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HEAD OFFICE

A Word from the Group General Manager

Dear Clients,

As I write this, we are already six months into 2009. There are signs that economic activity is picking up. Those big container ships that steam out of Kwai Chung are more likely to be full than empty as they were 2 months ago.



Here at Gemini it has been encouraging to note an upswing in recruitment activity, with greatest demand in operational roles. We expect to see executive recruitment beginning to pick up as Companies position themselves for the rebound.

You may have received telephone calls from our Consultants enquiring about your current situation, and whether Gemini can assist. Please take these calls as an opportunity to discuss your forward plans, even if you are not actively hiring this week.

Gemini can assist you in a variety of ways including conducting a specific salary survey for you, if you are changing staff we can assist those leaving with an outplacement briefing. If you would like to test the market and want to run an advertisement – we can arrange this for you and filter and analyse the responses for you.

For those of you taking a break over the summer, I wish you a relaxing and refreshing holiday.

As always your comments and feedback are welcome at any time gprice@gemini.com.hk

Best regards,
Graham Price

Thought for the month

“For myself I am an optimist – it does not seem to be much use being anything else...”

Sir Winston Churchill (1874–1965)
British prime minister during WWII

GEMINI PERSONNEL HONG KONG

Is Executive Search Only For Large Companies?

As businesses evolve, the management requirements change. What worked for a small management team in a start up will not work as well as the business grows. It is not just a question of business capability; businesses need new ideas to grow. Retirements, resignations, growth, mergers and acquisitions, marketplace issues, new products or new services, market expansion, all demand changes in structure and staff.

Sometimes the only way forward is to replace someone who has held a key management role, perhaps for some years. This can be very challenging! It is very difficult to find the right leader who will fit in your organisation. The impact of making a mistake can be very costly.

As Companies do not hire senior level executives frequently, they are often not well equipped to know how to set about the task. The HR departments or individuals may be very good at filling the company's day to day vacancies, but are usually not experienced in recruiting senior level or one-of-a-kind positions.

Many companies engage an executive search firm to assist them in identifying and attracting the appropriate candidates for these roles.



Some of our readers may be familiar with using **Gemini** to fill their permanent staffing needs – but they may feel that the executive search process is only available to large companies at exorbitant fees.

In fact, it is the mid size and smaller company which benefit most from executive search services. Taking the trouble to carefully identify the competencies needed by a new executive or manager will have a multiplier effect on the success of the company. But getting the recruitment process wrong can be very damaging, and extremely costly.

Recently a client operating in mainland China wanted to expand its management team. It knew precisely the type of person they wanted to hire, it knew what it expected them to do and had a clear understanding of culture. However the executive director and his management team had exhausted their own networking resources, and they did not have the time to spare to look for the several new appointments they needed for the team

Getting the right people was critical to the business plan and so they turned to **Gemini Executive** – the executive search arm of Gemini Personnel. The assignment began for us with several face to face meetings in Hong Kong and Shanghai at which **Gemini** gained a full understanding of the Client's business plan, the company culture and the needs of the business going forward. This proved invaluable as we were able to offer candidates who were a good fit for the company, and to adjust the team composition to profit fully from the experience each individual brought.

The assignment continues as **Gemini** continues to identify key personnel for this growing team.

Gemini Executive is specialized in recruiting in several key market sectors. Why not give us a call, in confidence, to discuss any executive level hiring needs you have.

Do not be put off by the term Executive Search but ensure you choose a executive search partner who understands your company's dynamics, work flow and vision for the future – whatever your size.

Gemini Executive can be contacted on (+852) 3552 9139.

EXECUTIVES YOU MAY BE INTERESTED IN

Gemini Executive attracts a large number of high calibre executives. In addition to our extensive database, Gemini has an impressive network of industry contacts which enable us to identify the right executive for your team. Please contact **Gemini** for more details of these and other quality executives.

