



WITH ONE OF THE FASTEST GROWING ECONOMIES IN ASIA, RECRUITMENT LEVELS IN VIETNAM REMAINED STRONG IN 2016. A RANGE OF FACTORS, INCLUDING A YOUNG WORKFORCE, INCREASING FOREIGN DIRECT INVESTMENT AND RISING LABOUR PRODUCTIVITY, BOOSTED GROWTH AND DROVE RECRUITMENT ACTIVITY.

## 2016 INSIGHT

Vietnam experienced strong demand for skilled professionals during 2016, which was matched by a rise in remuneration packages. As companies increased headcount and focused on organisational structures to drive business growth, specialists were more highly sought after than professionals with generalist skill sets. For example, IT specialists with strong technical skills in cloud computing, mobility engineering and information security were in high demand.

The e-retail market in Vietnam grew quickly in 2016 driven by the higher disposable incomes of working professionals. We expect this area will continue to flourish in the next decade. Due to the growth of industrial markets such as building materials and chemicals, there was also demand for experienced sales people with English skills.

The architecture, engineering and construction industries were also developing at a positive pace. As a result of Vietnam's growing manufacturing base, there was strong demand for project managers, industrial engineering managers and plant managers to help with factory operations. Local talent with international exposure was also in demand as employers recognised the value of professionals with both regional and global awareness, as well as sound English language skills.

## 2017 EXPECTATIONS

Vietnam is becoming a major strategic business hub for IT and this will continue to drive increased demand for specialists in cloud computing, big data, business intelligence and information security in 2017.

The positive performance of Vietnam's industrial hubs means that sales and marketing candidates with technical backgrounds and relevant product or industry knowledge will be highly sought after.

This increased industrialisation has positively impacted hiring across engineering and supply chain, as well as procurement and logistics.

Technical and specialist professionals will be hired to work for contract manufacturers as companies move production hubs to Vietnam. As the manufacturing industry continues to develop in Vietnam, existing factories will expand and new ones will be built. Experienced project managers will be recruited to run these factories and conduct technology transfers from overseas.

To retain key talent, we recommend that employers have regular open conversations with staff and provide them with clear career development plans and progressive remuneration strategies. With market conditions likely to remain buoyant, further foreign direct investment will mean that professionals can look forward to a robust job market. Employers will also be focusing more on hiring returning Vietnamese talent.

Job movers, especially those with specialist skills such as accounting, IT and technical sales can expect salary rises of 10-25%. Exceptional talent or professionals with niche skills can expect to negotiate a salary of up to 30% higher when changing jobs. Top performers staying on with their current employer can expect a 5-10% year-on-year salary increment.



With market conditions likely to remain buoyant, further foreign direct investment will mean that professionals can look forward to a robust job market.



# 10-25%

Average salary rise for those moving jobs in 2017

(Salary Survey 2017)

# 5-10%

Year-on-year salary increment for top performers remaining in their jobs

(Salary Survey 2017)

(Salary Survey 2017)

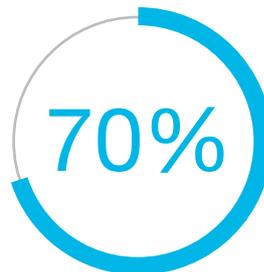
## TOP 3 INDUSTRIES HIRING

- 1 Digital marketing
- 2 Information technology
- 3 Manufacturing

(Returning Asians Survey)

## WHAT RETURNING VIETNAMESE TALENT WANT

-  Salary increment (over local rates)
-  Clear career progression
-  Flexible working arrangements



(Returning Asians Survey)

Overseas Vietnamese professionals keen to return home

Robert Walters Returning Asians Survey 2015, 654 respondents.

## KEY FINDINGS

Increased industrialisation has positively impacted the recruitment markets for engineering and supply chain, procurement and logistics.

To retain key talent, we recommend that employers have regular open conversations with staff, provide them with clear career development plans and progressive remuneration strategies.

