



**iFR**

**INTERNATIONAL  
FOOD  
RECRUITMENT**

**ALLIANCE**

# Salary Survey

## 3rd edition



recfood



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CONSULTANTS

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[www.ifr-a.com](http://www.ifr-a.com)

The background of the entire page is a soft-focus photograph of several clear plastic water bottles with blue screw caps. In the foreground, a single green lime is prominently displayed, slightly out of focus. The lighting is bright and natural, creating a clean and fresh aesthetic.

# **iFR**

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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 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 Nordic
- France : ManageriA
- Germany : RAU | Consultants
- Netherlands : DUPP - Food Recruitment
- Poland : Recfood Consulting
- United Kingdom : 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 real food experts and share your passion for the food business.

Clients have the opportunity of sourcing and selecting the best candidates for their specific role from most 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. As a candidate with international ambitions, you will find the biggest array of jobs in the broadest range of markets. Talking to your local country Recruitment Consultant will open the gateway for your 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 14 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 databases. We are able to utilise 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 recent and up-to-date input from candidates on our databases, and the experience and knowledge of the IFR-A team of recruitment consultants. 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 (exchange rates are mentioned).



## The Salary Survey

It can be assumed that the descriptions of positions differ in their use and meaning on a broad 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 organograms. 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

As mentioned above all data is displayed in Euros for comparison purposes. The exchange rates applied to Non-Euro-States (\*) are:

Denmark: 1 Euro = 7.46 DKK

Poland: 1 Euro = 4.55 PLN

UK: 1 Euro = 0.87 GBP

Highest figure	
Above the average	
Average	
Below the average	
Lowest figure	

#### General Management

€000's	Denmark (*)	France	Germany	Netherlands	Poland (*)	UK (*)	Average
COO, Director Operations	208	188	196	185	100	230	185
Managing Director Sales / Marketing	206	170	212	175	100	n/a	173
Managing Director Administration	196	n/a	203	n/a	70	n/a	156

#### Production

Plant Manager (big plant)	114	120	116	150	95	130	121
Plant Manager (small plant)	95	94	85	85	55	86	83
Production Manager	83	77	72	75	55	50	69
Department Manager	68	63	62	65	40	41	56
Shift Manager	58	46	47	45	28	33	43

#### Technical / Engineering

Head of Engineering	91	92	87	92	46	91	83
Department Manager Technical	80	71	73	70	40	60	66
Project Engineer	75	51	70	67	25	58	58



## Sales

€000's	Denmark (*)	France	Germany	Netherlands	Poland (*)	UK (*)	Average
Head of Sales	171	114	112	127	95	147	128
National Key Account Manager	145	90	80	80	70	68	89
Regional Key Account Manager	95	67	59	63	55	53	65
Export Manager	113	90	108	90	50	75	88
Area Export Manager	76	72	79	76	40	63	68
Head of B2B Sales	128	120	120	115	55	104	107
National Sales Manager B2B	78	84	71	80	70	69	75
Export Sales Manager B2B	102	80	91	85	50	69	79

## Marketing

Marketing Director	125	104	119	130	90	153	120
Senior Product Manager	79	70	80	76	40	67	69
Product Manager	69	45	62	63	32	53	54

## R&D

Head of R&D	95	103	89	105	60	107	93
Senior Product Manager	80	67	81	70	40	53	65
Product Developer, Application Manager	71	45	55	49	32	39	49

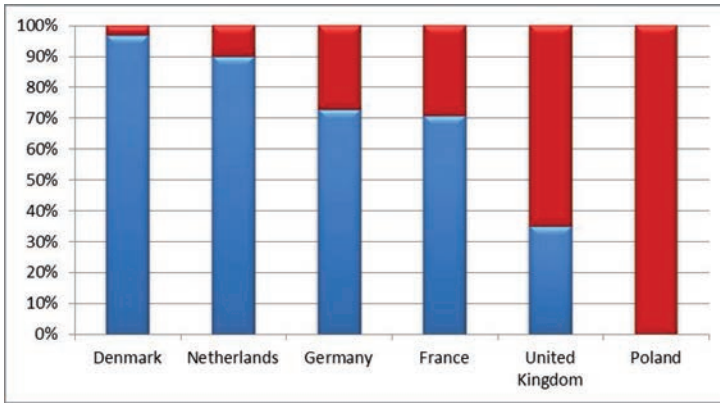
## Quality

Head of Quality Control and Management	99	92	89	91	55	91	86
Quality Manager	85	66	63	65	43	50	62
Laboratory Manager	70	47	62	60	27	40	51

