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Recruitment and talent trends in the Benelux market



In the Benelux region in 2012, the volatile economic climate has weakened consumer confidence. Spending on consumer goods across the different categories has been relatively low and as a result, an economic recovery has not materialised. Market conditions for some of our clients however have been fairly favourable yet at the same time, many remain cautious about the future.

While overall retail spending remains sluggish, categories such as food and apparel have experienced small improvements during the year. Shopping online in particular has been a major catalyst for overall growth and the Benelux e-commerce market is steadily growing.

Analysts assert however, that despite these positive movements in the market, we are still a long way from a full recovery. Consumer companies are therefore preparing to enter an increasingly complex and challenging period in the sector by ensuring that their hiring strategies are aligned with the major talent management trends impacting the employment market.

In the Benelux region, intense competition to hire the best talent available has already returned to the consumer industries. With innovation in areas such as marketing, sales and customer engagement increasing at a rapid speed, more and more firms are turning to recruitment, rather than developing internal capability, to satisfy immediate skills shortages. As organisations are generally more lean and productive today, there are greater expectations on new hires to be high performing. This is particularly the case for middle and senior level appointments, and it means companies expect a significant return on the investment they have made in recruitment.

At the same time however, companies are trying even harder to keep their best employees. Employer branding as a talent strategy is once again taking centre stage, as businesses seek to create intimate and rewarding working cultures to ensure employees feel engaged in the wider organisation and are therefore less likely to want to leave. To complement this, the use of multiple social media platforms to promote the employer

brand and connect with potential new hires is also a growing trend. As competition for talent increases, companies (particularly those in the consumer industries) are aware that a poor candidate experience can have negative implications that go beyond the hiring process.

Social media and the greater internet focused job search habits of candidates have also made the talent acquisition and retention process more complex. Employee referrals, for example, have become popular in many sectors as social media has essentially democratised the recruitment process. This development, however, also means recruitment firms that can navigate this environment successfully have begun to stand out from the crowd. No one is more aware and engaged in social media than a recruitment consultant – the advantages are obvious. Rather than recognising social media as a recruitment solution (where the recruiter becomes obsolete) employers are instead realising that they need to work more closely with the experts, in order to get their hiring right first time.

What we have noticed is that the economic climate has essentially created conditions where there are fewer average performing businesses.

Companies tend to be either quite successful or struggling to survive; not many exist in the space in between. In the consumer sector, those businesses that are performing well have invested time and resources into trying to understand and anticipate the future in terms of what sort of skills and capabilities they need, to avoid falling behind. Understanding and developing expertise in areas such as global supply chain, e-commerce and sustainability are high on the strategic agendas of many of our clients.

For example, many Benelux companies (either with international operations or those with operations solely in their local markets) are seeking leadership talent to drive innovation in the supply chain. A key part of this is trying to identify better ways to integrate the supply chain with e-commerce sales channels. This requires leaders with very specific qualities such as knowledge of distribution and sales but also people with prior experience of working for online businesses and an intimate understanding of how consumers engage with products both online and offline. This kind of talent is still emerging and rare but also essential for commercial and operational success in today's consumer market.

The other big area for consumer firms is sustainability. Businesses that have an environmental, ethical or social agenda at the heart of their corporate philosophy have been shown to outperform those that don't.

Increasingly firms need to make sure they bring in the right kind of skills and expertise to develop areas such as sustainable production practices, packaging, ethical sourcing of ingredients or even eco friendly shelf stacking. It's a hugely diverse and constantly evolving area of business strategy, which again requires a very specific kind of talent to make it work.

Nigel Wright continues to work alongside small family businesses as well as global leading consumer brands, supporting them in the selection and development of talent across sales, marketing and operations roles.

What we have noticed is that the economic climate has essentially created conditions where there are fewer average performing businesses.

Although our business is international we pride ourselves on our ability to be effective at the local level, within the countries where we operate.

In the Benelux market we have an intimate understanding of the trends that are impacting the consumer industries and our experienced consultants can advise clients on key strategic areas that go beyond the hiring process.

JEROEN PICHAL – MANAGING CONSULTANT
NIGEL WRIGHT RECRUITMENT



Introducing Dorel Europe



Dorel Europe, part of Dorel Industries Inc. (TSX: DII.B, DII.A), is a world class juvenile products company, with operations in 11 countries and 1300 employees across Europe.

One of the focus points of 2010/2011 was setting up E-Commerce functionality in the business, how did it go?

