



THE MRI CHINA GROUP

BUILDING THE HEART OF BUSINESS™

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The MRI China Group is one of the leaders in executive search in China and Asia Region

Due to our continuing commitment to provide our clients with the highest level of search capabilities in the region we have set the pace by placing over 2000 senior and mid level executives in the last few years. Through our offices in Beijing, Shanghai, Guangzhou, Hong Kong, Korea, Taiwan and Singapore and two data research centres in Manila and Chengdu, we are able to harness the strength of our Consultants and Researchers with a diligent focus on industry and functional specialization in addition to our integrated technology platform.

Our speed, flexibility, solutions-focused approach and tenured Consultants have enabled us to build long-term relationships with some of the top firms in the world.

Tony Dickel, CEO

PEOPLE

Industry Knowledge

Most MRI Consultants are specialists from the sector in which they operate. They have held senior positions in that sector and are in a position to quickly grasp and properly consult with clients on the skills needed to fill any position. Their market knowledge enables them to quickly become industry experts in their respective sectors thereby gaining credibility with the talent pool. Our Consultants strive to provide “thought leadership” to our clients as they expand their business in China and Asia.

Our people possess the following unique attributes:

- Over 250 years of combined Executive Search experience
- In-depth industry knowledge in each of the sectors they serve
- Comprehensive and thorough training in the recruiting industry in China

PROCESS

Methodology

MRI's research driven Rigorous Recruiting methodology has evolved over a 40-year period since the inception of MRI and is standardized across the group subject to local cultural differences (see Pitfalls). This methodology involves a 24-step process to ensure that you receive shortlists of qualified individuals matched both to the technical and cultural aspects of the position in the shortest possible time. This means that the total cycle time is much faster than could be obtained through advertising, Internet recruitment or other more typical contingency oriented services, while the degree of risk to the client of a "no fill" is much lower.

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PITFALLS

MRI China Group has researched this topic thoroughly. The pitfalls are partly related to cultural issues and partly related to the absolute scarcity of local talent eligible for employment with our multinational clients. Some common issues include:

Risk Factor	Reason	MRI Methodology & Solution
Good talent tends to have choices. Proactive candidates (and many “headhunted” candidates) often have several competing offers together with a “counter-offer” from existing employer.	Scarcity of talent. Many companies chasing the same skill sets creates extreme talent competition. Emotional and financial counter-offers are common.	Research driven methodology ensures that you obtain not only candidates who are “pro-actively” searching for opportunities. MRI will, through research, identify the best candidates available from the total pool rather than just from the pool of active job seekers. MRI consultants are highly trained at defeating the counter offer and drilling this at every conversation with a prospect candidate.
High incidence of “turndowns and falloffs”.	Due to lack of willingness of the candidate to address concerns at an early stage in the process.	“Value Based” or “Goal Based” screening is highly important in China. The first conversation with a prospect candidate is about the candidate NOT the opportunity.
Very high staff turnover in growing industries. Risk that staff will leave you before they have had a chance to be effective.	Lack of talent supply leads to a “bidding war” and also to individuals being offered unrealistic job titles compared to their experience.	MRI’s Goal Based Screening process ensures that you obtain talent that really want to be with a company like yours, rather than those who are either only coming for money or who see you as a step on the ladder. MRI consultants are trained to identify the true goals and motivators (“hot buttons”) of the candidates and determine if they are aligned with your corporate goals.
Exaggerated resumes or even resume fraud are very common in China compared to Hong Kong or Singapore. MRI have found that a significant percentage of candidates have lied to a big extent on their resumes.	Candidates seem to be “betting their luck” in what is becoming a highly lucrative environment for candidates. It seems that the weaknesses in recruitment processes generally in China may have encouraged this behavior.	Firstly, MRI candidates are researched. This means that they are either referred to us from industry sources or have been directly sourced by cold calling. Therefore they at least must be with the company that they represent at the time of the call.
Compensation is often exaggerated.	As above. The environment seems to be encouraging an element of “betting on luck” to obtain unreasonable salary increases.	Secondly, MRI will perform competency based interviewing with all candidates combined with thorough reference checks. References are asked to verify specific attributes, achievements and behaviours claimed by the candidate during the interview. It should be noted that, in China, there is a higher probability of a candidate being rejected after reference checking than in Hong Kong or Singapore. MRI will not shortlist a candidate until salary proof has been obtained. If a candidate refuses to provide proof then this is a “red flag” and will probably result in disqualification of the candidate.

