

International HR Newsletter Sept / Oct 2013

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It's always interesting getting asked questions such as "How is the HR market in China?" or "How is the HR market in Singapore?" As experts in HR search, our opinions have long been called upon for our insights into market trends and in spotting subtle changes in the international HR talent landscape. In some cases, we see significant changes within relatively short timeframes, and in others it's a case of "plus ça change, plus c'est la même chose" (the more things change the more they stay the same).

By far the biggest changes in HR talent in recent times have been seen in the principal markets of Asia and Latin America. So we thought it would be interesting to start this update with the question: If you were asking us about HR Talent in Singapore, Shanghai, Mumbai, Hong Kong, Tokyo, Sao Paulo or Mexico City, how would our answers today be different compared to our answers ten years ago? And here's what we would say:

- 1) Singapore** – In 2013, Singapore is seeing many more global HR roles coming into the city-state than ever before. Because of its continued status as a safe, prosperous and well-connected global hub, we predict that this is a trend set to continue in the coming decade, and the local talent market is gearing up to becoming truly more 'global' in skills and mindset. It also maintains a large number of regional HR head and team member roles, and we don't see it losing any prominence in this regard.
- 2) Hong Kong** – The Hong Kong market in 2013 is characterised mainly by regional and sub-regional (Greater China) roles. While still largely focused on the financial services industries, we do still see senior HR leadership roles located here in other sectors such as retail and manufacturing. And with some regional roles leaving Hong Kong and being replaced in China, we see many others move back based on the broader availability of internationally-minded HR talent and on the basis of better affordability than Shanghai.
- 3) Shanghai** – Despite the recent cooling in the economy, Shanghai (and China in general) is the single most important HR talent market on the minds of Global HR Heads at the moment. Shanghai, followed closely by Beijing, represents the highest profile location for the most complex HR searches that we work on at ChapmanCG. And the opportunities on offer for gifted Chinese local HR practitioners and returnees is unlike anywhere else. Compared to a relative absence of regional roles here a decade ago, China is now home to many pan-Asia and global roles, on top of the extremely sizeable Country-level HR roles.
- 4) Mumbai** – There are a few regional HR leadership and team roles popping up in Mumbai mainly on the back of internationally experienced Indians returning to their home markets. Bangalore and Gurgaon/New Delhi are the other key hubs following suit. However we still see these roles as the exceptional cases rather than the start of a trend. Like with China, over the last ten years we have seen more multinationals creating India as its own 'region' so that it gets more focus from global HR decision-makers. But unlike China we are seeing fewer multi-country roles based here, and we see the best Indian HR talent need to look overseas for more international exposure.

- 5) **Tokyo** – Japan remains the most developed of the larger economies in Asia, and as such its capital still attracts a very large proportion of Asia's most senior HR leadership roles. And Japanese HR talent is world-class for operational excellence and subject-matter expertise. However unlike the other key markets, roles based in Tokyo have been mainly domestic in focus, so the skills found here can be very esoteric to the Japan market. Having accepted that this has created a local HR talent pool that is too inwardly focused, the last decade has seen many multinationals put focus on involving Japan HR leaders into more regional and global matrix decision-making. But while the trend is ongoing, Tokyo still has a way to go before it can offer the same diversity of HR talent that we see in other markets of Asia.
- 6) **São Paulo** – São Paulo has been a red hot market for HR Talent and this shows no sign of abating as we move into 2014. Now the world's 10th richest city, São Paulo's economy is going through a transformation as it moves from being an industrial and manufacturing centre towards a much more diversified economy with a strong services base and a highly competitive position in the global financial services arena. São Paulo enjoys a deep and internationalised senior talent base across all HR specialisations. Due to supply and demand, the salary inflation rate for top HR talent in São Paulo is extremely high and now closely resembles key Asian cities such as Shanghai and Singapore.
- 7) **Mexico City** – And finally, Mexico City is Latin America's richest city, and has one of the world's fastest-growing economies. The city contains rapidly developing industrial/manufacturing and service sectors, with increasing levels of private ownership. Mexico City's talent base is deep and rich, and HR talent is in our view still very good value for money versus other leading centers in the region. We are seeing high levels of interest in top Mexican HR talent for roles based in other countries in Latin America and internationally and we expect this trend to continue over the coming few years.

ChapmanCG enters a busy few months ahead. First of all, Matthew Chapman is in New York on 17-20 September with our large network of Global HR leaders here. He is then with Tim Rayner in Zurich (24 September) and London (25/26 September) for our networking groups of European CHROs and Global Talent/Staffing heads. And to wrap up our global activities this month, Stefanie Cross-Wilson has just been in San Francisco with Dr David Rock, talking about talent trends with a group of Global Talent Leaders.

Our Asia Pacific HR Networking series, now its eighth generation, is taking place this November across Singapore, Hong Kong, Malaysia, Thailand, Indonesia, Vietnam, the Philippines, Korea, Taiwan, New Zealand, Australia (Sydney and Melbourne), Japan (Tokyo and Osaka), India (Bangalore, Mumbai, Gurgaon/Delhi) and China (Shanghai and Beijing). Our preparations have already started, and we will be in touch with final details in the next ChapmanCG HR update.

The newly re-launched www.chapmancg.com website is receiving record traffic. We are putting a concerted effort into upgrading the thought leadership content on the site, and in the months ahead you can look forward to more HR market intelligence across the world, as well as interviews with global HR experts. For us at ChapmanCG, although we concentrate on global HR search across the world, we truly enjoy keeping our HR alumni's fingers on the pulse in terms of up-to-date and practical HR market information.

