

## Putting People First.

### Introduction

To meet the challenges of today's increasingly global marketplace, organisations in China and other Asian countries are being compelled to transform the way they operate. Powerful forces, such as increasing competition and technological advances, are increasing the pace of change. Furthermore, customers and investors are demanding more improved products and services.

Two major developments in the Chinese market are driving management to seek professional advice on organisation-restructuring and people transformation. One is the rise in mergers and acquisitions (M&A); the other is the new goal on restructuring state-owned enterprises (SOEs).

China is the leading market for mid-market mergers and acquisitions in Asia. Cross-border buyers (190 mid-market deals worth US\$22.7 billion) have outstripped domestic buyers (147 mid-market deals worth US\$15.9 billion) since the first quarter of 2003.\*

Meanwhile, in line with China's market reforms, the State-Owned Assets Supervision and Administration Commission of the State Council (SASAC), set a goal for the number of SOEs to be pared down from about 150 in 2007 to between 80 and 100 by 2010.

Critical to the success of M&A and SOE restructuring is getting the people issues right. People, not strategy or technology, make or break organisational transformation.

Eight key people-related areas of particular importance include:

- People risk and impact management
- Leadership alignment and stakeholder engagement
- Communications
- Culture
- Organisational design and governance
- Talent requirements and HR programmes
- Work force transition
- Learning and capability transfer

In "Putting People First: The Driving Force for Sustained Transformation", Deloitte presents a new and integrated framework that examines these eight areas for managing the people dimension of transformation. The report offers insights and case studies to help organisations in their efforts to achieve their desired change.

\*Source: "Asia Pacific Mid-Market M&A", Deloitte Touche Tohmatsu. Mid-market deals refers to any M&A deals between US\$50 million to \$250 million, including minority stakes.

## 以人为本。

### 简介

为了迎接当今全球市场一体化的挑战，中国及其它亚洲国家的企业正在被迫改变其原有的经营方式。在强大的压力下，例如竞争加剧以及科技进步，其变革的步伐进一步加快。此外，客户及投资者要求提升产品与服务的呼声越来越高。

中国市场的两大主要因素使得企业管理层向专业机构咨询机构重组及人员转型的专业意见。第一个因素是市场收购与兼并交易增多；另外一个因素就是为国有企业重组确立的新目标。

就亚洲并购市场而言，中国是最主要的中间市场。2003年第一季度以来，跨境买家（190个中间市场交易额为227亿美元）已经超过国内买家（147个中间市场交易额为159亿美元）。\*

同时，为了配合中国的市场改革，国务院国有资产监督与管理委员会（SASAC）制定了一个国有企业数量目标，由2007年的约150家减少到2010年的80家到100家。

并购及国有企业重组成功的关键就是解决好人的问题。人的因素最终决定机构转型的成败，而不是战略或科技因素。

与人相关的八大重要领域包括：

- 对人员风险和影响的管理
- 领导力整合和利害关系人管理
- 沟通
- 文化
- 组织设计和治理
- 人才需求及人力资源规划
- 劳动力过渡
- 学习和能力的转变

德勤在「以人为本：持续变革的推动力」一文中阐述了一个崭新的综合框架，分析了在企业转型过程中管理人为因素的八大领域。该份报告提供了相关见解以及个案分析，帮助企业成功完成转型。

\*资料来源：德勤出版的「亚太区并购中间市场」。中间市场交易指5,000万美元至2.5亿美元之间的并购交易，包括少数股东权益。