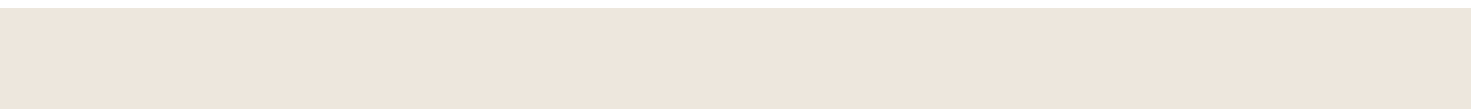


A photograph of a city street at night. A tram is moving across the street, blurred by motion. The street is lined with buildings, some of which are illuminated. There are trees and streetlights visible. The overall scene is a busy urban environment at dusk or night.

SALES & MARKETING

Salary Survey 2010  
Switzerland

**Michael Page Switzerland is pleased to present the 2010 Salary Survey for Sales & Marketing positions.**



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## INTRODUCTION

### Michael Page International

Michael Page International is one of the world's leading professional recruitment consultancies, specialising in the placement of candidates in permanent, contract, temporary and interim positions. The group represents:

- ◆ Over 30 years of experience in specialised recruitment in a wide variety of professional fields, business sectors and geographic regions
- ◆ A long-standing relationship with the world's leading companies as well as partnerships in international recruitment projects
- ◆ A group that has grown organically and that is supported by the latest recruitment software and tools
- ◆ Trainee programs and evaluation methods which guarantee top-tier quality for our clients

Using methods that have been thoroughly tested in the field, Michael Page International can provide its clients with solutions tailored to each individual situation. The key to its success lies in the ability to measure and manage different tasks and adapt each working tool to the specificity of each assignment.

Our effectiveness can be gauged by our clients' loyalty and by the ever-growing number of candidates who entrust us with their careers. The candidate shortage in Switzerland is still an issue, despite the economic downturn of 2009 shows the necessity of having an international network, as Michael Page International does.

Michael Page International employs consultants in the following countries: Argentina, Australia, Austria, Belgium, Brazil, Canada, China, France, Germany, Ireland, Italy, Japan, Luxembourg, Mexico, the Netherlands, New Zealand, Poland, Portugal, Russia, Singapore, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, the UK and the US.

### **Our specialised consultants have in depth knowledge and sector specific training in the area for which they recruit. Michael Page guarantees:**

- ◆ A tailor-made service
- ◆ Comprehensive knowledge of the specific sector and market of our clients and candidates
- ◆ In-depth understanding of each position's demands on both the technical and human levels
- ◆ Genuine comprehension of our partners cultures and specific requirements

## Michael Page Switzerland

Michael Page Switzerland was founded in January 2001 and currently has offices in both Geneva and Zurich. Michael Page recruits professionals throughout Switzerland, carrying out assignments in the French, German, and Italian-speaking regions of the country. Through the following 11 divisions, we are able to provide specialised recruitment services for a broad spectrum of disciplines:

- ◆ Finance & Accounting
- ◆ Banking & Financial Services
- ◆ Sales & Marketing
- ◆ Procurement & Supply Chain
- ◆ Information Technology
- ◆ Healthcare & Life Sciences
- ◆ Engineering
- ◆ Tax & Treasury
- ◆ Interim Management
- ◆ Human Resources
- ◆ Property & Construction

## Page Personnel Switzerland

Page Personnel is a brand of the Michael Page International Group and specialises in the temporary and permanent recruitment of junior profiles and candidates who have several years of experience.

## Our Sales & Marketing Expertise

Michael Page Switzerland launched its specialised Sales & Marketing division in 2006 and the team has quickly established a strong reputation in the market. With 30 years of international backing in the recruitment industry and insider expertise of the Swiss market, the team has managed to consistently penetrate both existing and emerging markets.

Furthermore, each consultant has first hand experience in the Sales & Marketing domains, allowing them to provide that added-value service Michael Page has a reputation for. As a result of all these factors, this division has experienced continuous growth.

## Business-to-Business (B2B) & Business-to-Consumers (B2C)

Michael Page Sales & Marketing divides its business into two categories: Business-to-Business (B2B) and Business-to-Consumer (B2C).

A B2B company can be defined as a business where the end-users of their products or services are companies, as opposed to individual consumers. The B2B sector in Switzerland is well represented by local, national and international companies, of both Swiss and foreign origins.

The Sales & Marketing division supports the following B2B specialisations:

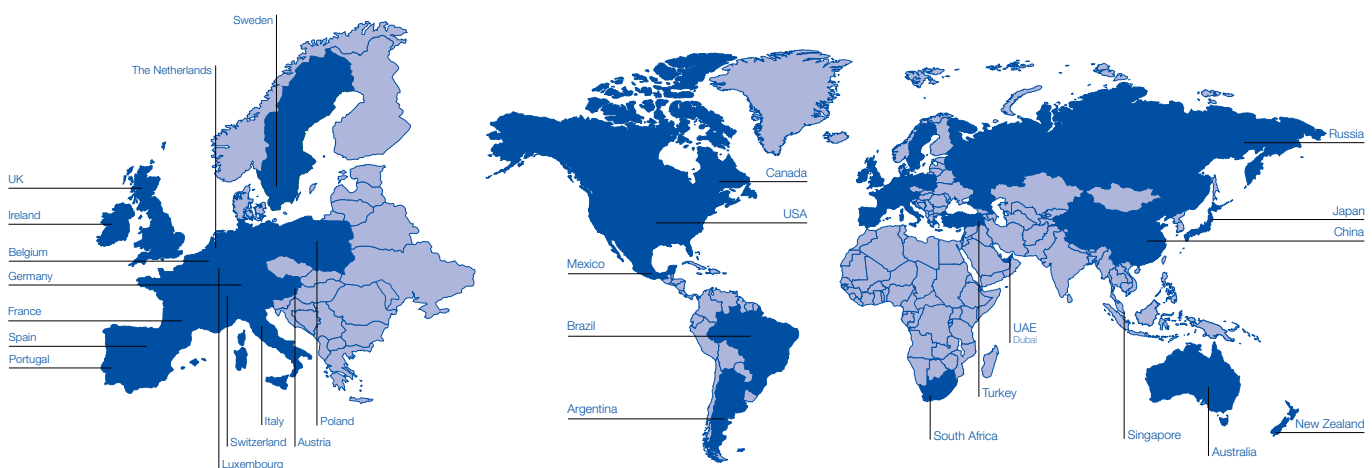
- ◆ IT & Telecoms: hardware, software, solution integrators, service providers
- ◆ Business services: B2B services in general as well as Financial Services > all Marketing, Communication and PR positions within banking and insurance companies as well as financial service providers
- ◆ Industry & Manufacturing: electrical, chemical & mechanical (half-)components/supplies or full fabricates

