

2012 Sales Performance and Technology Survey

A report by WorldatWork
and OpenSymmetry
June 2012



research

OpenSymmetry

WorldatWork
The Total Rewards Association



About WorldatWork® – The Total Rewards Association

WorldatWork (www.worldatwork.org) is a not-for-profit organization providing education, conferences and research focused on global human resources issues including compensation, benefits, work-life and integrated total rewards to attract, motivate and retain a talented workforce. Founded in 1955, WorldatWork has nearly 30,000 members in more than 100 countries. Its affiliate organization, WorldatWork Society of Certified Professionals®, is the certifying body for the prestigious Certified Compensation Professional® (CCP®), Certified Benefits Professional® (CBP), Global Remuneration Professional (GRP®), Work-Life Certified Professional™ (WLCP®), Certified Sales Compensation Professional™ (CSCP™), and Certified Executive Compensation Professional™ (CECP™). WorldatWork has offices in Scottsdale, Arizona, and Washington, D.C.

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OpenSymmetry

About OpenSymmetry

OpenSymmetry (www.opensymmetry.com) is the only dedicated Sales Performance Management consulting firm with a global team of experts to address all your compensation needs. Our consultants are on the forefront of understanding the complexities of incentive compensation programs and offer expertise in Plan Design, Solution Selection, Implementation, Managed Services, and Reporting & Analytics, with delivery across the industry's leading solution providers.

Headquartered in Austin, Texas with offices in London, Sydney, Johannesburg and Kuala Lumpur, OpenSymmetry is positioned to provide independent advice on all aspects of Sales Performance Management and Incentive Compensation.

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About The “2012 Sales Performance and Technology Survey”

The survey results provide information on the processes, approaches and technologies used by respondents to design and administer their incentive compensation programs. This year’s survey was sponsored by OpenSymmetry and WorldatWork.

More than 450 participants from a wide variety of industries submitted responses for the “2012 Sales Performance and Technology Survey” between February and April of 2012. Participants were invited to contribute in the “2012 Sales Performance and Technology Survey” through the March *Sales Compensation Focus* e-newsletter released on March 19th. Additionally, survey invitations were sent electronically to 6,830 WorldatWork members and select OpenSymmetry clientele meeting selection criteria. WorldatWork members selected for participation specifically noted sales compensation in their title and/or area of responsibility. The survey was open to all members — domestic, Canadian and foreign — meeting specific criteria.

The final data set was cleaned, resulting in 460 responses.

Design Process

The responsibility of designing and updating compensation plans still lies primarily within the sales and HR functions. A vast majority of companies are formalizing and documenting this annual process.

Program Administration

The administration process is formalized for a large majority of respondents and there is an increasing trend to further formalize, document and centralize these processes. It usually takes more than two weeks from the end of the measurement period to process incentive payments. Only 28% of respondents reported accuracy over 99% and only 54% between 95% and 99%. Respondents who measure the effectiveness of the sales compensation administration process are gauging their effectiveness based on incentive payouts to budget and accuracy rate. As seen in previous surveys, the biggest challenges faced in administering incentive compensation plans is caused by a large number of manual adjustments, a high degree of complexity of the sales compensation program, inflexible tools and data issues.

Technologies Used

Microsoft Excel is still the tool of choice for most companies; 84% of respondents use Excel to support compensation management, 91% use Excel for the annual planning cycle, and 91% use Excel for sales compensation reporting and analytics. 19% of companies use software as a service (SaaS) or hosted technology to calculate or administer incentive compensation. 32% of respondents reported use of custom programs, while 25% reported the use of a third-party sales performance management tool. 36% of respondents reported use of automated workflow for activities such as payroll approval and communication of compensation plans.

Reporting and Analytics

A majority of companies (60%) are providing one to two reports to each plan participant. Reports are usually provided on a monthly or quarterly basis. The challenge in providing timely performance reports is primarily caused by the time to generate reports and data quality issues.

New Technology

More than half of the respondents reported that they had not invested in sales compensation infrastructure in the past 24 months. Of the companies that had made some investment at least one year ago, 45% could not estimate the return on investment. When asked what things they would do differently with their recent sales compensation technology investment, respondents stated a need for greater clarity in requirements, better data quality and additional testing.

Conclusion:

The trend in all areas of incentive compensation, from planning to administration, is to put a greater emphasis on developing formal, repeatable and well-documented processes. Technologies continue to play an increasingly important role in day-to-day activities as solutions mature and become adopted by a larger number of companies. This increasing technology adoption plays a role in increasing payment accuracy, but it is especially useful in providing the salesforce with timely and rich information to truly drive behavior and improve performance.

Section 1: Plan Design Process

Figure 1: “Is there a designated owner (a formally recognized individual or team) of the sales compensation administration process within your organization?” (n=460)

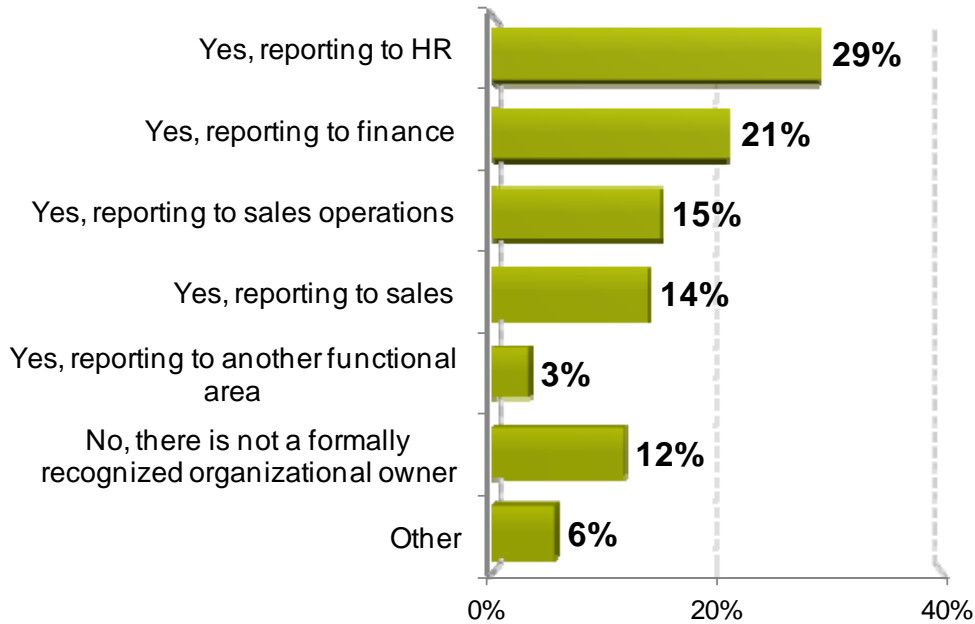


Table 1: “Which of the following best describes the process used to administer your sales compensation plan?” (n=456)

Option	Percentage
It is a formal process with required documentation and approvals	77%
It is an informal process, but is mostly the same each year	14%
The process changes year to year	7%
Other	2%

Section 2: Program Administration

Table 2: “Is the sales compensation administration process documented?” (n=436)

Option	Percentage
Yes, and it is updated regularly (annually or more frequently)	52%
No	22%
Yes, and it is updated infrequently (every couple of years)	18%
Yes, it was documented once but hasn’t been updated since	8%

Figure 2: “Which of the following best describes how sales compensation administration (not design) is managed within your organization?” (n=436)