## Administration

Head of Accounting and Finance	98	n/a	95	n/a	80	121	99
Head of Controlling	97	83	95	n/a	60	98	86
Head of Purchasing	99	99	95	110	80	99	97
Purchasing Manager	77	66	67	72	54	60	66
HR Manager	103	105	98	n/a	55	60	84

Looking at the nominal value of salaries across categories there is clearly a sizable gulf in salaries in different European countries for the equivalent job. It is clear that the highest nominal salary levels are generally found in Denmark and the lowest in Poland. The chart below shows, for each country surveyed, the percentage of roles which are above or below average. Denmark (97%), Germany (73%), and the Netherlands (90%) have a significant proportion of their salaries above the average. France (71%) has a majority above the average but not as significant as others however the UK (35%) falls well behind and in Poland (0%) all roles are below average.



Country	% above average
Denmark	97%
Netherlands	90%
Germany	73%
France	71%
United Kingdom	35%
Poland	0%

The range of salaries varies hugely with a National Sales Manager role being the most similar across the EU region and roles such as Managing Directors commanding up to €130,000 more in the UK when compared to Poland. Salaries normally reflect the organisational seniority level of the position with managers being paid higher than specialists. The United Kingdom traditionally has higher salaries than the European average but due to current currency exchanges, this is not the case with many of roles being below average.

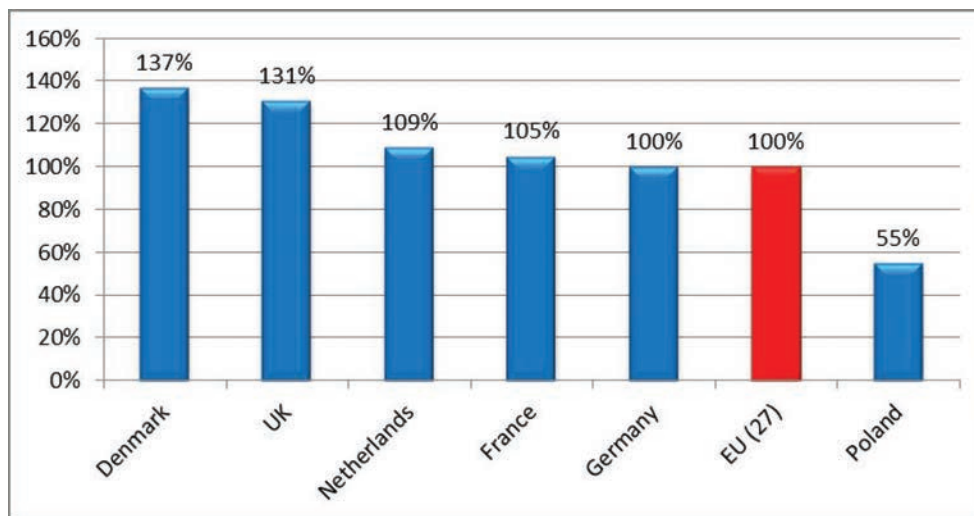
However, there are some interesting differences from the general picture that could indicate how certain roles are valued in the individual countries. For instance in Germany there are very high payments for General Managers and in the UK, while in general salaries are below average, functional heads are receiving higher than average salaries.

However, there are some interesting differences from the general picture that could indicate how certain roles are valued in the individual countries. For instance in Germany there are very high payments for General Managers and in the UK, while in general salaries are below average, functional heads are receiving higher than average salaries.

