

**SALES & MARKETING**  
HONG KONG AND CHINA

# ***SALARY SURVEY*** 07/08

**Michael Page**  
INTERNATIONAL

## WELCOME

Welcome to the Michael Page Sales & Marketing Salary Survey for 2007/2008.

The survey provides employers and candidates with useful insights into employment conditions, business confidence levels and recruitment trends in Hong Kong and China.

Our commentary is based on both quantitative and qualitative research across our key industry groups:

- Financial & Professional Services
- IT & Telecommunications
- Media & Entertainment
- Consumer Goods
- Manufacturing & Industrial

We wish to thank everyone who contributed to this year's survey and trust you find it helpful and informative. We welcome your feedback and encourage you to contact us for further information or specific market advice.

### Anthony Thompson

Managing Director  
Hong Kong & Southern China  
e [anthonythompson@michaelpage.com.hk](mailto:anthonythompson@michaelpage.com.hk)

## INTRODUCTION

Business confidence levels are high and we are seeing widespread investment in sales and marketing capabilities as a platform for growth. Demand for good candidates far outweighs supply and this will have a marked impact on salary growth in the coming year.

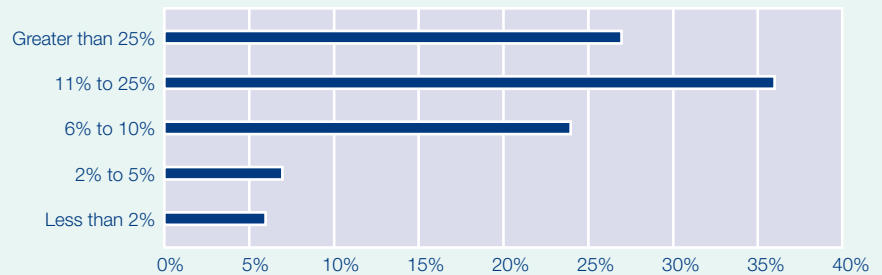
There is a trend in global companies setting up regional offices in Hong Kong to take advantage of Chinese economic growth. This is directly leading to demand for sales and marketing professionals to generate revenue and increase brand awareness. Similarly, the increasing number of companies establishing or expanding operations in China is driving demand for candidates.

Candidates with regional experience and Chinese language skills are highly sought after due to companies increasing their presence in China. We are seeing strong growth in demand for executive level positions as companies look for candidates to lead new teams and drive business expansion. The number of revenue generating roles in areas such as business development and sales has also increased.

Due to the domestic skills shortage, many companies are relaxing their recruitment criteria and looking overseas to secure talent. Market conditions are favouring candidates and employers all need to act quickly to secure talent ahead of their competitors. We advise employers to develop structured retention strategies and career management programs to retain top talent in this competitive employment market.

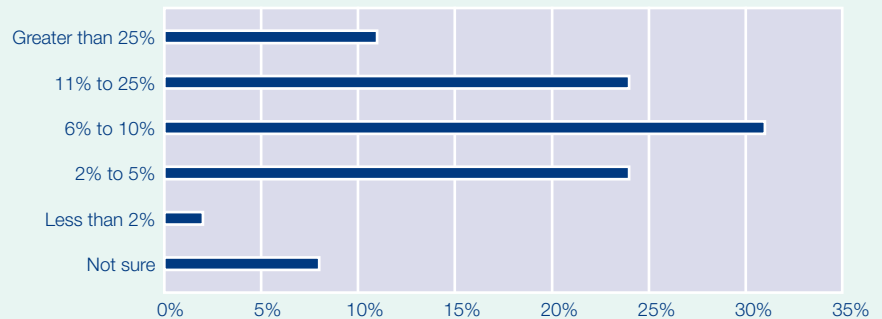
### PERCENTAGE OF SALARY GIVEN FOR MOST RECENT BONUS

Three-quarters of respondents had a bonus component as part of their salary package. When asked about their last bonus payment, 27% reported a payment greater than 25% of their base salary.



### WHAT PERCENTAGE INCREASE WOULD YOU EXPECT WITH YOUR NEXT SALARY REVIEW?

The majority of respondents were optimistic in terms of salary expectations, with almost one-quarter expecting a rise of between 11% and 25%.



