

# SALARY SURVEY 2011

ROBERT WALTERS





## WELCOME TO THE TWELFTH EDITION OF THE ANNUAL ROBERT WALTERS GLOBAL SALARY SURVEY. FIRST RELEASED IN 2000, THE SURVEY IS THE MOST COMPREHENSIVE REVIEW OF GLOBAL RECRUITMENT MARKET CONDITIONS AND SALARY LEVELS AVAILABLE.

Compiled by our dedicated research division, the Survey is based on the analysis of permanent, interim and contract placements made across each of the Group's geographies and recruitment disciplines during 2010.

Should you wish to discuss market and salary information with one of our specialist consultants, contact details for each of our offices across the globe can be found on pages 411 and 412.

### **About Robert Walters**

Robert Walters (LSE: RWA) is one of the world's leading specialist professional recruitment consultancies.

Through our global network of offices spanning over 20 countries, we manage the careers of the highest-calibre professionals across the fields of accounting and finance, banking, human resources, information technology, legal and compliance, sales and marketing, secretarial and support, engineering and supply chain and procurement.

Our unrivalled global client base comprises leading blue-chip multinationals and major financial services organisations through to SMEs, start-ups and the public sector.

Our consultants are specialists in their fields and, unlike the majority of the recruitment industry, work on a non-commission basis. Our business is about the building of long-term and trusted relationships with both our clients and candidates.

Following strong recovery from the global financial crisis, we experienced high levels of activity in the Thailand recruitment market during 2010. Although hiring slowed in the middle of 2010 due to Thai political events and social unrest, the market rebounded very quickly and we experienced the highest levels of recruitment activity during the third quarter. Employers were generally positive in 2010 and top-tier candidates became more confident about moving jobs.

The banking and finance sectors recruited in the greatest volumes as firms looked to fill roles that were made redundant or put on hold during the crisis. Within the sector, local banks that were either partially or wholly-acquired by foreign entities were aggressively targeting employees from large multinational banks, with significant salary increases offered to entice these candidates.

We saw particularly strong demand for information technology and sales and marketing professionals during 2010, while relationship managers and risk consultants were also sought-after as Thai businesses aimed to achieve BASEL II compliance. As companies sought to improve the effectiveness of their workforce, many also recruited for HR roles with a focus on consulting and human capital.

Overall salary levels dipped in quarter one of 2010, but bounced back very sharply in the second half of the year and we saw quarter-on-quarter growth as confidence grew in the country. As demand for talent remains strong, we anticipate salaries to continue rising in 2011.

The economic problems experienced during 2009 and the ongoing social and political unrest in 2010 did however ensure a steady drain of talent out of Thailand. Until prolonged stability is brought to the country and the Thai education system is improved, with English language skills made a priority, there will continue to be a shortage high quality professionals for the vacancies that many multinational organisations are seeking to fill.



# THAILAND

## ACCOUNTING & FINANCE

Our accounting & finance division recruits mid to senior level finance professionals from chief financial officers to qualified accountants on a permanent basis. We provide a range of recruitment services to listed, multinationals and SMEs. Our experienced team of accounting and finance consultants specialise in recruiting roles within the following sectors: advertising, marketing and PR, business services, energy, FMCG and retail, manufacturing and engineering, property and construction, pharmaceuticals and technology as well as telecommunications. We recruit across the full spectrum of roles including:

- Accounts payable
- Accounts receivable
- Commercial analyst
- Finance director
- Financial accountant
- Financial analyst
- Financial controller
- Group accountant
- Internal auditor
- Management accountant
- Payroll

### Market Overview

Despite the political crisis in Thailand, 2010 was a positive year for the accounting and finance sector with strong levels of hiring activity throughout the first half of the year. Companies were looking to replace talent lost during the global financial crisis and sought solid finance skills due to their renewed interest in improving the visibility and transparency of their accounts and transactions. In quarter three we saw a surge in recruitment levels in response to the improving political situation. In quarter four, hiring activity plateaued as most roles had been filled earlier in the year.

There were significant levels of hiring activity in the FMCG, manufacturing and trading sectors. Businesses were recruiting for internal

audit, accounting and finance roles, while business analysts were also in demand due to enterprise resource planning (ERP) becoming more popular (candidates with specialist ERP knowledge were highly sought-after to aid systems implementation within finance departments).