A B2C company can be defined as a business where the end-users of their products or services are mainly individual consumers, regardless of their distribution channels. The B2C market in Switzerland consists of several well-known large multinationals and many smaller companies.

The Sales & Marketing division supports the following B2C specialisations:

- ◆ Food & Beverage
- ◆ Luxury Goods / Cosmetics
- ◆ Consumer Goods and appliances
- ◆ Retail

## Michael Page Worldwide



Michael Page Africa operates out of Paris for positions in every African country, except South Africa.

Michael Page Eastern Europe operates out of Munich for positions in Eastern Europe, except Poland and Russia.

Michael Page Latin America operates out of Sao Paulo for positions in Colombia, Peru, Costa Rica and Venezuela.

## METHODOLOGY

This salary survey covers each position that the Sales & Marketing team recruits for. The information presented in this document is based on our ongoing surveys of candidates and clients, which include multinational corporations as well as small-to-medium enterprises (SME) throughout the country. In the European Union and Switzerland, we define an SME as having less than 250 employees. Further qualitative information has been supplied by consultants in our offices in Switzerland.

Our research was carried out by means of a questionnaire sent out by mail and/or telephone interview. Respondents were asked to give the minimum, maximum and average salaries for each qualification level. The information obtained was supplemented by other market information, including salary data from our own internal database. In addition, a survey of at least 20 candidates was conducted for each position.

One caveat concerning this salary guide: multiple factors dictate the actual salary paid. These include elements such as company size, business sector, the nature of the position, the number of years in the company, merit payments, staff responsibility and geographical location. Additionally, due to statistical limitations of this survey, certain salaries may fall outside the designated range.

In Switzerland, most salaries are comprised of both fixed and variable elements. In this survey, all salaries exclude the variable element commonly referred to as a bonus. However, we have observed a usual bonus, on top of the base salary, ranging from approximately 10% to 50%, depending on the company. Additionally, depending on the level of the position, and particularly in the case of managerial positions, other bonuses can be considered and are negotiated for the contract signature. These include health insurance costs, accommodation fees, company car, mobile phone, stock options and relocation expenses. These bonuses taken together can constitute a significant package.

When indicating the salaries for each position, we provide six different categories to identify the most relevant salary range:

### B2B:

- ◆ Information Technology & Telecommunications
- ◆ Financial and Business Services
- ◆ Industry and Manufacturing

### B2C:

- ◆ Food and Beverage
- ◆ Luxury Goods/Cosmetics
- ◆ Consumer goods and appliances





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# 1. SALES POSITIONS

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# 1. SALES POSITIONS

## 1.1 Customer Service Representative/ Customer Service Manager

### The Main Tasks are:

- ◆ Guide a team of customer service representatives (Manager)
- ◆ Resolve customer requests, questions and complaints frequently requiring analysis of situations to determine best use of resources
- ◆ Serve as liaison between the customer and various departments
- ◆ Solicit sales of new or additional services to existing events
- ◆ Provide pricing and delivery information, processes orders, and prepares cash reports
- ◆ Set up new accounts, maintains records, prepares reports and performs work processing assignments and related clerical duties
- ◆ Knowledgeable in customer service including hotel reservations, ground transportation, information on local attractions and activities, and other information that provides valuable service to the customers, when needed
- ◆ Resolve the most difficult issues (Manager)

### Reports to:

- ◆ Sales Manager
- ◆ Sales Director

### Similar Job Titles:

- ◆ After Sales Representative
- ◆ After Sales Manager

### Ideal Candidate Attributes:

- ◆ Relevant education, no university degree required
- ◆ A minimum of 3 years sales experience (Manager)
- ◆ Excellent customer approach, affinity for providing quality service to the customer
- ◆ Strong problem-solving thinking style
- ◆ Excellent leadership skills (Manager)
- ◆ Ability to multi-task
- ◆ Excellent communication skills and problem solving abilities
- ◆ Multiple language skills required
- ◆ Motivated self-starter
- ◆ Ability to adapt to a changing environment
- ◆ Excellent time management skills

### Salary indication Customer Service Representative (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	60,500	77,500	72,500
	maximum	95,000	117,000	121,000
	average	78,000	97,500	92,500

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	67,500	70,000	80,000
	maximum	97,500	100,000	110,000
	average	85,000	85,000	95,000

### Salary indication Customer Service Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	70,500	87,500	82,500
	maximum	115,000	137,500	131,000
	average	98,000	117,500	112,500

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	77,500	80,000	90,000
	maximum	117,500	120,000	130,000
	average	105,000	105,000	115,000

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)

# 1. SALES POSITIONS

## 1.2 Operational Sales

### 1.2.1 Sales Representative

#### The Main Tasks are:

- ◆ Demonstrate their products and advise clients on how to use these products
- ◆ Travel to and visit prospective buyers and prospective clients
- ◆ Complete understanding of pricing and proposal models
- ◆ Demonstrate the ability to carry on a business conversation with business owners and decision makers
- ◆ Maximise all opportunities in the process of closing a sale resulting in the taking of market share from larger competitors
- ◆ Sell in a consultative manner and make solution-oriented recommendations to the business issues of prospects

#### Reports to:

- ◆ Sales Manager
- ◆ Account Manager (when account representative)

