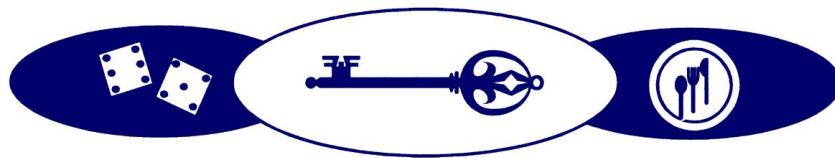


---

# HCE

Hospitality Compensation Exchange®



*Presented by:*



**2003 Retail Compensation & Benefits Report©**



Presented by:  
HVS Executive Search  
<http://www.hvsinternational.com/Services/ExecutiveSearch/>

Dear Retail Executive:

Welcome to the HCE Hospitality Compensation Exchange®, the retail industry's most comprehensive guide to compensation and benefits. We created the HCE to provide retail owners and operators with current and credible information concerning salary, incentive, and employee benefit trends. Data from the 2003 Retail Compensation & Benefits Report© has been obtained through written survey as well as public documentation. Fifty-five public and private companies are included in the report representing all segments of the retail industry\*. We hope that you will find the HCE an exciting tool for managing your business, allowing you to attract and retain management talent through equitable compensation practices.

With kind regards, I am

David Mansbach  
Managing Director  
HVS Executive Search

---

\* Companies engaged in the retail sale of men's, women's and/or children's clothing, shoes and accessories.





---

## Table of Contents

➤ Introduction & Overview	Page 4
➤ Nationwide Salaries and Bonuses	Page 5
➤ Salary and Bonus Results by System Sales	Page 6
➤ Salary and Bonus Results by Number of Units	Page 9
➤ Stock Options	Page 11
➤ Benefits	Page 12
➤ Appendix A – Survey Participants	Page 14
➤ Appendix B – Sample Survey	Page 15



**Hospitality Compensation Exchange**

The HCE Hospitality Compensation Exchange® is the largest industry forum for the exchange of compensation and benefit information. Annual HCE Surveys are conducted for the restaurant/retail, lodging, and gaming industries, and encompass corporate and property-level positions. Furthermore, clients have access to more focused reports through HCE Select and HCE Custom.

**HCE Annual Report**

HCE Annual Reports contain an executive summary of the national HCE survey data, which is categorized by suitable industry criteria. Restaurant/Retail, Lodging, and Gaming Annual Reports are available for both corporate and property-level positions. An HCE Annual Report is \$350.

**HCE Select**

HCE Select generates criteria-specific reports based on data from the national survey. Users can determine their own query parameters for an HCE Select Report. Additionally, the HCE Select program allows for numerous parameters to be considered simultaneously. A typical HCE Select Report ranges from \$500 to \$1,000.

**HCE Custom**

HCE Custom creates client-defined reports from newly gathered data. HCE Custom gives clients access to information not collected in the national HCE surveys. Custom surveys are designed to consider an unlimited number of parameters, positions, and questions. It is specifically targeted to competitive companies. This ground-up approach results in a fully customized report. A typical HCE Custom Report ranges from \$2,500 to \$10,000.

**Participating in the HCE**

There is no charge to become a participant in the HCE Hospitality Compensation Exchange®. HCE participants are eligible to receive discounts on HCE services. As confidentiality is the cornerstone of our business, protecting the reputation and data integrity of the participants is of critical importance. To that end, we only provide results in aggregate format.

**For More Information**

David Mansbach  
Managing Director  
HVS Executive Search  
(516) 248-8828 x257  
(516) 742-1905 Fax  
e-mail: [dmansbach@hvsinternational.com](mailto:dmansbach@hvsinternational.com)  
Web site: [www.hvsinternational.com](http://www.hvsinternational.com)



---

## Introduction & Overview

Findings from the 2003 Retail Compensation & Benefits Report© include compensation data from fifty-five retail companies. The report is our national examination of executive level compensation within the retail industry and the study covers twenty-two positions commonly found.

