



HAYS Executive

REGIONAL DYNAMICS OF EXECUTIVE POSITIONS IN LATIN AMERICA 2018

50 YEARS
RECRUITING EXPERTS
hays-executive.com





Every day across our business,
10,000 people work with clients and
candidates in 33 countries to power
the world of work.

The scale and diversity of our platform
provides unrivalled expertise. It means
we can respond quickly to the needs
of our clients enabling businesses,
their people, and communities in
which they operate to flourish.

We are Hays.

The ultimate people business.



CONTENTS

About HAYS Executive	5
CEO Foreword	6
Introduction by Jonathan Sampson	7
Perspective In LatAm	10
Analysis By Country	18
Brazil	20
Chile	26
Colombia	30
Mexico	38



ABOUT HAYS EXECUTIVE

Hays Executive operates in 21 countries around the world, sharing knowledge and experience. We are centrally networked to provide a seamless global executive service wherever you are.

Hays Executive recruits for private and public sector employers from around the world, identifying talented senior managers and board directors. We are a specialist executive search and selection practice that addresses the need for inspirational leadership capital in the public services, finance, technology, telecommunications, industrial and manufacturing and media sectors through our operations and relationships in Europe, Asia Pacific, North America, and South America.

Our consultative approach and ability to assess when to approach you with a suitable opportunity has earned us a reputation for discretion and sound judgement - as well as for getting results for the people who place their career in our hands.

For more information, please visit us at [hays-executive.com](https://www.hays-executive.com)

CEO FOREWORD



Alistair Cox
Chief Executive Officer
Hays plc

Talented individuals make the difference between a good organisation and a great one. However, such leaders are all too rare; they know their worth and so do those employing them. Therefore, it's vital to develop a talent strategy that finds the people who can deliver on the objectives of your organisation. For talented individuals, it's imperative to design your own career path to find those opportunities.

Hays Executive's mission is to solve that equation, finding the right people to power an organisation and finding the right roles for the very best talent.

We do this by building long-lasting and trusted relationships with key leaders across industries worldwide, as well as with the next generation of talent who will be running the businesses of tomorrow. Our approach is to work in close consultation with our clients and candidates to make sure we find the perfect match for both parties. That way we can ensure our clients get exactly the people they need in order to build a competitive advantage, and our candidates find the right role for their own career to blossom.

Our global network of operations and experts worldwide means we can service our clients across their own global network, while bringing local insight and expertise to each assignment. Our unprecedented reach also means we can tap into markets across the globe to find the talent you need, wherever that may be.

Regardless of geography or industry sector, Hays is there to help you or your organisation in achieving these critical objectives. This is what Hays Executive does, every day. We look forward to working with you to meet your talent challenge.

INTRODUCTION



Jonathan Sampson
Managing Director, Hays Brazil
Managing Director, Hays LATAM

2018 promises to be another year of challenge and opportunity for businesses across Latin America. With multiple recessions coming to an end across the region, and an accelerated GDP growth outlook, we have a lot to look forward to, and executive leaders have an expanded strategic landscape to consider.

However, the environment in Latam is never a simple one. With presidential elections, and/or governments in a period of transition, taking place in Brazil, Colombia, Mexico and Chile, we expect to see heightened levels of demand on our executives to navigate this disruption, whilst taking advantage of the increasing tailwinds. In addition, as the outcome of these elections are uncertain it could have further impact on business performance as the year progresses.

Of course, uncertainty is all too familiar for us in the region and the demands from executives continues to evolve with the market. With this evolution, so too are the EVP needs of our business leaders to ensure their ongoing engagement and commitment to achieving the progress we anticipate. For example, getting the right balance between short, medium and long-term incentives. It is for these reasons that ensuring you have the right executive team in place, with effective retention strategies that drive clear business objectives, is as important as ever.

Interestingly, our findings show that 88% of executives are willingly mobile – representing both an opportunity and a potential risk. We have also seen a preference for local executive hires over expats, however, with a limited pool of talent available, this creates compensation pressures. Coupled with this, is the consistent demand for executives whom can communicate the realities of local markets in a way that can be understood by global stakeholders. Language is of course fundamental to this, but more so the cultural intelligence of the person. Without overseas exposure, this again can put further limitations on the pool of talent and drive up salary costs.

As a sign of increasing optimism in the region, 42% of respondents feel their compensation package is not aligned with the market. This enhances the risk in a limited pool of talent, making retention harder for companies and a major concern for a business in transition. With 62% of executives seeing this as a key motivation to change roles it's essential that a clear EVP exists to retain and incentivize key leadership. In order to achieve this balance, executives are however looking for the right professional challenge meaning it is not all about the money.

The 2018 guide aims to provide the key trends and essential insights to understand the local challenges and differences faced across the markets, as well as equipping you with the knowledge to make the best senior talent decisions. In addition to this, our team remain committed to supporting you in achieving these outcomes through the support of all your recruitment needs.



**PERSPECTIVE
IN LATAM**



METHODOLOGY

This guide has been compiled using data gathered during 2017 from four Hays Executive offices across Latin America. The salary data is based on job listings, job offers and candidate registers.

The findings of our survey are based on 486 executive leader respondents from organizations of all sizes throughout LatAm.

THANK YOU

We would like to express our gratitude to all the professionals who provided valuable insight and to those individuals who participated in the collection of the data for this year's guide. Your contribution has allowed us to produce such a comprehensive document, which will help to shape business and career decisions.

LATAM: COMPARATIVE ANALYSIS

The survey was conducted in the four countries where Hays Executive has presence in Latin America. To note, the majority of the respondents were male (eighty-six percent). Mexico and Brazil received the lowest participation of women - eleven percent and twelve percent respectively. Gender diversity remains an important topic of concern for companies. The results show that only two percent of women interviewed occupied level one positions (CEO/President/Managing Director/Country Manager) and twelve percent occupied level two positions (Director/VP/Senior Manager). Chile had the highest incidence of women in level one positions (9%) and Colombia, the highest incidence of women in level two positions (17%).

Achieving post-graduate education appears to be important as many level one executives hold an MBA qualification, forty-six percent men and thirty-six percent women. In addition, the most common qualifications achieved by men in level 1 positions were post-graduates (22%), university degree (15%) and master's degree (15%). The same trend applied for women at level 1: thirty-six percent had a university degree, eighteen percent with a masters degree and nine percent with a post-graduate degree. With level two, the most common qualification was also MBA, university degree and master's degree, of which thirty-two percent of women gained post-graduate qualifications and twenty-five percent had master's degrees, for men, twenty percent completed post-graduate studies and twenty percent obtained a master's degree.

The majority of women surveyed in our four key LATAM markets were between the ages of 30 to 40, in contrast to men who were in the 41 to 50 year age bracket. When comparing the age of the professional and their position, it shows that forty-four percent of level one male professionals are between 41 and 50 years and thirty-three percent are between 51 and 60 years. Female Level 1 professionals were between 51 and 60 years old (55%). Chile was the only country with twenty-five percent of women at level 1 roles under 30 years - a highlight when compared to other countries. Analyzing the professionals with a Level 2 position, the gender difference still arises: fifty percent of men were between 41 and 50 years and fifty-two percent of women between 30 and 40 years. When we look at professionals between 61 and 70 years old, Mexico is the country with the highest rate of women at this age level in level two positions (5%).

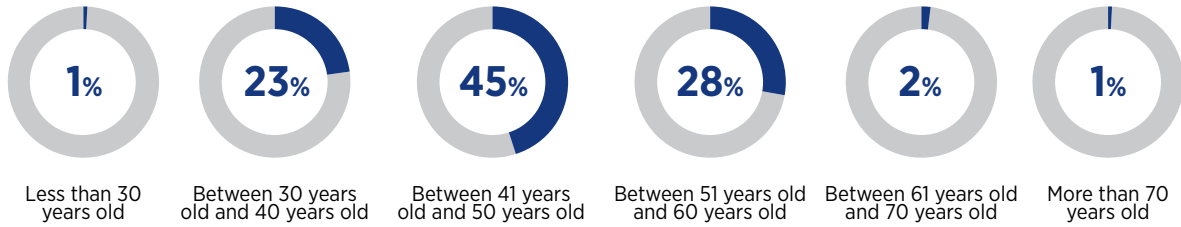
In which country do you live?



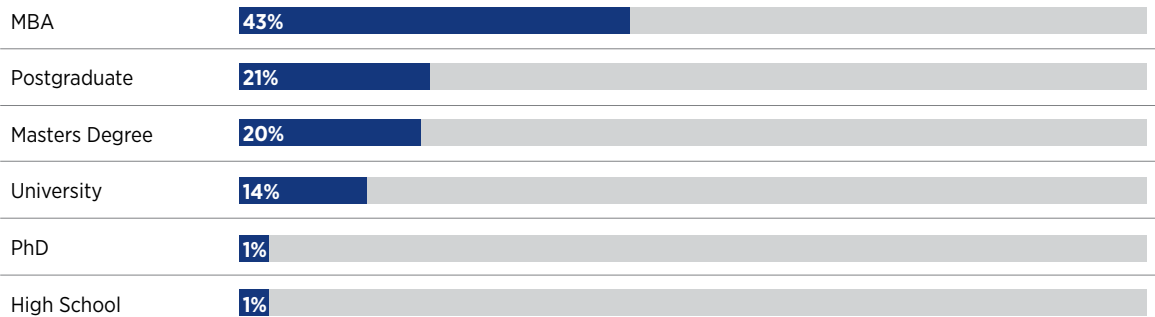
Choose your gender



Which is your age range?