## 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, normalised 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 equalises differences and makes figures more comparable. The individual price levels across Europe are approximated by an annual index:



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 and the UK 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 and UK salaries will have a much lower relative worth than first observed.

In the table below, we have applied the Price Level Index.

### General Management

€000's	Denmark (*)	France	Germany	Netherlands	Poland (*)	UK (*)	Average
COO, Director Operations	156	183	196	173	185	176	178
Managing Director Sales / Marketing	148	159	212	157	178	n/a	161
Managing Director Administration	147	n/a	203	n/a	130	n/a	160

### Production

Plant Manager (big plant)	85	117	116	140	176	99	122
Plant Manager (small plant)	68	88	85	76	98	66	80
Production Manager	62	75	72	70	102	38	70
Department Manager	49	59	62	58	71	32	55
Shift Manager	43	45	47	42	52	25	42

### Technical / Engineering

Head of Engineering	66	86	87	83	82	69	79
Department Manager Technical	60	69	73	66	74	46	65
Project Engineer	54	48	70	60	45	44	53

### Sales

Head of Sales	128	111	112	119	176	112	126
National Key Account Manager	104	84	80	72	125	52	86
Regional Key Account Manager	71	65	59	59	102	40	66
Export Manager	84	84	108	81	89	57	79
Area Export Manager	54	70	79	71	74	48	71
Head of B2B Sales	92	112	120	103	98	79	101
National Sales Manager B2B	58	82	71	75	130	53	78
Export Sales Manager B2B	73	75	91	76	89	53	76

### Marketing

Marketing Director	93	101	119	122	167	117	120
Senior Product Manager	57	65	80	68	71	51	66
Product Manager	52	44	62	59	59	40	53

## R&D

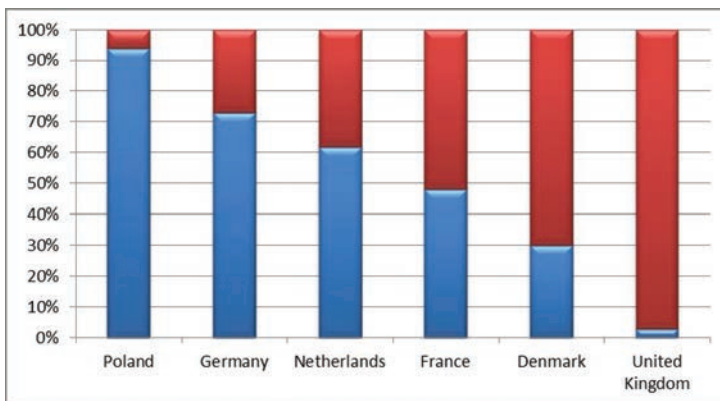
€000's	Denmark (*)	France	Germany	Netherlands	Poland (*)	UK (*)	Average
Head of R&D	68	96	89	94	107	82	89
Senior Product Manager	60	65	81	66	74	40	64
Product Developer, Application Manager	51	42	55	44	57	30	46

## Quality

Head of Quality Control and Management	74	89	89	85	102	69	85
Quality Manager	61	62	63	58	77	38	60
Laboratory Manager	53	46	62	56	50	31	50

## Administration

Head of Accounting and Finance	70	n/a	95	n/a	143	110	105
Head of Controlling	73	81	95	n/a	111	75	87
Head of Purchasing	71	92	95	99	143	75	96
Purchasing Manager	58	64	67	67	100	46	67
HR Manager	74	98	98	n/a	98	46	83



Country	% above average
Poland	94%
Germany	73%
Netherlands	62%
France	48%
Denmark	30%
United Kingdom	3%

Following the application of the Price Level Index there is a marked change in the countries which have salaries higher than the group

average. Due to the relatively high living costs, the data shows that Denmark has now only 30% of its salaries above average and have dropped from highest ranking in real salaries to 5th. The United Kingdom also has a high PLI and has dropped from 5th to 6th with only 3% of jobs being above the average.

