

# IFR

INTERNATIONAL  
FOOD  
RECRUITMENT

ALLIANCE

# Salary Survey 2014





# **iFR**

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RECRUITMENT**

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## **ALLIANCE**

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# Introduction

## What is the International Food Recruitment Alliance (IFR-A)?

The International Food Recruitment Alliance (IFR-A) was established in 2009 to give international food clients and candidates a wide choice of opportunities. IFR-A recruits for the majority of functions found in the food, drink, ingredients, food equipment, logistics and, generally speaking, all along the Agro-Food channel and its evolution. From farm to fork, from agricultural roles through all manufacturing disciplines, supply chain jobs and retail positions. IFR-A is the only dedicated International Food Recruitment Alliance and is established by the leading specialist food recruiters in distinct international markets. IFR-A offers the largest and most diverse range of job vacancies in the food sector internationally. IFR-A is represented by the following countries / recruitment consultancies:

- Denmark : Foodjob Denmark
- France : ManageriA
- Germany : Rau Consultants
- Netherlands : DUPP - Food Recruitment
- Poland : Recfood Consulting
- United Kingdom : Focus Management Consultants
- Dubai : Focus Management Consultants



All members of the International Food Recruitment Alliance are independent recruitment consultancies with full specialism in the food sector and leading positions in their home markets. Based on a professional background in the food area in combination with many years of recruitment experience, all IFR-A members are true food experts and share a passion for the food industry.

Clients have the opportunity of sourcing and selecting the best candidates for their specific role from a variety of international food markets. Each IFR-A partner brings their local knowledge and experience to provide the best international solutions. Uniform in recruitment approach, all partners follow the same principles for selection and candidates will undertake very similar processes before representation to clients.

Candidates are able to consider the best jobs in most of the major international food markets. Candidates with international ambitions will find the biggest array of jobs in the broadest range of markets. Talking to their local country Recruitment Consultant will open the gateway for their international career. All IFR-A partners share their international vacancies and can recommend candidates to each other and their specific clients.

IFR-A is multi-lingual and multi-cultural, so we are able to understand the needs of clients and candidates, by combining local knowledge and international perspective. For more information please refer to page 12 or contact your nearest IFR-A country and recruitment consultancy.

## The Idea of the Salary Survey

This document has been created by the partners of the International Food Recruitment Alliance to enable our clients and candidates to get a unique, overview of salary levels specific to the food industry and a comparison of salary levels across different countries in Europe. This document is the one and only survey focusing on the European food industry, and it is our intention, that this survey will make salary levels more transparent and comparable for both clients and candidates throughout Europe. The comparisons made in the survey also include interpretations of figures and relative worth of salaries for added value and better understanding of the sometimes complex structures and findings of the survey.

## Data Gathering / Research Methodology

The data displayed in this document is non-confidential, and represents the industry, as we understand it. The partners of the International Food Recruitment Alliance have been at the forefront of the food and drink recruitment industry for over 20 years. In that time, a substantial amount of valuable information has been collected and stored in our database's. We are able to utilize this data on a confidential basis to produce industry norms and averages, and provide statistics that we believe accurately represent the current state of the food and drink industry across key markets in Europe.

There is no personal or individual information illustrated in this report and all figures or statements represent groups of people, not a single individual. Our collective database consists of more than 500,000 employees across the international food and drink industry representing employees in all functions.

The data displayed in this Salary Survey is created by combining quantitative data gathering methods (such as polls and questionnaires), recent and up-to-date input from candidates in our databases and the experience and knowledge of the IFR-A team of recruitment consultants. In some cases, the data has been weighted to ensure maximum reliability and representation of the current salary levels in the food industry in the countries included in this survey.

Data is calculated from base salaries only and collected from people at businesses of 100+ people in both branded and own label manufacturers. This provides us with comparable data that is averaged to find industry standard yearly salaries. All data is displayed in Euros for comparison purposes (currency calculations done January 2014).



## The Salary Survey

It can be assumed that the descriptions of positions differ in their use and meaning on abroad international level. Therefore in the appendix, the relationship of individual job roles has been visualised by way of a hierarchical representation in the form of organigrams. At the same time, the scope of activity involved with each job role is briefly described.

In this way, it is ensured that a comparison of the salaries in different countries is possible even though there may be a different understanding and use of job titles.

### Display of the Salary Figures

#### Production

€000's	Denmark	France	Germany	Netherlands	Poland	UK
COO, Director Operations	207	184	212	184	92	238
Plant Manager (big plant)	123	118	119	118	74	130
Plant Manager (small plant)	88	92	87	92	55	93
Production Manager	74	78	69	69	44	67
Department Manager	70	61	60	56	37	55
Shift Manager	48	45	45	44	26	46

#### Technical / Engineering

Head of Engineering	79	92	92	92	52	90
Department Manager Technical	71	74	73	69	39	57
Project Engineer	69	61	69	66	26	59

#### Sales

Managing Director Sales / Marketing	183	147	217	172	74	152
Head of Sales	142	122	122	122	73	149
National Key Account Manager	96	88	84	78	59	78
Regional Key Account Manager	70	66	66	61	46	54
Export Manager	101	88	107	88	44	96
Area Export Manager	83	71	84	74	41	63
Head of B2B Sales	115	118	120	108	59	106
National Sales Manager B2B	74	82	80	82	77	82
Export Sales Manager B2B	94	78	95	88	44	78