What is your last level of studies reached?



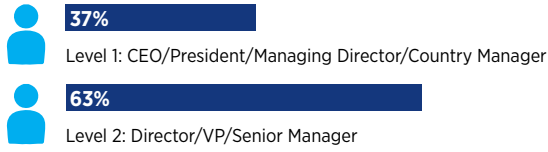
What is your area of studies?



How long have you been occupying an Executive position?



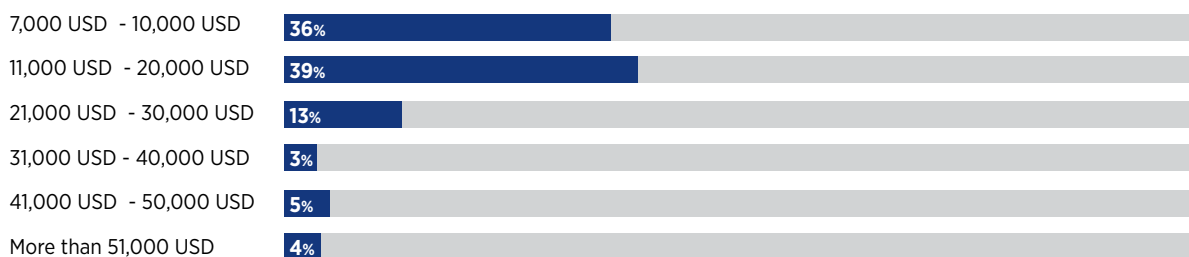
Which is your current management level?



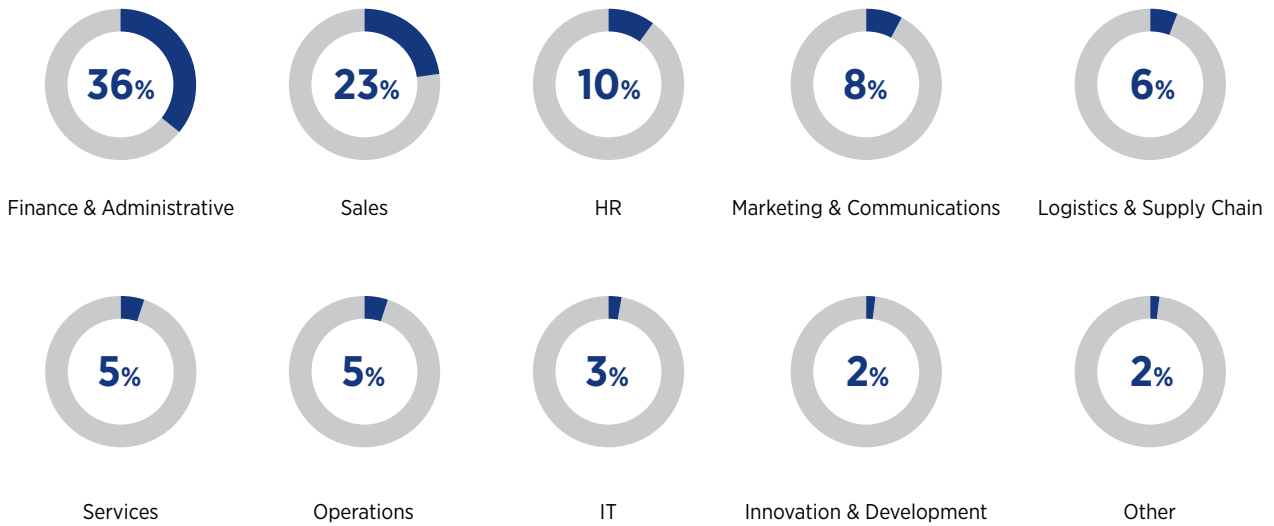
In which industry do you work at?



Which is your base salary range monthly? (USD)



In which line of business did you work in before you reached the position you currently have?



What would you consider as your next career step?



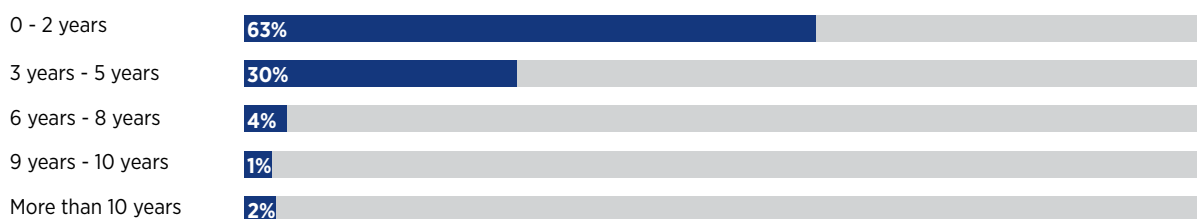
Are you interested in working in another country?



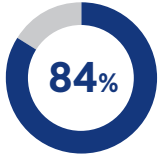
Have you ever had your own business?



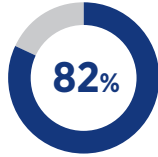
In what time frame would you consider your next career move?



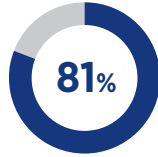
Which of these skills do you consider to be essential for an Executive?



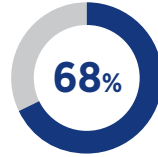
Leadership



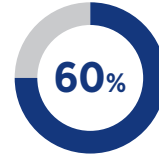
Ability to resolve problems and take decisions



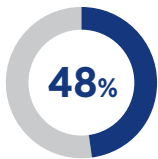
Strategic Thinking



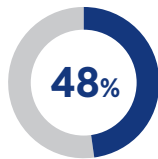
Effective Communication



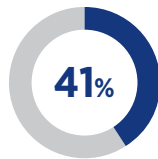
Adaptation to Change



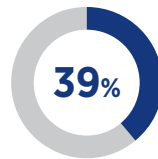
Influence



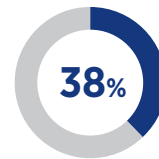
Negotiation



Innovation



Ability to Learn



Flexibility



Achievement Orientation

Which of these values do you consider to be essential for an Executive?



Ethics



Team Building



Strategic Development



Resilience



Taking Decisions



Respect



Resolve Problems



Meritocracy

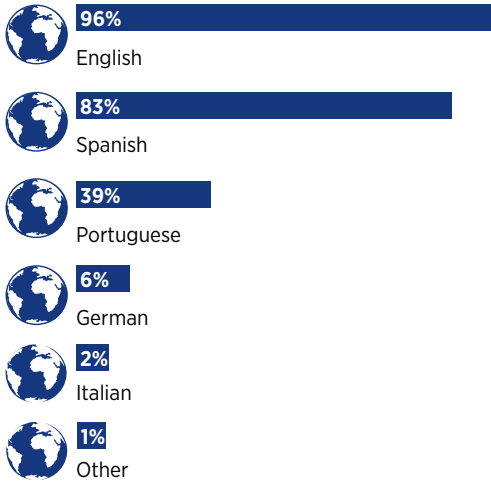


Prudence



Generosity

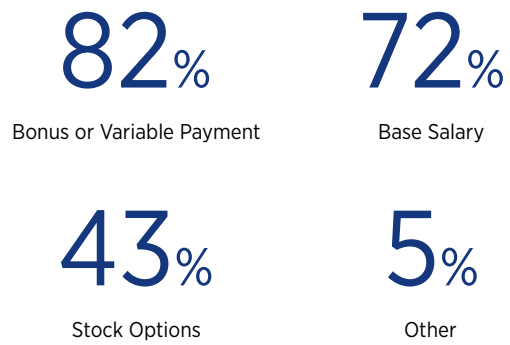
Which languages do you speak in a professional level?



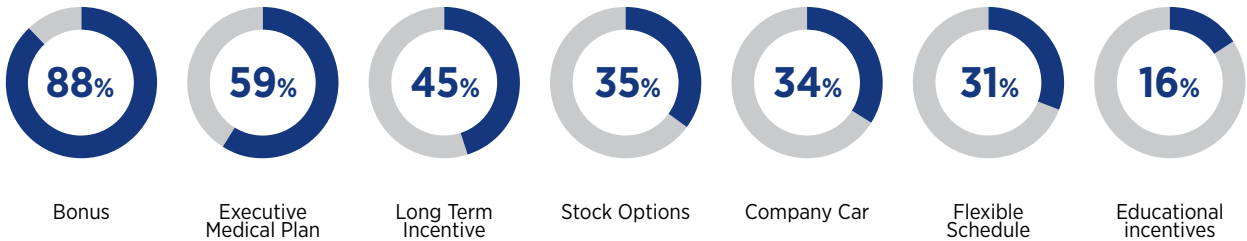
Do you feel your compensation package is aligned with the market and with your job role?



