



**Wireless Mobile
International Search**
Specialist • Professional • Connected

A Salary & Employment Guide for Sales Professionals, Western Europe & The Nordics

October 2020

"Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it."

Steve Jobs

Welcome to the Wireless Mobile International Search Salary & Employment Guide

Who We Are

Wireless Mobile International Search is a specialist executive search company, established in 2005.

We have built a solid reputation for providing a highly professional service and being well connected with excellent candidates within our niche of wireless and mobile networks and connected devices, working with clients that deliver 5G and 4G/LTE solutions, services and applications in operator, enterprise, government and mission critical networks, taking into account AI networks, SDN/NFV, security and other innovations that improve QoS, QoE and connectivity.

Based in the UK, we work with leading clients and excellent candidates in mobile telecoms and wireless communications that are converging around IP networks, in order to deliver broadband solutions. We recruit highly talented individuals across EMEA, APAC, LATAM and North America, who can make a real difference and add significant value to organisations in our niche, **headhunting talent from VP level to middle management level**. Typically, we recruit:

- Sales
- Business Development
- Technical Sales
- Marketing
- Product Management
- Project Management Roles



Graham Quinn
Managing Director

Salary & Employment Guide

As the normal demand for staffing in our clients dictates, the Salary & Employment Guide we initiated focuses on sales professionals only, as the nature of their remuneration, relative to other professionals is distinctly different, with usually a very high proportion of their package based on sales achievement against target. We have therefore based our findings primarily on their On Target Earnings, or OTE, being defined as both their fixed and variable salary. We later take a look at base and variable parts of the salary and other elements that make up remuneration.

Over the last year or two, clients have asked us to work on positions in Western Europe and the Nordics more frequently than in other regions, so we decided that this would be a good place to start. As part of the Salary & Employment Survey, we wanted to help identify what:

- **The main motivators are for candidates to change jobs**
- **Inspirations for their next role**
- **An indication of the current salary and benefits that candidates currently receive**
- **What they are ideally looking for in their next career move**

For this survey, we engaged with over 190 candidates, and we would like to thank all those that took part and made this survey possible.

As we recruit at a senior level, dealing with professionals working in specialist roles, it is not always easy for clients to gauge the salaries and benefits across different positions and regions, especially if they haven't recruited a similar position recently.

Similarly, candidates are often not aware of the market place as they may not have considered a move in the last 5-10 years. We, therefore, decided to create our own Employment Survey, which we will do annually, to help bring confidence to candidates and clients by gaining better market insights.

From our experience, there are also sectors within our niche that command higher salaries, which are very often a function of supply and demand, as well as the technology involved. For example, there is a shortage of people in the fast-growing security sector, so the salaries are relatively higher, compared to, for example, people working for companies producing hardware that can be copied easily by fast followers, often from China. These companies cannot offer the same high salaries, as there is constant downward pressure on prices. We will try to investigate these differences in more detail in future surveys, although the sample will have to be carefully constructed and it is outside of the scope of this first survey.

We will also be publishing articles on the latest industry developments and if you would like to sign up to our Thought Leadership Insights newsletter please click [here](#).

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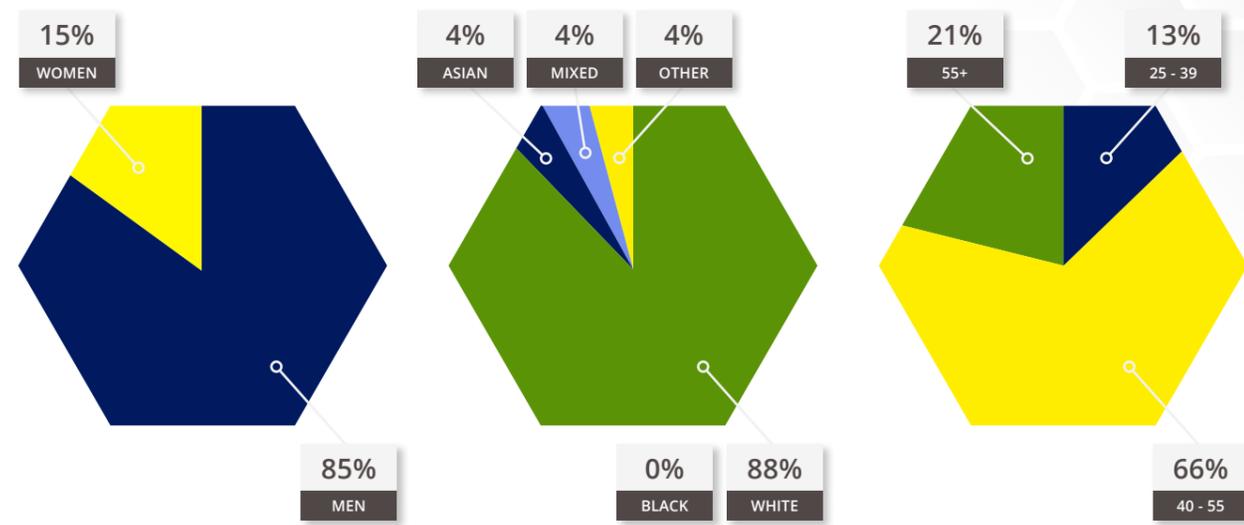
Executive Summary

This report has revealed some very interesting findings at a time that has of course affected us all and COVID-19 may well have had a bearing on some of the results, so we will be making this an annual survey to compare and contrast and identify trends in the region.

- The industry is made up of predominately white male sales professionals, although there are signs that this is changing and more women are gaining employment, especially with vendors.
- Women have shown that once they get through the account management stage, their earnings are on par, or in some cases higher than their male counterparts.
- With more women proving they are capable of performing well in sales, the industry should be looking at ways of recruiting more, especially in areas where there are skills shortages, providing they have the necessary skills, or companies are prepared to invest in training and development.
- Similarly, ethnic groups do not appear to be well represented and companies may well be missing out on this talent pool.
- The average Western European & Nordics sales professional has a OTE of 143k euros with a base to variable split of 66% to 34% and most have an uncapped salary.
- The UK has the highest average OTE, compared to other Western European & Nordic markets and is 8% above the European & Nordics average. However, women don't fare well in terms of OTE at account management level.
- Salary, as you would expect rises with direct reports and seniority and on average, sales professionals who have direct reports earn 36% more.
- There appears to be no significant difference in OTE salary, based on highest qualifications achieved, unless you have a doctorate/PhD. You would expect salary to rise, with qualifications typically giving you access to higher paid jobs, although the evidence is this does not apply in sales. This can perhaps be explained by the fact that successful sales people have excellent 'soft skills' and are good communicators who are able to develop good long term relationships and trust and this does not necessarily go hand in hand with high qualifications.
- There is a substantial talent pool in this industry, as 61% of respondents are ready to move jobs between now and the next 6 months, with the majority willing to move to a range of different companies in search of a better salary and career progression.
- The 61% of respondents that are ready to move jobs between now and the next 6 months highlighted the top 3 things they are looking for is a higher salary, a better boss and realistic sales targets.
- Sales professionals highlighted share options as being the most sought after single benefit they could have over and above the basic benefits of holiday, pension and private healthcare. The only exception to this was women, who would prefer to have more holiday.
- The key 'must haves' sales professionals are looking for when changing jobs is more money, internal career development (if it is possible), realistic targets and job stability. If their current employer can't satisfy them in terms of career aspirations and salary, 61% are prepared to move.
- Around 40% of Sales Directors and VP Sales have not received a pay rise in the last year and this is an important factor, not just for senior sales people, but for everyone, when considering a change of job.
- More women (29%) and sales professionals in the 25-39 year age group (38%) thought they were paid below the average salary.
- By country, only sales professionals in Germany and Benelux didn't feature a higher salary the top 'must have' in their next jobs. In Germany, having realistic sales targets polled highest and in Benelux, it was the opportunity to develop career internally.
- The highest ranked elements in people's current job were Salary, Fair and agreed targets and relationship with line manager were the highest ranked in importance across all seniorities.
- Business travel tends to increase with age and seniority- VP Sales and Sales Directors have the highest proportion that travel 50% or more of their time. Sales Directors are the most well-travelled, as they are also the highest category in terms of those traveling 25-50% of their time. Women travel less than men.
- Business travel ranked highly amongst men in senior positions and this is something which is enjoyed in their current job, giving rise to opportunities to meet people from different cultures and to develop strong business relationships.
- The future of the industry is relatively healthy and in general the IT and telecoms sectors have fared well during the global pandemic, with more people requiring better IT, broadband and business applications to perform their tasks. Sales people in general are probably in a good position, as many have already adjusted to working from home many years ago.
- It's a very exciting time to be working in the wireless communications and mobile telecoms industry, which is set to unleash the power of 5G, that will have a significant impact on employment and the way many of us we live, with perhaps many jobs in different industry sectors disappearing. For example, driverless cars and lorries will impact jobs in the transportation sector, as will the advent of AI, 3D printing, robotics and IoT. However, new jobs will be created and that is likely to bode well for the innovators in the wireless communications and mobile telecoms sector, who will need to identify new pools of talent, or develop the new skill sets to enable Sales Managers to further propel growth and business development.

Sample Structure

Background of Respondants: Western European and Nordics Market



Source: Wireless Mobile International Search Survey Results, August 2020

Distribution of Participants



Market Overview

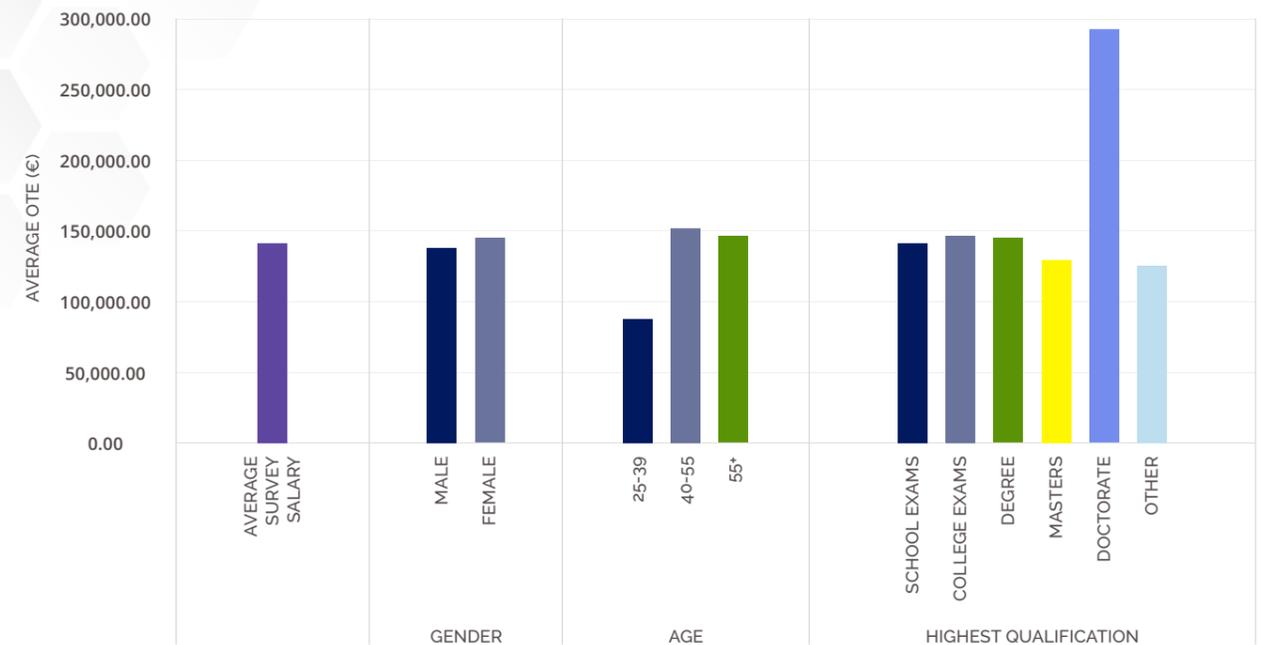


Figure 1a: OTE Analysis Relative to Average OTE

Key Findings



The average sales professional based in Western Europe & The Nordics has an On Target Earnings (OTE) salary of €143,015 and a 66% fixed salary structure. This figure has been calculated by taking an average of all participants OTE salary and is referred to throughout the report as 'the average Western European'.

Gender:

Women in our survey earned 3% more than the average Western European man and also 2% more than the average participant in the survey. This is an encouraging sign, although the sample size was much smaller for women and therefore, less reliable than the male sample.

Age:

As can be seen from Figure 1a, salary increases with age and then drops slightly lower when aged 55 and above, forming a 'bell shaped' or inverted 'U' shape relationship.

Millennials earn the lowest average earnings, €91,584 - 36% lower than the average survey participant. This is likely to be linked to years of experienced and thus seniority.

There is a large jump in average OTE from 25-39 year olds and 40-55 year olds, with 40-55 year olds earning 64% (€150,531) more on average and the

highest out of the three age sub-groups. This is when people are peaking in their sales career.

Highest Qualification:

Having a doctorate as a highest qualification dramatically increased average earnings, however, no other qualification types had as strong of an impact or relationship with average OTE.

Surprisingly, those with a masters as their highest qualification had the second lowest average OTE (after "other" qualifications) and had an average OTE 4% lower than the average European and 4% lower than participants that had school exams as their highest qualification.

The second highest earning group was those with college exams as their highest qualification, however, the majority of these participants had 15+ years' experience.