Anti-corruption and fraud detection recruitment was another area of growth throughout 2010, leading to strong demand for auditing professionals who were CPA-qualified in this niche function.

Candidates were generally positive and could expect an average salary rise of around 10-20%, depending on the bonus to salary ratio of the total compensation package. The higher salary expectations were largely due to rises in inflation and cost of living, although candidates also expected to be compensated for the risk of switching jobs.

Most companies required senior candidates who were well versed in the finance and accounting functions, but were unwilling to consider overseas talent due to language barriers and local employment regulations. We therefore witnessed a shortage of senior candidates with strong English communication skills in the Thai market.

### Outlook for 2011

We expect 2011 to continue to offer good prospects for strong finance candidates due to increased competition in the marketplace and continued organisational expansion. Senior English-speaking finance and accounting professionals with good audit skills and CPA certifications will be in demand. We also expect those with managerial, internal audit and financial analysis skills to be highly sought-after.

The FMCG, IT and pharmaceutical sectors are likely to continue to hire due to increased competition among businesses in these

sectors, which will lead to a higher demand for talented candidates at the junior level.

Salary rises are likely to range between 10-15% for the majority of candidates, with those who possess more niche skills commanding increases of 20-25% in their total compensation package.

# THAILAND

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM THB	
	2010	2011
Chief Financial Officer	THB1.8 - 2.5m+	<b>THB2.2 - 3.0m+</b>
Finance Director - Large Organisation	THB1.6 - 2.5m+	<b>THB1.8 - 2.8m+</b>
Finance Director - Small/Medium Organisation	THB1.4 - 2.0m+	<b>THB1.4 - 2.2m+</b>
Financial Controller - Large Organisation	THB1.0 - 2.0m	<b>THB1.2 - 2.0m</b>
Auditor (8+ yrs' exp)	THB850k - 1.2m	<b>THB1.2 - 1.5m+</b>
Commercial Manager	THB1.1 - 1.5m+	<b>THB1.2 - 1.8m+</b>
Corporate Finance (6+ yrs' exp)	THB850k - 1.4m+	<b>THB1.0 - 1.4m+</b>
Internal Auditor - Director	THB800k - 1.1m+	<b>THB1.6 - 2.0m+</b>
Group Accountant - Consolidations	THB650k - 1.0m+	<b>THB720k - 1.2m+</b>
Tax Director	THB750k - 1.2m+	<b>THB1.4 - 1.8m+</b>
Business Analyst (6 - 10 yrs' exp)	THB850k - 1.2m	<b>THB960k - 1.2m</b>
Financial Controller - Small/Medium Organisation	THB650k - 1.1m+	<b>THB1.2 - 1.5m+</b>
Business Analyst (3 - 5 yrs' exp)	THB600 - 950k	<b>THB720k - 1.0m</b>
Treasury Manager	THB700k - 1.1m+	<b>THB960k - 1.2m+</b>
Auditor (3 - 5 yrs' exp)	THB550k - 1.1m	<b>THB550k - 1.1m</b>
Financial Analyst (6 - 10 yrs' exp)	THB750k - 1.0m+	<b>THB960k - 1.2m+</b>
Financial Planning & Analysis (6+ yrs' exp)	THB750k - 1.0m+	<b>THB960k - 1.2m+</b>
Tax Accountant - Senior (6+ yrs' exp)	THB700k - 1.0m+	<b>THB960k - 1.2m+</b>
Internal Auditor - Manager	THB600k - 1.0m+	<b>THB1.0 - 1.4m+</b>
Finance Manager (4 - 6 yrs' exp)	THB650k - 1.0m	<b>THB960k - 1.4m</b>
Treasury Analyst (6+ yrs' exp)	THB750 - 950k+	<b>THB960k - 1.2m+</b>
Credit Controller (6+ yrs' exp)	THB600 - 900k+	<b>THB720 - 960k+</b>
Cost Controller (6 - 10 yrs' exp)	THB600 - 850k	<b>THB720k - 1.2m</b>
Financial Planning & Analysis (3 - 5 yrs' exp)	THB600 - 850k	<b>THB720k - 1.2m</b>
Tax Accountant (3 - 5 yrs' exp)	THB575 - 750k	<b>THB600 - 780k</b>
Accountant (3 - 5 yrs' exp)	THB450 - 700k	<b>THB480 - 700k</b>
Financial Analyst (3 - 5 yrs' exp)	THB400 - 700k	<b>THB480 - 840k</b>
Accounts Payable/Receivable Accountants (3 - 5 yrs' exp)	THB400 - 600k	<b>THB400 - 600k</b>
Finance Manager (0 - 3 yrs' exp)	THB400 - 600k	<b>THB600 - 840k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# THAILAND

