



From: Guido

To: Gianni

Date: May 11, 2016

Re: Staffing requirements e-commerce operations in US market

Notes: The current list has to be considered partial, since it doesn't identify the fulfillment department as well as the sales assistance staff (online and toll-free). There are also several external functions tied to marketing and promotions, which will be identified and listed as part of the marketing program tied to the rollout and launch phases of the e-commerce venture. Please keep in mind that the proposed staffing list has to be considered a benchmark, we may need to redefine some of the roles as necessary for the plan to be viable from a financial standpoint.



Technical staff – Management positions

CMO/Marketing Director – Reports to CEO

Chief Marketing Officer (CMO) is responsible for overseeing the planning, development and execution of an organization's marketing and advertising initiatives. Reporting directly to the chief executive officer, the CMO's primary responsibility is to generate revenue by increasing sales through successful marketing for the entire organization, using market research, pricing, product marketing, marketing communications, advertising and public relations.

In many cases, the CMO role is expanded to include sales management, new business development, product development, distribution channel management and customer service. The CMO ensures the organization's message is distributed across channels and to targeted audiences in order to meet sales objectives. Today, this means seeking out new ways to deliver messaging, such as mobile platforms, video and social media.

Role and Responsibilities

- Directs overall marketing strategy.
- Grows market share by developing marketing plans and programs for each product; directing promotional support.
- Maintains relations with customers by organizing and developing specific customer- relations programs; determining company presence at conventions, annual meetings, trade associations, and seminars.
- Provides market forecasts and reports by directing market research collection, analysis, and interpretation of market data.
- Influences present and future products by determining and evaluating current and future market trends.
- Develops new uses for existing products by analyzing statistics regarding market development; acquiring and analyzing data; consulting with internal and external sources.
- Maintains research database by identifying and assembling marketing information.
- Provides marketing information by answering questions and requests.
- Achieves financial objectives by preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Completes marketing department operational requirements by scheduling and assigning employees; following up on work results.
- Maintains marketing staff by recruiting, selecting, orienting, and training employees.
- Maintains marketing staff job results by counseling and disciplining employees; planning, monitoring, and appraising job results.
- Develops marketing staff by providing information, educational opportunities, and experiential growth opportunities.
- Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.
- Contributes to team effort by accomplishing related results as needed.



eComm Director – *Reports to CMO*

The Director, eCommerce will be responsible for driving aggressive top and bottom line growth by developing the overarching eCommerce strategy and leading a cross-functional team to deliver results. Key interface between brands and other consumer direct roles.

Role and Responsibilities

- Serve as a liaison and primary point of contact within the eCommerce organization for cross functional partners acting as a project manager to evaluate, prioritize, develop, manage, implement and test eCommerce initiatives.
- Participate in the development and execution of strategic and tactical business plans with other members of the cross functional team supporting the eCommerce strategy.
- Manage the user experience of the website including site navigation, content development, checkout funnel and promotional campaigns.
- Develop and oversee the effective planning, QA and execution of content across the websites and online marketing campaigns to ensure efficiency, accuracy and timeliness of all web content publishing.
- Manage all aspects of web analytics related to eCommerce and communicate relevant information to team members, executive leadership and cross-functional partners.
- Partner with key cross-functional teams to ensure all relevant organizational goals and implications are factored into eCommerce projects.
- Build and direct a cohesive team of internal and external personnel to effectively develop eCommerce solutions.
- Proven leadership of large eCommerce projects.
- Experience with B2C or B2B eCommerce depending on your focus.
- Extensive knowledge of e-commerce technology and sophisticated analytics.
- Generate and implement new sales and marketing initiatives to increase eCommerce sales and profitability.
- Provide expertise on current eCommerce industry best practices. Consult on cross-functional projects to ensure eCommerce principles are incorporated.
- Identify new areas of eCommerce opportunity beyond current organizational thinking.
- Outstanding analytical skills, strong experience interpreting test results & drawing conclusions.
- Demonstrated strong business judgment and decision-making skills; ability to identify, prioritize, and articulate highest impact initiatives.

**Creative Director** – *Reports to CMO*

The Creative Director AVP Marketing is responsible for the production of sales, marketing and promotional materials by developing presentation approaches; directing layout, design, and copy writing; determining and monitoring production schedules while providing direction to staff. The Creative Director guides all projects and is responsible for the overall quality of work produced by the creative team.

Role and Responsibilities

- Brand message.
- Overall brand design and art direction.
- Digital advertising strategy.
- Copywriting.
- Site design and function.
- Email, rich media, and display design.
- Video creative.
- Content strategy.

