



YOUR GLOBAL SOURCE FOR MARKETING COMPENSATION

We would like to invite you to participate in the 25th annual survey of compensation for key Marketing positions. 2019 edition of the survey will continue to collect data from **18 major countries**, including the United States. Conducted annually, this survey is recognized as the premier source for marketing compensation data by most major, high profile, Fortune 1000 type corporations involved in all sectors of consumer and technical marketing. A list of the 261 participants from the 2018 survey is provided on page 11 for your review.

This survey covers Total Cash Compensation in the form of Base Pay, Bonus, Cash Incentives, as well as Target Incentive data. Additional data is also available on LTI value and prevalence. All data is collected on an incumbent basis to ensure a complete picture of all compensation elements and true percentile analysis.

Here are the critical Job Functions covered:

- Marketing Communications
- Localization
- Video Production/Communications
- Trade Shows – Exhibits – Events
- Market Research – Competitive Intelligence
- Advertising – Creative/Graphics & Media
- Catalog – Direct Mail
- Packaging Design/Engineering
- Internal/External Advertising Agency
- Public Relations/Community Affairs
- Social Networking – Interactive Marketing
- Marketing Planning – Business Development
- Investor Relations
- Distribution Channel/Technical Support Marketing
- Pricing
- Digital & Mobile Marketing
- e-Commerce – Web Design/Development & Analytics
- Product Marketing – Brand Management
- Marketing – Sales Training
- Telemarketing – Telesales
- Customer Service – Technical Support
- Senior Executives – Top Management

The survey fee of \$3,300 includes access to **BOTH** the **Standard Report** and the **Custom Report** for the 2019 survey results through our online, **DataCentral®** reporting system, where you can download Standard Reports and run Custom Reports in both PDF and XLS formats. The **Custom Report** capabilities are designed for those who need to compare their data to that of others, or would like to run reports on selected sets of participants, by product sectors, geography, revenue and many other scoping criteria. You can also qualify for DISCOUNTS of \$1,000 and more to help moderate your costs. *The results of the survey are NOT available to non-participants.*

The schedule for this study is:

1 March 2019
15 April 2019
August 2019

Effective date of data
Deadline for submission of data to WMG (\$150 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 April input deadline. Those who submit data on-time will receive a \$150 discount. If you anticipate having difficulty in meeting this deadline, please contact us directly.

The survey also collects and analyzes critical Compensation Policy & Practice information 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. Enter/update your PolicyCentral information and receive a \$100 discount.

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 marketing compensation programs. Should you have any questions regarding the survey, please feel free to contact Irene Kang directly at +1 408 508 3587, or irene@wmgnet.com.



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M A R K E T I N G

C O M P E N S A T I O N S U R V E Y

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KEY SURVEY FEATURES

- Total Cash Compensation data including Base Salary, Profit Sharing, Performance Bonuses, Team Awards, Discretionary Bonuses, LTI Valuations and Prevalence, etc.
- Geographic breakouts of data for country, major regions, state, and over 100 major metropolitan areas throughout the world.
- Product and Revenue Level breakouts.
- 261 participants were included in the 2018 edition.
- Over 400 benchmark jobs, each with detailed job descriptions.
- Global coverage for 18 countries, including the United States.

COMPETITIVE COMPARISON

How does the WMG Marketing Compensation Survey stack up to the competition?

For a quick summary of the key features, coverage and pricing of our survey and other major surveys sources, [click here](#).

2019 CHANGES

Several **New Jobs** have been added for 2019. Please review these for possible matches noted below:

PUBLIC RELATIONS / COMMUNITY AFFAIRS

- 2060 Community Affairs/Contributions Specialist – Entry
- 2061 Community Affairs/Contributions Specialist – Intermediate
- 2062 Community Affairs/Contributions Specialist – Career
- 2063 Community Affairs/Contributions Specialist – Senior/Expert
- 2064 Community Affairs/Contributions Specialist – Consultant

DISTRIBUTION CHANNELS

- 3318 Distribution Channels Program Manager/Director B – Second Level

TECHNICAL SUPPORT STRATEGIC PLANNING

- 3328 Technical Support Marketing Program Manager/Director B – Second Level



SURVEY FEES

All survey results are delivered via our **DataCentral®** online survey report tool. You have 24x7 access to both the **Standard Reports** which includes data from ALL participants on ALL jobs, and **Custom Reports** where you can create your own report selections based on your choice of companies, product sectors, geographies, revenue, etc. With the Custom Report you have complete control of the complexity of analyses, comparisons, and customization of results from the survey database, and you can run an unlimited number of reports to satisfy your needs on a 24x7 basis at any time.

Survey Fee – Provides BOTH Standard and Custom Report Access \$ 3,300

Hard Copy of Standard Report (in addition to the Survey Fee above) \$ 250

You will have access to results for any country in which you have submitted your own data at no additional cost. For those countries where you have not submitted data, you can make a one-time purchase of the report for that country for an additional \$1,250. Participants are invoiced when we receive your input to the survey. All applicable discounts are applied at that time.



Survey results are now available on your iPhone/iPad via our new mobile delivery tool DataMobile: Simply go to the Apple App Store and download **DataMobile**, our new app, developed exclusively for your iPhone/iPad. It's free of charge and gives you convenient, easy access to results for those quick "need to know it now" situations, while you are on the go, wherever you are.

SURVEY DISCOUNTS

You can earn \$1,000 and more in discounts this year!

- \$ 150 On-Time Discount if you submit your pay data by 15 April 2019
- \$ 250 Previous Participant Discount for all 2017 & 2018 Marketing Compensation Survey Participants
- \$ 100 PolicyCentral Discount if you complete/update the "CORE" topics in PolicyCentral
- \$ 500 New Participant Referral Discount to you for each new participant you refer...PLUS they will also receive a \$500 discount

SURVEY SCHEDULE

- December 2018* Distribution of Input Materials to invited participants
- 1 March 2019* Effective date of data
- 15 April 2019*** **Deadline for submission of data. Earn a \$150 discount for "on-time" data**
- August 2019* Production and distribution of survey results to participants

SURVEY RESULTS – DataCentral®

All participants will receive 24x7 access to **DataCentral®** where you can to download Standard Reports which cover all participants and all jobs, and Custom Report access where you can define your own selection criteria for selected cuts. Results are provided in both PDF and XLS Formats at no additional cost.

• STANDARD REPORTS

Download the full survey Standard Report which contains ALL data from ALL participants. Your data is included in the computation of all data statistics and totals.

- **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.
- **Detail 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 employees reported by FLSA Status, Gender and other variable metrics.
- **Breakout Report:** For each survey job, displays averages of each pay element broken out by Product Sector, Geographic Area, Gender and Company Revenue.
- **LTI Detail Report:** Displays Average & Percentile data for Total Cash Compensation by: A. Base Pay, Bonus, and other variable Compensation, B. LTI Eligibility by Full Value LTI, Cash LTI and Combination LTI, C. Total Direct Compensation consisting of Cash + LTI.
- **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.

A hard copy, printed version of the Standard Report is also available for an additional \$250.

• CUSTOM REPORTS

Includes all of the above reports from the Standard Report PLUS ...

The Custom Report feature 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. The Custom Reports allow you to either include or exclude your own data from the results and statistics.

- Company Selections
- Company Size by Revenue or Employment
- Business Segment and Product Category
- Geographic Area: Country/ Region/State/Metro Area
- Data Elements and Statistics Calculations
- Custom Percentiles
- Standard Deviations
- Weighted and Simple Averages
- Data Aging
- And much more!
- **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 the ability to split the results into categories such as Geography, Product, Revenue, etc.

For a live demonstration of the power, flexibility and capabilities of **DataCentral** go to www.wmgnet.com and scroll down to "Our Features" under "DataCentral" and click on "Take a Test Drive", or call Irene Kang at +1 408 508 3587 for additional guidance.

SAMPLE – SUMMARY REPORT

2018 Summary Report										
Report ID =										10/12/2018 11:26:50 AM
Country: United States										Currency: USD US Dollar
REPRESENTS: Employee Weighted Average PAY TYPE DISPLAYED: Annual Rate										
WMG Job Title	Current Base Pay March 1, 2018	Most Recent FY Bonus Payout	Most Recent FY Other Variable Cash	Current Total Cash	Total LTI Value	Total LTI + Current Total Cash	Target Bonus Percent of Current Base	Span of Control	Total Number of Incumbents	Total Number of Companies
2200 SOCIAL NETWORK MEDIA SPEC - ENTRY	50,873	3,938	2,704	52,173	1,000	52,208	3.85%		85	31
2201 SOCIAL NETWORK MEDIA SPEC - INTER	62,294	4,703	3,439	64,738	3,843	65,064	6.27%		59	39
2202 SOCIAL NETWORK MEDIA SPEC - CAREER	85,284	10,891	3,887	91,147	6,366	97,507	10.43%		80	40
2203 SOCIAL NETWORK MEDIA SPEC - SR/EX	94,587	8,977	3,157	102,248	6,348	108,177	11.11%	2	82	34
2204 SOCIAL NETWORK MEDIA SPEC - CONSULT	104,624	12,337	6,567	117,055	10,000	127,055	12.3%	1	17	9
2251 SOCIAL NETWORK MEDIA MGR/DIR A	112,497	17,456	9,265	129,718	6,301	126,631	13.82%	3	67	47
2252 SOCIAL NETWORK MEDIA MGR/DIR B	166,274	36,095	11,108	193,373	45,969	239,342	22.62%	5	17	10
3000 MARKETING PROGRAM SPEC - ENTRY	49,863	3,300	749	51,478		51,478	4.78%		125	28
3001 MARKETING PROGRAM SPEC - INTER	65,521	4,111	900	68,162	6,746	68,545	6.61%		458	66
3002 MARKETING PROGRAM SPEC - CAREER	86,291	8,300	6,899	92,029	2,041	92,032	7.71%		736	63
3003 MARKETING PROGRAM SPEC - SR/EX	104,132	12,634	18,937	115,423	20,353	115,735	11.4%	3	781	58
3004 MARKETING PROGRAM SPEC - CONSULT	124,401	19,204	16,273	138,876	47,489	141,557	16.19%	3	248	23
3007 MARKETING PROGRAM MGR A	120,993	24,617	11,426	139,954	16,694	141,267	14.94%	5	572	59
3008 MARKETING PROGRAM MGR B	169,721	39,264	35,467	199,794	43,791	211,827	24.1%	19	222	36
3017 REGIONAL MARKETING MGR A	133,881	21,063	3,920	153,626		153,626	11.5%	3	13	6
3018 REGIONAL MARKETING MGR B	163,766	50,103	9,949	209,080	170,000	249,556	21.25%	4	21	5
3020 BUSINESS DEVELOPMENT SPEC - ENTRY	53,444	20,785	225	69,089		69,089	2.63%		20	5
3021 BUSINESS DEVELOPMENT SPEC - INTER	74,687	8,667	2,608	78,641	7,810	79,501	4.48%		118	24
3022 BUSINESS DEVELOPMENT SPEC - CAREER	92,515	11,245	3,137	101,196	37,112	105,146	11.57%		404	28
3023 BUSINESS DEVELOPMENT SPEC - SR/EX	130,261	18,103	3,606	143,029	56,472	152,816	18.64%	5	704	34

MARKETING
COMPENSATION SURVEY
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SAMPLE - DETAIL REPORT

2018 Detail Report								
Report ID =								
Country: United States								
1001 MARKETING SPECIALIST - INTERMEDIATE								
Currency: USD US Dollar								
	PAY TYPE DISPLAYED: Annual Rate							
	Current Base Pay March 1, 2018	Most Recent FY Bonus Payout	Most Recent FY Other Variable Cash	Current Total Cash	Total LTI Value	Total LTI + Current Total Cash	Target Bonus Percent of Current Base	Span of Control
Highest	134,559	20,955	6,434	147,928	44,748	182,859	34.5%	
90th Percentile	92,844	9,964	6,434	96,408	9,660	99,972	10.0%	
75th Percentile	73,656	7,599	6,434	78,771	6,200	79,700	10.0%	
50th Percentile	63,118	4,632	4,699	65,816	3,000	66,714	6.0%	
25th Percentile	54,619	2,123	3,120	56,562	3,000	56,758	3.0%	
10th Percentile	47,476	1,000	925	48,006	2,772	48,006	0.0%	
Lowest	30,000	75	104	30,000	1,881	30,000	0.0%	
Number Of Employees	831	485	35	831	234	831	662	
Employee Weighted Average	65,908	5,257	4,345	69,159	4,099	70,595	6.58%	
Number Of Companies	105	64	7	105	105	105	72	
Company Weighted Average	62,037	4,719	4,017	69,900	7,123	65,278	6.44%	
Earning Mix	92.91%	6.69%	0.4%	100%				
Percent Of Total Employees Eligible For Payment		71.05%	9.03%					
Percent Of Companies With Employees Eligible For Payment		69.52%	100%					
Percent Of Eligible Employees Actually Receiving Payment		76.14%	46.67%					
Percent Of Total Employees Receiving Payment		58.36%	4.21%					
Impact: Other Cash/Base Pay - Total Employee Count		4.66%	0.28%					
Impact: Other Cash/Base Pay - Employees Receiving Payment		7.72%	6.19%					
Percent of Total Employees Eligible for LTI by LTI Type								
Appreciation Based LTI ONLY	0.24%							
Full Value LTI ONLY	12.76%							
Cash LTI ONLY	15.4%							
Combination Of LTI Types	0.36%							
Organization Level	Corporate Only:		33.09%	Business Unit:	16.85%		Both/Unknown:	50.06%
Global Responsibility	Domestic USA Only:		87.61%	Total Global:	5.05%		Non-USA Only:	7.34%
FLSA Status	Exempt:		84.12%	Non-Exempt:	15.88%			
Gender	Male:		24.85%	Female:	75.15%			

SAMPLE - BREAKOUT REPORT

2018 Breakout Report										
Report ID =										
Country: United States										
Currency: USD US Dollar										
REPRESENTS: Employee Weighted Average										
PAY TYPE DISPLAYED: Annual Rate										
1004 MARKETING SPECIALIST - CONSULTANT										
	Current Base Pay March 1, 2018	Most Recent FY Bonus Payout	Most Recent FY Other Variable Cash	Current Total Cash	Total LTI Value	Total LTI + Current Total Cash	Target Bonus Percent of Current Base	Total Number of Incumbents	Total Number of Companies	Relative Index
PRODUCT SEGMENT										
FS - Financial Services	112,035	15,577		126,054	12,552	126,264	12.99%	120	14	91.13%
TH - Technology & Telecomm	142,259	17,602	11,586	154,377	111,191	188,277	16.24%	164	8	111.6%
ZZ - Other - Undefined	114,248	11,639		120,650		120,650	9.12%	20	5	87.22%
METRO										
DC Washington DC Metro	113,691	10,828		119,878		119,878	9.5%	7	6	86.66%
GA Atlanta Metro	94,408	11,271		105,382		105,382	14.67%	38	5	76.18%
IL Chicago Metro	124,086	12,948		134,441	25,000	135,695	11.61%	20	6	97.19%
NJ Northern New Jersey	111,387	16,181		124,372		124,372	15.92%	27	5	90.06%
NY Manhattan Metro	164,128	31,944		196,072	61,126	220,522	20.55%	10	5	141.75%
REVENUE LEVEL										
\$1.0 to \$4.999 Billion	113,816	1,591		113,649		113,649	8.47%	25	7	82.16%
\$5.0 to \$9.999 Billion	111,055	11,956		126,292		126,292	13.21%	83	6	91.3%
\$10.0 to \$24.999 Billion	120,114	13,154		127,849	20,317	133,149	15.14%	23	9	92.43%
Over \$25 Billion	132,496	18,827	11,586	147,236	107,688	169,907	16.81%	247	14	106.44%
GENDER										
Female	113,501	16,025		122,559	22,400	124,994	12.14%	46	18	88.6%
Male	122,163	22,113		140,710		140,710	12.65%	31	11	101.72%
Total Job										
Overall National Average	124,785	17,107	11,586	138,326	98,649	153,073	15.5%	388	40	100.0%

SAMPLE - MARKET COMPARISON REPORT

Marketing Compensation Survey

2018 Market Comparison Report


Report ID =

1313 GRAPHIC DESIGN SPECIALIST-SR/EX

PAY TYPE DISPLAYED: Annual Rate

Report analysis based on the Total Compensation of 4 Employee (s) from My Company and 564 Employees from 85 other companies.

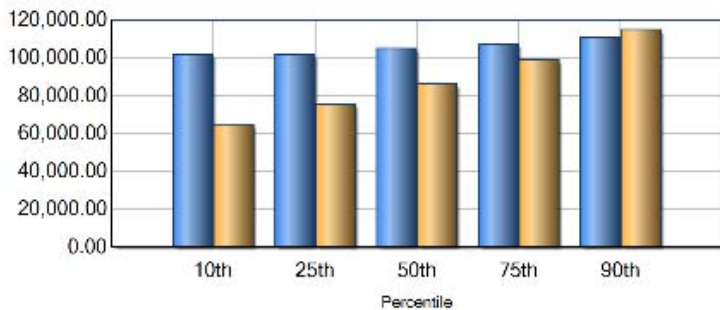
	My Data	Market Data	Variance %	Variance \$
10th	102,147	65,000	57.1 %	37,147
25th	102,147	75,758	34.8 %	26,389
50th	105,145	86,514	21.5 %	18,631
75th	107,407	99,181	8.3 %	8,226



western
management
group

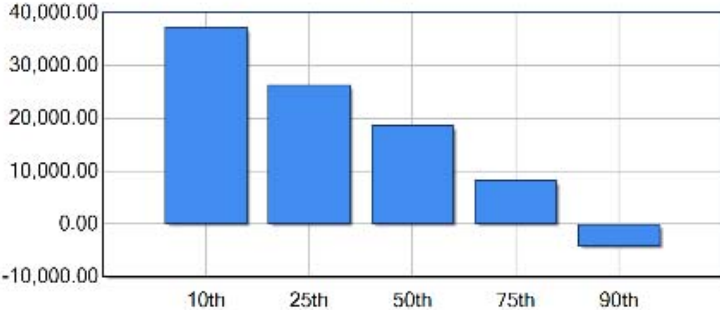
12 October 2018

My Value Market Value



Percentile	My Value	Market Value
10th	102,147	65,000
25th	102,147	75,758
50th	105,145	86,514
75th	107,407	99,181
90th	107,407	107,407

Variance \$ Amount



Percentile	Variance \$
10th	37,147
25th	26,389
50th	18,631
75th	8,226
90th	0

SAMPLE - LTI DETAIL REPORT

2018 LTI Detail Report		10/12/2018 11:47:15 AM									
Report ID =		Currency: USD US Dollar									
Country: United States		PAY TYPE DISPLAYED: Annual Rate									
1101 MARKETING MGR/DIR A											
		TOTAL COMPANIES REPORTING	TOTAL EMPLOYEES REPORTED	EMPLOYEE AVERAGE	10th PERCENTILE	25th PERCENTILE	50th PERCENTILE	75th PERCENTILE	90th PERCENTILE	PERCENT EMPLOYEES REPORTED	
CASH COMPENSATION	ALL	117	1188	141,398	97,900	127,492	138,500	164,000	193,256	100.0 %	
	CURRENT BASE PAY	117	1188	126,336	91,255	107,500	121,103	145,000	173,300	100.0 %	
	MOST RECENT BONUS	78	858	19,598	6,702	14,000	18,000	27,200	34,200	72.2 %	
	OTHER VARIABLE COMP	18	87	12,994	1,000	1,955	7,225	18,474	36,777	7.3 %	
LTI ELIGIBILITY AND VALUATIONS	ALL	28	54	10,201	11,367	17,355	28,755	60,127	140,035	38.2 %	
	APPRECIATION BASED LT	6	3	26,855	13,884	19,410	26,884	31,400	37,880	5.7 %	
	FULL VALUE LTI	14	176	74,769	9,094	14,500	75,041	130,145	160,130	38.8 %	
	CASH LTI	2	3							0.7 %	
	COMBINATION LTI	10	249	28,969	14,148	21,318	28,751	35,800	43,968	54.8 %	
TOTAL DIRECT COMPENSATION (CASH + LTI)		117	1188	153,230	98,594	117,000	138,500	175,301	229,575	100.0 %	

Empty Cell = No data or insufficient data for analysis



2018 PARTICIPANT LIST

AUTOMOTIVE

Audi
FCA US
Goodyear Tire & Rubber

Gulf States Toyota
Hyundai Motor America
John Deere

Safelite Group
Subaru of America
Volkswagen Group of America

ADVERTISING & MEDIA

Clearlink
DexYP
Disney Interactive
DWA Healthcare Communications Group
Hahn Public Communications

Harvard Business Publishing
International Data Group
Leo Burnett USA
Merkle
Quad Graphics

RRD
Sage Publishing
Washington Post
WE Communications
Wolters Kluwer USA

CONSUMER PRODUCTS

1 800 Contacts
Altria Group
American Greetings
AmerisourceBergen
Amway
Andeavor
Bose
Colgate-Palmolive
Crayola
Disney Consumer Products
Elizabeth Arden
Epson America

Fiskars Brands
Hallmark Cards
Hasbro
HoMedics
J.Jill
Jakks Pacific
Johnson & Johnson
Johnson & Johnson – Consumer Products
Johnson & Johnson – Medical Devices
Johnson & Johnson – Pharmaceutical
L'Oreal USA
Leupold & Stevens

Maui Jim
Nature's Bounty
RAI Services
Revlon
Scotts Miracle Gro
Stampin Up
TaylorMade adidas Golf
Thirty-One Gifts
Unilever
Valvoline

ENTERTAINMENT

American Public Media
Disneyland Resort

Madison Square Garden
Walt Disney Parks & Resorts

Walt Disney World

FOOD & BEVERAGE

Agri Beef
Blue Diamond Growers
Cargill
Coca-Cola
Danone
Delicato Family Vineyards
E. & J. Gallo Winery
Frito-Lay North America

Hershey
Ilitch Holdings
Kellogg
Keurig Green Mountain
Land O'Lakes
Nestle USA
North America Beverages
organicgirl

Pepsico
Pinnacle Foods
Rich Products
Schwan Food
The Wine Group
Unilever



FINANCIAL SERVICES/INSURANCE

Aetna
 Aflac
 Allianz Life Insurance
 Allstate Insurance
 American Century Investments
 American Family Insurance
 Ameriprise Financial
 Amica Mutual Insurance
 Automobile Club of Southern California
 Bank of America
 BB & T
 Black & Veatch
 Capital Group
 Charles Schwab
 CIGNA
 CME Group
 CNA Financial
 Comerica Bank
 Country Financial
 CUNA Mutual
 Deloitte Services

Discover Financial Services
 Dun & Bradstreet
 Edward Jones
 Erie Insurance Group
 Farmers Insurance
 Firefighters First CU
 Freddie Mac
 Gensler
 Great-West Financial
 Guardian Life Insurance of America
 Huntington National Bank
 Jackson National Life Insurance
 John Deere Financial
 John Hancock Financial Services
 KeyCorp
 Liberty Mutual Insurance Group
 MassMutual Life Insurance
 Merrill
 Mutual of Omaha Insurance
 Nationwide Insurance
 Northwestern Mutual

Piper Jaffray
 Primerica
 Principal Financial Group
 Prudential Financial
 Royal Bank of Canada
 Selective Insurance
 Sentry Insurance
 State Farm Insurance
 Suntrust Bank
 Synovus Financial
 T. Rowe Price
 TD Ameritrade
 The Auto Club Group
 Thrivent Financial
 Travelers
 USAA
 Visa
 Volkswagen Credit
 Voya Financial
 Wells Fargo
 Zurich Insurance North America

RESTAURANT & FOOD SERVICE

Applebee's
 Dine Brands Global
 Domino's Pizza
 Dunkin Brands
 IHOP

KFC
 McDonalds
 Pizza Hut
 Starbucks Coffee
 Starbucks Coffee Canada

Subway Franchise World Headquarters
 Taco Bell
 YUM! Brands

RETAIL SALES OPERATIONS

Abercrombie & Fitch
 Academy Sports + Outdoors
 American Eagle Outfitters
 Andeavor
 Associated Food Stores
 Bath And Body Works
 Best Buy
 Build A Bear Workshop
 Calvin Klein
 Carter's
 Chipotle Mexican Grill
 CVS Health
 Dollar General
 DSW
 Express
 Follett
 Grainger
 Henri Bendel

Heritage Brands
 Hudson's Bay Company
 International Dairy Queen
 J. Crew
 Kohl's
 Kroger
 L Brands
 L.L. Bean
 La Senza
 Lowe's
 lululemon athletica
 Macy's
 Mast
 Nordstrom
 Payless ShoeSource
 PETCO Animal Supplies
 PetSmart
 Pier 1 Imports

Publix Super Markets
 PVH
 Raley's Family of Fine Stores
 REI Recreational Equipment
 rue21
 Sam's Club
 Tailored Brands
 Talbots
 The Children's Place
 The Container Store
 Tommy Hilfiger
 Torrid
 Urban Outfitters
 Victoria's Secret
 Walmart
 Williams-Sonoma
 Zumiez

M A R K E T I N G

COMPENSATION SURVEY

2 0 1 9



TECHNOLOGY & TELECOMMUNICATIONS

Accenture
Apple
AT&T
Black & Veatch
Brightstar

Charter Communications
Cox Communications
Facebook
Intelsat
Jet Propulsion Laboratory

NEC Display Solutions of America
T-Mobile USA
Verizon Communications

TRAVEL/AIRLINES/HOTELS

Automobile Club of Southern California
Hilton Grand Vacations
Hyatt Hotels & Resorts
Intercontinental Hotels Group

JetBlue Airways
Marriott International
MGM Resorts International
NetJets

Radisson Hotel Group
Universal Orlando Resort

OTHER

Blue Cross Blue Shield of North Carolina
Boston Children's Hospital
Capella Education
Cedars-Sinai Health System
City of Hope
Consolidated Edison
Cornell University
Highmark Health

Kaiser Foundation Health Plan
Kaiser Permanente – Mid-Atlantic
Matthews International
Novant Health
Penske Truck Leasing
Philadelphia Gas Works
Qurate Retail Group
Rotary International

Santee Cooper
Southern California Edison
Stanford Health Care
UnitedHealth Group
Universal Health Services
Waste Management
WestRock



SURVEY JOBS INDEX

NEW AND REVISED POSITIONS INDICATED IN BOLD RED ITALICS

<u>JOB CODE</u>	<u>RESPONSIBLE FOR STAFF</u>	<u>TITLE</u>
MARKETING COMMUNICATIONS		
1000	No	Marketing Specialist – Entry
1001	No	Marketing Specialist – Intermediate
1002	No	Marketing Specialist – Career
1003	No	Marketing Specialist – Senior/Expert
1004	No	Marketing Specialist – Consultant
1100	Yes	Marketing Supervisor
1101	Yes	Marketing Manager/Director A – First Level
1102	Yes	Marketing Manager/Director B – Second Level
LOCALIZATION		
1120	No	Localization Specialist – Entry
1121	No	Localization Specialist – Intermediate
1122	No	Localization Specialist – Career
1123	No	Localization Specialist – Senior/Expert
1124	No	Localization Specialist – Consultant
1126	Yes	Localization Supervisor
1127	Yes	Localization Manager/Director A – First Level
1128	Yes	Localization Manager/Director B – Second Level
VIDEO COMMUNICATIONS		
1150	No	Videographer/Camera Operator – Entry
1151	No	Videographer/Camera Operator – Intermediate
1152	No	Videographer/Camera Operator – Career
1153	No	Videographer/Camera Operator – Senior/Expert
1160	No	Video Editor – Entry
1161	No	Video Editor – Intermediate
1162	No	Video Editor – Career
1163	No	Video Editor – Senior/Expert
1170	No	Studio/Remote Technician/Engineer – Entry
1171	No	Studio/Remote Technician/Engineer – Intermediate
1172	No	Studio/Remote Technician/Engineer – Career
1173	No	Studio/Remote Technician/Engineer – Senior/Expert
1180	No	Video Director/Producer – Entry
1181	No	Video Director/Producer – Intermediate
1182	No	Video Director/Producer – Career
1183	No	Video Director/Producer – Senior/Expert
1184	No	Video Director/Producer – Consultant
1187	Yes	Video Operations Manager/Director A – First Level
1188	Yes	Video Operations Manager/Director B – Second Level
TRADE SHOWS/EXHIBITS/EVENTS		
1240	No	Trade Show/Exhibits/Events Specialist – Entry
1241	No	Trade Show/Exhibits/Events Specialist – Intermediate
1242	No	Trade Show/Exhibits/Events Specialist – Career
1243	No	Trade Show/Exhibits/Events Specialist – Senior/Expert
1244	No	Trade Show/Exhibits/Events Specialist – Consultant
1247	Yes	Trade Show/Exhibits/Events Manager/Director A – First Level
1248	Yes	Trade Show/Exhibits/Events Manager/Director B – Second Level
1250	No	Meeting/Conference Planning Specialist – Entry
1251	No	Meeting/Conference Planning Specialist – Intermediate
1252	No	Meeting/Conference Planning Specialist – Career
1253	No	Meeting/Conference Planning Specialist – Senior/Expert

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<u>JOB CODE</u>	<u>RESPONSIBLE FOR STAFF</u>	<u>TITLE</u>
TRADE SHOWS/EXHIBITS/EVENTS (continued)		
1254	No	Meeting/Conference Planning Specialist – Consultant
1257	Yes	Meeting/Conference Planning Manager/Director A – First Level
1258	Yes	Meeting/Conference Planning Manager/Director B – Second Level
1260	No	Corporate Events Specialist – Entry
1261	No	Corporate Events Specialist – Intermediate
1262	No	Corporate Events Specialist – Career
1263	No	Corporate Events Specialist – Senior/Expert
1264	No	Corporate Events Specialist – Consultant
1267	Yes	Corporate Events/Sponsorship Manager/Director A – First Level
1269	Yes	Corporate Events/Sponsorship Director – National Level
CREATIVE – GRAPHICS DESIGN		
1310	No	Graphics Design Specialist – Entry
1311	No	Graphics Design Specialist – Intermediate
1312	No	Graphics Design Specialist – Career
1313	No	Graphics Design Specialist – Senior/Expert
1314	No	Graphics Design Specialist – Consultant
1315	No	Art Director – No Staff Responsibilities
1317	Yes	Creative Director A – First Level
1318	Yes	Creative Director B – Second Level
1319	Yes	Vice President Creative
ADVERTISING – MEDIA		
1320	No	Copywriter – Entry
1321	No	Copywriter – Intermediate
1322	No	Copywriter – Career
1323	No	Copywriter – Senior/Expert
1324	No	Copywriter – Consultant
1330	No	Copy Editor – Entry
1331	No	Copy Editor – Intermediate
1332	No	Copy Editor – Career
1333	No	Copy Editor – Senior/Expert
1334	No	Copy Editor – Consultant
1337	Yes	Copy Manager A – First Level
1340	No	Media Production Traffic Coordinator – Entry
1341	No	Media Production Traffic Coordinator – Intermediate
1342	No	Media Production Traffic Coordinator – Career
1343	No	Media Production Traffic Coordinator – Senior/Expert
1344	No	Media Production Traffic Coordinator – Consultant
1347	Yes	Media Production Traffic Manager/Director A – First Level
1348	Yes	Media Production Traffic Manager/Director B – Second Level
1357	Yes	Print Media Manager A – First Level
1358	Yes	Print Media Manager B – Second Level
1367	Yes	Broadcast Media Manager A – First Level
1368	Yes	Broadcast Media Manager B – Second Level
1371	No	Media Buyer – Intermediate
1372	No	Media Buyer – Career
1373	No	Media Buyer – Senior/Expert
1374	No	Media Buyer – Consultant
1377	Yes	Media Services Manager/Director A – First Level
1378	Yes	Media Services Manager/Director B – Second Level
1381	No	Advertising and Sales Promotion Specialist – Intermediate
1382	No	Advertising and Sales Promotion Specialist – Career
1383	No	Advertising and Sales Promotion Specialist – Senior/Expert

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JOB CODE **RESPONSIBLE**
FOR STAFF **TITLE**

ADVERTISING – MEDIA (continued)

1385	Yes	Advertising and Sales Promotion Manager/Director A – First Level
1386	Yes	Advertising and Sales Promotion Manager/Director B – Second Level
1387	Yes	Internal Advertising Manager/Director A – First Level
1388	Yes	Internal Advertising Manager/Director B – Second Level
1400	No	Photo Studio Coordinator – Entry
1401	No	Photo Studio Coordinator – Intermediate
1410	No	Photo Lab Technician
1411	No	Photographer – Intermediate
1412	No	Photographer – Career
1413	No	Photographer – Senior/Expert
1416	Yes	Photo Studio Supervisor
1417	Yes	Photo Art Manager/Director A – First Level

CATALOG/DIRECT MAIL

1420	No	Catalog Production Coordinator – Entry
1421	No	Catalog Production Coordinator – Intermediate
1422	No	Catalog Production Coordinator – Career
1423	No	Catalog Production Coordinator – Senior/Expert
1427	Yes	Catalog Production Manager
1437	Yes	Catalog Planning Manager
1447	Yes	Head, Catalog Production
1450	No	Circulation Planning Analyst – Entry
1451	No	Circulation Planning Analyst – Intermediate
1452	No	Circulation Planning Analyst – Career
1453	No	Circulation Planning Analyst – Senior/Expert
1457	Yes	Circulation Manager/Director A – First Level
1487	Yes	Catalog/Direct Mail Marketing Manager/Director A – First Level
1488	Yes	Catalog/Direct Mail Marketing Manager/Director B – Second Level

PACKAGING DESIGN/ENGINEERING

1500	No	Packaging Designer – Entry
1501	No	Packaging Designer – Intermediate
1502	No	Packaging Designer – Career
1503	No	Packaging Designer – Senior/Expert
1504	No	Packaging Designer – Consultant
1510	No	Packaging Engineer – Entry
1511	No	Packaging Engineer – Intermediate
1512	No	Packaging Engineer – Career
1513	No	Packaging Engineer – Senior/Expert
1514	No	Packaging Engineer – Consultant
1527	Yes	Package Design/Engineering Manager A
1528	Yes	Package Design/Engineering Manager B
1529	Yes	Package Design/Engineering Manager/Director

EXTERNAL ADVERTISING AGENCY

1700	No	Account Executive – Entry
1701	No	Account Executive – Intermediate
1702	No	Account Executive – Career
1703	No	Account Executive – Senior/Expert
1704	No	Account Executive – Consultant
1707	Yes	Account Manager/Director A – First Level
1708	Yes	Account Manager/Director B – Second Level

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<u>JOB CODE</u>	<u>RESPONSIBLE FOR STAFF</u>	<u>TITLE</u>
PUBLIC RELATIONS/COMMUNITY AFFAIRS		
2000	No	Public Relations Specialist – Entry
2001	No	Public Relations Specialist – Intermediate
2002	No	Public Relations Specialist – Career
2003	No	Public Relations Specialist – Senior/Expert
2004	No	Public Relations Specialist – Consultant
2017	Yes	Press Release Manager
2041	No	Government Relations Representative – Intermediate
2042	No	Government Relations Representative – Career
2043	Yes	Government Relations Representative – Senior/Expert
2047	Yes	Government Relations Manager/Director A – First Level
2048	Yes	Government Relations Manager/Director B – Second Level
2060	No	Community Affairs/Contributions Specialist – Entry
2061	No	Community Affairs/Contributions Specialist – Intermediate
2062	No	Community Affairs/Contributions Specialist – Career
2063	No	Community Affairs/Contributions Specialist – Senior/Expert
2064	No	Community Affairs/Contributions Specialist – Consultant
2065	Yes	Ethnic Marketing Manager/Director
2067	Yes	Community Affairs/Contributions Manager/Director A – First Level
2068	Yes	Community Affairs/Contributions Manager/Director B – Second Level
2071	No	Investor Relations Analyst – Intermediate
2072	No	Investor Relations Analyst – Career
2073	No	Investor Relations Analyst – Senior/Expert
2074	No	Investor Relations Analyst – Consultant
2077	Yes	Investor Relations Manager/Director A – First Level
2078	Yes	Investor Relations Manager/Director B – Second Level
2101	Yes	Public Relations Manager/Director A – First Level
2102	Yes	Public Relations Manager/Director B – Second Level
SOCIAL NETWORKING/INTERACTIVE MARKETING		
2200	No	Social Networking Media Specialist – Entry
2201	No	Social Networking Media Specialist – Intermediate
2202	No	Social Networking Media Specialist – Career
2203	No	Social Networking Media Specialist – Senior/Expert
2204	No	Social Networking Media Specialist – Consultant
2251	Yes	Social Networking Media Manager/Director A – First Level
2252	Yes	Social Networking Media Manager/Director B – Second Level
MARKETING PLANNING/BUSINESS DEVELOPMENT		
3000	No	Marketing Planning & Program Specialist – Entry
3001	No	Marketing Planning & Program Specialist – Intermediate
3002	No	Marketing Planning & Program Specialist – Career
3003	No	Marketing Planning & Program Specialist – Senior/Expert
3004	No	Marketing Planning & Program Specialist – Consultant
3007	Yes	Marketing Planning & Program Manager/Director A – First Level
3008	Yes	Marketing Planning & Program Manager/Director B – Second Level
3017	Yes	Regional Marketing Manager/Director A – First Level
3018	Yes	Regional Marketing Manager/Director B – Second Level
3020	No	Business Development Specialist – Entry
3021	No	Business Development Specialist – Intermediate
3022	No	Business Development Specialist – Career
3023	No	Business Development Specialist – Senior/Expert
3024	No	Business Development Specialist – Consultant
3027	Yes	Business Development Manager/Director A – First Level
3028	Yes	Business Development Manager/Director B – Second Level

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JOB CODE **RESPONSIBLE FOR STAFF** **TITLE**

MARKETING PLANNING/BUSINESS DEVELOPMENT (continued)

3031	No	Loyalty and Rewards Program Specialist – Intermediate
3032	No	Loyalty and Rewards Program Specialist – Career
3033	No	Loyalty and Rewards Program Specialist – Senior/Expert
3037	Yes	Loyalty and Rewards Program Manager/Director A – First Level
3038	Yes	Loyalty and Rewards Program Manager/Director B – Second Level
3050	No	Bids, Proposals and Contracts – Entry
3051	No	Bids, Proposals and Contracts – Intermediate
3052	No	Bids, Proposals and Contracts – Career
3053	No	Bids, Proposals and Contracts – Senior/Expert
3054	No	Bids, Proposals and Contracts – Consultant
3057	Yes	Bids, Proposals and Contracts Manager/Director A – First Level
3058	Yes	Bids, Proposals and Contracts Manager/Director B – Second Level
3062	Yes	Licensing Agreement Manager/Director A – First Level
3072	Yes	Strategic Alliance Manager/Director A – First Level
3202	Yes	Franchise Sales Representative – Career
3203	Yes	Franchise Sales Representative – Senior/Expert
3204	Yes	Franchise Sales Representative – Consultant
3212	Yes	Franchise Operations Representative – Career
3213	Yes	Franchise Operations Representative – Senior/Expert
3217	Yes	Franchise Development Manager/Director A – First Level
3218	Yes	Franchise Development Manager/Director B – Second Level

DISTRIBUTION CHANNELS

3310	No	Distribution Channels Specialist – Entry
3311	No	Distribution Channels Specialist – Intermediate
3312	No	Distribution Channels Specialist – Career
3313	No	Distribution Channels Specialist – Senior/Expert
3314	No	Distribution Channels Specialist – Consultant
3317	Yes	Distribution Channels Program Manager/Director A – First Level
3318	Yes	<i>Distribution Channels Program Manager/Director B – Second Level</i>

TECHNICAL SUPPORT

3320	No	Technical Support Marketing Specialist – Entry
3321	No	Technical Support Marketing Specialist – Intermediate
3322	No	Technical Support Marketing Specialist – Career
3323	No	Technical Support Marketing Specialist – Senior/Expert
3324	No	Technical Support Marketing Specialist – Consultant
3327	Yes	Technical Support Marketing Program Manager/Director A – First Level
3328	Yes	<i>Technical Support Marketing Program Manager/Director B – Second Level</i>

PRICING

3400	No	Pricing Analyst – Entry
3401	No	Pricing Analyst – Intermediate
3402	No	Pricing Analyst – Career
3403	No	Pricing Analyst – Senior/Expert
3404	No	Pricing Analyst – Consultant
3407	Yes	Pricing Analysis Manager/Director A – First Level
3408	Yes	Pricing Analysis Manager/Director B – Second Level

DIGITAL/MARKETING & e-COMMERCE

3510	No	Digital Content Coordinator – Entry
3511	No	Digital Content Coordinator – Intermediate
3512	No	Digital Content Coordinator – Career

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<u>JOB CODE</u>	<u>RESPONSIBLE FOR STAFF</u>	<u>TITLE</u>
DIGITAL/MARKETING & e-COMMERCE (continued)		
3513	No	Digital Content Coordinator – Senior/Expert
3514	No	Digital Content Coordinator – Consultant
3517	Yes	Digital Content Manager/Director A – First Level
3518	Yes	Digital Content Manager/Director B – Second Level
3520	No	Digital Graphics Designer – Entry
3521	No	Digital Graphics Designer – Intermediate
3522	No	Digital Graphics Designer – Career
3523	No	Digital Graphics Designer – Senior/Expert
3524	No	Digital Graphics Designer – Consultant
3527	Yes	Digital Graphics Design Manager/Director A – First Level
3528	Yes	Digital Graphics Design Manager/Director B – Second Level
3530	No	Digital Technical Developer – Entry
3531	No	Digital Technical Developer – Intermediate
3532	No	Digital Technical Developer – Career
3533	No	Digital Technical Developer – Senior/Expert
3534	No	Digital Technical Developer – Consultant
3537	Yes	Digital Technical Development Manager/Director A – First Level
3538	Yes	Digital Technical Development Manager/Director B – Second Level
3542	No	Digital Security Specialist – Career
3543	No	Digital Security Specialist – Senior/Expert
3547	Yes	Digital Security Manager/Director A – First Level
3548	Yes	Digital Security Manager/Director B – Second Level
3550	No	SEO/Digital Analytics Specialist – Entry
3551	No	SEO/Digital Analytics Specialist – Intermediate
3552	No	SEO/Digital Analytics Specialist – Career
3553	No	SEO/Digital Analytics Specialist – Senior/Expert
3554	No	SEO/Digital Analytics Specialist – Consultant
3557	Yes	SEO/Digital Analytics Manager/Director A – First Level
3558	Yes	SEO/Digital Analytics Manager/Director B – Second Level
3570	No	Digital/e-Commerce Marketing Analyst – Entry
3571	No	Digital/e-Commerce Marketing Analyst – Intermediate
3572	No	Digital/e-Commerce Marketing Analyst – Career
3573	No	Digital/e-Commerce Marketing Analyst – Senior/Expert
3574	No	Digital/e-Commerce Marketing Analyst – Consultant
3580	No	On-Line Merchandiser – Entry
3581	No	On-Line Merchandiser – Intermediate
3582	No	On-Line Merchandiser – Career
3583	No	On-Line Merchandiser – Senior/Expert
3584	No	On-Line Merchandiser – Consultant
3587	Yes	On-Line Merchandising Manager/Director A – First Level
3588	Yes	On-Line Merchandising Manager/Director B – Second Level
3592	Yes	Digital/e-Commerce Technology Manager/Director
3594	Yes	Digital/e-Commerce Marketing Manager/Director A – First Level
3596	Yes	Digital/e-Commerce Marketing Manager/Director B – Second Level
3600	No	Strategic Merchandiser – Entry
3601	No	Strategic Merchandiser – Intermediate
3602	No	Strategic Merchandiser – Career
3603	No	Strategic Merchandiser – Senior/Expert
3604	No	Strategic Merchandiser – Consultant
3607	Yes	Strategic Merchandising Manager/Director A – First Level
3608	Yes	Strategic Merchandising Manager/Director B – Second Level
3609	Yes	Strategic Merchandising Vice President

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<u>JOB CODE</u>	<u>RESPONSIBLE FOR STAFF</u>	<u>TITLE</u>
MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE		
4000	No	Market Research Specialist – Entry
4001	No	Market Research Specialist – Intermediate
4002	No	Market Research Specialist – Career
MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE (continued)		
4003	No	Market Research Specialist – Senior/Expert
4004	No	Market Research Specialist – Consultant
4010	No	Competitive Intelligence Specialist – Entry
4011	No	Competitive Intelligence Specialist – Intermediate
4012	No	Competitive Intelligence Specialist – Career
4013	No	Competitive Intelligence Specialist – Senior/Expert
4014	No	Competitive Intelligence Specialist – Consultant
4017	Yes	Competitive Intelligence Manager/Director A – First Level
4018	Yes	Competitive Intelligence Manager/Director B – Second Level
4101	Yes	Market Research Manager/Director A – First Level
4102	Yes	Market Research Manager/Director B – Second Level
4200	No	Marketing Database Analyst – Entry
4201	No	Marketing Database Analyst – Intermediate
4202	No	Marketing Database Analyst – Career
4203	No	Marketing Database Analyst – Senior/Expert
4204	No	Marketing Database Analyst – Consultant
4210	No	Marketing Database Statistician – Entry
4211	No	Marketing Database Statistician – Intermediate
4212	No	Marketing Database Statistician – Career
4213	No	Marketing Database Statistician – Senior/Expert
4214	No	Marketing Database Statistician – Consultant
4217	Yes	Marketing Database Analysis Manager/Director A – First Level
4218	Yes	Marketing Database Analysis Manager/Director B – Second Level
4410	Yes	Product and Brand Strategy Manager/Director A – First Level
4420	Yes	Product and Brand Strategy Manager/Director B – Second Level
PRODUCT MARKETING AND BRAND MANAGEMENT – GENERIC (Excludes Product Sectors CX,FO,RS,FS)		
4500	No	Assistant Product Line/Brand Marketing Manager A – Bachelor Entry
4510	No	Assistant Product Line/Brand Marketing Manager A – Master Entry
4520	No	Associate Product Line/Brand Marketing Manager B
4530	No	Product Line/Brand Marketing Manager C
4540	No	Product Line/Brand Marketing Manager D
4550	Yes	Product Line/Brand Director
4560	Yes	Product Line/Brand Vice President



PRODUCT MARKETING AND BRAND MANAGEMENT – CONSUMER PRODUCTS / FOOD / BEVERAGE / RETAIL SALES **Note : Only valid for Product Sectors AU, CX, FO, RF, RS**

The 47XX job series is unique with its Product/Service designation: Please NOTE that the 3rd digit represents the level of the job and the 4th digit of the 47XX Job Code series indicates the primary type of consumer product/service provided.

