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### ENEX's London Conference and Annual Meeting – June 2011

By Ignacio Macaya, Macaya Consulting Spain

On June the 3<sup>rd</sup> we had our annual ENEX meeting in London at the Naval & Military Club, very close to Piccadilly Circus. The day before our ENEX meeting we hosted a conference at the club entitled: "Cross Border Recruitment and Global Coaching". We had two speakers, Katherine Tulpa, CEO and Founder of the Association for Coaching, and Clive Steeper, Founder of AVASST Ltd.

In relation to our meeting, we were honoured by the presence of four new potential partners that collectively represent an opportunity for ENEX to cover a wider geography; Jam Recruitment from Australia, HR-CC from Belgium, HeadSeekers from Mexico and Enshrine Placements from South Africa. The existing ENEX partners were suitably impressed by all of them and as a consequence they were formally invited to join our network as partners representing their respective countries.

Beside the fact that these four new partners will allow ENEX to cover high growth executive search markets such as Australia, Mexico and South Africa, it is also worth mentioning the experience some of these new partners will bring to the group, servicing as they do industries such as Oil & Gas (Jam Recruitment), Mining & Engineering (Enshrine Placements) and Media & Communications (HeadSeekers). Our new Belgian partner, HR-CC, is a well established company which has conducted many searches for clients operating in consumer goods and general industry.

The growth of ENEX toward consolidating itself as a truly global network is one of our priorities and this intention was strongly reaffirmed at our London meeting. In this respect, we have set the objective to recruit new partners for the United States, Brazil and India. We will in due course be taking the necessary steps to identify partners for these countries and invite them to attend our next meeting, to be held in Barcelona in February 2012.



**ENEX**  
Global Executive  
Search  
and HR Consultancy

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### Australia is about to go 'BOOM'.....! by Joel Carpenter of Jam Recruitment, Australia

Australia has regularly been cited as one of the most protected countries during the GFC and we certainly seemed to have escaped the economic pain of other regions. We've always had a strong resource sector, but with countries such as China and India becoming 'super-consumers', demand for our resources has continued to grow even throughout the recent financial woes. Our dollar is currently one of the strongest currencies in the world.

At JAM Recruitment our core business is oil and gas mining. Whilst the activity in our niche can vary wildly according to oil price, the broader resource sector seems more stable; with Australia hosting some of the more rare minerals. Moving into these associated sectors is part of our future strategy.

Australia also has a largely untapped resource of methane, trapped amongst many coal seams that are generally beyond the scope of coal mining. Coal Bed Methane (or Coal Seam Gas) represents a boom sector at present and is expected to hire 18,000 people over the coming years. This is a niche that JAM Recruitment has several years of experience in, and we consider ourselves a market leader when it comes to CBM recruitment.

The broader resource sector here contributes 1.6% of the employed population, 39% of all exports and 8% of GDP, so you can see that it's a very important part of the economy. In general, one resource job leads to three non-resource jobs. For example, the growth in mining employment is expected to be 4.9% per annum for the next five years, resulting in 61,500 jobs by 2015. In turn we should see construction jobs peak in around 2012-2013 at around 45,000 jobs. Construction is only one industry that's positively affected by mining, many other associated industries such as catering, real estate, environmental, safety, transportation and of course recruitment, will profit positively on the back of mining sector growth.

According to the Australian Government's National Resources Sector Employment Taskforce report from mid 2010 (where these figures come from), the major shortfalls in the resources sector will be in trades (35,800 jobs), mining engineering (1700 jobs) and geology (3000 jobs); international recruitment will be essential to filling these roles. Coupled with an additional 120,000 jobs to complement these, JAM, and by extension all ENEX partners, have a great opportunity to tap into this market in the coming years.

