

SAMPLE REPORT

Biotechnology Salary Review Data Senior Positions

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Contents

- Introduction
- Definition
- Data
- Source of Information
- Commentary
- Company List
- Appendix

Introduction

Salary data report for the following positions: -

-Senior Positions

To include:

- VP European Sales
- Director of Sales
- Director of Information Technology
- VP Finance Europe
- European Financial Controller

Skills

- Strategic Planning
- Staffing
- Budget & Monitor
- Change and Priority Management
- Leadership and Direction
- Resource Identification
- Business Activity Analysis

Qualifications

- Relevant Degree/MBA
- Professional Qualifications
- XX years experience

Area of expertise

- Management and Direction
- Previous relevant expertise
- Leadership
- Strategic Planning and Business Analysis

Definition.

Title: V.P. European Sales
Reports To: General Manager Europe
Department: Sales

Position Objective

The VP of European Sales is responsible for the overall management of the European Sales Organisation including the Field Sales Organisation (Research and Industrial BioProduction), the Supply Centre Team, the FBS Telesales Team and the European FBS Business Management Organisation

The V. P. of European Sales is responsible for ensuring the Division meets its Revenue and Gross Margin targets through the development and implementation of appropriate sales strategies, the retention, training, motivation and incentivisation of high performing sales staff and through effective communication and influence of other functions for support

Essential Functions

- ❑ Motivate and equip the Sales Organisation to achieve its highest potential both within the context of a professional sales organisation (Sales/Business Plans) and also on a personal level (Career Development etc)
- ❑ Develop, implement and monitor Sales Strategy consistent with the goals of the European Division and with regard to the prevailing market and competitive situation
- ❑ Engender support for goals through active communication with all levels of the organisation
- ❑ Lead the annual sales and expense planning process. Coordinate across geographies and segments to ensure an equitable challenge in each area
- ❑ Lead the functional Strategic Planning effort as it pertains to the Sales Organisation
- ❑ Maximise productivity of the Sales Organisation through the elimination of non value-added activities and the ongoing review of staffing levels across territories

- ❑ Retain high performing individuals within the organisation through the provision of a formal career structure, opportunities for self development and appropriate incentivisation
- ❑ Work with other functions to ensure training needs for staff at all levels within the sales organisation are satisfied
- ❑ Formulate and implement Incentive Plans consistent with the goals of the organisation
- ❑ Ensure appropriate communication within organisation regarding market and competitor activities to support/drive required action.
- ❑ Work with Marketing to formulate and implement pricing strategies consistent with the market positioning of the product offering
- ❑ Formulate and implement Supply Centre Strategy and oversee day to day Supply Centre Management activities
- ❑ Formulate and implement FBS Telesales Strategies to ensure that revenue and margin targets are achieved and reserve inventory is minimised
- ❑ Provide local management to the FBS Business Management group to ensure adherence with the Corporate objectives regarding sourcing, inventory, pricing and gross margin
- ❑ Formulate, recommend and implement Freight Recovery policies
- ❑ Identify issues/problem areas and implement appropriate corrective action plans
- ❑ Participate in the Divisional Senior Operating Team and Senior Leadership Teams and actively contribute to the formulation of Divisional cross functional strategy
- ❑ Participate in Global initiatives and formulation of Global Strategy, as required
- ❑ Actively participate in the development and implementation of the PRIDE Quality Improvement programme
- ❑ Play an active role in the integration of new/acquired businesses into the European Division
- ❑ May be required to perform other related duties as required and/or as assigned

Nature and Scope:

This position is a Senior Leader within the European Organisation and participates with other senior managers to establish Divisional strategic plans and objectives. The incumbent is responsible for all sales to the Research and Industrial BioProduction markets within the geographic territory of Europe, Middle East and Africa, including sales facilitated through a network of Distributor organisations. Approximately XXX people report to this position, including X Sales Director positions and XX Sales Manager positions. The incumbent has strong leadership qualities and a proven record of achievement at Director level within a professional sales organisation. Strong analytical and business planning skills are essential along with excellent written and verbal communication skills. The incumbent must be able to work effectively at all levels in the organisation with the ability to manage change and achieve targets. A strong results orientation together with excellent organisational skills is essential. The incumbent is a team player, with a positive attitude, a skilled motivator and mentor with a deep commitment to the development of his/her people

Education:

Requires a Bachelor's degree or equivalent in a Life Science or related discipline. A Business qualification is preferred but not essential

Experience:

Requires a minimum of XX years experience in a Sales/Marketing environment within the Life Science Industry, at least X years of which are at Director level. Must have proven record of achievement in a similar environment.

