



第十七届人力资源业务伙伴年会

2020年7月8-9日，上海





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HRBP引领组织数字化转型

Jasmine Jin

HRD, Global Supply Chain China

Life Is On

Schneider
Electric

施耐德电气

Confidential Property of Schneider Electric

HREC 2020业务伙伴年会分享日程

1 施耐德电气的企业故事

2 数字化转型解决方案

3 数字化转型实践项目分享

4 互动问答



Powering the
DIGITAL
Economy

施耐德电气的企业故事

我们是全球能效管理和自动化领域数字化转型的领导者

5%

的营业收入用于研发

272亿欧元

2019财年营业收入

42%

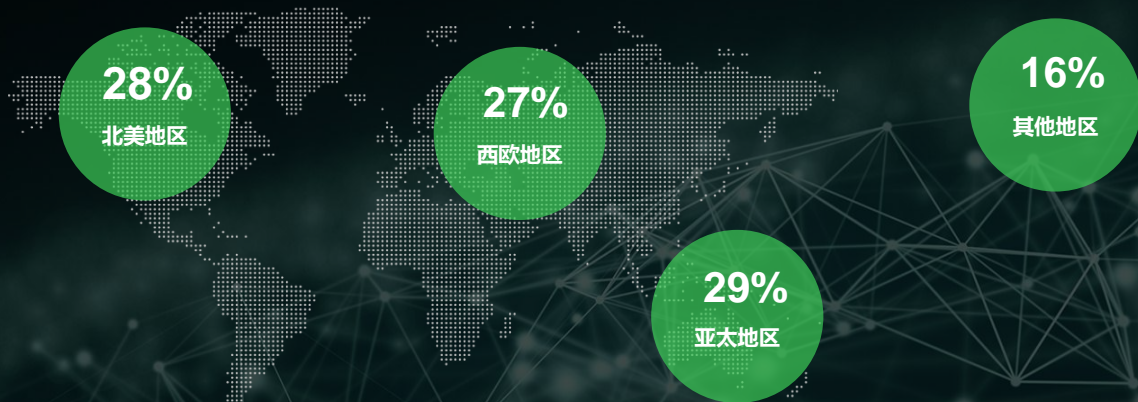
的营业收入源于新经济体

137,000+

名员工，业务遍及100多个国家

*2018财年关键数据

全球各地区业务均衡发展 (2018财年营业收入分布)



四大终端市场



数字化将能效管理和绿色制造提升至崭新高度

物联网
IoT

加速发展

驱动因素：广泛普及的
移动技术，嵌入式传感
技术，人工智能和分析
技术

+



融合

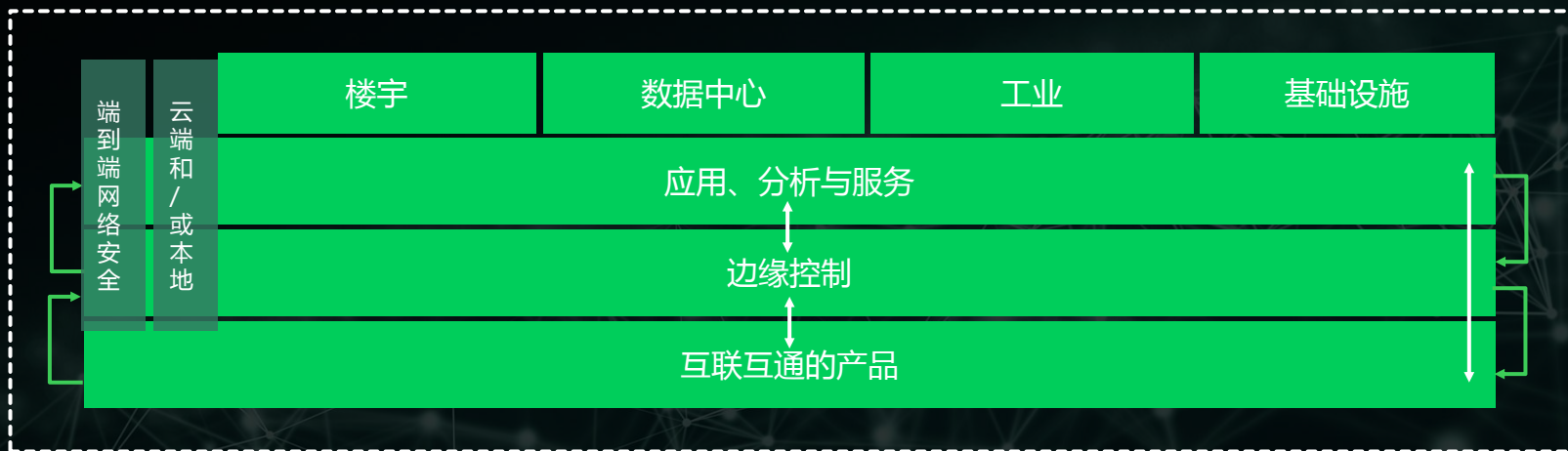
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能源和过程

