91800	89000	3
Systems Analyst	76900	136300	102100	3
Systems Engineer	74800	152500	105000	6
Technical Program Manager	68100	181800	106400	4
Technical Project Manager	69300	127800	106400	3
Technical Support Engineer	67400	104000	91000	4
Technical Writer	82200	113300	94700	3
Test Engineer	68000	118200	89100	6
Thermal Engineer	83200	110000	97900	3
Verification Engineer	70200	112300	91100	3
Visual Designer	67600	81000	73300	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Semiconductors

Job Title	Minimum	Maximum	Average	Observations
Analog Design Engineer	65400	127300	99600	7
Application Engineer	58400	128200	85500	14
Applications Engineer	63900	157000	89500	18
Asic Design Engineer	70500	122400	95800	5
Business Analyst	51500	110300	71200	8
Business Development Manager	75100	176500	125400	5
Business Intelligence Analyst	49500	94500	75600	5
Business Systems Analyst	52900	139300	86000	7
Buyer	57000	88400	67100	5
Cad Engineer	59300	117700	92900	8
Data Analyst	57600	103500	83200	5
Data Scientist	64400	158200	102800	6
Design Engineer	58400	152500	90600	24
Design Engineer Ii	70600	78400	74600	4
Design Verification Engineer	62500	106600	89600	4
Device Engineer	62500	88200	77300	5
Digital Design Engineer	79500	90700	86600	4
Electrical Engineer	58100	120600	92800	7
Embedded Software Engineer	63300	97200	82800	4
Engineer	53000	170900	82300	8
Engineering Manager	96800	164500	131400	6
Failure Analysis Engineer	65700	107000	91200	9
Field Applications Engineer	67600	92500	84500	7
Finance Manager	88200	144100	113900	7
Financial Analyst	51500	92800	69300	13
Firmware Engineer	73600	104700	87500	8
Hardware Engineer	75900	120900	94900	5
Industrial Engineer	59700	109500	75700	7
Information Systems Engineer	74100	133000	99000	4
Manufacturing Engineer	54200	92600	76600	8
Marketing Manager	87700	179700	130900	5
Mechanical Engineer	52700	148800	96500	7
Member Of Technical Staff	68800	131000	114000	4
Network Engineer	61700	116100	78900	5
Packaging Engineer	52100	130400	84800	6
Physical Design Engineer	78600	129600	95400	4
Principal Applications Engineer	90300	141000	108200	4
Principal Engineer	88200	157000	124100	7
Principal Software Engineer	84700	155100	128600	6
Principal Systems Engineer	98300	152500	120000	4
Process Development Engineer	63700	127200	92400	7
Process Engineer	57500	93800	73600	9
Product Development Engineer	71500	104800	82400	5
Product Engineer	50400	137500	78900	16
Product Engineering Manager	83900	159000	122300	4
Product Line Manager	32400	161800	118900	7
Product Manager	80700	148800	117300	9
Product Marketing Engineer	64800	151300	101600	12
Product Marketing Manager	89600	151100	117500	8
Product Marketing Specialist	63900	102400	82000	5
Program Manager	65900	178200	102000	9
Programmer Analyst	63800	87900	72200	5
Project Manager	86800	108900	98600	5
Quality Engineer	55700	148800	86000	9
Reliability Engineer	56900	101700	76200	12
Research Scientist	68500	119900	91100	7
Sales Operations Analyst	68400	97200	85000	4
Senior Application Engineer	81400	110800	95400	4
Senior Applications Engineer	71200	129200	94600	11
Senior Asic Verification Engineer	86400	133200	107500	4
Senior Business Systems Analyst	73300	127400	104300	5
Senior Cad Engineer	78900	121700	106300	4
Senior Design Engineer	72100	127600	93500	13
Senior Design Verification Engineer	71300	129600	98900	4
Senior Electrical Engineer	88200	111000	102200	4

Semiconductors

Job Title	Minimum	Maximum	Average	Observations
Senior Engineer	78600	119100	93800	9
Senior Field Applications Engineer	62300	152500	104100	6
Senior Financial Analyst	58800	113600	79900	8
Senior Firmware Engineer	94300	164700	115800	6
Senior Industrial Engineer	55700	135700	84500	5
Senior Packaging Engineer	79700	111900	94400	5
Senior Process Engineer	77900	143600	107900	5
Senior Product Engineer	65900	132000	101100	11
Senior Product Manager	83900	161400	129100	6
Senior Software Developer	77100	113700	93000	4
Senior Software Development Engineer	80900	143200	114800	5
Senior Software Engineer	74800	163400	106000	15
Senior Systems Engineer	60900	129600	99900	9
Senior Test Engineer	75200	115100	87200	10
Senior Verification Engineer	90300	118400	104400	4
Software Developer	66900	109800	83800	4
Software Development Engineer	61000	132200	98800	7
Software Engineer	64600	155100	90300	20
Software Qa Engineer	74800	124500	108600	4
Software Quality Assurance Engineer	80700	117200	94700	6
Solutions Architect	94500	116900	104500	4
Sr. Application Engineer	69000	88500	80500	4
Sr. Applications Engineer	69800	122100	97500	7
Sr. Design Engineer	62500	106300	87800	7
Sr. Product Engineer	62600	125600	92200	5
Sr. Software Engineer	74200	131400	104200	8
Staff Applications Engineer	89600	129600	108700	5
Staff Design Engineer	89000	152500	118000	7
Staff Product Engineer	109300	129400	122300	5
Systems Design Engineer	57200	152500	99300	6
Systems Engineer	75600	152500	103900	12
Technical Program Manager	88300	181800	122600	4
Technical Support Engineer	63000	95600	74700	5
Test Engineer	61800	148000	81900	14
Validation Engineer	54200	122200	92500	5

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Services

Job Title	Minimum	Maximum	Average	Observations
Accountant	47700	61700	52300	4
Accounting Manager	63700	96600	79500	3
Analyst	27100	123000	67700	4
Application Engineer	66800	155100	97500	4
Associate Research Scientist	37300	64600	48500	5
Associate Scientist	39300	97000	64800	4
Business Analyst	58300	93600	69700	9
Business Development Manager	57800	167700	93700	7
Business Systems Analyst	54300	105900	86700	5
Chemist	26300	64600	51900	6
Civil Engineer	52300	77900	67500	7
Clinical Research Associate	45000	92800	68700	4
Computer Software Engineer	53300	75500	66200	3
Computer Systems Analyst	58000	86100	75000	5
Consultant	61400	89400	78600	5
Data Analyst	41100	99800	73800	12
Data Scientist	80700	128000	94700	5
Database Administrator	47100	98700	69700	10
Design Engineer	53300	100900	67900	5
Devops Engineer	93900	107500	98700	3