## BANKING & FINANCIAL SERVICES

Our banking & financial services division specialises in placing experienced banking professionals within financial services, covering a full spectrum of middle and back office support roles including finance, credit risk, market risk, compliance, operational risk, audit and operations.

### Market Overview

2010 saw a recovery in the global economy and aggressive competition for the top talent. While hiring activity fluctuated throughout the year, overall recruitment levels increased significantly compared to 2009.

Recruitment levels were high in quarter one but fell in quarter two due to the tense political situation in Thailand. However, hiring activity started to increase again in quarter three, which was followed by a fairly stagnant recruitment period towards the end of the year as most roles had already been filled or were waiting for 2011 budgets to be released.

Professionals specialising in operations, particularly those with treasury and capital markets knowledge, were in high demand. However, there was a shortage of credit analysts as these specialists tended to transfer internally to take on relationship management roles in 2010.

Candidates in the trade services sector were also in demand due to continued business expansion and we experienced a shortage of candidates with this skill set. Other roles in demand included corporate relationship managers, analysts, branch managers and treasury operations managers.

Employers were generally open to hiring and eager to re-hire headcount lost during the financial crisis in 2009. For their part, candidates were relatively optimistic and many pursued roles within local banks. Candidates expected an average salary rise of 25-30%,

mainly to offset the increased risks of moving into new and unfamiliar roles.

Although we saw a general shortage of candidates in the local talent pool, there was no particular demand for overseas candidates. This could be attributed to a stronger employer preference for local talent who were knowledgeable in Thai regulations and experienced in the local working environment.

### Outlook for 2011

We expect to see more companies putting their expansion plans into motion in 2011, as well as an increase in organisational restructuring activities. We anticipate a demand for business development, strategic planning, process improvement and IT professionals, due to ongoing innovative system improvements.

Salary rises for candidates who stay in their existing roles will most likely range between 8-15%. Candidates who move on to new roles can expect to receive a salary increase of 20-30% due to the limited talent pool.

The competition for top talent is expected to continue and companies will be placing increased emphasis on employee retention strategies, which commonly include quarterly incentives, housing loans, healthcare, monetary allowances and paid holidays.