#### Similar Job Titles:

- ◆ Account Representative
- ◆ Sales Associate

#### Ideal Candidate Attributes:

- ◆ Relevant education, university level (appreciated, but not required)
- ◆ Minimum of 1-2 years of experience in direct sales
- ◆ Technical selling skills and product knowledge
- ◆ Focused on fulfilling budget targets
- ◆ Ability to work in a demanding customer-oriented environment
- ◆ Self-starter with a hands-on work approach
- ◆ Enthusiastic and outgoing personality
- ◆ Attention to detail

### Salary indication Sales Representative (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	66,000	75,000	70,000
	maximum	90,500	100,000	97,500
	average	78,250	87,500	85,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	72,500	80,000	77,500
	maximum	97,500	110,000	105,000
	average	85,000	95,000	92,500

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)

# 1. SALES POSITIONS

## 1.2.2 Key Account Manager

### The Main Tasks are:

- ◆ Overall responsibility for related accounts
- ◆ Develop and execute a mutually agreed and strategic customer plan to increase potential business in line with the commercial policy of the organisation
- ◆ Increase customer satisfaction and customer value-added benefits
- ◆ Introduce new initiatives in line with the commercial policy
- ◆ Annual strategy participation and execution
- ◆ Self-development as well as the successful development of new team members
- ◆ Part of an international task force team

### Reports to:

- ◆ Sales Manager/Director
- ◆ Sales & Marketing Manager
- ◆ Business Unit Manager
- ◆ Business Development Manager

### Similar Job Titles:

- ◆ Area Sales Manager (when geographic)

### Ideal Candidate Attributes:

- ◆ University degree or equivalent (preferred)
- ◆ 3+ years working experience in a customer contact role within a company where analysis and business development was a key success factor
- ◆ Work experience with financial measures and KPIs
- ◆ Achieved results in a cross-cultural environment
- ◆ Worked successfully in a matrix structure
- ◆ Excellent negotiation, sales & customer service skills
- ◆ An up-to-date knowledge of CRM systems
- ◆ Business acumen, relevant functional/technical skills and decision making qualities
- ◆ A strong focus on results, organising, customers, peer relationships and process management

### Salary indication Key Account Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	81,000	90,000	85,000
	maximum	101,500	119,500	112,000
	average	93,250	107,000	107,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	87,500	107,000	97,000
	maximum	119,500	143,500	139,500
	average	102,000	124,500	119,500

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)



# 1. SALES POSITIONS

## 1.3 Sales Management

### 1.3.1 Account Manager

#### The Main Tasks are:

- ◆ Ensure that service agreements are adhered to and report performance to client on monthly basis
- ◆ Give suggestions in supplier selection that are in concurrence with the Sales Representative, Sales Manager or other Account Managers (even internationally)
- ◆ Agree on selling price in accordance with the market price in order to maximise return for the client
- ◆ Comprehend the account structure, including key contacts
- ◆ Account and client relationship management
- ◆ Manage client expectations
- ◆ Responsible for SWOT analysis on a monthly basis
- ◆ Identify and communicate business development opportunities to executive level management
- ◆ Participate in the Quality Assurance and Continuous Improvement programmes

#### Reports to:

- ◆ Sales Manager
- ◆ Sales Director
- ◆ Head of (Key) Account Management

#### Similar Job Titles:

- ◆ Key Account Manager
- ◆ Regional/Area Sales Manager
- ◆ Sales Representative

*The above mentioned similar job titles are stated to clarify the 'grey zone' that exists in the naming of sales positions. The seniority or (salary) level of these positions varies between companies, regions and in the end the seniority of the person in this role. E.g.: The position of 'Sales Representative' can be more senior or higher paid at Company A than the 'Account Manager' role in Company B.*

#### Ideal Candidate Attributes:

- ◆ Bachelor's degree
- ◆ 3-5 years of business experience preferred
- ◆ Proven account management skills
- ◆ Experience giving presentations to clients
- ◆ Strong project management knowledge
- ◆ Ability to communicate with individuals of various backgrounds
- ◆ Independent and dedicated work ethic
- ◆ Ability to comprehend and take best practice approach

### Salary indication Account Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	72,000	90,000	79,500
	maximum	105,500	115,000	112,500
	average	84,500	102,500	100,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	84,500	95,000	92,500
	maximum	112,500	135,000	120,000
	average	100,000	110,000	107,500

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)

# 1. SALES POSITIONS

## 1.3.2 Channel Sales Manager

### The Main Tasks are:

- ◆ Overall responsibility for selected channel(s)
- ◆ Meeting and exceeding set sales quotas while adhering to the organisation's sales rules of engagement
- ◆ Actively drive partners to maximise sales and total partnership potential through sales best practices, training and support
- ◆ Manage sales orders and provide status to partners and/or manager
- ◆ Communicate skillfully with partners on new products and service offerings
- ◆ Create systems and procedures to streamline partner management
- ◆ Work with the marketing department to drive programs and events to extend the relationships to new prospects
- ◆ Managing a complex sale with the organisation's partners
- ◆ Demonstrating industry knowledge
- ◆ Providing weekly reporting of pipeline and forecast using sales force automation tools
- ◆ Attending and participating in sales meetings, product seminars and trade shows
- ◆ Preparing written presentations, reports, and price quotations
- ◆ Conducting contract negotiations
- ◆ Defining and executing partner sales plans

### Reports to:

- ◆ Sales Manager/Director
- ◆ Sales & Marketing Manager
- ◆ Business Unit Manager
- ◆ Business Development Manager

### Similar Job Titles:

- ◆ Area Sales Manager (when geographic)

### Ideal Candidate Attributes:

- ◆ Commercial university degree or equivalent (preferred)
- ◆ 4+ years of sales experience preferred
- ◆ Ability to manage a pipeline with multiple accounts and partners
- ◆ Proven success in prospecting, building a pipeline, moving opportunities through the sales cycle; proposing, presenting and discussing solutions (often C-level and other decision-makers)
- ◆ Ability to craft a solution with appropriate products and services that meets business goals based on client discussions
- ◆ Highly analytical thinking with demonstrated talent for identifying, scrutinising, improving, and streamlining complex sales processes
- ◆ Proven relationship-builder with strong interpersonal skills
- ◆ Results-driven achiever with exemplary planning and organisational skills, along with a high degree of detail orientation
- ◆ Highly motivated self-starter who takes initiative with minimal supervision
- ◆ Enthusiastic, quick learner, eager to meet challenges and quickly assimilates new concepts