Base salary data for each compensation category is presented in standard percentile format (minimum, 25<sup>th</sup> percentile, 50<sup>th</sup> percentile, 75<sup>th</sup> percentile, and maximum). A percentile is a measure of location in a distribution of numbers that defines the value below which a given percentage of the data fall. For example, the 75<sup>th</sup> percentile is the point below which 75 percent of the data fall. The minimum and maximum represent the smallest and largest data points for each of the compensation components. Bonus data is presented as an average of the data points included in each cut.

The national results confirm that compensation in the retail industry continues to be connected to the hierarchy of a traditional organizational chart with the Chief Executive Officer and Chief Operating Officer making the most. Lets take a closer look at the results:



## Nationwide Base Salaries and Average Bonuses

Position	Minimum	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	Maximum	Avg. Bonus
Chairman/Chief Executive Officer	\$100,000	\$401,857	\$550,000	\$756,250	\$2,000,000	\$447,339
Chief Operating Officer	\$131,446	\$334,351	\$424,808	\$581,202	\$1,200,000	\$331,776
Chief Financial Officer	\$107,000	\$200,000	\$266,667	\$318,058	\$900,000	\$129,984
VP Finance	\$165,000	\$174,000	\$184,500	\$225,250	\$325,000	\$55,700
Corporate Controller	\$80,250	\$140,000	\$176,802	\$184,950	\$300,000	\$21,069
Chief Information Officer	\$105,000	\$184,500	\$205,000	\$275,000	\$309,616	\$59,515
Chief Administrative Officer	\$85,000	\$419,479	\$449,904	\$484,910	\$619,923	\$139,819
General Counsel	\$180,000	\$203,667	\$235,338	\$258,981	\$280,000	\$35,176
VP Human Resources	\$80,000	\$141,250	\$222,645	\$295,673	\$375,000	\$72,102
Director Human Resources	\$77,000	\$83,400	\$98,500	\$127,900	\$150,000	\$25,000
VP Operations	\$93,600	\$216,400	\$270,000	\$311,834	\$523,558	\$118,819
Regional Director Store Operations	\$109,582	\$130,611	\$151,640	\$163,320	\$175,000	\$36,593
Head of Store Operations	\$112,000	\$113,500	\$115,000	\$146,250	\$177,500	\$25,645
VP Store Planning, Design & Const.	\$103,000	\$176,250	\$180,241	\$250,722	\$544,231	\$117,314
VP Logistics & Distribution	\$125,000	\$146,481	\$181,000	\$226,278	\$548,104	\$87,779
VP Production & Sourcing	\$124,800	\$203,750	\$352,604	\$430,000	\$546,154	\$140,402
VP Marketing & Sales	\$80,000	\$160,322	\$217,120	\$368,400	\$606,635	\$92,872
VP Real Estate	\$184,000	\$229,524	\$235,000	\$293,365	\$325,377	\$98,442
VP Merchandising	\$107,000	\$221,698	\$302,713	\$381,428	\$500,000	\$90,238
General Merchandising Manager	\$132,600	\$176,500	\$196,500	\$228,274	\$425,000	\$60,067
Divisional Merchandise Manager	\$63,522	\$111,250	\$129,150	\$223,419	\$261,700	\$9,639
Buyer	\$44,000	\$61,755	\$76,600	\$88,583	\$114,999	\$5,974



## Base Salary and Average Bonus Results by System Sales: Greater Than \$750,000,000

As a company's system sales increases, executive compensation generally increases as well. For example, a Chief Information Officer running a company with sales less than \$350,000,000 received a median base salary of \$142,000 while a CIO of a company with revenues greater than \$750,000,000 received a median base salary of \$270,300. We applied a regression analysis to determine if a strong relationship existed between system sales and compensation. The results determined that a majority of the twenty-two positions in our study exhibited a moderate to strong relationship between salary and system sales (several positions such as Regional Director Store Operations, Head of Store Operations, and Divisional Merchandise Manager showed almost no relationship between system sales and compensation).