#### Marketing

Marketing Director	120	102	126	112	67	154
Senior Product Manager	72	69	74	74	41	69
Product Manager	64	46	63	61	34	55

#### R&D

Head of R&D	99	103	93	91	59	100
Senior Product Developer	82	66	77	66	41	74
Product Developer, Application Manager	66	44	54	51	34	45

## Quality

€000's	Denmark	France	Germany	Netherlands	Poland	UK
Head of Quality Control and Management	95	92	96	95	55	97
Quality Manager	71	64	64	64	44	54
Laboratory Manager	62	46	63	56	31	48

## Administration

Managing Director Administration	187	157	205	-	59	186
Head of Accounting and Finance	113	102	99	-	77	143
Head of Controlling	91	83	94	-	53	78
Head of Purchasing	92	97	96	109	61	81
Purchasing Manager	69	64	63	74	44	66
HR Manager	93	102	103	-	55	71

Looking at the nominal value of salaries across categories there are some very interesting initial observations. In most countries sales, marketing and administration roles command higher salaries than technical and quality roles. Salaries normally reflect the organizational seniority level of the position with managers being paid higher than specialists. The highest nominal salary levels are generally found in the UK, Germany and Denmark, and the lowest in Poland. However, there are some interesting differences from the general picture that could indicate how certain functions are valued in the individual countries. For instance the gap between top and middle management/specialist salary levels in large countries such as the UK and Germany is wider than in the Netherlands or Denmark, and R&D positions are valued relatively higher in France than elsewhere in Europe.

## Relative Worth of Salaries across Countries

Naturally, we cannot only compare mere figures. Differences in price levels, living costs and tax levels make it impossible to get a real insight regarding what is left from the gross salaries at the end of the month from country to country.

One possibility to make the figures more comparable is provided by the Price Level Index. This is a hypothetical measure of overall prices for a set of goods and services in a given region during a given interval, normalized relative to a base set. In order to show the correct relative worth of a gross salary (in terms of goods one is able to buy), we have applied the Price Level Index to the raw data giving a recalculated table, taking national price levels into account. This equalizes differences and makes figures more comparable. The individual price levels across Europe are approximated by an annual index:

Country	Price Level 2013
EU (27)	100
Denmark	143
France	109
Germany	106
Netherlands	96
Poland	61
UK	104

Source: Eurostat.ec



We have taken the European Union as the base set and compared this to the six countries participating in IFR-A. We can see that costs in Denmark are significantly higher than the rest of the EU, and of Poland in particular, indicated by a higher Price Level Index. This means that in general, Polish salaries will have a much higher relative worth than is observed in the raw, nominal data, and that Danish salaries will have a much lower relative worth than first observed.

In the table below, we have applied the Price Level Index, highlighting the highest relative salary levels in green and the lowest salary levels in red to ensure an easy overview across countries.

### Production

€000's	Denmark	France	Germany	Netherlands	Poland	UK
COO, Director Operations	145	168	200	191	150	229
Plant Manager (big plant)	86	108	112	123	120	125
Plant Manager (small plant)	61	84	82	96	90	89
Production Manager	52	72	65	71	72	64
Department Manager	49	56	57	58	60	54
Shift Manager	34	54	43	46	43	44

### Technical / Engineering

Head of Engineering	55	84	87	96	85	86
Department Manager Technical	49	67	68	71	64	55
Project Engineer	49	56	65	69	42	57

### Sales

Managing Director Sales / Marketing	128	135	204	179	120	146
Head of Sales	99	112	115	128	120	143
National Key Account Manager	67	81	80	82	96	75
Regional Key Account Manager	49	61	63	64	75	52
Export Manager	71	81	101	92	72	96
Area Export Manager	58	66	79	78	67	-
Head of B2B Sales	80	108	113	112	96	102
National Sales Manager B2B	52	75	75	85	125	78
Export Sales Manager B2B	66	72	90	92	72	75

### Marketing

Marketing Director	84	94	119	117	110	148
Senior Product Manager	50	63	70	77	67	66
Product Manager	45	42	60	64	55	53

### R&D

Head of R&D	69	94	88	95	96	92
Senior Product Developer	57	61	72	69	67	72
Product Developer, Application Manager	46	40	51	53	56	43

### Quality

Head of Quality Control and Management	66	84	90	99	90	93
Quality Manager	49	58	60	66	72	52
Laboratory Manager	44	42	60	58	50	46

### Administration

Managing Director Administration	131	144	193	-	96	-
Head of Accounting and Finance	79	94	93	-	125	137
Head of Controlling	64	76	89	-	87	75
Head of Purchasing	64	89	90	114	100	77
Purchasing Manager	48	58	59	77	72	63
HR Manager	65	94	97	-	90	69



The application of the Price Level Index does not alter the relative worth of different jobs within the same country, it does however provide some interesting insights that are useful to both candidates and companies looking at employment on a wider European level. For instance it is now apparent that due to the cost of living in Poland being substantially lower than the other European countries surveyed, the salary on offer is very competitive for many roles and indeed is the highest for 8 out of the 33 roles. As you can see the highest salaries are mainly spread between the four countries – Poland, the UK, Netherlands and Germany – with the lowest mainly in Denmark. This picture could indicate some future recruitment difficulties for Denmark in attracting international talent, and could give a new positive perspective for candidates considering Poland, Germany, the Netherlands and the UK as a place of work.