### About ENEX

**ENEX is an established independent, owner managed, International group operating in the field of Executive Search, Recruitment and Human Resource Consulting.**

**Our International network consists of various outstanding established Executive Search, Recruitment and Human Resource Consulting organisations. We are highly respected in our own countries and our combined global partnerships represent a powerful international network of expertise.**

**Originally known for Executive Search & Selection the ENEX partnership has expanded significantly and now offers a range of services to help you manage, develop and grow your human resource. ENEX was formed in 1980 and today we now have recruitment teams in over 34 countries over 5 continents i.e. Africa, Asia, Australia, Europe and South America**

## Introducing ENEX's New 'Recruits'

### by Lanon Prigge, Enshrine Placements, South Africa

**Joel Carpenter of Jam Recruitment – Australia:** “It’s the challenge of finding a candidate that ‘blows the socks off’ my client, and having a network of people that are the very best at what they do, that really turns me on about recruitment. I am a person who revels in getting to know other people well and finding out what makes them tick. Getting inside the head of the client or candidate and truly understanding them is the basis of what recruitment is all about. Fortunately I have a genuine interest in other people’s professional wellbeing and career which assists in facilitating this process.

When we launched JAM Recruitment my partner and I decided to differentiate ourselves from our previous employers by actively seeking out strategic alliances within recruitment for the sharing of clients and candidates. Sharing work with other agents was an alien concept in our previous lives. Clive Steeper introduced me to the concept of ENEX and I immediately saw parity with what we were trying to achieve at JAM. At JAM we have some very ‘out of the box’ theories about recruiting. We’re unrestrained by tradition, having been ‘brought up’ in a very sheltered and niche recruitment sector in Australia. Coupled with our strong focus on new technologies and media I believe we have a unique perspective to offer.

I have already been able to share a role with another ENEX partner where their involvement could solve the client’s need a whole lot quicker than if we attempted the role single-handedly. This impresses our client, resulting in the potential for generating greater revenue and value for both us and our ENEX partners. Entering into an already established network of recruiters from disparate industries and locations, broadens your horizons and makes you open to potential opportunities that you may have previously been closed to.”

**Inez Senecaot of HR-CC – Belgium:** “I take pride in my work, and show a personal commitment to quality. In my business we are always eager to learn about the business of our clients. We value good partnerships with our clients and the growth of people’s talents. We value openness in communication and take time for round-trip feedback in the entire selection process. We work in close relationship with clients and take the time necessary to understand their needs, so that we can search and attract the right talent.

Bringing together cultures, methods and people from all over the world creates a fascinating and powerful shared asset. Working closely together makes it even more ‘joyful’. Doing business with other members of the ENEX group holds the potential to inspire opportunities which we otherwise would not have been aware of. I can now offer my existing clients and candidates a broader perspective and unmatched opportunities, and I can offer them contact with reliable partners throughout the world. The possibility of being yourself within an international executive search network, without the feeling of being amongst competitors, is super. For me ENEX is an outstanding place where we can interact and share information in an atmosphere which is conducive to positive growth.

HR-CC is a high quality search and selection company which has been operational for more than 20 years. We offer added value by helping organisations to outsource their HR matters to us so they can focus on their core business. We are focused on competence, experience and talent. Our core focus is on middle executives to senior level management positions in multiple industries, both in people management and in technical management”.

**Aura Mione of HeadSeekers – Mexico:** “The world of recruitment is exciting; every day I have the chance to meet, or maintain contact with, interesting individuals from all walks of life, learn something new about companies, markets and geographies, expand my professional and cultural network, and take on varied and unexpected challenges. I am absolutely thrilled when “true magic” happens: finding that exact candidate whose career and life path will be enriched by joining the client’s company, which in turn will be rewarded by having that particular professional on board. It’s wonderful to know that I was invited by Mr. Destiny to be a matchmaker in that process.

ENEX appealed to me firstly, because I have deep respect for Ignacio Macaya, who offered me the possibility of becoming a member; and secondly, because ENEX is an established and growing network comprised of reputable professionals and firms in different countries. In today’s competitive world, it is tremendously important to align efforts to offer and provide quick and effective results to clients at an international level. Also, it is great to know that you are not alone and can reach out to fellow members who are willing to work as a flexible team when needed. The ENEX members and existing candidates and clients can rest assured that I will put forth my best efforts and enthusiasm to help boost the network’s reputation and growth.

