



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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善用敏捷与技术，有序创新，重塑体验

Iceking Chen (陈建), 罗氏 (中国), Nov 2020



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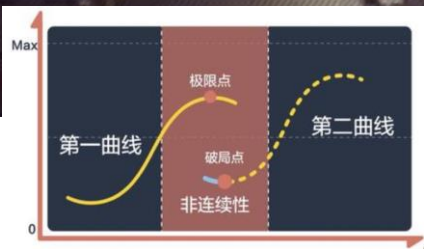
1. **为什么敏捷的数字化转型对HR如此重要**
2. **敏捷数字化孪生实践**
3. **HR数字化产品案例概览**
4. **Q&A**

为什么敏捷的数字化转型对HR如此重要

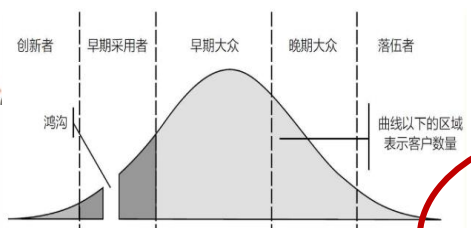
数字化转型是企业顺应时代的必然要求，
敏捷将成为最有效的加速器

The Fourth Industrial Revolution

The business models of each and every industry will be transformed



发罩内板



第二曲线与创新脉冲曲线

Five accelerating trends in China since COVID-19

Observations from China 疫情下中国加速发展的5大趋势

1

Digitization

Digital tools become increasingly popular solutions, expanding from B2C to B2B.

2

Declining global exposure

Rising importance of domestic markets, technology, and capital.

3

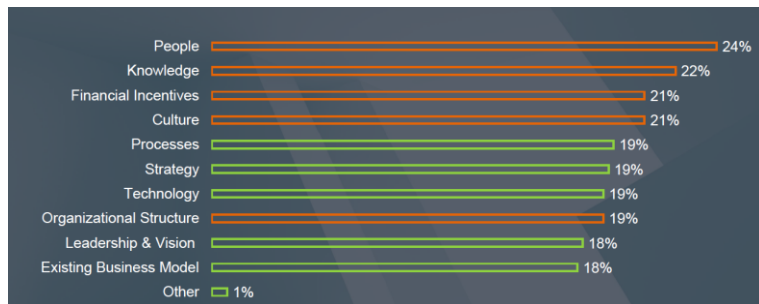
Rising competitive intensity

Technology and agility drive winners to capture the lion's share of industry value.

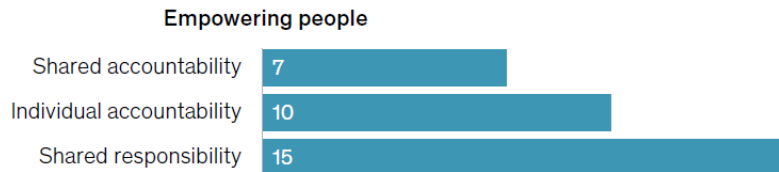
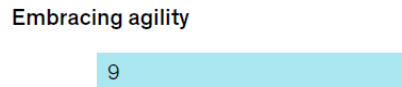
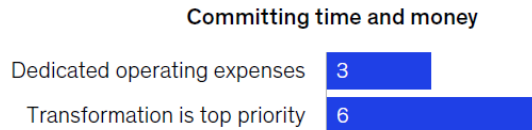
新冠疫情下，数字化趋势加速

敏捷的应用能有效提升数字化转型成功率

- 清晰一致的战略
- 对人才的投入与升级
- 拥抱敏捷
- 授权与担责
- 财务投入
- 建立数字化的IT基础



数字化转型的主要挑战 Market data 2018



提升数字化转型成功率的主要因素 Market data 2018

为什么需要敏捷与数字化转型结合



开放的全球经济环境

- 跨界竞争
- 全球化生态，影响，蝴蝶效应



速度

- 商品、人才、知识等传播速度快
- 信息技术创新爆发



透明

- 全球信息传播快速且透明
- 互联网信息足迹，自媒体...



唯一不变的就是变化本身

- 模糊、不确定增多
- 多种变化同时发生

- 全球领导力危机频现，全球贸易摩擦持续扩大，公共卫生事件突发...
- 快鱼吃大鱼，随着数字化转型，跨界玩家越来越多，以更快速的响应变化，更快速、更早的交付更高价值...
- 敏捷倡导商业价值优先，信息透明，快速试错与试验，快速反馈循环，交付价值，并建立自驱型组织...

HR在企业敏捷数字化转型中的重要角色

未来的能力

- 数字化领导力
- 敏捷领导力
- 数字化能力
- ...

新的角色的产生

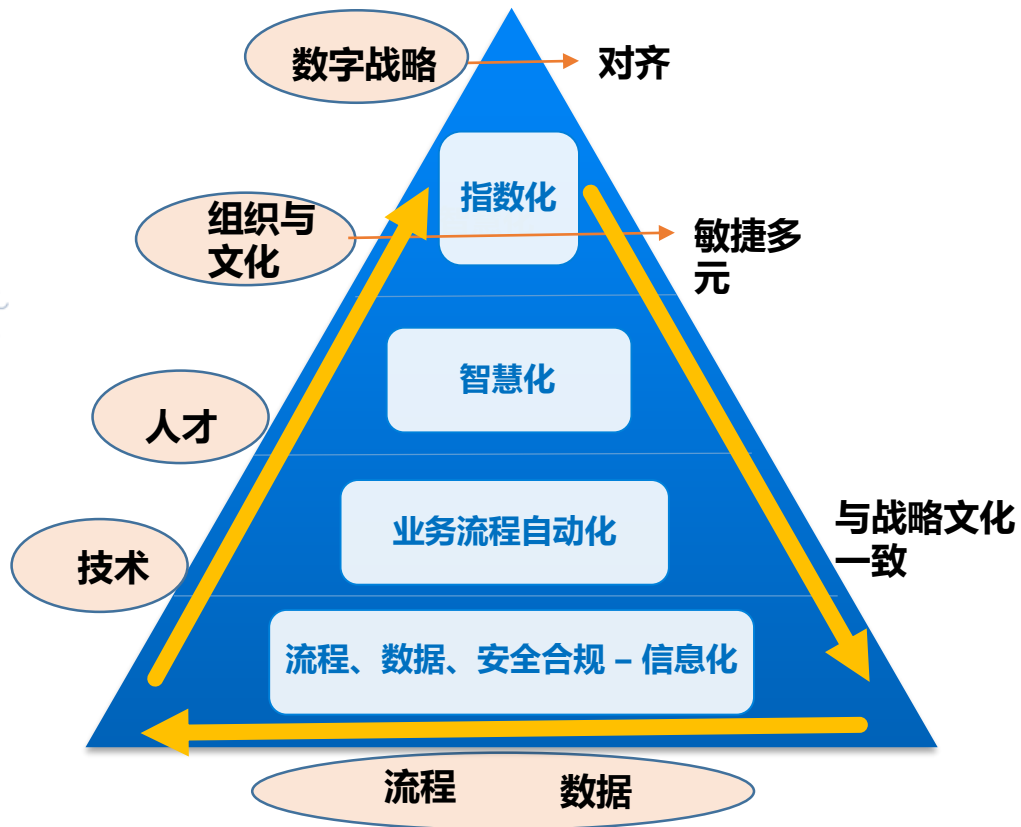
- CTO(首席转型官)
- 敏捷教练
- 用户体验师
- 人机接口
- 机器人训练师
- ...