Chief of Excavations (Tunneling & Mining)

Ref: 47145

- Over 20 years' extensive experience on major Civil Engineering and Tunnelling Projects – encompassing TBM excavations, Mining, NATM, Drilling and Blasting Grouting.
- Specific experience in: Tunnel Engineering and Rock Support expertise, Strategic planning, Working for both Contractor and Consultants, Managerial and team

leadership, Experience in difficult ground conditions, Training in Tunnelling and safety, Strong communication skills and Contractual knowledge including FIDIC.

- Seeking opportunities in the region of HKD1.3million+ per annum + benefits

Consulting Director, Infrastructure Solutions

Ref: 47101

- More than 20 years working experience for multinational IT vendors on architecture and infrastructure solution management
- Solid Technical/ Sales management experience for Professional Services/ Outsourcing Solutions
- Proven experience in system integration, enterprise IT architecture, SOA and data management
- Good client facing and engagement experience for professional and consulting businesses
- Demonstrated success in achieving multi-millions project deal from bid formulation to project delivery
- Achieved Excellence Customer Survey

Quality Assurance Director

Ref: 46652

- Over fifteen years of hands on footwear manufacturing and quality experience in China and US for multinational footwear brands
- Previously Director of Quality Assurance Asia with a renowned athletic footwear brand for more than five years.
- Has lived and worked in China for over ten years and is familiar with the people, culture and working environment in China.
- A capable, competent and progressive individual with an efficient and hardworking working attitude.
- Candidate shows strong communication skills. His professionalism and ethics have earned him trust from the factories.
- He also appears an open-minded good leader with good potential to take up a bigger role.

Regional SVP Hotel / Real Estate Development

Ref: 47189

- Executive VP of Hotel, Real Estate and Resort Regional to Global development, and International Operations management
- Local and international experience in hotel & real estate development on single large projects or multiple projects across multiple countries.
- 20 years in hotel design development and expansion into markets from China, South East Asia and India.
- Currently in Real Estate Development, Owner/Corporate Representative, Hospitality Design & Construction, Planning and Strategy, Acquisition & Delivery
- Qualification in Architecture, Design, Quantity Surveying, Building Construction Management

For more information about these candidates or Gemini's Executive Division and the services it provides, please contact the Gemini Executive Manager: Ms Helen Law at helenl@gemini.com.hk or call our Executive Division on (+852) 3552 9139.



A NEW APPROACH TO MANAGEMENT: IMS

By Frank Elzinga, J.M. Gemini

Although China's economy is still growing, slowly but gradually the traces of the economic downturn are reaching the Chinese surface too: MNC's are slowing down their investment, companies relying on export are seeing their sales volumes go down and even the

foreign invested companies that have been on the ground in China for a long time are feeling the heat.

These days, more creative approaches are needed in order to lead companies in times of economic turmoil and to make sure the company will stay afloat until the tides have turned. The current global recession asks for solid China knowledge and experienced managers who have what it takes to change a company around.

Interim Management Solutions

In times of economic downturn we see more and more needs with our clients to employ people who 'think out of the box', dealt with restructuring before or a need for managers who can still drive sales in times of ever increasing competition and reduced margins.

At the same time most companies are very strict on their recruitment policies too, if they are still hiring. In other cases companies have hiring freezes, across the board, regardless the urgency of certain roles. Moreover the new 2008 Labor Contract Law has significantly reduced flexibility in the work place. The knock-on effect will make MNC's much more cautious when recruiting Senior Executives and Managers. This is where using an experienced Interim Manager can be a real bonus, filling assignments for 3 to 6 months while the company takes its time to find the right permanent executive.

The use of Interim Managers is a common business tool in Europe and the USA, but is just starting to gain acceptance in China. There are many different situations where businesses can benefit from using Interim Managers including the obvious one of flexibility. China is about to enter a sustained period of business restructuring, mergers & acquisitions and rationalization. This is where experience really does count. Interim Managers have lived through and managed growth, efficiency drives, cost savings and large scale changes.

Managers on a mission

Most of our clients make use of Interim Management when there is an acute need. These acute needs arise typically after resignation, during turnaround or in a crisis situation. Interim Managers are available on a short notice, have the required skills and expertise and come with a blank, objective point of view. As opposed to Management Consultants they will actively run the business. They are involved in day-to-day operations while reporting directly to the client. Interim Managers are engaged for a specific project, usually with a fixed timeframe. Once the Interim Managers have successfully accomplished his mission both parties separate. The Interim Manager moves on to his next assignment.