Third Digit Designations – Job Level

- 470X = Assistant Brand/Product Manager – Consumer Products/Food & Beverage/Retail – Bachelor Entry
- 471X = Assistant Brand/Product Manager – Consumer Products/Food & Beverage/Retail – Master Entry
- 472X = Associate Brand/Product Manager – Consumer Products/Food & Beverage Retail
- 473X = Brand/Product Manager – Consumer Products/Food & Beverage/Retail
- 474X = Senior Brand/Product Manager – Consumer Products/Food & Beverage/Retail
- 475X = Marketing Director – Consumer Products/Food & Beverage/Retail
- 476X = Vice President Brand/Product Marketing – Consumer Products/Food & Beverage/Retail

Fourth Digit Designations – Product Sector

- 47X1 = Consumer – Durable Good (Intended for use for more than one year) e.g. Refrigerators, Appliances, Housewares, Jewelry, Electronics, Automobiles
- 47X2 = Consumer – Non–Durable Goods (Normally consumed in less than one year) e.g. Cosmetics, Food, Household Products, Drugs, Toys
- 47X3 = Apparel, Footwear, & Fashion Accessories
- 47X5 = Retail Sales/Restaurants
- 47X9 = Other, combination or default if not an identifiable sub–group

For example: A Senior Brand Manager, responsible for non–durable goods (laundry soap) would be reported as Job Code 4742, and an Associate Product Manager for Retail Sales would be designated as a Job Code 4725.

<u>JOB CODE</u>	<u>RESPONSIBLE FOR STAFF</u>	<u>TITLE</u>
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PRODUCT MARKETING AND BRAND MANAGEMENT – FINANCIAL SERVICES (Only valid for Product Sectors FS)

4800	No	Assistant Brand/Product Manager EE Financial Services – Bachelor Entry
4810	No	Assistant Brand/Product Manager – Financial Services – Master Entry
4820	No	Associate Brand/Product Manager – Financial Services
4830	No	Brand/Product Manager – Financial Services
4840	No	Senior Brand/Product Manager – Financial Services
4850	Yes	Marketing Director – Financial Services
4860	Yes	Vice President Brand/Product Marketing – Financial Services

MARKETING EDUCATION AND TRAINING

4900	No	Trainer/Developer – Entry
4910	No	Trainer/Developer – Intermediate
4920	No	Trainer/Developer – Career
4930	No	Trainer/Developer – Senior/Expert
4940	No	Trainer/Developer – Consultant
4950	Yes	Marketing Education and Training Manager/Director A – First Level
4952	Yes	Marketing Education and Training Manager/Director B – Second Level

TELEMARKETING/TELESALES

5010	No	Telemarketing Representative – Entry (Inbound)
5012	No	Telemarketing Representative – Entry (Outbound)
5020	No	Telemarketing Representative – Intermediate
5030	No	Telemarketing Representative – Career
5040	No	Telemarketing Representative – Lead
5101	Yes	Telemarketing Supervisor
5110	Yes	Telemarketing Manager/Director A – First Level
5112	Yes	Telemarketing Manager/Director B – Second Level

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<u>JOB CODE</u>	<u>RESPONSIBLE FOR STAFF</u>	<u>TITLE</u>
CUSTOMER SERVICE/TECHNICAL SUPPORT		
5211	No	Technical Support/Help Desk Representative – Intermediate
5212	No	Technical Support/Help Desk Representative – Career
5213	No	Technical Support/Help Desk Representative – Senior/Expert/Lead
5220	No	Customer Service Representative – Entry
5221	No	Customer Service Representative – Intermediate
5222	No	Customer Service Representative – Career
5223	No	Customer Service Representative – Senior/Expert/Lead
5225	Yes	Customer Care Supervisor
5227	Yes	Customer Care Manager/Director A – First Level
5228	Yes	Customer Care Manager/Director B – Second Level
SENIOR EXECUTIVE POSITIONS		
9001	Yes	Top Events/Promotions Executive – Division/Subsidiary/Business Unit
9002	Yes	Top Events/Promotions Executive – Corporate
9003	Yes	Top Creative Executive – Division/Subsidiary/Business Unit
9004	Yes	Top Creative Executive – Corporate
9009	Yes	Top Advertising Executive – Division/Subsidiary/Business Unit
9010	Yes	Top Advertising Executive – Corporate
9016	Yes	Top Government Affairs Executive – Division/Subsidiary/Business Unit
9017	Yes	Top Government Affairs Executive – Corporate
9019	Yes	Top Public Relations Executive – Division/Subsidiary/Business Unit
9020	Yes	Top Public Relations Executive – Corporate
9021	Yes	Top Investor Relations Executive
9022	Yes	Top Social Networking/Media Executive
9029	Yes	Top Digital/e–Commerce Executive – Division/Subsidiary/Business Unit
9030	Yes	Top Digital/e–Commerce Executive – Corporate
9039	Yes	Top Market Research Executive – Division/Subsidiary/Business Unit
9040	Yes	Top Market Research Executive – Corporate
9043	Yes	Top Loyalty/Rewards Program Executive – Division/Subsidiary/Business Unit
9044	Yes	Top Loyalty/Rewards Program Executive – Corporate
9047	Yes	Top Franchising Executive – Division/Subsidiary/Business Unit
9048	Yes	Top Franchising Executive – Corporate
9050	Yes	Top Logistics/Supply Chain Executive
9061	Yes	Top Compliance Executive – Corporate
9072	Yes	Top Customer Service Executive – Corporate
9075	Yes	Top Mergers and Acquisitions Executive – Corporate
9080	Yes	Top Strategic Planning Executive – Division/Business Unit
9081	Yes	Top Strategic Planning Executive – Corporate
9090	Yes	Vice President Marketing
9091	Yes	Top Marketing Executive – Division/Subsidiary/Business Unit
9092	Yes	Top Marketing Executive – Corporate
9093	Yes	Vice President Marketing/Sales
9094	Yes	Top Marketing/Sales Executive – Division/Subsidiary/Business Unit
9095	Yes	Top Marketing/Sales Executive – Corporate
9096	Yes	Chief Operating Officer (COO)
9097	Yes	President – Division/Business Unit
9098	Yes	Chief Executive Officer (CEO) – Corporate Non–Chairman
9099	Yes	Chairman & Chief Executive Officer (CEO) – Corporate



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You can earn a \$100 discount when you complete/update your information in PolicyCentral.

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

If you are not the person responsible for compensation policy and practices, please refer this information to the responsible party.

You will receive a \$100 discount on your survey fees if you complete or update your **PolicyCentral** information on the following 11 “Core Topics.”

- 2019 Pay Increase Budgets and Salary Structure Adjustments
- Cost of Employee Benefits as a Percentage of Payroll
- Employment Turnover/Reduction In Force (RIF)
- Holidays – 2019
- Individual Performance Bonus (Excluding Sales Positions)
- Insurance: Health & Medical
- Paid Personal Time Off – PPTO
- Paid Sick Leave
- Paid Vacation
- Pay Increase Plan Design
- Retirement: Defined Contribution Plans (401(k) Type Plans)

We understand that it may require an initial investment of your time to enter your compensation and benefit policy and practices information 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 the 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 80 additional topics are also available and once you enter your own data on any topic, you can generate a report for that topic.

For those with Global operations, please feel free to use the Canada, Latin America, Asia Pacific, EMEA versions of PolicyCentral as well.

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 charge.

Enhanced Selection and Reporting Capability can be based on the following: In order to comply with recommended Safe Harbor guidelines, data will not be displayed if there are less than 5 organizations reporting to a given topic.

- 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, please call our office at +1 408 508 3587 or irene@wmgnnet.com.



PREVIOUS JOB MATCH REPORT AVAILABLE AT REQUEST

If you were a participant in the 2018 Marketing Compensation Survey, and need access to the data you submitted last year, please call Irene Kang at +1 408 508 3587 or email us at irene@wmgnet.com.

DATA CONFIDENTIALITY AND SECURITY

Participation in this survey implies agreement to provide employee pay and benefits data to WMG to be used for the production of compensation surveys. The results of said surveys will be released to all participants on a mutual exchange basis, providing that the normal data privacy, confidentiality, and security provisions are met. WMG does not collect personally-identifiable information for our surveys (such as Employee ID, Social Security, name, phone numbers, eMail, credit card, etc.), and has a number of safeguards in effect to protect the confidentiality of the company and employee data:

- No company or individual employee identification will be associated with any data or reports generated from the database, except a participant's own data presented to them in the reports.
- All reports and data presentations are available in "aggregate" form only 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.
 - US Reports – No reports on individual jobs will be produced in which data from any single institution (other than the requestor) represents over 25% 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.
 - International Reports – 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 three companies (including your own) reporting data on a given job.

With regards to GDPR, we continually follow and monitor the best practices of data collection, handling, storage, and security to ensure that we are in full compliance with this and similar regulations. Please contact us directly for the latest copy of our GDPR, privacy, and data protection policy.

Western Management Group conducts a variety of surveys. Each is designed to uniquely cover a particular industry, function, and/or geography. Nevertheless, in some cases there is overlap of specific jobs over two or more WMG surveys.

When there are identical job descriptions in two or more surveys, WMG shares the data submitted on those jobs between the surveys. In this way we're able to maximize the data coverage, and present the most robust possible reflection of the true labor market.

Therefore, on some jobs, the data participants submit to a specific WMG survey may be reported back in two or more WMG surveys that year.

If you have any questions regarding our data-sharing policy and procedure, please feel free to contact us.



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 provided at no additional cost.

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

http://www.wmgnet.com/dnn8/Portals/0/Surveys/MK/MK19_SmartScreen.xls

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

- Click the “SUBMIT” tab on the **SmartScreen** and follow the easy steps to upload it directly and securely to WMG. This is your most secure and simple method to submit your data, as it is sent directly to WMG in an encrypted format.

OR

- Alternatively, after saving your **SmartScreen**, attach it to an e-mail message and send it to Irene Kang at irene@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 Irene Kang at +1 408 508 3587 or irene@wmgnet.com.



SmartScreen® – LAYOUT AND SPECIFICATIONS

Participants with large data files are advised to format them as specified below and import to the **SmartScreen** template for validation prior to submission to WMG. Please call Irene Kang at +1 408 508 3587 if you have questions about the use of the SmartScreen, proper formatting or have a data file exceeding 65,000 records.

- Report annual currency values, whole numbers – do not include cents/decimals
- If you have used formulas to calculate fields, convert the formulas to “VALUES” prior to uploading to **SmartScreen**
- DO NOT include decimals, dollar/currency signs (\$) or cents – These will be formatted for you
- DO NOT add columns of information not defined on the Record Layout below
- DO NOT use any field delimiters
- DO NOT hide or add hidden columns
- DO NOT change the order of the columns
- It is not necessary to assign a password to the document. Use the “Submit” tab to directly and securely upload your file.

Column	Survey Data Element	Definitions Page
A	Survey Job Code	27
B	Company Job Code	27
C	Company Job Title	27
D	Survey Record Number	27
E	FLSA Status (U.S. ONLY)	27
F	Gender	27
G	Product Code	27
H	Work ZIP Code (U.S. ONLY)	28
I	Country Code	28
J	Currency Code	28
K	Annual Base Pay 1 March 2019	29
L	Actual Individual Variable Cash	29
M	Actual Other Variable Cash	30
N	Actual Annual Total Cash (K + L + M)	30
O	Variable Cash Eligibility Code	30
P	Current Target Variable Cash %	30
Q	Guaranteed/Statutory Pay (Non-U.S. ONLY)	30
R	Total Span of Control	31
S	Organization Code	31
T	International Responsibility Code	31
U	LTI Eligibility Code	31
V	LTI Valuation	32
W	Entity/Division/Business Unit (Optional)	32

SURVEY DATA ELEMENTS

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

Data Effective Date for the survey is 1 March 2019. Data reported should reflect policies and compensation in effect on 1 March 2019. All employees submitted must be on Active Pay Status as of 1 March 2019. EXCLUDE those who are on LOA, disability, sabbatical, or similar non-active status, contractors and interns. Report data for each individual employee matched to the survey job.

DO NOT REPORT EXPATRIATES OR THIRD COUNTRY NATIONALS – Local nationals ONLY.

NOTE: Enter ALL pay data for a given country in LOCAL CURRENCY. Do not enter non-local currency. Use the EURO for ALL Euro-Monetary-Unit (EMU) member countries. Any currency conversions shall be based on the Interbank Rates as of 1 March 2019.

- A. **SURVEY JOB CODE:** Identifies the job which this employee performs. Refer to the accompanying descriptions for detailed job content and to verify job matching requirements and scoping factors. The employee should perform at least 80% of the content of the job to be reported as a match to it.
- B. **COMPANY JOB CODE:** If your company uses a job numbering system, indicate your internal company job code that corresponds to the title you are reporting for this employee. 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.
- C. **COMPANY JOB TITLE:** Enter your internal company job title for each employee reported. Titles that are longer than 50 characters will be truncated. Please abbreviate where possible.
- D. **SURVEY RECORD NUMBER:** Enter a unique record number assigned to the line of data which enables internal tracking and verification of the pay information reported to the survey. This can be as simple as a number sequence starting at 1 for the first record, and indexing up to the full count of records being submitted.

You may use any scheme meeting your own needs which will allow you to associate the data with your own employees and provide for easy reference should we need to contact you to clarify, audit, or verify your input data. **DO NOT submit Social Security Number, Employee ID, Payroll ID, or any other personally-identifiable-information which you would consider confidential, or could in any way compromise the confidentiality of the individual pay data reported for your employees.**

- E. **FLSA STATUS:** Indicates whether the employee is recognized/classified as either exempted from, or eligible for, overtime payments in accordance with the Fair Labor Standards Act. Use "N" if the incumbent is nonexempt (eligible for overtime), and "E" if the incumbent is exempt (not eligible for overtime). **Report for U.S. Employees ONLY.**
- F. **GENDER:** Identifies the gender of the employee:

F = *Female*

M = *Male*



G. PRODUCT CODE: Designates the primary product sector in which the employee is working. It indicates the predominant source of revenue, for the sector in which the employee works.

AU = Automotive: Autos/trucks/farm equipment/construction equipment/vehicles/parts, production, distribution, service and sales.

AV = Advertising/Publishing/Media: Advertising agencies, printing/publishing, marketing services.

CX = Consumer Products: Includes durable and non-durable packaged goods, apparel, footwear, household products, cosmetics, pharmaceuticals, personal and health care products, toys, recreational products, consumer electronics and furnishings.

Note: Excludes Food/Beverages and Retail Sales Operations. Use "FO" and "RS" respectively for these.

ET = Entertainment: Movies, audio, video, networks, broadcasting, and other media production and distribution operations, theaters, amusement parks, entertainment, event venues and sports franchises.

FO = Food/Beverage: Production and distribution of food and beverage products.

Note: Excludes Retail Sales Operations, Restaurants, and Food Services – see "RS" and "RF".

FS = Financial and Professional Services: Includes liability, property, life, business, healthcare insurance, banks, savings & loans, stock brokerages, investment firms, credit unions, professional service firms, credit reporting firms, mortgage services and other investment, lending and depository institutions. Excludes healthcare provider (use "ZZ").

RF = Restaurant/Food Service: Restaurants, fast food, retail, institutional, and commercial food and beverage service providers.

RS = Retail Sales Operations: Chain stores, soft goods, drug, grocery, discount stores, super stores, outlets, department stores, mail order, and end user sales via internet sales (e-tail), business to business (B2B), and business to consumer (B2C).

TH = Technology/Telecommunications: Computers, electronics, software, information technology, office products, biotechnology, and aerospace/defense. Communications services, voice/data/telecom, Internet services, and telecom capital equipment production. Includes related services (e.g. Outsourcing, consulting, and integration services).

TL = Travel/Leisure/Hospitality: Airlines, rail, bus, car rental, hotels/motels, resorts, casinos/gaming, cruise lines, spas, and fitness/exercise clubs.

ZZ = Other Product/Industry Segments: Only for use if not covered in segments defined above. Includes companies such as non-profits, health care providers, hospitals, education, environment, freight/delivery services, cargo handling, shipping and other consumer service providers.

H. WORK ZIP CODE: Indicate the **5 digit U.S. postal Zip Code** for the U.S. work location of the employee. These will be automatically converted to proper geographic area codes by our edit program. If the employee is remote (works from home), enter the Zip Code of the work facility which most closely represents the labor market in which the employee is located. **Report for U.S. Employees only.**

I. COUNTRY CODE: Enter the two-digit ISO Country Code of the WORK LOCATION (not residence or nationality) of the employee. Do not report data for countries other than those listed below:

AR = Argentina
AU = Australia
BR = Brazil
CA = Canada
CN = China
DE = Germany

ES = Spain
FR = France
GB = Great Britain/United Kingdom
HK = Hong Kong
IN = India
IT = Italy

JP = Japan
MX = Mexico
NL = Netherlands
SG = Singapore
CH = Switzerland
US = United States



J. CURRENCY CODE: Enter the three-digit ISO Currency Code for the currency in which the pay is reported for this employee. Use a single country Currency Code for ALL pay data for any given employee. Do not mix country currencies for pay data for a single employee. Do not report data for currencies other than those listed below:

- | | | |
|--------------------------------|----------------------------|-----------------------------------|
| ARS = Argentina Peso | EUR = France | HKD = Hong Kong Dollar |
| AUD = Australian Dollar | EUR = Germany | INR = Indian Rupee |
| BRL = Brazilian Real | EUR = Italy | JPY = Japanese Yen |
| CAD = Canadian Dollar | EUR = Netherlands | MXN = Mexican Peso |
| CHF = Swiss Franc | EUR = Spain | SGD = Singapore Dollar |
| CNY = Chinese Yuan | GBP = British Pound | USD = United States Dollar |

NOTE: Enter ALL pay data for a given country in LOCAL CURRENCY. Do not enter non-local currency. Use the EURO for ALL Euro-Monetary-Unit (EMU) member countries. Any currency conversions shall be based on the Interbank Rates as of 1 March 2019.

K. ANNUAL BASE PAY: Annual Base Pay is regular base salary paid through the payroll. Such payments represent pre-tax and pre-401(k) contributions. Includes all cash earned as base salary. For those employees who receive 100% of their earnings as Sales Incentives or Commissions, their Base Pay will be zero.

Reflects the annual base pay rate in effect as of 1 March 2019.

Excludes:

- Incentive related income (See Individual Variable Cash below)
- Over-Time pay
- Guaranteed/Statutory payments (See below)
- Long Term Incentives (See below)
- Other Variable Cash (See below)

L. ACTUAL INDIVIDUAL VARIABLE CASH: Annual cash payments earned (whether paid out yet or not) for the individual performance of the employee in the most recently completed plan year for any of the programs below. Report actual amounts earned, not targeted amounts. **For employees who have been in the position for less than a full year and received a pro-rated bonus, report payments as annualized amounts. If you are unable to report annualized amounts, do not report a bonus amount.**

Do not report partial year payments. If amounts are for less than a full year, you can report using one of the following methods:

- Pro-rate the typical, full year variable performance earnings and bonus.

OR

- Do not report any bonus amount that is for less than a full year.
- Do indicate if the employee is eligible in column "O", Variable Cash Eligibility Code.

Includes:

- | | |
|------------------------------|--------------------------|
| Sales Incentives/Commissions | Key Contributor Awards |
| Individual Performance Bonus | Lump Sum Merit Increases |
| Discretionary Bonus | Holiday Bonuses |
| Short Term Cash Payouts | Spot Awards |
| MBO Bonus | Revenue Based Incentives |

Excludes:

- | | |
|--|---------------------------------------|
| Profit Sharing | Gainsharing Awards |
| Team/Group/Unit Bonus | Shift Differentials |
| Overtime | Stock Grants/Options |
| Lead Premiums | Patent/Suggestion Awards |
| Car or Housing Allowances | Hiring/Retention Bonuses |
| Gross-up amounts paid for tax purposes | Long-term or retirement plan payments |
| Guaranteed/Statutory payments | Cash paid in Lieu of Benefits |



M. ACTUAL OTHER VARIABLE CASH: Annual cash payments earned for the most recently completed full plan year for Actual Other Variable Cash payments or awards. Report actual amounts earned, expressed in annual amounts, for the most recent full plan year, whether paid during or after the plan year. Do not report long-term, deferred, retirement, or vesting programs. Report partial year or pro-rated payments as annualized amounts.

Includes:

- | | |
|-----------------------|--|
| Team/Group/Unit Bonus | Gainsharing Awards |
| Profit Sharing | Awards/Payments based on Company Results |

Excludes:

- | | |
|---------------------------------------|--|
| Car Allowances | Gross-up amounts paid for tax purposes |
| Lead Premiums | Overtime |
| Sales Incentives/Commissions | Patent/Suggestion Awards |
| Hiring/Retention Bonuses | Key Contributor Awards |
| Long-term or retirement plan payments | Shift Differentials |
| Stock Grants/Options | MBO Bonus |
| Individual Performance Bonus | Lump Sum Merit Increases |
| Discretionary Bonus | Holiday Bonuses |
| Short Term Cash Payouts | Spot Awards |
| Guaranteed/Statutory Payments | |

N. ACTUAL ANNUAL TOTAL CASH: Total Annual cash earned by incumbent. Must equal the sum of Base Pay + Individual Variable Cash + Other Variable Cash. Exclude Long Term Incentive compensation.

O. VARIABLE CASH ELIGIBILITY CODE: Indicate whether the employee was eligible to receive a Bonus, Individual Variable Pay, or other variable cash in the most recent or current plan year. "Eligibility" can refer to those in a formal or informal Bonus, Individual Variable Pay plan.

0 = Not eligible to receive ANY Variable Cash compensation (Neither Individual Variable Cash nor Other Variable Cash).

1 = ONLY eligible to receive payments from an "Individual Variable Cash" defined program.

2 = ONLY eligible to receive payments from an "Other Variable Cash" defined program.

3 = Eligible to receive payments from BOTH Individual Variable Cash and Other Variable Cash programs.

Note: *The Eligibility Code only indicates eligibility, and is independent of the actual payments for variable cash programs. An employee may be "eligible" for the program, but may not have received any payment amounts for the survey period.*

P. CURRENT TARGET VARIABLE CASH %: Potential amount to be paid for the current plan year, as a percentage of Base Pay, should the individual achieve 100% of defined targeted performance goals for the current plan year (in most cases, this will be 2019 fiscal year). Target amount should be expressed as a percentage of Base Pay, to one implied decimal place. Pro-rate for full year performance. **Do not report partial year targets.**

Examples:
 Enter 15.5% as 15.5 (Not 155)
 Enter 3.5% as 3.5 (Not 35)
 Enter 3.0% as 3 or 3.0 (Not 30)

For those employees who are paid on a "Straight Commission" basis such as Telesales Representatives (i.e. 100% of their pay is from commission – no Base Pay), report their Total Commissions in column L – Individual Variable Cash.

Q. GUARANTEED/STATUTORY PAY: ONLY APPLIES TO NON-US EMPLOYEES. Includes payments which in some countries are for items that may be required by law or are "guaranteed" and NOT part of the normal Base Pay, Individual Incentive, Other Cash or Long Term Incentives. These typically include items such as: Car Allowances, Holiday Bonuses, Housing Allowances, Cash Paid in Lieu of Benefits, and the like.

Report the ANNUALIZED amount received in the most recently completed Fiscal, Plan or Calendar year.



R. TOTAL SPAN OF CONTROL: The **total** number of direct and indirect reports for which an incumbent has lead, supervisory or managerial responsibility. Only enter this information for those in executive, managerial, supervisory, and professional jobs (these are generally those whose job codes end in "4") with lead responsibilities.

For Example: A second level manager who has 3 subordinate managers, each of which have 5 employees, would be reported as 18 (3+5+5+5).

S. ORGANIZATION CODE: Indicate the organizational responsibility level of the individual reported as:

1 = Corporate Only

2 = Division or Business Unit Only

3 = Both Corporate and Division/Business Unit (If unknown, use this value as default)

4 = Outside Advertising Agency

T. INTERNATIONAL RESPONSIBILITY CODE: Indicate geographic/international responsibility level:

U = Responsible for United States/Northern America (USA Domestic operations **ONLY**) – **Default value**

N = Responsible for Non-USA international operations only (Excluding USA) Use this value for those responsible for a single non-USA country (e.g. Brazil) OR on a multi-country level (e.g. EMEA)

G = Responsible for total GLOBAL operations including USA

U. LTI ELIGIBILITY CODE: Indicate whether the incumbent is currently eligible or not eligible for stock options or grants and/or other long-term cash incentives, beyond current bonus or annual profit sharing.

Note: Excludes Employee Stock Purchase Programs

A = Appreciation Based LTI Programs: Such programs are normally considered "at risk" where the value may fluctuate below the strike value and "go underwater."

Includes:

- Incentive Stock/Share Options
- Stock Appreciation Rights (SAR's)

B = Full Value LTI Programs: These plans would normally be considered "not at risk", where the value is protected.

Includes:

- Non-Qualified Stock Options
- Performance Shares/Share-Units
- Restricted/Registered Stock/Share Units (RSU's)

C = LTI Cash Incentive/Award Programs

Includes:

- Multi-year Cash Incentive Plans
- PUPS
- Performance Cash Awards

X = Any Combination of A – B – C above

Z = NONE – Not eligible for any LTI Program or LTI eligibility is unknown (default value)

- V. LTI VALUATION: REPORT LTI VALUE in U.S. DOLLARS for ALL countries.** Regardless of the methodology used by your organization to determine LTI Valuation (Black–Scholes–Merton, Binomial Lattice or other evaluation models), enter the value which is based on the ASC 718 (FASB 123R) accounting value of all shares/cash/units allocated to the employee for the current plan year.

This value is often available from your Treasury, Finance or Investor Relations function, your 10–K, Proxy Statement or similar governmentally required filings. It complies with ASC 718 (FASB 123R) requirements for financial disclosure purposes.

For example: The Per Share/Unit Accounting Value is determined to be \$19.50 per share/unit. If the employee is allocated 1000 shares/units, the entry in LTI VALUATION will be \$19,500.

For LTI awards that may be vested, distributed or paid out in periods beyond the current year, enter the full amount EARNED for the current year, regardless of any vesting, distribution or payout schedule covering multiple years or contingent on some future event/performance. The method of delivery (3 years, 5 years, conditional, etc.) is a payout/distribution philosophy, which can vary widely by company and even by individual cases within a company. It is the actual amount of the LTI award that is the critical data point that needs to be measured, not the distribution method. Therefore, report the amount EARNED, regardless of the payout schedule/conditions.

For example: if the LTI award for the current year is \$15,000, to be paid out over a 3 year period at \$5,000 per year, report the full \$15,000 for the current year, not \$5,000.

- W. ENTITY/DIVISION/BUSINESS UNIT:** If you are submitting data for more than one Business Unit (entity, division, subsidiary), use this column to identify the Business Unit to which the employee is assigned.



JOB MATCHING

This survey is aimed at collecting data for a variety of levels of individual contributors and first/second level management positions within several functions of the marketing organization. Several top Executive positions are also covered, as well as Corporate, National, International, Global, and Division level jobs. These functions include:

- Marketing Communications
- Digital & On-Line Merchandising
- Advertising
- Market Research & Analysis
- Trade Show/Exhibit Coordination
- Product Line Marketing
- Video Communications
- Media Preparation
- Brand Management
- Public Relations
- Marketing Training
- Forecasting/Pricing
- Telemarketing/Telesales
- Catalog and Direct Mail
- Senior Executive Management
- Customer Service

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 the 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.

Job descriptions are presented in the form of a hierarchical matrix, and indicate general parameters for defining/matching to the correct job level. Three job categories have been defined, with several job levels within these.

INDIVIDUAL CONTRIBUTORS/FUNCTIONAL MANAGERS: These include those professionals who perform the default functional activities. Incumbents do not have staff management responsibilities, but may be "Team Leaders" responsible for meeting functional objectives or may rely on support staff of the organization.

In some cases, these individuals may carry a "Manager" title; indicating functional management responsibilities. They "manage" the operation of the function, but do not generally have responsibility for traditional management/supervisory actions such as hire/fire authority, performance evaluation, discipline and the like.

Individuals in all 5 levels are normally considered as exempt. However, individual company policy may treat them otherwise. **Do not report those who are solely administrative staff support for the function.**

ENTRY – Job Codes XXX0

- Skill Level: Performing in a Formal or Informal Training program, acquiring functional skills, and knowledge of products and company practices.
- Assignments: Entry-level professional activities. Performs routine or repetitive tasks with specific instructions or set procedures.
- Experience: No prior experience required. Incumbents typically possess 0–3 years of related work experience.
- Education: Bachelor Degree in a related field or equivalent experience.
- Supervision: Under close supervision. Results are easily observed and measured.
- Job Population Distribution: Normally accounts for less than 10% of employees in the full job family.



INTERMEDIATE – Job Codes XXX1

- Skill Level: Possesses basic functional skills, product and company practice knowledge.
- Assignments: Semi-routine tasks of moderate complexity requiring application of discretion and use of judgment and initiative to resolve issues.
- Experience: Requires 1 to 3 years of directly related experience. Incumbents typically possess more than 3 years of related work experience.
- Education: Bachelor Degree in a related field or equivalent experience.
- Supervision: Under limited supervision. Results need occasional observation and measurement.
- Job Population Distribution: Normally accounts for 20% to 35% of employees in the full job family.

CAREER – Job Codes XXX2

- Skill Level: Fully qualified with all necessary functional skills, and knowledge of products and company practices.
- Assignments: Able to perform a wide variety of complex tasks requiring diverse knowledge of product and company practices, the application of discretion and use of judgment and initiative to resolve non-standard circumstances. Participates in the analyses, design, development and implementation of policies, plans, programs, objectives or technical systems.
- Experience: Requires 4 to 6 years of directly related experience. Incumbents typically possess more than 6 years of related work experience.
- Education: Bachelor Degree in a related field or equivalent experience. Specialties may require a Master degree.
- Supervision: General supervision. Results may not be immediately evident. May provide working leadership to lower level staff.
- Job Population Distribution: Normally accounts for 30% to 60% of employees in the full job family.



SENIOR/EXPERT – Job Codes XXX3

- Skill Level:** Possesses specialized knowledge of function, products and company practices, normally obtained from exposure to a wide variety of job experiences. May have specialized knowledge of systems, techniques and resources.
- Assignments:** Advanced and complex tasks requiring specialized knowledge of product and company practices, the critical application of discretion and use of judgment and initiative to resolve unique, non-standard circumstances. Defines the analyses, design parameters, development goals and implementation of policies, plans, programs, objectives or technical systems.
- Experience:** Requires 7 to 10 years of directly related experience. Incumbents typically possess more than 10 years of related work experience. Recognized as a resource specialist or subject matter expert.
- Education:** Bachelor Degree in a related field or equivalent experience. Specialties may require a Master degree.
- Supervision:** General supervision. Results may not be immediately evident. Typically provides working leadership to lower level staff.
- Job Population Distribution:** Normally accounts for 15% to 20% of employees in the full job family.

CONSULTANT – Job Codes XXX4

- Skill Level:** Possesses advanced expertise and knowledge of function, products, the competitive landscape and company practices, normally obtained from exposure to a wide variety of unique job experiences. Normally has specialized knowledge of emerging systems, techniques and resources which push the boundaries of understanding. The level of demonstrated knowledge is often viewed as a critical asset of the company.
- Assignments:** Highly strategic responsibilities within new and emerging areas. Oriented to long term goals and plans where results are difficult to quantify. Advanced and complex tasks requiring specialized knowledge of product, competitive landscape and company practices, the critical application of discretion and use of judgment and initiative to resolve unique, non-standard circumstances. Defines the analyses, design parameters, development goals and implementation of critical, mission level policies, plans, programs, objectives or technical systems.
- Experience:** Requires 8 to 10 years of directly related experience. Incumbents typically possess significantly more than 10 years of related work experience. Recognized both within and outside of the company as a resource specialist or subject matter expert. Often requires Executive management/peer review and approval for appointment to this level.
- Education:** Bachelor Degree in a related field or equivalent experience. Specialties may require a Master or higher degree level.
- Supervision:** General supervision. Represents the highest level Individual Contributor without staff management responsibilities. Results may not immediately be quantifiable and normally have significant impact of company performance. Typically provides working leadership to lower level staff.
- Job Population Distribution:** Normally accounts for less than 10% of employees in the full job family.



MANAGERS/DIRECTORS– These individuals have both functional management **and** staff management responsibilities.

A Level: The first level has direct supervision of lower level individual contributors and support staff, and may report to the second or higher management level.

B Level: The second level has overall responsibility for the first level of management and their staff and may report to senior executive management.

Both levels have full management/supervisory responsibilities for hire/fire actions, performance evaluation, discipline, development and the like. They may also have budgetary control and responsibility. Some companies may utilize the “Manager” title, while others may designate them as “Directors.” Your matches should be based on job content, not title designation.

EXECUTIVES– Identified by the 9XXX series of jobs. These are the most senior level individuals within their defined function and are typically titled as Vice President, Senior Vice President, or Executive Vice President. Normally reports directly to the President/CEO, or Executive Head of the reporting entity/business unit. Where possible, report those with total corporate responsibilities separate from those who are only responsible for a lower level business unit or entity.

MULTIPLE LEVEL MATCHING

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 five levels of Digital Graphics Designer. Your company has six. Upon review of the survey descriptions, you may determine that your 3rd and 4th level would be best reported to the 3rd level in the survey. Therefore, combine your 3rd & 4th level and report both to the 3rd level of the survey.

Conversely, if you have two levels, and the survey has five, try to allocate your employees among the five 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”

AND...Don't Forget

- Submit your input by 15 April and receive a \$150 “On-Time” Discount.
- You can also earn a \$100 discount when you enter/review your compensation “Core Topic” Policy and Practice information in PolicyCentral on our website: www.wmgnet.com Call if you’ve misplaced your log-on username and password.
- Refer a friend/colleague and both you and they will receive the \$500 “Referral Discount.”

QUESTIONS...

- For content, job matching, definitions, and general survey questions please contact Irene Kang directly at +1 408 508 3587, irene@wmgnet.com.

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: MARKETING COMMUNICATIONS

JOB FAMILY: MARKETING COMMUNICATIONS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: (Normally involved in a combination of the defined functions/specialties.)

Plans, creates and/or produces marketing communications/sales promotional materials to implement product marketing strategies and sales objectives. Produces information materials for communications media to reach the maximum number of customers and prospects through a variety of channels. May perform, coordinate or oversee activities such as marketing related writing, layout, sales kit preparation and display arrangement. Consults with product management, sales and internal/external organizations to develop and implement plans. Coordinates activities involved in the preparation of advertising, sales promotion and publicity in support of the marketing of company products. Communications may be designed for external or internal audiences or both.

May organize and coordinate trade show exhibits, seminars and press meetings to promote new products or enhance potential sales of existing products. May be responsible for writing and/or editing of technical and/or promotional papers (i.e., product descriptions, catalogs, brochures). Plans and implements internal and/or external company related events, i.e., non-technical and technical exhibit/event set-up, facility and budget negotiation.

NOTE: For those whose major duties support a single function, such as, advertising, web design, trade show/exhibit coordination and graphics design See Job Series 12XX, 13XX, and 35XX

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1000</u>	<u>Marketing Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained on the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks to be performed by the position. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>1001</u>	<u>Marketing Specialist – Intermediate</u> Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Participates in planning and scheduling to establish deadlines and ensure the timely completion of several independent tasks and short-term projects. May organize and schedule group tasks. Multiple tasks/projects are assigned and reviewed generally only upon completion.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	4+ years
<u>1002</u>	<u>Marketing Specialist – Career</u> Requires advanced knowledge of the principles and practices within marketing communications field or recognized body of formal knowledge. This includes knowledge required for complex problems, new project and system development, financial analysis, etc. Plans for the effective development and implementation of longer-term projects. Requires work prioritization, forecasting, scheduling and coordinating resources within assigned projects. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	6+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: MARKETING COMMUNICATIONS

JOB FAMILY: MARKETING COMMUNICATIONS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1003</u>	<u>Marketing Specialist – Senior/Expert</u> Requires advanced knowledge of marketing communications professional field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Projects or forecasts future internal or external needs. Evaluates impact on strategic marketing communication planning objectives and strategies. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	8+ years
<u>1004</u>	<u>Marketing Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Requires expert knowledge in several professional or industry fields 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. Conducts long-term planning of complex, strategic and major marketing communication programs. Forecast marketing communication needs. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. Work involves a broad latitude for decision-making and review of actions through goal attainment.	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	10+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: MARKETING COMMUNICATIONS

JOB FAMILY: MARKETING COMMUNICATIONS – MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1100</u>	<u>Marketing Supervisor</u> <i>First Level Full Management Responsibility.</i> Requires thorough knowledge of the marketing communications field. Applies acquired knowledge of business practices and procedures in order to perform non-repetitive, analytical work. Requires application of principles, theories, and concepts and draws on previous experience to determine a course of action. May report to 1 st or 2 nd level of marketing communication management. Provides general direction to and review of marketing communications staff. Is involved in the complexities of day-to-day operational problems. Work involves decision-making and review of actions through goal attainment. May monitor performance of outside vendors and freelance contractors.	Bachelor Degree equivalent experience	2+ years	5+ years
<u>1101</u>	<u>Marketing Manager/Director A – First Level</u> Requires expert knowledge within a marketing communications field and the ability to integrate critical information from many diverse areas. Requires extensive practical and industry knowledge. Applies and/or develops advanced concepts. Provides input to senior managers in developing and establishing communication policies. May report to 2nd level of marketing communications management or Senior Marketing Executive. Provides general direction to and review of marketing communications staff. Develops organizational policies and authorizes implementation of same. Work prioritization and decisions are important to the overall success of all aspects and phases of the organization. May have country or international responsibility. At times, is involved in the complexities of day-to-day operational problems. Ensures that overall budget schedules and performance standards are realistically set and attained. Work involves a broad latitude for decision-making and review of actions through goal attainment. Monitors performance of outside vendors and free lance contractors.	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	9+ years
<u>1102</u>	<u>Marketing Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of marketing communications activities concerned with developing and analyzing diverse areas such as marketing communication strategies, defining and implementing advertising and promotion programs, etc. Plans, directs and controls the activities of a staff to maximize the marketing communications efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs. Monitors performance and cost effectiveness of outside vendors and freelance contractors.	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: LOCALIZATION

JOB FAMILY: LOCALIZATION

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Addresses issues involved in the introduction and adaption of company products/services to multiple countries/regions, where multicultural audiences may require unique approaches. Considerations include language translation, idioms, dialects, legal issues, currencies, date forms, address & phone number configurations, color choices, grammar & spelling differences, local habits, business culture and other cultural sensitivities. Involved in the planning, design and development of products/services, accounting for multicultural audience needs, in order to avoid increased costs, receptivity and quality problems, maximize acceptance and transition/translation to new market.