Conversely, Poland seems to benefit hugely from the application of the Price Level Index. Poland has moved from 6th to 1st place and now has 94% roles above the average. This reflects the low cost of living and buying goods in the country compared to the rest of the countries surveyed and suggests that salaries are much higher than would first appear.

Germany has a Price Level Index of 100 which is the same as the EU base level. This means that its salaries do not change in the charts above however it does rise from 3rd to 2nd due to the change in the Netherlands figures. The Netherlands has a slight drop in the number of above average salaries as does France which becomes almost 50:50 above and below average.

Overall we can see that Denmark and Poland are affected tremendously by the price level indices which indicate that their local market conditions are quite different from the rest of the surveyed countries. Germany and the

Netherlands have above average salaries in both scenarios whereas the UK is below average in both.

## Elements of the Salary

The total remuneration for a specialist or manager is usually composed of different integral elements. Besides the gross salary (including holiday allowance and the Christmas payment) 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

\*For a more precise information about the general structure of bonus systems, the percentage size in comparison to the base salary and the achievability please see the Appendix.

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 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 should not be overlooked is the number of contracted hours a particular role may require. An attractive salary may turn out to be no better when reviewed 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.





## Typical elements of Salary Packages

Empirical data shows that terms and conditions of salary packages vary a lot between job functions and salary levels, but the tables below will give an overview of standard conditions found in each country.

Table 1 shows how the elements "tax rate", "pension" and "health insurance" influence a gross salary of € 70.000 across six countries. Table 2 shows additional elements, which also has to be taken into account when comparing standard conditions and benefits in employment contracts.

Table 1

	<b>Danmark</b>	<b>Germany</b>	<b>France</b>
<b>Gross Salary (including holiday allowance and Christmas payment)</b>	€ 70.000	€ 70.000	€ 70.000
<b>Income tax rate</b>	41% tax and 8% labour market contributions and individual tax deductions dependent on your personal debts, 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 a pension is common and based on gross salary: in most cases 10 % paid by employer, and an additional 5-10% by 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: approx. 6,2 % total	26,5 % health insurance & welfare 23,2 % paid by employer, 3,3 % paid by employee most of employees pay for a complementary health insurance around €80/month
<b>Net Salary</b>	€ 45.364	€ 45.992	€ 49.524

Table 2

<b>Holidays</b>	25-30 holidays by law + 10 additional days / public holidays	min. 20 days, average 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 *€ 0,27 can be partly deducted from taxed income. Employer can compensate the employee € 0,5/km tax free when driving in company's interest (€ 0,27/km for kilometres > 20.000 km/year)	If no company car: compensation of € 0,30/km simple driving distance between home + workplace	If no company car and using public transportation: 50 % of public transportation pass paid by the company



Table 1

	<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: up to € 19.645 36,55 % level 2: € 19.646 up to € 33.363 40,80 % level 3: € 33.364 up to € 55.991 40,80 % 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 - € 12.650 - 0 % € 12,650 - € 49,450 - 20 % € 49,450 - € 70.000 - 40 % Total: €15,597 Tax + € 5.232 National Insurance (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; employee may also contribute
<b>Health Insurance</b>	no, all done on individual basis, 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, paid for by the employer plus life assurance of 2-4 times salary
<b>Net Salary</b>	€ 40.182	€ 45.168	€ 49.186

Table 2

<b>Holidays</b>	min. 20 days based on 40 hour week; average: 30 days with all hours incl. + public holidays	26 days plus 13 public holidays	20-25 days plus 8 public holidays (28 days is legal minimum including 8 public holidays, based on 40 hour 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	Approximately 20% of car list value as taxable benefit in kind
<b>Travel Costs From Home To Workplace</b>	If no company car: compensation of € 0,19/km simple driving distance between domicile + workplace with a max. of 30 km per single trip	free of charge, depend on conditions agreed with employer	No compensation provided for travel to and from work

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

## Denmark – Foodjob Nordic

Foodjob Nordic is an international, food recruitment company started in 2010, headquartered in Agro Food Park Aarhus, Denmark and branch offices in Copenhagen and Fredericia. Foodjob Nordic has a large and broad network of companies, organizations, universities and authorities operating in the food and beverage area.