Interim managers come from all backgrounds and industries but they definitely have one thing in common: they thrive under new challenges and the completion of a concrete assignment in a limited timeframe. They want to make their contribution to getting results while simultaneously developing their own competencies on an ongoing basis. The majority of them choose this career path not out of need but out of desire. It is a proactive choice.

For more information on IMS please email diya@gemini.com.hk or call 852 3552 9133.

STAFF LAYOFFS: A WISE SOLUTION?

With the current economic downturn, many companies are reverting to staff layoffs as a solution to budget constraints. Unfortunately, this may not be a wise move.

Staff layoffs can actually cause companies to lose more. Contrary to popular belief, human capital can be very costly. It is important to consider both time and money that was spent on training employees. When companies fire workers, it is usually the costly employees that get affected first. This of course, can always lead to the possibility that a company might not become as efficient and as productive as before, especially considering the fact that the highest-paid are usually the most productive. And ultimately, this can result in bad results.

There are other reasons why layoffs can be detrimental. Fear and anxiety of staff layoff can greatly restrain the creativity and productivity demanded from employees, thereby creating an unproductive atmosphere in the workplace.

Despite these warnings, if companies still decide to carry on staff layoffs, it is important that they look over previous contracts before hastily firing their employees. One instance, an employee sued a company after finding out that the alleged reason for his layoff, “economic troubles”, was not necessarily true; the company had gone on a retreat, weeks later, and had enjoyed their stay at luxurious hotels.

This small incident reminds us how important it is to manage our staff carefully. Even when time comes to reducing human capital, it is important that the process is dealt with carefully and delicately. Outplacement, for instance, is a good way to deal with employees. Not only does it show care for the employees but it also boosts the companies’ image within and outside and can lead to positive results. Thus, it is advisable to refrain from ending relationships with employees in bitter terms.

Layoffs are just a temporary, short-term solution. In the long run, it is hardly the answer. Today, it is very common for employees to change companies throughout their careers. Thus, it is very important that companies retain and continue to invest in their employees and the company. Ultimately, it will be human capital that saves the company from the economic downturn we have today.

Gemini provides the perfect candidates for employers to bring creativity, efficiency, and productivity to businesses. Furthermore, **Gemini** provides outplacement services and can help train and embellish employees for the ideal jobs.

For more information, please contact gemhq@gemini.com.hk or call (+852) 3552 9100.

OUTSOURCING?

Today’s poor economy requires us to be more productive and more efficient than ever. For some businesses, this could be a problem. It is common for businesses to be weak in certain specialised areas, thereby holding up process and development of the business as a whole. Outsourcing business functions, thus, could be the optimal solution, especially in economic situations like today.



Outsourcing weak business functions can give great flexibility to businesses. This applies, especially to small businesses as outsourcing can provide lower operational costs. For instance, outsourcing labour can ensure that the appropriate staff will provide the services a business needs, and guarantee that a replacement is available if needed.

Investing in outsourcing can be thus a promising decision for the future of your business. Having experienced staff handle certain delicate areas of a business can eventually bring you bigger returns in the future. However, before using outsourcing services, it is important that you look to see if the service you will receive will help you reach your goals. You need to understand what is at stakes and depending on that, analyse the benefits, the costs, and the flexibility you will have by hiring the outsource services.

Gemini’s Outsourcing and Temporary Division can help you achieve your goals. Many of our clients need additional staff but are faced with a headcount freeze. Outsourcing the employment of staff to **Gemini** provides them with a low risk source of manpower, and no committed increase in headcount. Even if you wish to fully employ staff under your own contract of employment, **Gemini** is able to administer the payroll of temporary and contract staff, including the payment of Hong Kong MPF or Chinese Insurances, holiday pay and other statutory reporting. This relieves the employer of significant administrative overhead.

For further information, please contact Diya at Diya@gemini.com.hk or call 3552 9133.