Position	Minimum	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	Maximum	Avg. Bonus
Chairman/Chief Executive Officer	\$100,000	\$464,372	\$756,250	\$900,000	\$2,000,000	\$714,585
Chief Operating Officer	\$259,000	\$403,418	\$510,750	\$628,366	\$1,200,000	\$392,273
Chief Financial Officer	\$230,000	\$305,731	\$334,018	\$388,750	\$900,000	\$246,781
VP Finance	N/A	N/A	N/A	N/A	N/A	N/A
Corporate Controller	N/A	N/A	N/A	N/A	N/A	N/A
Chief Information Officer	\$180,000	\$265,902	\$270,300	\$293,402	\$309,600	\$72,000
Chief Administrative Officer	N/A	N/A	N/A	N/A	N/A	N/A
General Counsel	\$194,971	\$212,362	\$229,753	\$235,338	\$240,922	\$60,351
VP Human Resources	\$124,500	\$295,673	\$312,837	\$362,851	\$375,000	\$121,419
Director Human Resources	\$82,000	\$91,703	\$105,900	\$129,500	\$142,000	\$26,910
VP Operations	\$305,769	\$311,834	\$317,899	\$420,729	\$523,558	\$206,351
Regional Director Store Operations	N/A	N/A	N/A	N/A	N/A	N/A
Head of Store Operations	N/A	N/A	N/A	N/A	N/A	N/A
VP Store Planning, Design & Const.	N/A	N/A	N/A	N/A	N/A	N/A
VP Logistics & Distribution	\$144,000	\$215,026	\$250,000	\$330,000	\$548,104	\$72,500
VP Production & Sourcing	\$205,000	\$400,000	\$425,000	\$445,000	\$546,154	\$176,729
VP Marketing & Sales	\$195,000	\$302,500	\$410,000	\$508,318	\$606,635	\$205,330
VP Real Estate	\$229,548	\$272,638	\$315,727	\$320,552	\$325,377	\$167,582
VP Merchandising	\$219,376	\$265,950	\$316,231	\$370,505	\$500,000	\$118,232
General Merchandising Manager	N/A	N/A	N/A	N/A	N/A	N/A
Divisional Merchandise Manager	\$122,500	\$148,709	\$174,919	\$201,128	\$227,337	\$2,500
Buyer	N/A	N/A	N/A	N/A	N/A	N/A



**Base Salary and Average Bonus Results by System Sales:  
 \$350,000,000 - \$750,000,000**

Position	Minimum	25 <sup>TH</sup> Percentile	50 <sup>TH</sup> Percentile	75 <sup>TH</sup> Percentile	Maximum	Avg. Bonus
Chairman/Chief Executive Officer	\$212,753	\$512,981	\$565,769	\$730,063	\$970,191	\$409,335
Chief Operating Officer	\$300,014	\$400,000	\$498,413	\$589,999	\$681,159	\$369,193
Chief Financial Officer	\$189,616	\$213,269	\$264,904	\$308,250	\$489,880	\$104,450
VP Finance	\$165,000	\$171,000	\$177,000	\$184,500	\$192,000	\$24,267
Corporate Controller	\$176,802	\$178,839	\$180,876	\$182,913	\$184,950	\$15,000
Chief Information Officer	\$165,500	\$196,058	\$247,561	\$281,610	\$300,215	\$65,088
Chief Administrative Officer	\$416,036	\$426,365	\$449,904	\$474,970	\$489,880	\$65,429
General Counsel	\$180,000	\$199,250	\$205,500	\$223,750	\$265,000	\$10,000
VP Human Resources	\$160,000	\$205,145	\$225,000	\$246,290	\$351,526	\$76,976
Director Human Resources	\$77,000	\$86,750	\$91,000	\$106,500	\$150,000	\$16,816
VP Operations	\$160,097	\$251,697	\$275,039	\$313,317	\$406,425	\$95,385
Regional Director Store Operations	\$109,582	\$130,611	\$151,640	\$163,320	\$175,000	\$36,593
Head of Store Operations	\$112,000	\$113,500	\$115,000	\$146,250	\$177,500	\$25,645
VP Store Planning, Design & Const.	\$180,000	\$180,241	\$192,481	\$227,308	\$274,135	\$89,428
VP Logistics & Distribution	\$147,308	\$170,000	\$192,000	\$201,704	\$300,000	\$24,627
VP Production & Sourcing	\$124,800	\$162,400	\$200,000	\$252,604	\$305,208	\$79,858
VP Marketing & Sales	\$170,429	\$221,060	\$292,500	\$368,400	\$400,000	\$107,904
VP Real Estate	\$229,500	\$232,250	\$240,000	\$253,001	\$271,002	\$62,117
VP Merchandising	\$205,000	\$249,519	\$330,463	\$391,101	\$450,000	\$73,025
General Merchandising Manager	\$187,000	\$196,644	\$206,288	\$315,644	\$425,000	\$137,448
Divisional Merchandise Manager	\$99,000	\$124,325	\$140,000	\$174,000	\$198,000	\$43,500
Buyer	\$63,633	\$77,183	\$88,583	\$100,349	\$114,999	\$10,454