Seniority and Commission Structure: OTEs

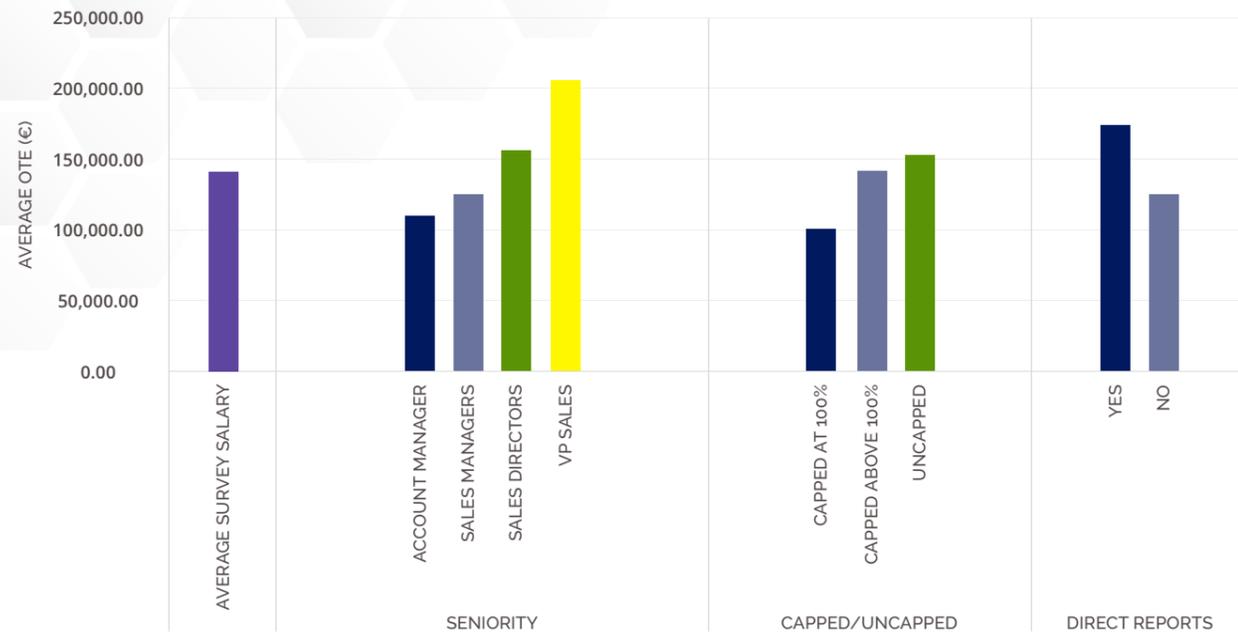


Figure 1b: OTE Analysis Relative to Average OTE

Key Findings

- As expected, average OTE increases with seniority (see Figure 1b), although it is surprising that only Sales Directors and VP Sales are earning above the average Western European.
- It is interesting to note that those whose earnings are not capped at 100% of sales target, have a higher OTE and also have a greater propensity to earn more by virtue of the fact that they have an uncapped commission structure too.
- Being VP Sales and having direct reports had the largest positive impact on OTE

Seniority:

- Sales Directors and those in VP Sales roles exceed the average OTE salary of the whole survey, whereas Account Managers and Sales Managers do not
- Having the role of VP Sales dramatically increased average OTE earnings by 30% from a sales director and 45% higher than the average Western European in the survey sample

Commission:

- As can be seen from Figure 1b, managers are the more likely to be on a relatively low OTE package where the salary is capped at 100% of sales target, which suggests that Uncapped OTE packages and 'Capped above 100%' are skewed more towards Sales Directors and VP Sales
- Participants capped at 100% of target earn 43% less than the average Western European, this is very significant difference to the average participant, something to consider if job searching or drawing up contracts for a job vacancy.
- Additionally, participants with commission capped above 100% earn 43% more than those capped at 100%.

Direct Reports:

- Having direct reports is an increased responsibility, associated with experience and seniority. Not having direct reports affected OTE substantially, earning 27% less than participants with direct reports.
- Furthermore, compared to the average Western European participant, not having direct reports decreased average OTE by 13%.

Seniority Combined with Commission Structure: OTEs



Figure 2: Commission Structure by Seniority: OTEs

Key Findings

- In general, average OTE's increased by seniority and by commission structure.
- At every level of seniority, managers are on a lower OTE if their OTE salary is capped at 100%, which suggests that this may be the entry level position and as managers gain more experience, they are moved onto an uncapped or 'capped above 100%' OTE package
- It also appears the uncapped commission structure made a difference to lower seniorities but decreased average earning at Sales Director and VP Sales level
- Further analysis also revealed that the average proportion of one's fixed salary decreased slightly with seniority:

Average Fixed Salaries:

- Account Manager: **69%**
- Sales Manager: **67%**
- Sales Director: **64%**
- VP Sales: **65%**

Account Managers:

- Account Managers on average (see Figure 2) earn €114,908 (OTE), when commission structure is factored in, those capped at 100% earn an average of €81,860 which is 29% less than the average Account Manager.
- The average OTE of an Account Manager increases as commission structure becomes more generous, however, the largest difference (39%) in OTE is when the commission increases from capped at 100% to capped above 100%.
- Nonetheless, only 16% of Account Managers had a commission capped at 100% of target

Sales Managers:

- Similar to Account Managers, there is an increase in OTE's of Sales Managers related to their commission structure
- Sales Managers with uncapped commission earn 47% more than those capped at 100%

Continued overleaf

Sales Directors:

- There was a significant increase in OTE of 36% between Sales Directors with capped at 100% and capped above 100% commission structures.
- However, average OTE in fact decreased slightly by 3%, with uncapped commission, compared to those capped at 100%

VP Sales:

- Commission structure made a large difference in VP Sales roles, going from average OTE of €121,000 when commission was capped at 100%, to €294,340 when commission was capped above 100%, a 143% increase in OTE.
- It should be appreciated that 74% of participants who were VP of Sales had an uncapped commission structure
- Therefore, to compare meaningfully; participants employed as VP of Sales with an uncapped commission structure have a 31% higher average OTE than Sales Directors also with an uncapped commission structure

Commission Structure: Breakdown by Country

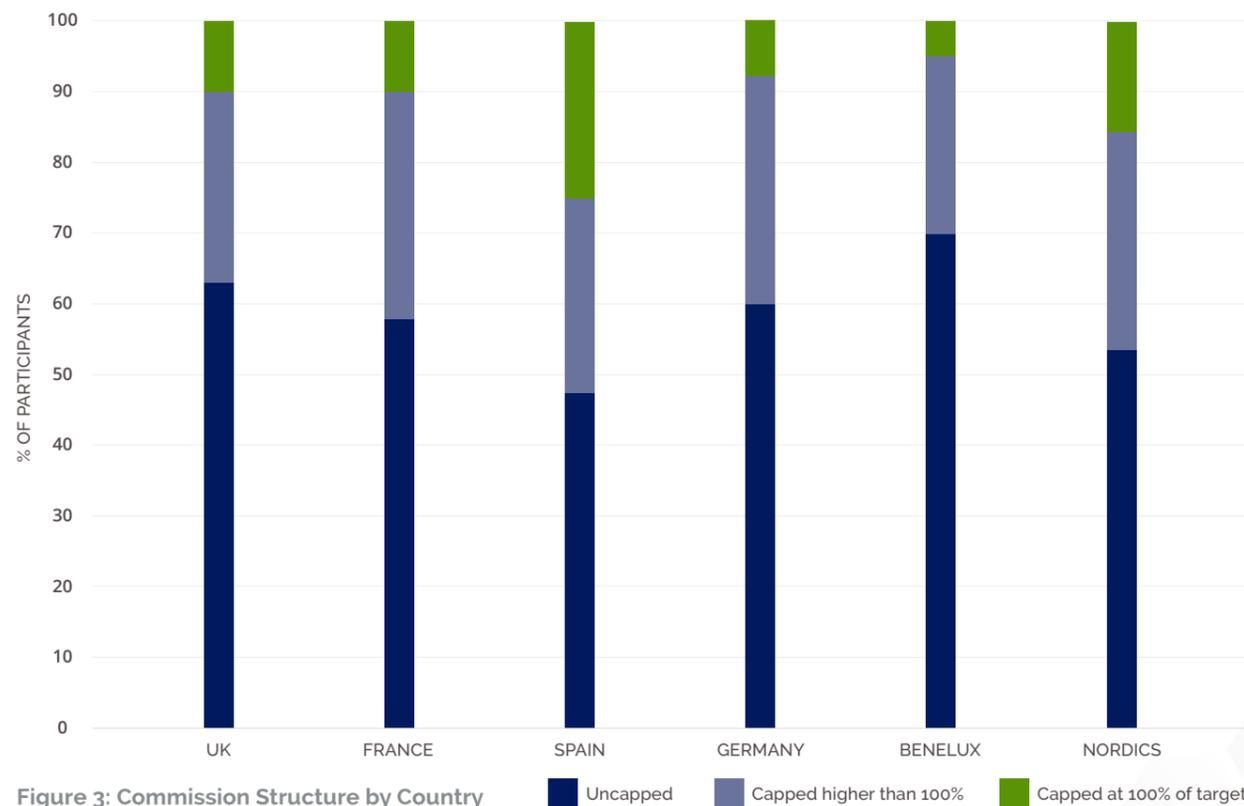


Figure 3: Commission Structure by Country

Key Findings

- The majority of participants are on an uncapped package across Western Europe and the Nordics (see Figure 3)
- Participants in Benelux, followed by the UK have the highest number of participants with an uncapped commission structure.
- Spain and the Nordics had the highest number of participants that were capped at 100% of target
- 60% of participants in the Nordics and 67% in Spain of those capped at 100% of target worked for a vendor/manufacturer.

Gender



Figure 4: OTE by Seniority and Gender

Key Findings

- 15% of our sample are women, which is fairly indicative of the industry, although it is noticeable that more women are now entering the industry and many are thriving, exceeding sales targets and consequently earning good salaries.
- It is clear that women currently in the industry are performing well and the industry should take confidence from this and continue to work to attract new female talent.
- Overall, women in our sample earn similar OTE as men, with our survey showing women earning 3% more than men. Furthermore, across varying levels of seniority, women earned more OTE than their male counterparts, with the exception of Account Managers (see Figure 4).
- Female Sales Managers earn on average (OTE) 11% more than male Sales Managers and female Sales Directors are earning 36% more than their male counterparts (See Figure 4). This can be partially explained by the data, as all female Sales Managers and Directors work for vendors which have been found to pay higher salaries.
- Due to the small sample of women VP Sales, the data is not robust enough to comment upon.

Largest Gender Pay Differences by Country

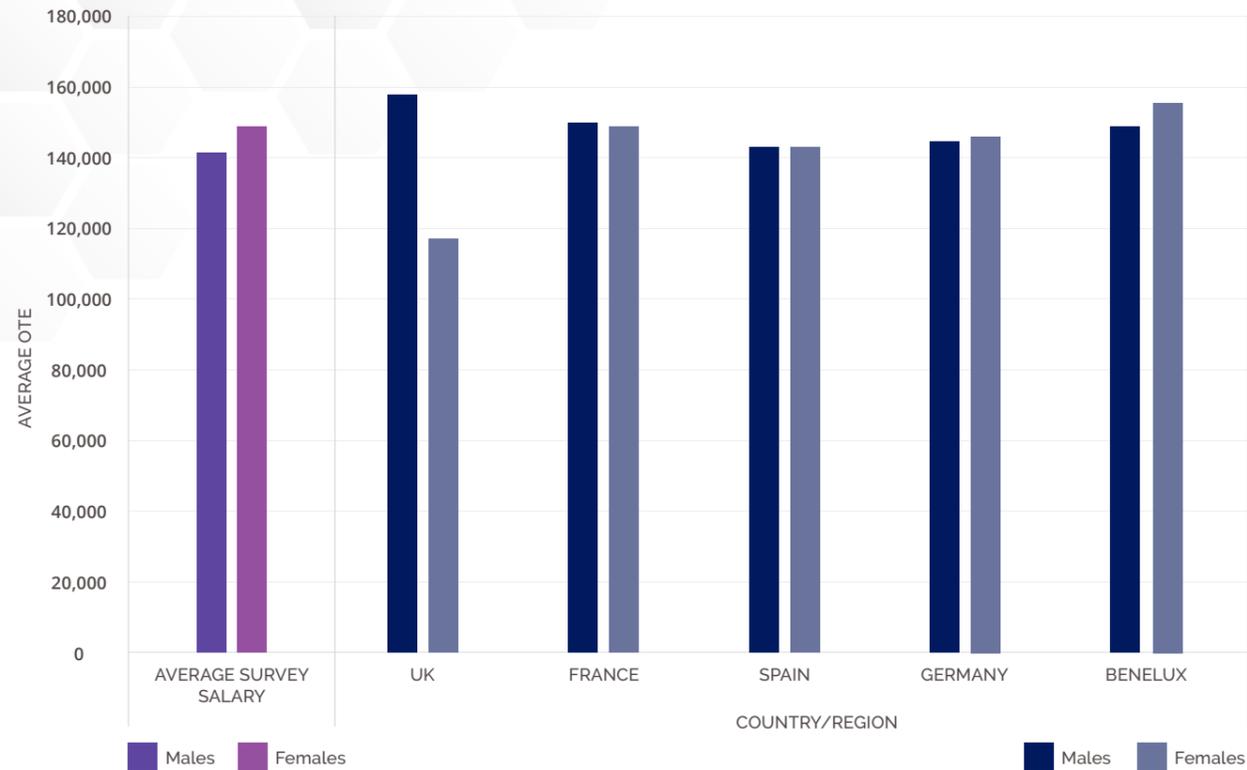
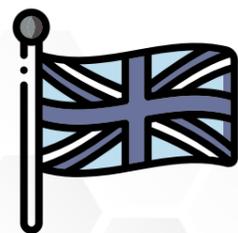


Figure 5: The Gender Pay Gap Across Western Europe

Key Findings

- Biggest gender pay gap is in the UK (see Figure 5), with women earning 25% less than men and also earning the lowest average salary across Western Europe.
- Average OTE in Spain was equal and women reported slightly higher average salaries in Germany and Benelux.
- Unfortunately, no women in the Nordics participated this time, so we will look to significantly improve on this for the next annual survey.



25%
gender pay gap in the
United Kingdom



Spain
average OTE is
equal between men
and women

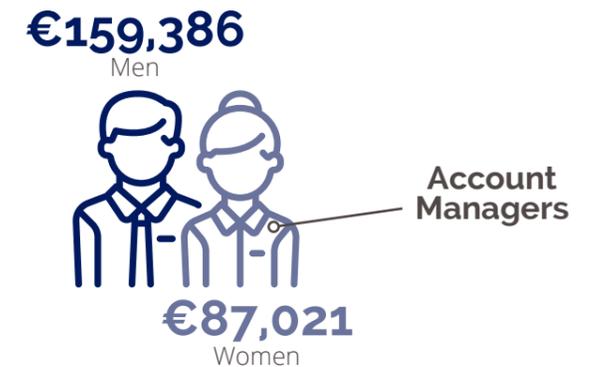
At Country Level: Gender Pay Gap by Seniority

We have drilled down into the data by country where the sample size permits to pick out any significant differences and similarities in OTE salary by gender:-

UK

The largest difference in average OTE salaries between men and women in the UK was in the Account Manager category.