The first E-Commerce project was to create a channel to sell the old collections and models that were used in trade fairs and showrooms on the non-branded site, BabyValue.nl. Until then, these products were sold to resellers who placed these items in the market at low prices. Our solution was to sell these models directly to consumers, for acceptable prices. The trade fair and showroom models were sold as 'refurbished'. Companies such as TomTom and Philips also use this strategy for their refurbished products. We integrated this project successfully in the local market and achieved our objectives.

The latest E-Commerce project which we have recently launched is a service concept. We created the E-Commerce website <http://service.quinny.nl> - here we sell spare parts for our Quinny strollers,

It is the undisputable leader in high quality, safe and fashionable juvenile products. Its well-known, strong brands - Maxi-Cosi, Bébé Confort, Quinny, Safety 1st, Hoppop and Baby Art - can be found in no less than 80 countries around the world. All of its employees are fully committed to the businesses objective - 'to care for precious life'.

INTRODUCTION

Eugene Crijns, E-Commerce Specialist at Dorel Netherlands, was hired in April 2010 to integrate E-Commerce systems and solutions into Dorel's operations in the Netherlands. Eugene had previously been the manager of four retail fashion stores and had founded several luxury product E-Commerce sites in the Benelux region and Germany. His experience of ten years in retail and five years in E-Commerce made him the ideal person to take on this new challenge with Dorel.

allowing customers to order new covers, tires or adapters and renew their old Quinny strollers. Service is one of the focus points for Dorel over the next few years and this E-Commerce site is an integral part of that.

What changed internally?

The E-Commerce department for development, online marketing, graphic design, maintenance and customer service was created in 2010. The integration of B2C processes into a B2B minded organisation, however, isn't easy. For E-Commerce to be a success you need every department of the business on board. You are relying on logistics for warehouse and delivery, finance for payments and refunds, sales for order entry and pricing, service and repair for warranty and supply chain for stock levels. These departments need to collaborate to make it a success. The real challenge is to get the B2B minded departments on board - they have to change their daily routines for the B2C processes to work.

We created a new E-Commerce warehouse and planned new routes for customer deliveries. Dorel has a commitment for its shipments to consumers to be processed within a day; therefore we partnered with a carrier that specialises in shipments to consumers. The payments and refunds at the finance department must also be processed on a daily basis; therefore we added new payment methods. Last but not least, a special return process and warranty route for consumers was installed.

Can you tell us more about the problems you face when implementing E-Commerce systems? How do you cooperate and work with retailers?

When you integrate B2C E-Commerce systems, as a manufacturer, into your organisation, you have to anticipate potential channel conflict. There are lots of possibilities, however, to cooperate with retailers on E-Commerce projects to overcome conflict. We worked together with retailers on a temporary E-Commerce project for our Quinny Design products in 2011.

Quinny Design was a partnership solution with retailers and it was only available on a special E-Commerce website. When a customer bought a Quinny Design product online, they then chose the pickup location. We shipped the product to the retailer and

You must build a customer friendly online shop, use the right communication and payment methods and make it clear to visitors what they can find in your shop, within seconds of them visiting the site.

they received compensation for the handover. In this way the customer is visiting the retailer's store and providing cross selling opportunities for the retailer. This is one E-Commerce solution that can be used to support retailers and it opens up the possibilities for future collaboration.

Can you tell us more about what the key factors are for making E-Commerce a success?

You must build a customer friendly online shop, use the right communication and payment methods and make it clear to visitors what they can find in your shop, within seconds of them visiting the site. It is always important to conduct research to discover how your customers interact online - how do they access the internet? Where do they access the internet? What are they looking for? Using this research, you can then target your potential customers and use the right tools to lead them to your site. "You can build a beautiful house, but when you don't have a decent road to it, no one will reach it."

How have your customers reacted?

We receive a lot of positive feedback from our customers concerning fast delivery times and good service and communication via our non-branded website. The reactions of the Quinny Service website are very positive too - the customers are pleased that they can order spare parts online and receive them within two working days. Customers appreciate this level of service.

Tips and tricks >>

Setting up E-Commerce for a B2B company

- Good internal communications
- Get each department on board
- Good communication with dealers
- Create a new process for E-Commerce
- Compose a dedicated team

Tony's Chocolonely

Crazy about chocolate – serious about people



Consultant Ruben Reus met Henk Jan Belten, CCO of Tony's Chocolonely, to discuss his view on marketing, people and last but not least, chocolate - the three pillars that have proved to be the key to the success of Tony's Chocolonely. Let us review how this interesting, innovative and creative fair-trade company came to be.