优化

EcoStruxure架构布局六大专业领域，服务四大终端市场

EcoStruxure™
Innovation At Every Level



EcoStruxure
楼宇

EcoStruxure
配电

EcoStruxure
信息技术

EcoStruxure
机器

EcoStruxure
工厂

EcoStruxure
电网

施耐德电气2万多名应用和软件工程师 为行业客户持续带来创新价值



20 家最大的石油天然气公司



9 家规模排名前10的矿山冶金公司



11 个顶级食品饮料品牌



4000 个水和污水处理厂分布在全球120个国家



1 百万+座楼宇，包括3家前5名的连锁酒店和约40%的全球医院



10 家世界顶尖电力公司



4 家规模排名前4的超大规模云服务供应商



8 家排名前10的包装机制造商

施耐德电气的营收，有百分之多少来自于数字化业务？

答案：约50%



SMART

GSC Global Supply Chain
全球供应链

Life Is On

Schneider
Electric
施耐德电气

施耐德全球供应链

Gartner

世界供应链排名
第12位



WORLD
ECONOMIC
FORUM

达沃斯全球制造业领域
最先进的“灯塔工厂”



国家级绿色工厂

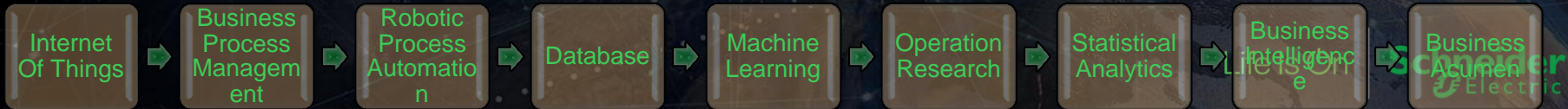
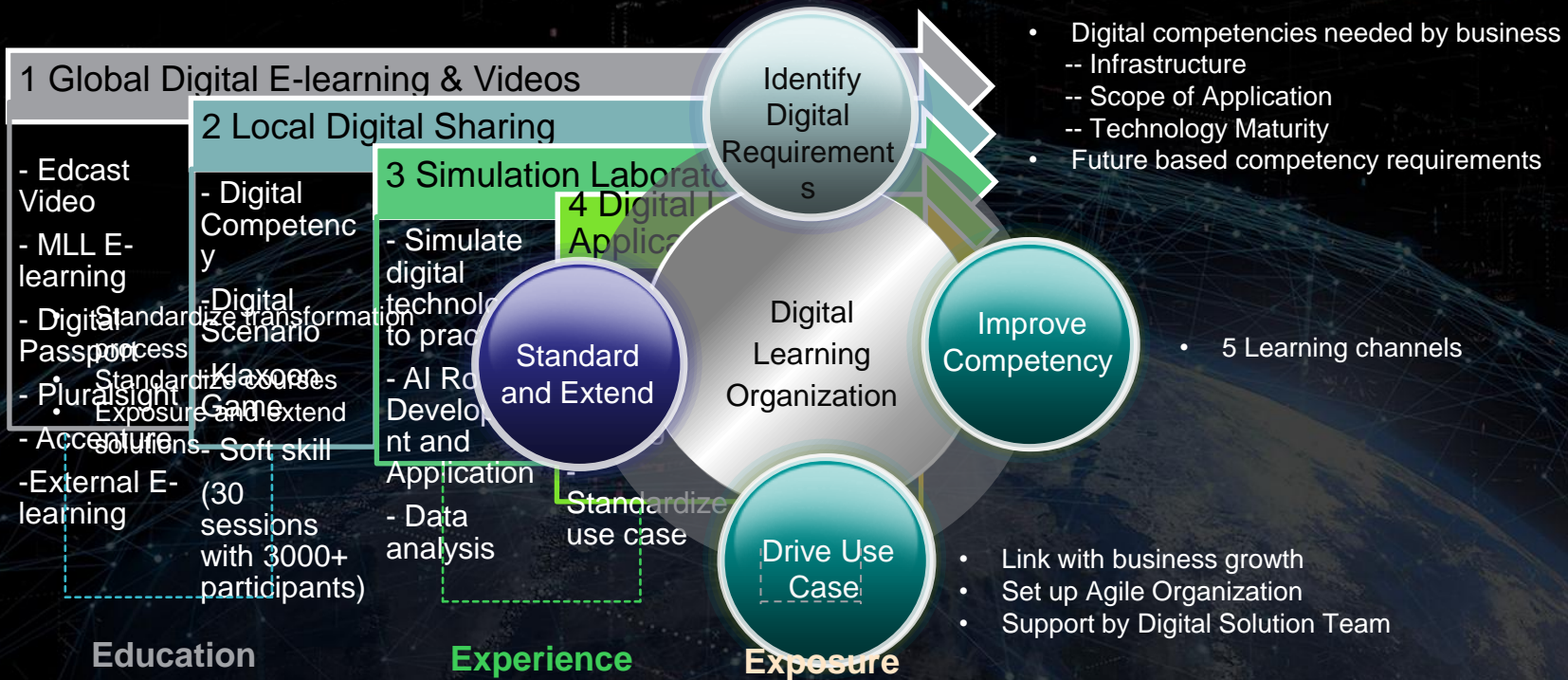
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数字化解决方案

Digital Learning Boost Business Development



Digital Talents Identification and Assessment

Digital Talents Pool

Digital Experts

- Foster digital hardware and data analytics expertise in each plant
- Experience Extraction & Standardization & Extend digital solutions

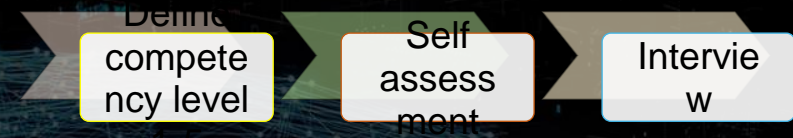
Digital Talents

- Make assessment according to competency models
- Identify and implement digital use case
- Use case sharing