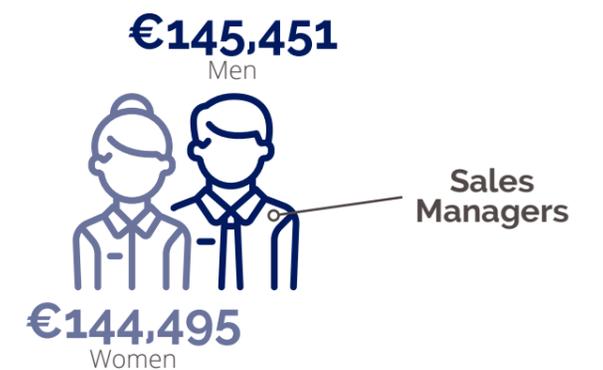
There is a substantial difference here and it could possibly be explained by men being in positions at this level for a more considerable time, as well as the niche within which they work. This difference is noted and we will try to get a better understanding of this in future surveys.



Germany

Men and Women Sales Managers in Germany earn the same.

The gender pay gap appears to be narrow in Germany, consistent with the overall results by country (see Figure 5).



Benelux

Pay across gender is approximately equal in Benelux, however, women that have higher qualifications, are older and more senior have the potential to exceed men's salaries of the same competence.



Nordics

Unfortunately, we had no female participants in the Nordic regions.

Highest Average OTE Salaries

Country/Region	Average Sales Director's Salary
UK	€153,926
France	€146,814
Spain	€143,771
Germany	€143,891
Benelux	€144,780
Nordics	€146,292

Table 1: Comparing Sales Director's Average Salary by Country/Region

Key Findings

- Highest average earnings are in the UK. The difference in earnings are likely to be skewed towards the higher end as a result of the UK having the most participants who were VP Sales, compared to any other country. However, the UK does have slightly higher average salaries across seniorities, such as Sales Manager and Sales Director, in comparison to other countries.
- Although the UK has the highest average salary for Sales Directors (Table 1), across Western Europe & Nordic countries, the difference in average Sales Director salary is not that significant.

Does Responsibility Increase Salary?

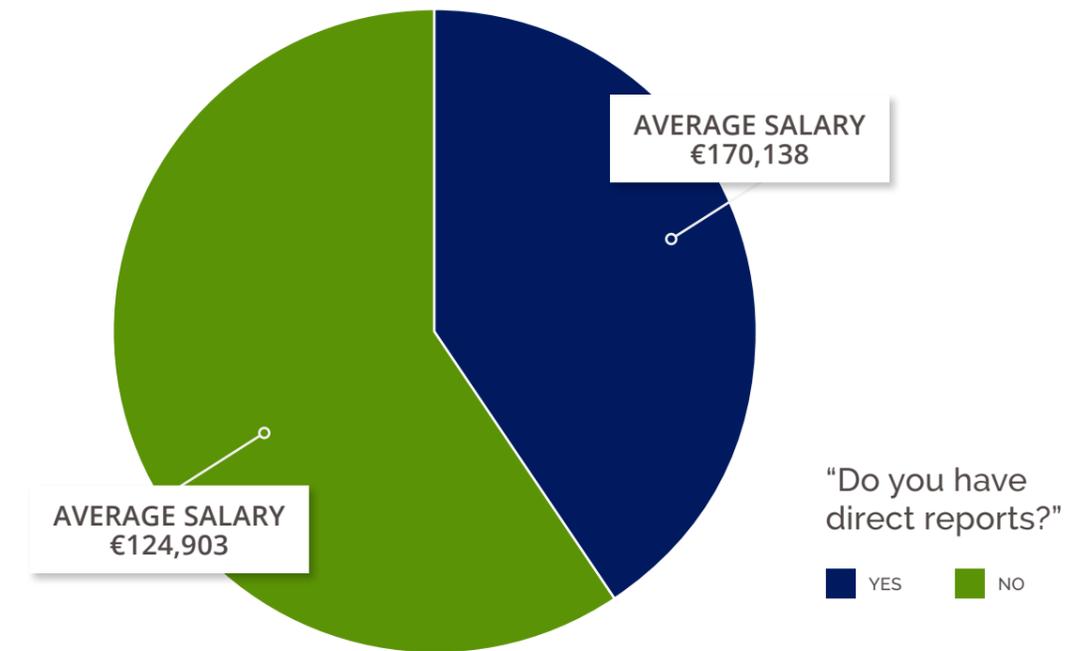


Figure 6: Average Salary and Direct Reports

Key Findings

Participants that have direct reports earn on average over **€45,000** more than those that do not.

Salaries and Company Type/Structure

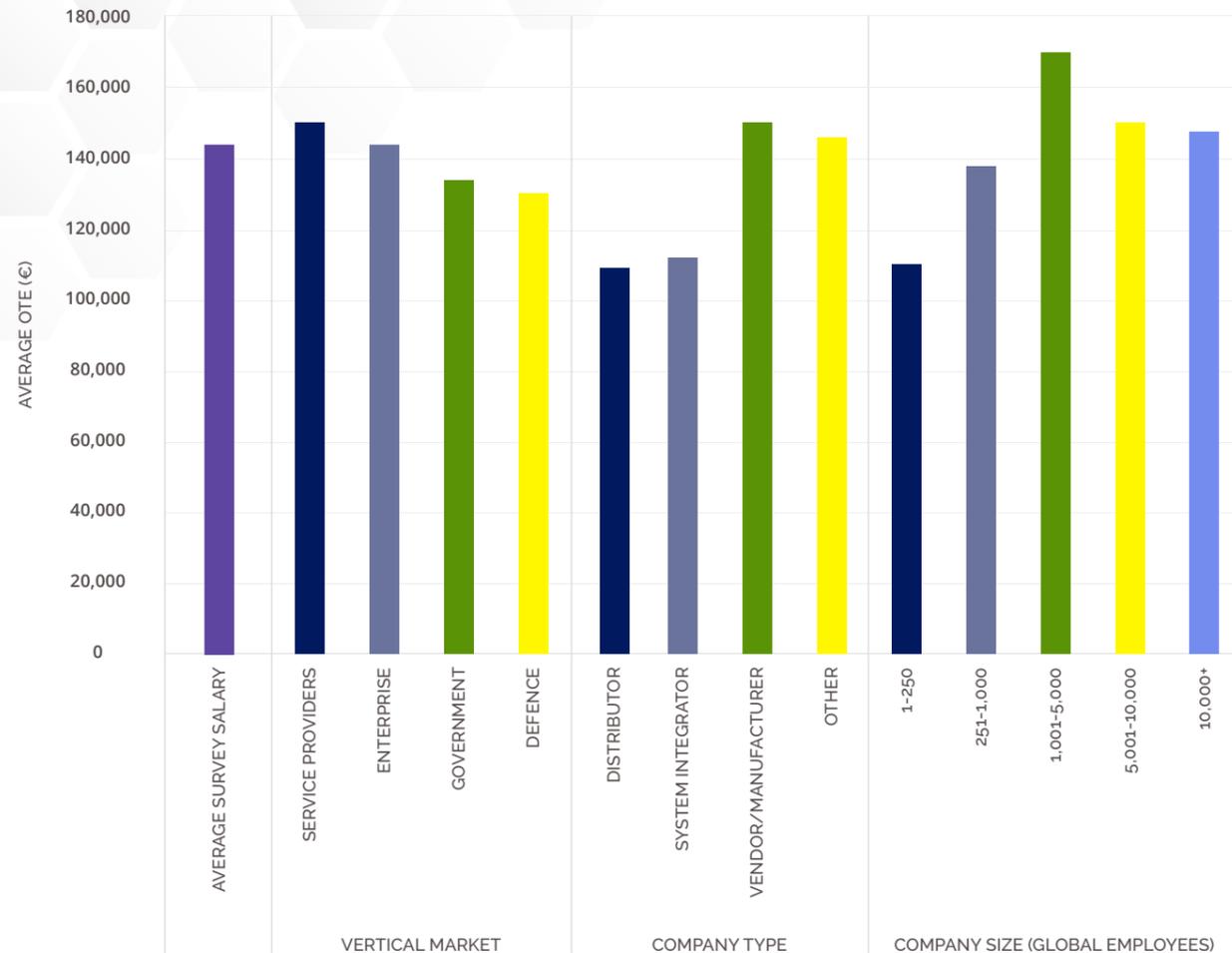


Figure 7: Average Salary and Company Types/Structure

Key Findings

- Publicly owned companies pay significantly higher across all seniority levels than privately owned companies and on average OTE salaries are 25% higher
- Companies with 10,000+ global employees pay more in general, however, Sales Managers in companies with 1001-5000 employees globally were found to earn a higher average salary.
- Vendors pay the highest salaries and pay at least 30% higher than system integrators and distributors, where profit margins are often squeezed.

Salary & Benefits Package Perception

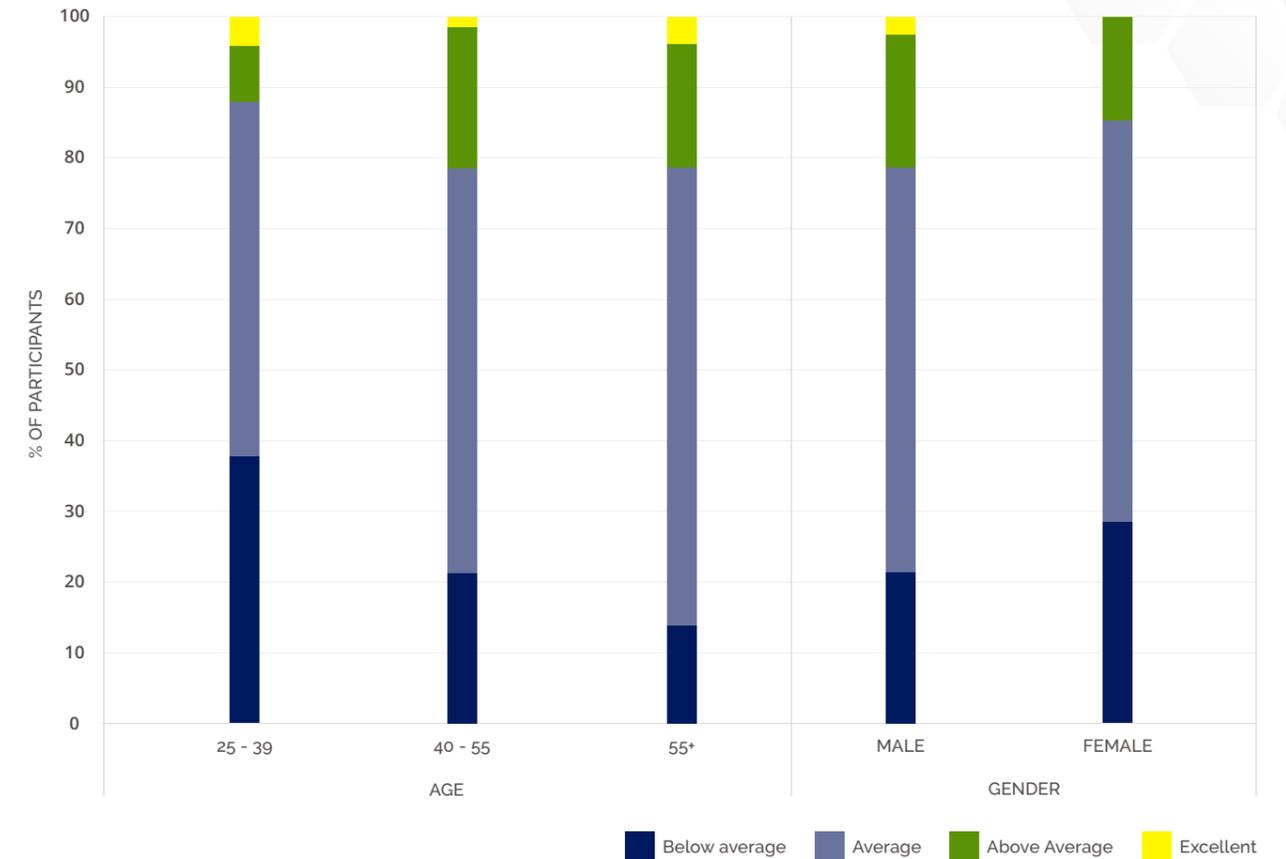


Figure 8: The Perception of Current OTE Salary and Benefits Package (by Age and Gender)

Key Findings

- We found a correlation with age; the younger participants feel that their salary and benefits package are 'below average' for the industry they are working in (see Figure 8) 38% of participants aged 25-39 felt that their salary and benefits package was below average, compared to 13% of 55+ year olds.
- Interestingly, 4% of Millennials perceived their package as "excellent", compared to just 1.6% of Gen X. The majority of participants viewed their packages as 'average' (See Figure 8)
- No women perceived their salary and benefits package as 'excellent'. Overall, 28% of women thought they were being paid below the average, compared to 21% of men.

Salary Perception vs Actual/Current OTE Salary

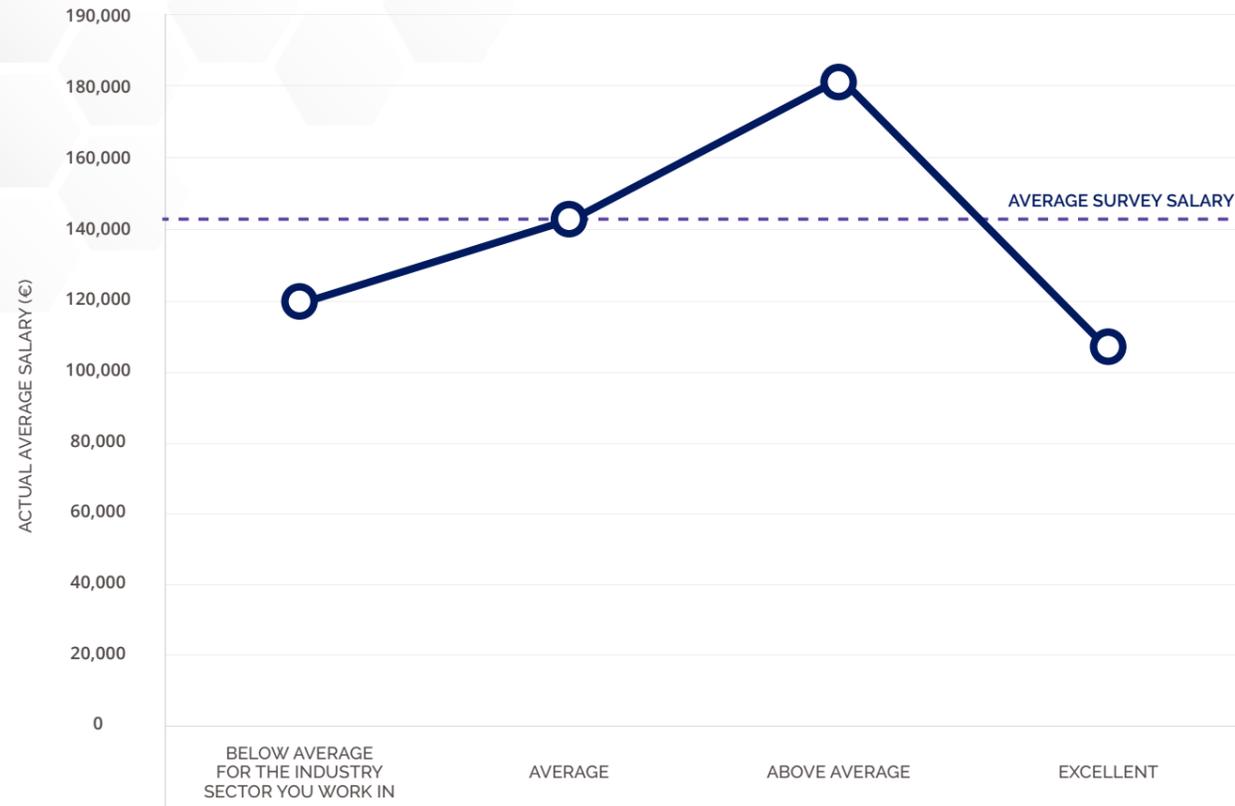


Figure 9: Salary and Benefits Package Perception (compared to actual salary)

Key Findings

- Looking at actual OTE salary, compared to salary perception (see Figure 9), those that answered 'below average' and 'average', did indeed earn below average and average salaries. Looking at Figure 8, these participants are likely to be 25-39 year olds or 55+ and female, who do tend to earn lower average salaries (See Figure 9).
- Those that perceived their salary and benefits package as 'excellent' in fact earned below the survey average OTE (see Figure 9), therefore these people may value their benefits package more.
- The majority of participants that viewed their package as excellent worked for a vendor.