A lot of Dutch citizens will be familiar with Tony's Chocolonely because of the quality of its chocolate and the innovative packaging and marketing which makes the product stand out on the shelves of the retailers. But not a lot of people know that Tony's Chocolonely owes its existence to the Dutch television program 'De Keuringsdienst van Waarde', which focuses on finding out the truth behind consumer products.

In an episode broadcast in 2005, presenter Teun van de Keuken investigated the chocolate industry. On the premise that large chocolate companies at the time claimed that child labour no longer existed in the industry, Teun decided to find out if this was true. During his investigation, he was shocked to discover that 'chocolate slaves' still existed. As it is illegal to buy a bike off a junky in Holland (because you know that the bike has probably been stolen) Teun believed that buying and eating chocolate from companies that have child labour (up to three percent in some cases) in their supply chains, was also illegal and chose to notify the authorities of his crime.

The case went to court, yet although the judge agreed with Teun in principle, he was not actually charged for committing a crime. This inspired Teun to start his own chocolate company and become recognised in the industry for fair-trade chocolate products that did not use child labour – this is when Tony's Chocolonely was born. The success of the TV episode meant that the immediate demand for the products was very high. As sales began to grow, it became increasingly important to introduce better management to the company. In 2010, Henk Jan Belten joined the business to help it reach its goals. But what exactly were these goals and how did Tony's Chocolonely manage to achieve them?

According to Henk Jan, it was never the objective of Tony's Chocolonely to become a bigger chocolate producer than the industries leaders. *"The main goal was to become big enough to be heard and to be taken seriously, so that other companies would embrace the concept of fair-trade chocolate. Getting the other chocolate producers to make fair-trade chocolate would be the best way to make a difference. The only way to achieve this goal was to lead by example and hope that other companies would follow. Success depends on people - from the people who work on the cacao farms, the people buying the products and the people working at Tony's Chocolonely."*

CRAZY ABOUT CHOCOLATE

"It finally boils down to the product", Henk Jan says. He emphasised that a great idea on its own isn't good enough - to make a difference you have to prove to other chocolate companies that fair-trade chocolate is sellable. In other words, Tony's Chocolonely would have to be a success to succeed. And to sell the product you would have to think about the consumer. At Tony's Chocolonely the consumer is reached through a marketing strategy based on innovation and creativity.

"The business really takes pride in its products, this is articulated very clearly in the vision: 'Crazy about chocolate'. We spend a lot of time on product development and organising regular brainstorming and tasting sessions to find the latest chocolate flavour. After all, people eat chocolate because they like it and this is why we put a lot of effort in getting the taste right, working closely with taste experts, to combine various interesting flavours."

All in all what can be said about Tony's Chocolonely is that the inspirational, creative approach is already beginning to deliver results.

Besides paying attention to the product, Tony's Chocolonely also does a lot to get the consumer's attention. One of the striking aspects of the chocolate bars is the packaging. For the dark chocolate bars, the colour blue is used while red is used for milk chocolate bars. By changing the colour themes of the packaging, the products are very recognisable to consumers. This is not only a highly effective marketing strategy but also a way to make buying chocolate bars a more conscious choice for consumers. Henk Jan: *"If the consumer does not make a conscious choice of a chocolate bar, how can they realise the unfairness within this industry. Only a conscious choice can make a difference, this is what we want to accomplish with the packaging."*

A fairly new project, which focused on the design of the products, considered how the blocks of chocolate in a bar should be distributed. The blocks of chocolate are the same size in normal chocolate bars, according to Henk Jan *"this is not a good reflection of the actual distribution within the chocolate industry."* At Tony's Chocolonely they have therefore chosen to use an unequal distribution and size of the chocolate squares.

SERIOUS ABOUT PEOPLE

Tony's Chocolonely stands for fairer distribution and wants to ensure that there is no longer a need for child labour or 'chocolate slavery' within the chocolate industry. Henk Jan indicated the business does not stop at paying fairer margins to Fair-trade brokers. One of the projects now underway is visiting the chocolate farmers in Africa, to better understand the work site conditions and enable farmers to produce child-and slave-free chocolate. By directly dealing with the cocoa farmers, fairer prices can be offered and chocolate slavery and child labour can be prevented.