## Elements of the Salary

The total remuneration for a specialist and manager is usually composed of different integral elements. Besides the gross salary (including holiday allowance and the Christmas bonus) which was taken into consideration in this study, companies grant additional benefits to their employees.

The primary ones are:

- Variable elements of the remuneration, such as bonuses, commissions or premiums
- Company pension plans
- Company car or car allowance
- Health or other insurances
- Share options
- Accommodation

The total remuneration of a specialist or manager may therefore, in individual cases, substantially exceed the base salary underlying this study.

In addition to the variation in remuneration packages that we find there are other influencing factors to consider when looking at salaries. Factors leading to higher salaries generally include working for a multi-national businesses, working in urban areas, having higher academic qualifications and the industrial sector worked in. Generally food ingredients pays more than dairy which pays more than the meat industry which in turn pays more than bakery.

Another consideration which shouldn't be overlooked is the number of contracted hours a particular role may have. An attractive salary may turn out to be no better when looked at on an hourly basis than other roles with a lower salary.

Overall it is important to take these factors into account from a business perspective when setting salaries and trying to attract the best talent and from a candidate point of view when reviewing a new offer of employment.



## Average Net Value of Food Industry Salary Packages


This table shows standard conditions and benefits in employment contracts across six countries, and an example comparison of the net value of salaries after tax. The empirical data shows that terms and conditions of salary packages vary a lot between job functions and salary levels, but this table will give an overview of standard conditions found in each country based on an example of a €70,000 base salary for a married employee with two children.

	Danmark	Germany	France
<b>Gross Salary (including holiday allowance and the Christmas bonus)</b>	€ 70.000	€ 70.000	€ 70.000
<b>Income tax rate</b>	41% tax and 8% labour market contributions and individual tax free deductions dependent on your personal depts, location, work status etc.	17,2 % income tax, 1,5 % labour market contribution	in this case € 8.570
<b>Pension</b>	no compulsory system, but pension is based on gross salary: in most cases 10 % paid by employer, and additional 5-10% by the employee	18,9 % pension 9,45 % paid by employer, 9,45 % paid by employee (few companies have additional pension system)	26,8 % pension 16,9 % paid by employer, 9,9 % paid by employee (few companies have additional pension system)
<b>Health Insurance</b>	Basic health care, schools and nursing care is financed by taxes. Possibility to participate in company health insurance programme with low premium for private clinics.	15,5 % health + 2,05 % nursing care 8,3 % paid by employer, 9,25 % by employee these figures apply on reduced gross salary: in case of a € 70.000 job: appr. 6,2 % total	26,5 % health insurance and welfare 23,2 % paid by employer, 3,3 % paid by employee most of employees pay for a complementary health insurance around € 80 / month
<b>Holidays</b>	25-30 holidays by law + 10 additional days / public holidays	min. 20 days, Ø 28 days + a number of public holidays depending on province	25 days plus 10 public holidays
<b>Company Car</b>	tax: 25 % of list car price below €40.000 + 20% of list price above €40.000 will be added to yearly gross salary and is subject to taxation	tax: 1 % of list car price + distance home-workplace in km * 0,03 % will be added to monthly gross salary and is subject to taxation	1 % of list car price will be added to monthly gross salary and is subject to taxation
<b>Travel Costs From Home To Workplace</b>	If no company car: Distance over 24 km from home to workplace in km * Euro 0,28 can be partly deducted from taxed income. Employer can compensate the employee Euro 0,5/km tax free when driving in company's interest (Euro 0,28/km for kilometers > 20.000 km/year)	if no company car: compensation of € 0,30/km simple driving distance between domicile + workplace	If no company car and using public transportation: 50 % of public transportation pass paid by the company
<b>Net Salary</b>	€ 45.364	€ 45.992	€ 49.524

	<b>Netherlands</b>	<b>Poland</b>	<b>UK</b>
<b>Gross Salary (including holiday allowance and the Christmas bonus)</b>	€ 70.000	€ 70.000	€ 70.000
<b>Income tax rate</b>	30% for foreigners; for all others: level 1: upto € 19.645 37,00 % level 2: € 19.646 upto € 33.363 42,00 % level 3: € 33.364 upto € 55.991 42,00 % level 4: from € 55.992 52%	if income is no more than € 21.250, the tax is 19 %, above € 21.250 the tax is 32 %	0 - € 12.070 - 0 % € 12,070 - € 50,537 - 20 % € 50,537 - € 70.000 - 40 % + € 5.260 National Insu- rance (specific to this salary)
<b>Pension</b>	pension based on gross salary: about 10 %. Majority paid by employer	paid by employee and employer: the employer pays 20,74 % of the gross salary for the first 5 months of the year, then only 2,45 %	pension based on gross salary: 5 - 10 % paid by employer; em- ployee may also contribute
<b>Health Insurance</b>	no, all done on individual bases, sometimes there is a central insurance with a discount, but paid by the employee	is not a cost for the employer (is included in the gross salary)	yes, plus life assurance 2-4 times salary
<b>Holidays</b>	min. 20 days based on 40 hr week; average: 30 days with all hours incl., no overtime payment + public holidays	26 days plus 13 public holidays	20-25 days plus 8 public holidays (28 days is legal minimum inclu- ding 8 public holidays, based on 40 hr week)
<b>Company Car</b>	14-25% of list car price will be added to yearly gross salary and is subject to taxation	free of charge for the employee, unless the agreement between the employee and the employer (or company's policy) provides otherwise	€ 6.000 - € 10.750 per annum or cash equivalent 45p per mile business mileage, not normally fully expensed
<b>Travel Costs From Home To Workplace</b>	if no company car: compensa- tion of € 0,19/km simple driving distance between domicile + workplace with a max. of 30 km per single trip	free of charge, depend on condi- tions agreed with employer	no, not allowed
<b>Net Salary</b>	€ 40.182	€ 45.168	€ 49,262