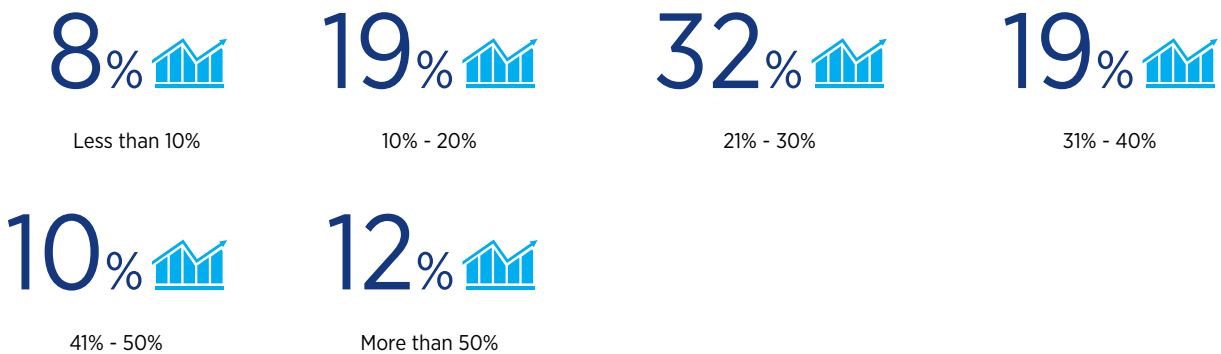
When you evaluate a salary proposal, which elements do you consider as most important?



Which of these benefits do you value the most?



Which percentage below corresponds to your bonus/variable payment when compared to your total salary?



What would motivate you to change your job?

62%

Compensation Package

60%

Professional Challenge

39%

Professional Development

26%

Work Environment

21%

Career Opportunities

Are you a member of a Board of Directors?

36%

Yes

64%

No

Would you be interested in participating in a Board of Directors?

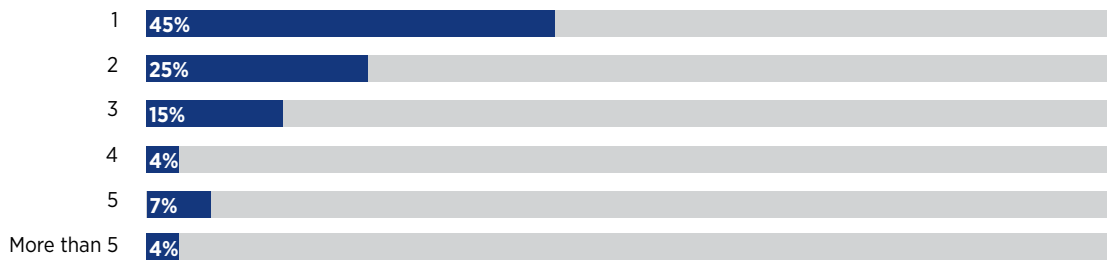
94%

Yes

6%

No

How many Board of Directors do you participate in?



Do you consider that being part of a Board of Directors contributes to your professional development?

95%

Yes

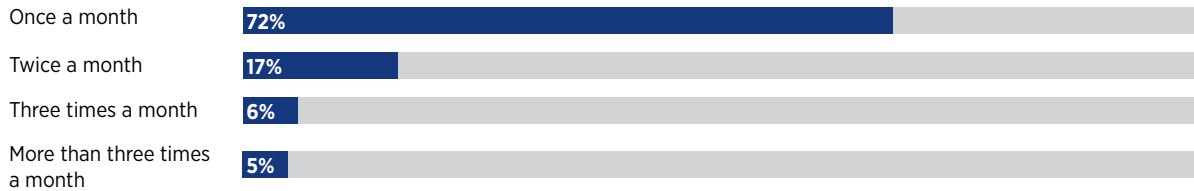
5%

No

What is your compensation to participate in the Board of Directors? (Monthly income)



On average, how often do you participate in board member related activities?



What are the most important topics you discuss during board meetings?



As a Board member, what other benefits do you receive?



ANALYSIS BY COUNTRY





BRAZIL



Fernanda Siqueira

Head of HAYS Executive Brazil

From your position, how do you perceive the outlook for 2018 in the positions in which Executive is specialized?

In 2018, I believe there will be significant opportunities for executive recruitment, in particular for senior executive positions including number ones, HR, CFOs and Commercial Directors. The Brazilian economy already provides signs that the most affected sectors during the crisis have the possibility to recover, and as a consequence, recruit new staff. What we also see is that companies are not yet interested in increasing headcount, but are more focused on strategic talent acquisition.

What do you think are the variables that can influence whether or not changes are generated in the current structures?

The role of some senior management and C-level executives has evolved. In the current market, there is a greater requirement for the executive to present a multifunctional profile, with the ability to handle more varied demands within an organisation. On the other hand, we have also realized that companies have revised salary structures, offering executive salary packages where the bonus is greater than the fixed salary.

What are the challenges that both candidates and companies must face for 2018?

In 2018, the key challenges that candidates and professionals will need to overcome are demotivated teams and low budgets. As a consequence, we will see reduced headcount in some organisations, and a demand for employees to become more multifunctional, with a broader range of responsibilities. This year, companies will have to deal with a dynamic market due to developments in technology, greater competitiveness, all whilst operating on tight budgets. In addition, they must positively adapt to different generations of employees working together within the same organisation.

What are the most common demands among candidates aspiring to senior management?

Candidates seeking a career as senior managers generally demand more significant financial compensation (salaries plus benefits), status, greater professional challenges and increased exposure in the company and the market.

What are the companies looking for now in high management candidates that they did not seek before?

In comparison to previous years, we have perceived that companies have changed some of their requirements for candidates for top management positions. Now, it is important that the professional is able to promote participative leadership, at the same time being more flexible and closer to the employees of the company. In addition, knowledge of the business in which they operate, tactical and strategic ability and proactivity are essential to fit the profile. Due to the economic scenario we have faced over the past few years, the ability to work effectively with less resources is an important skillset required by employers.

Consumer and Life Sciences		Salary	
		Brazilian Reals	USD (3,25)
FMCG	CEO	R\$ 57,000,00	USD \$17,538,46
	Finance VP/Director	R\$ 43,000,00	USD \$13,230,77
	Finance Senior Manager	R\$ 28,000,00	USD \$8,615,38
	Sales and Marketing VP/Director	R\$ 39,500,00	USD \$12,153,85
	Sales and Marketing Senior Manager	R\$ 27,000,00	USD \$8,307,69
	Supply Chain and Operations VP/Director	R\$ 44,000,00	USD \$13,538,46
	Supply Chain and Operations Senior Manager	R\$ 26,000,00	USD \$8,000,00
	HR VP/Director	R\$ 33,000,00	USD \$10,153,85
	HR Senior Manager	R\$ 24,500,00	USD \$7,538,46
	IT VP/Director	R\$ 40,000,00	USD \$12,307,69
	IT Senior Manager	R\$ 25,900,00	USD \$7,969,23
Retail	Finance VP/Director	R\$ 40,500,00	USD \$12,461,54
	Sales and Marketing VP/Director	R\$ 63,750,00	USD \$19,615,38
	Supply Chain and Operations VP/Director	R\$ 47,000,00	USD \$14,461,54
	HR VP/Director	R\$ 36,000,00	USD \$11,076,92
	IT VP/Director	R\$ 40,000,00	USD \$12,307,69
	IT Senior Manager	R\$ 26,000,00	USD \$8,000,00
Education and Hospitality	CEO	R\$ 57,500,00	USD \$17,692,31
	Finance VP/Director	R\$ 41,000,00	USD \$12,615,38
	Sales and Marketing VP/Director	R\$ 30,000,00	USD \$9,230,77
	HR VP/Director	R\$ 30,000,00	USD \$9,230,77
	IT VP/Director	R\$ 35,000,00	USD \$10,769,23
Medical Devices	CEO	R\$ 60,000,00	USD \$18,461,54
	Finance VP/Director	R\$ 35,500,00	USD \$10,923,08
	Sales and Marketing VP/Director	R\$ 38,000,00	USD \$11,692,31
	Sales and Marketing Senior Manager	R\$ 33,000,00	USD \$10,153,85
	HR VP/Director	R\$ 31,000,00	USD \$9,538,46
	IT VP/Director	R\$ 30,500,00	USD \$9,384,62
	CEO	R\$ 50,000,00	USD \$15,384,62
Pharma	Finance VP/Director	R\$ 47,000,00	USD \$14,461,54
	Finance Senior Manager	R\$ 26,000,00	USD \$8,000,00
	Sales and Marketing VP/Director	R\$ 44,800,00	USD \$13,784,62
	Sales and Marketing Senior Manager	R\$ 26,000,00	USD \$8,000,00
	Supply Chain and Operations VP/Director	R\$ 39,000,00	USD \$12,000,00
	HR VP/Director	R\$ 43,000,00	USD \$13,230,77

