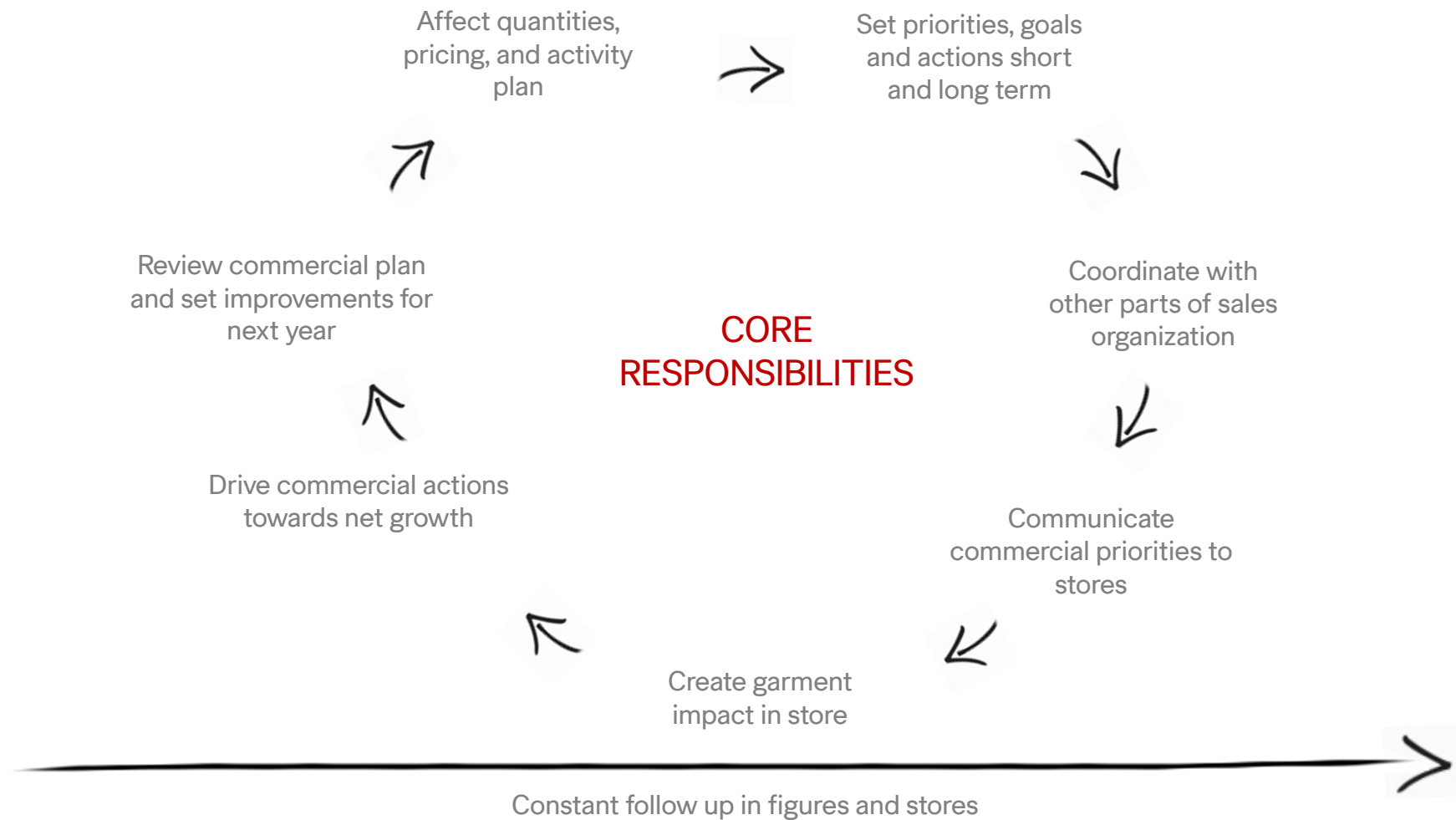


ROLE DESCRIPTION:
% MARKET
MERCHANDISE MANAGER



MERCHANDISING:
CREATE BEST PROFITABLE CUSTOMER OFFER
ON YOUR CONCEPT FOR EACH LOCATION



ROLE DESCRIPTION:



% MARKET

MERCHANDISE MANAGER

WHAT YOU DO



HOW YOU DO IT

Be the **expert of your market** and drive profitable net growth through setting and following up a **commercial plan** for your concept.

Plan and follow up **concept strategies** on a country level.

Guarantee the **commercial impact** of key products by setting the right buying levels and quantities in store.

Plan your selling, **influence buying levels** on your concept and create **reduction strategies** which secure profitability and optimal composition of your stock.

By keeping a close **communication** with all parts of the organization which influence your concept selling. Plan ahead and drive towards your goals for your concept.

By having a good **balance** between analysis and reality in stores.

No matter what your role may be at H&M- WHAT you do is as important as HOW you do it.

The **WHAT** in this role description is about your responsibilities, while the **HOW** is about living our values and using your competences to carry them out.