## About the International Food Recruitment Alliance (IFR-A)

### Denmark – Foodjob.dk

Started in 2010, Foodjob is an international recruitment company specializing in the food sector and is located in Agro Food Park, right at the heart of the Danish Food Cluster in Aarhus, Denmark. 

This location gives us a large and broad network of companies, organizations, universities and authorities operating in the food area. We believe in the value of partnerships with businesses and employees in the food sector. The Foodjob team of consultants are real food specialists with a true passion for food, and our consulting services include:

- Recruitment of Managers and food specialists in areas such as Sales, Marketing, R&D, QA/QC and Production
- Market analysis and business case for recruitment
- Career counseling of the best candidates
- Establishment of international and specialized networks in the food industry

Competition for the best talent in the global labor market has intensified, both nationally and internationally. At Foodjob.dk we are experts in professional recruitment processes for top qualified personnel for the food industry. Our mission is to be the leading consultancy to match the best candidates with the right food employer on the basis of professional studies of both parties. Our 5 core values are: credibility, insight, creativity, commitment and partnership.

**Tel: +45 29126119**

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**Web: [www.foodjob.dk](http://www.foodjob.dk)**

### France – ManageriA

Founded in 1990, ManageriA is a HR and Recruitment consulting company specialized on the agro-food business. We currently deal all along the channel with all the actors from agri-supplies to mass-market distribution. We are particularly involved in food intermediary products, as functional and nutraceutic ingredients, aromas, technology, process and packaging and are developing now our activity in sectors like cosmetics, environment and biotechnologies.



For our customers, most of them worldwide established, we recruit Managing Directors, specialists, executives in General Management, Production, Sales, Marketing, R&D, Supply chain, Buying and positions strongly related to biology and environment sciences.

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## Germany – Rau Consultants

In the German-speaking region, Rau Consultants is the leading personnel and recruiting consultancy in the food industry and its value chain partners. In this sector, we search for, select and integrate executives and experts for all levels and function areas of company management.



RAU  
CONSULTANTS

Founded in 1975, we offer consultancy for people from people with the tag-line “If success counts, it is the people who matter”. Our work is backed up by many years of experience, both in consulting practice and the food industry.

Rau Consultants currently winds up over 100 successful recruiting projects per year, 20% of which have an international background. The more food specific the job requirements are, the greater our strength is. Thus, we mainly fill positions along the supply and value chain, in research and development as well as marketing and sales. Our wide and versatile client pool includes major global players as well as innovative medium-sized enterprises and family-owned businesses.

Our support exceeds searching for and selecting candidates. Clients and candidates benefit from our individual and personal support in every phase of our joint projects. Furthermore, we integrate all resources of our consulting portfolio, including personnel and organizational development.

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## Netherlands – DUPP - Food Recruitment

DUPP - Food Recruitment aims to be first choice in the food sector in the Netherlands, for Food Recruitment, Executive Search and Interim Management. From our central location in the Food Valley Wageningen, DUPP is continuously investing in creating connections and knowledge in the food sector and its job market. By specializing in this way DUPP has grown to become the food sector's market leader in the Netherlands.



DUPP has long-standing partnerships with various employers in the food sector, ranging from large multi-nationals to medium-sized organizations and smaller family businesses. They include Fast Moving Consumer Goods (FMCG) businesses who work with famous-name brands, and business-to-business (B-to-B) companies who work with ingredients, packaging materials, production or services destined for the food sector.

DUPP acts on behalf of applicants educated to Bachelor's or Master's level, who are seeking employment in the food-related sector in various positions. Our main functional disciplines are: Marketing & Sales, Operations, Research & Development, Quality Assurance and General Management. This concerns applicants with work experience, from a second career step to a top position in a functional discipline as well as general management positions.

In close cooperation with our IFR-A partners we can meet the increasing demand for internationalisation of HR in the food sector across countries and cultures.

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## Poland – RECFOOD

RECFOOD Consulting aims to be the first choice for recruitment services in the food sector in Poland.



The company was founded in 1997 and with over 16 years market presence its consultants have established excellent relationships with various employers in the food business, ranging from large multinationals, to medium-sized organizations and smaller family businesses.

The current team of 5 consultants and 5 researchers share a passion for food and specialist knowledge of the food sector and its job market. Their proven track record in the food business is an important asset for selecting the right candidates and guarantees excellent understanding of our Clients' business.

Most of the roles for which RECFOOD acts as recruitment partner are in the functional areas of sales and marketing, operations, research & development and quality assurance.

