

“Insights 6” Part II on Sale!

White and Blue Collars all in your hand now

Part
2



December 05
**Findings
from FGI**

Published by

 **Benefit one**



Company Introduction

Company Name	Benfit One Corporation 	Chinese 貝那商務諮詢（上海）有限公司 Japanese ベネフィット・ワン上海 English Benefit One Shanghai Inc. 
Established	15-Mar-96	2-May-12
資本金	JPY 1,516 million	RMB 11.36 million
上場	Listed on Tokyo Stock Exchange Market	N/A
本社所在地	3-12-18 Shibuya Shibuyaku, Tokyo	15th Floor, Shanghai Hang Seng Bank Tower, 1000Lujiazui Ring Road, Pudong New District, Shanghai
海外拠点	Shanghai, Beijing, San Francisco, Taipei, Jakarta, Bangkok, Singapore, Germany (under preparation)	



Board Members	Chairman	Tokuo Shiraishi
	Director	Masako Suzuki
	Director	Shouchirou Suzuki
	Supervisor	Yoshio Katou
GM	Shouchirou Suzuki	



- 1. Survey Overview**
- 2. Respondents Overview**
- 3. Six Key Insights**
- 4. Summary**

1. Survey Overview

Survey Method (Location)	Group Interview Shanghai (Justice-Reach Consulting FGI Room)
Survey Purpose	Get an understanding of benefit system and incentive system
Conditions for Respondent	Male and female employees with wholly Japanese owned enterprises (over 100 persons) Male and female employees with wholly American owned enterprises (over 100 persons)
Day	Jun 17 th 2014 (Tuesday) white-collar employees in their 30s (6 men + 6 women = 12 persons) Aug 30 th 2014 (Saturday) white-collar employees in their 20s (4 men + 4 women = 8 persons) Sep 17 th 2014 (Wednesday) blue-collar employees in their 20s (4 men + 4 women = 8 persons)
Time	(Jun 17 th) 120 minutes x 2 groups + (August and September) 90 minutes x 4 groups

30's White



20's White



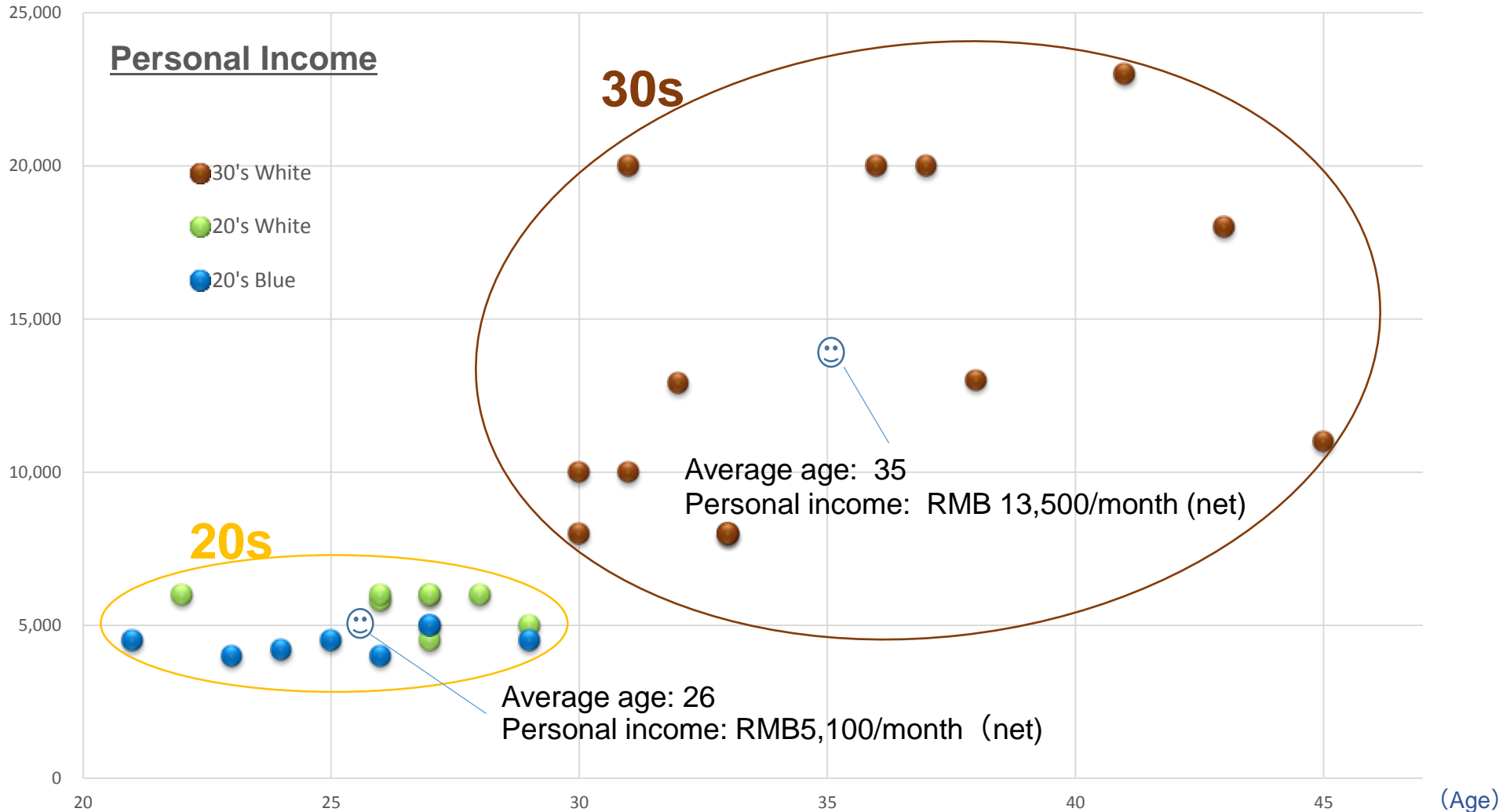
20's Blue



2. Respondents Overview

Personal Income : RMB 5100 (20s) ; RMB 13,500 (30s)

