



# 第十九届中国人力资源业务伙伴年会

2018年7月12日，上海





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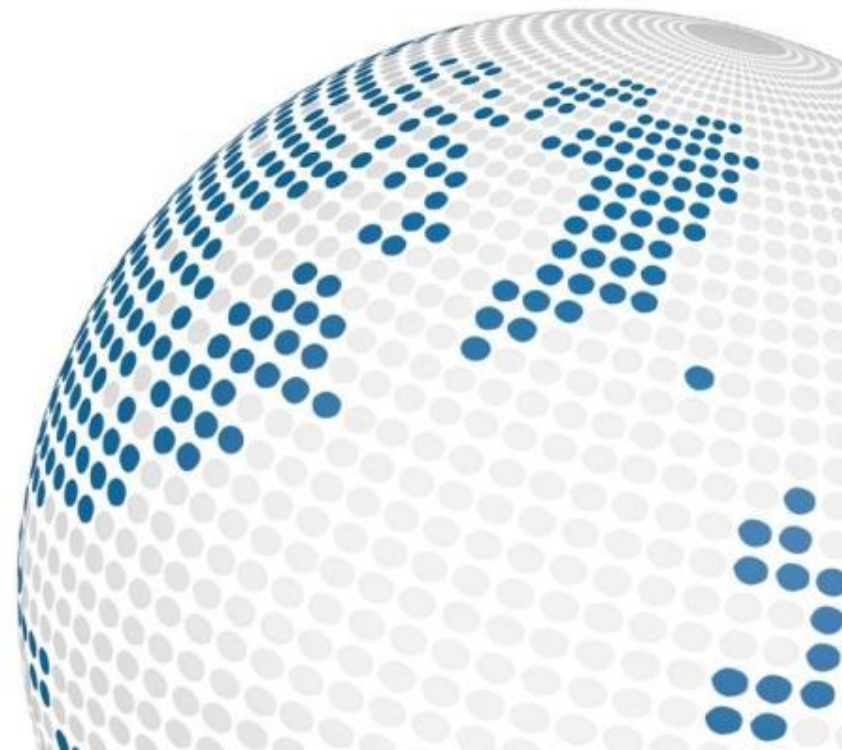
网站: [www.hrecchina.org](http://www.hrecchina.org)



# HR BP Role in Biz Acquisition 企业并购下的HRBP角色

**Lina Li**

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## 1. ams introduction

2. Business context 业务背景

3. Integration challenges 整合挑战

4. Integration strategy 整合策略

5. Reflection 思考



# ams introduction ams介绍



Play ams company introduction video if has

# ams in the world 遍布世界的ams

Americas, Europe, Asia



- Headquarters
- Design centers
- Manufacturing/Test
- Sales/customer support locations



Americas



Europe



Asia

**77.8%**  
of AMS  
h/c is in Asia!  
6600/8482 @ 08/2017

- **21 deSGPn centers**  
Austria, Switzerland (2), Italy (2), Spain, Germany (4), Belgium, UK (2), Netherlands, Portugal, Finland, USA (3), India, Japan
- **16 sales offices & 25+ channel partners** 16个销售办公地点以及25+渠道伙伴
- **Manufacturing:** Austria, Singapore 工厂: 奥地利, 新加坡
- **High volume test center:** Philippines 大体量测试中心: 菲律宾

# 88% of ams Asia HC is in Singapore

**99.9% HC in SGP is from HPTG, 88% employees with < 1 service year**



## ams@Woodlands

- 560+ employees
- 10,000 m<sup>2</sup>
- Produces lens and modules via proprietary wafer level optics and wafer level stacking technologies. In addition to customized modules, open market products for containing vcsels and vision are being developed and produced here.



