



普华永道

Workers are ready for change.

Are leaders ready to engage them?

Workforce Hopes and Fears Survey 2024  
Chinese Mainland Report

September 2024



## Executive Summary (1/3)

Since 2023, the global economic recovery has fallen short of expectations. The PwC Global Workforce Hopes and Fears Survey 2023 – Chinese Mainland Report points out that nearly half of Chinese mainland respondents believe that their companies will not survive more than a decade if they continue on their current path. Fast forward to 2024, employees have shifted from merely realising the urgency of change to actively embracing it. PwC's Global Workforce Hopes and Fears Survey 2024 – Chinese Mainland Report (hereinafter referred to as the 'Survey') shows that 40% of Chinese mainland employees have experienced significant changes in their work over the past year, while 77% of employees are ready to adapt to new ways of working. However, only 40% believe that their organisation's executive management possesses the necessary skills and expertise to drive this change.

At the same time, the survey reveals that nearly half of employees have experienced a surge in workload that has not been matched by an increase in income. The survey also found a positive correlation between the frequency of using GenAI and their efficiency, salary and job security. 77% of respondents who regularly use GenAI reported enhanced efficiency. Furthermore, up to 75% of employees regard technological change (AI/GenAI) as a core driver of future transformation, and 78% believe that GenAI will fundamentally impact their careers in less than a decade. Given this background, cutting-edge technological tools such as GenAI are emerging as one of the key solutions to the problem of surging workloads, as well as a core element in generating new industries, models, motivations, and promoting new quality productivity.

In addition to this, the research shows that employees are already aware of the drastic change in job skill requirements over the next five years. More than three quarters of employees agree that they need professional training for their roles. Nearly 80% of employees indicate that whether their employers provide opportunities to learn new skills will influence their decisions to stay with their current employers, but only around half of employees feel that their needs are being met.



## Executive Summary (2/3)

In this disruptive era, companies are confronted with unprecedented challenges and opportunities. To maintain their vitality and achieve robust growth, companies need to reshape their business models, while implementing key initiatives to cope with the rapidly changing external business environment and build confidence among stakeholders, including employees, customers and investors. Currently, three core initiatives for enterprise transformation focus on global expansion, digital transformation, and deepening penetration into both upstream and downstream of the industrial chain. Leading companies are expected to play a guiding role, not only transforming and upgrading themselves, but also driving the development and transformation of the entire industry. In contrast, small and medium-sized companies should adopt a prudent strategy, carefully controlling their scale and focusing on improving their core competencies to ensure viability during the transformation process. As the “land-grabbing” era comes to an end, companies need to shift their focus from rapid expansion to achieving high-quality business growth. Their strategies might include:

- **Diagnosing business process and rationalising the logic behind:** Companies should take a holistic perspective to thoroughly analyse business needs and market trends. This involves conducting a comprehensive review of end-to-end business processes and optimising them, rather than merely improving functional processes, to enhance operational efficiency and responsiveness.
- **Strengthening talent cultivation with a business mindset:** Companies should cultivate talent with end-to-end business awareness and the ability to meet transformation requirements.
- **Accelerating the adoption of cutting-edge technologies:** Technologies such as GenAI and robotics can be introduced to alleviate pressures on process stability, precision, and flexibility that traditional technologies often face. This shift will free employees from routine tasks, allowing them to engage in more valuable work, such as innovation and

decision-making, thereby enhancing the enterprise’s competitiveness and innovative capabilities.

Meanwhile, in terms of organisation and talent management, companies can take the following measures:

- **Controlling organisation size and focusing on core capabilities:** Large organisations can be divided into end-to-end micro organisation units to improve internal process control and efficiency. Management and authorisation can be effectively delegated to these units.
- **Reshaping transformative leadership:** Leaders of transformation, must not only understand the essence of transformation but also have the ability to lead the organisation through the reshaping and transformation process.

## Executive Summary (3/3)

- **Optimising the traditional employment model and integrating technology empowerment into talent development strategy:** By fostering a human-machine collaboration model, companies can significantly enhance organisation agility and responsiveness, while leveraging cutting-edge technologies to strengthen their competitive edge. Additionally, prioritising skills upgrading and talent cultivation not only fosters individual career growth but also lays a solid foundation for the efficient and sustainable development of the company.

In 2024, PwC surveyed 56,600 individuals across 50 countries and territories who are in work or active in the labour market, to deeply analyse the trajectory of transformation that global workers are experiencing. The survey aims to reveal the gap between reality and expectations, capturing diverse employee perspectives on these transformations—ranging from positive views to deep expectations and potential concerns.

This study seeks to provide a beacon for businesses and leaders navigating this wave of transformation, enabling both businesses and employees to embark on a joint journey of

reshaping transformation. PwC hopes that this study will help boost innovation and competitiveness, achieve high-quality business success, and ultimately drive a new cycle of business growth.

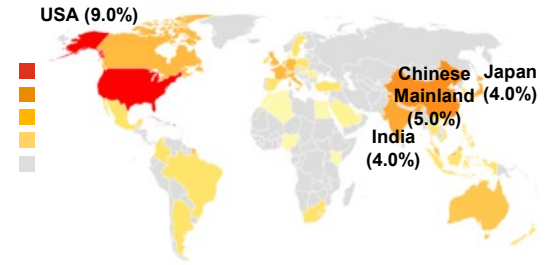
This report surveys 3,000 Chinese Mainland employees (excluding Hong Kong SAR, Macao SAR, and Taiwan region), including full-time, part-time, contract/temporary workers, as well as individuals who are currently unemployed.



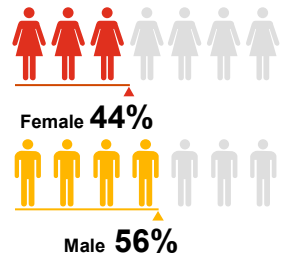
# Hopes and Fears 2024: Global Data

56,600 participants across 50 countries and territories

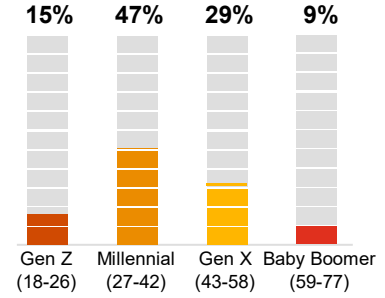
## Territories



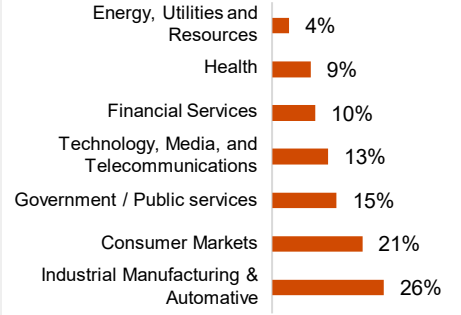
## Gender



## Age

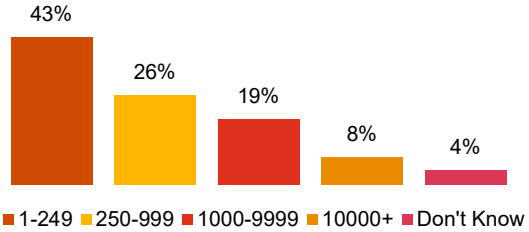


## Industries

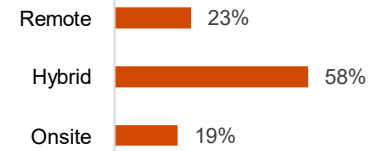
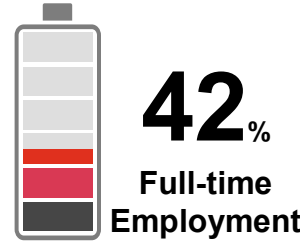