Current Benefits Packages

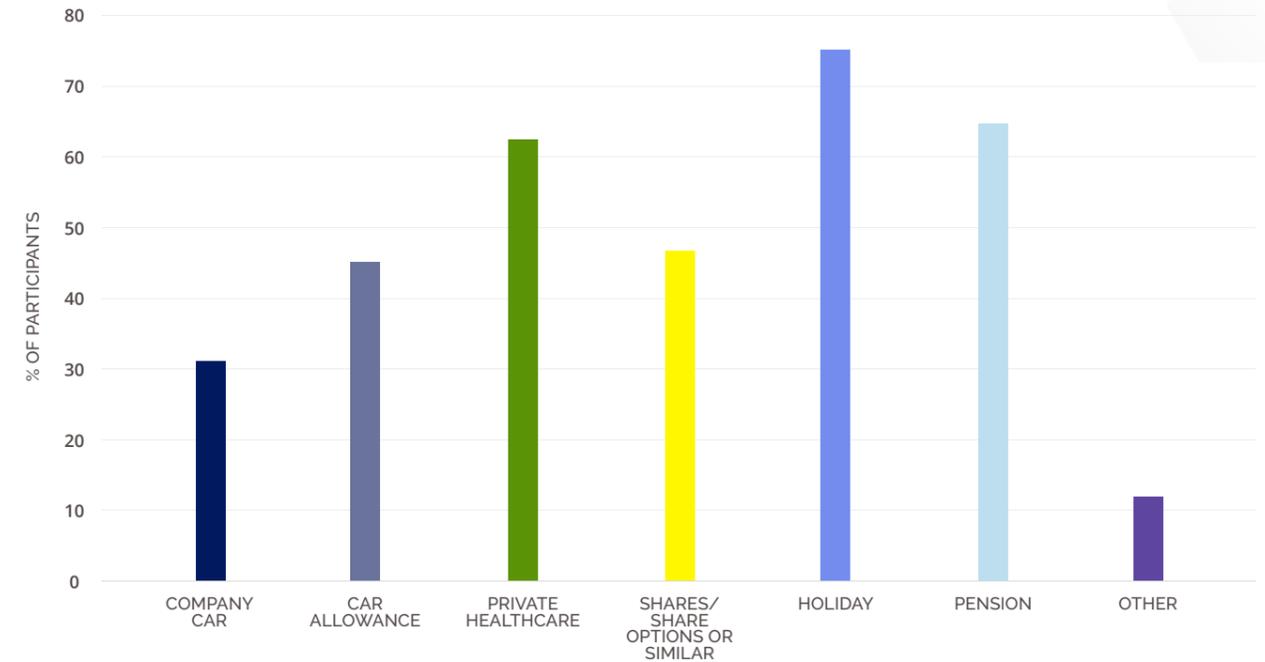
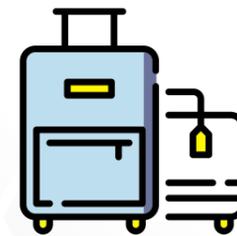


Figure 10: Benefits People are Currently Receiving

Key Findings

The most common benefits participants have as part of their package, ranked:



1. Holiday



2. Pension



3. Private Healthcare

- The first two of these benefits are usually a legal requirement.
- It was expected that more participants would have a more generous benefits package and perhaps this is a consideration for attracting and retaining top talent.
- Some participants are consultants or other employee types, this is therefore why holiday and pension are not received by 100% of participants
- Only 49% of participants receive a company car or car allowance; this is surprising for a survey created for sales professionals, who are required to travel frequently on business to meeting potential and existing customers and partners.

What are the Most Sought-After Benefits?

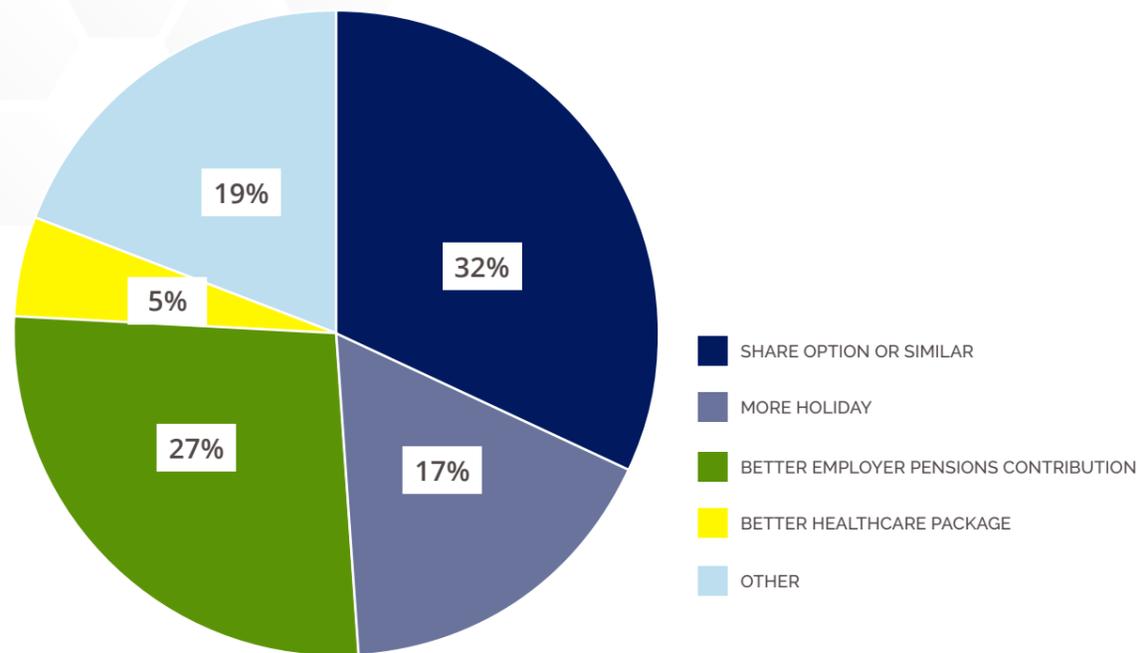


Figure 11: Most Sought After Benefits

Key Findings

Participants were asked if they could change just ONE element of their benefits package, what would it be?

Top Responses



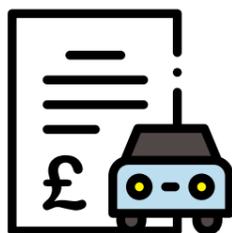
1. Share options

Share options/similar



2. Pension

Better employer pension contribution



3. Other

Popular responses related to better car packages/allowances and better base salary/commission plan

Segmented by Demographics and Seniority

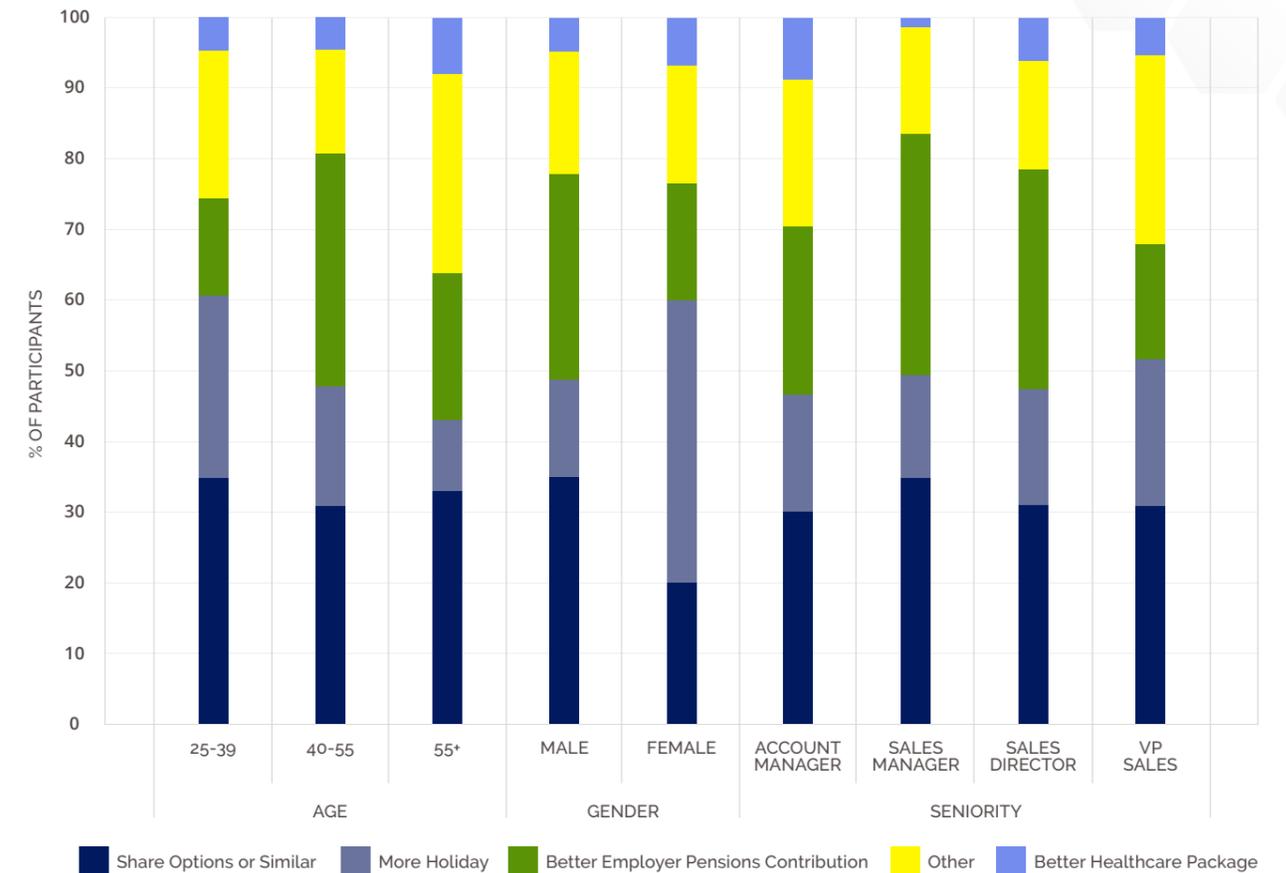


Figure 12: Demographic Breakdown of Figure 11, Most Sought After Benefits

Key Findings

- When drilling into the detail, some interesting differences emerge (See Figure 12).
- The top choice for women was more holiday and 40% of women said they would opt for more holiday, compared to just 14% of men.
- Men's top choice was share options with 34% preferring this choice, compared to just 14% of women
- 33% of 40-55 year olds would choose to get a better employer pension contribution, this suggests that this age bracket are more concerned about saving for a pension. Only 13% of 25-39 year olds opted for a better pension and saw more value in share options and holidays.
- Only 20% of 55+ year olds wanted an improved pension contribution from employers, suggesting that many already have a good pension policy.
- Seniority did not greatly impact choice of what one would change in their package
- Millennials (25-39 year olds) would value more holiday and is likely to be driven by life stage. It is likely many will have young or teenage children and given many sales professionals can be away on business around 50% or more of their time, more holiday is a logical aspiration.
- 32% of participants would like the opportunity to have share options and is the most popular choice by age and by seniority. (Please refer to Figure 11 left and Figure 12).

What is Important to Sales Professionals in their Current Job?

