



EuroRetail Compensation Survey



Version 1.0
01 January 2012





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INVITATION TO PARTICIPATE

01 January 2012

The attached materials contain the instructions for preparing your input to the 2012 Edition of the EuroRetail Compensation Survey. Initiated in 2008 and in response to numerous requests from leading retail companies across Europe, the survey was designed to fulfill the need for a specialized remuneration study focusing on all aspects of the retail industry. Guidance was received from each of the Advisory Team members, whom we thank for their continued dedication towards the improvement of this survey. At Western Management, we are looking forward to working closely with you over the coming months to ensure the continued success of this survey.

The study covers 22 countries in the region, adding Greece, Turkey and the UAE for this year. This survey collects and reports data for Total Cash Remuneration in the form of Allowances, Base Pay, Variable Cash Target and Variable Cash Actual. 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 € 850 per country for access to the Standard Report for the 2012 survey results through our online, DataCentral® reporting system, where you can download Standard Reports in both PDF and XLS formats. Custom reporting capabilities are also available at an additional cost, for those who need to compare their data to that of others, or would like to run reports on selected sets of participants. Be sure to review the various DISCOUNTS that we offer to help moderate your costs this year. The results are NOT available to non-participants.

The schedule for this study is:

01 April 2012
15 May 2012
September 2012

Data Effective Date
Deadline for submission of data input to WMG (10% Discount)
Results available for 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 15 May input deadline. Those who submit data on-time will receive a 10% discount. 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 +1 408 399 4900 x231 or +33 (0)4 93 77 08 28, or steve@wmgnet.com.

Best Regards,

Steve SCHWARZER
Managing Director

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KEY SURVEY FEATURES

- Total Cash Compensation data. For each job we collect Base Pay, allowances, variable pay and car programme information. Also for the managerial and executive roles there are multiple scoping factors which will help to compare your roles to like sized positions at your competitors.
- The survey will cover 22 major countries across the region, with over 60 specific metropolitan regions included this year.
- Over 50 participants were included in the 2011 edition.
- The study will be covering more than 100 positions this year. Jobs included range from store staff, store management, ecommerce and support, up through country, multi-country and EMEA regional management, each with detailed job descriptions.

NEW FOR 2012!

- **Low Survey Fees** You now have the ability to gain access the survey results for as little as € 850 per country, and that can even be reduced by earning some of the survey discounts.
- **Multiple Results Options** You have two reporting options available with full-year online access through DataCentral®. With both you have access DataCentral on a 24x7 basis and get immediate results. Uploadable job descriptions in Excel, Word and Adobe Acrobat are also provided at no additional cost. Please see Page 5 for full details.
- **New / Revised Positions** – The Sales and Store Management roles have been revised extensively, please see the position descriptions for the complete details.
- **New / Revised Fields** – We have added a new field to note the “**Number of Employees in Store**” for use with the store-managerial roles. Please see the Survey Data Elements section for full definitional details.
- **Metro Codes** – The Russian Federation Metro Codes have been expanded for better analyses of the survey results.

SURVEY SCHEDULE

Our schedule calls for generation of survey final reports to be available in September. In order to meet this 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 ample time to clarify any data questions with you.

January 2012	Distribution of Input Materials
01 April 2012	Data Effective Date
15 May 2012	Data Submission Deadline
September 2012	DataCentral® Report Generation Available

SURVEY FEES

The report fees for your company will depend on the level of subscription you choose. Both levels of survey subscriptions provide **FULL YEAR** access to the survey results via our **DataCentral**[®] online survey report tool. The two options offer you the choice of the complexity of analyses, comparisons, and customization of results from the survey database. With all levels of subscription, you have access to the results in PDF and XLS Formats, including uploadable versions. **Participant Fees** are based on the number of countries submitted:

- | DataCentral[®] Subscription Level | <u>Standard Report</u> | <u>Custom Report</u> |
|---|-------------------------------|-----------------------------|
| 1 Country | € 850 | € 1,500 |
| 2 Countries | € 1,700 | € 3,000 |
| 3 Countries or <u>More</u> | € 2,550 | € 4,500 |
- Report access from countries which you have not submitted data are available for as low as € 1,700 each, with the following restrictions: A maximum of four countries can be purchased in a given year; you must submit data for at least four other countries; 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 DISCOUNTS

You can earn up to a 60% reduction in your survey fees this year!

- 10% On-Time Discount if you submit your pay data by 15 May 2012
- 5% Early Order Discount if you place your order by 31 July 2012
- 10% Previous Participant Discount for all EuroRetail 2011 survey Participants
- 10% EuroComp Participant Discount for all 2012 EuroComp Survey Participants
- 10% US Retail Participant Discount for all 2012 US Retail Survey Participants
- 10% Advisory Team Discount is awarded to all Advisory Team Member Companies
- 5% New Participant Referral Discount is given to you AND the new participant you refer

SURVEY RESULTS - DataCentral® SUBSCRIPTION LEVELS

There are two 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 chosen, all participants will receive a **FULL YEAR** of 24x7 access to **DataCentral®** to download your reports online, and get immediate results. You may also upgrade from at anytime during the year to a higher-level of subscription, should your needs change. Both levels described below will provide the analyses in both PDF and XLS Formats.

■ STANDARD REPORT OPTION

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.

■ CUSTOM REPORT OPTION

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 level PLUS

- **Market Comparison Report:** The Market Comparison Report displays how your company compares to the market in graphic and tabular formats.
- **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 Steve at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 or steve@wmgnet.com for a guided tour.

SAMPLE – SUMMARY REPORT

2012 Edition: Summary Report

01 July 2012

Report ID = Sample Report
Country: United Kingdom

Currency: GB Pound Sterling

Report created for: WESTERN MANAGEMENT GROUP - Sample Data

REPRESENTS: Median Value/50th

Job Code	Job Title	1 Apr 2010 Base Pay		Allowances		Variable Pay Target		Variable Pay Actual		Total Target Pay		Total Actual Pay		# of EE	# of CO
		Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly		
1032	Sales Associate	11,895	5.72	360	0.17	1,277	0.61	1,384	0.67	11,895	5.72	12,418	5.97	8,928	26
1033	Senior Sales Associate	12,254	5.89	705	0.34	4,223	2.03	4,559	2.19	12,355	5.94	12,416	5.97	723	22
1066	Assistant Sales Manager	24,000	11.54		0.00	7,243	3.48	6,571	3.16	24,000	11.54	25,000	12.02	36	4
1067	Sales Manager	32,130	15.45		0.00	7,750	3.73	2,520	1.21	36,949	17.76	32,130	15.45	15	4
1075	Store Manager Single Store	24,990	12.01	2,500	1.20	3,519	1.69	1,774	0.85	27,202	13.08	25,500	12.26	1,798	31
1081	Manager/ Director - Single Country	69,524	33.43	2,000	0.96	27,540	13.24	6,650	3.20	71,450	34.35	69,524	33.43	6	6
1423	Store Level- Visual Merchandiser - Career	26,065	12.53	1,000	0.48		0.00	2,405	1.16	26,065	12.53	26,065	12.53	10	5
1622	Receiver/Stocker	13,000	6.25	330	0.16		0.00	757	0.36	13,000	6.25	13,000	6.25	618	5
1811	Picker/Packer	15,083	7.25		0.00		0.00		0.00	15,083	7.25	15,083	7.25	12	3
1877	Distribution/Warehouse / Transportation Manager	37,410	17.76	800	0.39	76	0.03	2,940	1.42	38,226	18.44	37,410	17.76	15	6
2213	Allocation/Inventory Analyst Career	19,000	9.00	0	0.00	2,310	1.15	2,433	1.17	39,800	19.13	39,800	19.13	27	5
2802	Buyer - Intermediate	42,800	20.58	5,880	2.83	2,825	1.36	3,000	1.44	42,800	20.58	43,781	21.05	57	8
3026	Customer Care Supervisor	26,050	12.52	1,000	0.48	2,605	1.25	920	0.44	28,655	13.78	26,140	12.57	4	4
4021	Web Graphics Designer - Intermediate	36,400	17.50		0.00		0.00	2,433	1.17	36,400	17.50	36,400	17.50	3	3
5217	Loss Prevention Manager - Single Store/Multi-Store	29,213	14.04		0.00	975	0.47	990	0.48	30,188	14.51	29,213	14.04	13	5
7027	Human Resources Manager - Single Store/Multi-Store	37,930	18.24		0.00	3,273	1.57	2,820	1.36	41,723	20.06	42,000	20.19	10	5
8002	General Maintenance Technician	21,500	10.34		0.00	1,839	0.88		0.00	23,650	11.37	21,500	10.34	12	5
8007	Maintenance Manager	63,798	30.67		0.00	3,350	1.61	1,206	0.58	63,798	30.67	68,206	32.79	3	3
8047	Finance/Accounting Manager	47,000	22.60	1,000	0.48	5,212	2.51	4,136	1.99	48,000	23.08	48,000	23.08	6	4

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

FICTIONAL DATA

SAMPLE – STATISTICAL REPORT

2012 Edition: Statistical Report
Report ID = Sample Report

Country: Germany

Report created for: WESTERN MANAGEMENT GROUP - Sample Data

01 July 2012

Currency: EU Euro

1075 Store Manager Single Store

	1 April 2012 Base Pay		Allowances		Variable Pay Target		Variable Pay Actual		Total Target Pay		Total Actual Pay		EURO Revenue Responsibility
	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly	
Highest	100,000	48.08	4,635	2.23	25,600	12.31	31,577	15.18	125,600	60.38	110,000	52.88	24,156,000
90th Percentile	50,220	24.14	2,936	1.41	6,630	3.19	12,905	6.20	55,312	26.59	55,580	26.72	4,833,000
75th Percentile	39,000	18.75	2,718	1.31	5,166	2.48	6,956	3.34	41,819	20.11	42,275	20.32	710,000
50th Percentile	32,304	15.53	2,477	1.19	4,223	2.03	3,710	1.78	35,424	17.03	34,225	16.53	710,000
25th Percentile	28,856	13.87	1,700	0.82	2,975	1.43	2,204	1.00	32,324	15.06	30,046	13.96	710,000
10th Percentile	27,600	13.27	512	0.25	1,700	0.82	1,188	0.58	31,100	15.00	28,600	13.27	450,000
Lowest	18,924	9.10	60	0.03	1	0.00	1	0.00	21,600	10.38	18,924	9.10	450,000
Number Of Employees	43		100		326		141		436		436		189
Market Average	35,625	17.13	2,142	1.03	4,689	2.25	5,741	2.76	39,622	19.05	37,972	18.26	1,354,224
Number Of Companies	24		5		20		15		24		24		6
Company Weighted Average	41,058	19.74	1,586	0.76	5,215	2.51	5,054	2.43	45,714	21.98	44,148	21.23	2,748,782
Earning Mix	89.3%		1.31%		9.38%				100.0%				
Percent of Total Employees Eligible for Payment					97.48%		97.48%						
Percent of Companies with Employees Eligible for Payment					100.0%		100.0%						
Percent of Eligible Employees Actually Receiving Payment					76.71%		33.18%						
Percent of Total Employees Receiving Payment					74.77%		32.34%						
Impact: Variable Pay/Base Pay - Total Employee Count					9.84%		5.21%						
Impact: Variable Pay/Base Pay - Employees Receiving					13.05%		14.28%						
Employment Status	Percent Full Time	98.62%			Percent Part Time	1.38%			Percent Seasonal				
Collective Status	Percent Collective	30.96%			Percent Market Based	69.04%			Percent Sacrifice				
Car Status	Percent Car Provided	7.34%			Percent Allowance								

(Light Grey) = Insufficient data for analysis

(Empty Cell) = No data

SAMPLE - BREAKOUT REPORT

2012 Edition: Breakout Report
Report ID = Sample Report

01 July 2012

Country: France
Report created for: WESTERN MANAGEMENT GROUP - Sample Data

Currency: EU Euro
REPRESENTS: Employee Weighted Average

1032 Sales Associate

	1 April 2010 Base Pay		Allowances		Variable Pay Target		Variable Pay Actual		Total Target Pay		Total Actual Pay		Relative Index	Number of Companies	Number of Employees
	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly	Annual	Hourly			
Business Segment															
Department Store	17,818	8.57	485	0.23	1,225	0.59	1,051	0.51	18,858	9.07	18,089	8.70	99.49%	5	84
Outlet	16,990	8.17	955	0.46	1,435	0.69	784	0.38	18,254	8.78	17,477	8.40	96.33%	10	246
Premium / High End Retail Store	24,541	11.80	535	0.26	8,440	4.06	11,246	5.41	30,016	14.43	28,122	13.52	158.35%	4	61
Specialty Retailer Store	17,814	8.56	254	0.12	1,659	0.80	2,319	1.11	18,565	8.93	19,021	9.14	97.94%	15	1,057
Product Category															
Apparel	16,912	8.13	435	0.21	1,430	0.69	979	0.47	18,197	8.75	17,068	8.21	96.0%	12	369
Luxury Products (e.g. Louis Vuitton, Gucci, Boucheron, Hermes, Cartier, Bang & Olufsen, Vertu)	20,927	10.06	868	0.42	8,623	4.15	7,324	3.52	23,389	11.24	22,634	10.88	123.39%	3	143
Revenue															
Not Available	17,521	8.42	341	0.16	1,945	0.93	2,411	1.16	18,627	8.96	18,698	8.99	98.27%	20	1,388
Number of Stores															
Not Available	17,935	8.62	343	0.16	1,928	0.93	2,366	1.14	18,955	9.11	19,013	9.14	100.0%	22	1,533
Age															
Not Reported/Not Available	17,145	8.24		0.00	1,023	0.50	1,000	0.50	18,443	8.97	18,277	8.97	97.5%	1	284
Under 20	16,376	7.87		0.00		0.00		0.00	17,406	7.89	16,409	7.89	86.57%	3	15
20 - 29	17,742	8.53		0.11	1,112	0.90	2,409	1.16	18,454	8.87	19,002	9.14	97.35%	11	861
30 - 39	18,845	9.06		0.25	2,677	1.29	2,638	1.27	20,357	9.79	20,488	9.85	107.39%	11	283
40 - 49	19,843	9.54		0.42	2,120	1.02	1,483	0.71	21,611	10.39	20,496	9.85	114.01%	8	66
50 - 59	19,256	9.26		0.36	2,076	1.00	3,127	1.50	20,897	10.05	20,268	9.74	110.24%	8	23
Service Years															
Not Reported/Not Available	19,219	9.24		0.00	1,145	0.55	1,070	0.51	19,763	9.50	19,888	9.47	104.26%	9	80
Less Than 2 Years	18,697	8.99		0.07	1,850	0.89	1,166	0.56	19,534	9.39	18,903	9.09	103.05%	11	597
2 - 5 Years	17,112	8.23		0.18	2,062	0.99	2,813	1.35	18,250	8.77	18,887	9.08	96.28%	12	667
6 - 10 Years	17,660	8.49		0.17	2,057	0.99	2,437	1.17	18,924	9.10	19,338	9.30	99.84%	10	154
10+ Years	18,877	9.08		0.35	1,952	0.94	1,586	0.76	20,805	10.00	20,307	9.76	109.76%	7	35
Metro															
France - Côte d'Azur Metro	19,734	9.49		0.21	2,179	1.05	1,272	0.61	21,600	10.38	20,233	9.73	113.95%	6	57
France - France Other	17,106	8.22		0.11	1,514	0.73	2,348	1.13	17,853	8.58	18,351	8.82	94.19%	16	824
France - Paris Metro	18,825	9.05		0.31	2,327	1.12	2,520	1.21	20,117	9.67	19,743	9.49	106.13%	20	652
Total Job															
Total Job	17,935	8.62	343	0.16	1,928	0.93	2,366	1.14	18,955	9.11	19,013	9.14	100.0%	22	1,533