## Base Salary and Average Bonus Results by System Sales: Less Than \$350,000,000

Position	Minimum	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	Maximum	Avg. Bonus
Chairman/Chief Executive Officer	\$250,000	\$334,407	\$406,358	\$500,000	\$650,000	\$159,688
Chief Operating Officer	\$131,446	\$232,500	\$326,857	\$362,500	\$402,000	\$179,959
Chief Financial Officer	\$107,000	\$164,518	\$189,616	\$210,500	\$275,000	\$27,509
VP Finance	N/A	N/A	N/A	N/A	N/A	N/A
Corporate Controller	\$80,250	\$95,188	\$110,125	\$125,063	\$140,000	\$2,673
Chief Information Officer	\$105,000	\$129,712	\$142,000	\$160,500	\$179,000	\$16,500
Chief Administrative Officer	N/A	N/A	N/A	N/A	N/A	N/A
General Counsel	N/A	N/A	N/A	N/A	N/A	N/A
VP Human Resources	\$80,000	\$96,299	\$104,000	\$135,000	\$164,000	\$6,100
Director Human Resources	N/A	N/A	N/A	N/A	N/A	N/A
VP Operations	\$93,600	\$168,900	\$197,000	\$215,000	\$260,000	\$123,470
Regional Director Store Operations	N/A	N/A	N/A	N/A	N/A	N/A
Head of Store Operations	N/A	N/A	N/A	N/A	N/A	N/A
VP Store Planning, Design & Const.	\$103,000	\$121,000	\$139,000	\$157,000	\$175,000	\$22,500
VP Logistics & Distribution	N/A	N/A	N/A	N/A	N/A	N/A
VP Production & Sourcing	N/A	N/A	N/A	N/A	N/A	N/A
VP Marketing & Sales	\$80,000	\$104,000	\$110,250	\$130,000	\$200,000	\$20,346
VP Real Estate	N/A	N/A	N/A	N/A	N/A	N/A
VP Merchandising	\$107,000	\$183,000	\$250,961	\$308,900	\$381,428	\$53,005
General Merchandising Manager	\$132,600	\$164,400	\$176,000	\$206,308	\$294,231	\$13,298
Divisional Merchandise Manager	N/A	N/A	N/A	N/A	N/A	N/A
Buyer	\$44,000	\$51,939	\$59,877	\$68,239	\$76,600	\$0



## Base Salary and Average Bonus Results: Greater Than 250 Units

Similar to system sales, the number of units in a company's portfolio directly affects executive compensation levels. Generally, as the number of units in the company increased so did compensation. For example, the median base salary increased more than 30% for a Chief Executive Officer between the two data breaks. Furthermore, CEO bonus payouts more than tripled. Regression analysis demonstrated that the relationship between salary and the number of units is very similar to that of system sales.