Services

Job Title	Minimum	Maximum	Average	Observations
Electrical Engineer	47100	125400	68000	10
Electrical Engineer I	57800	72900	62500	4
Engineer	51200	95200	66400	9
Engineer 2	38800	79200	61600	4
Engineering Manager	75000	161400	128200	5
Environmental Engineer	55000	82300	66500	4
Environmental Scientist	44500	67400	50700	6
Financial Analyst	54100	79000	66400	8
Manager, Engineering	131100	168200	147400	3
Mechanical Engineer	45000	98500	69600	9
Network Engineer	70300	118500	95100	4
Postdoctoral Fellow	44700	52800	49500	4
Principal Qa Engineer	102000	125600	116900	3
Principal Software Engineer	95600	164700	128600	6
Principal Statistical Programmer	50500	112900	79200	3
Process Engineer	67600	77200	71700	3
Product Engineer	69300	94700	85000	4
Product Manager	43800	131300	89500	8
Program Manager	58800	128100	91300	8
Programmer Analyst	42300	102700	73100	7
Project Engineer	49400	90100	67100	6
Project Manager	60500	116600	86000	10
Qa Engineer	59100	96300	74100	6
Quality Assurance Engineer	43800	76700	60100	6
Quality Assurance Specialist	51700	62300	55600	3
Research Associate	3400	82500	47500	16
Research Associate Ii	40600	65000	50500	5
Research Engineer	70600	139236000	23288300	6
Research Scientist	39800	96200	66300	14
Research Scientist I	41500	86300	58200	3
Scientist	48900	97200	72400	17
Senior Accountant	59200	89600	74000	6
Senior Analyst	61600	88600	73000	3
Senior Biostatistician	63000	121900	99200	3
Senior Business Analyst	58000	124000	94600	4
Senior Business Systems Analyst	61100	110200	92400	7
Senior Consultant	79300	147200	102300	8
Senior Database Administrator	50300	99800	84100	5
Senior Engineer	78400	115400	96800	6
Senior Financial Analyst	60900	107500	85500	5
Senior Mechanical Engineer	70600	110900	94700	4
Senior Project Manager	74900	120300	99400	7
Senior Qa Engineer	82600	128100	102000	5
Senior Quality Assurance Engineer	77600	106800	89100	5
Senior Research Associate	4300	71400	53700	10
Senior Research Engineer	71200	114400	89300	3
Senior Research Scientist	38500	84600	66300	3
Senior Scientist	58000	109200	84600	11
Senior Software Developer	80300	153200	102300	6
Senior Software Development Engineer	87900	132200	114000	6
Senior Software Development Engineer In Test	90300	103600	97300	3
Senior Software Engineer	60700	153000	110400	19
Senior Statistical Programmer	75400	112700	90700	4
Senior Systems Engineer	79800	128200	104000	4
Software Architect	86400	186600	120700	5
Software Developer	52000	89300	75900	6
Software Development Engineer	67400	121100	98400	8
Software Development Engineer In Test	43800	122500	85800	4
Software Engineer	57100	154700	88800	24
Software Engineer Iii	70400	103100	85300	3
Solution Architect	85100	113800	97200	4
Sr. Product Manager	87500	141900	113600	4
Sr. Research Associate	50800	74100	66500	4
Sr. Software Development Engineer	104200	131200	116100	3

Services

Job Title	Minimum	Maximum	Average	Observations
Sr. Software Engineer	84000	131700	104500	12
Staff Accountant	44700	54600	48900	7
Staff Scientist	35300	84200	62900	5
Staff Software Development Engineer	89600	144000	121500	4
Staff Software Engineer	109800	155100	128400	5
Statistical Programmer	45900	112900	65700	5
Structural Engineer	51100	72200	64400	5
Systems Analyst	77300	111600	89800	3
Systems Engineer	61800	128800	84200	4
Technical Account Manager	99500	126500	112700	4
Technical Consultant	69900	113300	89600	4
Technical Lead	50400	128800	98900	4
Technical Project Manager	89600	109600	97500	3
Technical Support Engineer	51900	96100	73700	7
Technical Writer	40500	68700	59000	6
Web Developer	64400	84700	74300	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Smart Cities

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	119100	87400	3
Analyst	53900	105600	78100	3
Architect	97800	114800	107500	3
Auditor	56500	101100	70800	4
Business Analyst	52200	94800	80200	8
Business Development Manager	60800	176500	110700	7
Business Operations Analyst	53900	100100	72300	3
Business Operations Manager	72200	129400	88400	5
Business Planning Manager	58800	103200	84100	3
Business Strategy Manager	87500	157100	122900	3
Business Systems Analyst	77100	114400	93700	3
Cad Engineer	101600	134800	119500	3
Commodity Manager	79900	119400	94700	3
Component Engineer	94500	121600	104800	3
Consultant	76800	135000	102400	4
Consulting Engineer	83200	105400	92300	3
Controller	80500	127300	109100	3
Customer Success Manager	75200	120200	97700	3
Data Analyst	73200	116500	84600	7
Data Engineer	106900	155100	122800	5
Data Scientist	70300	132200	96700	7
Database Administrator	64000	102900	85100	5
Demand Planner	54900	89100	74200	3
Design Engineer	57100	135100	94000	4
Director, Engineering	162800	240800	193200	3
Electrical Engineer	73400	121600	101100	4
Engineer	58100	122800	90300	7
Engineering Manager	116000	167500	136500	5
Finance Analyst	74200	103800	85200	3
Finance Manager	59300	137900	90900	5
Financial Analyst	48100	119200	71800	11
Hardware Engineer	75500	152500	106900	5
Hr Generalist	44900	105900	70000	4
Human Resources Director	92600	175300	132200	3
Human Resources Manager	74600	101200	88700	4
Information Systems Architect	93600	135000	110700	3
It Analyst	75700	78600	77700	3
It Program Manager	104300	124800	114100	3
It Project Manager	82300	111600	92300	3

Smart Cities

Job Title	Minimum	Maximum	Average	Observations
Manager, Engineering	122700	142600	133500	3
Manager, Finance	86300	166000	118900	4
Manufacturing Engineer	67100	92600	76000	4
Marketing Manager	98500	120500	106100	4
Marketing Specialist	56100	103700	72800	4
Mechanical Engineer	68000	125900	89300	5
Network Engineer	71300	107300	81300	4
Principal Software Engineer	69900	154300	124800	4
Product Engineer	46700	113000	90500	6
Product Manager	87000	158100	116600	7
Product Marketing Manager	68100	161800	105500	4
Product Marketing Specialist	63900	86500	78100	3
Program Manager	81200	158300	114800	6
Project Engineer	45500	94500	65800	4
Project Manager	44800	167500	113100	8
Quality Engineer	64700	121600	87700	6
Quality Engineer II	54600	80500	66400	3
Research Engineer	69400	108600	96200	6
Sales Specialist	79500	103700	88400	3
Scrum Master	85200	107200	96800	3
Security Architect	92400	130400	106900	3
Senior Accountant	60600	90600	80100	4
Senior Application Engineer	63900	94200	79900	3
Senior Auditor	54500	63000	58100	3
Senior Consultant	88300	112300	97900	4
Senior Design Engineer	83000	145900	100200	4
Senior Development Engineer	80800	106900	98100	4
Senior Engineer	79900	141900	119000	6
Senior Financial Analyst	73900	107500	84900	6
Senior Network Engineer	66800	145700	96300	5
Senior Product Manager	83900	136100	110600	5
Senior Project Manager	75500	135900	99600	4
Senior Quality Engineer	56000	107400	80200	4
Senior Scientist	100000	127900	112700	3
Senior Software Developer	93600	113700	103200	3
Senior Software Engineer	84200	163400	126500	9
Senior Systems Engineer	68400	106400	85400	5
Service Delivery Manager	57400	125600	91300	3
Signal Integrity Engineer	95900	132700	112800	3
Site Reliability Engineer	92800	102000	96000	3
Software Architect	94800	121300	104000	4
Software Designer	109800	158200	126000	3
Software Developer	84200	113400	97100	5
Software Development Manager	122900	155100	143500	3
Software Engineer	62700	119900	89600	9
Software Engineer II	81200	132200	100300	4
Software Quality Assurance Engineer	63800	92000	77400	3
Software Engineer	78800	105900	90900	4
Solutions Architect	43000	152100	93300	3
Sr. Software Engineer	95400	125300	105300	4
Staff Software Engineer	80900	117300	106500	4
Supply Chain Analyst	75400	90900	83700	3
Systems Engineer	34700	112400	78300	8
Technical Advisor	56500	193000	116600	3
Technical Analyst	69700	87800	76300	3
Technical Marketing Engineer	75000	148800	103300	3
Technical Program Manager	68100	98500	85600	4
Technical Support Engineer	65600	113600	87800	5
Technical Writer	82200	113300	97900	4
Test Engineer	64400	111700	80700	7
User Experience Designer	84700	141800	105100	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Software

