



INVITATION TO PARTICIPATE

01 March 2010

Please note that these materials are revised from the original edition released on 01 February 2010. The changes to the positions, reflecting input from the Participant Meeting are noted duly in **RED Print with YELLOW Highlights**.

We would like to invite you to participate in the 1st Edition of the Entertainment & Media Arts Remuneration Survey. The EMA Club was formed by **Warner Music International, EMI Music, Sony Music and Universal Music International**. It has been designed to collect and analyze commonly found positions across the UK, Germany and France. The EMA survey will provide you with a consistent tool for analyzing remuneration throughout these three countries for very specific jobs.

The position listing covers Marketing, Press and Promotion, Creative, Sales and Commercial, Digital, Business Affairs, Licensing, Content and Studio jobs families.

This survey covers cash remuneration in the form of Actual Base Pay, Actual Bonus, Cash Incentives, as well as Target Base Pay, Target Bonus and Total Cash; plus we also collect data regarding other specific allowances and Pay Practices. Data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

The survey fees start at € 1,000 for a single country with unlimited access to the survey results via our **DataCentral®** reporting system, where you can download Reports in both PDF and XLS formats. Please note that the results are NOT available to non-participants.

The schedule for this study is:

<i>16 February 2010</i>	Participant Meeting
<i>1 January 2010</i>	Effective date of data
<i>15 March 2010</i>	Deadline for submission of data
<i>April 2010</i>	Data Validation
<i>May 2010</i>	Production and distribution of survey results to participants

In order to ensure that participating companies will be able to use this data for salary planning purposes, participants will need to meet the 15th of March input deadline. If you anticipate having difficulty in meeting this deadline, please contact us directly.

All of the Policy & Practice information covered in this survey is collected and analyzed on our web site at **PolicyCentral®**. You can logon at www.wmgnet.com to report and access this information. If you are a previous participant in any WMG survey, your policy information may already be entered in **PolicyCentral**. Just logon, review and update them as necessary.

Western Management Group is a consulting firm whose practice, since 1972, has been exclusively oriented to the development and conduct of third party, specialized compensation surveys. All data received by Western Management Group is safeguarded in accord with the highest professional standards. You may be assured that no company will have independent access to your data. All data for this survey will remain confidential and will not be divulged to any outside party.

We invite and welcome your participation and trust that the resulting report will be of considerable value in the analysis of your compensation programs in the region. Should you have any questions regarding the survey, please feel free to contact me directly at +33 (0)4 97 21 34 81, or steph@wmgnet.com.

Best Regards,

Steve SCHWARZER
Managing Director

Steph FRIEDMAN
Project Manager

Bridget BOHAN
Project Manager

TABLE OF CONTENTS

Key Survey Features	3
Survey Schedule	3
Survey Fees	3
Survey Results – DataCentral®	4
Sample Reports	5
Invited Participant List	9
Survey Jobs Index	10
Policy Central®	13
Preparing Your Survey Input	14
Survey Support	14
Data Confidentiality	15
SmartScreen® - Data Entry Simplified	15
SmartScreen Layout and Specifications	16
Survey Data Elements	17
Job Matching	21
Job Leveling Factors	22
Survey Job Descriptions	24
Currency Conversion Guide	38

KEY SURVEY FEATURES

- Total Cash Compensation data including Actual Base Pay, Actual Bonus, Discretionary Bonus, Other allowances for the current targets, and previous year performance.
- Over 75 benchmark jobs, each with detailed job descriptions.
- Covering the United Kingdom, France and Germany.
- Geographic/major metropolitan breakouts of data for each country.
- Participants from various Media, Entertainment and Digital sectors.

SURVEY SCHEDULE

Our schedule calls for the production and distribution of this year's survey results in July 2010. In order to meet this output schedule, it is extremely important for you to submit your information to us as soon as possible, so we may audit and verify your entries, and have adequate time to clarify any data or policy questions with you.

<i>16 February 2010</i>	Participant Meeting
<i>1 January 2010</i>	Effective date of data
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SURVEY FEES

Participant Fees are based on the number of countries submitted. The survey fee is equally split between the participants giving each company an equal say in the survey development, job selection, data elements, timelines, participants and results.

1 Country	€ 1,000
2 Countries	€ 1,500
3 Countries	€ 2,000

- Report access from countries which you have not submitted data are available for as low as € 2,000 each, with the following restrictions: A maximum of one country can be purchased in a given year; you must submit data for at least one other country; and you must submit data for the country within two survey cycles.
- **Data Conversion Fee** Conversion of data from other popular survey formats to the Western Management survey format. The fee for data conversion is € 100 per country, with a maximum of € 500 if you are submitting to five or more countries. Please contact us prior to submitting.
- **Optional Reports** are available directly from Western Management. Such reports include Printed copies, CD-ROM results.

SURVEY RESULTS - DataCentral®

There are three levels of results access available depending on your needs...whether you only need the Standard Report in PDF or XLS format covering all of the participants and all of the jobs, or complex reporting “drill-down” capabilities. Regardless of the level or report chosen, all participants will receive a **FULL YEAR** of 24x7 access to **DataCentral®** to download your reports online, and get immediate results. All three levels described below will provide the analyses in both PDF and XLS Formats.

■ STANDARD REPORTS

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of job data statistics and totals. Available in both Adobe Acrobat and Excel formats, at no additional cost.

- **Job Descriptions:** Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost.
- **Summary Report:** Displays the employee weighted or simple average of each pay element for each survey job.
- **Statistical Report:** For each survey job, displays employee weighted averages, simple averages and percentile data for each pay element as well as base-to-bonus earnings mix data, and number of companies and employees reported to each pay element.
- **Breakout Report:** For each survey job, displays averages of each pay element broken out by Product Sector, Geographic Area and Company Revenue.
- **Uploadable Excel Report:** Provides a job-by-job spreadsheet report with all of the major statistics and pay elements laid out in a readily uploadable format for third party analysis software.

■ COMPARISON REPORTS

With the Comparison Report Option, your data and comparison statistics are displayed separately, and you may choose to include or exclude your own data from the market results calculations, plus the you have the ability to filter and compare your data to ALL data from ALL participants, or a Geographic area, or an Industry of your choice.

Includes all of the above reports from the Standard level PLUS

- **Market Comparison Report:** The Market Comparison Report displays how your company compares to the market in graphic and tabular formats.

■ CUSTOM REPORTS

The Custom Report Option offers detailed and full customized reporting capability. Ideal for participants who need reports based on a selected set of participants or to meet specific scoping criteria. You have complete control and flexibility in defining your own reports.

- Company Selections
- Company Size by Revenue or Employment
- Industry Category
- Geographic Metro Area
- Data Elements and Statistics Calculations
- Custom Percentiles
- Standard Deviations
- Weighted and Simple Averages
- Data Aging
- And much more!

Includes all of the above reports from the Standard and Comparison levels PLUS

- **Uploadable Excel Breakout Report:** Similar to the Uploadable Excel Report above, PLUS adds the ability to split the results into categories such as Geography, Product, or Revenue.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to www.wmgnet.com and log on to **DataCentral** with the User Name: DEMO and the Password: DEMO, or call Steph Friedman +33 (0)4 97 21 34 81 for a guided tour.

SAMPLE – SUMMARY REPORT

2010 Edition: Summary Report

01 February 2010

Country: France

Currency: EU Euro

Report created for: WESTERN MANAGEMENT GROUP - Sample Report

REPRESENTS: Employee Weighted Average

Job Code	Job Title	Base Pay	Other Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Other Variable Cash	Individual Variable Cash	Total Actual Cash	Total Number of Employees Reported	Number of Companies Reported
10020	Licensing - Assistant/Coordinator	45,476		1,486	45,972		700	46,176	3	3
10130	Licensing - Career	60,984		6,394	65,707	4,646	3,020	66,582	88	18
10210	Licensing - Manager	75,845		12,669	87,181	6,049	5,759	87,368	57	12
10220	Licensing - Senior Manager/Director	102,272		17,437	118,547	1,033	11,500	119,111	30	11
17130	Marketing Management - Career	60,984		7,177	70,177	4,009	7,000	72,497	16	6
17140	Marketing Management - Specialist	55,798		5,835	64,044	8,903	8,537	81,967	20	7
17210	Marketing Management - Manager	98,007		20,935	114,755		24,267	112,756	15	6
18020	Production – Assistant/Coordinator	37,345		2,433	38,570	2,598	2,437	37,712	145	13
18140	Production - Specialist	41,407	3,349	3,028	43,758	2,121	1,493	39,639	4	4
18210	Production - Manager	59,997		8,687	63,978	5,022	6,553	64,407	24	7