SEO Director – *Reports to eComm*

The Director of SEO owns the strategy for organic growth, including technical optimizations, product initiatives, and content creation and optimization. He/she will partner with product, design, engineering, and marketing to develop strategic initiatives that build upon and accelerate our organic growth.

Role and Responsibilities

- Own growth across organic search channels.
- Provide technical leadership & guidance to ensure everything we build has solid SEO foundations.
- Develop creative strategies to improve the quality of our user generated content.
- Provide leadership across departments to promote a cohesive, winning content strategy.
- Lead and manage content creation to support our organic growth efforts.

IT Director – *Reports to eComm*

An IT director is responsible for the management, strategy and execution of IT infrastructure for an organization.

Role and Responsibilities

- Overseeing technical projects in alignment with organizational goals.
- Directing the effective delivery of networks, development, and disaster recovery systems and processes.
- Working with information engineers to find solutions to manage business activities.
- Supervising a team of workers, while working closely with management, external vendors and advisors.
- Preparing financial budgets and presenting proposals for capital projects to senior executives
- Researching and recommending new products.
- Identifying new market opportunities.
- Leading efforts to improve IT processes.



Technical staff – *Non-management positions*

Web Analyst – *Reports to eComm*

A web analyst should be able to analyze maintenance and web development costs. Responsibilities also include decision making based on staffing, purchasing of equipment and new technologies related to deployment of websites and web development. An analyst does research on latest software for analysis from different software vendors to know the best software available so that web-related tasks can be accomplished.

Role and Responsibilities

- Work with web development programmers closely.
- Exchange ideas with the web developer and web analyst regarding structure, design, deployment of websites and software tools.
- Responsible for statistics and data collection for a website which range from website visits to performance of web server.
- Generate and review the system reports which are software generated and also analyzing and measuring keyword density, link management and search engine optimization statistics.
- Provide reports on senior management efficiency so that strategic decisions can be made which concerns internet technology.

Front-end Developer – *Reports to IT*

A Front-End Web Developer combines the art of design with the art of programming. Responsibilities will include translation of the UI/UX design wireframes to actual code that will produce visual elements of the application. You will work with the UI/UX designer and bridge the gap between graphical design and technical implementation, taking an active role on both sides and defining how the application looks as well as how it works.

- Develop new user-facing features.
- Build reusable code and libraries for future use.
- Ensure the technical feasibility of UI/UX designs.
- Optimize application for maximum speed and scalability.
- Assure that all user input is validated before submitting to back-end.
- Collaborate with other team members and stakeholders.

SEO specialist – *Reports to eComm*

Responsible for improving a company's organic search results. Creates and launches SEO campaigns, identifies areas of improvement, runs PPC campaigns, and attempts to improve the clients' sites' rankings in major search engines.

Role and Responsibilities

- Review and analyze client sites for areas that need to improved, deleted, or revised.
- Prepare detailed strategy reports.
- Identify the least expensive but most powerful and profitable keywords for client sites.
- Run pay-per-click campaigns.



- Improve a company's organic search results.
- Write effective headlines, body copy, and websites.
- Ensure websites are filled with optimal keywords.
- Place keywords appropriately in copy to gain most search engine traffic.
- Write effective call-to-action statements.
- Write original, powerful SEO content for blogs and websites.
- Implement off-page SEO content strategies such as coding.
- Effectively use header tags.
- Keep abreast of white hat and black hat tactics so as not to violate search engine guidelines.
- Strategize ways to improve and track site performance.
- Compile and present SEO performance reports.
- Adjust PPC campaigns as needed.
- Consult with independent web designers to improve the navigation of a site to enhance its search engine ranking.
- Utilize basic programming and web design skills to enhance SEO.
- Create advanced SEO strategies.
- Evaluate product offering, traffic, landing page quality, content, design, security, payment options, shipping options, demographics of prospective customers when determining keywords and campaigns.

Back-end developer/data architect – *Reports to IT*

A Back-end Web Developer responsible for managing the interchange of data between the server and the users. Your primary focus will be development of all server-side logic, definition and maintenance of the central database, and ensuring high performance and responsiveness to requests from the front-end. You will also be responsible for integrating the front-end elements built by your coworkers into the application. A basic understanding of front-end technologies is therefore necessary as well.

Role and Responsibilities

- Integration of user-facing elements developed by a front-end developers with server side logic
- Building reusable code and libraries for future use
- Optimization of the application for maximum speed and scalability
- Implementation of security and data protection
- Design and implementation of data storage solutions

Creative staff – *Non-management positions*

Graphic Designer (1-2 people) – *Reports to Creative Director*

Copywriter (1-2 people) – *Reports to Creative Director*