Job Title	Minimum	Maximum	Average	Observations
Application Engineer	64200	109000	82800	6
Architect	68100	204200	125900	6
Associate Consultant	53100	84000	66400	7
Business Analyst	44200	115500	71800	13
Business Intelligence Analyst	63200	122200	86000	7
Business Systems Analyst	64000	141900	89700	10
Computer Systems Analyst	53600	135000	89200	6
Consultant	53700	102400	78400	9
Customer Success Manager	95100	129300	105000	6
Data Analyst	49400	122300	78000	10
Data Scientist	57200	129600	98900	13
Database Administrator	55200	118500	87400	10
Database Engineer	69400	125700	97600	5
Devops Engineer	83900	119100	105000	9
Engineer	46300	134000	79100	7
Engineering Manager	68200	170100	137400	8
Finance Analyst	48600	74200	58300	6
Finance Manager	59300	138800	104600	6
Financial Analyst	47000	115800	74500	14
Information Security Analyst	63800	93600	80600	5
Manager, Engineering	110300	204200	149100	5
Marketing Specialist	42900	103700	71500	6
Network Engineer	74000	144500	97500	11
Performance Engineer	100000	148800	131300	5
Principal Architect	90700	169700	117500	7
Principal Consultant	85100	125300	102200	8
Principal Product Manager	91000	180200	143000	8
Principal Software Engineer	86800	174100	129500	18
Product Designer	51300	103000	67600	6
Product Manager	59700	152200	110700	18
Product Marketing Manager	68100	144400	107800	10
Program Manager	77300	153200	110600	12
Project Manager	64000	136100	99000	12
Qa Automation Engineer	54600	111500	79700	6
Qa Engineer	58100	110100	74600	7
Quality Assurance Engineer	54500	103100	74600	11
Quality Engineer	56700	164700	86900	8
Research Engineer	81300	144400	101700	6
Sales Engineer	64400	114900	85000	6
Sales Operations Analyst	51400	69400	59700	5
Security Engineer	84700	109200	98300	5
Senior Applications Engineer	50000	121100	83300	5
Senior Architect	91400	167400	111900	6
Senior Business Analyst	74800	155100	95600	8
Senior Business Systems Analyst	53400	121200	95800	9
Senior Consultant	72200	147600	94500	13
Senior Data Scientist	92400	144500	124900	5
Senior Database Administrator	90100	6882700	1076400	7
Senior Devops Engineer	77800	128600	112400	8
Senior Engineer	50100	174100	101300	11
Senior Engineering Manager	80800	286166000	35898800	8
Senior Financial Analyst	68400	139400	92300	7
Senior Network Engineer	78300	145700	114000	9
Senior Product Manager	76200	162200	126800	17
Senior Product Marketing Manager	87500	167500	134700	7
Senior Program Manager	91500	172300	131400	6
Senior Project Manager	88900	135900	107000	6
Senior Quality Assurance Engineer	72200	125700	97700	8
Senior Quality Engineer	74100	131700	103000	7
Senior Security Engineer	88300	172600	120300	7
Senior Software Developer	59800	155100	99300	12
Senior Software Development Engineer	95700	137400	119000	6
Senior Software Engineer	69100	174100	110800	28
Senior Solution Architect	78700	136300	101200	5
Senior Support Engineer	62000	122800	81900	5

Software

Job Title	Minimum	Maximum	Average	Observations
Senior Systems Engineer	40200	168500	108500	9
Senior Technical Support Engineer	64500	135000	95200	7
Senior User Experience Designer	63100	121500	95200	6
Senior Web Developer	82400	133000	98400	9
Site Reliability Engineer	55000	123800	102900	6
Software Architect	94800	154700	119000	8
Software Developer	56700	164700	88900	16
Software Development Engineer	63900	158100	103900	11
Software Development Engineer In Test	64600	131700	102700	9
Software Development Manager	95400	162300	135600	5
Software Engineer	57400	147600	89100	34
Software Engineer I	45700	84100	70200	7
Software Engineer Ii	68500	121100	93100	10
Software Engineer In Test	46200	154700	105000	6
Software Engineering Manager	121900	186700	140400	6
Software Quality Engineer	72200	102700	88500	5
Software Test Engineer	69100	115600	81700	6
Solution Architect	76000	141900	105600	6
Solutions Architect	74800	185100	116900	9
Solutions Consultant	67200	133100	89500	5
Sr. Business Analyst	67000	124000	93600	7
Sr. Product Manager	96900	159800	129000	5
Sr. Software Engineer	80600	139800	110000	15
Staff Software Engineer	84100	157700	127500	7
Systems Administrator	57800	104000	82300	7
Systems Engineer	60300	132900	94500	12
Technical Account Manager	78300	118400	100600	6
Technical Consultant	60800	115400	88700	7
Technical Lead	61100	125000	89200	7
Technical Product Manager	65900	157700	109800	6
Technical Support Engineer	51200	104400	71100	8
Technical Writer	50700	113300	86500	6
User Experience Designer	69700	99800	82400	7
Visual Designer	42900	85900	68200	6
Web Developer	43000	155100	82700	9

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Space Situational Awareness

Job Title	Minimum	Maximum	Average	Observations
Business Analyst	64500	105300	87100	5
Business Intelligence Analyst	78200	80400	79100	3
Business Systems Analyst	69100	94800	81200	6
Communications Specialist	75300	102200	88800	2
Consultant	60100	97800	78200	3
Data Analyst	65500	78600	73100	4
Data Engineer	64000	119900	89200	5
Data Scientist	80400	120700	99400	8
Data Scientist Ii	76300	78300	77300	2
Database Administrator	65700	99400	84600	5
Design Engineer	55700	109200	85000	6
Devops Engineer	80900	117000	99000	2
Electrical Engineer	68000	88900	77400	4
Embedded Software Engineer	75900	82100	79000	2
Engineer	90800	97600	94400	3
Engineer Ii	73200	100200	86700	2
Engineer Iii	99200	105700	102400	2
Engineer Software Ii	66400	77500	72000	2
Engineer Software Iii	81300	88300	84800	2
Engineering Manager	73800	150300	120800	3

Space Situational Awareness

Job Title	Minimum	Maximum	Average	Observations
Finance Manager	59300	130000	92500	3
Financial Analyst	52100	80000	60600	6
Hardware Engineer	65000	109700	87400	3
Human Resources Director	128800	175300	152000	2
Integration Architect	85700	106900	95800	3
It Program Manager	104300	113300	108800	2
Java Developer	69700	80900	76700	3
Lead Engineer	108500	123100	115800	2
Manufacturing Engineer	56900	69000	64400	3
Marketing Manager	99100	130100	110800	3
Marketing Specialist	56200	103700	80000	2
Mechanical Engineer	62800	94100	77700	5
Network Engineer	56400	87400	72600	3
Packaging Engineer	56400	98200	75400	3
Principal Engineer	107600	157000	128000	3
Principal Financial Analyst	73100	82900	78000	2
Principal Program Manager	88900	136100	110600	3
Principal Software Engineer	85300	155100	129600	7
Principal Systems Engineer	86600	135400	103200	5
Principle Software Engineer	98500	151600	121700	3
Procurement Manager	63900	88400	76100	2
Product Engineer	65800	112100	83300	4
Product Manager	90900	132300	109400	3
Product Marketing Manager	68100	122600	93400	3
Program Manager	75500	187200	119900	5
Programmer Analyst	58600	96700	73300	3
Project Engineer	82000	127900	102100	4
Project Engineer 2	82800	87500	85200	2
Project Manager	74400	136100	98600	5
Senior Accountant	60600	89300	74900	2
Senior Analytics Engineer	68700	121100	94900	2
Senior Business Development Manager	112100	136800	123000	3
Senior Business Systems Analyst	88900	122200	100500	3
Senior Consultant	97800	121200	107300	3
Senior Data Engineer	73300	129600	107900	5
Senior Data Scientist	88400	144500	122400	3
Senior Design Engineer	69000	145900	102300	6
Senior Electrical Engineer	78800	130400	101300	3
Senior Engineer	85600	119100	105000	4
Senior Financial Analyst	73900	90700	81600	6
Senior Human Resources Manager	104900	122400	113600	2
Senior Mechanical Engineer	63800	130400	101700	3
Senior Product Engineer	74900	115900	95200	3
Senior Product Manager	79600	136100	108600	4
Senior Product Marketing Manager	87500	110500	95900	3
Senior Program Manager	74200	131700	103700	3
Senior Project Manager	100800	135900	117700	3
Senior Quality Engineer	73100	127300	98200	4
Senior Research Scientist	64300	106900	85600	2
Senior Software Developer	102100	113700	108600	3
Senior Software Engineer	70500	141900	109100	8
Senior Staff Engineer	75800	96200	87300	3
Senior Staff Software Engineer	83700	155100	128700	3
Senior Systems Engineer	77400	105600	90500	7
Senior Test Engineer	81000	115100	97600	3
Site Reliability Engineer	92800	93300	93100	2
Software Developer	74200	115400	94600	7
Software Development Engineer	92800	98100	95300	3
Software Engineer	44900	119900	89600	13
Software Engineer 2	74000	113300	96400	3
Software Engineer I	64300	74200	67800	3
Software Engineer Ii	69800	106100	83400	5
Software Test Engineer	76200	111400	90200	3
Solutions Architect	63700	110200	86200	4
Sr Software Engineer	96500	122500	104200	4