## organisation size

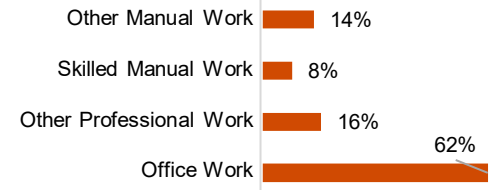
Unit: Number of staffs



## Work Mode



## Work type

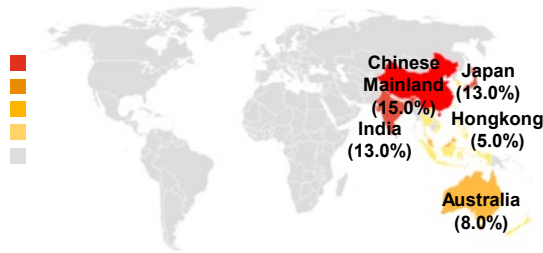


Note: 1.Office Work: e.g., accountant, banker, administrative assistant.... 2.Other professional work: e.g., doctor, nurse, teacher, pilot.... 3.Skilled manual work: e.g., carpenter, plumber, tradesperson.... 4.Other manual work: e.g., delivery driver, factory/production...

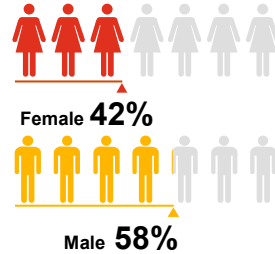
# Hopes and Fears 2024: APAC Data

## 19,500 participants across 14 countries and territories

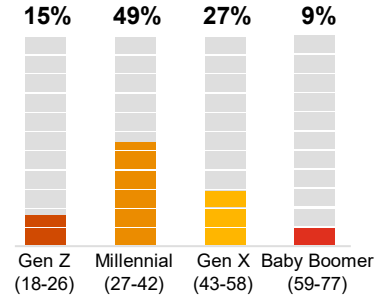
### Territories



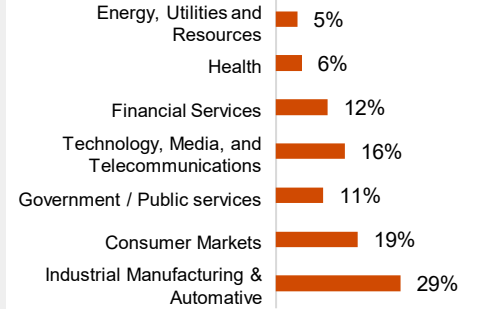
### Gender



### Age

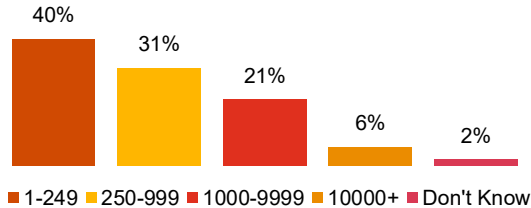


### Industries

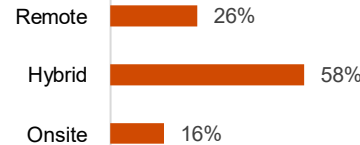
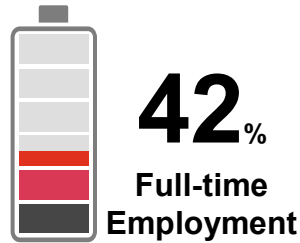


### organisation size

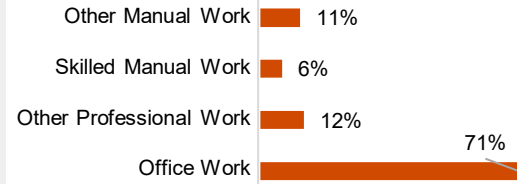
Unit: Number of staffs



### Work Mode



### Work type



Note: 1.Office Work: e.g., accountant, banker, administrative assistant.... 2.Other professional work: e.g., doctor, nurse, teacher, pilot.... 3.Skilled manual work: e.g., carpenter, plumber, tradesperson.... 4.Other manual work: e.g., delivery driver, factory/production...

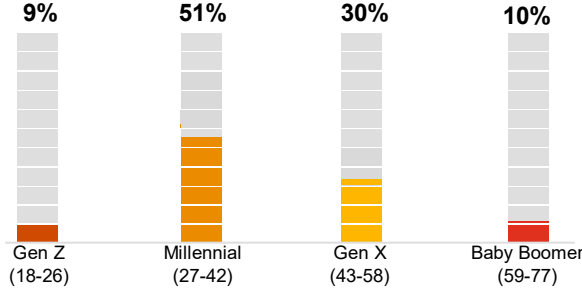
# Hopes and Fears 2024: Chinese Mainland Data

3,000 participants

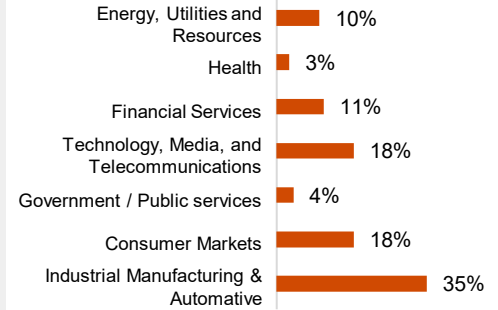
## Gender



## Age

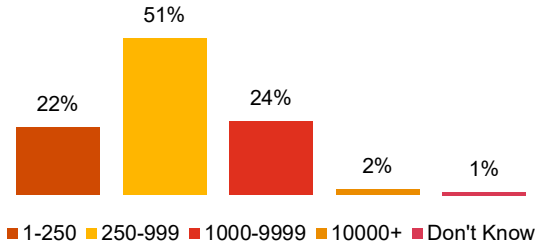


## Industry

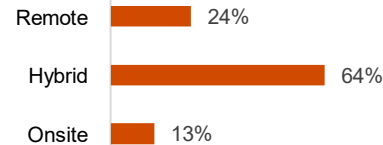
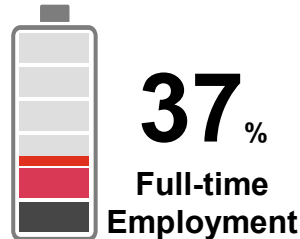


## organisation Size

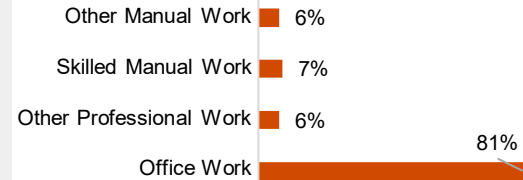
Unit: Number of staffs



## Work mode



## Work type



Note: 1.Office Work: e.g., accountant, banker, administrative assistant... 2.Other professional work: e.g., doctor, nurse, teacher, pilot... 3.Skilled manual work: e.g., carpenter, plumber, tradesperson... 4.Other manual work: e.g., delivery driver, factory/production...

