



CHINA MARKET RECRUITMENT INSIGHT 2011

China Market – Employer's Perspective

- There is lots of activity in the Chinese recruitment market at the moment - a stark contrast in comparison with what we have witnessed a year ago.
- Since the beginning of 2011, an increasing number of companies have become more aggressive in their hiring strategies. A majority of multinational corporations across the globe (spanning various industries and diverse roles) have also started shifting their focus to China to take advantage of its growth potential.
- The recruitment market will continue to improve and pick up on hiring activity due to huge consumption needs as well as government purchasing in the huge and diverse Chinese market. Industries such as commodities, retail, consumer, luxury, infrastructure as well as banking and financial services are likely to increase their hiring activity.
- While this increased hiring activity will mean more job opportunities for candidates, it will also result in an intensified competition for talent as companies fight to attract their best employees.

China Market – Employee's Perspective

- Good candidates are never lacking for opportunities.
- The number one reason why employees leave their current employer is basically because they do not like their boss. Plain and simple: Your line managers have to take ownership for high turnover and recruitment.
- For candidates who make over 1m RMB, money is not the main consideration. It is more driven by company culture and work-life balance. This is becoming more and more important.
- Money is an issue for candidates who make under 700-800k RMB. They generally expect a 20-30% salary increase – easily.
- Generally employees want: 1) a good work environment; 2) a good boss, and; 3) challenges to develop and learn – that is it.
- Employees are getting more sophisticated and assessing companies on cultural fit and work-life balance. We are seeing a new generation of 35-40 year old professional females who are trying to balance having a child and working. Many are taking time off, and then returning to the workplace. But, money is not their motivation.



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Key Factors for Effective Recruitment

General Comments:

- **Move quickly** – once you find the “talent” – swoop quickly. Shopping around will lead to frustration. Plus, you lose momentum with contacted candidates. We often find ourselves re-pitching to candidates who we pitched to two months ago – in order to get their interest level up.
- You have to “**sell**” everyone who comes though to meet YOUR COMPANY. This is great for viral marketing – even if they don’t get the job. I am not sure if you do a good job at this or not. Every client must present a clear value proposition why they should join YOUR COMPANY.
- Treat the **candidate experience as a customer relationship**.
- The **hiring manager has to take just as much responsibility** for hiring the new recruit as HR. HR is the service provider, but the hiring manager must be very involved in the process.
- While I understand the need for requisition driven recruitment, you have to treat recruitment as part of your “**talent supply chain management**” – and basically recruit ALL THE TIME. Is this the case? Do your partners get rewarded for this? Does it even occur?

Questions for Reflection:

- Are your leaders inspirational and driving recruitment in tandem with you?
- Are your job specifications, line manager expectations, and budgeted salary aligned? The market is dynamic and changes fast.
- Can you show a potential hi-pot hire a clear career path during the final stages of the interview? Many clients do this.
- How active are you in employee branding and marketing?
- Do you have referral programs? If so, how well managed are they? How have you measured their success?
- Are you working with the correct service providers at each level of your recruitment needs?
- Do you have a talent community development program?
 - Networks
 - Alumni Groups
 - Associations

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Jeff is the Founder and Managing Partner of Hunt Partners Hong Kong & Shanghai offices. He has been working in the search industry since 1999, and living in Asia for the past 20 plus years.

Jeff worked in the electronics, manufacturing and telecommunications sector for over 13 years both in Taiwan and China. He held various positions from product management, sales, marketing, HR to General Management. In 1999 Jeff joined Templar Executive Search (part of the Adecco Group) as their Managing Director for China, based in Beijing. There he built up a successful practice managing both the Beijing and Guangzhou operations as well as sitting on the board of the joint venture. In 2000 Jeff was recruited by AT Kearney Executive Search to join their Asia Pacific technology team in Hong Kong. In 2002 Jeff started Hunt Partners Hong Kong and has been a key leader within this organization. Jeff's key focus segments are:

Technology, Manufacturing, Industrial, Supply Chain/Logistics, CSR and FMCG. He has assisted over 80 different companies in recruiting their senior and C level staff here in Asia Pacific. He has experience in executing over 250 searches in China and Asia Pacific. While primarily focused in Greater China, Jeff has done extensive search work in South East Asia as well. He has a stellar reputation and is often invited to speak about the Executive Search industry in Asia, as well as on talent assessment and development.

Jeff attended Gordon College in Wenham Massachusetts, majoring in Political Science and Economics. In May 2000 he graduated from City University in Seattle with a Masters in Business Administration. Jeff speaks and reads fluent Mandarin Chinese. He currently lives in Hong Kong and Shanghai.

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