### Salary indication Channel Sales Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	75,000	87,500	82,500
	maximum	104,500	122,500	115,000
	average	87,500	110,000	110,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	87,500	110,000	100,000
	maximum	122,500	147,500	142,500
	average	105,000	127,500	122,500

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)

# 1. SALES POSITIONS

## 1.3.3 Sales Manager/Business Development Manager

### The Main Tasks are:

- ◆ Motivate and lead sales teams (Sales Representative, Account Manager)
- ◆ Responsible for the combined performance of the team
- ◆ Ensure that everyone within the team reaches their respective targets
- ◆ To reach or exceed sales targets
- ◆ Recruit and train sales staff
- ◆ Supervise, motivate and monitor team performance to reach or exceed sales targets
- ◆ Allocate areas and/or sectors to the sales team(s)
- ◆ Set budgets, targets, P&L responsibility (only on higher level)
- ◆ Liaise with other line managers
- ◆ Report back to senior managers
- ◆ Visit potential customers to prospect for new business (along with Representative)
- ◆ Maintain detailed knowledge of the company's products or services
- ◆ Keep abreast of what competitors are doing

### Reports to:

- ◆ Sales Director
- ◆ Sales & Marketing Manager/Director
- ◆ Business Unit Manager
- ◆ Business Development Manager/Director

### Similar Job Titles:

- ◆ Sales Distribution Manager

### Ideal Candidate Attributes:

- ◆ 4 year university degree or equivalent experience
- ◆ 4+ years of experience as a Sales Representative/Account Manager in a given sector
- ◆ Proven sales track record
- ◆ Knowledge of principles and methods for showing, promoting, and selling products or services
- ◆ Experienced in sales techniques, and sales control systems
- ◆ Knowledge of the business and management principles that are involved in strategic planning and coordination of people and resources
- ◆ Strong leadership skills
- ◆ Affinity to people
- ◆ Outgoing personality
- ◆ Mental toughness

### Salary indication Sales Manager/Business Development Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	79,500	94,500	89,500
	maximum	116,250	139,500	132,000
	average	97,000	117,000	112,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	83,000	104,500	99,500
	maximum	132,000	154,500	147,000
	average	104,500	129,500	124,500

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)

# 1. SALES POSITIONS

## 1.4 Sales Director/Business Development Director

### The Main Tasks are:

- ◆ Deliver major account penetration strategies as well as establishing the following: setting standards and processes for sales strategy, account development, pricing, launch processes, and strategic account selling
- ◆ Provide hands-on management of the sales teams
- ◆ Achieve agreed sales targets
- ◆ Develop organisational structure & capability to deliver operational and strategic plans/objectives
- ◆ Implement plans and manage performance against operational, tactical and strategic plans
- ◆ Lead and inspire workforce - create a culture that is supportive of business aims as well as the corporate vision
- ◆ Maintain and develop relationships with existing customers at a senior level
- ◆ P&L responsibility
- ◆ Visit potential customers to prospect for new business (on a C-level)
- ◆ Negotiating the terms of an agreement
- ◆ Review personal sales performance with the goal to meet or exceed targets
- ◆ Understand customer's business and requirements
- ◆ Assemble cost calculations, and providing customers with cost estimates
- ◆ Liaise with customers (which may include actual selling), Key Account Management applicable

### Reports to:

- ◆ VP Sales
- ◆ Country Manager
- ◆ COO
- ◆ CEO

### Similar Job Titles:

- ◆ National/European/Global Sales Director
- ◆ Director of Sales Operations
- ◆ Head of Sales

*The above mentioned similar job titles are stated to clarify the 'grey zone' that exists in the naming of sales positions. The seniority or (salary) level of these positions varies between companies, regions and in the end the seniority of the person in this role. E.g.: The position of 'Sales Director' can be more senior or higher paid at Company A than the 'VP Sales' role in Company B.*

### Ideal Candidate Attributes:

- ◆ University degree in Business, MBA preferred
- ◆ 5+ years of sales experience, 3+ years in a specific sector
- ◆ Proven success selling to large organisations
- ◆ Proficient in full sales cycle and generating new business
- ◆ Strong sense of initiative and desire to achieve
- ◆ Experience in managing/developing and coaching a large number of staff to achieve targets
- ◆ Established a well developed internal & external contact network
- ◆ Solid knowledge of relevant legislation & external environment
- ◆ Proven problem-solving & decision-making ability
- ◆ Personable professional whose strengths include cultural sensitivity and an ability to build rapport with a diverse workforce in multicultural settings

### Salary indication Sales Director/Business Development Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	122,500	137,500	132,500
	maximum	159,250	182,500	175,000
	average	140,000	160,000	155,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	126,000	147,500	142,500
	maximum	175,000	197,500	190,000
	average	147,500	172,500	167,500

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)



# 1. SALES POSITIONS

## 1.5 Sales & Marketing Director/Business Unit Director

### The Main Tasks are:

- ◆ Formulate and implement strategic as well as tactical sales & marketing plans
- ◆ Oversee all necessary activities to fulfil strategic objectives
- ◆ Identify potential new clients, convert enquiries from potential clients to sales
- ◆ Develop relationships with existing clients and maximise revenue potential
- ◆ Develop and adapt existing marketing activities to ensure awareness of the company among the target groups
- ◆ Provide timely and reliable management information
- ◆ Build the overall strength and performance of the Sales and Marketing team and therefore the company as a whole
- ◆ P&L responsibility
- ◆ Participate in events that will support company awareness and its credentials
- ◆ Arrange and lead business meetings, delivering sales presentations in a professional manner
- ◆ Work with the Marketing team in order to develop ideas for new services and new markets for existing services
- ◆ Present monthly report to management, evaluating past performance
- ◆ Suggest future activities and direction