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions.
Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Financial and Professional Services		Salary	
		Brazilian Reals	USD (3,25)
Financial services	Commercial Superintendent	R\$ 30,000,00	USD \$9,230,77
	Compliance Director	R\$ 30,400,00	USD \$9,353,85
	Human Resources Director	R\$ 36,500,00	USD \$11,230,77
	Human Resources Superintendent	R\$ 28,500,00	USD \$8,769,23
	Products Director	R\$ 30,000,00	USD \$9,230,77
	Technology VP/Director	R\$ 35,500,00	USD \$10,923,08
	Technology Superintendent	R\$ 24,650,00	USD \$7,584,62
	M&A Executive Sell-side & Buy-side	R\$ 37,000,00	USD \$11,384,62
	Commercial VP/Director	R\$ 48,000,00	USD \$14,769,23
Real State	CEO	R\$ 70,000,00	USD \$21,538,46
	Business Development Director	R\$ 45,000,00	USD \$13,846,15
	Finance Director	R\$ 36,000,00	USD \$11,076,92
	Technology Director	R\$ 27,200,00	USD \$8,369,23
Services	CEO	R\$ 50,000,00	USD \$15,384,62
	Finance Director	R\$ 34,500,00	USD \$10,615,38
	Human Resources Director	R\$ 30,000,00	USD \$9,230,77
	Sales and Marketing Director	R\$ 40,000,00	USD \$12,307,69
	Technology Director	R\$ 29,500,00	USD \$9,076,92
	Strategy Principal/Consultant	R\$ 30,000,00	USD \$9,230,77

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Industry		Salary	
		Brazilian Reals	USD (3,25)
Agribusiness	CEO	R\$ 58,000,00	USD \$17,846,15
	Finance VP/Director	R\$ 38,000,00	USD \$11,692,31
	Sales and Marketing VP/Director	R\$ 43,750,00	USD \$13,461,54
	Supply Chain and Operations VP/Director	R\$ 40,500,00	USD \$12,461,54
	HR VP/Director	R\$ 34,250,00	USD \$10,538,46
Automotive, Equipment and Capital Goods	CEO	R\$ 41,000,00	USD \$12,615,38
	Finance VP/Director	R\$ 35,000,00	USD \$10,769,23
	Sales and Marketing VP/Director	R\$ 31,000,00	USD \$9,538,46
	Supply Chain and Operations VP/Director	R\$ 27,000,00	USD \$8,307,69
	HR VP/Director	R\$ 33,000,00	USD \$10,153,85
Chemicals	CEO	R\$ 59,500,00	USD \$18,307,69
	Finance VP/Director	R\$ 34,072,00	USD \$10,483,69
	Sales and Marketing VP/Director	R\$ 35,000,00	USD \$10,769,23
	Supply Chain and Operations VP/Director	R\$ 35,000,00	USD \$10,769,23
	HR VP/Director	R\$ 38,000,00	USD \$11,692,31
Mining and Steel	Finance VP/Director	R\$ 49,000,00	USD \$15,076,92
	Supply Chain and Operations VP/Director	R\$ 40,000,00	USD \$12,307,69
	HR VP/Director	R\$ 46,600,00	USD \$14,338,46
Oil and Energy	CEO	R\$ 58,000,00	USD \$17,846,15
	Finance VP/Director	R\$ 39,000,00	USD \$12,000,00
	Sales and Marketing VP/Director	R\$ 39,000,00	USD \$12,000,00
	Supply Chain and Operations VP/Director	R\$ 38,000,00	USD \$11,692,31
	HR VP/Director	R\$ 37,500,00	USD \$11,538,46

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

IT and Telecoms		Salary	
		Brazilian Reals	USD (3,25)
Information Technology	CEO	R\$ 51,500,00	USD \$15,846,15
	Commercial VP/Director	R\$ 38,750,00	USD \$11,923,08
	Marketing VP/Director	R\$ 37,846,00	USD \$11,644,92
	Technology VP/Director	R\$ 31,000,00	USD \$9,538,46
	Finance Director	R\$ 32,750,00	USD \$10,076,92
	Operations Director	R\$ 39,000,00	USD \$12,000,00
	Human Resources Director	R\$ 32,800,00	USD \$10,092,31
Telecoms	Commercial VP/ Director	R\$ 40,000,00	USD \$12,307,69
	Technology Director	R\$ 25,000,00	USD \$7,692,31
	Finance Director	R\$ 37,900,00	USD \$11,661,54

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

FEATURED INTERVIEW



Ernesto Ghini
General Manager, Kohler

From your position, how do you perceive the outlook for 2018 in the positions in which Executive is specialized?

We've decided to put on hold until early Q2 the positions that are not critical for the business performance, while all critical positions will be conducted normally.

What do you think are the variables that can influence whether or not changes are generated in the current structures?

2018 is a very challenging year from the political and economic perspectives in Brazil, I believe having a clear view of the political scenario for the elections will already give us a heads up about how to take (or not) the decisions. The definition for the former president Lula trial is a key point.

What are the challenges that both candidates and companies must face for 2018?

The companies will face the uncertainty of the market for 2018 while the candidates will for sure suffer with the reduction in salaries and increase in scope. I believe all companies will try to get the best candidates for the lower cost due to the pressure on results vs. costs.

What are the most common demands among candidates aspiring to senior management?

Fluency in different languages is a very common demand that today the companies sometimes still face difficulty to find in candidates. Some kind of international experience, being living abroad or managing people in different countries is a plus that certainly helps.

What are the companies looking for now in high management candidates that they did not seek before?

In my opinion, experience in different departments, different backgrounds is something that helps the candidates. Experience with different segments of the market, different products. A general overview about the business instead of a very specific and specialist in one single point.



Luciana Bengardino
Head of HAYS Executive Chile

From your position, how do you perceive the outlook for 2018 in the positions in which Executive is specialized?

This year will be quite dynamic thanks to a turnaround in investment resulting from recent changes in the Chilean government, giving room to a much more supportive monetary policy and higher minimum wages. Also, a much more energetic global economic activity should boost exportation. The mining sector in Chile is one of the pillars of Chilean economy and copper exports alone stands for more than one third of government income. The price of copper has bounced back once again, however, copper prices are still incredibly volatile and we cannot expect stability just yet. Taking this political and economic scenario into consideration, there will be a little more movement at the executive level. We have already seen an increase in activity within the market since the end of 2017, and considering that we have just started the year - we have seen a rise in job openings in all industries, especially the technology sector. Companies are investing heavily in taking their businesses to the next era; adopting and adapting to the Internet of Things, big data, cloud, mobility and cyber security, which in turn generates changes in strategy and new business development, forcing companies to look for specialized talent either in Chile or abroad.

What do you think are the variables that can influence whether or not changes are generated in the current structures?

There are many factors that contribute to structural changes - what may have worked well during a company's first years may not be optimal as its revenue and business grows - mergers and acquisitions, changes in the way a company does business, downsizing, economic downturns, cutting employees in favor of outsourcing, and centralization and offshoring of support functions are one of the many reasons companies are faced with situations in which they quickly have to adapt and be flexible with their resources. Management is forced to implement new strategies and navigate through these complicated periods, and this leads to modifications not only at the highest levels of the corporate

structure, but also triggers changes that inevitably cascade down and affect all levels of the business.

What are the challenges that both candidates and companies must face for 2018?

Regarding the Chilean market, there are significant technological skill shortages and the skills needed change very quickly every year. As technology continues to evolve, it creates a gap in the market; more and more jobs require specific technical skills, while others that didn't have a very technical aspect to them now need to reinvent themselves to keep up with the advances around them. Concerning soft skills, learning to live with ambiguity and uncertainty in the workplace is a skill I can mention is very important at all levels. This can be a major source of anxiety, but it is also a fact of life in this fast-changing world. Nowadays it is common to have to make decisions without having all the facts you need or knowing with certainty what will happen. If you are capable of accepting this you enhance your value to the organization. Learning to improvise and adapt to different and unexpected situations will give you important skills that will help you progress in your career.

What are the most common demands among candidates aspiring to senior management?

Technology will become an omnipresent factor in the workplace. Some things will work, and others won't, this will depend on each organization. This will create new challenges, conflicts, and opportunities related to skill building, workplace roles, data management, and privacy. Managers will need to understand technology enough to anticipate emerging issues. Effective managers and leaders are going to need to be less egocentric, since this does not work well with a market full of millennials. They will need to focus on developing the people and teams around them take on more and more responsibility and be capable of delivering results autonomously, giving them an opportunity to develop themselves. People management skills and emotional intelligence is a must for positions at this level, as well as fostering interpersonal relationships, professional networks, and developing company-aligned strategic and commercial skills. Also, there are numerical abilities that are fundamental, especially when the executive is responsible for the company's P&L. At this level, not only hard and soft skills are evaluated, but also the ability of exerting influence and the fit that the executive can have with the organization and its long term goals.

What are the companies looking for now in high management candidates that they did not seek before?

Companies currently need a very hands-on executive, with outstanding interpersonal skills, a discernable commercial or financial profile, in general a much better-rounded professional than a few years ago. A few key characteristics we have noticed are currently the most sought after in management are:

Adaptability: Adaptable employees can manage conflict and change more effectively. Today's fast-paced business environment requires employees who are open to change, willing to take initiative and don't get emotionally affected when things don't go as planned.

Consistency: consistent behavior from management brings out the best in employees. This doesn't mean that management can't change the way things are done, but it does mean that these changes should be ingrained in the same consistent message across the organization.

Integrity: this is one of the fundamental values that employers seek in the employees that they hire. Integrity is the foundation on which coworkers build relationships, trust, and effective interpersonal relationships.