NOTE: May require multi-language capabilities and multi-country, multi-cultural experience.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1120</u>	<u>Localization Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained on the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks to be performed by the position. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents.	Bachelor Degree or equivalent experience	< 1 year	< 2 years
<u>1121</u>	<u>Localization Specialist – Intermediate</u> Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Participates in planning and scheduling to establish deadlines and ensure the timely completion of several independent tasks and short-term projects. May organize and schedule group tasks. Multiple tasks/projects are assigned and reviewed generally only upon completion.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	4+ years
<u>1122</u>	<u>Localization Specialist – Career</u> Requires advanced knowledge of the principles and practices within marketing communications field or recognized body of formal knowledge. This includes knowledge required for complex problems, new project and system development, financial analysis, etc. Plans for the effective development and implementation of longer-term projects. Requires work prioritization, forecasting, scheduling and coordinating resources within assigned projects. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	6+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: LOCALIZATION

JOB FAMILY: LOCALIZATION (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1123</u>	<u>Localization Specialist – Senior/Expert</u> Requires advanced knowledge of marketing communications professional field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Projects or forecasts future internal or external needs. Evaluates impact on strategic marketing communication planning objectives and strategies. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	8+ years
<u>1124</u>	<u>Localization Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Requires expert knowledge in several professional or industry fields 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. Conducts long-term planning of complex, strategic and major marketing communication programs. Forecast marketing communication needs. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. Work involves a broad latitude for decision-making and review of actions through goal attainment.	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	10+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1126</u>	<u>Localization Supervisor</u> Requires thorough knowledge of the localization field. Applies acquired knowledge of business practices and procedures in order to perform non-repetitive, analytical work. Requires application of principles, theories, and concepts and draws on previous experience to determine a course of action. May report to 1 st or 2 nd level of marketing communication management. Provides general direction to and review of marketing communications staff. Is involved in the complexities of day-to-day operational problems. Work involves decision-making and review of actions through goal attainment. May monitor performance of outside vendors and free lance contractors.	Bachelor Degree equivalent experience	2+ years	5+ years

M A R K E T I N G

COMPENSATION SURVEY

2 0 1 9



FUNCTION: LOCALIZATION

JOB FAMILY: LOCALIZATION (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1127</u>	<p><u>Localization Manager/Director A – First Level</u> Requires expert knowledge within a marketing communications field and the ability to integrate critical information from many diverse areas. Requires extensive practical and industry knowledge. Applies and/or develops advanced concepts. Provides input to senior managers in developing and establishing communication policies. May report to 2nd level of marketing communications management or Senior Marketing Executive. Provides general direction to and review of marketing communications staff. Develops organizational policies and authorizes implementation of same. Work prioritization and decisions are important to the overall success of all aspects and phases of the organization. May have country or international responsibility. At times, is involved in the complexities of day-to-day operational problems. Ensures that overall budget schedules and performance standards are realistically set and attained. Work involves a broad latitude for decision-making and review of actions through goal attainment. Monitors performance of outside vendors and free lance contractors.</p>	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	9+ years
<u>1128</u>	<p><u>Localization Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of marketing communications activities concerned with developing and analyzing diverse areas such as marketing communication strategies, defining and implementing advertising and promotion programs, etc. Plans, directs and controls the activities of a staff to maximize the marketing communications efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs. Monitors performance and cost effectiveness of outside vendors and freelance contractors.</p>	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: VIDEO COMMUNICATIONS

JOB FAMILY: VIDEOGRAPHER/CAMERA OPERATOR

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Sets up and operates video cameras and related broadcast equipment in studio or remote locations to acquire quality video and audio content for use in live or recorded presentations for in-house, client or external use/distribution.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1150</u>	<u>Videographer/Camera Operator – Entry</u> Assists producers on shot composition, camera settings, lighting/sound requirements, location coordination and similar technical issues. Helps to insure that all necessary equipment is available and operable at studio and remote locations. Assists in monitoring equipment performance, troubleshoots and recommends solutions. Decisions are normally made under close supervision from producers, and follow precedent, procedures and guidelines.	Associate Degree or equivalent experience	<1 year	<2 years
<u>1151</u>	<u>Videographer/Camera Operator – Intermediate</u> Assists producers on shot composition, camera settings, lighting/sound requirements, location coordination and similar technical issues. Insures that all necessary equipment is available and operable at studio and remote locations. Monitors equipment performance, troubleshoots and recommends solutions. Decisions are normally made in consultation with producers, and follow precedent, procedures and guidelines.	Associate Degree or Bachelor Degree or equivalent experience	1+ years	2+ years
<u>1152</u>	<u>Videographer/Camera Operator – Career</u> Advises producers on shot composition, camera settings, lighting/sound requirements, location coordination and similar technical issues. Insures that all necessary equipment is available and operable at studio and remote locations. Monitors equipment performance, troubleshoots and recommends solutions. Can work on location without support or guidance, resolving issues without producer guidance/input. Must have self-sustaining proficiency for studio and remote camera operation, video lighting, editing and audio production as needed.	Bachelor Degree or equivalent experience	3+ years	4–6 years
<u>1153</u>	<u>Videographer/Camera Operator – Senior/Expert</u> Advises producers on complex shot composition, camera settings, lighting/sound requirements, location coordination and similar technical issues. Insures that all necessary equipment is available and operable at studio and remote locations. Monitors equipment performance, troubleshoots and recommends solutions. Works on location without support or guidance, resolving issues without producer guidance/input. Must have self-sustaining proficiency for studio and remote camera operation, video lighting, editing and audio production as needed.	Associate Degree or Bachelor Degree or equivalent experience	5+ years	8–10 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: VIDEO COMMUNICATIONS

JOB FAMILY: VIDEO EDITOR

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1160</u>	<u>Video Editor – Entry</u> Assists in utilizing standard electronic video and audio offline editing systems to assemble video and audio tracks into footage which meets defined content objectives. Assists with special effect support as needed. May evaluate and select scenes content continuity to obtain desired impact with guidance from supervisor. Exercises routine editorial judgment capability under close supervision which can be easily redirected for desired effects.	Associate Degree or equivalent experience	< 1 year	< 2 years
<u>1161</u>	<u>Video Editor – Intermediate</u> Utilizes standard electronic video and audio offline editing systems to assemble video and audio tracks into footage which meets defined content objectives. Assists with special effect support as needed. May evaluates and selects scenes for content continuity and to obtain desired impact with guidance from supervisor. Exercises routine editorial judgment capability which can be easily redirected for desired effects.	Associate Degree or Bachelor Degree or equivalent experience	1+ years	2+ years
<u>1162</u>	<u>Video Editor – Career</u> Utilizes electronic video and audio offline editing systems to assemble video and audio tracks into footage which meets defined content objectives. Assists with special effect support as needed. Evaluates and selects scenes for content continuity and to obtain desired impact. Results must demonstrate reasonable editorial judgment capability which can be easily redirected for desired effects.	Bachelor Degree or equivalent experience	3+ years	5–6 years
<u>1163</u>	<u>Video Editor – Senior/Expert</u> Utilizes sophisticated electronic video and audio offline editing systems such as Avid and Final Cut Pro to combine multiple video and audio tracks into footage for final production which meets complex content objectives. Provides special effect support as needed. Evaluates and selects scenes and transitions for content continuity and to obtain desired impact. Collaborates with Director/Producers to ensure appropriate delivery of content message. Results must apply and demonstrate advanced editorial judgment capability requiring minimal revision of results.	Bachelor Degree or equivalent experience	5+ years	8–10 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: VIDEO COMMUNICATIONS

JOB FAMILY: STUDIO/REMOTE TECHNICIAN/ENGINEER

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1170</u>	<u>Studio/Remote Technician/Engineer – Entry</u> Assists in providing routine video/audio technical engineering support for on-air or digitally delivered programming content for broadcast, DVD, webcasting, video streaming and similar applications. Helps with set up, preparation, alignment, calibration and monitoring of technical equipment at studio or remote locations. Assists in ensuring maximum signal quality of video/audio input, output, transmission and recording. May also help to provide technical support for related video/audio product equipment such as projectors, lighting, mixers, microphones, cameras and the like.	Associate Degree or equivalent experience	<1 year	<2 years
<u>1171</u>	<u>Studio/Remote Technician/Engineer – Intermediate</u> Provides routine video/audio technical engineering support for on-air or digitally delivered programming content for broadcast, DVD, webcasting, video streaming and similar applications. Helps with set up, preparation, alignment, calibration and monitors technical equipment at studio or remote locations. Assists in ensuring maximum signal quality of video/audio input, output, transmission and recording. May also help to provide technical support for related video/audio product equipment such as projectors, lighting, mixers, microphones, cameras and the like.	Associate Degree or equivalent experience	1+ year	2+ years
<u>1172</u>	<u>Studio/Remote Technician/Engineer – Career</u> Provides video/audio technical engineering support for on-air or digitally delivered programming content for broadcast, DVD, webcasting, video streaming and similar applications. Sets up, prepares, aligns, calibrates and monitors a broad range of technical equipment at studio or remote locations. Ensures maximum signal quality of video/audio input, output, transmission and recording. May also provide technical support for related video/audio product equipment such as projectors, lighting, mixers, microphones, cameras and the like.	Associate Degree or equivalent experience	3+ years	5–6 years
<u>1173</u>	<u>Studio/Remote Technician/Engineer – Senior/Expert</u> Provides advanced video/audio technical engineering support for on-air or digitally delivered programming content for broadcast, DVD, webcasting, video streaming and similar applications. Sets up, prepares, aligns, calibrates and monitors a broad range of complex technical equipment at studio or remote locations. Ensures maximum signal quality of video/audio input, output, transmission and recording. Provides technical support for related video/audio product equipment such as projectors, lighting, mixers, microphones, cameras and the like. Adapts practices to meet non-standard operating conditions.	Bachelor Degree or equivalent experience	5+ years	8–10 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: VIDEO COMMUNICATIONS

JOB FAMILY: VIDEO DIRECTION/PRODUCTION/OPERATIONS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Coordinates creative, technical and pre–and post–production activities to acquire quality video and audio content for use in live or recorded presentations for in–house, client or external use/distribution through broadcast, DVD, webcasting, video streaming and similar applications. Ensures that the communication objectives of video projects are successfully implemented.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1180</u>	<u>Video Director/Producer – Entry</u> Supports Director in all areas of production from pre–production through post–production including scheduling, outside resource coordination, coordination with technical and operations. Assists in the development of video presentation materials. Duties may include writing/rewriting, editing copy, organizing script materials, operating teleprompter, tape cueing and similar support tasks. May perform simple editorial tasks by choosing shots that support copy, pitch story ideas, assist in guiding editorial content, coordinate bookings, identifying remote locations and the like. This is a professional level position and does not include duties normally performed by Production Assistants.	Associate Degree or equivalent experience	<1 year	<2 years
<u>1181</u>	<u>Video Director/Producer – Intermediate</u> Supports Director in all areas of production from pre–production through post–production including scheduling, outside resource coordination, coordination with technical and operations. Assists in the development of video presentation materials. Duties may include writing/rewriting editing copy, organizing script materials, operating teleprompter, tape cueing and similar support tasks. May perform simple editorial tasks by choosing shots that support copy, pitch story ideas, assist in guiding editorial content, coordinate bookings, identifying remote locations and the like. This is a professional level position and does not include duties normally performed by Production Assistants.	Bachelor Degree or equivalent experience	3+ years	4–6 years
<u>1182</u>	<u>Video Director/Producer – Career</u> Responsible for initiating, coordinating, supervising and controlling all aspects of a production from initial concept development through completion. Helps to coordinate the efforts of production, technical and creative teams to obtain desired results. Directs talent performance to achieve desired creative effects. Helps to manage technical aspects such as equipment selection, sound, lighting, set design and special effects. Completes scheduling and budget. Duties may include pre–production as well as post–production activities such as casting, crew selection, script editing, location selection, shot composition, shot sequence, shot selection, and final editing.	Bachelor Degree or equivalent experience	6+ years	7–11 years
<u>1183</u>	<u>Video Director/Producer – Senior/Expert</u> Responsible for initiating, coordinating supervising and controlling all aspects of a production from initial concept development through completion. Coordinates the efforts of production, technical and creative teams to obtain desired results. Directs talent performance to achieve desired creative effects. Manages technical aspects such as equipment selection, sound, lighting, set design and special effects. Coordinates scheduling and budget. Duties may include pre–production as wells as post–production activities such as casting, crew selection, script editing, location selection, shot composition, shot sequence, shot selection, and final editing.	Bachelor Degree or equivalent experience	10+ years	12–16 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: VIDEO COMMUNICATIONS

JOB FAMILY: VIDEO DIRECTION/PRODUCTION/OPERATIONS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1184</u>	<u>Video Director/Producer – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Recognized by internal and external associates for high-level expertise. Responsible for initiating, coordinating, supervising and controlling all aspects of a production from initial concept development through completion. Coordinates the efforts of production, technical and creative teams to obtain desired results. Directs talent performance to achieve desired creative effects. Manages technical aspects such as equipment selection, sound, lighting, set design and special effects. Completes scheduling and budget. Duties may include pre-production as well as post-production activities such as casting, crew selection, script editing, location selection, shot composition, shot sequence, shot selection, and final editing. Demonstrates superior presentation skills. Represents the company point-of-view in high-level presentations. 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.	Bachelor Degree or equivalent experience	12+ years	16+ years
<u>1187</u>	<u>Video Operations Manager/Director A – First Level</u> <i>First Level Full Management Responsibilities.</i> Normally directs and manages all Generalist positions. Require expert knowledge of a variety of video production operations including: shot composition, camera settings, lighting/sound requirements, editing, and similar technical issues. Insure that all necessary equipment is available and operable at studio and remote locations. Monitors equipment performance, troubleshoots, and recommends solutions. Must have self-sustaining proficiency for studio and remote camera operation, video lighting, editing, and audio production as needed. Works without guidance or support on location and off location. Coordinates with external vendor and support services.	Bachelor Degree or equivalent experience	6+ years	10+ years
<u>1188</u>	<u>Video Operations Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9xxx Job level).</i> Requires extensive expert knowledge of shot composition, camera settings, lighting/sound requirements and similar technical issues. Insures that all necessary equipment is available and operable at studio and remote locations. Monitors equipment performance, troubleshoots, and recommends solutions. Must have self-sustaining proficiency for studio and remote camera operation, video lighting, editing, and audio production as needed. Work without guidance or support on location and off location. Acquires and maintains external vendor and support services.	Bachelor Degree or equivalent experience	8+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: TRADE SHOWS/EXHIBITS/EVENTS

JOB FAMILY: TRADE SHOWS/EXHIBITS/EVENTS

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1240</u>	<u>Trade Show/Exhibits/Events Specialist – Entry</u> Knowledge of trade show activities and venues. Coordinates with internal users to collect information necessary for planning requirements, materials and services needed for trade shows, exhibits, internal and external events and store openings. Reviews space requirements. Assists in coordination of installation of specialized equipment and facilities, travel and freight arrangements, catering and the like.	Associate Degree or equivalent experience	< 1 year	< 2 years
<u>1241</u>	<u>Trade Show/Exhibits/Events Specialist – Intermediate</u> Knowledge of trade show activities and venues. Coordinates with internal users to collect information necessary for planning requirements, materials and services needed for trade shows, exhibits, internal and external events and store openings. Reviews space requirements and recommends placement. Assists in coordination of installation of specialized equipment and facilities, travel and freight arrangements, catering and the like.	Associate Degree or equivalent experience	1+ year	3+ years
<u>1242</u>	<u>Trade Show/Exhibits/Events Specialist – Career</u> Coordinates arrangements for the booking, set-up and establishment of company presence at industry trade shows, exhibits, internal and external events and store openings. Requires advanced knowledge of marketing communications. Reviews space requirements and determines placement. Coordinates acquisition and shipment of exhibit materials, company products required. May coordinate installation of specialized equipment and facilities. Schedules events which may require acquisition of facilities, travel arrangements, program talent, catering and the like.	Associate Degree or equivalent experience	3+ years	6+ years
<u>1243</u>	<u>Trade Show/Exhibits/Events Specialist – Senior/Expert</u> Extensive knowledge of trade show activities and venues. Maintains awareness of newly developing sites and opportunities. Develops and reviews trade show, exhibit internal and external event and store opening plans to maximize company presence and exposure at minimal cost. Coordinates site design and configuration. Collects and analyses cost information and prepares comparative analyses for alternative venues. Seeks out and qualifies outside vendors and services for transportation, set-up, production, catering, freight and the like. Recommends most cost effective means. Participates in negotiation preparations and activities.	Associate Degree or equivalent experience	7+ years	12+ years
<u>1244</u>	<u>Trade Show/Exhibits/Events Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Expert knowledge of trade show activities and venues. Actively works with external groups/agencies to develop trade show sites and opportunities. Develops site design and configuration standards for the company. Establishes effective vendor relationships to ensure quality services and responsiveness. Analyzes cost for competitiveness and makes recommendations to management. Negotiates on behalf of the company to obtain the most cost effective pricing and services. Applies professional expertise, knowledge, principles, concepts, methodologies, and company standards/practices to planning trade show, exhibits and events. Requires extensive theoretical practical and industry knowledge. Requires expert negotiation skills. Recognized by internal and external associates for high-level expertise. Demonstrates superior presentation skills. Represents the company point-of-view in high-level presentations. 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.	Bachelor Degree or equivalent experience	9+ years	15+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: TRADE SHOWS/EXHIBITS/EVENTS

JOB FAMILY: TRADE SHOWS/EXHIBITS/EVENTS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1247</u>	<u>Trade Show/Exhibits/Events Manager/Director A First Level</u> <i>First full level management responsibility.</i> Extensive knowledge of trade show activities and venues. Maintains awareness of newly developing sites and opportunities. Responsible for the creation of trade show and events calendar, plan, and execution. Recommends criteria for shows and recommends project plans for each show proposed. Manages trade show events including strategy, plans and budget associated with trade show activities. Manages exhibit properties arranging for booth space and ordering all booth services for shows; Manages communications with outside exhibit companies for booth and show graphics, and supervises the implementation, booth modifications or construction by exhibit house. Develops show budgets, tracks expenses and manages program to budgets. May manages event related details such as negotiating sponsorships, developing marketing materials, maintaining exhibit, event staffing and managing booth logistics on site, including live presentations. Develops and implements corporate message and theme for events including production of collateral, tradeshow signs, giveaways and booth design. May conduct pre-show briefings with booth staff. Reviews show attendance and response data.	Bachelor Degree or equivalent experience	8+ years	12+ years
<u>1248</u>	<u>Trade Show/Exhibits/Events Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of trade show/exhibit/event activities and venues. Determines criteria for shows and develops plans budgets, programs to track performance. Negotiates sponsorships. Manages communications with outside exhibit companies for booth and show graphics, and supervises the implementation, booth modifications or construction by exhibit house. Develops show budgets, tracks expenses and manages program to budgets. May manage event related details such as developing marketing materials, maintaining exhibit, event staffing. Develops and implements corporate message and theme for events including production of collateral, tradeshow signs, giveaways and booth design. Conducts pre-and post-show briefings with staff. Reviews show attendance and response data. Monitors performance and cost effectiveness of outside vendors and freelance contractors.	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: TRADE SHOWS/EXHIBITS/EVENTS

JOB FAMILY: MEETINGS/CONFERENCE PLANNING/CORPORATE EVENTS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1250</u>	<u>Meeting/Conference Planning Specialist – Entry</u> Provides assistance in the planning of major corporate meetings, conferences and events. Is assigned specific planning projects by management staff. Presents finding to management. Requires working knowledge of the business practices and procedures that are generally obtained on the job. Works with written as well as verbal direction. Applies standard principles, theories and concepts in meeting/conference and event planning. Guidance is readily available from other team members or management. Consults with team leaders and or management to develop schedules, milestones, and priorities.	Associate Degree or equivalent experience	<1 year	<2 years
<u>1251</u>	<u>Meeting/Conference Planning Specialist – Intermediate</u> Requires knowledge in order to provide cost effective and successful meeting planning services by coordinating facilities, lodging, food and beverage, travel, entertainment and other related issues for conferences, meetings and special events. Reviews and monitors meeting/conference budgets. Reviews billings for accuracy. Researches site locations for suitability. Prepares bid comparisons. Reviews site and service contracts for facilities, transportation, entertainment, events and related activities. Coordinates arrangements with vendors and site logistics as needed.	Associate Degree or equivalent experience	2+ years	4+ years
<u>1252</u>	<u>Meeting/Conference Planning Specialist – Career</u> Requires advanced knowledge to provide cost effective and successful meeting planning services by coordinating facilities, lodging, food and beverage, travel, entertainment and other related issues for conferences, meetings and special events. Reviews and monitors meeting/conference budgets. Reviews billings for accuracy. May have prescribed negotiation responsibilities. Researches site locations for suitability. Prepares bid comparisons. Reviews site and service contracts for facilities, transportation, entertainment, events and related activities. Coordinates arrangements with vendors and site logistics as needed.	Associate Degree or equivalent experience	3+ years	6+ years
<u>1253</u>	<u>Meeting/Conference Planning Specialist – Senior/Expert</u> Requires expert knowledge of successful meeting/conference planning techniques and methodologies Responsible for coordination of planning for major corporate meetings/conferences and events which have high customer exposure and are high profile events. May participate in negotiation preparations and activities.	Bachelor Degree or equivalent experience	6+ years	10+ years
<u>1254</u>	<u>Meeting/Conference Planning Specialist – Consultant</u> <i>Normally the highest level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Works closely with company management to establish needs and objectives of an event. Establishes effective vendor relationships to ensure quality services and responsiveness. Prepares request for bids and reviews bids for competitiveness and performance. Requires expert negotiation skills to negotiate on behalf of the company and obtain the most cost-effective pricing and services. Applies professional expertise, knowledge, principles, concepts, methodologies, and company standards/practices to planning company functions. Requires extensive theoretical, practical and industry knowledge. Recognized by internal and external associates for high-level expertise. Demonstrates superior presentation skills. Represents the company point-of-view in high-level presentations. 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.	Bachelor Degree or equivalent experience	8+ years	12+ years

MARKETING
COMPENSATION SURVEY
 2 0 1 9



FUNCTION: TRADE SHOWS/EXHIBITS/EVENTS

JOB FAMILY: MEETINGS/CONFERENCE PLANNING/CORPORATE EVENTS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1257</u>	<u>Meeting/Conference Planning Manager/Director A – First Level</u> <i>First Level Full Management Responsibilities.</i> Requires expert knowledge of meeting/conference arrangements to manage meeting/conference planning activities which provide cost effective and successful meeting planning services by negotiating facilities, lodging, food and beverage, travel, entertainment, safety, security and other related activities. Establishes and monitors meeting/conference budgets for cost effective results. Meets with internal management to determine needs and objectives of event. Researches site locations; may conduct site visits and inspections to insure suitability and capabilities of vendors. Prepares requests for vendor bids and reviews bids for competitiveness and performance. Negotiates site and service contracts for facilities, transportation, entertainment, events and related activities. Establishes and maintains on-going vendor relationships to ensure quality support, competitiveness and responsiveness.	Bachelor Degree or equivalent experience	5+ years	8+ years
<u>1258</u>	<u>Meeting/Conference Planning Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of meeting/conference management activities. Plans and manages all aspects of major, high-level meetings and special events to achieve cost effective and successful meetings/conferences and events, including facilities, lodging, food and beverage, travel, entertainment, safety and security, and related activities. Plans, organizes, directs and controls activities and staff involved in determining event requirements, researching site locations, negotiating event activities. Conducts site and vendor visits to determine suitability and capability. Works directly with event sponsors to develop and finalize program formats, topics, speakers, and special events. Evaluates effectiveness of event. Determines and manages budget. Establishes and manages acceptable contingency plans and arrangements.	Bachelor Degree or equivalent experience	6+ years	10+ years
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1260</u>	<u>Corporate Events Specialist – Entry</u> Supports the planning, organizing, developing and conducting of corporate or business unit sponsored events, such as tennis matches, golf matches, concerts, auto races, triathlons, marathons, walks, cycling competitions and other similar recreation and entertainment events. Assignments normally encompass routine, recurring events where tasks are well defined, or localized events with limited impact. Requires entry knowledge of business practice and procedures in order to perform semi-repetitive, analytical work. Position applies well defined principles, theories, concepts and draws where the course of action is readily apparent. Ensures the timely completion of assigned tasks and short-term projects. Standard tasks/projects are assigned and routinely reviewed.	Bachelor Degree or equivalent experience	<1 years	1-2+ years
<u>1261</u>	<u>Corporate Events Specialist – Intermediate</u> Assists in the planning, organizing, developing and conducting of corporate or business unit sponsored events, such as tennis matches, golf matches, concerts, auto races, triathlons, marathons, walks, cycling competitions and other similar recreation and entertainment events. Assignments normally encompass well established events where tasks are well defined, or localized events with limited impact. Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Participates in planning and scheduling to establish deadlines and ensure the timely completion of several independent tasks and short-term projects. May organize and schedule group tasks. Multiple tasks/projects are assigned and reviewed generally only upon completion.	Bachelor Degree or equivalent experience	3+ years	5+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: TRADE SHOWS/EXHIBITS/EVENTS

JOB FAMILY: MEETINGS/CONFERENCE PLANNING/CORPORATE EVENTS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1262</u>	<p>Corporate Events Specialist – Career</p> <p>Assists in the planning, organizing, developing and conducting of corporate or business unit sponsored events, such as tennis matches, concerts, golf matches, auto races, triathlons, marathons, walks, cycling competitions and other similar recreation and entertainment events. Assignments normally encompass a variety of events which require definition and experience new challenges. Researches and analyzes cost information. Coordinates arrangements and schedules. Requires advanced knowledge of the principles and practices within corporate events field or recognized body of formal knowledge. This includes knowledge required for complex problems, new project and strategic analysis, etc. Plans for the effective development and implementation of longer-term projects. Requires work prioritization, forecasting, scheduling and coordinating resources within assigned projects. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.</p>	Bachelor Degree or equivalent experience	5+ years	7+ years
<u>1263</u>	<p>Corporate Events Specialist – Senior/Expert</p> <p>Oversees the planning, organizing, developing and conducting of corporate or business unit sponsored events, such as tennis matches, golf matches, concerts, auto races, triathlons, marathons, walks, cycling competitions and other similar recreation and entertainment events. Assignments normally encompass a wide variety of events where company exposure is significant and guidance is minimal. Requires advanced knowledge of corporate events. Applies advanced principles and concepts. Contributes to the development of new concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Projects or forecasts future internal or external needs and their impact on strategic planning objectives. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.</p>	Bachelor Degree or Master Degree or equivalent experience	7+ years	9+ years
<u>1264</u>	<p>Corporate Events Specialist – Consultant</p> <p><i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> Manages the planning, organizing, developing and conducting of corporate or business unit sponsored events, such as tennis matches, golf matches, concerts, auto races, triathlons, marathons, walks, cycling competitions and other similar recreation and entertainment events. Assignments normally encompass major, high profile events having a major impact on company resources. Tasks are complex, with little or not guidance available. May have functional management responsibilities. Requires expert knowledge in several professional areas and the ability to integrate critical information from many diverse areas. Requires extensive theoretical and practical 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 of an external and internal nature. Forecasts business opportunities growth and success of the organization. Work prioritization and decisions are critical to the overall success of all events. Work involves a broad latitude for decision-making and review of actions through goal attainment.</p>	Bachelor Degree or Master Degree or equivalent experience	9+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: TRADE SHOWS/EXHIBITS/EVENTS

JOB FAMILY: MEETINGS/CONFERENCE PLANNING/CORPORATE EVENTS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1267</u>	<u>Corporate Events/Sponsorship Manager/Director A – First Level</u> Plans, organizes and conducts corporate sponsored events including professional and amateur sporting and similar events such as tennis matches, concerts, golf matches, auto races, triathlons, cycling events, recreation and entertainment events with a local or regional geography impact. Plans, organizes, directs, and controls activities and staff involved developing and evaluating corporate sponsorship opportunities and events which have significant customer exposure. Develops sponsorship proposals for effectiveness. Negotiates sponsorship agreements. Coordinates with top management in the creation and development of corporate sponsorship programs to maximize their customer impact.	Bachelor Degree or equivalent experience	8+ years	10+ years
<u>1269</u>	<u>Corporate Events/Sponsorship Director – National Level</u> <i>Normally reports to a Senior Marketing Executive (9XXX Level Job).</i> Requires extensive knowledge of activities and external contacts involved in planning, organizing and conducting major corporate sponsored events on a nationwide scale including high profile professional and amateur sporting and similar events such as tennis matches, concerts, national championships, bowl games, golf championships, auto races, triathlons, cycling events, recreation and entertainment events with a national or major geographic impact. Plans, organizes, directs, and controls activities and staff involved developing and evaluating major corporate sponsorship opportunities and events which have high customer exposure and are high profile events. Develops sponsorship proposals for effectiveness. Negotiates sponsorship agreements. Coordinates with top management in the creation and development of corporate sponsorship programs to maximize their customer impact.	Bachelor Degree or equivalent experience	10+ years	15+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CREATIVE – GRAPHICS DESIGN

JOB FAMILY: CREATIVE – GRAPHICS DESIGN

The Creative Graphics Design Family may exist in either a company internal agency or an outside, external agency environment. Report outside/external agency employees as organizational code “4” In Column S.

NOTE: If substantial (over 75%) digital graphics design responsibilities are present, use 352X Job Series. Use this job series (131X) if digital related responsibilities are less than 25% of activities.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1310</u>	<u>Graphics Design Specialist – Entry</u> Under close supervision, plans, lays-out and prepares art work for inclusion in product brochures, displays, presentations, slides, proposals, technical manuals, and similar graphics applications where standards are well established and follows prescribed formats. Familiar with standard PC-based graphics presentation techniques and applications. Works from written as well as verbal direction. Guidelines from superiors are readily available. Prepares renderings, charts, graphs, schematics, two and three-dimensional drawings. May support Digital Graphics design requirements. Uses engineering drawings, photographs, rough sketches, models or other documentation to prepare desired artwork. Utilizes standard graphics art techniques, equipment and supplies.	Associate Degree or equivalent experience	<1 year	<2 years
<u>1311</u>	<u>Graphics Design Specialist – Intermediate</u> Under limited supervision, plans, lays-out and prepares art work for inclusion in product brochures, displays, presentations, slides, proposals, technical manuals, and similar graphics applications where standards are well established and generally follow prescribed formats. Familiar with standard PC-based graphics presentation techniques and applications. Works from written as well as verbal direction. Guidelines from superiors are readily available. Prepares renderings, charts, graphs, schematics, two and three-dimensional drawings. May support Digital Graphics design requirements. Uses engineering drawings, photographs, rough sketches, models or other documentation to prepare desired artwork. Utilizes standard graphics art techniques, equipment and supplies.	Associate Degree or equivalent experience	2+ years	4+ years
<u>1312</u>	<u>Graphics Design Specialist – Career</u> Under general supervision, performs a variety of support tasks in the planning, layout and preparation of commercial art work for inclusion in product brochures, displays, web applications, presentations, slides, proposals, technical manuals, and similar graphics applications requiring a creative graphics treatment. Experienced user of a variety of PC-based graphics presentation techniques and applications. Works from general guidelines using considerable creative judgment regarding composition, media selection and the like. May provide technical guidance to other designers. Familiar with multiple media and presentation techniques. Designs, develops, produces and prepares creative graphics, commercial art and technical illustrative materials from sketches, written and verbal requests. May support Digital Graphics design requirements. Selects techniques best suited to produce desired visual effects in conformance with specified quality standards. Recommends appropriate methods and medium to convey the desired effect. Utilizes a wide variety of graphics production equipment, web tools and supplies including personal computer and desktop publishing/graphics software.	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	4+ years	6+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CREATIVE – GRAPHICS DESIGN

JOB FAMILY: CREATIVE – GRAPHICS DESIGN (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1313</u>	<p>Graphics Design Specialist – Senior/Expert Under general supervision, performs complex design, layout, planning and preparation of commercial artwork for application on a wide variety of products, product literature, displays, web applications, presentations, proposals, technical manuals, and similar graphics applications requiring innovative and creative graphics capabilities. Works from general guidelines utilizing extensive creative skill and judgment regarding composition, media selection, presentation impact, style definitions and the like. Familiar with a wide variety of media and presentation techniques and PC-based design tools. Designs, develops, produces and prepares advanced creative graphics, commercial art and technical illustrative materials from general instructions. May support advanced Digital Graphics design requirements. Defines techniques best suited to produce desired visual effects to achieve required results. Specifies methods and medium to convey the desired message. Utilizes a wide variety of graphics production equipment and supplies including personal computer and desktop publishing/graphics software. May provide guidance to other designers.</p>	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	6+ years	8+ years
<u>1314</u>	<p>Graphic Design Specialist – Consultant <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> Develops design concepts involving highly creative and innovative approaches. May have functional management responsibilities. Works independently to perform expert level design, layout, planning and preparation of commercial art work for application on a wide variety of products, product literature, displays, web applications, presentation, proposals, technical manuals and similar graphics applications requiring innovative and creative capabilities. Works with management and other organizations (e.g. sales, public relations and promotions) to develop graphic materials. Requires expert level skills with a wide variety of media and presentation techniques and PC-based design tools. Applies professional expertise, knowledge, principles, concepts, methodologies, and company standards/practices to designing company materials. Works with management to set standards and practices for the function. Requires extensive theoretical practical and industry knowledge. Recognized by internal and external associates for high-level expertise. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. A wide degree of creativity is required. Work involves broad latitude for decision-making and review of actions through goal attainment. Provide work guidance to others in the work group.</p>	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	8+ years	10+ years
<u>1315</u>	<p>Art Director – No Staff Responsibilities Under general supervision, performs complex design, layout, planning and preparation of commercial artwork for application on a wide variety of products, product literature, displays, web applications, presentations, proposals, technical manuals, and similar graphics applications requiring innovative and creative graphics capabilities. Works from general guidelines utilizing extensive creative skill, artistic conceptualization and judgment regarding composition, media selection, presentation impact, style definitions and the like. Familiar with a wide variety of media and presentation techniques and PC-based design tools. Develops initial design concepts, strategic design direction and company identity systems. Leads design strategy definition efforts to ensure that visual and brand identity are reinforced by all graphic design efforts. May provide artistic & conceptual guidance to other designers. <u>Does not perform supervision or staff management responsibilities.</u></p>	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	10+ years	15+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CREATIVE – GRAPHICS DESIGN

JOB FAMILY: CREATIVE – GRAPHICS DESIGN (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1317</u>	<p>Creative Director A – First Level <i>First full level management responsibility.</i> Requires expert knowledge within the creative development, design, copy, production and media planning functions and the ability to integrate and coordinate internal and external resources. Formulates and monitors branding concepts and applications to ensure that branding reinforces client requirements and desired image. Interprets client preferences and communication strategies; devises creative solutions, approaches and treatments which result in desired impact. Develops and applies advanced creative and design concepts. Strong experience with design, copy, media and production activities with ability to manage creative projects from conception through implementation. Manages and directs the creative staff and function to implement and produce timely and cost effective advertising approaches. Responsible for the conception and development of new advertising/promotion campaigns for print, broadcast, e–Commerce and related media. Develops creative solutions and overall strategies to address marketing goals.</p>	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	7+ years	10+ years
<u>1318</u>	<p>Creative Director B – Second Level <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Serves as creative leader and mentor to conceptualize, develop and implement new creative solutions which will enhance company and brand image. Formulates and monitors branding concepts and applications to ensure that branding reinforces client requirements and desired image. Interprets client preferences and communication strategies; devises creative solutions, approaches and treatments which result in desired impact. Reviews all creative work to ensure meeting strategic targets, and satisfying quality standards. Requires expert knowledge within the creative development, design, copy, production and media planning functions and the ability to integrate and coordinate internal and external resources. Establishes creative standards. Manages and directs the creative staff and functions such as Graphics, Video, Photography, Digital Imaging and Studio activities. Implements and produces timely and cost effective marketing, branding and advertising approaches. Responsible for the conception and development of new advertising/promotion campaigns for print, broadcast, e–Commerce and related media. Develops creative solutions and overall strategies to address marketing goals.</p>	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	10+ years	15+ years
<u>1319</u>	<p>Vice President Creative <i>Third Level Full Management Responsibilities. Normally directs and manages thru First Level (A) and Second Level (B) positions.</i> Develops the overall strategy of the creative activities of the organization. Mentors and manages staff involved in the conceptualization, design, development, and implementation of new creative solutions which will enhance the company and brand image. Oversees the formulation and monitoring of branding concepts and applications to ensure that branding reinforces organizational requirements and desired image. Requires expert knowledge within all creative areas. Oversees the creation and implementation of plans for introduction of new product lines. May explore new technologies to deliver innovative, user friendly, interface design solutions across multiple platforms. May determine systems and hardware requirements within the organization to accomplish business objectives. Establishes creative standards.</p>	Bachelor Degree or Master Degree or equivalent experience	12+ years	15+ years

M A R K E T I N G
COMPENSATION SURVEY
 2 0 1 9



FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: COPYWRITER/EDITOR

The Creative – Media job family may exist in either a company internal agency or an external/outside agency environment. Report external/outside agency employees as Organization Code “4” In Column S.