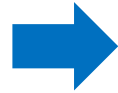
## ams@AngMoKio

- 5.000+ employees
- 40,000 m<sup>2</sup>
- Factory for customized products, eg: Optical Path and color sensing modules.  
定制化产品（例如：光程以及感知颜色的模具）的工厂

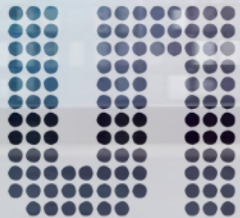


## ams@Nanospace

- 450 employees
- 15,000 m<sup>2</sup> on level 2, 3, 4
- High volume optical filter deposition line. SOP 1Q18
- VCSEL, 2000 WPM, SOP 2Q19
- Wafer Probing and Dicing 6", 8", 12", SOP tbd



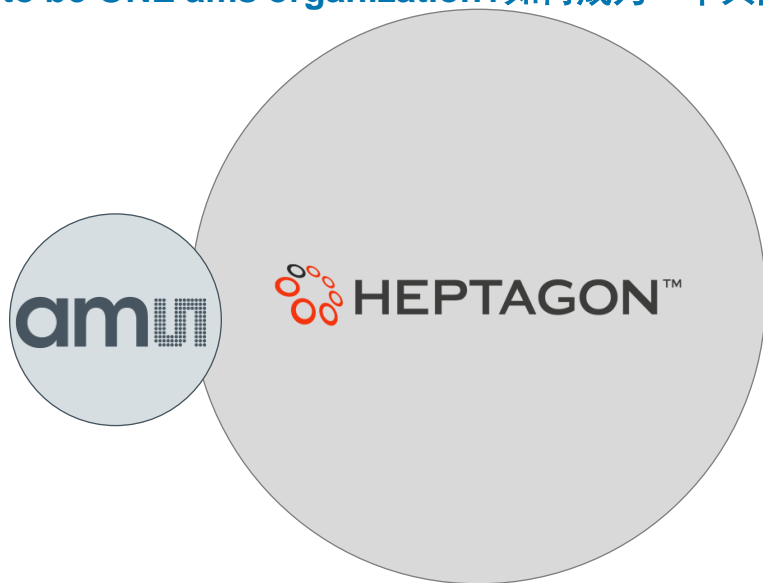
1. ams introduction
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‘Small’ business acquire ‘big’ business

“小” 业务需要 “大” 业务

How to be ONE ams organization? 如何成为一个共同体?



Sales Revenue



Employee



1. ams introduction

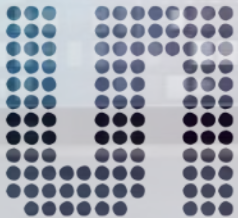
2. Business context



**3. Integration challenges**

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# Integration challenges 融合挑战

No holistic integration plan leads to inefficiency and disengagement



## Management System 管理系统

- No access to heptagon **SAP system**, no visibility of business data (Finance, Supply, HR...)
- Different people **management language**: title, job grade, pay structure, performance management
- Lack of clear & standardized HR/Finance/Commercial **processes / policy / procedures** to support globalization / acquisition
- **Separate office area**, less connection between people



## Culture & Engagement 文化与敬业度

- Heptagon employees know nothing about **ams: history, product, value**
- 'I' Culture vs 'We' Culture
- **Way of working**: 'Consensus' vs 'Hierarchy'
- Extremely **stressful** environment under biz ramp context
- Not enough attention given to employee **welfare, training & education, recognition**
- No formal **communication channel** keep employees updated