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data

SAMPLE – STATISTICAL REPORT

2010 Edition: Statistical Report

01 February 2010

Country: France

Currency: EU Euro

Report created for: WESTERN MANAGEMENT GROUP - Sample Report

17130 Marketing Management - Career

	Base Pay	Other Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Other Variable Cash	Individual Variable Cash	Total Actual Cash
Highest 5	153,000		45,900	198,900	13,705	38,630	153,300
	146,000		44,000	190,000	9,967	33,300	146,714
	125,004		38,143	152,748	2,797	32,909	137,817
	120,000		35,000	146,227	1,747	21,830	132,957
	112,200		33,032	140,000	1,633	20,757	126,509
90th Percentile	112,200		35,000	140,000	13,705	38,630	132,957
75th Percentile	103,441		0,000	24,222	9,967	3,000	107,474
50th Percentile	83,262		5,000	85,262	2,797	4,200	95,000
25th Percentile	70,004		10,800	84,447	1,747	3,000	83,404
10th Percentile	63,336		8,640	72,714	1,633	2,200	70,044
Lowest 5	68,004		9,000	72,836	13,705	3,000	75,000
	63,336		8,640	72,714	9,967	2,593	70,044
	63,300		7,677	69,000	2,797	2,200	65,536
	60,000		7,200	66,465	1,747	2,040	64,800
	57,600		3,165	66,240	1,633	1,500	60,600
Number Of Employees	40		36	40	5	24	35
Market Average	92,997		18,443	109,595	5,970	10,473	98,002
Number Of Companies	11		9	11	3	4	8
Company Weighted Average	94,526		20,580	111,077	5,441	10,802	95,485

(Light Grey) = Insufficient data for analysis (Empty Cell) = No data

17130 Marketing Management - Career

SAMPLE – BREAKOUT REPORT

2010 Edition: Breakout Report

01 February 2010

Country: Germany

Report created for: WESTERN MANAGEMENT GROUP - Sample Report

Currency: EU Euro

23210 Account Management - Manager

REPRESENTS: Employee Weighted Average

	Base Pay	Other Variable Cash Target	Individual Variable Cash Target	Total Target Cash	Other Variable Cash	Individual Variable Cash	Total Actual Cash	Relative Index	Number of Companies	Number of Employees
GEOGRAPHY										
Germany - Berlin	85,481		23,634	109,115	5,603	23,013	106,560	105.55%	5	9
Germany - Other	83,916		53,299	123,890	1,350	17,673	84,148	83.35%	6	8
STATISTICS										
Lowest	46,701		15,316	68,701	1,350	4,472	46,701	46.26%	--	--
10th Percentile	58,733		15,858	70,099	1,350	4,472	70,099	70.00%	--	--
25th Percentile	70,099		15,858	86,957	1,350	4,472	86,957	86.96%	--	--
50th Percentile	81,712		23,634	105,346	1,350	4,472	94,500	93.6%	--	--
75th Percentile	90,444		33,700	129,250	5,603	31,972	121,259	120.11%	--	--
90th Percentile	114,000		43,000	148,747	5,603	42,381	142,748	141.39%	--	--
Highest	120,787		171,000	285,000	5,603	45,302	145,475	144.1%	--	--
INDUSTRY										
Entertainment Venues	75,962		29,383	97,999	3,477	23,801	88,668	87.83%	7	8
Music	98,003		47,268	145,271		22,192	116,995	115.89%	3	6
Television	80,851		22,774	103,624		12,890	91,593	90.72%	3	6
GEOGRAPHIC RESPONSIBILITY										
Single Country	81,250		25,318	103,192	1,350	20,831	96,910	95.99%	9	15
Total Job	84,744		35,500	116,068	3,477	21,945	100,957	100.0%	11	17

23210 Account Management - Manager

SAMPLE – MARKET COMPARISON REPORT

2010 Edition: Market Comparison Report

01 February 2010

Country: France

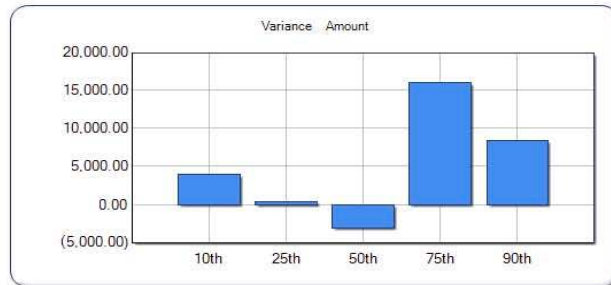
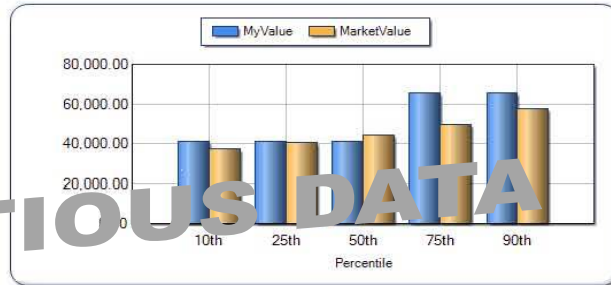
Currency: EU Euro

Report created for: WESTERN MANAGEMENT GROUP - Sample Report

17130 MARKETING MANAGEMENT - CAREER

Report analysis based on the Total Compensation of 4 Employee(s) from My Company and 306 Employees from 56 other companies.

	My Data	Market Data	Variance %	Variance
10th	41,444.00	37,500.00	0.11	3,944.00
25th	41,444.00	40,998.00	0.01	446.00
50th	41,444.00	44,555.00	-0.07	-3,111.00
75th	65,998.00	50,000.00	0.32	15,998.00
90th	65,998.00	57,650.00	0.14	8,348.00
Employee Average	53,721.00	45,329.62	0.16	7,391.38
Company Average	53,721.00	46,417.19	0.16	7,303.81



Emp Avg Variance % - Over/Under Salary Checkup





INVITED PARTICIPANT LIST

19 Entertainment Ltd
2 Entertainment
20th Century Fox
2K Interactive
Accenture
Activision
Adconion
AFP
Amazon
AMS Media Group
AOL
AP (Associated Press)
Apple
Ask.com
Associated Newspapers
Atari
Avanquest Software Publishing Inc.
BBC
BBDO
BCG (Boston Consulting Group)
Beggars Banquet Recordings
Blackberry (RIM - Research In Motion)
Blizzard Entertainment
Bouygues
British Sky Broadcasting Group plc
BT
Cable and Wireless plc
Cake Group
Canal Plus
Capital Radio (GCAP Media)
CBS Entertainment
CBS Interactive
CDV Software Entertainment Ltd.
CE Europe Ltd.
Cellfish Media
CentreSoft
Channel 4
Channel 5
Chrysalis
Classic Media
Climax Group
Cmate
Codemasters Ltd.
Colt Telecoms Group plc
Com2Us
Corbis
Crystal Dynamics
Cyberlore Studios
Digital Chocolate
Discovery
E&Y (Ernst Young)
eBay
Eden Games
Eidos
Electronic Arts
Emap
EMI
Endemol
Ericsson Ltd
Euro RSCG
Eurosport
Evolution
Expedia
Eye Blaster
Facebook
Fool
Fox Interactive Media
France Telecom Orange France
Freemantle Media
Frukt
FT
Glu Mobile Games
GMTV
Google
Guardian
Haymarket
HMV Music
HTC
IMDb (The Internet Movie Database)
Interwoven/Autonomy
IPC
ITV
KCOM Group plc
Konami
Lagardere
Last. FM
Linden Labs
Linkedin
LoveFilm
Mama Group
McKinsey
Microsoft
Monster
Motorola
MRM Worldwide
MTVNE
My Space
Namco Bandai
News International
Nintendo
Nokia
O2
OMD
Orange
Outside Line
Oxygen Interactive Software Ltd
P&G (Procter and Gamble)
Pandemic Studios
Paramount
Pinnacle
Rational Entertainment Pokerstar.com
Razorfish
RDF
Real Networks
Real Time World
Red Bee Media
Red Bull
Relic Entertainment
Rockstar Studios
Round
Sabre Holdings
Samsung
SCEE
SDL
Sega
SFR
SMG
Sony Computer Entertainment
Sony Ericson
Sony Music
Sony Online Entertainment
Sony Pictures
Square Enix
Sumea
Superscape
T Mobile
Take-Two-Interactive
Talkback (Thames TV)
Technicolor
Telegraph Media Group
The Press Association
The Walt Disney Company Ltd
Thomson Reuters
THQ
Three Mobile
Times
Trinity Mirror
Turner Broadcasting System
International
Ubisoft
Union Square Music
Universal Music Group
Universal Pictures
Viacom
Virgin Media/NTL
Vital/PIAS
Vivendi Mobile Application
Vivendi Universal
Vivendi Universal Games
Vodafone Group Services Limited
Warner Bros Interactive Entertainment
Warner Bros. Studios
Warner Music International
Wonderphone
WPP
Xbox
Yahoo!
You Tube

