



智享会
HR Excellence
Center



第十一届人力资源 业务伙伴年会





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Tackle Productivity
Challenges to Increase
Bottom-line
提高劳动生产力
提高经济效益

11th HREC HRBP Conference,
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Yi Wang

Key Points

- Business and economic reality determines productivity as a strategic imperative.
业务和经济现状决定了生产力成为一种战略需要
- Productivity measures
生产力评估
- Organizational solutions to productivity
从组织发展角度出发的解决之道

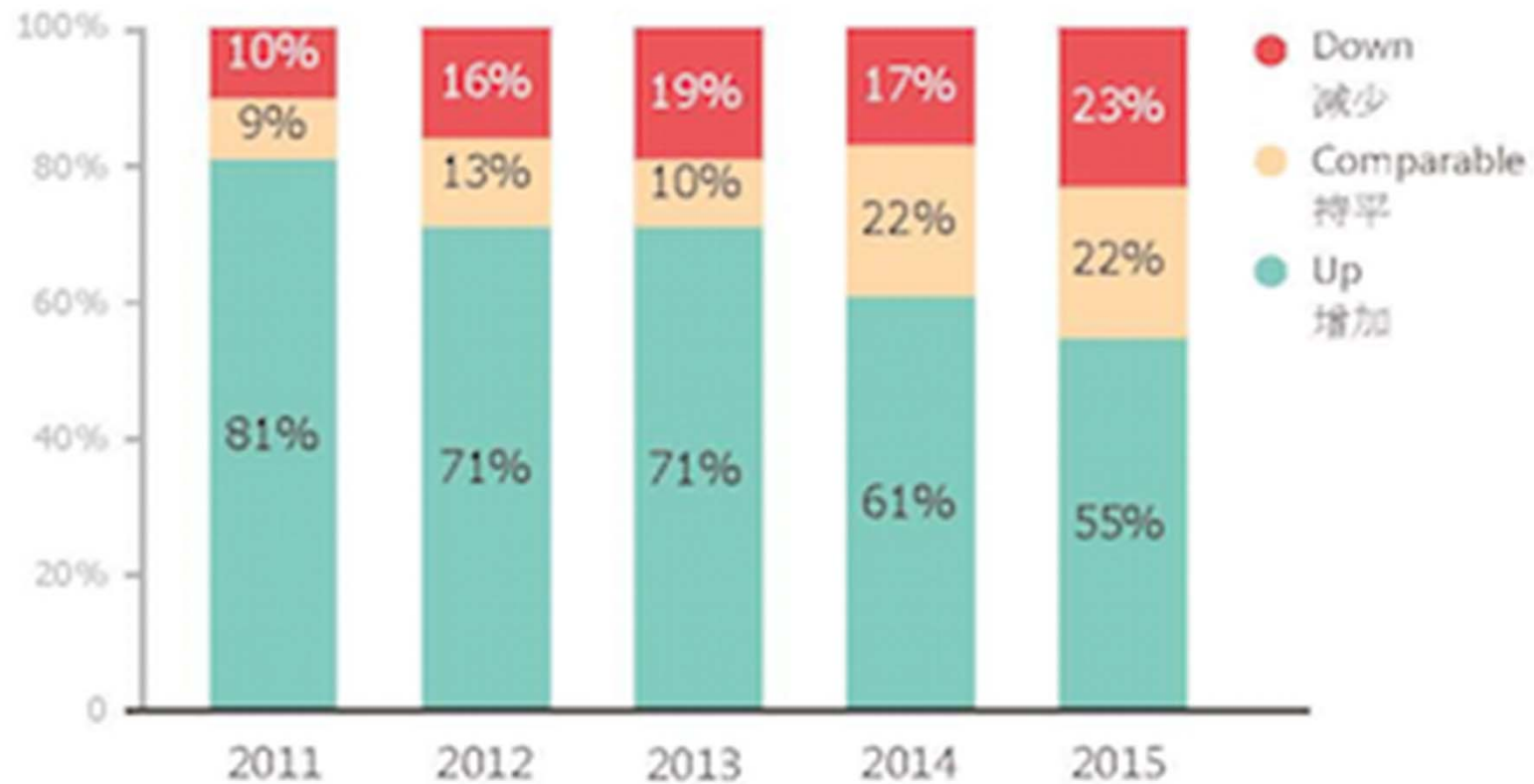
Business Reality

业务现状

- Growth has slowed down.
增长速度放缓
- Labor cost will keep going up.
劳动力成本将持续上涨
- Labor shortage will exacerbate costs.
劳动力短缺将进一步增加成本
- Productivity has deteriorated.
生产力日渐低下
- Foreign investment is becoming less predictable.
境外投资越来越不可预测

How does the forecast of this year's revenue of your China operations compare to last year's?