# OVERVIEW

## ACCOUNTING & FINANCE

In the FMCG, logistics and manufacturing industries, there was strong demand for accounting and finance professionals in 2016. Favourable market conditions encouraged start-up companies to develop in Vietnam, particularly driven by the rise of the e-commerce industry. As a result, the number of newly created positions for local candidates increased.

Compliance professionals in the financial services industry with experience in regional roles were in steady demand throughout 2016. Hiring managers also sought candidates with high potential, strong commercial mindsets and cross-industry exposure.

Jobseekers can expect more opportunities in emerging industries such as e-commerce and technology-based companies as businesses expand their teams in 2017. Hiring managers will be looking for candidates with international experience, solid communication and cultural adaptation skills, and a strong command of English.

In addition, professionals with management trainee backgrounds will be valued by expanding businesses as they have an understanding of a range of departments – giving them versatility and transferable skills.

Start-ups will be looking to hire candidates with finance and accounting experience in 2017. At the same time, established businesses will be undergoing transformation, restructuring or launching new projects. This will result in demand for professionals with strong entrepreneurial mindsets and the skills to lead new projects.

Candidates with overseas work experience will expect high salaries in 2017. However, many employers will be unable to offer such rises and hiring managers in new industries, such

as e-commerce and technology, may find it challenging to persuade professionals to move out of familiar and traditional industries.

To secure the best talent in 2017, hiring managers will need to offer salary rises in the 20-30% range, outline a clear career progression path and provide structured training opportunities. Line managers in non-traditional industries should invest resources in maintaining strong engagement with candidates at the initial stages.

We believe that the hiring market for accounting and finance will remain robust in 2017 and overall salary levels could rise by 20-30% for professionals moving to a new role.

## ENGINEERING

In 2016, Vietnam continued to establish its reputation as a manufacturing hub, and as a result there was strong demand for project managers, production managers, industrial engineering managers, quality managers and plant managers. With the expansion of the chemical industry in 2017, there will also be a demand for technical managers.

We expect that the manufacturing sector will continue to develop in Vietnam throughout the year. As existing factories expand and new ones are built, experienced project managers will be required to oversee operations and conduct technology transfers from overseas.

We also anticipate mergers and acquisitions as well as company restructuring across the engineering sector in 2017. This will inevitably lead to new and replacement hiring activity, together with the creation of a number of factory operation and technical service manager roles.

Due to the growth in electronic manufacturing, building & construction and machinery &

equipment, hiring managers will be searching for experienced engineers in the semiconductor, high-tech electronic and factory automation sectors, as well as automotive and chemical industries. A range of positions will be recruited for from mid to senior management. These professionals will be expected to have strong change management, leadership and project management skills.

There is a limited, but active pool of skilled and experienced engineers with English language skills. These candidates will expect higher salaries before they consider moving to a new company.

To retain staff, employers should offer clear career development paths, training programmes, and projects to help them showcase their skills. Annual reviews of remuneration and employee benefit packages will help retain high performers.

In 2017, there is likely to be continual demand for project managers. Job movers can expect salary increments of 20-25%.

## HUMAN RESOURCES

Hiring activity was focused on in-house talent acquisition, talent development, culture change HR and HR business partner (BP) professionals in 2016 as many businesses went through mergers and acquisitions. In 2017, we anticipate more SMEs will also transform their traditional HR set-ups to the business partnering model and apply international standards to their processes, driving further demand for professionals with this experience.

Multinational companies focused on acquiring local businesses in 2016 with the integration process taking three to five years to complete. As a result, change management and organisational design professionals will be in demand to facilitate this and help local employees adjust to the changes.

## KEY TRENDS

- ▶ Vietnam is becoming a major strategic business hub for IT, and this will lead to an increase in demand for specialists in cloud computing, big data, business intelligence and information security.
- ▶ Job movers, especially those with specialist skills can expect salary rises of 10-25%. Exceptional talent or professionals with niche skills can expect to negotiate a salary of up to 30% higher when changing jobs.