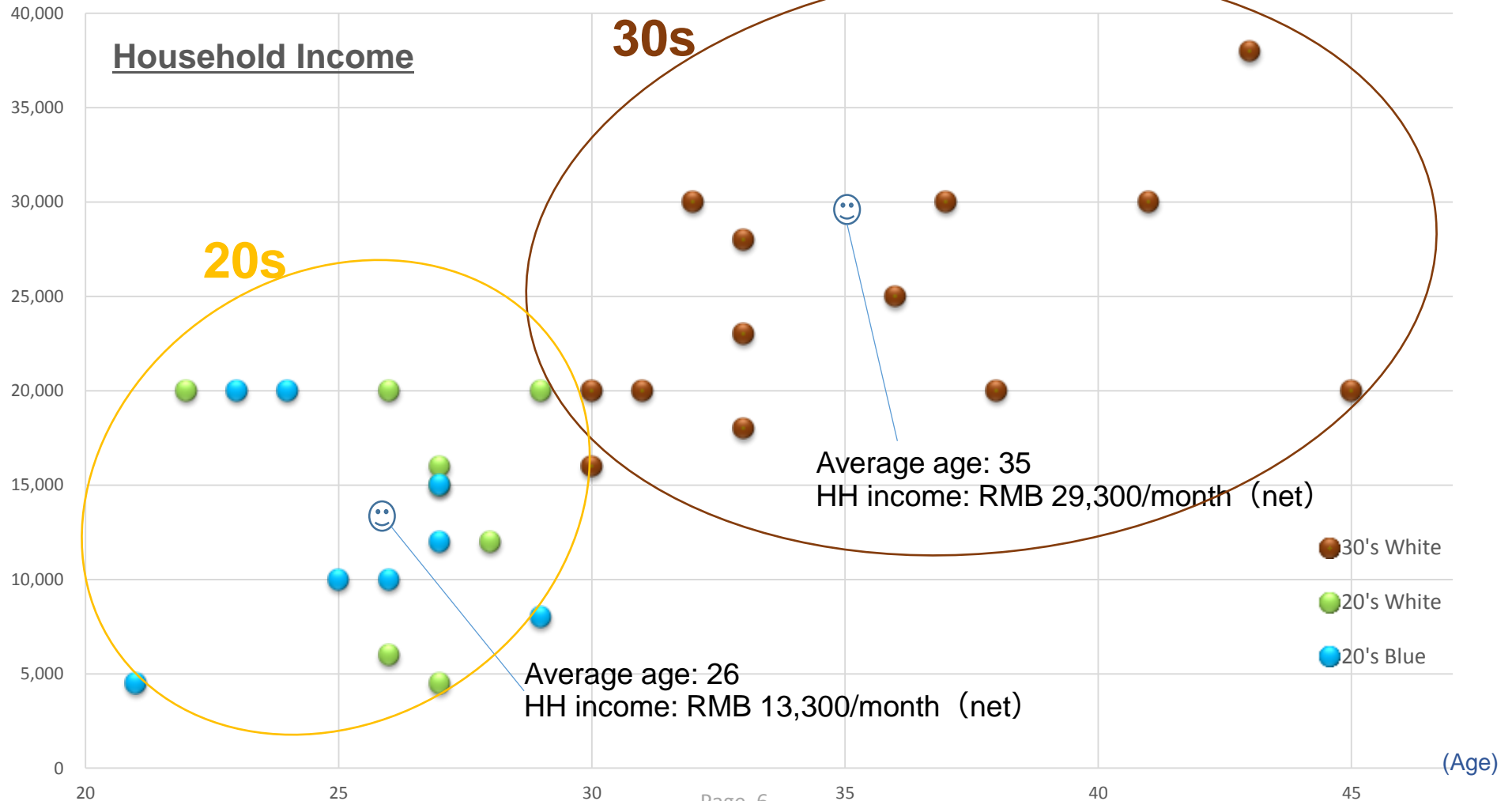
(net monthly income)



2. Respondents Overview

HH income: RMB 13,300 (20s) / RMB 29,300 (30s)

(net monthly income)



2. Respondents Overview

Shanghai native white collar employees in their 30s, who are married, and have no loan

- All are Shanghai natives
- Among 12 persons, 11 have been married; and among them, 10 have their children respectively
- All are university graduates
- Half of them answered that they have no housing loan. But those answering that they did have housing loan, are entitled to subsidy from company; and therefore have no actual burden (or almost have no burden)

	Sex	Age	Net Personal income	Net HH income	Shanghai Native	Married	Have Kids	Have House
30's White White collar employees in their 30s	M1	30	10,000	20,000	✓			✓
	M2	45	11,000	20,000	✓	✓	✓	✓
	M3	38	13,000	20,000	✓	✓	✓	✓
	M4	41	23,000	30,000	✓	✓	✓	✓
	M5	33	8,000	23,000	✓	✓	✓	✓
	M6	36	20,000	25,000	✓	✓	✓	✓
	F1	43	18,000	38,000	✓	✓	✓	✓
	F2	32	12,900	30,000	✓	✓	✓	✓
	F3	31	10,000	20,000	✓	✓	✓	✓
	F4	31	20,000	80,000	✓	✓	✓	✓
	F5	33	8,000	18,000	✓	✓	✓	✓
	F6	33	8,000	28,000	✓	✓		✓
Average		35.5	13,492	29,333				