JM GEMINI CHINA

The global economic downturn we're in will have long-term consequences for employment and consequently recruiting. The world is seeing the biggest increase in unemployment in decades. Employment is a consequential indicator of problems in the wider economy, so unemployment will continue to rise even if economies start to recover today. The consensus estimate among economists is that in the developed world average unemployment will exceed 10% before the end of 2010.

Changes in Employment in Different Sectors



Regardless of when we emerge from this global financial crisis, there are some major changes in the employment landscape that will change recruiting in terms of where it occurs and how it is done. Where recruiting occurs will depend on where there is growth. If you work in an industry that's heavily dependent on exports, then don't expect an upturn soon either. Domestic demand is also falling in overseas markets, and countries will increasingly strive to protect their domestic industries, further reducing the need for imports.

Areas of Growth

A recovery will be weak: losses in asset values and the need to reduce debt and costs will all but ensure that. Much of the increase in employment is expected to occur in small businesses and startups. One impact of an economic downturn is that more people start businesses because they can't find work. Recruiting will become more difficult in this new landscape that emerges. Unemployment is not evenly distributed, and for many of the industries mentioned above there is not an abundance of unemployed talent. The employed are also less interested in changing jobs and become more cautious in an uncertain economic climate and this will likely remain so for the foreseeable future. Correspondingly, companies are becoming increasingly cautious and conservative in their hiring needs and decision-making.

Recruitment Trends

Recruiting trends are harder to predict, but given that a recovery will be weak, employers are more likely to turn to part-time and contract staff to seek ways to minimize costs and have the flexibility to control the term of employment. This will be reinforced because much of the growth in jobs is expected to occur in small and medium-size businesses that have no need or cannot support full-time staff.

There is likely to be further localization of senior management roles. As companies look at ways to save costs then the first and usually the major cost category for a company are labour costs, so expensive and burgeoning expatriate packages are replaced by local talents at a significant cost saving. Apart from localizing expatriate staff, lay-offs occur particularly, of non-performing staff. A resultant reaction from lay-offs to cut costs and help the bottom line are how to motivate and retain the remaining staff whose morale will have taken a hit. Retention programs to keep qualified staff are a hot topic for companies.

Depending on the industry if the need for skilled or experienced talent is not so necessary then companies will use interns and lower paid graduates. Such companies do not see talent acquisition as a concern as there are estimated to be more than 5 million graduates in 2009 looking for work.

In these challenging times many companies use the down-time in business to train and develop staff with on-job coaching programs. Another major impact on recruitment in China is the new China Labour Law, which has affected HR policies and in particular hiring strategies as the new labour law is more protective to employees particularly in terms of dismissal situations where there are higher costs for companies and stricter enforcement of probation periods.

Conclusion

There are opportunities for employers in this challenging environment. Those seeking good staff will have to be more creative, more flexible and follow trends in growth industry sectors. Consider temporary and/or contract staffing services. For advice on Recruiting in China, contact our Hong Kong office on 3552 9100.

GEMINI PERSONNEL THAILAND

Upcoming Holidays

June

No public holidays this month!

July

July 1 (Wednesday) – Bank Holiday (but not a public holiday except for some banks)

July 7 (Tuesday) – Asahna Bucha Day – Buddhist Lent day – Gemini office will be closed

Green Shoots in Thailand's Electronics Industry

Economic data are still acting like *Dr Jekyll and Mr Hyde*: good and bad alternating, yet still reflecting the same economy.

The friendlier data has come from consumer and industrial confidence.

Mr Hyde shows up when reports talk about industrial production, GDP and employment.

Directly linked to the global inventory cycle, Thai industrial production is down 19% from its peak in mid-2008. However, Thailand should start to benefit from domestic and global policies to stimulate public and consumer spending. Specialists now expect positive quarter-on-quarter GDP growth in the second half 2009 and a 3.4% growth in 2010

Typically the order book of the electronics industry is a relevant indicator of future trend direction: upwards or downwards?

Electronics manufacturers have started hiring thousands of staff in response to bottoming out global demand and the expectation that an economic recovery will start later this year.

