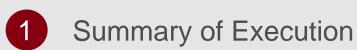
Madrid, May 2008

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Salary Study of Marketing Professionals in the Food Industry



Comparative analysis of Salaries for Marketing Professionals in the Food Industry

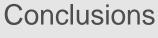




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Results of the Study









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Summary of Execution – Objective and Scope

Objective:

1

The present document has the intention of understanding the current salary conditions of those professionals who make up the marketing teams of leading companies, both national and international, in the food industry in Spain.

Scope:

To complete this study, the **25** national and international companies within the food sector with the largest invoiced amount were taken into consideration, thus analyzing the salary conditions affecting more than **38.000** professionals in the industry.

The data corresponds to the remuneration for the following categories: Marketing Assistant, Product Manager, Brand Manager and Marketing Director in the Department of Marketing. The compensation of the fixed wage package, variables and social benefits are to be analyzed in relation to each aforementioned professional category.



Summary of Execution – Sample and Variables

Sample:

1

We had the collaboration of a very significant number of companies, grouping more than **27.500** professionals, equivalent to **39.53%** of the total number of marketing professionals in the sector and to a **47%** of the total invoiced amount within the industry.

Variables:

Our study will take into account the comparative results of the monetary remuneration (fixed and variable wages) as well as the nonmonetary compensation such as:

- Food (restaurant tickets)
- Company car (leasing, car policy)
- Pension Plan
- Health Insurance
- Life Insurance
- Mobile phone
- Other (gym membership, parking, social club, etc.)





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Salary Structure (fixed and variable)

	Fixed			Variable			Total (Fixed + Variable)	
	Minimum	Average	Maximum	Minimum	Average	Maximum	Total Average	Q3*
Marketing Assistant	20,000	25,134	35,000	0	194	3,100	25,328	30,000
Product Manager	38,333	46,093	65,000	2,000	4,636	12,000	50,729	53,021
Brand Manager	60,000	78,179	100,000	5,000	10,735	25,000	88,914	98,200
Director de Marketing	90,000	129,299	175,000	14,250	29,660	52,500	158,959	188,625

*(1): Only 6% of the analyzed companies apply a variable remuneration for the category of Marketing Assistant

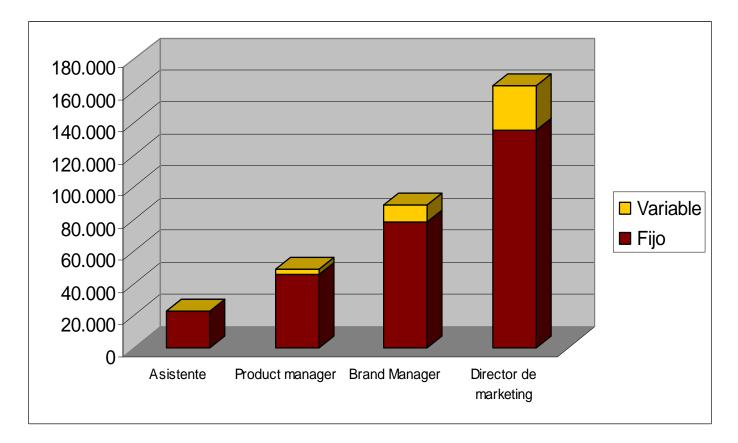
*Q3: Compensation greater than 75% of the analyzed average

Service State





Relation between the average remunerations (fixed / variable)



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Average Wages and Q3 per category (Fixed + Variable)

	Nati	Int	
	Average	Q3*	Avera
Marketing Assistant	24,513 €	25,000 €	26,14
Product Manager	48,967 €	51,360 €	52,49
Brand Manager	86,371 €	96,000 €	91,45
Marketing Director	165,667 €	195,000 €	152,25

International

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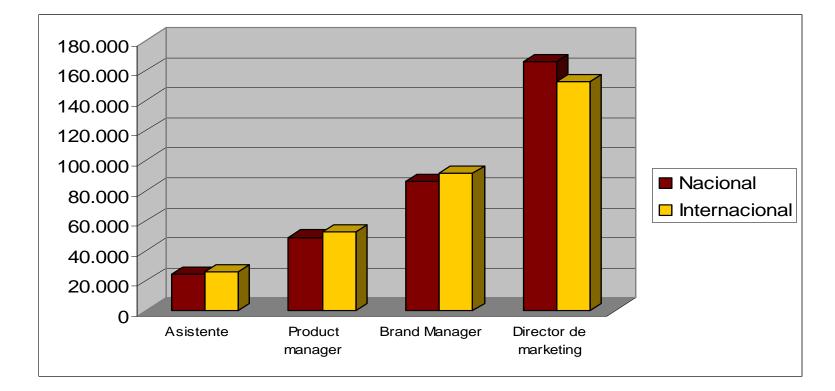
Average	Q3*
26,143 €	30,000 €
52,490 €	56,250 €
91,457 €	93,125 €
152,250 €	181,875 €

*Q3: Compensation greater than 75% of the analyzed average





Comparison of the remuneration per origin (Fixed + Variable)



Service Int



Other Characteristics of the Compensation Policy (Social Benefits)

- More than **75%** of the analyzed companies apply some form of flexible compensation.
- The majority of the analyzed companies include Life Insurance as part of the Compensation Plan as of the category of Brand Manager, while approximately 75% offer Medical Insurance since the initial category.
- Approximately 70% of the analyzed companies include Restaurant Tickets in their Salary Plan.
- Mobile Phones are used as compensation in 85% of the cases in the category of Brand Manager, nearly 100% in the category of Marketing Director and 37% in the case of the Product Managers.
- We have been able to observe that more and more companies are implementing new alternatives to their Salary Policies. Some of these alternatives are:
- Gym Membership

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- Additional aid for housing
- Additional aid for Nursery
- Additional aid for continuing education and training
- Additional aid for Computer Equipment, etc.



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Conclusions

The data collected from the analyzed companies have brought us to the conclusion that international companies, in general, offer a higher compensation to their employees, with a **6,65%** higher salary in the category of Marketing Assistant, a **7,19%** higher salary in the category of Product Manager and a **5,89%** higher salary in the one of Brand Manager. However, in the category of Marketing Director, it is national companies which offer a higher compensation, exceeding the foreign companies by **8,10%**.

- Nearly all the analyzed companies apply flexible working hours as a compensation tool from the category of Product Manager. The percentage of variable compensation increases with the employee's professional development within the company, yet, this percentage does not, in any case, exceed **35%**.
- Social benefits are tools being used on more occasions by a larger amount of companies, and in the majority of the cases they are included in the Flexible Remuneration Plan.
- It is becoming more frequently that the companies use the Flexible Remuneration Plan as a compensation tool.



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