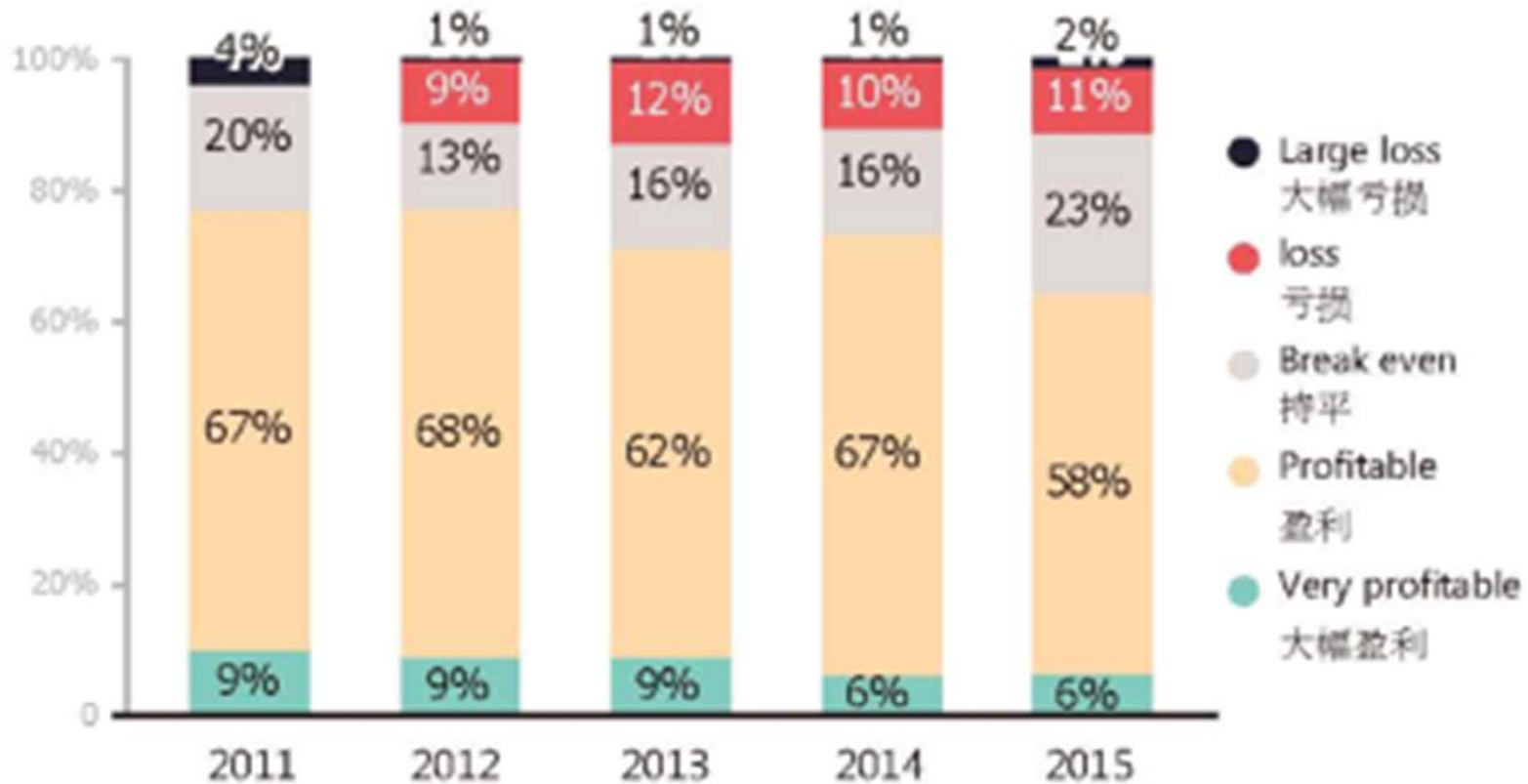
2015 年贵公司在华业务的经营收入预计与 2014 年相比有何变化？



Source: 2016 China Business Climate Survey Report by AmCham & Bain&Co.