Source: Gartner (2019)

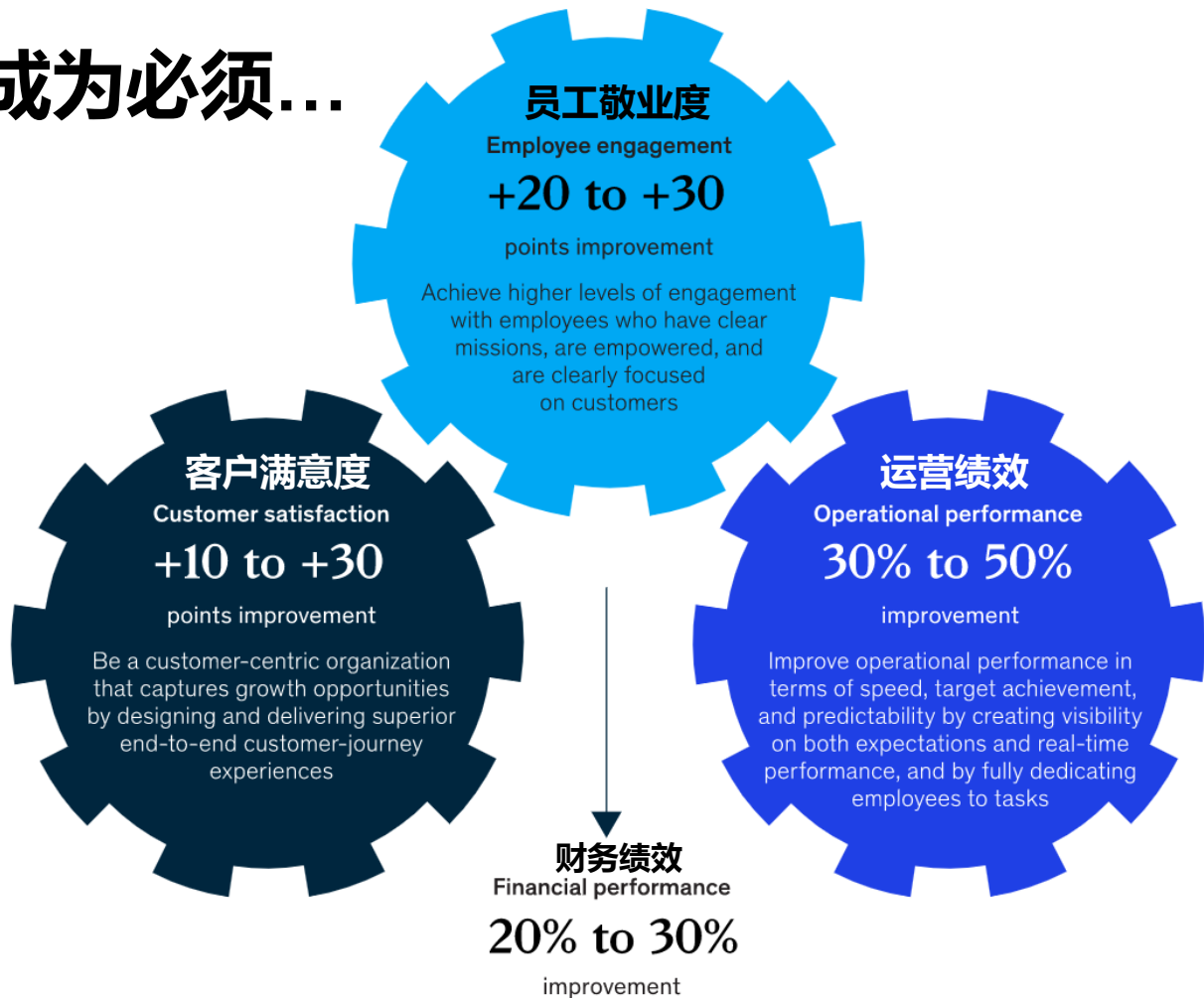
人才吸引与保留的趋势

- 人才数据分析
- 内部招聘
- 几代人共存的职场
- ...



敏捷数字化孪生实践

敏捷正在成为必须...



敏捷是一种思维模式，价值观和原则...

敏捷定义：快速响应环境变化，将环境的不确定性转化为发展目标与持续增长的确定性。
敏捷方法定义：是在“以人为核心驱动”的“复杂系统”背景下，一个具有适应性的“经验性过程控制方法”（Adaptive Empirical Process Control）。






“create business value through continuous improvement” and “respect for people”