Click [here](#) for more thought leadership articles added since our last update, or follow the links to our latest ones below:

- [Five Top Global Talent Trends for 2014](#) by Stefanie Cross-Wilson
- [Leadership Competencies – Less is More](#) by Dale Cosgrove
- [When Hiring HR Leaders in Asia, What Emphasis Should We Place on English Language Ability?](#) by Oscar Fuchs
- [Times of Major Change for the Global Recruitment Industry](#) by Stefanie Cross-Wilson

Click [here](#) for the latest ChapmanCG company news articles, or follow the links to our latest ones below:

- [Paul Ferrari Joins The Chapman Consulting Group](#), by Paul Ferrari
- [The Chapman Consulting Group has Announced its Quarter Three 2013 Global HR Leader Networking Briefings will be Hosted in New York, Zurich and London](#), by Matthew Chapman and Tim Rayner

And finally, click [here](#) to browse a sample of the recent searches we have been conducting, or follow the links in the selection below:

Singapore

- Shortlisting [VP, HR Asia Pacific](#), based in Singapore
- Upcoming [Head of HR, APAC](#), based in Singapore
- Shortlisting [Senior VP HR, APMEA](#), based in Singapore
- Shortlisting [Head of Shared Services, APAC \(VP role\)](#), based in Singapore
- Shortlisting [Head of HR, APAC](#), based in Singapore
- Interviewing [ASEAN Talent Acquisition Lead](#), based in Singapore
- Shortlisting [Group Head of Rewards](#), based in Singapore
- Interviewing [Rewards Director, APAC](#), based in Singapore
- Interviewing [International HR Director](#), based in Singapore
- Interviewing [Head of Talent Attraction](#), based in Singapore
- Interviewing [Director of HR, South Asia](#), based in Singapore
- Interviewing [HR Director](#), based in Singapore
- Shortlisting [Director of Recruitment, APAC](#), based in Singapore or Shanghai
- Shortlisting [SEA HR Leadership Role](#), based in Singapore
- Shortlisting [Talent Management Head, APAC](#), based in Singapore

China

- Interviewing [HR Director](#), based in Beijing or Shanghai
- Upcoming [Global Talent Lead](#), based in Shanghai
- Shortlisting [HR Head](#), based in Shanghai
- Interviewing [Country HRD](#), based in Shanghai
- Interviewing [Talent Acquisition Lead](#), based in Beijing
- Shortlisting [Senior HRBP, Operations, China](#), based in Shanghai
- Interviewing [HR Director](#), based in Shanghai
- Interviewing [Regional HR Business Partner](#), based in Shanghai
- Shortlisting [HR Head](#), based in Shanghai
- Shortlisting [HR Leader](#), based in Shanghai
- Shortlisting [Head of Corporate Recruitment](#), based in Shanghai
- Shortlisting [Rewards Director, APAC](#), based in Shanghai or Singapore
- Upcoming [HR Director, APAC](#), based in Shanghai or Sydney

Japan

- Interviewing [Head of Human Resources, Commercial Operations](#), based in Tokyo
- Shortlisting [Head of HR at a Small, Young, International Start-Up](#), based in Tokyo
- Interviewing [Business Unit Head of Human Resources](#), based in Tokyo
- Interviewing [Business Unit Human Resources Leader](#), based in Tokyo
- Shortlisting [Global Compensation Manager](#), based in Tokyo
- Interviewing [Head of Employee Relations](#), based in Tokyo
- Interviewing [Dynamic Japan HR Director for a Growing Company](#), based in Tokyo

Hong Kong

- Shortlisting C&B Director, based in Hong Kong
- Upcoming HR Director, based in Hong Kong
- Upcoming Talent Acquisition Lead, APAC, based in Hong Kong or Singapore
- Upcoming HR Shared Services Head, Asia, based in Hong Kong, Shanghai or Beijing

Indonesia

- Upcoming Group Head of HR, based in Indonesia
- Shortlisting Human Resources Director, based in Indonesia
- Interviewing HR Director, based in Indonesia

Malaysia

- Shortlisting Regional Head of Talent Acquisition, based in Malaysia
- Shortlisting Country HR Lead, based in Malaysia
- Interviewing HR Director, based in Malaysia

India

- Shortlisting Head of HR SEA, based in India
- Shortlisting Talent Acquisition Head, based in India

Korea

- Interviewing Korea Head of HR, based in Seoul

The Philippines

- Interviewing Head of HR, based in Philippines

Thailand

- Upcoming HR Director, based in Thailand

Myanmar

- Upcoming Head of Human Resources, based in Myanmar

Taiwan

- Interviewing HR Director, Asia, based in Taipei

Australia

- Interviewing HR Director, based in Sydney

International

- Shortlisting Head of Leadership Management, based in Belgium
- Upcoming HR Director Latin America, based in Brazil
- Shortlisting Global HR Leader, based in The United States
- Interviewing Senior L&D Director, based in Dubai, UAE
- Shortlisting VP HR Emerging Markets, London, based in The United Kingdom
- Interviewing HR Director, based in Germany
- Shortlisting Regional HR Director, London, based in The United Kingdom
- Shortlisting Chief Talent Officer, based in The United States
- Interviewing Global HR Business Partner, based in The United Kingdom

All the best for the month ahead,
Matt and the team at ChapmanCG

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About The Chapman Consulting Group

The Chapman Consulting Group is an executive search firm dedicated to the Human Resources profession across the globe. Headquartered in Singapore, we enjoy strong links to the global and regional headquarters of many of the world's top multinational companies, where we partner directly with both business leaders and HR Heads. Working flexibly across geographical borders to source world-class local and international HR talent, we help build Human Resources leadership teams across a variety of worldwide locations and across all industry sectors.