How would you characterize your company's financial performance in China this past year?

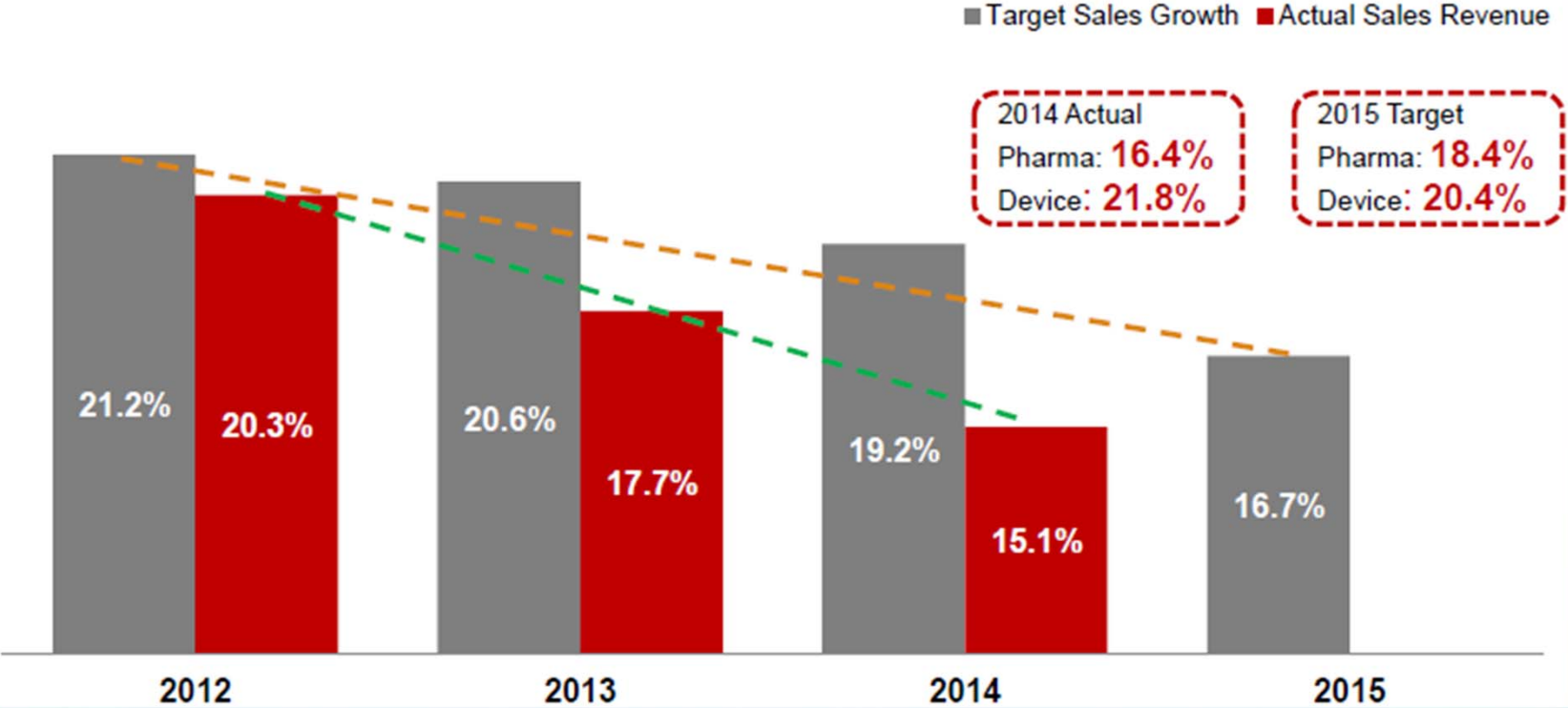
2015 年贵公司在华业务的盈利状况如何？



Source: 2016 China Business Climate Survey Report by AmCham & Bain&Co.

Challenging Healthcare Industry Business Growth

Y-O-Y Healthcare Association Sales Revenue Growth Rate (Average)



Source: Aon China HRM Association of FIE Healthcare Industry 2015

Please rank your top five business challenges in China.

请选出对贵公司在华业务影响最大的五个商业挑战：

Source: 2016 China Business Climate Survey Report by AmCham & Bain&Co.

