

Soaring to the Top

Watson Wyatt celebrates 10 years in Mainland China

Nancy Chiu talks to Patrick Huang, Managing Director for Greater China

This year marks the 10th anniversary of Watson Wyatt's first operations in Mainland China. Watson Wyatt entered the China market in 1984 and opened a branch office in Shanghai in the 90's, the first amongst its competitors. Since then, the company has opened offices in Beijing, Shenzhen and Guangzhou, along with a research center in Wuhan. While Mainland China's economy continues to grow strong and steadily, so does Watson Wyatt.

Looking Back

"We started the Shanghai office in a small hotel room," remembers Patrick Huang, managing director of Watson Wyatt the Greater China Region. At that time, Huang was the General Manager of Watson Wyatt's Taipei branch. Years earlier, in the 80's, Huang began a series of reports and seminars to share his knowledge about the Mainland China market with the Hong Kong branch. "Some seminar audience told me then that it was a really advanced idea to pay the staff according to their different positions and duties," Huang smiles.

Soon after the Shanghai office opened, Watson Wyatt set up a branch in Beijing in 1999. One year later, it won the bid for a sizable project from Petro China. Next came a branch office in Shenzhen in 2004. At the end of last year, the company opened a Guangzhou office to meet the varying client needs



蓄积、起飞、翱翔

华信惠悦十周年纪念

专访华信惠悦大中华区总裁黄世友 文/ 邱诗琰

今年是华信惠悦开拓大中华市场的十周年。早在1984年，华信惠悦开始投入中国市场，更于90年代在上海开设分公司，成为业内先锋。自此，华信惠悦分别于北京、深圳及广州开设分公司，并于武汉成立一所研究中心。随著近年中国经济起飞，华信惠悦亦与中国一同稳健成长。

回首来时路

“那时候上海办事处就是在间旅馆里租了个小房间开始的，”华信惠悦大中华区总裁黄世友谈起了当年。那时，黄世友还是华信惠悦台湾分公司总经理，由于业务的需求，从80年代开始，协助香港分公司拓展大陆市场，从出售薪资调查报告和举办研讨会开始教育市场，“那时还有些研讨会的听众对我说，依照不同的职位、职责给薪，是个很先进的观念。”黄世友笑著说道。

紧接著上海分公司的成立，1999年北京分公司成立，并于2000年拿下了中国石油的大项目；2004年设立深圳办公室，且由于深圳和广州不同的客户群体和业务需求，于去年底，成立最新的广州分公司。

而黄世友也于2004年9月走马上任华信惠悦大中华区总裁，搬进了位于上海嘉里中心11楼的新办公室。“大陆的经济成长快得不得了，”上任之后，黄世友也刻不容缓地展开了整顿工作，首要目标就是复制台湾的成功模式至中国大陆。

2000年，黄世友首次举出了“组织变革”的旗帜，将台湾分公司成功转型为“通过组织变革协助企业落实经营战略”的咨询公司。传统起家的薪资调查、退休金精算服务仍是公司的两大台柱，根基于此，华信惠悦借助已有的优势、服务，再将自我提升至和CEO对话的高度，从协助企业厘清经营战略做起，再协助企业落实、执行经营战略，真正做到组织变革，而不流于战略、口号的层面。

这就是华信惠悦台湾分公司得以在转型后一、两年，营收便翻两番的成功关键。定位的转变，让华信惠悦走出了属于自己的一条路来，不同于其他咨询公司；收费和收入也不同于以往，为客户创造出来的价值亦不可同日而语。

