



**A GUIDE TO RECRUITING AND MOTIVATING THE BEST TALENT
FOR LOCAL COMPANIES GOING GLOBAL**



ABOUT ROBERT WALTERS



**FOR OVER 30 YEARS,
BUSINESSES ACROSS THE GLOBE
HAVE RELIED ON US TO FIND
THE VERY BEST SPECIALIST
PROFESSIONALS.**



ROBERT WALTERS

Our story begins in 1985 when the Group opened its first office in central London. Since then we have developed into a global specialist professional recruitment group, operating in a diverse range of markets worldwide.

For over 30 years, businesses across the globe have relied on us to find the very best specialist professionals, talented executives have trusted us to help build their careers, and companies have outsourced their recruitment processes to us. It's a success story we're proud of and one that's built on the strength and passion of our people.

As the business continues to expand, we operate with the same commitment to service and quality. Every candidate is treated as an individual with a focus on advising and consulting. It means we continually have the best candidates on the market to offer you.

Although our reach is global we remain committed to hiring local talent so our people have a deep understanding of the local market and culture. It's what makes us unique and helps us remain a trusted recruitment partner of the world's leading firms.



INTRODUCTION

LOCAL COMPANIES IN TAIWAN ARE PRESSING AHEAD WITH MOVING BEYOND THE DOMESTIC MARKET AND GROWING THEIR OPERATIONS OVERSEAS.

According to the 2017-2018 edition of the Global Competitiveness Report published by the World Economic Forum, Taiwan is now the 15th most competitive nation in the world out of 137 countries ranked, just behind Singapore, Hong Kong and Japan in Asia¹. At the same time, local tech companies have successfully developed global reputations. In 2018, Taiwan has 13 tech companies listed in the Thomson Reuters' "Top 100 Global Technology Leaders"².

These are exciting prospects, but they are not without their challenges, not least the need for businesses to recruit and retain the international talent they need to develop their international footprint and keep one step ahead of the competition. They face constant competition in attracting the best people, not just from foreign companies investing in Taiwan, but from other Asian countries as well.

We hope the guidelines we provide in this whitepaper will serve as a blueprint to help you equip your business to find the talent you need.

TERMINOLOGY

In this report, the term *international talent* refers to home-grown or returning professionals who have worked for foreign companies, whether overseas or in Taiwan.

Local companies are defined as companies headquartered in Taiwan.

Foreign companies are defined as companies headquartered outside Taiwan.

METHODOLOGY

This whitepaper was published in August 2018 and is based on a survey conducted by Robert Walters. It gathered the views of more than 5,000 HR professionals, hiring managers and candidates working in local and foreign companies across Mainland China, Indonesia, Malaysia, Philippines, Singapore, Thailand, Taiwan and Vietnam. Additional interviews and research were collated to complement the survey findings.

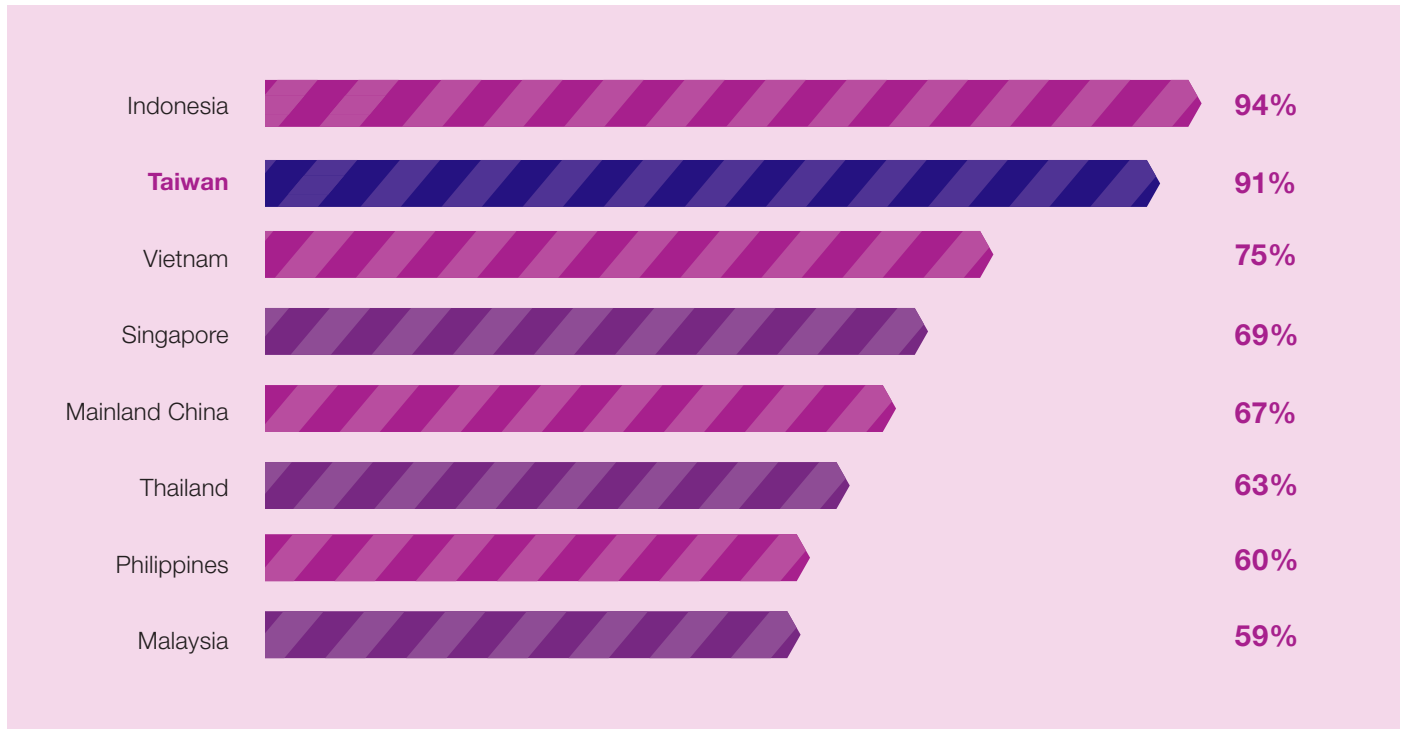
¹ The Global Competitiveness Report 2017-2018, World Economic Forum