Contacts:

Has contact with all levels of company employees and external customers

Working Conditions:

Position is office based but with frequent travel both within Europe and globally

Title:	Director of Sales
Reports To:	Vice President Sales
Department:	Sales
Location:	All locations

Position Objective

The Director of Sales is a senior management position. The Director of Sales manages and directs sales managers and salesforce in an assigned area and will utilise management processes, strategy and tactics to successfully achieve sales and marketing plans.

Essential Functions

- .Consistently achieve or exceed area sales plan
- .Provide leadership to sales managers and salesforce
- .Actively participate with other senior managers in the development of strategic sales and marketing plans
- .Development, preparation and submission of annual area sales plan
- .Formulate, communicate and implement sales strategy and tactics in line with sales and marketing plans
- .Effectively monitor, analyse, and act on area and country specific sales performance
- .Mentor, assist and train sales managers in skills required for success
- .Lead, manage and maintain a highly motivated team of sales managers and salespeople
- .Utilise comprehensive commercial and market knowledge to successfully direct sales managers and salesforce
- .Participate in preparation of customer quotes and tenders
- .Maintain and grow high level contacts at key customer accounts
- .Monitor development and success of sales managers and salesforce
- .Participate in hiring and promoting subordinate employees and ensure appropriate staffing levels
- .Lead and participate in area sales management meetings
- .Participate and guide country sales meetings
- .Actively participate in business unit meetings
- .Provide regular feedback to senior management on market and competitive situation
- .Preparation of annual budgets and ongoing cost management of sales function within the area
- . May be required to perform other related duties as required and /or assigned.

Nature and Scope

Participates with other senior managers to establish regional strategic plans

and objectives. Makes recommendations concerning long term planning. Has full responsibility for sales performance in assigned area. Directs and controls the activities of a team of sales managers and salespeople to ensure effective achievement of area sales plan. Has overall responsibility for development, preparation and submission of area sales plan. Has overall responsibility for budgeting and controlling sales costs within the assigned area. Erroneous decisions may have a serious impact on the overall success of the region.

Education

Requires a degree (or equivalent) in Molecular Biology, Biology or related subject. Requires completion of relevant business and management training.

Experience

Requires a minimum of 5 years sales experience and 5 years relevant experience in sales and/or marketing management. Requires strong leadership qualities which are recognised throughout the organisation. Requires excellent verbal and written communication skills. Requires strong organisational and prioritisation skills. Requires strong analytical and business planning skills. Requires ability to function in a high performance team. Knowledge of the company, its products and services are desirable. Working knowledge of computer applications and software are desirable.

Contacts

Has contacts with all levels of company employees as well as frequent interaction with customers.

Working Conditions

Works in an office environment with frequent travelling required. Will be required to work flexible hours with frequent overtime.

Title:	Director, Information Technology
Reports To:	Vice President
Department:	Information Technology

Position Objective:

To direct the Information Technology operations in multiple IT technical areas and/or for multiple customer groups including establishing strategy, operating objectives and budget, and overseeing the effective delivery of services. May have global responsibility for delivering technical services in a certain area(s).

Essential Functions:

In conjunction with senior leadership, establish the long-term strategy for the assigned technical areas and/or customer groups. Establish and communicate annual plans, objectives and budgets and monitor their accomplishment.

Oversee and advise on the evaluation of near and longer term needs of assigned customer group(s) and establish priorities and identify resources for the team. Direct staff in developing work plans for feasibility studies and systems development and implementation. Review and approve proposed budgets and timelines.

Select, develop and evaluate personnel to ensure the efficient operation of the function. Advise subordinate managers and others in order to meet schedules and/or resolve technical problems.

Coordinate the activities of the group with other IT areas so that service integration is ensured.

Continually assess departmental policies, functional requirements, techniques and controls and implement process improvements as needed. Advise customers and train staff accordingly.

May perform other related duties as required and/or assigned.

Nature and Scope:

This position interacts with all levels of personnel internally and externally requiring the ability to communicate verbally and in writing IT strategies, objectives and policies. Effectiveness in this role requires broad IT technical knowledge and in-depth knowledge of the customer's business objectives and related IT needs. The incumbent determines own methods, leads the development of new concepts and makes the final decision on administrative or operational matters to ensure effective achievement of objectives. Job

encounters problems of diverse scope and complexity. Incumbent has control over planning, staffing, budgeting, managing priorities and recommending and implementing changes to methods. Erroneous decisions will have a serious impact on the overall success of functional, division and/or company operations.