# THAILAND

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM THB					
	1 - 4 YRS' EXP		4 - 8 YRS' EXP		8+ YRS' EXP	
	2010	2011	2010	2011	2010	2011
<b>Front Office Banking</b>						
Private Banking	THB450 - 600k	<b>THB600 - 960k</b>	THB700k - 1.3m	<b>THB840k - 1.8m</b>	THB1.5m+	<b>THB2.0m+</b>
Investment Banking	THB700k - 1.0m	<b>THB700k - 1.0m</b>	THB1.1 - 1.4m	<b>THB1.5 - 2.0m</b>	THB1.7m+	<b>THB2.2m+</b>
Equity Capital Markets	THB700 - 960k	<b>THB700 - 960k</b>	THB1.1 - 1.4m	<b>THB1.2 - 1.8m</b>	THB1.8m+	<b>THB2.5m+</b>
Private Equity	THB700 - 900k	<b>THB800k - 1.0m</b>	THB1.0 - 1.3m	<b>THB1.0 - 2.2m</b>	THB1.5m+	<b>THB2.0m+</b>
Corporate Banking	THB550 - 850k	<b>THB540 - 850k</b>	THB850k - 1.1m	<b>THB850k - 1.8m</b>	THB1.8m+	<b>THB2.2m+</b>
Debt Capital Markets	THB650 - 900k	<b>THB650k - 1.0m</b>	THB850k - 1.3m	<b>THB1.0 - 1.8m</b>	THB1.5m+	<b>THB2.0m+</b>
Trade Sales	THB550 - 700k	<b>THB550 - 900k</b>	THB650 - 800k	<b>THB900k - 1.5m</b>	THB1.2m+	<b>THB1.8m+</b>
Commercial Banking	THB550 - 700k	<b>THB550 - 750k</b>	THB600 - 900k	<b>THB750k - 1.6m</b>	THB1.2m+	<b>THB1.8m+</b>
Cash/Treasury Sales	THB450 - 650k	<b>THB600 - 840k</b>	THB650 - 850k	<b>THB840k - 1.7m</b>	THB1.2m+	<b>THB1.8m+</b>
Priority Banking	THB200 - 400k	<b>THB240 - 600k</b>	THB580 - 830k	<b>THB600k - 1.0m</b>	THB1.0m+	<b>THB1.4m+</b>
<b>Banking Operations</b>						
Cash Management	THB500 - 700k	<b>THB400 - 600k</b>	THB500 - 750k	<b>THB600 - 840k</b>	THB1.0m+	<b>THB900k+</b>
Treasury Settlements	THB660 - 730k	<b>THB400 - 600k</b>	THB500 - 750k	<b>THB600 - 900k</b>	THB1.0m+	<b>THB1.0m+</b>
Trade Support	THB540 - 670k	<b>THB400 - 600k</b>	THB680 - 900k	<b>THB600 - 900k</b>	THB950k+	<b>THB950k+</b>
<b>Corporate Governance</b>						
Operational Risk	THB480 - 800k	<b>THB500 - 700k</b>	THB600k - 1.0m	<b>THB700k - 1.4m</b>	THB1.3m+	<b>THB1.4m+</b>
Market Risk	THB600 - 750k	<b>THB550 - 960k</b>	THB900k - 1.1m	<b>THB900k - 1.8m</b>	THB1.2m+	<b>THB1.8m+</b>
Credit Risk	THB550 - 800k	<b>THB600 - 960k</b>	THB850k - 1.1m	<b>THB850k - 1.8m</b>	THB1.2m+	<b>THB1.8m+</b>
Internal Audit	THB480 - 690k	<b>THB480 - 700k</b>	THB700 - 950k	<b>THB700k - 1.8m</b>	THB1.0m+	<b>THB1.8m+</b>
Compliance	THB420 - 650k	<b>THB420 - 650k</b>	THB660 - 950k	<b>THB650k - 2.0m</b>	THB1.5m+	<b>THB2.0m+</b>
<b>Financial Accounting</b>						
Finance Operations	THB490 - 700k	<b>THB500 - 720k</b>	THB750 - 900k	<b>THB800k - 1.5m</b>	THB1.3m+	<b>THB1.5m+</b>
Fund Accounting	THB400 - 640k	<b>THB450 - 720k</b>	THB650 - 900k	<b>THB720k - 1.8m</b>	THB1.1m+	<b>THB1.8m+</b>
Business Analysis	THB400 - 700k	<b>THB500 - 800k</b>	THB800 - 950k	<b>THB800k - 1.5m</b>	THB1.0m+	<b>THB1.5m+</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# THAILAND

## HUMAN RESOURCES

Our human resources division specialises in placing high-calibre HR professionals from mid to senior level positions. We recruit for small enterprises through to large local, multinational and global organisations across both the financial services and commerce sectors. Specific disciplines we recruit for include:

- Audit and compliance
- Change management
- Compensation and benefits
- Employee and industrial relations
- Expatriate management or mobility
- Generalists
- Learning and development
- Organisational development
- Organisational effectiveness
- Recruitment

### Market Overview

The HR recruitment market remained strong throughout 2010 as companies realised the need for a strong HR team to manage, attract and retain their staff and the function's general importance to maintaining their competitive advantage.

Key sectors recruiting included trading, pharmaceuticals, banking and professional services. There was a strong demand for both HR specialists and generalists in the first half of the year. We saw an increase in specialist compensation and benefits roles in the second half of the year as companies looked for ways to retain key talent. Candidates with experience in organisational development were also highly sought-after during the second half of the year.

Candidates were generally optimistic and expected salary rises of 20-30%, although this still depended on the total compensation package (e.g. cash and gasoline allowances). Higher salary expectations were mainly due to rises in the cost of living, as well as candidates seeking compensation for the risk of switching jobs.