1032 Sales Associate

SAMPLE - MARKET COMPARISON REPORT

2010 Edition: Market Comparison Report

Country: France

Report created for: WESTERN MANAGEMENT GROUP - Sample Report

01 February 2010

Currency: EU Euro

3023 Customer Service Representative - Career

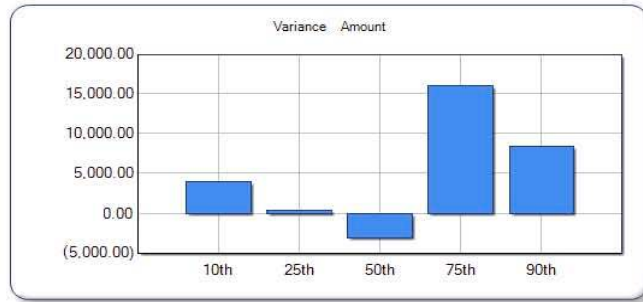
Report analysis based on the Total Compensation of 4 Employee(s) from My Company and 306 Employees from 56 other companies.

	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	-2,111.00
75th	65,998.00	60,000.00	0.32	15,998.00
90th	65,998.00	7,650.00	-0.14	8,348.00
Employee Average	53,721.00	46,329.62	0.16	7,391.38
Company Average	53,721.00	46,417.19	0.16	7,303.81

FICTITIOUS DATA



Emp Avg Variance % - Over/Under Salary Checkup





INVITED PARTICIPANTS – Partial List

LUXURY GOODS RETAILERS

Bally / Labelux Group *

Boucheron
Baume et Mercier
Bulgari
Burberry
Cartier
Chanel
Chaumet
Chopard
Christian Dior
Christofle

Coach *

Emporio Armani
Gianni Versace
Gucci
Hermes
Hugo Boss
LVMH
Mappin & Webb
Montblanc
Nokia Vertu **
Omega

Piaget

Pinault-Printemps-Redoute
Ralph Lauren **
Porsche Design Store
Prada
Richemont Group
Rolex
Sephora
Swarovski
Tiffany
VanCleef & Arpels

ELECTRONIC & MOBILE RETAILERS

Apple **

Bang & Olufsen
Bose
Carphone Warehouse
DSG International

El Corte Ingles

FNAC PPR
Kesa Electricals
Nokia* *
O2 **

Orange

Sony Electronics
Staples
T-Mobile
Vodafone

HIGH STREET AND ONLINE RETAILERS

7Fam

Abercrombie & Fitch **

Adidas **

Amazon.com *

Apple **

Arcadia

Asos *

Aurora Fashions *

Aveda

Bang & Olufsen

Benetton

Bose *

Boots *

British Home Stores

Build-A-Bear Workshop *

C&A

Camper *

Carphone Warehouse

Carrefour *

Clarks International *

Coast *

Coin *

Columbia Sportswear *

Crabtree & Evelyn

Debenhams

Decathlon

Diesel *

Disney Consumer Products

DSG International

Eastpak *

El Corte Ingles

Esprit

Foot Locker

Forum Sports

FNAC *

Fossil *

French Connection

Game Group

Gamestop

GEOX *

Goldsmiths

Groupe Galeries Lafayette

H&M

HMV

Hollister Co. *

House of Fraser

IKEA

InterSport

Jack Wolfskin

KaDeWe

Karen Millen *

Karstadt Sports

Kipling *

Lee & Wrangler *

Lego Systems

Levi Strauss *

Mango

Marks & Spencer

Mexx International **

Monsoon

Moschino

Napapijri *

Nespresso **

Next

Nike **

Nokia **

Telefonica / O2 **

Oasis *

Office Depot *

Orange

Oxford Industries *

Patagonia

Puma

Quiksilver *

Runners Point

Selfridges

Sixty *

Sony Electronics

Sports World

Sport-Scheck

Staples

Starbucks

Swatch

Telefonica / O2 **

Three *

The Gap

Timberland *

TJX **

T-Mobile

TNF *

Tommy Hilfiger

Toys r Us *

Urban Outfitters

Vans *

VF *

Virgin Records/Media

Vodafone *

WH Smith

Warehouse *

Woolworths

World Kitchen

Zara

* Denotes a 2011 Survey Participant

** Denotes a 2011 Survey Participant who is also an Advisory Team Member Company

SURVEY JOBS INDEX

STORE SALES & MANAGEMENT

New Job Code	Job Title	Old Job Code (if Changed)
1002	Cashier Career	
1003	Head Cashier	
1031	Sales Associate Trainee	
1032	Sales Associate	
1033	Senior Sales Associate	
1041	Sales Specialist 1	
1042	Sales Specialist 2	
1056	Sales Supervisor	
1066	Assistant Sales Manager	
1067	Sales Manager – Single Store	
1068	Sales Manager – Multi-Store	
1071	Kiosk Manager	1073
1072	Assistant Store Manager/Store Supervisor	1074
1073	Store Manager - Single Store – No Revenue Responsibility	1075
1074	Store Manager - Single Store – Less than €900,000 Revenue	
1075	Store Manager - Single Store – Between €900,000 and €7,999,999 Revenue	
1076	Store Manager - Single Store – More than €8,000,000 Revenue	
1077	Store Manager - Multi-Store	1076
1078	Store Manager - Partial Country	1077
1081	Manager/Director - Single Country	
1082	Manager/Director - Multi-Country	1083
1083	Manager/Director – Region	1091

VISUAL MERCHANDISING

- 1412 - Display Coordinator - Expert
- 1421 - Store Level - Visual Merchandiser - Entry
- 1422 - Store Level - Visual Merchandiser - Intermediate
- 1423 - Store Level - Visual Merchandiser - Career
- 1428 - Visual Merchandising Manager/Director – Multi-Store Level
- 1432 - HQ - Visual Merchandiser - Intermediate
- 1433 - HQ - Visual Merchandiser - Career
- 1439 - Visual Merchandising Manager/ Director – HQ
- 1533 - Packaging Designer - Entry
- 1534 - Packaging Designer - Intermediate
- 1535 - Packaging Designer – Career

MERCHANDISE PROCESSING

- 1602 - Store Receiver
- 1612 - Floor Stocker
- 1622 - Receiver/Stocker
- 1625 - Merchandise Processing Team Leader
- 1627 - Merchandise Processing Supervisor/Manager

WAREHOUSING/DISTRIBUTION

- 1811 - Picker/Packer
- 1821 - Forklift Operator
- 1841 - Shipper/Receiver
- 1876 - Distribution/Warehouse/Transportation Supervisor
- 1877 - Distribution/Warehouse/Transportation Manager

SURVEY JOBS INDEX (Continued)

PLANNING/ALLOCATION

2211 - Planning/Allocation Analyst - Trainee
2212 - Planning/Allocation Analyst - Intermediate
2213 - Planning/Allocation Analyst - Career
2226 - Planning/Allocation Supervisor
2227 - Planning/Allocation Manager
2801 - Buyer - Entry
2802 - Buyer - Intermediate
2803 - Buyer - Career
2804 - Buyer - Expert
2807 - Purchasing Manager

CUSTOMER SERVICE

3001 - Service Desk Associate
3011 - Technical Support Representative Trainee
3012 - Technical Support Representative
3026 - Customer Care Supervisor
3027 - Customer Care Manager

E-COMMERCE/INDIRECT SALES

4020 - Web Graphics Designer – Entry
4021 - Web Graphics Designer – Intermediate
4022 - Web Graphics Designer – Career
4023 - Web Graphics Design Manager
4050 - Online Marketing Analyst – Entry
4051 - Online Marketing Analyst – Intermediate
4052 - Online Marketing Analyst – Career
4053 - Online Marketing Analyst – Consultant
4054 - Online Marketing Manager/Director
4060 - Online Merchandiser – Entry
4061 - Online Merchandiser – Intermediate
4062 - Online Merchandiser – Career
4063 - Online Merchandiser – Consultant
4064 - Online Merchandising Manager
4510 - Web Content Coordinator - Entry
4511 - Web Content Coordinator - Intermediate
4512 - Web Content Coordinator - Career
4513 - Web Content Manager
4803 - Indirect Account Executive
4807 - Indirect Sales Manager
4808 - Indirect Sales Director
4902 - Online Sales Executive
4907 - Online Sales Manager

LOSS PREVENTION

5201 - Loss Prevention Associate - Trainee
5202 - Loss Prevention Associate – Intermediate
5203 - Loss Prevention Associate - Career
5217 - Loss Prevention Manager – Single Store/Multi-Store
5218 - Loss Prevention Manager – Single Country
5219 - Loss Prevention Manager – Multi-Country/Region

FACILITIES

8417 - Real Estate/Leasing Manager
8438 - Director of Real Estate

STORE OPERATIONS

8903 - Store Operations Specialist
8907 - Store Operations Manager/Director – Single-Country
8908 - Store Operations Manager/Director – Multi-Country

EXECUTIVE/SENIOR MANAGEMENT

9100 - Top Store Operations Executive
9160 - Top Merchandising Executive
9170 - Top e-Commerce Executive
9260 - Top Merchandise Planning Executive

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 Increases 2012
Pay Increases 2013

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!

Over ten additional topics are also available covering Automobile Programmes, Sales Compensation, Employment Turnover, pay Structures, Pay Increase Policies, and LTI Programmes. 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 Steve at +1 408 399 4900 x231 or +33 (0)4 93 77 08 28 or steve@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 a **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 May 2012 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/EuroRetail>

- **General Survey Support**

Steve Schwarzer
39 Allée des Oliviers
F-06330 Roquefort les Pins
FRANCE

Tel US: +1 408 399 4900 x231
Tel FR: +33 4 93 77 08 28
eMail: euro.info@wmgnet.com

- **Website and Technical Support**

Ray Lake
237 West Main Street
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/er/ER12SmartScreen.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 Steve Schwarzer at steve@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 Steve Schwarzer at +1 408 399 4900 x231 or steve@wmgnet.com.

SmartScreen® LAYOUT AND SPECIFICATIONS

New and revised data elements are indicated in red

The pre-formatted **SmartScreen** Excel data entry template is provided at no additional cost. The **SmartScreen** template assists participants in validating and verifying data as well as providing secure data submission directly online to the WMG website. You can download this template from our website and save it on your own computer at www.wmgnet.com.

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. Contact WMG if you have a data file exceeding 65,000 records.

Please call Steve Schwarzer at +1 408 399 4900 x231 if you have any questions about the use of the SmartScreen, or proper formatting of your file.

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SURVEY DATA ELEMENTS

You will find below the definitions of each item on the SmartScreen[®], listed in order by columns.

All employees submitted must be on Active Pay Status as of 1 April 2011. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Please only report employees on local pay status; DO NOT REPORT EXPATRIATE EMPLOYEES.

NOTE: Please enter all remuneration figures for a given country in local currency, 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.

NOTE: Major changes to the survey definitions have been duly noted in red print.