Position	Minimum	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	Maximum	Avg. Bonus
Chairman/Chief Executive Officer	\$100,000	\$464,372	\$565,769	\$846,539	\$2,000,000	\$590,522
Chief Operating Officer	\$259,000	\$371,503	\$463,154	\$581,202	\$1,200,000	\$367,288
Chief Financial Officer	\$164,357	\$230,000	\$299,951	\$367,713	\$900,000	\$184,954
VP Finance	\$177,000	\$184,500	\$192,000	\$258,500	\$325,000	\$74,267
Corporate Controller	\$176,802	\$207,602	\$238,401	\$269,201	\$300,000	\$50,000
Chief Information Officer	\$198,077	\$205,000	\$270,000	\$280,000	\$309,616	\$106,389
Chief Administrative Officer	\$429,808	\$459,952	\$479,940	\$522,391	\$619,923	\$146,800
General Counsel	\$194,971	\$221,058	\$237,337	\$250,692	\$280,000	\$47,764
VP Human Resources	\$124,500	\$221,467	\$261,837	\$321,418	\$375,000	\$106,035
Director Human Resources	\$77,000	\$81,800	\$96,700	\$105,500	\$150,000	\$12,566
VP Operations	\$160,097	\$260,000	\$280,077	\$317,899	\$523,558	\$147,815
Regional Director Store Operations	\$109,582	\$125,937	\$142,291	\$158,646	\$175,000	\$35,934
Head of Store Operations	\$112,000	\$112,750	\$113,500	\$114,250	\$115,000	\$16,280
VP Store Planning, Design & Const.	\$180,000	\$180,361	\$227,308	\$341,659	\$544,231	\$175,971
VP Logistics & Distribution	\$144,000	\$163,500	\$183,000	\$281,026	\$548,104	\$160,431
VP Production & Sourcing	\$200,000	\$253,750	\$412,500	\$440,000	\$546,154	\$166,274
VP Marketing & Sales	\$170,429	\$225,000	\$345,000	\$400,000	\$606,635	\$147,971
VP Real Estate	\$184,000	\$229,512	\$232,274	\$295,545	\$325,377	\$99,041
VP Merchandising	\$210,000	\$247,644	\$316,231	\$383,475	\$500,000	\$113,329
General Merchandising Manager	\$206,000	\$206,144	\$206,288	\$315,644	\$425,000	\$139,115
Divisional Merchandise Manager	\$122,500	\$171,000	\$219,500	\$223,419	\$227,337	\$11,667
Buyer	\$81,700	\$90,025	\$98,350	\$106,674	\$114,999	\$11,685



## Base Salary and Average Bonus Results: Less Than 250 Units

Position	Minimum	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	Maximum	Avg. Bonus
Chairman/Chief Executive Officer	\$212,753	\$291,981	\$425,929	\$605,192	\$970,191	\$182,451
Chief Operating Officer	\$131,446	\$288,893	\$362,500	\$492,211	\$681,159	\$242,998
Chief Financial Officer	\$107,000	\$180,000	\$202,634	\$275,000	\$314,115	\$32,979
VP Finance	N/A	N/A	N/A	N/A	N/A	N/A
Corporate Controller	\$80,250	\$110,125	\$140,000	\$162,475	\$184,950	\$1,782
Chief Information Officer	\$105,000	\$168,875	\$184,500	\$216,342	\$286,441	\$20,454
Chief Administrative Officer	\$85,000	\$167,759	\$250,518	\$333,277	\$416,036	\$125,858
General Counsel	\$180,000	\$201,250	\$228,500	\$243,750	\$265,000	\$10,000
VP Human Resources	\$80,000	\$102,075	\$149,500	\$208,645	\$351,526	\$29,687
Director Human Resources	N/A	N/A	N/A	N/A	N/A	N/A
VP Operations	\$93,600	\$201,700	\$233,531	\$278,816	\$406,425	\$55,993
Regional Director Store Operations	\$110,937	\$127,424	\$149,282	\$160,500	\$169,250	\$37,000
Head of Store Operations	N/A	N/A	N/A	N/A	N/A	N/A
VP Store Planning, Design & Const.	\$103,000	\$121,000	\$139,000	\$157,000	\$175,000	\$20,850
VP Logistics & Distribution	\$125,000	\$141,731	\$174,506	\$226,278	\$300,000	\$15,128
VP Production & Sourcing	\$124,800	\$169,902	\$215,004	\$260,106	\$305,208	\$62,787
VP Marketing & Sales	\$80,000	\$107,125	\$130,000	\$204,620	\$364,213	\$22,029
VP Real Estate	N/A	N/A	N/A	N/A	N/A	N/A
VP Merchandising	\$107,000	\$205,000	\$267,800	\$350,000	\$405,539	\$38,925
General Merchandising Manager	\$132,600	\$175,000	\$177,000	\$187,000	\$294,231	\$12,638
Divisional Merchandise Manager	\$63,522	\$90,881	\$114,575	\$162,288	\$261,700	\$15,618
Buyer	\$44,000	\$59,877	\$63,633	\$76,600	\$95,466	\$3,689



## Stock Options

Stock options continue to be the most popular form of long-term incentive in the retail industry. Similar to the trend in cash compensation, as an executive moved up the retail corporate ladder, the more stock options he or she received. Understandably, CEO's received the largest number of stock options.