Space Situational Awareness

Job Title	Minimum	Maximum	Average	Observations
Sr. Software Developer	99700	117300	110200	3
Sr. Software Engineer	84900	131400	110800	5
Sr. Systems Engineer	74900	92000	83500	2
Staff Software Engineer	80100	152300	121100	4
Supplier Quality Engineer	73400	76200	75200	3
Supply Chain Analyst	53900	90900	75200	3
Supply Chain Planner	75400	77800	76300	3
System Engineer	76800	117100	96200	3
System Test Engineer	41400	104500	78700	3
Systems Engineer	66100	122400	88500	7
Technical Account Manager	83100	118400	102400	3
Technical Program Manager	68100	98500	79300	3
Technical Support Engineer	67400	96970000	32374000	3
Technical Support Manager	67400	106900	82600	3
Test Engineer	47900	87800	73300	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

System Infrastructure Software

Job Title	Minimum	Maximum	Average	Observations
Application Developer	69900	126200	90600	6
Applications Developer	71800	109200	89200	5
Architect	97800	129200	114500	6
Associate Consultant	60600	100100	75600	6
Associate Software Engineer	71800	109200	83600	5
Business Analyst	58200	118000	83700	13
Business Development Manager	57800	176500	120300	7
Business Intelligence Analyst	69100	103200	84100	6
Business Operations Analyst	41200	100100	70100	5
Business Operations Manager	72200	129400	96200	5
Business Systems Analyst	64000	136200	92000	10
Consultant	60100	135000	88500	7
Customer Success Manager	75200	129300	103900	5
Data Analyst	55900	116500	86900	9
Data Engineer	81600	155100	121900	7
Data Scientist	66000	132200	98500	11
Database Administrator	69500	125100	101100	9
Devops Engineer	73900	155100	104700	5
Director, Product Management	163900	224800	181100	8
Engineer	70100	120400	92800	5
Engineering Manager	115500	224800	149700	8
Escalation Engineer	65700	105400	83100	5
Finance Manager	59300	182800	122500	5
Financial Analyst	51700	119200	79000	13
Hardware Engineer	65000	152500	103500	7
Information Security Analyst	63800	119800	92900	5
Information Systems Engineer	68200	102700	84400	5
Interaction Designer	53300	108600	77700	7
It Project Manager	72200	158200	111000	6
Manager, Engineering	104700	169600	133000	6
Manager, It	106900	175200	132600	6
Marketing Manager	80900	190900	112100	8
Marketing Specialist	49800	114000	81400	6
Network Engineer	56400	118500	89400	9
Performance Engineer	64400	141000	103500	5
Principal Architect	98100	169700	128000	6
Principal Consultant	73700	126600	101800	9
Principal Product Manager	90100	165500	131000	5
Principal Software Engineer	92000	155100	129000	11
Product Designer	43000	155100	92700	5

System Infrastructure Software

Job Title	Minimum	Maximum	Average	Observations
Product Engineer	93500	127800	109700	5
Product Manager	90900	158200	122600	15
Product Marketing Manager	47300	163100	118000	9
Professional Services Consultant	52200	138400	93000	6
Program Manager	75500	158300	105600	13
Project Manager	69800	167500	118300	10
Quality Assurance Engineer	54500	111600	69500	7
Quality Engineer	70100	122700	91700	9
Release Manager	85400	130700	102400	5
Sales Operations Analyst	51400	110500	77800	6
Senior Applications Developer	69700	132200	91700	5
Senior Architect	94800	147200	121700	6
Senior Business Analyst	81300	118000	96800	7
Senior Business Systems Analyst	53400	118000	93800	7
Senior Consultant	75600	135900	101800	11
Senior Data Scientist	88400	194400	125700	6
Senior Database Administrator	59700	121500	91600	7
Senior Devops Engineer	77800	132200	99300	5
Senior Engineer	91400	141900	119900	6
Senior Financial Analyst	73900	117300	89600	10
Senior Network Engineer	73700	100100	86300	6
Senior Product Manager	91200	160000	119600	12
Senior Product Marketing Manager	87500	195000	115300	7
Senior Program Manager	74200	148800	108400	7
Senior Quality Assurance Engineer	72200	111700	91100	5
Senior Quality Engineer	73100	141900	108000	7
Senior Software Development Engineer	116600	155100	132100	6
Senior Software Engineer	85900	172600	116900	17
Senior Solution Architect	92000	133000	107100	5
Senior Systems Administrator	61900	131000	97400	7
Senior Systems Engineer	68400	122200	93600	5
Senior Technical Support Engineer	64500	119100	89800	8
Senior Web Developer	73600	116600	91300	5
Site Reliability Engineer	54900	125100	102100	6
Software Architect	94800	168200	115000	7
Software Developer	56700	155100	105000	6
Software Development Engineer	63900	204200	105800	9
Software Development Manager	114100	204200	149700	5
Software Engineer	69900	154700	96800	15
Software Engineer I	67600	97200	83400	5
Software Engineering Manager	78400	138300	122100	6
Software Qa Engineer	62800	109600	90900	6
Software Quality Assurance Engineer	58800	184400	88300	7
Software Quality Engineer	64000	155100	90300	7
Solution Architect	90500	133300	106800	7
Solutions Architect	43000	162000	112300	10
Sr. Business Analyst	67000	127200	87000	5
Sr. Software Engineer	81000	133000	98800	10
Staff Software Engineer	80900	118700	97500	5
Systems Administrator	64800	131000	97000	7
Systems Engineer	63200	144900	105600	8
Technical Marketing Engineer	86000	161800	113900	6
Technical Program Manager	54500	129300	86800	8
Technical Support Engineer	51200	96970000	8158400	12
Technical Writer	65000	113300	84300	9
Test Engineer	52700	106600	78300	7
User Experience Designer	74900	141800	93600	5
Ux Designer	71000	104300	89700	7
Visual Designer	67600	85900	78900	6
Web Developer	43000	110900	76500	8