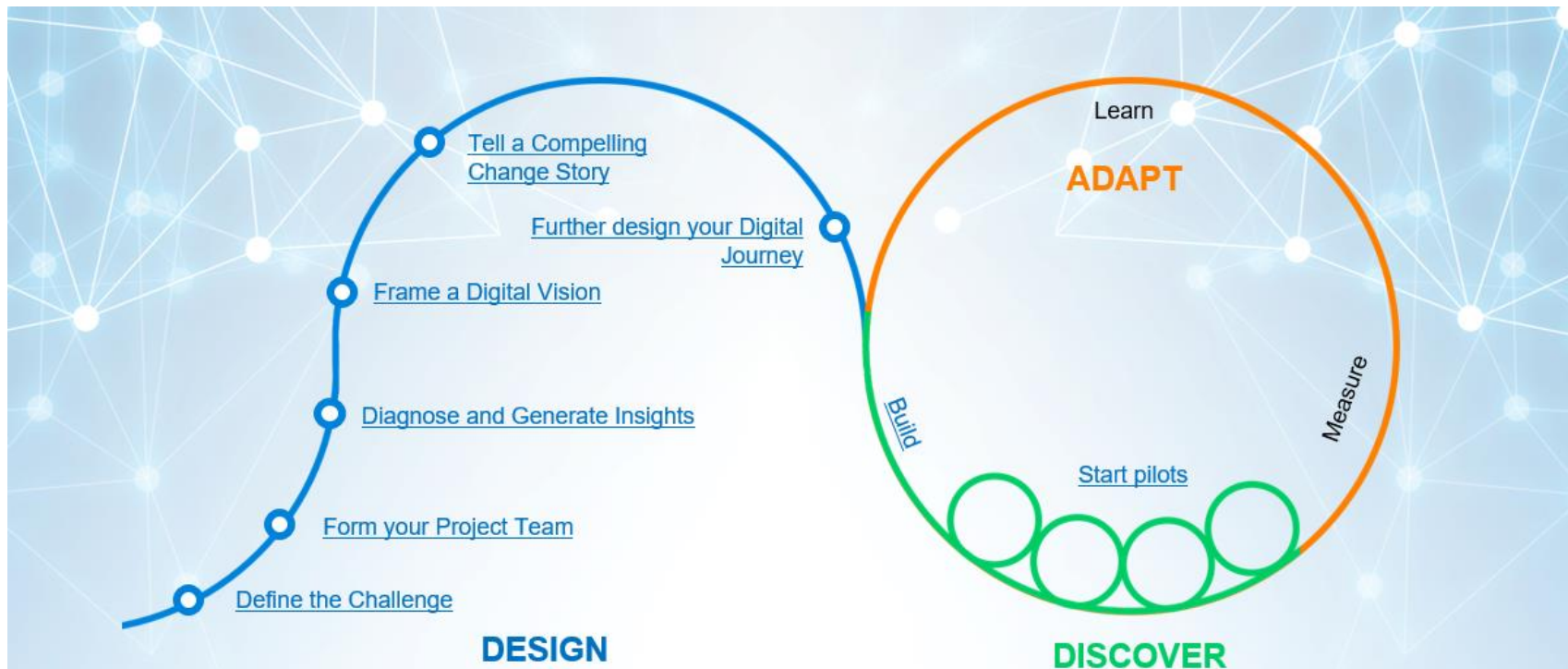
Lean-agile is people development through team problem solving

- 商业价值优先
- 愿景与使命
- 透明与战略对齐
- 增量迭代价值交付
- 管理简洁性
- 以人为中心的高效团队
- OODA循环

为什么要敏捷?

- 优先级: 工作任务是否与战略优先级相关  Relevant 战略相关
- 交付价值: 每个迭代结束, 是否有可用的高质量的产品交付  Time to market 价值快速交付
- 重构: 快速变更的能力  Adapt to market 适应市场
- 人才与组织: 使命驱动, 被尊重, 被授权, 足够且快速的支持  Engage Workforce 员工满意度
- 技术应用: 释放人才与组织潜力  Empowered 技术赋能

敏捷数字化转型模型概览



敏捷数字化实践

实现从自上而下的治理到自下而上的交付



Collaborative Framework

Guiding Principles

Creating a seamless digital HR experience to unlock greatness in our people and our organisation

Strategic Drivers	PEOPLE-CENTRIC	INTUITIVE	INTEGRATED	FLEXIBLE	VALUE-ADDING
System design based on the ways people act and interact with these	Easy to understand or operate without explicit instruction	Linking separate systems or create a well connected solution	Quick to change or modify and available	Delivers value for our investment	
Personalize for role, organization, location and other criteria to enrich the experience	Develop tools and systems that are easy easy to use	Create a single platform with seamless integration between systems	Deliver adaptation and scalable solutions for countries of any size	Enable people to make better decisions based on insight	
Provide user friendly entry points to all HR processes and information	Design with simple navigation and minimal clicks	Break down silos and integrate to streamline or centralize systems	Adjust and enhance our solution landscape to meet future needs	Automate to improve efficiency	
Analyze people's needs providing personalized nudges to complete required actions	Provide on demand, in-system assistance	Design a comprehensive end-to-end experience across systems	Leverage existing technology to reduce the number of systems and tools in use	Streamline and harmonize	
	Make strategic decisions that drive that complexity		Provide any time, any place access that connects all our HR tools	Focus on what matters	

Global HR & IT

- **Governs and manage the “Spine”** of HR technology landscape & priorities to ensure consistent Roche experience
- Connects initiatives to avoid duplication & fragmentation
- Assign resources and funds to where it **matters most**

Affiliates/HR community

- **Affiliates are free to experiment or enhance** their HR Technology offerings outside of the spine
- **Global HR & IT support and enable those experiments** ensuring global scalability where it makes sense