'Serious about People' does not stop with the people in production - the employees of Tony's are also of primary importance. *"In the first place people come here because they stand for the moral reasoning behind Tony's."* Furthermore, employees are given the opportunity to volunteer during working hours. Henk Jan also considers it important that employees are able to achieve their personal goals. Thus, once per quarter a scholarship is awarded to an employee, for example *"an Italian course for someone who always wanted to learn this language."* There is, however, one condition for the scholarship - it must not have anything to do with work!

All in all what can be said about Tony's Chocolonely is that the inspirational, creative approach is already beginning to deliver results. One of those results is that more and more organisations have begun to switch to Fair-trade chocolate - during last Christmas almost all chocolate letters were available were fair-trade. This shows how a small player can really make a difference. One of Henk Jan's favourite quotes is: *"If you think you are too small to make an impact, try going to bed with a mosquito in the room."* At Tony's Chocolonely you can taste the passion for the product and the desire to make a difference. For me, that tastes like more.

RUBEN REUS – CONSULTANT
NIGEL WRIGHT RECRUITMENT





Executive networking dinners



As a leading consumer sector specialist, Nigel Wright has an extensive network of executives in this industry, throughout the UK and Europe.

We regularly host networking dinners in all major European cities providing senior leaders a place to extend their networks and discuss industry trends and developments. On the 28th June 2012 the Nigel Wright Benelux team hosted an executive networking dinner in the Exclusive Sandton restaurant 'de Nederlanden' near Amsterdam. Guests included twelve senior decision makers representing various consumer brands including TomTom, Samsung, D.E Masterblenders 1753 and Trind Cosmetics. The dinner was an outstanding success and the participants were very positive about the night, commenting that they found the venue

an excellent place to network and connect with other senior consumer executives in an informal environment.

Nigel Wright Benelux will be hosting more networking dinners on a quarterly basis in Brussels and Amsterdam. Apart from general 'Executive' dinners there will be events for discipline leaders in HR, Operations and Sales.

Please contact Jeroen Vijver at jeroen.vijver@nigelwright.com for more information.

Seeking new talent?

We would like you to preview the below selection of candidate profiles as all of these candidates are currently looking for new career opportunities. If you would like further details on any of these individuals or would like a confidential discussion regarding your current requirements, please do not hesitate to contact us. Contact details can be found on the back page.

HR DIRECTOR

LOCATION Hasselt, Belgium
REMUNERATION €97,000 plus benefits
EDUCATION Master Human Resource Management
SECTOR DIY

PROFILE

An experienced HR professional tasked with leading the Business Delivery team and responsible for transforming the Global HR function through a programme of policy, process, technology and operating model changes. The objective being to make the HR function easier to do business with whilst creating the capability to support the Group in delivering its Strategic Business Plan. Additional experience includes creating Group strategy for Leadership Development, Performance Management, Talent and Succession, Learning and Human Capital management

MANAGER R&D

LOCATION Utrecht, Netherlands
REMUNERATION €90,000 plus benefits
EDUCATION MBA, MSc in Food Science
SECTOR Food

PROFILE

A Strong R&D manager with experience of major food manufacturers, both in the area of ingredients and finished product. This flexible candidate has extensive international experience having worked in several countries including the Netherlands, France and USA. Specialisms include managing innovation projects in multiple countries. Possess the ability and experience to act as the interface between company strategy and R&D.

PLANT MANAGER

LOCATION Amsterdam, Netherlands
REMUNERATION €90,000 plus benefits
EDUCATION Technical Master Degree
SECTOR Food and Consumer Electronics

PROFILE

An excellent plant manager with experience in both food and non-food production environments. Strong knowledge of TPM, Lean Manufacturing and Operational Excellence methods as well as IFS, BRC and HACCP. Has led relocation and operational excellence programs with focus on people development.

BUYER

LOCATION Brussels, Belgium
REMUNERATION €71,000 plus Benefits
EDUCATION Master Business Administration
SECTOR Food

PROFILE

Experienced senior buyer with a strong knowledge and understanding of the Benelux retail industry. Has successful experience of, and a great passion for, negotiating and selecting products & brands across a range of food and non-food products from a global supply base for leading Benelux retailers. Great understanding of sales, with experience of small business and an understanding of how suppliers work at all levels, having been part of a small team managing a successful brand growing quickly.

