



Hong Kong

Areas of growth remain within the Hong Kong market, including retail operations, strategic marketing and media technology. This has been driven primarily by global organisations seeking growth in China, new forms of advertising and companies improving their online presence. Where the need for such skills has been compelling, candidates in the right place, with the right skill sets have been able to command considerable salary increases.

Senior executives in the luxury retail market, business development directors with professional services experience and online marketers are now demanding higher salaries. In addition, trilingual skills, regional exposure and experience within MNCs are becoming increasingly important to potential employers.

Salaries remain relatively flat except for those select positions in high demand noted above. Organisations are now developing salary packages that are focused on delivering results and bonuses are paid accordingly. Salary increases in excess of 20% are becoming rare.

Clients have become aware of the need to develop more effective training and development plans for their staff, and in line with this there has been a significant focus on retaining senior management. Consequently when firms do go to market the recruitment process is extremely vigorous and focused on securing absolutely the right candidate.

Candidates should develop clear and concise resumes focused on key achievements, ensuring that all relevant MNCs are highlighted. Regional experience is also vital, so should be emphasised where possible.

Singapore

Whilst, in the first half of 2008, Sales & Marketing professionals enjoyed a buoyant market, in the second half, they experienced a moderate slowdown in line with general economic conditions across the full range of appointments.

Sales professionals with strong tenure in their markets and a proven network remain in demand across most sectors. In particular, the IT and Telecommunications (IT&T) sector is set for steady growth into 2009. Marketing candidates with specific experience in product development and marketing communications are also sought after.

Candidates can expect modest salary increases into 2009 both in terms of base and bonus, however there will be a greater emphasis on performance-based pay rather than significant base salary increases. Financial services salaries are expected to be flat or a 5-10% increase on total package at best, whilst the FMCG and IT&T sectors are expecting 10-15%.

Employers will continue to focus on the retention of key staff members – particularly those in frontline business development roles. Initiatives such as retention bonuses, accelerated career development plans and comprehensive training programs are becoming increasingly popular amongst employers.

The coming year will not reach the highs of the previous two years in terms of the volume of hiring. There remains, understandably, a constant demand for experienced, highly specialist sales staff who can assist in securing greater revenue.

Japan

In 2007 and early 2008, employers were aggressively hiring, however through the year we have seen a gradual decline in demand. Nevertheless, small to mid-sized companies have continued to hire and, indeed, some of the best opportunities are now with these companies. Enterprise software is the hardest hit, followed by hardware, both of which remain sparse of opportunities. Consumer based clients and those with activities online have remained relatively busy by comparison. There has been an increase in available candidates across the board.

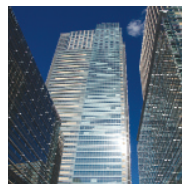
In essence, those with solid experience will always attract some demand, so people with tenure and fewer job changes will be more likely to find success. Service sales and inside sales roles remain in demand.

In the marketing sector, roles for specialists with strong bilingual communication skills are prevalent, as are product marketing positions in both IT and consumer companies.

In 2007 it was common to see average pay increases of 20-50%. In the first half of 2008 the size of the offers started to fall closer to 10%. Since midyear 2008, pay increases of just 0-5% have been the norm as the number of candidates in the market increases and clients reduce costs.

Many larger companies are looking to reduce the number of recruiters and focus on larger, established vendors/specialist recruiters for specific positions. Clients are talking to candidates on improvements to work-life balance, environment, career development, and other benefits, to offset the lack of any pay increase.

Candidates should prepare for their job search by studying the company. Candidates should ensure they are dressed professionally, and that they arrive on time to any interviews. They should also prepare themselves for a slower hiring process with more interviews and a longer wait in between, as clients become more cautious. So whilst patience is critical in the recruitment process so is the need to move quickly when an offer is received, and make the decision promptly.



Sales & Marketing	Account Director	Group Account Director	Account Manager	Advertising Account Manager	Product / Brand Manager
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
Hong Kong	360 - 540k	480 - 720k	240 - 360k	300 - 480k	300 - 480k
Singapore	100 - 180k	190 - 300k	60 - 90k	55 - 90k	80 - 160k
China	300 - 450k	400 - 600k	200 - 300k	250 - 550k	250 - 550k
Japan	N/A	N/A	7 - 10m	6 - 15m	7 - 9m
Sales & Marketing	Business Development Manager	Channel Manager	Customer Service Manager	Direct Marketing Manager	Market Communications Manager
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
Hong Kong	480 - 720k	480 - 600k	360 - 480k	420 - 540k	540 - 780k
Singapore	60 - 110k	90 - 140k	80 - 150k	70 - 120k	100 - 180k
China	400 - 600k	400 - 500k	300 - 550k	350 - 450k	450 - 650k
Japan	7 - 16m	N/A	N/A	7 - 10m	8 - 12m
Sales & Marketing	Marketing Director	Marketing Executive	Merchandising Manager	Sales Manager	National Sales Director
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
Hong Kong	720 - 960k	300 - 480k	480 - 720k	480 - 720k	1.2 - 1.8m
Singapore	170 - 250k	40 - 60k	90 - 145k	90 - 180k	200 - 350k
China	600 - 800k	250 - 400k	400 - 600k	400 - 600k	1 - 1.5m
Japan	10 - 18m	N/a	6 - 8m	9 - 15m	14 - 20m
Sales & Marketing	Country Manager	PR Manager	Visual Merchandising Manager	Service Delivery Manager	Sales Operations Manager
	Typical Salary	Typical Salary	Typical Salary	Typical Salary	Typical Salary
Hong Kong	960k - 1.2m	540 - 720k	300 - 360k	360 - 480k	420 - 540k
Singapore	300 - 450k	80 - 130k	90 - 150k	160 - 300k	160 - 250k
China	800k - 1m	450 - 600k	250 - 300k	300 - 400k	350 - 450k
Japan	15 - 40m	8 - 12m	5 - 10m	7 - 10m	7 - 10m

□ All salaries are annual and in local currencies

□ Salaries are representative of the total package value, although exclude any annual bonus