Accelerate Value Creation on what matters

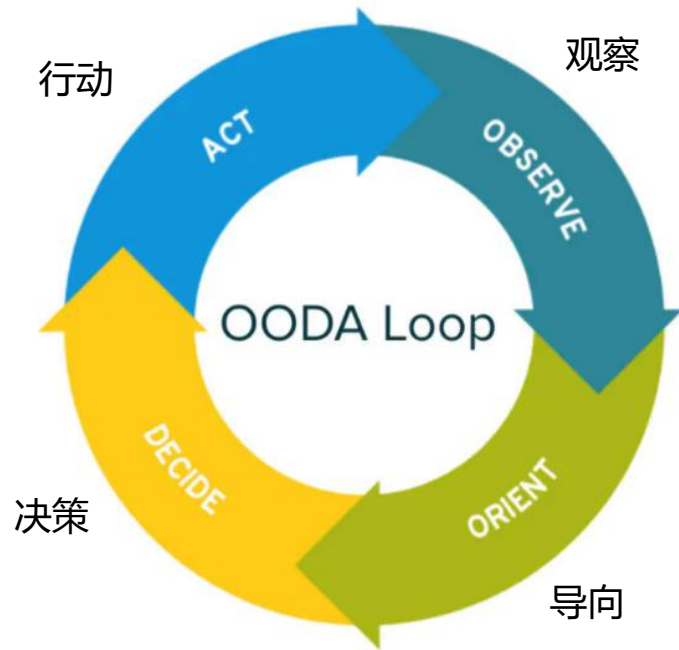
敏捷数字化实践

自下而上的交付

《孙子兵法·九变篇》与OODA循环

孙子曰：

凡用兵之法，将受命于君，合军聚合。泛地无舍，衢地合交，绝地无留，围地则谋，死地则战。**途有所不由，军有所不击，城有所不攻，地有所不争，君命有所不受。**



敏捷数字化实践

自下而上的交付

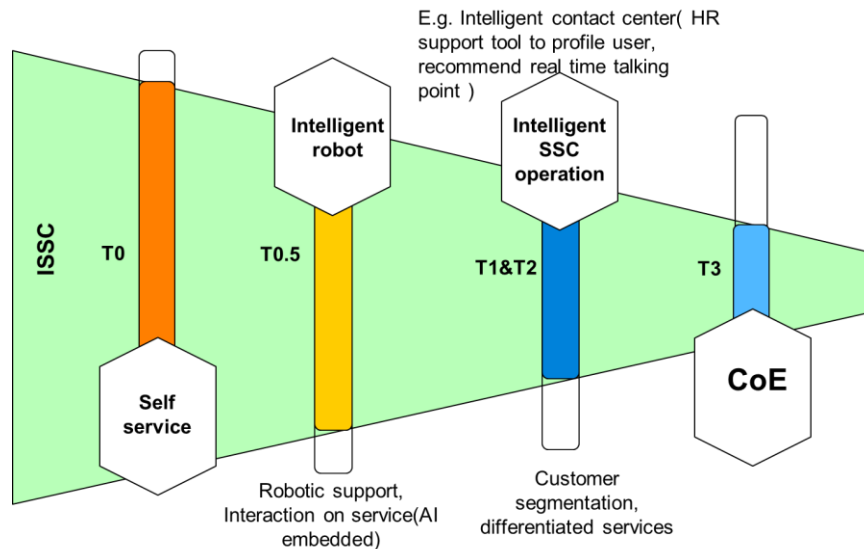
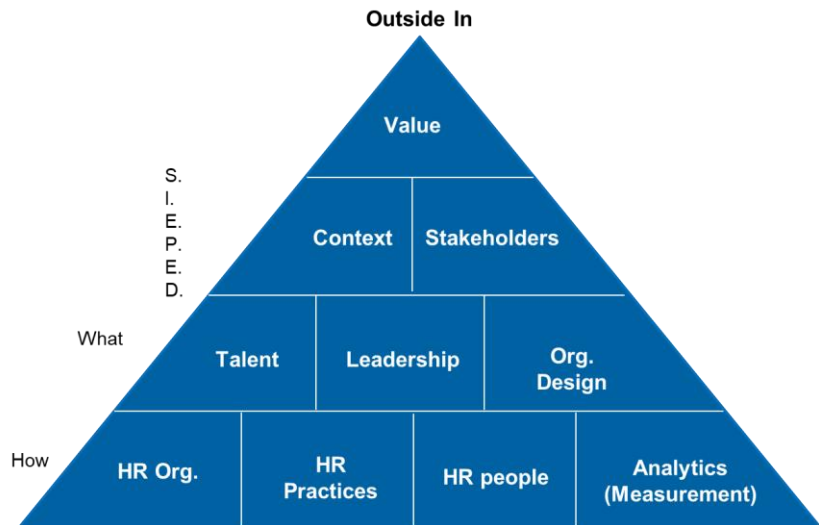
E. Next generation of China SSC – ISSC (Intelligent SSC) - 2017

China 移动互联网环境

HR战略转型方向

人才与用户挑战

技术趋势与成熟度



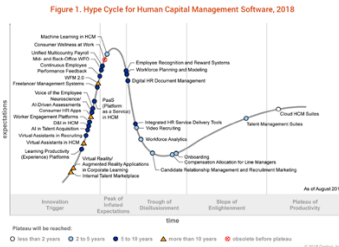
中国数字化HR战略路线图形成示例



Business Drivers 业务驱动

- Engage the current and future workforce with a **dynamic and user centric HR experience** that drives business result and ensures Roche is **the place to work**.
- **Advanced technologies** are easy to access to **empower HR services and experience**

IT Technology trend and challenge IT技术趋势



- Selected gaps and expansion needs**
- **Integrated Recruitment Demand Management Tool**
 - **Integrated Talent Management Suite**
 - **Internal Talent Marketplace**
 - **Talent Relation Management**
 - **Candidate experience**
 - **Workforce Analytics**
 - **Strategic Workforce Planning and Modelling**
 - **Unified multi-country Payroll**
 - **Operative Workforce Planning**
 - **Contingent Worker Management Systems**
 - **Integrated HR Service delivery tools**
 - **AI-Driven Assessments for learning**

Upcoming lifecycle reviews

- Recognition
- Stock administration
- on premise payroll, benefits, time
- case management servicing
- international assignment handling
- Digital HR Document Management
- Org publishing

Opportunities

- Voice of the Employee

We bring our purpose to life by unlocking greatness in all our people and organizations

- Engaging workforce and people experience
- Simple, efficient processes
- Cost effective and dynamic landscape

The purpose of the strategy is to **align** all relevant stakeholders on a **target state**, the **North-Star** for the HRIT activities in the years to come.