KEY ACCOUNT MANAGER

LOCATION Gent, Belgium
REMUNERATION €68,000 plus Benefits
EDUCATION Bachelor Economic Science
SECTOR Consumer Goods

PROFILE

Developed and implemented the sales plan for each Key Account (Distributors, Buying-groups, Hypermarkets), including negotiating prices and conditions for products. Credited with driving retail sales, developing profitable growth and leading a team of dynamic young Account managers, helping them to develop their own sales successes. Strong analytical skills combined with experience of market trend analysis ensured prolonged market leadership for all products under this candidate's control.

E-COMMERCE MANGER

LOCATION Liege, Belgium
REMUNERATION €65,000 plus Benefits
EDUCATION Master Marketing
SECTOR Fashion

PROFILE

An E-commerce Manager with overall responsibility for the development of the Group's E-commerce function. This role involves the development and promotion of separate websites as well as responsibility for the Internet Manager and Content Executive. Introduced a paid and natural search campaign which resulted in online revenue growth. Developed an SEO strategy for each of the Group's websites resulting in first page Google rankings for more than 20 keyword terms.

SUPPLY CHAIN PLANNING MANAGER

LOCATION Amsterdam, Netherlands
REMUNERATION €65,000 plus benefits
EDUCATION Masters Logistics
SECTOR Retail

PROFILE

A broadly experienced supply chain manager in the retail sector. Has led several projects in warehouses including successful WMS implementation and improvement of logistic flows. Responsible for both people management (100 fte) in distribution centres as well as outbound logistics. Currently in a planning manager role focusing on strategic supply chain improvements.

BRAND MANAGER

LOCATION Antwerp, Belgium
REMUNERATION €55,000 plus Benefits
EDUCATION Master General Management
SECTOR Food

PROFILE

Key skills and experience include delivery of annual brand plans, promotional strategies and full responsibility for managing brand budgets. Experience of agency management including the commissioning of consumer insight studies and being responsible for translating study findings into action plans for NPD.

Continued European expansion



Since our affiliation with Baird Capital Partners at the end of last year, our business has continued to grow rapidly, consistently outperforming the market.

While retaining market share and expanding our European operations, we have increasingly supported our international clients with their growth strategies in developing economies, sourcing talent in Africa, Asia, the Americas and the Middle East, in line with global demand.

To accommodate new employees and strengthen our pan-European networks, we also moved into larger office space in London, Paris, Stockholm, Oslo, Amsterdam, Brussels, Dusseldorf, Madrid and Geneva. The new offices provide an excellent base for our teams to drive growth in our core markets as well as offering our clients and candidates professional locations to meet. They are all in central and prestigious locations and have helped to promote our premium image as well as attract high potential people.

Our growth has not gone unnoticed. In November Nigel Wright was featured in the UK Recruiter Hot 100, appearing in 19th place ahead of established names such as Harvey Nash, Hudson and Robert Walters. Nigel Wright was the only Consumer industry specialist on this year's list.

In the same week, Denmark's Økonomisk Ugebrev (Economics Weekly) published its latest research on search and selection companies operating in the Danish Market. Nigel Wright was in placed 10th in a list which consisted mainly of global executive search and recruitment providers including Korn/Ferry, Mercuri Urval, Amrop Hever, Odgers Berndtson, Russell Reynolds and Hays. Earlier this year we were also featured in the latest rankings of the 50 fastest growing recruitment firms in the UK.

Fifty percent of our fees now come from overseas and we are anticipating further growth this year as we look to expand our presence in new markets.

INTERNATIONAL CAPABILITY

For over twenty years we have worked alongside small family businesses as well as global leading consumer brands, supporting them in the selection and development of talent across sales, marketing and operations roles. Our networks therefore are far reaching and the opportunities we subsequently bring to the market are broad, skilled and multi-disciplined.

Beyond the hiring process, we regularly publish 'thought leadership papers' on a range of issues and trends that are impacting the consumer industries. Together with the various networking events we organise every year, we ensure that our customers are provided with tools they can use in their day to day roles, as well as with vibrant communities where they can network and debate the big ideas of the day.

As a specialist consumer sector consultancy, above all else we offer customers an in-depth understanding of the complex and challenging environments they work in every-day. Because the majority of our consultants were previously employed in the consumer sectors, they have a unique ability to intimately understand the needs and the challenges those working in the industry face. This means they can act as true advisors to clients as well as ambassadors for them in the marketplace. Although our business is international we pride ourselves on an ability to be effective at the local level, within the countries and regions we operate.