Accountancy & Finance	Salary	
	Chilean Pesos	USD (€10)
CFO/VP Finance	CLP \$7,500,000 - \$13,000,000	USD \$12,300 - \$21,320
Finance Director	CLP \$7,000,000 - \$10,000,000	USD \$11,480 - \$16,400

Construction	Salary	
	Chilean Pesos	USD (€10)
CEO	CLP \$11,250,000 - \$15,000,000	USD \$18,450 - \$24,600
Director/Commercial Manager	CLP \$8,500,000 - \$10,000,000	USD \$13,940 - \$16,400
Director/Construction Manager	CLP \$8,250,000 - \$9,500,000	USD \$13,530 - \$15,480
Director/Operations Manager	CLP \$7,250,000 - \$8,750,000	USD \$11,890 - \$13,940
VP Construction	CLP \$7,250,000 - \$8,750,000	USD \$11,890 - \$13,940
VP Technical	CLP \$7,250,000 - \$12,500,000	USD \$11,890 - \$20,500
CEO	CLP \$8,750,000 - \$12,500,000	USD \$14,350 - \$20,500
Director/Commercial Manager	CLP \$7,500,000 - \$8,500,000	USD \$12,300 - \$13,940
Director/Construction Manager	CLP \$7,500,000 - \$8,500,000	USD \$12,300 - \$13,940
Director/Designer Manager	CLP \$6,500,000 - \$7,500,000	USD \$10,660 - \$12,300
Director/Manager Planning and Structuring	CLP \$6,500,000 - \$7,500,000	USD \$10,660 - \$12,300

Energy	Salary	
	Chilean Pesos	USD (€10)
CEO	CLP \$9,500,000 - \$13,250,000	USD \$15,580 - \$21,730
Director/Commercial Manager	CLP \$8,000,000 - \$10,500,000	USD \$13,120 - \$17,220
Director/Construction Manager	CLP \$8,750,000 - \$10,250,000	USD \$14,350 - \$16,810
Director/Operations Manager	CLP \$8,750,000 - \$10,250,000	USD \$14,350 - \$16,811
VP Construction	CLP \$8,750,000 - \$10,250,000	USD \$14,350 - \$16,812
VP Technical	CLP \$7,750,000 - \$8,250,000	USD \$12,710 - \$13,530

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Life Sciences		Salary	
		Chilean Pesos	USD (610)
Pharma	Business Unit Manager	CLP \$6,000,000 - \$9,000,000	USD \$9,840 - \$14,760
	CEO	CLP \$9,000,000 - \$18,000,000	USD \$14,760 - \$29,520
	Marketing Director	CLP \$6,500,000 - \$9,000,000	USD \$10,660 - \$14,760
	Director Market Access	CLP \$7,000,000 - \$9,500,000	USD \$11,480 - \$15,580
Medical Devices	CEO/General Manager	CLP \$9,000,000 - \$15,000,000	USD \$14,760 - \$24,600
	Business Unit Manager/Business Director	CLP \$7,500,000 - \$10,000,000	USD \$12,300 - \$16,400
	Commercial Manager	CLP \$6,500,000 - \$10,000,000	USD \$10,660 - \$16,400
	Sales Director LATAM	CLP \$6,500,000 - \$8,500,000	USD \$10,660 - \$13,940
Logistics		Salary	
		Chilean Pesos	USD (610)
Delivery	CEO	CLP \$13,000,000 - \$25,000,000	USD \$21,450 - \$41,250
	VP Business Development/Commercial	CLP \$9,000,000 - \$18,000,000	USD \$14,850 - \$29,700
	VP Logistics	CLP \$9,000,000 - \$18,000,000	USD \$14,850 - \$29,700
	VP Operations	CLP \$8,000,000 - \$18,000,000	USD \$14,850 - \$13,200
Supply Chain	Director/Operations and Logistics Manager	CLP \$6,250,000 - \$12,500,000	USD \$10,312 - \$20,625
	Sales Manager/Supply Manager	CLP \$3,750,000 - \$8,750,000	USD \$6,187 - \$14,437
	Logistics Manager	CLP \$3,750,000 - \$8,750,000	USD \$6,187 - \$14,437
	VP Supply Chain	CLP \$11,250,000 - \$15,000,000	USD \$18,562 - \$24,750
Manufacturing		Salary	
		Chilean Pesos	USD (610)
	CEO/Holding President	CLP \$15,000,000 - \$19,000,000	USD \$24,600 - \$31,160
	General Manager	CLP \$11,000,000 - \$15,000,000	USD \$18,040 - \$24,600
	Quality Manager	CLP \$7,000,000 - \$9,500,000	USD \$11,480 - \$15,580
	Operational Excellence Manager	CLP \$6,500,000 - \$8,500,000	USD \$10,660 - \$13,940
	Engineering & Projects Manager	CLP \$7,500,000 - \$9,500,000	USD \$12,300 - \$15,580
	Maintenance Manager	CLP \$6,500,000 - \$8,500,000	USD \$10,660 - \$13,940
	Operations Manager	CLP \$7,000,000 - \$8,500,000	USD \$11,480 - \$13,940
	Health, Security & Environment Manager	CLP \$6,000,000 - \$7,500,000	USD \$9,840 - \$12,300

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Mining	Salary	
	Chilean Pesos	USD (610)
	CEO	CLP \$14,625,000 - \$19,500,000
Superintendent	CLP \$7,500,000 - \$9,500,000	USD \$12,300 - \$15,580
VP Construction	CLP \$8,125,000 - \$11,050,000	USD \$13,325 - \$18,122
VP Maintenance	CLP \$7,150,000 - \$8,450,000	USD \$13,325 - \$13,858
VP Mine Operations	CLP \$8,125,000 - \$9,750,000	USD \$11,726 - \$15,990
VP Technical	CLP \$8,125,000 - \$16,250,000	USD \$13,325 - \$26,650

Human Resources	Salary	
	Chilean Pesos	USD (610)
	VP Human Resources	CLP \$7,000,000 - \$13,000,000

Sales & Marketing	Salary	
	Chilean Pesos	USD (610)
	Commercial Director	CLP \$7,500,000 - \$11,000,000
Marketing Director	CLP \$7,000,000 - \$9,500,000	USD \$11,480 - \$15,580
Business Director	CLP \$6,500,000 - \$10,000,000	USD \$10,660 - \$16,400

IT	Salary	
	Chilean Pesos	USD (610)
	CEO	CLP \$10,500,000 - \$16,000,000
Technology Director	CLP \$8,000,000 - \$13,000,000	USD \$13,120 - \$21,320

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

FEATURED INTERVIEW



Estuardo Ortiz
CEO JETSmart

From your position, how do you perceive the outlook for 2018 for your industry?

Jetsmart has become a disruptive player in the Chilean air transportation market, and 2018 is starting off as a year that is promising for all sectors of the Chilean economy – it seems quite positive and 2018 seems like there will be many changes in the aviation industry in particular, there has been a revolution related to prices and an increase in air traffic – more so than in the past 10 years. We are very proud of what we have accomplished so far, making air travel accessible for everyone. Currently we are flying 19 routes and 11 destinations within Chile and Peru.

Is there any risk factor that could affect the industry?

The price of fuel has always been a risk factor for air operators. It always generates an expectation in the industry if the US Dollars' interest rate goes up or not. If the Chilean peso goes down it is positive for the company since many of our costs are in dollars.

Beyond the regular risks of the industry, I currently do not see any that could directly affect the company. There are several opportunities to develop, and there are certain issues with regulatory affairs that I still have my doubts will be resolved in the short term with the new government.

To give you an example, airport charges can be reduced if more people use air transportation – this is something that has been discussed to make air travel more accessible for everybody.

What matters have to be tackled in order for you to reach a stronger position in the market?

Our business focus is clearly low cost transportation. Air travel has turned into a commodity, and passengers want their travel experience to be comfortable, timely and at a low cost; therefore, we will respond by duplicating our fleet and increase the routes to better serve the market – always maintaining our core focus: efficiency and low cost transportation.

What challenges have you had to adapt to as CEO?

I love change, and I love being surrounded with people. For me it has been fundamental to hire and develop a great team. This process in our company has been kept lean and simple to be able to keep things versatile and quick. Also, we continually ask ourselves if a certain process is indispensable or if we can do it differently, to keep things as simple and the most efficient as possible. Complexity is not necessary most of the time, and this tends to happen naturally when organizations start to grow – this is something that I'm facing as CEO and constantly pushing for it not to occur, since it goes against our business model.

Do you consider that your current salary package and benefits are adequate for your role?

In my particular case, as founder & CEO, what I wanted was to create a company from scratch and take it to a place where it was profitable and filled a gap in the market. I have previously worked at companies where the salary packages were excellent and had all the benefits available, but as far as compensation and satisfaction, I am obtaining everything I was looking for and more. Starting something from zero is a huge satisfaction in itself.



COLOMBIA



Silvana Vergel
Head of HAYS Executive Colombia

From your position, how do you perceive the outlook for 2018 in the positions in which Executive is specialized?

I believe, 2018 will bring important movements for the main leaders of national and multinational companies. We have seen changes in the corporations that lead us to think about an important movement, such as:

- The national/family companies in the last five years have been living an important process of transition in their corporate governance, succession plans, and focus on becoming more corporate and transnational.
- The multinational companies with representation in Colombia through distributors, in the last three years, have evaluated Colombia as an interesting country with an opportunity to grow increasingly opening its operation directly.
- Multinational companies with regional structures have been centralizing their operation hub in Colombia for Latin America.
- Leaders have evolved in the last ten years. Today Colombia has a significant volume of competitive candidates to fill first and second level positions.