² 2018 Thomson Reuters Top 100 Global Tech Leaders



LOCAL COMPANIES GOING GLOBAL – THE TAIWAN STORY

Among the eight countries and regions in Asia we surveyed, Taiwan emerged with the second highest percentage (91%) of employers who expect to internationalise their business in the next three years.



HAVING THE RIGHT TALENT IS KEY TO SUCCESS

One of the key issues faced by local companies is how to acquire and retain talent. There is a special value in securing returning or home-grown international talent, as they can provide an ideal combination of understanding the Taiwan market and local cultural issues, and having wider knowledge gained from working in an international environment.

It's not surprising that talent with such capabilities are targeted by foreign companies as well as local ones. In this high-demand environment, the fight for international talent in Taiwan is expected to be fierce.

At the same time, most (68%) local companies in Taiwan believe it is more difficult to recruit international talent compared to those with no international working experience. The greatest challenges they identify are:

- Applicants' expected salaries are much higher than our budget
- Candidates are not a good cultural fit with the company
- There are not enough quality applications to choose from
- It is difficult to find candidates with skills that match our business requirements



68% of local companies agree hiring international talent is very important or somewhat important to them



Only 4% of local companies indicate that hiring international talent is not important to them

91%

OF COMPANIES IN TAIWAN
PLAN TO INTERNATIONALISE
THEIR BUSINESSES IN THE
COMING THREE YEARS

Hiring international talent allows local companies to leverage cross-cultural thinking, gain exposure to global working practices and import specific domain knowledge to drive geographic expansion.

While many local companies are operating a top-down approach, they tend to offer more holistic support to employees and managers have a closer relationship with their teams.

AARON WU

Head of Talent Management,
Gogoro




















HOW TO ATTRACT AND RETAIN INTERNATIONAL TALENT

If your business is to succeed in attracting and retaining international talent in a highly competitive marketplace, you need to understand the key factors that influence these professionals. This can help you design a strategy that addresses the expectations of the best talent.

We asked international professionals who are currently working/have worked in local companies, what they found rewarding about working there.

WHAT ARE THE REWARDING ASPECTS OF WORKING IN A LOCAL COMPANY?

TAIWAN	MAINLAND CHINA	SOUTH EAST ASIA
 THE LOCAL CORPORATE CULTURE 65%	 THE LOCAL CORPORATE CULTURE 68%	 THE LOCAL CORPORATE CULTURE 57%
 SENSE OF GIVING BACK TO LOCAL COMMUNITY 38%	 BETTER TITLE/ MORE FLEXIBILITY ON JOB TITLE 31%	 CLOSER RELATIONSHIP WITH CEO AND MANAGEMENT TEAM 45%
 CLOSER RELATIONSHIP WITH CEO AND MANAGEMENT TEAM 27%	 BELIEF IN THE COMPANY'S GROWTH POTENTIAL 29%	 SENSE OF GIVING BACK TO LOCAL COMMUNITY 35%
 MORE PROMOTION OPPORTUNITIES 19%	 MORE PROMOTION OPPORTUNITIES 27%	 SENSE OF ENTREPRENEURSHIP 29%
 PAY AND BENEFITS 8%	 PAY AND BENEFITS 11%	 PAY AND BENEFITS 10%

International talent across Asia who are currently working or have previously worked in local companies rank the rewarding aspects differently, but they all share the view that the local corporate culture is the most rewarding factor about working in local companies, with pay and benefits ranked lowest.

In Taiwan the sense of giving back to the local community emerged as the second most rewarding factor (38%), followed by a closer relationship with management (27%) and more promotion opportunities (19%).