端到端的个体化人才体验，开启数字化有序创新

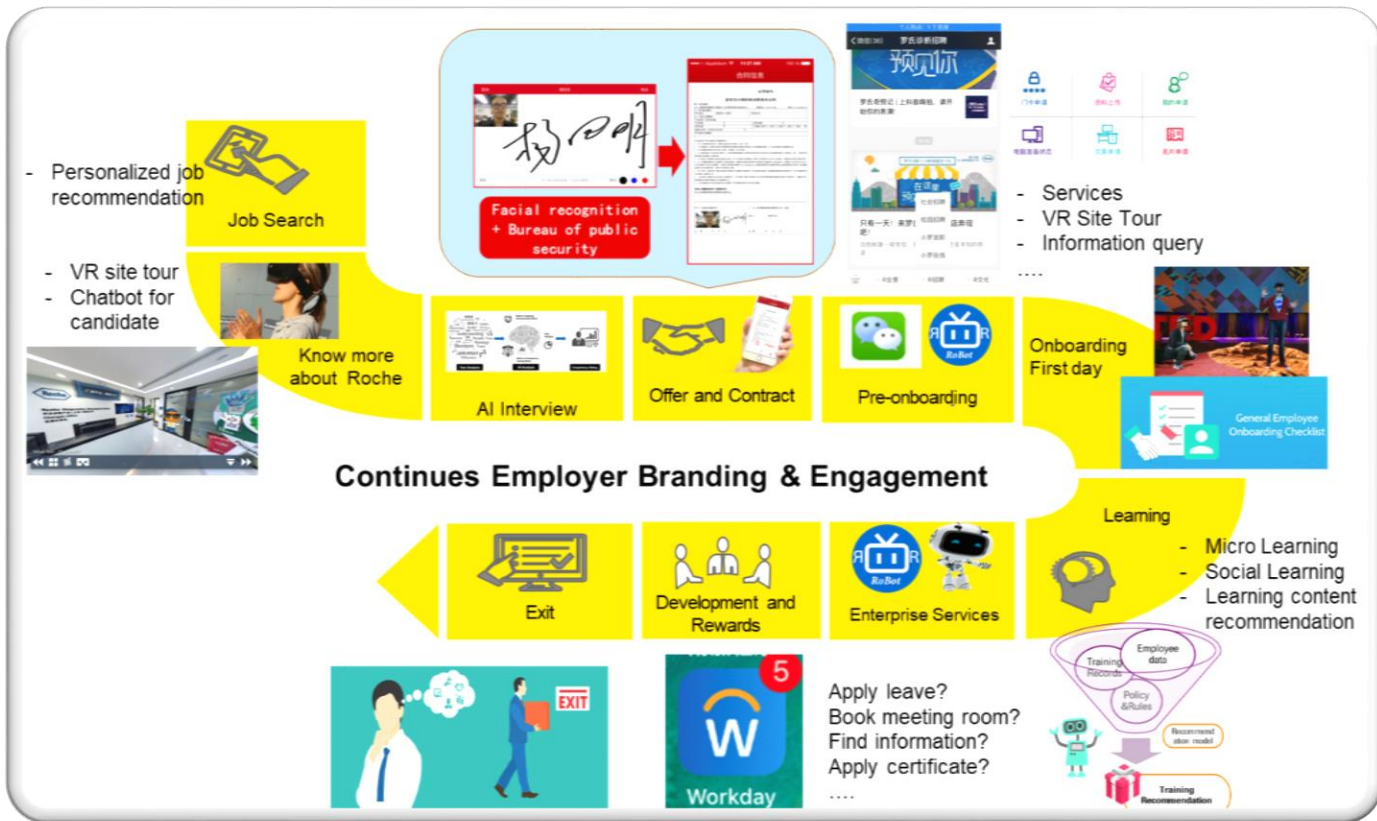
From Insights to Action



Digital Workforce & Workplace



Simplification & Agility



敏捷数字化实践

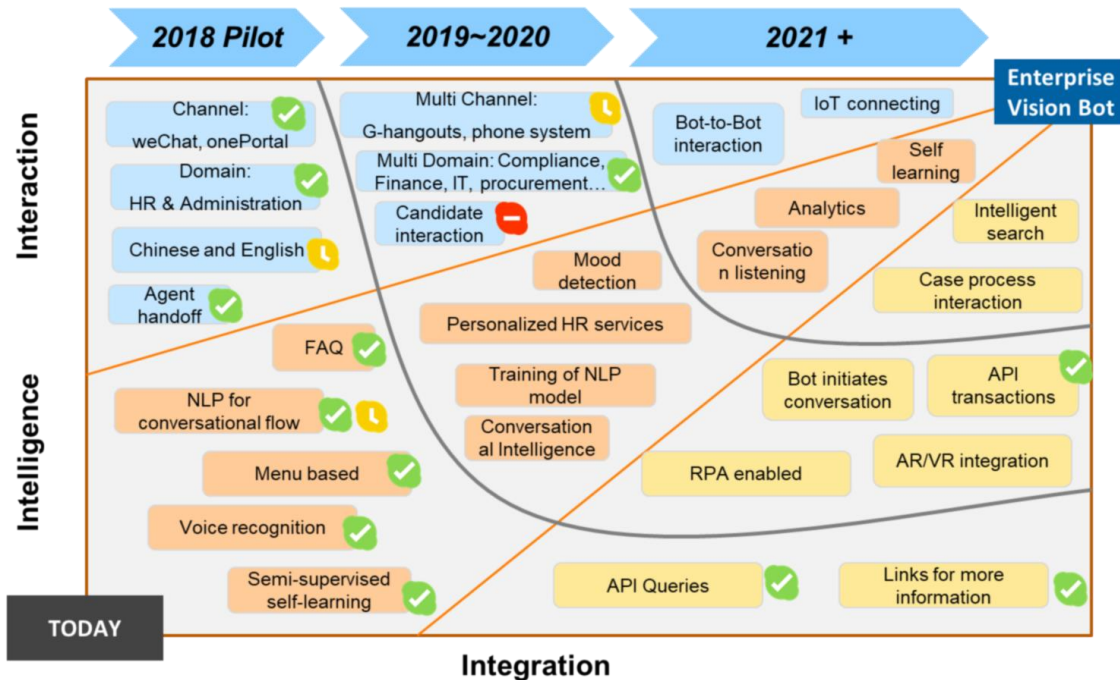
使命与愿景驱动 vs KPI驱动

Product Vision

企业级智慧机器人
Enterprise vision bot

CN Chatbot Roadmap (Created in 2018)