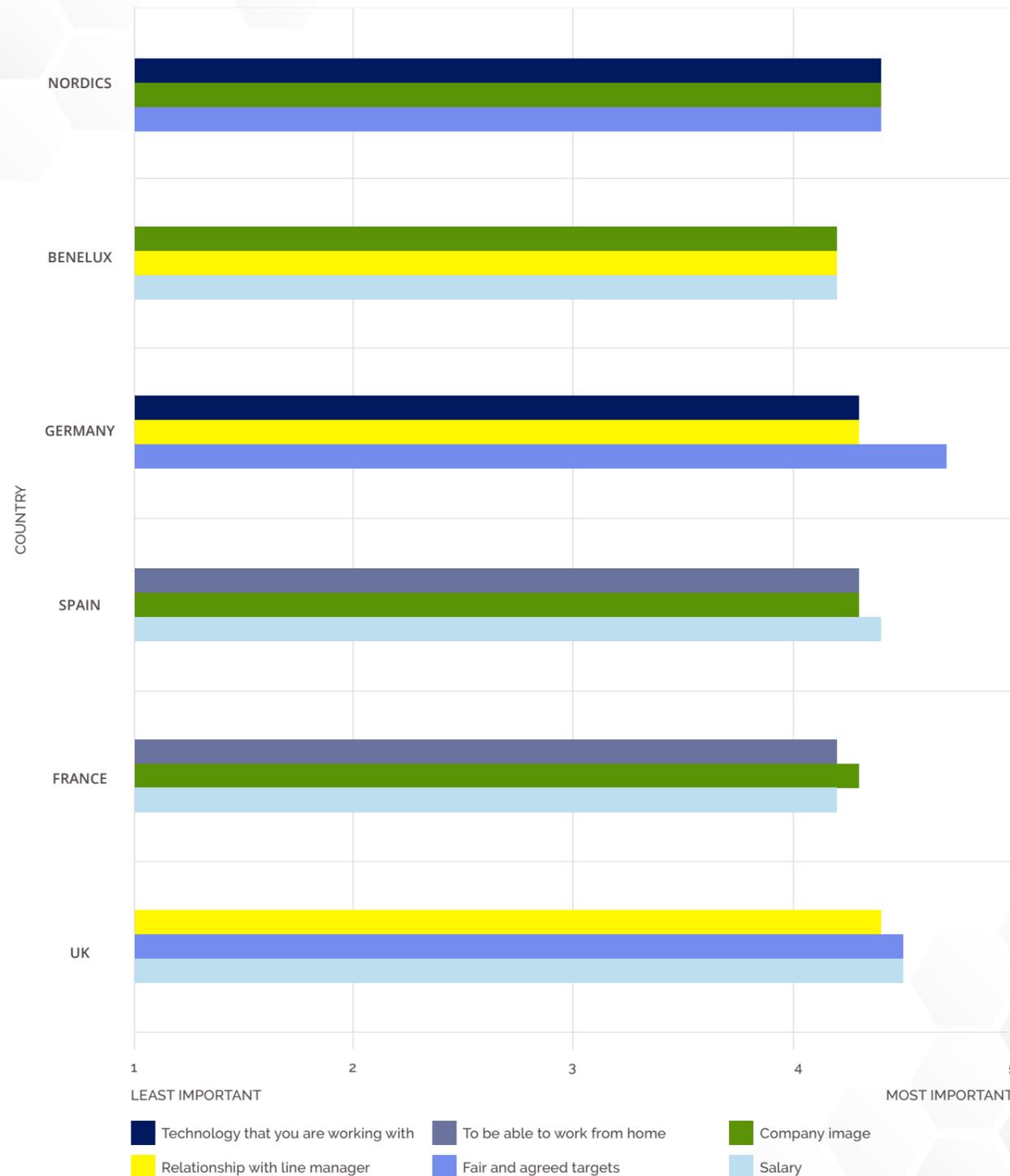


Figure 13: Top 3 Most Important Aspects of Current Job: By Country

The Most Important Aspects of Current Job

Key Findings

Rating	Aspect	Average Score
1	Fair and agreed targets	4.4
2	Relationship with line manager	4.3
=3	Salary	4.2
=3	Company image	
=3	Able to work from hom	

NB: 1= Not important, 5= Very important

Top 3 Most Important Aspects of Current Job: Country Level Analysis

Key Findings

- The UK based participants felt the most strongly about their top 3 aspects of their current job which were listed as salary, fair and agreed targets and then relationship with their line manager.
- Germany based participants rated "fair and agreed targets" very high as 4.7/5 on average, in importance regarding their current job.
- Germany and Nordic based participants categorically value the type of technology they are working with and perhaps view this as fundamental to sales development and therefore career development and job stability
- Salary was rated as very important by participants located in Spain, given an average importance score of 4.4/5
- The option ranked highest in France was company image, with participants rating it 4.3/5 in importance, above working from home and salary which was the other two most popular answers in France. A strong company or brand image is able to command a premium in the market and may be easier to sell. It may also be perceived as a company that is more profitable and therefore able to pay higher salaries.
- Able to work from home featured highly in France and Spain and could be the result of the COVID-19 outbreak, raising its importance at this time. Although for many it perhaps is a given, as often, sales professionals are able to work flexibly from home, the office and from customer sites; in order to meet customer requirements. Very often sales people travel a lot and are not in the office unless it is necessary for meetings.
- Salary did not feature in the top 3 most important aspects for Germany and the Nordics, evidently these participants value fair and agreed targets more, which is a means to achieving a higher salary for themselves.

What is Important to Sales Professionals in their Current Job?

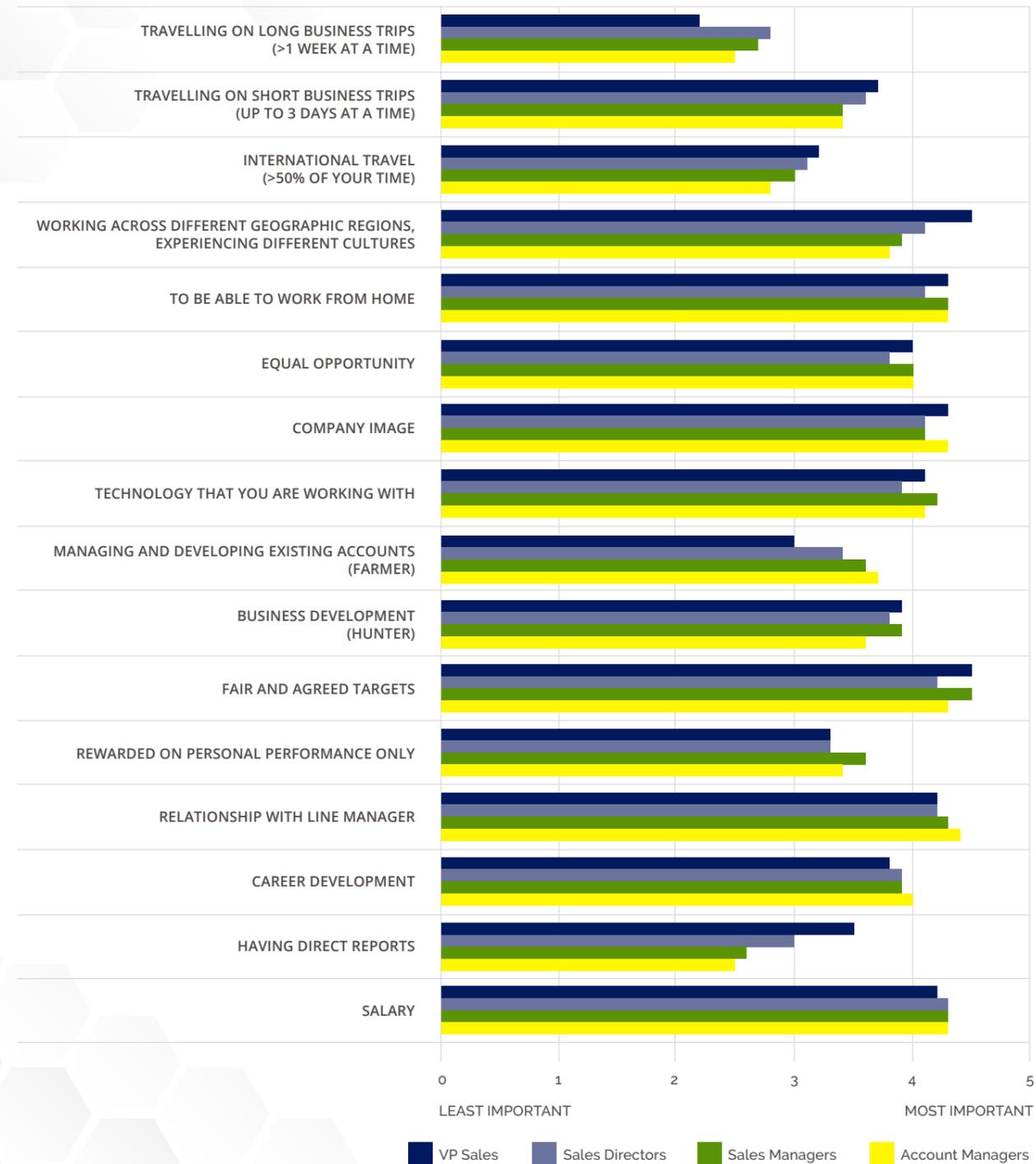


Figure 14: Average Scores of What is Important in Current Job by Seniority

The Most Important Aspects of Current Job: Differences by Seniority Level

Key Findings

- Salary, Fair and agreed targets and relationship with line manager were the highest ranked in importance of participants' current job across all seniorities (Figure 14)
- More senior employees valued travelling on business higher than lower seniorities, this may be because they have developed relationships in different regions that they manage and realise through experience that there is no substitute for nurturing relationships face to face. International travel particularly, may also be perceived as having a higher status
- Below we will discuss which other factors were most important by seniority level

VP Sales:

- Experiencing different cultures stood out as the most valued by people under the job title of VP Sales
- Company image and able to work from home were also ranked highly by VP of Sales participants. Working for a company with a strong company image and/or brand may well give a greater sense of self-worth, as customers and partners may be more positively disposed to meeting with senior managers from high profile companies. Working from home helps to fit in with an international, flexible lifestyle and maybe particularly valued if traveling long haul across time zones on short business trips.
- P Sales ranked having direct reports, international travel (>50% of your time) and travelling on short business trips more important than any other seniority did. VP Sales appear to value their opportunity to travel on business higher than other seniorities do.

◊ These two elements can perhaps be connected to having an elevated status, as well as a higher salary. Short business trips tie into the role, where perhaps they 'open doors' and conduct C level meetings to scope out the solution and the business opportunity and then leave it to the more junior Sales Managers to network through large complex customer organisations and step in to manage the sales process end to end, which would most likely require much longer business trips.

Sales Directors:

- Sales Directors ranked company image; able to work from home and experiencing different cultures as most important (after the three previously mentioned), with an average score of 4.1/5
- Sales Directors ranked travelling on long business trips higher than any other seniority.

Sales Managers:

- Sales Managers ranked to be able to work from home and the technology that they are working with as very important, moreover Sales Managers ranked the technology they are working with a higher average score than any other seniority
- Sales Managers had the highest average score for rewarded on personal performance only than any other seniority.

Account Managers:

- Account Managers ranked company image and able to work from home equally at 4.3
- Account Managers scored career development and managing and developing existing accounts and company image higher, on average than other seniorities. This demonstrates that Account Managers are more concerned with building their profile as a sales person by being in a good company and improving existing accounts in order to develop their career.

What is Important to Sales Professionals in their Current Job?

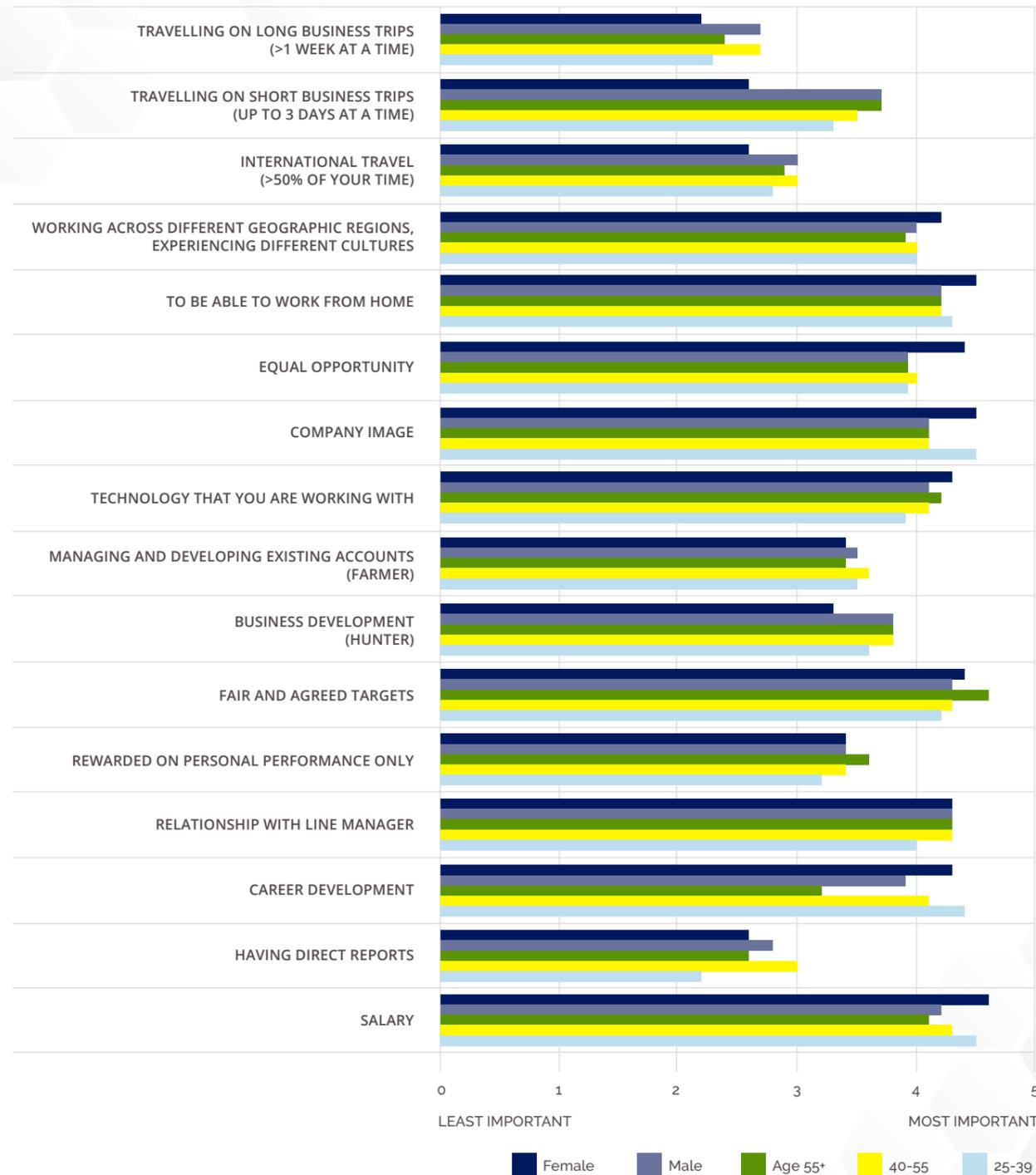


Figure 15: Average Scores of What is Important in Current Job by Gender and Age

The Most Important Aspects of Current Job: Differences by Gender and Age

Key Findings

- Women participants had stronger opinions and preferences, demonstrated by their higher average scores
- Age, in general did not have a large impact on average score of what is important in participants' current job

Gender:

- Women scored highly to be able to work from home; company image; equal opportunity; fair and agreed targets and salary (see Figure 15)
- Women scored equal opportunity very high with an average of 4.4/5, which was also higher than any other sub category. This demonstrates that women may feel they are not given equal opportunity in this industry
- In relation to men, women scored company image very high at 4.5/5. This suggests a number of things, such as the importance of ethical business practice and company values such as equal opportunity to female prospect candidates
- Men had a much stronger preference for short and long business trips, business development (hunter) and having direct reports compared their female counterparts.