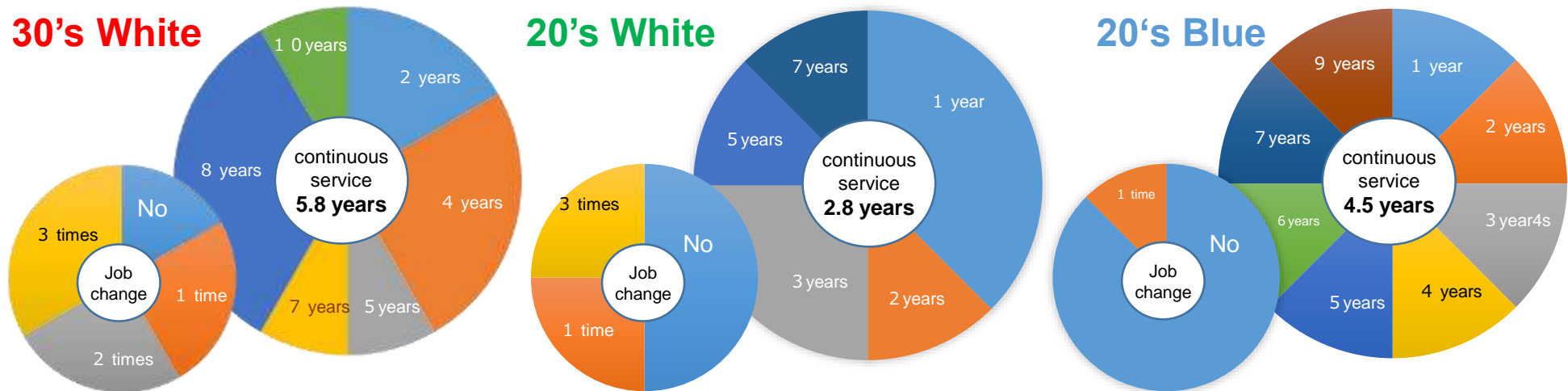
2. Respondents Overview

Supports from parents when purchasing house is common

	Sex	Age	Net Personal Income	Net HH income	Shanghai Native	Married	Have Kids	Have House	Have Housing Loan	Have House Rent	Support From Parents
20's White	M1	27	4,500	4,500						RMB 900	✓
	M2	26	6,000	6,000						RMB 1600	✓
	M3	22	6,000	20,000	✓			✓			✓
	M4	28	6,000	12,000	✓						
	F1	29	5,000	20,000	✓	✓	✓	✓			✓
	F2	27	6,000	16,000		✓				RMB 1600	
	F3	27	6,000	15,000	✓	✓	✓	✓			✓
	F4	26	5,800	20,000	✓						
20's Blue	M1	24	4,200	20,000	✓						✓
	M2	29	4,500	8,000	✓	✓	✓				✓
	M3	21	4,500	4,500						RMB 800	✓
	M4	27	5,000	12,000	✓	✓		✓			✓
	F1	27	5,000	15,000	✓	✓	✓	✓			✓
	F2	26	4,000	10,000		✓	✓			RMB 1000	
	F3	25	4,500	10,000		✓	✓	✓	✓	*RMB 600	
	F4	23	4,000	20,000	✓						✓
Average		25.9	5,063	13,313	* while bearing a loan for houses purchased as parent home (in Jiangsu Province) , lease a house in Shanghai and therefore have to pay rent						

2. Respondents Overview

30s/20s Whites: Increased salary by changing Jobs
20s Blues: Promotion is priority than changing Job



- The years of continuous service is longer than the average number of white collar employees in Shanghai (less than 4 years)
- White collar employees in their 20s just started to work and therefore don't change their jobs for many times
- The number of job changes is very low even when considering the years of continuous service. (particular to Shanghai?)

Six



(insights)

To Open Chinese Employees' **HEARTs**



Key Insight 1

Own House, Parents and Children



Owning House is most important after life itself



20's Blue

Q: 看来男生对房子比较关注一点。

A: 现在没房子，说的不好听没房子讨不到老婆。



Manufacturer 24 years old, unmarried, having a household monthly income of RMB 20,000.00



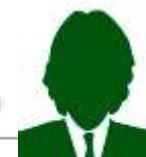
20's Blue

Q: 还是有买房的计划？

A: 结婚再说，现在不买不太可能。



Manufacturer, 24 years, unmarried, having a household monthly income of RMB 20,000.00



20's White

Q: 有没有一种福利制度，让你们觉得我跳槽去这个公司特别好，特别吸引你去跳槽的？

A: 如果有分房子，就好



Manufacturer, 26 years, unmarried, having a household monthly income of RMB 6,000.00

Q: To purchase a house, is mandatory for men.

A: I think so. If we have no house, we will have no wife

Q: Do you have a plan to purchase a house

A: Yes, if we consider marriage, it is impossible not to purchase one.

Q: Is there a benefit which is attractive so much that you desires to work with this company ?

A: It will be terrific if a house is available to us.

Owning House is most important after life itself



Key Insight 1 ~ Own House , parents and children

凯欣豪园 (Kaixin Apartment)

Shanghai
Zhongshan Park

Subway Line 2
Zhongshan Park
station
6 minute walk away



52m ²	Purchase	RMB 2.9 million	103m ²	Purchase	RMB 5.8 million
	Lease	RMB 6,000		Lease	RMB 8,500

阳光100 国际公寓 (Sunshine 100 International Apartments)

Beijing
Int'l Trading Tower

Subway Line 1
Dawang Rd Station
10 minute walk away



55m ²	Purchase	RMB 2.2 million	106m ²	Purchase	RMB 5.00 million
	Lease	RMB 6,300		Lease	RMB 9,500

维罗纳贵都 (Verona Place)

Shanghai
Songjiang

Subway Line 9
Songjiang Sport Center
Station
7 minute drive away
(2.3km)



54m ²	Purchase	RMB 1.1 million	104m ²	Purchase	RMB 1.75 million
	Lease	RMB 2,300		Lease	RMB 3,000

新国展 国际公寓 (Xinguozhan International Apartments)