Position	# of Stock Options			Value of Options <sup>1</sup>		
	Minimum	Median	Maximum	Minimum	Median	Maximum
Chairman/Chief Executive Officer	0	50,000	5,000,000	\$0	\$262,000	\$27,888,670
Chief Operating Officer	0	49,000	350,000	\$0	\$402,552	\$3,136,656
Chief Financial Officer	0	17,500	225,000	\$0	\$91,774	\$1,500,000
VP Finance	0	5,000	10,000	\$0	\$57,300	\$114,600
Corporate Controller	0	0	0	\$0	\$0	\$0
Chief Information Officer	0	15,000	41,500	\$0	\$127,000	\$460,105
Chief Administrative Officer	0	70,000	180,000	\$0	\$250,000	\$1,328,400
General Counsel	0	13,500	41,500	\$0	\$26,865	\$460,105
VP Human Resources	0	20,000	150,000	\$0	\$192,500	\$1,221,270
Director Human Resources	0	1,000	2,000	\$0	\$11,460	\$22,920
VP Operations	0	20,000	120,000	\$0	\$112,600	\$1,537,200
Regional Director Store Operations	0	7,500	15,000	\$0	\$85,950	\$171,900
Head of Store Operations	0	3,000	7,500	\$0	\$12,917	\$22,920
VP Store Planning, Design & Const.	0	30,000	202,998	\$0	\$343,800	\$2,082,759
VP Logistics & Distribution	0	0	7,500	\$0	\$0	\$85,950
VP Production & Sourcing	0	35,000	104,390	\$0	\$114,600	\$1,071,041
VP Marketing & Sales	0	23,950	56,700	\$0	\$299,100	\$861,273
VP Real Estate	0	28,250	50,000	\$0	\$316,002	\$991,760
VP Merchandising	0	20,000	250,000	\$0	\$192,500	\$2,500,000
General Merchandising Manager	0	20,000	40,000	\$0	\$60,000	\$229,200
Divisional Merchandise Manager	0	0	0	\$0	\$0	\$0
Buyer	0	1,500	4,500	\$0	\$11,460	\$25,920

<sup>1</sup> Value of stock options calculated using Black-Scholes Valuation Model



## Benefits

In order to gain an understanding of general retail industry benefit trends provided for corporate level executives we asked our survey participants to address several points in key areas such as Medical, Dental, 401k, etc...). Results indicate that while several benefits have become commonly offered, "best practice" retail organizations are spending a lot of time on developing programs to remain competitive with their counterparts.

### Medical& Dental Plans

Survey results indicate that ninety-eight percent (98%) of the companies included in the peer group offer corporate executives medical and dental plan coverage. The programs and types of plans are as follows:

- Preferred Provider Program (PPO) – Eighty Nine Percent (89%)
- Health Maintenance Organization (HMO) – Twenty Nine Percent (29%)
- Point Of Service (POS) – Seven Percent (7%)
- Exclusive Provider Organization (EPO) - Two Percent (2%)

### Additional Points of Interest:

- In one third (33%) of the cases, dental insurance is provided in conjunction with the medical plan.

### 401K Plans

With the exception of one organization, every company that participated in the study provides a 401k Plan for their corporate level executives. Eligibility periods and vesting schedules are as follows:

#### Eligibility

- Immediately – Two Percent (2%)
- Less Than 6 Months – Forty Two Percent (42%)
- 6 Months – 1 Year - Thirty Three Percent (33%)
- After 1 Year – Twenty Three Percent (23%)

### Additional Points of Interest:

- Of the respondents that have 401k Plans, seventy five percent have vesting restrictions in place with the most common schedule being over a five-year period.  
Most companies in the peer group have matching contributions for their executives (the average of the group was .25 cents for every dollar an employee invests up to 8.25% average).

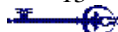


### Life Insurance Plans

- Life Insurance is provided to 99% of corporate level executives included in the study. The maximum coverage offered ranged from \$15,000.00 to \$3,000,000.00 with the average maximum coverage at \$542,500.
- 85% of the respondents give their employees the right to purchase supplemental life insurance.
- 64% of the respondents give their employees the right to purchase dependent life insurance.