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

AT = Austria

NL = Netherlands

BE = Belgium

PL = Poland

CZ = Czech Republic

PT = Portugal

DK = Denmark

RU = Russian Federation

FI = Finland

SK = Slovakia

FR = France

ES = Spain

DE = Germany

SE = Sweden

GR = Greece

CH = Switzerland

HU = Hungary

TR = Turkey

IE = Ireland

AE = UAE

IT = Italy

GB = United Kingdom



B. METRO CODE: Enter the four-digit Metro Code of the WORK LOCATION (not residence) of the employee.

ATWI = <u>Vienna Metro</u>	PLKR = <u>Krakow Metro</u>
ATZZ = <u>Austria Other</u>	PLWR = <u>Warsaw Metro</u>
BEBR = <u>Brussels Metro</u>	PLZZ = <u>Poland Other</u>
BEZZ = <u>Belgium Other</u>	PTLI = <u>Lisbon Metro</u>
CHGE = <u>Geneva Metro</u>	PTZZ = <u>Portugal Other</u>
CHZH = <u>Zurich Metro</u>	RUCD = <u>Central District (excluding Moscow)</u>
CHLU = <u>Lugano</u>	RUFE = <u>Far East District</u>
CHZZ = <u>Switzerland Other</u>	RUMS = <u>Moscow Metro</u>
CZPR = <u>Prague Metro</u>	RUNW = <u>Northwestern District</u>
CZZZ = <u>Czech Republic Other</u>	RUSB = <u>Siberian District</u>
DEBE = <u>Berlin Metro</u>	RUSO = <u>Southern District</u>
DEDK = <u>Düsseldorf/Koln Metro</u>	RUSP = <u>Saint Petersburg Metro</u>
DEFM = <u>Frankfurt AM Metro</u>	RUUR = <u>Urals District</u>
DEHM = <u>Hamburg Metro</u>	RUVG = <u>Volga District</u>
DEMU = <u>Munich Metro</u>	RUZZ = <u>Russia Other</u>
DENB = <u>Nürnberg Metro</u>	SKBR = <u>Bratislava Metro</u>
DEST = <u>Stuttgart Metro</u>	SKZZ = <u>Slovakia Other</u>
DEZZ = <u>Germany Other</u>	SESH = <u>Stockholm Metro</u>
DKKH = <u>Copenhagen Metro</u>	SEZZ = <u>Sweden Other</u>
DKZZ = <u>Denmark Other</u>	TRAN = <u>Ankara Metro</u>
ESBA = <u>Barcelona Metro</u>	TRIS = <u>Istanbul Metro</u>
ESMA = <u>Madrid Metro</u>	TRZZ = <u>Turkey Other</u>
ESZZ = <u>Spain Other</u>	AEDB = <u>Dubai Metro</u>
FIHI = <u>Helsinki Metro</u>	AEZZ = <u>UAE Other</u>
FIZZ = <u>Finland Other</u>	GBBF = <u>Belfast Metro</u>
FRCA = <u>Côte d'Azur Metro</u>	GBEB = <u>Edinburgh Metro</u>
FRPA = <u>Paris Metro</u>	GBGW = <u>Glasgow Metro</u>
FRZZ = <u>France Other</u>	GBLI = <u>Inner London</u>
GRAT = <u>Athens Metro</u>	GBLO = <u>Outer London</u>
GRZZ = <u>Greece Other</u>	GBMI = <u>GB Midlands</u>
HUBP = <u>Budapest Metro</u>	GBNE = <u>GB North East</u>
HUZZ = <u>Hungary Other</u>	GBNW = <u>GB North West</u>
IEDB = <u>Dublin</u>	GBSE = <u>GB South East</u>
IEZZ = <u>Ireland Other</u>	GBSO = <u>GB South Coast</u>
ITMI = <u>Milan Metro</u>	GBSW = <u>GB South West</u>
ITRO = <u>Rome Metro</u>	GBMN = <u>Manchester Metro</u>
ITZZ = <u>Italy Other</u>	GBTV = <u>GB Thames Valley</u>
NLAM = <u>Amsterdam Metro</u>	GBZZ = <u>Other United Kingdom</u>
NLZZ = <u>Netherlands Other</u>	

- 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.
- D. COMPANY JOB TITLE:** Enter your internal company job title for each job reported. This information will help you document your job matches and entries for future reference, as well as simplifying the updating of your data in subsequent cycles of the survey.
- 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 BIRTH:** Please enter the Year of Birth for the incumbent. The date format is YYYY.
- G. YEAR OF HIRE:** Please enter the Year of Hire for the incumbent. The date format is YYYY.
- H. FLAGSHIP STATUS:** Applies to all individual contributors as well as Supervisors and Managers. Indicates incumbent is located in and/or responsible for a Flagship store. A Flagship store is a premium/showcase property. Flagship status is usually assigned to a major property or very few properties within the organization. A Flagship store typically has higher volume and more complex management (e.g. multiple heads of stores within one location, and/or management roles unique to the location) and physical structures (e.g. multiple floors, entrances) different from most other stores within the organization.
- Y =** Incumbent is located in and/or responsible for at least one Flagship property.
- N =** Incumbent is not located in and/or DOES NOT have responsibility for a Flagship property.

I. STORE TYPE: Please enter the Store Type/Sales Channel/Business Segment which best describes the primary approach to market. This code may vary by employee, or be the same for all in your company.

BB = Big Box / Value Player Store – Generally stand alone facilities offering high volume/low cost in either a major product category such as drugs, personal care items, apparel, automotive, building supplies, electronics, house & garden, office supplies, toys, etc. or a combination of product categories. Customer focus is on the general consumer at all levels with emphasis on price/volume considerations.

Typical examples include Carrefour, IKEA, Office Depot, Staples, and Toys R Us.

DF = Duty Free / Airport Store – Typical examples include World Duty Free or any brand name stores located in a duty free zone (e.g. Hermes, Gucci, Sunglass Hut, Tie Rack etc.).

DS = Department Store – Large multi-merchandise, “Anchor” type of store, carrying multiple lines in a variety of departments from apparel through housewares and cosmetics. Customer focus is on the broad cross-section of customers at every level.

GD = Grocery/Drug/Convenience Store – Retail stores selling groceries, over-the-counter and prescriptive drugs, convenience items and related products. Customer focus is on the general consumer at all levels.

Typical examples include Whole Food Market, Boots, Marks and Spencer.

HQ = Headquarters – This code can be used for Headquarters roles which do not fall into a single store type.

HS = Hosted Store - Products sold through stores which “hosted” in another companies facility.

KK = Kiosk - Products sold through smaller Kiosk type outlets.

OT = Outlet - Products sold through stores offering name brand products at discounted prices. Range from a major product category to a combination of product categories. Customer focus is on the general consumer at all levels with emphasis on price considerations.

OL = Online/Catalog – Products sold through the internet and/or through catalogs. Range from a major product category to a combination of product categories. Customer focus is on the general consumer at all levels with emphasis on expedience and convenience.

PR = Premium/High End/Luxury Retail Store – Feature products in a specific Product Category or a focused group of Product Categories that represent “discretionary” types of purchases, which are not normally considered as the necessities of daily living. Generally aimed at the high-end market, with premium pricing, high quality and uniqueness of product. Customer focus is on the affluent consumer of what might often be considered up-scale / luxury / non-essential items.

Typical examples include Bulgari, Cartier, Chanel, Chopard, Coach, Gucci, Lladro, Louis Vuitton, Mont Blanc, Swarovski, Tiffany

SP = Specialty Retailer Store- Generally focus is on a specific product category such as shoes, drugs, automotive, sporting goods, electronics, apparel, etc. Customer focus is on the general consumer at all levels who are seeking variety and value.

Typical examples include Abercrombie & Fitch, Adidas, Apple, Bang & Olufsen, Build-A-Bear, Carphone Warehouse, Diesel, Esprit, Fossil, Gap, H & M, Hugo Boss, Liz Claiborne, Sephora, and Virgin.

SR = Service Retailer Store- Selling services such as telecommunications, optical, personal care services, video rentals. Customer focus is on the general consumer at all levels who are seeking variety and value.

Typical examples include Blockbuster, FedEx/Kinkos, Nokia, T-Mobile, and Vodafone.

ZZ = Other Sales Channels or Multiple/Combination

J. **PRODUCT CATEGORY:** Product Categories represent the major product orientation. Code may vary by employee.

AM = Apparel and Fashion Accessories

AU = Automotive Equipment/Parts/Accessories

BO = Books/Electronic Media

CF = Cosmetics, Health & Beauty & Drugs

ES = Electronics

FW = Footwear

FF = Furniture

GR = Grocery/Convenience Store Products

BU = Home Improvement/Building Supplies/Hardware

HA = House wares/Kitchen/Bed & Bath

LU = Luxury Products (e.g. Louis Vuitton, Gucci, Boucheron, Hermes, Cartier, Bang & Olufsen, Vertu)

OX = Optical

RP = Recreation/Sporting Goods

TS = Telecommunications

TY = Toys/Games (excludes Consumer Electronics and Computer Gaming)

ZZ = Other/Combination/Multiple Categories

REPORT FIELDS K, L AND M FOR MANAGEMENT JOBS ONLY. LEAVE BLANK FOR NON-MANAGERS.

K. NUMBER OF EMPLOYEES IN STORE: Please enter the number of employees in the store which the incumbent has responsibility. This field is entered for store-related managerial positions ONLY. Please refer to the job descriptions for complete details of positions to submit this data.

If an actual number is not available, submit your best estimate for typical number of employees in a store for a typical Manager in this position at your company.

L. NUMBER OF STORES: Please enter the number of stores which the incumbent has responsibility. This field is entered for managerial and executive positions ONLY. Please refer to the job descriptions for complete details of positions to submit this data.

If an actual number is not available, submit your best estimate for typical number of stores for a typical Manager/Executive in this position at your company.

M. REVENUE RESPONSIBILITY: Input into this field only if incumbent is currently a supervisor or manager responsible for one or more stores. Input one of the following codes which reflect the total annual revenue amount generated by the total number of stores for which this employee is responsible. If actual number is not available, submit the best estimate for typical revenue responsibility for an incumbent in this position.

A = Up to €350,000

B = € 351,000 - € 800,999

C = € 900,000 - € 1,999,999

D = € 2,000,000 - € 7,999,999

E = € 8,000,000 - € 14,999,999

F = € 15,000,000 - € 49,999,999

G = € 50,000,000 - € 99,999,999

H = € 100,000,000 or higher

N. COLLECTIVE OR MARKET BASED PAY: Indicate whether the pay for the incumbent has been determined by a Collective Bargaining Agreement, or Market Based Pay practices. Please note that if an incumbent is covered under a Collective Bargaining Agreement, but the company pays salaries well above the agreement based on "Market" rates, to report them as being Market-Based, not Collective-Based.

C = Incumbent pay is determined by a Collective Bargaining Agreement

M = Incumbent pay is determined by the company based on the Market

O. EMPLOYMENT STATUS: Please report the employment status of the individual.

F = Full-Time Employee who works a schedule of more than 30 hours per week, year-round and is typically eligible to receive related benefits.

P = Part-Time Employee who works a schedule of 30 hours or less per week, year-round, and is typically eligible to receive partial or no benefits. **NOTE: If reporting a person as "Part-Time", always report Full Time Equivalent ANNUAL PAY RATE.**

S = Seasonal Employee on a short term employment arrangement that is no longer than 90 days, regardless of hours worked per week. Benefits are not normally provided. **NOTE: If reporting a person as "Seasonal", always report Full Time Equivalent ANNUAL PAY RATE.**

P. WORK WEEK HOURS: Report the average number of hours worked per week by the employee. If not available on an individual basis, enter the typical number of hours worked in a work week for an individual in the position matched.

Q. ALLOWANCE PAYMENTS: Report the amount for all allowances paid to the incumbent. These are items which are not a part of normal Base Pay or Variable Pay schemes. Applies to all countries. If you are unable to report this figure, please leave blank.

ONLY REPORT FULL TIME EQUIVALENT ANNUAL AMOUNT

NOTE: Please report full amount in LOCAL CURRENCY ONLY. Report the FULL-TIME-EQUIVALENT ANNUAL FIGURE based on the normal full-time hours worked.

INCLUDES: Clothing / Uniform Allowance, Travel Allowance, Holiday Bonus, Cash Paid In Lieu of Benefits, Housing Allowance, Meals Allowance, Car Allowance, and the like.

EXCLUDES: Base Pay and Variable Cash as described below

- R. 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 April of the current year. Enter Base Pay Amount prior to any salary sacrifices.

This field MUST BE COMPLETED for all incumbents being reported.

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, Allowances, Variable Pay, Overtime, Shift Differentials, Profit Sharing, Incentives and LTI's.

NOTE: Please report full amount in LOCAL CURRENCY ONLY (Including Hungary). Report the FULL-TIME-EQUIVALENT ANNUAL FIGURE.

- S. VARIABLE CASH ELIGIBILITY:** Indicate whether an incumbent is eligible for Variable Cash Programmes, as described below.

Y = Yes, Eligible for Variable Cash

N = NO, Not Eligible for Variable Cash

- T. VARIABLE CASH TARGET:** Please indicate all 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).

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).

NOTE: Report in LOCAL CURRENCY ONLY. DO NOT report as a percentage. Report the FULL-TIME-EQUIVALENT ANNUAL FIGURE.

- U. VARIABLE CASH ACTUAL** Please indicate all Variable Cash payments as defined above as earned in respect of the previous year (actual earned in 2011, even if paid in 2012). If jobholder is a **new incumbent (less than 12 months in job)**, you may pro-rate, or leave blank if unable to pro-rate. Enter ZERO only if there were no payments made to the individual. If unknown or unavailable, leave this field blank.

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).

NOTE: Report in LOCAL CURRENCY ONLY. DO NOT report as a percentage. Report the FULL-TIME-EQUIVALENT ANNUAL FIGURE.

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

C = Company Car is provided with take-home privilege (or is entitled to a cash alternative equal to the value of the car if car not taken).

A = Car Allowance is paid.

D = Car is NOT Normally Provided, but have taken a Company Car as a Salary Sacrifice / Deduction. Under Base Pay, enter total salary before such a deduction.

N = NO Car or Allowance provided at All.

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

- W. INCUMBENT NOTES:** Use this field to explain any "abnormal data" or highlighted field. Information in this field is for WMG purposes only. Other participants will not have access to the information.

JOB MATCHING

All employees submitted must be on active pay status as of 1 April 2012. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status. Please only report employees on local pay status; DO NOT REPORT EXPATRIATE EMPLOYEES.

A general job description is provided for each job covered in the survey. These descriptions are prepared to reflect the normal range of duties, responsibilities 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.

Your job family may have more or less levels within it 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.

For Example: the survey has three levels of sales associate. Your company has four. Upon review of the survey descriptions, you may determine that your 2nd and 3rd levels would be best reported to the 2nd level in the survey. Therefore, combine your 2nd and 3rd levels and report both in the 2nd level of the survey.

Conversely, if you have two levels, and the survey has four, try to allocate your employees among the four survey levels based on job content, experience, and complexity, where possible, but do not force fit.

BLENDED JOBS - DO NOT DOUBLE MATCH:

If your employee performs a combination of duties from two or more survey job levels or groups, pick the one survey job or group 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."**

MANAGERIAL HIERARCHY

For the sake of standardisation and calibration, the following guides apply for store management positions and above:

Single Store Level: Responsible for a single store, at a single location (includes kiosks).