# NATIONAL EMPLOYMENT SURVEY

The National Employment Survey is conducted on an annual basis and measures employment conditions, business confidence levels and recruitment trends. The survey for 2007 was completed by 1454 employees and 503 employers from a variety of professional sectors in Hong Kong and China.

A selection of key findings is listed throughout this publication. The survey results, which form the quantitative component of the broader research project, are supplemented with qualitative insight derived from our extensive involvement with white collar employers and job seekers across Hong Kong and China.

## KEY FINDINGS FROM THIS STUDY:

### Employer Trends

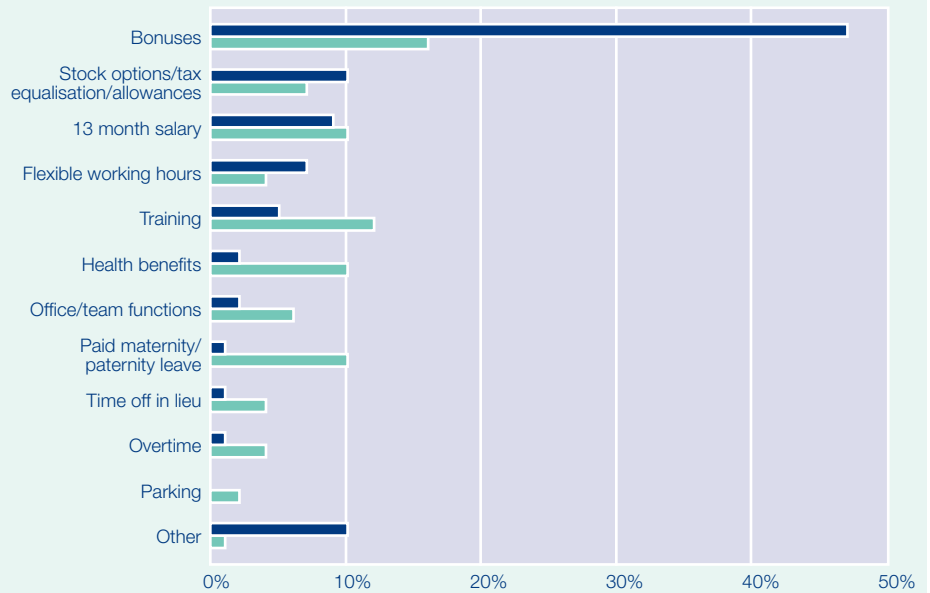
- 98% of employers surveyed predicted their staff numbers would remain constant or increase in the next 12 months, an increase of 40% from our last survey.
- At 32% and 25% respectively, organic growth and new projects were listed as the main areas of focus for employers in the year ahead.
- Over the past 12 months, 65% of companies experienced difficulty in retaining staff.
- 84% of companies see staff retention as another important focus for the next 12 months.
- When asked which retention strategies employers would consider over the next year, career promotion, training and development and bonus schemes were the three most common responses.

### Employee Trends

- 47% of respondents cited career advancement as the primary motivator for their last job change. Only 7% nominated more money as the main reason.
- 76% of respondents rated their company's training and career development opportunities as average or below average.
- Half of the respondents surveyed have worked overseas and of those 76% would consider doing it again.
- When asked what their salary expectations were for the year ahead, one third of the respondents expected a salary increase greater than 11%.
- Close to half of the respondents surveyed expect a bonus of 11% to 25% of their salary, with one third of respondents seeking a minimum of 25%.

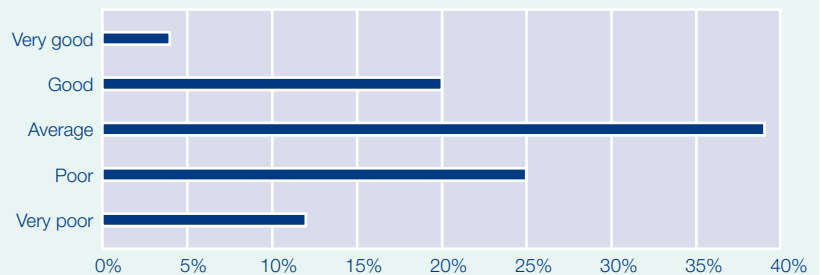
## ACTUAL INCENTIVES VS PREFERRED INCENTIVES

The survey showed there was disparity between the incentives employees wanted and those their employers were providing. Bonuses and stock options/tax equalisation/allowances were the most preferred incentives by employees.