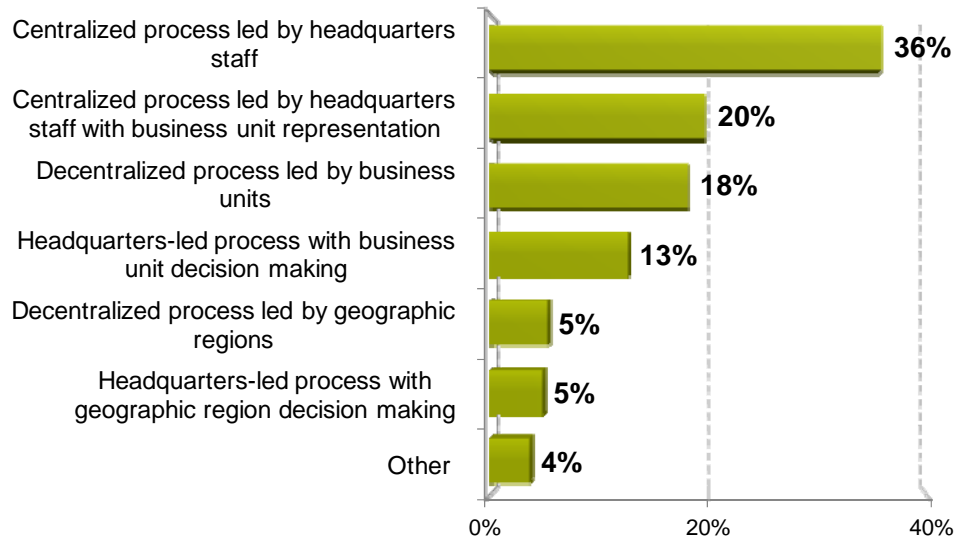


Figure 3: “For the majority of participants in your sales compensation plan, how long does it typically take from the end of the measurement period to process incentive payments?” (n=429)

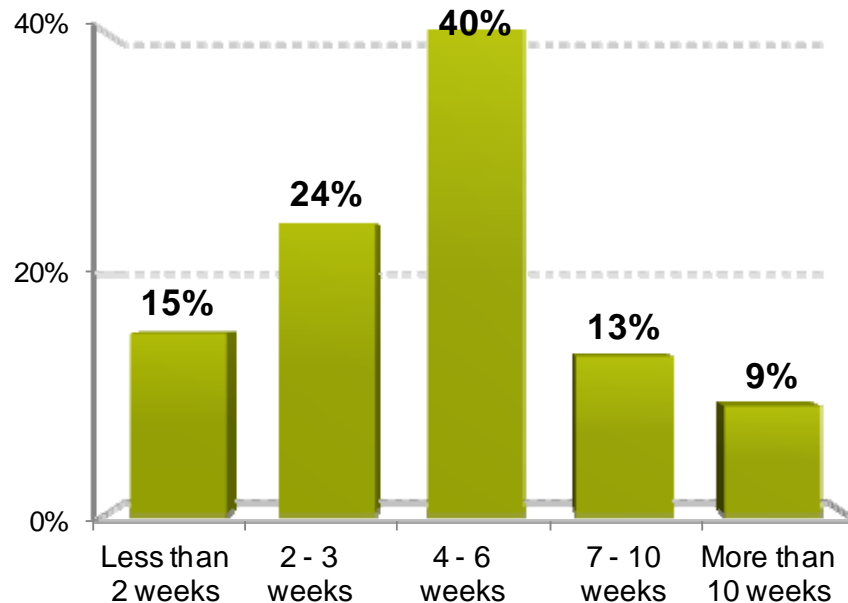


Figure 4: “Which of the following percentages best indicates the accuracy rate of incentive payments (dollars paid) made to your field salespeople each period?” (n=423)

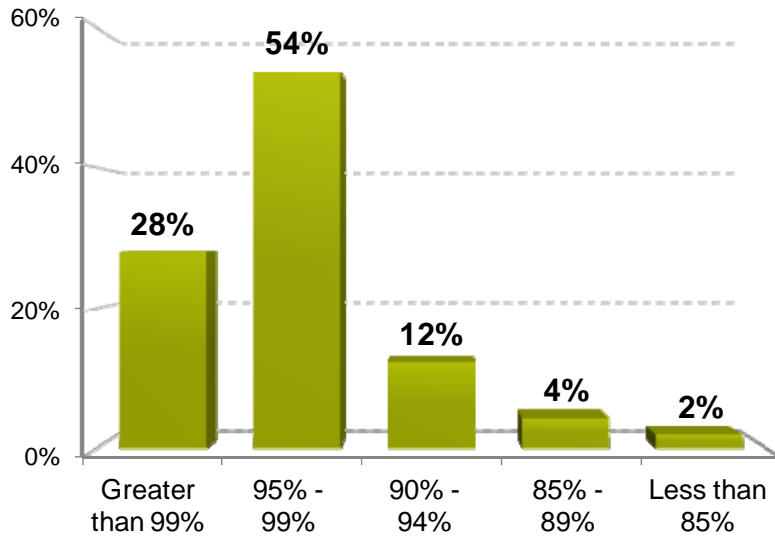


Figure 5: “Does your organization attempt to evaluate the effectiveness of the sales compensation administration process?” (n=426)

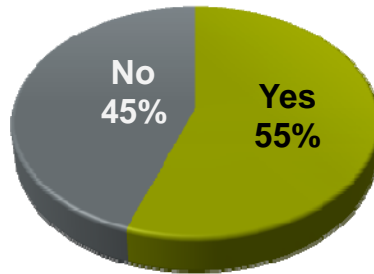


Table 3: “Which of the following are used to evaluate the effectiveness of the sales compensation administration process? (Please select all that apply.)” (n=218)
 (Only participants who answered yes in Figure 5 received this question.)

Option	Percentage
Incentive payouts to budget	61%
Accuracy rate	57%
Time to payout each period	33%
Number of questions from the field	33%
Audit scores	27%
Response time to field requests	18%
Sales time spent on compensation issues	14%
Ratio of total administration cost to sales	11%
Other	8%

Figure 6: “Within your organization, about how many full-time equivalent employees (FTEs) from the business side (e.g., from HR, finance, etc., but excluding IT and sales) are involved in administering the sales compensation program (e.g., data collection, calculation processing, report generation, manual adjustments/reconciliation, answering field questions)?” (n=413)

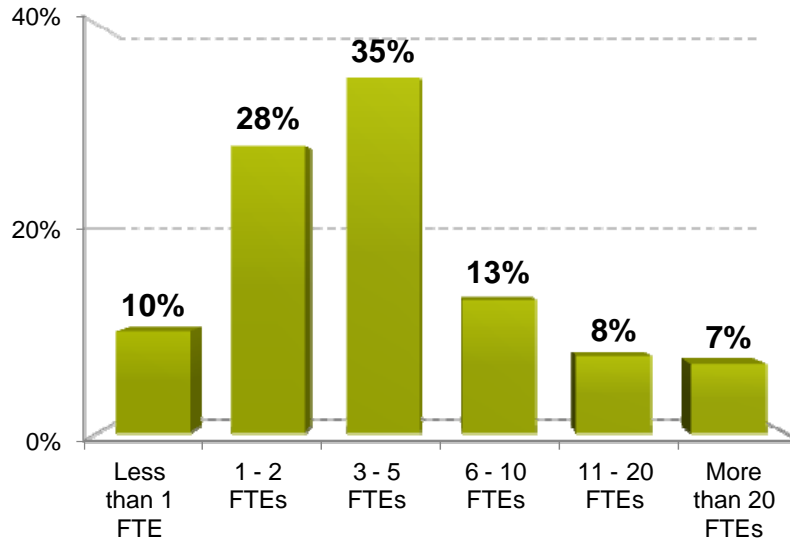


Figure 7: “About how many FTEs from the information technology (IT) function within your organization are involved in administering the sales compensation program (e.g., through data collection, calculation processing, report generation, manual adjustments/reconciliation, answering field questions, etc.)?” (n=402)