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Telecom Equipment

Job Title	Minimum	Maximum	Average	Observations
Account Manager	75100	92800	84900	3
Application Software Engineer	62000	71800	66900	2
Applications Developer	73100	75800	74400	2
Architect	109900	163200	140200	3
Asic Engineer	90500	142700	115300	3
Associate Systems Engineer	45100	76400	60800	2
Business Analyst	70800	105300	85000	5
Business Development Director	156000	195000	175500	2
Business Operations Analyst	62500	100100	73800	4
Business Systems Analyst	66600	114800	88700	6
Compliance Engineer	77800	102800	86900	3
Computer Systems Analyst	59300	79300	66600	3
Customer Support Engineer	51200	137400	92400	3
Data Analyst	89400	116500	100300	3
Data Engineer	59300	155100	96000	3
Data Scientist	69400	132200	103700	5
Database Administrator	43000	101400	81200	5
Demand Planning Manager	97800	103500	100700	2
Design Engineer	48700	111700	74600	4
Development Test Engineer	71400	152900	100300	3
Director Of Engineering	195300	234000	214600	2
Director, Product Management	167900	193800	180900	2
Embedded Software Engineer	110500	127200	118800	2
Engineer	78000	120400	102000	4
Engineering Manager	73800	167500	138000	5
Financial Analyst	49800	119200	75200	7
Firmware Engineer	70500	84900	75200	4
Hardware Engineer	81400	152500	98700	6
Hardware Engineer Ii	103200	105800	104500	2
Learning And Development Manager	100400	107600	104000	2
Manager, Engineering	116300	188400	146600	3
Network Engineer	59300	107300	83800	5
Network Engineering Manager	78600	100400	91700	3
Principal Engineer	78500	152800	122300	3
Principal Software Engineer	85300	157500	120400	5
Process Engineer	75000	109300	88000	3
Product Architect	69200	158200	113700	2
Product Engineer	60600	113000	87800	5
Product Manager	85800	158100	122600	5
Product Marketing Manager	89700	161800	115000	4
Product Marketing Specialist	77000	104700	88500	3
Product Support Engineer	101400	110900	106200	2
Program Manager	60500	158300	110000	5
Project Manager	54700	167500	98900	7
Qa Engineer	58900	109800	81800	4
Qa Engineer Ii	75700	77600	76600	2
Quality Assurance Engineer	55200	116900	89200	3
Quality Assurance Engineer Ii	61600	95600	78600	2
Quality Engineer	69700	121600	88900	3
Research Engineer	96300	106500	100300	3
Sales Director	94200	99300	96800	2
Senior Business Operations Analyst	80500	81200	80900	2
Senior Business Systems Analyst	90600	113600	102100	2
Senior Consultant	88300	107700	100900	3
Senior Data Scientist	129200	132000	130600	2
Senior Design Engineer	74400	128200	97000	4
Senior Engineer	82400	127800	103800	6
Senior Financial Analyst	67700	98200	82200	3
Senior Product Manager	102600	142600	120800	3
Senior Product Marketing Manager	116300	149000	132600	2
Senior Product Support Engineer	104200	106300	105200	2
Senior Program Manager	113600	164700	140800	3
Senior Qa Engineer	98700	113600	106100	2
Senior Quality Assurance Engineer	110100	124300	117200	2
Senior Software Engineer	79200	133800	110200	14

Telecom Equipment

Job Title	Minimum	Maximum	Average	Observations
Senior Software Qa Engineer	105100	128300	116700	2
Senior Systems Engineer	89300	144500	118400	7
Senior Systems Test Engineer	80700	127800	100900	3
Senior Technical Support Engineer	71800	107600	89700	2
Senior Test Engineer	66000	111300	86100	3
Senior User Experience Designer	68100	70200	69200	2
Software Architect	103900	148800	123300	4
Software Consulting Engineer	109900	122800	116300	2
Software Developer	80900	115400	97300	7
Software Development Engineer	74400	99700	90600	6
Software Development Engineer In Test	80700	95600	88200	2
Software Engineer	58900	98700	83500	15
Software Engineer I	61300	72000	66600	2
Software Engineer 2	63100	75800	69400	2
Software Engineer 3	90200	107000	98600	2
Software Engineer I	54200	77900	67400	4
Software Engineer Ii	56200	113300	90500	6
Software Engineer Iii	87200	129000	105200	3
Software Quality Assurance Engineer	64900	93200	79700	4
Software Test Engineer	69700	97800	83200	3
Solution Architect	108800	162200	135500	2
Solutions Architect	72300	152100	107700	4
Solutions Engineer	87400	108500	99600	3
Sr. Software Engineer	72200	155100	116600	8
Sr. Systems Engineer	78300	107200	96200	3
Staff Engineer	92300	148800	121000	3
Staff Software Engineer	80100	155100	109000	4
Systems Analyst	62800	102000	81400	3
Systems Engineer	47600	132000	83800	8
Technical Lead	70500	87600	79100	2
Technical Project Manager	76300	110800	93600	2
Technical Support Engineer	76300	113600	95500	6
Technical Writer	56000	107500	77200	3
Test Engineer	64800	119000	87400	9
User Experience Designer	43400	141800	95000	4

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

The Chemical, Biological, Radiological And Nuclear (Cbrn) Defence

Job Title	Minimum	Maximum	Average	Observations
Accountant	49000	64000	56500	2
Application Architect	93000	95000	94000	2
Application Chemist	66100	103800	85000	2
Application Engineer	72800	84700	79600	3
Applications Chemist	69500	78700	74100	2
Applications Scientist	65800	71600	68700	2
Associate Scientist I	37100	50300	43700	2
Associate Scientist Ii	47200	50100	48600	2
Automation Engineer	83200	98100	90600	2
Biochemist	86000	96500	91200	2
Business Analyst	51900	103500	80300	5
Data Analytics Engineer	74700	88200	81400	2
Data Scientist	70900	102900	89700	3
Design Engineer	74400	81100	77700	2
Developer Iii	78900	109200	94100	2
Electrical Engineer	56000	76400	68500	4
Engineer Ii	71300	72400	71900	2
Engineer Ii, Software	67000	80200	73600	2
Engineer Ii, Software Test	80300	84400	82400	2
Engineer Iii, Software	105400	105400	105400	2

The Chemical, Biological, Radiological And Nuclear (Cbrn) Defence

Job Title	Minimum	Maximum	Average	Observations
Engineer Iii, Software Test	91400	122400	106900	2
Engineer Iii, Systems Design	65900	81200	73500	2
Field Application Scientist	60900	89400	75100	2
Field Service Engineer	50700	75200	61000	3
Financial Analyst	48100	96900	64400	5
Java Developer	80900	83600	82300	2
Lead Engineer	114500	123100	118800	2
Manager	38700	112600	75700	2
Manufacturing Engineer	56800	88600	69300	6
Marketing Specialist	53900	80000	64500	3
Mechanical Engineer	53800	94100	74400	4
Principal Software Engineer	114300	147200	130700	2
Process Engineer	60200	79100	72200	3
Product Manager	69000	132300	101400	7
Product Marketing Manager	56300	111400	83800	2
Program Manager	58200	187200	108700	4
Programmer Analyst	68700	77100	72900	2
Project Engineer	55000	87800	74900	3
Project Manager	52800	99700	85000	7
Quality Engineer	49700	75500	64000	4
Quality Leader	73000	81800	77400	2
R&A;D Engineer	71700	103100	87400	2
R&A;D Scientist	60500	95100	78000	3
Research Associate	51100	63300	58300	3
Research Scientist	76900	87900	83700	4
Scientist	67900	85800	76800	2
Scientist I	68100	80600	74800	3
Scientist Ii	49900	76900	61800	5
Scientist Ii, Bioinformatics	61000	78600	69800	2
Scientist Iii, Bioinformatics	64800	71700	68200	2
Scientist Iii, Chemistry	75900	83900	79900	2
Senior Application Chemist	77900	99600	88700	2
Senior Business Analyst	44400	122600	85900	4
Senior Commodity Manager	92300	98600	95500	2
Senior Consultant	75000	102700	88900	2
Senior Cost Accountant	78000	81100	79600	2
Senior Data Analyst	79900	82600	81200	2
Senior Design Engineer	70200	92400	81300	2
Senior Electrical Engineer	68900	96500	84600	3
Senior Engineer	78100	85600	81800	2
Senior Financial Analyst	75900	90900	80600	4
Senior Manager - Erp Functional Delivery	101000	101000	101000	2
Senior Mechanical Engineer	80100	89800	85000	2
Senior Pricing Analyst	71700	89400	80500	2
Senior Product Manager	79600	124100	101900	2
Senior R&A;D Scientist	70500	70600	70500	2
Senior Scientist	71500	92600	82000	2
Senior Software Engineer	88500	144000	111700	7
Senior Software Engineer, Java	71800	105700	88800	2
Senior Software Test Engineer	78700	110200	94500	2
Senior Systems Analyst	67400	105000	92400	3
Senior Systems Analyst, Jd Edwards Enterprise One	119000	119000	119000	2
Senior Systems Engineer	95900	107800	102300	4
Software Developer	62400	124600	84100	4
Software Development Analyst	78100	99800	88900	2
Software Engineer	44700	154200	85100	12
Software Engineer Ii	78900	108600	90500	4
Software Engineer Iii	88500	88500	88500	2
Sr. Business Analyst	95700	110700	103200	2
Sr. Developer	88100	115900	102900	3
Sr. Financial Analyst	87100	92800	89900	2
Sr. It Project Manager	95600	101000	98300	2
Sr. Manager, It	101000	144000	122500	2
Sr. Pricing Analyst	68500	71700	70100	2