NOTE: If substantial digital/web site content responsibilities are present, use 351X Job Series.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1320</u>	<u>Copywriter – Entry</u> Requires a basic knowledge of company products, services, and marketing strategies. Applies standard principles, theories and concepts in copywriting. Assists with the planning, researching and preparing written copy content for a variety of marketing applications and programs. These programs may include internet web pages, media advertising pieces, marketing collateral, promotional literature, articles, internal/external publications and other assigned projects. May contact both internal and external sources to develop copy content. Requires working knowledge of the business practices and procedures that are generally obtained on the job. Works with written as well as verbal direction. Guidance is readily available from other team members or management. Consults with team leaders and or management to develop schedules, milestones, and priorities. Excludes trainees without required academic preparation.	Bachelor Degree in English, Journalism or equivalent experience	<1 year	<2 years
<u>1321</u>	<u>Copywriter – Intermediate</u> Requires working knowledge of company products, services, marketing strategies and company editorial standards/practices. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Strong marketing knowledge and writing ability. Participates in planning, researching and preparing written copy content for a variety of standard marketing applications and programs such as internet web pages, media advertising pieces, marketing collateral, promotional literature, articles, internal/external publications, and other assigned projects. Contacts internal and external sources to develop copy content.	Bachelor Degree in English, Journalism or equivalent experience	2+ years	3+ years
<u>1322</u>	<u>Copywriter – Career</u> Requires thorough knowledge of company products, services, marketing strategies and company editorial standards/practices. Thorough marketing knowledge and writing ability. Plans for the effective development and implementation of long term projects. Researches and prepares written copy content for a variety of complex marketing applications and programs such as internet web pages, direct mail, print ads, media advertising pieces, marketing collateral, promotional literature, articles, internal/external publications, and other assigned projects. Contacts internal and external sources to develop copy content.	Bachelor Degree in English, Journalism or equivalent experience	3+ years	5+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: COPYWRITER/EDITOR (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1323</u>	<u>Copywriter – Senior/Expert</u> Requires advanced knowledge of company products, services, marketing strategies and company editorial standards/practices. Applies advanced knowledge, principles, theories, concepts, and writing ability. Defines the development of new principles and concepts. Forecasts future internal and external needs to develop copy content for a wide variety of diverse and complex marketing applications and programs such as high end collateral, audio, video scripting, annual reports, senior level executive presentations and speeches. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.	Bachelor Degree in English, Journalism or equivalent experience	5+ years	7+ years
<u>1324</u>	<u>Copywriter – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> May have functional management responsibilities. Requires expert knowledge of company products, services, marketing strategies and company editorial standards/practices. Applies expert knowledge, principles, theories, concepts, and writing ability. Integrates critical information from many diverse areas, with extensive theoretical practical and industry knowledge. Forecasts and advises management on the future internal and external needs to develop copy content for a wide variety of complex marketing applications and programs. Applies and/or develops highly advanced principles and concepts. Recognized by internal and external associates for high-level expertise. Represents the company point-of-view in high-level presentations. 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.	Bachelor Degree in English, Journalism or Master Degree or equivalent experience	9+ years	11+ years
<u>1330</u>	<u>Copy Editor – Entry</u> Edits, proofreads and writes standard company marketing documents. Reviews documents to determine that company marketing standards are met. Applies standard principles, theories and concepts in copyediting. Requires basic knowledge of marketing and advertising media including print, audio, internet, video etc. Provides review and edit of written copy, articles, Digital Content, marketing collateral, internal/external publications and the like for content accuracy, style, grammar, spelling, syntax and punctuation. Conducts assigned research and authenticity verification. Works with internal and external sources to develop copy content. Guidance is readily available from other team members or management. Requires basic marketing knowledge with high-quality writing ability and editorial skills. Entry-level position into job family. Excludes trainees without required academic preparation.	Bachelor Degree in English, Journalism or equivalent experience	<1 year	<2 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: COPYWRITER/EDITOR (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1331</u>	<u>Copy Editor – Intermediate</u> Requires marketing knowledge with excellent writing ability and editorial skills. Working knowledge of marketing and advertising media including print, audio, Internet, video, etc. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Thorough knowledge of company editorial standards/practices. Reviews and edits written copy, articles, Digital Content, marketing collateral, internal/external publications, and the like for content, accuracy, style, grammar, punctuation, spelling and syntax. Researches and verifies authenticity. May participate in assigning projects to internal/external resources/vendors and track progress. May participate in coordination of layout, artwork, and progress thru production. Consults with team leaders and or management to develop schedules, milestones, and priorities.	Bachelor Degree in English, Journalism or equivalent experience	2+ years	3+ years
<u>1332</u>	<u>Copy Editor – Career</u> Requires thorough marketing knowledge with excellent writing ability and editorial skills. Experienced knowledge of a variety of marketing and advertising media including print, audio, Internet, video, etc. Strong knowledge of company editorial standards/practices. Reviews and edits a variety of written copy, articles, Digital Content, marketing content, marketing collateral, marketing collateral, internal/external publications, and the like for content, accuracy, style, grammar, punctuation, spelling and syntax. Researches and verifies authenticity. May assist in assigning projects to internal/external resources/vendors and track progress. May assist in coordination of layout, artwork, and progress thru production.	Bachelor Degree in English, Journalism or equivalent experience	3+ years	5+ years
<u>1333</u>	<u>Copy Editor – Senior/Expert</u> Applies advanced knowledge, principles, company editorial standards/practices, theories, concepts, writing ability and editorial skills. Develops and recommends copy standards. Defines the development of new principles and concepts. Forecasts future internal and external needs to edit copy content for a wide variety of complex marketing applications and programs. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals. Assigns projects to internal/external resources/vendors and track progress.	Bachelor Degree in English, Journalism or equivalent experience	5+ years	7+ years
<u>1334</u>	<u>Copy Editor – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> May have functional management responsibilities. Applies expert knowledge, principles, theories, concepts, company editorial standards/practices, writing ability and editorial skills. Applies expert knowledge and the ability to integrate critical information from many diverse areas. Requires extensive theoretical practical and industry knowledge. Forecasts and advises management on the future internal and external needs to develop copy content for a wide variety of complex marketing applications and programs. 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. 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.	Bachelor Degree in English, Journalism or Master Degree or equivalent experience	9+ years	11+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: COPYWRITER/EDITOR (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1337</u>	<u>Copy Manager A – First Level</u> Manages the copywriting function by defining and assigning projects, reviewing/ editing/ approving all written copy. Requires expert knowledge of company products, services, marketing strategies and company editorial standards/practices. Requires expert knowledge of principles, theories and concepts of writing and the ability to integrate critical information from many diverse areas required. Possesses extensive theoretical practical and industry knowledge. Manages the forecasting of internal and external needs to develop copy content for a wide variety of complex marketing applications and programs. Oversees copy to be used whether written internally or by an outside vendor. Establishes and maintains quality assurance standards and procedures for all written material. Responsible for scheduling all jobs into production schedule. Maintains records and production schedules. Applies advanced copywriting and editing skills. Requires advanced knowledge of databases, word processing and spreadsheets. Excellent attention to detail, organization and analytical skills are required. Ability to manage multiple projects simultaneously, prioritizing work and problem solving. Monitors budget performance.	Bachelor Degree in English, Journalism or Master Degree or equivalent experience	5 + years	7 + years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: **ADVERTISING – MEDIA**

JOB FAMILY: **MEDIA**

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff)				
<u>1340</u>	<u>Media Production Traffic Coordinator – Entry</u> Requires basic knowledge of capabilities and requirements of internal departments, outside vendors of media (print, voice, and video), agencies, freelance contractors and the like. Facilitates the tracking and coordinating of the production of print, art, graphics design, copy, etc. Works with internal staff support and outside vendor/free lance contractors. Is assigned specific projects by management staff. Requires working knowledge of the business practices and procedures that are generally obtained on the job. Works with written as well as verbal direction. Uses standard instructions, written manuals and documents. Applies standard principles, theories and concepts. Guidance is readily available from other team members or management. Makes choices on work prioritization with some assistance.	Associate Degree or equivalent experience	<1 year	<2 years
<u>1341</u>	<u>Media Production Traffic Coordinator – Intermediate</u> Requires working knowledge of capabilities and requirements or internal departments and outside vendors of media (broadcast, print, voice, video and digital), agencies, freelance contractors and the like. Participates in tracking and coordinating production of print, art, graphics design, copy, etc. involving internal staff support and outside vendors/freelance contractors. Participates in developing and monitoring production scheduling and time-lines. Participates in determining priorities to meet established deadlines	Associate Degree or equivalent experience	2+ years	3+ years
<u>1342</u>	<u>Media Production Traffic Coordinator – Career</u> Requires thorough knowledge of capabilities and requirements or internal departments and outside vendors of media (broadcast, print, voice, video and digital), agencies, freelance contractors and the like. Tracks and coordinates production of print, art, graphics design, copy, etc. Involving internal staff support and outside vendors/freelance contractors. Assists in developing and monitoring production scheduling and time-lines. Assists in determining priorities to meet established deadlines.	Associate Degree or equivalent experience	3+ years	5+ years
<u>1343</u>	<u>Media Production Traffic Coordinator – Senior/Expert</u> Requires advanced knowledge of other major areas and the skill to integrate and communicate that information. Determines priorities to meet established deadlines. Tracks complete media production assignments. Coordinates major outside vendor contributions. Decisions have a major impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.	Associate Degree or equivalent experience	5+ years	7+ years
<u>1344</u>	<u>Media Production Traffic Coordinator – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> May have functional management responsibilities. Establishes effective media vendor relationships to ensure quality services and responsiveness. Negotiates on behalf of the company to obtain the most cost effective pricing and services. Researches and recommends new media opportunities for incorporation into marketing plans. Applies professional expertise, knowledge, principles, concepts, methodologies, and company standards/practices. Requires expert knowledge of other major areas and the skill to integrate and communicate that information. Requires expert negotiation skills. Recognized by internal and external associates for high-level expertise. 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.	Associate Degree or equivalent experience	7+ years	9+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: MEDIA (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1347</u>	<u>Media Production Traffic Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Establishes effective media vendor relationships to ensure quality services and responsiveness. Negotiates on behalf of the company to obtain the most cost effective pricing and services. Researches and recommends new media opportunities for incorporation into marketing plans. Applies professional expertise, knowledge, principles, concepts, methodologies and company standards/practices. Requires expert knowledge of other major areas and the skill to integrate and communicate that information. Requires expert negotiation skills. Recognized by internal and external associates for high-level expertise. 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.	Bachelor Degree or Master Degree or equivalent experience	8+ years 7+ years	10+ years
<u>1348</u>	<u>Media Production Traffic Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities.</i> Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires expert knowledge of all media production. Oversees all aspects of production policies, objectives, and initiatives. Schedules and ensures proper utilization of organization's facilities and personnel for production. Must perform work within strict production deadlines. Determines the most efficient execution of all media production. Creates functional strategies and specific objectives for the sub-function and develops budgets/policies/procedures to support the functional infrastructure. Deep knowledge of the Media Production Traffic function.	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years
<u>1357</u>	<u>Print Media Manager A – First Level</u> <i>First Level Full Management Responsibility.</i> Requires advanced knowledge of print advertising industry, including magazine, newspaper, direct mail and similar print/publishing media applications. Establishes and implements control of agency-of-record (AOR) relationships and buying responsibility. Negotiates printing and paper rates. Coordinates with publishers as needed. Reviews print schedules. Monitors budget performance.	Bachelor Degree or Master Degree or equivalent experience	4+ years 3+ years	6+ years
<u>1358</u>	<u>Print Media Manager B – Second Level</u> <i>Second Level Full Management Responsibilities.</i> Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires expert knowledge of print advertising industry. Provides technical expertise to subordinate level managers. Reviews agency-of-record (AOR) relationships, buying responsibilities and vendor negotiations. Directs execution of purchases to ensure that costs are optimized and consistent with budget performance. Determines priorities to meet print schedules.	Bachelor Degree or Master Degree or equivalent experience	6+ years 5+ years	8+ years
<u>1367</u>	<u>Broadcast Media Manager A – First Level</u> <i>First Level Full Management Responsibilities.</i> Requires advanced knowledge of broadcast media, advertising industry, including network, cable, syndicate, spot and radio media applications. Establishes and implements agency relationships and buying responsibilities. Negotiates placement rates. Coordinates with media vendors as needed. Reviews placement schedules. Monitors agency-of-record (AOR) for performance. Recommends long and short term strategies to maximize broadcast investments. Monitors budget and programming performance.	Bachelor Degree or Master Degree or equivalent experience	4+ years 3+ years	6+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: MEDIA (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1368</u>	<u>Broadcast Media Manager B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires expert knowledge of broadcasting media. Oversees agency relationships and buying responsibilities. Oversees vendor negotiation placement rates. Establishes placement schedules. Oversees agency-of-record (AOR) for performance. Establishes long and short-term strategies to maximize broadcast investments. Directs agencies in execution of broadcast purchases to ensure that costs are optimized and consistent with budget and programming guidelines.</i>	Bachelor Degree or Master Degree or equivalent experience	6+ years 5+ years	8+ years
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff)				
<u>1371</u>	<u>Media Buyer – Intermediate</u> Reviews standard media content requirements in order to help to identify possible media vendors, based on vendor capabilities for print, voice, video, direct mail, catalog and/or internet applications. Researches and qualifies potential vendors for suitability. Collects and analyzes rate information. Prepares media recommendations for presentation to management. Participates in vendor selection process. May negotiate standard terms with vendor sales representatives for the purchase, placement and scheduling of media time/space. Reviews placement to ensure that it meets specifications.	Associate Degree or equivalent experience	1+ years	1–4 years
<u>1372</u>	<u>Media Buyer – Career</u> Reviews media content requirements to identify possible media vendors, based on vendor capabilities for print, voice, video, direct mail, catalog and/or internet applications. Researches and qualifies potential vendors for suitability. Collects and analyzes rate information. Prepares and presents media recommendations to management. Participates in vendor selection process. Negotiates with vendor sales representatives for the purchase, placement and scheduling of media time/space. Reviews placement to ensure that it meets specifications.	Associate Degree or equivalent experience	3+ years	5+ years
<u>1373</u>	<u>Media Buyer – Senior/Expert</u> Develops unique and strategic media plans, including exploration of venues that utilize emerging technology to support client objectives. Reviews media content requirements to identify possible media vendors, based on vendor capabilities for print, voice, video, direct mail, catalog and/or internet applications. Collects and analyzes rate information. Prepares/presents media recommendations to management. Participates in vendor selection process. Negotiates with vendor for the purchase, placement and scheduling of media time/space. Reviews placement to ensure it meets specifications. Mentors junior level media buyers/planners. Tracks media expenditures to ensure budget compliance.	Bachelor Degree or Master Degree or equivalent experience.	5+ years	7+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: MEDIA (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1374</u>	Media Buyer – Consultant <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> May have functional management responsibilities. Recognized by internal and external associates for high-level expertise. Develops unique and strategic media plans, including exploration of venues that utilize emerging technology to support client objectives. Reviews media content requirements in order to identify possible media vendors, based on vendor capabilities for print, voice, video, direct mail, catalog and/or internet applications. Collects and analyzes rate information. Prepares/presents media recommendations to management. Participates in vendor selection process. Negotiates with vendor for the purchase, placement and scheduling of media time/space. Reviews placement to ensure it meets specifications. Mentors junior level media buyers/planners. Tracks media expenditures to ensure budget compliance. Work involves broad latitude for decision-making and review of actions through goal attainment.	Bachelor Degree or equivalent experience	7+ years	9+ years
<u>1377</u>	Media Services Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Requires expert knowledge of media industry trends and opportunities to ensure a maximum return on media costs. Seeks, identifies and proposes strategic opportunities to improve cost effectiveness of media plans. Reviews new media opportunities for incorporation in marketing plans. May report to second level of advertising or marketing communications management or senior marketing executive. Directs and manages active relationship with agencies-of-record (AOR) to ensure that agency media contacts receive proper marketing direction. Provides liaison and reviews media plans to ensure they reflect brand/product/service marketing strategies and advertising objectives. Supports corporate goals and strategies for network, cable, syndication, spot, print, radio, internet and similar opportunities. Develops budgets with marketing management.	Bachelor Degree or Master Degree or equivalent experience	8+ years 7+ years	10+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1378</u>	Media Services Manager/Director B – Second Level <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of media utilization and placement to ensure a maximum return on media costs. Develops, coordinates and executes media commitments. Investigates, develops and implements new/interactive media opportunities. Understanding of domestic and global aspects of media placement may be required. Plans, organizes, directs and coordinates with agencies-of record (AOR) in the formulation of long-term buying strategies for network, cable, syndication, spot, print, radio, internet and similar opportunities. Advises management on relevancy and practicality of recommended media strategies, tactics and recommended alternatives. Ensure proper staffing levels and budget performance. Develops long-term budgets with marketing management. May report to third level of advertising or marketing communications management or senior marketing executive.	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: ADVERTISING AND SALES PROMOTION

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff)				
<u>1381</u>	<u>Advertising and Sales Promotion Specialist – Intermediate</u> Assists in development of short and long-term advertising and sales promotion objectives. Develops and coordinates the selection of media, creation of program concepts, materials preparation and placements. Plans and implements assigned, routine advertising programs consistent with marketing and product objectives. Coordinates with advertising agencies in developing and preparing promotional campaigns, selecting media and formats to inform potential customers of products. Evaluates effectiveness of advertising programs through analysis of responses and sales indicators. Develops, coordinates and conducts special promotional programs. Prepares standard sales and promotional literature for various audiences including company personnel, special target groups, selected industries and the like.	Bachelor Degree or equivalent experience	<1 year	<2 year
<u>1382</u>	<u>Advertising and Sales Promotion Specialist – Career</u> Develops short and long-term advertising and sales promotion objectives. Develops and coordinates the selection of media, creation of program concepts, materials preparation and placements. Plans and implements advertising programs consistent with marketing and product objectives. Coordinates with advertising agencies in developing and preparing promotional campaigns, selecting media and formats to inform potential customers of products. Evaluates effectiveness of advertising programs through analysis of responses and sales indicators. Develops, coordinates and conducts special promotional programs. Prepares special sales and promotional literature for various audiences including company personnel, special target groups, selected industries and the like.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	4+ years
<u>1383</u>	<u>Advertising and Sales Promotion Specialist – Senior/Expert</u> Develops short and long-term advertising and sales promotion objectives. Develops and coordinates the selection of media, creation of program concepts, materials preparation and placements. Plans and implements advertising programs consistent with marketing and product objectives. Coordinates with advertising agencies in developing and preparing unique promotional campaigns, selecting media and formats to inform potential customers of products. Evaluates effectiveness of advertising programs through analysis of responses and sales indicators. Develops, coordinates and conducts special promotional programs. Prepare complex sales and promotional literature for various audiences including company personnel, special target groups, selected industries and the like.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	6+ years

MARKETING
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FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: ADVERTISING AND SALES PROMOTION (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1385</u>	<u>Advertising and Sales Promotion Manager/Director A – First Level</u> <i>First Level Full Management Responsibility. May report to second level Manager/Director or Senior Marketing Executive. Develops and manages sales promotional activities such as coupons, rebates, special promotions and the like. Provides input in developing and establishing advertising policies. Plans, organizes, directs and controls activities and staff in the preparation of advertising, sales promotion materials and associated publicity involved in marketing company products to meet marketing objectives. May select and coordinate activities and support from external resources, advertising agencies and media placement organizations. Evaluates effectiveness of advertising programs. Requires expert knowledge within the advertising function and the ability to integrate and coordinate internal and external resources. Requires extensive media and advertising knowledge. Applies and/or develops advanced concepts.</i>	Bachelor Degree or equivalent experience	3+ years	6+ years
<u>1386</u>	<u>Advertising and Sales Promotion Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) management positions. Typically reports to a Senior Executive (9XXX level Job). Applies and/or develops advanced concepts. Develops and manages sales promotional activities such as coupons, rebates, special promotions and the like. Provides input in developing and establishing advertising policies. Plans, organizes, directs and controls activities and staff in the preparation of advertising, sales promotion materials and associated publicity involved in marketing company products to meet marketing objectives. May select and coordinate activities and support from external resources, advertising agencies and media placement organizations. Evaluates effectiveness of advertising programs. Requires expert knowledge within the advertising function and the ability to integrate and coordinate internal and external resources. Requires extensive media and advertising knowledge.</i>	Bachelor Degree or equivalent experience	5+ years	8+ years
<u>1387</u>	<u>Internal Advertising Manager/Director A – First Level</u> <i>First Level Full Management Responsibility. May report to second level of advertising or marketing communications management or Senior Marketing Executive. Requires expert knowledge within the advertising function and the ability to integrate and coordinate internal and external resources. Requires extensive media and advertising knowledge. Applies and/or develops advanced concepts. Provides input to senior managers in developing and establishing advertising policies. Plans, organizes, directs and controls activities and staff in the preparation of advertising, sales promotion materials and associated publicity involved in marketing company products to meet marketing objectives. May select and coordinate activities and support from external resources, advertising agencies and media placement organizations. Evaluates effectiveness of advertising programs.</i>	Bachelor Degree or equivalent experience	7+ years	10+ years
<u>1388</u>	<u>Internal Advertising Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires extensive knowledge of all aspects of advertising, including creative media, production and related functions. Plans, directs and controls the activities and staff to maximize advertising resources. Provides guidance to executive management on advertising plans, programs, placement, design, development and related matters. Reviews effectiveness of advertising efforts. Responsible for the development and progress of budget and resources. Coordinates review and selection of agencies-of-record (AOR). Typically reports to senior advertising or senior marketing executive.</i>	Bachelor Degree or equivalent experience	10+ years	12+ years

MARKETING
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FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: PHOTOGRAPHY

The Creative – Photography job family may exist in either a company internal agency or an outside/external agency environment. Report outside/external agency employees to Organization Code “4.” In Column S.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1400</u>	<u>Photo Studio Coordinator – Entry</u> Coordinates digital and traditional photographs and artwork. May generate work schedules and calendar of events. Provides support in the daily operations of the studio, production and event management. Maintains existing organizational system. Typically a non-exempt position.	High School Diploma or equivalent experience	<1 year	2+ years
<u>1401</u>	<u>Photo Studio Coordinator – Intermediate</u> Coordinates all digital and traditional photographs and artwork. Provides support to team in the daily operations of the studio, production, and event management. Maintains existing organizational system. Typically a non-exempt position.	High School Diploma or equivalent experience	2 years	3 years
<u>1410</u>	<u>Photo Lab Technician</u> Processes still and moving photo images from various digital and film based sources. Develops negatives and produces prints. May edit, retouch, enlarge, crop, and transfer images to other media such as CD & DVD, or other storage or presentation media. Maintains and operates a variety of photographic processing equipment. Prepares, maintains and disposes of processing chemicals in accord with standard safety and environmental requirements. Typically a non-exempt position.	High School Diploma or equivalent experience	1+ years	2+ years
<u>1411</u>	<u>Photographer – Intermediate</u> Assists in production and preservation of photographic images of people, places, events or products using digital and/or film media. Selects and presents subject to achieve desired effect, with attention to lighting, background and style. Prepares subject and equipment, utilizing a variety of photographic equipment including lenses, lighting, filters, etc. Helps to apply techniques necessary to produce photos for use in various media, advertising, catalogs, presentations, etc. Uses photo software to modify and create images meeting defined style requirements. Experience in advertisement and/or catalog photography and photo editing.	Associate Degree or equivalent experience	2+ years	3+ years
<u>1412</u>	<u>Photographer – Career</u> Produces and preserves photographic images of people, places, events or products using digital and/or film media. Selects and presents subject to achieve desired effect, with attention to lighting, background and style. Prepares subject and equipment, utilizing a variety of photographic equipment including lenses, lighting, filters, etc. Applies techniques necessary to produce photos for use in various media, advertising, catalogs, presentations, etc. Uses photo software to modify and create images meeting defined style requirements. Experience in advertisement and/or catalog photography and photo editing.	Associate Degree or equivalent experience	3+ years	4+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: ADVERTISING – MEDIA

JOB FAMILY: PHOTOGRAPHY (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1413</u>	<p>Photographer – Senior/Expert Produces and preserves photographic images of people, places, events or products using digital and/or film media. Directs photo shoots and determines visuals. Ensures unity of message among all brand photographs. Coordinates with other creative and advertising staff to determine shoot objectives. Provides expert guidance on capabilities and means to optimize photo opportunities. Analyzes subject material, selects equipment, lighting, angle and background. Selects and presents subject to achieve desired effect, with attention to lighting, background composition and style. Chooses and utilizes a wide variety of photographic equipment including lenses, lightings, filters, etc. Applies techniques necessary to produce photos for use in various media, advertising, catalogs, presentations, etc. Uses photo software to modify and create images meeting defined style requirements. Edits and enhances images; may modify existing techniques and processes; applies special effects and color correction as needed. Experience in advertisement and/or catalog photography and photo editing.</p>	Associate Degree or equivalent experience	4+ years	6+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1416</u>	<p>Photo Studio Supervisor Supervises the daily operations of the studio, production and photo event management. Manages the studio floor and schedules activities and staff to meet client services for production. Strengthens the studio's customer base. Ensures a satisfying process and product for catalog clients. Establishes and monitors quality control. Trains and develops studio associates into an effective, support team and manages employee performance to achieve sales goals. Reviews available equipment, processes and software applications used in studio. Strong interpersonal skills.</p>	Associate Degree or equivalent experience	4+ years	6+ years
<u>1417</u>	<p>Photo Art Manager/Director A – First Level Directs the daily operations of the studio, production and photo event management. Directs the studio floor and schedules activities and staff to meet client services for production. Strengthens the studio's customer base. Ensures a satisfying process and product for catalog/advertising/media clients. Establishes and monitors quality control. Trains and develops studio associates into an effective, support team and manages employee performance to achieve production goals. Reviews available equipment, processes and software applications used in studio. Strong interpersonal skills.</p>	Bachelor Degree or equivalent experience	6+ years	8+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CATALOG/DIRECT MAIL

JOB FAMILY: CATALOG PRODUCTION

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Prepares, produces, and monitors the development, production and distribution of product catalogs and direct mail literature. Provides accountability for the production, scheduling of layouts, typesetting, photographic requirements, and design of catalogs. Develops a consistent aesthetic and presentation style to be applied to catalogs and direct mail. Delivers and executes analysis and circulation plans that increase revenue and profitability.

The CATALOG – DIRECT MAIL job family may exist in either a company internal agency or an outside/external agency environment. Report outside/external agency employees to Organizational Code "4" In Column S.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1420</u>	<u>Catalog Production Coordinator – Entry</u> Under the supervision of more senior management, assists in coordinating layout, typesetting, design, and production. Follows production guidelines including copy/art deadlines, ad spec sheets. Helps to create outreach flyer templates, general signage templates, and specific ticket price/policy signage formats and touches up program/editorial images. Typically a non-exempt position. Standard verbal and written communication skills. Standard time-management and organizational skills.	High School Diploma or equivalent experience	<1 year	1+ year
<u>1421</u>	<u>Catalog Production Coordinator – Intermediate</u> Assists in coordinating layout, typesetting, design and production. Creates production timelines including copy/art deadlines, ad spec sheets. Checks incoming ad materials for adherence to specs. Prepares catalog files for print. Creates outreach flyer templates, general signage templates and specific ticket price/policy signage, scans, formats and touch-up program/editorial images. Typically a non-exempt position. Excellent verbal and written communication skills. Strong time-management and organizational skills.	Associate Degree or equivalent experience	1+ year	2+ years
<u>1422</u>	<u>Catalog/Production Coordinator – Career</u> Responsible for presenting consumer products through a company's catalog or direct mail channel. Ensures that the company's catalog and direct mail materials merchandise the right products at the right price to maximize sales revenue. Accountable to meet unit and/or revenue sales objectives. Coordinates closely with call center operations to ensure customer satisfaction.	Bachelor Degree or Master Degree or equivalent experience	3+ years	8+ years
<u>1423</u>	<u>Catalog Production Coordinator – Senior/Expert</u> Responsible for coordinating catalog/direct mail materials production and scheduling. Coordinates layout, typesetting, design and production. Creates production timelines including copy/art deadlines, ad spec sheets. Checks incoming ad materials for adherence to specs. Prepares catalog files for print, creates outreach flyer templates, general signage templates and specific ticket price/policy signage, scans, formats and touch-up program/editorial images. Ensures that the company's catalog and direct mail materials merchandise the right products at the right price to maximize sales revenue. Accountable to meet unit and/or revenue sales objectives. Interfaces closely with call center operations to ensure customer satisfaction. Requires expert knowledge of corporate catalog production. Applies advanced principles and concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Work involves latitude for decision-making and priority setting.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: CATALOG/DIRECT MAIL

JOB FAMILY: CATALOG PRODUCTION (continued)/ CATALOG PLANNING

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1427</u>	<u>Catalog Production Manager</u> Responsible for total catalog production and scheduling including: scheduling, planning, staging and art directing photo shoots; ordering and monitoring paper; coordinating with press including ink-jet messages, layout, blue lines, print quantities, press color checks, etc.; layout design and implementation including covers, copywriting, proofing, etc.; communicating with merchandising department; pagination based on historical sales analysis; traffic all images and color proofs; postage estimates. Coordinates with outside vendors for paper, photography, separations, mail houses, printers, etc.; create ads and marketing materials for retail, web, etc.; web design and updates. Typically an exempt position. Proficient with software i.e. Illustrator, Photoshop, Copywriting, graphics design and catalog imaging experience. Knowledge of the catalog business.	Bachelor Degree or equivalent experience	5+ years	6+ years
<u>1437</u>	<u>Catalog Planning Manager</u> Provides strategic and logistical leadership for the development, planning and ongoing management of all catalogs. Develops catalogs for current customers and develops new customer base. Selects products for catalogs for maximum sales volume, reviews product performance for deletions and additions. Works with vendors to insure strong vendor relations and customer satisfaction from vendors. Analyzes sales/catalog distribution ratios/develop and maintain critical numbers and sales reports. Ability to plan, develop and monitor all phases of catalog production and printing.	Bachelor Degree or equivalent experience	5+ years	6+ years
<u>1447</u>	<u>Head, Catalog Production</u> Provides supervision for layout, typesetting, design and production. Creates production timeline including copy/art deadlines, creation of ad/spec, preparation of catalog files for print, outreach flyer templates, general signage templates and specific ticket price/policy, scanning, formatting, and touching up program/editorial images. Ensures all deadlines are met. Monitors tracking and be accountable for account status and project progress, deliverables, quality assurance and customer service. Understanding of catalog enablement and knowledge of catalog database. Excellent time-management, multi-tasking, problem solving and organizational skills.	Bachelor Degree or equivalent experience	6+ years	8+ years
<u>1450</u>	<u>Circulation Planning Analyst – Entry</u> Assists in developing and testing catalog circulation tactics to increase customer acquisition and retention strategies. Helps to develop initial sales and marketing reports using various software applications; helps to develop various direct marketing analyses potentially including lifetime value, customer segmentation and product analyses. Good analytical ability with knowledge of data analysis and extraction techniques. Good verbal/written communication skills, and good time-management and organizational skills.	High School Diploma or equivalent experience	<1 year	1+ year
<u>1451</u>	<u>Circulation Planning Analyst – Intermediate</u> Provides development and testing of catalog circulation tactics to carry out customer acquisition and retention strategies. Develops initial sales and marketing reporting using various software applications; develops various direct marketing analyses potentially including lifetime value, customer segmentation and product analysis. Excellent analytical ability with knowledge of data analysis and extraction techniques. Strong detail orientation. Exceptional verbal/written communication skills, and strong time-management and organizational skills.	Associate Degree or Bachelor Degree or equivalent experience	1+ year	2+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CATALOG/DIRECT MAIL

JOB FAMILY: CATALOG PLANNING (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1452</u>	<u>Circulation Planning Analyst–Career</u> Develops and tests catalog circulation tactics to carry out customer acquisition and retention strategies. Develops sales and marketing reporting using various software applications; develops various direct marketing analyses potentially including lifetime value, customer segmentation and product analysis. Strong analytical ability with knowledge of data analysis and extraction techniques. Excellent communication skills. Very strong detail orientation.	Bachelor Degree or equivalent experience	3+ years	4+ years
<u>1453</u>	<u>Circulation Planning Analyst–Senior/Expert</u> Develops segmentation strategies and initiatives that drive catalog direct marketing. Develops, tests and implements other printed material and mailing campaign strategies. Develops goals and plans for new customer acquisition, retention, and reactivation marketing. Oversees list management process and brokerage, merge/purge, house prospects and international mailings. Develops reporting on file attrition, retention and acquisition measurement. Develops and presents reports on prospect lists and segment performance. Works closely with merchants to determine target segments and increase mailing efficiency. Monitors performance of circulation strategies and makes appropriate recommendations. Creates, prepares and presents circulation analysis and reports as required. Must be self-directed and detail oriented. Excellent communication and project management skills.	Bachelor Degree or equivalent experience	4+ years	6+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1457</u>	<u>Circulation Manager/Director A – First Level</u> Delivers and executes marketing and circulation plans that increase revenue and profitability. Analyzes circulation data and customer trends to determine strategies needed to improve circulation and increase business. Manages vendors and catalog customer relationships. Provides complete financial responsibility for campaigns; prepares marketing budgets for house file and prospect circulation, new business development, list management and merge/purge processing. Tracks spending vs. budget and results vs. target. Provides pre and post analysis of all direct campaigns. Knowledge of statistical modeling for circulation and direct mail. Advanced statistical skills. Excellent communication skills.	Master Degree or equivalent experience	7+ years	10+ years
<u>1487</u>	<u>Catalog/Direct Mail Marketing Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Directs a team that is responsible for selling consumer products through a company's catalog or direct mail channels. Ensures that the company's catalog and direct mail materials merchandise the right products and the right price to maximize sales revenue. Accountable to meet unit and/or revenue sales objectives. Coordinates closely with call center operations to ensure customer satisfaction.	Bachelor Degree or Master Degree or equivalent experience	7+ years	12+ years
<u>1488</u>	<u>Catalog/Direct Mail Marketing Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Plans and directs an organization that is responsible for selling consumer products through company catalog or direct mail channel. Develops strategies to ensure that company catalog and direct mail materials merchandise the right products at the right price to maximize sales revenue. Accountable to meet unit and/or revenue sales objectives for the company's catalog or direct mail channel. Coordinates closely with call center operations to ensure customer satisfaction.	Bachelor Degree or Master Degree or equivalent experience	10+ years	15+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PACKAGE DESIGN/ENGINEERING

JOB FAMILY: PACKAGING DESIGNER

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Involved in the creative process of designing the aesthetics, customer appeal and visual “look & feel” for company products. Confers with representatives of engineering, marketing, management, and other teams to determine unique packaging requirements. Prepares visual design concepts for containers and packaging for specific products, considering factors such as convenience in handling, functionality, storage, labeling requirements, distinctiveness, and ease of identification by consumer, product safety, and simplicity while minimizing production costs. May fabricate 3–D models in paper, wood, glass, plastic, or metal, depending on material to be used in package. Makes changes or modifications as required.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff)				
<u>1500</u>	<u>Packaging Designer – Entry</u> Assists in the creation and development of product packaging and the package design process. Follows directions in the preparation of packaging designs and mock-ups. Coordinates with marketing, merchandising and manufacturing to identify current packaging trends. Reviews packaging functionality and materials for cost optimization goals. Entry/Elementary skills with a variety of graphic design software to enhance creative presentation.	Associate Degree or Bachelor Degree or equivalent experience	<1 year	<2 years
<u>1501</u>	<u>Packaging Designer – Intermediate</u> Prepares packaging designs for existing or new products to reflect current market trends. Develops appropriate designs to maximize long term quality and shelf life of product while minimizing cost. May conduct analytical materials testing and interpret data findings. May create new and innovative cutter guides and 3–D mock-ups as needed. Combines artistic talent with research on product use, marketing, and materials to create the most functional and appealing packaging design. Generates innovative packaging ideas to enhance visual appeal. Possesses demonstrated skills in a variety of graphic design software to enhance creative presentation.	Bachelor Degree or Master Degree or equivalent experience	2+ year	2–4 years
<u>1502</u>	<u>Packaging Designer – Career</u> Prepares new packaging design concepts for a variety of packing requirements. Reviews package designs for functionality and adherence to company as well as external standards. Determines packaging material specifications to maintain product integrity, while maximizing storage, shipping and cost considerations. Identifies and monitors cost reduction in the analyses of packaging materials, configuration, size, shipping container requirements and optimization of shipping costs. Maintains and develops successful working relationships with engineering, purchasing, marketing and merchandising teams. Works closely with these teams to improve the company product packaging to meet customer expectations and drive sales. Builds strong working relationships with agencies/freelancers and suppliers to improve the standard of packaging designs supplied. Reviews designs to ensure packaging is compatible with product style guides, brand foundations, creative positioning, product presentation and brand “look & feel.” Requires expert level knowledge in packaging design concepts, practices, standards and procedures. Excellent skills in a wide variety of graphic design software.	Bachelor Degree or Master Degree or equivalent experience	5+ year	6+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PACKAGE DESIGN/ENGINEERING

JOB FAMILY: PACKAGING DESIGNER (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1503</u>	<p>Packaging Designer – Senior/Expert Requires advanced knowledge of company products, customer base, industry trends, marketing strategies and company objectives. Responsible for coordinating original, innovative and creative packaging design projects from start to finish. Translates brand strategies and consumer insights into effective visual solutions. Provides design direction for many projects simultaneously. Demonstrates advanced understanding of brand foundations, creative positioning, product presentation and brand “look & feel.” Collaborates with product management, product development, marketing, engineering, manufacturing on projects from concept through production. May develop outside package design resources. Superior skills in the application of advanced graphic design software. May provide technical & functional guidance to lower level staff.</p>	Bachelor Degree or Master Degree or equivalent experience	7+ year	9+ years
<u>1504</u>	<p>Packaging Designer – Consultant <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> Actively involved in conducting and developing long-term planning initiatives for complex, strategic and major marketing efforts. Responsible for developing company packaging design concepts, standards and guidelines for implementation by lower level staff. Requires expert knowledge and ability to integrate critical information from many diverse sources and areas. Demonstrates extensive theoretical, practical and industry knowledge. Applies and/or develops highly and advanced design practices, principles and concepts. Recognized by internal and external associates for high-level expertise. May coordinate use of outside package design resources. Work involves a broad latitude for decision-making and review of actions through goal attainment. Strong presentation and project management skills. May review and evaluate design software applications for utilization and implementation in the packaging design process. May have functional management responsibilities. May provide technical & functional guidance to lower level staff.</p>	Bachelor Degree or Master Degree or equivalent experience	10+ year	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PACKAGE DESIGN/ENGINEERING

JOB FAMILY: PACKAGING ENGINEER

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Performs activities concerned with design and development of product packaging and protective packaging containers. Implements packaging design requirements into manufacturing/production process. Reviews packaging designs for manufacturability, cost, durability and similar factors. Analyzes engineering drawings and specifications of product to determine physical characteristics of item, special-handling and safety requirements, and type of materials required for container. Confers with representatives of product development, manufacturing, creative, marketing, management, and other teams to determine and resolve unique packaging requirements. Troubleshoots production issues and recommends changes as appropriate.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff)				
<u>1510</u>	<u>Packaging Engineer – Entry</u> Provides basic support for solving routine packaging applications. Executes standard activities concerned with packaging process as directed. Reviews packaging safety issues and prepares remedial recommendations. Tests, analyzes, and selects materials for packaging based on durability and cost effectiveness. May prepare recommendations on efficient packing procedures, innovations in packaging materials, and utilization of sealing and fastening devices. Requires basic knowledge of commercial packaging equipment. Understands basic engineering concepts of packaging operations as well as the requirements to manufacture packaging components such as folding cartons, corrugated shippers, thermoformed trays, injection/blow molding etc. including flexible packaging, films, chipboard and rigid plastic. Assignments are generally task-oriented with instructions and guidance readily available. Follows standard practices in resolution of routine problems.	Associate Degree or Bachelor Degree or equivalent experience	<1 year	<2 years
<u>1511</u>	<u>Packaging Engineer – Intermediate</u> Plans and executes standard activities concerned with packaging process. Applies standard engineering methods for the development of packaging system designs including: equipment layout drawings, determination of relative machine speeds, accumulation/buffer sizing, and conveyor speed selection, case handling systems, palletizing equipment, line automation and control functions. Ability to collaboratively analyze and evaluate packaging operations and work with operating teams to implement changes in systems, equipment, procedures to affect operational improvement. Consults with purchasing and production departments to determine costs and feasibility of producing proposed packaging. Tests, analyzes, and selects materials for packaging based on durability and cost effectiveness. Requires basic knowledge of commercial packaging equipment. Knowledge of various environmental and regulatory requirements as it relates to package design and testing. Requires working knowledge of manufacturing equipment/systems with a specific emphasis on packaging activities such as liquid and dry filling, labeling, sanitation and case packaging. Understands basic engineering concepts of packaging operations as well as the requirements to manufacture packaging components such as folding cartons, corrugated shippers, thermoformed trays, injection/blow molding etc. including flexible packaging, films, chipboard and rigid plastic. Work is assigned on a task or project basis, with review and guidance available for non-standard issues.	Bachelor Degree or Master Degree or equivalent experience	2+ years	2–4 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PACKAGE DESIGN/ENGINEERING

JOB FAMILY: PACKAGING ENGINEER (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1512</u>	<p>Packaging Engineer – Career</p> <p>Applies advanced engineering methods for the development of packaging system designs including: equipment layout drawings, determination of relative machine speeds, accumulation/buffer sizing, conveyor speed selection, case handling systems, palletizing equipment, line automation and control functions. Analyzes engineering drawings and specifications of product to determine physical characteristics of item, special-handling and safety requirements, and type of materials required for container. Ensures packaging plans are aligned with material flow and manufacturing engineering planning, while complying with ergonomic and safety requirements. Analyzes engineering drawings and specifications of product to determine physical characteristics of item, special-handling and safety requirements, and type of materials required for container. May develop/review process and cost analysis for returnable container programs. Maintains and updates packaging documentation including manuals for packaging and labeling. Provides die lines for film and label graphics – approves layout positioning and space requirements for code date, etc. Identifies/executes packaging cost savings projects. May serve as technical resource for development of co-packed products. Creates and revises packaging specifications, bill of materials, and pallet patterns to support manufacturing. Requires experienced level of knowledge of commercial packaging equipment and various environmental and regulatory requirements as it relates to package design and testing. Requires working knowledge of manufacturing equipment/systems with a specific emphasis on liquid and dry filling, labeling, sanitation and case packaging. Thoroughly understands the engineering concepts of package design as well as the requirements to manufacture packaging components such as folding cartons, corrugated shippers, thermoformed trays, injection/blow molding etc. Thorough knowledge of consumer packaging, bar code development and symbology such as UPC, EAN, HiBCC and the like. Demonstrates ability to collaboratively analyze and evaluate packaging operations and work with operating teams to implement changes in systems, equipment and procedures to affect operational improvement. Work is assigned and general instructions given for routine work: more detailed instruction is provided for new projects. Applies knowledge of company policies and standard practices to resolve problems. Analyzes issues and uses judgment to make decisions. Escalates non-standard problems or issues.</p>	Bachelor Degree or Master Degree or equivalent experience	5+ years	6+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PACKAGE DESIGN/ENGINEERING

JOB FAMILY: PACKAGING ENGINEER (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>1513</u>	<p>Packaging Engineer – Senior/Expert Performs advanced quantitative and qualitative analysis to support continuous improvement programs in the manufacturing processes through the redesign of packaging components. Reviews new mold development related to packaging components such as bottles, closures, and dispensing devices. Benchmarks packaging components and packaging processes to identify cost savings and efficiency improvements. May monitor testing of packaging components with third party facilities. Requires advanced knowledge of commercial packaging equipment. Knowledge of a wide variety of environmental and regulatory requirements as it relates to package design and testing. Requires expert knowledge of manufacturing equipment/systems with a specific emphasis on liquid and dry filling, labeling, sanitation and case packaging. Thoroughly understands the engineering concepts of package design as well as the requirements to manufacture packaging components such as folding cartons, corrugated shippers, thermoformed trays, injection/blow molding etc. Thorough knowledge of consumer packaging, bar code development and symbology such as UPC, EAN, HiBCC and the like. Demonstrates ability to collaboratively analyze and evaluate packaging operations and work with operating teams to implement changes in systems, equipment and procedures to affect operational improvement. Work is project oriented with latitude to define tasks required. Understands company goals and practices and applies them in resolution on a variety of problems. Receives very general guidance on new work. Applies judgment, creativity and sound technical knowledge to obtain and recommend solutions. May provide technical & functional guidance to lower level staff.</p>	Bachelor Degree or Master Degree or equivalent experience	7+ years	9+ years
<u>1514</u>	<p>Packaging Engineer – Consultant <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> Actively involved in conducting and developing long-term planning initiatives for complex, strategic and major marketing efforts. Design and develop packaging for both new and existing products to support launches. Provides imaginative and practicable solutions to a wide range of packaging issues. Manage and report cost saving initiatives for packaging related projects. Responsible for developing advanced packaging concepts, standards and guidelines for implementation by lower level staff. Requires expert knowledge and ability to integrate critical information from many diverse sources and areas. Demonstrates extensive theoretical, practical and industry knowledge. Applies and/or develops highly and advanced design practices, principles and concepts. Recognized by internal and external associates for high-level expertise. May coordinate use of outside package design resources. Work involves a broad latitude for decision-making and review of actions where success is measured by broad goal attainment. Strong presentation and project management skills. May have functional management responsibilities. May provide technical & functional guidance to lower level staff.</p>	Bachelor Degree or Master Degree or equivalent experience	10+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PACKAGE DESIGN/ENGINEERING

JOB FAMILY: PACKAGE DESIGN/ENGINEERING MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Provides management leadership for package design and/or packaging engineering functions. Coordinates the introduction of newly designed/engineered packaging into the production process. Interfaces with product development, marketing and manufacturing functions. Ensures that package design/engineering responsibilities are completed on-time and within budget. Develops policies and procedures regarding package design/engineering practices and standards and monitors performance and adherence to them. Responsible for managing all levels of staff involved in all aspects of original, innovative and creative package design/engineering solutions for new and revised company products.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1527</u>	<u>Package Design/Engineering Manager A</u> Supervises/manages a group of employees or outside contractors/vendors with similar technical or functional responsibilities. Requires operational knowledge of area of functional responsibility. Assigns, task, reviews works and writes appraisals. Ensures projects are on schedule and within budget. Receives assignments in the form of objectives with goals and processes defined.	Bachelor Degree or Master Degree or equivalent experience	1+ year	2+ years
<u>1528</u>	<u>Package Design/Engineering Manager B</u> Manages the activities of employees or outside contractors/vendors with similar technical or functional responsibilities. Responsible for implementing operational and strategic policies and directives. Interfaces with senior management to report on projects and program milestones and to present project needs. Has full budgetary responsibilities. Assignments are given in the form of objectives with no process defined. May or may not manger lower-level managers and/or supervisors.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>1529</u>	<u>Package Design/Engineering Director</u> Directs the activities of groups that are in multiple disciplines. Requires complete functional knowledge and awareness of company goals and objectives. Develops functional processes for area managed. Requires the ability to influence others to achieve results. Manages through subordinate supervisors and/or managers.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: EXTERNAL ADVERTISING AGENCY

JOB FAMILY: ACCOUNT SERVICES

The ACCOUNT SERVICES job family exists in an outside/external agency environment. Report outside/external agency employees to Organizational Code "4" In Column S.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>1700</u>	<u>Account Executive – Entry</u> Handles standard account contact and maintenance activities where account relationships are well established and stable. Support account activities of senior staff. Incumbents at this level are learning and acquiring account relationship skills and capabilities. May include internal transition to the sales function and from other areas.	Bachelor Degree or equivalent experience	< 1 year	< 1 year
<u>1701</u>	<u>Account Executive – Intermediate</u> Provides day-to-day coordination and liaison with clients and support with the timely and responsive completion of ad campaigns and projects. Executes tasks associated with projects. Supports clients in developing advertising strategy involving product launch, print, voice, video, direct mail, catalog, internet and other advertising channels. Responsible for supporting of maintaining existing business and development of new business.	Bachelor Degree or equivalent experience	< 2 years	< 2 years
<u>1702</u>	<u>Account Executive – Career</u> Provides day-to-day coordination and liaison with clients to ensure timely and responsive completion of ad campaigns and projects. Acts as contact and resource between the agency and the client. Reviews and monitors progress to meet delivery expectations. Supports clients in developing advertising strategy involving product launch, print, voice, video, direct mail, catalog, internet and other advertising channels. Responsible for maintaining existing business and development of new business.	Bachelor Degree or equivalent experience	3+ years	5+ years
<u>1703</u>	<u>Account Executive – Senior/Expert</u> Plans, coordinates, directs and implements major advertising programs, promotions, campaigns and projects. May assist Account Sales efforts by providing technical support to the Sales Force as needed. Participates and actively contributes to needs assessment, goal determination, strategic and tactical concept development. Develops media recommendations involving media identification and selection, timing and placement. Evaluates budgetary considerations. Ensures the timely implementation of campaign strategies; reviewing, adjusting and redirecting activities and resources as needed. May provide work leadership/supervision to Account Executives.	Bachelor Degree or equivalent experience	5+ years	8+ years
<u>1704</u>	<u>Account Executive – Consultant</u> Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities. Manages complex client relationships. Responsible for the development and delivery of presentations and pitches to existing and potential clients. May serve as the primary contact between agency and clients for resolving issues related support to services, schedule, timing, budget, conceptual approaches and the like. Plans, coordinates, directs and implements major advertising programs, promotions, campaigns and projects. May assist Account Sales efforts by providing technical support to the Sales Force as needed. Participates and actively contributes to needs assessment, goal determination, strategic and tactical concept development. Develops media recommendations involving media identification and vendor selection, timing and placement. Evaluates budgetary considerations. Ensures the timely implementation of campaign strategies; reviewing, adjusting and redirecting activities and resources as needed. Demonstrates superior communication skills, involving advanced negotiation and liaison capabilities. Background often includes multi-industry exposure and experience.	Bachelor Degree or equivalent experience	9+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: EXTERNAL ADVERTISING AGENCY

JOB FAMILY: ACCOUNT SERVICES MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>1707</u>	<p>Account Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Manages comprehensive client relationships. Responsible for the development and delivery of presentations and pitches to existing and potential clients. Manages activities of Account Managers and Account Executives. Serves as the primary contact between agency and client for resolving complex issues related to support services, schedule, timing, budget, conceptual approaches and the like. Plans, coordinates, directs and implements major advertising programs, promotions, campaigns and projects. May assist Account Sales efforts by providing technical support to the Sales Force as needed. Participates and actively contributes to needs assessment, goal determination, strategic and tactical concept development. Develops media recommendations involving media identification and vendor selection, timing and placement. Evaluates budgetary considerations. Ensures the timely implementation of campaign strategies; reviewing, adjusting and redirecting activities and resources as needed. Demonstrates superior communication skills, involving advanced negotiation and liaison capabilities. Background often includes multi-industry exposure and experience.</p>	Bachelor Degree or equivalent experience	9+ years	12+ years
<u>1708</u>	<p>Account Manager/Director B – Second Level <i>Second Level Full Management Responsibilities.</i> Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing/Sales Executive (9XXX level job). Manages strategic client relationships at all levels. Responsible for the development and delivery of presentations and pitches to existing and potential clients. Manages activities of Account Managers and Account Executives. Serves as the primary contact between agency and clients for resolving complex issues related to support, services, schedule, timing, budget, conceptual approaches and the like. Plans, coordinates, directs and implements major advertising programs, promotions, campaigns and projects. May assist Account Sales efforts by providing technical support to the Sales Force as needed. Participates and actively contributes to needs assessment, goal determination, strategic and tactical concept development. Develops media recommendations involving media identification and vendor selection, timing and placement. Evaluates budgetary considerations. Ensures the timely implementation of campaign strategies; reviewing, adjusting and redirecting activities and resources as needed. Demonstrates superior communication skills, involving advanced negotiation and liaison capabilities. Background often includes multi-industry exposure and experience.</p>	Bachelor Degree or equivalent experience	12+ years	15+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: PUBLIC RELATIONS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: (Normally involved in a single function or specialty, or a combination of defined functions/specialties.)