For clients, this means they have the benefit of our 'no silos' approach to recruitment. Once a candidate is identified and registered they can be immediately represented in any of our markets across Europe and beyond. The talent pool therefore is larger, as all of our offices share information such candidate profiles or trends in skills shortages and can add significant value to clients, from a domestic or international perspective.

The Body Shop becomes "Beauty With Heart"

The Body Shop is a beauty retailer that was established more than 35 years ago by Anita Roddick. Many consumers today have grown up with Body Shop products that are made primarily from natural ingredients.

The Body Shop champions human rights and fair trade and has won the hearts and minds of consumers by making them look and feel good at the same time. The business became world famous as the first cosmetics brand that did not test its products on animals and it has since developed and supported all sorts of campaigns to support and fight for animal rights. From its inception, it was also unique in the sense that it only sold its own branded products in its stores and was a pioneer for 'monobrand' retail. Today The Body Shop has over 2,700 stores in over 66 countries around the world, including 75 stores in the Benelux region.

Country Manager for Benelux is Bianca Verburg, who joined the cosmetics label from Nike Europe. For more than 12 years she fulfilled senior leadership roles in Nike's retail division which included responsibility for 'Nike Towns'. Verburg joined The Body Shop in early 2011 when the Benelux countries had become a stand alone cluster in the organisation. She built the management team, developed a vision for the future and is now leading the execution of the ambitious plan for the brand, which aims to reposition itself as the leading natural and ethical beauty brand in a way that is relevant for young people.

The retail market is going through a difficult time, what have the last few years been like for The Body Shop?

Like other retailers, The Body Shop has experienced some of the repercussions of the difficult economy. We are grateful though to our loyal customer base that love our brands and products, and who have continued to buy our products despite the economic downturn. Many of our customers are actually members of The Body Shop customer club and this makes it easier for us to have a direct relationship with them. Maintaining this strong relationship with our core customers has played a significant part in guiding us through the difficult times.

Has changing consumer behaviour impacted The Body Shop's promotional activities?

Our customers have certainly become more price sensitive. Eighty percent of our products, however, contain a high proportion of natural ingredients, sourced through our community fair trade program. Because we consistently produce high quality products, with these additional



benefits, our customers are always willing to pay a little extra. Having said that, we have responded to people's growing sensitivity towards price by offering attractive promotions on products that are in high demand. This also attracts new customers interested in trying some of our popular products.

Why did you adopt a rebranding strategy?

Through customer research we learnt that although many consumers love our brand they would like to hear and see more of us. Furthermore, The Body Shop has always stayed true to its roots, yet over time, as other brands have entered the cosmetics market, we began to realise that our business has perhaps not done enough to reinvent itself as a relevant brand for young people. Our focus now is on positioning The Body Shop as a brand for the new generation, while making them understand what our brand and our products stand for.

What does the rebranding strategy at The Body Shop look like?

People recognise The Body Shop for being committed to its values - Against Animal Testing, Community Fair Trade, Protect the Planet, Defend Human Rights and Activate Self Esteem - but we would like to be just as well known for our beauty credentials and product innovation. That is why we are launching a new 'beauty movement' - one that is truthful, natural and ethical - we call it 'Beauty With Heart'. We want our customers to talk about feeling good and doing good, too.

The best way to experience "Beauty With Heart" is in store. We trialled the 'Beauty With Heart' in-store concept in London and now Amsterdam (Kalverstraat) is the first city in continental Europe to showcase the new design where - face care, make-up, body care as well as our core values are all emphasised. Consumers are invited on a journey to discover and experience our products. Maps provide customers with information about where ingredients were sourced from and tags offer information about suppliers as well as recommendations from staff and other customers. There are also spaces dedicated to ethical initiatives that The Body Shop is currently supporting, such as preventing child sex trafficking. We will also soon be launching a renewed focus on animal testing to coincide with the potential postponement of the proposed EU ban on testing cosmetic ingredients on animals. Beauty, activism and community spirit all come together in this new store. We seek to inform, educate and engage our

customers with clear facts about what makes The Body Shop such a great brand.

Furthermore, earlier this year we confirmed that model Lily Cole would start working alongside The Body Shop, supporting its global ethical initiatives. Lily is not only a model but an activist and she has joined The Body Shop team of brand ambassadors. Of course, we will also continue to introduce innovative products that reflect our values and show what makes our brand unique. For example, our Cruelty Free makeup collection was designed in cooperation with Lily Cole. In most cases consumers have no idea that crushed beetles and lice are used to create the pink and red colours in many make-up products! This is something The Body Shop is vehemently opposed to. We are also looking to introduce new elements and incentives to our customer club.