All employees

- Digital Basic Knowledge sharing
- Organize digital learning activities
- Establish digital learning corner in all plants

Assessment Flow



1. Competency Level - RPA for example

L1-Novice	L2-Basic	L3-Competent	L4-Advanced	L5-Expert
<ul style="list-style-type: none"> • Understand the basic concepts of Robotic Process Automation. 	<ul style="list-style-type: none"> • Be able to install UiPath Community Edition independently. • Be able to distinguish between UiPath Studio, Orchestrator and Robot. • Be able to Recognize 	<ul style="list-style-type: none"> • Master the application of RPA in Excel, PDF, Email and other scenarios. • Be able to deploy robots. • Grasp Record of Web and Citrix types. 	<ul style="list-style-type: none"> • Be able to deploy and trigger processes. • Familiar with job queues, handle pending jobs, cancel and terminate jobs. • Be able to monitor all robots registered to Orchestrator by logging. 	<ul style="list-style-type: none"> • Flexible implementation of fully automated RPA based on business scenario without human intervention. • Identify updates to external extensions and adjust existing code in a timely manner.

2. Competency Assessment Link

- Chinese Version: <https://app.klaxoon.com/join/3PQVQM>
- English Version: <https://app.klaxoon.com/join/PKWAUY>

3. Interview

- Digital solution team interview the self –assessment result and make adjustment.



Boost Business Performance: Use case sharing

	Use Case	Digital Competency	Benefits	
Business Catalogues	Digital quality management	<ul style="list-style-type: none"> Thermal Adjustment Contactor FPY Electric welding control 	<ul style="list-style-type: none"> Database IoT ML ML (Monte Carlo) Database IoT ML 	<ul style="list-style-type: none"> MDR ↓ FPR ↑ MDR ↓
	Digital enabled sustainability	<ul style="list-style-type: none"> Compressed air pipeline optimization HVAC layout 	<ul style="list-style-type: none"> Database IoT BI Database IoT 	<ul style="list-style-type: none"> Capex ↑ Saving
	Digital performance management	<ul style="list-style-type: none"> Machine Time Diagnostic System RPA in SSAM 	<ul style="list-style-type: none"> Database IoT Database RPA BI 	<ul style="list-style-type: none"> OEE ↑ System ↓
	Digital assembly and machines	<ul style="list-style-type: none"> RCD ELM Autocal 	<ul style="list-style-type: none"> Database IoT ML 	<ul style="list-style-type: none"> Capacity ↑
	Digital maintenance	<ul style="list-style-type: none"> Predictive Monitoring of Riveting Machine 	<ul style="list-style-type: none"> Database IoT ML 	

Use Case : Thermal Digital Transformation Project

Use Case

Topic :

Thermal function simulation

KPI :

- Increase 37% production capacity
- save 2 million RMB equipment investment
- Reduce the DVC learning time from 2 months to 2 weeks

Agile Committee

Team Leader

Team Member:

Industrial
Method
Maintenance
Digital
Quality

Coach

Learning

Digital knowledge webinar sessions

- Monte Carlo Simulation
- The Fundamental Concept of Machine Learning
- Analysis of Time Series
- Multivariate Analysis
- Machine Learning Algorithm

Effectiveness

Business improvement

Manufacturing Defective Rate



- Increase 40% production capacity
- Save 2 million RMB equipment investment
- Reduce the learning time from 2 months to 1 week

Use Case Result: Total Saving RMB368,788/Year



数字化转型实践项目分享

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2020 Digital Solution Contest

Chasing for 2020 Owl Award !

解决业务难题，加速业务数字化转型

Solve business problem with digital solution,
speed up digital transformation

激发数字化学习热情，发展数字化能力

Boost digital learning, develop digital competency

Digital Solution Contest Committee

Digital Contest Sponsor

Expert Team

MTS-MTO Cluster VP

GSC HR VP

Digital BPO

Business Intelligence

6 Sigma & Reporting

Automation & IOT

Supply Chain
Solution Architect

Process
Robustness

Supply chain
Planning Digital

Welcome to Join Us!

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Start With:

11 Business Categories

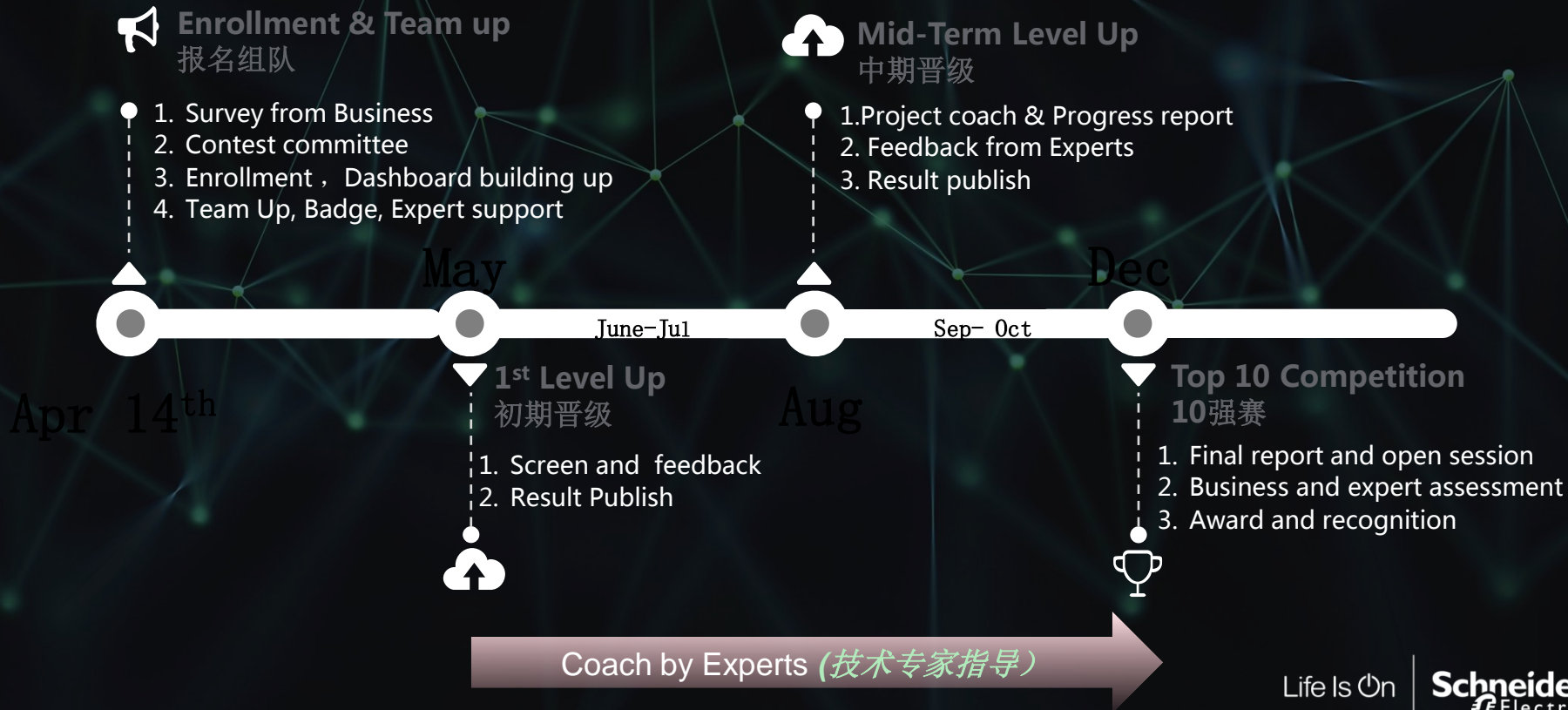


100% Function Involvement



8 Months Battle

Time line for Competition 数字化竞赛时间轴



3 Levels Up Session

Level Up Rules & Criteria 晋级规则及标准

1st Selection Session

By Digital Expert Selection
专家评审筛选

Mid-Term Selection

Cluster/Function VP lead to compete
Cluster /Function VP 带队评审

Top 10 Competition

Final Reporting & Assessment
终极汇报评估

60%
Business Impact

15%
Culture Impact

15%
Digital Excellence

10%
Project Management

- Efficiency Improve %
- Cost Saving
- Customer experience improve %
- Replicability

- Cross function involved
- "Like" collected
- Knowledge sharing session

- Digital Acumen and innovation
- Digital Tools used
- Digital Citizen qualified
- Digital Expert qualified

- Project on time delivery
- Team member engagement
- Project Present

10 Awards



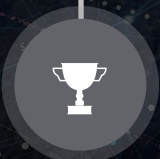
2020 Owl Award ✖ 1
年度猫头鹰大奖



Economic Award ✖ 3
年度最佳经济效益奖
The most economic benefit project with cost saving, efficiency improvement etc.



Influential Award ✖ 3
年度最具影响力奖
Most welcomed project, feedback from Customer; replicability for other function; Popularity within or without GSC



Digital Excellence Award ✖ 3
年度新锐潜力奖
Most knowledgeable project with big potential
Innovative Project as pioneer

We Can Find Latest Progress In:

15%
Culture Impact

Digital Contest
Website

WeChat publish

Digital Learning
Platform

Yammer

4 Steps for Enrollment

2020/4/14 --- 2020/5/6



+



+



=



01

Scan QR Code



02

Send document

- ✓ Project **Proposal**
- ✓ **Slogan & Pic** of your team
- ✓ A **project video** which will be used to compare (Before & After) when project finished

03

Publish & Promote

- ✓ **WeChat Moment Publish** with certain format
- ✓ Post in **Yammer** with certain format
- ✓ Dashboard in **Contest Website**

04

Collect Thumb Up

- ✓ Collect "**Like**" from 👍 Yammer
- ✓ Collect "**Like**" from ❤️ WeChat

Category:

Process Automation

Capacity Increase

Energy Efficiency

Spares Optimization

Layout Improvement

Scrap Reduction

Risk Control

Customer Satisfaction

SC Orchestration

Transport Optimization

QVE



Entity / Function:

XXXX

Coach Name:

XXXX;

Team Member :

XXXX;XXXX;XXXX;
XXXX;XXXX;XXXX

- Choose the Category, turn into gold
- Update Red color words
- Fill in to content