**Tel: +48 224362070**

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**Web: [www.recfood.pl](http://www.recfood.pl)**

## United Kingdom / Dubai – Focus Management Consultants

Focus Management Consultant Ltd (FMCL) have been the leaders in food and beverage recruitment in the UK since 1990.

Utilising the latest resourcing technologies and combining the largest exclusive and dedicated database of candidates, Focus Management Consultants is at the forefront of leading edge, effective recruitment excellence.

Recruiting across all functions and disciplines found in the broad sector of Food and Beverage, Focus Management Consultants have unrivalled knowledge of the sector and have an unparalleled track record of success and delivery. Working in long term partnership with many leading manufacturers, retailers and foodservice organisations, it has developed a strong credibility in its sector for high performance standards and results delivery.

Under the umbrella of Focus Management Consultants Ltd are seven brands each with a dedicated team specialising their field. These brands are Focus Select, Focus Chefs, Focus Management, Focus Graduates, Focus Ingredients, Focus Interim and Focus International.

Operating from four UK locations with a team of 25 consultants, Focus Management Consultants also have an office based in Dubai. This office supports the resourcing requirements in the GCC region, whilst also focusing on the recruitment needs of clients and candidates in the Far East and Australasia.

**Tel: +44 1625 560778**

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# Appendix

## Understanding of the Positions

Job titles can vary considerably from company to company and country to country. The following information is a useful guide to finding where a certain role sits within the overall company structure. The individual job descriptions are an additional source of information to enable the correct jobs to be compared.

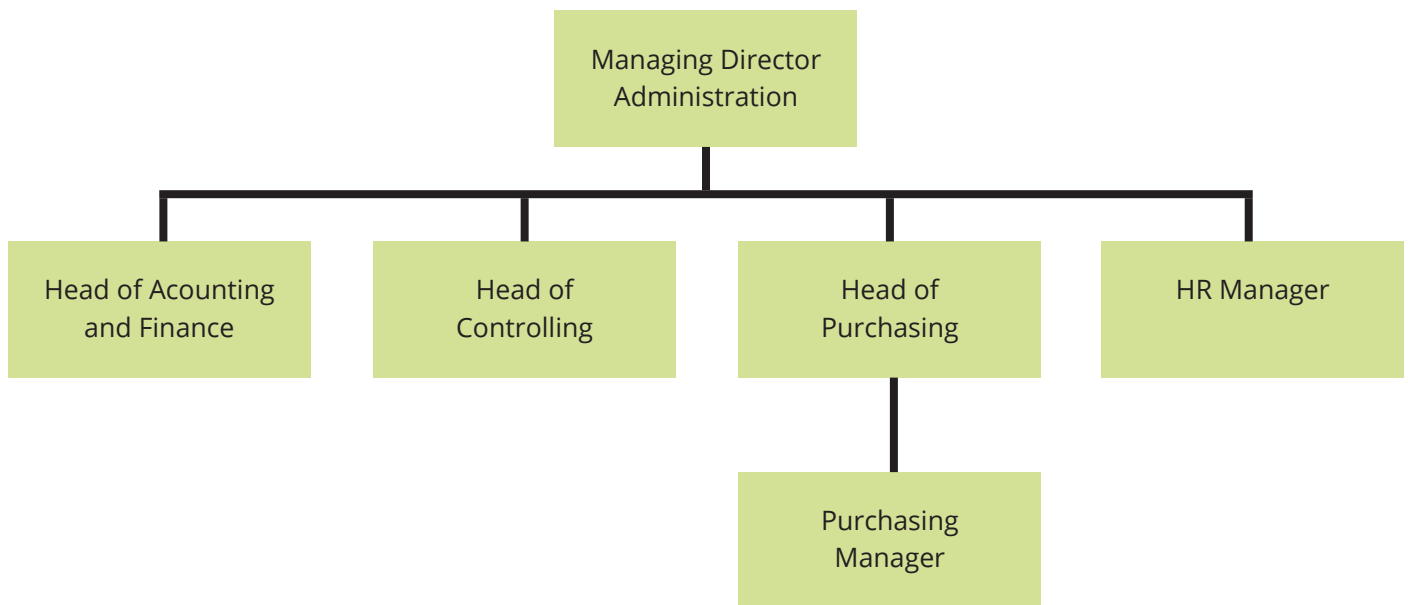
For a clear overview, the organigrams have been subdivided into three functional areas:

- Administration
- Marketing and Sales
- Operations

Nevertheless, the organigrams only represent a possible structure of the functional areas and do not give rise to a claim of absolute validity.

As diverse as the products in the food industry are, so too are the possible organisational structures of companies in different countries.

## Org Chart Administration



### Managing Director Administration

The Managing Director Administration is in charge of the financial aspects of company management and bears responsibility for the finance and accounting area including taxes, controlling, EDP and personnel. As a rule, purchasing / materials management are also controlled by the Managing Director Administration.

### Head of Accounting and Finance

The Head of Accounting and Finance is responsible for accounting, finance and taxes. He prepares the monthly and annual financial statements and is in charge of liquidity management. He prepares the figures and therefore makes an important contribution to the internal and external reporting system of the company.

### **Head of Controlling**

The Head of Controlling is responsible for preparing qualified business analyses (in particular calculating profitability and economic efficiency) and he reports to the head of management. By creating business transparency, he contributes significantly to the decisions made by corporate management. Decisive key figures serve as a management, controlling and coordination instrument.