### Reports to:

- ◆ Managing Director
- ◆ COO
- ◆ CEO
- ◆ Vice President Marketing
- ◆ Vice President Sales

### Similar Job Titles:

- ◆ Business Unit Manager
- ◆ Head of Sales & Marketing

### Ideal Candidate Attributes:

- ◆ University degree in Business Management, MBA (preferred)
- ◆ 5+ years proven management experience within the Sales and Marketing field in managerial roles with P&L responsibility
- ◆ Possess strong work ethic, integrity and loyalty
- ◆ Team player with ability to work well under pressure
- ◆ Experience in leading, motivating and driving people
- ◆ Proven leadership builder and team building ability
- ◆ Excellent communication, negotiation and presentation skills
- ◆ Entrepreneurial spirit
- ◆ Demonstrated success in management
- ◆ Financial, legal and administrative skills

Salary indication Sales & Marketing Director/Business Unit Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	122,500	145,500	137,500
	maximum	173,000	202,500	192,500
	average	147,500	175,000	167,500

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	137,500	170,000	160,000
	maximum	192,500	210,000	220,000
	average	165,000	190,000	180,000

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)

# 1. SALES POSITIONS

## 1.6 International Business Director/ Multi-Regional Sales Director

### The Main Tasks are:

- ◆ Gain a solid understanding of the company's offerings, competitive advantages, market positioning and competitive landscape on an international level
- ◆ Qualify initial sales opportunities through research, financial analysis and client contact (C-level clients)
- ◆ Quickly and successfully develop and maintain business relationships with targeted international partners at the executive level. Work hard at fostering relationships with all members of the targeted organisation. Maintain relationships not only during the sales cycle, but with prospects not ready to become an active pursuit
- ◆ Close deals
- ◆ Presentations to potential customers in order to demonstrate services and gain new market share
- ◆ Maintain relationships with existing customers through regular review visits
- ◆ Staff trade exhibitions
- ◆ Gain a clear understanding of customer's business and requirements
- ◆ Significant travel required
- ◆ Further responsibilities are stated under position 1.4 Sales Director/ Business Development Director

### Reports to:

- ◆ Vice President Sales
- ◆ COO

### Similar Job Titles:

- ◆ Director
- ◆ Regional Sales Director

### Ideal Candidate Attributes:

- ◆ Commercial university degree required, MBA or equivalent experience strongly preferred
- ◆ 5+ years of proven success in business development, client management, and/or sales
- ◆ 7+ years of overall business experience, of which at least half was on an international level
- ◆ Experience selling complex solutions
- ◆ Proven track record of delivering profitable business and meeting/exceeding sales goals
- ◆ Strong consulting and negotiation skills
- ◆ Demonstrated ability to work independently, to take calculated risks and to exceed internal and external expectations
- ◆ Must have a successful track record of developing win/win successful partnerships in competitive market places with sometimes limited resources
- ◆ Must possess exceptional ethics, excellent judgment, and a desire to win
- ◆ Self-starter with an entrepreneurial work ethic
- ◆ Strong analytical skills
- ◆ Excellent communicator
- ◆ Result-oriented team player with a committed effort to meet individual goals

Salary indication Int. Business Development Director/Multi-Regional Sales Director (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	165,750	182,500	177,500
	maximum	202,500	225,000	217,500
	average	183,250	202,500	197,500

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	172,500	192,500	187,500
	maximum	210,500	240,000	232,500
	average	190,000	215,000	210,000

Sales positions may also include a 25-50% bonus (and in some highly competitive and high margin branches like for example software/ solution sales, the bonus could be up to 100% or even non-capped)



## 2. MARKETING POSITIONS

## 2. MARKETING POSITIONS

### 2.1 Product/Brand Manager

#### The Main Tasks are:

- ◆ Manage the entire product life cycle from strategic planning to operational activities
- ◆ Define new products and outline product differentiation
- ◆ Coordinate new product launches
- ◆ Specify market requirements for current and future products by conducting market research supported by on-going visits to customers and non-customers, as well as end-users
- ◆ Build product roadmaps, thus driving a solution set across development teams (primarily Development/Engineering, and Marketing Communications) through market requirements, product contract, and positioning
- ◆ Analyse potential partner relationships for the product
- ◆ Responsible for overseeing the conceptualisation, design, production and selling of products
- ◆ Set-up and implement quality assurance protocols for the product
- ◆ Brief and train the sales force at periodical sales meetings

#### Brand specific:

- ◆ Attract attention, suggesting company or product brand/image, making it highly attractive
- ◆ Suggest product benefits or suggest usage, making it stand out among a group of other brands

#### Reports to:

- ◆ Category Manager
- ◆ Marketing Manager/Director
- ◆ Business Unit Manager/Director
- ◆ Sales Manager
- ◆ International Product/Marketing Manager  
(only in smaller organisations, if larger organisation then on a dotted-line or matrix structure)

#### Similar Job Titles:

- ◆ N.A.

#### Ideal Candidate Attributes:

- ◆ Commercial university degree preferably in Marketing/Communications
- ◆ 1-3 years of product/brand management experience preferably sector specific
- ◆ Knowledgeable in specific subject area
- ◆ Willingness to travel to customer and non-customer sites
- ◆ Highly analytical with strong technical skills
- ◆ Sensibility to international markets and customers
- ◆ Great communication skills and ability to sell ideas to internal/external stakeholders
- ◆ Creative
- ◆ Result-oriented
- ◆ Good organisational skills

## Salary indication Product/Brand Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	87,500	72,500	87,500
	maximum	137,500	117,500	137,500
	average	116,875	94,000	116,875

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	72,500	80,000	75,000
	maximum	107,500	130,000	120,000
	average	91,375	110,500	102,000

Marketing positions may also include a 0-25% bonus



## 2. MARKETING POSITIONS

### 2.2 Category Manager

#### The Main Tasks are:

- ◆ Develop/define the category (i.e. what products are included/excluded)
- ◆ Define the role of the category within the company or with the client/retailer
- ◆ Assess the current performance, then set objectives and targets for the category
- ◆ Devise an overall strategy using specific tactics, focus on long-term maximisation of profitability
- ◆ Manage development and re-launch processes from the creative brief to the final evaluation
- ◆ Coordinate and motivate internal and external partners
- ◆ Contact person for related countries, departments and suppliers
- ◆ Design and execute consumer research to maximise category insight
- ◆ Develop a periodical category plan to drive throughput on this category by developing a range of activities for implementation in national and regional accounts

#### Reports to:

- ◆ Marketing Manager/Director
- ◆ Business Unit Manager/Director

#### Similar Job Titles:

- ◆ N.A.