Education:

Bachelors Degree in Engineering or a related discipline, or the equivalent knowledge and experience is required. M.B.A. preferred.

Experience:

Requires at least 12 years directly relevant experience. Excellent leadership and planning skills needed.

Contacts:

Has contact with all levels of company employees.

Working Conditions:

Works in an office environment. May, on a continuous basis, sit at desk for a long period of time;
Intermittently answer telephone and write or use a keyboard to communicate through written means. Some walking and lifting up to 20 lbs. may be required. The noise level in the work environment is usually low to moderate. Must be flexible to work varying schedules and hours as needed. Occasional travel may be required. The physical demands described above are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Title:	Vice President, Finance - Europe
Reports To:	VP, GM of European Operations
Department:	Finance
Location:	Europe, Scotland

Position Objective:

To manage the Finance function of the Company's European operations. The main responsibilities include financial reporting and compliance for the 12 operating countries local statutory requirements as well as financial reporting of results to the strict requirements of the US parent company. Another key part to the role is to provide general business support to the VP, GM of European Operations and Senior Management.

Essential Functions:

Ensure proper accounting controls are in place to protect Company assets and support the implementation of management objectives.

Directing the financial planning process for the European operations.

Oversee treasury and taxation functions for the European operations within corporate guidelines supplied by the Treasurer.

Provide advice on financial, legal, administrative and company secretarial matters as required and on own initiative.

To ensure the smooth integration of acquisitions into the European operation.

To keep Finance staff informed of the Company policies affecting them, to advise and guide them in their work.

To ensure that the Company's financial/accounting policies and procedures are understood by all.

Ensure the provision of accurate information to statutory and other external bodies in compliance with each country's legal requirements and to act as a Director for all statutory entities.

Ensuring the supply of timely and accurate management and financial information to report key issues and trends enabling management to make informed business decisions to maximise profitability.

Analysis of business activity – sales, margins, overheads, capital invested etc.

Ensuring the proper stewardship of the Company's funds and assets.

Ensuring the Company operates within the law according to statutory and US legislation where relevant.

Manage and co-ordinate the European section of the Company's Strategic Plan submission.

Minimise the level of working capital used with the European operation by ensuring the provision of information to control and effectively utilise inventories, cash, creditors and debtors and to report on matters requiring attention.

To ensure that the Company provides pensions, life assurance and other benefits to meet agreed policies and statutory requirements and to act as one of the Company's Representative Trustees for the UK Pension scheme.

May perform other related duties as required and/or assigned.

Nature and Scope:

The effective control over the essential functions should ensure that senior managers within the Company are aware of the financial consequences of their decisions. This control will be achieved by the timely dissemination of accurate management information and the effective policing of the Company policies.

Education:

Accounting Degree and/or Accounting qualification like ACA, ACMA or ACCA

Experience:

Requires a minimum of 10 years relevant experience at a Controller or Director level within a multi-national operation. This experience must include currency accounting, strategic planning, budget accountability and project management experience. Exceptional analytical and problem solving skills with the ability to lead by example. Must demonstrate excellent computer skills with a sound working knowledge of ERP systems.

Contacts:

Has routine contact with all levels within the organisation in Scotland. Has regular contact with Senior Managers in other regions within the Corporation.

Working Conditions:

Works in an office environment. Frequent travelling required and must be flexible to work varying schedules and hours as required.

POSITION DESCRIPTION

Title:	European Financial Controller
Reports To:	Vice President, Finance - Europe
Department:	Finance
Location:	Europe

Position Objective:

To manage the activities of the Finance personnel within the European operation to ensure financial reporting compliance for both European and US statutory reporting purposes. The role also needs to provide a specialised technical resource to senior management to assist in meeting business objectives.

Essential Functions:

Accurate reporting of financial results for all European legal entities.
Implement proper accounting controls, administration routines and processes to comply with US and European statutory guidelines.
Create efficient period end closing process.
Ensure provision of systems to control and effectively utilise inventories, cash, creditors and debtors.
Implement and maintain an efficient treasury function for the European operations.
Provide advice on financial and administrative matters as required and on own initiative.
To keep Finance staff informed of the Company policies affecting them, to advise and guide them in their work.
To ensure that the Company's financial/accounting policies and procedures are understood by all.
To provide information to statutory and other external bodies in compliance with each country's legal requirements.
Ensuring the Company operates within the law according to statutory and US legislation where relevant.
To participate in the Company's Strategic Plan submission.
To co-ordinate the Insurance needs of the European operations within corporate guidelines supplied by Treasury.
Lead and/or oversee project teams responsible for implementing new strategies and/or multi function processes.
Participate with the management in Manufacturing, Sales, Marketing and other departments to ensure that the Finance function is meeting internal needs and effectively supporting the organisation's strategic goals.
Act as a Director for all statutory entities.
May perform other related duties as required and/or assigned.