# Key findings





## Key Findings (1/3)

Key Findings	Statements	Chinese Mainland	APAC	Global
Employees are experiencing significant changes in the workplace: in the past 12 months, about 40% of Chinese Mainland employees experienced significant changes at work, and 41% of them clearly reporting that their workload has increased, but their wage has not seen a corresponding increase to match their heightened workload	My workload has significantly increased (Showing only 'Large/Very large extent' responses)	41%	46%	45%
	I have had to learn to use new tools/technologies in order to do my job (Showing only 'Large/Very large extent' responses)	45%	48%	45%
Employees are generally open to change: on the positive side, 77% of Chinese Mainland employees believe they are ready to adapt to new ways of working, and over 80% of them are satisfied with the opportunities for learning and growth in their roles last year. However, on the negative side, more than half of employees still concern about job security and question the necessity of changes	I feel ready to adapt to new ways of working	77%	75%	77%
	Recent changes I have experienced make me concerned about my job security	53%	55%	47%
72% of Chinese Mainland employees believe that the skills required for their jobs will change significantly in the next five years. Similar to the trends in Global and Asia-Pacific, over three-quarters of them believe that their roles require specialist training/qualifications	My job requires specialist training/qualifications	82%	75%	75%
	The skills my job requires will change significantly in the next five years	72%	66%	58%
Employees of Chinese Mainland believe that technological changes - such as GenAI, robotics and other high-quality technologies - along with shifts in customer preferences and actions taken by competitors, will be the primary drivers of transformation over the next three years, similar to employee views in Global and Asia-Pacific	AI will have an impact on jobs in the next three years	75%	74%	70%
	Changes in customer preferences will have an impact on jobs in the next three years	75%	76%	70%
	Actions taken by my employer's peers/competitors will have an impact on jobs in the next three years	75%	74%	67%

## Key Findings (2/3)

Key Findings	Statements	Chinese Mainland	APAC	Global
Similar to the trends in Global and Asia-Pacific, the percentage of Chinese Mainland employees <b>who believe that GenAI will affect their jobs has increased. Nearly 80% of them believe that GenAI will have a fundamental impact on their profession in less than 10 years</b> , with 78% in Chinese Mainland, 81% in Asia-Pacific and 77% globally	AI will have an impact on jobs in the next three years	75% (2023:53%)	74% (2023:63%)	70% (2023:49%)
	GenAI will fundamentally change their profession in less than 10 years	78%	81%	77%
In terms of frequency of <b>GenAI usage, employees in Chinese Mainland are more active</b> than those in Global and Asia-Pacific	Use GenAI weekly	36%	21%	16%
	Use GenAI only once	3%	5%	6%
Data from Chinese Mainland indicates that <b>the frequency of using GenAI is positively correlated with employees' efficiency, salary, and job security</b>	GenAI will increase efficiencies in my time at work	77%	68%	61%
GenAI is viewed with both fears and hopes: <b>85% of employees in Chinese Mainland believe GenAI will positively impact their career, by creating opportunities for learning new skills and improving the quality of their work</b> , while 58% believe GenAI will negatively impact their career	Believe GenAI will have a positive impact on their career in terms of creating opportunities to learn new skills and improving the quality and creativity of their work	85%	81%	74%
	Believe GenAI will have a negative impact on their career in terms of providing incorrect or misleading information that seems credible	58%	57%	50%
The main barriers presenting Chinese Mainland employees from utilising GenAI <b>include employers' failure to provide access to GenAI at work, a lack of awareness of the opportunities to apply GenAI in their own work areas, and insufficient knowledge in using GenAI effectively</b>	My employer has not given me access to GenAI tools at work	29%	23%	24%

## Key Findings (3/3)

Key Findings	Statements	Chinese Mainland	APAC	Global
In 2023, people began to recognise the importance of transformation. One year later, <b>most employees are prepared for change</b> , however, <b>a clear divide remains between business leaders and non-leaders in terms of urgency, scale and readiness for transformation</b>	Managers strongly or very strongly agree that the most senior leaders possess the necessary skills and expertise to drive change	<b>56%</b>	<b>61%</b>	<b>58%</b>
	Non-managers strongly or very strongly agree that the most senior leaders possess the necessary skills and expertise to drive change	<b>40%</b>	<b>39%</b>	<b>37%</b>
After increasing from 2022 to 2023, the likelihood of employees in Chinese Mainland changing employers has decreased slightly this year, but <b>nearly one-third still plan to change their current employers in the coming year</b>	Ask for a pay raise	<b>44%</b> (2023:47%) (2022:43%)	<b>46%</b> (2023:43%) (2022:35%)	<b>43%</b> (2023:42%) (2022:35%)
	Ask for a promotion	<b>39%</b> (2023:47%) (2022:41%)	<b>39%</b> (2023:38%) (2022:31%)	<b>35%</b> (2023:35%) (2022:30%)
	Change employer	<b>31%</b> (2023:32%) (2022:13%)	<b>31%</b> (2023:28%) (2022:18%)	<b>28%</b> (2023:26%) (2022:19%)
Similar to their Global and Asia-Pacific counterparts, <b>nearly 80% of Chinese Mainland employees value the opportunities provided by their employers to learn new skills which influences their decision to stay with the company</b> . However, only about half of them feel their learning needs are being adequately met	Believe that the availability of opportunities to learn new skills will influence whether they stay with their current company	<b>86%</b>	<b>78%</b>	<b>77%</b>
	Believe that employers provide adequate training opportunities in new skills to promote their future career development	<b>61%</b>	<b>52%</b>	<b>47%</b>

