

Perspective

华信惠悦观点

Hong Kong edition

organization transformation •

CONTENTS

Dear Clients,

WELCOME to the 6th edition of Watson Wyatt Perspective!

For those of you whom I have not met, my name is Keat Tian and I am replacing Bob Charles as the new Managing Consultant of Watson Wyatt Hong Kong as well as the publisher of Perspective Magazine Greater China, Hong Kong edition. I am happy to report that Bob has taken wider geographical and functional responsibilities as the new Managing Director for Watson Wyatt in the whole of Asia Pacific. Congratulations Bob!

As the publisher of Perspective, I will endeavor to continue to bring you cutting-edge topics of interest in Human Capital, Benefits, Investment Consulting and Organization Transformation together with relevant case studies and Watson Wyatt's latest thought leadership and research.

In this Winter edition, topics related to integration are taking center stage: the cover story examines People and Cultural issues in Mergers, while the Organizational Trends explores one of Watson Wyatt's latest global and Asia-Pacific research on the design, management and communication of Strategic Rewards. Meanwhile, Leadership Forum features Watson Wyatt's Managing Director in Greater China, Patrick Huang in an interview detailing how he evolved Watson Wyatt consulting in the Mainland from classic HR and data services, to Organization Transformation consulting, and the benefits drawn by his clients both local and multinational.

On the Investment Consulting front, this issue is offering a double bill with a regular Money Talk story on the importance of high quality Investment Governance, and a Hot Off the Press report on the MPF on its seventh anniversary – Itch or Glitch...

本期将以探讨现今商业环境中的业务整合为主要议题：封面故事主要分析人事和文化在合并时所面对的各种问题。而在组织的趋势一章中则和大家详细探讨华信惠悦全球和亚太区最新研究有关设计、管理及传讯的策略回报。

与此同时，领袖论坛专访华信惠悦大中华区总裁黄世友，讲述他如何带领华信惠悦在中国发展顾问服务，由传统人事和数据分析至组织变革的顾问服务，及华信惠悦带给本地和全球客户的各项优点。

在投资顾问方面，今期金融之道会讲述投资管理的重要性，而最新资讯则会报导关于强积金7周年的功与过。

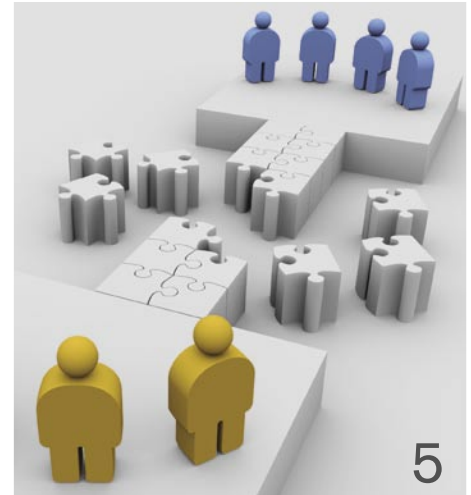
希望大家享受今期的精彩内容，祝节日快乐！

Season's Greetings and Happy Reading!

Keat Tian



Managing Consultant
Watson Wyatt Hong Kong



Watson Wyatt Perspective Greater China

Watson Wyatt Perspective magazine is published 3 times a year by Watson Wyatt Worldwide in Hong Kong.

Publisher: Keat Tian 田吉安

Managing Editor: Romy Serfaty

Contributors to this issue:

Rachelle Arcebal, Jonathan Beater, Mike Button, Cathy Cai 蔡莉, Peggy Chiang 江瑞铃, Nancy Chiu 邱诗璇, Paula DeLisle, Naomi Denning, Patrick Huang 黄世友, Elaine Hwang 黄毅林, Kelvin Ko 高嘉鸿, Jim McKay, Philip Tso 曹伟邦

Marketing Executive: Grace Tse 谢恩赐

Design and Production: Splash Communications Ltd.
(A division of the Asia City Publishing Group. Tel: 2850 5500)

Executive Creative Director: Greg Crandall 乐智衡

Creative Director: Ron Legault 罗乐虎

Senior Designer: Waimann Lee 李惠民

Contributing Editors: Debbie Chow 周孝枝, Michelle Yeung 杨宙仪

Translator: Samantha Szeto 司徒文仪

General Manager: Samson Tong 唐志浩

Production Manager: Kelly Cheung 张婉仪

Printed by Gear Printing Ltd.