From Chatbot to Enterprise Smart Digital Assistant



敏捷数字化实践

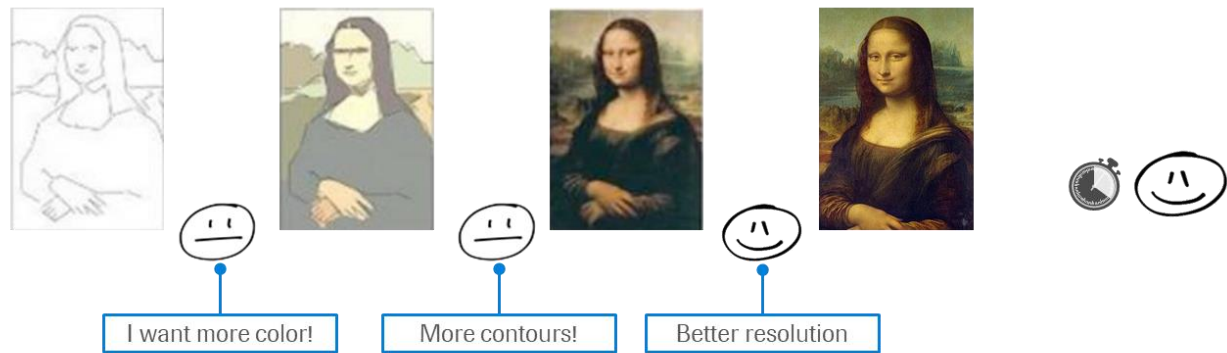
增量迭代/追求卓越 vs 追求完美



传统方式



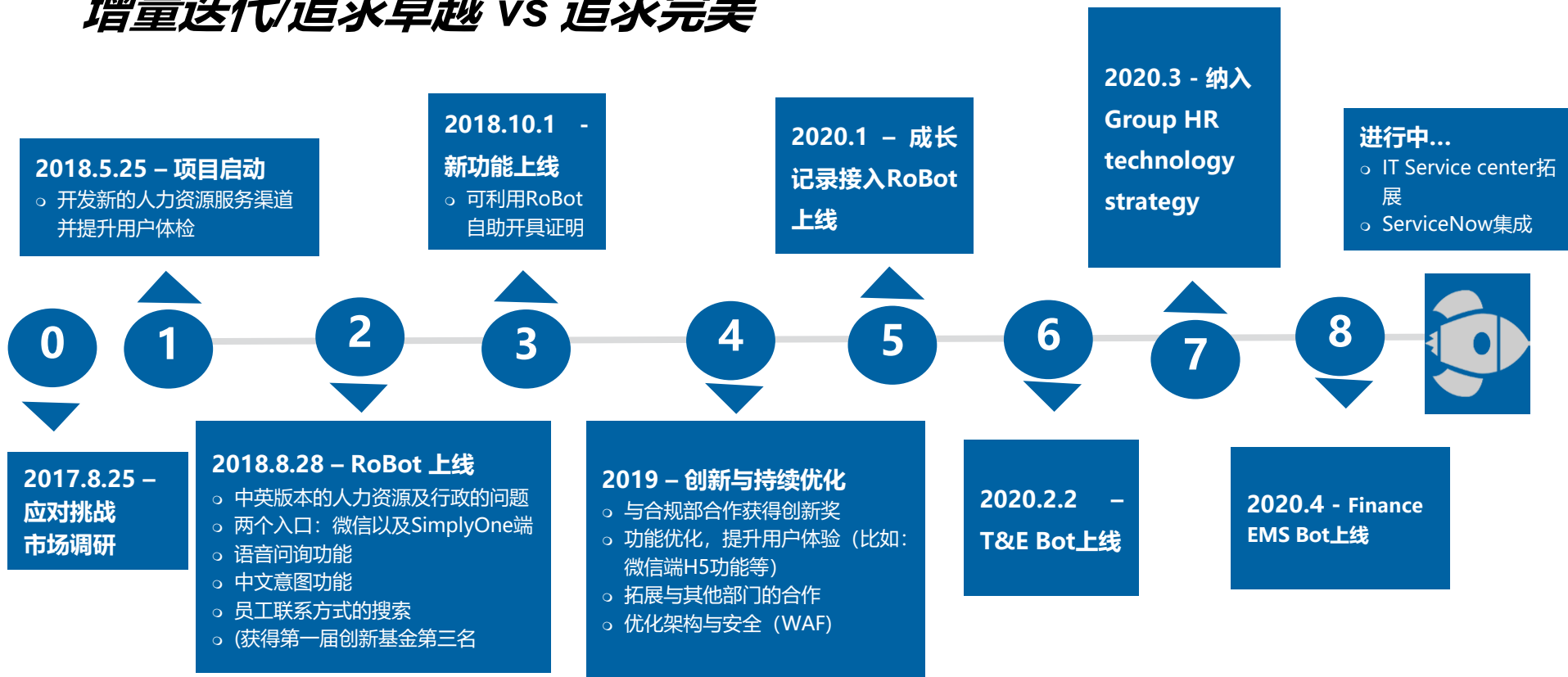
敏捷方式



“ ” Customer feedback in iterative process

敏捷数字化实践

增量迭代/追求卓越 vs 追求完美



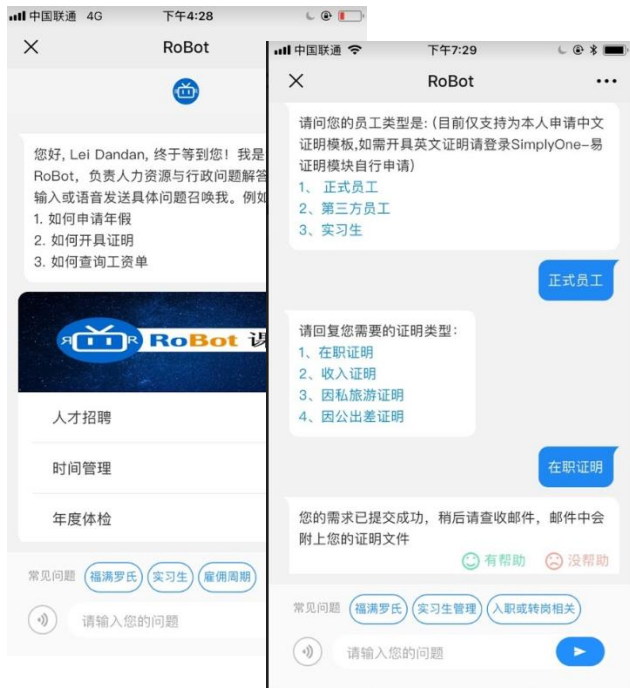
敏捷数字化实践

增量迭代/追求卓越 vs 追求完美

2018 August

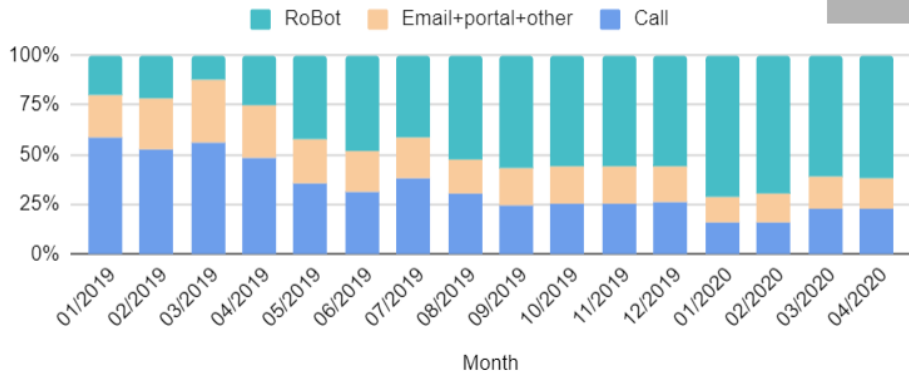
2019 July

2020 Feb

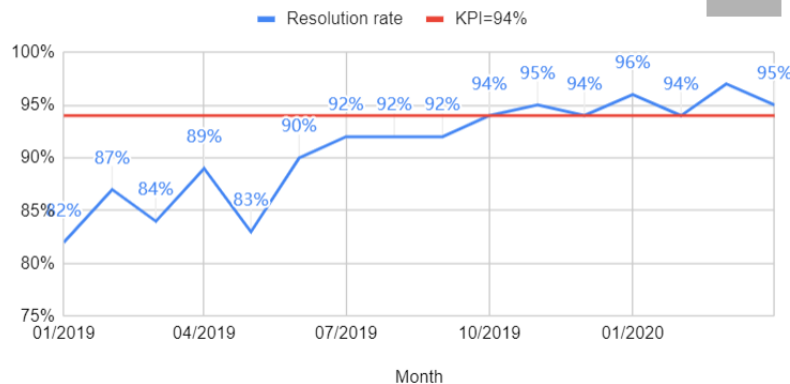


敏捷数字化实践：智能客服的价值衡量

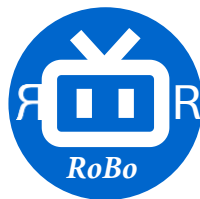
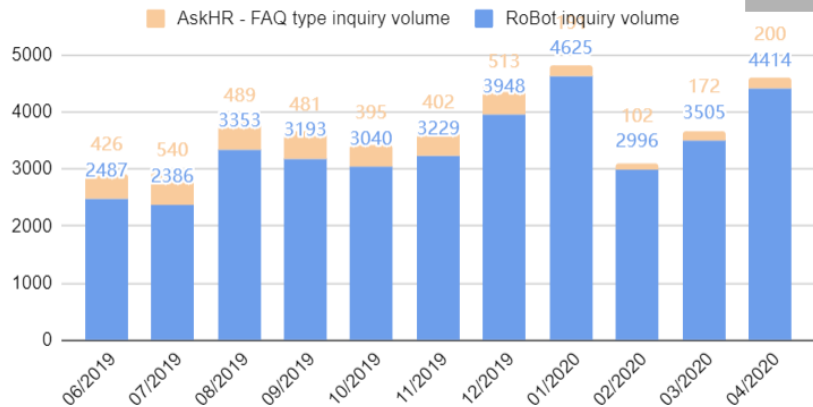
Inquiry Trend