The Chemical, Biological, Radiological And Nuclear (Cbrn) Defence

Job Title	Minimum	Maximum	Average	Observations
Sr. Software Engineer	84700	115600	95100	3
Sr. System Analyst	84900	89200	87000	2
Sr. Systems Administrator	85900	104800	95300	2
Sr. Systems Analyst	96800	112000	103800	3
Staff Engineer, Software	86400	121100	103700	2
Staff Engineer, Software Test	100000	118100	109000	2
Staff Scientist	41500	70500	59900	3
Staff Software Engineer	104900	147200	124100	3
System Analyst	55300	61800	58600	2
Systems Analyst	48700	78400	61800	3
Systems Engineer	50900	108100	75400	4
Technical Support Engineer	84600	109800	97200	2
Technical Writer	69000	82700	75800	2
Validation Engineer	83700	94900	89300	2
Value Stream Leader	76300	78500	77400	2
Web Architect	105100	111600	108400	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

The Iiot

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	100000	81400	4
Analyst	60700	105600	78600	3
Application Engineer	64200	129100	86800	5
Applications Engineer	85700	119200	107100	3
Architect	97800	112100	106600	3
Associate Consultant	58000	84000	69400	3
Associate Product Manager	58800	77700	69200	3
Business Analyst	64700	94800	78900	6
Business Development Manager	68100	167700	121000	5
Business Manager	107600	113300	109500	3
Business Systems Analyst	64200	114400	86200	5
Cad Engineer	84700	134800	108100	4
Consultant	64800	135000	87500	6
Data Analyst	49400	116500	71700	6
Data Engineer	80000	155100	111400	4
Data Scientist	57200	132200	96000	9
Database Administrator	55200	101400	81300	6
Design Engineer	50800	109200	87900	7
Electrical Engineer	68000	121600	90200	5
Embedded Software Engineer	63300	70000	67600	3
Engineer	46300	120400	82800	8
Engineering Lead	69600	99400	81500	3
Engineering Manager	68200	188200	135900	6
Failure Analysis Engineer	65900	80400	74700	4
Finance Analyst	54600	103800	77500	3
Finance Manager	59300	137900	106100	4
Financial Analyst	47000	119200	70600	8
Hardware Engineer	99400	152500	120500	3
Hr Manager	83600	91800	88900	3
Human Resources Manager	76900	101200	86400	3
Internal Auditor	43500	73900	62100	3
Lab Engineer	40300	117900	81600	3
Machine Learning Engineer	94200	99200	97000	3
Manufacturing Engineer	67100	92600	76600	4
Marketing Manager	98500	130100	114000	4
Mechanical Engineer	79500	125900	96700	4
Packaging Engineer	56400	98200	80200	4
Planning Manager	64700	117200	96000	3
Principal Consultant	71100	105400	86800	4

The liot

Job Title	Minimum	Maximum	Average	Observations
Principal Engineer	107600	157000	129900	4
Principal Software Engineer	69900	155100	122500	5
Process Development Engineer	71400	127200	94100	3
Product Engineer	81000	113000	96600	5
Product Line Manager	96600	140900	111600	3
Product Manager	90900	158100	108700	8
Product Marketing Engineer	79800	108100	98300	3
Product Marketing Manager	68100	161800	109200	6
Product Quality Engineer	60900	90400	79600	3
Program Manager	93000	158300	119200	6
Programmer Analyst	37500	96700	67700	5
Project Manager	76400	167500	105400	8
Quality Assurance Engineer	61400	87900	72900	4
Quality Engineer	64700	121600	95500	6
Reliability Engineer	43600	100900	77400	4
Research Engineer	79700	108600	92800	4
Research Scientist	99800	110900	106700	3
Sales Manager	66100	125500	100800	4
Senior Accountant	60600	90600	77100	3
Senior Architect	91400	94800	93100	3
Senior Consultant	76800	112300	91800	5
Senior Design Engineer	88200	145900	113000	4
Senior Design Verification Engineer	91800	145900	113600	3
Senior Engineer	50100	127800	93700	4
Senior Financial Analyst	59500	84300	72900	5
Senior Hardware Development Engineer	77700	130400	111200	3
Senior Hardware Engineer	85000	130400	108000	3
Senior Mechanical Engineer	76300	130400	101600	5
Senior Process Development Engineer	88800	115800	99000	3
Senior Product Engineer	91800	115900	100900	3
Senior Product Manager	108000	136100	126100	3
Senior Project Manager	75500	135900	100100	3
Senior Quality Assurance Engineer	65500	93100	78400	3
Senior Quality Engineer	56000	107400	77300	4
Senior Reliability Engineer	88900	120000	103100	4
Senior Software Development Engineer	80900	132200	100800	4
Senior Software Engineer	60700	147500	114700	11
Senior Systems Engineer	40200	121000	88000	5
Senior Test Engineer	96700	115100	104700	3
Software Applications Engineer	73000	84900	78500	3
Software Architect	94800	128200	111900	4
Software Developer	84700	113400	97300	5
Software Development Engineer	65000	116700	88600	5
Software Development Manager	122300	195000	146700	3
Software Engineer	61000	119900	90500	12
Software Test Engineer	69100	95100	81800	4
Solutions Architect	78100	152100	105100	4
Staff Software Engineer	110900	152300	127300	3
Supply Chain Analyst	77700	90900	83200	3
Supply Chain Planner	54200	77800	69200	3
System Administrator	68500	135000	93400	3
System Engineer	60000	99400	84700	3
Systems Architect	90900	135000	110600	4
Systems Engineer	34700	107700	82500	6
Technical Analyst	63300	87800	74100	3
Technical Consultant	60800	94500	78300	3
Technical Support Engineer	62800	113600	77000	4
Technical Writer	50700	113300	85100	4

The Iiot

Job Title	Minimum	Maximum	Average	Observations
Test Engineer	64400	94400	79300	6
Test Lead	60700	86300	76000	3
User Experience Designer	75000	141800	101900	3

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Thermal Imaging Technologies

Job Title	Minimum	Maximum	Average	Observations
Business Intelligence Analyst	78200	80400	79300	2
Design Engineer	54500	90000	72200	2
Electrical Engineer	60400	76600	68300	3
Financial Analyst	52100	61300	58000	3
Manufacturing Engineer	56900	64700	60800	2
Principal Software Engineer	104600	133800	119200	2
Principal Systems Engineer	86600	105600	96100	2
Product Manager	103300	132900	118100	2
Project Engineer	56800	127900	92700	4
Project Manager	71100	82300	75100	3
Senior Electrical Engineer	68900	91100	79600	3
Senior Project Manager	88500	110100	97800	3
Senior Software Engineer	70500	103500	85800	3
Senior Systems Engineer	73900	92800	84400	3
Software Developer	74200	89800	82000	2
Software Engineer	44900	115000	75400	5
Software Engineer Ii	73500	94400	83900	2
Software Engineer Iii	84900	91400	88100	3
Software Engineer, Applications	87200	107600	97400	2
Sr. Software Engineer	118200	125800	122000	2
Sr. Systems Engineer	73900	92000	82900	2
Systems Engineer	50900	93600	73800	6
Technical Support Engineer	58400	73700	66100	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Tools & Instruments