#### Ideal Candidate Attributes:

- ◆ Commercial university degree (preferable)
- ◆ 2-3 years of product/brand management/marketing experience preferably sector specific
- ◆ Good analytical, interpersonal and organisational skills
- ◆ Strategic thinking and ability to work proactively
- ◆ Target as well as client-oriented
- ◆ Strong communication skills, enthusiastic and open-minded
- ◆ Process driven with a high emphasis on the importance of the purchasing function
- ◆ Strong, influential and ambitious team player

## Salary indication Category Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	92,500	77,500	102,500
	maximum	142,500	122,500	137,500
	average	121,875	99,000	121,875

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	77,500	85,000	80,000
	maximum	112,500	135,000	130,000
	average	96,375	115,500	107,000

Marketing positions may also include a 0-25% bonus

## 2. MARKETING POSITIONS

### 2.3 Marketing Manager

#### The Main Tasks are:

- ◆ Oversee all marketing, advertising and promotional staff and activities
- ◆ Establish marketing strategies to meet organisational objectives
- ◆ Evaluate customer research, market conditions and competitor data
- ◆ Implement the organisations' marketing plan
- ◆ Manage the Marketing department's budget and deliver all marketing activity within set budget
- ◆ Initiate marketing strategies and coordinate actions to influence the market
- ◆ Manage correspondence with media and advertising outlets
- ◆ Report and where necessary take corrective action to improve situations both externally and internally
- ◆ Support subsidiaries in presentations, seminars and training for (potential) customers
- ◆ Develop and implement a company-wide market plan, collaborate with all departments to execute
- ◆ Assume responsibility to deliver all necessary collaterals for a successful marketing strategy

#### Reports to:

- ◆ Marketing Director
- ◆ Sales & Marketing Manager/Director
- ◆ Business Unit Manager
- ◆ International Marketing Manager

#### Similar Job Titles:

- ◆ N.A.

#### Ideal Candidate Attributes:

- ◆ University degree with Marketing focus
- ◆ 4-5 years of experience in brand/marketing management in a related sector
- ◆ Ability to discuss strategic and sensitive issues
- ◆ Understand and develop long-term business vision
- ◆ Leadership skills including recognising the strengths and weaknesses in others as well as oneself
- ◆ Analytical expertise, ability to understand complex issues and their consequences
- ◆ Ability to work effectively with both internal and external stakeholders
- ◆ Organise seminars and give training to sales staff to upgrade the knowledge of the solution and validation driven demand within the market
- ◆ Initiate and support sales activities
- ◆ Charismatic and influential personality

### Salary indication Marketing Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	102,500	97,500	110,000
	maximum	155,000	135,000	140,000
	average	122,500	107,500	125,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	102,500	120,000	115,000
	maximum	160,000	157,500	152,500
	average	117,500	137,500	132,500

Marketing positions may also include a 0-25% bonus

## 2. MARKETING POSITIONS

### 2.4 International Product Manager

#### The Main Tasks are:

- ◆ Define product strategy (internationally) and roadmap
- ◆ Responsible for pre-marketing strategies and activities ensuring successful pre-launch and launch planning of the product on an international level
- ◆ Develop and oversee execution of market shaping activities with specific focus on the message of the product in collaboration with other support functions in HQ and other affiliates
- ◆ Leader of international task-force teams, subsequently managing people indirectly or in a matrix
- ◆ Work with external third parties to assess partnerships
- ◆ Be an expert with respect to the competition
- ◆ Develop the core positioning and messaging for the product
- ◆ Perform product demos to international customers
- ◆ Set pricing to meet revenue and profitability goals
- ◆ Develop sales tools and collateral
- ◆ Propose an overall budget to ensure success
- ◆ Brief and train the sales force at quarterly sales meetings

#### Reports to:

- ◆ International Marketing Manager/Director

#### Similar Job Titles:

- ◆ N.A.

#### Ideal Candidate Attributes:

- ◆ Commercial university degree (MBA preferred)
- ◆ Minimum 5 years of experience as a Product Manager or Marketing Manager on a local level, or in a management-rotation program within the international headquarters of given company
- ◆ Demonstrated success defining and launching products
- ◆ Excellent written and verbal communication skills
- ◆ Proven teamwork skills
- ◆ Great strategic planning ability
- ◆ Proven ability to influence cross-functional teams without formal authority
- ◆ Willingness to travel 20-30%

Salary indication International Product Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	117,500	102,500	117,500
	maximum	167,500	147,500	167,500
	average	145,875	124,000	146,875

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	102,500	110,000	105,000
	maximum	137,500	160,000	150,000
	average	121,375	140,500	132,000

Marketing positions may also include a 0-25% bonus

## 2. MARKETING POSITIONS

### 2.5 International Marketing Manager/Marketing Director

#### The Main Tasks are:

- ◆ Develop and lead all international marketing initiatives of the company, of a product or product group
- ◆ Plan, direct and manage marketing efforts, including approval of annual marketing plans for the designated brands, products and/or services, with focus on the priority international markets, ensuring maximum return on investment
- ◆ Deliver sales volume, net sales value, market share and profit projections for the business
- ◆ Monitor the competitive landscape in the category and develop strategies which exploit in-market opportunities
- ◆ Initiate market research studies and analyse their findings, cascading the latter into brand plans
- ◆ Provide a communication link between Central Marketing and other line functions
- ◆ Provide a complete 360 degree marketing mix toolbox
- ◆ Manage all brand related innovation and new business initiative projects
- ◆ Review and approve copy, product and packaging changes
- ◆ Work with the markets in leading the implementation of new product development projects
- ◆ Develop best practice
- ◆ Co-ordinate market research projects
- ◆ Support country marketing teams on an ongoing basis
- ◆ Budget management