### **Head of Purchasing**

Amongst other things, the Head of Purchasing organises the procurement of additional purchases, e.g. packaging material and additives in the required quality and from the perspective of profitability. He is responsible for the operative and strategic aspects of purchasing. In small companies, the focus is on the operative aspect, whereas in larger ones, the strategic aspect plays a more significant role.

### **Purchasing Manager**

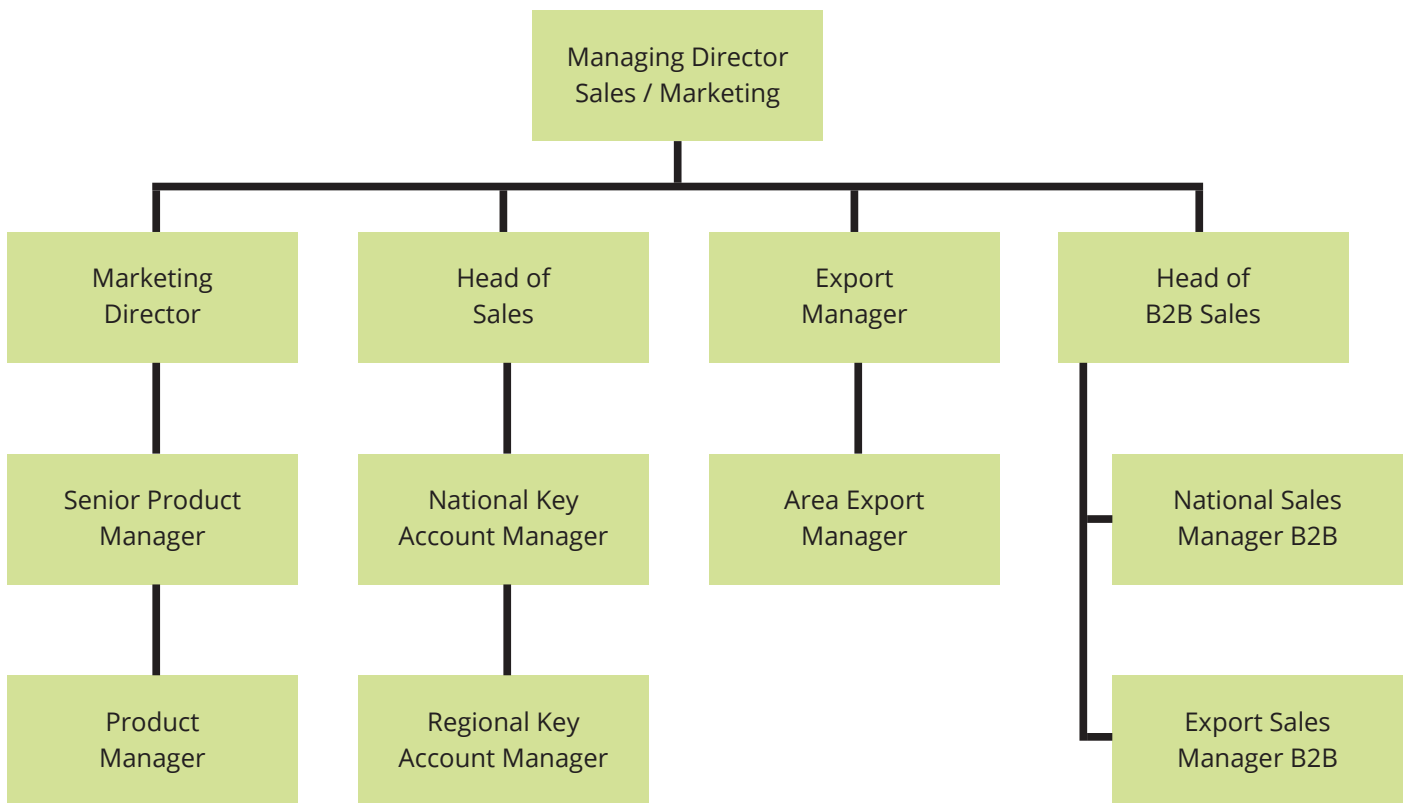
The Purchasing Manager is accountable for the timely procurement of a part of the basic materials. A differentiation is frequently made in the areas of raw materials, auxiliary and operating materials, packaging and technical investments.

### **HR Manager**

The HR Manager bears responsibility for the entire operative area of personnel management. This ranges from employee support over personnel planning, recruiting and development to personnel law, etc. The scope of responsibilities may be of national and also international nature. In addition, the holder of this position is in charge of strategic themes such as change management, introduction of modern forms of work, variable remuneration systems, etc.



## Org Chart Marketing & Sales



### Managing Director Sales / Marketing

The Managing Director Sales / Marketing bears full responsibility for realising sales and turnover targets as well as for the product line and price policy. He is accountable for the areas of key accounts, in-house service and order processing, marketing and field organisation (if applicable). He is fully responsible for the profit and results.

### Marketing Director

The Marketing Director bears responsibility for the management of all brands including trademarks. This responsibility includes the operative and strategic aspects of managing and also maintaining a brand. He prepares the marketing plan, the marketing budget and is in charge of the areas of trademarking, category management and market research. In addition, he has a key function in initiating product innovations.