Beijing
Shunyi

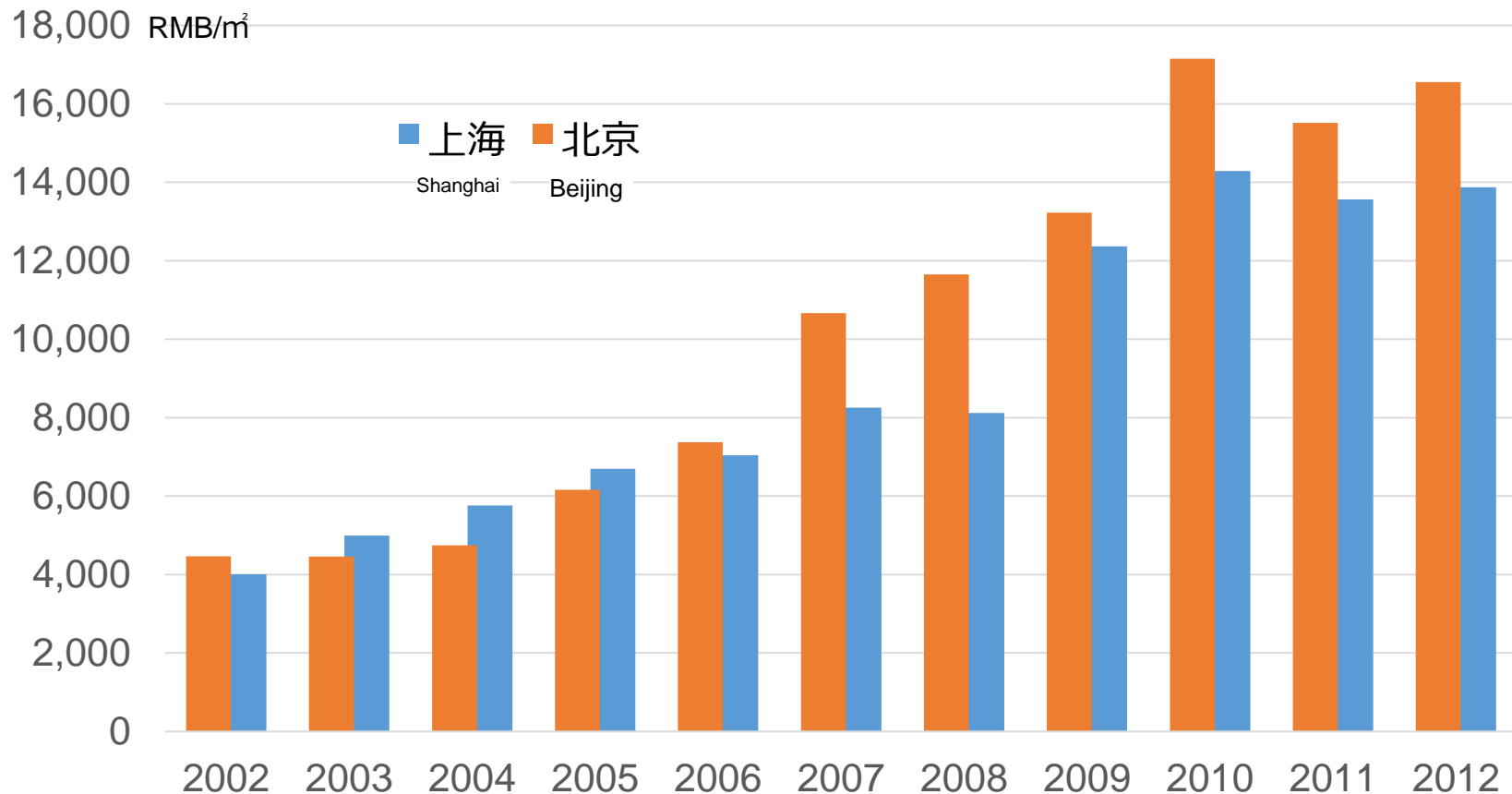
Subway Line 15
Hualikan station
7 minute away away



52m ²	Purchase	RMB 1.43 million	102m ²	Purchase	RMB 2.3 million
	Lease	RMB 2,500		Lease	RMB 3,600

Prices for houses in Beijing and Shanghai increased by more than 3 times over past 10 years

Prices for houses located in downtown increased by more than 10 times . * Zhongshan Park 4,000 → 50,000 RMB /m²



Source: statistics of National Bureau of Statistic of China

Parents of wife and husband to support purchasing house



20's White

Q: 当时买房子的时候父母有给你们资助吗？

A: 有，必须的。这个房子本来就有的，我老公家里。



Manufacturer 29 years old, married, having a child, a monthly household income of RMB 20,000.00



20's Blue

Q: 我看到你好像有房贷。

A: 因为毕业了、要结婚，我妈妈给我买了一套新房。



Finance, 24 years old, unmarried, a monthly household income of RMB 20,000.00



20's Blue

Q: 房子是自己有房子了？

A: 不是我买的，我爸帮我买的，我没能力自己买。



Manufacturer, 27 years old, married, a monthly household income of RMB 12,000.00

Q: Do you have assistance from your parents when purchasing the house ?

A: Of course, my husband already had the house before marriage.

Q: You still have to repay the loan ?

A: No, my mother already purchased one for me after my graduation

Q: Did you purchased your house by yourself ?

A: Not, my father purchased it for me. I cannot afford it by myself

Parents have great influence over selection of job



20's White

专业学的是旅游。我妈妈说，一天到晚往外跑，太辛苦了，银行稳定，实习去了交通银行。



Finance, 24 years old, unmarried, a monthly household income of RMB 20,000.00



Japanese Finance Company GM

原本内定录用的人员突然不来了，理由是“父母说‘不要去日本公司’”，还不止一个，感到很震惊。

I majored in travel in university. But my mother advised me, it is too hard to travel around the world, and she arranged a bank for me to work for.

I heard from the candidates about their reason for refusal to work with us. It was really shocked, since I know their parent advised them not work with a Japanese enterprise.

Parents have great influences over marriage as well

Parent go on a marriage meeting on their child's behalf at Shanghai People's Park

<Examples for seeking a marriage >

Man No. 452 : born in 1980. 1.76m tall, college graduate, Shanghai native, having a house available for marriage, monthly income of RMB 4500, handsome.

Woman No. 990 : born in 1990. 1.67m tall. college graduate. registered domicile in Henan Province, working in Shanghai, a monthly income of RMB 5,000, unmarried, good looking
Desired spouse: 1.75m tall or above, thrifty, having a steady and promising job.



Benefit/commendation, which an employee can boast about before his/her parents, is powerful



30's White

我换了一个照相机给在成都的爸爸，被称赞了



Manufacturer
(enterprise having introduced point-based welfare)



30's White

我曾经换了洗脚机给母亲，还有换了豆浆机给我的老婆。



Service
(enterprise having introduced point-based welfare)

I exchanged points for a cannon camera and gave it to my father living in Chengdu who expressed his praise that my company is very good.

I once exchanged points for a foot washing machine and soymilk machine and gave them to my mothers who expressed her praise that I have a good boss.