Multi-Store Level: Limited to 2-3 stores in a close geographic proximity (e.g. a store or two and a kiosk site).

Partial Country/Sub-Country Level: Has responsibility for multiple stores (2 or more) in a defined geographic area of a country (e.g. Southeast UK).

Single Country Level: Has overall responsibility for all stores in a single country.

Multi-Country Level: Has overall responsibility for all stores in multiple countries, or a Country Cluster (e.g. Nordic).

Regional Level: Has overall responsibility for all stores in the entire region (e.g. EMEA).

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.

FUNCTION: STORE SALES

JOB FAMILY: CASHIER

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Verifies purchase amount, receives payment from customer, issues receipts, records transaction using cash register, electronic scanner and other related equipment. Answers customers' questions and provides general information. Responsible for maintaining checkout area and ensuring there is adequate cash and change available.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1002	Cashier Operates cash register by passing price coded items across electronic scanner to record price, compile printed list, and display cost of customer purchase, tax and rebates. Processes cash refunds or issues credit to customers for returned merchandise in accord with established policies. May prepare bank deposit and maintain appearance of store and/or re-stock merchandise. Reports to Head Cashier.	1+ year	1+ year
1003	Head Cashier Supervises Cashiers 1 and 2. Trains new employees in proper procedures and answers Cashiers' questions. Produces cashiers' work schedule provides technical and merchandise guidance and reviews work progress. Regularly monitors checkout stations to ensure there is adequate cash available and answer any questions. Resolves equipment malfunctions, such as cash registers, scanners, printers and other related equipment. Handles and adjusts complex customer complaints, transactions and errors. May perform Cashier duties on a relief or overload basis. Prepares bank deposits. Reports to Store Manager.	2+ years	2+ years

FUNCTION: STORE SALES

JOB FAMILY: SALES

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Promotes the sale of merchandise and/or services. Has a high level of merchandise/service knowledge and is able to answer customer queries. Aware of and understands company promotions, advertising and sales. Maintains inventory and performs sales transactions. Ability to build strong customer relations, identifying customers' needs and suggest appropriate merchandise to fulfill those needs. Provides a high level of customer service with product expertise and advanced selling skills. Engages in company programs to develop new customers and gain referrals. Incumbents typically maintain product knowledge and/or product certification specific to the industry. Companies selling technical equipment typically require this level of expertise for sales employees. Companies selling non-technical products should only match these jobs if the specialists bring a true expertise specific to their industry.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1031	Sales Associate Trainee Greets and assists customers in the selection and purchase of merchandise. Accountable for sales; ensures all transactions and receipts are completed accurately. Maintains merchandise knowledge by attending training and reading related literature. Is a team player, has good communication skills and a commitment to customer satisfaction.	0-1 year	Less than 1 year
1032	Sales Associate Greets and assists customers in the selection and purchase of merchandise. Accountable for sales; ensures all transactions and receipts are completed accurately. Maintains merchandise knowledge by attending training and reading related literature. Maintains store appearance, assists in the processing and replenishment of merchandise. Provides support to new sales associates. Is a team player, has good communication skills and a commitment to customer satisfaction.	1+ years	1-2 years
1033	Senior Sales Associate Greets and assists customers in the selection and purchase of merchandise. Accountable for sales; ensures all transactions and receipts are completed accurately. Has a very high level of merchandise knowledge through experience, attending training and reading related literature. Maintains store appearance, assists in the processing and replenishment of merchandise. Arranges and displays merchandise to promote sales. Has leadership qualities and provides support for other sales associates. Is a team player, has good communication and organizational skills. Is dedicated to delivering a high level of customer service.	2 years	2-3 years
1041	Sales Specialist 1 Actively increases sales by building customer relationships. Identifies, tracks and maintains prospects while servicing existing customer base with regular contact and follow up. Processes sales transactions, payments and returns. Assists with projects, shows and sets up advertising displays. Requires excellent communication skills, merchandise and service knowledge, sales expertise and a high level of customer service.	3 years	3-5 years
1042	Sales Specialist 2 Actively increases sales by building customer relationships. Identifies, tracks and maintains prospects while servicing existing customer base with regular contact and follow up. Processes sales transactions, payments and returns. Assists with projects, shows and sets up advertising displays. Requires excellent communication skills, merchandise and service knowledge, sales expertise and a high level of customer service.	5 years	5-12 years

FUNCTION: STORE SALES

JOB FAMILY: SALES MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for the supervision, development and management of a retail sales team in an effort to achieve market and budget objectives. Oversees designated retail operations and ensures that all company policies and procedures are followed. Coordinates assigned activities for related sales, advertising, pricing, and marketing programs. Monitors sales performance, incentive and compensation programmes. Creates or modifies existing programmes to maximize market success. Provides excellent customer service, strong leadership and upholds the visual and operational standards of the company. Analyzes sales statistics to determine sales potential and inventory requirements.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1056	<p>Sales Supervisor Responsible for consistent high level of customer service within the store/department by selecting, training, and evaluating sales staff. Communicates promotional events, market programs and sales to sales staff. Monitors and evaluates appropriateness of merchandise assortment and communicates needs. Requires complete product knowledge, pricing and a thorough understanding of the company's sales and operations. Strong written and verbal skills. Reports to Sales Manager.</p>	2 years	2-4 years
1066	<p>Assistant Sales Manager Assists the Sales Manager in all aspects of sales operations and customer service. Achieves sales, expense, quality and contribution targets. Coaches and trains sales team. Manages store reports and inventory. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; addressing complaints and resolving problems. Requires complete product knowledge, pricing and services and a thorough understanding of the company's sales and operations. Strong written and verbal skills required. Reports to the Sales Manager.</p>	2+ years	3-5 years
1067	<p>Sales Manager – Single Store Responsible for supervising all activities including sales, service, merchandising and business management for a single store. Accountable for the development and leadership of the Assistant Sales Manager, Sales Supervisor. Accountabilities include coaching, preparing budgets, identifying key business drivers, analyzing logically and making decisions and recommendations. Requires complete product knowledge, pricing and services and a thorough understanding of the company's sales and operations. Monitors expenses, investments, payroll and margins at store and chain levels, ensuring the profitability of the operations. Strong leadership with an ability to drive sales through excellent service, strong visual presentation and a full understanding of the business they represent. Strong communication skills required.</p>	3 years	4-6 years
1068	<p>Sales Manager – Multi-Store Responsible for supervising all activities including sales, service, merchandising and business management for more than one store. Accountable for the development and leadership of the Assistant Sales Manager, Sales Supervisor. Accountabilities include coaching, preparing budgets, identifying key business drivers, analyzing logically and making decisions and recommendations. Requires complete product knowledge, pricing and services and a thorough understanding of the company's sales and operations. Monitors expenses, investments, payroll and margins at store and chain levels, ensuring the profitability of the operations. Strong leadership with an ability to drive sales through excellent service, strong visual presentation and a full understanding of the business they represent. Strong communication skills required.</p>	5 years	8 - 12 years

FUNCTION: MANAGEMENT

JOB FAMILY: STORE MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for all aspects of running a profitable retail location(s) including managing the day to day operations. Sets the tone for store culture and environment to ensure success in all aspects of customer service, profitability, operations, staff development, loss prevention, human resources, merchandise flow, store maintenance, budget and expense management.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1071	Kiosk Manager Responsible for all operations of one or more kiosk booth situated in an open high traffic area within a shopping mall, airport, sports venue, etc. Must be familiar with all aspects of retail, including hiring, scheduling, training, marketing, loss prevention and team leadership. Primary point of contact for employees of the retail kiosk. May report to Multiple Store Manager or Store Manager- District. Typically an exempt position	2+ years	4+ years
1072	Assistant Store Manager/ Store Supervisor Under the direction of the store manager assists the manager with duties e.g. paperwork, scheduling, inventory, training, recruiting, customer service, etc. Addresses customer complaints, performs opening and closing procedures, performs manager on duty functions and other projects as assigned. Requires strong leadership, time management and computer skills. Thorough knowledge of retail business practices and company policy required.	1-2 years	2-4 years
1073	Store Manager – Single Store – No Revenue Responsibility	2+ years	4+ years
1074	Store Manager – Single Store – Less than €900,000 Revenue		
1075	Store Manager – Single Store –Between €900,000 and €7,999,999 Revenue		
1076	Store Manager – Single Store –More than €8,000,000 Revenue Responsible for all operations of a company owned/controlled retail store. Must be familiar with all aspects of retail, including hiring, scheduling, training, marketing, loss prevention and team leadership. Primary point of contact for employees of the retail store. Requires strong leadership, time management and computer skills. Thorough knowledge of retail business practices and company policy. May report to Multiple Store Manager or Store Manager- District.		
1077	Store Manager – Multi-Store Responsible for all operations of multiple company-owned retail stores (normally 2-4 in close geographic proximity). Manages all aspects of retail, including hiring, scheduling, training, marketing, loss prevention and team leadership. Manages through supervisors and subordinate managers. Requires strong leadership, time management and computer skills. Thorough knowledge of retail business practices and company policy.	4+ years	5-8 years
1078	Store Manager – Partial Country Responsible for overseeing multiple stores (normally 4 or more) within a sub-country area (e.g. Southeast UK). Ability to share corporate vision with employees and management team. Build and motivate teams to maximize sales and profitability. Insure excellent customer service and uphold all visual and operational standards. Broad knowledge of company products and services. Responsible for training and development of store management as well as monitoring advancement of stores staff. Builds and maintains strong relationships with the retail's headquarters. Requires strong analytical and effective problem solving skills. May report to a Single-Country Director, Multi-Country Director or Regional Director.	5+ years	7-10 years

FUNCTION: MANAGEMENT

JOB FAMILY: STORE MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Manages multiple stores in a large geographic area (as described in the Job Codes below). Responsible for profitable sales levels, communicating a consistent vision/strategy within their assigned territory.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1081	<p>Manager/ Director – Single Country Manages multiple stores (typically five or more) in a single country. Store manager positions report to this position. Responsible for profitable country-wide sales levels, communicating a consistent company vision/strategy within the country store managers and assures staff training and development. Analyzes sales and market trends. Develops plan to maximize sales within all assigned stores in a single country. Ensures that store management provides staff with effective sales training and customer service techniques. Implements and communicates sales incentive programs. Assures recruitment of high quality candidates and develops employees for promotion. Ensures company policies and procedures are consistently enforced throughout the country. Monitors store expenses, payroll, and margins for the district. Works with Store Management. Reports to Multi-Country or Regional management level.</p>	6+ years	8-12 years
1082	<p>Manager/Director – Multi-Country Manages two or more countries. Single-Country level management positions report to this position. Responsible for profitable country-wide sales levels, communicating a consistent company vision/strategy throughout the stores, training and developing managers and regional staff. Responsible for multiple retail locations' success in two or more countries. Prepares annual sales forecast, budgets and expenses for the region. Implements sales incentive programs. Oversees sales revenues and takes action to produce positive results. Ensures stores are properly merchandised to put forward a consistent marketing message to consumers. Develops management staff, ensures adherence to company policies and local employment regulations.</p>	7+ years	10-15 years
1083	<p>Manager/Director – Region Responsible for the activities and operations of all stores within a region or major market (e.g. EMEA). Oversees business objectives, store management, operations and new store development. Responsible for regional sales levels and delivering a consistent company vision/strategy within the region. Responsible for establishing and monitoring business objectives for the region such as sales projections, operations, expenses, costs and budgets. Develop structures within the region that facilitates achievement of the company goals and values. Oversee management's development and performance within the region. Ensures adherence to company policies and local employment regulations. Facilitates communication between the regional stores and the company headquarters. May recommend and manage the process required to open a new store location.</p>	8+ years	12-20 years

FUNCTION: VISUAL MERCHANDISING

JOB FAMILY: DISPLAY COORDINATION

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Implements merchandise displays within a store. These displays may include: windows, signage, platforms, shelves, and showcases. Ensures that display design reflects the company's marketing and values strategy. Implements the design/display concepts provided by the Visual Merchandisers.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1412	<p>Display Coordinator Expert Under general supervision is responsible for the design and implementation of attractive presentations that support store sales while meeting company-merchandising standards. Responsible for creating a stimulating store environment through the design of visually appealing display elements. Coordinates with store management regarding displays and presentation. Responsible for the implementation of display elements and the effective utilization of appealing presentations to promote merchandise and increase sales revenues. Responsible for following all company standards to ensure company point of view is represented in displays. May provide input for formulation of tactical merchandising plans that are cost-effective, efficient and realistic.</p>	3+ years	4-8 years

FUNCTION: VISUAL MERCHANDISING

JOB FAMILY: VISUAL MERCHANDISING – TACTICAL IN-STORE

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Designs and installs merchandise displays within a store to promote merchandise and increase sales revenues while reflecting the company's standards and values. These displays may include: windows, signage, platforms, shelves, point of purchase, special promotions and showcases. Monitors implementation of displays by Display Coordinators.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1421	Store Level - Visual Merchandiser – Entry Under close supervision, responsible for the design and presentation of merchandise displays in keeping with company standards. Responsible for visual presentation in a defined scope. Coordinates displays to effectively utilize floor space and attractively promote merchandise. Provides guidance to store staff on display and merchandising expectations.	1+ year Prior retail experience required.	3+ years
1422	Store Level - Visual Merchandiser - Intermediate Under general supervision, responsible for the design and presentation of merchandise displays in keeping with company standards. Coordinates displays to effectively utilize floor space and promote merchandise. Provides guidance to store staff on display and merchandising expectations. Works with other merchandising staff to establish a product point of view that is consistent with company positioning. Compiles and executes communications that convey company's message to store staff. Requires advance knowledge in merchandising concepts, practices, and procedures. Excellent verbal and written communication skills required. Strong presentation skills. Project management experience may be required.	3+ years	5-8 years
1423	Store Level - Visual Merchandiser - Career Under general supervision, is responsible for creating the design and presentation of merchandise displays in keeping with company standards. Executes creative merchandising presentation in stores. Trains staff on merchandising standards, proper fixture utilization and techniques. Develops product points of view that are consistent with company positioning. Partners with merchandising management in organizing and executing fixture/merchandise moves. Assists in product placement. Creates and executes communications that convey company's message to store staff. Coordinates special field events in stores. Requires expert level knowledge in merchandising concepts, practices, and procedures. Strong presentation skills. Project management experience required.	5+ years	7-12 years