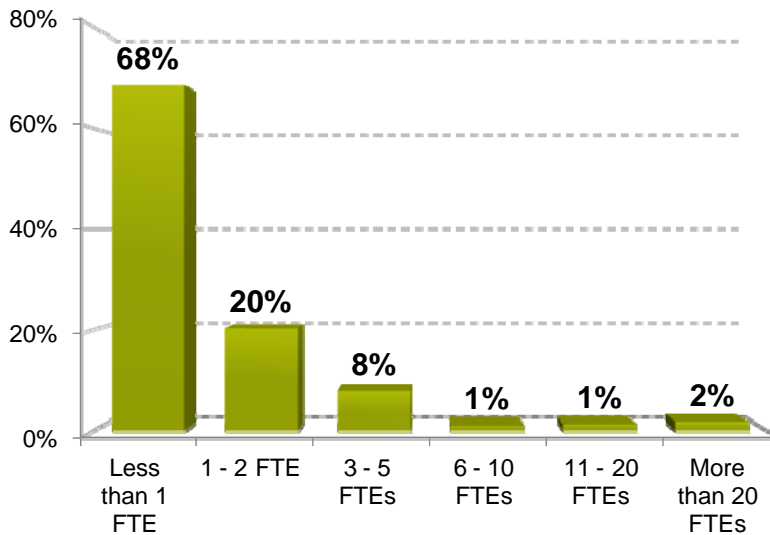
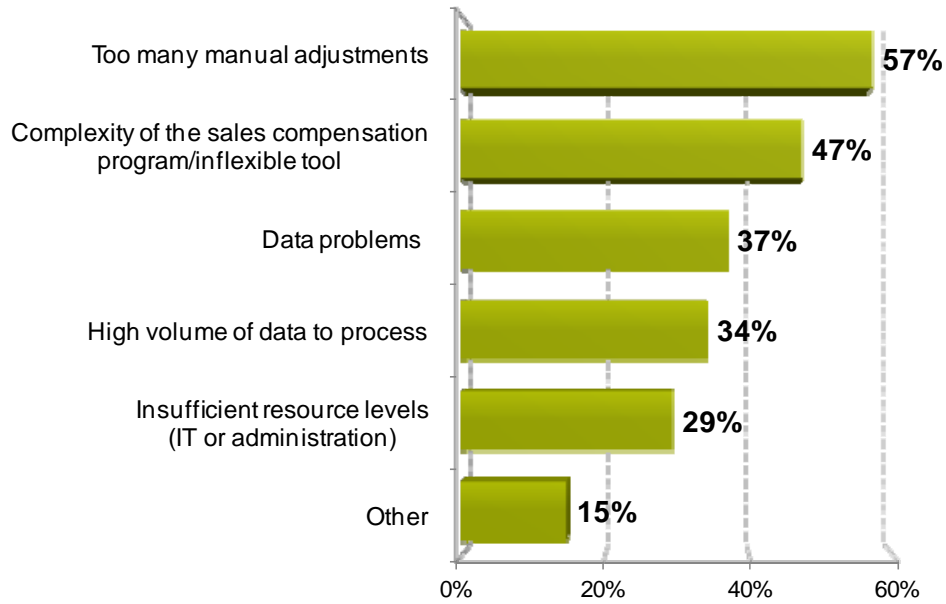


Figure 8: “What are the biggest challenges in sales compensation administration that your organization is facing at this time? (Please select all that apply.)” (n=396)



Section 3: Technologies Used

Table 4: “Which of the following technologies are used in your organization to support sales compensation administration? (Please select all that apply.)” (n=404)

Option	Percentage
Excel	84%
Custom program — client/server environment	25%
Third-party sales performance management (SPM) software, also referred to as EIM or ICM	25%
Access	21%
Custom program — mainframe	17%
Other	6%
We outsource our compensation administration	2%

Figure 9: “Which of the following technologies are used in your organization to support the sales compensation planning cycle (plan design, forecasting, modeling, quota setting and territory alignment)? (Please select all that apply.)” (n=403)

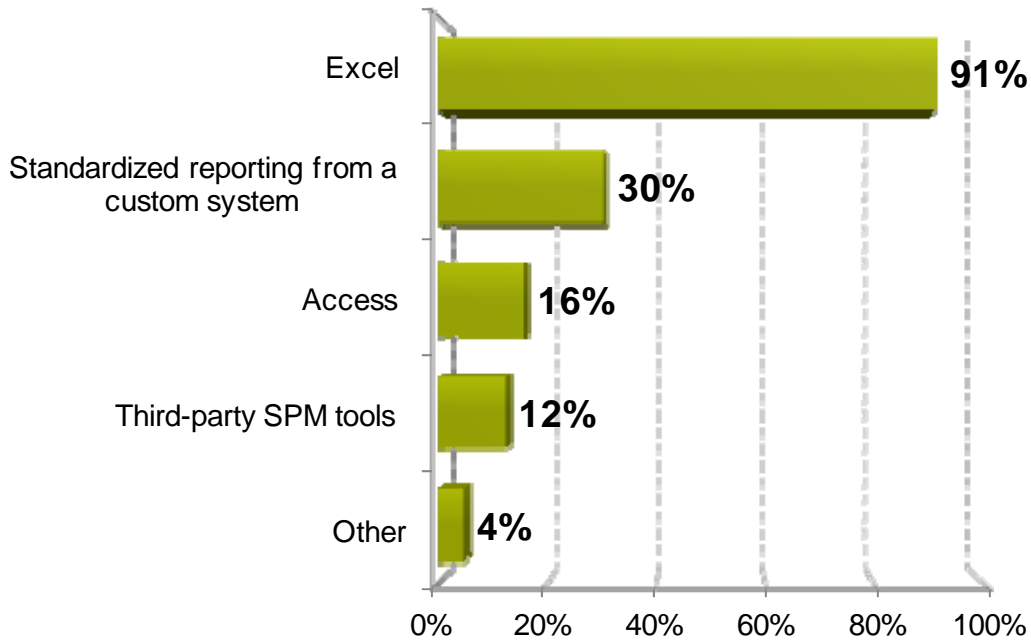


Figure 10: “Which of the following technologies are used in your organization for sales compensation reporting and analytics? (Please select all that apply.)” (n=395)

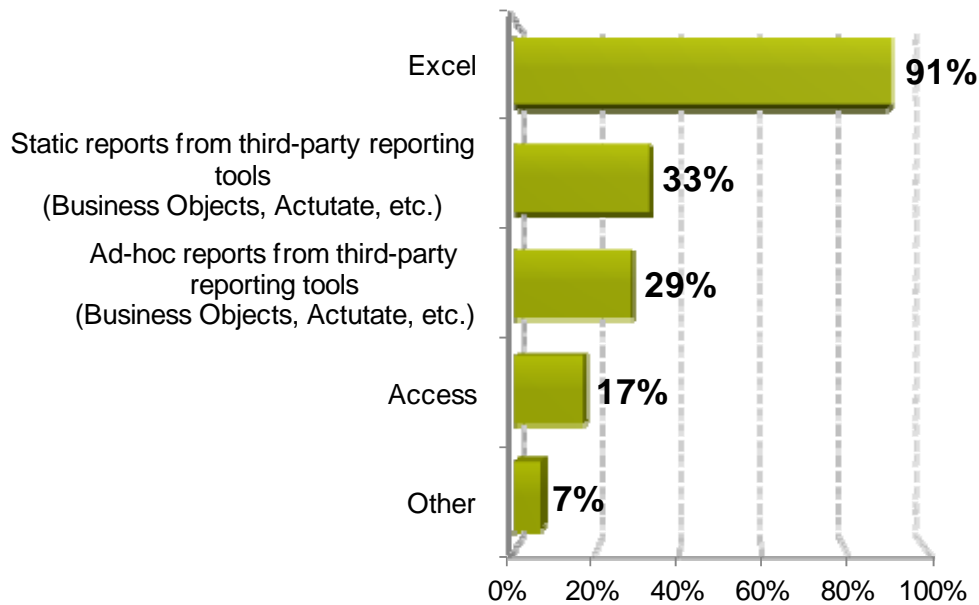
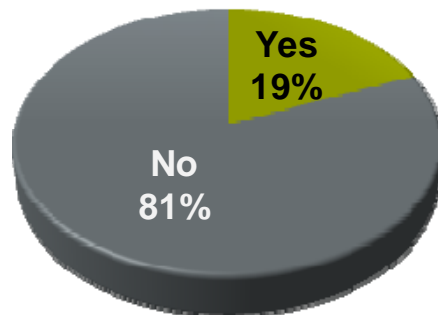


Table 5: “Are you using an automated workflow for any of the following activities? (Please select all that apply.)” (n=167)

Option	Percentage
Payroll approval	44%
Communication of compensation plans	34%
Quota setting	24%
Disputes	20%
Compensation plan design activities	16%
Claims	10%
Other	12%