Develops, coordinates, implements and/or administers public relations, community affairs and public outreach programs, directed primarily toward the news/communications media and secondarily to industry, stockholders and/or employees. Develops, implements and administers policies responsive to organizational strategies and objectives. Reviews material intended for public release to ensure that it represents the best interests of the company, customer base, stockholders and employees and is consistent with established company public relations objectives and policies. Plans, prepares and disseminates information, press releases and public presentations. Individuals act as internal experts, consultants and program/project managers and represent the organization to external groups, trade associations, agencies, customers, stockholders and vendors. May coordinate corporate sponsorship, promotional events (e.g. corporate branded/sponsored sports events) and contribution programs.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>2000</u>	<u>Public Relations Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained on the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks to be performed by the position. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents.	Bachelor Degree or equivalent experience	< 1 year	< 3 years
<u>2001</u>	<u>Public Relations Specialist – Intermediate</u> Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Participates in planning and scheduling to establish deadlines and ensure the timely completion of several independent tasks and short-term projects. May organize and schedule group tasks. Multiple tasks/projects are assigned and reviewed generally only upon completion.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	5+ years
<u>2002</u>	<u>Public Relations Specialist – Career</u> Requires advanced knowledge of the principles and practices within public relations field or recognized body of formal knowledge. This includes knowledge required for complex problems, new project and system development, strategic analysis, etc. Plans for the effective development and implementation of longer-term projects. Requires work prioritization, forecasting, scheduling and coordinating resources within assigned projects. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	7+ years
<u>2003</u>	<u>Public Relations Specialist – Senior/Expert</u> Requires advanced knowledge of public relations field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Projects or forecasts future internal or external needs and their impact on strategic planning objectives and strategies for the organization. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	9+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: PUBLIC RELATIONS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>2004</u>	<p><u>Public Relations Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Requires expert knowledge in several professional or industry fields 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 of an external and internal nature. Conducts long-term planning to determine the future direction of the function. Forecasts business opportunities and internal responses to ensure continued growth and success of the function. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. Work involves a broad latitude for decision-making and review of actions through goal attainment.</p>	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	12+ years
<u>2017</u>	<p><u>Press Release Manager</u> Requires advanced knowledge of public relations field, with detailed experience in press relations and liaison. Provides research, preparation, editing of materials for external and internal dissemination including press releases, internal communications, internet communications content, and similar channels of communications. Develops and maintains external press contacts to ensure placement of press releases and public information on company activities.</p>	Bachelor Degree or Master Degree or equivalent experience	6+ years 5+ years	10+ years

MARKETING
COMPENSATION SURVEY
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FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: GOVERNMENT RELATIONS

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>2041</u>	<u>Government Relations Representative – Intermediate</u> Helps to monitor and analyze legislation. Provides support to lobbyists and upper management on a variety of Governmental Relations issues. Works with Legal in developing language in order to strengthen legislation initiatives.	Bachelor Degree or equivalent experience	1+ years	2+ years
<u>2042</u>	<u>Government Relations Representative – Career</u> Monitors and analyzes both pending and existing legislation. Supports lobbyists on a variety of issues. Works with Legal in developing language in order to strengthen legislation initiatives. Helps to create legislation initiatives. Minimum education: Bachelor	Bachelor Degree or equivalent experience	2+ years	3+ years
<u>2043</u>	<u>Government Relations Representative – Senior/Expert</u> Manages the company's relationship with government officials at the local, state and/or federal level. Coordinates with company management/executives and other industry/community interests to analyze the impact of pending/existing legislation. Assists in the development of strategies to promote industry viewpoints. Researches and analyzes legislation and regulatory proposals, attends hearings and provides industry information/data to legislators. Establishes and maintains close relationships with members of government and regulators to favorably influence decisions that could impact company performance. Prepares and file required reports on lobbying activities. Advises senior management on pending legislation & regulations. Requires registration at the federal level in accord with the federal Lobbying Disclosure Act of 1995	Bachelor Degree or Master Degree or equivalent experience	6+ years 5+ years	10+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>2047</u>	<u>Government Relations Manager/Director A – First Level</u> <i>First Level Full Management Responsibilities.</i> Normally directs and manages all lower level individual contributor positions. Responsible for managing, identifying, and analyzing current and emerging issues related to political and business environments that can impact the business line. Requires knowledge and understanding of business line in order to provide strategic counsel to internal and external business partners. Supports the second level manager/director in developing content for testimony, briefings, and press releases. Uses tools to inform partners on public policy issues	Bachelor Degree or Master Degree or equivalent experience	7+ years	9+ years
<u>2048</u>	<u>Government Relations Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities.</i> Normally directs and manages thru First Level (A) management positions. Creates annual legislative and public policy priorities for the entire team. Responsible for management of other team members. Requires extensive knowledge and understanding of business in order to offer guidance to business partners. Develops plans and execute public policy issues with regard to priority level. Creates coordination and communication among senior executive levels.	Bachelor Degree or Master Degree or equivalent experience	10+ years	12+ years

M A R K E T I N G
 C O M P E N S A T I O N S U R V E Y
 2 0 1 9



FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: COMMUNITY AFFAIRS

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>2060</u>	<u>Community Affairs/Contributions Specialist – Entry</u> Handles standard corporate giving programs/sponsorship and non-profit organization activities and operations. Support account activities of senior staff. Incumbents at this level are learning and acquiring corporate giving programs/sponsorship and non-profit organization skills and capabilities.	Bachelor Degree or equivalent experience	<1 year	<3 years
<u>2061</u>	<u>Community Affairs/Contributions Specialist – Intermediate</u> Provides day-to-day coordination and liaison with corporate giving programs/sponsorship and non-profit organization activities and operations and support. Executes tasks associated with all activities. Responsible for supporting and maintaining existing corporate giving programs/sponsorship and non-profit organization activities and development of new programs/sponsorship.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	5+ years
<u>2062</u>	<u>Community Affairs/Contributions Specialist – Career</u> Provides day-to-day coordination and liaison with corporate giving programs/sponsorship and non-profit organization activities. Reviews and monitors progress to meet all activities and expectations. Responsible for supporting and maintaining existing corporate giving programs/sponsorship and non-profit organization activities and development of new programs/sponsorship.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	7+ years
<u>2063</u>	<u>Community Affairs/Contributions Specialist – Senior/Expert</u> Plans, coordinates, directs and implements corporate giving programs/sponsorship and non-profit organization activities. Participates and actively contributes to needs assessment, goal determination, strategic and tactical concept development. Evaluates budgetary considerations. Ensures the timely implementation of giving programs/sponsorship and non-profit organization activities and strategies. Reviews, adjusts and redirects activities and resources as needed. May provide work leadership/supervision to Community Affairs/Contributions Specialists.	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	9+ years
<u>2064</u>	<u>Community Affairs/Contributions Specialist – Consultant</u> Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities. Manages complex corporate giving programs/sponsorship and non-profit organization activities. Participates and actively contributes to needs assessment, goal determination, strategic and tactical concept development. Evaluates budgetary considerations. Ensures the timely implementation of giving programs/sponsorship and non-profit organization activities and strategies. Reviews, adjusts and redirects activities and resources as needed. Demonstrates superior communication skills, involving advanced negotiation and liaison capabilities. Background often includes multi-industry exposure and experience.	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	10+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: COMMUNITY AFFAIRS

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>2065</u>	<u>Ethnic Marketing Manager/Director</u> Evaluates company practices to maximize impact on defined ethnic markets. Recommends appropriate approaches to capture sales in ethnic markets. Requires knowledge within the ethnic marketing field to integrate critical information from many diverse areas. Requires extensive practical and industry knowledge. Creates, maintains, and manages ethnic marketing knowledge with regards to products and overall designs. May have country or international responsibility. Understands the importance of and utilizes interpersonal skills.	Bachelor Degree or equivalent experience	7+ years	9+ years
<u>2067</u>	<u>Community Affairs/Contributions Manager/Director A – First Level</u> <i>First level Full Management Responsibility.</i> Advanced knowledge of corporate giving programs/sponsorship and non-profit organization activities and operations. Establishes and maintains relationships with community development and non-profit organizations. Administers corporate contributions and grants programs. Reviews donation and grant programs for adherence to corporate giving standards and guidelines. Analyses and evaluates contribution/grant request for alignment with corporate goals and prepares recommendations. Represents the corporation to non-profit organizations and programs.	Bachelor Degree or equivalent experience	3+ years	5+ years
<u>2068</u>	<u>Community Affairs/Contributions Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Extensive knowledge of corporate giving programs/sponsorship and non-profit organization activities and operations. Develops and implements corporate contributions programs. Establishes qualifying standards and guidelines for potential recipients of company donations and grants. Reviews and approves recommendations for corporate contributions/grants. Develops corporate relationship with community and non-profit organizations involved in medical research, community development, education, artistic and cultural affairs and the like.	Bachelor Degree or equivalent experience	5+ years	8+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: INVESTOR RELATIONS

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>2071</u>	<u>Investor Relations Analyst – Intermediate</u> Assists in performing routine research and analysis of financial information. Helps to develop and review data, and prepare reports. Provides support for event planning involving contact with internal and external financial/investment resources. Prepares financial presentations for senior management and external investment analysts. Researches financial information for speeches, publications, projects. Provides financial information to Investor Relations Management for preparation of reports and presentations. Prepares meeting and presentation materials for Annual Meeting, Investor Meetings, Investment events, Analyst presentations, etc. Prepares reports, biographical data, financial data and the like. Fields calls from investors, shareholders and others who inquire about the company's securities. Answers calls or redirects calls, as appropriate. Schedules and coordinates investor relations activities which may include analyst/investor meetings, meetings with institutional investors, analyst/investor site visits, conference calls, and marketing and investor conferences. Handles event planning; requires thorough knowledge of event purpose, audience, goals, business practices and procedures in order to successfully perform function. Participates in planning and scheduling to establish deadlines and ensure the timely completion of independent tasks.	Bachelor Degree or equivalent experience	2+ years	3+ years
<u>2072</u>	<u>Investor Relations Analyst – Career</u> Performs research and analysis of financial information. Develops and reviews data, and prepares reports. Provides support for event planning involving significant contact with internal and external financial/investment arena. Prepares financial presentations for senior management and the external investment analysts. Researches financial information for speeches, publications, projects. Provides financial information to Investor Relations Management for preparation of reports and presentations. Prepares meeting and presentation materials for Annual Meeting, Investor Meetings, Investment events, Analyst presentations, etc. Prepares reports, biographical data, financial data and the like. Fields calls from investors, shareholders and others who inquire about the company's securities. Answers calls or direct calls, as appropriate. Schedules and coordinates investor relations activities which may include analyst/investor meetings, meetings with institutional investors, analyst/investor site visits, conference calls, and marketing and investor conferences. Handles event planning; requires thorough knowledge of event purpose, audience, goals, business practices and procedures in order to successfully perform function. Participates in planning and scheduling to establish deadlines and ensure the timely completion of independent tasks.	Bachelor Degree or equivalent experience	3+ years	5+ years

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COMPENSATION SURVEY

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FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: INVESTOR RELATIONS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>2073</u>	<p>Investor Relations Analyst – Senior/Expert Performs advanced research and analysis of financial information. Develops and reviews data, and prepares reports. Provides support for investor event planning involving significant contact with internal and external financial/investment arena. Prepares complex financial presentations for senior management and the external investment analysts. Researches sensitive financial information for speeches, publications, projects. Provides extensive financial information to Investor Relations Management for preparation of reports and presentations. Prepares meeting and presentation materials for Annual Meeting, Investor Meetings, Investment events, Analyst presentations, etc. Prepares reports, biographical data, financial data and the like. Fields calls from investors, shareholders and others who inquire about the company's securities. Answers calls or direct calls, as appropriate. Schedules and coordinates investor relations activities which may include analyst/investor meetings, meetings with institutional investors, analyst/investor site visits, conference calls, and marketing and investor conferences. Handles event planning; requires thorough knowledge of event purpose, audience, goals, business practices and procedures in order to successfully perform function. Plans and schedules to establish deadlines and ensure the timely completion of independent tasks.</p>	Bachelor Degree or equivalent experience	6+ years	10–12 years
<u>2074</u>	<p>Investor Relations Analyst – Consultant Performs advanced research and analysis of financial information. Develops and reviews data, and prepares reports. Provides investor event planning involving significant contact with internal and external financial/investment arena. Prepares complex financial presentations for senior management and the external investment analysts. Researches sensitive financial information for speeches, publications, projects. Provides extensive financial information to Investor Relations Management for preparation of reports and presentations. Presents meeting and presentation materials for Annual Meeting, Investor Meetings, Investment events, Analyst presentations, etc. Prepares reports, biographical data, financial data and the like. Fields calls from investors, shareholders and others who inquire about the company's securities. Answers calls or direct calls, as appropriate. Conducts investor relations activities which include analyst/investor meetings, meetings with institutional investors, analyst/investor site visits, conference calls, and marketing and investor conferences. Directs event planning; requires thorough knowledge of event purpose, audience, goals, business practices and procedures in order to successfully perform function. Plans and schedules to establish deadlines and ensure the timely completion of independent tasks.</p>	Bachelor Degree or equivalent experience	8+ years	15+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILY: INVESTOR RELATIONS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>2077</u>	<u>Investor Relations Manager/Director A – First Level</u> Manages investor relations program Has direct contact with the investment community, including responses to shareholder correspondence, questions and concerns. Ensures the appropriate financial information is accurate and timely for both internal and external use. Provides on-going analysis of company performance. Manages the process and supports the development of the financial press releases and scripts relating to monthly sales releases and quarterly earnings releases. Coordinates details surrounding the release process and ensures financial accuracy of all releases. Plans investor relations events, including company sponsored conferences and road shows, sell-side conferences and manages floor activities during these events. Knowledgeable and familiar with disclosure policies and procedures as set forth by the SEC. Reviews new and modified regulations, as well as those developed internally. Supports the development of financial presentation materials for the investment community, including key corporate and investment messages, appropriate slide and graphics materials, annual reports, proxies and 10Q/1K. Responsible for ad hoc analysis on company performance and company versus peer/competitor performance for top executive management. Acts as key liaison to financial planning and financial reporting functions within the company. Communicates directly with the investment community, including prospective institutional, fixed income and individual shareholders. Coordinates and manages the annual report process from development to print and distribution. Responsible for planning the annual shareholder meeting including the logistics of the event as well as updating and reviewing presentations, materials and scripts. Manages the Investor relations infrastructure, including maintenance of investor database and other key database and tracking/analysis tools. Maintains the Investor Relations web-site, to insure that it is current with all releases and company updates. Prepares and tracks investor relations budget/forecast on an ongoing basis. Monitor stock trading activity and institutional shareholders on financial databases. Maintains direct and ongoing contact with members of the Senior Management Team. Supports top executive management in the development of relationships and communication with the financial and business press and media.	Bachelor Degree or equivalent experience	6 years	8+ years

MARKETING

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FUNCTION: PUBLIC RELATIONS/COMMUNITY AFFAIRS

JOB FAMILIES: INVESTOR RELATIONS (continued) / PUBLIC RELATIONS MANAGEMENT

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>2078</u>	Investor Relations Manager/Director B – Second Level Responsible for planning, developing, directing and controlling Investor and media relations programs that effectively communicate key messages regarding financial performance and business strategies to the investment community, shareholders and the business/financial press and media community, including the creation of documents for conference calls, meetings, and other communications. Researches, writes, edits and proofread text for communications including press releases (earnings, financings, M&A, etc.), earnings conference call scripts, and other investment community and shareholder communications. Assists with the preparation of executive presentations for conference calls, investment conferences and road shows by providing for the creation of presentation materials and venues. Arranges quarterly conference calls and webcasts, which include coordination with vendors, preparation of materials and coordination of analyst queues during calls. Assists with the developing and implementing proactive investor relations outreach programs targeted to existing and potential new investors. Responds to individual shareholder inquiries and participates as needed in responding to other analyst and investor and press inquiries. Coordinates shareholder record keeping functions and shareholder solicitation and communication issues. Assists in the planning and coordination of investor calls, meetings and conferences between executive management and members of the investment community. Maintains the investor relations database system including updating with investor meetings, external mailing lists and quarterly reporting. Serves as primary contact for vendors. Responsible for tracing billings to budget and ensuring contractual terms and conditions are met. Prepares and tracks budget. Controls the dissemination of sensitive and confidential financial information and the appropriate disclosure practices of the company. Must have strong interpersonal skills. Involves extensive interaction with all functional areas and all levels of management. Must have a strong financial knowledge and think analytically.	Bachelor Degree or equivalent experience	8+ years	10+ years
<u>2101</u>	Public Relations Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Requires expert knowledge within the public relations field and the ability to integrate critical information from many diverse areas. Requires extensive practical and industry knowledge. Applies and/or develops advanced concepts. Provides input to senior managers in developing and establishing organization policies. Provides general direction to and review of staff. Develops organizational policies and authorizes implementation of same. Work prioritization and decisions are important to the overall success of all aspects and phases of the organization. May have country or international responsibility. At times, is involved in the complexities of day-to-day operational problems. Ensures that overall budget schedules and performance standards are realistically set and attained. Work involves a broad latitude for decision-making and review of actions through goal attainment. May report to 2nd level of public relations management or Senior Marketing Executive.	Bachelor Degree or Master Degree or equivalent experience	8+ years 7+ years	10+ years
<u>2102</u>	Public Relations Manager/Director B – Second Level <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of public relations activities concerned with developing and analyzing diverse areas such as public relations requirements, defining and implementing public relations policies, practices and programs, etc. Plans, directs and controls the activities of a staff to maximize the public relations efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs. Typically reports to a Senior Marketing Executive.	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

M A R K E T I N G
COMPENSATION SURVEY
 2 0 1 9



FUNCTION: SOCIAL NETWORKING/INTERACTIVE MARKETING

JOB FAMILY: SOCIAL NETWORKING MEDIA

FUNCTIONAL DUTIES AND RESPONSIBILITIES: (Normally involved in a combination of the defined functions/specialties.)

Plans, creates and/or produces content on social networking websites, interactive marketing and related media. Engages in creative, marketing, and monetization efforts involving the use of social networking. Develops and enhances the design of social networking media features and campaigns that attract and sustain interest, and present a prominent, positive and compelling brand identity. Experiments with new and alternative approaches to leveraging social networking media and interactive marketing opportunities. Provides guidance and advice to cross-functional teams seeking ways to integrate social networking media with their programs.

May actively participate in a variety of Social Media sites and sources such as YouTube, Facebook, LinkedIn, Digg, Reddit, Flickr, Forums, Twitter, Wikis, message boards, blogs, and other Social Media on behalf of the company. Proactively responds to current/potential customers by answering questions and resolving issues. Participates in conversations that surround company content, products and brand to promote and maintain company reputation. May monitor and mediate discussions to correct misinformation or erroneous perceptions. Conducts research on customer issues. Creates written/video content for feeds and snippets on Social Media sites. Identifies and engages customer advocates to build and maintain lasting relationships with them. Solicits and analyzes feedback and presents recommendations to management.

NOTE: Incumbents may use Digital Analytics information to develop creative business objectives in response to market feedback and user activity trends. This job family is NOT intended to represent those whose major job duties are comprised of Digital Analytics tasks. SEE Job Series 355X for those who are dedicated to Digital Analytics responsibilities.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>2200</u>	<u>Social Networking Media Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained on the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks to be performed by the position. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>2201</u>	<u>Social Networking Media Specialist – Intermediate</u> Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Participates in planning and scheduling to establish deadlines and ensure the timely completion of several independent tasks and short-term projects. May organize and schedule group tasks. Multiple tasks/projects are assigned and reviewed generally only upon completion.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	4+ years
<u>2202</u>	<u>Social Networking Media Specialist – Career</u> Requires advanced knowledge of the principles and practices within marketing communications field or recognized body of formal knowledge. This includes knowledge required for complex problems, new project and system development, financial analysis, etc. Plans for the effective development and implementation of longer-term projects. Requires work prioritization, forecasting, scheduling and coordinating resources within assigned projects. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	6+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: SOCIAL NETWORKING/INTERACTIVE MARKETING

JOB FAMILY: SOCIAL NETWORKING MEDIA (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>2203</u>	<p><u>Social Networking Media Specialist – Senior/Expert</u> Requires advanced knowledge of marketing communications professional field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Projects or forecasts future internal or external needs. Evaluates impact on strategic marketing communication planning objectives and strategies. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.</p>	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	8+ years
<u>2204</u>	<p><u>Social Networking Media Specialist – Consultant</u> Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities. Requires expert knowledge in several professional or industry fields 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. Conducts long-term planning of complex, strategic and major marketing communication programs. Forecast marketing communication needs. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. Work involves a broad latitude for decision-making and review of actions through goal attainment.</p>	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	10+ years

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FUNCTION: SOCIAL NETWORKING/INTERACTIVE MARKETING

JOB FAMILY: SOCIAL NETWORKING MEDIA MANAGEMENT

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>2251</u>	<p>Social Networking Media Manager/Director A – First Level Requires expert knowledge within the social networking media field and the ability to integrate critical information from many diverse areas. Requires extensive practical and industry knowledge. Applies and/or develops advanced concepts. Provides input to senior managers and executives in developing and establishing social networking media policies. Develops organizational policies and authorizes implementation of same. Work prioritization and decisions are important to the overall success of all aspects and phases of the organization. May have country or international responsibility. At times, is involved in the complexities of day-to-day operational problems. Ensures that overall budget schedules and performance standards are realistically set and attained. Work involves a broad latitude for decision-making and review of actions through goal attainment. Monitors performance of outside vendors and free lance contractors. May report to 2nd level of social networking media management or Senior Marketing Executive. Provides general direction to and review of social networking media staff.</p>	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	9+ years
<u>2252</u>	<p>Social Networking Media Manager/Director B – Second Level <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of social networking media activities concerned with developing and analyzing diverse areas such as social networking media strategies, defining and implementing programs, etc. Plans, directs and controls the activities of a staff to maximize the social networking media efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs including identification and implementation of state-of-the-art real-time social media monitoring technology. Monitors performance and cost effectiveness of outside vendors and freelance contractors. Typically reports to a Senior Marketing Executive.</p>	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING & PROGRAMS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: (Normally involved in a single function or specialty, or a combination of the defined functions/specialties.)

Responsible for planning and implementation of marketing programs or projects that support organizational marketing objectives for volume, revenue, profit, customer acquisitions, retention and satisfaction. Identifies and develops new marketing program opportunities. Works individually or with a team to analyze economic considerations, develop marketing forecasts, estimate costs, prepare pricing studies, and manage program/project budgets. Includes segment marketing activities.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3000</u>	<u>Marketing Planning & Program Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained on the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks to be performed by the position. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>3001</u>	<u>Marketing Planning & Program Specialist – Intermediate</u> Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Participates in projects such as the development of marketing plans and forecasts, prepares pricing, competitive evaluations and short-term projects. May organize and schedule group tasks. Tasks may be more tactical than strategic in nature. Multiple tasks/projects are assigned and reviewed generally only upon completion.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	4+ years
<u>3002</u>	<u>Marketing Planning & Program Specialist – Career</u> Requires advanced knowledge of the principles and practices within a marketing field or recognized body of formal knowledge. This includes knowledge required for complex problems, new project and system development, strategic analysis, etc. Plans for the effective development and implementation of longer term marketing projects. Requires work prioritization, forecasting, scheduling and coordinating resources within assigned projects. Conducts decision support analysis tasks. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	7+ years
<u>3003</u>	<u>Marketing Planning & Program Specialist – Senior/Expert</u> Requires advanced knowledge of marketing field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Projects or forecasts future marketing needs. Evaluates impact on strategic marketing planning objectives and strategies. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	9+ years

MARKETING

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING & PROGRAMS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3004</u>	Marketing Planning & Program Specialist – Consultant <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Requires expert knowledge in several professional or industry fields and the ability to integrate critical information from many diverse areas. Requires extensive theoretical, practical and industry knowledge. Recognized by internal and external associates for high level expertise. Conducts long-term planning and large marketing studies to determine the future direction of the organization. Applies and/or develops highly advanced principles and concepts. Forecasts business opportunities and internal responses to ensure continued growth and success of the organization. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. Work involves a broad latitude for decision-making and review of actions through goal attainment.	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	12+ years
<u>3007</u>	Marketing Planning & Program Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Requires expert extensive practical and industry knowledge within a marketing field and the ability to integrate critical information form many diverse areas. Applies and/or develops advanced concepts. Provides input to senior managers in developing and establishing marketing policies. Provides general direction to and review of marketing program staff. Develops organizational policies and authorizes implementation of same. Work prioritization and decisions are important to the overall success of all aspects and phases of the organization. May have country or international responsibility. At times, is involved in the complexities of day-to-day operational problems. Ensures that overall budget schedules and performance standards are realistically set and attained. Work involves broad latitude for decision-making and review of actions through goal attainment. May report to 2nd level of marketing management or Senior Marketing Executive.	Bachelor Degree or Master Degree or equivalent experience	8+ years 7+ years	10+ years
<u>3008</u>	Marketing Planning & Program Manager/Director B – Second Level <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of marketing activities concerned with developing and analyzing marketing programs, defining and implementing, forecasting, pricing, marketing strategy, etc. Plan, directs and controls the activities of a staff to maximize the marketing program efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops and utilizes methods to track effectiveness of implemented programs.	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years
<u>3017</u>	Regional Marketing Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Responsible for direct management of the region marketing staff. Creates, designs, and implements changes in products and services through the use of advertisements and product campaigns. Utilizes knowledge of advertising to create and implement goals and objectives within the local market. Evaluate financial reports in order to analyze and review ROI and budget.	Bachelor Degree or equivalent experience	5+ year	10+ years
<u>3018</u>	Regional Marketing Manager/Director B – Second Level <i>Second Level Full Management Responsibility. Normally directs and manages through First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Directs the overall management of the regional marketing function through subordinate managers. This is the top-level manager in the function. Creates, designs, and implements changes in products and services through the use of advertisements and product campaigns. Utilizes knowledge of advertising to create and implement goals and objectives within the local market. Evaluate financial reports in order to analyze and review ROI and budget.	Bachelor Degree or equivalent experience	10+ year	15+ years

M A R K E T I N G
COMPENSATION SURVEY
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FUNCTION: **MARKETING PLANNING/BUSINESS DEVELOPMENT**

JOB FAMILY: **BUSINESS DEVELOPMENT**

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for the strategic development of new sales opportunities to both existing and new customers, through the creation of new modes of selling, new channels and new market development. These positions are supportive of Brand and Product Management and the regular sales force and are not necessarily on a sales incentive plan. May accompany the sales team on customer calls to gather market insight and support sales effort. Sets up sales opportunities for servicing by normal sales channels. The function has direct influence on achieving budget goals and future volume and profit growth of the business through the identification of new business opportunities, direct customer contact, relationship building and delivery of customer needs. Develops and implements strategic business plans for assigned accounts that will deliver maximum potential volume and profit.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3020</u>	<u>Business Development Specialist – Entry</u> Assists in executing marketing and/or sales development programs in support of business and/or product line goals. Develops and maintains customer business relationships in domestic and/or international markets. Identifies opportunities for business expansion.	Bachelor Degree or equivalent experience	1+ year	3+ years
<u>3021</u>	<u>Business Development Specialist – Intermediate</u> Plans and executes activities that directly support the implementation and optimization of efforts to grow sales/revenue/profit/market share in an assigned market or segment. Develops and maintains customer business relationships in domestic and/or international markets. Identifies and develops opportunities for business expansion. Develops marketing strategies and provides input into long range business plans.	Bachelor Degree or Master Degree or equivalent experience	3+ years	4+ years
<u>3022</u>	<u>Business Development Specialist – Career</u> Responsible for business development towards the attainment of segment-specific growth and financial objectives. Researches, identifies, selects best channels to improve effectiveness of coverage in marketplace and meet the unique needs of defined customer/business segments. Develops key business relationships in domestic and/or international markets. Has primary responsibility for identifying and developing opportunities for business expansion. Develops marketing strategies and proposes long range business plans.	Bachelor Degree or Master Degree or equivalent experience	5+ years	7+ years
<u>3023</u>	<u>Business Development Specialist – Senior/Expert</u> Plans and executes strategic activities and projects that directly support the implementation and optimization of efforts to grow segment-specific sales, revenue, profit, market share. May negotiate with and influence management on various sales channels to provide focus or additional training to meet market objectives. Assesses, evaluates, establishes and develops business opportunities with content and technological partners. Conducts market and technology research. Investigates, analyzes and develops distribution channel. Develops new and existing initiatives and partnerships.	Bachelor Degree or Master Degree or equivalent experience	7+ years	9+ years
<u>3024</u>	<u>Business Development Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> Establishes plans and executes strategic activities and projects that directly support the implementation and optimization of efforts to grow segment-specific sales, revenue, profit, market share. Negotiates with and influences management on various sales channels to provide focus or additional training to meet market objectives. Assesses, evaluates, establishes and develops business opportunities. Conducts market and technology research. Recommends and develops new initiatives and partnerships. Requires expert knowledge in several professional areas and demonstrates the ability to integrate critical information from many diverse areas. Requires extensive theoretical and practical knowledge. Recognized by internal and external associates for high level expertise. Demonstrates superior presentation skills. Represents the company point-of-view in high level presentations. Forecasts business opportunities growth and success of the organization. Work involves broad latitude for decision-making and review of actions through goal attainment. May have functional management responsibilities.	Bachelor Degree or Master Degree or equivalent experience	9+ years	10+ years

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILIES: BUSINESS DEVELOPMENT (continued) / LOYALTY AND REWARDS

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3027</u>	<u>Business Development Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Responsible for direct management of the Business Development staff. Organizes project and task work loads and selects individuals most qualified for assignments on specific projects. Manages business development processes and capture activities. Acts as primary liaison between Business Development and other functional groups to optimize supply of existing and new product offerings and resolves any escalated issues. Establishes partnerships, identifies needs/opportunities and manages programs to deliver incremental business. Demonstrates leadership skills in the form of meeting customer needs, challenging customer requests as appropriate, and influencing the decision of customers and internal contacts. Responsible for employment, training, motivation and discipline of assigned employees.	Bachelor Degree or equivalent experience	5+ years	10+ years
<u>3028</u>	<u>Business Development Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Directs the overall management of the Business Development function through subordinate managers. This is the top-level manager in the function, responsible for productivity, expense levels and asset management. Responsible for overall strategy development, implementation and management of multiple markets and business segments critical to company business objectives. Accountable for achieving specific business growth and financial objectives.	Bachelor Degree or Master Degree or equivalent experience	10+ years	15+ years
<u>3031</u>	<u>Loyalty and Rewards Program Specialist – Intermediate</u> Provides support in developing and conducting customer loyalty and reward initiative programs. Researches rewards and recognitions that help appeal to clientele. Follows business strategy for the management and administration of vendor and partner relationships. Uses metrics to measure program success. Follows program budgets based on management directives.	Bachelor Degree or equivalent experience	3+ years	4+ years
<u>3032</u>	<u>Loyalty and Rewards Program Specialist – Career</u> Investigates, develops, and administers customer loyalty and reward initiatives. Researches rewards and recognitions that appeal to clientele. Follows the strategy for the management and administration of vendor and partner relationships. Implements metrics in order to measure program success. Follows program budgets based on management directives.	Bachelor Degree or equivalent experience	6+ years	7+ years
<u>3033</u>	<u>Loyalty and Rewards Program Specialist – Senior/Expert</u> Investigates, develops, and administers customer loyalty and reward initiatives. Researches rewards and recognitions that appeal to clientele. Prepares analysis of rewards program data to determine effectiveness of program. Prepares recommendations to increase customer participation and enhance value to company and customers. Follows the strategy for the management and administration of vendor and partner relationships. Implements metrics in order to measure program success. Follows program budgets based on management directives.	Bachelor Degree or equivalent experience	8 years	<10 years

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING/BUSINESS DEVELOPMENT – MANAGEMENT

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3037</u>	<u>Loyalty and Rewards Program Manager/Director A – First Level</u> Manages customer loyalty and reward initiatives such as Frequent Traveler, Frequent Buyer and Customer Club activities and programs. Maximizes customer recognition, development, acquisition and retention by identifying offerings and promotional opportunities that appeal to the customer base. Defines and implements the strategy for the creation, management and administration of vendor and partner relationships. Reviews and optimizes fulfillment processes for member enrollment, member benefits, promotion fulfillment and program tracking and reporting. Establishes metrics to measure program success and develop realistic financial and operational targets. Analyzes existing customer transaction data for trends and insights, Develops and manages program budgets with P & L responsibility and delivery of marketing ROI.	Bachelor Degree or equivalent experience	8–12 years	10+ years
<u>3038</u>	<u>Loyalty and Rewards Program Manager/Director B – Second Level</u> Manages customer loyalty and reward initiatives such as Frequent Traveler, Frequent Buyer and Customer Club activities and programs. Maximizes customer recognition, development, acquisition and retention by identifying offerings and promotional opportunities that appeal to the customer base. Defines and implements the strategy for the creation, management and administration of vendor and partner relationships. Reviews and optimizes fulfillment processes for member enrollment, member benefits, promotion fulfillment and program tracking and reporting. Establishes metrics to measure program success and develop realistic financial and operational targets. Analyzes existing customer transaction data for trends and insights. Develops and manages program budgets with P&L responsibility and delivery of marketing ROI.	Bachelor Degree or Master Degree or equivalent experience	12–15 years	15+ years
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3050</u>	<u>Bids, Proposals and Contracts – Entry</u> Following established procedures, performs detailed assignments in support of preparation, acceptance, monitoring, and performance of standard or recurring contracts and sub-contracts between the company and customers/vendors. As assigned, gathers and compiles information for analysis prior to contract awards. Assists in the preparation of contract documents and content. May participate in pre-contract discussions and negotiations as assigned. Analyzes routine contract documents to determine contractual obligations. Monitors company performance on basic contractual obligations. Reviews incoming contracts and modifications for conformance to original proposals. Gathers information and assists in preparation of reports on contract compliance status, identifying deviations as required. Notifies company personnel regarding contract commitments, modifications and revisions. Reviews pertinent government procurement regulations and commercial contract practice trends and prepares summary. Participates in special studies, investigations or analyses as assigned and compiles required reports.	Bachelor Degree or equivalent experience	<1 year	<1 year

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING/BUSINESS DEVELOPMENT – MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3051</u>	<u>Bids, Proposals and Contracts – Intermediate</u> Following general instructions, with some discretion as to work details, administers and coordinates assigned activities involved in preparing, accepting, monitoring and performing standard contracts and sub-contracts between company and customers/vendors. Gathers a variety of pre-contract information for analysis prior to contract award. Prepares contract documents and content. Participates in pre-contract discussions and negotiations. Analyzes standard contract documents to determine contractual obligations, preparing recommendations regarding acceptance or modifications and terms of acceptance. Monitors company performance on contractual obligations. Oversees the review of incoming contracts and modifications for conformance to original proposals. Gathers information and prepares reports on contract compliance status, identifying deviations and recommending action. Provides liaison between customer and company personnel with regard to contract commitments, modifications and revisions. Monitors the coordination of contract termination activities, property transfer, and the like. Reviews pertinent governmental procurement regulations and commercial contract practice trends. Makes special studies, investigations and analyses and prepares related reports.	Bachelor Degree or equivalent experience	<2 years	<2 years
<u>3052</u>	<u>Bids, Proposals and Contracts – Career</u> Following general guidance and with discretion as to work details, administers and coordinates activities involving the preparation, negotiation, acceptance, monitoring and performance of complex contracts and sub-contracts between the company and customers/vendors. Performs contract liaison between company and customers/vendors, including participation in pre-contract discussions, contract negotiations, and complex contract changes. Reviews and analyzes contract documents to determine contractual obligations. Monitors company performance for conformance to original proposal and maintains continual reviews to ensure that all terms and conditions are met. Provides necessary guidelines to a variety of line and staff levels regarding contract requirements. Administers the preparation and dissemination of information throughout the company regarding contract progress, status, compliance, modification, deviation, negotiation and termination. Reviews and interprets governmental regulations and other procurement requirements. Makes or participates in special studies, investigations or analyses and issues reports as required. May provide technical leadership to lower level contracts administration staff members. Excludes those with full supervisory responsibilities.	Bachelor Degree or equivalent experience	3+ years	5+ years