SURVEY JOBS INDEX

LEGAL

Licensing - Assistant/Coordinator	10020
Licensing - Career	10130
Licensing - Manager	10210
Licensing - Senior Manager/Director	10220
Business Affairs - Assistant/Coordinator	11020
Business Affairs - Career	11130
Business Affairs - Manager	11210
Business Affairs - Senior Manager/Director	11220
Royalties - Assistant/Coordinator	12020
Royalties - Career	12130
Royalties - Manager	12210
Royalties - Senior Manager/Director	12220

CREATIVE

Graphic Designer - Entry	13110
Graphic Designer - Career	13130

INTERNAL COMMUNICATIONS

Internal Communications - Manager	14210
Internal Communications - Senior Manager/Director	14220

MARKETING

Brand Management - Career	15130
Brand Management - Specialist	15140
Product Management - Career	16130
Product Management - Specialist	16140
Marketing Management - Assistant/Coordinator	17020
Marketing Management - Career	17130
Marketing Management - Specialist	17140
Marketing Management - Manager	17210
Marketing Management - Senior Manager/Director	17220
Marketing Management - Vice President/Executive	17300

OPERATIONS

Production – Assistant/Coordinator	18020
Production - Specialist	18140
Production - Manager	18210
Client Service - Manager	19210
Project Management - Career	20130
Project Management - Manager	20210

PRESS

Press - Assistant/Coordinator	21020
Press - Career	21130
Press - Manager	21210
Press - Senior Manager/Director	21220
Promotion - Assistant/Coordinator	22020
Promotion - Career	22130
Promotion - Specialist	22140
Promotion - Manager	22210
Promotion - Senior Manager/Director	22220

SURVEY JOBS INDEX (Continued)

SALES AND COMMERCIAL

Account Management - Career	23130
Account Management - Specialist	23140
Account Management - Manager	23210
Account Management - Senior Manager/Director	23220
Business Development – Career	24130
Business Development - Specialist	24140
Business Development - Manager	24210
Business Development – Senior Manager/Director	24220
Commercial Sales – Senior Manager/Director	25220

DIGITAL

Digital Management - Vice President/Executive	26300
Digital Account Management - Career	27130
Digital Account Management - Specialist	27140
Digital Account Management - Manager	27210
Digital Account Management – Senior Manager/Director	27220
Digital Business Development – Career	28130
Digital Business Development - Specialist	28140
Digital Business Development - Manager	28210
Digital Business Development – Senior Manager/Director	28220
Digital Marketing – Assistant/Coordinator	30020
Digital Marketing - Career	30130
Digital Marketing - Specialist	30140
Digital Marketing - Manager	30210
Digital Marketing - Senior Manager/Director	30220
Online Content/Editor Management - Career	31130
Online Content/Editor Management - Specialist	31140
Online Content/Editor Management - Manager	31210
Customer Retention/Relation Management - Career	36130
Customer Retention/Relation Management - Specialist	36140
Customer Retention/Relation Management - Manager	36210
Customer Retention/Relation Management - Senior Manager/Director	36220
PPC/SEO Management - Career	37130
PPC/SEO Management - Specialist	37140
Digital Web Production - Career	41130
Digital Web Production - Specialist	41140
Digital Operations Management – Assistant/Coordinator	42020
Digital Operations Management - Manager	42210
Digital Operations Management – Senior Manager/Director	42220
Online Store Management - Career	44130
Online Store Management - Specialist	44140
Technical Management - Manager	45210
Digital Design/Creative Development - Career	46130
Digital Design/Creative Development - Specialist	46140
Digital Design/Creative Development - Manager	46210

MUSIC INDUSTRY SPECIFIC ROLES

Artist Relations – Assistant/Coordinator	50020
Artist Relations – Career	50130
Artist Relations – Manager	50210
Artist Relations – Senior Manager/Director	50220
Artists and Repertoire (A&R) – Assistant/Coordinator	51020
Artists and Repertoire (A&R) – Career	51130
Artists and Repertoire (A&R) – Manager	51210
Artists and Repertoire (A&R) – Senior Manager/Director	51220
Merchandising – Assistant/Coordinator	52020
Merchandising – Manager	52210

PolicyCentral® – ONLINE POLICIES AND PRACTICES RESOURCE

Remuneration related policy and practices information from all of our surveys is collected and analyzed through our website at **PolicyCentral** – your online source for the compensation policy issues. Simply log on at www.wmgnet.com and click on **PolicyCentral** to complete this portion of your survey.

Pay Programmes – Merit Increases
Pay Programmes – TOTAL Pay Increase Budget

We understand that it may require an initial investment of your time to enter your company's data the first time for these "Core Topics", but once your data is in, updating it next year won't take as much of your time; you only need to review and update your changes for "time sensitive" topics annually. All of your previous data is retained for modification, and if you are in multiple WMG surveys, you only need to enter/update annually, and it covers all of your surveys, and you will be eligible for multiple discounts!

Additional EMA-survey-specific topics will also available covering the following:

Automobile Programmes
Stock/Equity Programmes
Holidays
Health Care
Sick Pay
Pension
Notice Period
Redundancy

Once you enter your own data on any topic, you can generate a report for that topic.

In PolicyCentral You are able to customize your reports by selecting specific companies, product groups, survey groups, geographic areas, and more. You can also receive reports in colorful graphics and uploadable spreadsheet format – all free of any additional charge.

Enhanced Selection and Reporting Capability can be based on the following: (Data will not be displayed if there are less than 5 organizations reporting.)

- Industry
- Headquarters Location
- Size of Organization
- Employee Population
- Annual Revenue
- Specific WMG Survey Participants
- Age of Data
- Specific Company Selections
- Ability to Include or Exclude your own data
- Tabular and Graphic Analysis/Display
- Results loadable to Excel files

You can logon at www.wmgnet.com to report and access your **PolicyCentral** information. If you are a new participant, or have misplaced your username and password, call or email Steph at +33 (0)4 97 21 34 81 or steph@wmgnet.com.

PREPARING YOUR SURVEY INPUT

Before starting data submission, we recommend that you follow the steps outlined below to help streamline your submittal.

- **Print this document in color**, as these materials have many key-points outlined in **red** print.
- **Read this document** completely, taking notes and "marking-up" your copy. If you have any questions, please feel free to contact us directly for clarification.
- **Prepare your proposed Job Matches** comparing and translating your internal job-structures and positions to those found in the survey.
- Attend the **Participant Meeting** – There are significant financial incentives for attending one of these sessions. Present and verify your **Job Matches** with the other participants, using the Provided Job Match Tools.
- **Collect** and prepare your **Company, Country, and Incumbent Data**
- **Download the SmartScreen®** Excel Template from the EuroComp Website
- **Use the SmartScreen** on your PC
 - Enter the **General Information, Country Information, and Billing information**
 - **Export your Employee Data** from your HRIS System to an Excel file, with one line of data per employee
 - **Cut/Paste** the data from your HRIS/Employee Data file into the appropriate SmartScreen fields
 - **Enter Survey-Specific Information** into the SmartScreen which has not been generated in your HRIS file
 - Run the SmartScreen **Audit Reports** to flag omissions, pay questions, and common data entry errors
 - **Fix errors** found within the Audit Reports
 - **Save and Archive** a copy of the SmartScreen on your PC
- **Send** a copy of your **SmartScreen** file by 15 March 2010 to euro.info@wmgnet.com

SURVEY SUPPORT

If you have questions regarding any aspect of the survey, website, SmartScreen®, DataCentral® or PolicyCentral® operation, please contact the appropriate WESTERN MANAGEMENT representative from the list below.

- **EuroComp Website Address**

<http://www.wmgnet.com/EMA>

- **General Survey Support**

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Tel: +33 4 97 21 34 81
Fax: +33 4 97 21 34 82
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Steve Schwarzer
237 West Main Street
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UNITED STATES

Tel: +1 408 399 4900 x231
Fax: +1 408 399 4901
eMail: euro.info@wmgnet.com

- **Website and Technical Support**

Ray Lake
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Los Gatos, CA 95030
UNITED STATES

Tel: +1 408 399 4900 x236
Fax: +1 408 399 4901
eMail: tech.info@wmgnet.com

DATA CONFIDENTIALITY AND SECURITY

Participation in the survey implies agreement to share data with all other participants on a mutual exchange basis, providing that the normal data confidentiality and security provisions are met. In order to protect the confidentiality of the data there are several additional safeguards in effect.

- No company identification will be associated with any data or reports generated from the database, except within a participant's own data and reports.
- All reports and data presentations are available only in "aggregate" form and display summary information only.
- To ensure confidentiality, reports will NOT be produced for any participant unless the following criteria are met:
 - Report requests should contain a minimum of five or more survey participants, in addition to the requester.
 - No reports on individual jobs will be produced in which data from any single company (other than the requestor) represents over 33.3% of the total data in a given job OR if there are less than five companies (including your own) reporting data on a given job.