Finding the best people for employment in China poses unique challenges for employers in a buyer's market. In fact China is currently the hottest market in the world for talent and MRINetwork's unique process is perfectly tailored for success in China.

OUR PERFORMANCE

- The MRI China Group is a winner of the CCH/ChinaSTAFF "Recruitment Firm of the Year, China" four times in the last six years
- Successfully completed searches with over 100 Fortune 500 and Forbes Global 2000 Companies
- Over 2000 placements from C-level to mid-level talent were completed
- We have been very successful at helping our clients localize their team with over 80% of our searches resulting in placements of local Chinese candidates
- Virtually, 100% accomplishment of retained or engaged assignments was attained

Our Key Differentiators In China

- As one of the world's leading "China Focused" Talent Search Firms – we have grown steadily since inception in 2000. Steady growth means tenured and well-trained staff.
- MRI China Group has the lowest employee turnover in an industry that is affected by high attrition. In addition, our consultants go through a rigorous training programme that prepares them to face challenges encountered by recruiters. As a result, we are able to retain business relationships with both customers and candidates. Lower attrition means that our industry leading training is not wasted AND that you are likely to be speaking with the same consultant tomorrow as you were today.
- More than 200 staff throughout our offices in Shanghai, Guangzhou, Beijing, Chengdu, Hong Kong, Seoul, Taipei and Singapore.
- Thought and practice leaders for talent acquisition in China based on Industry specialization. Consultants are Specialists not Generalists.
- Deep cultural understanding (critical in our business in China) based around meaningful research.
- CEO and Executive Management – China is home, therefore strategy is consistent.
- Total Solutions – Recruitment, Assessment, Consultancy, Talent Market Intelligence and Scalable Resourcing Solutions.

FOCUS

Most recruiters in our industry are generalists. Our consultants **specialize** in placing executives, professionals and technical specialists in key positions within their sectors or functional areas of expertise. We currently have consultants in the following sectors or functional areas.

Industry Focus

- Chemicals & Materials
- Industrial
- Oil & Gas
- Consumer Products/Retail
- Hospitality
- Public Relations/Advertising
- Life Sciences/ Healthcare
- Automation
- Automotive
- Green/Renewable Energy
- Information Technology & Telecommunications
- Supply Chain Management/Transport & Logistics
- Banking & Financial Services
- High Tech/Semiconductors
- Media and Entertainment
- Real Estate

Functional Focus

- Human Resources
- Legal
- Finance
- IT
- General Management
- Manufacturing Management
- Others

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OUR SERVICE LEVELS

Retained Search:

Retained Search means a dedicated search team has been assigned to fill a position in a short and specified period of time. This would involve a financial commitment from our clients and offers the highest level of service and support from the MRI China Group. This would typically involve a 1/3 payment of estimated cost at the beginning of a search, 1/3 at the presentation of a shortlist of candidates and 1/3 at the time of acceptance of an offer by our candidate(s). This type of service level is best for the most urgent and difficult searches. This is not necessarily related to the “level” of the position but urgency and difficulty. This service level provides the following services:

- Weekly summary of progress
- Review of the target list of companies and candidates prior to commencement of the search (upon request) – we will perform direct recruiting calls, database search, networking calls and other activities to assure our clients they are seeing the best available talent in the marketplace
- Full summary write ups submitted along with the short-listed candidates resumes
- Reference checks on short-listed candidates (prior to submission)
- Prioritized level search with increased access to our research teams and Consultants
- International search capabilities with our regional offices and our global network
- Commitment to conduct search for a specified period of time
- Access to all facets of our Search Methodology