What do you think are the variables that can influence whether or not changes are generated in the current structures?

Since 2015 we have seen the urgency of new management positions with solid team structures to meet or anticipate the corporate changes of the Colombian and Latin American markets such as: Chief Reputational Officer, digital strategy positions, change, culture and transformation. Companies' structures are flexible or changeable according to the Leader of the moment, the diversity of the market in business opportunity, the pressure of specific competitors, and the diversity of the company's professional generation. These factors generate new opportunities or limit them according to the vision and anticipation of each business.

These changes are directly linked to the historical moment of the company, and to the businesses' needs that drive pressure to generate it.

What are the challenges that both candidates and companies must face for 2018?

The challenge is summarized in one word: Expectation. It is important to align the company's expectations, directors and personal life plans. A company that seeks a new leader is full of emotions, paradigms, corporate history, business needs and subjectivity of who makes the decision of who is the right person to assume the management role. On the other hand, there are candidates who live a process similar to the company but, must see if this challenge complements and allows them to fulfill their personal and family life plan.

What are the most common demands among candidates aspiring to senior management?

More than demands, the analysis is focused on three items: Reality, Value and Beliefs.

Reality: It is important to define what the reality of the market is in terms of salary, role and level of adjusted candidates.

Value: It is subjective, but we must turn it numerical and it is to understand how we quantify our professional, personal experience and what we are in a numerical value that represents a figure within a salary offer. And how this figure makes us happy and valued.

Beliefs: We work everything imaginable, the myths built by industries. Example: What are the benefits that become demands? What is the actual percentage in the salary increase for a change? How does the theme of annual Bonuses, Risk Bonds (Golden Parachute), Bonds, Company Shares (maturity times of the same, validity)?, professional challenge?, new learnings? organizational culture? business diversification and experience?

What are the companies looking for now in high management candidates that they did not seek before?

Beyond listing what companies demand today, it would be better to understand and recognize if they are ready to receive the executives they need. In practice, we see that a low percentage of companies have evolved and have the ability to start hiring different leaders, looking for those who had built the history of a company. We have had the opportunity to follow courageous companies to change their business and its culture; the results are positive with successful transformation.

Life Sciences		Salary	
		Colombian Pesos	USD (2.777)
Medical Devices	CEO	COP \$30.000.000 - \$68.400.000	USD \$7,380 - \$24,624
	Business Unit Manager/Business Director	COP \$17.100.000 - \$25.000.000	USD \$6,156 - \$9,000
	Commercial Director/Marketing Director	COP \$20.500.000 - \$28.500.000	USD \$7,380 - \$10,260
	Regulatory Affairs Director	COP \$17.100.000 - \$22.000.000	USD \$6,156 - \$7,920
Pharma	CEO	COP \$28.500.000 - \$96.900.000	USD \$18,468 - \$34,884
	Business Unit Manager	COP \$25.000.000 - \$30.000.000	USD \$9,000 - \$10,800
	Market Access Director	COP \$28.500.000 - \$31.000.000	USD \$10,260 - \$11,160
	Marketing Director	COP \$28.500.000 - \$30.500.000	USD \$18,468 - \$10,980
	Technical Director	COP \$20.000.000 - \$25.000.000	USD \$7,200 - \$9,000
FMCG		Salary	
		Colombian Pesos	USD (2.777)
	CEO	COP \$30.000.000 - \$120.000.000	USD \$10,800 - \$43,200
	VP/Marketing Director	COP \$25.000.000 - \$45.000.000	USD \$9,000 - \$16,200
	VP/Commercial Director	COP \$20.000.000 - \$45.000.000	USD \$7,200 - \$16,200
	Business Unit Director	COP \$30.000.000 - \$60.000.000	USD \$10,800 - \$21,600
Retail		Salary	
		Colombian Pesos	USD (2.777)
	CEO	COP \$30.000.000 - \$120.000.000	USD \$10,800 - \$43,200
	CRM Director	COP \$20.000.000	USD \$7,200
	Commercial Manager	COP \$12.500.000 - \$25.000.000	USD \$4,500 - \$9,000
	Marketing Manager	COP \$8.000.000 - \$18.000.000	USD \$2,880 - \$6,480
	VP/Commercial Director	COP \$20.000.000 - \$40.000.000	USD \$7,200 - \$14,400
	VP/Real Estate Director	COP \$25.000.000	USD \$9,000
	VP/Marketing Director	COP \$20.000.000 - \$40.000.000	USD \$7,200 - \$14,400
E-Commerce		Salary	
		Colombian Pesos	USD (2.777)
	CEO	COP \$14.000.000 - \$50.000.000	USD \$5,040 - \$18,000
	VP Commercial	COP \$15.000.000 - \$26.000.000	USD \$5,400 - \$9,360
	VP Marketing	COP \$15.000.000 - \$27.000.000	USD \$5,400 - \$9,720
	VP Operations	COP \$17.000.000 - \$25.000.000	USD \$6,120 - \$9,000

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Services	Salary	
	Colombian Pesos	USD (2.777)
CEO	COP \$30.000.000 - \$80.000.000	USD \$10,800 - \$28,800
VP Marketing	COP \$20.000.000 - \$60.000.000	USD \$7,200 - \$21,600
VP Sales	COP \$20.000.000 - \$60.000.000	USD \$7,200 - \$21,600

Financial Services	Salary	
	Colombian Pesos	USD (2.777)
CEO	COP \$50.000.000 - \$180.000.000	USD \$18,000 - \$64,800
VP Commercial	COP \$20.000.000 - \$85.000.000	USD \$7,200 - \$21,600

Logistics	Salary	
	Colombian Pesos	USD (2.777)
CEO	COP \$30.000.000 - \$70.000.000	USD \$10,800 - \$25,200
Delivery	VP Business Development/Commercial	COP \$15.000.000 - \$40.000.000 USD \$5,400 - \$14,400
	VP Logistics	COP \$15.000.000 - \$30.000.000 USD \$5,400 - \$10,800
	VP Operations	COP \$15.000.000 - \$30.000.000 USD \$5,400 - \$10,800
Supply Chain	Director/Logistics Manager	COP \$12.000.000 - \$30.000.000 USD \$4,320 - \$12,600
	Director of International Purchases	COP \$8.000.000 - \$15.000.000 USD \$2,880 - \$5,400
	Director of National Purchases	COP \$8.000.000 - \$15.000.000 USD \$2,880 - \$5,400
	Operations & Logistics Director	COP \$12.000.000 - \$35.000.000 USD \$4,320 - \$12,600
	VP Supply Chain	COP \$20.000.000 - \$50.000.000 USD \$7,200 - \$18,000

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Agribusiness	Salary	
	Colombian Pesos	USD (2.777)
CEO	COP \$30.000.000 - \$70.000.000	USD \$10,800 - \$25,200
General Manager	COP \$25.000.000 - \$50.000.000	USD \$9,000 - \$18,000
Operations Manager	COP \$20.000.000 - \$35.000.000	USD \$7,200 - \$12,600
Technical Director	COP \$20.000.000 - \$28.000.000	USD \$7,200 - \$10,080

Construction	Salary		
	Colombian Pesos	USD (2.777)	
CEO	COP \$30.000.000 - \$80.000.000	USD \$10,800 - \$28,800	
General Manager Concession	COP \$25.000.000 - \$50.000.000	USD \$9,000 - \$18,000	
Infraestructure	Director/Construction Manager	COP \$15.000.000 - \$30.000.000	USD \$5,400 - \$10,800
	Director/Operations Manager	COP \$15.000.000 - \$30.000.000	USD \$5,400 - \$10,800
	Director/Technical Manager	COP \$15.000.000 - \$30.000.000	USD \$5,400 - \$10,800
	Project Manager	COP \$12.000.000 - \$30.000.000	USD \$4,320 - \$10,800
CEO	COP \$25.000.000 - \$60.000.000	USD \$9,000 - \$21,600	
Facility Manager	COP \$7.000.000 - \$18.000.000	USD \$2,520 - \$6,480	
Commercial Manager	COP \$10.000.000 - \$30.000.000	USD \$3,600 - \$10,800	
Construction Manager	COP \$12.000.000 - \$30.000.000	USD \$4,320 - \$10,800	
Real State	Structuring Manager/Development	COP \$13.000.000 - \$30.000.000	USD \$4,680 - \$10,800
	Proyect Manager	COP \$13.000.000 - \$32.000.000	USD \$4,680 - \$11,520
	Design Manager	COP \$10.000.000 - \$28.000.000	USD \$3,600 - \$10,080
	Planning Manager	COP \$14.000.000 - \$30.000.000	USD \$5,040 - \$10,800
VP/Real Estate Director	COP \$22.000.000 - \$35.000.000	USD \$7,920 - \$12,600	

Engineering & Manufacturing	Salary	
	Colombian Pesos	USD (2.777)
CEO	COP \$70.000.000 - \$130.000.000	USD \$25,200 - \$46,800
General Manager	COP \$30.000.000 - \$80.000.000	USD \$10,800 - \$28,800
VP Operations	COP \$20.000.000 - \$35.000.000	USD \$7,200 - \$12,600