ROLE DESCRIPTION:

% MARKET

MERCHANDISE MANAGER



WHAT YOU DO

Your responsibilities

<p>Drive your concept</p> <p><i>Be the expert of your market and drive net growth through your concept.</i></p> <p><i>Plan and follow up concept strategies on a country level.</i></p>	<ul style="list-style-type: none"> ● Set quantified goals on your concepts together with the Head of Merchandising/Supply Chain Merchandiser based on last year performance, current selling and assortment/ global belief. ● Adapt the global commercial believes to local needs throughout the commercial planning on concept level. ● Optimize net selling on your concept through setting clear commercial focuses. ● Maximize the selling potential of your concept by securing the right space management according to the current stock situation and sales drivers. ● Constant & structured sales follow-up of your concepts in your country. ● Be close to the market: <ul style="list-style-type: none"> -supply your market organization with commercial focuses in order to set the right priorities to drive your concept both short and long term -be out in stores 2 days a week on average to follow up and coach stores together with Area Teams on commercial focuses. ● Act on the sales opportunities/threats together with your country sales team. ● Review your commercial plan periodically and set quantified improvements for next year.
<p>Optimize your stock</p> <p><i>Guarantee the commercial impact of key products by setting the right buying levels and quantities in store.</i></p> <p><i>Create reduction strategies which secure profitability and optimal composition of your stock.</i></p>	<ul style="list-style-type: none"> ● Set the allocation strategy on store segments for your concept and update it in correspondence to selling and stock. ● Influence Area Controllers to ensure an optimal balance between selling and stock levels on all store segments. ● Secure impact in stores by matching the store stock levels with the local sales drivers and key products. ● Follow up size availability in store and give feedback on supply chain setup. ● Optimize stock balance between new and previous seasons with allocation. ● Act with replenishment when demand exceeds supply or vice versa. ● Responsible for reduction cost of your concept. Optimize the potential of reductions through sale, activities and price adjustments.
<p>Create the best customer offer</p> <p><i>Plan your selling and influence buying levels on your concept.</i></p>	<ul style="list-style-type: none"> ● Run a concept strategy to drive sales net growth that is aligned with your quantified goals. ● Know your market: retail situation, fashion level, competitors. ● Know your customer: expectations and the price they are willing to pay for each key product at any given time. ● Influence prices and quantities together with your Supply Chain Merchandiser. ● Attend kick-off meetings at Buying Office to obtain information and news about the concept to be shared with the local organization.

Your **WHAT** combined with your **HOW** = Your contribution to H&M's business success!



ROLE DESCRIPTION:



HOW YOU DO IT

% MARKET

MERCHANDISE MANAGER

<p>Our Values</p> <p><i>The spirit that defines our culture and reflects the heart and soul of H&M</i></p>	<p>Core Competences</p> <p><i>Our values described as behaviours – Merchandise Manager Profile</i></p>	<p>Leadership Competences</p> <p><i>Competences that contribute to successful leadership at Level: Leading people</i></p>
<ul style="list-style-type: none"> ● We believe in people ● We are one team ● Constant improvement ● Straight forward and open minded ● Entrepreneurial spirit ● Keep it simple ● Cost conscious <p>In everything we do, sustainability is a natural part</p>	<p>RESULT DRIVEN</p> <ul style="list-style-type: none"> ● Enjoys fast pace of work ● Is ambitious, driven to reach own and common goals ● Initiates action, finds creative solutions ● Seeks business opportunities ● Motivated by results ● Wants to develop in both work and personal aspects ● Is able to work independently <p>BUSINESS MINDED</p> <ul style="list-style-type: none"> ● Strong analytical ability ● Able to connect figures to product and store ● Decision taker ● Can think strategically, short and long term ● Customer minded ● Genuine interest in retail <p>TEAM PLAYER</p> <ul style="list-style-type: none"> ● Has a positive attitude ● Likes to share knowledge ● Able to create buy- in from others ● Can explain their vision ● Humble, willing to learn ● Enjoys working in a team, adapts quickly ● Flexible, able to take feedback 	<p>TEAM</p> <ul style="list-style-type: none"> ● Developing teamwork ● Building trust and integrity <p>PLAN</p> <ul style="list-style-type: none"> ● Prioritizing ● Planning and organizing ● Improving efficiency ● Reflecting <p>INSPIRE</p> <ul style="list-style-type: none"> ● Inspiring communication ● Leading engagement ● Finding new ways ● Being open minded <p>DELEGATE</p> <ul style="list-style-type: none"> ● Delegating and Follow up ● Developing others ● Give Feedback <p>MOTIVATE</p> <ul style="list-style-type: none"> ● Developing oneself ● Taking decisions ● Motivating others

OUR VALUES are the starting point for how we act. They form a red thread throughout the competences needed in your role.



ROLE DESCRIPTION:  **CONTRIBUTION** MATRIX

WHAT YOU DO & **HOW** YOU DO IT

Exceptional	Always delivers beyond expectations (+++)	Is a true role model that engages others in our Values (+++)
High	Delivers on expectations and sometimes goes beyond (++)	Acts in line with our Values (++)
In progress	Most often delivers on expectations (+)	Most often acts in line with our Values (+)
Under	Rarely delivers on expectations (-)	Does not act in line with our Values (-)

*The Contribution Matrix is used in the annual Dialogue to support your development. We always assess both dimensions of performance: **WHAT** you do is as important as **HOW** you do it!*