SmartScreen® – DATA ENTRY SIMPLIFIED

A pre-formatted **SmartScreen**® Excel template is available to simplify your data entry. The **SmartScreen** template is an Excel based application that provides a flexible/user friendly interface to input, validate and securely submit your survey data. **SmartScreen** also provides you with an import capability and validity checking for those with large files for submission. You can "cut & paste" into it from your other internal data sources. The spreadsheet will highlight data that is not formatted correctly and/or data that does not fall within specified reasonable limits on each job. You are able to verify your data before submitting it to WMG, thus greatly increasing the validity of the data. It is available at no additional cost.

You can download the **SmartScreen** Excel template from:

<http://www.wmgnet.com/DNN/Portals/0/ema/EMA10SmartScreen.xls>

Once you have entered your data, performed the "Validate Pay Data" function of your **SmartScreen** and saved your data on your computer, you can submit your SmartScreen as follows:

- Save the file, click on the "SUBMIT" tab and follow the easy steps to upload directly and securely to the WMG website. This is your most secure method to submit your data, as it is sent in an encrypted format.
- OR**
- Save the **SmartScreen** file to a location of your choice on your computer. Attach the completed file to an e-mail message and send to Steph Friedman at steph@wmgnet.com

When your **SmartScreen** data is received in our office, it is reviewed and edited for completeness, reasonability and validity prior to acceptance and use in the survey database. All data is passed against complex edit standards that have been designed to identify questionable data entries and job matches. All data entries that do not meet this check will be brought to your attention for verification and must be either substantiated or eliminated.

We strongly recommend that you keep a file copy of all information submitted to the survey for reference should we need to contact you for verification, and as a protection against loss. If you need assistance interpreting the input requirements, matching your jobs to the survey classifications or completing your **SmartScreen** please call or eMail Steph Friedman at +33 (0)4 97 21 34 81 or steph@wmgnet.com.

SmartScreen® - LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified above and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Steph Friedman at +33 (0)4 97 21 34 81 if you have questions about the use of the SmartScreen, if you have a data file exceeding 65,000 records, or proper formatting of your file.

- Report annual pay figures, whole numbers – do not include cents
- If you have used formulas to calculate fields, convert the formulas to “values” prior to uploading to **SmartScreen**
- DO NOT include decimals, currency signs (€) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the layout below
- DO NOT use any field delimiters
- DO NOT include or add hidden columns
- DO NOT change the order of the columns
- DO NOT assign a password to the document. You can use the “Submit” tab to directly and securely upload your file

Column	Survey Data Element	Definitions Page
A.	Country Code	17
B.	Metro Code	18
C.	Survey Job Code	18
D.	Company Job Title	18
E.	Record ID	19
F.	Year of Hire	19
G.	Industry	19
H.	Geographic Responsibility	19
I.	Base Pay	19
J.	Other Variable Cash Target	19
K.	Individual Variable Cash Target	20
L.	Other Variable Cash	20
M.	Individual Variable Cash	20
N.	Car	20
O.	Incumbent Notes	20

SURVEY DATA ELEMENTS

Below are the definitions of each item on the **SmartScreen®**, listed in order by column.

NOTE: Please enter all remuneration figures for a given country in **Local Currency**. **Please enter ALL Euro-Monetary-Unit (EMU) member country data in Euro**. Do not enter non-local currency. It is imperative that you use the exchange rates listed in the Currency Conversion Table for any currency conversions you make. All other conversion rates will give inconsistent survey results.

Data Effective Date for the survey is **1 January 2010**. Data reported should reflect policies and compensation in effect on 1 January 2010. All employees submitted must be on Active Pay Status as of 1 January 2010. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Report data for each individual employee matched to the survey job.

A. COUNTRY CODE: Enter the two-digit ISO country code of the WORK LOCATION (not residence) of the employee:

FR = *France*

DE = *Germany*

GB = *United Kingdom*



B. METRO CODE: Enter the code of the WORK LOCATION (not residence) of the employee:

DEBE = Berlin Metro

DEDD = Dresden Metro

DEDK = Düsseldorf/Köln Metro

DEFM = Frankfurt AM Metro

DEHM = Hamburg Metro

DEMC = Munich Metro

DEST = Stuttgart Metro

DEZZ = Germany Other

FRPA = Paris Metro

FRGR = Grenoble Metro

FRSA = Sophia Antipolis Metro

FRZZ = France Other

GBEA = Ipswich, Norwich, Peterborough, Cambridge, Colchester

GBLI = City and West End

GBLO = M25 Ring and Vicinity

GBMI = Birmingham, Nottingham, Northampton, Milton Keynes

GBNE = Newcastle-upon-Tyne, Middlesborough

GBNI = Belfast, Londonderry

GBNW = Leeds, Liverpool, Greater Manchester, Sheffield, Stoke-on-Trent, Warrington

GBSC = Glasgow, Edinburgh, Aberdeen

GBSE = Brighton, Dover, Tunbridge Wells

GBSO = Portsmouth, Southampton

GBSW = Bristol, Bath, Devon, Cornwall, Dorset, Gloucester, Somerset, Wiltshire, Cardiff, Swansea, Newport

GBTV = Basingstoke, Bracknell, Reading, Wokingham, Maidenhead, Marlow, Slough, Uxbridge, Heathrow

GBZZ = United Kingdom Other

C. SURVEY JOB CODE: Please enter the Survey Job Code which matches the appropriate job description. These descriptions are brief outlines of the survey jobs. They can be used as the basis to decide whether or not you have a comparable job. The Survey Job Title will automatically display.

D. COMPANY JOB TITLE: Please enter the internal Company Job Title for the incumbent.

- E. **RECORD ID:** Please enter a distinct ID for each incumbent being matched. **This DOES NOT need to be their Company Employee ID.** We only need a number which enables you to easily identify the data for auditing purposes.
- F. **YEAR OF HIRE:** Please enter the Year of Hire for the incumbent. **The date format is YYYY.**
- G. **INDUSTRY:** Please enter the Industry sector code of the business for which the incumbent is responsible. If the job supports several businesses, e.g. General Manager, then enter the code most applicable to your company in this location.

EV = Entertainment Venues

GA = Gaming

PD = Production/Distribution

MU = Music

MV = Motion Pictures

PR = Printed Media/Publishing

OL = Online

RD = Radio

TV = Television

ZZ = Other Industries

- H. **GEOGRAPHIC RESPONSIBILITY:** Please indicate the geographic influence under the direct supervision of the incumbent:

W = If Worldwide Responsibility Responsible for a company's activities across the whole world.

R = If Regional Responsibility (Europe Middle East and Africa) Responsible for a company's activities across most or all of Europe. They may be in a company's Regional Headquarters or located elsewhere. Regional does NOT include clusters of countries (see below).

L = If Large Cluster of Countries (eg Northern Europe, Southern Europe) Responsible for a company's activities in a significant "cluster" of countries. A minimum of four countries must be included a cluster for it to be considered large; typically represents five or more countries.

S = If Small Cluster of Countries (eg UK plus Ireland) Responsible for a company's activities in a smaller "cluster" of countries. Three or fewer countries; but may include clusters up to four or five countries if considered small in scope by the company.

C = If Single Country Responsible for a company's activities in one country only.

- I. **BASE PAY:** Please indicate annual full-time "Base" compensation. If you pay on a split payroll, or in another tax-effective way (e.g. representation allowance), please inflate your Base Pay to reflect these amounts. All figures should be as of 1 January of the current year.

INCLUDES: Annual Base Pay, plus all allowances such as extra month(s) pay, all fixed, legal or contractual bonuses, and cost of living adjustments.

EXCLUDES: Guaranteed Payments, Profit Sharing, Incentives and LTI's.

- J. **OTHER VARIABLE CASH TARGET:** Please indicate all Team/Group/Unit award targets (which cannot be individualized), Profit Sharing targets, or Gainsharing targets for the current calendar year (may be legislative or non-compulsory).

- K. INDIVIDUAL VARIABLE CASH TARGET:** Please indicate all additional Individual Variable Cash Targets. These may include bonus and commission payments such as sales commission including sales incentive, executive bonus, incentive bonus, discretionary commission or quota related bonuses for the current calendar year. State total amount which you expect to be paid in respect of the current year, assuming 100% achievement for all performance goals (target). Must be "individualized bonus" if part of a team bonus program.

DO NOT INCLUDE Profit Sharing (legislative or non-compulsory), Gainsharing, overtime, or shift differentials. Do not enter the value of any stock options granted (or their cash equivalents, such as phantom stock).

TOTAL TARGET CASH Base Pay + Other Variable Cash Target + Individual Variable Cash Target.