Figure 11: “Is any of your supporting technology in a hosted, SaaS (software as a service) or cloud environment?” (n=383)



Section 4: Reporting and Analytics

Figure 12: “How many unique sales and performance pay reports do you provide to each plan participant, on average?” (n=380)

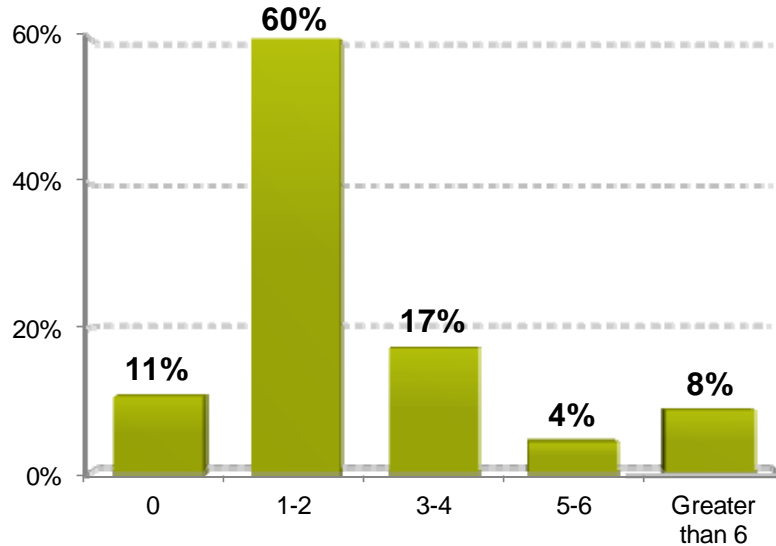


Figure 13: “How frequently do you provide sales and performance pay reports to plan participants?” (n=378)

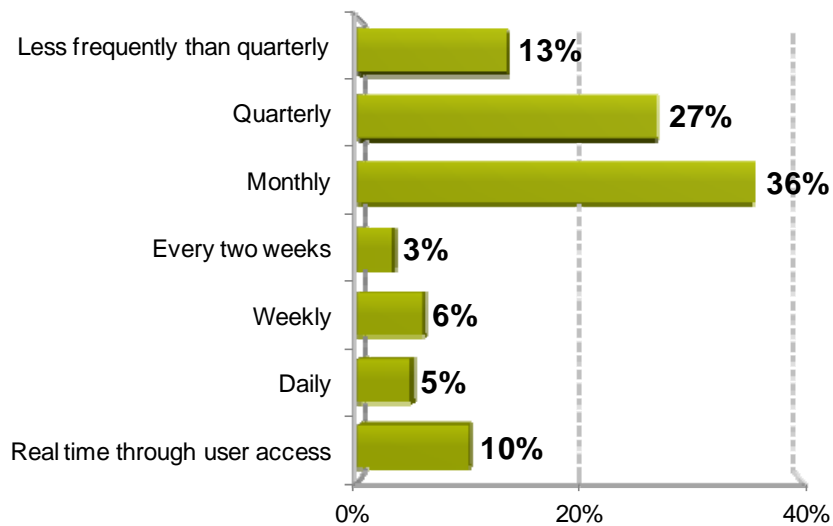


Figure 14: “What is the single biggest challenge for providing sales and performance pay reports to plan participants at this time?” (n=377)

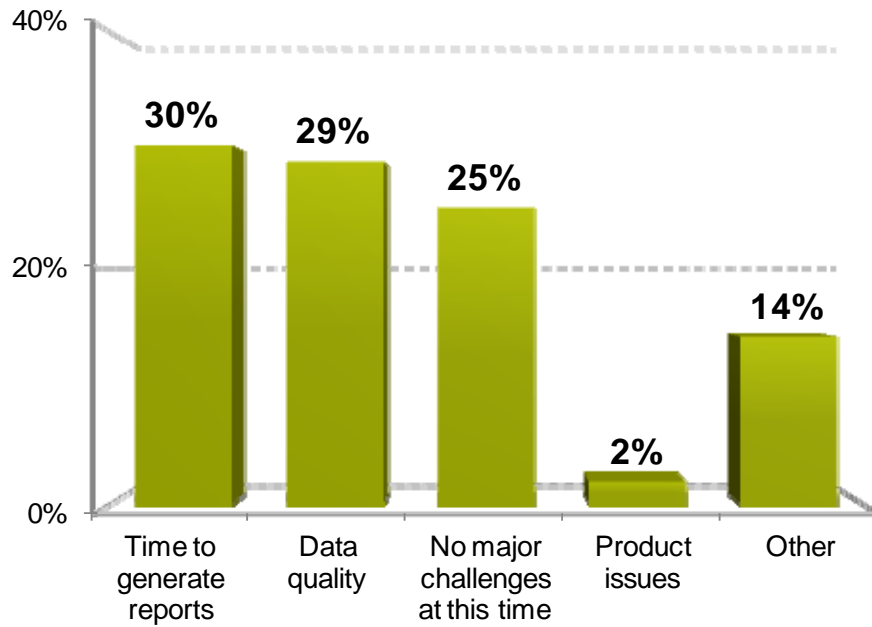
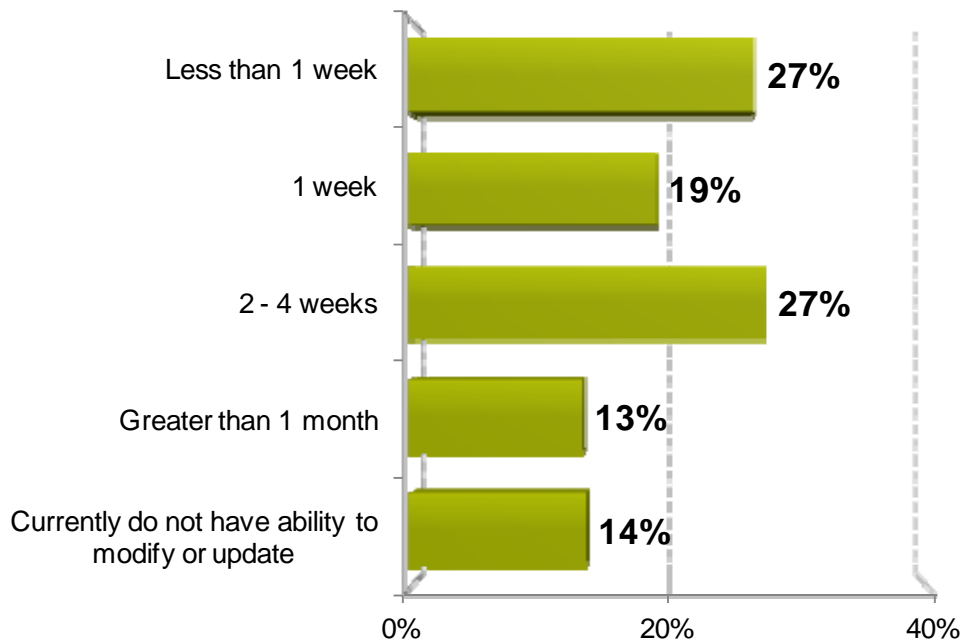


Figure 15: “How long does it typically take to modify existing sales and performance pay reports for your plan participants?” (n=368)



Section 5: New Technology

Table 6: “Has your organization invested in sales compensation infrastructure within the past 24 months?” (n=364)

Option	Percentage
No, but we are currently considering it	45%
Yes, we made enhancements (e.g., new modules/functionality) for our existing solution	15%
No, but we are in the process of building or buying a new solution	11%
Yes, we purchased a new solution	10%
No, but it is in our plan	10%
Yes, we built a new solution internally	4%
Yes, we upgraded to our existing solution	4%

Table 7: “If the investment was made at least one year ago, what would you estimate to be the return on investment (ROI) after one year?” (n=119)

(Only participants who answered yes, in any form, in Table 6 received this question.)