How does online fit into this new strategy?

Our website was revamped in May with a new look and feel that is consistent with the new look and feel of our stores. The site has a new brand values section reflecting The Body Shop's legacy as a cosmetics company but also as an ethical company. Facebook also now plays a key role in customer engagement - we have created a very interactive platform and we hope to experience a steady growth in the number of fans on our page.

What will the future bring?

We will continue to renew and reenergise our brand as well as introduce the 'Beauty With Heart' store concept to more of our stores around the world. People will begin to see and hear more about us as activists, fighting for the things we believe in. Our first focus will be cruelty free make-up and later this year we will be introducing products linked to local charities. Consumers that purchase these products will be able to select a local charity that will benefit from their purchase. But most importantly, we will have an even deeper and stronger relationship with our customers, listening to what they expect from us so we can continue to make the best beauty products for them. Our products will continue to be made with 100% vegetarian ingredients and sourced from the best places in the world through our community fair trade program. Customers that visit The Body Shop either in store or online will truly experience 'Beauty with Heart.'





New report on digital and e-commerce trends

Nigel Wright's latest management report 'Digital futures in the consumer sector: leadership, organisational structure, strategy and investment' confirms that many companies in the consumer industries still have a long way to go in terms of developing sophisticated and 'slick' e-commerce channels. The research is based on a series of interviews with e-commerce and digital marketing experts, as well as the opinions of over one hundred senior executives from major consumer brands, that completed an online survey.

Although the economic crisis was a catalyst for many traditional consumer businesses to start investing in building digital capability, the majority of respondents to the European wide survey would only describe their digital infrastructure as fairly sophisticated or not sophisticated at all. Despite this, 77% agreed that most consumer businesses must seek to increase investment in digital infrastructure, if they want remain competitive.

The report asserts that to build this capability businesses need to identify and hire the right talent and introduce the right kind of leadership to drive digital change across the organisation. Experts were clear about what this should look like: "...strong commercial background with a good understanding of the mechanisms of the internet and the way in which consumers engage with products both online and offline. Ideally, you need people who have worked in the internet industry and who have conducted business online for a number of years."

Those that completed the survey, however, largely (72%) agreed that there is a shortage of people with the necessary skills to drive digital change in the consumer industries. Individuals with strong 'pure play' credentials are difficult to identify and as a consequence many businesses are still relying on traditional marketers to lead the digital function. According to industry experts, companies should endeavour to have their digital channel separate from marketing and led by an expert positioned at the same level with the same strategic focus, as other commercial departments.

Traditional consumer businesses do have an advantage in one area. The digital segment will increasingly be based around customer experience as people today expect the same level of service they receive offline, online. Companies that started out offline have a lot of experience in creating excellent customer service experiences for customers, while businesses that start online that don't invest in creating adequate service channels, often fail. Traditional retailers can also utilise their store assets to be creative, and take on pure plays in an environment where they don't exist.

The future of digital, according to experts, relies on a gradual transition from it being the bottom-up responsibility of the 'technocrats' to a situation where it is 'truly owned' by the executive functions. Seventy percent of respondents to the survey felt that eventually, digital would be integrated into all business units. We can deduce from this that many consumer companies see the evolution of the digital channel as something that will require executive leaderships to drive its initial development. In the long term, however, the aim of the strategy should be to provide business units with the necessary skills and autonomy to utilise it for their own purposes.

The report, which was published in April, also considers some of the key trends driving investment in digital marketing such as social media, m-commerce and video. You can download the full form report from our website.

View the full report at www.nigelwright.com/downloads

Consumer salary survey 2012



Salaries in the Benelux consumer sector, according to our 2012 salary survey, increased on average by just over 4% last year.

Interestingly the average Belgian salary increase of 4.6% was the highest figure across all European markets we surveyed at the end of 2011/ beginning of 2012. When we consider salary increase by discipline, on average those working in Operations roles experienced a slightly lower rate (3%) than those working in Sales and Marketing.

Looking at job satisfaction, 87% of the workers in the Benelux region indicated they are (extremely, moderately) satisfied in their current roles. Again this percentage is amongst the highest in Europe. As part of the survey we also considered the importance of benefits as part of a remuneration package. Interestingly a company car is considered as the most important benefit (70%) while a personal bonus (46%) was ranked the lowest out of all the surveyed countries.