### Senior Product Manager

The Senior Product Manager is responsible for introducing a brand or a product area. In this context, the strategic positioning of the brand and its introduction or setting up of the product area are important elements of his responsibilities. The Senior Product Manager is usually supported by a small team of “juniors” and is in charge of the entire brand and product communication.

### Product Manager

The Product Manager is responsible for marketing and managing one or more products; his tasks range from the concept, planning, implementation and control of the marketing mix right up to maximising revenue in the long term.

### Head of Sales

The Head of Sales is responsible for all national sales activities with respect to the food retail industry, and in most cases for the bulk consumers and wholesale sector. His responsibilities also cover key account management, field organisation and in-house service. Since he usually looks after the most important business customers himself, he has to have excellent contacts among the decision makers in the buying and selling trade.

### **National Key Account Manager**

The National Key Account Manager looks after the TOP customers of the national food retail industry at the decision level; he also acquires new trading customers, draws up the planning for customer-related sales, turnover, production line and profit and he is responsible for achieving the targets.

### **Regional Key Account Manager**

The Regional Key Account Manager assists the National Key Account Manager in looking after the customers in the food retail industry. At the regional level, he monitors the implementation of superordinate agreements and conducts listing and distribution negotiations with the regional head offices. Occasionally, he will also participate in the negotiations at national level. As a rule, he bears no responsibility for the employees.

### **Export Manager**

The Export Manager is responsible for building up and expanding the economic relations outside of the domestic market by way of directly supporting the trade partners or looking after the sales offices, agents and distributors.

### **Area Export Manager**

The Area Export Manager bears responsibility for the sales activities in a defined key market of the company. This entails realising the marketing and sales conception together with the importers and distributors. The office of the Export Manager / Area Export Manager is usually the location of the company, but in exceptional cases, it may be the corresponding region.

### **Head of B2B Sales**

The Head of B2B Sales is accountable for the entire distribution of semi-finished products to both the national and the international processing industry. As a rule, National Sales Manager B2B and Export Sales Manager B2B have to report to him and in some cases, application technology as well. He looks after the most important key accounts himself and bears full responsibility for the turnover. Furthermore, he decides on the strategic course as far as sales activities go.