Once have a child, a female employee will prioritize them



30's White

Q: 如果你跳槽的话，你考虑的方向会是怎么样的排列？

A: 因为现在有孩子了吧，可能考虑的会均衡一些，工作量很均衡。然后尽量离家近一些，不要太远



Manufacturer, 43 years old, married, having a child, a monthly household income of RMB 38,000. 00

Q: If you change your job, what do you think is important?

A: Since I want spend my time with my child, so appropriate work/private balance is important



20's White

Q: 就因为上班比较近，所以在一家公司呆了七年？

A: 而且关键有小孩，如果近的话，比较方便照顾家庭，有什么事的话比较方便。



Manufacturer 29 years old, married, having a child, a monthly household income of RMB 20,000. 00

Q: Do you work with the company for 7 consecutive years just because it is near your home?

A: Yes, since I have a child, it is good to work nearby.



30's White

Q: 希望增加哪些福利？

A: 希望可以提供员工子女医疗险。



Finance, 31 years old, married, having a child, a monthly household income of RMB 80,000.00

Q: What benefit do you desire for

A: medical insurance in favor of child

Key Insight 1 ~ Own House , parents and children

As for White collar employees, they are enjoying sufficient insurance, pension, supplemental housing reserve

The companies, led by big companies, now make available sufficient subsidy for supplemental housing reserve

		Supplemental Medical Insurance	Accident Insurance	Supplemental Pension (External)	Supplemental Reserve	Enterprise Annuity (Internal)
30's White	M1	✓	✓		✓	
	M2	✓			✓	
	M3	✓	✓	✓	✓	
	M4	✓	✓		✓	
	M5	✓	✓	✓	✓	
	M6	✓	✓	✓	✓	✓
	F1	✓	✓	✓	✓	✓
	F2	✓	✓			
	F3		✓	✓	✓	
	F4	✓		✓	✓	✓
	F5	✓				
	F6	✓		✓		
20's White	M1		✓		✓	
	M2					
	M3	✓	✓			✓
	M4	✓	✓			
	F1	✓	✓			
	F2					
	F3	✓	✓			
	F4	✓	✓	✓	✓	

Key Insight 1 ~ Own House , parents and children

For blue collar employees,
there is almost no insurance,
pension, and supplemental
housing reserve
That why, they are not so
familiar with those benefits.

		Supplemental Medical Insurance	Accident Insurance	Supplemental Pension	Supplemen Reserve	Enterprise Annuity
20's Blue	M1	✓				
	M2					
	M3					
	M4	✓				✓
	F1					
	F2					
	F3					
	F4					



补充养老保险
我也不知道是
怎么回事。



Manufacturer, 27
years old, married,
having a child, a
monthly household
income of RMB
15,000.00



年金我被说明之前
不知道。



Manufacturer, 28 years,
unmarried, a monthly household
income of RMB 12,000.00

企业年金不知道。



Manufacturer, 24 years old,
unmarried, a monthly household
income of RMB 20,000.00

What is the so
called
supplemental
pension
insurance

- Annuity, I heard about it for the first time today.
- Enterprise annuity, what is that



Proposal 1

from  Benefit one

Key Insight 1
Own House,
parent and
children





Must take care of Housing, children, and parents



- Sufficient supplemental housing reserve
- Sufficient saving support



- Sufficient supplemental medical insurance
- Sufficient leave system



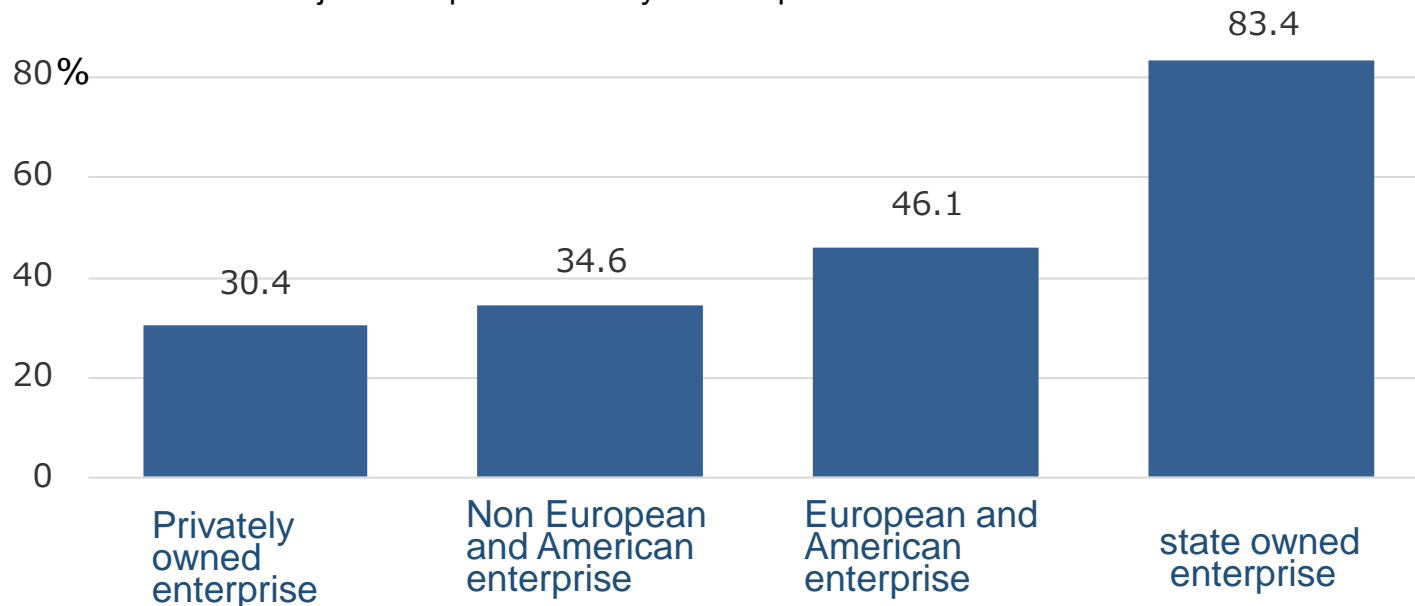
- Commendation involving parents
- Event in which an employee can take part together with his/her family



There is a high need for supplemental housing reserve and saving allowance, but you have to manage its introduction.