NOTE: For display only in the final reports, and calculated automatically by the software. DO NOT enter in XLS sheets submitted to the survey.

- L. OTHER VARIABLE CASH:** Please indicate all Team/Group/Unit awards (which cannot be individualized), Profit Sharing payments, or Gainsharing earned in respect of the previous year (actual earned in 2009, even if paid in 2010, legislative or non-compulsory). If jobholder is a **new incumbent (less than 12 months in job)**, leave blank. Enter ZERO only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

NOTE: Also include Profit Sharing programs which would have been paid in cash, but have been deferred by the employee for purposes of tax deferment, and/or retirement.

- M. INDIVIDUAL VARIABLE CASH:** Please indicate all additional Individual Variable Cash payments as defined above as earned in respect of the previous year (actual earned in 2009, even if paid in 2010). If jobholder is a **new incumbent (less than 12 months in job)**, leave blank. Enter ZERO only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

TOTAL ACTUAL CASH: The total of Base Pay + Other Variable Cash + Individual Variable Cash.

NOTE: For display only in the final reports, and calculated automatically by the software. DO NOT enter in XLS sheets submitted to the survey.

- N. CAR:** Please enter the car programme which the employee is currently enrolled.

C = Company Car with take-home privilege is provided (or is entitled to a cash alternative equal to the value of the car).

A = Car Allowance is paid

D = Car is NOT normally provided but has been taken in lieu of compensation as a "salary sacrifice" **Deduction** made from pay in return for the benefit of a car. Under Base Pay, enter total salary before such a deduction.

N = No Car Provided at All (default)

NOTE: Value of car is NOT added to, nor deducted from remuneration figures. For detailed car program information, please visit the PolicyCentral™ website at www.wmgnet.com.

- O. INCUMBENT NOTES:** Enter information which will help to explain where data has been derived, or why the value of a field is outside of the audit limits. The information entered here is only visible to your company and WME, and is not distributed to other participants.

JOB MATCHING

All employees submitted to this survey must be on active pay status as of 01 January 2010 and on local pay. EXCLUDE those who are; contractors, interns, on a leave of absence, long term or short term disability, sabbatical, or similar non-active status, and DO NOT REPORT EXPATRIATE EMPLOYEES.

Step 1 – Functional Category

The survey is designed to collect data on multiple levels of individual contributors, plus first, second, and third level management positions, covering nine functional categories:

- Legal
- Creative
- Internal Communications
- Marketing
- Operations
- Press
- Sales and Commercial
- Digital

Step 2 – Job Family

Match the incumbent to the relevant job family based on the job description.

Example: Based on the job description, is your incumbent a “Brand Manager” or a “Product Manager”?

A general job description is provided for each job covered in the survey. These descriptions are prepared to reflect the normal range of duties, skills, responsibilities, supervision and requirements found in the level of job specified. It is not intended that the description list every specific task that might conceivably be assigned to that job. Rather, it is a general indication of the scope and complexity of the job. Thus, it is unlikely that your jobs will be exact matches to the job descriptions.

The description should be used as a reference and guide to the general level of skill required for the performance of the typical duties listed. As a basic guide, you should have a minimum of an 80% confidence level that your job is a match. Pay particular attention to the exclusions and qualifying remarks in some descriptions.

DO NOT DOUBLE-MATCH AN INDIVIDUAL EMPLOYEE

If your employee performs a combination of duties from two or more survey job levels or groups, pick the one survey job where at least 80% of the survey job content fits the employee. DO NOT match the same employee to more than one survey job level or group. If no survey job represents at least 80% of the duties of the employee, DO NOT REPORT that employee.

“If in doubt, leave it out”

Step 3 – Job Level

Assign an appropriate job level to the incumbent based on job skills, complexity, knowledge, supervision and experience. Detailed descriptions of job levels can be found within the job descriptions.

Example: Is your Account Manager performing at a “Career” or “Specialist” level?

Job Levels:

- Assistant/Coordinator
- Entry Level
- Career Level
- Specialist Level
- Manager
- Senior Manager/Director
- Vice President/Executive

MULTIPLE LEVEL MATCHING

Your job family may have more, or less levels than are identified in the survey. Review the content of the survey description to determine if two or more of your levels may need to be combined for reporting to a given survey level.

Example: The survey has two levels of Individual Contributor Account Executive. Your company has three. Upon review of the survey descriptions, you may determine that your 2nd and 3rd level would be best reported to the 2nd level in the survey.

SURVEY JOB LEVELING FACTORS

- **Administration and Support Structure** – Roles typically are those which perform routine or repetitive tasks which do not require higher-education, but may require skills acquired through time, hands-on experience, technical or trade schooling.
 - **Assistant/Coordinator– XX020**
 - **Skill Level:** Fully Trained.
 - **Assignments:** Semi-routine tasks of moderate complexity requiring some discretion and use of limited judgment and initiative.
 - **Experience:** Requires one or more year of directly related experience, with the typical incumbent possessing three to four years of experience.
 - **Education:** None required in non-technical positions. May require some higher education or specialized training or certification in technical positions.
 - **Supervision:** Limited with spot checks.
- **Professional Structure** – The roles which are found in this structure are those which are highly skilled professionals of a technical, professional-administrative or sales-nature. Typically require a University degree or equivalent.
 - **Entry Level – XX110**
 - **Skill Level:** Formal/Informal Training Program.
 - **Assignments:** Routine or repetitive tasks with specific instructions and set procedures.
 - **Experience:** No experience required, with the typical incumbent possessing one to three years of related experience.
 - **Education:** None required.
 - **Supervision:** Close supervision.
 - **Population Distribution:** 5% to 10%.
 - **Career Level – XX130**
 - **Skill Level:** Fully Qualified.
 - **Assignments:** Wide variety of complex tasks. Participates in the analysis, design, development and implementation of policies, plans, programs, objectives, or technical systems.
 - **Experience:** Requires three or more years of directly related experience, with the typical incumbent possessing six to eight years of experience.
 - **Education:** University graduate. Post-graduate work may be required.
 - **Supervision:** General, and may provide working leadership or guidance to lower-level employees.
 - **Population Distribution:** 40% to 60%, bulk of job family population.
 - **Specialist Level – XX140**
 - **Skill Level:** Recognized internally as a specialist/resource/subject matter expert.
 - **Assignments:** Highly complex and specialized tasks. Responsible for the analysis, design and development of policies, plans, programs, objectives, or technical systems.
 - **Experience:** Additional specialized knowledge in breadth and/or depth. Requires six or more years of directly related experience, with the typical incumbent possessing nine to fifteen years of experience. Not an automatic progression to this level.
 - **Education:** University graduate. Post-graduate degree and/or certification may be required.
 - **Supervision:** Minimal, and typically provides working leadership or guidance to lower-level employees.
 - **Population Distribution:** 15% to 25%.

SURVEY JOB LEVELING FACTORS (Continued)

- **Management Structure** – the Management Structure relates to those roles which are dedicated towards the supervision and management of other employees.
 - **Manager – XX210**
 - **Assignments:** Tactical in nature. Directly supervises daily work of individual contributors - Professional and/or Production, Administration and Technical Support. May continue to perform as an individual contributor. Responsible for human resource actions such as hiring, firing, and discipline. Writes performance reviews and makes salary decisions. Budgetary development and monitoring for the area managed. Have a role based on influencing, interpreting, and implementing policy and practice within their organization.
 - **Experience:** Requires three or more years of previous related experience as a supervisor and individual contributor, with the typical incumbent possessing ten to fifteen years of experience.
 - **Education:** University graduate.
 - **Supervision:** Typically reports to Senior Manager/Director.
 - **Senior Manager/Director – XX220**
 - **Assignments:** Strategic in nature, and can be the functional leader. This level of management takes a leading, deciding, driving and integrating approach to managing the organisation. Typically supervises one or more first level managers in assigned area of responsibility. Plans programs to achieve high-level business objectives established by top-level management. Achieves expense objectives within assigned area. Assists in the recruiting, training and development of employees. May also have management responsibilities in secondary or related operations.
 - **Experience:** Requires three or more years of previous related experience as a first level manager and individual contributor, with the typical incumbent possessing more than fifteen years of experience.
 - **Education:** University graduate. May require post-graduate degree.
 - **Supervision:** Typically reports directly to Country Manager if in small country, or top-level functional area manager in large country.
 - **Vice President/Executive – XX300**

Identified by the XX300 series of jobs. These are the most senior level individuals within their defined function and are typically titles as Vice President, Senior Vice President, Executive Vice President. Normally report directly to the President/CEO, or Executive Head of the reporting entity/business unit.

SURVEY JOB DESCRIPTIONS

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Review the job descriptions below to identify those jobs which may exist in your company. ONLY report data on jobs which match the description by at least an 80% confidence level. Jobs which cannot meet this criteria should NOT be reported.