## HOW WOULD YOU RATE YOUR COMPANY'S TRAINING AND CAREER DEVELOPMENT OPPORTUNITIES?

76% of respondents rated their company's training and career development opportunities as average or below average.



## FINANCIAL & PROFESSIONAL SERVICES

### HONG KONG MARKET REVIEW

There has been an increase in the recruitment of sales and marketing professionals over the past 12 months due to high levels of business confidence, the regional expansion of various companies and the strong global stock market. Competition for talent is intense and the domestic skills shortage is driving salaries upwards and putting pressure on employers to source candidates from overseas markets.

There is a trend for multinational companies to set up regional sales and marketing operations in Hong Kong. This is to capitalise on China's buoyant economy, which is a key driver of growth in sales and marketing positions in this sector. However, there is a shortage of local candidates to fill positions so employers are increasingly looking overseas to secure talent. Hong Kong is an attractive career destination for international candidates with its large number of multinational companies, low tax rates and regional business exposure.

The candidate shortage is leading to increased remuneration packages. As a result, companies need to ensure they can offer or exceed the market rate to secure top talent. Sign-on bonuses and share options are popular incentives being offered by employers to attract talent. In terms of retention, employers need to focus on career growth and professional development. We advise employers to take the time to develop a structured career path so that employees can see a long-term future with the company.

Marketing professionals with regional experience, customer relationship management (CRM) skills and branding expertise are in high demand as more companies expand across Asia and invest heavily in marketing their products to new regions. On the sales side, team management and interpersonal skills are highly sought after as companies seek to develop more sophisticated sales techniques. Chinese language skills are becoming increasingly important across both sales and marketing functions as more and more companies attempt to penetrate the mainland China market.

### EMPLOYMENT FORECAST

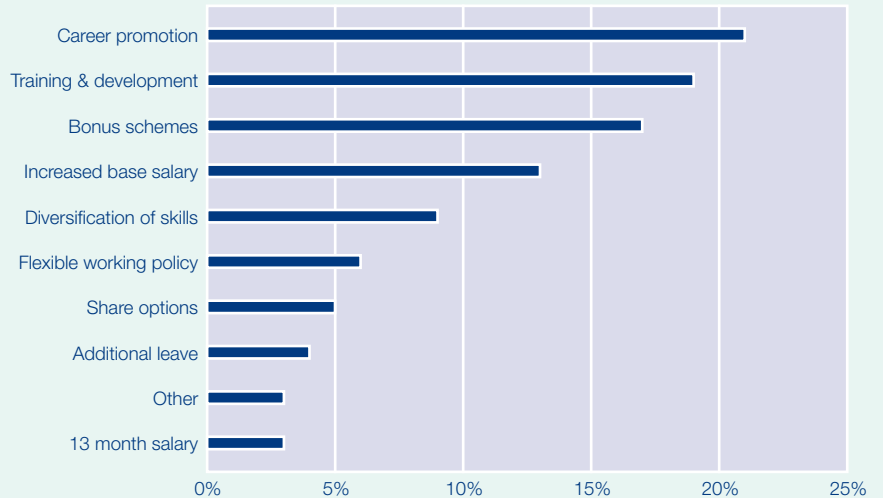
We expect recruitment activity in the financial and professional services sectors to continue to increase over the next 12 months. We predict salary increases of 15% to 20% across the board with 20% to 35% for hard to find skill sets.

### TOP FIVE ROLES IN DEMAND

- Sales Manager
- Marketing Manager
- Regional Marketing Director
- Events Manager
- Business Development Manager

### WHICH RETENTION STRATEGIES DO YOU THINK YOUR COMPANY WILL CONSIDER OVER THE NEXT 12 MONTHS?

84% of companies see staff retention as an important focus for the year ahead. When asked which retention strategies they would consider over the next 12 months, career promotion and training & development were the most common responses.