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Technology	Salary	
	Colombian Pesos	USD (2.777)
CEO	COP \$25.000.000 - \$90.000.000	USD \$9,000 - \$32,400
VP Commercial	COP \$18.000.000 - \$30.000.000	USD \$6,480 - \$10,800
CIO	COP \$25.000.000 - \$60.000.000	USD \$9,000 - \$21,600

FinTech	Salary	
	Colombian Pesos	USD (2.777)
CEO	COP \$20.000.000 - \$60.000.000	USD \$7,200 - \$21,600
VP Commercial	COP \$28.000.000	USD \$10,080
VP Marketing	COP \$25.000.000	USD \$9,000
VP Product	COP \$28.000.000	USD \$10,080
VP Operations	COP \$27.000.000	USD \$9,720

Human Resources	Salary	
	Colombian Pesos	USD (2.777)
Human Resources Director	COP \$18.000.000 - \$30.000.000	USD \$6,480 - \$10,800
VP Human Resources	COP \$20.000.000 - \$60.000.000	USD \$7,200 - \$21,600

Accountancy & Finance	Salary	
	Colombian Pesos	USD (2.777)
CFO/VP Finance	COP \$25.000.000 - \$50.000.000	USD \$9,000 - \$18,000
Controller	COP \$12.000.000 - \$15.000.000	USD \$4,320 - \$5,400
Finance & Administrative Director	COP \$12.000.000 - \$16.000.000	USD \$4,320 - \$5,760

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

FEATURED INTERVIEW



Alfredo Morales

President for Andean Region & Regional VP Beauty Care Latin America, HENKEL KGAA

From your perspective, how do you see the situation for your industry in 2018?

In 2017, the relevant markets for Henkel in Colombia, grew at a slower pace than they did in previous years, we see a deceleration of consumption in general. Although some factors remain for 2018, and there is also a high level of uncertainty regarding the political issue, we believe that this year there will be a slight recovery that will depend, to a large extent, on the ability of companies to adapt to factors that are changing in the consumption habits. As an example, the development of so-called hard discounters, specialized beauty shops, low price formats, etc. We expect that construction and the industrial sector will also be reactivated during 2018 but we will surely see it towards the second half of the year when the political panorama becomes clearer. Until then, many investment projects will be retained and in expectation.

Is there any particular variable that could mean a risk to your industry?

Henkel covers sectors ranging from mass consumption to industrial consumption, for this reason for us the variables are very diverse. Probably the most important factor has to do with the general demand, which has been affected by aspects such as the tax reform, the general feeling that things are not going well due to news of corruption, insecurity, etc. Fortunately, we see some positive signs in consumer confidence, showing an improvement since the last months of 2017. We hope that this trend will continue and that the best sentiment will translate into a sustained recovery in demand in several sectors, including housing and trade in general, which in the end positively impacts industrial production.

What are the fundamental skills to be strengthened in order to reach a position like the one in which it is located?

In addition to a deep knowledge of the markets, the company, the equipment and the factors that matter to those who consume our products and services, it is also key that the leader has the

ability to react quickly to a changing industry and environment. In Colombia, as in the rest of the so-called emerging markets, we are exposed to many and very changing factors, forcing companies to be flexible and adapt quickly. Being close to the market, customers and employees, is vital for the leader to communicate effectively to all of them what factors are key, what opportunities are opening up in the market and ensure that the organization responds agilely to them. Resilience is also very important, especially when conditions are difficult and people feel overwhelmed by the challenges they face. A realistic but positive vision is necessary to show the teams that despite the challenges there are opportunities and mobilize everyone's efforts effectively.

Do you perceive any change internally or externally that may require new skills in your position?

New technologies or the internet of things, for example, are changing in an accelerated way the way of doing business. This is impacting all businesses, without exception. Understanding these new technologies and anticipating the impacts that they will bring to the business model of your company, will be vital to drive the process. Leaders and organizations that do not lead changes in their sector will be at a clear disadvantage compared to their competitors. Technological changes are creating new markets, ending with some existing ones that will not survive, they are modifying consumer habits, ways of interacting with customers and consumers, etc. It is a new global revolution and it must be part of it.

Do you consider that the benefits you receive in your position are appropriate? Which stands out? Which ones would be missing?

At Henkel we have been adapting to the conditions of the labor market by ensuring that we remain strong to attract and retain talent. In addition to the basic factors of economic remuneration, in which we include incentives for results in the short and medium term, we have developed other benefits of "emotional salary" that we consider very important. From flexible schedules, possibilities to work from home one day a week, initiatives that favor diversity in various aspects (diversity of gender, age, nationality and profile), to physical spaces that favor communication and teamwork. We also have very powerful virtual training and development tools for employees, with which we can constantly learn new skills and promote professional growth while developing the best talents. Henkel provides a culture of trust where people can contribute their ideas, are recognized for their contributions and in which it is possible to develop their careers at the local and international level. It is truly a company with benefits schemes that employees find very attractive.

What has been the most valuable contribution of Hays Executive in the development of his career?

Hays has accompanied us in various processes, from the selection and evaluation of executives who enter the company to the development plans of people and teams, which is a vital factor for us.

MEXICO



Alexandra Mendoza
Head of HAYS Executive Mexico

The need for Headhunting and Specialized Recruitment firms arose about 40 years ago, largely because organizations wanted to have access to specialized candidates with specific technical requirements, seniority level and particular experience, and to which only these Recruitment firms had access. This was mainly due to its effective networking, reach and the possibility of doing direct hunting. In a world without internet, without search engines, without algorithms and without LinkedIn, what made the difference was who you knew and with whom you could connect to your clients and candidates. The greatest assets were relationships and the controlled file system for store an appropriately qualified physical database.

Currently, in such a globalized world, where the immediate and complete access to information is bombarded with artificial intelligence and data sciences, the main asset of any recruitment firm must be knowledge of the sector, positions and industry as well as being at the forefront of up-to-date practices and technologies. The role we have now in the market is to be consultants and help our clients and candidates to take the next step. To understand what our clients need in the short, medium and long term so that we can present candidates who can accompany them in the process; making the best match. Simultaneously we have to have a deep understanding of the professional and personal moment of our candidates to be able to offer them opportunities that help them reach their goals and can continue to build, in alignment with their life plan, within the organizations.

Speaking specifically of senior management positions and C-Level, which are the levels we handle in Hays Executive Mexico, the most important challenge we see for 2018 is getting the human capital that has the specialized knowledge, the seniority level and (the increasingly important) international experience that companies currently require. Like us, we see how technology and globalization are constantly impacting our customers and we can present solutions which can address these difficulties. We continually see companies that migrate their functions to shared services outside the country and share regional or global leaders. In Mexico, this is amongst the most important challenges; getting executives with

the international experience and global vision that is required. It is more common to get these qualities in younger leaders, accustomed to studying abroad and moving out of the country to grow professionally, but elders leaders, are willing to relocate within the country, but they have difficulty understanding the importance of living abroad to be able to occupy regional roles that require a global vision.

Additionally, the excess of information and the large number of candidates available, make the process of getting the ideal leader for our clients an overwhelming process. Increasingly, they come to us for advice on what should be the right decision when inviting a strategic leader on board. What we offer you is real, complete and digestible information so that you can make these decisions with a greater margin of certainty. We are experts in the sector, best practices, new technologies and trends in the competition. By working with so many clients globally, we achieve a strategic vision of the development of the industries and clients, which allows us to anticipate their requirements. Success is based on being strategic allies of our clients and candidates to advise them on their next steps in this global and technological world.

Accountancy & Finance		Salary	
		Mexican Pesos	USD (18.80)
Consumer Goods, Clothing and Accessories, Direct Selling	CFO	MX \$130,000 - \$200,000	USD \$6,899 - \$10,614
Fintech, SOFOM	CFO	MX \$110,000 - \$160,000	USD \$5,837 - \$8,491
Automotive, Metalworking, Packaging, Plastic, Chemicals	CFO	MX \$130,000 - \$200,000	USD \$6,899 - \$10,614
Medical devices	CFO	MX \$150,000 - \$250,000	USD \$7,960 - \$13,267
Telecom, Payment Methods	CFO	MX \$150,000 - \$250,000	USD \$7,960 - \$13,267
	Financial Planning Manager	MX \$90,000 - \$140,000	USD \$4,776 - \$7,429
	Controller	MX \$90,000 - \$140,000	USD \$4,776 - \$7,429
Life Sciences		Salary	
		Mexican Pesos	USD (18.80)
Medical Devices	Director of Business Unit	MX \$180,000 - \$300,000	USD \$9,552 - \$15,921
	Sales Director	MX \$150,000 - \$250,000	USD \$7,960 - \$13,267
	Business Unit Manager	MX \$150,000 - \$250,000	USD \$7,960 - \$13,267
Pharma	Director of Business Unit	MX \$185,289 - \$ 226,109	USD \$9,850 - 12,020
	CSO	MX \$104,589 - \$ 128,291	USD \$5,560 - \$6,820
Human Resources		Salary	
		Mexican Pesos	USD (18.80)
Automotive Manufacturing	HR Director	MX \$120,000 - \$180,000	USD \$6,368 - \$9,552
Packaging Manufacturing	HR Director	MX \$120,000 - \$170,000	USD \$6,368 - \$9,021
Consumer Manufacturing	HR Director	MX \$120,000 - \$200,000	USD \$6,368 - \$10,614
Chemical Manufacturing	HR Director	MX \$120,000 - \$170,000	USD \$6,368 - \$9,021
Pharmaceutical Services	HR Director	MX \$130,000 - \$200,000	USD \$6,899 - \$10,614
Retail Services	HR Director	MX \$120,000 - \$170,000	USD \$6,368 - \$9,021