2020 GSC China Digital Contest – Project Categories

Process Automation 流程自动化	Capacity Increase 产能提升	Energy Efficiency 能效提升	Spares Optimization 备件优化	Layout Improvement 布局改善	Scrap Reduction 报废减少
<ul style="list-style-type: none"> Let programs automatically run business processes and execute operations 让后台程序来自动跑完某一段业务流程并执行相关操作 Let programs automatically create dashboards and reports for you 让后台程序来自动创建KPI仪表盘和所需的业务报表 	<ul style="list-style-type: none"> Leverage digital techniques to effectively increase production capacity, to avoid, postpone or reduce Capex investment 利用数字化技术来有效提高产能, 从而避免、延缓或减少产能投资 	<ul style="list-style-type: none"> Leverage digital techniques to effectively improve energy efficiency and achieve concrete savings in utilities cost (electricity, water, gas) 利用数字化技术来有效改善能源效率, 在能源成本(水、电、气)方面取得实质性节省 	<ul style="list-style-type: none"> Leverage digital techniques to effectively reduce spare usage, stock and cost 利用数字化技术来有效减少备件消耗, 优化备件库存, 降低备件成本 	<ul style="list-style-type: none"> Leverage digital techniques to effectively improve workshop layout and reduce floor space 利用数字化技术来有效改善产线布局, 节约占地面积 	<ul style="list-style-type: none"> Leverage digital techniques to effectively reduce scrap losses in both material and labor 利用数字化技术来有效减少报废损失(包括料废和工废)

Risk Control 风险控制	Customer Satisfaction 客户满意	SC Orchestration 供应链协同	Transport Optimization 运输优化	QVE 价值工程
<ul style="list-style-type: none"> Leverage digital techniques to effectively control safety & security risks on the site 利用数字化技术来有效管控现场的安全风险 Leverage digital techniques to effectively improve process robustness and reduce high RPN risks 利用数字化技术来有效提高过程质量水平, 减少RPN高风险项 	<ul style="list-style-type: none"> Leverage digital techniques to effectively improve customer interactions and experience, and enhance customer satisfaction 利用数字化技术来有效改善客户体验, 提高客户满意度 	<ul style="list-style-type: none"> Leverage digital techniques to effectively improve decision quality of SC planning, optimize inventory management and advance SC collaboration 利用数字化技术来有效提高供应链计划的决策质量, 优化库存管理, 提升供应链协同水平 	<ul style="list-style-type: none"> Leverage digital techniques to effectively optimize transportation cost 利用数字化技术来有效降低运输成本 	<ul style="list-style-type: none"> Leverage digital techniques to effectively facilitate and accelerate QVE progress 利用数字化技术来有效助力和加速价值工程项目的进展



GSC China Sounding Board-Innovation Incubator

Preface

As the external market changes fast, the pathway to cultivating innovation should also adapt and change. The rise in competition for a new and innovative workforce brings opportunities for Schneider Electric to gain a competitive edge with the Meaningful, Inclusive and Empowered Employee Value Proposition.

Developing innovative culture is one of the best ways to invest in the future successes of the organization. It helps to develop a robust pipeline for future leaders, remain agile with new skills and perspectives. Join this program, there is an opportunity for the talent to reflect not only how operations are done in light with business strategy, but why they are done in this manner; providing a learning opportunity to disrupt the status quo and innovate.

This program defines our local approach to cultivate innovation in a coherent way across GSC China team. Included in the deck are various best practices from external market and proposal on how to facilitate innovation internally in terms of jump-start, acceleration and deployment stage .

Vision

- Leverage our talents to provide sound business strategy, develop solution, challenge and inspire with disruptive idea
- Boost **innovation culture** landing and facilitate transformation in line with business strategy across GSC China team

Mission

- Refine **innovation level & scope** for GSC China
- Cultivate innovation through bringing in **innovation methodology**, setting up the **incentive system**, providing the platform for talent **jump-start**, **acceleration** and **project deployment** with dedicated learning & coaching support and **talent exposure** to GSC China leadership team as well as reinforcing **culture promotion**

