



# KEY SUCCESS FACTORS FOR HIRING AND RETAINING THE RIGHT STAFF IN CHINA

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# Agenda

- Brief introduction of Emmanuel Hemmerle Ltd.
- Overview of the senior talent market in China
- Key success factors in hiring and retaining the right staff

# Emmanuel Hemmerle Ltd.

- Retained executive search firm, founded in Shanghai in 2014
- Specialized in executive positions: from Director level up to CEO and Board
- Half of our searches are for GM positions, the other half are for functional leadership roles in Sales, Marketing, Finance, BD, eCommerce, and HR
- Industries covered include consumer healthcare, medical devices, consumer goods, lifestyle, luxury, sports, and digital
- A few examples of clients and searches

# Our Approach

- Boutique with a focus on quality rather than volume
- Long-term partnerships with both clients and candidates
- Non-transactional and relationship-driven
- Creative solutions
- Due-diligence

# Overview of the talent market

- The largest and briskest talent market in the world, and by the way, it is a candidate's market, not an employer's market
- Executives' packages are much higher than in Europe or the US
- Candidates are demanding and very picky
- Chinese candidates are increasingly drawn to local Chinese companies vs. Western companies

# Key success factors in hiring talent in China (I)

- Partner with a search firm - talent search is not a commodity; it is a sophisticated service that is worth your investment
- The package offered needs to be consistent with both the JD and the market reality... in any case, the final candidate will negotiate the terms, in 99% of the cases
- Stay realistic, know your limits based on your attractiveness level
- Allow for time to search, while responding with speed and flexibility when scheduling the interviews and closing on your final candidate

# Key success factors in hiring talent in China (II)

- Get on seduction mode with the candidates, offer them an excellent experience throughout the recruitment process
- Be open to out-of-the-box candidates and focus on personality and potential more so than just experience
- Hire with a reasonable tenure expectation... and anything beyond is bonus
- Conduct reference checks when signing up your preferred candidate

# Key success factors in retaining talent in China (I)

- Offer learning and career development opportunities
- Provide inspiring leadership
- Allow local management autonomy in combination with HQ support and follow-through
- Demonstrate decisiveness and speed in conducting your China business



# Key success factors in retaining talent in China (II)

- Invest in the China business
- Build growth momentum
- HQ needs to maintain a humble and listening mode toward China
- Shape a healthy culture with minimal politics
- Reward performance while benchmarking against market practice

# Final words

- When relating with recruitment and retention in China, “transactionality” is a recipe for failure, people engagement is a condition for success
- Hiring and retaining the right management team is the highest ROI you will make in China

Thank you!