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING/BUSINESS DEVELOPMENT – MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3053</u>	<p>Bids, Proposals and Contracts – Senior/Expert Responsible for activities involved with major and complex negotiation, preparation, monitoring, and termination of contracts and sub-contracts between the company and customers/vendors to ensure the fulfillment of all contractual obligations. Responsible for the conduct of all contract liaison before, during, and after contract duration. Develops and administers contract administration policies, systems procedures and methods. Manages and coordinates contract administration activities to ensure that contractual obligations are maintained in a manner which ensures good customer/vendor relations while representing the interest of the company. Advises management of contract obligations, deficiencies, commitments, and performance. Provides interpretation of terms and conditions of contractual obligations. Coordinates pre-award negotiations between company and customer/ vendors. Analyzes impact of modifications and revisions and prepares company recommendations. Supervises the conduct of special studies, investigations or analyses and provides for the preparation of reports and recommendations as required. Maintains an awareness of current statutory requirements influencing contract development and administration. May have staff leadership responsibilities. Excludes those with full manager/ supervisor responsibilities.</p>	Bachelor Degree or equivalent experience Additional theoretical/academic preparation in contract law is highly desirable.	5+ years	8+ years
<u>3054</u>	<p>Bids, Proposals and Contracts – Consultant Normally the Highest Level Individual Contributor without staff management responsibilities. Responsible for all activities involved with the comprehensive, unique and complex negotiation, preparation, monitoring, and termination of contracts and sub-contracts between the company and customers/vendors to ensure the fulfillment of all contractual obligations. Responsible for the conduct of all contract liaison before, during, and after contract duration. Develops and administers contract administration policies, systems procedures and methods. Manages and coordinates contract administration activities to ensure that contractual obligations are maintained in a manner which ensures good customer/vendor relations while representing the interest of the company. Advises management of contract obligations, deficiencies, commitments, and performance. Provides interpretation of terms and conditions of contractual obligations. Coordinates pre-award negotiations between company and customer/ vendors. Analyzes impact of modifications and revisions and prepares company recommendations. Supervises the conduct of special studies, investigations or analyses and provides for the preparation of reports and recommendations as required. Maintains an awareness of current statutory requirements influencing contract development and administration. May have leadership responsibilities. Excludes those with full manager/ supervisor responsibilities.</p>	Bachelor Degree or equivalent experience Additional theoretical/academic preparation in contract law is highly desirable.	9+ years	12+ years

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING/BUSINESS DEVELOPMENT – MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3057</u>	<u>Bids, Proposals and Contracts Manager/Director A – First Level</u> First Level Full Management Responsibility. Plan and develop and implements bid and contract management processes, tools and strategies. Exercises duties and responsibilities associated with proposal creation, implementation, and design. Ensures compliance with company policy, and governmental rules and regulations pertaining to the creation and presentation of bids and proposals. Responsible for reviewing and maintaining a consistent budget and evaluating bid proposals effectiveness.	Bachelor Degree or equivalent experience Additional theoretical/academic preparation in contract law is highly desirable.	9+ years	12+ years
<u>3058</u>	<u>Bids, Proposals and Contracts Manager/Director B – Second Level</u> Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing/Sales Executive (9XXX level job). Plan and develop and implements bid and contract management processes, tools and strategies. Designs and execute highly efficient and effective proposals processes to maximize sales and company productivity and revenue; improve proposal-writing results by evaluating and re-designing processes, approach, coordination, tools, and messaging, implementing changes where necessary. Ensures compliance with company policy, and governmental rules and regulations pertaining to the creation and presentation of bids and proposals. Responsible for reviewing and maintaining a consistent budget and evaluating bid proposals effectiveness.	Bachelor Degree or equivalent experience Additional theoretical/academic preparation in contract law is highly desirable.	12+ years	15+ years
<u>3062</u>	<u>Licensing Agreement Manager/Director A – First Level</u> Develops, acquires and maintains major, complex licensing agreements with defined, strategic accounts for the placement and use of company image, proprietary materials and/or products by external licensees, licensors, partners, outside companies and other entities. Responsible for the negotiation and structuring of terms, conditions and issues in such agreements and contracts. Identifies, investigates and recommends new licensing opportunities and manages the contact and presentation of potential licensing agreements to licensees and licensors. Requires an extensive knowledge of associated financial and legal issues related to the structure of licensing agreements. May report to 2 nd Level of marketing management or Senior Marketing Executive.	Bachelor Degree or equivalent experience	8+ years	12+ years
<u>3072</u>	<u>Strategic Alliance Manager/Director A – First Level</u> Superior knowledge of company product/services, marketing strategies and competitive environment. Strong written and oral presentation skills. Extensive product marketing experience. Seeks out and identifies potential long-term strategic alliances and shorter term partnering opportunities which enhance the company's competitive marketing position. Develops and implements the strategic framework for identifying, analyzing and structuring marketing alliances in support of corporate objectives. Identifies business-building opportunities with external partners.	Bachelor Degree or equivalent experience	8+ years	12+ years

MARKETING

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING/BUSINESS DEVELOPMENT – MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3202</u>	<u>Franchise Sales Representative – Career</u> Performs professional level activities in the area of franchise sales and development for the company. Recruits franchises to meet the company's expansion plans. Aids in developing local recruiting sources through contacts with minority and other community organizations, local chambers of commerce, business organizations, trade shows, military installations, and local newspapers. Identifies franchisees that may qualify for new operator opportunities. Review applications, conducts preliminary screening interviews and helps to evaluate candidates to determine approval eligibility. Maintains an inventory of approved new franchisees sufficient to meet current and future company capital growth objectives.	Bachelor Degree or equivalent experience	6+ years	8+ years
<u>3203</u>	<u>Franchise Sales Representative – Senior/Expert</u> Performs professional level activities in the area of franchise sales and development for the company. Recruits franchises to meet the company's expansion plans. Develops local recruiting sources through contacts with minority and other community organizations, local chambers of commerce, business organizations, trade shows, military installations, and local newspapers. Qualifies franchisees for new operator opportunities. Reviews applications, conducts preliminary screening interviews and evaluates candidates to determine approval eligibility. Maintains an inventory of approved new franchisees sufficient to meet current and future company capital growth objectives.	Bachelor Degree or equivalent experience	8 years	10+ years
<u>3204</u>	<u>Franchise Sales Representative – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Recognized by internal and external associates for high-level expertise. Performs professional level activities in the area of franchise sales and development for the company. Recruits franchises to meet the company's expansion plans. Develops local recruiting sources through contacts with minority and other community organizations, local chambers of commerce, business organizations, trade shows, military installations, and local newspapers. Qualifies franchisees for new operator opportunities. Reviews applications, conducts preliminary screening interviews and evaluates candidates to determine approval eligibility. Maintains an inventory of approved new franchisees sufficient to meet current and future company capital growth objectives. Work involves broad latitude for decision-making and review of actions through goal attainment.	Bachelor Degree or equivalent experience	10+ years	12+ years
<u>3212</u>	<u>Franchise Operations Representative – Career</u> Performs professional level activities in the maintenance and management of the company's franchise operations. Maintains ongoing liaison between the company and franchises within area of responsibility. Counsels and advises licensees in the development and implementation of business plans that market and build their business, and execution of corporate policies and programs for operations, including materials, labor and expense cost control, safety, sanitation, product quality, training, customer relations, etc. Reviews franchise activities for compliance with franchise agreements and company standards. May assist franchise applicants in the applicant training program prior to an applicant's store opening or takeover.	Bachelor Degree or equivalent experience	6+ years	8+ years

MARKETING

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FUNCTION: MARKETING PLANNING/BUSINESS DEVELOPMENT

JOB FAMILY: MARKETING PLANNING/BUSINESS DEVELOPMENT – MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3213</u>	<u>Franchise Operations Representative – Senior/Expert</u> Performs professional level activities in the maintenance and management of the company's franchise operations. Maintains ongoing liaison between the company and franchises within area of responsibility. Counsels and advises licensees in the development and implementation of business plans that market and build their business, and execution of corporate policies and programs for operations, including food, labor and expense cost control, safety, sanitation, product quality, training, customer relations, etc. Ensures franchise operations and practices are in compliance with franchise agreements and company standards. May assist franchise applicants in the applicant training program prior to an applicant's store opening or takeover.	Bachelor Degree or equivalent experience	8 years	10+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3217</u>	<u>Franchise Development Manager/Director A – First Level</u> Performs professional level activities in the area of franchise sales and development for the company. Responsible for managing the franchise development process including sales administration, area contractual agreements and other related licensee development matters. Trains and directs activities of the franchise force and manages franchise development, sales transfer and settlement agreement processes. Works with qualified franchisees seeking development opportunities and coordinates approval for licenses with finance, operations, real estate and other applicable areas. Negotiates new area contracts and renegotiates existing license agreements. May personally administer key franchise relationships	Bachelor Degree or equivalent experience	8–12 years	10+ years
<u>3218</u>	<u>Franchise Development Manager/Director B – Second Level</u> Performs professional level activities in the area of restaurant franchise sales and development for the company. Responsible for the ongoing growth and development of the company's franchise plans. Directs and coordinates all aspects of franchising sales and development operations including sourcing, budgeting, and staffing of the franchising sales staff. Sources and selects franchisees to meet franchise development plans. Responsible for the identification, acquisition and development of restaurant sites. Reviews site recommendations, including site visits, prior to giving site approvals.	Bachelor Degree or equivalent experience	12–15 years	15+ years

MARKETING
COMPENSATION SURVEY
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FUNCTION: DISTRIBUTION CHANNELS

JOB FAMILY: DISTRIBUTION CHANNELS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Plans and executes activities and projects that directly support the implementation and optimization of an organization's go-to-market resources as part of the business plan. Responsible for deciding best channels or combination of channels to sell a product, (e.g. use telephone, web, vender, salesperson, etc.) based on the needs and buying behavior of the target market. Identify resources and skills necessary to support the channel strategy and achieve product sales in the most productive manner. Researches and selects the appropriate mix of distribution channels designed to improve the effectiveness and efficiency of an organization's coverage in the marketplace and optimize its go-to-market resources.

Develops go-to-market, execution plans, and channel marketing support plans. Aids other professionals in the marketing function as well as other functions (e.g. sales, legal, business practices, communications, IT, etc.) in understanding, collecting and coordinating channel marketing requirements.

Develops recommendations and plans and ensures they are executed. Monitors results via business plan assessment and through implementing changes to plans to drive desired results. Identifies new/emerging channels, resources and intermediaries and develops integrated strategies, plans and programs to leverage these opportunities.

NOTE: Normally only applicable for product code "TH."

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3310</u>	<u>Distribution Channels Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained on the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks to be performed by the position. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents. Collects measurement results on a regular basis.	Bachelor Degree or equivalent experience	<1 year	1+ year
<u>3311</u>	<u>Distribution Channels Specialist – Intermediate</u> Requires thorough knowledge of business practice & procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles and theories and draws on previous experience to determine a course of action. Participates in projects such as the development of best distribution channels. May organized and schedule group tasks. Tasks may be more tactical than strategic. Multiple tasks are assigned and reviewed upon completion.	Bachelor Degree or equivalent experience	2+ years	4+ years
<u>3312</u>	<u>Distribution Channels Specialist – Career</u> Requires advanced knowledge of the principles and practices of marketing or recognized body of formal knowledge. This includes knowledge required for complex projects, new project and system development, strategic analysis, etc. Plans for the effective development and implementation of longer term marketing projects. Requires work prioritization, forecasting, scheduling and coordinating resources within an assigned project. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or equivalent experience	4+ years	6+ years
<u>3313</u>	<u>Distribution Channels Specialist – Senior/Expert</u> Requires advanced knowledge of marketing field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas. Projects or forecasts future distribution channels needs. Evaluates impact on strategic distribution channels planning objectives and strategies. Decisions have a profound impact on the total organization. Assigned long range projects and reviewed through achievement of objectives.	Bachelor Degree or equivalent experience	6+ years	9+ years
<u>3314</u>	<u>Distribution Channels Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Requires expert knowledge in several professional or industry fields and the ability to integrate critical information from different areas. Conducts long-term planning and large distribution channels studies to determine the future direction of the organization. Forecasts business opportunities and internal responses to ensure continued growth. Work involves broad latitude.	Bachelor Degree or equivalent experience	8+ years	11+ years

M A R K E T I N G

COMPENSATION SURVEY

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FUNCTION: DISTRIBUTION CHANNELS

JOB FAMILY: DISTRIBUTION CHANNELS – MANAGEMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3317</u>	<u>Distribution Channels Program Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Requires expert knowledge in the distribution channels field and the ability to integrate critical information from many different areas. Provides general direction to and review of distribution channels program staff. Develops practices and policies and ensures the implementation of same. Work prioritization is important and may have country or international responsibilities. At times is involved in the complexities of day-to-day operations as well. May report to 2 nd level manager or senior marketing executive.	Bachelor Degree or equivalent experience	8+ years	12+ years
<u>3318</u>	<u>Distribution Channels Program Manager/Director B – Second Level</u> Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires extensive knowledge in the distribution channels field and the ability to integrate critical information from many different areas. Plans, directs and controls the activities of distribution channels program staff to maximize the development of distribution channels effort of the organization. Develops practices and policies and ensures the implementation of same. Work prioritization is important and may have country or international responsibilities. At times is involved in the complexities of day-to-day operations as well.	Bachelor Degree or equivalent experience	10+ years	13+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: TECHNICAL SUPPORT STRATEGIC PLANNING

JOB FAMILY: TECHNICAL SUPPORT STRATEGIC PLANNING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for strategizing, planning and ensuring the execution of the technical support and enabling services required for products entering the market. Determines skills and resources, pre and post installation support and enabling services required to support different products, offerings and solutions. Develops strategies and plans to ensure cradle-to-grave support/enabling services for company's offerings. Identifies market opportunities to provide enabling services that will enhance the rapid utilization, value received, user satisfaction with specific offerings.

Works with the Distribution Channels Management function to ensure that appropriate technical support and enabling services are available for each distribution channel. Works with the Market Intelligence function to ensure that appropriate technical support and enabling services are a competitive differentiator for all channels.

Works with Marketing Communications function to develop key technical support and enabling services value messages to be featured in marketing communications/branding campaigns. Participates with marketing communications staff to appropriately support campaigns, business shows, user group events, etc.

NOTE: Normally only applicable for product code "TH – Technology/Telecommunications"

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3320</u>	<u>Technical Support Marketing Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained from the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks performed. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents.	Bachelor Degree or equivalent experience	<1 year	1+ year
<u>3321</u>	<u>Technical Support Marketing Specialist – Intermediate</u> Requires thorough knowledge of business practices & procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles and theories and draws on previous experience to determine a course of action. Participates in projects such as the development of best distribution channels. May organize and schedule group tasks. Tasks may be more tactical than strategic. Multiple tasks are assigned and reviewed upon completion.	Bachelor Degree or equivalent experience	2+ years	4+ years
<u>3322</u>	<u>Technical Support Marketing Specialist – Career</u> Requires advanced knowledge of business principles and practices or recognized body of formal knowledge. This includes knowledge required for complex projects, new project and system development strategic analysis, etc. Plans for the effective development and implementation of longer term technical support projects. Requires work prioritization, forecasting, scheduling and coordinating resources within an assigned project. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or equivalent experience	4+ years	6+ years
<u>3323</u>	<u>Technical Support Marketing Specialist – Senior/Expert</u> Requires advanced knowledge of marketing field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas. Projects or forecasts future technical support needs. Evaluates impact on technical marketing support planning objectives and strategies. Decisions have profound impact on the total organization. Assigned long range projects and reviewed through achievement of objectives	Bachelor Degree or equivalent experience	6+ years	9+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: TECHNICAL SUPPORT

JOB FAMILY: TECHNICAL SUPPORT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3324</u>	<u>Technical Support Marketing Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities. Conducts long term planning and large technical support marketing studies to determine the future direction o the organization. Forecasts business opportunities and internal responses.</i>	Bachelor Degree or equivalent experience	8+ years	11+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3327</u>	<u>Technical Support Marketing Program Manager/Director A – First Level</u> <i>First Level Full Management Responsibility. Requires expert knowledge in the technical support marketing field and the ability to integrate critical information from many different areas. Provides general direction to and review of technical support marketing program staff. Develops practices and policies and ensures the implementation of same. Work prioritization is important and position may have country or international responsibilities. At times is involved in the complexities of day to day operations. May report to 2nd level manager or senior marketing executive.</i>	Bachelor Degree or equivalent experience	8+ years	12+ years
<u>3328</u>	<u>Technical Support Marketing Program Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires extensive knowledge in the technical support marketing field and the ability to integrate critical information from many different areas. Plans, directs and controls the activities of technical support marketing program staff to maximize the technical support effort of the organization. Develops practices and policies and ensures the implementation of same. Work prioritization is important and position may have country or international responsibilities. At times is involved in the complexities of day to day operations.</i>	Bachelor Degree or equivalent experience	10+ years	13+ years

M A R K E T I N G
C O M P E N S A T I O N S U R V E Y
 2 0 1 9



FUNCTION: PRICING

JOB FAMILY: PRICING ANALYST

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Provides analytical support and assistance in the development of pricing for company's services/merchandise. Performs pricing analysis that determines the cost requirements and the overhead of the company's products/services. In addition, this role will develop and research costing for products/services and maintain adherence to standard pricing guidelines.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3400</u>	<u>Pricing Analyst – Entry</u> Performs professional level activities in the area of pricing analysis. Implements the retail pricing strategy, ensuring pricing complies with guidelines and meets financial targets. Responds to pricing questions from the field. Works closely with management to balance price image and gross margin goals. Maintains and updates price management system. Maintains and utilizes database and spreadsheets that contain promotional prices, competitor prices, discounted prices, etc. Prepares special projects as assigned. Analytical skills to conduct basic research analyze data and prepare recommendations. Require proficiency in the use of personal computers functions. Strong written and verbal communication skills and ability to communicate with employees at all levels. Proven ability to work independently as well as part of a team.	Bachelor Degree or equivalent experience	<1 year	1+ year
<u>3401</u>	<u>Pricing Analyst – Intermediate</u> Performs a wide variety of professional level activities in the area of pricing analysis. Implements the defined pricing strategy, ensures pricing complies with guidelines and meets financial targets. Conducts competitive pricing. Participates in company and brand initiatives as appropriate. Communicates financial results, forecasts, and action plans to management and cross-functional teams. Responds to pricing questions from the field. Develops and communicates department level markdown recommendations and strategies. May present financial plans, forecasts and strategies in meetings. May make recommendations to management on balancing price image and gross margin goals. Maintains and updates price management system. Maintains and utilizes database and spreadsheets that contain promotional prices, competitor prices, discounted prices, etc. Conducts research, analyzes data and prepares recommendations on assigned projects. Prepares special projects as assigned. Provides assistance to line management regarding pricing analysis practices. Possesses analytical skills to conduct basic research data analysis and prepare recommendations. Requires proficiency in the use of personal computers functions. Strong written and verbal communication skills required. Ability to communicate with employees at all levels. May provide technical guidance to lower level staff.	Bachelor Degree or equivalent experience	2+ years	3+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PRICING

JOB FAMILY: PRICING ANALYST (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3402</u>	<u>Pricing Analyst – Career</u> Performs advanced professional level activities in the area of pricing analysis. Implements the advanced pricing strategy, ensures pricing complies with guidelines and meets financial targets. Conducts competitive pricing research. Participates in company and brand initiatives as appropriate. Communicates financial results, forecasts, and action plans to management and cross-functional teams. Responds to pricing questions from the field. Develops and communicates department level markdown recommendations and strategies. Presents financial plans, forecasts and strategies in meetings. Designs management reports and makes recommendations to management on balancing price image and gross margin goals. Maintains and updates price management system. Maintains and utilizes database and spreadsheets that contain promotional prices, competitor prices, discounted prices, etc. Conducts research, analyzes data and prepares recommendations on assigned projects. May participate in budget process. May be responsible for budget versus actual sales comparisons, variance reasoning analysis and subsequent reporting. Prepares special projects as assigned. Provides assistance to line management regarding pricing analysis practices. Possesses analytical skills to conduct basic research data analysis and prepare recommendations. Ability to formally present business strategies and action plans. Demonstrates logical analysis and problem solving skills. Requires proficiency in the use of personal computers functions. Strong written and verbal communication skills required and ability to communicate with employees at all levels. Requires practical knowledge of the techniques, concepts and considerations pertinent to effective pricing analysis. Provides technical guidance to lower level staff.	Bachelor Degree or equivalent experience	4+ years	6+ years
<u>3403</u>	<u>Pricing Analyst – Senior/Expert</u> A high level diagnostician of pricing issues and performance. Assesses information needs, strategic issues and current program effectiveness. Identifies opportunities to improve pricing performance. Implements actionable pricing plans to achieve strategic objectives. Considers key issues such as competition, price sensitivity, cost economics and pricing performance. Projects or forecasts future needs. Evaluates impact on strategic pricing analysis planning objectives and strategies. Participates in budgeting process. Work involves latitude for decision-making and priority setting. Assigned long-range projects and reviewed on meeting goals. Provides staff consulting support in the investigation of new programs. Requires advanced knowledge of principles, theories, concepts and the willing ability and skills to apply and communicate this knowledge. May require considerable working knowledge of other major functions (e.g. Marketing, Purchasing, Finance, Etc.) and the skill to integrate that information. Provides project leadership to other staff members.	Bachelor Degree or equivalent experience	6+ years	10+ years
<u>3404</u>	<u>Pricing Analyst – Consultant</u> <i>Normally the highest level individual contributor.</i> Requires expert knowledge to be able to analyze and report on financial, operational, and/or technical data used in decision-making to arrive at profitable pricing strategies. Develops, interprets, implements the mechanical concepts for functional pricing adjustments. Performs analysis to determine impact on company performance. Identifies and implements projects that improve and/or automate current processes. Develops specific marketing plans and activities for specific products to establish, enhance or distinguish product pricing within the competitive arena. Monitors competitive activity. Leads major and complex cost proposals with high dollar value. Develops complex pricing strategies and performs risk and cash flow analyses. Develops and presents price assumptions and risk assessment. Provides strategic focus to all proposal efforts. Provides work leadership/technical guidance to lower level pricing analysts.	Bachelor Degree or equivalent experience	7+ years	10+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: **PRICING**

JOB FAMILY: **PRICING ANALYSIS MANAGEMENT**

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3407</u>	<u>Pricing Analyst Manager/Director A – First Level</u> <i>First Level Full Management Responsibilities.</i> Plans, organizes and directs staff responsible for the development and implementation of pricing strategies, tactics and standards for effectively maintaining corporate margins and financial objectives. Solid written/verbal communication and influencing skills. Must be detail-oriented with excellent organization and time management skills.	Bachelor Degree or equivalent experience	5+ years	8+ years
<u>3408</u>	<u>Pricing Analyst Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities.</i> Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Develops the overall pricing strategy. Plans, directs and controls all aspects of organization to maximize resources.	Bachelor Degree or equivalent experience	8+ years	10+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL CONTENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Provides for the development and delivery of marketing content and message portrayed on website, in Digital, Mobile, interactive media and e-Mail marketing efforts in the execution of the company digital strategy. Is not normally involved in the graphical treatment, design or technical functions. See job codes 3520 to 3537 for graphics design and technical development duties.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3510</u>	<u>Digital Content Coordinator – Entry</u> 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.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>3511</u>	<u>Digital Content Coordinator – Intermediate</u> Requires standard knowledge of company products/services to develop company digital content. Applies skills involving flow and site organization and marketing communication techniques. Confers with Project Teams, and related staff to develop and implement digital content and applications. Assists in the identification of objectives for digital applications and coordinates the development of content to meet defined objectives. Confers with Digital Graphics and Technical Developers to insure that required technical features are feasible and can be implemented.	Bachelor Degree or equivalent experience	2 years	3+ years
<u>3512</u>	<u>Digital Content Coordinator – Career</u> Requires broad knowledge of company products/services to develop company digital content. Applies creative skills involving flow and site organization and marketing communication techniques. Coordinates with Project Teams, and related staff to develop and implement digital objectives. Assists in the identification of digital applications with coordinates the development of content to meet defined objectives. Coordinates with Digital Graphics and Technical Developers to insure that required technical features are feasible and can be implemented.	Bachelor Degree or equivalent experience	3+ years	5+ years
<u>3513</u>	<u>Digital Content Coordinator – Senior/Expert</u> Requires complex knowledge of company products/services to develop company digital content. Applies extensive creative skills involving flow and site organization and marketing communication techniques. Coordinates with Project Teams, and related staff to develop and implement digital channel objectives, content and applications. Identifies digital application opportunities and coordinates the development of content to meet defined objectives. Coordinates with Digital Graphics and Technical Developers to insure that required technical features are feasible and can be implemented. May provide project leadership	Bachelor Degree or equivalent experience	5+ years	8+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL CONTENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3514</u>	<p>Digital Content Coordinator – Consultant <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> May have functional management responsibilities. Requires expert knowledge of company product/services and marketing strategies to develop company digital channel content and maximize traffic to sites. Thorough knowledge of digital design, flow and site organization. Applies expert level creative skills involving digital content and marketing communication techniques. Works with management and other organizations (e.g. sales, public relations and promotions) to develop project objectives. Applies professional expertise, knowledge, principles, concepts, methodologies, and company standards/practices to develop company web site content. Works with management to set standards and practices for the function. Requires extensive theoretical, practical and industry knowledge. Recognized by internal and external associates for high-level expertise. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. A wide degree of creativity is required. Work involves broad latitude for decision-making and review of actions through goal attainment. Provides work guidance to others in the work group.</p>	Bachelor Degree or equivalent experience	7+ years	10 + years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3517</u>	<p>Digital Content Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Advanced knowledge of company products and marketing strategies. Experience in appropriate marketing approaches to company's customer/client base. Thorough knowledge of digital design, flow and site organization. Directly manages staff involved in developing digital content. Responsible for the development and delivery of Digital Content that will enhance the company's digital marketing efforts. Assists in the definition of digital channel objectives, features and functionality that need to be implemented by the digital design development staff.</p>	Bachelor Degree or equivalent experience	8+ years	12+ years
<u>3518</u>	<p>Digital Content Manager/Director B – Second Level <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Extensive knowledge of company products and marketing strategies. Experience in appropriate marketing approaches to company's customer/client base. Thorough knowledge of digital design, flow and site organization. Directs staff involved in developing digital content for a variety of digital channels and applications. Responsible for the development and delivery of Digital Content that will enhance the company's digital marketing efforts. Defines digital channel objectives, features and functionality that need to be implemented by the digital design development staff. Coordinates digital go-to-market approaches across functional areas.</p>	Bachelor Degree or equivalent experience	10+ years	15+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL GRAPHICS DESIGN

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Provides for the development and delivery of graphical treatment and presentation of marketing content and messages portrayed in Digital, Mobile, interactive media and e-Mail marketing efforts in the execution of the company digital strategy.

NOTE: Does not include those whose primary responsibilities are for digital content or digital technical support. See job codes 3510 – 3517 and 3530 – 3537 for these responsibilities. If Digital Graphics Design activities are NOT a substantial (75% +) portion of the job duties, use Job Series 131X.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3520</u>	<u>Digital Graphics Designer – Entry</u> 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. Excludes trainees without commensurate combination of academic preparation and experience.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>3521</u>	<u>Digital Graphics Designer – Intermediate</u> Familiar with common digital/site/page/mobile 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 Digital Graphics design requirements as assigned to meet the defined visual “look, feel and appeal.”	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	2+ years	3+ years
<u>3522</u>	<u>Digital Graphics Designer – Career</u> Experienced user with confident working knowledge of a variety of digital/site/page/mobile 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 digital applications. Recommends techniques and treatments which support the visual “look, feel and appeal” graphics design concepts of the site. Creates and manipulates digital graphics to optimize palette, size, speed, navigation, structure and web page layout. Plans and designs functional interfaces. Coordinates with marketing, digital content and technical staff to define graphics requirements that complement overall functionality and purpose of the digital effort.	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	4+ years	6+ years
<u>3523</u>	<u>Digital Graphics Designer – Senior/Expert</u> Expert knowledge and skill in using and applying a wide variety of digital/site/page/mobile layout and graphics design presentation tools and applications, such as Photoshop, Quark, Illustrator, Freehand, Flash, Shockwave, Director, PowerPoint and Streamline, which may include animation, interaction and other state-of-the art capabilities. Produces design and layout of critical digital efforts involving new concepts. Creates graphic “look, feel and appeal” of digital presentations to meet requirements. Creates and manipulates digital graphics to optimize palette, size, speed, navigation, structure and layout. Plans and designs functional interfaces. Recommends digital graphics design standards and techniques consistent with marketing objectives.	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	5+ years	8+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL GRAPHICS DESIGN (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3524</u>	<u>Digital Graphics Designer – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities. Professional knowledge of a wide variety of digital/site/page/mobile layouts and graphics design presentation tools, techniques and applications, including animation, interaction and other developing capabilities. Expert level graphic design, planning and creative skills. Works with management and other organizations to develop digital graphic concepts and designs. Requires expert level skills with graphic design presentation tools and applications. Involved in the defining of design parameters that capture and project corporate identity and maximize style, brand identification and visually translate desired impact. Applies professional expertise, knowledge, principles, concepts, methodologies, and company standards/practices to designing company digital marketing effort/web sites/mobile applications and maximizing traffic to the channel. Works with management to set standards and practices for the function. Requires extensive theoretical practical and industry knowledge. Recognized by internal and external associates for high-level expertise. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. A wide degree of creativity is required. Work involves broad latitude for decision-making and review of actions through goal attainment. Provide work guidance to others in the work group.</i>	Bachelor Degree in Graphics Design from AIGA accredited school or equivalent experience	7+ years	9+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3527</u>	<u>Digital Graphics Design Manager/Director A – First Level</u> <i>First Level Full Management Responsibility. Advanced knowledge of a variety of digital/site/page/mobile 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 digital applications. Contributes in the conceptualization and definition of design parameters that capture and project corporate identity and maximize style, brand identification and visually translates desired impact. Develops initial design concepts, design direction and corporate/brand identity systems. Provides input on digital design strategy definition efforts to ensure that visual and brand identity are reinforced by all digital graphic design efforts. Manages digital graphics design standards and techniques which support marketing objectives.</i>	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	7+ years	10+ years
<u>3528</u>	<u>Digital Graphics Design Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally manages and directs thru First Level (A) Management Positions. Typically reports to a Senior Marketing Executive (9XXX level job). Extensive and advanced knowledge of a wide variety of digital/site/page/mobile layouts and graphics design presentation tools, techniques and applications, including animation, interaction and other developing capabilities. Exceptionally strong graphic design skills and demonstrated capabilities. Responsible for staff and activities involved in developing and implementing the “look, feel and appeal” of digital applications. Responsible for conceptualizing and defining design parameters that capture and project corporate identity and maximize style, brand identification and visually translates desired impact. Develops initial design concepts, strategic design direction and corporate/brand identity systems. Leads digital design strategy definition efforts to ensure that visual and brand identity are reinforced by all digital graphic design efforts. Defines digital graphics design standards and techniques which support marketing objectives.</i>	Bachelor Degree in graphics design from AIGA accredited school or equivalent experience	10+ years	15+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL TECHNICAL DEVELOPMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Provides for the development and delivery of marketing content and message portrayed on website, in Digital, Mobile Applications, Interactive Media and e-Mail marketing efforts in the execution of the company digital strategy.

NOTE: Does not include those whose primary responsibilities are for Digital Content or Digital Graphic Design. See job codes 3510 – 3527. If graphics design and digital technical development are combined activities/responsibilities, report employees under the 353X Job Series. Use 352X where duties are specifically (over 50%) graphic design related and 353X if technically related.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3530</u>	<u>Digital Technical Developer – Entry</u> 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.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>3531</u>	<u>Digital Technical Developer – Intermediate</u> Provides technical support, and administration of the software infrastructure for the implementation and maintenance of company's digital marketing efforts. Requires basic knowledge of digital activities, internet techniques, tools, HTML code, JAVA, GIF, animation, browsers and basic GUI design related applications. Designs and builds web pages/digital interfaces/applications using a variety of software applications, techniques and development tools. Develops user interface features, site animation and special effects. Coordinates with digital content developers and digital graphics designers to ensure that needs are technically feasible. Provides technical site maintenance and advice on issues related to animation, search engine techniques, link integrity, navigation, browsers, graphics, and other technical developments. Develops code using HTML, Visual Basic or other application programming languages. Performs functionality and navigation testing. Prepares technical documentation.	Bachelor degree or equivalent experience	2+ years	3+ years
<u>3532</u>	<u>Digital Technical Developer – Career</u> Provides technical consultation, planning, and administration of the software infrastructure and technical support for the implementation and maintenance of company's digital channel efforts. Requires advanced knowledge of digital activities, applications, techniques, tools, HTML code, JAVA, GIF, animation, browser and GUI design related applications. May require graphics design skills. Builds, deploys and maintains web pages/digital interfaces. Develops and improves site navigation. Coordinates with digital content developers and digital graphics designers to ensure that needs are technically feasible. Provides technical site maintenance, consultation on issues related to animation, search engine techniques, link integrity, navigation, browsers, graphics, and other technical developments. Develops code using HTML, Visual Basic or other web-based/digital application programming languages. Prepares technical documentation.	Bachelor Degree or equivalent experience	3+ years	5+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL TECHNICAL DEVELOPMENT (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3533</u>	<u>Digital Technical Developer – Senior/Expert</u> Provides technical consultation, planning, and administration of the software infrastructure and technical support for the implementation and maintenance of company's digital marketing efforts. Requires extensive and in-depth knowledge of digital marketing activities, techniques, tools, HTML code, JAVA, GIF, animation, browser and GUI design related applications. Builds, deploys and maintains web site/pages & other digital interfaces. Develops and improves site navigation. Consults with digital content developers to ensure that complex needs are technically feasible. Provides technical site maintenance, consultation on issues related to animation, search engine techniques, link integrity, navigation, browsers, graphics, and other technical developments. Designs architecture. Ensures functionality. Develops functionality and navigation testing standards. May provide project leadership.	Bachelor Degree or equivalent experience	5+ years	8+ years
<u>3534</u>	<u>Digital Technical Developer – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> May have functional management responsibilities. Professional knowledge of a wide variety of applications, software infrastructure and technical support for the implementation and maintenance of company's web sites and digital efforts. Expert level knowledge of digital activities, techniques, tools, HTML code, JAVA, GIF, animation, browser and GUI design related applications. Leads the building, deployment and maintenance of web site/ pages and other digital interfaces. May plan, develop and implement site architecture. Consults with digital content developers to ensure technical needs are achievable. Applies professional expertise, knowledge, principles, concepts, methodologies, and company standards/practices to company digital effort to maximize traffic to sites. Works with management to set standards and practices for the function. Requires extensive theoretical practical and industry knowledge. Recognized by internal and external associates for high-level expertise. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. A wide degree of creativity is required. Work involves broad latitude for decision-making and review of actions through goal attainment. Provide work guidance to others in the work group.	Bachelor Degree or equivalent experience	7 + years	9 + years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3537</u>	<u>Digital Technical Development Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Extensive knowledge of a variety of digital support tools and applications. Strong digital support/maintenance skills and capabilities. Supports the development, implementation, functionality, and maintenance of company digital effort. May track and analyze user trends and traffic. Plans, develops and implements site architecture. Organizes project and task workloads, and selects/assigns staff most qualified for specific projects. Directs the function to ensure progress according to objectives, within budgetary and schedule guidelines.	Bachelor Degree or equivalent experience	8+ years	10+ years
<u>3538</u>	<u>Digital Technical Development Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Extensive and advanced knowledge of a wide variety of digital support tools and applications. Exceptional digital support/maintenance skills and capabilities. Responsible for the successful development, implementation, functionality, and maintenance of company digital effort. May manages the tracking and analysis of user trends and traffic. Responsible for the planning, development and implementation of site architecture. Manages project and task workloads, and selects/assigns staff most qualified for specific projects. Directs the function to ensure progress according to objectives, within budgetary and schedule guidelines.	Bachelor Degree or equivalent experience	10+ years	15+ years

MARKETING

COMPENSATION SURVEY

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL SECURITY

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3542</u>	<u>Digital Security Specialist – Career</u> Reviews, evaluates and implements internet security policies and practices for company digital marketing channels and communications. Recommends hardware and software necessary to maintain the security of internal and external internet operations. Monitors system performance for abnormalities and security issues. Implements procedures for protection of sensitive company and customer data, such as credit cards, financial information, order and inventory data and the like. Broad knowledge of a variety of internet communications techniques, protocols and applications. Familiar with hardware and software available for protection of company internet/e-Commerce activities including firewalls, encryption technology and state-of-the-art tools and methodologies to ensure security.	Bachelor Degree or equivalent experience	3 years	5 years
<u>3543</u>	<u>Digital Security Specialist – Senior/Expert</u> Reviews, evaluates and implements internet security policies and practices for company digital marketing channels and communications. Develops hardware and software necessary to maintain the security of internal and external internet operations. Monitors system performance for abnormalities and security issues. Implements procedures for protection of sensitive company and customer data, such as credit cards, financial information, order and inventory data and the like. Broad knowledge of a variety of internet communications techniques, protocols and applications. Requires extensive knowledge with hardware and software available for protection of company internet/e-Commerce activities including firewalls, encryption technology and state-of-the-art tools and methodologies to ensure security. May provide project leadership.	Bachelor Degree or equivalent experience	5 years	7 years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3547</u>	<u>Digital Security Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Expert knowledge of complex internal communication techniques, protocols, and applications. Extensive knowledge of hardware and software available to enhance the internal and external security of company operations. Manages the staff and function involved in plans, development and administration of all activities related to the security of company internet operations. Responsible for identifying, developing, implementing, maintaining and integrating internet security measures. Identifies and determines hardware and software resources necessary to ensure the security of all digital operations and the protection of business transactions, company and customer information.	Bachelor Degree or equivalent experience	7+ years	10+ years
<u>3548</u>	<u>Digital Security Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibility. Normally directs and manages thru First Level (A) management positions. Normally reports to Top Executive Position (9XXX Level).</i> Expert knowledge of all internal communication including: techniques, protocols, and applications. Extensive knowledge of hardware and software in order to observe security regulations. Responsible for identifying, creating, implementing, preserving and interrogating internet security measures. Identifies and determines necessary hardware and software resources needed in order to ensure security of all digital operations and the protection of all confidential information.	Bachelor Degree or equivalent experience	12+ years	15+ years

M A R K E T I N G
COMPENSATION SURVEY
 2 0 1 9



FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: SEO/DIGITAL ANALYTICS

NOTE: This job family is ONLY intended for those who are engaged in the job duties described below at least 50% of their time. These duties MUST encompass a majority of their assigned work. If the duties described below do not comprise at least 50% of their day-to-day activities, DO NOT report to this job family. See Jobs 4000-4218 for alternate job matches.