FUNCTIONAL AREA:	LEGAL
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Survey Job Family:	Licensing
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Functional Description: Extends licensing agreements and negotiates revised commercial licensing terms. Negotiates new licensing agreements to benefit the company. Renews existing license agreements and commercial terms. Responsible for all trading and licensing for 3rd party projects as well as licensing in for all company products. Maintaining existing relationships, building new client relationships. Providing accurate support and assistance to other departments on licensing activity i.e. Royalties, Finance, Business Affairs. Resolving internal queries from other business areas and maintaining good relationships with international affiliates. Responsible for assisting incremental revenue generation via cover mounts and premiums. Promotion and marketing of products to synchronisation industry.

Job Level:	Survey Job Title	Survey Job Code
	Licensing – Assistant/Coordinator	10020
	Licensing - Career	10130
	Licensing - Manager	10210
	Licensing - Senior Manager/Director	10220

Survey Job Family:	Business Affairs
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Functional Description: Drafts and negotiates contracts and agreements for the exploitation of the company's products, including license agreements, sample licenses. Coordinates between departments with respect to the administration of contract execution and payment. Works with external partners to coordinate approvals on all communication materials. Works with third party entities to secure consent and clear rights when referencing their assets (names, images, props, contents, etc.) based on contractual agreements. Draft and negotiates contracts including license agreements. Facilitates payment of appropriate talent and music sessions and residuals. Monitors and ensure compliance with client procedures and policies with vendors, talent, licensing and publishing.

Job Level:	Survey Job Title	Survey Job Code
	Business Affairs - Assistant/Coordinator	11020
	Business Affairs - Career	11130
	Business Affairs - Manager	11210
	Business Affairs - Senior Manager/Director	11220

Survey Job Family:	Royalties
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Functional Description: Advises and makes recommendations during contract negotiations. Evaluates of current royalty accounting and possible anomalies. Ensures that the financial statements correctly reflect the royalty costs and income. Produces of actual royalty statements. Ensures accurate and timely accounting and compliance with all contractual and legal requirements. Verify and processes of incoming royalty statements. Tracks of unsubmitted royalty statements. Investigates and correct errors within the royalty reporting. Prepares and validates royalty statements. Reviews for errors and logic of criteria such as royalty base prices, royalty rates applied. Reconcile the royalty reporting from the territory and the statement produced from the royalties system. Produce monthly and quarterly schedules and reports for finance and royalty departments. Identify, calculate and prepare documentation for adjustment activity. Administrates of digital rights. Continues development of royalty system to handle digital developments and other business model changes. Manages of neighbouring rights and synchronisation fees.

Job Level:	Survey Job Title	Survey Job Code
	Royalties - Assistant/Coordinator	12020
	Royalties - Career	12130
	Royalties - Manager	12210
	Royalties - Senior Manager/Director	12220

FUNCTIONAL AREA:	CREATIVE
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Survey Job Family:	Graphic Designer
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Functional Description: Focus on visual communication and presentation. Various methods are used to create and combine symbols, images and/or words to create a visual representation of ideas and messages. Develop leading-edge designs, create layouts and interactive presentations using a variety of software tools; develop architecture, artwork and basic programming for creation of new media presentations; develop best practices utilizing state-of-the-art techniques, and equipment. Support Marketing Managers and Assistant Marketing Managers with artwork requests for various products. Managing any merchandise requests that company a product release. Working on ad hoc projects, often involving the creation of original marketing material for a particular product.

Job Level:	Survey Job Title	Survey Job Code
	Graphic Designer - Entry	13110
	Graphic Designer - Career	13130

FUNCTIONAL AREA:	INTERNAL COMMUNICATIONS
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Survey Job Family:	Internal Communications
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Functional Description: Responsible for drafting communications policy under guidance from the Senior Manager/Director. Act as external contact for government and industry bodies, influencing relevant policies made by these parties. To maintain and monitor communications policy and activities, including Corporate Social Responsibility strategy and relevant activities, corporate matters and company press releases. Assist VP and Director on day to day basis and act as deputy including attending meetings on behalf – and to answer press questions within predetermined remit. Monitor distribution data and analyses. To monitor assistant's activities and ensure delivery of required output.

Job Level:	Survey Job Title	Survey Job Code
	Internal Communications - Manager	14210

Survey Job Family:	Internal Communications
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Functional Description: Key external contact for government and industry bodies, influencing relevant policies made by these parties. Responsible for the corporate social responsibility strategy and relevant activities. Official company spokesperson for corporate matters and company Press releases. Liaison on a Company level with all media. Internal responsibility for Company meetings – content and organization. Create messaging and standardize communication tools to foster a strong internal culture, ensure consistency and build a strong corporate brand with all internal communications. Write articles, speeches, and other materials as needed. Apply innovative approaches to technology that improve the speed, coverage and impact of internal communications leveraging the company portal, social media, etc.

Job Level:	Survey Job Title	Survey Job Code
	Internal Communications - Senior Manager/Director	14220

FUNCTIONAL AREA: MARKETING

Survey Job Family: Brand Management

Functional Description: The overall role of brand management is to create consumer demand. They are responsible for formulating the brand's long-term strategy and developing and executing marketing plans. They define the brand's pricing, packaging, trade merchandising, advertising and promotion strategies and allocate the budget accordingly. They execute marketing initiatives in support of long term strategies through leadership of the business unit team. They are accountable for delivering the brand's profit, volume and market share objectives. This position assists the business unit team on assigned brands or will manage smaller brands in all aspects of the P&L. Research is a key part of the role, especially to keep the brand up to date. This can involve anything from looking into how effective a piece of marketing is, to monitoring the current market trends. Social interaction comes with the job as it often involves working with departments all through the company including in-house marketing and communications people or legal staff, to various outside creative agencies.

Job Level:	Survey Job Title	Survey Job Code
	Brand Management - Career	15130
	Brand Management - Specialist	15140

Survey Job Family: Product Management

Functional Description: A product manager considers numerous factors such as target demographic, the products offered by the competition, and how well the product fits in with the company's business model. Generally, a product manager manages one or more tangible products. However, the term may be used to describe a person who manages intangible products, such as music, information, and services. Product Management is an organizational lifecycle function within a company dealing with the planning or marketing of a product or products at all stages of the product lifecycle. Coordinate and develop programming such as news and updates, faculty webinars, open houses, podcasts and other marketing campaigns. Develops core positioning and messaging for products. Attaining progress reports and feedback from the relevant stakeholders (e.g. sales team) on the management of a campaign. Coordination of project team - circulating news, updates and relevant information to project teams including promotions and sales. Coordinating promotional/marketing tools required by project teams. Campaign analysis; analysis of impact of a given campaign on project development and product sales. Analysis of relationships between sales and advertising/marketing spend. Operational budget management and financial/payment processing.

Job Level:	Survey Job Title	Survey Job Code
	Product Management - Career	16130
	Product Management - Specialist	16140

Survey Job Family: Marketing Management

Functional Description: Develops and implements the marketing strategy for the product (artist, brand, category, marketing channel) within a given framework. Develops in-house promotional and advertising material and oversees the production of promotional material by external suppliers. Deliver visibility for the product to both consumers and clients. Represents the Marketing function on key company projects. Create value for the company brand in order to drive growth in company reach and ratings. Deliver value to the product by supporting sales in their daily efforts to delivery revenue through commercial operations. Create and deliver strategic consumer (B2B) and trade (B2C) marketing plans. Manage agency resources. Work with the company distribution partners to promote the offerings to both consumers and commercial customers.

Job Level:	Survey Job Title	Survey Job Code
	Marketing Management - Assistant/Coordinator	17020
	Marketing Management - Career	17130
	Marketing Management - Specialist	17140
	Marketing Management - Manager	17210
	Marketing Management - Senior Manager/Director	17220

Survey Job Family:	Marketing Management
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Functional Description: Determines the strategic direction and provides local input to the global marketing strategy for its specific product group or category. Determines the disposition of resources (financial and people) to achieve marketing strategy and for its product group or category. Responsible for all marketing disciplines for its product group or category including, but not limited to, advertising, brand management, product management, special events, market research, product and competitive analysis, campaign effectiveness evaluations etc. May have high-level oversight of Marketing Managers' promotions or campaigns to ensure they are in line with Company strategy and offering advice and guidance as appropriate. May authorise budgets for large campaigns/promotions having discussed these with Marketing Manager and may review high level promotional activities against approved budgets. High level responsibility for developing and managing relationships with major external suppliers to ensure product/service objectives are met. Provides advice on and helps with the execution of wider marketing initiatives outside of its product group or category. May provide input on strategic marketing issues outside of its product group remit.