Option	Percentage
Greater than 50%	5%
Between 26% and 50%	6%
Between 11% and 25%	0%
Between 1% and 10%	3%
Broke even	4%
We haven’t broken even but believe we will soon	2%
We haven’t broken even and are not sure whether we will	1%
We haven’t broken even and probably won’t, but we needed to do the project	3%
Can’t estimate the ROI	45%
Not applicable — investment was made less than 1 year ago	32%

Table 8: “For which of the following does your new sales compensation technology investment either meet or exceed your expectations? (Please select top three.)” (n=122)
 (Only participants who answered yes, in any form, in Table 6 received this question.)

Option	Percentage
Improved reporting to the salesforce	46%
Improved reporting to management	40%
Improved administration productivity	37%
Improved payment accuracy	36%
Increased credibility with the salesforce and management	25%
Improved service to the salesforce (to provide a quicker response to inquiries)	25%
Increased auditing capabilities	20%
Eased creation and tracking of adjustments	20%
Reduced “shadow accounting” and decreased amount of time spent by the salesforce on incentive compensation calculation issues	16%
Other	10%

Table 9: “If you had it to do over again, which of the following would you do differently in managing your recent sales compensation technology investment? (Please select top 3.)” (n=122)
 (Only participants who answered yes, in any form, in Table 6 received this question.)

Option	Percentage
Streamline work processes prior to implementation	29%
Spend more time developing and documenting reporting requirements	29%
Spend more time ensuring data feeds are clean and accurate	28%
Allocate more time to get the software installed and configured	25%
Create a more complete definition of business requirements before vendor selection	20%
Conduct more thorough testing prior to moving the system into production	18%
Ensure plan designs are finalized prior to beginning implementation	18%
Provide more staffing during implementation (internal IT and sales operations)	16%
Ensure crediting rules were better documented	14%
Provide additional training to sales compensation analysts	14%
Ensure more involvement of sales management during implementation	13%
Ensure incentive roll-up, roll-over, roll-down data are fully documented prior to implementation	11%
Ensure more involvement of sales compensation analysts during implementation	7%
Ensure more executive involvement during implementation	7%
Research more vendor tools during the vendor selection process	5%
Consult an independent third-party expert to assist during the vendor selection process	2%
Other	7%

Section 6: Respondent Demographics

Figure 16: “Which of the following best indicates your organization’s industry?” (n=117)
 (Only participants who answered yes, in any form, in Table 6 received this question.)

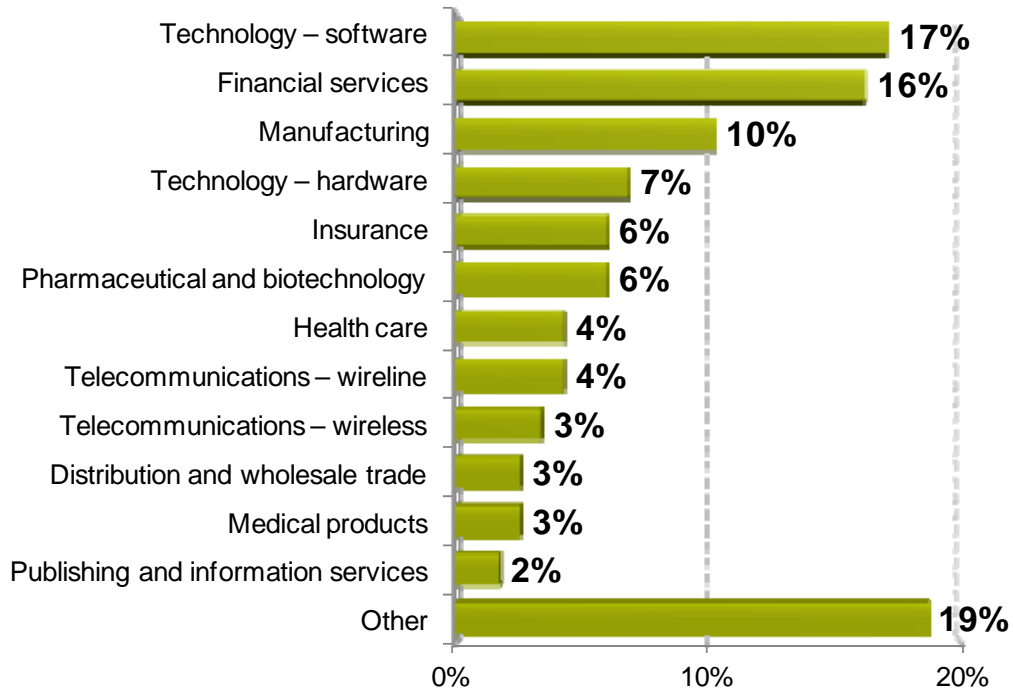


Figure 17: “Which of the following best describes your role in the organization?” (n=117)
 (Only participants who answered yes, in any form, in Table 6 received this question.)

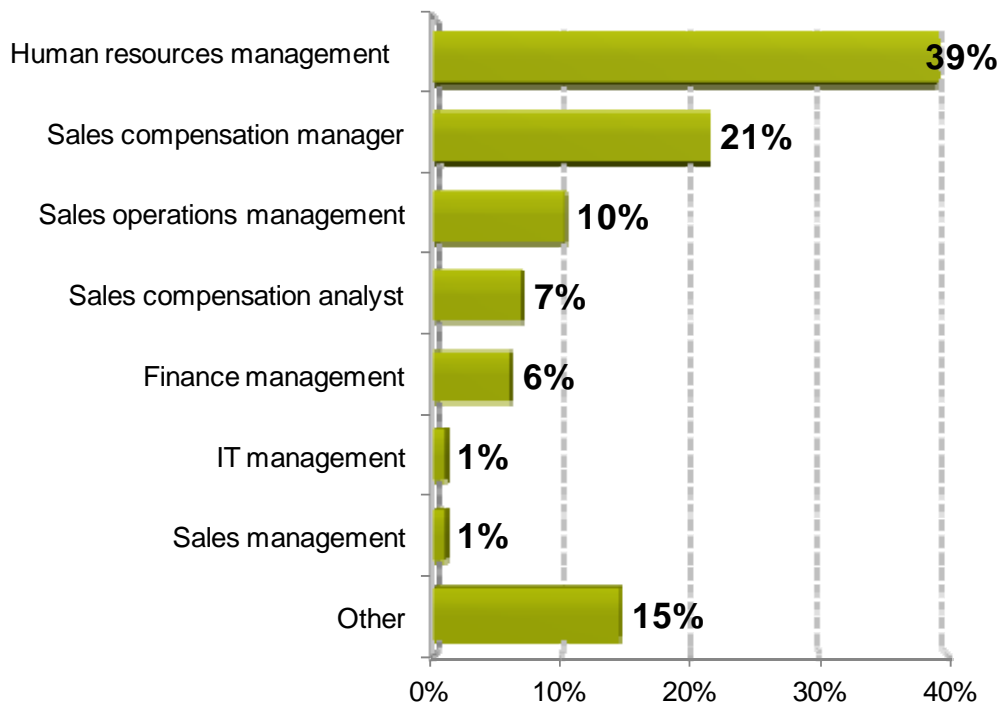


Figure 18: “How many people participate in your organization’s sales compensation program?” (n=360)

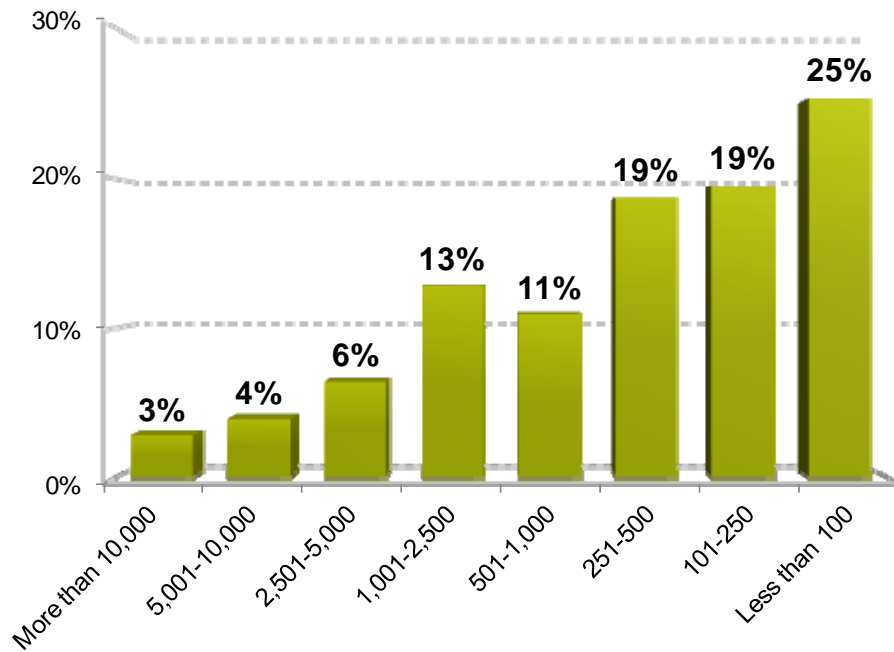


Figure 19: “Does your company pay incentives to indirect channel partners (e.g., agents, brokers, dealers)?” (n=355)