The facts and opinions stated or expressed in this publication are for information purpose only. Neither Watson Wyatt, Splash Communications Ltd., the experts, nor the institutions for which the contributing author work can be held responsible for any direct or incidental loss incurred by applying any of the information in this publication. Every effort has been made to provide up-to-date information but Watson Wyatt and Splash Communication Ltd. shall not be held responsible for any inadvertent mistakes, omissions or information changes. All right reserved.

Watson Wyatt's 7 locations in Greater China

华信惠悦在大中华
区设有7家分公司

BEIJING OFFICE

5/F, South Tower Beijing Kerry
Centre, Chaoyang District, Beijing
100020, China

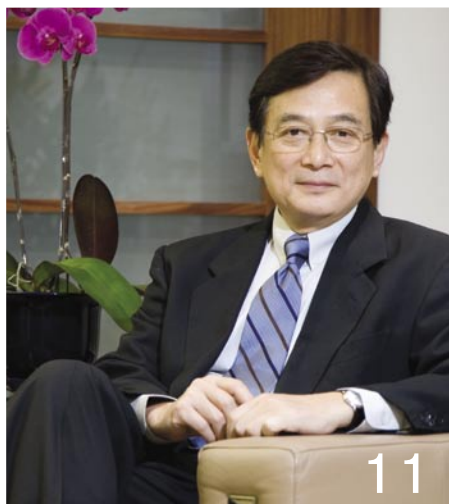
Tel 电话: +86 10 8529 9071

Fax 传真: +86 10 8529 9070

华信惠悦北京

中国北京朝阳区光华路一号
北京嘉里中心南楼5层邮编100020

Watson Wyatt helps clients implement their business strategy through Organization Transformation



11



17



21

3 speedread

Greater China facts and figures

5 cover story

Managing People and Cultural Issues in Mergers

A practical guide to integration

11 leadership forum 领袖论坛
From HR Consulting to Organization Transformation

An interview with Patrick Huang, Managing Director for Watson Wyatt in Greater China
从人力资源管理咨询到组织变革服务
访华信惠悦大中华区总裁黄世友

17 organizational trends
Playing to Win in a Global Economy

Lessons learned from Watson Wyatt's Strategic Rewards Survey

21 insight 企管透视

Takeda Taiwan's Talent Managements Reforms

Japanese company merges cultures in organizational re-design
台湾武田重组人才管理制度
日本企业融入不同文化的组织变革

25 success story 成功故事
From the Colosseum to the Great Wall

Generali addresses the need for Competency Assessment in China
从罗马到万里长城
中意人寿从人才能力测评做起有效扎根中国

27 money talk
Investment Governance Truly Drives Investment Results

Key findings from Watson Wyatt's Global Investment Research

33 hot off the press
7th Anniversary: Itch or Glitch?

MPF improvements depend on all stakeholders



33

GUANGZHOU OFFICE **NEW**
R1803, Tower B, Center Plaza,
161 Lin He Xi Road, Tianhe District,
Guangzhou 510620, China
Tel 电话: +86 20 3825 1699
华信惠悦广州
中国广东省广州市天河区
林和西路161号中泰国际广场
B座1803室邮编510620

HONG KONG OFFICE
29th Floor, Sun Hung Kai
Centre, 30 Harbour Road,
Wanchai, Hong Kong
Tel 电话: +852 2827 8833
Fax 传真: +852 2827 8899
华信惠悦香港
香港湾仔港湾道
三十号新鸿基中心二十九楼

SHANGHAI OFFICE
1515 Nanjing West Road, 11th
Floor Kerry Center, Shanghai
200040, China
Tel 电话: +86 21 5298 6888
Fax 传真: +86 21 5298 6889
华信惠悦上海
中国上海南京西路1515号
嘉里中心11楼邮编200040

SHENZHEN OFFICE
Rm. 703-704, Zhuo Yue Bldg.,
No.98, Futian Central Zone,
Shenzhen 518033, China
Tel 电话: + 86 755 8236 4888
Fax 传真: + 86 755 8287 7668
华信惠悦深圳
中国深圳市福田区福华一路
98号卓越大厦703-704室
邮编518033

TAIPEI OFFICE
5/F, 205 Tun Hwa North Road,
Taipei 105,
Taiwan, ROC
Tel 电话: +886 2 2718 3314
Fax 传真: +886 2 2719 7438
华信惠悦台湾
台北市105敦化北路
205号5楼

WUHAN OFFICE
1809,18th Floor, Wisdom Valley Building,
Luoyu Road, East Lake Development
District Wuhan 430074, China
Tel 电话: +86 27 59730530
Fax 传真: +86 27 59730534
华信惠悦武汉
武汉市东湖开发区华光大道
慧谷时空18楼09房
邮编430074