Job Level:	Survey Job Title	Survey Job Code
	Marketing Management - Vice President/Executive	17300

FUNCTIONAL AREA: OPERATIONS

Survey Job Family: Production

Functional Description: Manages production scheduling, ensures release dates are met, stock levels and makes sure that the product is manufactured according to specification. Oversees planning, forecasting, management, and customer services in relation to the production and delivery of the product. Responsible for ensuring good quality of service from all suppliers. Oversees the liaison with national account managers and staff at our distribution centre.

Job Level:	Survey Job Title	Survey Job Code
	Production – Assistant/Coordinator	18020
	Production - Specialist	18140
	Production - Manager	18210

Survey Job Family: Client Service

Functional Description: Ensures client services are delivered in a timely manner by requesting source documentation promptly, managing the workload and liaising with both internal and external clients to ensure effective communication and deliverables. Increase revenue by identifying new opportunities for clients.

Job Level:	Survey Job Title	Survey Job Code
	Client Service - Manager	19210

Survey Job Family: Project Management

Functional Description: Work closely with the creative and marketing teams to understand their working processes and to assist with their time management and work flow needs. Maintain the work flow system, keeping information updated to enable staff to keep track of their projects, timescales and budgets. Ensures all information and assets achieve their agreed deadlines. Via the work flow system, identifies peaks in work load and communicates this to the various team heads so provisions can be made. Balancing the needs of Creative Services and the product managers to ensure that both 'Client' and 'Studio' are happy with the working practices.

Job Level:	Survey Job Title	Survey Job Code
	Project Management - Career	20130
	Project Management - Manager	20210

FUNCTIONAL AREA: PRESS

Survey Job Family: Press

Functional Description: Define, develop and implement public relations strategies and campaigns to promote the company and its products in the press and media. Determine the strategic direction, in public relations terms, for the organisation and company products/product groups. Manage the Press Office - determine the disposition of resources (financial and people) to execute the public relations strategy and the elements of the global PR strategy. Build and maintain a network of key journalists and contacts within the industry and ensure that company products receive as much coverage as possible. Provide strategic advice and guidance on the media and communications to company products, services and/or clients. Design, develop and manage national press campaigns. Take responsibility for ensuring that press coverage reaches the appropriate market and the product is promoted in the most effective manner. Provide guidance to senior press officers on public relations issues.

Job Level:	Survey Job Title	Survey Job Code
	Press - Assistant/Coordinator	21020
	Press - Career	21130
	Press - Manager	21210
	Press - Senior Manager/Director	21220

Survey Job Family: Promotion

Functional Description: Defining and developing all promotional activity for all products across the business. Holding and managing relationship with key figures in the media to ensure that the product is represented on the right medium at the right times. Overseeing all international press, radio and TV promotion for the product. Managing the Promotions Department - determining the disposition of UK resources (financial and people) to ensure that promotions objectives are achieved. Managing relationship with key players in the media to ensure that the product is shown on the right programmes at crucial times to drive awareness and sales. Budgetary responsibility for promotional costs. Dealing with International and National media outlets. Working with marketing and press, at the most senior level, to ensure that a coherent, consistent message is presented to the market.

Job Level:	Survey Job Title	Survey Job Code
	Promotion - Assistant/Coordinator	22020
	Promotion - Career	22130
	Promotion - Specialist	22140
	Promotion - Manager	22210
	Promotion - Senior Manager/Director	22220

FUNCTIONAL AREA: SALES AND COMMERCIAL

Survey Job Family: Account Management

Functional Description: Increase market share and drive increased year on year revenue growth in accordance with set targets. Explore current partnership contracts to ensure optimization of growth and cross-selling opportunities. Responsible for overseeing client marketing campaigns across the assigned product group. Generate exciting and target driven promotional/campaign activity with customers. Work closely with the operations team to deliver optimum distribution for all products and or services. Plan and manage customer based marketing activity and work closely with relevant internal teams (marketing, promotions etc) to ensure unity in the approach to marketing and sales.

Job Level:	Survey Job Title	Survey Job Code
	Account Management - Career	23130
	Account Management - Specialist	23140
	Account Management - Manager	23210
	Account Management - Senior Manager/Director	23220

Survey Job Family: Business Development

Functional Description: Determines and implements business development strategies for major product groups (e.g. digital or direct to consumer) across all company territories. Responsible for identifying, prioritizing and pursuing new and existing opportunities with partners, joint ventures, acquisitions and strategic alliances that will drive sales for product group. Develops a long term business development plan to support and facilitate sales growth for the assigned product group. Define financial projections and business plan with key activities, priorities and risks for assigned product group. Manage relationships with strategic business partners for assigned product group.

Job Level:	Survey Job Title	Survey Job Code
	Business Development - Career	24130
	Business Development - Specialist	24140
	Business Development - Manager	24210
	Business Development – Senior Manager/Director	24220

Survey Job Family: Commercial Sales

Functional Description: Responsible for the overall strategic and tactical direction of all sales activities for various product groups and categories. Manages sales team and resources (including financial resources) to ensure sales strategies are delivered upon and revenue/profitability targets are achieved. Preparation and delivery of the annual sales business plan for the area of responsibilities with an accurate annual forecast for the revenue strategy. Responsible for developing customer relationships at the most senior level in order to build joint strategies and mutual profitability. Provides high level advice and support to accounts manager where necessary. Assists in accounts management for major customers. Liaises with senior employees from other departments on sales-related issues, and works closely with teams such as marketing, promotion and press to ensure that products are marketed and sold in an unified and effective manner across the organization. Provide strong management (both internal and external) of the day to day business. Effectively manage internal relationships and expectations both upwards and downwards within current structure.

Job Level:	Survey Job Title	Survey Job Code
	Commercial Sales – Senior Manager/Director	25220

FUNCTIONAL AREA: DIGITAL

Survey Job Family: Digital Management

Functional Description: Responsible for the strategic digital business across the company within a given country or multi country region. Works with all digital marketing and promotions teams to identify new business opportunities including relationships with major business partners ensuring that the annual digital revenues and budget is achieved. Ensures the company are securing strategic digital and mobile deals to increase revenues and market share. Responsible for the operational achievement of all digital forecasts, sales targets and growing existing business partners. Manages, supports and develops digital team.

Job Level:	Survey Job Title	Survey Job Code
	Digital Management - Vice President/Executive	26300

Survey Job Family: Digital Account Management

Functional Description: Maximizes digital online business and sales by working closely with existing external clients / partners and internal marketing teams. Provides a high level of service to both external and internal customers to maximize the commercial potential of relationships with these partners. Works with marketing to define products and content to be sold online. Responsible for achieving budgetary product revenue targets for a specified account base. Identifies best practices and implements ways to optimize existing accounts to increase online revenue. Communicates on trends, sales and marketing opportunities to relevant business teams, countries and internal stakeholders. Include online, digital, mobile, hand held and download account managers.

Job Level:	Survey Job Title	Survey Job Code
	Digital Account Management - Career	27130
	Digital Account Management - Specialist	27140
	Digital Account Management - Manager	27210
	Digital Account Management – Senior Manager/Director	27220

Survey Job Family: Digital Business Development

Functional Description: Determines and implements business development strategies for digital product and service groups across all businesses. Responsible for identifying, prioritizing and pursuing new opportunities with partners, joint ventures, acquisitions and strategic alliances that will drive sales for product group. Develops a long term business development plan to support and facilitate sales growth for the assigned product group. Investigates the digital market for new opportunities and develops new revenue streams. Looks for investment and acquisition opportunities in the digital market. Define financial projections and business plan with key activities, priorities and risks for assigned product group.

Job Level:	Survey Job Title	Survey Job Code
	Digital Business Development - Career	28130
	Digital Business Development - Specialist	28140
	Digital Business Development - Manager	28210
	Digital Business Development – Senior Manager/Director	28220

Survey Job Family: Digital Marketing

Functional Description: Responsible for digital strategy, delivery of concepts and ideas. Marketing, from strategy through execution, including online advertising, web site strategy and design, social media, mobile, etc. Managing day to day digital activity to generate digital plans and assets for marketing and to drive new business opportunities within the digital environment, as well as the achieving digital operational objectives, forecasts and budgeted sales targets. Manages commercial offerings including exclusives, sponsorship, brand tie-ins and negotiating placement with third party business partners. Pursues new business opportunities that increases revenue. Works with digital team to integrate new digital business partners and revenue models.

Job Level:	Survey Job Title	Survey Job Code
	Digital Marketing – Assistant/Coordinator	30020
	Digital Marketing - Career	30130
	Digital Marketing - Specialist	30140
	Digital Marketing - Manager	30210
	Digital Marketing - Senior Manager/Director	30220

Survey Job Family: Online Content/Editor Management

Functional Description: Responsible for all online editorial and marketing content to increase online traffic, brand awareness and make the customer's online experience enjoyable. Authors blog posts, articles, pod casts, videos and screen-casts etc. to communicate with subscribers, users and customers / consumers. Is knowledgeable on new social media tools, best practices and how other organizations and companies are using them, so that the company can continue to be an early adopter of these technologies. Serve as the initial point of contact for online inbound requests and assists customers. Responsible for networking with existing consumers to expand and cultivate an online community, localizing web content related to a specific company products and or services. Includes positions such as online editor, community manager, localisation manager and social media manager.