In 2010 we saw a shortage in the local talent pool, especially for experienced HR specialists in the legal and regulation sector. An experienced, qualified and English-speaking candidate who was looking to move into the legal and regulatory sector could expect an increase in salary of 20-30% plus an enhanced compensation package.

### Outlook for 2011

We expect demand for HR talent to remain strong in 2011 as organisations look to stay competitive and continue with their expansion plans. HR professionals who specialise in compensation and benefits and organisational development will continue to be highly sought-after as competition for talent intensifies due to business growth and the improving economy. We anticipate the FMCG, banking and trading sectors to be particularly strong recruiters.

Experienced English-speaking HR professionals with a consulting background will be invaluable to organisations in Thailand. Skilled and experienced candidates should be able to command salary rises of approximately 20-30% due to the contribution that they can make to the company, including additional benefits that make up their total compensation package.

# THAILAND

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM THB					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2010	2011	2010	2011	2010	2011
<b>Commerce &amp; Industry</b>						
Compensation & Benefits Specialist	THB400 - 600k	<b>THB600 - 960k</b>	THB800k - 1.2m	<b>THB1.1 - 1.8m</b>	THB1.6m+	<b>THB1.8m+</b>
Organisational Development Specialist	THB500 - 800k	<b>THB600 - 960k</b>	THB800k - 1.4m	<b>THB1.1 - 1.8m</b>	THB1.45m+	<b>THB1.8m+</b>
HR Generalist/Business Partner	THB450 - 750k	<b>THB540 - 780k</b>	THB1.1 - 1.7m	<b>THB900k - 1.2m</b>	THB1.4m+	<b>THB1.5m+</b>
Training & Development Specialist	THB500 - 750k	<b>THB540 - 780k</b>	THB950k - 1.3m	<b>THB790k - 1.5m</b>	THB1.3m+	<b>THB1.5m+</b>
HRIS Specialist	THB500 - 650k	<b>THB540 - 780k</b>	THB850k - 1.2m	<b>THB900k - 1.2m</b>	THB1.3m+	<b>THB1.5m+</b>
Recruitment Specialist	THB400 - 600k	<b>THB420 - 600k</b>	THB620 - 850k	<b>THB610 - 850k</b>	THB900k+	<b>THB850k+</b>
Mobility Specialist	THB480 - 590k	<b>THB420 - 600k</b>	THB600 - 810k	<b>THB610 - 850k</b>	THB820k+	<b>THB850k+</b>
Payroll Specialist	THB420 - 590k	<b>THB360 - 600k</b>	THB600 - 800k	<b>THB610 - 900k</b>	THB810k+	<b>THB900k+</b>
<b>Banking &amp; Financial Services</b>						
HRIS Specialist	THB500 - 750k	<b>THB540 - 780k</b>	THB1.1 - 1.8m	<b>THB790k - 1.5m</b>	THB1.9m+	<b>THB1.5m+</b>
Organisational Development Specialist	THB1.0 - 1.2m	<b>THB600 - 960k</b>	THB1.25 - 1.6m	<b>THB960k - 1.8m</b>	THB1.75m+	<b>THB1.8m+</b>
HR Generalist/Business Partner	THB720 - 900k	<b>THB600 - 800k</b>	THB1.0 - 1.6m	<b>THB800k - 1.4m</b>	THB1.7m+	<b>THB1.4m+</b>
Training & Development Specialist	THB800k - 1.0m	<b>THB600 - 780k</b>	THB1.1 - 1.5m	<b>THB780k - 1.3m</b>	THB1.6m+	<b>THB1.3m+</b>
Compensation & Benefits Specialist	THB800k - 1.1m	<b>THB600 - 960k</b>	THB1.2 - 1.5m	<b>THB960k - 1.8m</b>	THB1.6m+	<b>THB1.8m+</b>
Recruitment Specialist	THB450 - 700k	<b>THB500 - 670k</b>	THB900k - 1.2m	<b>THB680k - 1.0m</b>	THB1.3m+	<b>THB1.0m+</b>
Payroll Specialist	THB500 - 670k	<b>THB500 - 670k</b>	THB680k - 1.0m	<b>THB680k - 1.0m</b>	THB1.1m+	<b>THB1.0m+</b>
Mobility Specialist	THB550 - 670k	<b>THB500 - 670k</b>	THB680 - 760k	<b>THB680k - 1.0m</b>	THB770k+	<b>THB1.0m+</b>
NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified. Figures vary depending on whether the incumbent is holding a regional/global role.						