Job Title	Minimum	Maximum	Average	Observations
Application Chemist	66100	103800	85000	2
Application Engineer	74700	105600	88400	3
Applications Chemist	69500	78700	74100	2
Applications Engineer	74700	126500	97400	4
Associate Product Manager	65700	75300	70500	2
Business Analyst	47400	72800	60100	2
Business Systems Analyst	96300	97900	97100	2
Chemist	48300	73600	60900	2
Design Engineer	54500	81100	69500	4
Electrical Design Engineer	71500	87700	79600	2
Electrical Engineer	66200	121900	87700	4
Engineer	57500	76200	66800	2
Engineer Ii	76300	85100	80700	2
Engineer Iii	74500	103100	88800	2
Engineer Iv	65400	124000	94700	2
Field Service Engineer	50700	57200	54600	3
Financial Analyst	57200	104400	80000	5
Firmware Engineer	65000	83800	74400	2
Manager, Bioinformatics	76800	83200	80000	2

Tools & Instruments

Job Title	Minimum	Maximum	Average	Observations
Manager, It	102600	131400	117000	2
Manufacturing Engineer	64400	74300	68000	3
Mechanical Design Engineer	94600	100500	97600	2
Mechanical Engineer	60800	92000	74500	3
Process Engineer	60100	79100	70100	4
Product Engineer	79700	91200	84400	3
Product Manager	70800	121000	97400	5
Product Marketing Engineer	96700	123900	110300	2
Product Marketing Manager	104900	126500	113500	4
Program Manager	58200	63000	60600	2
Project Manager	70300	95600	86800	3
Quality Engineer	51800	93500	70000	3
R&A;D Engineer	92600	103100	97800	2
R&A;D Scientist	78300	95100	86700	2
Regulatory Affairs Specialist	58900	65800	62300	2
Research Associate	59400	63000	60900	3
Research Associate Ii	39400	65600	52500	2
Research Scientist	65900	86000	76700	3
Scientist	61000	85800	76200	5
Scientist Ii	49900	109200	79600	2
Senior Application Chemist	77900	99600	88700	2
Senior Business Systems Analyst	116600	118900	117700	2
Senior Engineer	76700	81800	79300	2
Senior Internal Auditor	69900	85300	77600	2
Senior Manager, Product Management	118400	160500	139400	2
Senior Manufacturing Engineer	78400	81100	79800	2
Senior Mechanical Engineer	87100	94600	89900	3
Senior Research Scientist	67100	124900	96000	2
Senior Scientist	77500	111300	94100	3
Senior Software Developer	67200	107800	87500	2
Senior Software Engineer	83400	133000	111400	7
Software Design Engineer	74100	118500	97800	3
Software Developer	99300	135900	117600	2
Software Engineer	71100	154200	97800	7
Software Engineer I	80700	82500	81600	2
Software Engineer Ii	68300	88500	78400	3
Software Quality Engineer	78600	94500	86500	2
Sqa Engineer	61100	86200	73700	2
Sr. Architect	118500	127500	123000	2
Sr. Business Systems Analyst	111200	117300	114200	2
Sr. It Project Manager	95600	107300	101500	2
Sr. Manager, It	144000	155000	149500	2
Sr. Software Engineer	100100	147600	123800	2
Sr. Systems Administrator	103800	122500	110300	3
Sr. Systems Programmer	97600	97900	97800	2
Staff Scientist	116300	119500	117900	2
Systems Administrator Iii	91000	103100	97000	2
Systems Engineer	66600	110700	83100	5
Tax Analyst	59400	61200	60300	2
Technical Marketing Engineer	73000	92500	82700	2
Test Engineer	66700	80800	73800	2
Validation Engineer	74700	81800	78300	2

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

Wearable Technology

Job Title	Minimum	Maximum	Average	Observations
Account Manager	68100	134700	99000	3
Application Engineer	66700	128200	92700	5
Art Director	91700	119400	104600	3

Wearable Technology

Job Title	Minimum	Maximum	Average	Observations
Associate Product Manager	71100	100700	83100	4
Business Analyst	84500	110500	96500	5
Business Development Manager	68100	176500	127700	4
Business Process Analyst	63100	99800	77200	4
Business Systems Analyst	71200	139300	103500	6
Cad Engineer	59300	122200	100200	5
Computer Systems Analyst	59300	86100	73600	3
Data Analyst	65000	115200	89000	6
Data Engineer	73500	132000	102700	4
Data Scientist	95200	158200	113300	7
Database Administrator	64000	125100	89100	5
Design Engineer	55700	152500	104000	6
Designer	61500	141800	105500	3
Electrical Engineer	75000	123300	94100	6
Engineer	90500	170900	119800	5
Engineering Manager	73800	234000	156300	6
Failure Analysis Engineer	78100	107000	88700	4
Finance Manager	59300	144100	102800	6
Financial Analyst	55300	117300	75400	7
Firmware Engineer	72400	121100	96900	5
Graphic Designer	57500	71300	62100	3
Hardware Engineer	75900	122200	104800	6
Industrial Designer	40400	93200	71500	5
Industrial Engineer	58300	101500	73100	5
Interaction Designer	53300	108600	76000	5
It Project Manager	82600	158200	111500	4
Logistics Analyst	87300	104400	93100	3
Machine Learning Engineer	99200	163100	117800	4
Market Research Analyst	36400	81800	64400	3
Marketing Manager	102400	190900	144000	4
Mechanical Engineer	66000	148800	87600	7
Network Engineer	71300	116100	93100	4
Packaging Engineer	56400	104400	83800	5
Performance Engineer	106600	141000	119100	5
Physical Design Engineer	89700	129600	114900	3
Principal Software Engineer	85300	155100	127200	6
Principal Systems Engineer	89900	152500	123900	4
Product Designer	51300	155100	108600	3
Product Engineer	54300	137500	99900	6
Product Manager	90900	158200	125400	7
Product Marketing Manager	68100	163100	119300	5
Program Manager	69500	187200	125200	8
Project Manager	72600	136100	106900	7
Qa Engineer	69100	124600	88600	5
Quality Engineer	58800	148800	92400	4
Reliability Engineer	81500	147500	104900	4
Sales Operations Analyst	87200	110500	98300	3
Senior Accountant	52700	87800	71500	6
Senior Business Analyst	51700	115700	84900	4
Senior Business Systems Analyst	84900	127400	102900	4
Senior Data Analyst	53000	97800	80600	5
Senior Data Engineer	85800	138100	116100	4
Senior Data Scientist	97800	194400	137200	5
Senior Design Engineer	83600	145900	107000	4
Senior Director	150200	205700	175000	3
Senior Electrical Engineer	91100	130400	106000	5
Senior Engineer	99200	118900	111000	6
Senior Financial Analyst	57400	117300	81400	9
Senior Hardware Engineer	85000	130400	108300	6
Senior Mechanical Engineer	63800	133100	97600	5
Senior Network Engineer	66800	125300	94700	4
Senior Packaging Engineer	75100	94900	85600	4
Senior Product Engineer	74900	132000	104900	6
Senior Product Manager	77200	142900	114100	7
Senior Program Manager	97000	163500	131200	6

Wearable Technology

Job Title	Minimum	Maximum	Average	Observations
Senior Quality Engineer	80600	115000	94300	5
Senior Reliability Engineer	88900	107400	98500	4
Senior Research Scientist	59400	158200	97700	4
Senior Software Development Engineer	94200	143200	117800	5
Senior Software Engineer	94100	172600	119700	11
Senior Software Quality Assurance Engineer	78900	138700	100100	4
Senior Software Test Engineer	68700	133100	95500	4
Senior Staff Software Engineer	83700	155100	122100	4
Senior Systems Engineer	85900	106400	94800	8
Senior Test Engineer	79800	99000	90900	6
Software Applications Engineer	74900	168200	106100	4
Software Architect	94800	168200	121400	4
Software Development Engineer	92800	204200	129400	4
Software Development Manager	152300	241700	199400	3
Software Engineer	44900	155100	91900	13
Software Engineer Ii	80400	115000	98200	4
Software Engineering Manager	102800	138600	129400	6
Software Quality Assurance Engineer	82400	184400	117100	5
Software Test Engineer	80000	92300	86300	4
Solutions Architect	84900	133000	107000	5
Sr. Software Engineer	95400	133000	111200	7
Staff Software Engineer	80100	127500	105600	5
Statistician	78700	92400	85100	3
Supply Chain Manager	75400	130400	102500	4
Systems Analyst	64900	136300	88200	6
Systems Design Engineer	78600	152500	126000	3
Systems Engineer	66100	152500	104800	10
Tax Analyst	43400	72400	55400	3
Technical Program Manager	68100	181800	112200	4
Technical Project Manager	110800	130100	121000	3
Technical Support Engineer	65600	95600	75600	4
Test Engineer	65700	118200	88200	7