## IT & TELECOMMUNICATIONS

### HONG KONG MARKET REVIEW

Hong Kong's profile as a regional hub for IT&T operations, the strong global economy and continued investment in the sector are driving demand for sales and marketing professionals.

There is a significant requirement for candidates with IT&T industry experience, with a particular focus on revenue generating roles to support business expansion and the introduction of new products and services.

Global economic growth and the buoyant Asian market are creating demand for improved IT&T infrastructure and technologies. As Hong Kong is a regional centre for IT&T operations, there has been a pronounced increase in investment and demand for industry related skills. At the same time, many multinationals are establishing operations or strengthening their existing presence in Hong Kong to tap into the booming China market. This is placing additional pressure on the IT and telecommunications industry to meet growing demand.

Market conditions are favouring candidates and employers will need to act quickly to secure talent ahead of competitors. A key challenge for employers is attracting and retaining high quality candidates in a tight labour market. In terms of attraction, companies need to be flexible and offer attractive salaries and genuine career prospects.

From a candidate perspective, it is an ideal time for career advancement and gaining exposure to regional markets. There is significant demand for professionals with business development, sales and technical skills to support business growth. Product managers are also highly sought after to drive the marketing of new products. Technical knowledge is also highly desirable and there is a strong focus on regional experience and an appreciation of regulatory and cultural issues.

### EMPLOYMENT FORECAST

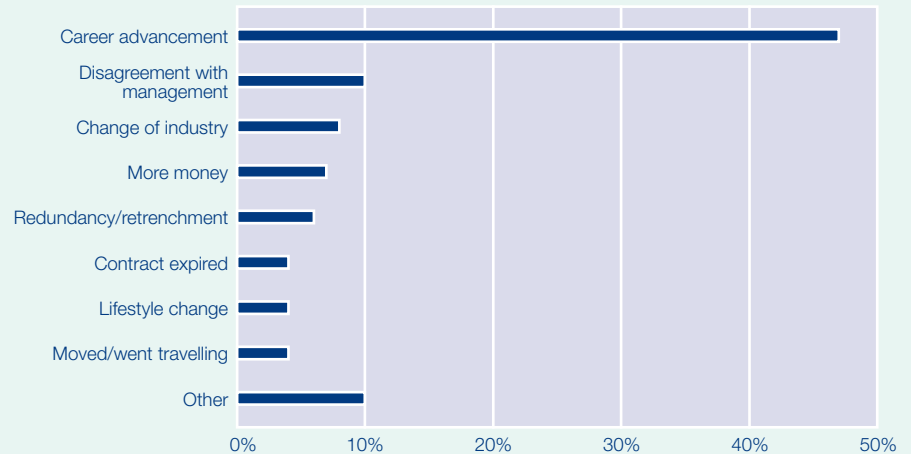
Positive economic growth and rising levels of business confidence will continue to strengthen jobs growth in this sector. We anticipate salary increases of 10% to 20% across the board and from 20% to 30% for hard to find skill sets. Bonuses will become more important as a retention strategy with many companies already offering attractive sign-on bonuses and guaranteed performance bonuses.

### TOP FIVE ROLES IN DEMAND

- Account Manager
- Channel Sales Manager
- Product Manager
- Marketing Communications Manager
- Sales Director

### WHAT WAS THE MAIN REASON FOR YOUR LAST JOB CHANGE?

Almost half of respondents cited career advancement as the primary motivation for their last job change.



## **MEDIA & ENTERTAINMENT**

### **HONG KONG MARKET REVIEW**

Media and entertainment is a popular industry in which to work and business expansion and competition for market share are driving demand for quality sales and marketing professionals, particularly in China. There is increased demand for account managers and directors within advertising and PR agencies to service core clients both in Hong Kong and across the region.

Companies that have a presence in China or are expanding to the region are looking for high quality professionals, ideally with Chinese language skills. Well presented candidates with strong interpersonal skills and relevant industry experience are finding that they have multiple

opportunities to consider in the current market. Strong candidates are snapped up quickly and have increased bargaining power.