# THAILAND

## INFORMATION TECHNOLOGY

Our information technology division specialises in placing high-calibre IT professionals into permanent positions across the financial services, commerce and industry, information technology and telecommunications sectors.

We recruit for major European and US multinationals in Thailand and leading local and regional institutions. This includes end-user clients, specialist vendors of products and services (incorporating outsourcing partners and shared services), systems integrators and management consultancies.

### Market Overview

The IT sector saw high levels of recruitment in the first six months of 2010 as the global economy gradually recovered from the downturn and previously shelved large projects were rolled out.

The PC market experienced strong levels of growth, as did new technologies such as WiMAX (wireless broadband technology) and SaaS (software-as-a-service). Virtualisation also became a popular technology in Thailand and was readily adopted by forward thinking companies. There was also a growing emphasis on cost efficiency as organisations looked to enhance the productivity of existing systems, as opposed to spending more on additional hardware and software.

IT services spending in Thailand reached around US\$1.3billion in 2010, up from US\$1.1billion in 2009 and accounted for approximately 22% of total IT spending, as reported in the NECTEC Annual Review of 2010. As a result, we saw a much higher demand for third party, outsourcing and contract professionals than previous years.

Telecommunications companies were also spending significant amounts on IT, with mobile operators investing heavily to expand capacity and roll out new services. In turn, this caused an increase in demand for IT professionals.

Hiring activity was relatively strong in the first two quarters with demand focusing on software development, consulting and operations professionals as companies once again looked to expand their IT operations. In quarter three, recruitment started to slow and demand shifted to service delivery and project management roles in an effort to save costs and hedge risk due to the political uncertainty.

Towards the end of the year hiring activity increased once again and we saw demand for IT sales and banking candidates. Sectors that were hiring additional staff included IT services, manufacturing, banking, financial services and telecommunications (Thailand's traditional growth areas).

In general, candidates were positive and expected average salary rises of 20-25% - whether they received this, however, depended on the composition of their total compensation package.

There was a shortage of local talent specialising in Open Source Software (OSS) due to the relative late adoption of this technology in the Thai market and employers offered increasingly larger premiums to attract these professionals. As a result, some candidates preferred to work on a contract basis and companies were forced to look to expensive foreign talent to fill the gap.

### Outlook for 2011

With the uncertain political situation we expect that many companies will continue with cautious business expansion. We also predict more competition for high quality candidates as companies seek to attract and retain the best talent in the market.

We expect to see most recruitment take place across the banking, IT services, telecommunications and tourism sectors in 2011. Project management skills are expected to be most sought-after to cater for projects implemented as part of continued expansion plans.

Salary rises are likely to range between 15-20% for good candidates due to a general and persistent talent shortage in the market, while those with very niche skills can command increases of between 20-30% (depending on the total compensation package). Thailand lags behind in technology compared to other developed countries in the region, and key skills which are in high demand will continue to command a huge salary increase or premium.

One of the key challenges for organisations in 2011 will be employee retention. Most firms are expected to focus on compensation and benefit strategies and to step up their training and development efforts to retain key employees.

