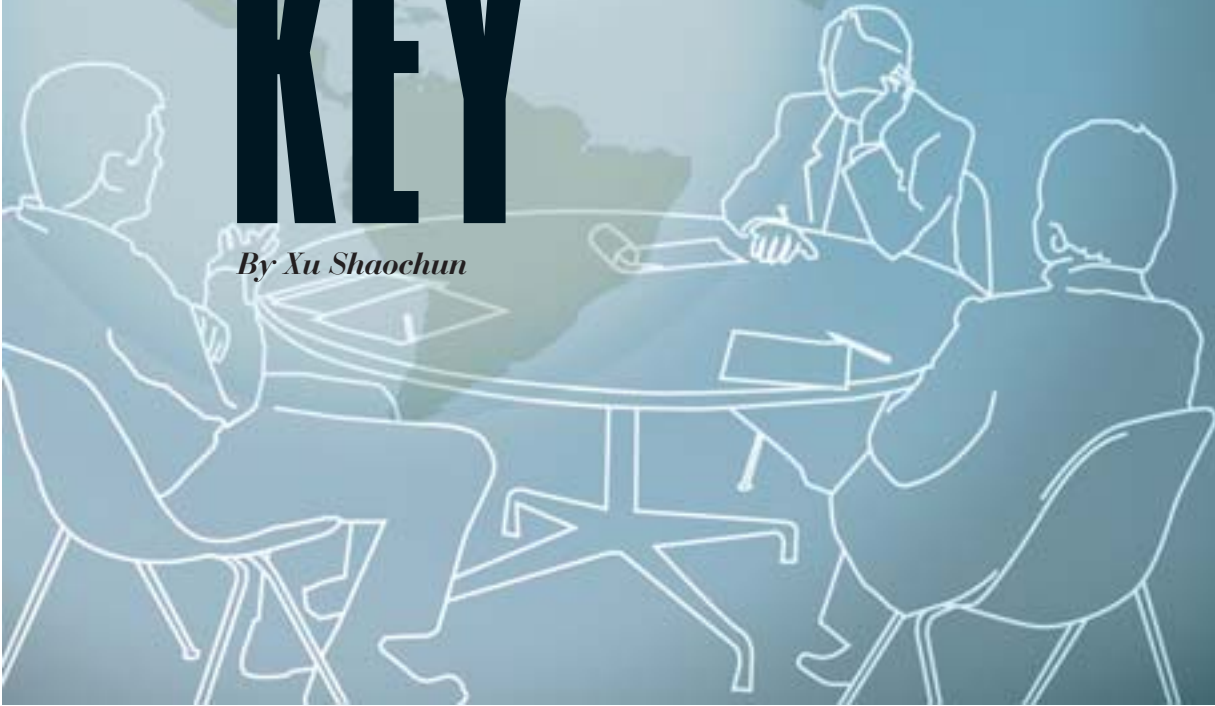


# TALENT IS THE KEY

*By Xu Shaochun*



**TO ATTRACT THE RIGHT TALENT IS THE FIRST STEP; YOU NEED TO CREATE AN ENVIRONMENT OR A CULTURE TO RETAIN THEM THROUGH LONG-TERM AND SUSTAINED DEVELOPMENT. WHEN THE ENVIRONMENT IS CONDUCIVE TO THE SATISFACTION, STABILITY AND DEVELOPMENT OF EMPLOYEES, A COMPANY WILL HAVE A PROMISING AND PROSPEROUS FUTURE.**

**T**o develop a sound strategy is difficult, but to implement the strategy is even more challenging. Here talent is the key. Success requires three conditions: good timing, favorable location and solid partnerships. Of the three, the last factor is the most critical. "Whoever tames the people tames the world."