Gender: Age 55+ (Baby Boomers)

- Participants aged 55+ ranked career development the lowest in importance out of all age groups. What really matters to over 55's is a good relationship with their boss, fair and agreed targets, being rewarded on personal performance only and the technology they are working with. These points are indicative of their maturity, wanting to be able to deliver against fair targets and be judged just by that, as they will have built up good connections with customers through their career and they know if the technological solution is good, they should be in a strong position to win business.

Age 40-55 (Generation X)

- Relationship with their line manager ranked as their most important factor, followed by working internationally, travelling on business and experiencing different cultures. They also ranked equal opportunity as important, but saw having direct reports as more important than any other age group, although the overall average ranking was 3/5.

Age 25-39 (Millennials)

- This age group's main drivers were salary, career development, having the flexibility to work from home and to work for a company with a good image. These responses fit well into this life stage where bringing up a family brings pressure on salary and career development is a route to a higher salary. Having children also means the flexibility of working from home can of course be a big plus.

% of Time Travelling on Business in Current Job

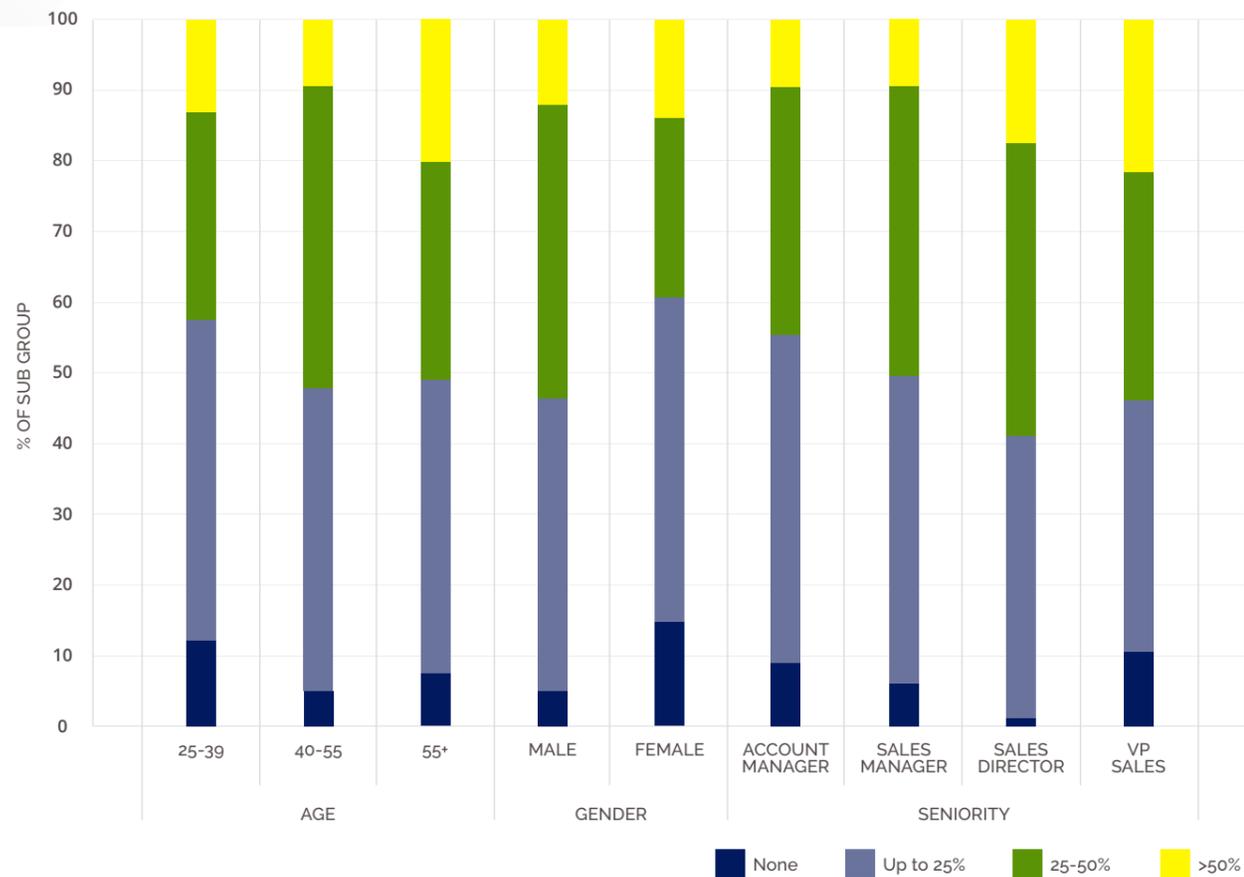


Figure 16: % of Time Travelling on Business by Age, Gender and Seniority

Key Findings

- The impact of COVID-19 may have affected the results of this section, although the survey was taken when strict bans imposed in the Spring were beginning to be lifted across Europe, so it is difficult to assess its impact, since this is our first report and we have no historical data to compare.
- Over 55's have the highest proportion of sales professionals spending more than 50% of their time travelling and this is also reflected by VP Sales and Sales Directors falling into this category.
- Sales Directors travel the most, with the greatest proportion of them spending 25-50% traveling.
- Men travel more than women and this maybe a function of men holding more senior positions than women.

Age:

- There is a correlation between age and the amount of travel undertaken – travel increases with age, when looking at those that travel 25% or more of their time.

Gender:

- Only 4% of male participants do not travel at all, compared with 14% of women. This may be due to preference or family commitments.
- Men spend significantly more time traveling when looking at those that travel 25% or more of their time.

Seniority

- The more senior the role, the higher proportion of participants spent >50% of their time travelling on business
- However, there was a higher proportion of VP Sales that did not spend any time travelling on business, compared to any other seniority sub-category, which is likely to be correlated with the 55+ age group

'Must Haves' in Next Job

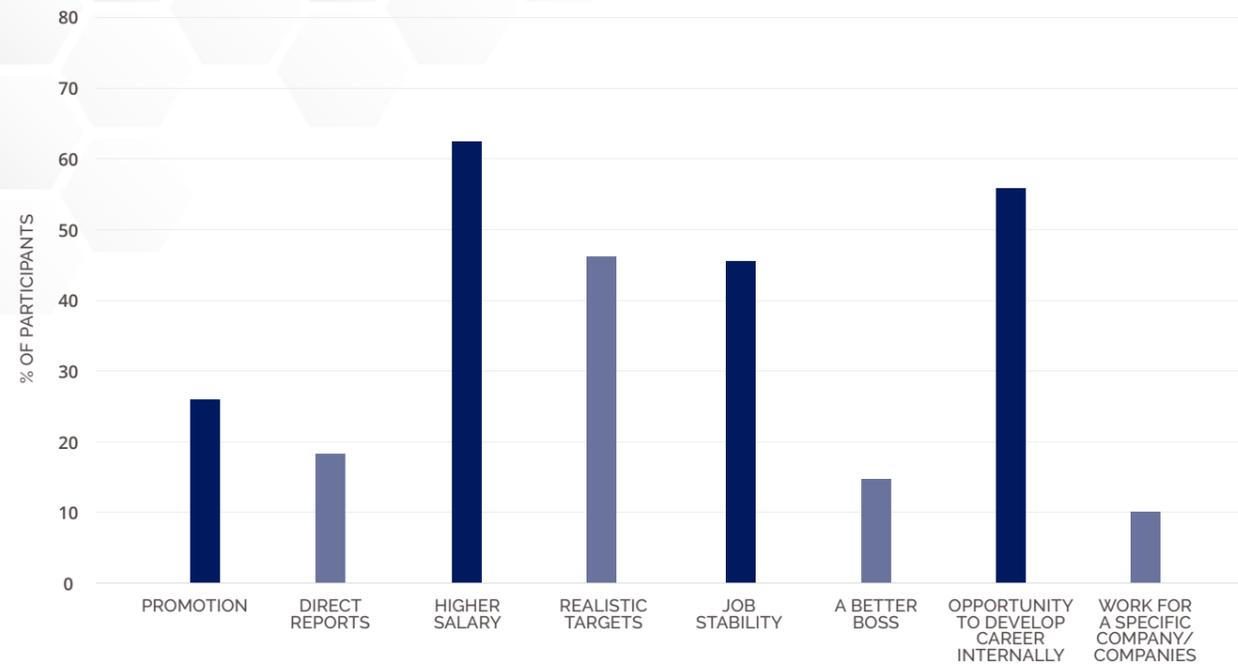


Figure 17: 'Must Haves' in Next Job

Key Findings

We asked participants what their 'must haves' would be in their next job; participants were able to select as many options as they desired.

- Respondents ranked Higher Salary as their number 1 choice (62%), closely followed 'Opportunity to develop career internally' with 56%.
- 46% of participants also opted job stability.
- The COVID-19 global pandemic and its impact on economies globally and our business sector in general may have influenced these top choices, as it is less risky to change jobs with your current employer. Due to uncertainty of a vaccine, potential future outbreaks and undefined time periods for economic recovery, it is likely that job stability will grow in importance for people when exploring new job opportunities and we will measure this on the next survey.

- Realistic sales targets are another important category, with 47% of respondents flagging this, as over ambitious targets are de-motivating and could result in a lack of job stability, as well as a loss of earnings.
- Only 14% of respondents highlighted that they would want a better boss, which is relatively low, suggesting good man management by senior sales professionals and good working relationships.

'Must Haves' in Next Job by Demographics and Seniority

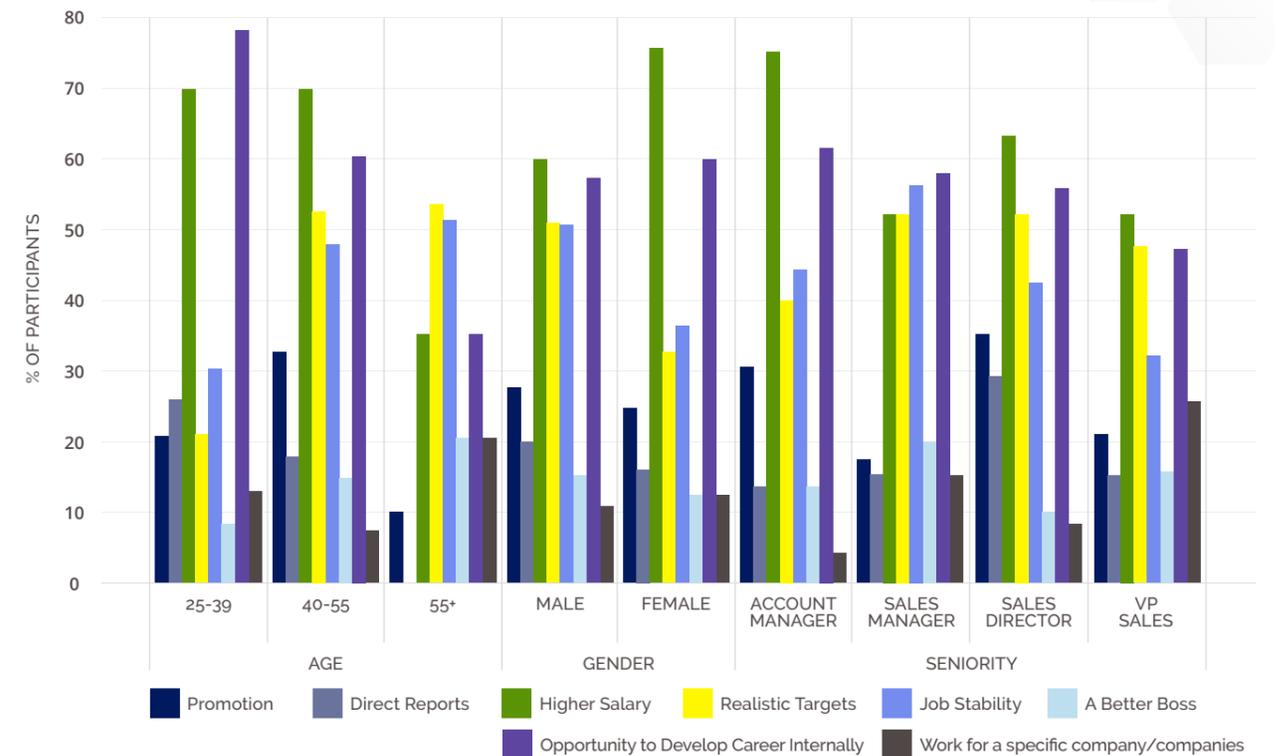


Figure 18: 'Must have's' in Next Job: Breakdown by Demographics and Seniority

Key Findings

- A higher salary was the number one choice across all levels of seniority, except Sales Managers, although only by a few points. (see Figure 18 below)
- A higher salary was also the number one choice for both men and women, although women ranked the highest at 76% and men at 52%
- 60% of women answered 'develop career internally'
- 51% of men answered 'job stability', this is of growing importance due to global circumstances regarding COVID-19
- 34% of participants aged 40-55 answered 'promotion', suggesting this age category is the most ambitious. Looking at seniority, 35% of Sales Directors and 31% of Account Managers answered promotion as a 'must have' in their next job. This is a positive find which indicates that there are a good proportion of sales professionals who are ambitious and would change jobs and company to reach their goals.

- Working for a specific company doesn't feature very highly until you reach VP Sales level where 26% highlighted this as a 'must have', which again suggests fluidity in professionals at the top being prepared to change companies.
- Account Managers ranked a higher salary (75%) and opportunity to develop their career internally (62%) as their top two choices, suggesting they are more risk averse, which makes sense with most having relatively less sales experience and are therefore perhaps less well equipped to manage significant change.
- The other important variable is realistic sales targets which ranked highly with around 50% of respondents by seniority having this as a 'must have'. The same applies by age group and gender, with the only significant variances being lower rankings in the 25-39 age group (21%); women (32%) and Account Managers (40%) categories. This suggests these categories have overlooked the importance of realistic sales targets relative to others, or they are happy with the targets they have and therefore it is far less of an issue.