FUNCTION: VISUAL MERCHANDISING

JOB FAMILY: VISUAL MERCHANDISING MANAGEMENT – TACTICAL FIELD

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Manages and plans the design and implementation of merchandise displays within a store or group of stores to increase sales revenues while reflecting the company's standards and values. Creates store floor and merchandising plans. Manages the Visual Merchandising team.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1428	<p>Visual Merchandising Manager/Director – Multi-Store Level</p> <p>Manages the visual merchandising process for multiple stores to maximize sales. Reevaluates and reinforces company standards and business initiative. Instrumental in developing visual merchandising directives. Interprets presentation ideas from company workbook and recommends selection of display merchandise based on specific area trends and store inventory. Ensures that visual management at the store level provides continuous staff training on the company aesthetic standards and merchandising principles. Recruits, selects, trains and develops visual merchandising and management staff. Requires strong interpersonal and leadership skills. Ability to clearly communicate company objectives to staff. Strong organizational, planning, prioritizing skills needed. Knowledge of art and/or design and a creative background required.</p>	8+ years	10-20 years

FUNCTION: VISUAL MERCHANDISING

JOB FAMILY: VISUAL MERCHANDISING – STRATEGIC - HEADQUARTERS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for supporting sales through the development of design and visual merchandising directives that will be considered as company standards to which all stores must adhere. Develops the plans and the three-dimensional presentation of products and services to maximize sales. May include window areas, interior point-of-sales displays, special promotions, etc. Responsible for communicating all visual merchandising programs and directives to the store level merchandisers for implementation.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1432	HQ - Visual Merchandiser - Intermediate Under limited supervision, is responsible for the creation and development of company-wide standards for visual merchandising displays and programs. Conducts market testing to determine new products or brands to feature. Creates the design and presentation guidelines for the display of these products. Develops and coordinates the training materials to communicate these standards either directly to the store visual merchandising staff or through the field visual merchandising managers. Requires advanced knowledge in merchandising concepts, practices, and procedures. Excellent verbal and written communication skills required. Strong presentation skills.	3+ years	5-8 years
1433	HQ - Visual Merchandiser - Career Under general supervision, is responsible for the creation and development of company-wide standards for visual merchandising displays and programs. Conducts market testing to determine new products or brands to feature. Creates the design and presentation guidelines for the display of these products. Develops and coordinates the roll out of each new program. Works closely with the field visual merchandising managers to implement these programs. May act as lead to lower level personnel within this function. Requires expert level knowledge in merchandising concepts, practices, and procedures. Excellent verbal and written communication skills required. Strong presentation skills. Requires strong listening, verbal and written communication skills. Project management experience may be required.	5+ years	7-12 years

FUNCTION: VISUAL MERCHANDISING

JOB FAMILY: VISUAL MERCHANDISING MANAGEMENT – STRATEGIC - HEADQUARTERS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Manages the company-wide Visual Merchandising function that focuses on the overall strategic program development and company standards for creative merchandise presentations, visual displays and promotional events.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1439	<p>Visual Merchandising Manager/ Director – Headquarters Responsible for managing the strategic Visual Merchandising function at the corporate level. This function is responsible for the creation of company-wide standards for Visual Merchandising programs utilizing all aspects of the store environment to maximize sales through product placement, display, promotional events, store planning and direction of customer flow. Also responsible for the development of the directives for window design and merchandise display through prototype standards. Determines merchandise to be featured by analyzing sales, product performance and working closely with marketing and buyers. Develops and implements communication and training of company standards to field Visual Merchandising staff so they may comply with those standards. May manage the Visual Merchandising program through lower level field management team. Requires interpersonal and leadership skills. Ability to clearly communicate company objectives to staff. Strong organizational, planning, prioritizing skills needed. Knowledge of art and/or design and a creative background required.</p>	10+ years	12-20 years

FUNCTION: VISUAL MERCHANDISING

JOB FAMILY: MERCHANDISING - PACKAGING DESIGNERS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Confers with representatives of engineering, marketing, management, and other departments to determine packaging requirements and type of product market. Sketches design of container for specific product, considering factors, such as convenience in handling and storing, distinctiveness for identification by consumer, and simplicity to minimize production costs. Renders design, including exterior markings and labels, using paints and brushes. Typically fabricates model in paper, wood, glass, plastic, or metal, depending on material to be used in package. Makes changes or modifications required by approving authority.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1533	Packaging Designer - Entry Under close supervision, is responsible for assisting in the creation and development of product packaging and the design process from start to finish. Follow direction in the preparation and design of packaging mock-ups. Liaise with the marketing, merchandising department and buyers to be aware of retail trends in terms of packaging. Conducts research on packaging functionality and materials to be used as well as cost optimization. Excellent skills with a variety of graphic design software.	0-1 year	Less than 1 year
1534	Packaging Designer - Intermediate Under general supervision, is responsible for producing new packaging designs that reflect market trends. Able to determine packaging material specifications to maintain product integrity yet maximize the number of units per container to reduce shipping costs. Development of appropriate design to maximize long term quality and shelf life of product while minimizing cost. Conduct analytical testing on materials and interpret data findings. Create new and innovative cutter guides and 3-D mock-ups when needed and ensure vendors are clear on direction. Combine artistic talent with research on product use, marketing, and materials to create the most functional and appealing packaging design. Generates innovative packaging ideas to drive the retail business. Excellent skills in a variety of graphic design software, (Photoshop, In Design, Illustrator etc.).	1-2 years	2-4 years
1535	Packaging Designer - Career Responsible for coordinating special packaging design projects from start to finish. Translate brand strategies and consumer insights into effective visual solutions. Perception of consumers' interaction with the products' packaging. Manage the cost reduction in the analyses of packaging size, ability to fit in shipping containers and optimization of shipping costs. Requires expert level knowledge in packaging design concepts, practices, and procedures. Strong presentation skills and project management. Maintains and develops successful working relationships with buying, marketing and merchandising teams. Work closely with these teams to improve the company's product packaging to meet customers' expectations and drive sales. Build strong working relationships with agencies/freelancers and suppliers to improve the standard of packaging design supplied. Work closely with graphics team to ensure packaging works with product style guides. Fully understand brand foundations, creative positioning, brand 'look & feel'. Provide design direction for many projects simultaneously. Excellent skills in graphic design software (Photoshop, design, Illustrator etc.).	+5years	5-8 years

FUNCTION: MERCHANDISE PROCESSING

JOB FAMILY: STORE RECEIVER/ STOCKER

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Receives and unloads incoming shipments, directs merchandise to the appropriate area. Unpacks and examines goods received, rejects damaged items, records shortages, and corresponds with shipper to rectify damages and shortages. Responsible for the distribution of merchandise. Stocks shelves, racks, cases, bins and tables with merchandise and arrange displays to attract customers. Periodically takes inventory of merchandise or checks and marks items. Provides customer service as required. Assembles customer orders from stock.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1602	Store Receiver Works with store management to create the needed flow of merchandise to the selling floor or stock as required. Maintains inventory of merchandise received. Prepares and ensures compliance to all truck manifesting procedures. Adheres to comprehensive security and loss prevention procedures. Strong organizational, planning and prioritization skills needed.	1 year	1-3 years
1612	Floor Stocker Assembles and sets up merchandise displays and promotional items. Fills orders from stock. Marks identifying codes, tags, and prices on merchandise. Requisitions merchandise from supplier based upon available space, merchandise on hand, customer demand, or advertised specials. Stocks storage and display areas with new or transferred merchandise. Transports merchandise to other departments. Requires ability to work in a team environment. Prices and tags products. Takes inventory or examines merchandise to identify items to be reordered.	0-1 year	0-1 year
1622	Receiver/Stocker Requisitions merchandise from supplier and/or warehouse based upon available space, merchandise on hand, customer demand, or advertised specials. Ensures that product display complies with company standards. Prices and tags products. Takes inventory or examines merchandise to identify items to be reordered. Assembles and sets up merchandise displays and promotional items. Fills orders from stock. Marks identifying codes, tags, and prices on merchandise. Stocks storage and display areas with new or transferred merchandise. Transports merchandise to other departments. Ability to work in a team environment. Requires good communications skills.	0-1 year	0-1 years

FUNCTION: MERCHANDISE PROCESSING

JOB FAMILY: MERCHANDISE PROCESSING MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Supervises and manages the receipt, stocking and flow of store/department merchandise. Ensures the store/department is "customer ready" by managing the flow and placement of merchandise into and out of the store/department, monitoring inventory and ensuring proper display and presentation of merchandise.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1625	<p>Merchandise Processing Team Leader</p> <p>Ensure the store/department is "customer ready" and directs the flow and placement of merchandise. Leads the merchandise receivers and stockers to effectively maintain flow of products/goods into and out of the store. Works closely with sales management to coordinate daily and weekly activities to achieve maximum productivity. Ensures high stockroom standards. Executes merchandise display and presentation to define visual standards. Facilitates floor moves. Provides direction for support staff in their daily activities including processing of markdowns/ transfers/merchandising floor. Coordinates replenishment of merchandise to drive service, sales and gross margins. Maintains strong partnerships and negotiates effectively with internal partners. Provides consistent performance feedback to support staff.</p>	2+ years	5+ years
1627	<p>Merchandise Processing Supervisor/Manager</p> <p>Ensure the store/department is "customer ready" and directs the flow and placement of merchandise. Manages the merchandise receivers and stockers to effectively maintain flow of products/goods into and out of the store. Works closely with sales management to coordinate daily and weekly activities to achieve maximum productivity. Ensures high stockroom standards. Executes merchandise display and presentation to define visual standards. Provides direction for support staff in their daily activities including processing of markdowns/ transfers/merchandising floor. Coordinates replenishment of merchandise to drive service, sales and gross margins. Maintains strong partnerships and negotiates effectively with internal partners. Provides consistent performance feedback to support staff.</p>	4+ years	8+ years

FUNCTION: WAREHOUSING/DISTRIBUTION/TRANSPORTATION

JOB FAMILY: PICKER/PACKER

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Picking, packing, pulling, replenishing stock; preparing orders for shipment, order tracking, and receiving stock.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1811	Picker/Packer Assembles, lines, and pads cartons, crates and containers. Marks, tags and/or labels containers using marking tools. Obtains, moves, and sorts merchandise, materials, and orders. Places merchandise into containers and seals. Cleans containers, materials, supplies or work areas. Requires the ability to operate machinery and lift heavy items.	0-1 year	0-1 year

JOB FAMILY: MATERIALS MOVEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Operates commercial trucks to pick-up and deliver merchandise and goods and/or forklifts equipped to move materials around a warehouse, storage centre, store site, or similar locations.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1821	Forklift Operator Drives gasoline or electric powered forklift. Operates machinery to push, pull, lift, stack, tier, or move equipment, or materials. Performs the following: loads, unloads and stacks materials onto lifting device, weighs material or products and records on production schedules. Performs routine maintenance on vehicles and equipment. Must demonstrate ability to operate equipment in a safe and efficient manner.	0-1 year	1-3 years

FUNCTION: WAREHOUSING/DISTRIBUTION/TRANSPORTATION

JOB FAMILY: SHIPPING/RECEIVING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Verifies and maintains records on incoming and outgoing shipments. Prepares items for shipment. Typical duties include: assembling, addressing, stamping, and shipping merchandise; receiving, unpacking, verifying and recording incoming merchandise; and arranging for the transportation of products.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1841	<p>Shipper/Receiver Establishes procedures and works with all departments to ensure most recent processes are performed. Maintains inventory levels and assist with inventory audits. Keeps an accurate log of all shipments, both incoming and outgoing. Obtains correct receipts from carriers with full information confirming shipment and/or delivery documents. Traces lost shipments and/or customer claims of lost shipments, initiates proof of delivery documents. Handles returns and repairs. Ensures proper care in the use and maintenance of equipment and supplies; promotes continuous improvement of workplace safety and environmental practices. Heavy lifting may be required.</p>	3 years	3-7 years

FUNCTION: WAREHOUSING/DISTRIBUTION/TRANSPORTATION

JOB FAMILY: WAREHOUSING/DISTRIBUTION/TRANSPORTATION MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Plans, directs, supervises and coordinates the distribution/warehouse/ transportation operations within an organization that engages in directing, storing and distributing materials and products. Ensures merchandise is stored, retrieved, processed and maintained and transported in an efficient, accurate and timely manner, and ensuring proper procedures are followed. Through delegation of responsibilities and assignment of duties to staff, achieves efficient and economical storage, handling and distribution functions conforming to established goals to accomplish company profit, growth, and investment return.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
1876	<p>Distribution/Warehouse/Transportation Supervisor Responsible for the daily coordination and supervision of all warehouse/distribution/ transportation centre activities. Ensures merchandise is stored, retrieved, processed and maintained in an efficient, accurate and timely manner. Ensures proper procedures and training are provided. Assigns work, maintains schedules, monitors job performance, and resolves problems as they occur. Monitors productivity to ensure high standards of quality, accuracy, merchandise damage minimization and safety. Reviews cause of production variances and resolve those problems as well as identify areas of improvement in operations. Investigates errors in order to determine the cause and recommends corrective action where needed. Requires strong team and mentoring skills. Strong leadership, administrative, organizational, supervisory and communication skills.</p>	4+ years	5-10 years
1877	<p>Distribution/Warehouse/Transportation Manager Responsible for effectively planning, directing, and coordinating all activities of the warehouse/distribution/ transportation centre. Establishes operational procedures for activities such as verification of incoming and outgoing shipments, handling and disposition of materials, and keeping warehouse inventory current. Manages the activities of supervisor in warehouse facility to ensure all productivity and quality standards are achieved. Analyzes and resolve work problems, recommends and implements process changes, upgrades equipment, and improves production methods to increase efficiency of the warehouse. Monitors the routing of orders being pulled, checked and packed as well as monitoring inventory. Responsible for preparing departmental budget and managing within those guidelines. Establishes and initiates cost improvement processes and methods that will increase productivity and reduce controllable costs. Participates in planning personnel safety and plant protection activities. Requires hazardous materials transportation training. Regulatory compliance knowledge. Proficiency in planning, staffing and budgeting responsibility.</p>	5 years Previous supervisory experience required.	5 years