We believe in the value of partnerships with businesses and people in the food sector. Foodjob Nordic is a sparring partner and advisor for both groups, so that together we can come to the right choice.

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 counselling of the best candidates
- Establishment of international and specialized networks in the food industry

Competition for the best talent in the global labour market intensifies, both nationally and internationally. At Foodjob Nordic we are experts in professional recruitment processes for top-qualified personnel for the food industry. Foodjob Nordic allows our clients to select the best candidates from most international food markets, and combines local knowledge with international perspective in the recruitment process. We aim to be "Your Recruitment Partner in the Food Industry".

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**Web: [www.foodjobnordic.com](http://www.foodjobnordic.com)**

## France – ManageriA

Since 1990 our company has developed consulting and recruitment activities for more than 300 clients in the agri-food and life sciences sectors.

Backed by 25 years of expertise our company draws on a unique database and cutting-edge methods for headhunting. We currently deal all along the channel with all the actors from agri-supplies to mass-market distribution. We are particularly involved in food ingredients and BtoB products, as functional and nutraceutical ingredients, aromas, technology, process and packaging and are spreading now our activity in sectors like foodservice, cosmetics, environment and biotechnologies.



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

**Tel: +33 144541350**

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**Web: [www.manageria.fr](http://www.manageria.fr)**



## Germany – RAU | CONSULTANTS

For over 40 years, RAU | CONSULTANTS have specialised in recruiting executives and experts for the food industry and related areas. Those who have important and challenging positions to fill in the German-speaking region, permanent or interim, turn to us. RAU | CONSULTANTS offers clients comprehensive consulting from person to person, which is based on experience, competence and a common goal: success.



RAU | CONSULTANTS is an owner-managed and independent company; great commitment and a high degree of identification with our actions distinguish us. The team comprises 20 interdisciplinary consultants who provide you with their expertise in a variety of consultancy fields related to the food industry. These range from personnel consultancy and compensation consulting to support in the area of training & coaching. Clients and candidates benefit from our individual and personal support in every phase of our joint projects.

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, RAU | CONSULTANTS 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.

**Tel: +49 8918955200**

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**Web: [www.rau-consultants.de](http://www.rau-consultants.de)**

## 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 Management and Supply Chain & Purchase. 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.

**Tel: +31 317468686**

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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 20 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.

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

## United Kingdom – Focus Management Consultants

Since 1990, Focus Management Consultant Ltd (FMCL) has been market leader in food and beverage recruitment sectors in the UK.



**Focus**Management  
Consultants

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

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# Appendix

## Information about bonus systems

The general structure of bonus systems seems quite similar. In all countries, bonuses are generally related to the achievement of individual goals and company performance (although many different systems exist).

In Sales, the percentage of a bonus payment is the highest with around 15-20 % of the base salary. In Operations and R&D positions, the percentage is slightly lower with ca. 10 % of the base salary. In Denmark, bonuses are typical mainly for Sales roles. Operations and R&D normally do not have bonus elements.

Individual goals are considered to be achievable to 100 % with a good performance of the employee. A normal performance will lead to a payment of 80-90 %. In the UK though, it depends very much on the role and company, if bonuses are paid to 100 %. These days, Company goals are likely to be reached to a degree of 80-100 %.

In General, higher ranking of the position means a higher bonus percentage of the base salary. The difference is not big except for general management positions however. General management earns exceptional high bonuses purely depending on company performance.

Except for the UK, where many employees get only a small fraction of their bonus potential, bonuses are an integral part of the salary when existing and can usually be achieved to a degree of 80-100 %.