'Top 3 Must Have's' in Next Job: Analysis by Country

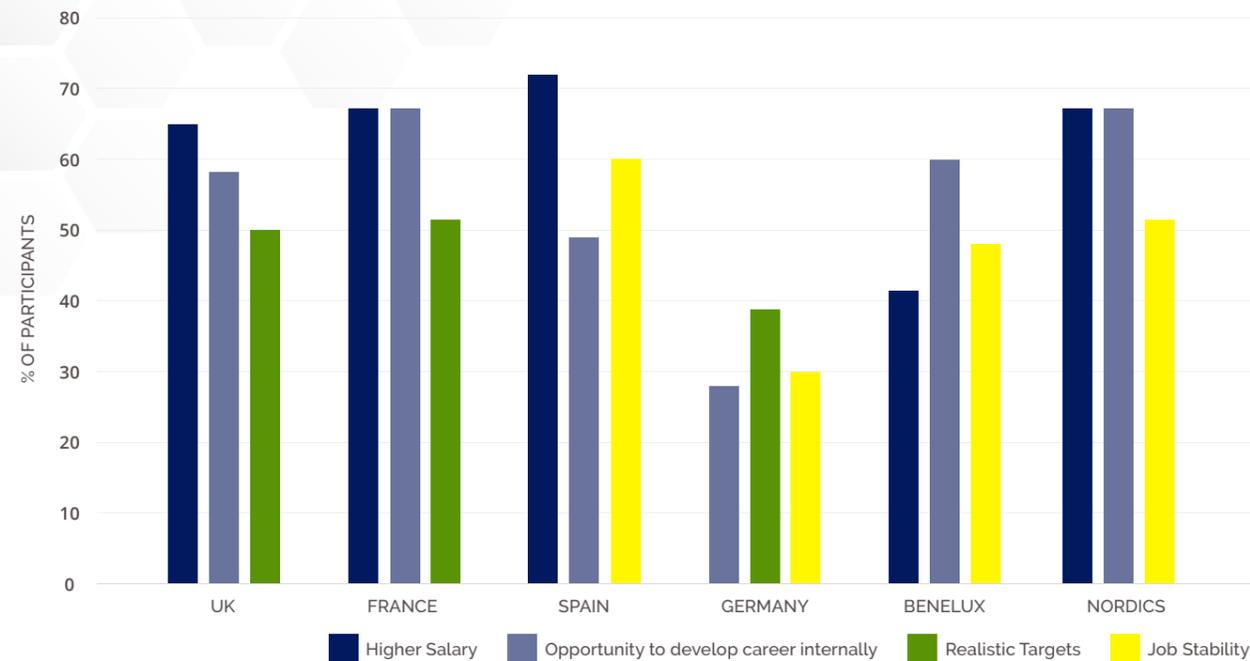


Figure 19: 'Top 3 Must have's' in Next Job: Analysis by Country

Key Findings

- Opportunity to develop career internally features prominently across Western Europe and the Nordics. Nevertheless, 61% of people are willing to move jobs between now and the next 6 months, whether that be an internal or external move (please refer to Figures 19 & 20). This suggests that these prospective candidates would change employer if their career and salary aspirations are not being met by their current employer
- German based participants were the only cohort that did not have 'higher salary' as the top three most popular choice to be selected by participants
- 60% of Spain based participants selected job stability as a 'must have' in their next job and 72% also selected higher salary
- 68% of Nordic based participants opted for higher salary and opportunity to develop career internally as a must have in their next job
- Since salary did not feature in the top 3 most important aspects of Nordics' current job (See Figure 19), but is the most important 'must have' in their next job, perhaps they view moving

- jobs internally as the best opportunity to get a pay increase, supported by the other two most popular 'must have's' being to develop their career internally, followed by job stability
- Participants in Germany selected realistic targets as their top 'must have' in their next job, which suggests they see the best route to a higher salary as having realistic sales targets. Since the level of targets and sales expectations is often a function of the culture of the business and senior managers who set the performance targets, it is likely that German participants would be more open to a move externally, providing it is to a company that is perceived to offer job stability and career development
- Those located in France firmly opted for higher salary and opportunity to develop career internally as the most commonly selected must haves in their next job

Profiling of Potential Candidates

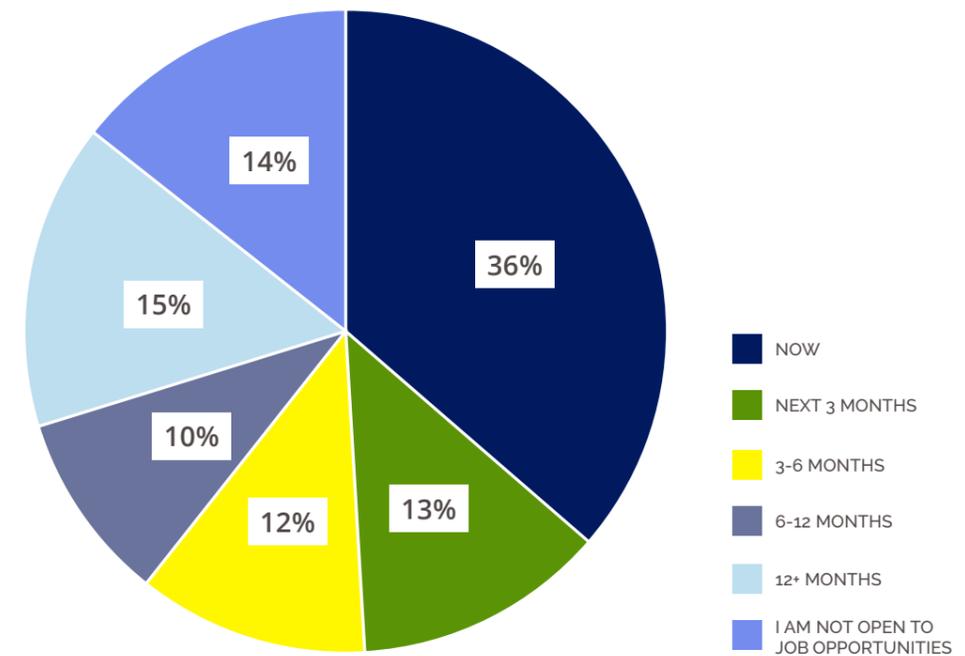


Figure 20: % Of Participants Open to Job Opportunities

Who is Open to New Job Opportunities in Western Europe & The Nordics?

Key Findings



86%
of sales professionals are open to **new job opportunities**



61%
are willing to move between now and the **next 6 months**



36%
are prepared to move **right now**

Country Analysis



Figure 21: % of People within Key Regions Willing to Move Jobs Between now and 6 Months

Key Findings

This map shows the % of respondents in each country who are open to new job opportunities between now and the next 6 months

- 61% of participants, located across Europe & The Nordics are open to changing jobs between now and the next 6 months, so this indicates UK, France and The Nordic markets are more fluid and people are more receptive to changing jobs more readily. This may well be due to their current employer not being able to satisfy them in terms of salary and career progression, or other factors identified.
- Conversely, people in Germany and Benelux are well below the average, indicating a higher level of satisfaction with their current employer, or it could be they are more risk averse and would prefer to stay where they are during the COVID-19 pandemic, for example.

Demographic & Seniority Analysis of who is Open to New Job Opportunities

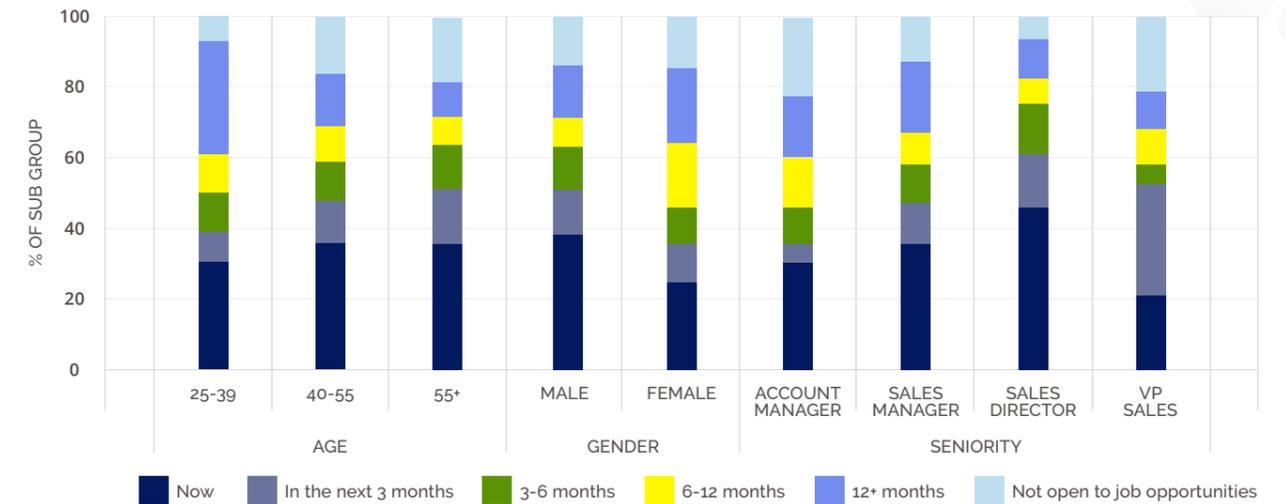


Figure 22: Who is open to job opportunities and when?

Key Findings

- Overall, this chart demonstrates a very fluid situation with 61% of sales professionals open to new job opportunities in the next 6 months
- Surprisingly, this figure rises with age, albeit marginally, with men being significantly ahead of women with regard to being open to new job opportunities.
- The proportion of sales professionals open to a new job opportunity also rises by seniority, peaking with Sales Directors – more than two thirds (67%) of Sales Directors are open to new job opportunities in the next 6 months

Age:

- There is a small difference by age between those open to opportunities in the next 6 months, although the 25-39 age group seems to be slightly less interested in new job opportunities and this could be associated with risk, given they are less experienced. However, this age group becomes the biggest group that would consider a move at 12 months+, so this could be the impact of COVID-19, or it could be linked to when the financial year ends and being there to collect their sales bonus.

Gender:

- 64% of men and 46% of women would consider a move in job within the next 6 months, which is high for both genders, although women maybe more risk averse than men, or prepared to wait longer in their current role for a promotion.

Seniority:

- VP Sales are less likely to move immediately. Nevertheless, as a group they are very much open to new job opportunities with 53% prepared to consider a move in the next 3 months.
- 67% of Sales Directors are the most likely to consider a move in the next 6 months
- 40% of Account Managers are either not open to job opportunities or not looking to move for at least a year. Nevertheless, 47% are open to new job opportunities in the next 6 months.

Who last got an Increase in their Base Salary by Demographics and Seniority

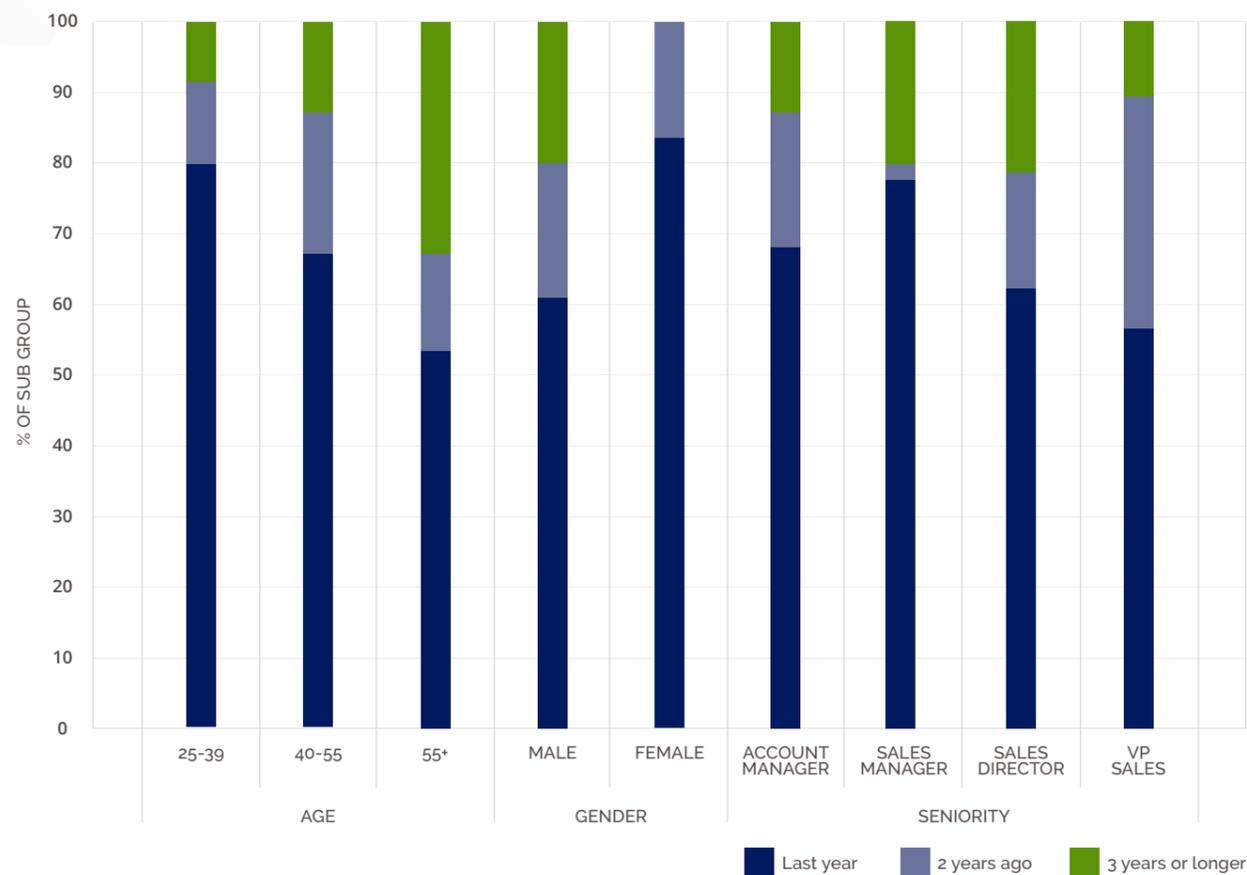


Figure 23: Who last got an Increase in their Base Salary by Demographics and Seniority

Key Findings

- 66% of sales professionals got a pay rise in the last year, although only 54% of over 55's got a pay rise.
- The 25-39 year age category and the Sales Manager categories had the highest proportion of participants with a pay rise in the last year, 79% and 69% respectively.
- Women did better than men with 86% of women receiving a pay rise in the last year, which is the highest of all the categories, suggesting companies are levelling up and the figures across all European markets bears this out, with exception to the UK.
- A higher proportion of sales professionals employed in junior roles got pay rises last year than senior individuals.

Age:

- A third of participants aged 55+ have not received a pay rise in 3 years ago or longer, however, looking at Figure 23, many 55+ year olds were not open to job opportunities and similarly looking at Figure 24, there is a higher proportion of people not open to job opportunities who had not had a pay rise in 3+ years than those who had one 2 years ago. This is likely to be due to being in the company a long time and other factors become more important, such as pension and moving jobs may result in downgrading their current pension plan.
- Similarly, there may be a significant number of over 55's who would prefer to stay where they are, as they may be considering the option of voluntary redundancy and early retirement, where companies are looking to reduce the workforce, as a result of COVID-19. Another explanation could be that they enjoy the working environment and are comfortable and familiar with peers and the way the company does business.