Implementation of housing assistance system in first-tier cities

51job “A Report on Survey of Enterprise Benefit for 2013”

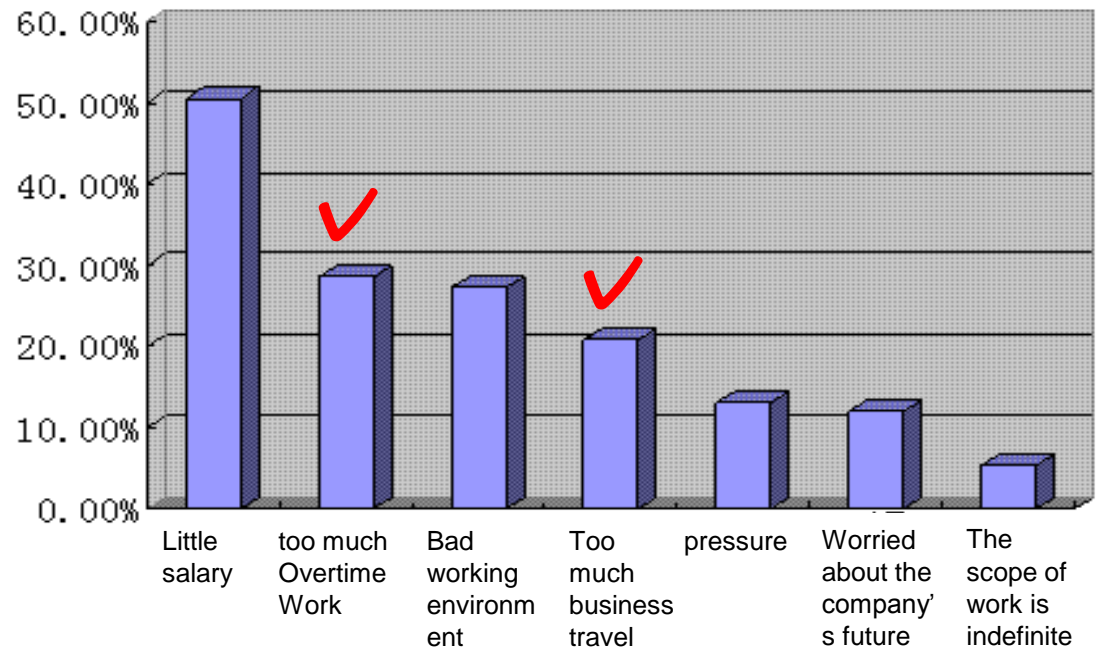




Ensure the time your employee can spend together with their Childs

- Due to overtime work and business travel, we spent less time together with my family, therefore I want to change my job.
- That why there is a high demand for sufficient leave system

Reason of job change



Data source : Screen Wall Talent Web (<http://mq.tmjob88.com>)



It is Must to Fully Meet the Need for Medical Insurance (1)

- Especially in foreign owned enterprises, it is taken for granted (if not available, they may feel negative)
- Blue collar and young employees will not take it as necessary

Q: Is there supplemental medical insurance?

A: There is, but since I am healthy, I don't use it .

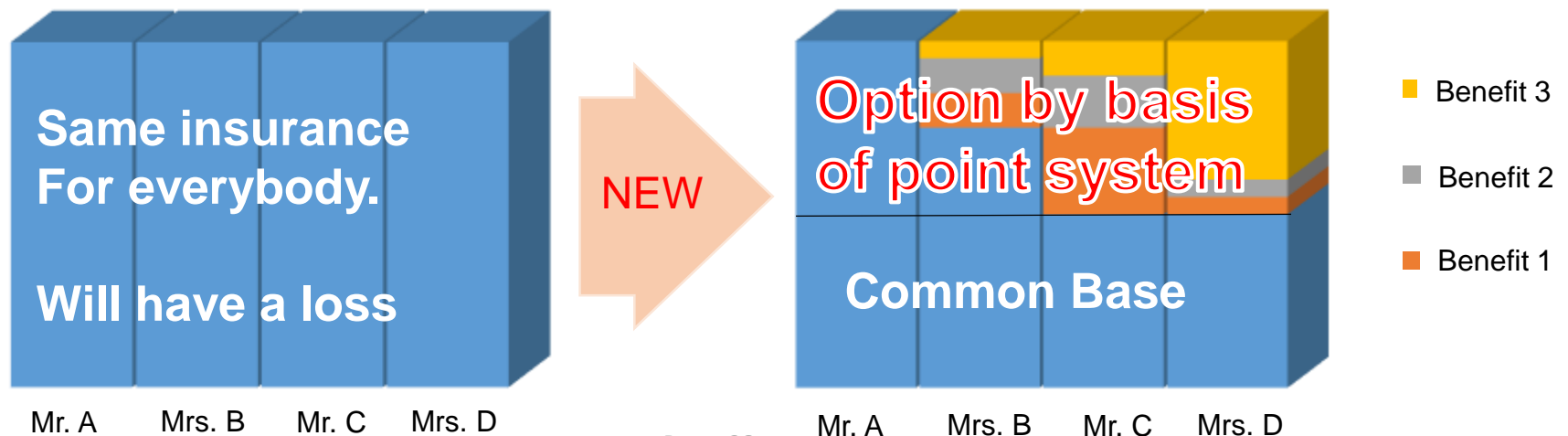
Q: Can your family use it ?

A: Yes, as the company's system, an employee's child and wife can use it , but I am single now, it has nothing to do with me



It is Must to Fully Meet the Need for Medical Insurance (1)

Different employees have different needs, but all of employees can join fundamental insurance; and additional insurance is made available at employee's option.





Commendation Involving Employees' Family is Powerful

Go on an employee tour together with family



Commendation received together with father

张勇 (Zhang yong)
GM of 海底捞
(Hai di lao)

- Visiting excellent employee's parents' home to express solicitude
- Paying hundreds of RMB to excellent employees' parents as a subsidy.
- Provide dormitory near working place (net connection, television, air conditioner are available)
- Open a school in Sichuan to provide education to employees' children free of charge .
- It is said that it also create a special medical fund in favor of its employees.