Candidates with brand experience are highly sought after as many companies have ambitious growth plans across the region. There is also demand for candidates with digital sales and marketing experience. The increasing number of mergers and acquisitions has also created additional demand for finance PR specialists.

On the sales side, business development managers and advertising sales managers are needed by many companies to generate revenue and support business growth. Due to the shortage of quality candidates, employers are increasingly offering sign-on bonuses, particularly for senior positions.

### **EMPLOYMENT FORECAST**

We anticipate average salary increases of 10% to 15% over the coming year, although candidates with specialist skills will be in a strong position to negotiate a 20% to 30% salary increase. However, we encourage candidates to take a longer term view of career progression within this dynamic industry as opposed to short-term financial benefit.

#### **TOP FIVE ROLES IN DEMAND**

- Advertising Sales Manager
- Marketing Manager
- Agency Account Director
- Head of Marketing
- Business Development Manager

## **CONSUMER GOODS**

### **HONG KONG MARKET REVIEW**

Recruitment activity in the consumer goods sector is strong as local businesses and multinationals open new retail outlets in the region to capitalise on positive consumer sentiment. Confidence in the economy and stock market is driving increased consumer spending by local residents and tourists on luxury products and high end brands. This is leading to an increasing number of sales, marketing and public relations roles in both Hong Kong and China.

Large FMCG brands continue to pour resources into China and expand staff numbers. However, increased competition and decreasing margins over the past year have driven candidates to seek employment opportunities in other industries, where their skills are highly regarded. At the entry and junior level, FMCG companies are also finding

it difficult to attract young talent as the booming banking and finance sector has greater appeal to new graduates.

There has been strong employment growth in the retail industry as companies aggressively expand into China. The growth of Macau as an international tourist destination has led to many luxury brands opening new retail stores. As a consequence, sales and marketing professionals are in high demand, particularly those with exposure to high end brands.

There is a high rate of staff turnover in the consumer goods sector making it difficult for employers to retain talent. We recommend companies review candidate salaries on a regular basis to ensure they are paying market rate or above. It is also important for employers to provide clear career paths and promotion opportunities to retain staff.

### **EMPLOYMENT FORECAST**

We expect recruitment activity in the sector to increase over the next 12 months in line with increased consumer spending and business expansion. Retail will be a high growth area as more companies open new stores in China and increase headcount. In terms of remuneration, we anticipate a salary increase of 10% to 15% across the board for candidates changing jobs.

#### **TOP FIVE ROLES IN DEMAND**

- Trade Marketing Manager
- Brand Marketing Manager
- Key Account Manager
- Regional Marketing Manager
- Sales Manager

## **MANUFACTURING & INDUSTRIAL**

### **HONG KONG MARKET REVIEW**

The manufacturing and industrial sector is performing strongly because of positive economic conditions and high levels of business confidence. Companies from the US, Europe and Hong Kong are expanding manufacturing operations in China. As a result, employers are hiring sales and marketing professionals to aggressively market consumer and B2B products.

As multinationals establish or grow their presence in China, there is pressure on the associated industries servicing these companies to also move their operations. Foreign owned companies who have relied on distribution partners to sell their products in the Asia Pacific region in the past are now recruiting their own sales and marketing professionals to be based in the region.

Many sales and marketing positions in the sector require regional or international travel. Key challenges for employers are to find candidates both willing to travel and with the appropriate industry experience. To address this situation, employers need to be more flexible and consider candidates with transferable skills from other industries.

Market conditions continue to strongly favour candidates. Business development and sales managers are highly sought after as companies invest heavily in business growth and expansion. Marketing managers are also in demand to build brand awareness and establish market presence for new products. Companies are particularly looking for sales and marketing professionals with regional experience and Chinese language skills.

### **EMPLOYMENT FORECAST**

Our prediction is for continued growth in both jobs and salary levels. Given the ongoing skills shortages and strong competition for candidates, we anticipate increases of 10% to 15%.

#### **TOP FIVE ROLES IN DEMAND**

- Sales Director
- Sales Manager
- Sales Engineer
- Marketing Manager
- Business Development Manager

## **SALES & MARKETING**

### **CHINA MARKET REVIEW**

The employment market for sales and marketing professionals in China is very positive due to the strong regional economy. There is a shortage of skilled professionals and employers are finding it increasingly challenging to recruit candidates with the required industry and regional experience.