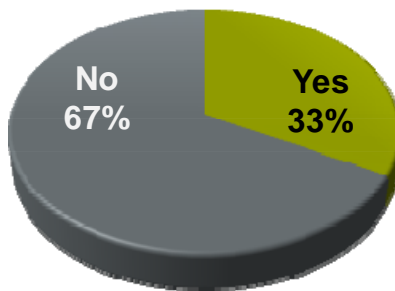


Figure 20: “If yes, how many of your indirect channel partners participate in the program?” (n=111)
 (Participants only received this question if they answered yes in Figure 19.)

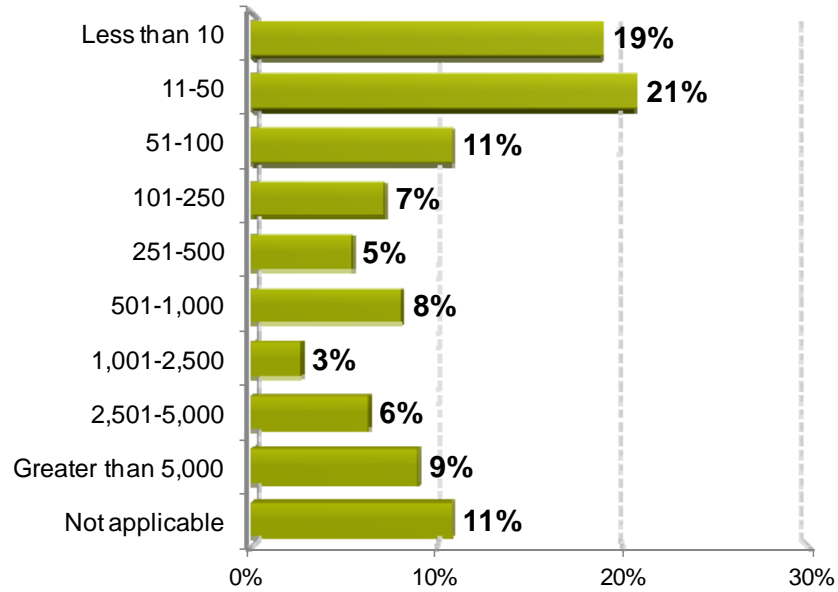


Figure 21: “Which amount best describes what your organization has planned for its 2012 sales compensation budget?” (n=328)

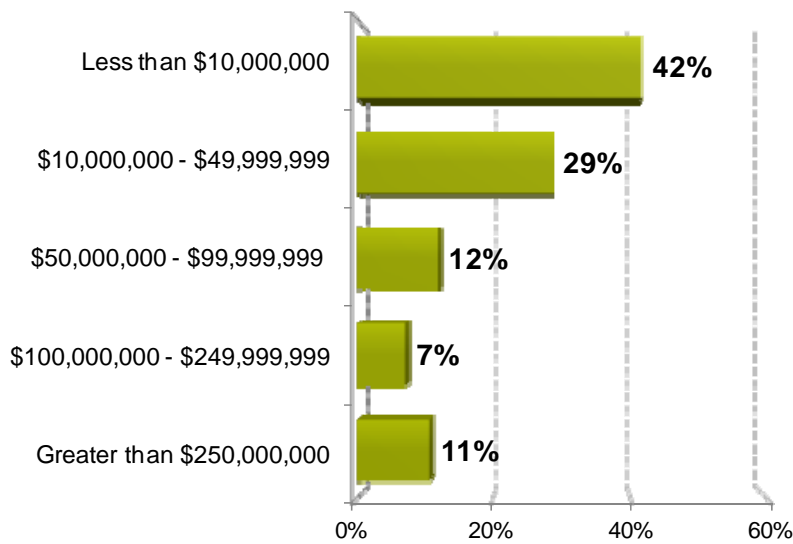


Figure 22: “Which total below best describes your organization’s annual budget (including full-time equivalent employees [FTEs], software costs, etc.) that is dedicated to sales compensation administration?” (n=329)

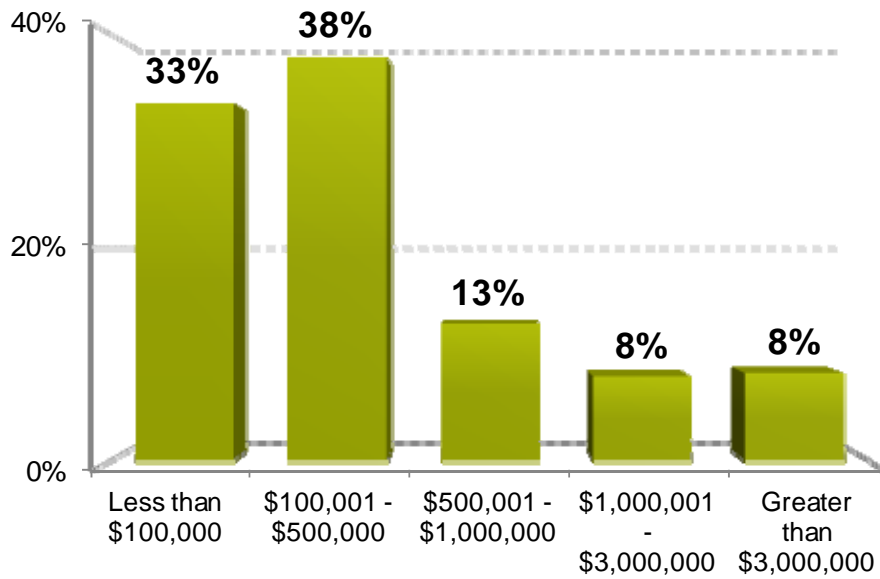


Table 10: “Please choose the total number of employees your organization employs worldwide:” (n=357)

Option	Percentage
Less than 100 employees	3%
100 to 499	7%
500 to 999	7%
1,000 to 2,499	16%
2,500 to 4,999	17%
5,000 to 9,999	13%
10,000 to 19,999	13%
20,000 to 39,999	9%
40,000 to 99,999	9%
100,000 or more	6%

Table 11: “Please choose one category that best describes the industry in which your organization operates:” (n=359)

Option	Percentage
Finance & Insurance	19%
All Other Manufacturing	13%
Information (includes Publishing, IT Technologies, etc.)	7%
Healthcare & Social Assistance	7%
Computer and Electronic Manufacturing	6%
Pharmaceuticals	5%
Consulting, Professional, Scientific & Technical Services	5%
Retail Trade	4%
Wholesale Trade	3%
Utilities, Oil & Gas	2%
Other Services (except Public Administration)	2%
Transportation	2%
Agriculture, Forestry, Fishing & Hunting	1%
Construction	1%
Accommodations & Food Services	1%
Warehousing and Storage	1%
Real Estate & Rental & Leasing	1%
Educational Services	1%
Other	19%

Table 12: “Your organization is:” (n=360)

Option	Percentage
Private sector – publicly traded	50%
Private sector – privately held	34%
Public sector (local, state, federal government)	10%
Nonprofit/Not-for-profit (educational organizations, charitable organizations, etc.)	6%

Table 13: “What is the approximate annual voluntary turnover for employees?” (n=339)

Option	Percentage
0-5%	28%
6-10%	35%
11-15%	20%
16-20%	11%
21-26%	3%
27-40%	2%
41% or more	1%