Job Level:	Survey Job Title	Survey Job Code
	Online Content/Editor Management - Career	31130
	Online Content/Editor Management - Specialist	31140
	Online Content/Editor Management - Manager	31210

Survey Job Family: Customer Retention/Relationship Management

Functional Description: Responsible for leveraging consumer insights and analyses to construct customized, market leading, direct to consumer marketing strategies and programs to nurture, retain and increase direct revenue. Optimize campaigns through developing consumer segments based on consumer characteristics, behavior and history. Creates action plans for new releases in order to drive traffic to the website, increase sales and new and existing customer engagement.

Job Level:	Survey Job Title	Survey Job Code
	Customer Retention/Relationship Management - Career	36130
	Customer Retention/Relationship Management - Specialist	36140
	Customer Retention/Relationship Management - Manager	36210
	Customer Retention/Relationship Management - Senior Manager/Director	36220

Survey Job Family: PPC/SEO Management

Functional Description: Responsible for analyzing and communicating in-depth marketing analysis for PPC (Pay-Per-Click) campaigns with pay search programs (e.g. Google Analytics, Omniture etc). Select and refine SEO/SEM keyword list. Creates, tracks and optimizes the company paid search marketing program on the different tools. Analyze performance trends, along with qualitative and quantitative data to recommend campaign changes. A track record of lowering CPAs (Cost Per Acquisitions) and increasing ROI. Define SEO requirements and recommend site enhancements that maximize ROI and increase rank of natural search result listings. Recommends optimizations for site architecture, URL rewrites, and alternate directories. Best practices are shared and leveraged by all groups.

Job Level:	Survey Job Title	Survey Job Code
	PPC/SEO Management - Career	37130
	PPC/SEO Management - Specialist	37140

Survey Job Family: Digital Web Production

Functional Description: Responsible for the successful development of the company's key marketing web and digital initiatives. Manages the planning, briefing, design, development, testing and launching the websites activity. Works closely with the marketing to develop and execute the website strategy and vision for the various key online and new media brands, products and or services. Liaises with the operations team to deliver optimum distribution to customers for all products. Will take the lead if working with an external website development agencies in order to provide seamless execution of web experiences. Consulting and involving all the parties with a vested interest in the campaigns, it will be the responsibility of this person to ensure the quality of the work is not compromised and that it is delivered efficiently, in a timely manner and within budget.

Job Level:	Survey Job Title	Survey Job Code
	Digital Web Production - Career	41130
	Digital Web Production - Specialist	41140

Survey Job Family: Digital Operations Management

Functional Description: Provides frontline marketing teams with systems and processes that support the delivery of products and digital media content to internal and external digital partners. Responsible for leading the process of gathering, documenting and defining business requirements according to evolving strategies and executed business agreements. Liaise with 3rd party partners to manage new integrations and provide operational account management for digital business partners. Develops and trains teams on new processes and applications. Knowledgeable on how technology can be deployed to meet business objectives. Increase the effectiveness of staff and tools by recognizing opportunities for development and proactively creating new systems and structures. Develop metrics to measure the growth and performance of the department, and provide reports as needed.

Job Level:	Survey Job Title	Survey Job Code
	Digital Operations Management – Assistant/Coordinator	42020
	Digital Operations Management - Manager	42210
	Digital Operations Management - Senior Manager/Director	42220

Survey Job Family: Online Store Management

Functional Description: Manages and maintains an online store, merchandising and marketing programs. Able to develop strategies of penetrating new market segments and recruit new merchant relationships. Result orientated and execute sales plan to achieve the sales target. Tracks online sales progress by analyzing sales statistics, conducting online traffic studies, and analyzing click-thru data. Some managers may design SEO campaigns, and work with technical programmers to ensure their commerce site is as user friendly as possible.

Job Level:	Survey Job Title	Survey Job Code
	Online Store Management - Career	44130
	Online Store Management - Specialist	44140

Survey Job Family: Technical Management

Functional Description: Responsible for overseeing all technical aspects for digital projects. Technical lead for all new and existing digital business and client pitches. Understand consumer trends, digital market place, consumer led digital innovation platforms and tools. Making recommendations to the clients and the digital creative team, ensuring their creative visions can technically be achieved. Responsible for managing the day-to-day technical development on all projects. Ensuring projects stay on track, working directly with clients, creative and web developers resolving issues and keeping key stakeholders updated on progress. Makes technical recommendations ensuring the best technology solution for each project. Responsible for troubleshooting any technical issues with external development partners.

Job Level:	Survey Job Title	Survey Job Code
	Technical Management - Manager	45210

Survey Job Family: Digital Design/Creative Development

Functional Description: Creates and develops compelling digital design solutions for websites, web applications, email campaigns, banner advertisements, digital products and services. Works closely with content, marketing and producers. Works with the technical team to integrate digital design solutions with backend systems. Must be able to generate and design a wide variety of digital marketing assets. Show initiative with new ideas for creative digital assets and continually push design skills and software knowledge in order to explore different routes for all projects. Is knowledgeable of the creative development of the products, brands and services' campaign via digital marketing tools working with the digital, creative, and marketing teams. Maintains project documentation and ensure creative designs are delivered to standard and on time.

Job Level:	Survey Job Title	Survey Job Code
	Digital Design/Creative Development - Career	46130
	Digital Design/Creative Development - Specialist	46140
	Digital Design/Creative Development - Manager	46210

FUNCTIONAL AREA: MUSIC INDUSTRY SPECIFIC ROLES

Survey Job Family: Artist Relations

Functional Description: To be responsible for the relationships between the artist(s) and the organisation to ensure that the artist acts in accordance with the company's strategy and the artist's contract for the benefit of the company on an ongoing basis. Develops and maintains relationships with key contacts and venues. Ensures that the artist and associates are fully informed of the organisation's activities. Builds and maintains a network of contacts in the organisation to manage any issues experienced by the artist and their associates. Tracks all activities and project manages ongoing activities in accordance with agreed timetables.

Job Level:	Survey Job Title	Survey Job Code
	Artist Relations – Assistant/Coordinator	50020
	Artist Relations – Career	50130
	Artist Relations – Manager	50210
	Artist Relations – Senior Manager/Director	50220

Survey Job Family: Artists and Repertoire (A&R)

Functional Description: Oversees and manages the development of acts, artists and records within the labels and keeping the A&R department ahead of current musical and social trends (including high-level liaising with press, marketing, international, finance and other areas for artists). Identifies and signs new acts and singles to the label and works with the A&R team to ensure a sound, commercial deal is obtained. Dealing with the demo's that are received by the company each day; logging and replying to these letters and advising senior A&R staff which leads are worth pursuing. Identifying new unsigned artists nation-wide and attending gigs on a regular basis. Builds and maintain a strong network of contacts from shops, distributors, independent record labels & DJ's / producers, agents both local and internationally. Arranges the licensing of acts from smaller labels for the country and worldwide distribution.

Job Level:	Survey Job Title	Survey Job Code
	Artists and Repertoire (A&R) – Assistant/Coordinator	51020
	Artists and Repertoire (A&R) – Career	51130
	Artists and Repertoire (A&R) – Manager	51210
	Artists and Repertoire (A&R) – Senior Manager/Director	51220

Survey Job Family: Merchandising

Functional Description: The music merchandiser promotes a musical artist or group. Music merchandisers must have knowledge of distributing merchandise, evaluating retail sales, analyzing wholesale production costs, purchasing materials, managing inventory, accounts inventory, calculating shipping costs, developing retail displays and promoting the artists. As a musician's public image becomes increasingly important and marketing is further emphasized, and the need for a music merchandiser increases. The merchandiser also manages record labels and other music organizations as well as the careers of musicians. Part of this role includes personnel management, marketing, event promotion, and music law.

Job Level:	Survey Job Title	Survey Job Code
	Merchandising – Assistant/Coordinator	52020
	Merchandising – Manager	52210

CURRENCY CONVERSION GUIDE

To ensure consistent conversion of currencies, all conversions are "triangulated" off of the Euro.

1 Euro = Local Currency, as listed below:

France	EU Euro	1.000000	Pay Rates in Full
Germany	EU Euro	1.000000	Pay Rates in Full
United Kingdom	GB Pound Sterling	0.890800	Pay Rates in Full
United States	US Dollar	1.436600	Pay Rates in Full

NOTE: Conversions are based on the interbank rates on 1 January 2010.