LEVERAGE YOUR UNIQUE LOCAL CULTURE

The local corporate culture appeals most to international talent working in local companies, cited by 65%. It shows that employees in local companies have a common cultural background and share similar values, norms and lifestyles.

When it comes to talent retention and motivation, you are advised not to underestimate the importance of workplace culture and employee engagement. It is important that employees with different backgrounds feel part of the whole team. It is a good idea to arrange social activities, such as regular team building, for co-workers to get together and find out more about each other.

EMPOWER YOUR EMPLOYEES WITH A CLEAR BUSINESS PURPOSE

The second most popular motivating factor, chosen by 38% of international talent, is the sense of being able to contribute back to the local community.

65%

OF INTERNATIONAL
TALENT RANK CORPORATE
CULTURE AS THE TOP
REASON WHY THEY ENJOY
WORKING IN LOCAL
COMPANIES



As a local business, you can have a direct impact on the development of your local community. We recommend you make candidates and employees aware of the positive impact you are making on Taiwan when communicating your expansion plans.

At the same time, make corporate social responsibility part of your business to show you are not focused only on making profits.

JOHN WINTER

General Manager - Robert Walters Taiwan

MORE THAN MONEY

Conversely, we found that only 8% of employees rank pay and benefits as the top attraction factor, implying that they are more concerned about other matters when considering staying in a local company.

It is important to note that paying a premium alone does not prevent you from losing talent to your competitors if you overlook the other things that motivate them, for example having the opportunity to work more closely with senior management and CEOs (27%) and promotion opportunities (19%).



EFFECTIVE TALENT ACQUISITION STRATEGIES

TOP 3 PREFERRED CHANNELS FOR RECRUITING NEW ROLES - FOREIGN VS LOCAL COMPANIES

Engaging a recruitment consultancy



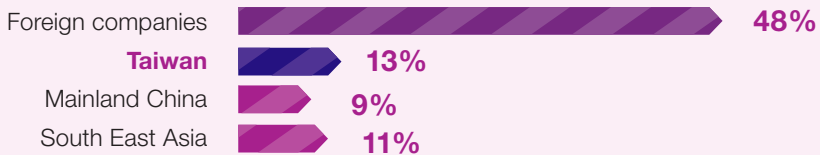
Posting on a job board



Posting job adverts on a professional social networking site (e.g. LinkedIn)



Posting job adverts on a personal social media site



Direct advertising on a company website



Seeking referrals from existing professional and personal networks



REACH OUT TO INTERNATIONAL TALENT THROUGH EFFECTIVE TALENT ACQUISITION CHANNELS



Local companies in Taiwan and across Asia tend to follow the example of foreign businesses in preferring to use professional agencies and posting opportunities on a job board when recruiting new roles.



At the same time, local companies are far more likely to source new talent through professional and personal referrals. This compares to only 7% among foreign businesses.

Personal referrals can be useful for businesses that have yet to build a strong public profile. However, relying too heavily on this kind of introduction risks you not being able to benchmark your candidates' performance against the rest of the market, or cast your recruitment net more widely.



On the other hand, engaging a specialist recruitment agency, in particular one which operates globally, is a better solution for local companies who want to expand their global footprint. This can help you look beyond your existing network and reach a wider pool of international talent, including from outside Taiwan. Recruitment consultancies can also help advise on the best way to attract these professionals, giving you a better chance of finding the ideal talent for your business.

50%

OF LOCAL COMPANIES
IN TAIWAN HIRE TALENT
BASED ON REFERRALS





TRAIN YOUR HIRING MANAGERS

12%

LOCAL COMPANIES
IN TAIWAN

17%

SOUTH EAST ASIAN
COMPANIES

35%

MAINLAND CHINESE
COMPANIES

TRAIN THEIR HIRING MANAGERS IN INTERNATIONAL TALENT ATTRACTION

Talent attraction is an area where local companies face strong competition. It is important that hiring managers and HR professionals are trained in professional talent acquisition and global best practices as part of a business's globalisation programme. This will help you avoid miscommunication in interview processes and address the risks that can occur in a candidate-short market.

This talent attraction training might usefully include:

Talent selection

How to partner with recruitment agencies on effective hiring and understanding the needs of different candidates.

Interview skills

How to conduct an interview to assess whether the candidate will be a good fit for your company's culture, and if the candidate's personal core values are in alignment with the company's values.

Effective communications with candidates

Clear presentation on company culture and explanation of company growth strategies and structure, etc.

Negotiation skills

Clear explanation of the components in a candidate's offer and how to make counter offers.



CONCLUSION

When local companies are seeking to globalise, special value can be gained from securing international talent. It is essential that your recruitment and talent management processes are robust as the competition to secure the best talent is acute.

The benefits and opportunities that local companies can offer international talent differ from those foreign or multinational companies can propose. There are advantages to being a local business, such as being able to make a direct, positive contribution to society and offering a closer working relationship with management teams. We strongly recommend you maximise these competitive advantages when you are looking to find and retain the right talent for your business.



CONTACT US

To find out how Robert Walters Taiwan can help you attract the best talent for your international expansion plans, please contact:

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