Employees are experiencing significant changes in the workplace

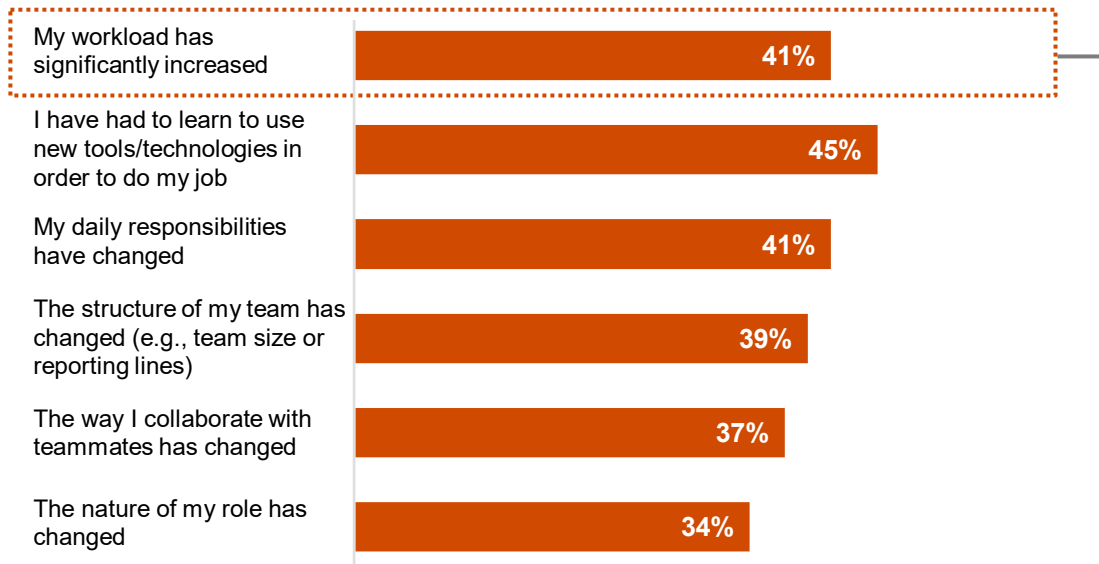


## Employees' Experience — Feelings

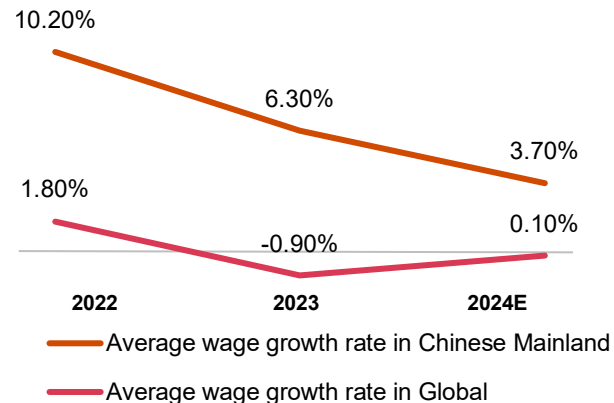
Employees are experiencing significant changes in the workplace: in the past 12 months, about 40% of Chinese Mainland employees experienced significant changes at work, and 41% of them clearly reporting that their workload has increased, but their wage has not seen a corresponding increase to match their heightened workload

Q: To what extent do the following statements describe changes you have experienced in your role, if any, in the last 12 months?(Showing only 'Large/Very large extent' responses)

Changes that Chinese Mainland employees experienced in the last 12 months



Compared to the surge in workload, employees' wage has not seen a corresponding increase\*



\*Source: 2023 growth rate of social wage in China Tier I city 2022-2023 The Global Wage Report: the impact of inflation and new coronary pneumonia on wages and purchasing power, International Labour organisation data

Employees are  
ready for change



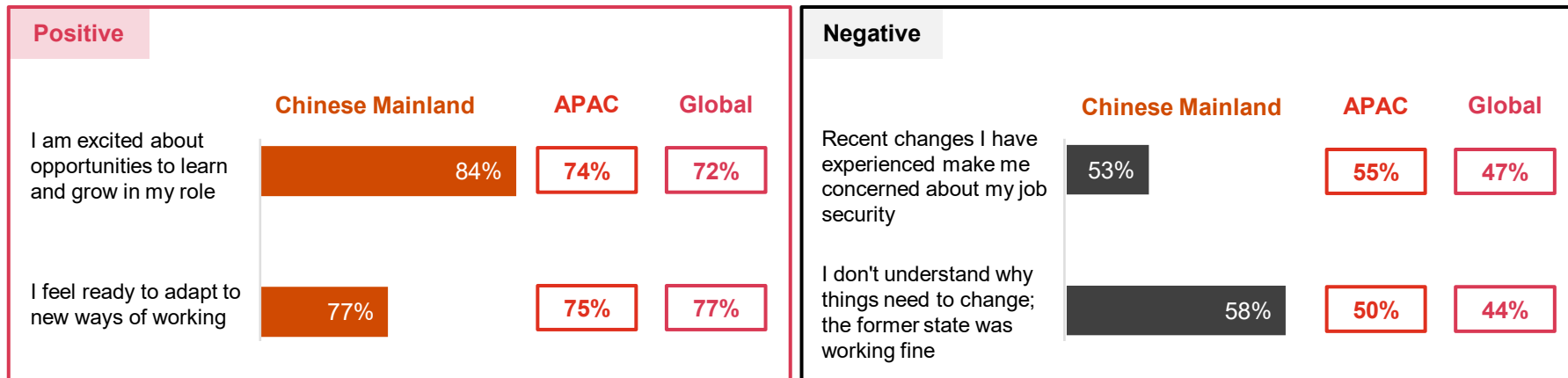
## Changing Readiness — Feelings

Employees are generally open to change: on the positive side, 77% of Chinese Mainland employees believe they are ready to adapt to new ways of working, and over 80% of them are satisfied with the opportunities for learning and growth in their roles last year. However, on the negative side, more than half of employees still concern about job security and question the necessity of changes

Q: Thinking about changes you have experienced in your role in the last 12 months, to what extent do you agree or disagree with the following statements?

Employees in Chinese Mainland are more aware of and positive about changes, compared to their Global and Asia-Pacific counterparts

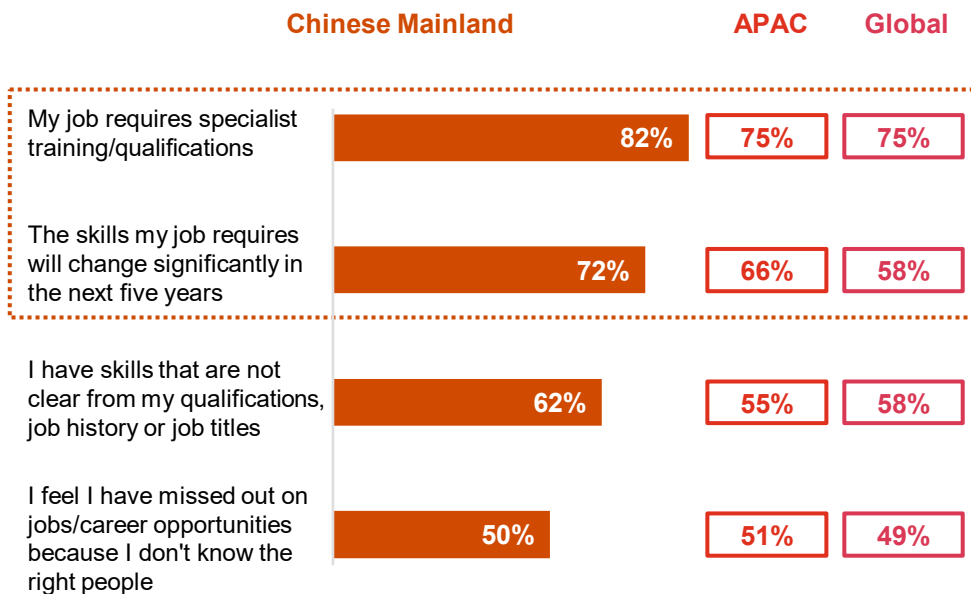
Employees in Chinese Mainland are also concerned about their job security, compared to their Global and Asia-Pacific counterparts



## Changing Readiness — Training

72% of Chinese Mainland employees believe that the skills required for their jobs will change significantly in the next five years. Similar to the trends in Global and Asia-Pacific, over three-quarters of them believe that their roles require specialist training/qualifications

Q: Regarding your current role, to what extent do you agree or disagree with the following statements? (Showing only 'Slightly/Moderate/Strongly agree' responses)



### Chinese Mainland employees across industries:

#### Who agree that their job requires specialist training/qualifications:

- Industries: Health (88%), Industrial Manufacturing & Automotive (87%), Energy, utilities & resources (85%), Consumer Markets (83%), Financial services (81%), Technology Media & Telecom (71%)