Great
PEOPLE
make Schneider Electric
a Great Company

MEANINGFUL



INCLUSIVE



EMPOWERED



CUSTOMER
FIRST



DARE TO
DISRUPT



EMBRACE
DIFFERENT



LEARN
EVERY DAY



ACT LIKE
OWNERS



SHAPE
OUR
FUTURE
筑未来

BUILD
THE BEST
TEAM
造强队

DELIVER
THE
RESULTS
达目标

FREE UP
ENERGY
求简化

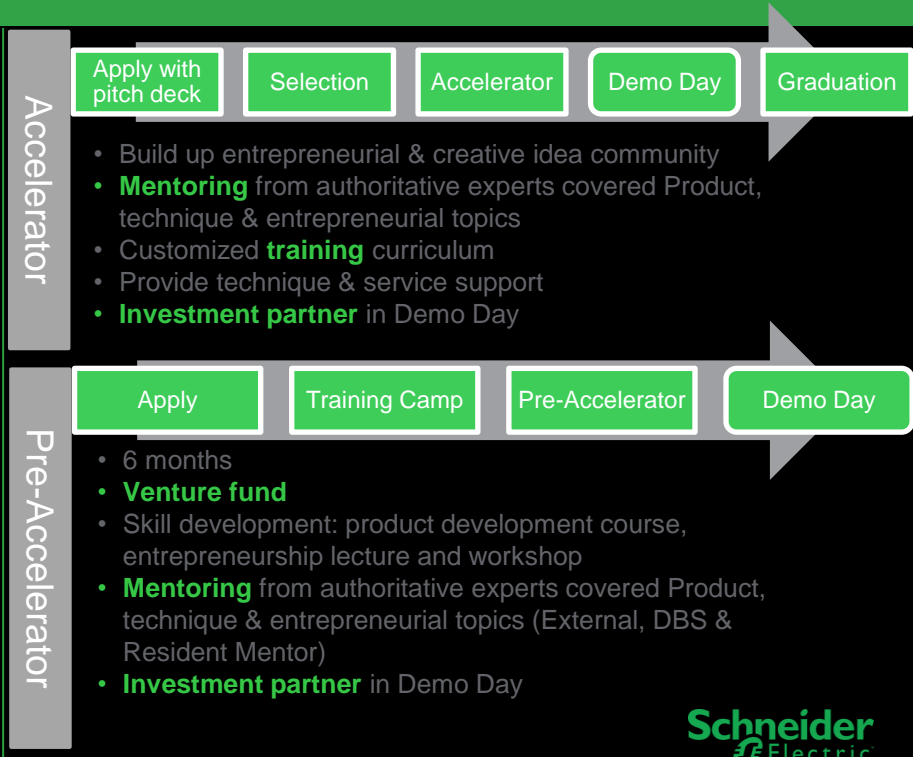
USE
YOUR
JUDGEMENT
勇决断

1. Best practice from external market

- Innovation Works-Doctor Li Kaifu

- DBS Innovation incubation model

<h3>Jump-start Program</h3>	<ul style="list-style-type: none"> • Attendee: The team have creative idea without commercial operation experience • 3 months • 1:1 coach: product evaluation, pre market research... • Mentoring from authoritative experts covered Product, technique & commercial topics • Training curriculum in terms of product development cycle
<h3>Acceleration Program</h3>	<ul style="list-style-type: none"> • Attendee: Experienced entrepreneurial team with leadership, but the product/service is at an early stage • 6 months • 1:1 coach: Financial & legal support, market research, PR campaign, GR instruction, potential partner introduction
<h3>Entrepreneur -In- Residence</h3>	<ul style="list-style-type: none"> • Attendee: high-end talents with strong leadership & industry experience • Coach: prepare business plan including creative idea, market research, competitor intelligence and looking for partner & set up product team • Mentoring from authoritative experts covered Product, technique & commercial topics









2. Internal Process for innovation incubation

Our Focus Themes

Buildings & IT

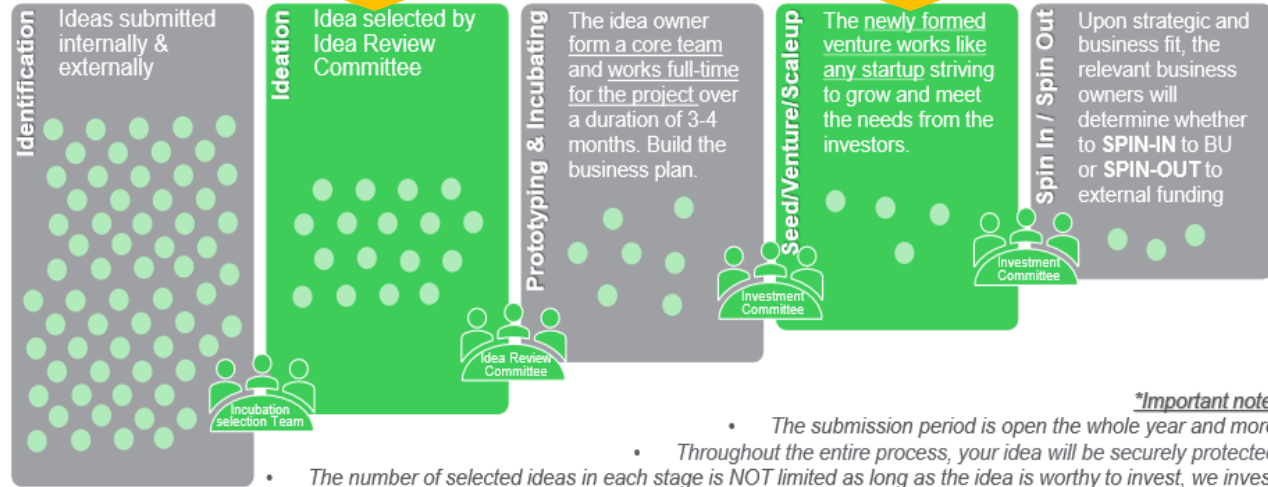
Industry

Energy

-  Home Automation
-  Autonomous Building
-  E-commerce & disintermediation of channels
-  Application-based Analytics & Deep-tech
-  OT & IT Convergence
-  Industrial Cyber-security
-  IOT Digital Services
-  Grid Digitization
-  New Energy Landscape