HeadSeekers takes recruitment very seriously. Its mission is to develop longstanding, honest and ethical relationships with a select group of clients who can trust that we are focused on the long-term outcome of placing a top-notch professional and not only on the short-term process of “filling a vacant spot” as quickly as possible. We are conscious of the fact that often one individual can make or break a whole organization or culture, and thus have either a positive or negative butterfly effect which impacts many other individuals and their families. HeadSeekers is committed to contributing to a positive butterfly effect, and the rewards for all will come naturally”.

**Caryn Darley of Enshrine Placements - South Africa:** “Placing a candidate in his or her ideal, dream position - which is in line with his natural flow and talents - inspires me most in terms of what I do. I thrive when someone says that his or her ideal job is ‘one in a million’, and that he or she is afraid to wake up ‘in case it’s a dream’. In a nut shell the recruitment business changes people’s lives, assists with their career progression, their vision and purpose, and ultimately provides resources for their families. This business assists companies to reach towards their potentials with the right skills, team dynamics and chemistry on board. On the reverse side, I am always aware that this business can also damage lives if your motivations as a recruitment consultant are not sincere and you have ulterior motives.

I am passionate about marketing, branding and sales – this is one of Enshrine’s strong points and areas of expertise. I am at my best when I have the flexibility to be creative and try new innovations and experiments in the marketing space and building models of multiplication through effective processes, systems and social media. I love to increase the business’s value add to a larger audience of high calibre candidates and clients; meeting, and ideally exceeding, expectations.

I believe my value-add to ENEX and its members will lie in assisting with the attraction of future partners and clients. I believe Enshrine is strong on offering new ideas, generating a database of exceptional candidates which can become a shared resource, and our aim to assist partner clients to open and staff new offices in SA will hopefully assist ENEX to expand its reach into Africa, especially in the engineering sector. What excites me in particular about being affiliated with a credible international network of this nature is that it opens up channels through which to market our candidates and generate more opportunities for them to gain international exposure – thus simultaneously building my own brand in concert with the ENEX brand. Being able to tap into the riches of knowledge and wisdom, competency and wealth of experience our ENEX partnership represents, gives me the unique opportunity to bench mark my local business against high standards in the global industry.”



## Influencing Corporate Strategy: Global Executive Recruitment and the 'Millennial Generation' by Leonello Castagnetti, Studio Base, Italy

The physiognomy of the workforce over the next few years will undergo a profound transformation now that the baby boomers of the '50s are gradually exiting the labour market, generation X takes up a position of responsibility in many companies, and generation Y has recently joined the workforce.

The 'Millennial Generation' is now joining the equation; the generation born in the period between 1977 and 1997 and which now represents about fifty percent of employees around the world. This new generation differs vastly from its predecessors (X and Y). Born as it is under the influence of the digital technology and communications boom, this generation sees in work the opportunity to meet new friends, to learn new skills, and to get in contact with other social groups in the world.

While this generation still consider work as a part of life, they try to strike a balance between social life and professional activity.

It is imperative that Executive Recruitment Specialists, as well as the recruitment and HR industries in general, pay attention to the desires of the 'Millennial Generation' and investigate the underlying motivations of its people; delineate and map their strengths and weaknesses, and consider how job descriptions and roles can be designed to enhance involvement and motivation for individual leadership and professional growth within the workplace.

## The Hong Kong 'Flagship Store' approach to entering the Chinese Market

by Toby Chan, Brentwood, Hong Kong

The global economy has been under a broad recovery since last year and Mainland China is among the top several regions that enjoyed a significant GDP growth (9.5 percent in the second quarter 2011). This rapid growth, in conjunction with the massively developing retail market, remains a major attraction to foreign enterprises who foresee the potential for business opportunities in Mainland China. Activity sees more and more global retail groups changing focus from the western market to the Chinese Domestic market. Several have made it a success already.

Recently, a NYSE listed American apparel retailer - American Eagle Outfitters (AEO) adopted the increasingly popular 'Flagship Store' approach to launch their brand to the Mainland Chinese market.