## 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 organograms have been subdivided into three functional areas:

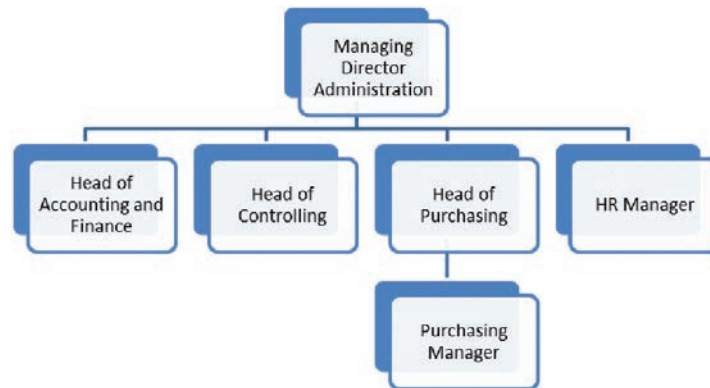
- Administration
- Marketing and Sales
- Operations

Nevertheless, the organograms 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, IT 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. They prepare the monthly and annual financial statements and is in charge of liquidity management. They prepare the figures and therefore make an important contribution to the internal and external reporting system of the company. Head of Controlling

### Head of Controlling

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

### Head of Purchasing

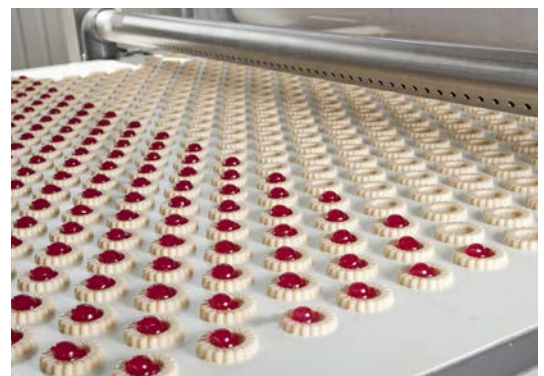
Amongst other things, the Head of Purchasing organises the procurement of additional purchases, e.g. packaging material and additives in the required quality and from the perspective of profitability. This person is responsible for the operative and strategic aspects of purchasing. In small companies, 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 employment 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. Accountable for the areas of key accounts, in-house service and order processing, marketing and field organisation (if applicable). 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. Prepares the marketing plan, the marketing budget and is in charge of the areas of trademarking, category management and market research. In addition, 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 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. 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. Responsibilities also cover key account management, field organisation and in-house service. Since this person usually looks after the most important business customers, the position requires excellent contacts among the decision makers in the trade.

### **National Key Account Manager**

The National Key Account Manager looks after the top customers of the national food retail industry at the decision making level; this person also acquires new trading customers, draws up the planning for customer-related sales, turnover, production line and profit and is responsible for achieving sales 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, monitors the implementation of superordinate agreements and conducts listing and distribution negotiations with the regional head offices. Occasionally, will also participate in negotiations at national level. As a rule, this bears no responsibility for leading teams.

### **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 concept 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 the Head of B2B and in some cases, application technology teams as well. This person looks after the most important key accounts and bears full responsibility for the turnover. Furthermore, decides on the strategic course as far as sales activities go.