### Disability Insurance Plans

- Short-Term Disability Insurance is provided to 86% of the corporate level executives included in the study.
- Long-Term Disability Insurance is provided to 95% of the corporate level executives included in the study.





## Appendix A-Survey Participants

Abercrombie & Fitch Co.  
Aeropostale Inc.  
American Eagle Outfitters Inc.  
Ann Taylor Stores Corporation  
Barneys New York  
Bebe Stores Inc.  
Big Dog Sportswear  
Brown Shoe Company  
Burlington Coat Factory Warehouse Corp.  
Cache Inc.  
Charlotte Russe Holding Inc.  
Charming Shoppes Inc.  
Chico's FAS Inc.  
Christopher & Banks Corporation  
Claire's Stores Inc.  
Coldwater Creek Inc.  
Cooper's Inc.  
David's Bridal Inc.  
Deb Shops Inc.  
Delia's Corp.  
Factory 2-U Stores Inc.  
Frederick's of Hollywood Inc.  
Gadzooks Inc.  
Gap  
Genesco  
Goody's Family Clothing Inc.  
Guess? Inc.  
Gymboree

Hanna Andersson Corporation  
Harold's Stores Inc.  
Hilo Hattie the Store of Hawaii  
Hot Topic Inc.  
Jones Apparel Group  
Limited Brands  
Mothers Work Inc.  
Pacific Sunwear of California Inc.  
Payless Shoe Source  
S & K Famous Brands Inc.  
Shoe Carnival  
Stage Stores Inc.  
Stein Mart Inc.  
Syms Corp.  
Talbots Inc.  
The Buckle Inc.  
The Cato Corporation  
The Dress Barn Inc.  
The Finish Line  
The J. Jill Group Inc.  
The Men's Wearhouse Inc.  
The TJX Companies Inc.  
The Wet Seal Inc.  
Too Inc.  
United Retail Group Inc.  
Urban Outfitters Inc.  
Wilson's The Leather Experts Inc.



---

**SECTION ONE: COMPANY INFORMATION:**

PLEASE GIVE COMPLETE ADDRESS INFORMATION FOR YOUR RETAIL COMPANY. ALL ADDRESS INFORMATION MUST BE COMPLETED.

---

Retail Company Name

---

Street Address

---

City State Zip

---

Phone Fax

---

Your Name Your Title

---

Your Email Address Today's Date

*Fill out the survey as completely and accurately as possible. All information is strictly confidential. Only tabulated results will be released.*

**PLEASE FAX TO: (516)742-1905, OR MAIL TO DAVID MANSBACH  
HVS EXECUTIVE SEARCH, 372 WILLIS AVENUE, MINEOLA, NY  
11501.**



**SECTION ONE: COMPANY INFORMATION (CONTINUED)**

PLEASE RESPOND BY FILING IN OR CIRCLING THE APPROPRIATE RESPONSES FOR YOUR COMPANY.

- 1) How many retail units does your company have? \_\_\_\_\_
- 2) What is the company's annual gross revenue (\$)? \_\_\_\_\_
- 3) What segment of the industry does your company serve (please circle the letter next to the description)?
- A) Men's Specialty Stores – Companies specializing in the sale of men's and/or boy's clothing. (Example: Today's Man)
  - B) Women's Specialty Stores - Companies specializing in the sale of women's and/or children's clothing. (Example: Chico's FAS Inc.)
  - C) Family Specialty Stores – Companies selling both men's and women's clothing and possibly children's apparel. (Example: Gap, Inc.)
  - D) Children's Specialty Stores – Companies specializing in the sale of children's clothing (which may include maternity wear). (Example: Kid's 'R Us)
  - E) Sporting Goods Specialty Stores – Companies with at least 20% of their product sales in sporting goods. (Example: Gart Sports Company)
  - F) Other: \_\_\_\_\_



**SECTION TWO: SALARY INFORMATION**

PLEASE GIVE COMPLETE INFORMATION FOR EACH POSITION (IF TITLES WITHIN YOUR COMPANY ARE NOT EXACTLY THE SAME PLEASE MATCH UP APPROPRIATELY). WRITE "NA" IF THE POSITION DOES NOT APPLY TO YOUR COMPANY. PROVIDE AVERAGES FOR MULTIPLE INCUMBENTS.