Employers will also value HR candidates with qualities such as overseas experience, the ability to think strategically, a proactive attitude and being responsive to change in 2017. Such candidates will be sought after both for their commercial mindsets and ability to understand Vietnamese working culture.

In terms of sectors, the manufacturing and FMCG industries will actively recruit for talent acquisition, organisational design, compensation and benefits, change management and HR business partnering roles.

To retain key staff in 2017, line managers should focus on the career development of employees by exposing them to other job functions in the organisation. Employers will also be focusing on hiring returning Vietnamese candidates with relevant experience and skills. Job movers can expect salary rises of 20-35% in 2017.

## INFORMATION TECHNOLOGY

The developing IT market in Vietnam resulted in high demand for IT specialists with strong technical skills in cloud computing, mobility engineering, big data, business intelligence and information security throughout 2016.

While there was an oversupply of IT managers, this was not the case with IT directors. Senior level IT directors overseeing large-scale operations in FMCG and manufacturing were highly sought after and in short supply.

The financial services sector was promising, with the inflow of major IT transformation projects and many fintech start-ups backed by major financial institutions establishing their businesses in Vietnam.

As more overseas manufacturers relocate, Vietnam is becoming a major strategic business hub. Hiring managers will therefore value specialists such as solution architects, senior business advisors, data scientists, project managers in core banking, cloud and BI professionals.

Vietnam will continue to be a preferred destination for software outsourcing companies due to the country's competitive labour costs. Employers are likely to seek senior level operational management professionals with

strong technical knowledge and business leadership potential. Vietnamese professionals with international experience and the right skill sets will also be highly sought after.

Job movers can expect salary rises of 25% in 2017, while those with niche and high demand skills can expect substantial salary increases of 30-35%. Employees remaining with their organisation can expect to negotiate a 7-10% annual salary raise.

## SALES & MARKETING

The FMCG industry in Vietnam experienced moderate growth in 2016 due to the country's rapidly growing middle class population. As disposable income grew, consumers in Saigon and Hanoi witnessed the entrance of a plethora of foreign brands in the last few years. As a result, the retail and e-commerce sectors were positively impacted and hiring increased. MNCs also sought out local candidates for senior general management and sales and marketing roles. Overall the FMCG, retail, food & beverage and e-commerce sectors performed well in 2016, and we witnessed professionals with relevant industry experience being hired in large numbers.

Industrial sectors such as building materials and chemicals were also active and sought to hire experienced sales people with English skills.

In 2017, there will continue to be a high demand for professionals with technical experience in mechanical, electrical, civil or chemical engineering, who have a proven track record in sales, sound English skills and experience working for a MNC. Hiring managers will also be recruiting Vietnamese candidates with international career experience, digital expertise and retail experience for marketing roles.

We also expect that senior marketing leaders with a good command of English will be in demand to work in the animal feed additives industry, as this sector is growing. To retain staff, hiring managers should provide retention bonuses or increase their career exposure through international mobility programmes and regional roles.

Salary increments for candidates changing jobs will be 10-15%, with the exception of jobseekers in the animal feed additives market, where they can

expect to negotiate salary rises of 25%. Due to the shortage of top-tier talent, companies will have to diversify their search for candidates and consider hiring professionals from different but related industries.

Throughout 2016, the healthcare job market was driven by a strong demand for experienced middle managers and heads of commercial businesses. Companies experienced a moderate level of staff turnover while there was also a need to fill business critical positions.

Due to the growth of the medical devices sector, there was also demand for business development managers and sales managers. Candidates in senior level positions with strong commercial experience will continue to be highly sought after in 2017.

With ongoing expansion in over-the-counter organisations such as pharmacies, we anticipate increasing demand for healthcare professionals in 2017.