# HR Challenges

## HR的挑战

- Take recruitment as example  
以招聘为例外

Non-standardized Process  
无标准的流程



Long & Inefficient Process

No aligned  
Framework/Guideline

HC Approval

Pre-alignment

Selection & Interview

Offer

Onboard

15 process steps

XX days

No standardized  
capability  
framework

5 stakeholders  
30 mins/person

1 out of 10  
screening rate

5 interviewer  
30 mins/person  
on coordination

No guideline &  
governance for pay  
range decision

5 approval  
30 mins/person on  
communication

5 country practice &  
legal requirements

XX working facilities  
application  
4 weeks for badge  
preparation

x 15

frequent-used process

x 20

positions/month

x 20

positions/month

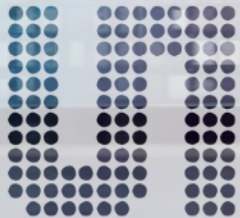
x 20

positions/month

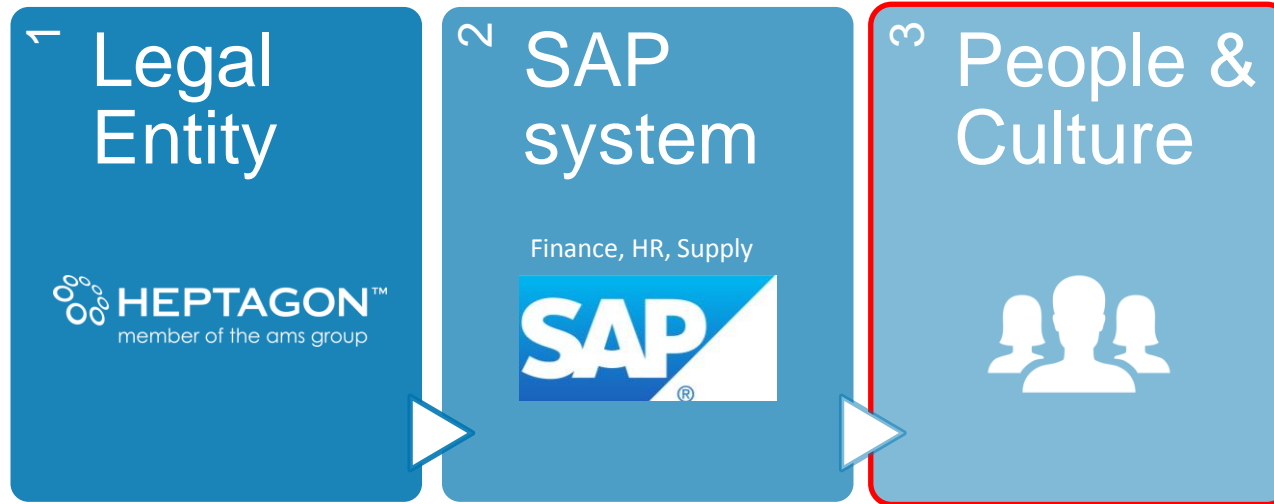
x 20

positions/month

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# Business Integration Group



# People & Culture Integration Strategy 人文融合策略

## Transform HR Team



- **Re-structure** HR team
- **Specialized Recruitment** team
- **Regional HR Shared Service center**

## Policy & Process Standardization



- **Standardize** HR signature processes / policies / procedures: job grade, pay structure, benefits, performance management
- **HRIS & Recruitment** systems

## Leadership Integration



- **Restructure site leadership team:** HR: Finance, Commercial from ams
- **200+ Senior manager:** leadership training; quarterly meeting

## Culture & Capability



- **Onboarding** program
- **New employee orientation program:** classroom + sharing in workshop after 3 months
- **Poster, video** in canteen
- **ams value award**

## Employee Engagement



- **Recognition** program
- **Workplace Caring Program**(e.g.Fruit Day)
- **Global strategy cascading workshop**
- **Office/floor** integration

## Employee Communication



- **Round table** with leaders
- **15 town halls**
- **Employee town hall**
- **Communication E-Channel / newsletters** Portal

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**5. Reflection**

# How BP support business acquisition

## HRBP如何给业务兼并提供支持？

1

Understand  
business  
challenge

2

Care about  
employee  
engagement

3

Understand local,  
balance between  
global and local

4

Smoothen Change  
Management

5

Comprehensive  
communication  
strategy



# Thank you!

Please visit our website  
[www.ams.com](http://www.ams.com)