Business Incubation Process

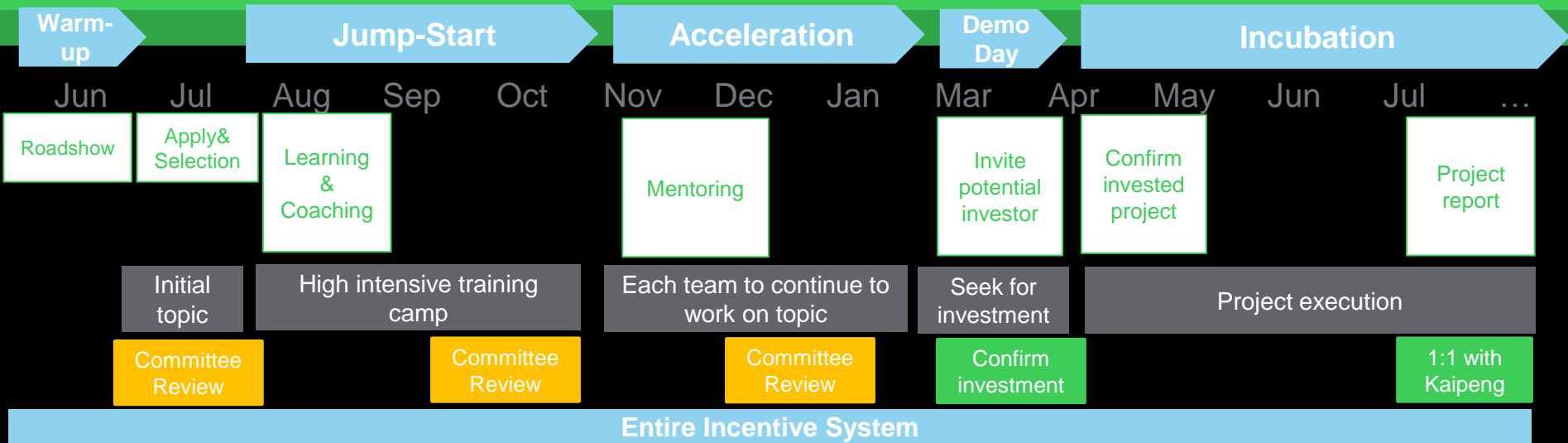
Innovations at stake boost growth supported by a “venture like” incubation



***Important notes**

- The submission period is open the whole year and more.
- Throughout the entire process, your idea will be securely protected.
- The number of selected ideas in each stage is NOT limited as long as the idea is worthy to invest, we invest.

Program Plan Proposal



- Promotion
 - Live Show
 - Poster
 - Q&A
- Apply & Selection:
 - Passion
 - Skill
 - Idea
 - Entrepreneurship
- Innovation Methodology
 - New technology Discovery
 - Innovation Case Study
 - 1:1 Learning Coach
- Mentoring:
 - Resident coach
 - Skill development in terms of different categories: technique, big data, IoT, entrepreneurial...
- Biz Plan Polish:
 - Presentation skill training
 - Rehearsal with Innovation Committee

Milestone

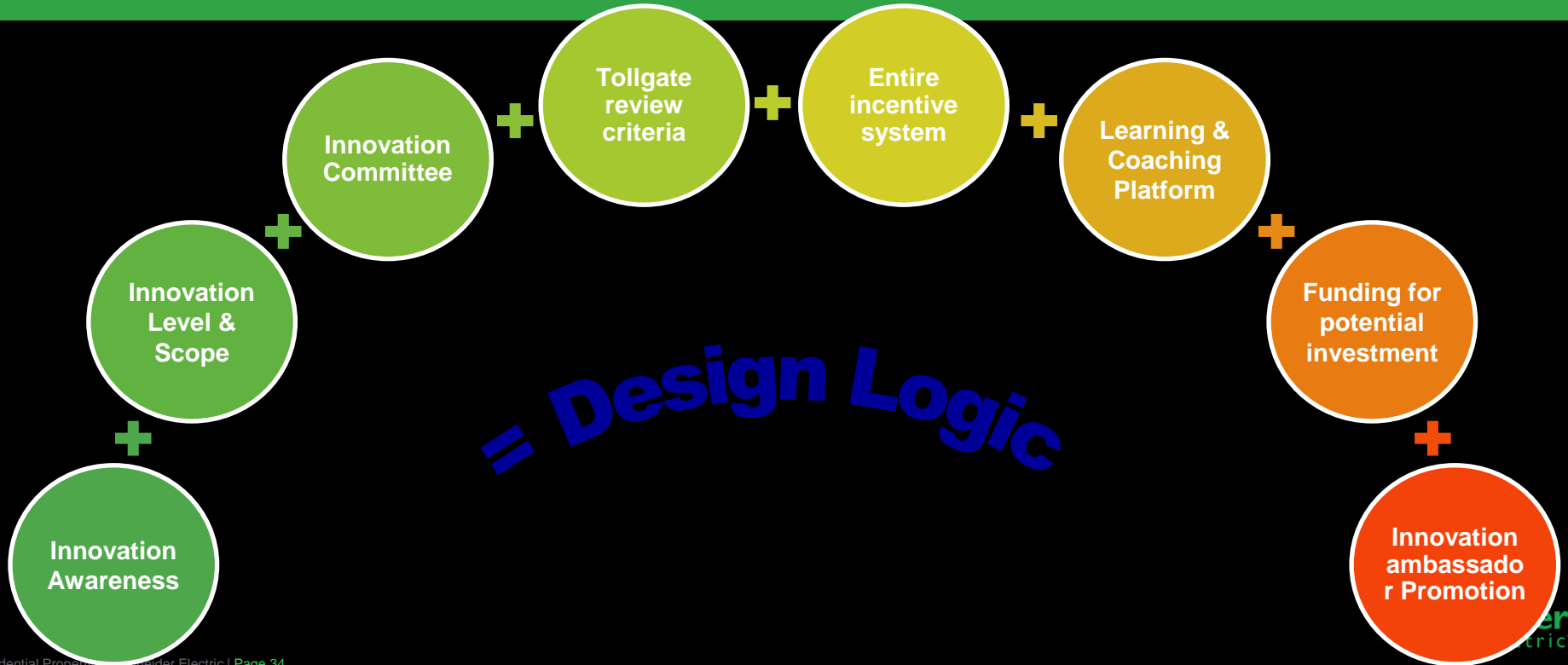
Attendee

Leadership team

Committee



4. Program Content Design



4.1 Innovation Definition (vs. CI)

Target Audience	Sr. Leader	Manager	Employee
Innovation Framework	Disruptive/Growth Innovations	Efficiency/Business Model Innovations	Sustaining/Incremental Innovations
Culture Innovation			
Technology Innovation			
Biz Model Innovation			
Product Innovation			
Management Innovation			
Marketing Innovation			