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Collects and analyzes digital/internet/website/mobile data and statistics which monitor and measure the performance of digital traffic and activities to support search optimization and data driven decision making. Prepares, monitors and reviews system reports on activity elements such as keyword density and analysis, search engine optimization, link management, data pattern changes and the like. Utilizes advanced analysis tools to isolate and analyze subsets of traffic, custom tracking variables and segments such as "Paid Traffic", "Visits with Conversions" and the like. Customizes reporting measures and metrics to meet needs of marketing intelligence. Typical duties may include:

- Includes SEM (Search Engine Marketing), SEO (Search Engine Optimization) and PPC (Pay-Per-Click) activity and results
- Designs statistically valid hypothesis tests to optimize online adoption, lead generation, cost per acquisition and increased ROI
- Develops models from multiple data sources and implements and deploys techniques such as path analysis, segmentation and campaign attribution
- Conducts standard and ad-hoc analysis utilizing a variety of available Digital Analytics and reporting tools
- Prepares and presents analytical results to marketing teams and management
- Recommends optimization for site architecture, URL rewrites and alternative directories.
- Supports web development evaluations with web analytical information

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3550</u>	<u>SEO/Digital Analytics Specialist – Entry</u> Under close supervision, utilizes basic data audit techniques to maintain and improve data quality. Under direction, analyzes simple business issues of limited scope. Compiles and analyzes basic information and qualitative and/or quantitative data. Develops basic models to acquire data and information and conducts follow up and data verification as needed. Prepares and reviews repetitive, operational reports that indicate general performance and simple opportunities for improvement. Learns online and offline customer processes and supports efforts toward cross-department and cross-channel improvements. Executes and follows up on identified issues or developing trends that require correction. Possesses a basic knowledge of common analytical tools. Basic knowledge of business operations, objectives as well as business process and information flow.	Associate Degree or equivalent experience	<1 year	<2 years
<u>3551</u>	<u>SEO/Digital Analytics Specialist – Intermediate</u> Under direction, maintains, extracts and analyzes data about customers and prospects where the interaction originates online. Utilizes data audit techniques to maintain and improve data quality. Under direction, analyzes business issues to develop process and / or systematic solutions. Compiles information and analyzes non-standard qualitative and/or quantitative data. Develops models and conducts follow up and data verification as needed. Prepares and reviews routine operational reports that indicate performance and opportunities for improvement. Reviews online and offline customer processes and supports efforts toward cross-department and cross-channel improvements. Under direction, analyzes business issues of limited scope toward the development of process and / or systematic solutions. Executes, identifies and reviews issues or developing trends that require correction. May interact with external vendors to integrate and resolve data issues. Possesses working knowledge of standard analytical tools. General knowledge of business operations, objectives and strategies as well as business process and information flow. Basic knowledge of diverse technologies common in the field.	Bachelor Degree in business or technical discipline or equivalent experience	1 year	>2 years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: SEO/DIGITAL ANALYTICS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3552</u>	<p>SEO/Digital Analytics Specialist – Career Maintains, extracts and analyzes data about customers and prospects where the interaction originates online. Develops auditing techniques to maintain and improve data quality. Analyzes business issues to contribute to the development process and / or systematic solutions. Conducts the analysis of business issues to contribute to the refinement of Digital/e-Commerce strategy. Compiles information and analyzes qualitatively and/or quantitatively, developing models and conducting follow up and data verification as needed. Designs, develops and reviews detailed reports that indicate performance and opportunities for improvement. Participates as a project team member in cross-department and cross-channel improvement projects. Develops auditing techniques to maintain and improve data quality. Executes and follows up on identified issues or developing trends that require correction. Interacts with external vendors to resolve complex data issues. Possesses general knowledge of business operations, objectives and strategies as well as business process and information flow, and diverse technologies. General understanding of reengineering issues and challenges. Negotiation skills, competent oral and written communication skills. Knowledge of a wide variety of analytical tools. Ability to work independently or under limited supervision. Analytical / problem solving skills. Ability to synthesize information for effective decision making.</p>	Bachelor Degree in business or technical discipline or equivalent experience	3 years	5+ years
<u>3553</u>	<p>SEO/Digital Analytics Specialist – Senior/Expert Coordinates complex projects supporting the management, integration, reporting and analysis of digital generated data about customers and prospects. Collects and analyzes information related to costs associated with web/mobile performance. Integrates complex data from multiple sources. Compiles and analyzes qualitative and/or quantitative information and data. Develops data acquisition models and conducts follow up and data verification as needed. Conducts or directs the analysis of complex business issues which contribute to the refinement of e-Commerce strategy. Develops data acquisition models and conducts follow up and data verification as needed. Participates as a project team member in cross-department and cross-channel improvement projects. Participates in and may lead the development of new capabilities and tools that support multi-channel distribution strategy. Assists channel management in the development of strategy, implementation and execution plans to achieve Digital Analytics goals. Works with other departments to execute complex cross-department and cross-channel improvements. Coordinates with distribution, marketing, product and IT organizations. Integrates complex data from multiple sources. Leads the design of complex operational or ad-hoc reports that improve the ability to assess performance and opportunities for improvement. Presents and distributes the outcomes of digital analytics projects to channel management and key stakeholders across the organization. Reviews and evaluates vendor software and partners with external vendors to integrate and resolve complex data requirements. Solid knowledge of analytical tools. Strong negotiation and communication skills. Strong initiative and ability to work independently or under limited supervision. Project Management skills. Advanced analytical/problem solving skills. Understanding of digital/e-Commerce processes and marketing campaigns. Proficiency in synthesizing information for effective decision making. Advanced analytical/problem solving and research skills; effective communication skills for writing reports/proposals and making presentations; ability to work independently and lead others during projects; in-depth knowledge of the business practices and processes.</p>	Bachelor Degree in business or technical discipline or equivalent experience. Master degree desirable	4+ years	7+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: SEO/DIGITAL ANALYTICS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3554</u>	<p>SEO/Digital Analytics Specialist – Consultant Partners with business leaders and acts as a lead for the management, integration, reporting and analysis of data about customers and prospects where the interaction originates online. Leads the development of new capabilities and tools that support multi-channel distribution strategy. Stakeholders for data are both internal to the internet channel and external across distribution, marketing, product and IT organizations. Plays a consultative and leadership role in cross-department and cross-channel improvement projects. Assists in the development of strategy, implementation and execution plans to achieve digital analytics goals. Collaborates with executive management on the definition of business requirements, objectives, transformation plans, and opportunities for competitive advantage. Leads the execution of complex data integration of highly complex business issues from multiple sources utilizing an in-depth knowledge of the business needs for various information. Conducts or directs the analysis of highly complex business issues to contribute to the refinement of digital/e-Commerce strategy. Acts as a consultant to the business to assess complex business issues and develop reporting strategies and solutions that drive decision-making. Presents and distributes the outcomes of digital analytics projects to channel management and key stakeholders across the organization. Defines digital analytic requirements and reviews vendor solutions. Partners with external vendors to develop data integration and reporting strategies. Possesses a strong command of a variety of complex and state-of-the-art analytical tools, strong project management skills and strong communication skills and alignment building capabilities, strong initiative and ability to work independently. Solid analytical / problem solving skills. Understanding of e-Commerce processes and marketing campaigns. Strong ability to synthesize information for effective decision making. Thorough knowledge of business operations, objectives, strategies and global business trends in the financial services industry; current on new methods of executing business strategy. Thorough knowledge of business priorities and investments required for long range success. Highly developed negotiation, facilitation and consensus building skills. Highly developed oral and written communication skills. Highly proficient in state-of-the-art analytics tools.</p>	Bachelor Degree in business or technical discipline or equivalent experience. Master degree preferred	6+ years	10+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3557</u>	<p>SEO/Digital Analytics Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Provides direct supervision & management of a team responsible for the management, integration, reporting and analysis of data about customers and prospects where the interaction originates from various digital channels. Develops strategy, implementation and execution plans to achieve digital analytics goals. Directs the development and implementation of new capabilities and tools that supports multi-channel distribution strategy. Collaborates with business executives on the definition of business requirements, objectives, transformation plans, and opportunities for competitive advantage. Partners with internal stakeholders to define and execute critical cross-functional Digital Analytics projects. Builds alignment across the organization to achieve business unit-wide goals. Stakeholders for data are both internal to the internet channel and external across distribution, marketing, product and IT organizations. Contributes vision and operational approach to digital analytics strategy. Directs the analysis of business issues to contribute to the refinement of digital/e-Commerce strategy. Prepares and distributes the outcomes of Digital Analytics projects. Coordinates efforts of external vendors that provide data integration and reporting solutions. Solid analytical tools and Project management skills. Superior communication skills and alignment building capabilities. Experience in managing external vendors. Superior ability to synthesize information for effective decision making. Proficient in products and services offered. Proficient in multiple digital channel processes and marketing campaigns. Demonstrated capabilities in a project management environment and exposure to project planning, simulation, modeling, and capital budgeting, cost benefit analysis and information systems development. Prior lead/management experience required. Solid analytical, negotiation, communication and presentation skills. Strong background in project management. Advanced knowledge of data analytics and statistical tools.</p>	Bachelor or Associate Degree in business or technical discipline or equivalent experience. Master degree preferred	8+ years	12+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: SEO/DIGITAL ANALYTICS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>3558</u>	<p><u>SEO/Digital Analytics Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) management positions. Typically reports to a Senior Management Executive (9XXX level job).</i> Indirectly manages a team responsible for the management, integration, reporting and analysis of data about customers and prospects where the interaction originates from various digital channels. Develops strategy, implementation and execution plans to achieve digital analytics goals. Directs the development and implementation of new capabilities and tools that supports multi-channel distribution strategy. Collaborates with business executives on the definition of business requirements, objectives, transformation plans, and opportunities for competitive advantage. Partners with internal stakeholders to define and execute critical cross-functional Digital Analytics projects. Builds alignment across the organization to achieve business unit-wide goals. Stakeholders for data are both internal to the internet channel and external across distribution, marketing, product and IT organizations. Defines vision and operational approach to digital analytics strategy. Directs the analysis of highly complex business issues to contribute to the refinement of digital/e-Commerce strategy. Presents and distributes the outcomes of Digital Analytics projects at all level across the organization. Manages external vendors that provide data integration and reporting solutions. Solid analytical tools and Project management skills. Superior communication skills and alignment building capabilities. Experience in managing external vendors. Superior ability to synthesize information for effective decision making. Proficient in products and services offered. Proficient in multiple digital channel processes and marketing campaigns. Demonstrates advanced capabilities in a project management environment and exposure to project planning, simulation, modeling, capital budgeting, cost benefit analysis and information systems development. Prior management experience required. Solid analytical, negotiation, communication and presentation skills. Strong background in project management. Advanced knowledge of data analytics and statistical tools.</p>	Bachelor or Associate Degree in business or technical discipline or equivalent experience. Master degree preferred	10+ years	15+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL / e-COMMERCE MARKETING ANALYSIS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Provides for the development and delivery of marketing content and message portrayed on website, in Digital, Mobile, interactive media and e-Mail marketing efforts in the execution of the company digital strategy.

NOTE: Do NOT include those whose duties comprise more than 50% of their time involved in collecting or analyzing Digital Analytics. See Jobs 355x for Digital Analytics Specialists.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3570</u>	<u>Digital/e-Commerce Marketing Analyst – Entry</u> 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. Excludes trainees without required academic preparation.	Bachelor Degree or equivalent experience	<1 Year	<2 years
<u>3571</u>	<u>Digital/e-Commerce Marketing Analyst – Intermediate</u> Standard knowledge of company products/service, and marketing strategies. 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.	Bachelor Degree or equivalent experience	2 years	4+ years
<u>3572</u>	<u>Digital/e-Commerce Marketing Analyst – Career</u> Broad knowledge of company products/service, and marketing strategies. Practical knowledge and application skills involving effective e-Commerce and marketing techniques. Maintains state-of-the-art skills in e-Commerce applications. Strong analytical skills as well as verbal and written communication skills. Analyzes website traffic for trends and use patterns to identify and quantify customer habits and behavior. 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.	Bachelor Degree or equivalent experience	3 years	5+ years
<u>3573</u>	<u>Digital/e-Commerce Marketing Analyst – Senior/Expert</u> Extensive and advanced knowledge of company products/services and marketing strategies. In-depth knowledge and skills involving e-Commerce applications and marketing techniques. Knowledge of database marketing, research techniques and database warehousing applications. Highly effective skills in problem-solving, project management, analytical and quantitative analysis and superior communication skills. Reviews Web Site traffic analytics for trends and use patterns to identify and quantify customer habits and behavior. Develops customer profiling techniques and implements models for customer valuation. Tracks, measures and determines effectiveness of e-Commerce applications and on-line marketing efforts in terms of ROI, profitability, customer satisfaction and loyalty. Determines methods and techniques to build and enrich the marketing database.	Bachelor Degree or equivalent experience	7+ years	12+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: DIGITAL / e-COMMERCE MARKETING ANALYSIS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
3574	<p><u>Digital/e-Commerce Marketing Analyst – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> 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 on-line 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>	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	15+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: ON-LINE MERCHANDISING

Includes Business to Consumer, as well as Business to Business Focus.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3580</u>	<u>On-Line Merchandiser – Entry</u> Provides support for the development and implementation of On-Line Order Management and Site Maintenance. <u>Order Management</u> 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. <u>Site Maintenance</u> 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 on-line 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.	Associate Degree or equivalent experience	<1 year	<2 years
<u>3581</u>	<u>On-Line Merchandiser – Intermediate</u> Assists in the development and implementation of on-going On-Line sales efforts, promotional programs, and seasonal campaigns to support defined On-Line strategies and goals. Collects, organizes and presents information and data that will assist the development of key concepts, key items, promotional strategies and on-line merchandise that will be commercially viable and meet on-line customer needs and enhance their on-line 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 on-line performance in comparison to other sales channel opportunities. Requires strong knowledge of company products/services, on-line 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.	Bachelor Degree or equivalent experience	2+ years	4+ years
<u>3582</u>	<u>On-Line Merchandiser – Career</u> Develops and implements on-going and emerging On-Line sales efforts, key promotional programs, major seasonal campaigns to support On-Line strategies and goals. Coordinates with planning team to execute On-Line merchandise strategies, annual/seasonal plans which ensure satisfactory attainment of sales, profit and financial goals. Develops On-Line merchandising concepts, promotional strategies, merchandise assortments and product presentations which are compelling, commercially viable and enhance the customer on-line 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 On-Line 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. 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 problem analysis skills. Clear understanding of financial measurements and how to impact them. Strong presentation, listening, verbal and written communication skills. Effective computer skills in Excel and Word.	Bachelor Degree or equivalent experience	4+ years	6+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: ON-LINE MERCHANDISING (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3583</u>	<u>On-Line Merchandiser – Senior/Expert</u> Develops, presents and gains approval of on-going and emerging On-Line sales efforts, long and short term On-Line business strategies, critical promotional programs, major seasonal campaigns to support company strategies and goals. Coordinates with planning team to execute On-Line merchandise strategies, annual/seasonal plans which ensure satisfactory attainment of sales, profit and financial goals. Develops On-Line merchandising concepts, promotional strategies, merchandise assortments and product presentations which are compelling, commercially viable and enhance the customer on-line experience. Partners with cross-functional teams to ensure that the web site effectively communicates the merchandising strategies and brand objectives. Analyzes leading indicators and market information to identify On-Line business opportunities, customer trends and sales risks. Requires strong 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. Strong written and oral communication skills. Ability to work in a team environment. Effective problem analysis skills. Clear understanding of financial measurements and how to impact them. Effective computer skills in Excel and Word.	Bachelor Degree or equivalent experience	6+ years	9+ years
<u>3584</u>	<u>On-Line Merchandiser – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> Establishes plans, presents and gains approval of on-going and emerging On-Line sales efforts, critical promotional programs, and major seasonal campaigns to support company strategies and goals. Leads the development of On-Line merchandising concepts, promotional strategies, merchandise assortments and product presentations which are compelling, commercially viable and enhance the customer on-line 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 On-Line 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. Excellent presentation, listening, verbal and written communication skills. Expert computer skills in various business software programs. Works closely with management staff.	Bachelor Degree or equivalent experience	8+ years	10+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3587</u>	<u>On-Line Merchandising Manager A – First Level</u> <i>First Level Full Management Responsibility.</i> Plans, directs and controls the activities and staff involved in developing, implementing and operating the On-Line business of the business unit. Develops, communicates and drives On-Line 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. Determines work priorities. Develops and directs the implementation of methods to track effectiveness, and monitor progress and cost-effectiveness. Presents, recommends and obtains approval of overall On-Line strategies through senior management. Retains hire/fire, performance evaluation and disciplinary jurisdiction over assigned employees. Requires previous lead/supervisory experience.	Bachelor Degree or equivalent experience	8+ years	10+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: ON-LINE MERCHANDISING/DIGITAL/e-COMMERCE – MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Provides for the development and delivery of marketing content and message portrayed on website, in Digital, Mobile, interactive media and e-Mail marketing efforts in the execution of the company digital strategy.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3588</u>	<u>On-Line Merchandising Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires extensive knowledge of on-line merchandising activities concerned with developing and analyzing diverse areas such as marketing communication strategies, defining and implementing advertising and promotion programs, etc. Plan, directs and controls the activities of a staff to maximize the marketing communications efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs. Monitors performance and cost effectiveness of outside vendors and freelance contractors. Develops, presents and recommends on-line strategy initiatives for senior management. Retains hire/fire, performance evaluation and disciplinary jurisdiction over subordinate management and staff.</i>	Bachelor Degree or Master Degree or equivalent experience	12+ years 10+ years	15+ years
<u>3592</u>	<u>Digital/e-Commerce Technology Manager/Director</u> <i>First Level Full Management Responsibility. Software/IT management experience a must, may have marketing background as well. In-depth knowledge of technological concepts and developments regarding internet-based commerce. Ability to understand and be understood in both technical and marketing functions. Responsible for identification, development, implementation, and support of technology applications and processes enabling digital/e-Commerce activity. Understands digital/e-Commerce marketing objectives, and provides or procures systems solutions to support those objectives. Has supervisory responsibility, or strong indirect influence, over functions such as web page design, development, and security. Responsible for analysis of current and emerging technology issues that may impact e-Commerce activity, and makes strategy and process recommendations accordingly.</i>	Bachelor Degree or equivalent experience	8+ years	12+ years
<u>3594</u>	<u>Digital/e-Commerce Marketing Manager/Director A – First Level</u> <i>First Level Full Management Responsibility. Requires expert knowledge of digital, internet and e-Commerce applications and technologies. Implements appropriate means to measure effectiveness of new media applications Ensures the implementation of new media/interactive/e-Commerce activities. Coordinates internal and external resources to meet interactive marketing objectives. May report to second level of advertising or marketing communications management or senior marketing executive.</i>	Bachelor Degree or Master Degree or equivalent experience	6+ years 5+ years	8+ years
<u>3596</u>	<u>Digital/e-Commerce Marketing Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires extensive, direct experience with internet development, marketing, promotion and technology at a digital/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.</i>	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: STRATEGIC MERCHANDISING

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Responsible for supporting sales through the design and implementation of visual merchandising programs and presentations that meet company standards. Develops the plans and presentations of products and services to maximize sales. Monitors implementation of design/display concepts.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3600</u>	<u>Strategic Merchandiser – Entry</u> Under close supervision, assists in the creation and development of company-wide standards for visual merchandising displays and programs. Assists with market testing to determine new products, services or brands. Assists with preparation of communication training materials for the roll out of corporate visual merchandising directives to the field. Supports sales through the development of basic design and visual merchandising directives and company standards. Prepares routine plans and presentations for products and services to maximize sales. Assists in communicating visual merchandising programs and directives to field merchandisers for implementation.	Associate degree or equivalent experience, Bachelor Degree preferred	<1 years	<2 years
<u>3601</u>	<u>Strategic Merchandiser – Intermediate</u> Under limited supervision, supports the creation and development of basic company-wide standards for visual merchandising displays and programs. Conducts routine market testing to determine new products or brands. Prepares and coordinates training materials to communicate these standards either directly to visual merchandising staff or through the field visual merchandising managers. Supports sales through the development of design and visual merchandising directives and company standards. Prepares the plans and presentations for products and services to maximize sales. Communicates visual merchandising programs and directives to field merchandisers for implementation.	Bachelor Degree or equivalent experience	1 years	>2 years
<u>3602</u>	<u>Strategic Merchandiser – Career</u> Under general supervision, creates and develops company-wide standards for visual merchandising displays and programs. Develops and conducts market testing to determine new products or brands. Creates design of presentation guidelines for the display of products. Develops and coordinates the roll out new programs. Works closely with the field managers to implement these programs. Provides interpretation of the corporate directives to field managers or directly to the visual merchandising staff. Supports sales through the development of design directives and company standards. Develops plans and presentations for products and services to maximize sales. Responsible for communicating programs and directives to the field merchandisers for implementation.	Bachelor Degree or equivalent experience	3 years	5+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: STRATEGIC MERCHANDISING (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>3603</u>	<u>Strategic Merchandiser – Senior/Expert</u> Responsible for supporting sales through the development of design directives considered as company standards. Develops presentations and plans for products and services to maximize sales. Responsible for communicating programs and directives to the field merchandisers for implementation. Responsible for the creation and development of company-wide standards for displays and develops new programs. Conducts complex market testing to determine new products or brands to feature. Creates design and presentation guidelines for the display of these products. Develops and coordinates the roll out of major programs. Works closely with the field managers to implement these programs. Provides interpretation of the corporate directives to field managers or directly to other visual merchandising staff. May act as lead to lower level personnel within this function.	Bachelor Degree or equivalent experience	4+ years	7+ years
<u>3604</u>	<u>Strategic Merchandiser – Consultant</u> Responsible for creating and developing of company-wide standards for visual merchandising displays and programs. Develops and conducts complex market testing to determine new products or brands. Creates design and presentation guidelines for the display of products and services. Develops and coordinates the roll out of new programs. Works closely with managers to implement these programs. Responsible for supporting sales through the development of directives that will be considered as company standards. Develops plans and presentations for products and services to maximize sales. Responsible for communicating all programs and directives to the field merchandisers for implementation. May act as lead to lower level personnel within this function.	Bachelor Degree or equivalent experience	6+ years	10+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3607</u>	<u>Strategic Merchandising Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Provides direct supervision & management of a team responsible for supporting sales through the development and implementation of visual merchandising directives and company standards. Responsible for the creation and development of company-wide standards for displays and programs. Manages and reviews the conduct of market testing to determine new products or brands. Creates design and presentation guidelines for the display of these products. Manages the development and coordination of new programs. Provides interpretation of the corporate directives to field managers or directly to visual merchandising staff. Develops the plans and presentations for products and services to maximize sales. Responsible for communicating all merchandising programs and directives to the field merchandisers for implementation. May act as lead to lower level personnel within this function.	Bachelor Degree or equivalent experience	8+ years	12+ years

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FUNCTION: DIGITAL/MARKETING & e-COMMERCE

JOB FAMILY: STRATEGIC MERCHANDISING (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>3608</u>	<u>Strategic Merchandising Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) management positions. Provides indirect supervision & management of teams responsible for supporting sales through the development of directives considered as company standards for visual merchandising. Responsible for communicating programs and directives to field merchandisers for implementation. Responsible for the creation and development of company-wide standards for displays and programs. Directs the conduct of market testing programs to determine and evaluate new products or brands to feature. Directs the creation of the design and presentation guidelines for the display of products. Develops and coordinates new programs. Provides interpretation of the corporate directives to field managers or directly to the other visual merchandising staff. Ensures that corporate directives are being followed at all levels.</i>	Bachelor Degree or equivalent experience	10+ years	15+ years
<u>3609</u>	<u>Strategic Merchandising Vice President</u> Responsible for the creation of company-wide standards for Visual Merchandising programs utilizing all aspects of the merchandising environment to maximize sales. Determines merchandise to be featured by analyzing sales and product performance. Leads conceptual development of new business opportunities focusing on introduction of new products, services, and brands. Develops and implements communication and training of field staff on corporate standards. Manages the visual merchandising program through lower level field management teams. Manages and directs 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. Responsible for managing the strategic visual merchandising function at the Corporate level.	Bachelor Degree or equivalent experience	10–20 years	17+ years

MARKETING

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: MARKET RESEARCH

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Plans, directs, controls, conducts and analyzes customer oriented market research, user/customer insights/experience, and analysis activities to determine potential customers and market for products/services. Develops and maintains marketing data bases involving internally driven or externally derived information sources. Prepares presentations for management regarding marketing strategy, customer/user experience, and planning and product identification. Organizes and conducts customer focus group activities and other tasks to gain customer insight from user & customer experience. Recommends future product development trends on local, regional, national or worldwide basis.

NOTE: Exclude those with the primary focus on the gathering and analysis of competitive intelligence, regarding competition – see Job Codes 4010–4018. Exclude those whose primary focus is on collecting and analyzing Digital Analytics. See Job Code 3550 – 3558.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>4000</u>	<u>Market Research Specialist – Entry</u> Requires a working knowledge of business practice and procedures which is generally obtained on the job. Applies standard principles, theories and concepts. Plans and schedules the daily tasks to be performed by the position. Makes choices on work prioritization with some assistance. Uses standard instructions, written manuals and documents.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>4001</u>	<u>Market Research Specialist – Intermediate</u> Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Participates in marketing research tasks to analyze pricing, prepare background information for forecasting, and participate in market segmentation and targeted marketing studies and activities. Handles independent assigned tasks and short-term projects. May organize and schedule group tasks. Multiple tasks/projects are assigned and reviewed generally only upon completion.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	4+ years
<u>4002</u>	<u>Market Research Specialist – Career</u> Requires advanced knowledge of the principles and practices within a professional or market research field or recognized body of formal knowledge. This includes knowledge required for complex problems analysis utilizing computer modeling techniques. Plans for the effective development and implementation of longer-term market research projects. Requires work prioritization, forecasting, scheduling and coordinating resources within assigned projects. Major projects are reviewed in terms of achieving goals, generally over an extended period of time.	Bachelor Degree or Master Degree or equivalent experience	5+ years 4+ years	6+ years
<u>4003</u>	<u>Market Research Specialist – Senior/Expert</u> Requires advanced knowledge of market research field. Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts. May require considerable working knowledge of other major areas and the skill to integrate and communicate that information. Projects or forecasts future market research needs. Evaluates impact on strategic market planning objectives and strategies. Decisions have a profound impact on the total organization. Work involves latitude for decision-making and priority setting. Is assigned long-range projects and reviewed through achievement of objectives according to pre-defined goals.	Bachelor Degree or Master Degree or equivalent experience	7+ years 6+ years	8+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: MARKET RESEARCH (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>4004</u>	<p><u>Market Research Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Requires expert knowledge in market research fields 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. Conducts long-term planning and large marketing studies to determine the future direction of the organization. May create unique computer modeling analyses, requiring advanced understanding of computer technical issues and inter-relationships. Forecasts business opportunities and internal responses to ensure continued growth and success of the organization. Work prioritization and decisions are critical to the overall success of all aspects and phases of the organization. Work involves a broad latitude for decision-making and review of actions through goal attainment.</p>	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	10+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: COMPETITIVE INTELLIGENCE

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Collects and analyzes competitive intelligence, information, research and data on competitors and their products to identify market trends and potentials, competitive forces, penetration strategies, user biases and preferences and similar parameters.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>4010</u>	<u>Competitive Intelligence Specialist – Entry</u> Gathers competitive intelligence. Collects and analyzes data to identify trends, competitive forces, and penetration/segmentation strategies. Integrates data from various sources to produce analyses and reports. Maintains current knowledge of research tools and techniques while building new analytic research skills.	Bachelor Degree or equivalent experience	1+ years	3+ years
<u>4011</u>	<u>Competitive Intelligence Specialist – Intermediate</u> Gathers, classifies and analyzes competitive intelligence from a variety of field sources. Collects and analyzes data to identify trends, market potential, competitive forces, penetration/segmentation strategies, customer preferences, etc. Organizes the information into useable, actionable reports for distribution to the field and to management for use in strategic and operational decision-making. Determines priorities, schedules and coordinates resources within assigned projects.	Bachelor Degree or Master Degree or equivalent experience	3+ years	5+ years
<u>4012</u>	<u>Competitive Intelligence Specialist – Career</u> Develops competitive intelligence sources. Collects and analyzes data to identify trends, market potential, competitive forces, penetration/segmentation strategies, customer preferences, etc. Provides information and analysis on competitors and market drivers for the strategic planning process. Effectively communicates conclusions and recommendations that meet requirements for technical rigor, thoroughness. May participate in longer-term and more complex research studies.	Bachelor Degree or Master Degree or equivalent experience	5+ years	8+ years
<u>4013</u>	<u>Competitive Intelligence Specialist – Senior/Expert</u> Develops and implements competitive intelligence strategies. Uses critical thinking to facilitate the translation of data into information. Conducts strategic analysis and presents findings and strategic recommendations to department senior management. Ensures internal customers are provided with relevant, up-to-date competitive information. May assist in projecting/forecasting future market research needs.	Bachelor Degree or Master Degree or equivalent experience	7+ years	10+ years
<u>4014</u>	<u>Competitive Intelligence Specialist – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities.</i> Establishes plans, develops and implements competitive intelligence strategies to identify market trends, competitive forces, penetration strategies, user biases and preferences and similar parameters. Facilitates the translation of data into essential information to be used for competitive analysis. Oversees and conducts strategic analysis and presents findings and strategic recommendations to department senior management. Ensures internal customers are provided with relevant, up-to-date competitive information. Assist in projecting/forecasting future market research trends. Requires expert knowledge in several professional areas and the ability to integrate critical information from many diverse areas. Requires extensive theoretical and practical 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. Forecasts business opportunities growth and success of the organization. Work involves a broad latitude for decision-making and review of actions through goal attainment.	Bachelor Degree or Master Degree or equivalent experience	9+ years	12+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: COMPETITIVE INTELLIGENCE (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>4017</u>	<u>Competitive Intelligence Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Manages competitive intelligence activities and resources. Oversees all requests for deployment of researchers on projects and assignments. Manages all specified assignments, deliverables, and financials for the research team. Oversees all communications with the global researcher network. Contributes to the development of new concepts and research designs. Consults with business groups and determines research requirements, strategies and project timelines. Manages, develops and applies acquired customer insights and competitive intelligence involving integration of critical information from many diverse areas; oversees analysis and interpretation of data, reviews, finds and presents key insights and recommendations to senior management across the enterprise.	Bachelor Degree or Master Degree or equivalent experience	10 + years	14+ years
<u>4018</u>	<u>Competitive Intelligence Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities.</i> Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Senior management position responsible for competitive intelligence operations. Develops and maintains policies and practices to obtain, analyze and interpret competitive intelligence activities. Creates and drives a systematic process to collect, synthesize and interpret intelligence on competitors. Develops, maintains, communicates vision, and deploys resources efficiently and effectively against all priority projects. Develops and provides intelligence briefings. Ensures intelligence is actionable and measurable. Recommends actions which will aid in predicting and influencing market share, effectiveness of current market/sales programs, feasibility of new products, etc. Manages, develops and applies acquired customer insights and competitive intelligence involving integration of critical information from many diverse areas; oversees analysis and interpretation of data, reviews, finds and presents key insights and recommendations to senior management across the enterprise. Ensures development of methods to track program/research effectiveness.	Bachelor Degree or Master Degree or equivalent experience	12+ years	15+ years
<u>4101</u>	<u>Market Research Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Requires expert knowledge within the market research field and the ability to integrate critical information from many diverse areas. Requires extensive practical and industry knowledge. Applies and/or develops advanced concepts. Provides input to senior managers in developing and establishing organization policies. Provides general direction to and review of market research staff. Develops organizational policies and authorizes implementation of same. Work prioritization and decisions are important to the overall success of all aspects and phases of the organization. May have international responsibility. At times, is involved in the complexities of day-to-day operational problems. Ensures that overall budget schedules and performance standards are realistically set and attained. Work involves a broad latitude for decision-making and review of actions through goal attainment. May report to 2nd level of market research management or Senior Marketing Executive.	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	10+ years
<u>4102</u>	<u>Market Research Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities.</i> Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires extensive knowledge of market research activities concerned with developing and analyzing diverse areas such as pricing strategies, defining, implementing, developing and analyzing marketing research plans and practices, etc. Plans, directs and controls the activities of a staff to maximize the market research efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs.	Bachelor Degree or Master Degree or equivalent experience	12+ years 10+ years	14+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: MARKETING DATABASE ANALYSIS

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Creates, maintains and analyzes marketing database resources used in the development of marketing programs. Develops and designs market database analysis programs to meet needs of product management in acquiring and warehousing customer information and demographics, establishing customer profiles, identifying potential markets, targeting customers, new sales, marketing and product opportunities and marketing strategies. Develops processes and methodologies to maximize data integrity. Designs data audit techniques to improve data quality. Defines and implements experimental research designs and quantitative techniques using high level analytical tools.

NOTE: Incumbents may use Digital Analytics information to develop creative business objectives in response to market feedback and user activity trends. This job family is NOT intended to represent those whose major job duties are comprised of Digital Analytics tasks. SEE Job Series 355X for those who are dedicated to Digital Analytics responsibilities.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>4200</u>	<u>Marketing Database Analyst – Entry</u> Requires basic knowledge of PC based spreadsheet and database applications. Ability to acquire skills or has basic experience with SAS, SPSS and other statistical software languages and applications required. Assists with marketing database research tasks to extract pertinent information, results and recommendations from marketing database and other product and customer information resources. Responsible for assigned task and short term projects. Business practices and procedures are generally obtained on the job. Uses standard instructions, written manuals and documents. Plans and schedules the daily tasks to be performed by the position. Guidance is readily available from other team members or management. Entry-level position into job family. Excludes trainees without required academic preparation.	Bachelor Degree or Master Degree or equivalent experience	<1 years	1+ years
<u>4201</u>	<u>Marketing Database Analyst – Intermediate</u> Requires a working knowledge of PC based spreadsheet and database applications. Basic experience with SAS, SPSS and other statistical software languages and applications. Participates in marketing database research tasks to extract pertinent information, results and recommendations from marketing database, and other product and customer information resources. Handles independent assigned tasks and short-term projects.	Bachelor Degree or Master Degree or equivalent experience	2+ years	4+ years
<u>4202</u>	<u>Marketing Database Analyst – Career</u> Requires an advanced knowledge of PC based spreadsheet and database warehousing applications. Experience with SAS, SPSS and other statistical software languages and applications. Proven excellence in problem solving, analytical, research and quantitative analysis skills, and analytical working techniques including: Regression, decision trees, multivariate analysis, KDD, etc. Consults with decision makers to identify and define business issues requiring marketing database analysis. Translates needs into actual analysis plans and/or experimental designs. Reports analytical results and recommendations in written, verbal and presentation form. Identifies and evaluates potential data sources. Major projects are reviewed, in terms of goal achievement, generally over an extended period of time.	Bachelor Degree or Master Degree or equivalent experience	3+ years 2+ years	6+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: MARKETING DATABASE ANALYSIS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>4203</u>	Marketing Database Analyst – Senior/Expert Requires expert level knowledge in the theory and application of computer based analytical tools. Capacity for the development evaluation and utilization of state-of-the art techniques and methodologies on new application challenges. Excellent problem solving, analytical, research and quantitative analysis skills. Consults with decision makers and senior management regarding strategic research, planning and analysis, providing insight, knowledge and understanding of business, products and industry. Assignments are generally long-term and are reviewed through achievement of objectives, according to pre-defined goals. Work involves considerable latitude for decision-making and priority setting. Decisions have a profound impact on the total organization. Provides leadership for support staff by establishing infrastructure, operating procedures, benchmarks and guidelines. Develops and maintains relationships with other marketing functions and management.	Master Degree or Doctorate or equivalent experience	7+ years 5+ years	9+ years
<u>4204</u>	Marketing Database Analyst – Consultant Requires recognized expertise as a consulting level resource with ability to integrate critical information from diverse sources. Extensive theoretical, practical and industry-specific knowledge is essential. Applies and/or develops highly advanced principles and concepts. Recognized internally and externally for state-of-the-art knowledgebase and approaches. Acting as a senior consulting resource, provides the highest level staff support to management throughout the company and across functional lines. Creates unique computer modeling approaches requiring the most advanced understanding of database warehousing methodologies and techniques.	Master Degree or Doctorate or equivalent experience	10+ years 9+ years	12+ years
<u>4210</u>	Marketing Database Statistician – Entry Requires knowledge of standard statistical principles, methodologies and techniques including SPSS, SAS and similar query/analytical software. Assists with the review and preparation of recommendations for statistical methodologies and treatments as a team member in support of database analysis objectives. Responsible for assigned task and short term projects. Advanced business practices and procedures are generally obtained on the job. Uses standard instruction, written manuals and documents. Guidance is readily available from other team members or management. Entry-level position into job family. Excludes trainees without required academic preparation.	Bachelor Degree or Master Degree or equivalent experience	<1 years	<2 years
<u>4211</u>	Marketing Database Statistician – Intermediate Requires working knowledge of complex statistical principles, methodologies and techniques including SPSS, SAS and similar query/analytical software. Participates in reviews and recommends statistical methodologies and treatments as a team member in support of data base analysis objectives. Handles independent assigned projects.	Master Degree or equivalent experience	2+ years	3+ years
<u>4212</u>	Marketing Database Statistician – Career Requires an advanced knowledge of advanced statistical principles, methodologies and techniques including SPSS, SAS and similar query/analytical software. Reviews and recommends statistical methodologies and treatments as a team member in support of database analysis objectives.	Master Degree or equivalent experience	2+ years	5+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: MARKETING DATABASE ANALYSIS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>4213</u>	<u>Marketing Database Statistician – Senior/Expert</u> Recognized expert knowledge base in quantitative and analytical modeling techniques including multivariate analysis research design, neural nets, association rules, genetic algorithms, decision trees, time series analysis, visualization techniques, KDD, etc. Develops and conducts sophisticated exploratory data analysis, predictive modeling and data mining solutions to identify customer purchasing parameters, characteristics, and critical demographics. Functions as corporate resource on statistical application/research techniques. Consults with cross-functional teams on matters relating to statistics, knowledge discovery and data modeling. Work involves considerable latitude for decision-making and priority setting. Decisions and recommendations have a profound impact on the total organization. Provides leadership for support staff by establishing infrastructure, statistical operating procedures, benchmarks, and guidelines.	Doctorate or equivalent experience	5+ years	10+ years
<u>4214</u>	<u>Marketing Database Statistician – Consultant</u> <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Consultant to management and staff on quantitative and analytical modeling techniques. Instructs other staff in the development and conducting of complicated exploratory data analysis, predictive modeling and data mining solutions to identify customer purchasing parameters, characteristics and critical demographics. Applies conceptual thinking skills requiring creativity and involving non-standard methodology. Expert problem solving and project management skills required. 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. 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.	Doctorate or equivalent experience	7+ years	12+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>4217</u>	<u>Marketing Database Analysis Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Requires expert knowledge within the database analysis field and the ability to integrate critical information from many diverse areas. Requires extensive practical and industry knowledge. Applies and/or develops advanced concepts. Provides input to senior managers in developing and establishing organization policies. Provides general direction to and review of database analysis staff. Develops organizational policies and authorizes implementation of same. Work prioritization and decisions are import to the overall success of all aspects and phases of the organization. May have country or international responsibility. At times, is involved in the complexities of day-to-day operational problems. Ensures that overall budge schedules and performance standards are realistically set and attained. Work involves a broad latitude for decision-making and review of actions through goal attainment. May report to 2 nd level of market research management of Senior Marketing Executive.	Bachelor Degree or Master Degree or equivalent experience	9+ years 8+ years	10+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: MARKETING DATABASE ANALYSIS (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>4218</u>	<p><u>Marketing Database Analysis Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job). Requires extensive knowledge in marketing database activities. Oversees the creation, maintenance and analysis of marketing database resources used in the development of marketing programs. Manages the definition and implementation of experimental research designs and quantitative techniques using high-level analytical tools. Develops methods to track effectiveness of implemented programs/tools. Requires ability to understand, develop and apply advance concepts. Oversees the direction and review of the database analysis staff. Directs the development and implementation of policies. May have country or international responsibilities. Responsible for budget development and meeting budgetary goals.</i></p>	Master Degree or Doctorate or equivalent experience	12+ years 10+ years	15+ years

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FUNCTION: MARKET RESEARCH/COMPETITIVE INTELLIGENCE/USER & CUSTOMER EXPERIENCE

JOB FAMILY: PRODUCT AND BRAND STRATEGY MANAGEMENT

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Develops and provides corporate/business entity level strategy to support sector, brand and product line marketing management. Develops marketing strategies consistent in tone and theme for corporate brand. Develops concepts, monitors implementation and drives the application across company/business lines. Monitors application of corporate/business line standards across sectors/brands and product lines. Establishes editorial design and visual standards to portray a consistent text message and tone in sector, brand and product marketing programs. Reviews market research and competitive intelligence projects and results to identify and articulate customer, competitor and industry trends which impact possible new branding opportunities and directions. Develops strategies to target demographics such as age, culture, language and geography. May have global geographic responsibilities. May have staff management responsibilities, plus primary focus is on the management of the sector, brand, product line.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>4410</u>	<u>Product and Brand Strategy Manager/Director A – First Level</u> Develops the overall strategy and brand approach across all company/business line products. Responsible for development and implementation of strategic plans to promote and increase the brand identity to maximize company sales and contribute to profitable growth. Focus is on a single, easily identified brand.	Bachelor Degree or Master Degree or equivalent experience	6+ years 5+ years	10+ years
<u>4420</u>	<u>Product and Brand Strategy Manager/Director B – Second Level</u> Develops the overall strategy and brand approach across all company/business line products. Develop the strategic marketing conclusions related to all brands, including the identification of clear and differentiated brand positions and delineation of products and services. Focus is on multiple brands or brands with complex issues.	Bachelor Degree or Master Degree or equivalent experience	8+ years 7+ years	12+ years

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FUNCTION: PRODUCT MARKETING AND BRAND MANAGEMENT – GENERIC

JOB FAMILY: PRODUCT MARKETING AND BRAND MANAGEMENT – GENERIC (Excludes Product Codes FS, CX, FO and RS)

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Directs, designs and implements a comprehensive product marketing cycle which may include identification of market potential, establishing of pricing and market strategies, estimates of potential sales, introduction to market, distribution/channel issues, definition of promotional activities and management of product through phase-out. Plans, organizes and coordinates assigned programs to ensure accomplishment of financial/budgetary goals. Coordinates program planning with customers to ensure identification of appropriate manufacturing schedules, goals, design criteria, costs and similar considerations. Conducts pre-contract liaison with customers and may participate in contract negotiation activities. Coordinates details of program within the company with a wide range of functions and individuals. Reviews potential changes in scope of contract and advises management and customers of potential impact of changes. May coordinate product introduction and market exploitation with marketing and sales organizations to ensure maximum penetration of market segment. Provides continuing product surveillance and management of assigned products and categories to attain financial objectives.

NOTE: The 45XX series is normally oriented to a sector, brand or product level. SEE the 44XX series for those with strategy and standards development duties and responsibilities at the Corporate or Business Line level.
 The 45XX series covers all product codes except AU, FS, CX, FO, RF and RS.
 Use job codes 4810 – 4860 for Financial Services (FS Product Code).
 Use job codes 4710 – 4760 for Consumer Products/Packaged Goods/Food and Retail Sales product codes (AU, CX, FO, RF & RS Product Codes).

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>4500</u>	<u>Assistant Product Line/Brand Marketing Manager A – Bachelor Entry</u> Working knowledge of company product lines and potential applications. General understanding of product and customer requirements. Fundamental experience in management techniques and controls, marketing and contract administration. Responsibilities are generally limited to standard brand or established, mature products or categories. Report new, inexperienced Bachelor graduates to this level.	Bachelor Degree or equivalent experience	<1 year	0–1+ year
<u>4510</u>	<u>Assistant Product Line/Brand Marketing Manager A – Master Entry</u> Working knowledge of company product lines and potential applications. General understanding of product and customer requirements. Fundamental experience in management techniques and controls, marketing and contract administration. Responsibilities are generally limited to standard brand or established, mature products or categories. Report new, inexperienced Master graduates to this level.	Master Degree or equivalent experience	<1 year	0–1+ years
<u>4520</u>	<u>Associate Product Line/Brand Marketing Manager B</u> Specialized knowledge of company product lines and potential applications. Full understanding of product and customer requirements. General experience in management techniques and controls, marketing and contract administration. Product lines may represent new and emerging brands, products, technologies or applications. Responsible for multiple brands or unique products.	Bachelor Degree or Master Degree or equivalent experience	1+ years	3+ years
<u>4530</u>	<u>Product Line/Brand Marketing Manager C</u> Full knowledge of major product lines and potential applications. Comprehensive understanding of product and customer requirements. Fully experienced in management techniques and controls, marketing and contract administration. Product lines may be diverse in nature and may have substantial impact on company operations.	Bachelor Degree or Master Degree or equivalent experience	2+ years	6+ years

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FUNCTION: PRODUCT MARKETING AND BRAND MANAGEMENT – GENERIC

JOB FAMILY: PRODUCT MARKETING AND BRAND MANAGEMENT – GENERIC (Excludes Product Codes FS, CX, FO and RS) (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
PRODUCT LINE MARKETING MANAGERS				
<u>4540</u>	<u>Senior Product Line/Brand Marketing Manager D</u> Advanced knowledge of company product lines and potential applications. Complete understanding of product and customer requirements. Fully experienced in management techniques and controls, marketing and contract administration. Product lines managed are considered complex, unique, and critical to the overall success of the company.	Bachelor Degree or Master Degree or equivalent experience	4+ years	8+ years
<u>4550</u>	<u>Product Line/Brand Director</u> Develops the overall category strategy and brand portfolio approach for a category or multiple categories. Directs the development of marketing objectives and programs to achieve volume, profit, market share and other goals for the category and its' brands. Normally responsible for management and development of category staff.	Bachelor Degree or Master Degree or equivalent experience	6+ years	10+ years
<u>4560</u>	<u>Product Line/Brand Vice President</u> Develops the overall strategy and brand portfolio approach for categories that are critical components to the overall success of the company. Complete knowledge of company product lines and potential applications. Full understanding of product and customer requirements. Fully experienced in management techniques and controls, marketing and contract administration. Product lines are considered complex, unique and critical to the overall success of the company.	Bachelor Degree or Master Degree or equivalent experience	8+ years	12+ years

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FUNCTION: PRODUCT MARKETING AND BRAND MANAGEMENT – CONSUMER PRODUCTS / FOOD / BEVERAGE / RETAIL SALES

JOB FAMILY: PRODUCT MARKETING AND BRAND MANAGEMENT – CONSUMER PRODUCTS / FOOD / BEVERAGE / RETAIL SALES

NOTE: Job Codes 4710 – 4760 are available ONLY for Consumer Products/Packaged Goods, Retail Sales and Food/Beverage companies reporting data under the “AU”, “CX”, “RS”, “RF” and “FO” product codes. Other Product Groups should report to Jobs 4510 – 4560, or 4810 – 4860.