#### Who agree that the skills required in their jobs will change significantly in the next five years:

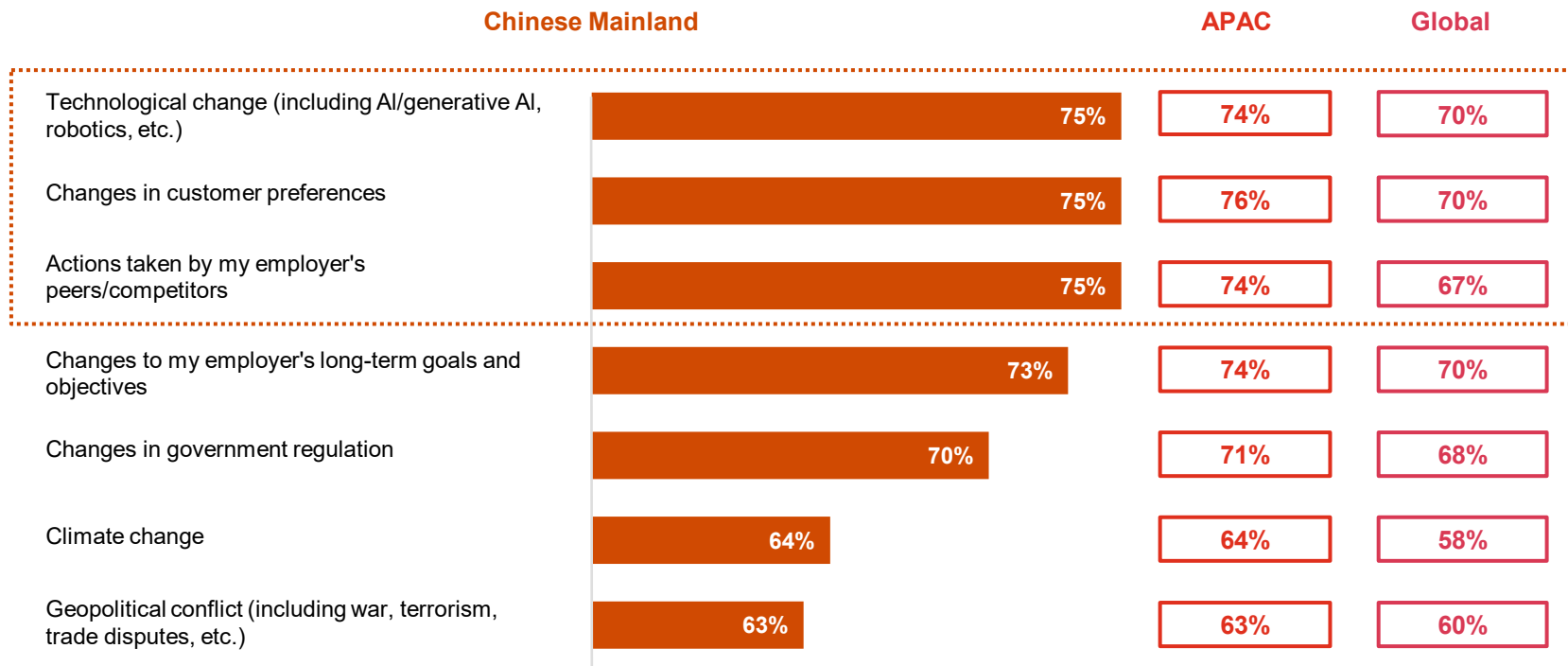
- Industries: Consumer Markets (75%), Industrial Manufacturing & Automotive (75%), Energy, utilities & resources (75%), Health (71%), Financial services (68%), Technology Media & Telecom (67%)



## Changing Readiness — Driver for changes

Employees of Chinese Mainland believe that technological changes - such as GenAI, robotics and other high-quality technologies - along with shifts in customer preferences and actions taken by competitors, will be the primary drivers of transformation over the next three years, similar to employee views in Global and Asia-Pacific

Q: In the next three years, to what extent, if any, do you think each of the following will impact your job? (Showing only 'Moderate/Large/Very large extent' responses)

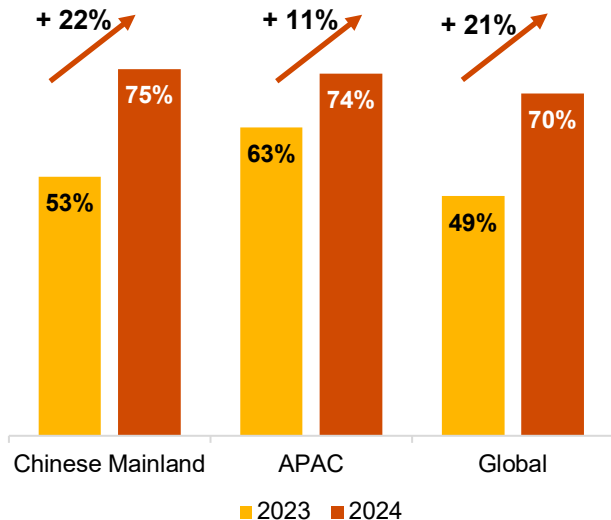


## Changing Readiness — The Expectation of GenAI

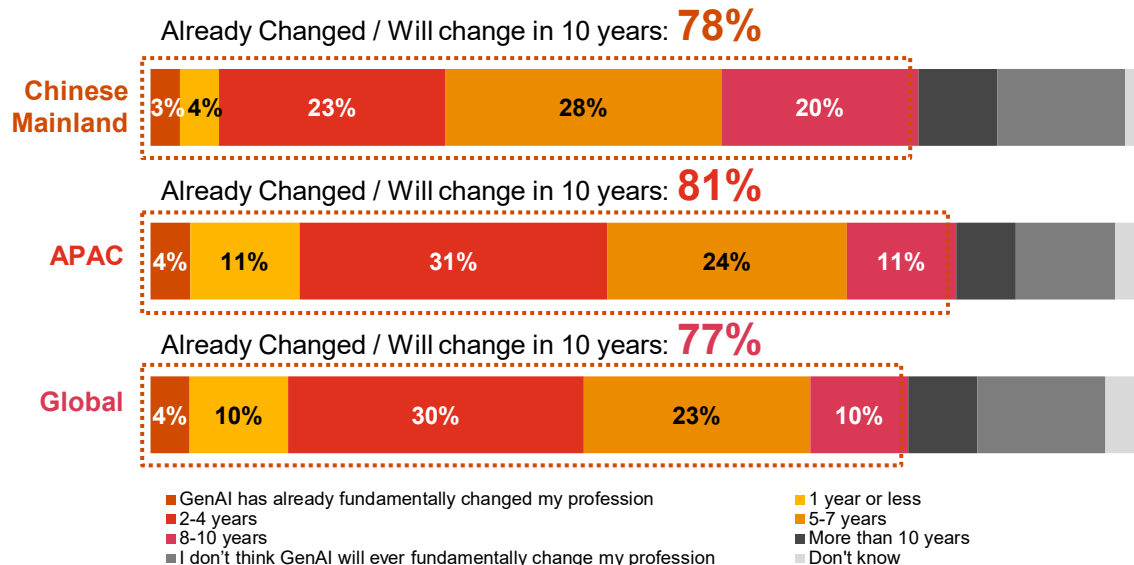
Similar to the trends in Global and Asia-Pacific, the percentage of Chinese Mainland employees who believe that GenAI will affect their jobs has increased. Nearly 80% of them believe that GenAI will have a fundamental impact on their profession in less than 10 years, with 78% in Chinese Mainland, 81% in Asia-Pacific and 77% globally

Q: How long do you think it will take for generative AI to fundamentally change your profession?