There is intense competition for talent and employers need to move quickly to secure candidates in the current market. To increase their talent pool many companies are willing to consider candidates who have potential but may not have an exact match in terms of industry experience. We also encourage employers looking for highly sought after skill sets to utilise online and print mediums and consider sourcing candidates from regional or international locations.

High calibre candidates have multiple job opportunities in the current market. There is high demand for sales directors, sales managers and business development managers to help drive business growth. Marketing and communications managers are keenly sought after to promote new products and services to consumers. Candidates with Chinese language skills and regional experience have a competitive advantage.

### **EMPLOYMENT FORECAST**

We predict strong demand for sales and marketing candidates over the coming year, although attraction and retention of talent in such a buoyant employment market will be a challenge for employers. Average salary increases are likely to be 15%, although top candidates with highly sought after skills, such as regional experience and Chinese language skills, will be in a stronger bargaining position and can expect salary increases of up to 25%.

#### **TOP FIVE ROLES IN DEMAND**

- Sales Director
- Sales Manager
- Business Development Manager
- Marketing & Communications Manager
- Regional Marketing Director

## HONG KONG SALES & MARKETING SALARY TABLE

Role	Experience	Salary HK\$'000
<b>CONSUMER PRODUCTS</b>		
General Manager	12+ years	1.4–1.7 million+
Marketing Director	8–12 years	1–1.4 million+
Marketing Manager	6–8 years	630–800
Senior Brand Manager/Senior Product Manager	4–6 years	520–630
Brand Manager/Product Manager	3–4 years	370–520
Assistant Brand Manager/Assistant Product Manager	2–3 years	280–370
Manager – Research, Product Development and Planning	6–10 years	690–860
Sales Director	10+ years	1.1–1.4 million+
General Sales Manager	7–10 years	800–1 million
Business Manager	7–10 years	800–1 million
Key Account Manager	3–6 years	520–690
Assistant Key Account Manager	1–3 years	400–520
Trade Marketing Manager	4–6 years	580–750
Category Manager	2–6 years	580–650
<b>MEDIA</b>		
<b>PUBLISHING</b>		
Circulation/Marketing Director	7–11 years	690–1.26 million+
Circulation/Direct Marketing Manager	4–6 years	525–690
Advertising/Media Sales Director	8–12 years	1.26–1.6 million
Advertising/Media Sales Manager	4–8 years	630–1.26 million
<b>ENTERTAINMENT</b>		
General Manager	10+ years	1.5 million+
Marketing Director	6–10 years	920–1.4 million+
Marketing Manager	4–6 years	520–920
Assistant Marketing Manager	2–4 years	400–920
Sales Director/Licensing Director	8+ years	1.27–1.6 million+
Sales Manager	4–6 years	690–1 million
Assistant Sales Manager	2–4 years	400–580
<b>ADVERTISING AGENCIES</b>		
Managing Director/General Manager	15+ years	1.7 million+
Business Director	10–15 years	920–1.38 million
Group Account Director	10–12 years	690–920
Account Director	8–10 years	480–750
Account Manager	5–8 years	350–480
<b>PR AGENCIES</b>		
Managing Director/General Manager	15+ years	1.73 million+
Executive Director	10–15 years	1.15–1.5 million
Director	10+ years	830–1.15 million
Account Director	8–10 years	480–750
Account Manager	5–8 years	350–480

Notes:

1. The above table is based on basic salary, excluding bonus/incentive schemes.
2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