FUNCTION: PLANNING/ALLOCATION/ PURCHASING

JOB FAMILY: PLANNING/ALLOCATION/ANALYSIS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Ensures sufficient merchandise/product inventory in order to meet customer demand. Tracks, controls and reports inventory usage to ensure availability of product. Analyzes prior inventory usage and forecasts future needs.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
2211	Planning/Allocation Analyst-Trainee Responsible for control of physical inventory, inventory tracking, and the performance of daily audits. Duties include: Inventory reconciliation, monitor and control inventory levels to ensure availability of product; analyze and resolve inventory discrepancies, ensure on time delivery of merchandise, ensure compliance with all policies and procedures dealing with physical inventory, receiving, shipping, and customer service. Assists in the preparation of month-end inventory management report. Requires the ability to work with multi-functional groups. Strong organization and communication skills.	0-1 year	1-2 years
2212	Planning/Allocation Analyst - Intermediate Analyzes, tracks and reports inventory process. Assists inventory senior analyst by helping resolve discrepancies and tracking inventory through reports and cycle counts. May review daily inventory adjustments to ensure proper coding, provide inventory transaction history research, and review company purchase orders. Must be detail oriented, organized and have strong follow up skills. Develops additional processes and tools for semi-automating inventory management. Requires strong analytical abilities, self-motivated and detail oriented.	1-2 years	2-4 years
2213	Planning/Allocation Analyst - Career Develops and administers policies and procedures which plan materials, control material flow, and ensure inventory accuracy. Directs cycle count teams, analyzes results, and makes appropriate corrective action with the approval of the inventory manager. Evaluates inventory levels, and recommends and implements corrective action plans. Conducts analysis to support forward-looking statements and executive presentations. Develops and delivers presentations to cross-functional teams and business executive. Sets up meetings and training sessions with business functions. Participates in cross-functional meetings as needed. Identifies precuts that are candidates for inventory optimization. Requires demonstrated problem solving and analytical skills. Strong oral, written, and formal presentation skills. Good organizational and time management skills.	5+ years	5-10 years

FUNCTION: PLANNING/ALLOCATION/PURCHASING

JOB FAMILY: PLANNING/ALLOCATION/PURCHASING MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for providing leadership, direction and support for the inventory control function. Supervises/manages inventory control staff. Develops and implements purchasing programs and procedures to achieve inventory goals.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
2226	<p>Planning/Allocation Supervisor Develops and implements improved inventory control procedures and business processes; drives improvement efforts in inventory accuracy, labor efficiency, and cost reduction. Supervises, trains and evaluates receiving, return and inventory control staff. Evaluates priorities and assigns workload to ensure timely and accurate processing of receipts, returns and inventory transactions. Collaborates with managers to develop inventory projects. Maintains standard training and procedural documentation. Strong drive towards continuous improvement, proven team leader, extensive experience with proven inventory control and accuracy techniques. Requires strong drive towards continuous improvement, proven team leader, extensive experience with proven inventory control and accuracy techniques. Prior supervisory experience required.</p>	4+ years	5-8 years
2227	<p>Planning/Allocation Manager Establishes and implements all elements of a formal inventory control program. Drives the efforts of the inventory business team and collaborates with the appropriate business partners to deliver the greatest value to the company while achieving the business/product financial goals. Develops inventory team members through coaching, mentoring and performance development. Reviews periodically physical inventory and cycle count results. Organizes and conducts physical inventories and ensures inventory integrity and verification. Establishes and monitors inventory shrinkage and obsolescence. Responsible for forecasting, purchasing, scheduling, inventory planning analysis and inventory procurement inventory. Prepares and presents quarterly reports and inventory metrics. Requires strong supervisory and time management skills. Demonstrated excellent verbal and written communication skills. Strong negotiation and analysis skills. Knowledge of inventory management strategies.</p>	5 years	7-12 years

FUNCTION: PLANNING/ALLOCATION/PURCHASING

JOB FAMILY: PURCHASING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Manages sources, evaluates, negotiates and prices products for assigned categories. Monitors sales and margins through vendor negotiations and promotional opportunities. Maximizes sales and profitability through the development and implementation of a strategy, analysis and appropriate reaction to sales.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
2801	Buyer – Entry Sources, evaluates, negotiates, and prices assigned products. Assists in the monitoring of sales and margins through vendor negotiations and promotional opportunities.	1 year	2-4 years
2802	Buyer – Intermediate Maximizes sales and profitability of a given area of business through the development and implementation of a strategy, analysis and appropriate reaction to sales trends. Ensures timely delivery of merchandise through consistent communication and follow-up with the vendor, distribution center, and merchandise team. Assists planning advertising events and analyzing ad performance to make recommendations to maximize future performance. Develops visual presentation guidelines to support seasonal strategies. Ability to solve problems, detailed, organized with good communication and negotiation skills.	3+ years	3+ years
2803	Buyer – Career Develops merchandise assortments and business strategies to drive sales. Coordinates with analysts, senior buyers, advertising and vendors. Trains, motivates and develops team to ensure effective performance and growth through consistent on the job training. Establishes department direction and priorities and communicates effectively to team. Determines marketing plans and promotional calendar. Maintains collaborative partnerships and negotiates effectively with vendors and internal colleagues. Excellent planning and negotiation skills, creative problem solving and risk-taking skills.	4+ years	5+ years
2804	Buyer – Expert Develops assortment plans, which support the departmental goals and key item focus. Profiles target customer to ensure customer satisfaction. Manages vendor performance to maximize profitability and achieve financial objectives. Completes accurate forecasts, evaluating financial components based on current trend, and knowledge of future events, which will impact the business. Typically an exempt position. Demonstrates a proven track record of implementing procurement strategies to support demand flow.	5+ years	8 + years

FUNCTION: PLANNING/ALLOCATION/PURCHASING

JOB FAMILY: PURCHASING MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for providing leadership, direction and support for the purchasing function. Develops and implements purchasing programs and procedures to achieve purchasing management goals.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
2807	<p>Purchasing Manager In charge of planning, directing and coordinating the tasks and responsibilities of those who buy products for stores. Ensure that buying prices and products are market competitive and relevant. Develops and establishes purchasing policies and procedures that meet all compliance requirements. Interviews, hires and provides for the training of buying staff. Develops "best practices" and standards of excellence that help drive profitability. Establishes supplier managed inventory programs. Develop and grow the Sales of Brands. Negotiates long-term supplier agreements. Requires proven leadership skills. Project management skills important. Prepare detailed category plans to direct the purchasing effort. Inclusive of action plans, strategies, vendor plans, space allocations, margins, new product launches and rationalisation of each category. Strong written and verbal communication skills, interpersonal skills and exceptional analytical skills.</p>	5+ years	8-12 years

FUNCTION: CUSTOMER SERVICE

JOB FAMILY: CUSTOMER SERVICE

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Directs, coordinates and provides the highest level of customer service to ensure consistent customer satisfaction as well as to maximize sales. Interacts with sales and marketing, production and distribution departments to ensure that customer requirements are being met. Fulfills strategic and tactical direction to ensure that superior service is provided to all customers. Analyzes problems and provides corrective action to address customer needs. May provide technical support.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
3001	Service Desk Associate Provides customer service and assistance to other associates as necessary. Responsibilities include problem research and resolution for internal and external customer issues, internal order fulfillment and process improvement. Associate acts as a liaison between customer and business in expediting orders. Assists sales associates and provides basic technical support. Requires excellent interpersonal and verbal communication skills. Ability to multi-task. Attention to detail. Commitment to quality customer service.	2+ years	3-6 years
3011	Technical Support Representative - Trainee Provides technical assistance by phone, email, web, and in person. Troubleshoots and resolves technical issues while ensuring that complete customer satisfaction is achieved. Enter computer records of activities and interface with customers, co-workers and outside vendors. Requires excellent interpersonal and verbal communication skills. Ability to multi-task. Attention to detail. Commitment to quality customer service. Certification a plus.	1 year	1-3 years
3012	Technical Support Representative Requires superior communication and problem solving skills, a positive, strong phone presence and a commitment to customer service. Strong technical knowledge is required for this position. Trains new associates, coordinates with management technical service to ensure that technical manuals are up to date. Resolves technical issues in a timely and professional manner. Requires excellent interpersonal and verbal communication skills. Ability to multi-task. Attention to detail. Commitment to quality customer service. Certification a plus.	2+ years	3-6 years

FUNCTION: CUSTOMER SERVICE

JOB FAMILY: CUSTOMER SERVICE MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for providing leadership, direction and support for the customer service function. Develops and implements customer care programs and procedures to achieve the highest level of customer service. May include Call Centre activities.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
3026	<p>Customer Care Supervisor Responsible for the day-to-day direction and coordination of Customer Service Representatives. Monitors daily activity and staff performance to ensure the highest level of customer care. Ensures adherence to all customer care programs and procedures. Trains, supports and coaches staff in order to meet and exceed customer care goals and expectations. Interfaces with customers to resolve complex or sensitive customer issues. Provides input to Customer Care Managers regarding new hire decisions, employee performance evaluations, and may recommend disciplinary actions. Recommends and implements quality service strategies, which improve operations and customer satisfaction. May be responsible for selling and/or up-selling product. Incumbent may be located within a store or remote location. Requires the ability to foster a work environment that is responsive and sensitive to the needs of a diverse staff and customer base. Strong written, verbal and communication skills and strong organizational skills a must. Demonstrated negotiation and interpersonal skills and the ability to motivate develop and lead staff</p>	5 years	6-10 years
3027	<p>Customer Care Manager Possesses the ability to drive sales through employee motivation and development by managing the team to provide the highest level of customer care. Meets monthly goals, monitors team to improve results, strategic and tactical implementation, creates enthusiasm and good morale through effective teamwork and communication with staff, tracks and reports performance statistics, ensures processes are followed, and is responsible for personnel administration and record keeping of subordinates to ensure compliance with department and company policies. Requires strong written, verbal and communication skills and strong organizational skills a must. Demonstrated negotiation and interpersonal skills and the ability to motivate develop and lead staff.</p>	7-10 years	10-15 years

FUNCTION: E-COMMERCE

JOB FAMILY: GRAPHIC DESIGN

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Design and layout of the website graphics. Develop and implement the “look, feel and appeal” of Web Site. define design parameters that capture and project corporate identity and maximize style, brand identification.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4020	Web Graphics Designer – Entry Assignments are well defined and of moderate scope and technical complexity, where technical supervision provides an outline of the tasks to be performed and suggestions as to methods of approach and procedure to be followed. Guidance is readily available from other team members or management. Consults with team leader and/or management to develop schedules, milestones, and priorities. Entry-level position into job family. Excludes trainees without commensurate combination of academic preparation and experience.	<1 year	<2 years
4021	Web Graphics Designer – Intermediate Familiar with common Web Site/Page layout and graphics design/presentation tools and applications, such as Photoshop, Quark, Illustrator, Freehand, Flash, Shockwave, Director, PowerPoint and Streamline. Produces design and layout of standard Web Sites to meet defined marketing requirements. Implements web graphics design requirements as assigned to meet the defined visual “look, feel and appeal”.	2+ years	3+ years
4022	Web Graphics Designer – Career Experienced user with confident working knowledge of a variety of Web Site/Page layout and graphics design presentation tools and applications, such as Photoshop, Quark, Illustrator, Freehand, Flash, Shockwave, Director, PowerPoint and Streamline. Produces design and layout for a variety of Web Site applications. Recommends techniques and treatments which support the visual “look, feel and appeal” graphics design concepts of the site. Creates and manipulates Web Graphics to optimized palette, size, speed, navigation, structure and web page layout. Plans and designs functional interfaces. Coordinates with marketing, Web content and Web technical staff to define graphics requirements that complement overall functionality and purpose of the Web Site.	4 years	6+ years
4023	Web Graphics Design Manager Full Management Responsibility. Extensive and advanced knowledge of a wide variety of Web Site/Page layouts and graphics design presentation tools, techniques and applications, including animation, interaction and other developing capabilities. Strong graphic design skills and demonstrated capabilities. Responsible for staff and activities involved in developing and implementing the “look, feel and appeal” of Web Site. Responsible for defining design parameters that capture and project corporate identity and maximize style, brand identification and visually translates desired impact. Develops initial web design concepts, strategic design direction and web identity systems. Leads web design strategy definition efforts to ensure that visual and brand identity are reinforced by all web graphic design efforts. Defines web graphics design standards and techniques which support marketing objectives.	5+years	10+ years