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

Sales & Marketing		Salary	
		Mexican Pesos	USD (18.80)
Massive Consumption	Sales Team Leader	MX \$120,000 - \$180,000	USD \$6,368 - \$9,552
	Sales Director	MX \$250,000 - \$350,000	USD \$13,267 - \$18,574
	Marketing Manager	MX \$160,000 - \$200,000	USD \$8,491 - \$10,614
	Country Manager	MX \$236,000 - \$475,948	USD \$12,560 - \$25,330

Sales & Marketing - Chemical		Salary	
		Mexican Pesos	USD (18.80)
Agrochemicals Agroindustrial	Managing Director	MX \$190,000 - \$350,000	USD \$10,083 - \$18,574
	Sales Director	MX \$95,000 - \$170,000	USD \$5,041 - \$9,021
Heavy Chemicals	Managing Director	MX \$250,000 - \$400,000	USD \$13,267 - \$21,228
	Sales Director	MX \$105,000 - \$230,000	USD \$5,572 - \$12,206
Ingredients Food production	Managing Director	MX \$220,000 - \$300,000	USD \$11,675 - \$15,921
	Sales Director	MX \$95,000 - \$190,000	USD \$5,041 - \$10,083
Packaging	Managing Director	MX \$250,000 - \$400,000	USD \$13,267 - \$21,228
	Sales Director	MX \$120,000 - \$190,000	USD \$6,368 - \$10,083

IT		Salary	
		Mexican Pesos	USD (18.80)
Software Technology	Sales Manager	MX \$200,000 - \$300,000	USD \$10,614 - \$15,921
	Marketing Director	MX \$150,000 - \$200,000	USD \$7,960 - \$10,614
	Sales Manager	MX \$120,000 - \$190,000	USD \$6,368 - \$10,083
	Marketing Manager	MX \$120,000 - \$180,000	USD \$6,368 - \$9,552
	Channel Marketing Manager	MX \$120,000 - \$175,000	USD \$6,368 - \$9,287
	Account Manager (KAM)	MX \$120,000 - \$200,000	USD \$6,368 - \$10,614
Hardware	Customer Service Director	MX \$120,000 - \$160,000	USD \$6,368 - \$8,491

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

IT - Industry		Salary	
		Mexican Pesos	USD (18.80)
Automotive/Auto Parts	Operations Director	MX \$140,000 - \$220,000	USD \$7,429 - \$11,675
	Quality Manager	MX \$100,000 - \$150,000	USD \$5,307 - \$7,960
	Plant Manager	MX \$120,000 - \$190,000	USD \$6,368 - \$10,083
Foods, beverages and ingredients	Quality Director	MX \$100,000 - \$165,000	USD \$5,307 - \$8,756
	Operations Director	MX \$140,000 - \$220,000	USD \$7,429 - \$11,675
	Plant Manager	MX \$120,000 - \$180,000	USD \$6,368 - \$9,552
Non consumer goods	Operations Director	MX \$160,000 - \$220,000	USD \$7,960 - \$11,675
	Quality Director	MX \$100,000 - \$180,000	USD \$5,307 - \$9,552
	Plant Manager	MX \$120,000 - \$190,000	USD \$6,368 - \$10,083
Packaging	Quality Director	MX \$120,000 - \$160,000	USD \$6,368 - \$8,491
	Operations Director	MX \$140,000 - \$180,000	USD \$7,429 - \$9,552
Medical Devices	Quality Director	MX \$120,000 - \$160,000	USD \$6,368 - \$8,491
	Operations Director	MX \$140,000 - \$220,000	USD \$7,429 - \$11,675
	Plant Manager	MX \$120,000 - \$160,000	USD \$6,368 - \$8,491
Retail	Supply Chain Director	MX \$120,000 - \$160,000	USD \$12,560 - \$22,250

The figures presented correspond to monthly base salaries in local currency and US Dollars and are conditioned by the volume of the business, the size of the company and whether the position is regional or not. These data does not include variable salaries, bonuses or commissions. Hays established these indicative values based on the analysis of its database, of candidates interviewed, and candidates positioned in permanent positions between January and December 2017, and the knowledge and experience of its consultants and managers regarding the dynamics of the labor market in their respective industries/positions.

FEATURED INTERVIEW



Jorge Eduardo Sosa
General Manager
Pierre Fabré Laboratories

The pharmaceutical industry has always stood out for its constant changes associated with product innovation and new therapies, and the outlook for 2018 is no different. But this time, the changes are not because of the progressive characteristics of the product that is constantly evolving. Now, we gradually see how the industry is changing by the model per se. Today, key players and decision makers are gaining exponential importance. Previously, 90% of the strategy focused on the doctors who prescribed the medicines. Now, the strategy is focused on a wider range of key stakeholders that are becoming more and more important, such as the regulatory entities, the final consumer, the owners of the pharmacy, the dispensers, the government, etc. In the current business model, there are multiple factors that must be considered; the distribution channel, the purchasing decision process followed by patients, the availability of the product, and infinity of factors that play their role in the equation.

Added to the changes and the complexity of the model, the biggest hazard that is affecting the industry today is the access to medicines. The most specialized products, and therefore, the most expensive ones, are destined to be purchased through insurance companies and social security, which leads to a budget restriction. By making increasingly innovative drugs with greater benefits, access is increasingly restricted due to the high cost. The challenge is to balance innovation with accessibility, while working increasingly towards achieving better access to high specialty drugs to a greater number of people. Therefore, in the industry, the roles of pharma economy and economic feasibility are taking on fundamental importance.

Overall Dr. Sosa believes the role of Country Manager in the pharmaceutical industry has changed. Now it is necessary to develop a more strategic, global and hands-on vision focused not only on agile decision making to adapt to the business model but

also to act as and ensure a position as opinion-leader. Today, the influencers are so many and so important that it is essential to relate more closely with them. A focus on PR, attending events and conferences and promoting the relationships with hospitals and insurance companies, becomes equally as important as the knowledge of the operation of the pharmaceutical industry and the medical area.

With the increasing importance of the PR aspect to the role of the Country Manager, the background in medicines is becoming a must, but it could be an enabler as well as a drawback. It is undeniable that it is fundamental in gaining a place as an opinion leader in the industry. That being said, it is tough to recognize the moment when the added value of being a doctor is overshadowed by the lack of financial and administrative knowledge. For example, Dr. Sosa had to study a master's degree in administration of pharmaceutical companies, marketing and an MBA, as well as surrounding himself with experts in the different departments of the company.

Talking about significant challenges for the Country Manager, accomplishing a real Team Working environment is a big issue with the current differences between generations. Namely, ensuring that all generations work as a consolidated team and making sure they are being inclusive, not only in relation to gender equality, but generationally as well. To achieve this, the opportunity for growth has to come from merit and not confusing seniority with level or longevity of experience.

Along with these changes in strategic focus and new challenges the role has become increasingly demanding; the search for balance between work and family is very important, therefore companies need to provide flexible work schedules and extra benefits. For example, having a driver was once a status symbol, now it is a very important working tool that can help improve the performance of the CEO. It allows traffic hours to be used for conference calls and working hours in front of the computer become more effective. Every benefit related to wellness, like access to a gym or a healthy lunch option, influences this balance, and it is important for the performance of employees and their happiness.

“Looking ahead, it is essential to achieve balance in all three areas. In the business between innovation and making medicine accessible, in the company a balance between the different generations, and in the personal life and equilibrium between life and a 360° development, not only in the position but also in a complete and strategic way”. Dr. Sosa concludes.



CONTACT US

BRAZIL

Sao Paulo

Rua Pequetita, 215,
13° andar
Vila Olímpia/ CEP 04552-060
São Paulo – SP
Tel: +55 (11) 3046 9800

Rio de Janeiro

Av. das Américas, 3500,
3° andar, Ed. Toronto 2.000
Barra da Tijuca/ CEP 22640-102
Rio de Janeiro – RJ
Tel: +55 (21) 2430 6600

Campinas

Rua José Pires Neto, 314
15° andar
Cambuí/ CEP 13025-170
Campinas - SP
Tel: +55 (19) 3705 5180

brasil@hays.com.br

hays.com.br

CHILE

Santiago

Edificio de Las Artes,
Cerro el Plomo 5630 Of. 1701P.O.
7560742, Las Condes.
Tel: +56 2 2 4449 1345

chile@hays.cl

hays.cl

COLOMBIA

Bogotá

Paralelo 108
Autopista Norte # 108-27
Torre 2 - Oficina 1105
Tel: +57 (1) 742 25 02

hays.colombia@hays.com

hays.com.co

MEXICO

Ciudad de México

Torre Óptima 1,
Paseo de las Palmas 405
Piso 10, Col. Lomas de Chapultepec
Tel: +52 (55) 5249 2500

mexico@hays.com.mx

hays.com.mx