2012	2013	2014	2015	2016
Shortage of qualified management 缺少合格的管理人员 43%	Labor costs 劳动力成本 44%	Labor costs 劳动力成本 46%	Labor costs 劳动力成本 61%	Inconsistent regulatory interpretation and unclear laws 法律法规执行不一致 / 不清楚 57%
Inconsistent regulatory interpretation and unclear laws 法律法规执行不一致 / 不清楚 37%	Inconsistent regulatory interpretation and unclear laws 法律法规执行不一致 / 不清楚 38%	Inconsistent regulatory interpretation and unclear laws 法律法规执行不一致 / 不清楚 39%	Inconsistent regulatory interpretation and unclear laws 法律法规执行不一致 / 不清楚 47%	Labor costs 劳动力成本 54%
Shortage of qualified employees 缺少合格的员工 29%	Shortage of qualified employees 缺少合格的员工 35%	Shortage of qualified employees 缺少合格的员工 37%	Shortage of qualified employees 缺少合格的员工 42%	Obtaining required licenses 取得相关许可证困难 29%
Obtaining required licenses 取得相关许可证困难 26%	Corruption 腐败 30%	Shortage of qualified management 缺少合格的管理人员 31%	Shortage of qualified management 缺少合格的管理人员 32%	Shortage of qualified employees 缺少合格的员工 29%
Corruption 腐败 26%	Shortage of qualified management 缺少合格的管理人员 30%	Obtaining required licenses 取得相关许可证困难 31%	Increasing Chinese protectionism 中国保护主义不断升级 30%	Industry overcapacity 行业产能过剩 29%

What are your top-three human resource challenges?

请选出贵公司目前面临的三大人力资源挑战。