Positions	Current Annualized Base Salary [\$]	Most Recent Annual Bonus [\$]?	Number Stock Options Granted in Last Fiscal Year [#]	Any Other Income [\$]*
Chairman/Chief Executive Officer				
President/Chief Operating Officer				
Chief Financial Officer				
VP Finance				
Corporate Controller				
Treasurer				
Chief Information Officer				
Chief Administration Officer				
VP Human Resources #1				
Director Human Resources #2				
Director Recruiting				
VP Operations #1				
Regional Director Store Operations #2				
Head of Store Operations #3				
VP Purchasing				
VP Store Planning, Design & Construction				
VP Logistics & Distribution				
VP Manufacturing				
VP Production				
VP Sourcing				
VP Marketing & Sales				
VP Real Estate				
VP Strategic Planning				
VP Loss Prevention				
VP Risk Management				
VP Security				
VP Product Development				
VP Merchandising				
General Merchandise Manager				
Divisional Merchandise Manager				
Buyer				

\* Value of "Any Other Income" includes 401K contributions, relocation compensation, etc., that has been paid to the executive during the last fiscal year.



**SECTION THREE: BENEFIT INFORMATION**

PLEASE INDICATE WHICH OF THE FOLLOWING BENEFITS ARE OFFERED BY YOUR COMPANY.

**Medical And Dental Plan Information**

1a) Do you offer a Medical plan to your corporate level employees? Yes ( ) No ( )

2a) What type of Medical Plan is offered to your corporate level employees?

*Check all that apply*

- (a) HMO ( )
- (b) PPO ( )
- (c) POS ( )
- (d) Other ( ) \_\_\_\_\_

3a) Do you offer Dental Insurance to your corporate level employees? Yes ( ) No ( )

4a) Is the Dental Insurance provided in conjunction with your Medical Plan? Yes ( ) No ( )

**Retirement Plan Benefit Information**

1b) Do you offer a 401k plan to your corporate level employees? Yes ( ) No ( )

*If Yes:*

2b) When is the corporate level employee eligible for the 401k Plan?

- (a) Immediately ( )
- (b) Less Than 6 Months ( )
- (c) 6 Months – 1 Year ( )
- (d) After 1 Year ( )

3b) Is there a vesting schedule for the 401k Plan? Yes ( ) No ( )

*If Yes:*

4b) Describe the vesting schedule?

---

5b) What is the matching contribution for each dollar a corporate level employee invests?

(\$) \_\_\_\_\_

6b) Up to what percentage of the corporate level employees contribution does your company match?

\_\_\_\_\_(%)



**Life Insurance Information**

- 1c) Do you provide Life Insurance for your corporate level employee? Yes ( ) No ( )  
If Yes:
- 2c) What is the maximum amount of coverage provided for the corporate level employee?  
(\$)\_\_\_\_\_
- 3c) Does the corporate level employee have the option to purchase Supplemental Life Insurance?  
Yes ( ) No ( )
- 4c) Is Dependent Life Insurance offered as an option for your corporate level employee?  
Yes ( ) No ( )

**Disability Insurance Information**

- 1d) Do you provide Short-Term Disability for your corporate level employee? Yes ( ) No ( )  
If Yes:
- 2d) What is the corporate level employees contribution to the cost of Short-Term Disability benefits per month? \_\_\_\_\_(%)
- 3d) Do you provide Long-Term Disability benefits for your corporate level employee?  
If Yes: Yes ( ) No ( )
- 4d) What is the corporate level employees contribution to the cost of long-term benefits per month?  
\_\_\_\_\_ (%)

**Other Benefit Information**

- 1e) Do you provide child care assistance to your corporate level employees? Yes ( ) No ( )
- 2e) Do you provide elder care assistance to your corporate level employees? Yes ( ) No ( )
- 3e) Do you have a tuition benefit program for your corporate level employees? Yes ( ) No ( )
- 4e) Do you provide legal services for your corporate level employees? Yes ( ) No ( )