Resolution rate



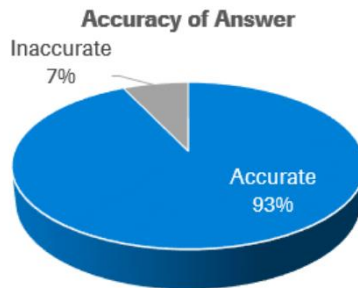
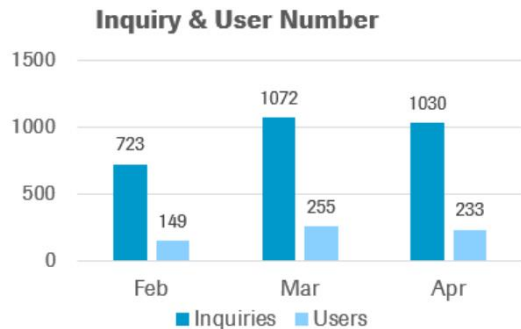
RoBot Vs AskHR - FAQ type inquiry volume



Internal name is "RoBot" which went-live on Aug 28th, 2019 with 700+ FAQs
 - Until now Chatbot has attracted **5,500+** new users and solved 47,000+ inquiries.
 - Chatbot branding activity on WeChat help promote chatbot and enhance communication

我开了**2297**份电子证明，今年开了**520**个；
 我解决了**47,000+**的问题了....

敏捷数字化实践：用户满意度



Data source: RoBot raw data from Feb to Apr,2020

Bot简介：

HR Bot从2018年8月28日开始加入到罗氏企业微信号，为罗氏中国的员工提供7X24的HR相关即时咨询服务；同年10月26日，HR Bot对接了易证明系统，使自助证明流程更加简单便利。

★★★★★

薪资假期，福满罗氏，系统流程，还有什么HR Bot不懂的吗？ tq!

2020-03-26

★★★★★

体验了HR Bot开证明，真的节省了
很多时间！

2020-02-29

Bot简介：

T&E RoBot 是个小萌新，2020年2月12日正式和大家见面，它是小伙伴们个人报销的智能询问助手，致力于为员工的个人费用报销咨询提供更快、更高效的解答。

★★★★★

除了帮我解决出差用车、用餐和住宿的疑问外，与HCP交往费用的报销也能提供解答，还有我们员工不能报销的高风险商家的名单呢！

2020-03-17

★★★★★

我是新员工，很多东西都不太懂，太实用了！我学会了如何正确使用信用卡、查询报销进度，甚至刚开

Bot简介：

从今年1月开始，ADGS Bot有了属于自己的Bot，并在不久的将来逐步升级，涉及到的罗氏行政综合服务范围将更为广泛！

★★★★★

有了ADGS BOT，可以立即GET园区会议室的具体位置哦！

2020-03-30

★★★★★

一图在手，27条班车路线和循环班车尽在掌握，出行不愁啦！

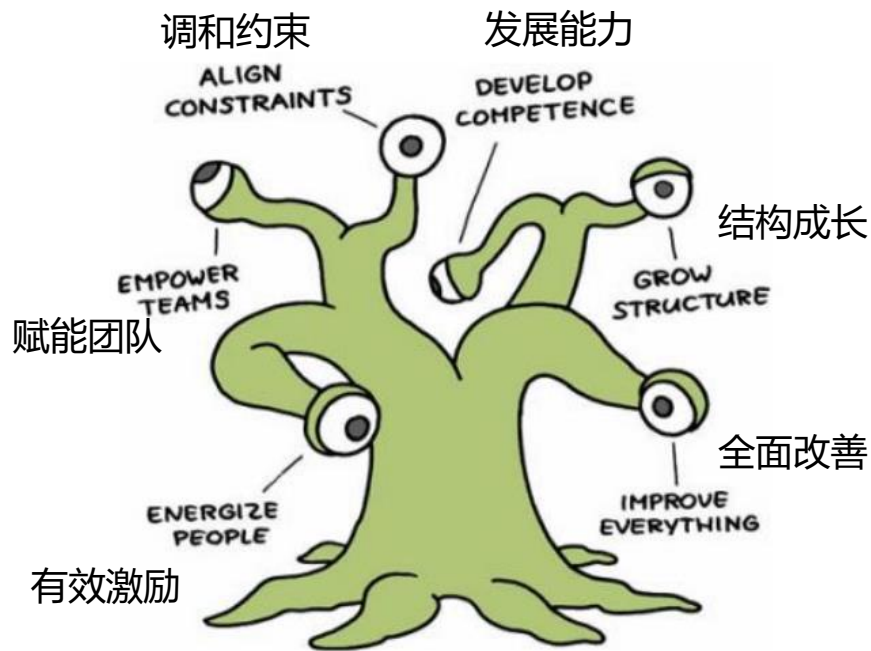
2020-03-13

★★★★★

敏捷数字化实践

以人为核心驱动

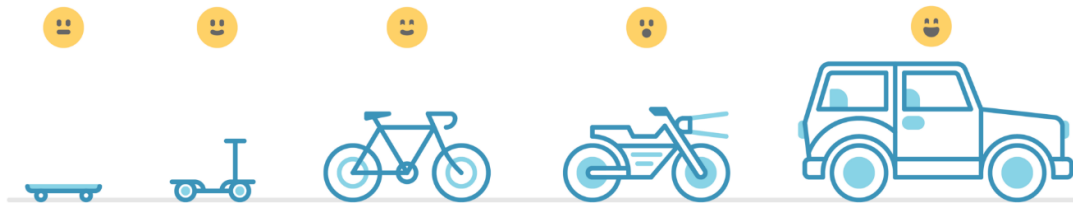
- 自发加入团队
- 多功能团队协同
- 适应新技术与敏捷方法
- 信任与坚持
- 成长为AI专家，认证人工智能训练师
- 共创产品愿景
- 成就与认可