FUNCTION: E-COMMERCE

JOB FAMILY: ONLINE – MARKETING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Review website traffic for consumer shopping use patterns to identify customer behavior and habits. Find strategies to increase traffic and review competition website and collect marketing information to design new campaign.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4050	<p>Online Marketing Analyst – Entry Requires basic knowledge of company products/service, and marketing strategies. Basic skills in state-of-the-art e-Commerce applications. Assists in reviewing competitive websites and collects marketing intelligence regarding competitive position. Analyzes website traffic for trends and use patterns to identify and quantify customer habits and behavior. Requires basic knowledge of the business practices and procedures that are generally obtained on the job. Uses standard instructions, written manuals and documents. Makes choices on work prioritization with some assistance. Guidance is readily available from other team members or management. Consults with team leaders and or management to develop schedules, milestones, and priorities. Entry-level position into job family. Excludes trainees without required academic preparation.</p>	<1 year	<2 years
4051	<p>Online Marketing Analyst – Intermediate Standard knowledge of company products/service, and marketing strategies. Participates in maintaining state-of-the-art skills in e-Commerce applications. Requires good analytical skills as well as verbal and written communication skills. Participates in reviewing competitive websites and collects marketing intelligence regarding competitive position. Reviews and analyzes website traffic for trends and use patterns to identify and quantify customer habits and behavior.</p>	2 years	4+ years
4052	<p>Online Marketing Analyst – Career Broad knowledge of company products/service, and marketing strategies. Practical knowledge and application skills involving effective e-Commerce and marketing techniques. Uses traffic tracking applications to recognize user patterns and trends to help formulate effective marketing techniques. Strong analytical skills as well as verbal and written communication skills. Increases sales through the use of online advertising, including PPC (pay per click), SEO (Search Engine Optimization), and display advertising. Is involved with pay per click advertising with different analytical tools, banner and online advertising, SEO optimization, cross-sell opportunities, landing page optimization, and integrated online and offline marketing campaigns. Assists in the implementation of revenue generating online initiatives. Use web analytics and other tools to derive business decisions from click-stream data. Recommend website changes to improve customer experience and business results based on tools for data analysis. Analyzes website traffic for trends and use patterns to identify and quantify customer habits and behavior. Track the following: campaign performance, shopping patterns, banner performance, exit pages, search engine optimization. Recommends modifications to website design to maximize traffic, customer satisfaction, capture and sales generation. Reviews customer feedback for website, recommends improvement and enhancements. Reviews competitive websites and collects marketing intelligence regarding competitive position.</p>	4+ years	6+ years

FUNCTION: E-COMMERCE

JOB FAMILY: ONLINE – MARKETING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Review website traffic for consumer shopping use patterns to identify customer behavior and habits. Find strategies to increase traffic and review competition website and *collect marketing information to design new campaign.*

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4053	<p>Online Marketing Analyst – Consultant</p> <p>Normally the highest level individual contributor without staff management responsibilities. May have functional management responsibilities. Expert level skills involving e-Commerce applications, technologies and marketing strategies. In-depth knowledge of marketing, research techniques and database warehousing applications. Expert problem solving, project management analytical and quantitative analysis skills required. Develops and implements customer profiling technique models for customer evaluation purposes. Reviews effectiveness measures of e-Commerce applications and online marketing efforts in terms of ROI, profitability, customer satisfaction and loyalty and makes recommendations for improvements. Creates methods and techniques to improve the marketing database and processes. Requires expert knowledge and the ability to integrate critical information from many diverse areas. Requires extensive theoretical practical and industry knowledge. Applies and/or develops highly advanced principles and concepts. Recognized by internal and external associates for high-level expertise. Demonstrates superior presentation skills. Represents the company point-of-view in high-level presentations. Conducts long-term planning to determine the future direction of the organization. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. Work involves broad latitude for decision-making and review of actions through goal attainment.</p>	8+ years	12+ years
4054	<p>Online Marketing Manager/Director</p> <p>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive. Requires extensive, direct experience with internet development, marketing, promotion and technology at an internet organization or internet/e-Commerce function within consumer marketing. Coordinates new media/interactive/e-Commerce activities across company. Develops means to measure effectiveness of new media applications. Directs the development and evaluation of internet strategic marketing plans to capture the optimum interactive approach. Establishes the strategic role for interactive media for current, near and longer term corporate media and promotion planning. Establishes and executes plans for testing and monitoring of new, emerging interactive media. Establishes strategic relationships within the new media industry. Typically reports to senior marketing executive.</p>	10+ year	15+ years

FUNCTION: E-COMMERCE

JOB FAMILY: ONLINE – MERCHANDISING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Involved in the ongoing online sales effort. Forecast inventory to fulfill demand from online customers. Develops Online merchandising concepts, promotional strategies, merchandise assortments and product presentations which are compelling, commercially viable and enhance the customer online experience. Analyze online sales performance in comparison to other sales channels.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4060	Online Merchandiser – Entry Provides support for the development and implementation of Online Order Management and Site Maintenance. Order Management activities include: Maintains complete and accurate details for all product/service/styles. Coordinates with brand production team and vendors. Collects and maintains order volume data used for forecasting, including breakdowns by color/size/configuration or other pertinent product/service criteria. Prepares order trend data and inventory data to ensure adequate inventory planning. Site Maintenance activities include: Assisting with shot list preparation and maintenance. Obtaining and maintaining accurate style, pricing and product information and description details. Requires basic knowledge of company products/services, and online marketing strategies and approaches. Strong computer skills with in-depth knowledge of Excel and Word. Strong attention to detail, effective time management skills, strong written and verbal communication skills, strong initiative	< 1 year	< 2 years
4061	Online Merchandiser – Intermediate Assists in the development and implementation of on-going Online sales efforts, promotional programs, and seasonal campaigns to support defined Online strategies and goals. Collects, organizes and presents information and data that will assist the development of key concepts, key items, promotional strategies and online merchandise that will be commercially viable and meet online customer needs and enhance their online shopping experience. Develops and reviews historical order data and current product performance to identify redundancies in product assortments, identify product category trends and assess basic product risks. Makes recommendations for strategy changes in response to customer need, seasonal considerations or other business influences. Gathers and analyzes data regarding online performance in comparison to other sales channel opportunities. Requires strong knowledge of company products/services, online marketing strategies and approaches, and knowledge of alternate channel sales efforts. Demonstrated organizational ability to facilitate multi-tasking in a fast paced environment. Strong written and oral communication skills. Ability to work in a team environment. Effective computer skills in Excel and Word.	2+ years	4+ years
4062	Online Merchandiser – Career Develops and implements on-going and emerging Online sales efforts, key promotional programs, major seasonal campaigns to support Online strategies and goals. Coordinates with planning team to execute Online merchandise strategies, annual/seasonal plans which ensure satisfactory attainment of sales, profit and financial goals. Develops Online merchandising concepts, promotional strategies, merchandise assortments and product presentations which are compelling, commercially viable and enhance the customer online experience. Partners with cross-functional teams to ensure that the web site effectively communicates the merchandising strategies and brand objectives. Gathers and analyzes market information to identify Online business opportunities, customer trends and sales risks. Requires strong skills to develop short term tactical plans and implement long term strategies that are cost-effective, efficient, realistic and supportive of company business objectives. Effective problem analysis skills. Clear understanding of financial measurements and how to impact them.	4+ years	6+ years

FUNCTION: E-COMMERCE

JOB FAMILY: ONLINE – MERCHANDISING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Involved in the ongoing online sales effort. Forecast inventory to fulfill demand from online customers. Develops Online merchandising concepts, promotional strategies, merchandise assortments and product presentations which are compelling, commercially viable and enhance the customer online experience. Analyze online sales performance in comparison to other sales channels.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4063	<p>Online Merchandiser – Consultant</p> <p>Normally the highest level individual contributor without staff management responsibilities. Establishes plans, presents and gains approval of on-going and emerging Online sales efforts, critical promotional programs, and major seasonal campaigns to support company strategies and goals. Leads the development of Online merchandising concepts, promotional strategies, merchandise assortments and product presentations which are compelling, commercially viable and enhance the customer online experience. Partners with cross-functional teams to ensure that the web site effectively communicates the merchandising strategies and brand objectives. Oversees the analysis of leading indicators and market information to identify Online business opportunities, customer trends and sales risks. Requires exceptional skills to develop both short term tactical plans and long term strategies that are cost-effective, efficient, realistic and supportive of company business objectives. Demonstrated organizational ability to facilitate multi-tasking in a fast paced environment. Ability to lead others in a team environment. Exceptional problem analysis skills. Clear understanding of financial measurements and how to impact them. Expert computer skills in various business software programs. Works closely with management</p>	+8 years	10 years
4064	<p>Online Merchandising Manager</p> <p>First Level Full Management Responsibility. Plans, directs and controls the activities and staff involved in developing, implementing and operating the Online business of the business unit. Develops, communicates and drives Online business strategies which will meet or exceed financial goals and customer expectations. Motivates and coaches staff to ensure customer focus, innovation rapid response and teamwork. Acts as a liaison between the merchants and the online marketing and creative teams, communicating and prioritizing business needs for the categories they support. They are to be focused on driving sales and profitability, while ensuring that the experience of the external customer is enhanced and consistent with the brand and its overall online environment. Determines work priorities. Develops and directs the implementation of methods to track effectiveness, and monitor progress and cost-effectiveness. In charge with collection, socialization and implementation of the established merchandising strategies for their departments. Retains hire/fire, performance evaluation and disciplinary jurisdiction over assigned employees. Requires previous lead/supervisory experience.</p>	+8 year	10 years

FUNCTION: E-COMMERCE

JOB FAMILY: WEB CONTENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Develops and supports indirect/3rd party retail sales channels in the assigned markets. Prospects, establishes and builds relationships with independent sales partners that will sell products and services to business customers. Provide leadership in the development and maintenance of e-commerce projects, new product development and product enhancement initiatives from initiation to implementation.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4510	Web Content Coordinator - Entry Assignments are well defined and of moderate scope and technical complexity, where technical supervision provides an outline of the tasks to be performed and suggestions as to methods of approach and procedure to be followed. Guidance is readily available from other team members or management. Consults with team leader and/or management to develop schedules, milestones, and priorities. Entry level position into job family. Excludes trainees without required academic preparation.	< 1 year	< 2 years
4511	Web Content Coordinator - Intermediate Requires broad knowledge of company products/services to develop company Web Site content. Applies creative skills involving web flow and site organization and marketing communication techniques. Coordinates with Project Teams, and related staff to develop and implement Web Site objectives. Assists in the identification of objectives for Web Site applications and coordinates the development of content to meet defined objectives. Coordinates with Web Technical Developer to insure that required technical features are feasible and can be implemented.	3+ years	5+ years
4512	Web Content Coordinator - Career Requires complex knowledge of company products/services to develop company Web Site content. Applies extensive creative skills involving web flow and site organization and marketing communication techniques. Coordinates with Project Teams, and related staff to develop and implement Web Site objectives, content and applications. Identify objectives for Web Site applications and coordinates the development of content to meet defined objectives. Coordinates with Web Technical Developer to insure that required technical features are feasible and can be implemented. May provide project leadership	5+ years	8+ years
4513	Web Content Manager <i>First Level Full Management Responsibility.</i> Extensive knowledge of company products and marketing strategies. Experience in appropriate marketing approaches to company's customer/client base. Thorough knowledge of web site design, flow and site organization. Directs staff involved in developing Web Site content. Responsible for the development and delivery of web content that will enhance the company's e-Commerce marketing efforts. Defines Web Site objectives. Defines features and functionality that needs to be implemented by the Web Design/Development staff.	5+ years	10+ years

FUNCTION: E-COMMERCE

JOB FAMILY: INDIRECT/INTERNET/ONLINE SALES

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Develops and supports indirect/3rd party retail sales channels in the assigned markets. Prospects, establishes and builds relationships with independent sales partners that will sell products and services to business customers. Provide leadership in the development and maintenance of e-commerce projects, new product development and product enhancement initiatives from initiation to implementation.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4803	Indirect Account Executive Implements all necessary sales and support strategies for obtaining revenue and unit objectives. Drives sales activity and quotas to meet/exceed assigned sales goals and targets while ensuring 100% customer satisfaction. Implements approved compensation plans and support competitive analysis and regional direction. Supports promotional events for indirect channel/3 rd party retail channels and coordinates resources for local markets. Assists in the development and implementation of business and action plans to surpass goals and maximize sales within assigned accounts. Attends and achieves assigned training requirements for indirect channel personnel.	3 years	5-8 years
4807	Indirect Sales Manager Responsible for sales, management, direction and coordination for the indirect/3 rd party retail sales channels in the local market. Develops and expands market coverage for products and services through maintaining, enhancing and securing new promotion and sales agreements with other consumer retailers. Plans and implements all necessary strategies for obtaining revenue and unit objectives. Coordinates all activities for related advertising, pricing, marketing and compensation. Oversees the training of all indirect account managers and 3 rd party retailers.	5-7 years	7-10 years
4808	Indirect Sales Director Directs and coordinates all Indirect Sales operations for the company including projects, budgeting, and staffing. Provides leadership and direction to management in the execution of corporate wide indirect sales programs. Develops the indirect sales strategy for the company and ensures implementation through lower level management. Establishes and builds new relationships with indirect/3 rd party retail sales channels and independent sales partners.	7+ years	8-12 years

FUNCTION: E-COMMERCE

JOB FAMILY: INDIRECT/INTERNET/ONLINE SALES

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Develops and supports indirect/3rd party retail sales channels in the assigned markets. Prospects, establishes and builds relationships with independent sales partners that will sell products and services to business customers. Provide leadership in the development and maintenance of e-commerce projects, new product development and product enhancement initiatives from initiation to implementation.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
4902	<p>Online Sales Executive Implements all necessary sales and support strategies for obtaining revenue and unit objectives. Drives sales activity and quotas to meet/exceed assigned sales goals and targets while ensuring 100% customer satisfaction. Implements approved compensation plans and support competitive analysis and regional direction. Supports promotional events for indirect channel/3rd party retail channels and coordinates resources for local markets. Assists in the development and implementation of business and action plans to surpass goals and maximize sales within assigned accounts. Attends and achieves assigned training requirements for indirect channel personnel.</p>	3 years	5-8 years
4907	<p>Online Sales Manager Responsible for sales, management, direction and coordination for the indirect/3rd party retail sales channels in the local market. Develops and expands market coverage for products and services through maintaining, enhancing and securing new promotion and sales agreements with other consumer retailers. Plans and implements all necessary strategies for obtaining revenue and unit objectives. Coordinates all activities for related advertising, pricing, marketing and compensation. Oversees the training of all indirect account managers and 3rd party retailers.</p>	5-7 years	7-10 years