Figure 23: Comparing organizations that evaluate and do not evaluate; how long does it take typically, from the end of the measurement period, to process incentive payments? (n=423)

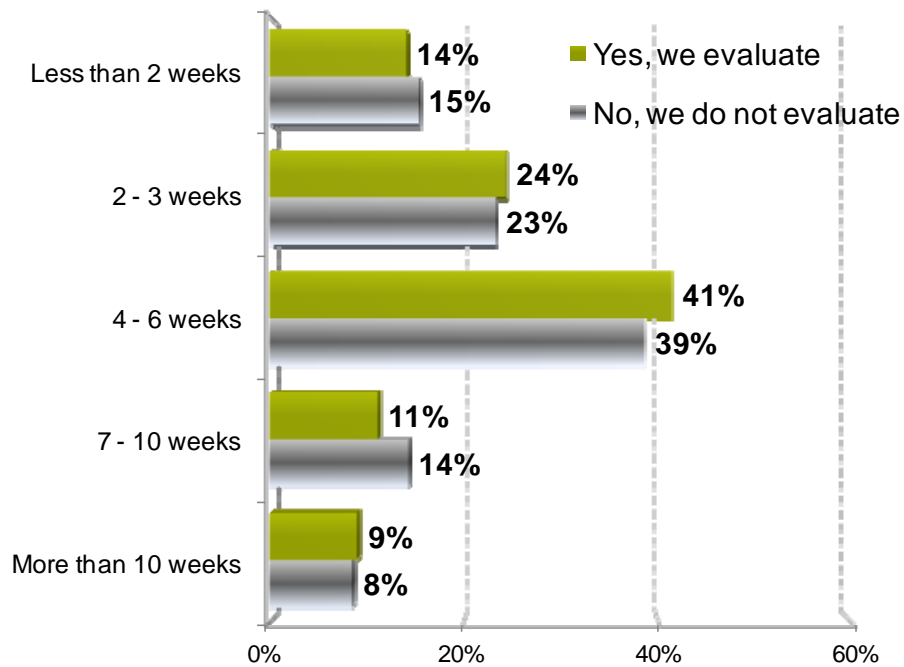


Figure 24: Comparing organizations that evaluate and do not evaluate; which of the following percentages best indicates the accuracy rate of incentive payments (dollars paid) made to your field salespeople each period?" (n=420)

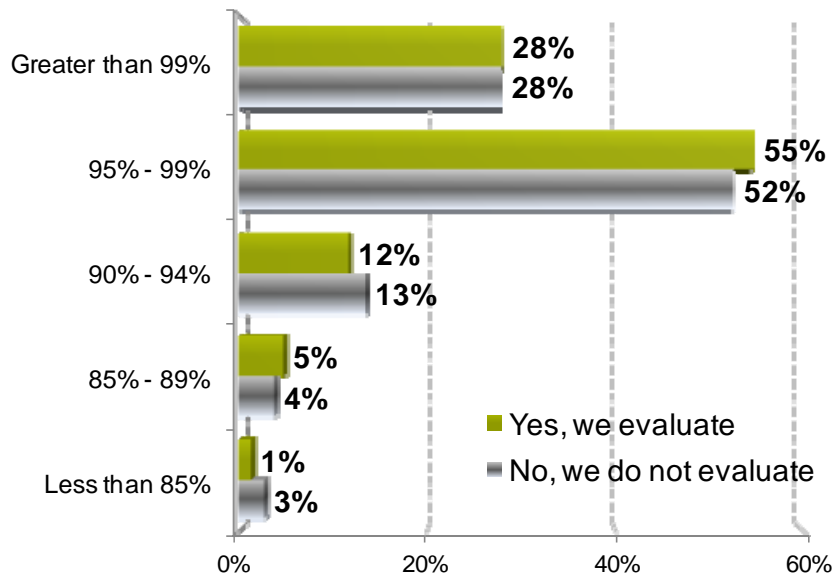
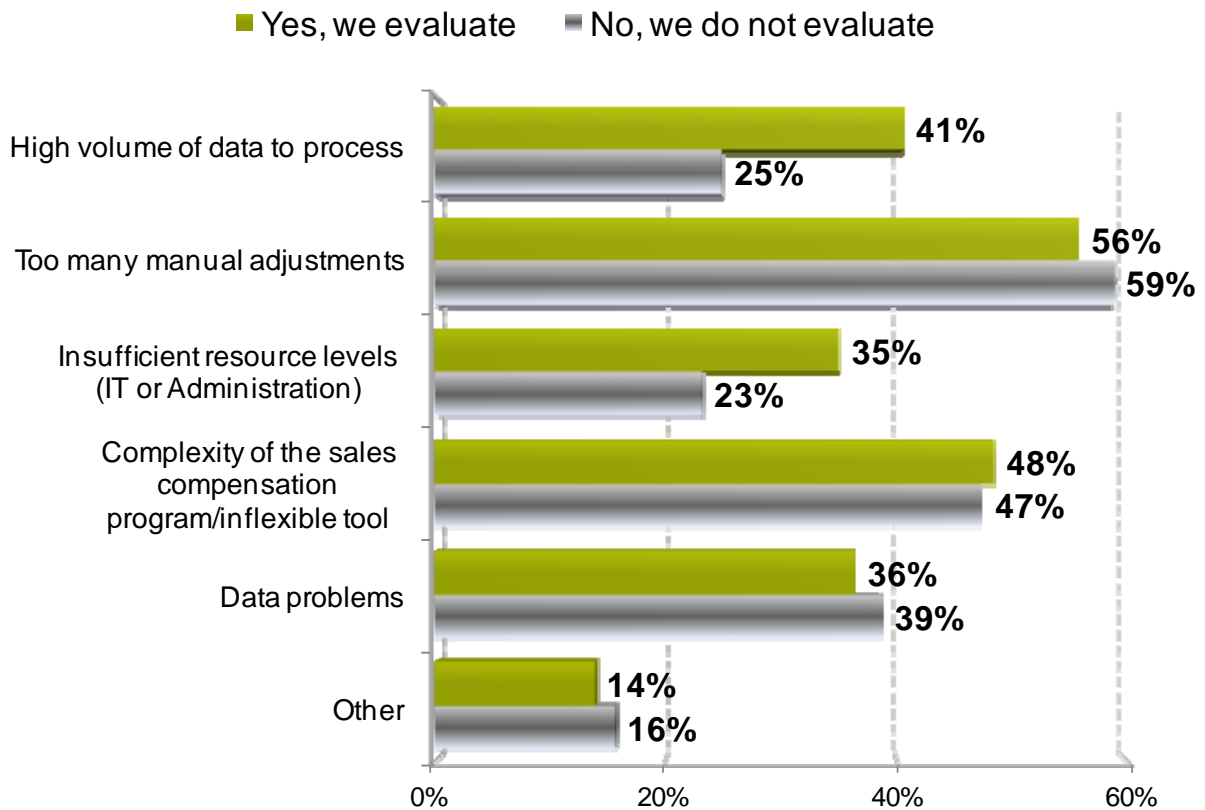


Figure 25: Comparing organizations that evaluate and do not evaluate; what are the biggest challenges in sales compensation administration that your organization is facing at this time? (n=390)



Participating Organizations

Many thanks to our participants, who represented the following companies:

3M Korea Ltd.	Bridgestone Europe SA	Dealer.com
AAA Arizona	Broadcom	Del Monte Foods
AAA Mid-Atlantic	Brown Shoe Co.	Deloitte Services LP
AB Sciex	Buckman Laboratories International	Deltek Inc.
Abu Dhabi Commercial Bank	Business Consulting Services	Deluxe Corp.
Accenture	CAA South Central Ontario	Diebold Inc.
ACI Worldwide	Cabot Microelectronics Corp.	Digi International
Adecco	Calamos Investments	Directv Puerto Rico Ltd.
Adobe Systems Inc.	Cambria Health Solutions	Disney Compensation & Benefits
ADP - Automatic Data Processing	Canadian Western Bank	Dow Jones
AGCO International	Carl Zeiss Vision	DynCorp International
Aggreko UK Ltd.	CarMax	E&J Gallo Winery
Agilent Technologies	Carpenter Technology Corp.	Early Warning Services
Air Products & Chemicals	Cash America International	Eaton Corp.
Alfa Laval Inc.	Cegedim	Eaton Vance Investment Managers
Allianz Life Insurance Co.	Celestica	Edward Don & Co.
Allstate Insurance Co.	Central 1 Credit Union	Electronics for Imaging
Altria Client Services	Central Valley Community Bank	Element14
American Public Media Group	Centro	Eli Lilly & Co.
AMN Healthcare Inc.	CenturyLink Inc.	Emblem Health
Ansys Inc.	Ceridian Canada Ltd.	EMC
APL China Ltd.	Choice Hotels International	Emulex
Applied Materials	CIBC Mellon	Endo Pharmaceuticals
ASG	Cisco Systems	Environmental Dynamics International
ASML	Citi	Euler Hermes ACI
Associated Banc-Corp.	Citigroup	Evraz
AT&T	Clariant International Ltd.	Executive Networks
Aurora Algae Inc.	Coca-Cola Enterprises	EZCORP
AvalonBay Communities Inc	Columbus McKinnon Corp.	F&M Bank
Avaya GmbH & Co.KG	CommScope Inc.	F.N.B. Corp.
Avon Cosmetics	Communispace Corp.	Fabcon
Axiom Consulting Partners	ComScore Inc.	Federated Investors Inc.
B.A. Robinson Co. Ltd.	Continental Automotive Systems	FedEx SupplyChain
Bacardi Martini USA Inc.	CO-OP Financial Services	Fender Musical Instruments Corp.
Bacardi USA Inc	Corizon	Ferrellgas Inc.
Banco De Credito BCP	Coventry Health Care	First Calgary Financial
Bank of New York Mellon	CSA Group	First Canadian Title
Bayer	CSG Systems	First Merit Bank
BD	Culpepper & Associates Inc.	First West Credit Union
Blue Cross Blue Shield of Nebraska	Cymer	FirstEnergy Corp.
BlueLinx Corp.	Daiichi Sankyo Inc.	Flagstar Bank
Bose Corp.	Danaher	Flint Energy Services Ltd.
Bracco Diagnostics	Daniel Swarovski Corp.	Fox Networks Group
Bridgepoint Education	DCI Marketing	FP International

Freescale Semiconductor	Irdeto	National Bank Financial Group
G&K Services	ISG	National Football League
Galderma Laboratories LP	ISP — International Specialty Products	Nationwide Insurance
GE — General Electric Healthcare	Itron Inc.	Nature's Bounty
GE Energy	J. Crew Group Inc.	Navistar Inc.
Genworth Financial	Jarden Consumer Solutions	Navy Exchange Service Command (NEXCOM)
Gilbert & Associates	JB Hunt Transport Inc.	NEC
Golden Living	Johnson Controls Inc.	Nestle USA Inc.
Goodman Manufacturing Co. LP	Kelly Services Inc.	New England Naturals
Graftech International	Kia Motors America	New York Community Bancorp Inc.
Granite Construction	L-3 GCS	New York Life Insurance Co.
Grant Thornton	Leica Geosystems Technologies Pte Ltd	New York Presbyterian Hospital
Great-West	Lennar Corp.	Newell Rubbermaid
Greatland Corp.	Lifetouch	Nike Inc.
GreenStone Farm Credit	Link Engineering	NMC
GTSI	Livingston International Inc.	Nokia
Gulf Coast Regional Blood Center	L'Oreal Singapore Pte Ltd.	NorthShore University HealthSystem
Hagemeyer NA	L'Oreal USA Inc.	NVIDIA Corp.
Harborstone Credit Union	LoanDepot	Omron Electronics Inc.
Harley-Davidson Motor Co.	LPL Financial	Oppenheimer Funds
Harris Bank	LSI Corp	Optimer Pharmaceuticals
Harris RF Communications	Malt-O-Meal Co.	Orchard Supply Hardware
Hawaii USA Federal Credit Union	Manitowoc Corp.	Organizacion Becoblohm
Hay Group	Manulife Financial	Otsuka
Health New England	Mattel Inc.	Oxford University Press
Healthways	Maxum Petroleum	Panduit
Heidelberg USA Inc.	McCain Foods Canada	Paxar Bangladesh Ltd.
Helzberg Diamonds	McGraw-Hill	PDI Ninth House
Hess Corp.	McKesson Medical Surgical	Penske Truck Leasing
Highmark Inc.	McKesson Specialty Health	Perdue Farms Inc.
Hormel Foods Corp.	MECU	Pfizer International LLC
HR Essentials	Medicis	Philips Electronics North America Corp.
HSBC	Mediware Information Systems	Philips Healthcare
Human Resources Strategies	Medpace	Pier 1 Imports Inc.
Hutchinson Technology Inc.	Memphis Light Gas & Water	Piramal Healthcare
Hyatt Corp.	Mercer	PNC Financial Services Group
IAG	Meritage Homes Corp.	PODS
ICBC	MetLife Insurance Ltd.	Priority Health
Iconixx Software	Metrohm USA Inc.	ProQuest Co.
IMS Health	Micro Motion Inc.	ProvisHR
Independent Consultant	Microsoft Corp.	Prudential
Infastech	MillerCoors	PSC
InfoSpace Inc.	Mine Safety Appliances Co.	QBE
Inland Imaging Associates PS	MoneyGram International	QLogic Corp.
InterContinental Hotels Group	Morton Salt Inc.	Quality Bicycle Products
Intermatic	Motorola Solutions	Randstad US
International Game Technology	MSC Industrial Supply Co.	Reebok CCM
Interxion HQ	MSC Software	Republic Services Inc.

Revera Inc.	STMicroelectronics	United Service Organizations Inc.
Ritchie Brothers Auctioneers	Sunovion Pharmaceuticals Inc.	UnitedHealth Group
Roundy's Supermarkets Inc.	Syngenta Crop Protection AG	Unitymedia GmbH
Royal Bank of Scotland	Syniverse Technologies	Univar
Royal Caribbean Cruises Ltd.	Synopsys Inc.	Uponor North America Inc.
RSC Advisory Group	Taylor Corp.	Vanderbilt University — Compensation
Sabre Holdings Corp.	TD Ameritrade	Verisight
Safety-Kleen Systems Inc.	TE Connectivity	Verizon Communications
Samsung Electronics Canada	Tectura Corp.	Vestas Americas
Sandy Spring Bank	Tellabs Inc.	Vision-Ease Lens
SAP AG	TELUS	VMware
SaskTel	Tenet Healthcare	Walt Disney Imagineering
Schawk Inc.	The Cygnal Group	Walt Disney World Co.
Schneider Electric	The E.W. Scripps Co.	Washington Employers
Scholastic Book Fairs	The Finish Line	Waterville Valley Resort Inc.
Sealy Inc.	The Hertz Corp.	Weatherford Canada Partnership
Service Corporation International (SCI)	The Nielsen Co.	Webster Bank
Shred-It	The Swatch Group	Welch Allyn
Shurtape Technologies LLC	The Vanguard Group	Wells Fargo
Siemens Corp.	The Whitney Smith Company Inc.	Wescam Inc.
Sika China Ltd.	Title Resource Group	WestJet Airlines
SimplexGrinnell	TMX Group Inc.	Wind River Systems
Skoda Minotti & Co.	Toshiba America Business Solutions Inc	Wireless Advocates
Smith & Nephew Wound Management	Trans Union	Workforce Experts
Snap-On Inc.	TransAlta Corp.	Worthington Industries
Solae Co.	Trend Micro	Wyndham Worldwide
Sonepar USA	Trina Solar Ltd.	Xerox Canada
Sonic Automotive Inc.	TSYS	Yamaha Motor Canada Ltd.
Sony Electronics Inc.	UMass Memorial Medical Center	ZS Associates
Springleaf Financial Services	Underwriters Laboratories Inc.	Zurich Financial Services
Steelcase Inc.	Unilever	
Stewart & Stevenson	Unisys Corp.	
	United Natural Foods Inc.	