Kingdee International Software Group currently employs 3,000 employees. Every time I am asked how many assets I have and how many revenues I make this year, my answer remains the same: my biggest asset is my 3,000 employees. In our competition with international

giants, our technology has experienced a fast growth over the past few years thanks to the knowledge and expertise of our talent. Indeed, every employee at Kingdee is a knowledge worker. Several of our board members are receiving management education at CEIBS, and because of this, we have had a chance to know a number of world-renowned professors at the school. Right now, Professor Arthur Yeung has accepted our invitation as our honorary board member. The general manager of our central-south region is a returnee from the United States. In our middle management level, many of our

managers are creative and competent who can always work under great pressure. This accounts for why we have achieved enormous success despite the increasing competition. We have a great team.

There are two critical issues around talent. The first is how to attract talent, and the second is how to maximize their value. Let's start with the first issue. To attract the talent, a company needs first of all to have a strong brand name and set up a stage where the talent can demonstrate their wisdom and knowledge. Branding is an important task for any company. Many international giants are attractive to talented people because they have built a strong and well-known brand in the market. To work at those corporations enhances one's resume. Furthermore, people expect a reputable company to provide them with a stage where they can demonstrate and apply their talents. Therefore, a sound brand name is a selling point to talented people. The second prerequisite is for the company to have an open-minded leader or leaders who, at the same time, can identify the right person for the right position. You don't have to be an expert in your industry, but you must be an expert at finding and utilizing your resources (i.e., talent).

It may not be difficult to find talented people as employees, but to wisely use and retain them is an art. Take my own company as an example. Ten years ago when we just started up, "passion" was the main theme of the corporate culture. At that time, most employees were in their 20s, an age when they cared more about opportunities and self-development than simply money. These young people wanted a fair platform where they could make their job a career. Consequently, we made a series of policies to help our employees reach those particular goals. First, we promised our employees a job position that was suitable. Second, we offered a satisfying compensation package which was comparable to other companies for a similar job. Lastly, we rewarded our best employees with automobiles. With these three incentives and several years' hard work, one would naturally realize their dream of having a stable career. This stable career would eventually lead to a stable and happy family. Nowadays, almost all full-time employees have company stock options. To employees in their 20s, the above mentioned things are the most important.



However, five to six years later, these employees turned into their 30s. Their needs and expectations also changed accordingly. Since most of them have a family, children become the center of their life. Therefore, we added a new element, "children's education", to our corporate culture. We changed one of our company magazines into a pictorial which mainly publishes the drawings, paintings, photography, and other works of our employees' children. This made the employees very happy. When there are important holidays, we organize different forms of activities (e.g., invite famous hosts/hostesses to play games and perform together with our employees' children). Meanwhile, our Human Resources Department has been providing all kinds of help as well, which includes helping our employees find a good kindergarten or school for their children. All these efforts have made our corporate culture permeate into the heart of each employee, which helps foster a sense of satisfaction with, and devotion to, the company.

What's next then? The current situation is that many of our employees will turn into or are already in their 40s. A couple of years ago, I heard a description of those who are in their 40s: they would remember things that happened long time ago but easily forget what happened yesterday. Of

course this is just a joke. I guess the implication is that people in their 40s begin to be nostalgic, tend to recollect the past and miss the yesterday. For that reason, we are now planning to add "respect for the elder" to our corporate culture in addition to the themes of "passion" and "children's education". We are doing such things as paying a group visit to a sick parent (or parents) of our employee to show our respect for our employees and their families. Other activities relevant to this theme are also on our agenda.

All in all, to attract the right talent is the first step; you need to create an environment or a culture to retain them through long-term and sustained development. When the environment is conducive to the satisfaction, stability and development of employees, a company will have a promising and prosperous future.

To win the battle in today's hyper competitive market, strategy is important. So is execution. Yet talent undoubtedly plays the key role. **THELINK**

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This article is based on the speech given by Mr. Xu Shaochun at the inauguration ceremony of CEIBS Changzhou Alumni Chapter. The article is not reviewed by the author.