敏捷数字化实践

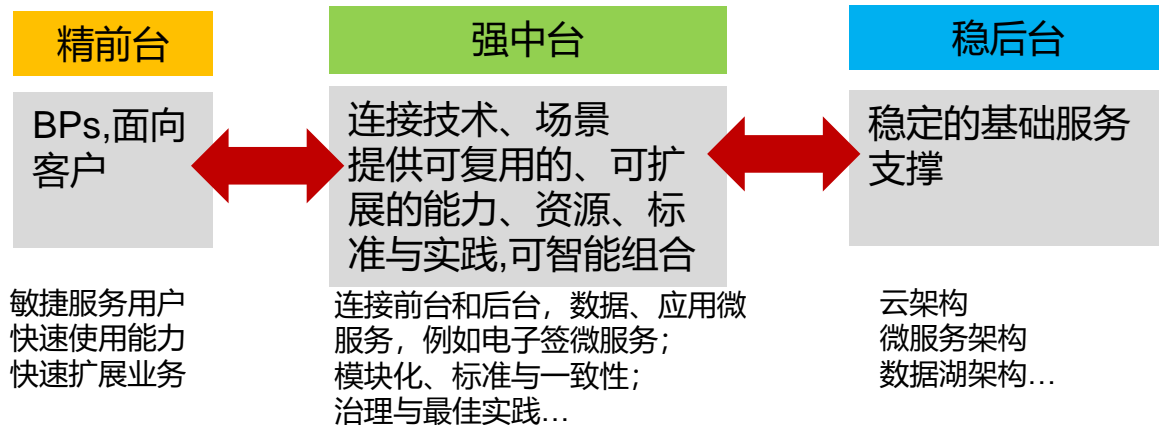
重构，中台模式与规模化

敏捷方式
MVPs



在MVP重构与迭代的基础上，建立可复用、可快速扩展的能力

构建以**大中台**为能力支撑的敏捷组织与能力，通过**BP模式**实现业务敏捷响应



HR数字化产品案例概览

HR数字化产品运营战略的转变...

Run HR as a business

- 提升的HR效能
- 价值衡量

利润



收入 - 成本

更好更大价值、更低的成本

客户满意度



交付承诺价值的差异

体验：流程标准化、一致、规模化、个性化...

市场份额



产品与服务

创新的、高价值的产品，更快的推向市场，反馈、迭代

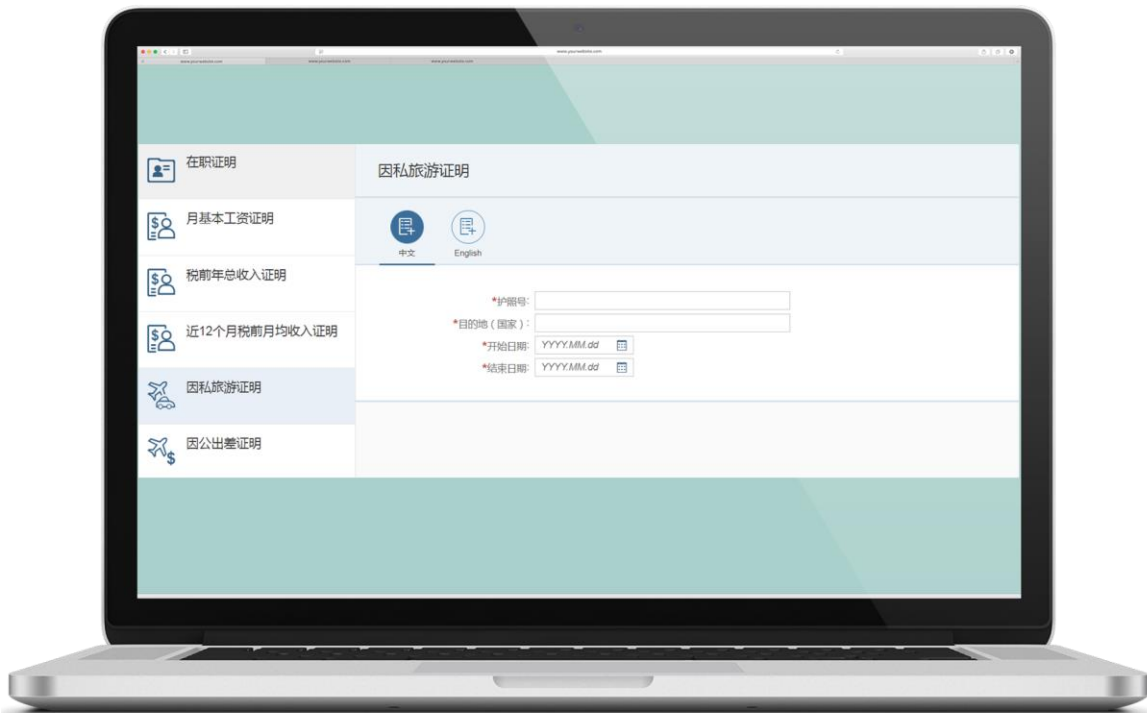
意义：

- Customer Centric 客户为中心
- Total Experience 全面体验

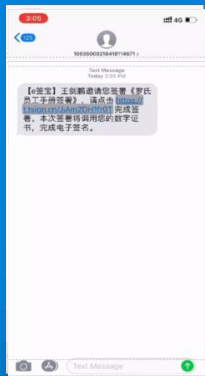
HR数字化产品案例概览

- Turnover prediction pilot
- Chatbot(智能客服)
- eOnboardong(易入职)
- AI for talent screening
- Video interview
- Training needs analytics
- Competitive intelligence (人才情报)
- eCertificate(易证明)
- RPA
- AR/VR for HR
- ...

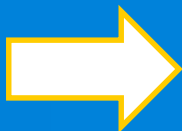
eCertificate 易证明



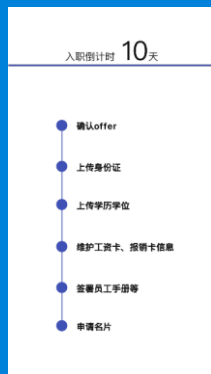
eOnboarding 易入职



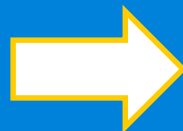
1. Receive notification



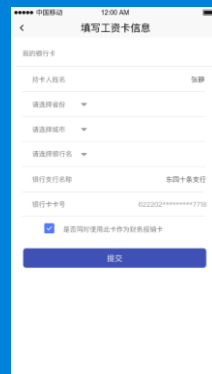
2. Log on Onboarding



3. See tasks



4. Upload document



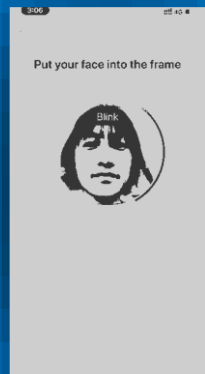
5. Fill personal information



6. Review the document



7. Sign the name



8. Face recognition

Competitive Intelligence 竞争情报分析

Machine Learning & Advanced Analytics



Monitoring

How can we better monitor the talent acquisition market among healthcare companies? Can we identify our **competitive intelligence** over our competitors?

Global Talent Acquisition Team



Business Questions 业务挑战



Global Job Opening Heatmap



Insights on Recruiting



Understanding the Competency

Q&A?