



第十三届人力资源共享服务中心年会

2020年11月17日-18日，上海





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MARS

Global Services

People & Organization



MARS智享会分享

Neal, Yang

玛氏概况介绍

The world we want tomorrow starts with how we do business today

MARS



The Five Principles
Quality Responsibility Mutuality Efficiency Freedom

115,000+ Associates
are united and guided by The Five Principles of Mars which span geographies, languages, cultures and generations.

1911
Frank C. Mars made the first Mars candies in his Tacoma, Wash., kitchen

80+
countries in operation

HQ
Global HQ in McLean, Va.

454
SITES

Billion Dollar Brands



FORTUNE
Great Place To Work.
World's Best Workplaces

Private, family-owned company

\$35B+
NET SALES

MARS Petcare

A Better World For Pets



MARS WRIGLEY Confectionery

better moments make the world smile



MARS Food

Better food today. A better world tomorrow.



MARS Edge

Better Lives Through Nutrition



玛氏各事业部组织架构

Our Operating Model ensures Mars segments are obsessed with serving our Consumers and driving Business Growth



People x Productivity = Performance

MARS
Global Services

MARS
Global Services
Commercial

MARS
Global Services
Digital Technologies

MARS
Global Services
Finance

MARS
Global Services
Insights

MARS
Global Services
Laboratories

MARS
Global Services
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MGS P&O 通过多种渠道为MARS创造价值

My P&O

Associate Inquiry and Transaction Management
(HR system support, contact centers, self-service)



Associate Relations



Talent Acquisition

People Data Analytics and Insights

Learning

Drive Continuous Improvement / Innovation across MGS P&O

MARS

Non-Confidential - Mars, Incorporated

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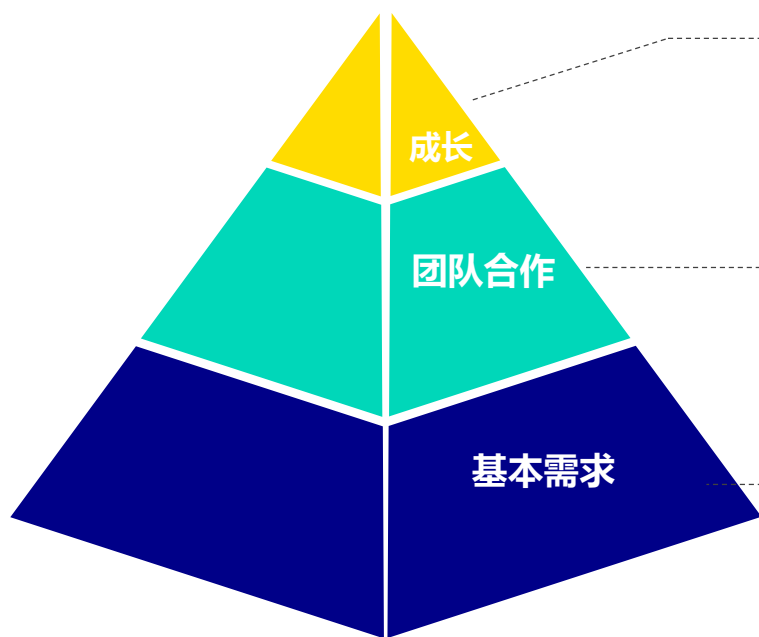


如何推动人力资源共享服务中心的人才发展和组织转型

Neal, Yang

基于同事敬业度金字塔的团队发展计划

MyP&O从满足同事的**基本需求**到助力**团队协作**再到关注**个人成长**，搭建了助力人才发展的金字塔，推动团队的能力提升和敬业度，打造可持续，不断升级的人才梯队。



“我的发展”

- ✓ 综合管培生项目
- ✓ 数字化创新社团
- ✓ MyP&O 品牌建设

“我的归属”

- ✓ 敬业度提升社团
- ✓ 灵活办公项目
- ✓ MyP&O 时刻

“我的奉献/获得”