Over the past year, there has been a significant increase in the proportion of people who believe that GenAI will have an impact on their work in the next three years



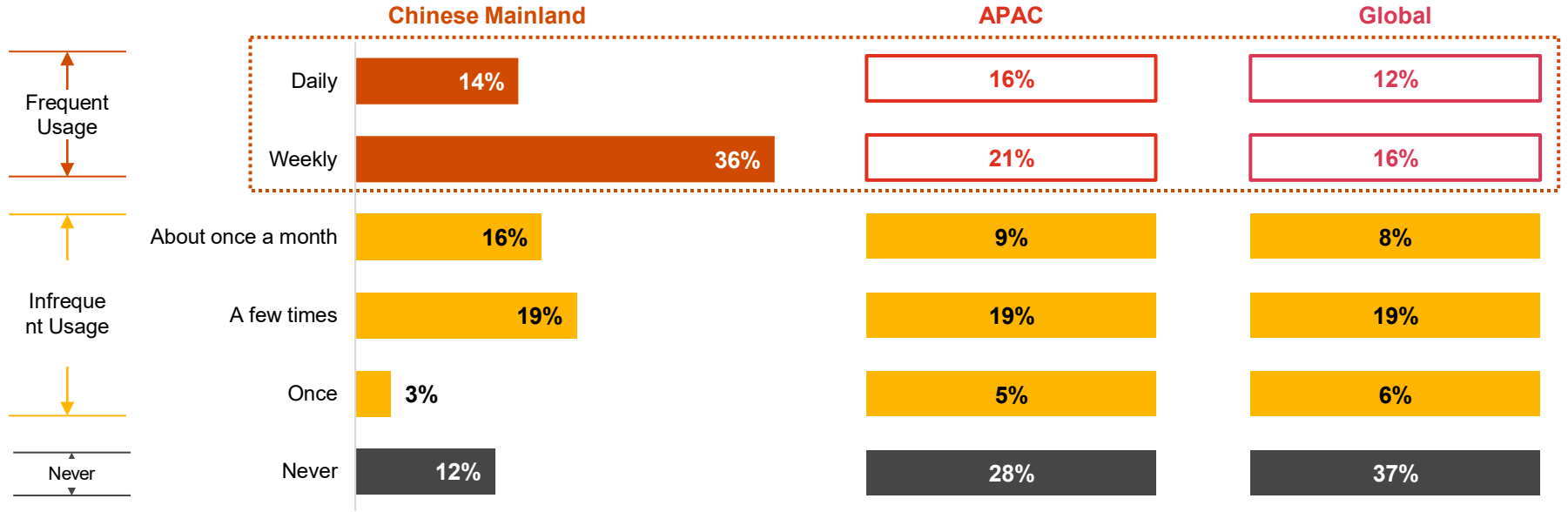
Nearly 80% of employees believe GenAI will fundamentally change their profession in less than 10 years



## Changing Readiness — Adoption of GenAI

In terms of frequency of GenAI usage, employees in Chinese Mainland are more active than those in Global and Asia-Pacific

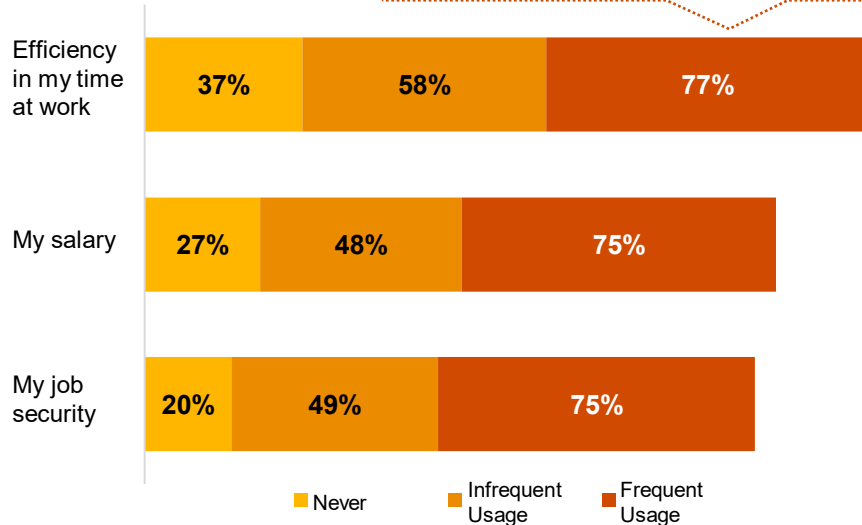
Q: In the past 12 months, how frequently, if at all, have you used generative AI tools (e.g., ChatGPT, DALL-E, etc.)?



## Changing Readiness — Impact of GenAI

Data from Chinese Mainland indicates that the frequency of using GenAI is positively correlated with employees' efficiency, salary, and job security

"The PwC 2024 AI Jobs Barometer Report", using GVA methods, verifies a significant positive correlation between AI penetration and productivity in the industry



Q: In the next 12 months, to what extent do you think generative AI will increase or decrease the following aspects of your job? (Showing only "increase" responses)

### Which of the following aspects will GenAI increase?

#### Efficiencies in my time at work

- Seniority: Management (72%), Non-managers (65%)
- Industries: Energy, utilities & resources (75%), Industrial Manufacturing & Automotive (74%), Health (72%), Consumer Markets (71%), Financial Services (70%), Technology Media & Telecom (60%)

#### My salary

- Seniority: Management (67%), Non-managers (53%)
- Industries: Energy, utilities & resources (69%), Consumer Markets (68%), Industrial Manufacturing & Automotive (66%), Health (65%), Financial Services (62%), Technology Media & Telecom (55%)

#### My job security

- Seniority: Management (68%), Non-managers (57%)
- Industries: Energy, utilities & resources (70%), Industrial Manufacturing & Automotive (69%), Health (68%), Consumer Markets (66%), Financial Services (65%), Technology Media & Telecom (59%)

## Changing Readiness — Sentiment from GenAI

GenAI is viewed with both fears and hopes: 85% of employees in Chinese Mainland believe GenAI will positively impact their career, by creating opportunities for learning new skills and improving the quality of their work, while 58% believe GenAI will negatively impact their career