Nature and Scope:

The position interacts with all levels of personnel throughout the organisation requiring the ability to understand and communicate clearly.

Effectiveness in the role requires an in-depth knowledge of accounting industry best practices.

The job is broad in nature with high complexity and frequent variations from the norm.

Accuracy is required in performing all functions within the position and erroneous decisions will have a serious impact on the overall success of the division.

Education:

Accounting Degree and/or Accounting qualification like ACA, ACMA or ACCA

Experience:

Requires a minimum of 5 years relevant experience preferably as a financial controller or equivalent within a multi-national organisation. In-depth technical knowledge of accounting in a manufacturing industry with proven analytical and problem solving skill is required. Must demonstrate excellent computer skills and relevant software application proficiency.

Contacts:

Has contact with all levels of company employees, auditors and outside professional vendors.

Working Conditions:

Works in an office environment. Frequent travelling required and must be flexible to work varying schedules and hours as required.

Salary Remuneration: - Basic Salary (£)

VP European Sales

Min XXK	Average XXK	Max XXXXK
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No. of Companies:	XXX
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Director of Sales

Min XXK	Average XXK	Max XXXXK
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No. of Companies:	XXX
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Director of Information Technology

Min XXK	Average XXK	Max XXXXK
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No. of Companies:	XXX
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VP Finance Europe

Min XXK	Average XXK	Max XXXXK
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No. of Companies:	XXX
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European Financial Controller

Min XXK	Average XXK	Max XXK
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No. of Companies:	XXX
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Salary Remuneration: - Package Details

Details of packages that some companies provide. Companies provide some or all of the stated allowances.

Pension

Large public companies operate attractive pension schemes called 'final salary' schemes, where benefits at retirement are based on years in the scheme and final earnings.

Group pensions may be offered which is 'money purchase' but is governed by different legislation to occupational schemes. Personal pensions are favoured by small employees

Health

Many employers offer a scheme to employees where the employee and family can benefit from private medical care if the circumstances warrant. Small employees do not generally offer this type of scheme and individuals are expected to make their own arrangements.

Life Assurance

Most reasonably sized companies provide cover, some as much as X X salary – the maximum amount the Inland Revenue will allow a scheme to pay out without any charge to tax. Schemes can also provide a spouse's benefit for example, XX% of current earnings but is taxed.

Company Car schemes

Company Cars have mostly been replaced by car allowance at corporate level

Holiday

XX-XX days holiday is average for corporate positions

Relocation Package

Variable and flexible dependent on individual requirements. Examples include temporary accommodation, relocation advice, subsidised mortgage, 'Golden Hello' payment and removal costs

Summary

Basic Salary is issued according to the following variables: -

- Previous Experience at Corporate level
- Qualifications
- Relevant Industry experience
- Size of Company

Basic Salary Matrix:

	BASIC SALARY (£)				
	VP Eur Sales	Dir of Sales	Dir of IT	VP Finance Europe	Eur Fin Cont
1-5 yrs experience Corporate					
5-10 yrs experience Corporate					
+10 yrs experience Corporate					
Graduate					
Postgraduate/MBA					
Direct Industry Experience					
Indirect Industry Experience (Products)					
Start Up Company (0 – 50 employees)					
50 – 100 employees					
100 –500 employees					
500 + employees					

* Companies 0-50 employees are unlikely to have VP positions unless board members

Regional (% Compared to Region):

- VP European Sales
- Director of Sales
- Director of Information Technology
- VP Finance Europe
- European Financial Controller

South east:	+X%
South West:	+X%
London:	+X%
Home Counties:	+X%
Midlands:	+X%
North West:	+X%
North East:	+X%
Ireland:	+X%
Scotland:	+X%

Regional (% Compared to USA):

General Average: -X%

Regional (% Compared to Northern Europe):

General Average: -X%

Distribution of Participating Companies

By Sales Turnover	Number	%
Under 10 million	XX	XX
Over 10 million	XX	XX
By Number of Employees		
Under 50	XX	XX
51-100	XX	XX
Over 100	XX	XX
By Industry Group		
Biotechnology	XX	XX
Life Sciences	XX	XX
Pharma	XX	XX
Diagnostics	XX	XX
Other	XX	XX
By Country of Ownership		
UK	XX	XX
USA	XX	XX
EC	XX	XX
Rest of World	XX	XX
By Region		
Inner London	XX	XX
Outer London	XX	XX
South East	XX	XX
South West and Wales	XX	XX
East Anglia	XX	XX
West Midlands	XX	XX
East Midlands	XX	XX
North West	XX	XX
Yorkshire	XX	XX
North	XX	XX
Scotland	XX	XX
Northern Ireland	XX	XX