成长引爆点

背负著重大任务，黄世友上任后第一件事，就如同华信惠悦协助客户所做的：策略转型、组织调整。华信惠悦要成为市场上组织变革咨询公司的领导者，必须找到志同道合的伙伴；并且鼓励“创业家精神”，希望各地分公司的顾问自己有能力拿下项目，不需要再依靠外来(fly-in)的顾问。大陆幅员辽阔，带来的是机会也是挑战，拿下一个如中国石油、中国移动的大项目，相对要投入的时间和人力也多，除国有企业、大型客户之外，黄世友希望各个分公司多拿下当地的项目，将节省下来的差旅时间，投入到项目内容服务中。另外，他也相当强调“分享”文化，咨询业是知识服务业，“顾问们要打的是团体战，而非个人单打独斗，”他鼓励顾问们分享自我的知识和经验，也从他人的分享中受惠，无需人人都从零开始。因此，黄世友也借重当年台湾分公司的多位战将，请他们至对岸交流分享，协助大陆各分公司快速地建立组织变革、项目管理的能力。

组织变革的成果逐渐显现，这几年，北京、上海、深圳的员工人数和规模正不断增加中；一个个和华信惠悦长期合作的客户也打响了华信惠悦的名声：中国石油、中国移动、交通银行、太平洋保险、万科等等；薪资调查业务已赢得多个行业的第一；金融客户数领先同业，未来还要拿下更多产业第一；通过研讨会举办、活动曝光等，华信惠悦的知名度越来越高，大陆知名财经、企管媒体如《财富》、《首席人才官》等都曾专访过黄世友，详谈华信惠悦的成长历程及市场定位等等。


决战下十年

顺应市场需求及潜力，华信惠悦的多项服务项目一一向中国市场报到，包括投资咨询服务、保险暨金融服务等都于这两年引进；未来，华信惠悦除了巩固现有的国有、大型企业客户外，触角也将向其他中小企业延伸，华信惠悦订出了七大产业，要深耕不同的产业，量身定做不同的解决方案，在各个产业中拿下市占第一。

另外，人才问题一直是黄世友最关注也最头疼的。市场蓬勃发展，工作机会多，也使人才流动率居高不下，黄世友想找到、留下志同道合的伙伴，并且给予他们成长发挥的空间；且不限科系、领域，广纳贤才，打造一个全方位的咨询企业。“我很期待看到他们三年、五年后的成长和变化，”黄世友表示，目前华信惠悦拥有不少优秀的人才，这些极富潜力的中生代大约三十来岁，再过几年，他们会越来越成熟沉稳，也会将华信惠悦带向另一个高峰。

再者，华信惠悦从前年开始进行全球统一的品牌再造运动，打出了华信惠悦一直以来的强项：和客户长长久久的关系。“深谙客户，令我们与众不同”这个品牌广告，开始出现在华信惠悦的企业刊物《华信惠悦观点》和其他合作媒体上。崭新的形象，强调的是个念“旧”、长远的关系。如同黄世友常打的比方，华信惠悦和客户不是一夜激情，而是一世深情。

“就像飞机起飞前，必须先跑道滑行，滑行到某个点，速度到了，便昂首起飞。”黄世友认为，华信惠悦近几年在中国通过自身的组织变革，成功塑造为市场上“通过组织变革协助企业落实经营战略”的咨询公司，正如一架即将远征的飞机，蓄积了满满的能量，成长的速度、力道惊人。展望未来，在中国这块最受瞩目的市场，黄世友相信，未来5年内，华信惠悦在大中华区的整体业务量将会超越公司在亚太地区的业务量。

下个十年，华信惠悦将继续翱翔天际，继续做客户长长久久的伙伴。 

— 邱诗琰为华信惠悦台湾分公司资深专员

and operation demands which are different from those in Shenzhen.

In September 2004, Huang became the Managing Director of Watson Wyatt in the Greater China Region. To keep up with the rapid economic growth in mainland China, Huang immediately began reorganizing to bring the Taiwan branch's successful model to Mainland China.