Source: 2016 China Business Climate Survey Report by AmCham & Bain&Co.

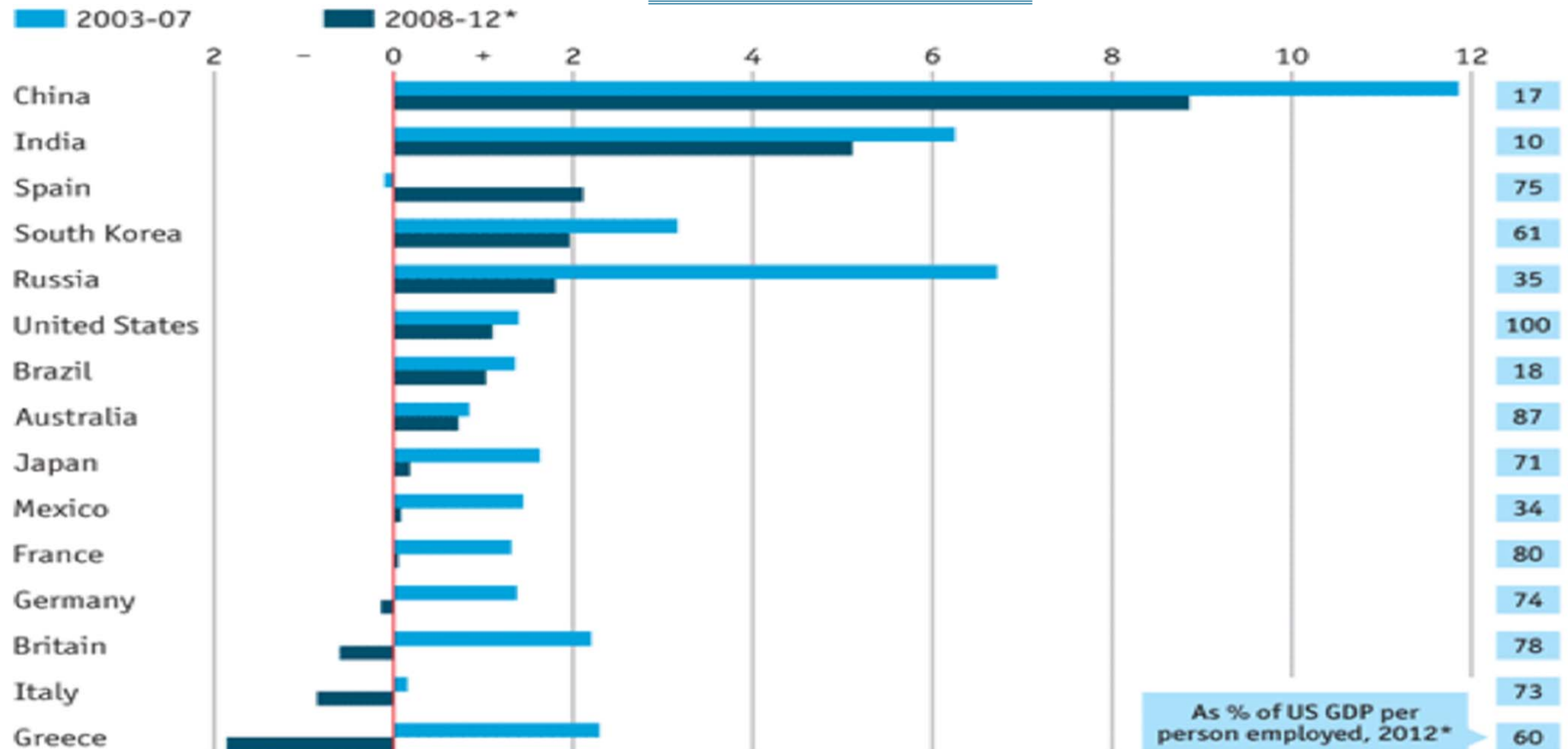
Industrial & Resources 工业和资源行业	Technology & Other R&D Intensive 技术和其他研发密集型行业	Consumer 消费行业	Services 服务行业
Rising salary & wage expenses 薪资费用不断上涨 70%	Rising salary & wage expenses 薪资费用不断上涨 64%	Rising salary & wage expenses 薪资费用不断上涨 61%	Rising salary & wage expenses 薪资费用不断上涨 55%
Cost of social benefits 社会福利成本 35%	Difficulty attracting skilled executive/ managerial staff 难以吸引经验丰富的高管/管理人员 34%	Cost of social benefits 社会福利成本 42%	Difficulty attracting skilled executive/ managerial staff 难以吸引经验丰富的高管/管理人员 38%
Difficulty terminating employees 难以裁退员工 32%	Cost of social benefits 社会福利成本 32%	Difficulty attracting skilled executive/ managerial staff 难以吸引经验丰富的高管/管理人员 26%	Cost of social benefits 社会福利成本 31%
Difficulty attracting skilled executive/ managerial staff 难以吸引经验丰富的高管/管理人员 31%	Difficulty terminating employees 难以裁退员工 26%	Difficulty terminating employees 难以裁退员工 22%	Difficulty terminating employees 难以裁退员工 26%
Difficulty training and developing executive/ managerial staff 难以培养经验丰富的高管/管理人员 23%	Difficulty retaining other staff 难以留住其他员工 23%	Difficulty retaining other staff 难以留住其他员工 22%	Difficulty retaining executive/managerial staff 难以留住经验丰富的高管/管理人员 23%