# THAILAND

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM THB	
	2010	2011
<b>IT Systems</b>		
IT Director	THB2.0 - 2.3m	<b>THB2.5 - 3.5m</b>
IT Programme Manager	THB1.0 - 1.4m	<b>THB1.0 - 1.5m</b>
Project Manager	THB1.0 - 1.4m	<b>THB1.0 - 1.7m</b>
Solution Architect	THB800k - 1.2m	<b>THB950k - 1.8m</b>
Development Manager	THB750k - 1.0m	<b>THB1.0 - 1.5m</b>
.Net/C# S/W Engineers	THB650 - 950k	<b>THB720 - 950k</b>
Software Developer	THB500 - 900k	<b>THB720 - 950k</b>
Business Analyst Manager	THB650 - 900k	<b>THB960k - 1.2m</b>
C++ S/W Engineers	THB650 - 900k	<b>THB720 - 950k</b>
Application Support Analyst	THB500 - 850k	<b>THB500 - 800k</b>
Java/J2EE S/W Engineers	THB600 - 850k	<b>THB720 - 950k</b>
IT Business Analyst	THB650 - 850k	<b>THB620 - 850k</b>
Test Manager	THB600 - 800k	<b>THB840k - 1.2m</b>
<b>ERP/Business Application</b>		
Project Managers	THB1.5 - 1.9m	<b>THB1.5 - 2.5m</b>
Consultants - Functional	THB1.0 - 1.5m	<b>THB1.0 - 1.5m</b>
Consultants - Technical	THB1.0 - 1.5m	<b>THB1.0 - 1.5m</b>
<b>Infrastructure</b>		
Infrastructure Manager	THB1.0 - 1.4m	<b>THB1.1 - 1.8m</b>
Service Delivery Manager	THB900k - 1.3m	<b>THB1.5 - 2.0m</b>
Project Manager	THB1.4 - 1.8m	<b>THB1.2 - 1.5m</b>
Infrastructure Team Leader	THB850k - 1.2m	<b>THB850k - 1.2m</b>
Desktop Support Analyst	THB500 - 800k	<b>THB540 - 800k</b>
Database Administrator	THB600 - 750k	<b>THB750k - 1.0m</b>
Server Administrator	THB500 - 750k	<b>THB850k - 1.2m</b>
<b>IT Security, Risk &amp; Control</b>		
IT Security Analyst	THB950k - 1.3m	<b>THB950k - 1.3m</b>
IT Auditor	THB950k - 1.2m	<b>THB950k - 1.2m</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

# THAILAND

## SALES & MARKETING

Our specialist sales & marketing division recruits for permanent roles across all disciplines within financial services, FMCG, information technology, media and entertainment, pharmaceutical and healthcare, professional services and retail.

Typical roles we recruit for include marketing director/manager, product manager, brand manager, sales director, key account manager, business development manager, trade marketing manager and online marketing manager.

### Market Overview

In the first half of 2010 we saw high demand for sales and marketing professionals as companies recognised the need for strong professionals to help rebuild businesses that had been adversely affected by the economic downturn. Towards the second half of the year, employers became more specific in their requirements and preferred to wait for the best talent rather than compromise on skill sets.

Hiring activity within the sales and marketing sector increased as business confidence improved significantly. The new financial year heralded new budgets, enabling many organisations to recruit business-critical roles. As more positions became available, we saw a reduction in the volume of immediately available, highly skilled candidates in the market.

Despite the effect of the global financial crisis, top-tier candidates with specialist skill sets remained in demand. Senior level marketing managers with international experience within the global FMCG sector continued to be highly sought-after.

Recruitment activity within the retail hypermarket industry remained aggressive, with skill sets in category management, retail development and store operations in high demand.

Hiring levels within the healthcare sector remained strong and we witnessed high levels of demand for specialist functions such as sales force effectiveness, medical education and medical marketing.

We also saw a spike in demand for candidates with regulatory affairs experience, due to increased regulation in the Thai pharmaceutical industry, mostly involving patents. This was a new skill set in the Thai market and professionals who specialised in regulatory affairs were scarce. As a result, companies were forced to pay large premiums to attract these candidates.

Due to an increased focus on building new businesses and improving the bottom line, candidates with the ability to communicate effectively in both written and spoken English were highly sought-after. Hiring levels for marketing managers, brand managers and key account manager roles remained strong, largely due to the presence of locally-based regional operations within the consumer markets and manufacturing multinationals.

Although organisations struggled with political issues, local hiring confidence continued due to the recovery of the local economy. Candidates also became more willing to switch jobs.

In terms of salaries, we found that candidates were more realistic in their expectations and were much more motivated by long-term career progression opportunities. Due to a lack of candidates with solid overseas working experience in the local talent pool, more companies had to look to foreign candidates to fill the gap.

### Outlook for 2011

Despite continued political uncertainty, we expect Thai companies to be more optimistic about the outlook for business in 2011 and we anticipate that most organisations will continue to expand aggressively.

We expect strong demand for marketing (including digital marketing) and managerial sales candidates. Export manufacturing is the single fastest growing sector in the Thai economy and this will further fuel the demand for skilled and savvy sales engineers.