Engaged Search:

A dedicated search team is created to fill a position within a specified period of time. This would involve a financial commitment from our clients and offers the 2nd highest level of service and support from MRI China Group. There will be an up front fee with the remainder paid upon acceptance of an offer by our candidate(s). This type of search is usually used for multiple position projects or projects that require a significant level of search in a short period of time. Difficulty level of the search is also a consideration. This service level offers the following services:

- Reference checks on short-listed candidates (prior to submission)
- Commitment to search for a specified period of time or until the position is filled
- Prioritized level search with increased access to our research teams and Consultants
- We will perform direct recruiting calls, database search, networking calls and other activities to assure our clients they are seeing the best available talent in the marketplace
- Access to all facets of our Search Methodology
- International search capabilities with our regional offices and global network

Exclusive Search:

Designed to fulfill both individual search assignments and ongoing openings, not requiring full payment unless we fill the position. This is best suited for positions that do not have a high level of urgency or you have an opportunity to fill the search with your own internal efforts. Exclusive means that no other search firm will be hired to recruit on the same position.

- Access to certain facets of our Search Methodology
- Limited access to research teams
- Time commitment of Consultant will be prioritized based on search level

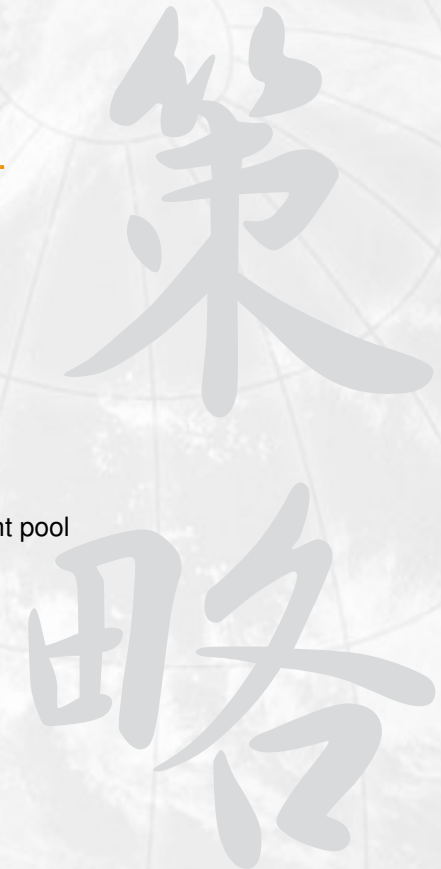
Project Search:

A recruiting project team is created to find a number of candidates with similar profiles. This would typically be handled as the Engaged search described above.

Talent Market Intelligence (TMI)

TMI is a unique and proven talent management research solution to deliver statistically valid and reliable first hand market intelligence on the four areas of Talent Management – recruitment, retention, employer branding and remuneration. By studying the concerns, compensation and needs of any given talent pool, you can structure your hiring strategy and decision in a way which you know you will get immediate results. TMI offers the following services:

Service	Focus
TalentScope	Strategic overview, sizing & insights of the target talent market
TalentMap	In-depth profile, behaviour, perception and motivation of the talent pool
TalentTest	Talent evaluation & measurement
TalentWar	Competitive talent benchmarking



Database Mining

With our research centres in Manila and Chengdu, our teams of highly trained researchers, will help you find your talent of choice before your competitors do. We deploy a variety of tactics from web- to phone-based to develop a comprehensive list of potential candidates for our clients. We also offer deeper insights to the talent pool as well as pre-screening of candidates for clients.