In 2000, under Huang's leadership, the Taiwan branch successfully began helping companies implement strategy through organization transformation. Organization transformation starts with clarifying a client's strategy then developing a multi-level strategy map and establishing key performance indicators. Continuing to offer the

clients. To help the company become the region's leader in the organization transformation consulting market, Huang had to find the right entrepreneurial talent to partner with. Consultants working out of branch offices are expected to land projects by themselves rather than rely on fly-in counterparts. Because Mainland China is so vast, winning a bid for a large project such as Petro China or China Mobile takes a great deal of time and human resources. To reduce travel time, leaving more time for project services, Huang wanted branch offices to win bids for more local projects in addition to state-owned enterprises and large-scale clients. Huang also fostered a culture of

has also enhanced client awareness by holding seminars and developing media coverage. Interviews with Huang about Watson Wyatt's growth and market positioning have appeared in well-known financial and management magazines in Mainland China such as Fortune China and CHO magazine.

The Next 10 Years

To keep up with existing and potential market demands, Watson Wyatt has brought several new services to China in the last two years, including Investment consulting and Insurance & Financial Services(IFS) Consulting.

Huang's main focus now is finding and retaining key talent. Today's strong market in China provides many opportunities for workers, which can result in a shortage of available talent. Huang's goal is to recruit talent from a wide variety of fields to create an all-dimensional consulting company, offering many opportunities for career development. "I am expecting to see this new talent grow and transform in three to five years," Huang points out, taking Watson Wyatt to the next level.

Two years ago, Watson Wyatt launched a global branding campaign emphasizing its strength in the industry: long-term relationships with clients. This extensive "Relationships define us" campaign has appeared in the press. The company is proud of its lifetime relationships with clients.

By transforming itself, Watson Wyatt has successfully positioned itself to help other companies implement operation strategy through organization transformation.

Within the next five years Huang sees the total sales volume of Watson Wyatt's Greater China Region exceeding that of its Asia-Pacific Region (excluding the Greater China). To expand on Huang's analogy, like a plane on a journey, Watson Wyatt will continue to reach new heights and maintain long-term partnerships with all its clients. **W**

– Nancy Chiu is a Senior Marketing Specialist with Watson Wyatt in Taiwan.

“ Organization Transformation starts with clarifying a client's strategy and establishing KPIs ”

two main services it started out with – compensation data and pension actuarial services – the Taiwan branch began working directly with CEOs, providing them with key advantages and services. In this way, Watson Wyatt consultants were not only able to help these companies clarify business strategies, they were also able to help them implement those strategies. They took organization transformation a step further, from paper to reality.

This process was a key reason Watson Wyatt's Taiwan branch doubled its revenue in less than two years. This change in positioning took the company on a new path, creating value for its clients and setting it apart from other consulting firms.

Taking Off in the Region

Huang applied strategic transformation and organizational restructuring to all the Greater China branch offices, just as Watson Wyatt would do for its own

knowledge sharing among Watson Wyatt consultants within the region. He encouraged his teams share their knowledge and experience so no one would have to start from scratch. Huang invited several veteran staff members from the Taipei branch to help consultants in Mainland China become experts in organization transformation and project management.

Huang's organization transformation of Watson Wyatt's Greater China Region has brought steady results. The total number of staff and the size of the offices in Beijing, Shanghai, Shenzhen and Guangzhou have increased. Its list of long-term clients has also grown to include Petro China, China Mobile, Bank of Communications, China Pacific Insurance and Vanke, to name a few. Watson Wyatt's compensation data services rank first, with more clients from the financial industry than any other consulting company, and it continues to build on its successes. The company



1998年4月，华信惠悦在上海成立了中国首家分公司，开始深耕中国这片经济高速成长的沃土

十年来，我们秉承“客户第一”的精神和独立诚信的顾问原则，为中国企业在组织及人才管理方面提供整合性的解决方案；

十年来，我们成为诸多优秀企业的战略合作伙伴并受惠于他们，企业的快速发展与成长督促我们在专业上不断追求卓越；

十年来，我们基于对本地市场的了解愈加深入，将更多服务项目带入了中国；

十年来，我们的团队持续扩大，众多青年才俊选择在这里开拓及攀登事业新台阶；

十年

十年只是弹指一挥间，

但值得欣慰的是，我们的价值得到了客户的肯定，

| 深谙客户 | 令我们与众不同

我们期待下一个十年，期待更辉煌的跨越…