## HONG KONG SALES & MARKETING SALARY TABLE

Role	Experience	Salary HK\$'000
<b>IT &amp; TELECOMMUNICATIONS</b>		
Managing Director/General Manager	12+ years	1.73 million+
VP, Sales & Marketing/Sales & Marketing Director/Marketing Director	10+ years	1.5–2 million
Marketing Manager	6–8 years	630–860
Senior Product Manager	4–6 years	580–800
Public Relations Director/Marketing Communications Director	9+ years	1–1.4 million
Communications Manager/Regional Communications Manager/Public Relations Manager	5–8 years	690–980
Assistant Marketing Communications Manager	3–4 years	400–520
Sales Director/Business Development Director	12+ years	1.4–1.73 million
Division Manager/Sales & Marketing Manager/General Sales Manager	8–11 years	1–1.4 million
Sales Manager/Global Account Director	6–12 years	860–1.4 million
Channel Account Manager/Account Manager	3–5 years	520–750
<b>FINANCIAL SERVICES &amp; PROFESSIONAL SERVICES</b>		
Product Development Director	10–15 years	1.15–1.73 million+
Product Development Manager	3–6 years	520–690
PR/Corporate Communications Director	8–12 years	1.15–1.6 million
PR/Corporate Communications Manager	4–8 years	580–1 million
Market Research Director	8–12 years	920–1.4 million
Market Research Manager	4–8 years	580–920
Teleservices Director	8–12 years	750–1 million
Teleservices Manager	6–8 years	580–750
Marketing Communications Director	10+ years	920–1.5 million
Marketing Communications Manager	4–9 years	520–920
Corporate Sales Manager	5–8 years	800–1.4 million
Database Marketing Director	7–10 years	1–1.6 million
Database Marketing Manager	3–6 years	480–920
<b>MANUFACTURING/INDUSTRIAL</b>		
General Manager/Director	12+ years	1.15–1.73 million
Sales Manager	6–8 years	480–630
Marketing Manager	5–8 years	430–580
Sales Engineer	3–5 years	350–480
Marketing Specialist	3–5 years	350–430

Notes:

1. The above table is based on basic salary, excluding bonus/incentive schemes.
2. Market rates are becoming much less uniform. While we have taken great care, these salary ranges can only be approximate guides, as there are often specific circumstances relating to individual companies. Please call us for additional information.

## **OFFICE LOCATIONS**

### **HONG KONG**

Suite 601, One Pacific Place,  
88 Queensway, Hong Kong  
t +852 2530 6100  
f +852 2530 6101  
e enquiry@michaelpage.com.hk  
w www.michaelpage.com.hk

### **SHA TIN**

Unit 719-720, Level 7, Tower II,  
Grand Central Plaza,  
138 Sha Tin Rural Committee Road,  
Sha Tin  
t + 852 3476 6300  
f + 852 3476 6301  
e shatin@michaelpage.com.hk  
w www.michaelpage.com.hk

### **SHANGHAI**

601-603 Shanghai Kerry Centre,  
1515 Nanjing Road (West),  
Shanghai 200040, China  
t +86 21 3222 4758  
f +86 21 3222 4759  
e contact@michaelpage.com.cn  
w www.michaelpage.com.cn

### **SINGAPORE**

80 Raffles Place, 17-20 UOB Plaza 2,  
Singapore 048624  
t +65 6533 2777  
f +65 6533 7227  
e enquiry@michaelpage.com.sg  
w www.michaelpage.com.sg

### **TOKYO**

13F Kamiyacho-MT Building,  
4-3-20 Toranomon Minato-Ku,  
Tokyo 105-0001, Japan  
t +813 5733 7166  
f +813 5733 7167  
e contact@michaelpage.co.jp  
w www.michaelpage.co.jp

### **SYDNEY**

Level 7, 1 Margaret Street,  
Sydney NSW 2000, Australia  
t +612 8292 2000  
f +612 8292 2001  
e enquiry@michaelpage.com.au  
w www.michaelpage.com.au

### **LONDON**

Page House, 39-41 Parker Street,  
London WC2B 5LN, United Kingdom  
t +44 20 7831 2000  
f +44 20 7831 6662  
e finance@michaelpage.com  
w www.michaelpage.co.uk

### **NEW YORK**

The Chrysler Building,  
28th Floor, 405 Lexington Avenue,  
New York NY 10174, USA  
t +1 212 661 4800  
f +1 212 661 6622  
e newyork@michaelpage.us.com  
w www.michaelpage.com

### **PARIS**

159 Avenue Achille Peretti,  
92522 Neuilly-sur-Seine Cedex, France  
t +33 1 4192 7070  
f +33 1 5524 9950  
e mpage@mpfrance.com  
w www.michaelpage.fr