**Male
employee prefers
“HONOR”**

**Female
employee takes
“PROFITS”**

Insight 2



Male prefer spiritual commendation than small cash



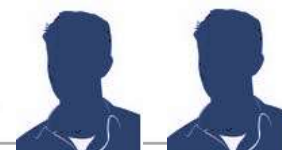
30's White

Q: 1000元以内的话
宁可选择精神奖励？

A: 我如果得到这个
奖状，万一要跳槽
什么的这这也是我的
资历



Manufacturer 36 years old married
having a child monthly household
income of RMB 25,000



20's Blue

Q: 如果一边是精神奖励，你们喜欢的和总经理
吃饭或其他的精神奖励，一边是现金，现金到
多少会放弃精神奖励？

A: 假如说我这个精神奖励对我
以后的职业生涯有帮助的我
肯定不要现金要精神奖励。

A: (和总经理吃饭)这是一种荣誉。



Manufacturer, 24 years old,
unmarried, a monthly household
income of RMB 15,000.00



Manufacturer, 27 years old,
married, having a child, a monthly
household income of RMB
8,000.00

Q: Do you prefer spiritual
commendation to money
amounting to not more than
RMB 1000?

A: Yes, I can have it written
into my resume

Q: Which one do you prefer, a dinner together with GM
or money?

A: As a work encouragement, it will help my future
career, I will not select money.

A: (dinner together with GM) it is a great honor.

Female not interested in career and spiritual commendation



Q: 奖励的时候一边是精神表彰一边是现金表彰，选哪个？
A: 现金。

All of blue collar employees



Q: (同様)
A: 哪怕一百块也要。



Manufacturer, 27 years old, married, having a child, a monthly household income of RMB 15,000.00

Q: If you are granted any reward, which do you prefer, spiritual commendation or money ?

A: (4 person answered at same time) Money !

A: Even it is RMB 100, I will prefer money



Q: 你觉得你自己未来有升上去的可能吗？你有升上去的想法吗？
A: 应该没有。我们那里车间管理层都是男同志，都是男同志。



Manufacturer, 25 years old, married, having a child, a monthly household income of RMB 10,000.00

Q: Do you think that you have chance to be promoted

A: I don't think so. All of persons who are appointed to managerial positions are men.

Female prefers actual one (money, shopping card, daily goods)



20's White

Q: 不管现金表彰多少也
选现金，一百块也
选现金，
另外是单位里表扬你？
A: 不要，还是现金。



Trading, 27 years old, married,
having a child, a monthly household
income of RMB 15,000.00



20's White

Q: (奖励) 对你来
说实用是什么？
A: 消费卡之类的。



Manufacturer, 28 years old,
married, having no child, a
monthly household income of
RMB 12,000.00



20's
White

Q: 如果实物奖励的话
你们想要什么的東西？
A: 比如日常生活用品，
或者水果，或者海鲜鱼
肉类的。



Manufacturer, 27 years old, married,
having a child, a monthly household
income of RMB 15,000.00

Q: Even it is RMB 100 in
cash, do you prefer money;
and have no interest in any
other reward?

A: No , I still prefer money

Q: What is the
actual use of reward
for you?

A: Shopping card
and the like

Q: In case of in kind payment
what do you prefer?

A: Articles for daily use, fruits,
fresh fish and meat, and so on

Is commodities exchange at a woman's option ?!



30's White

和老婆商量怎么用
公司发的积分，
结果被强制性地
去换了厨房用品。



Manufacturer
(enterprise having introduced point based benefit)

When I talked with my wife about how to use the point acquired from the company, she decided unilaterally to exchange the point for kitchen articles



30's White

换了日本进口的
婴儿纸尿裤，
品质很好，
老婆挺高兴的。



Service
(enterprise having introduced point based benefit)

We exchanged the points for Japan made paper diaper. Since it is of good quality, my wife is very happy.

Key Insight 3

Outdated in-kind payment



Key Insight 3 ~ Outdated In-Kind Payment

Each company offers various goods



Unit : RMB		Articles	Articles	Shopping Card	Cash
30's White	M1		✓	✓	✓
	M2		✓	✓	✓
	M3		✓		
	M4		✓	✓	✓
	M5		✓	✓	
	M6		✓	✓	✓
	F1			✓	✓
	F2	✓	✓		
	F3		✓	✓	
	F4		✓	✓	✓
20's White	F5	✓	✓	✓	✓
	F6	✓	✓	✓	
	M1	✓		100-300	
	M2				
	M3	✓		400	
	M4		300	300	
	F1	✓	200	300	
	F2		100		
20's Blue	F3		200	100	
	F4	✓	100		100
	M1			200-500	
	M2		✓	100-200	
	M3	✓			300
	M4	✓			
	F1				
	F2	✓			
	F3				
	F4		300	200	

※Figure shows the amount offered for each time

In-kind payment is not welcomed by every one



30's White

上次端午节发粽子、很大一堆拎回去很重



finance 31 years old married
having a child, a monthly household
income of RMB 80,000



20's Blue

因为实物发的是月饼，所以不太需要



Manufacturer, 26 years, married,
having a child, a monthly household
income of RMB 10,000.00



20's Blue

ok卡蛮好的，油米还要搬回去



Manufacturer, 27 years, married,
having no child, a monthly household
income of RMB 12,000.00

At last dragon boat festival, we took a lot of cakes wrapped in bamboo leaves, which are quite heavy

Since what is offered is moon cake, I don't need them very much

If it is shopping card, it will be very good. But It is still troublesome to take oil back home.

In-kind payment is not welcomed by every one



30's White

因为那个东西第一个你提回去也烦，第二个还有个人喜好问题



Trading company, 43 years old married, having a child, a monthly household income of RMB 38,000



30's White

券的话我不是很感兴趣。还要去领，很烦的



Manufacturer, 36 years old, married, having a child, a monthly household income of RMB 25,000



20's
White

公司发给你的哈根达斯券，容易过期，如果一直不记得用的话就浪费了



Advertisement company, 26 years old, unmarried, having no child, a monthly household income of RMB 20,000.00

First, after exchange it is troublesome to get the commodities back home. Second the problem is whether I like it or not.