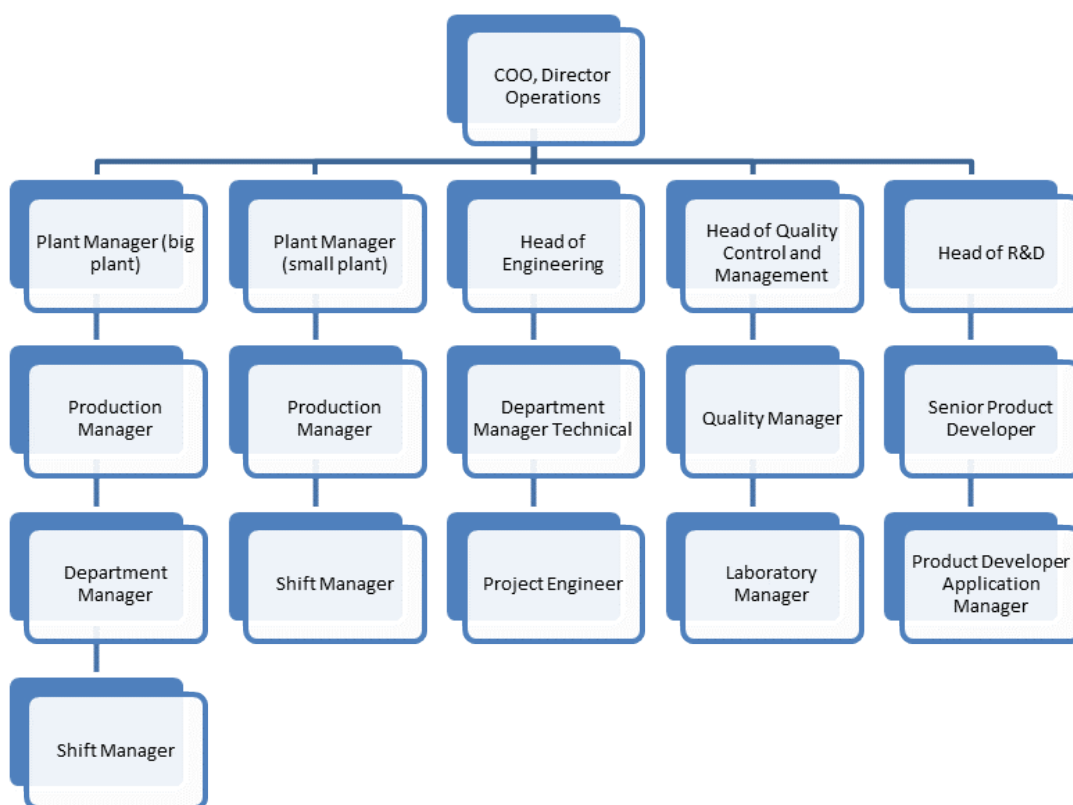
### National Sales Manager B2B

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, this person 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 salesmanship knowhow, this person 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 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 purchasing, calling off and logistics. This person bears full responsibility for costs, investments for the most part, and in a profit centre organisation 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 manufactured 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 the department and independently assigning the Shift Manager and employees to their work. Shift work is not normally part of this position.

### **Shift Manager**

The Shift Manager is responsible for managing a shift and likewise works according to the shift schedule (early shift, day and night shift). This person supervises the production line foreman, the production process and assigns the employees to their tasks. Amongst other things, 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. Controls the production facilities and assumes responsibility for the servicing and maintenance as well as for investments within the scope of his/her budget. This person 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, is also in charge of investments and replacement purchases that comply with the specified budget. This person 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, supports the Department Manager / Divisional Head of 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 all 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, supervises external audits by customers, certification companies, etc. and carries out internal audits.

### **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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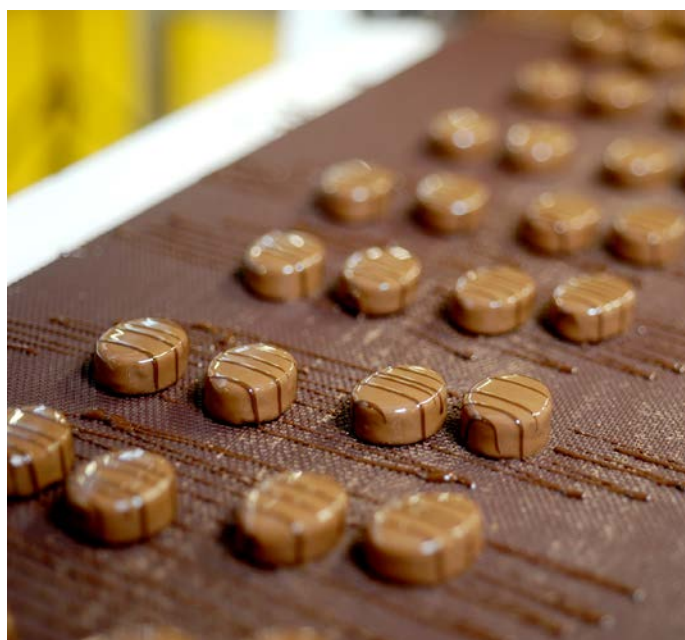
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