## SUPPLY CHAIN, PROCUREMENT & LOGISTICS

In 2016, we saw contract manufacturers moving production hubs from China to Vietnam. This, combined with the introduction of global requirements on quality control, meant sourcing companies looked to fill compliance and quality roles. There was also a gradual uplift in hiring activity for the logistics service sector, which will continue in 2017.

As companies struggle to contain costs, we expect increased merger and acquisition activity, restructuring and localisation of company offices. Hiring managers will therefore be looking for adaptable and self-motivated candidates with good leadership skills, entrepreneurial mindsets and change management experience.

To retain staff, employers will need to provide clear career progression opportunities and reward high performers with projects to showcase their abilities.

Technical specialisation roles will continue to be in demand in 2017 and professionals can expect salary rises of 20-25% when changing jobs.

# VIETNAM

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Accounting</b>		
Chief Accountant/Accounting Manager	20 - 36k	<b>22 - 40k</b>
Management Accountant	18 - 30k	<b>23 - 33k</b>
Financial Accountant	18 - 24k	<b>20 - 26k</b>
Tax Manager	24 - 48k	<b>30 - 50k</b>
Cost Controller	15 - 30k	<b>20 - 33k</b>
<b>Finance</b>		
Chief Financial Officer	84 - 130k	<b>80 - 130k</b>
Finance Director - MNC	60 - 96k	<b>60 - 100k</b>
Finance Director - SME	60 - 72k	<b>65 - 80k</b>
Financial Controller - MNC	42 - 60k	<b>50 - 65k</b>
Financial Controller - SME	36 - 48k	<b>40 - 50k</b>
Finance Manager	30 - 48k	<b>32 - 52k</b>
Business Controller	18 - 36k	<b>20 - 40k</b>
FP&A Manager	24 - 43k	<b>26 - 45k</b>
Finance/Business Analyst	18 - 33k	<b>23 - 33k</b>
<b>Compliance &amp; Risk Management</b>		
Senior Auditor	18 - 30k	<b>20 - 40k</b>
Internal Audit/Compliance Manager	24 - 48k	<b>32 - 52k</b>
Compliance & Risk Head	45 - 90k	<b>50 - 100k</b>

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

# VIETNAM

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Operations Manager	56 - 70k	<b>60 - 70k</b>
Plant Manager	56 - 70k	<b>60 - 70k</b>
Continuous Improvement Manager	35 - 49k	<b>36 - 50k</b>
Engineering Manager	35 - 49k	<b>36 - 50k</b>
QA/QC Manager	35 - 42k	<b>36 - 50k</b>
Project Manager	30 - 48k	<b>36 - 60k</b>
R&D Manager	30 - 48k	<b>36 - 48k</b>
Maintenance Manager	30 - 45k	<b>36 - 48k</b>
Service Manager	30 - 42k	<b>30 - 42k</b>
Production Manager	30 - 42k	<b>33 - 45k</b>
HSE Manager	30 - 42k	<b>30 - 42k</b>
HSE Director	40 - 66k	<b>42 - 72k</b>
Facility Manager	24 - 30k	<b>30 - 36k</b>

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# VIETNAM

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Human Resources</b>		
HR Director	60 - 120k	<b>70 - 120k</b>
HR Shared Services Manager	40 - 60k	<b>40 - 60k</b>
HR Manager	30 - 60k	<b>30 - 60k</b>
Rewards Manager	30 - 48k	<b>32 - 55k</b>
Training & Development Manager	30 - 42k	<b>30 - 42k</b>
Talent Acquisition Manager	26 - 36k	<b>26 - 39k</b>
Organisation & Development Manager	27 - 52k	<b>30 - 52k</b>
Compensation & Benefits Manager	25 - 30k	<b>30 - 40k</b>
HR Business Partner	24 - 40k	<b>26 - 52k</b>
HR Executive	9 - 15k	<b>9 - 15k</b>
<b>Business Support</b>		
Office Manager	14 - 24k	<b>20 - 26k</b>
Personal Assistant	9 - 18k	<b>9 - 18k</b>