#### Reports to:

- ◆ VP (Vice President) Marketing
- ◆ Head of International/Global Marketing

#### Similar Job Titles:

- ◆ Global Marketing Manager
- ◆ Head of Marketing (& Sales)

*The above mentioned similar job titles are stated to clarify the 'grey zone' that exists in the naming of sales positions. The seniority or (salary) level of these positions varies between companies, regions and in the end the seniority of the person in this role. E.g.: The position of 'Marketing Director' can be more senior or higher paid at Company A than the 'Global Marketing Manager' role in Company B.*

#### Ideal Candidate Attributes:

- ◆ Commercial university degree in Marketing, Business Management or related field, preferably coupled with an MBA
- ◆ 5-10 years of work experience with classical marketing experience, including international exposure
- ◆ Background within given sector is advantageous, however ability is more critical than prior industry knowledge
- ◆ Experienced in, and comfortable with, all parts of the marketing mix
- ◆ Multiple language skills expected, English is mandatory
- ◆ Negotiation and persuasion skills
- ◆ Ability to prioritise and multi-task
- ◆ Strong interpersonal skills with the ability to interface across all functions/teams
- ◆ Excellent oral/written communication and presentation skills
- ◆ Demonstrate initiative and a drive to achieve results
- ◆ Strong organisational skills
- ◆ Willingness to travel extensively

### Salary indication International Marketing Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	132,500	122,500	120,000
	maximum	175,000	155,000	150,000
	average	152,000	137,500	135,000

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	132,500	150,000	145,000
	maximum	190,000	187,500	182,500
	average	147,500	167,500	162,500

Marketing positions may also include a 0-25% bonus





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## 3. COMMUNICATIONS POSITIONS

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## 3. COMMUNICATIONS POSITIONS

### 3.1 Media & PR

#### The Main Tasks are:

- ◆ Create press releases to promote the organisation/company
- ◆ Negotiate promotional partnerships with press, internet, radio and TV media
- ◆ Working with account managers, prepare and distribute press releases
- ◆ Build relationships with generic media partners
- ◆ Monitor and report on activities created and developed by the media
- ◆ Develop pitches and proactive media strategies
- ◆ Cultivate and maintain relationships with national and international design, trade and business press

#### Reports to:

- ◆ Marketing Manager
- ◆ Sales & Marketing Director
- ◆ Communications Manager
- ◆ Country Manager

#### Similar Job Titles:

- ◆ PR Coordinator
- ◆ Media Manager
- ◆ PR Manager
- ◆ Advertising Manager

#### Ideal Candidate Attributes:

- ◆ BA/BS and experience within a public relations agency, corporation or non-profit
- ◆ Prior experience in media as a journalist is of advantage
- ◆ Intellectual curiosity and strong ability to learn
- ◆ Knowledge and use of media research
- ◆ Excellent presentation and negotiation skills
- ◆ Broad exposure and competence with modern office and communication software
- ◆ Strong media relations skills - solid understanding of media relations practices
- ◆ Strong management skills - ability to balance priorities and workload while remaining responsive to internal and external requests
- ◆ Strategic and creative thinker - excellent writing and communication skills
- ◆ Ability to be both focused and flexible in an environment with changing priorities
- ◆ Ability to follow through with attention to detail
- ◆ Strong team player with excellent interpersonal skills - ability to work with many levels of internal and external audiences

## Salary indication Media &amp; PR (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	100,000	85,000	80,000
	maximum	145,000	120,000	115,000
	average	122,500	102,500	97,500

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	75,000	92,500	87,500
	maximum	107,500	132,500	125,000
	average	92,500	112,500	107,500

Communication positions may also include a 0-20% bonus

## 3. COMMUNICATIONS POSITIONS

### 3.2 Communications Manager

#### The Main Tasks are:

- ◆ Serve as a company spokesperson (internally and at higher levels externally to all stakeholders)
- ◆ Serve as an internal liaison to the board
- ◆ Coordinate communications projects with vendors and contractors for the development and production of educational event promotional materials, web site production and other collateral
- ◆ Work collaboratively with a diverse staff team to create and manage cross-organisational, integrated marketing strategies
- ◆ Provide writing and editing support for all outbound member communication including all promotional materials, website content, a monthly newsletter and the annual report
- ◆ Adherence to company guidelines
- ◆ Review and edit existing promotional materials for marketing effectiveness (when needed from Marketing Department)

#### Reports to:

- ◆ Communications Director
- ◆ Head of Communications
- ◆ Country Manager
- ◆ COO
- ◆ CEO

#### Similar Job Titles:

- ◆ Internal/External Communications Manager

#### Ideal Candidate Attributes:

- ◆ University degree in Marketing/Communications
- ◆ 4-5 years of relevant experience in communications or public relations (company/agency) including design of communications concepts, planning and execution of public and media relations programs, target group programs, messaging
- ◆ Excellent written and verbal communications
- ◆ Ability to effectively work under tight deadlines and manage projects independently
- ◆ Resourcefulness in solving problems
- ◆ Excellent people skills and a dynamic and enthusiastic attitude
- ◆ Strong organisational skills and keen attention to detail
- ◆ Computer skills
- ◆ Strong work ethic
- ◆ Prior association and/or international market experience is desired, but not necessary

Salary indication Communications Manager (in CHF):

		IT/Telco	Financial & Business	Industry
		Salary	Salary	Salary
B2B	minimum	110,000	92,500	92,500
	maximum	157,500	130,000	130,000
	average	132,500	110,000	112,500

		Food & Beverage	Luxury	Consumer Goods
		Salary	Salary	Salary
B2C	minimum	82,500	102,500	95,000
	maximum	117,500	145,000	137,500
	average	100,000	122,500	117,500