- ✓ 人才发展评估
- ✓ 卓越上级经理项目
- ✓ 持续改善社团

*Framework Source: Gallup Employee Engagement Hierarchy

在工作中，“我”能奉献/得到什么？

痛点分析：如何满足同事工作中的基本需求



痛点

同事日常面对大量重复，低效的工作，很受困扰

许多上级经理此前没有带领团队的经验，也没有针对上级经理的培训

团队中的很多职场新人，不清楚自己的职业规划



措施

持续改善社团 - CI Community

卓越上级经理项目 - GLM

人才发展评估 - TDR

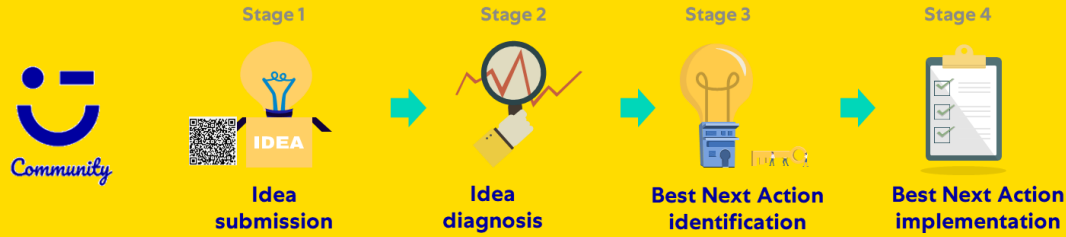


持续改善社团通过Idea提交，Idea诊断，后续步骤建议到执行的完整闭环，运用精益管理 (LEAN) 的理念，优化流程，提升工作效率。

卓越上级经理项目通过招募，培养并且发展上级经理，通过玛氏的特有方式最大化并且促进其绩效提升。

人才发展评估是MyP&O人才发展计划的重要组成部分，通过与跨职能部门的上级经理的职业谈话，拓宽同事的发展之路，理清职业规划。

Continuous Improvement Community



501 Total hour savings projected for 2020

51 # of ideas diagnosed with Best Next Action.

74 # of ideas collected from bottom-up.

24 # of actions implemented

Great Line Management



Round Table Session with Global Leaders



Best Practice Sharing / Peer Coaching



Line Manager Forum / Workshop

- **99%** of LMs are at Meet expectations or above
- **76%** of LMs scored better than the average LM at Mars

Creating moments that matter

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Talent Development Review

“Career Conversion”

- Part of our talent development process
- Focuses on associate engagement & development
- Benefits both the associates and the organization



27%

Associates participate in



25

Assessors from multi-function



4.62/5

Satisfaction Rate



Meet Basic Needs in workplace

Continuous Improvement Community



Improve Efficiency

Great Line Management



Get Support from LM

Talent Development Review



Review on Performance

“我” 怎么能在工作中获得归属感？

痛点分析：如何增强同事对于工作环境的归属感



痛点

团队同事缺乏认同感和归属感

缺少协作空间，同时工作环境缺乏吸引力

团队同事很少关注外部环境，缺乏主动学习，主动求变的意识

措施

敬业度提升社团- ECT

灵活办公项目- Flexible Workplace

MyP&O时刻 – MyP&O Moments



敬业度提升社团致力于通过提升同事的关于敬业度的意识；增加认可机制；增进商业触觉；培养同事感情等不同的活动，提升团队同事的认同感和归属感。

灵活办公项目通过创建一个灵活的，利于协作的，舒适的工作环境来提升同事工作效率，增进彼此的联系从而提升其创造力。

MyP&O时刻通过组织行业最佳实践和最新趋势的分享，激励同事们了解最新趋势，跟紧时代潮流，培养求新求变的意识。

Engagement Committee (ECT)

“Health & Wellbeing”



“Recognition”



100+ # of associates covered
2134 # of total Check-in



“Business Acumen”

“Friendship”

Creating moments that matter

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MyP&O Moments

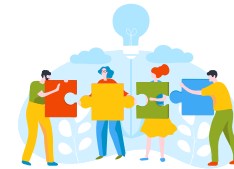


“Organize External Sharing to Inspire Associates”

- Link associates with external trends
- Trigger associates to think about our future



400+ # of associates attended
4.9 Satisfaction Rate



Enhance the Sense of Belonging

Engagement Committee

MyP&O Moments

Flexible Workplace



Flexible Workplace

**“Inspire Efficiency
 Closer connection
 Motivate creativity”**



Flexible
40%

current spaces changed into collaboration area



Collaborative
30%

higher utilization rate of office seats



Comfortable
0

seats reduced and new area can hold full office comfortably

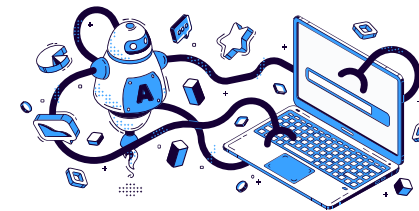
Enhance Engagement

Broaden Horizons

Creativity Collaboration

“我” 怎么能在工作中获得成长？

痛点分析：如何助力同事们的个人成长发展



痛点

团队中缺少高潜力人才的输入，经理级别以上岗位的继任者比例很低

HR SSC 被视为“低端”，“低附加值”的岗位，内部同事也有类似的认知

同事没有充分利用数字化工具赋能日常工作

措施

综合管培生项目

MyP&O品牌建设

数字化创新社团- Digital Genius

MLEP Program

MyP&O Branding



综合管理培训生项目为期三年，通过三个不同部门的轮岗，给予培训生最大的机会和挑战，使其在三年后成为能够承担重要管理职位的经理，并进一步成长为公司未来的高层管理者。

MyP&O品牌建设提出以创新为业务增值，以专业为同事发展助力，以卓越为团队赋能的HRSSC组织定位，培养同事们对于工作的认同感和自豪感。

数字化创新社团是MyP&O数字化转型的助推器，通过数字化的解决方法提升同事日常工作效率，并且通过技能培训等多种多样的活动为同事赋能，培养更多组织内部的数字化专家。