Orders for electronic and electrical goods from Thailand have been improving in the current 2nd quarter, the Board of Investment said,

- Producers of white goods, such as Toshiba, Sharp and Samsung, have seen orders rise to 80% of the pre-crisis volume, up from 60-70% in the first quarter.
- Similar trend has been reported by electronics manufacturers such as Western Digital, Hitachi and Fujitsu
- Delta Electronics Plc reported that year-on-year sales figures for electronic components have actually increased

WD, the world's second largest HDD maker, **recruited an additional 3,000 workers** for its Thai factories over the last month. HGST hired 1,000 workers in April, while Seagate Technology, the world's biggest HDD producer, has maintained its headcount at about 10,000.

Specialist and managerial recruitment however remained lackluster and selective, as well in electronics as in other sectors. As an example several high level experienced supply chain managers contacted us in the past months to either find a new job or find another job in a more buoyant environment. Below we have highlighted only a few of the excellent candidates we have met over the past month.

Candidates You Might Be Interested In

Although Gemini's approach to recruitment is fully customized to the Client's specific needs and every vacancy triggers a dedicated search, we have highlighted below some of the profiles we are dealing with today:

Managing Director (Foreigner)

- 10 years successful experience in general management of Engineering Businesses (B 2 billion +) with strong emphasis on business turnaround and restructuring.
- Experienced in working with and in multiple cultures.
- Strong technical global sales and business development track record.
- Hard working, honest, ethical individual who delivers results whilst being seen as a people person.

General Manager (Thai)

- 20 years of gradually increasing business responsibility in sales, marketing and large project management – B2B and B2C background
- Sector exposure to building systems, IT and telecom – all with renowned US, European and Thai companies
- Currently holds the MD position in a 1.5 billion baht European trading company and returned this operation to profitability in less than one year
- Respected communicator and leader – US and Thai educated

Supply Chain Manager (Thai)

- 20 years international business experience with MNC's of excellent stature (US, Japanese, Thai)
- Duties and responsibilities included: production planning and inventory management, local and overseas sourcing, B.O.I., import and export, domestic and international transportation, warehousing and distribution.
- SAP, MFG-Pro, BPCS
- Educated in the US and in Thailand
- Strong negotiator and people manager - able to work under stress

Regulatory Affairs Manager (Thai)

- 10 years experience in business
- Responsible for regional product (medical devices and drugs) registration and post market surveillance
- Registrant experience for importer licenses and follow-up on submission
- Management of regional complaint handling system and complaints database
- Exposure to "Adverse event" response process and Field Corrective Action in Thailand and South East Asian regional offices

Financial Controller (Thai)

- Seasoned finance professional with strong operational skills in various business accounting disciplines, very hands-on and action oriented, for different types of businesses.
- Engineering and Consulting services for Infrastructure contracts (Asia), Construction, Real Estate, Connector manufacturing, Chemical process and IT Peripherals & Computer assembly)
- Management Accounting, Investment, Costing, Budgeting & Auditing, Project Accounting & Standard Cost Accounting, Financial Accounting and Trade Operation Management, Cash Management, Treasury, L/G, Insurance & Trade Finance and more
- Decisive with fast thorough consideration of pros/cons
- Possesses strong analytical skill and looks at the bigger picture as well

For more information about these candidates or about our recruitment services in general, please contact the Gemini Thailand Director for Customer relations, Jos Bosmans at jos@geminipersonnel.com or +66 2 650 8977.

English Language Lessons in Thailand: "Did you go to Pattaya to get laid?"

This is the story of a teacher Business English and his 2 female Chinese-Thai students who both work for a big MNC in downtown Bangkok. Both are on the road of being fluent, with currently their pronunciation being a little off kilter and sentence construction cutting corners the Thai way (traffic, construction etc.).

So one of the students opens the session and asks: "Do you have a good weekend?"

The teacher replies: "No no no", to which student number 2 cleverly corrects: "*Did* you have a good weekend?"

Teacher: "Yes I did, thank you. I went away. Can you guess where I went?"

S1: "Did you go to Chiang Mai for the cool weather?"