Seniority:

- There appears to be a polarisation, where around 10% of Account Managers and VP Sales haven't received a pay raise for 3 years or more, but this rises to around 20% for middle managers, i.e., Sales Managers and Sales Directors. This suggests that if you are over 55 and are either a Sales Director or a Sales Manager, you are much more likely to have not received a pay rise in the last 3 years or longer.
 - ◊ It may be that employers of these sales professionals consider they have peaked in careers and whilst highly competent, their employers may have decided not to improve their base salary, so they can only receive a higher salary through sales performance and the variable part of their salary.

The relationship between Pay Raises and Open to New Job Opportunities

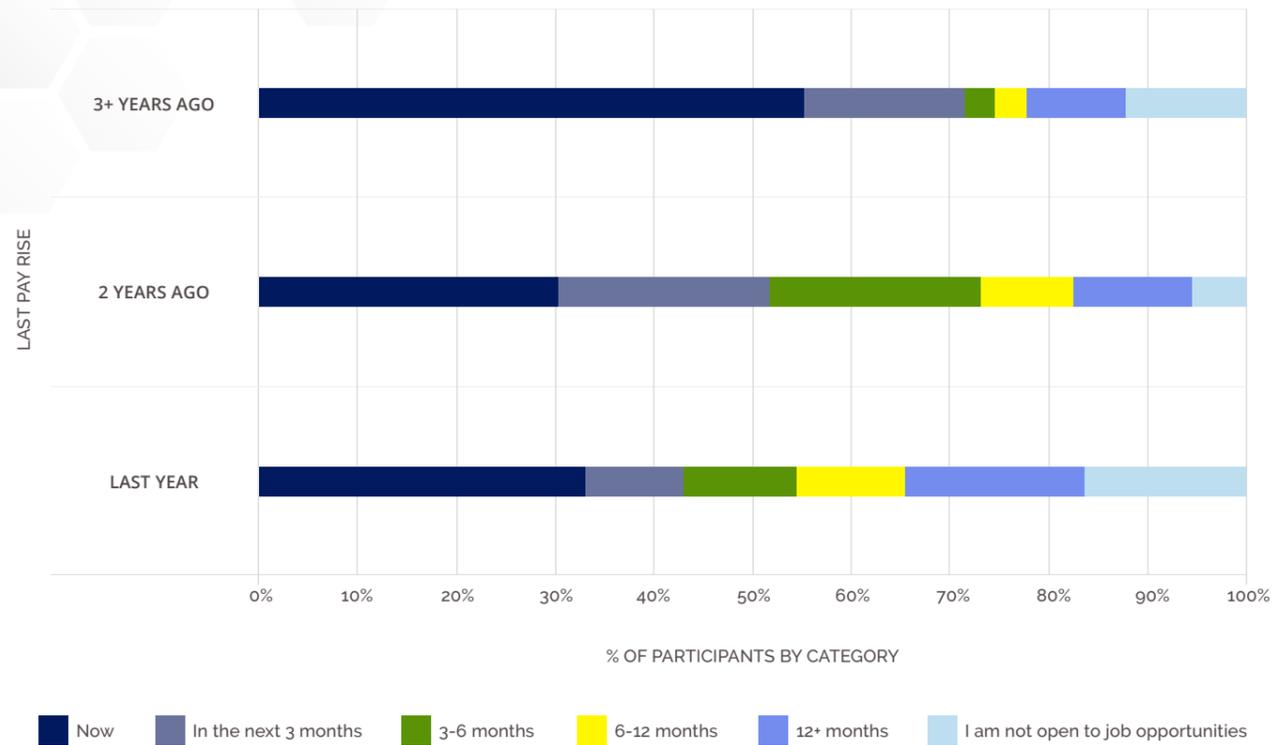


Figure 24: Pay increase and Job Opportunities

Key Findings

- 59% of participants that received a pay rise 3+ years ago are open to job opportunities now
- Unsurprisingly, there is a direct correlation between the amount of time people received their last pay rise and being open to new job opportunities within the next 6 months.
- People that got a pay rise last year are more open to job opportunities immediately, (33%) than those who got a pay rise 2 years ago, (30%) although the difference is marginal.

If Open to Job Opportunities Between Now and the Next 6 months, What are You Looking For?

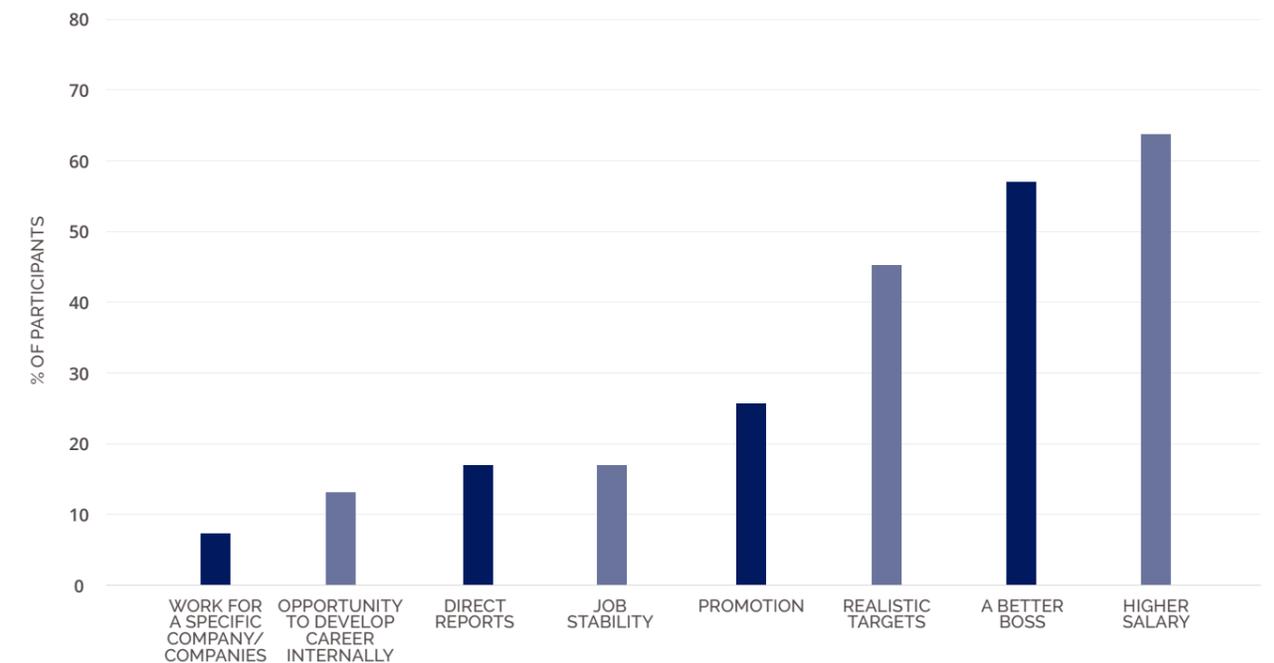


Figure 25: 'Must Haves' for Those Open to Job Opportunities Between Now and the Next 6 Months

Key Findings

- Higher salary, a better boss and realistic targets are the top 3 must haves for the next job of those open to job opportunities between now and the next 6 months
- 61% of people are open to job opportunities between now and the next 6 months –despite the current climate of uncertainty
- 85% of people open to job opportunities between now and the next 6 months think that their salary and benefits package is either average or below average for the industry
- A higher salary is the key factor that could determine whether or not a candidate moves jobs

NB: Participants were permitted to choose as many options as desired

Top 6 Competitors

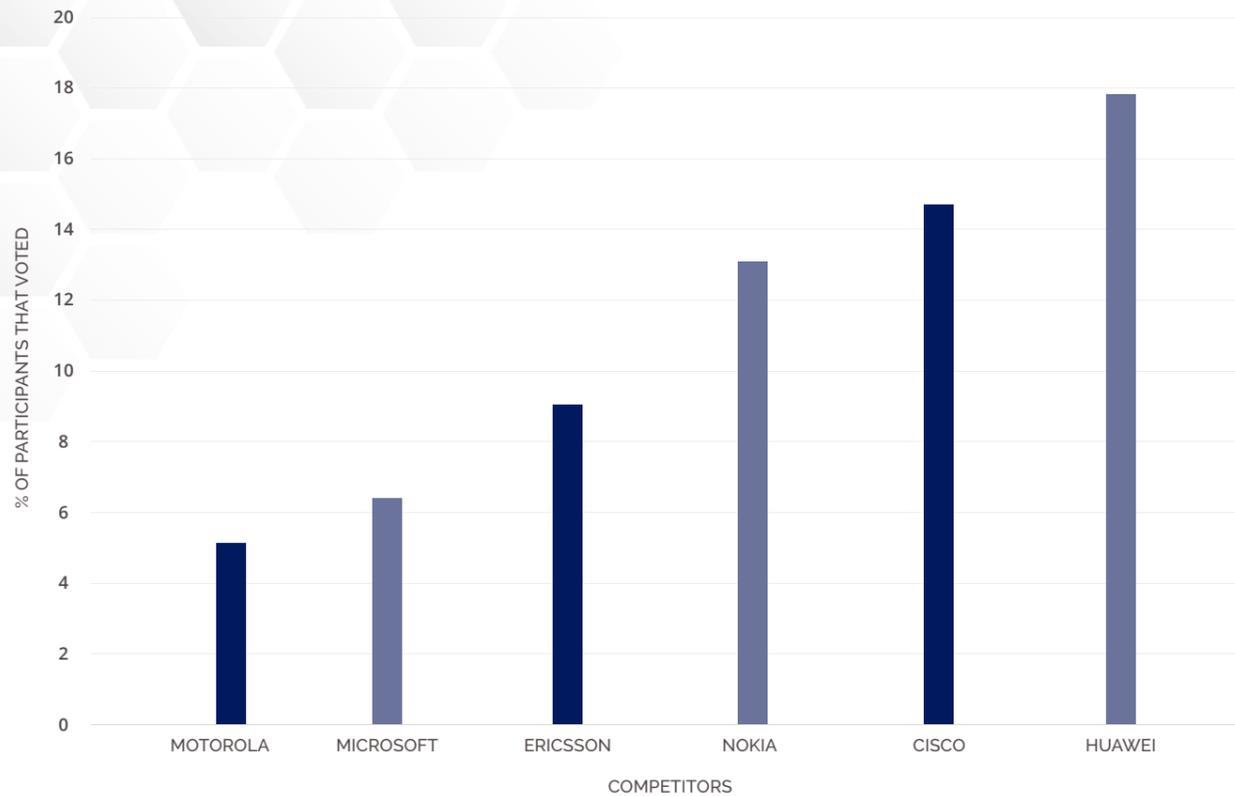


Figure 26: Top 6 Competitors

Key Findings

- Participants identified many competitors, although the main players consistently mentioned were the large global companies with very broad portfolios, as featured in Figure 26.
- Portfolios encompass the whole ecosystem e2e and including 5G and cloud base networks, security, access solutions, RAN, NFV/SDN, IoT, services, devices and applications and is indicative of a good, broad sample base.

Technology Disruptors

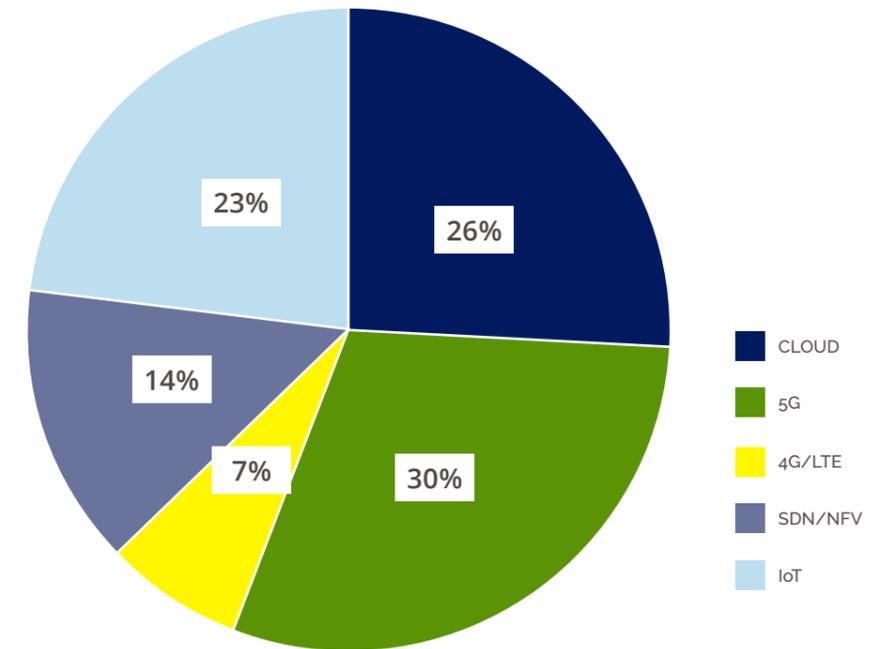


Figure 27: Technologies Most Likely to Disrupt the Industry and Create New Business Opportunities

Key Findings

- 5G came out as the top technology disruptor (see Figure 27), closely followed by the Cloud and IoT which is not surprising, as 5G has the capability to deliver much higher mobile broadband speeds that will enable many types of new services and applications, with IoT being one of them.
- With 5G, not only will devices gain faster, more reliable communications, but will also boost the connectivity of many more devices. This latter point is essential for IoT, which has many applications for industry and enterprises, enabling other connected technologies such as AI, for example.
- 5G as an enabler should also herald in Smart Cities and driverless vehicles and in the healthcare sector there is the potential for game changing solutions, such as remote robotic surgery. In the consumer sector, 5G means a faster more reliable mobile broadband delivered to many more homes, with the potential to create Smart Homes.
- With the predicted growth in data, these new applications and services mean 5G networks have to be robust and secure. Lower latency is essential for real time solutions, such as driverless cars. Typical speeds are predicted to be 100Gbps which is around 5-10 times faster than the current high-speed connection to people's home with a fixed line.

It's an exciting time to be part of the wireless communications and mobile telecoms industry and we as a company, specialising in the international recruitment of middle and senior managers in networks and connected devices continue to be inspired by the innovations brought about through the advent of mobile broadband, the speed of change of technology and what that will mean to our everyday lives.



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