Mars Leadership Experience Program

轮岗
Rotation



能力
Competency



考核
Panel Review



➤ It's a **3-years cross function rotational** program to develop **future Mars leaders** – GM & Functional Senior Leader.



47 Years History Globally **15** Years History in China

MyP&O MLEP Program starts in 2019

Currently **9** MLEP in pipeline, rotating in **4** different functions

5 MLEP from other segments also rotated in MyP&O.



Digital Genius



Digital Products

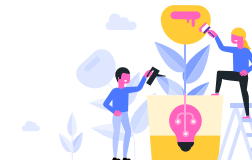


Digital Foundation



Digital Adoption

1577.5 hours saving/year **5** MyP&O Digital Experts
30 Innovation Ideas **10** Digital Capability Training



Ensure the sufficient Growth

MyP&O Branding

“Increase internal pride, Enhance awareness, Inspire associate growth”



Purpose Development People

97% associates feel proud and resonated

Purpose

以创新 为业务增值



Development

以专业 为同事发展助力



People

以卓越 为团队赋能



MLEP Program

Digital Genius

MyP&O Branding



电子合同
 入职小程序
 Marta机器人

3,300 Article views
700 job applications in 2 days,
2.5 times more than monthly average

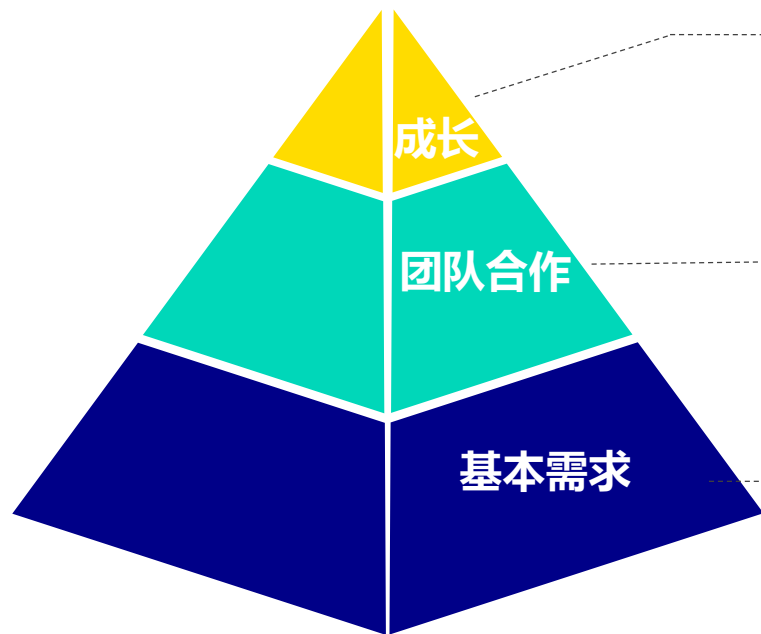
Potential Pipeline

Digital Capability Training

Branding Capability

同事敬业度调查分数总结

MARS | GALLUP



Overall

| Gallup Mean Percentile Rank | |
|-----------------------------|------|
| 2016 | 2019 |
| 60 | 80 ↑ |
| 69 | 85 ↑ |
| 63 | 81 ↑ |
| 59 | 79 ↑ |

我们做了什么

“助力同事的个人发展
增强同事对工作环境的归属感
满足同事的基本需求”

- 14 综合管培生被作为未来经理人培养
- 1578 小时的工作时间通过数字化方式节约
- 97% 同事感觉到为自己的工作骄傲
- 5 名同事成为组织内部的数字化专家
- 100+ 同事参与了敬业度提升团队的活动
- 2134 次活动打卡
- 400+ 人次参与外部行业分享
- 30% 共享合作空间的增加
- 24 个持续改善的想法的实施落地
- 501 小时的冗余工作时间释放
- 99% 上级经理被评价符合或超出预期
- 4.62/5 人才发展评估满意度

**The world we
want tomorrow
starts with how we
do business today**

MARS