With an increasing number of people accessing digital platforms, Thai organisations are likely to develop more marketing channels to reach out to their end consumers. Therefore, candidates with digital marketing experience are growing in demand. In addition, we expect sectors such as FMCG, chemicals, manufacturing, IT services and electronics to continue hiring as a result of business growth.

Salary rises are likely to average around 5% across all levels and we anticipate many employees will continue to pursue more attractive compensation packages or further their education to upgrade their skills.

Employee retention is expected to be a key challenge for many companies in 2011. As a result, better career development opportunities and more attractive benefits and salary packages will be important measures that organisations look to implement in order to retain their key talent.

# THAILAND

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM THB	
	2010	2011
General Manager/Managing Director (6+ yrs' exp)	THB2.0 - 2.8m+	<b>THB3.0 - 3.6m+</b>
Sales Director (8+ yrs' exp)	THB1.9 - 2.5m+	<b>THB2.2 - 2.6m+</b>
Sales & Marketing Director (8+ yrs' exp)	THB1.9 - 2.4m+	<b>THB2.2 - 2.6m+</b>
Sales Manager (4 - 5 yrs' exp)	THB1.4 - 1.8m+	<b>THB1.4 - 1.9m+</b>
Account Director (8+ yrs' exp)	THB1.1 - 1.5m+	<b>THB1.8 - 2.0m+</b>
Marketing Director (6+ yrs' exp)	THB1.9 - 2.6m+	<b>THB2.4 - 2.8m+</b>
Public Relations Director (8+ yrs' exp)	THB1.0 - 1.4m+	<b>THB1.1 - 1.5m+</b>
Business Development Manager (8+ yrs' exp)	THB1.0 - 1.4m+	<b>THB1.0 - 1.4m+</b>
Brand Manager (4+ yrs' exp)	THB950k - 1.3m+	<b>THB950k - 1.3m+</b>
Sales & Marketing Manager (4 - 5 yrs' exp)	THB900k - 1.3m+	<b>THB900k - 1.3m+</b>
Marketing Communications Manager (6+ yrs' exp)	THB850k - 1.3m+	<b>THB900k - 1.3m+</b>
Marketing Manager (4 - 5 yrs' exp)	THB850k - 1.2m+	<b>THB950k - 1.6m+</b>
Assistant Brand Manager (3 - 4 yrs' exp)	THB850k - 1.2m	<b>THB750k - 1.0m+</b>
Corporate Affairs Director (6+ yrs' exp)	THB850k - 1.1m+	<b>THB850k - 1.1m+</b>
Marketing Research Director (6+ yrs' exp)	THB850k - 1.1m+	<b>THB1.0 - 1.4m+</b>
Trade Marketing Manager (4 - 5 yrs' exp)	THB850k - 1.1m+	<b>THB850k - 1.2m+</b>
Channel Manager (5 - 8 yrs' exp)	THB800k - 1.0m+	<b>THB800k - 1.0m+</b>
Marketing Research Manager (4 - 5 yrs' exp)	THB750k - 1.0m+	<b>THB650k - 1.0m+</b>
PR Manager	THB750k - 1.0m	<b>THB650k - 1.0m</b>
Account Manager (4 - 5 yrs' exp)	THB700k - 1.0m	<b>THB840k - 1.2m</b>
Business Development Manager (4 - 5 yrs' exp)	THB700 - 950k+	<b>THB840k - 1.2m</b>
Call Centre Manager (8+ yrs' exp)	THB700 - 950k+	<b>THB700 - 950k+</b>
Marketing Communications Manager (4 - 5 yrs' exp)	THB750 - 950k	<b>THB840k - 1.2m</b>
Visual Merchandising Manager (4 - 5 yrs' exp)	THB650 - 950k	<b>THB650 - 950k</b>
Public Relations Manager (4 - 5 yrs' exp)	THB650 - 900k	<b>THB650k - 1.0m</b>
Campaign Manager (3 - 5 yrs' exp)	THB650 - 850k	<b>THB650k - 1.0m</b>
Direct Marketing Manager (5 yrs' exp)	THB600 - 850k	<b>THB600 - 850k</b>

NB: Figures are basic salaries exclusive of benefits & bonuses unless otherwise specified.

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