Statistics

By Sex

	Male	Female
VP European Sales	XX%	XX%
Director of Sales	XX%	XX%
Director of Information Technology	XX%	XX%
VP Finance Europe	XX%	XX%
European Financial Controller	XX%	XX%

Average Age (yrs)

	Male	Female
VP European Sales	XX	XX
Director of Sales	XX	XX
Director of Information Technology	XX	XX
VP Finance Europe	XX	XX
European Financial Controller	XX	XX

Corporate by Qualifications (Europe)

BTEC	XX%
BSc/BA	XX%
MSc	XX%
PhD	XX%
MBA	XX%
Other	XX%
Vet	XX%
MD	XX%

(Multiple responses >100% result)

Commentary

We advise on the following basic Salary:

POSITION	BASIC SALARY (£)	Additional
VP European Sales	XXXXXXXX	
Director of Sales	XXXXXXXX	
Director of Information Technology	XXXXXXXX	
VP Finance Europe	XXXXXXXX	
European Financial Controller	XXXXXXXX	

Company List

The following list contains Companies contacted with regard to Salary Data. We obtained data from 70 companies.

Company List here

All Salary Data Analysis is conducted and presented according to Data Confidentiality protocols. Presentation of Individual Company data is prohibited according to confidentiality. Evolution Consultants Ltd take no responsibility for The accuracy of this data and is provided through marketing intelligence based on client requirements. The content of this report is for designated Invitrogen Employees only and not to be distributed, copied or presented to any other party outside Invitrogen.

Additional Appendix

i) General Trend - Jobs in Area

- **Permanent Staff** placements were reported to have declined at the fastest rate since December 2001. This was attributed to Companies placing recruitment decisions on hold whilst business conditions remained uncertain.
- **Temporary Staff** billings fell at the fastest rate since 1997. This was attributed to weaker demand for temporary staff.
- **Employment Index** signaled a contraction of private sector employment. However, the index rose slightly for the second month indicating that the overall rate of job shedding has eased. Main job losses reflected in manufacturing and service industry.
- **Press Recruitment Index** illustrated a decline at the fastest rate for six months. This is a vacancy indicator measuring recruitment advertising in the national press. This reflects the demand for staff at the upper end of the labour market.
- **Vacancy Index Monitor** showed a weaker demand for staff for the fourth month however an index increase illustrated a slight easing in the overall rate of contraction of demand for staff.
- The strongest increase in **staff demand** was again seen in Medical, Healthcare, Pharma and Nursing. For permanent staff Blue Collar workers saw the sharpest contraction of demand whilst executive/professional staff fell at the fastest rate of all temporary staff categories
- **Staff Availability** improved for the second fastest rate for seven months reflecting marked accelerations in the rates of improvement of permanent (increased redundancies) and temporary (increased redundancies and fewer vacancies) staff availability

- **Staff Salaries** for permanent and temporary fell at the fastest rate for seventeen months. This is linked to weaker demand for staff and rising staff availability.
- Local **unemployment rate** is approx XXXXXX at a XX% rate. Ranked XX/12 in UK. South West 1/12 with 1.8% unemployment (76,000) and North East 12/12 with a 4.8% (53,000).

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Additional Appendix

ii) Corporate Sales Candidate Personal Profile

(Multiple responses)

Management Style:

Macro	XX%
Client Visits	XX%
Easy Going	XX%
Intense	XX%
Micro	XX%
Stay in Home Office	XX%

Time Indicator

Average Years as Director	X years
Average Years at Current Firm	X years

Current Responsibility

Sales/Management	XX%
Management	XX%
Customer Service	XX%
Consultant Relations	XX%
Product Development	XX%
Marketing	XX%

Report to:

CEO/President	XX%
COO	XX%
VP/MD/Gen Mg	XX%

Greatest Source of Frustration

Lack of resources	XX%
Poor investment performance	XX%

Not enough control/input	XX%
Unproductive meetings	XX%
Lack of quality products	XX%
Other (eg internal politics,)	XX%

Greatest Source of Satisfaction

Personal Impact on success of people/Company	XX%
Success of people	XX%
Asset/Revenue Growth	XX%
Credibility of Company	XX%
Other (eg: happy customers)	XX%