To enter the Mainland Chinese market in the past, retailers had to get assistance from distribution agents, whereas in recent years many principles have taken a step forward; opening their own offices and self-owned retail stores directly in Mainland China and Hong Kong China. Since the execution of the Individual

from Mainland China are now allowed to visit Hong Kong China on an individual basis, where prior to this scheme, they could only visit Hong Kong China on business visas or with group tours.

This scheme not only helps the transfer of a large amount of money from Mainland China to Hong Kong China, it is also a significant channel for mainland visitors to be exposed and introduced top new luxury brands when visiting flag ship stores in the major shopping malls in Hong Kong China. They are then more likely to consider these brands as 'world class' or 'real' brands amidst those who merely claim to be established on the Mainland.

American Eagle Outfitters is operated in Hong Kong China by Dickson Concepts (listed on the Stock Exchange of HK and well-experienced in brand management, carrying the likes of Harvey Nichols, Tommy Hilfiger etc.). AEO has a flagship store of 8000sq.ft in the Harbour City (The biggest shopping mall in Hong Kong China comprising over 200 million sq ft and boasting millions of Mainland Chinese shoppers per



They have an office in Shanghai and are expanding with an anticipated 2-3 stores in Hong Kong China by 2012. In the long term the vision is to extend the brand into the Chinese domestic market.

While the "Flagship Store" approach is effective and in general, more acceptable to the Mainland Chinese, money wise it could prove challenging to those brands that don't have strong financial back-up; rental in Hong Kong China is at a premium - rated among the top most expensive in the world. Apart from finance issues, the structure, brand image, quality, management style, and synergy with the Chinese culture, also play a key role in determining success.

Opening a flag ship store, like American Eagle Outfitters have done in Hong Kong China to raise brand awareness with the public, is ultimately proving an effective first step toward entering the open Chinese Domestic Market, and we at Brentwood are very proud to participate in their project by helping on the recruitment side.



## Global Demographic Trends will impact labour markets

By Cees Vis, Vis Recruitment, The Netherlands

Throughout the World, we see fascinating changes in the way the populations of countries and continents are configured.

It is interesting to see that people in the wealthier, more developed countries and parts of the world are rapidly aging, this in stark contrast to population groups in the so-called developing markets. For example, Japan is in the forefront of aging. Some 30% of the population are at retirement age and within the next two two decades more than half (56%) of the population will be at the retirement age.

Currently in the United States some 21% of the population is at retirement age and the retirement segment will increase to 48% over the next two decades.



In Europe the situation is rapidly tending toward the 'Japanese' situation. In Italy, 30% of the population is already at retirement age and in two decades 60% of the population will be retired. The other European countries show comparable trends.

In Asia we see that in the situation in China is a bit different: 14% of population are in retirement, but in the next 20 years this segment will grow to 42% of population.

In India, just 8% of the population is above 60 years of age, while 57% are below the age of 30. Several other Asian Countries show comparable figures. In South America countries like Brazil and Mexico are constituted in ways that mirror Asian trends, while most African countries show even younger populations than evidenced in Asia and South America.

Global Demographic changes will undoubtedly affect labour markets, labour relations, economies and impact economic growth in coming decades. The more developed countries (e.g. in Europe and North America) will be confronted with a shrinking workforce, while the rapidly developing countries will show a strong growth of the working population in the next 40 years. The 'richer', more developed countries will find it hard to realise economic growth and will be confronted with serious changes and new challenges; for instance in their pension systems. The economies in the rapidly developing countries will grow faster, and at the same time salary levels may predictably rise.

Globally we will see that the need for talent will grow, since less talent will be available in developed countries in general, and the need for talent in other areas of the world will simultaneously grow fast. This will put pressure on the Human Resources management of organisations and will make a global approach to talent management programs inevitable.

## COMING ISSUE

5 PITFALLS IN YOUR RESUME

THE REVOLUTION OF SMALL COMPANIES IN A LARGE WORLD.

HUMAN DUE DILIGENCE

AND MANY MORE INTERESTING READS FOR YOU.....



## This Month's Recruitment Tip

“ The Best Time To Look For A Job Is When You are NOT Looking For One !

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