Source: Philip M. Parker, INSEAD, copyright 2020, www.icongrouponline.com

7 DISCLAIMERS, WARRANTIES, AND USER AGREEMENT PROVISIONS

7.1 DISCLAIMERS & SAFE HARBOR

Summary disclaimer: This publication ("Report") does not constitute legal, valuation, tax, or financial consulting advice. Nor is it a statement on the performance, management capability, or future potential (good or bad) of the company(ies), industry(ies), product(s), region(s), city(ies), or country(ies) ("Topics") discussed. It is offered as an information service to clients, associates, and academicians. Those interested in specific guidance for legal, strategic, and/or financial or accounting matters should seek competent professional assistance from their own advisors.

Information was furnished to ICON Group International, Inc. ("ICON Group"), and its subsidiaries (ICON Group International, Inc.), by its internal researchers and/or extracted from public filings, or sources available within the public domain, including other information providers (e.g. EDGAR filings, national organizations, and international organizations). ICON Group does not promise or warrant that we will obtain information from any particular independent source. Published regularly by ICON Group, this and similar reports provide analysis on cities, countries, industries, and/or foreign and domestic companies which may or may not be publicly traded. ICON Group reports are used by various companies and persons including consulting firms, investment officers, pension fund managers, registered representatives, and other financial service professionals. Any commentary, observations, or discussion by ICON Group about Topic does not constitute a recommendation to buy or sell company shares or make investment decisions. Further, the financial condition or outlook for each Topic may change after the date of the publication, and ICON Group does not warrant, promise, or represent that it will provide report users with notice of that change, nor will ICON Group promise updates on the information presented.

Safe Harbor for Forward-Looking Statements: ICON Group reports, including the present report, make numerous forward-looking statements which should be treated as such. Forward-looking statements are made pursuant to the safe harbor provisions of the Private Securities Reform Act of 1995 and similar local laws. Forward-looking statements involve known and unknown risks and uncertainties, which may cause a Topic's actual results or outlook in future periods to differ materially from those forecasted. These risks and uncertainties include, among other things, product price volatility, exchange rate volatility, regulation volatility, product demand volatility, data inaccuracies, computer- or software-generated calculation inaccuracies, market competition, changes in management style, changes in corporate strategy, and risks inherent in international and corporate operations. Forward-looking statements can be identified in statements by the fact that they do not relate strictly to historical or current facts. They use words such as "anticipate," "estimate," "expect," "project," "intend," "plan," "feel," "think," "hear," "guess," "forecast," "believe," and other words and terms of similar meaning in connection with any discussion of future operating, economic, or financial performance. This equally applies to all statements relating to a Topic, economic variable, or company financial situation. ICON Group recommends that the reader follow the advice of Nancy M. Smith, Director of SEC's Office of Investor Education and Assistance, "Never, ever, make an

investment based solely on what you read in an online newsletter or Internet bulletin board, especially if the investment involves a small, thinly-traded company that isn't well known ... Assume that the information about these companies is not trustworthy unless you can prove otherwise through your own independent research." Similar recommendations apply to decisions relating to industry studies, product category studies, corporate strategies discussions, and country evaluations. In the case of ICON Group reports, many factors can affect the actual outcome of the period discussed, including exchange rate volatility, changes in accounting standards, the lack of oversight or comparability in accounting standards, changes in economic conditions, changes in competition, changes in the global economy, changes in source data quality, changes in reported data quality, changes in methodology, and similar factors.

Information Accuracy: Although the statements in this report are derived from or based upon various information sources and/or econometric models that ICON Group believes to be reliable, we do not guarantee their accuracy, reliability, or quality; any such information, or resulting analyses, may be incomplete, rounded, inaccurate, or condensed. All estimates included in this report are subject to change without notice. This report is for informational purposes only and is not intended as a recommendation to invest in a city, country, industry or product area, or an offer or solicitation with respect to the purchase or sale of a security, stock, or financial instrument. This report does not take into account the investment objectives, financial situation, or particular needs of any particular person or legal entity. With respect to any specific Topic that might be discussed in this report, investors should obtain individual financial advice based on their own particular circumstances before making an investment decision on the basis of the information in this report. Investing in either U.S. or non-U.S. securities or markets entails inherent risks. In addition, exchange rate movements may have an effect on the reliability of the estimates provided in this report. ICON Group is not a registered Investment Adviser or a Broker/Dealer.

7.2 ICON GROUP INTERNATIONAL, INC. USER AGREEMENT PROVISIONS

Ownership: User agrees that ICON Group International, Inc. ("ICON Group") and its subsidiaries (ICON Group International, Inc.) retains all rights, title, and interests, including copyright and other proprietary rights, in this report and all material, including but not limited to text, images, and other multimedia data, provided or made available as part of this report ("Report").

Restrictions on Use: User agrees that it will not copy nor license, sell, transfer, make available, or otherwise distribute the Report to any entity or person, except that User may (a) make available to its employees electronic copies of Report, (b) allow its employees to store, manipulate, and reformat Report, and (c) allow its employees to make paper copies of Report, provided that such electronic and paper copies are used solely internally and are not distributed to any third parties. In all cases, the User agrees to fully inform and distribute to other internal users all discussions covering the methodology of this Report and the disclaimers and caveats associated with this Report. User shall use its best efforts to stop any unauthorized copying or distribution immediately after such unauthorized use becomes known. The provisions of this paragraph are for the benefit of ICON Group and its information resellers, each of which shall have the right to enforce its rights hereunder directly and on its own behalf.

No Warranty: The Report is provided on an "AS IS" basis. ICON GROUP DISCLAIMS ANY AND ALL WARRANTIES, INCLUDING BUT NOT LIMITED TO THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE, RELATING TO THIS AGREEMENT, PERFORMANCE UNDER THIS AGREEMENT, AND THE REPORT. ICON Group makes no warranties regarding the completeness, accuracy, or availability of the Report.

Limitation of Liability: In no event shall ICON Group, its employees, or its agent, resellers, and distributors be liable to User or any other person or entity for any direct, indirect, special, exemplary, punitive, or consequential damages, including lost profits, based on breach of warranty, contract, negligence, strict liability, or otherwise, arising from the use of the report or under this Agreement or any performance under this Agreement, whether or not they or it had any knowledge, actual or constructive, that such damages might be incurred.

Indemnification: User shall indemnify and hold harmless ICON Group and its resellers, distributors, and information providers against any claim, damages, loss, liability, or expense arising out of User's use of the Report in any way contrary to this Agreement.

© ICON Group International, Inc., %copyrightyear%. All rights reserved. Any unauthorized use, duplication, or disclosure is prohibited by law and will result in prosecution. Text, graphics, and HTML or other computer code are protected by U.S. and International Copyright Laws, and may not be copied, reprinted, published, translated, hosted, or otherwise distributed by any means without explicit permission. Permission is granted to quote small portions of this report with proper attribution. Media quotations with source attributions are encouraged. Reporters requesting additional information or editorial comments should contact ICON Group via email at orders@icongroupbooks.com.

Sources: This report was prepared from a variety of sources including excerpts from documents and official reports or databases published by the World Bank, the U.S. Department of Commerce, the U.S. State Department, various national agencies, the International Monetary Fund, the Central Intelligence Agency, the United Nations, and ICON Group International, Inc.

END