FUNCTION: LOSS PREVENTION

JOB FAMILY: LOSS PREVENTION

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for store and/or distribution centre loss prevention, detects and resolves issues regarding retail theft, misuse of credit cards and any other criminal activities that apply to protection of company merchandise, property, and assets.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
5201	Loss Prevention Associate - Trainee Under close supervision, responsible for detecting and apprehending individuals violating statutes relative to retail theft, misuse of credit cards and other criminal acts which involve company assets. Investigates criminal violations that occur on company premises. Prepares appropriate reporting and necessary follow through which may include court appearance. Requires knowledge and compliance with applicable laws and company policy concerning arrest, search, seizure and handling of evidence. Proficient in verbal and written communications.	0-6 Months	1+ years
5202	Loss Prevention Associate – Intermediate Under limited supervision, responsible for detecting and apprehending individuals violating statutes relative to internal and external retail theft, misuse of credit cards and other criminal acts that involve company assets. Identifies areas where corrective action is needed to prevent theft and recommends necessary changes. Investigates criminal violations that occur on company premises. Requires knowledge and compliance with applicable laws and company policy concerning arrest, search, seizure and handling of evidence. Prepares appropriate reporting and necessary follow through which may include court appearance. Must be proficient in verbal and written communications. Prior retail security experience required.	1 year	2-4 years
5203	Loss Prevention Associate – Career Under general supervision, supports store management in minimizing the loss of company assets and supporting loss prevention goals. Ensures adherence to loss prevention policies and procedures. Conducts interviews, investigations, and comprehensive audits. Provides loss prevention education and training. Provides necessary documentation and evidence relating to loss control matters. Prepares and submits reports on loss prevention activity. May complete monthly operational compliance and safety audits. May track and resolve cash overages and shortages and review profit risk reports for bad debt trends.	2+ years	3-7 years

FUNCTION: LOSS PREVENTION

JOB FAMILY: LOSS PREVENTION MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for the management of the Loss Prevention function. Develops and implements strategies to decrease loss within stores and/or distribution centers.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
5217	<p>Loss Prevention Manager – Single Store/Multi-Store Manages the loss prevention team and programme at retail store location(s). Utilizes surveillance, employee tips and other information to generate cases. Coordinates with outside agencies i.e. law enforcement, courts, and legal staff to bring cases to resolution. Develops fact finding/investigation techniques within the loss prevention staff. Partners with store management to build loss prevention awareness by providing training to staff. Prepares budgets for areas of responsibility. Manage loss prevention staff, including hiring, training, coaching and evaluating. Partner with store management to resolve issues and build in-store awareness. May have store safety responsibilities. Must have familiarity with progressive loss prevention methods and inventory reduction strategies. Store investigation experience and formalized interview training required. Strong supervisory skills. Knowledge of retail operations.</p>	2 years	3-5 years
5218	<p>Loss Prevention Manager – Single Country Manages the loss prevention team and programme at retail stores located in a country. Identifies areas where corrective action is needed to prevent theft and recommends necessary changes. Investigates criminal violations that occur on company premises. Prepares appropriate reporting and necessary follow through which may include court appearance. Manages and develops loss prevention staff within the country. Oversees and delivers all loss prevention training. Develops budgets for areas of responsibility. May include enforcing compliance to safety requirements. Requires knowledge and compliance to applicable laws and company policy concerning arrest, search, seizure and handling of evidence. Knowledgeable of progressive loss prevention methods and inventory loss strategies. Proficient in store investigation experience and formalized interview training.</p>	2+ years	3-7 years
5219	<p>Loss Prevention Manager – Multi-Country/Region Directs and coordinates all loss prevention functions to achieve maximum effectiveness in inventory shortage and protection of company assets for the region. Responsible for determining effectiveness of loss prevention policies and procedures through compliance auditing and use of exception reporting. Responsible for all controllable lines that include loss, cash handling, bad checks and credit cards. Initiates appropriate strategies to bring internal investigations to successful conclusion. Assesses and recommends technology solutions related to loss prevention. Ensures the effective utilization of physical security controls in assigned locations to prevent and reduce inventory shortage. Implements prosecution or restitution procedures, or both, to return maximum restitution to the company. Ensures all investigative strategies incorporated in the investigation process are within company and legal guidelines. Ensures the implementation of auditing and security measures needed to achieve assigned locations and company sales and loss goals. Assists in the development and direction of loss prevention procedures and standards in conjunction with other departments within the company. Works closely within loss prevention management to ensure timely and uniform implementation of loss prevention training and development programs. Responsible for managing and developing loss prevention staff within the region. Develops budgets for areas of responsibility. May include enforcing compliance to safety requirements.</p>	5 years	5-10 years

FUNCTION: FACILITIES SUPPORT & REAL ESTATE

JOB FAMILY: REAL ESTATE MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Manages retail store (s) and other corporate buildings in terms of location, negotiation and implementation of leases and/ or building acquisitions.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
8417	<p>Real Estate/Leasing Manager Researches suitable retail store sites (new construction or existing), negotiates leases or acquisitions, closes deal and follows the process through to completion. Conducts market searches for suitable sites. Successfully negotiates and completes the lease/purchase proposal process. Interacts with local government agencies on behalf of the company. Interviews, selects and oversees the work of local real estate brokers in connection with the subleasing or other disposition of retail and non-retail commercial properties. Recruits, selects, develops and trains real estate team. Requires in depth knowledge of commercial and retail real estate leases. Detail oriented with strong organizational and communication skills. Highly accomplished in negotiation strategy. Requires excellent interpersonal and leadership skills.</p>	6+ years	8-12 years
8438	<p>Director of Real Estate Directs and coordinates all real estate operations including projects, budgeting, and staffing of the real estate staff. Responsible for clear communication of real estate objectives to staff and executives. Provides leadership and direction to management in the execution of the business plan. Works closely with research, construction and management staff to coordinate timely completion of projects and within budget. Visits and reviews new site recommendations. Manages store closure and disposition processes, working with real estate field staff and other departments. Manages reporting processes relating to existing store asset base (e.g. store count, square footage, lease action status, closure and disposition status). Manages processes for administration of company retail subleases including subtenant/landlord relations, payment of rent and sublease compliance. Supports development of new information technology solutions for process and procedure management. Determines best practices with respect to asset management. Recruits, selects, develops and trains management and administrative real estate staff. Requires expert knowledge of retail lease administration, property management, and accounting processes. Ability to coordinate cross-departmental teams to develop and manage processes, solve problems and manage projects. Strong analytical and communication skill. Requires excellent interpersonal and leadership skills.</p>	10+ years	15-20 years

FUNCTION: STORE OPERATIONS/COMMUNICATIONS

JOB FAMILY: STORE OPERATIONS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Focal point for overall communications to stores within the company. Responsible for serving as liaison between stores and home office operations. Ensures optimal efficiency in stores through consistent communication of operational processes and establishing consistent standards of performance. Activities may include handling communication regarding pricing, marketing, store openings/closings, store remodels, store systems and supplies, policies, scheduling, visual presentation changes, incentives, sales education, product launches.

Job Code	Typical Duties, Activities & Responsibilities	Minimum Experience	Typical Incumbent Experience
8903	Store Operations Specialist Ensures accurate and timely execution of operations projects. Assists with developing new processes and communicating them with all levels of in-store management. May schedule dates for store tasks, track operational calendars/problems, write and review store communications, maintain operations and procedures manual, write and approve mail packets, coordinate opening/closing activities. Requires thorough knowledge of processes and store operations. Requires strong communication skills.	3+ years	5+ years
8907	Store Operations Manager/Director – Single-Country Level Responsible for supervising activities of the operations department to support store communications. Supports operations by identifying needs and managing operations projects including store and long term planning, tracking, reporting of projects, defining user requirements. Requires thorough knowledge of processes and store operations. Requires strong communication skills.	6+ years	8+ years
8908	Store Operations Manager/Director – Multi-Country Level Leadership position responsible for store operational excellence such as store communications, customer communications, store maintenance. Facilitates current and new operational processes to support the company and stores business strategy. May have additional responsibility for other areas such as incentives, sales education, product launches. Plans, prioritizes and prepares for communication of information to maximize effective operations at the store level. Requires thorough knowledge of processes and store operations. Requires strong communication skills.	8+ years	10+ years

FUNCTION: EXECUTIVE/SENIOR MANAGEMENT

JOB FAMILY: HEAD OF FUNCTIONS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Top-level positions are normally the most senior individuals within the reporting entity responsible for the designated function. Usually these are single incumbent jobs responsible for planning, directing, and controlling the activities within the organization at the Vice President or Senior Vice President level. Incumbents often report to the CEO, President, or COO level.

Do Not report those with “blended” responsibilities (e.g., Exclude an individual who has responsibilities for more than one of the specific jobs listed below).

Job Code	Typical Duties, Activities & Responsibilities
9100	Top Store Operations Executive Develop and implement short and long term store operations strategies to support the growth and continued success of the retail organization. Responsible for overall store operations and profits. Creates and implements retail operations initiatives in the areas of point of sales systems, labor staffing and scheduling, receipt of merchandise, and store maintenance. Key functional areas may include: logistics and administration. Develop store operations teams and succession/processes plans that will accommodate growth. Responsible for comprehensive operational responsibility for stores including creating and managing budgets to support company business objectives. Develops and oversees all policies and procedures. Provides leadership in utilizing other functional departments in the company in the profitability of the organization. Provides leadership and direction to the management team in the execution of the business plan.
9160	Top Merchandising Executive Develops and implements short and long term merchandising activities to support the growth and continued success of the organization. Responsible for the assortment, margin, and inventory of all merchandise within all retail establishments. Identifies and prioritizes merchandising issues and opportunities and designs strategies and procedures for profitable business growth. Proactive in the development and implementation of new and proprietary products. Leads the merchandising team to achieve strategic sales goals by ensuring effective product selection, good supplier relations, and valuable marketing and merchandising research. Oversees management of vendors to meet merchandise profitability, margin enhancement and inventory return on investment objectives. Monitors programs and business performance, and develops alternatives when performance varies from expected results. Provides leadership and direction in the areas of financial justification, targeting and segmentation of customer data, and campaign management. Communicates and participates with other senior level managers regarding the company's mid and long-term strategies and tactics. Demonstrated ability to think systemically and turn information into effective strategies to drive results. Ability to lead teams through innovative solutions.
9170	Top e-Commerce Executive Directs a cross-functional management team responsible for the development and management of e-commerce projects. Responsible for concept development, strategizing, planning and implementation. Oversees online assortment, pricing, promotions, and product presentation. Tracks and reports on the effectiveness of internet marketing success and appeal. Analyzes web service usage trends to improve and/or add functionality. Manages relationships with external internet business partners. Assists in developing new product proposals that contain financial analysis, marketing strategy, legal and operational concurrence, and high-level implementation plans. Works closely with other departments to identify and resolve issues related to introduction of new products or product enhancement. Solid written/verbal communications skills. Must be detail-oriented with excellent organization and time management skills. Strong communication and influencing skills. Typically an exempt position.
9260	Top Merchandise Planning Executive Develops and implements short and long term merchandise financial planning and allocation strategies to support the growth and continued success of the retail organization. Manages the financial success by meeting sales, gross margin, gross margin return on investment and inventory turn goals. Analyzes historical data and current trends to identify risk and opportunities for the organization. Oversees the reconciliation of department targets and plans. Reviews and approves organization financial forecast and strategies. Oversees the identification of risks and opportunities across products/services. Reviews basic strategies and ensures plans meet financial targets. Provides leadership and direction to the management team in the execution of the business plan.

CURRENCY CONVERSION GUIDE

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

1 Euro = Local Currency, as listed below:

Austria	EU Euro	1.000000	Pay Rates in Full
Belgium	EU Euro	1.000000	Pay Rates in Full
Czech Republic	CZ Koruna	25.53480	Pay Rates in Full
Denmark	DK Krone	7.431340	Pay Rates in Full
Finland	EU Euro	1.000000	Pay Rates in Full
France	EU Euro	1.000000	Pay Rates in Full
Germany	EU Euro	1.000000	Pay Rates in Full
Greece	EU Euro	1.000000	Pay Rates in Full
Hungary	HU Forint	313.518000	Pay Rates in Thousands
Ireland	EU Euro	1.000000	Pay Rates in Full
Italy	EU Euro	1.000000	Pay Rates in Full
Netherlands	EU Euro	1.000000	Pay Rates in Full
Poland	PL Zloty	3.954540	Pay Rates in Full
Portugal	EU Euro	1.000000	Pay Rates in Full
Russian Federation	RU Ruble	41.447100	Pay Rates in Full (Please use a conversion rate of 31.988700 Russian Rubles = 1 US Dollar)
Slovakia	EU Euro	1.000000	Pay Rates in Full
Spain	EU Euro	1.000000	Pay Rates in Full
Sweden	SE Krona	8.913310	Pay Rates in Full
Switzerland	CH Franc	1.216550	Pay Rates in Full
Turkey	TR New Lira	2.445220	Pay Rates in Full (Please use a conversion rate of 1.887440 New Turkish Lira = 1 US Dollar)
UAE	AE Dirham	4.758530	Pay Rates in Full
United Kingdom	GB Pound Sterling	0.832970	Pay Rates in Full
United States	US Dollar	1.295680	Pay Rates in Full

NOTE: Conversions are based on the Interbank rates on 1 January 2012.

CURRENCY CONVERSION EXAMPLES

Example 1 - Euro to Local Currency

For Sweden, you have a Base Pay of Euro 150,000. To convert the Euro 150,000 to Swedish Krona, multiply with the given conversion of 10.258100. This gives you a Base Pay of SEK 1,538,715.

Example 2 - Multiple Currency to Single Local Currency

In Denmark you have a Base Pay of DKK 800,000 and an Individual Incentive of USD 20,000.

Convert first the US figure to Euro by dividing the USD 20,000 by the given conversion rate: $USD\ 20,000 / 1.436600 = Euro\ 13,922$.

Then convert the Euro 13,922 into DKK by multiplying with the conversion rate:

$$Euro\ 13,922 * 7.441200 = DKK\ 103,596$$

Please report DKK 800,000 for the Base Pay and DKK 103,596 for the Individual Incentive.