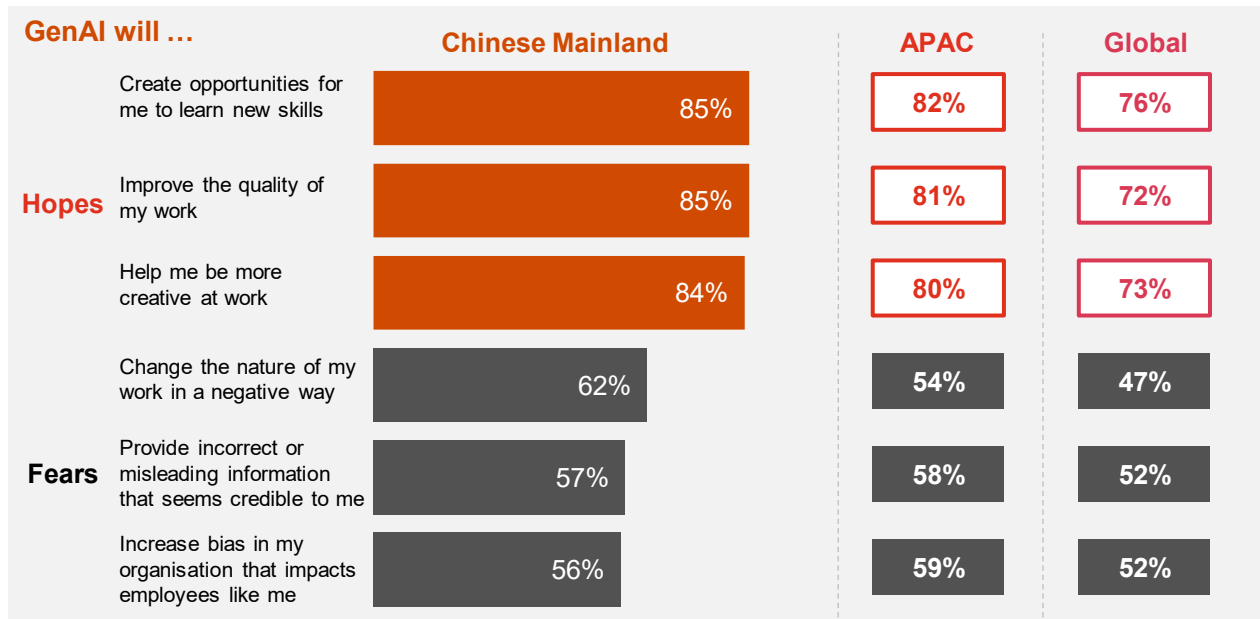
Q: Thinking about the potential impact of generative AI tools on your career, to what extent do you agree or disagree with the following statements? (Showing only “agree” responses)

# 85%

of Chinese employees believe GenAI has the potential to positively impact their work, such as creating opportunities to learn new skills and improving work quality and creativity.

# 58%

of Chinese employees believe GenAI can lead to potentially negative consequences for them, such as providing misleading information and increasing bias in their organisation.



## Changing Readiness — Barriers of Using GenAI

The main barriers presenting Chinese Mainland employees from utilising GenAI include employers' failure to provide access to GenAI at work, a lack of awareness of the opportunities to apply GenAI in their own work areas, and insufficient knowledge in using GenAI effectively

Q: Which of the following statements best describes why you have not used generative AI at work?

	Chinese Mainland	APAC	Global
My employer has not given me access to GenAI tools at work	29%	23%	24%
I don't think there are opportunities to use GenAI in my line of work	27%	36%	33%
I don't know how to use GenAI tools	21%	23%	23%
I don't think using GenAI tools at work will benefit my career	14%	17%	21%
My employer does not allow the use of GenAI tools at work	13%	13%	12%

Are leaders  
ready to engage  
change?



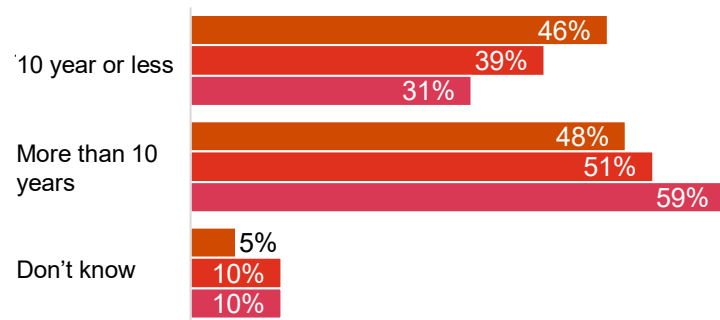
## Changing Readiness — Transformative Leadership

In 2023, people began to recognise the importance of transformation. One year later, most employees are prepared for change, however, a clear divide remains between business leaders and non-leaders in terms of urgency, scale and readiness for transformation

Q: To what extent do you agree or disagree with each of the following statements about your organisation's most senior leaders (e.g., CEO, CFO, owner)? (Showing only 'moderately agree' and 'strongly agree' responses)

Nearly half of Chinese Mainland employees believe their company will not be commercially viable for more than 10 years if it continues on its current path

■ Chinese Mainland ■ APAC ■ Global

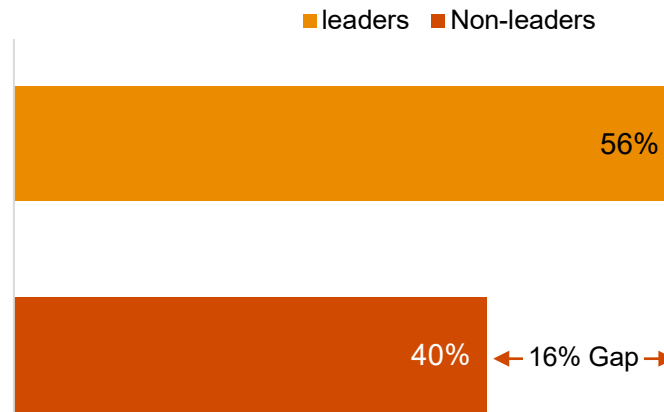


### From the industry perspective :

- Industry differentiation: Technology, Media and Telecommunications (57%), Energy, Utilities and Resources (50%), Consumer Markets (49%), Financial Services (48%), Industrial Manufacturing & Automotive (45%), Healthcare (38%)

Source: PwC 2023 Global Workforce Hopes and Fears Survey - Chinese Mainland Report, Q: Assuming your employer continues on its current path, how long do you think the company will be in business? Showing answers of "10 years or less", "more than 10 years" and "don't know".

Only 40% of employees in Chinese Mainland believe that the most senior leaders possess the necessary skills and expertise to drive change





Actions that  
employees may  
take in the next  
12 months



## Employee Feelings — Mobility Intention

After increasing from 2022 to 2023, the likelihood of employees in Chinese Mainland changing employers has decreased slightly this year, but nearly one-third still plan to change their current employers in the coming year

Q: How likely are you to take the following actions within the next 12 months? (Showing only 'Very/Extremely likely' responses)

Compared to 2023, the intention of Chinese Mainland employees to change employers has slightly decreased in 2024, but nearly one-third still plan to change their employers in the coming year