Communication positions may also include a 0-20% bonus



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## 4. RETAIL POSITIONS

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## 4. RETAIL POSITIONS

### 4.1 Store Manager

#### The Main Tasks are:

- ◆ Sell products to the customers
- ◆ Implementation of innovative ideas to improve processes and performance within assigned area(s)
- ◆ Interaction with the store associates in the form of training and development on customer service, product knowledge, inventory control and visual merchandising display
- ◆ Coach store associates to consistently provide exceptional performance and customer service
- ◆ Monitor performance of store associates, supervise customer experience and difficult customer issues
- ◆ Positive and motivating communication with staff, customers and partners
- ◆ Assist in recruitment, retentions and training plans with objective to build a diverse and talented team
- ◆ Compliance with all company policies and procedures
- ◆ Maintain store expectations and systems
- ◆ Demonstrate excellent communication skills with staff, customers, channel partners and headquarters
- ◆ Maintain sales generation focus, completing sales transactions and overrides (including cash, credit and check processing as well as exchanges, refunds and adjustments) and daily accounting and store operations procedures
- ◆ Store profitability by achieving goals set by top management
- ◆ Other administrative functions as assigned by top management, including drafting performance reviews, creating and adjusting schedules, ordering supplies

#### Reports to:

- ◆ Regional Retail Manager
- ◆ General Manager of Retail
- ◆ Channel Manager
- ◆ Retail Manager

#### Similar Job Titles:

- ◆ N.A.

#### Ideal Candidate Attributes:

- ◆ Secondary-school degree, ideally a degree in Business, or related discipline
- ◆ 2+ years of experience ideally in retail (leisure, fashion, customer electronics, etc.)
- ◆ Strong team spirit
- ◆ Ability to multi-task effectively
- ◆ Dedicated to customer satisfaction
- ◆ Self-motivated, passionate and creative
- ◆ Strong leadership skills

**Salary indication Store Manager (in CHF):**

		Retail
		Salary
B2C	minimum	80,000
	maximum	140,000
	average	110,000

Retail positions may also include a 0-10% bonus

## 4. RETAIL POSITIONS

### 4.2 Visual Merchandiser

#### The Main Tasks are:

- ◆ Provide direction and communication to Country Visual Managers and third party partners on overall retail visual presentation and seasonal merchandise layout, supporting them with any localisation issues
- ◆ Ensure the implementation of zones and stories into the store
- ◆ Oversee country timelines for events, window changes, new merchandise and markdowns to ensure regional consistencies where appropriate
- ◆ Network and support recruitment of quality country visual personnel, using retail hiring guidelines
- ◆ Assist in training country visual personnel to achieve visual standards formats
- ◆ Oversee the overall fixture, store design and store planning of all retail fascias (retail stores, shop in shop) for consistency and compliance to international retail standards
- ◆ Support the implementation of store openings and relocations for high profile stores
- ◆ Research regional markets, identify opportunities and develop/coordinate specialised visual direction that drive incremental sales, increase traffic and maximise return on investment
- ◆ Assess industry direction to benchmark and surpass industry standards
- ◆ Support any niche or key product campaigns as relevant to regional zones and/or selected countries within a market. Ensure training, translation or local customisation is included in documentation and other tools
- ◆ Provide constructive feedback to influence presentations and marketing campaigns to meet the local customer's expectations and needs
- ◆ Brief/support agencies when developing new fixtures, visuals and related tools, acting as an interface between marketing and point of purchase

#### Reports to:

- ◆ Visual Merchandising Manager
- ◆ Head of Visual Merchandising

#### Similar Job Titles:

- ◆ Retail Design Manager

#### Ideal Candidate Attributes:

- ◆ 3 years of experience in overseeing visual merchandising standards across multiple countries
- ◆ Strong retail experience in managing the overall brand presentation
- ◆ Experience in setting signage programs, window campaigns and general retail marketing standards
- ◆ Management and training experience
- ◆ Excellent verbal and written communication skills in English at business level, any additional regional language is appreciated
- ◆ Strong interpersonal, organisational, and time management skills
- ◆ Assertive and results driven
- ◆ Strong PC skills - graphic design software

**Salary indication Visual Merchandiser (in CHF):**

		Retail
		Salary
B2C	minimum	70,000
	maximum	130,000
	average	100,000

Retail positions may also include a 0-10% bonus

## 4. RETAIL POSITIONS

### 4.3 Merchandising Manager

#### The Main Tasks are:

- ◆ Analysis of sales through retail KPIs to maximise profit, as well as presenting this feedback to executives
- ◆ Develop and update customer profiles and local competitive information
- ◆ Communicate merchandise opportunities and assortment needs to buyers and planners: items, sizes, colours and lifestyles
- ◆ Comply with marketing terms, update marketing management
- ◆ Work with stores and buying offices regarding major realignments or reallocation of floor space, particularly on a multi-store basis
- ◆ Work with buying offices to coordinate advertising efforts across markets
- ◆ Communicate merchandising concepts to store managers - including shop concepts, trend ideas, lifestyle concepts
- ◆ Develop promotional strategy in conjunction with buyers to maximise sales in all markets
- ◆ Demonstrate a track record of sound commercial decision-making based on the principles of Value Based Management
- ◆ Works with planning organisation to minimise out of stock merchandise and grow business opportunities

#### Reports to:

- ◆ Head of Retail Marketing
- ◆ Purchasing Manager

#### Similar Job Titles:

- ◆ Category Manager
- ◆ Business Analyst
- ◆ Stock Merchandiser
- ◆ Business Analyst, Planner

#### Ideal Candidate Attributes:

- ◆ Commercial university degree
- ◆ 3+ years of retail management/buying experience
- ◆ Excellent analytical skills
- ◆ Highly organised and ability to adapt to quickly changing priorities
- ◆ Excellent written and verbal communication skills
- ◆ Strong negotiation skills
- ◆ Ability to work well with all levels of management, build partnerships and direct teams
- ◆ An understanding and appreciation of commercial best practices within the context of a highly valuable brand

**Salary indication Merchandising Manger (in CHF):**

		Retail
		Salary
B2C	minimum	80,000
	maximum	140,000
	average	110,000

Retail positions may also include a 0-10% bonus

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