China 's Opportunity

中国的机遇

Labour productivity

Selected countries, GDP per person employed, average annual % change



Sources: The Conference Board; *The Economist*

* Estimate

Options

- Pass cost onto customers?
将成本压力转移给客户?
- Relocate to cheaper cities?
往成本较低的城市转移?
- Restructure compensation?
调整员工薪酬?
- Merger and acquisition?
收购与并购?
- Measure and improve productivity!
评估和提高生产力!



PRODUCTIVITY



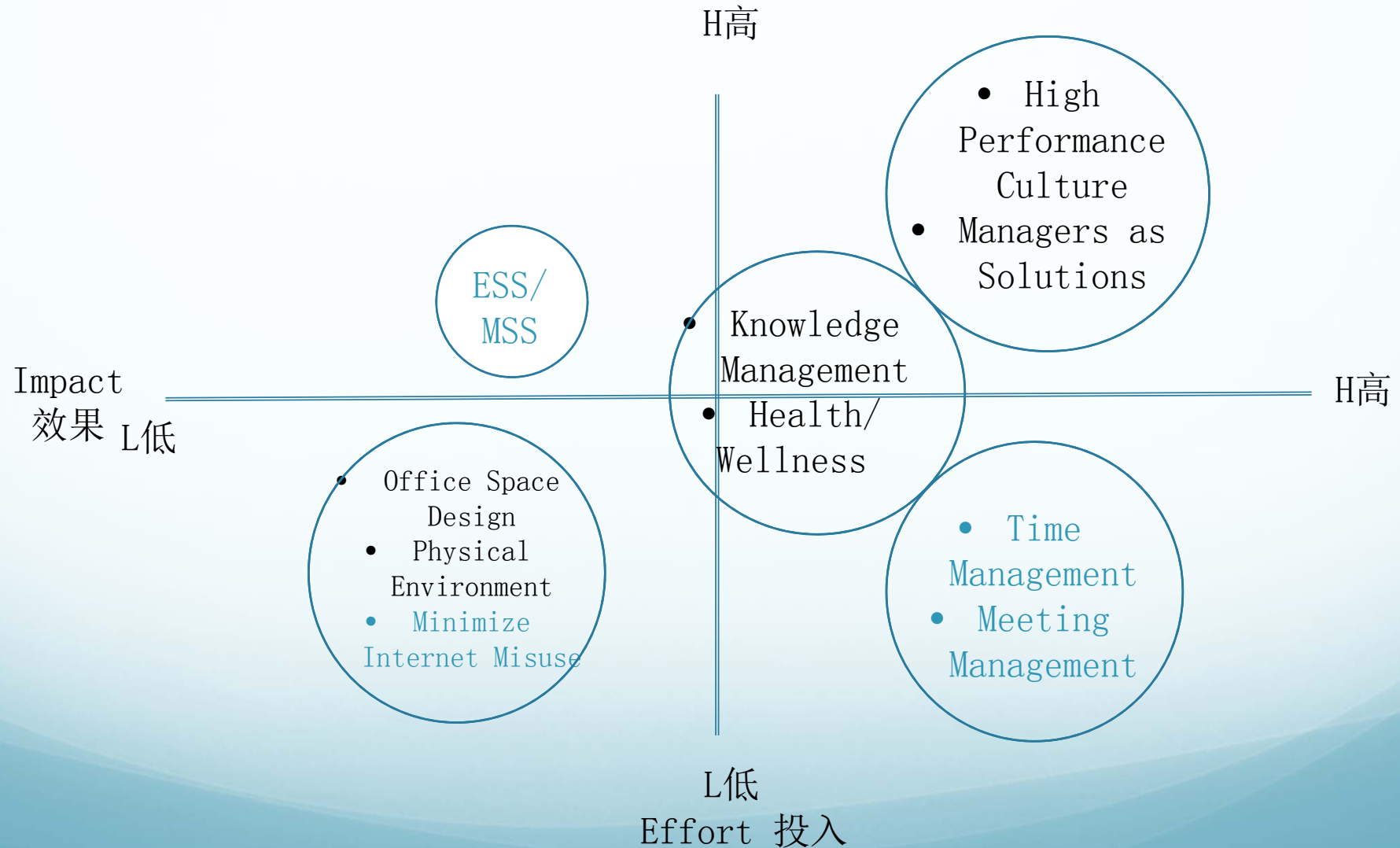
Productivity Measures

生产力评估

Metric 度量标准	Description 描述	Formula 评估公式
Profit per FTE 人均利润	Number of dollars of profit generated per FTE (based on pre-tax profit). 每位员工所创造的利润 (税前利润)	$(\text{Revenue} - \text{Operating Cost}) / \text{Total FTE}$ (总收益 - 营运成本) / 员工人数
Revenue per FTE 人均收益	Number of dollars of revenue from operations generated per FTE. 每位员工所创造的收益	$\text{Revenue} / \text{FTE}$ 总收益 / 员工人数

- revenue-per-full-time employee (fast-growth) or profits divided by total labor costs if in a mature industry
人均收益适用于高速增长的行业。人均利润适合于成熟行业。

Productivity Levers



Workforce Expansion As Last Resort

增加劳动力作为最后的手段

- Upgrade performance
提升绩效
- Review jobs and organization structure
评估化职位和组织架构
- Standardization and centralization
标准化和集中化
- Delegate authorities, empower people
权利下放（授权）
- In-sourcing, outsourcing options
内包和外包（资源）
- Maximize use of technologies
发挥科技的使用
- Stop doing or do differently
停止或者改进传统做法
- Use contingent workforce
使用非固定劳动力

Productivity During Expansion

- All processes are robust: hiring, onboarding, orientation, etc.
健全所有流程：招聘，入职，新员工培训等无缝衔接
- Maintain hiring quality
保证招聘质量
- Keep up managers ' skill sets
持续提高管理者的技能

Managing knowledge workers for
greater productivity is “*to
make ordinary people do
extraordinary things.*”
在知识型劳动者身上开发生产力就
是 “让平凡的人做不平凡的事情”

-- Peter

Drucker