### Ask for a pay raise

43%

Likelihood of asking for a pay raise in 2022

47%

in 2023 increased by 4% over the last year

44%

in 2024 decreased by 3% over the last year

### Ask for a promotion

41%

Likelihood of asking for a promotion in 2022

47%

in 2023 increased by 6% over the last year

39%

in 2024 decreased by 8% over the last year

### Change employer

13%

Likelihood of changing employer in 2022

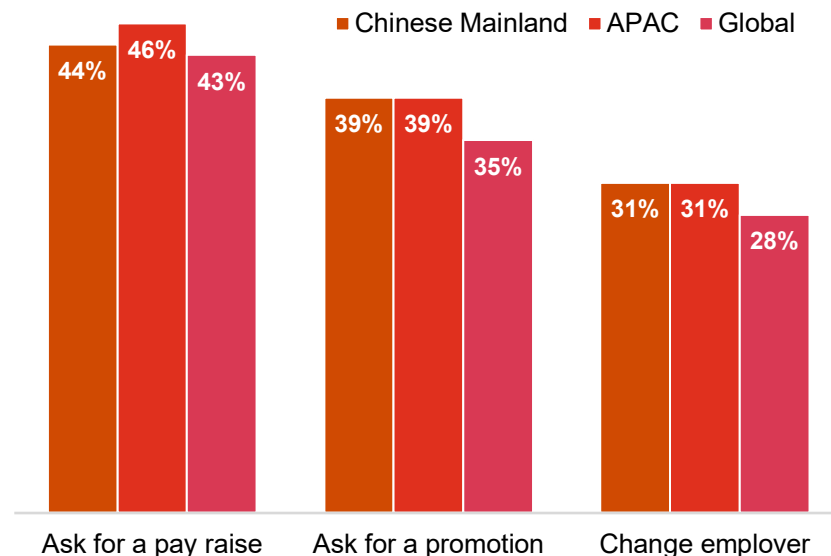
32%

in 2023 increased by 19% over the last year

31%

in 2024 decreased by 1% over the last year

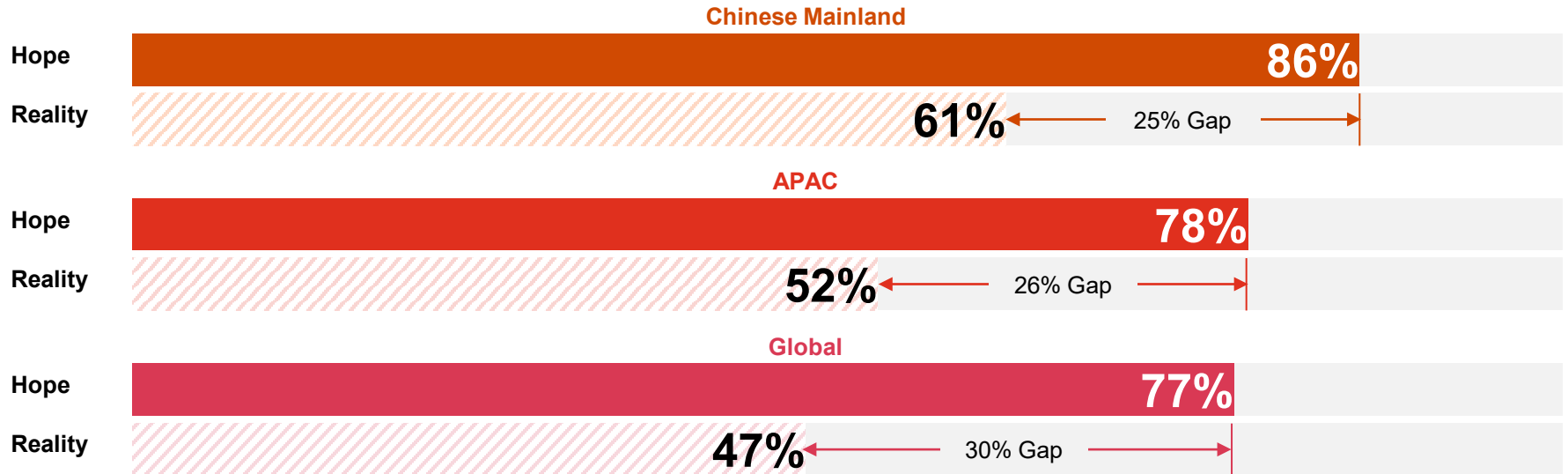
Employees in Chinese Mainland are more likely to ask for a pay raise, promotion, or change their employers in the coming year, compared to their Global and Asia-Pacific counterparts



## Employee Feelings — Mobility Intention

Similar to their Global and Asia-Pacific counterparts, nearly 80% of Chinese Mainland employees value the opportunities provided by their employers to learn new skills which influences their decision to stay with the company. However, only about half of them feel their learning needs are being adequately met

Q: Thinking about your decision to stay with your current employer or switch to a new one, to what extent would opportunities to learn new skills influence that decision? (Showing only 'To a moderately/Large/Very large extent' responses)  
Q: To what extent do you agree or disagree with the following statement: My employer provides me with adequate opportunities to learn new skills that will be helpful for my future career? (Showing only 'Moderately/Strongly agree' responses)



What should  
employers and  
business  
leaders do?



## Facts



**Employees are experiencing a surge in workload, yet their income has not seen a corresponding increase**

## Where to focus

- **Companies must accelerate the adoption of new quality productivity measures** and integrate them into their corporate strategy;
- **Companies should foster a corporate culture that advocates innovation** and encourages diverse perspectives to enable employees to reach their full potential and drive the engine of innovation;
- **Accelerating the adoption of cutting-edge technologies**, such as GenAI, robotics, and other technologies to alleviate the pressure on process stability, precision, and flexibility that traditional technologies often encounter. This will free employees from routine processes, allowing them to focus on more valuable work, such as innovation and decision-making, thereby enhancing the competitiveness and innovative capabilities of the organisation.

## What should employers and business leaders do? (2/4)

### Facts



**Employees are ready for change and eager to learn new skills, but employers find it difficult to provide them with sufficient and effective support**

### Where to focus

- **Strengthen the cultivation of talent with a business mindset:** End-to-end business awareness and high-quality talent are essential during transformation;
- **Design technology-driven talent training:** Training courses should be tailored to real business needs, utilising GenAI to create customised and contextualised learning experiences;
- **Optimising the traditional employment model and integrating technology empowerment into talent development strategy:** By fostering a human-machine collaboration model, companies significantly enhance organisation agility and responsiveness, while leveraging cutting-edge technologies to strengthen their competitive edge. Additionally, prioritising skills upgrading and talent cultivation not only support talent's individual career growth but also lays a solid foundation for the efficient and sustainable development of the organisation.

### Facts



**There is a noticeable gap between business leaders and non-leaders in terms of the urgency, scale, and readiness for change**

### Where to focus

- **Reshaping Transformative Leadership:** As leaders of transformation, they need not only to understand the essence of transformation but also have the ability to lead the organisation in reshaping and transforming, including:
  - **Providing clarity and vision:** Being able to gain insight into the development patterns of the business world, providing employees with a clear vision, and inspiring others to take positive actions. Leaders should also excel at assessing situations and making reasonable, wise decisions at critical moments;
  - **Embracing disruptive thinking:** Challenging the status quo and surpassing traditional constraints, to propose innovative solutions;
  - **Setting practical and challenging goals:** Combining organisational vision with employees' concerns, and leading the organisation and team to continuously overcome difficulties;
  - **Catalyzing organisational cohesion:** Build trust and foster cultural recognition. Provide employees with adequate authorisation and trust to promote self-drive and creativity;
  - **Deepening the cultivation of management skills:** Design differentiated assessment indicators more effectively and stimulate innovation, collaboration, and agility through goal management.

## Facts



**Customer demand and competitive landscape are constantly changing**

## Where to focus

- There are **three core initiatives** for transformation: **Globalisation, digital transformation, and deepening penetration into upstream and downstream of the industrial chain;**
- **Leading companies should be pioneers, promoting industrial upgrading and leading the overall transformation of the industry.** Small and medium-sized companies should adopt a prudent strategy and reasonably control their scale to ensure survival;
- **Control organisation size and focusing on core competencies:** Large organisations can be divided into end-to-end micro organisation units to improve internal process efficiency. The management and sa of large companies can reasonably and effectively delegated to each micro unit;
- **Diagnose business process and rationalise the logic behind:** Taking a holistic perspective, companies should thoroughly analyse business needs and market trends. Thereafter, they should conduct a comprehensive review of end-to-end business processes and optimise them, rather than just functional processes, to improve operational efficiency and responsiveness.



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# Thank you

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