S2: "Did you go to Chantaburi to eat fruit?"

The teacher shakes his head.

"I know" the first student shouts, "did you go Pattaya to get laid?"

The teacher is now in shock because decent Thai women would never ask a question like this so he remains silent - dumbstruck.

The girls think they made a grammatical mistake. They go on reformulating the question in different tenses and almost end up in a (Thai) fight.

Finally the teacher asks to repeat the question and give more explanation:

S1: "Did you go to Pattaya to get RED? You know, the way farangs like to lie in the sun on the beach"

As the teacher attempts to close the subject and move on, both students sense they might have said something wrong. The teacher is too shy to explain and gives them an English dictionary.

Slowly S1 and S2 turn towards the teacher: "Oh," they cry out. "We have the same idiom in Thai."

"Now tell us all the other ways of saying it" while they open their notebook.

FOOD FOR THOUGHT

It's 9 in the morning. You enter the office and you hear the same irritating voice you hear everyday. It's Sam, your co-worker. His high-pitched, loud chuckles have been annoying you since forever. You want to do something about it but you just don't know what.

This little episode might seem familiar. In fact, a majority of the workers feel hostile and irritated by their co-workers. This is no surprise, considering that the majority of workers spend more time at the workplace than at home.

Behaviours and habits of co-workers can often become frustrating, developing into pet-peeves. Minor behaviours like coughing and sneezing can subconsciously become an annoyance. So, then what do you do?

If a co-worker is conducting behaviour that is affecting those around him/her, then it is important you talk to them. Be polite and sincere when talking with the co-worker. You don't want to be rude and give them the wrong impression; the worst thing you want is a hostile working environment. Also, be sure that you are talking about irritating behaviours that are justifiable. Talking loudly on the phone or typing loudly are behaviours that can be justified. However, talking to a co-worker about coughing or sneezing isn't justifiable. Those are behaviours that are uncontrollable and thus, it is important for you to understand and cope with the situation.

It could be that your pet peeves are unjustifiable behaviours from co-workers. Then, the best thing is to understand. People like to be in control of their environment. However, it is necessary for people to realize that some things are just beyond your control. That is how the world works. Lower your standards and take control from there.

TAKE A BREAK!

Very Important Facts from Your Financial Adviser!

Dan was a single guy living at home with his father and working in the family business.

When he found out he was going to inherit a fortune when his sickly father died, he decided he needed a wife with which to share his fortune.

One evening at an investment seminar, he spotted the most beautiful woman he had ever seen.

Her natural beauty took his breath away. "I may look like just an ordinary man," he said to her, "but in just a few years, my father will die and I'll inherit \$200 million."

Impressed, the woman obtained his business card and three days later, she became his stepmother.

Women are so much better at financial planning than men.

Amazingly Simple Home Remedies

Avoid cutting yourself when slicing vegetables by getting someone else to hold them while you chop.

For high blood pressure sufferers: simply cut yourself and bleed for a few minutes, thus reducing the pressure in your veins. Remember to use a timer.

A mouse trap, placed on top of your alarm clock, will prevent you from rolling over and going back to sleep after you hit the snooze button.

If you have a bad cough, take a large dose of laxatives; then you'll be afraid to cough.

You only need two tools in life - WD-40 and Duct Tape. If it doesn't move and should, use the WD -40. If it shouldn't move and does, use the duct tape.

Seven Apples

Teacher: If I gave you 2 rabbits, and another 2 rabbits and another 2, how many will you have?

Wee Shugie: "Seven Sir"

Teacher: No, listen carefully. If I gave you 2 rabbits, and another 2 rabbits and another 2, how many will you have?

Wee Shugie: "Seven "

Teacher: Let me put it to you differently. If I gave you 2 apples, and another 2 apples and another 2, how many will you have?

Wee Shugie: "Six."

Teacher: "Good. Now if I gave you 2 rabbits, and another 2 rabbits and another 2, how many will you have?"



Wee Shugie: “Seven!!!”

Teacher: [exasperated] Where do you get seven from?!?!?

Wee Shugie: “Because I have 1 at home!!! “

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