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# VIETNAM

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Business Transformation</b>		
Head of IT	60 - 96k	<b>62 - 98k</b>
Senior Project Manager	30 - 48k	<b>40 - 60k</b>
IT Manager	24 - 42k	<b>24 - 45k</b>
Senior Business Analyst	18 - 33k	<b>30 - 45k</b>
<b>Development</b>		
Technical Architect	24 - 42k	<b>30 - 50k</b>
Senior Mobile Developer	20 - 28k	<b>24 - 36k</b>
ERP Consultant	18 - 25k	<b>18 - 25k</b>
Java /PHP/.NET Engineer	18 - 24k	<b>20 - 30k</b>
Front-end Developer	15 - 24k	<b>18 - 25k</b>
Senior QC Engineer	14 - 21k	<b>14 - 21k</b>
<b>Digital &amp; Online</b>		
Digital Solutions Director	48 - 60k	<b>48 - 60k</b>
Head of E-commerce	46 - 60k	<b>48 - 60k</b>

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## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Management</b>		
General Manager/Managing Director	150 - 200k	<b>150 - 200k</b>
Sales & Marketing Director	84 - 100k	<b>85 - 105k</b>
<b>Sales</b>		
Sales Director	60 - 85k	<b>65 - 85k</b>
Key Account Manager	35 - 50k	<b>38 - 50k</b>
Business Development Manager	35 - 45k	<b>35 - 50k</b>
Area Sales Manager	21 - 34k	<b>21 - 34k</b>
Sales Engineer	9 - 15k	<b>10 - 16k</b>
<b>Marketing</b>		
Trade Marketing Director	95 - 110k	<b>95 - 110k</b>
Corporate Affairs Director	84 - 105k	<b>90 - 110k</b>
Marketing Director	72 - 84k	<b>75 - 90k</b>
Marketing Manager	45 - 55k	<b>55 - 70k</b>
Trade Marketing Manager	42 - 54k	<b>45 - 55k</b>
Corporate Affairs Manager	32 - 40k	<b>35 - 45k</b>
Brand Manager	26 - 36k	<b>26 - 39k</b>
Visual Merchandising Manager	25 - 32k	<b>28 - 35k</b>
<b>Technical Healthcare</b>		
Medical Director	80 - 110k	<b>85 - 115k</b>
Medical Affairs Manager	30 - 40k	<b>33 - 45k</b>
Regulatory Affairs Manager	34 - 42k	<b>34 - 45k</b>
Clinical Research Manager	25 - 32k	<b>25 - 32k</b>
Medical Advisor	24 - 30k	<b>24 - 32k</b>
Medical Science Liaison	18 - 24k	<b>18 - 26k</b>

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# VIETNAM

## SUPPLY CHAIN, PROCUREMENT & LOGISTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Supply Chain &amp; Procurement</b>		
Supply Chain Director	75 - 125k	<b>75 - 125k</b>
Operations Manager	56 - 70k	<b>56 - 70k</b>
Plant Manager	56 - 70k	<b>60 - 80k</b>
Production Manager	35 - 42k	<b>32 - 45k</b>
Supply Chain Manager	35 - 60k	<b>36 - 60k</b>
Logistics Manager	30 - 45k	<b>32 - 48k</b>
Distribution/Transportation Manager	28 - 35k	<b>28 - 35k</b>
Warehouse Manager	28 - 35k	<b>28 - 35k</b>
Customer Service Manager	28 - 40k	<b>28 - 42k</b>
Planning Manager	32 - 45k	<b>32 - 48k</b>
Procurement Manager	30 - 45k	<b>30 - 45k</b>
Merchandising Manager	35 - 52k	<b>36 - 54k</b>
<b>Third Party Logistics</b>		
Operations/Logistics Manager	35 - 48k	<b>35 - 48k</b>
Sales Manager	27 - 35k	<b>27 - 35k</b>
Key Account Manager	22 - 33k	<b>22 - 33k</b>

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