Product/Service designation for the 47XX job series:

Use the third digit to represent the job level and the fourth, last digit of the 47XX Job Code series to indicate the primary type of consumer product/service provided.

- 47X1 = Consumer – Durable Good (Intended for use for more than one year) e.g. Autos, Refrigerators, Jewelry, Appliances, Housewares
- 47X2 = Consumer – Non-Durable Goods (Normally consumed in less than one year) e.g. Cosmetics, Food, Automotive Lubricants, Household Consumables, Drugs, Toys
- 47X3 = Apparel, Footwear, & Fashion Accessories
- 47X5 = Retail Sales & Restaurants
- 47X9 = Other, combination or default if not an identifiable sub-group

For example: A Senior Brand Manager, responsible for non-durable goods (laundry soap) would be reported as Job Code 4742, and an Associate Product Manager for Retail Sales would be designated as a Job Codes 4725.

NOTE: For those who hire Bachelor or Master graduates from first or second tier schools, please refer to PolicyCentral on our website, www.wmgnet.com, and report your college hire data. Report new, inexperienced Bachelor graduates to the job 470X level. Report new, inexperienced Master graduates to the job 471X level.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
BRAND MANAGERS (Consumer Products/Packaged Goods/Retail Sales and Food/Beverage ONLY – Product Code = CX, RS and FO)				
<u>470X</u>	<u>Assistant Brand/Product Manager – Consumer Products/Food & Beverage/Retail – Bachelor Entry</u> Entry level position. Assists in all aspects of development and implementation of marketing plans. Works under direct supervision. Report <u>new, inexperienced Bachelor graduates</u> to this level.	Bachelor Degree or equivalent experience	<1 year	1+ year
<u>471X</u>	<u>Assistant Brand/Product Manager – Consumer Products/Food & Beverage/Retail – Master Entry</u> Entry level position. Assists in all aspects of development and implementation of marketing plans. Works under direct supervision. Report <u>new, inexperienced Master graduates</u> to this level.	Master Degree or equivalent experience	<1 year	1+ year
<u>472X</u>	<u>Associate Brand/Product Manager – Consumer Products/Food & Beverage/Retail</u> Works directly with Brand Manager. Assists in all aspects of development and implementation of marketing plans. Initiates recommendations for ongoing modifications.	Bachelor Degree or Master Degree or equivalent experience	1+ years	3+ years
<u>473X</u>	<u>Brand/Product Manager – Consumer Products/Food & Beverage/Retail</u> Develops and implements annual business plans and contingencies for the marketing of assigned product(s) and brand(s). Recommends ongoing modifications. May be responsible for managing a less experienced marketing professional.	Bachelor Degree or Master Degree or equivalent experience	2+ years	6+ years

M A R K E T I N G

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PRODUCT MARKETING AND BRAND MANAGEMENT – CONSUMER PRODUCTS / FOOD / BEVERAGE / RETAIL SALES

JOB FAMILY: PRODUCT MARKETING AND BRAND MANAGEMENT – CONSUMER PRODUCTS / FOOD / BEVERAGE / RETAIL SALES (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
BRAND MANAGERS (Consumer Products/Packaged Goods/Retail Sales and Food/Beverage ONLY – Product Code = CX, RS and FO)				
<u>474X</u>	<u>Senior Brand/Product Manager – Consumer Products/Food & Beverage/Retail</u> Develops short and long-range strategy for the marketing of assigned products or brands including identification of brand extension opportunities. May have supervisory responsibility for less experienced marketing professionals.	Bachelor Degree or Master Degree or equivalent experience	4+ years	8+ years
<u>475X</u>	<u>Marketing Director – Consumer Products/Food & Beverage/Retail</u> Develops the overall category strategy and brand portfolio approach for the category. Directors the development of marketing objectives and programs to achieve volume, profit, market share and other goals for the category and its' brands. Responsible for development of staff within the category group.	Bachelor Degree or Master Degree or equivalent experience	6+ years	10+ years
<u>476X</u>	<u>Vice President Brand/Product Marketing – Consumer Products/Food & Beverage/Retail</u> Develops the overall strategy and brand portfolio approach for categories that are critical components to the overall success of the company. Advanced knowledge of company product lines and potential applications. Technical understanding of product and customer requirements. Fully experienced in management techniques and controls, marketing and contract administration. Product lines are complex, unique and critical.	Bachelor Degree or Master Degree or equivalent experience	8+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: PRODUCT MARKETING AND BRAND MANAGEMENT – FINANCIAL SERVICES

JOB FAMILY: PRODUCT MARKETING AND BRAND MANAGEMENT – FINANCIAL SERVICES

NOTE: Job Codes 4810 – 4860 are available ONLY for Financial Services companies reporting data under the “FS” product code. Includes Banking, Insurance, Lending, Brokerages, Financial Exchanges, etc. Other product groups should report to the 45XX or 47XX job code series.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
BRAND MANAGERS (Financial Services companies ONLY – Product Code = FS)				
<u>4800</u>	<u>Assistant Brand/Product Manager – Financial Services – Bachelor Entry</u> Entry level position. Assists in all aspects of development and implementation of marketing plans. Works under direct supervision. Report new Master, inexperienced graduates to this level.	Bachelor Degree or equivalent experience	<1 year	<2 years
<u>4810</u>	<u>Assistant Brand/Product Manager – Financial Services – Master Entry</u> Entry level position. Assists in all aspects of development and implementation of marketing plans. Works under direct supervision. Report new Master, inexperienced graduates to this level.	Bachelor Degree or Master Degree or equivalent experience	<1 year	<2 years
<u>4820</u>	<u>Associate Brand/Product Manager – Financial Services</u> Works directly with Brand Manager. Assists in all aspects of development and implementation of marketing plans. Initiates recommendations for ongoing modifications.	Bachelor Degree or Master Degree or equivalent experience	1+ year	3+ years
<u>4830</u>	<u>Brand/Product Manager – Financial Services</u> Develops and implements annual business plans and contingencies for the marketing of assigned product(s) and brand(s). Recommends ongoing modifications. May be responsible for managing a less experienced marketing professional.	Master Degree or equivalent experience	2+ years	6+ years
<u>4840</u>	<u>Senior Brand/Product Manager – Financial Services</u> Develops short and long-range strategy for the marketing of assigned products or brands including identification of brand extension opportunities. May have supervisory responsibility for less experienced marketing professionals.	Master Degree or equivalent experience	4+ years	8+ years
<u>4850</u>	<u>Marketing Director – Financial Services</u> Develops the overall category strategy and brand portfolio approach for the category. Directs the development of marketing objectives and programs to achieve volume, profit, market share and other goals for the category and its' brands. Responsible for development of staff within the category group.	Master Degree or equivalent experience	6+ years	10+ years
<u>4860</u>	<u>Vice President Brand/Product Marketing – Financial Services</u> Develops the overall strategy and brand portfolio approach for categories that are critical components to the overall success of the company. Advanced knowledge of company product lines and potential applications. Technical understanding of product and customer requirements. Fully experienced in management techniques and controls, marketing and contract administration. Product lines are complex, unique and critical.	Master Degree or equivalent experience	8+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: MARKETING EDUCATION AND TRAINING

JOB FAMILY: TRAINER/DEVELOPER

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Directs the planning, development and presentation of training programs for field sales staff, field support personnel and sales management in support of over-all sales and marketing objectives. May include the conduct and management of customer training. Identifies learning objectives and directs training specialists in developing course content, teaching methods, and instructional procedures. Continuously evaluates progress to ensure sales training activities are teaching sales representatives the characteristics and applications of company products and how to effectively sell products. Ensures training programs are properly orienting company management and product field support personnel to their roles in the over-all marketing plan. Conducts training sessions for company sales or management personnel. Arranges for key company technical or marketing personnel to serve as instructors or guest speakers as required. Coordinates the development of necessary audio-visual presentations to be utilized in the field to familiarize field sales and technical support personnel with new products. Assists in the design and development of training facilities and evaluation of equipment requirements. Maintains continual awareness of marketing strategies and objectives, recommends sales training techniques, and approaches to management which will assist in meeting marketing goals. **NOTE:** This job family EXCLUDES those who have any assigned sales responsibilities.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>4900</u>	<u>Trainer/Developer – Entry</u> Conducts training classes on company products. Develops course content and recommended teaching methodology. May conduct examinations and evaluations to assess trainees' mastery of the subject matter. The emphasis of this position is on classroom instruction, but it may include some needs assessment and program development and/or modification. Works with written as well as verbal direction. Makes choices on work prioritization with some assistance. Applies standard principles, theories and concepts. Guidance is readily available from other team members or management. Entry-level position into job family. Excludes trainees without required academic preparation.	Associate Degree or Bachelor Degree or equivalent experience	<1 year	<2 years
<u>4910</u>	<u>Trainer/Developer – Intermediate</u> Independently conducts training classes on most company products. May specialize on a specific product. Under moderate supervision, develops course content, determines teaching methodology.	Associate Degree or Bachelor Degree or equivalent experience	2+ years	6+ years
<u>4920</u>	<u>Trainer/Developer – Career</u> Experience in developing and conducting major training programs which may contain a number of different subject modules requiring the coordination of inter- and intra-organizational resources. Provides guidance and direction to less experienced educators regarding training. Applies a wide variety of principles and techniques to develop training programs	Associate Degree or Bachelor Degree or equivalent experience	4+ years	8+ years
<u>4930</u>	<u>Trainer/Developer – Senior/Expert</u> Experienced in developing and conducting major training programs that contain a number of different subject modules requiring the coordination of inter-organizational and intra-organizational resources. Provides leadership to less experienced educators regarding training. Applies a wide variety of principles and techniques to develop training programs. Conducts needs evaluation and designs curricula and courses to meet those needs. May provide career and development consultation to employees. May provide leadership to other management development/training staff. Extensive knowledge of technical subject matter and training techniques.	Bachelor Degree or Master Degree or equivalent experience	5+ years	9 + years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: MARKETING EDUCATION AND TRAINING

JOB FAMILY: TRAINER/DEVELOPER (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
<u>4940</u>	<p>Trainer/Developer – Consultant <i>Normally the Highest Level Individual Contributor without staff management responsibilities. May have functional management responsibilities.</i> Expert in marketing and sales with emphasis on developing and implementing sales and field support programs. Expert knowledge of company products and application to customer usage. Ability to direct the design and development of highly effective training programs. Applies expert knowledge, principles, theories and concepts. Requires expert knowledge and the ability to integrate critical information from many diverse areas. Requires extensive theoretical practical and industry knowledge. Conducts research to assess training requirements and needs throughout the company. Recognized by internal and external associates for high-level expertise. Demonstrates superior presentation skills. 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>	Bachelor Degree or Master Degree or equivalent experience	7+ years	12+ years
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>4950</u>	<p>Marketing Education and Training Manager/Director A – First Level <i>First Level Full Management Responsibility.</i> Experience in marketing and sales with emphasis on developing and implementing sales and field support programs. Knowledge of company products and application to customer use. Ability to direct the design and development of effective sales training programs.</p>	Bachelor Degree or Master Degree or equivalent experience	7+ years	9+ years
<u>4952</u>	<p>Marketing Education and Training Manager/Director B – Second Level <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of marketing education and promotion programs, etc. Plan, directs and controls the activities of a staff to maximize the marketing education strategies and efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs. Monitors performance and cost effectiveness of outside vendors and freelance contractors.</p>	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: TELEMARKETING/TELESALES

JOB FAMILY: TELEMARKETING/TELESALES

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Performs inbound and/or outbound customer calling activities to present and sell company products or services to targeted customer base. Typical products and services include: tangible consumer products, airline/car/hotel/travel reservations, financial/insurance services, telecommunications services, technical services and the like. Utilizes phone, e-mail and other technical go-to-market and digital marketing approaches. May respond to customer e-mail/chat inquiries.

NOTE: May include those on highly leveraged sales incentive plans, where a major portion of their earnings are based on their sales performance, and base pay is limited.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff management)				
<u>5010</u>	<u>Telemarketing Representative – Entry (Inbound)</u> Entry Level. Basic knowledge of company products/services. Normal interface responses are routine or closely “scripted.” Receives customer orders via telephone, inputs orders into order administration system, responds to customer inquiries regarding order delivery/expediting, and routes customer to appropriate company resources on issues not related to catalog order and/or standard low-end products/services/supplies.	H.S. Diploma or equivalent experience	<1 year	2+ years
<u>5012</u>	<u>Telemarketing Representative – Entry (Outbound)</u> Entry Level. Basic knowledge of company products/services. Normal interface responses are routine or closely “scripted.” Use this job for those with blended entry level inbound and outbound responsibilities. Initiates contact with selected customer base to present products/services and promotions in a designated market via telephone. May handle inbound calls as well. May have some account and quota responsibility. Contacts are standard.	H.S. Diploma or equivalent experience	<1 year	2+ years
<u>5020</u>	<u>Telemarketing Representative – Intermediate</u> Intermediate Level requiring previous selling experience, excludes trainees. Broad knowledge of company products/services. Applies basic selling skills. Contacts and sells products/services to selected customer base in a designated market via telephone. Products/services are of medium complexity. Initiates outbound calls in addition to handling inbound traffic. May have some account and quota responsibility. Informs customers of company promotions, upgrades and cross-sell opportunities.	2–4 years of college or equivalent experience	2+ years	3+ years
<u>5030</u>	<u>Telemarketing Representative – Career</u> Career Level, fully qualified experienced professional requiring previous selling experience, excludes trainees. Broad knowledge of company products/services. Applies standard selling skills. Pro-actively sells products/services to both installed-base and existing customers, as well as “cold-calling.” May handle multi-product lines of major complexity/criticality. Normally has account and quota responsibility. Informs customers of company promotions, upgrades and cross-sell opportunities. May be responsible for maintaining the performance of “outsourced” call center activities.	Bachelor Degree or equivalent experience	4+ years	5+ years
<u>5040</u>	<u>Telemarketing Representative – Lead</u> In addition to the duties and responsibilities of the Career level Job Code 5030, provides work prioritization, scheduling, mentoring and skill coaching on telemarketing/telesales techniques for lower level staff. Is <u>NOT responsible for hire/fire decisions, performance evaluations, disciplinary actions or budget.</u>	Bachelor Degree or equivalent experience	5+ years	6+ years

M A R K E T I N G

COMPENSATION SURVEY

2 0 1 9



FUNCTION: TELEMARKETING/TELESALES

JOB FAMILY: TELEMARKETING/TELESALES – MANAGEMENT

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>5101</u>	<u>Telemarketing Supervisor</u> <i>Lead/ Supervision Responsibility.</i> Requires thorough knowledge of business practice and procedures in order to perform non-repetitive, analytical work. Position uses a wide application of principles, theories, concepts and draws on previous experience to determine a course of action. Directs and supervises a group of Telemarketing Representatives responsible for selling company products/services via telephone, e-mail and supporting technologies. Possesses full supervisory responsibilities including hire/fire authority, disciplinary responsibilities, performance evaluation and the like.	Bachelor Degree or Master Degree or equivalent experience	5 years	6+ years
<u>5110</u>	<u>Telemarketing Manager/Director A – First Level</u> <i>First Level Full Management Responsibility.</i> Requires extensive knowledge of telemarketing activities concerned with developing and analyzing diverse areas such as telemarketing strategies, defining and implementing telemarketing programs, etc. Plans, directs and controls the activities of staff to maximize the telemarketing efforts of the organizational unit. Provides for the preparation, monitoring and consolidation of forecasts to meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs. May have budgetary responsibilities in larger organizations.	Bachelor Degree or Master Degree or equivalent experience	8+ years 7+ years	9+ years
<u>5112</u>	<u>Telemarketing Manager/Director B – Second Level</u> <i>Second Level Full Management Responsibilities. Normally directs and manages thru First Level (A) Management positions. Typically reports to a Senior Marketing Executive (9XXX level job).</i> Requires extensive knowledge of telemarketing advertising and promotion programs, etc. Plan, directs and controls the activities of a staff to maximize the telemarketing strategies and efforts of the organizational unit. Provides for the preparation and consolidation of forecasts which meet overall marketing/sales objectives of the company. Develops methods to track effectiveness of implemented programs. Monitors performance and cost effectiveness of outside vendors and freelance contractors. Prepares and monitors budget performance.	Bachelor Degree or Master Degree or equivalent experience	10+ years 9+ years	12+ years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CUSTOMER SERVICE/TECHNICAL SUPPORT

JOB FAMILY: TECHNICAL SUPPORT/HELP DESK

FUNCTIONAL DUTIES AND RESPONSIBILITIES: Directs, coordinates and provides the highest level of customer service to ensure consistent customer satisfaction. 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 respond to customer e-mail/chat inquiries. May provide technical support.

NOTE: Excludes employees involved with sales of company products and services. See job codes 5010 – 5110 for Sales jobs

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff)				
<u>5211</u>	<u>Technical Support/Help Desk Representative – Intermediate</u> Provides technical assistance by phone, email, web, fax, etc. Troubleshoots and resolves technical issues while ensuring that complete customer satisfaction is achieved. Enters computer records of activities and maintains an organized work area. Escalates non-standard issues to senior staff. Interfaces with customers and co-workers. Excellent interpersonal and verbal communication skills. Ability to multi-task. Attention to detail. Commitment to quality customer service. Certification may be required.	Associate degree or equivalent experience	2 years	3–4 years
<u>5212</u>	<u>Technical Support/Help Desk Representative – Career</u> 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 consistent with established company policy and practice. Excellent interpersonal and verbal communication skills. Ability to multi-task. Attention to detail. Commitment to quality customer service. Certification may be required	Associate degree or equivalent experience	3+ years	5–6 years
<u>5213</u>	<u>Technical Support/Help Desk Representative – Senior/Expert/Lead</u> Requires expert 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 consistent with established company policy and practice. Excellent interpersonal and verbal communication skills. Ability to multi-task. Attention to detail. Commitment to quality customer service. Certification may be required. May provide leadership.	Associate degree or equivalent experience	4+ years	7–8 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CUSTOMER SERVICE/TECHNICAL SUPPORT

JOB FAMILY: CUSTOMER SERVICE

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
INDIVIDUAL CONTRIBUTOR/FUNCTIONAL MANAGER (No responsibility for staff)				
<u>5220</u>	<u>Customer Service Representative – Entry</u> <u>Is not responsible for selling and/or up-selling products or services.</u> Responsible for administrative functions relating to servicing new and existing customer base. Handles basic customer service functions including greeting customers and answering basic customer questions. Normal interface responses are routine or closely “scripted.” Escalates non-standard issues to senior staff. Team player, strong customer service skills, and ability to solve conflicts in accord with company policy and practice is required.	High School diploma or equivalent experience	<1 year	1–2 years
<u>5221</u>	<u>Customer Service Representative – Intermediate</u> <u>Is not responsible for selling and/or up-selling products or services.</u> Primary point of contact for customers. Confers with customers to provide information about products and services, to take orders, resolve billing issues or cancel accounts, or to obtain details of customer satisfaction and complaints. Knowledge required of principles and processes for providing customer and personal services. Strong customer service skills, attention to detail, follow up, and the ability to solve conflicts in compliance with company policies and practices.	High School diploma or equivalent experience	2 years	3–4 years
<u>5222</u>	<u>Customer Service Representative – Career</u> <u>Is not responsible for selling and/or up-selling products or services.</u> Provides existing and potential customers with a single point of contact to answer inquiries and initiate resolution of problems in specific areas. Provides support to general customer base, responding to customer non-standard concerns, requests and inquiries. Excellent communication, interpersonal and problem solving skills required. Ability to maintain a high level of customer satisfaction while meeting and complying with company policies, practices and objectives.	Bachelor degree or equivalent experience	3 years	4–8 years
<u>5223</u>	<u>Customer Service Representative – Senior/Expert/Lead</u> <u>Is not responsible for selling and/or up-selling products or services.</u> Coordinates activities of customer service representatives by performing the following duties: provides support and coaching to front line staff to deliver accurate information, assists with problem resolution to meet and exceed customer expectations and empowers and encourages staff to find creative solutions to customer issues. Handles issues where general company practice and policy do not provide adequate resolution guidance. Participates in recommending, developing and implementing quality service strategies, which improve operations and customer satisfaction. May perform lead/mentoring responsibilities for lower level staff.	Bachelor degree or equivalent experience	4 years	8–12 years

MARKETING

COMPENSATION SURVEY

2 0 1 9



FUNCTION: CUSTOMER SERVICE/TECHNICAL SUPPORT

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 and customer satisfaction programs, activities and procedures to achieve the highest level of customer service. Includes Call Center activities not involved with the sale of products or services. Has full supervisory/managerial responsibilities for hire, fire performance and disciplinary activities.

Job Code	Typical Knowledge, Skills, Activities & Responsibilities	Minimum Education	Minimum Experience	Typical Incumbent Experience Level
ORGANIZATIONAL MANAGER/DIRECTOR (Responsible for management of subordinate level staff)				
<u>5225</u>	<u>Customer Care Supervisor</u> <u>Is not responsible for selling and/or up-selling products or services.</u> Responsible for the day-to-day direction and coordination of Technical Support/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. 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.	Bachelor degree or equivalent experience	5 years	6–10 years
<u>5227</u>	<u>Customer Care Manager/Director A – First Level</u> <u>First Full Level Management Responsibilities.</u> <i>Is not normally responsible for selling and/or up-selling products or services.</i> Possesses the ability to maximize customer satisfaction, and employee motivation and development by managing the team to provide the highest level of customer care. Defines and 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. 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.	Bachelor degree or equivalent experience	7–10 years	10–15 years
<u>5228</u>	<u>Customer Care Manager/Director B – Second Level</u> <u>Second Level Full Management Responsibilities.</u> <i>Normally directs and manages thru First Level (A) management positions. Typically reports to a Senior Marketing Executive (9XXX) level job.</i> <i>Is not normally responsible for selling and/or up-selling products or services.</i> Plans, controls and directs customer care activities through lower level managers and supervisors. Provides leadership for all customer service/technical staff by promoting open channels of communication, building commitment to a common vision and shared values. Must be able to evaluate and implement tools and metrics to enhance effectiveness. Provides strategic and tactical direction to ensure that superior service is provided to all customers. Coaches and develops the leaders and their work teams, provides clear direction and executes departmental action plans for results. Ensures that safety programs are in place and adhered to. Develops and monitors reports with management team on customer care performance objective efficiencies, retention performance, employee performance, development and growth plans. Excellent communication and organizational skills a must.	Master degree or equivalent experience	10+ years	15–20 years

M A R K E T I N G
C O M P E N S A T I O N S U R V E Y
 2 0 1 9



FUNCTION: SENIOR EXECUTIVES

JOB FAMILY: SENIOR EXECUTIVES

Senior Executives are normally the most senior individuals within the reporting entity with ultimate responsibility for the designated function. These are normally single incumbent jobs with full functional responsibilities at the Vice President, Senior Vice President or Executive Vice President level. Usually reports to the CEO, President, COO or most senior business unit executive level. May have global responsibilities.

Do not report those with "blended" responsibilities (e.g., Exclude an individual who has a combination of responsibilities for advertising, public relations and market research unless one of these functions account for a major element (at least 60%) of the job.)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities
<u>9001</u>	<u>Top Events/Promotions Executive – Division/Subsidiary/Business Unit</u> Creates, develops, and implements events and promotional activities which can impact the whole business unit. Develops and maintains contacts within the business unit and the organization. Develops and monitors budgets and financial commitments within the business unit. Directs and manages support staff within the unit.
<u>9002</u>	<u>Top Events/Promotions Executive – Corporate</u> Creates, develops, organizes and administers major, high profile events and promotional activities which impact the total corporation. Develops and maintains executive to executive contacts with, and represents the corporation to outside organizations such as major sports leagues, news media, cable and network operators, sports associations, advertising & marketing entities and the like. Develops and monitors budgets and financial commitments. Directs and manages support staff. May report directly to CEO, or Top Marketing Executive for the corporation or business entity.
<u>9003</u>	<u>Top Creative Executive – Division/Subsidiary/Business Unit</u> Develops and implements creative activities in order to support the growth and continued success of the business unit. Manages staff within the unit involved in projects. Responsible for the graphic representation of the unit's products/services in print and all forms of electronic media. Creates and implements plans for introduction of new business products. Works on project plans from start to finish. Explores new technologies to deliver innovative, user friendly, interface design solutions across multiple channels. May determine systems and hardware requirements within the organization to accomplish unit objectives. Responsible for meeting creative expense goals for the unit.
<u>9004</u>	<u>Top Creative Executive – Corporate</u> Develops and implements creative activities to support the growth and continued success of the organization. Manages staff and activities involved in the conceptualization, design, development, and maintenance of creative projects. Responsible for the graphic representation of company's products/services in print and all forms of electronic media. Creates and implements plans for introduction of new product lines. Establishes project plans and schedules, monitors project status and drives execution to project completion. Explores new technologies to deliver innovative, user friendly, interface design solutions across multiple platforms. May determine systems and hardware requirements within the organization to accomplish business objectives. Responsible for meeting creative expense goals.
<u>9009</u>	<u>Top Advertising Executive – Division/Subsidiary/Business Unit</u> Requires extensive knowledge of all aspects of advertising including: creative media, production, and related functions of the business unit. Responsible for all advertising activities, functions, and staff within the unit. Develops and directs advertising programs to maximize sales objectives with established budgets for the business unit. Coordinates with staff in order to establish and promote marketing plans and promotions. Recommends, reviews, and approves the selection of media, creation of program concepts, materials preparation and placement. Oversees the management of media relations within the unit.
<u>9010</u>	<u>Top Advertising Executive – Corporate</u> Requires extensive knowledge of all aspects of advertising, including creative media, production, and related functions. Exercises complete responsibility for all advertising activities, functions, and staff. Develops and directs the advertising programs to maximize sales objectives within established budgets. Coordinates with senior marketing management to develop advertising strategy in support of marketing plans and promotions. Recommends, reviews, and approves the selection of media, creation of program concepts, materials preparation and placement. Oversees the management of media relations, outside agency and vendor relationships.

M A R K E T I N G
 C O M P E N S A T I O N S U R V E Y
 2 0 1 9



FUNCTION: SENIOR EXECUTIVES

JOB FAMILY: SENIOR EXECUTIVES (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities
<u>9016</u>	<u>Top Government Affairs Executive – Division/Subsidiary/Business Unit</u> Responsible for legislative and policy priorities of the division. Develops and directs the coordination, collaboration and communication among the division. Displays appropriate and effective communication with Senior leaders. Responsible for driving strategy regarding new legislative and developments for the division.
<u>9017</u>	<u>Top Government Affairs Executive – Corporate</u> Responsible for all legislative and policy priorities of the corporation. Develops and directs the coordination, collaboration and communication among executive level public policy partners. Displays appropriate and effective communication with Senior leaders. Responsible for driving strategy regarding new legislative and developments.
<u>9019</u>	<u>Top Public Relations Executive – Division/Subsidiary/Business Unit</u> Develops, implements, and administers public relations programs for the business unit. Develops and establishes public policies for the unit. Reviews materials intended for public release to ensure that materials represent the best interest of the company and are consistent with public relations objectives and policies. May review and develop stockholder reports, special corporate advertising and institutional advertising. May represent the unit in company matters. Responsible for meeting public relations expense goals for the unit.
<u>9020</u>	<u>Top Public Relations Executive– Corporate</u> Develops, implements and administers public relations programs directed toward the public, industry, stockholders and employees. Develops public relations policies responsive to corporate objectives. Reviews materials intended for public release to ensure that materials represent the best interest of the company and are consistent with public relations objectives and policies. Reviews and develops stockholder reports, special corporate advertising and institutional advertising. May represent the company in matters with national, state or local government organizations. Responsible for meeting public relations expense goals.
<u>9021</u>	<u>Top Investor Relations Executive</u> Responsible and accountable for the creation and presentation of a consistently delivered investment message to the investment community, employees and the public on behalf of the company. Monitors and presents input and opinions of the investment community to management regarding company performance. Ensures the development and monitors performance of investor relations plans. Oversees the creation and production of annual reports, SEC filings, proxy statements and the like. Organizes road shows, earnings conference calls and investor meetings.
<u>9022</u>	<u>Top Social Networking/Media Executive</u> Comprehensive knowledge, skills and capabilities associated with all aspects of social networking media functions. Maintains knowledge on state-of-the-art social networking media applications, technologies and methodologies. Extensive experience in internet development, promotion and social networking media applications. Broad-based business management skills. Experienced in marketing, technology, financial analysis and planning. Exercises complete responsibility for the full development, maintenance and operation of all social networking media activities and business of the company. Directs the social networking media function. Develops and executes social networking media business and technology strategies that align with overall organizational strategy. Evaluates and monitors new and emerging technical and marketing concepts. Identifies, develops and maintains high-level vendor and partner relationships. Defines company social networking media objectives and develops and implements both strategic and tactical activities and functions for the fulfillment of social networking media goals. Accountable for meeting social networking media expense and revenue goals.
<u>9029</u>	<u>Top Digital/e-Commerce Executive – Division/Subsidiary/Business Unit</u> Comprehensive knowledge, skills and capabilities associate with all aspects of Digital/e-commerce for the business unit. Extensive experience in internet development, promotion, and digital/e-commerce /on-line marketing. Broad-based business management skills. Experienced in marketing, technology, financial analysis and planning. Exercises complete responsibility for the full development, maintenance, and operation of all digital/e-commerce activities and business of the unit. Directs the e-commerce function. Develops and executes digital/e-commerce business and technology strategies that align with the overall strategy of the unit. Evaluates and monitors new and emerging technical and marketing concepts. Develops relationships with other business units. Accountable for meeting digital/e-Commerce business unit expense and revenue goals.

MARKETING

COMPENSATION SURVEY

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FUNCTION: SENIOR EXECUTIVES

JOB FAMILY: SENIOR EXECUTIVES (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities
<u>9030</u>	<u>Top Digital/e-Commerce Executive – Corporate</u> Comprehensive knowledge, skills and capabilities associated with all aspects of the Digital/e-Commerce functions. Maintains knowledge on state-of-the-art /digital/e-Commerce applications, technologies and methodologies. Extensive experience in internet development, promotion and digital/e-Commerce/on-line marketing. Broad-based business management skills. Experienced in marketing, technology, financial analysis and planning. Exercises complete responsibility for the full development, maintenance and operation of all digital/e-Commerce activities and business of the company. Directs the digital/e-Commerce function. Develops and executes digital/e-Commerce business and technology strategies that align with overall organizational strategy. Evaluates and monitors new and emerging technical and marketing concepts. Identifies, develops and maintains high-level vendor and partner relationships. Defines company digital/e-Commerce objectives and develops and implements both strategic and tactical activities and function for the fulfillment of digital/e-Commerce goals. Accountable for meeting digital/e-Commerce expense and revenue goals.
<u>9039</u>	<u>Top Market Research Executive – Division/Subsidiary/Business Unit</u> Conducts market research and analyses activities on local, regional or national areas to determine potential market for new products or services. Monitor customer satisfaction with existing products/services. Direct business unit in the collection and analysis of relevant market trend data. Recommend future product development efforts within the unit. Exclude those with significant sales, advertising, or contract administration responsibilities. Responsible for meeting business unit expense goals.
<u>9040</u>	<u>Top Market Research Executive – Corporate</u> Plans, directs and controls market research and analysis in activities in local, regional or national areas to determine potential market for new products or services. Monitors customer satisfaction with existing products/services. Directs subordinate market research staff in the collection and analysis of relevant market trend data. Recommends future product development efforts. May report to the Marketing Executive or Marketing and Sales Executive. Excludes those with sales, advertising or contract administration responsibilities. Responsible for meeting manager research expense goals.
<u>9043</u>	<u>Top Loyalty/Rewards Program Executive – Division/Subsidiary/Business Unit</u> Responsible for planning, developing, implementing rewards programs within the business unit. Monitors customer satisfaction with rewards accordingly. Researches best practices to reward customers.
<u>9044</u>	<u>Top Loyalty/Rewards Program Executive – Corporate</u> Responsible for planning, developing, implementing reward programs within corporate. Monitors customer satisfaction with rewards accordingly. Researches best practices to reward individuals at corporate.
<u>9047</u>	<u>Top Franchising Executive – Division/Subsidiary/Business Unit</u> Performs professional level activities in the maintenance and management of the company's franchise operations. Oversees the operation of a subsidiary, group, or concept's franchise in order to achieve short- and long-term financial and operational success that contributes to brand and shareholder value. Develops and directs the implementation of a franchise profit plan. Responsible for communicating overall company plans, operating philosophies and policies to franchises and ensuring harmonious relations. Typically reports to the Corporate Head of Franchise Operations.
<u>9048</u>	<u>Top Franchising Executive – Corporate</u> Performs professional level activities in the maintenance and management of the operations franchise operations. Oversees the operation of all company franchised operations in order to achieve short- and long-term financial and operational success that contributes to brand and shareholder value. Develops and directs the implementation of a franchise profit plan. Responsible for communicating overall company plans, operating philosophies and policies to franchises and ensuring harmonious relations.

MARKETING

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FUNCTION: SENIOR EXECUTIVES

JOB FAMILY: SENIOR EXECUTIVES (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities
<u>9050</u>	<u>Top Logistics/Supply Chain Executive</u> Develops and implements short and long term supply chain, and distribution strategies to support company growth. Responsible for supply chain logistics strategies and solutions to drive operational and financial improvements within the organization. This includes understanding current issues and evaluating new technology that may apply. Leads and manages critical relationships between operations, purchasing/supply chain organization, and manufacturers/suppliers. Provides direction for data integrity and drives critical performance metrics for inventory management. Leads the organization in supporting objectives related to meeting or exceeding sales, gross margin, gross margin return on investment and inventory turn goals. Plans and collaborates strategically with corporate supply chain partners to ensure strategy and tactical plans are executable and cost effective. Leverages company resources/assets to positively impact customer service levels. Ensures appropriate investment at site, store and distribution center levels to optimize inventory, sales and profits through packing strategies and strategic use of supply chain capabilities. Provides leadership and direction to the management team in the execution of the business plan. Knowledgeable of industry trends to introduce continual process, tool and methodology improvements. Normally reports to CEO or Top Operations Executive.
<u>9061</u>	<u>Top Compliance Executive – Corporate</u> Responsible for the creation and implementation of corporate compliance programs. Researches laws and regulations as they pertain to the programs. Responsible for looking into reports of alleged violations and intercedes when necessary. Develops and updates policies to ensure corporate compliance with legal, government and other external and internal factors.
<u>9072</u>	<u>Top Customer Service Executive – Corporate</u> Not responsible for selling and/or up-selling products or services. Coordinates activities of customer service representatives by performing the following duties: provides support and coaching to front line staff to deliver accurate information, assists with problem resolution to meet and exceed customer expectations and empowers and encourages staff to find creative solutions to customer issues. Handles issues where general company practice and policy do not provide adequate resolution guidance. Participates in recommending, developing and implementing quality service strategies, which improve operations and customer satisfaction. Provides leadership and direction to the customer service team. Normally reports to Top Marketing Executive or the CEO.
<u>9075</u>	<u>Top Mergers and Acquisitions Executive – Corporate</u> Directs the activities and staff involved in identifying new business opportunities through potential merger and acquisition actions. Researches, analyzes, and coordinate with management from both sides in order to evaluate opportunities that align with goals and objectives of the organization. Collects and organizes financial information on potential merger/acquisition targets. Defines and presents findings, as well as data to convey results of mergers and acquisition activities.
<u>9080</u>	<u>Top Strategic Planning Executive – Division/Subsidiary/Business Unit</u> Plans, directs and controls the formulation of strategic business objectives for assigned business unit. Develops and monitors research efforts to gather, analyze and present industry, business, financial and economic trends which may have potential for impacting both long range and short term business unit performance. Prepares recommendations for senior management regarding appropriate actions to capitalize on business unit strengths and mitigate business unit weaknesses. May have responsibility for conduct/ review of merger/acquisition/divestiture efforts, financial planning & analysis and investment activities. Normally reports to CEO for Top Business Unit Executive.
<u>9081</u>	<u>Top Strategic Planning Executive – Corporate</u> Plans, directs and controls the formulation of strategic business objectives for the corporation. Develops and monitors research efforts to gather, analyze and present industry, business, financial and economic trends which may have potential for impacting both long range and short term company performance. Prepares recommendations for senior management regarding appropriate actions to capitalize on corporate strengths and mitigate any weaknesses. May have responsibility for conduct/ review of merger/acquisition/divestiture efforts, financial planning & analysis and investment activities. Normally reports to CEO.

M A R K E T I N G
COMPENSATION SURVEY
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FUNCTION: SENIOR EXECUTIVES

JOB FAMILY: SENIOR EXECUTIVES (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities
<u>9090</u>	<u>Vice President Marketing</u> May have global responsibilities. Directs corporate marketing activities concerned with developing and analyzing market research, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing/contract administration. Responsible for increasing customer base by creating and implementing strategic plans that include market analysis, identifying, engaging and supporting new and existing business. May report to the Top Marketing executive at Division/Subsidiary. Business Unit or Corporate level (9091, 9092). Excludes those with sales responsibilities. See Job # 9093 for those with combined marketing and sales responsibilities.
<u>9091</u>	<u>Top Marketing Executive – Division/Subsidiary/Business Unit</u> Directs division/subsidiary marketing activities concerned with developing and analyzing market research data, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing/contract administration. Responsible for increasing customer base by creating and implementing strategic plans that include market analysis, identifying, engaging and supporting new and existing business. May report to the Division/Subsidiary Senior Marketing and Sales Executive or the Division/Subsidiary CEO. <u>Excludes those with sales responsibilities. See Job # 9094 for those with combined marketing and sales responsibilities.</u>
<u>9092</u>	<u>Top Marketing Executive – Corporate</u> Senior Executives are normally the most senior individuals within the reporting entity with ultimate responsibility for the designated function. These are normally single incumbent jobs with full functional responsibilities at the Vice President, Senior Vice President or Executive Vice President level. Usually reports to the CEO, President, COO or most senior business unit executive level. May have global responsibilities. Directs corporate marketing activities concerned with developing and analyzing market research data, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing/contract administration. Normally reports to the CEO. <u>This is the most senior marketing position in the company. Excludes those with sales responsibilities. See Job # 9095 for those with combined marketing and sales responsibilities.</u>
<u>9093</u>	<u>Vice President Marketing/Sales</u> May have global responsibilities. Directs corporate marketing activities concerned with developing and analyzing market research, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing/contract administration. Responsible for increasing customer base by creating and implementing strategic plans that include market analysis, identifying, engaging and supporting new and existing business. May report to the Top Marketing executive at Division/Subsidiary Business Unit or Corporate level (9094, 9095). Excludes those who have no sales responsibilities. See Job # 9090 for those without sales responsibilities.
<u>9094</u>	<u>Top Marketing/Sales Executive – Division/ Subsidiary Business Unit</u> Directs division/subsidiary marketing/sales activities concerned with developing and analyzing market research data, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing/contract administration. Responsible for increasing customer base by creating and implementing strategic plans that include market analysis, identifying, engaging and supporting new and existing business. Normally reports to Division/Business Unit/Subsidiary CEO. Excludes those who have NO sales responsibilities. See Job 9091 for those without sales responsibilities.
<u>9095</u>	<u>Top Marketing/Sales Executive – Corporate</u> This is the most senior marketing/sales position in the company. Directs corporate marketing activities concerned with developing and analyzing market research data, identifying market potentials, establishing pricing strategies, defining and implementing advertising and promotion programs and managing marketing/contract administration. This is the most senior Marketing/Sales position in the company. Normally reports to the CEO. Excludes those who have NO sales responsibilities. See Job 9092 for those without sales responsibilities.
<u>9096</u>	<u>Chief Operating Officer – (COO)</u> Responsible for the direction of the organization to ensure effective and profitable operation and growth. Accountable to the Chief Executive Officer, assists in the development of company policies, goals and objectives. Reviews operational results and implements corrective actions as required to attain corporate goals. Normally reports directly to the CEO.

MARKETING

COMPENSATION SURVEY

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FUNCTION: SENIOR EXECUTIVES

JOB FAMILY: SENIOR EXECUTIVES (continued)

Job Code	Typical Knowledge, Skills, Activities & Responsibilities
<u>9097</u>	<u>President – Division/Subsidiary/Business Unit</u> Retains full responsibility for directing a major division/subsidiary/business unit of the corporation to ensure effective and profitable operations and growth consistent with corporate objectives. Accountable to corporate management for maximum return on invested capital, formulation and execution of current and long-term objectives, development and implementation of operational plans and policies and the establishment of controls for operating efficiency and profit reporting. Excludes those without full profit and loss responsibility for a distinct entity, business unit or product line or those without a full staff of functional executives. Normally reports to Corporate CEO.
<u>9098</u>	<u>Chief Executive Officer (CEO) – Corporate – Non-Chairman</u> Responsible for directing the organization to ensure effective and profitable operation and growth. Accountable to the Board of Directors and shareholders for maximum return on invested capital, formulation and execution of current and long-range objectives, development and implementation of operational plans and policies, and the establishment of controls for operating efficiency and profit reporting. Serves as primary company spokesperson to represent the company to its customers, investment community, financial interests and the general public. May or may not serve as a member of the Board of Directors.
<u>9099</u>	<u>Chairman and Chief Executive Officer (CEO) – Corporate</u> As Chairman of the Board, is responsible for overall direction of the corporation to ensure effective and profitable operation and growth. Accountable to the Board of Directors and shareholders for maximum return on invested capital, formulation and execution of current and long-range objectives, development and implementation of operational plans and policies, and the establishment of controls for operating efficiency and profit reporting. Serves as primary company spokesperson to represent the company to its customers, investment community, financial interests and the general public.