- *Example of Management Innovation: vertical organization structure/Hierarchy 6 layers*
 - *Continues improvement: Restructure to 4 or 5 layers*
 - *Innovation: Restructure to self-organization (Non-hierarchy, the staff could spontaneously group to work team or spin off quickly in terms of different projects)*



4.2 Innovation Committee

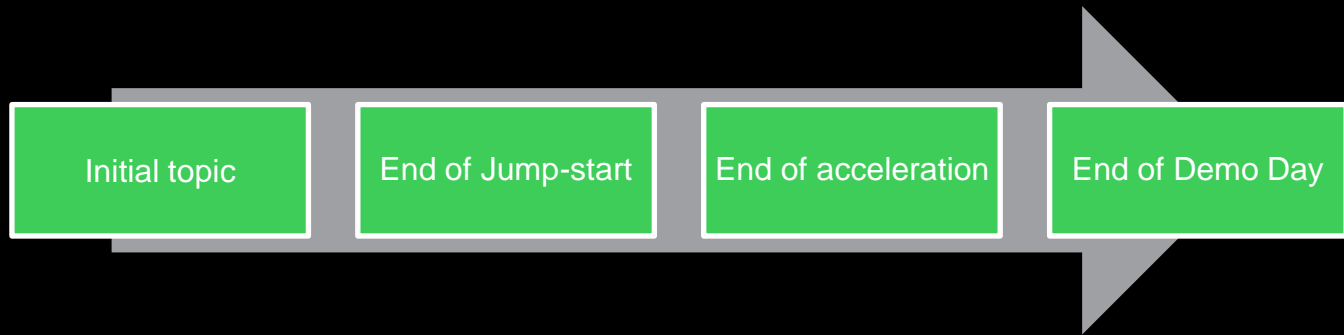
Committee Lead

Digital



□ *To be discussed in terms of innovation category.*

4.3 Tollgate Review Criteria



Suggestion:

- Invite Innovation Committee to design tollgate review criteria

Discussion:

- Whether to set 3rd tollgate-Top 5 competition?

Apply & Selection:

- Passion
- Skill
- Idea
- Entrepreneurship

Top 10 Competition:

Top 5 Competition :

Confirm invested idea :

Submission:

- 80% selective option+20% open question
- Feedback to applicants



To be discussed with Xiaoyong & Kaipeng

4.4 Entire Incentive System

Apply

- Easy to submit with concrete feedback
- Individual or Virtual team(2~5P)

Growth Opportunity

- Education: Innovation methodology, Design thinking,
- Exposure: Coaching & Mentoring from Sr. expert & leader, talent talk with GSC leadership team, 1:1 with Kaipeng
- Experience: Develop rapid prototypes and run experiments in a safe environment

Reward-TBD

- Join Jump-start stage: Step-up (level 3)
- Top 10: Step-up (level 4)
- Top 5: Step-up (level 5), Ceremony, Ceremony & Trophy
- Winner on Demo Day(project execution stage):
 - I. Share benefit from Patent income
 - II. Lump-sum recognition
 - III. Join innovation committee for next season

Role Model Promotion

- Staff Story for Internal communication across GSC china & global teams
- Join SE China & Global innovation summit as GSC China Innovation ambassador



4.5 Learning & Coaching Platform

Jump-Start

Acceleration

Preparation for Demo Day

- ❑ Innovation Methodology:
 - Foundations
 - People
 - Process
 - Philosophy

- ❑ New technology Discovery
- ❑ Innovation Case Study-Learning group competition
- ❑ 1:1 Learning Coach-biweekly
- ❑ Learning interaction-UMU

- ❑ Mentoring:
 - Resident coach
 - Skill development in terms of different categories: technique, big data, IoT, entrepreneurial...

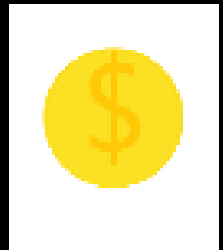
- ❑ Biz Plan Polish:
 - Presentation skill training
 - Rehearsal with Innovation Committee

Suggestion:

- Step up recognition for New technology discovery, innovation case study & learning star at UMU
- Learning Coach: Jasmine, Selina, Jessica Wan, Lu Weidong, Hairong (joined TSL3)
- Recognition for Learning Coach:
 - I. Step up
 - II. Winner's coach: Join SE China & Global innovation summit as GSC China Innovation ambassador



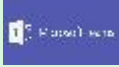

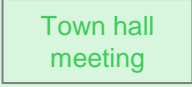




4.6 Funding for Potential Investment



4.7 Innovation Ambassador/Promotion Campaign

To achieve a better “innovator”

Objectives	<ul style="list-style-type: none"> ❑ Attract more talents to innovation incubation ❑ Promote innovation culture across GSC China 			
Campaign idea	<p>GSC as a traditional backend manufacturing provider, always be low profile and treated as not innovative organization. Now, it's time to show the real value of us. We have a lot of innovative talents within GSC. Pls. join us, you could become a better “innovator”!</p>			
Target Audience	All GSC Staff		External Talents	
Channels	 WeChat Group  Yammer  Microsoft Teams  IC  Town hall meeting		  Company Website-Career page	
Content	Articles	Short Video	Documentary	Pictures

互动问答

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