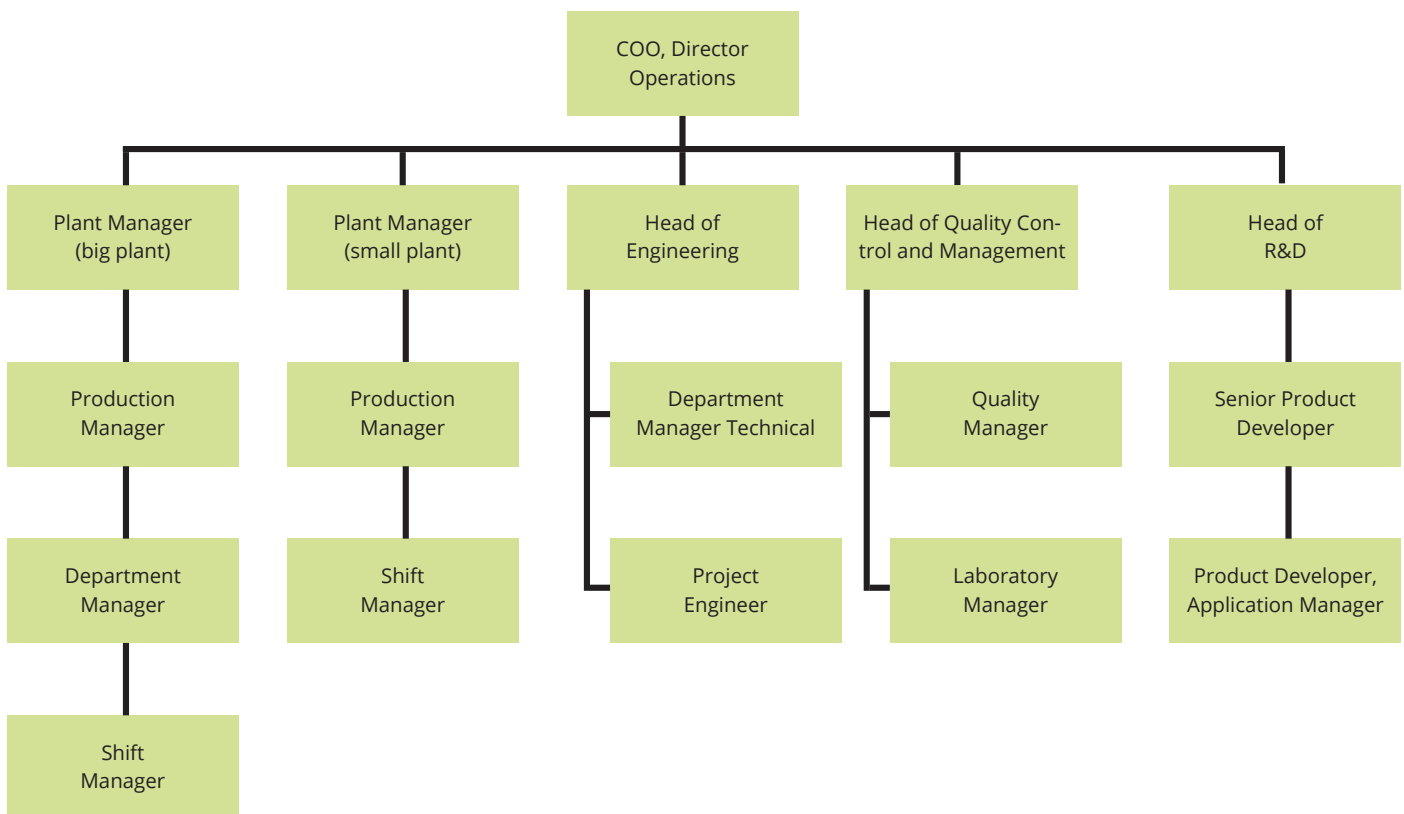
### National Sales Manager B2B

The National Sales Manager B2B is responsible for the sale of semi-finished products to the processing industry or the key accounts at national level. For this purpose, he has contacts both in R & D and production as well as in purchasing or executive management. The National Sales Manager also looks after the customers in terms of application technology for the most part.

### Export Sales Manager B2B

The International Sales Manager B2B is responsible for the sale of semi-finished products to the international processing industry. Apart from his salesmanship knowhow, he is familiar with the application possibilities of the products and also has solid technological skills. The responsibility for key accounts of globally operating food groups places high demands on the person holding this position.

## Org Chart Operations



### COO, Director Operations

The COO, Director Operations is responsible for controlling the strategic development of the technical department. In particular, this includes the areas of production, logistics, technology, and engineering. The holder of this position bears the full responsibility for the costs.

### Plant Manager (big plant)

The Plant Manager is in charge of implementing the production plans in the amounts, quality and at the costs agreed as well as within the specified time frame. Apart from production and technology, the responsibilities also include purchase, calling off and logistics. This person bears full responsibility for costs, investments for the most part, and in a profit centre organisation, he is sometimes even accountable for the results.

### **Plant Manager (small plant)**

The responsibilities of the Plant Manager include production and also technology at the production site. On one hand, the person in this position ensures the production in compliance with volume, deadlines and quality within the scope of the specified production programme; this also comprises the standard of processing and production. On the other hand, the Plant Manager is responsible for maintaining the production facilities to ensure trouble-free operations.

### **Production Manager**

The Production Manager ensures that products are produced in accordance with deadlines, quality and quantity. In this process, all the measures necessary to promote the efficient use of existing personnel and technical capacities are planned, coordinated and controlled.

### **Department Manager**

The Department Manager usually reports to the Production Manager and this function is mostly found in larger organisations. The Department Manager is responsible for a defined area of production. This entails supervising the production process in his department and independently assigning the shift manager and employees to their work. Shift work is not part of this position.

### **Shift Manager**

The Shift Manager is responsible for managing a shift and likewise works himself according to the shift schedule (early shift, day and night shift). He supervises the production line foreman, the production process and assigns the employees to their tasks. Amongst other things, his work is measured on the strength of key figures such as production volume and rate of defectives.

### **Head of Engineering**

The Head of Engineering is responsible for the technical management of a production location. He controls the production facilities and assumes responsibility for the servicing and maintenance as well as for investments within the scope of his budget. He ensures the constant operability and continual optimisation of all technical facilities.

### **Department Manager Technical**

The Department Manager Technical is responsible for the planning and implementation of servicing and maintenance; at smaller sites he is also in charge of investments and replacement purchases that comply with his specified budget. He ensures the constant operability and continual optimisation of all technical facilities.

### **Project Engineer**

The Project Engineer works in the technology department and is responsible for the planning, carrying out and commissioning of individual investments with respect to machinery and plant engineering. In addition, he supports the department manager / division head technology in optimising the production processes and other issues involving process technology.

### **Head of Quality Control and Management**

The Head of Quality Control and Management is responsible for the entire area of quality including hygiene (HACCP concepts and training seminars), quality management systems and quality assurance including supervising the certifications (e.g. IFS, BRC, DIN, ISO).

### **Quality Manager**

The Quality Manager is responsible for the conception, implementation and control of the quality management systems (e.g. IFS, BRC, Bio). Furthermore, he supervises external audits by customers, certification companies, etc. and carries out internal audits himself.



### **Laboratory Manager**

The Laboratory Manager is responsible for organising the laboratory and controlling the raw materials and auxiliary and operating materials as well as the final products. He supports the production process if quality issues arise and is usually responsible for hygiene and the handling of complaints. There is a close relationship to product development as well, particularly in small companies.

### **Head of R & D**

The Head of R & D is responsible for developing the product and for the research activities of the company as the case may be. Product development comprises the planning and realisation of a product that is customer-oriented and in conformity with market requirements. He receives his input e.g. from the marketing field. His position also entails observing the technological and market developments as well as maintaining contact to suppliers, universities and research facilities.

### **Senior Product Developer**

The Senior Product Developer manages a small team of (junior) developers. He is responsible for a product area and supervises important development projects of a company. Innovations play a special role currently. His tasks therefore include observing the market and the competition apart from the developing aspect of the position.

### **Product Developer / Application Manager**

The Product Developer / Application Manager works on the further development of existing products; he realises innovations and process development while taking the general conditions of the food industry into account. He also helps the processing food industry to implement products in the food ingredients sector. The person in this position has no special responsibility for employees.

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