The Nigel Wright Recruitment European salary review is based on the details we hold on our database and is supplemented with the information that we have collected as part of our annual salary and benefits survey. Whilst we make every possible attempt to ensure the data we provide are accurate it should be noted that salary levels can vary depending on company size, industry sector and the availability of candidates in a specific discipline.

For specific salary advice please speak to one of our consultants. To download the full European Salary Survey please visit www.nigelwright.com/downloads

JEROEN VIJVER – MANAGING CONSULTANT
NIGEL WRIGHT RECRUITMENT

Executive (€)	Minimum	Maximum	Average
CEO	225,000	325,000	275,000
Managing Director	175,000	220,000	197,500
Commercial Director	125,000	175,000	150,000
Marketing Director	110,000	150,000	130,000
Sales Director	100,000	130,000	115,000
Operations Director	100,000	160,000	130,000
Supply Chain Director	98,000	150,000	124,000
Procurement Director	95,000	150,000	122,500
National Account Director	100,000	145,000	122,500
Engineering Director	90,000	120,000	105,000
Technical Director	100,000	180,000	140,000

Marketing (€)	Minimum	Maximum	Average
Senior Marketing Manager	80,000	120,000	100,000
Marketing Manager	60,000	90,000	75,000
Trade Marketing Manager	50,000	92,000	71,000
Senior Brand Manager	50,000	90,000	70,000
Senior Product Manager	50,000	70,000	60,000
Brand Manager	40,000	70,000	55,000
Product Manager	40,000	65,000	52,500
Digital Marketing Manager	55,000	100,000	77,500
Assistant Brand Manager	30,000	40,000	35,000
Assistant Product Manager	30,000	40,000	35,000

Sales (€)	Minimum	Maximum	Average
Senior Sales Manager	80,000	117,000	98,500
Sales Manager	70,000	100,000	85,000
Business Development Manager	65,000	100,000	82,500
Regional Sales Manager	40,000	70,000	55,000
National Account Manager	70,000	90,000	80,000
Category Manager	60,000	80,000	70,000
Key Account Manager	50,000	80,000	65,000
Field Sales Manager	60,000	90,000	75,000
Area Sales Manager	50,000	70,000	55,000
E-commerce Manager	50,000	80,000	65,000
Account Manager	45,000	70,000	42,500
Junior Account Manager	25,000	35,000	30,000

Operations (€)	Minimum	Maximum	Average
Operations Manager	80,000	110,000	80,000
Engineering Manager	70,000	100,000	60,000
Production Manager	70,000	90,000	65,000
Supply Chain Manager	75,000	100,000	80,000
Quality Manager	65,000	90,000	77,500
Maintenance Manager	50,000	80,000	65,000
Logistics Manager	50,000	80,000	65,000
Shift Manager	45,000	70,000	57,500
Senior Buyer	50,000	80,000	65,000
Buyer	50,000	70,000	60,000

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About Nigel Wright Recruitment

Since its formation, Nigel Wright Recruitment has become the leading specialist consumer search firm in the industry. We have extensive experience of bringing together high-calibre candidates and world-class organisations. Our consultants are committed to delivering a quality service, to clients and candidates alike.

GLOBAL DATABASE OF TALENT

We can find the best candidates from anywhere in the developed world. If you require a pan European or a global search, we have the candidates and contacts in your markets to get the results you need.

LOCAL DATABASE OF TALENT

We have native consultants present in each of our key territories. They all have strategic relationships with managements up to board level executives that extend over a number of years. This gives us an in-depth knowledge of your national talent pool.

LINGUISTIC CAPABILITY

A multi-linguistic capability is essential in today's global businesses environment. We cover 21 languages including all European through to Arabic and Japanese.

CONSUMER INDUSTRY SPECIALISTS

We are the largest specialist recruiter for the Consumer sector. We have over 100 international consultants communicating to the market on a daily basis; building a powerful network of clients and candidates.

ALL FORMS OF RECRUITMENT

We offer our clients executive search and selection, headhunting, professional networking, database searching and press and online web advertising.

SALARY LEVEL

We recruit at two levels on a permanent and interim basis: management and executive. All projects would be managed by a senior consultant, Manager or Director, where applicable.

DISCIPLINE

We recruit across various disciplines ranging from Finance, HR, Operations/Supply Chain, Commercial/Marketing & General Management.