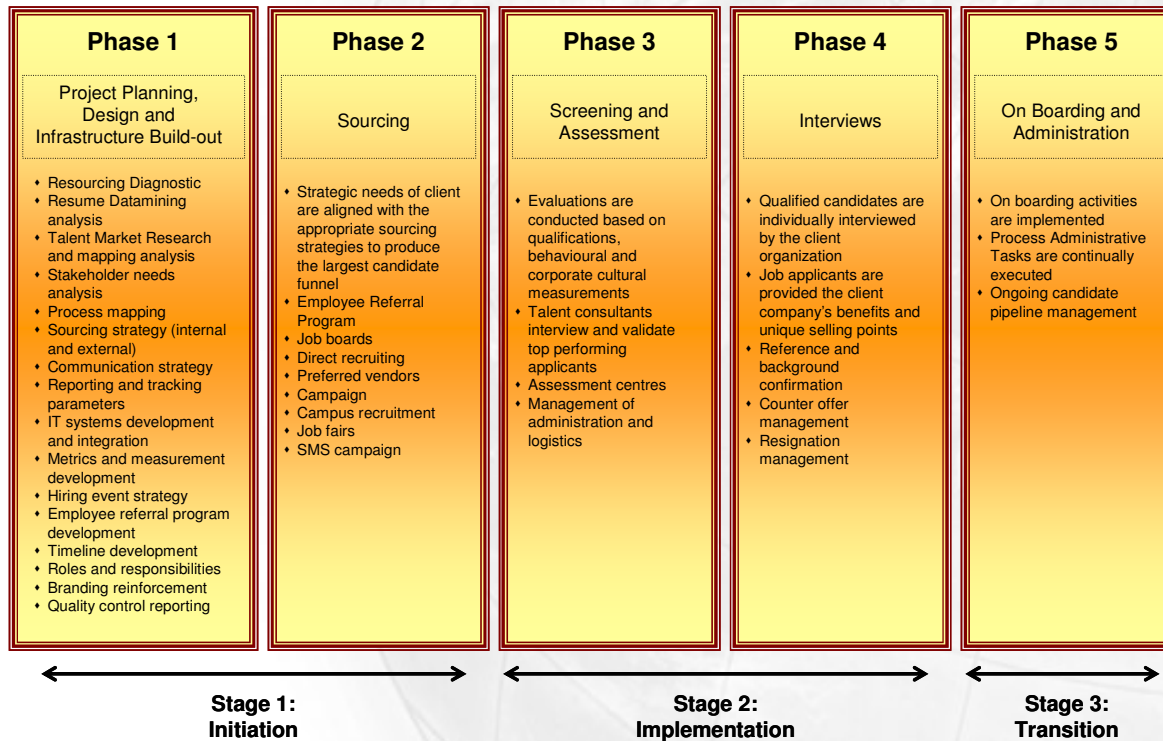
Service	Focus
ResearchBASE	develops an instant database of candidates based on the tailor-made requirements by the client
ResearchMINE	Sophisticated web-based data mining that offers deeper insights of the talent pool
ResearchPLUS	Performs pre-screening of candidates with a fixed set of questions



Recruitment Process Outsourcing (RPO)

Recruitment Process Outsourcing (RPO) is a strategic business tool whereby we handle portions of, or the complete talent acquisition process for clients, so that they can enjoy lower costs of hire and shorter time to hire. In addition, the clients get full access to one of the largest networks of available talent pool. Clients can choose to outsource any portion or the complete five phases of the hiring process as indicated below:-

Situation Appraisal



PARTNERSHIP

Whilst we are committed to assist you with finding and attracting the most qualified candidates available, we are equally committed to give you industry information at your request and any market intelligence that we believe will aid in your hiring decisions. Our goal is to assure you that MRI can be your important long-term business partner in recruitment.

MRI China Group can provide you with responsive and high quality executive recruiting services. We wish to become a "partner" who clearly understands the culture, management goals and intricacies of your operations and the specific challenges presented by the particular markets in which you operate. Our experienced team of professionals can deliver results: research, identify, target, approach, evaluate and motivate the best candidates to fill your specific needs. We at MRI will invest and commit the resources and time necessary to ensure speedy success of the projects.

策略

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Truth Right Time Right Place Right People Strategy Creativity Country Opportunity Situation

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