I have no interest in exchange coupon. it is very troublesome to exchange it for commodities

I was offered Haagen-Dazs coupon from company. It is good, but a waste if I forget the valid period.

Shopping card is welcomed by everyone



30's White

可能更实际一点的话消费卡一类的更适合可以自己决定买什么东西



IT company, 33 years old, married, having a child, a monthly household income of RMB 23,000.00



30's White

不可能发现金，打到卡里作为工资还牵涉到个人所得税所以发卡券是最隐讳的



Manufacturer, 43 years old, married, having a child, a monthly household income of RMB 38, 000.00



20's Blue

我们的消费卡还是可以的



Manufacturer, 26 years old, married, having a child, a monthly household income of RMB 10, 000.00

还是消费卡比较方便一点



Manufacturer, 25 years old, married, having a child, a monthly household income of RMB 10, 000.00

If possible, I think that shopping card is good and I can use it to buy what I like

It is impossible to distribute cash. Individual income tax shall be paid if transferred to the bank as salary. So shopping card is the best way to avoid paying tax

The shopping card which I was offered from the company is very good. It is convenient to use shopping card

But Shopping card and cash to easily become vested interest



Japanese IT
Company GM

今年工会提要求说
“希望把生日发的购物卡
从200元提到300元”。
做领导不容易啊…。

This year, the trade union demands that as a gift for birthday, the amount transferred to shopping should be increased from RMB 200 to RMB 300. It is really a hard world to live in.



20's Blue

我刚刚进药厂的时候，那时候是三百块，后来大家集体反映，后来有点像罢工的意思，感觉三百块是给要饭的。大家反映了一下，我们这个公司老板就说了，那样，七百五十块。



Manufacturer , 27 years old, married, having no child, a monthly household income of RMB 12, 000.00

The quarterly bonus is only RMB 300. The employees intended to go on a strike since it seems that such amount is offered to beggar. Therefore, the boss promised to offer RMB 750.00.

Key Insight 3 ~ Outdated In-Kind Payment

20s : Present interest > Items to the future

<Benefit being desired from now on>

White collar employees in their 20s								Blue collar employees in their 20s							
M1	M2	M3	M4	F1	F2	F3	F4	M1	M2	M3	M4	F1	F2	F3	F4
Supplemental medical insurance	Housing Subsidy	Employee Canteen	Supplemental Housing Reserve	Supplemental Pension Insurance	Supplemental Housing Reserve	Quarterly Bonus in cash	Birthday Leave	Supplemental Housing Reserve	Supplemental Housing Reserve	Quarterly Bonus in cash	Accident Insurance	Quarterly Bonus in cash	Quarterly Bonus in cash	Supplemental Housing Reserve	Quarterly Bonus in cash
Quarterly Bonus in cash	Enterprise Saving	Enterprise Saving	Supplemental Pension Insurance	Supplemental medical insurance	Supplemental Pension Insurance	Enterprise Saving	Enterprise Annuity	Quarterly Bonus in cash	Health Check	Supplemental Housing Reserve	Birthday Leave	Quarterly Bonus in Form of Shopping Card	Go-together Overseas travel	Housing Subsidy	Incentive Leave
Mobile Phone Communication Expense	Employee Canteen	Quarterly Bonus in Form of Exchange Coupon	Enterprise Annuity	Incentive Leave	Enterprise Saving	Enterprise Annuity	Employee Canteen	Supplemental Pension Insurance	House Lease	Housing Subsidy	Go-together Domestic Travel	Go-together Overseas travel	Supplemental Housing Reserve	Supplemental Pension Insurance	Go-together Overseas travel
Employee Canteen	Supplemental Housing Reserve	Quarterly Bonus in cash	Quarterly Bonus in cash	Quarterly Bonus in cash	Quarterly Bonus in cash	Supplemental Pension Insurance	Net Communication Expense	Incentive Leave	Go-together Domestic Travel	Employee Canteen	Housing Subsidy	Go-together Domestic Travel	Health Check	Birthday Leave	Mobile Phone Communication Expense
Entertainment Room	Health Check	Incentive Leave	Net Communication Expense	Supplemental Housing Reserve	Go-together Overseas travel	Building Canteen	Removal Allowance	Go-together Domestic Travel	Quarterly Bonus in Form of Shopping Card	Accident Insurance	Entertainment Room	Health Check	Housing Subsidy	Overseas Travel for Applicants	Housing Subsidy

Key Insight 3 ~ Outdated In-Kind Payment

30s : Present interest < Items to the future

< Benefit being desired from now on >

white collar employees in their 30s											
M1	M2	M3	M4	M5	M6	F1	F2	F3	F4	F5	F6
Holiday Allowance	Supplemental medical insurance	Supplemental Pension Insurance	Special dental check	Shopping Card	Supplemental Pension Insurance	Enterprise Annuity	Supplemental Reserve	Supplemental medical insurance	Supplemental medical insurance	Supplemental Reserve	Enterprise Annuity
Shopping Card	Periodic Health Check	Supplemental Reserve	Periodic Health Check	Enterprise Annuity	Enterprise Annuity	Comprehensive health check	Supplemental medical insurance	Housing Subsidy	Supplemental Reserve	Supplemental medical insurance	Supplemental medical insurance
Supplemental Reserve	Paid Leave	Traffic Subsidy	Family Care Leave	Housing Subsidy	Paid Leave	Supplemental medical insurance	Paid Leave	Supplemental Pension Insurance	Supplemental medical insurance	Holiday Allowance	Domestic Travel
Supplemental medical insurance	Shopping Card	Employee Travel	Supplemental Pension Insurance	Supplemental Reserve	Supplemental medical insurance	Overseas Travel	Overseas Travel	Overseas Travel	Overseas Travel	Housing Subsidy	Comprehensive health check
Accident Insurance	Supplemental Pension Insurance	Shopping Card	Holiday Allowance	Paid Leave	Family Care Leave	Supplemental Pension Insurance	Shopping Card	Holiday Allowance	Holiday Allowance	Paid Leave	Paid Leave



Proposal 3

from  Benefit one

Key Insight 3
Outdated In-Kind
Payment

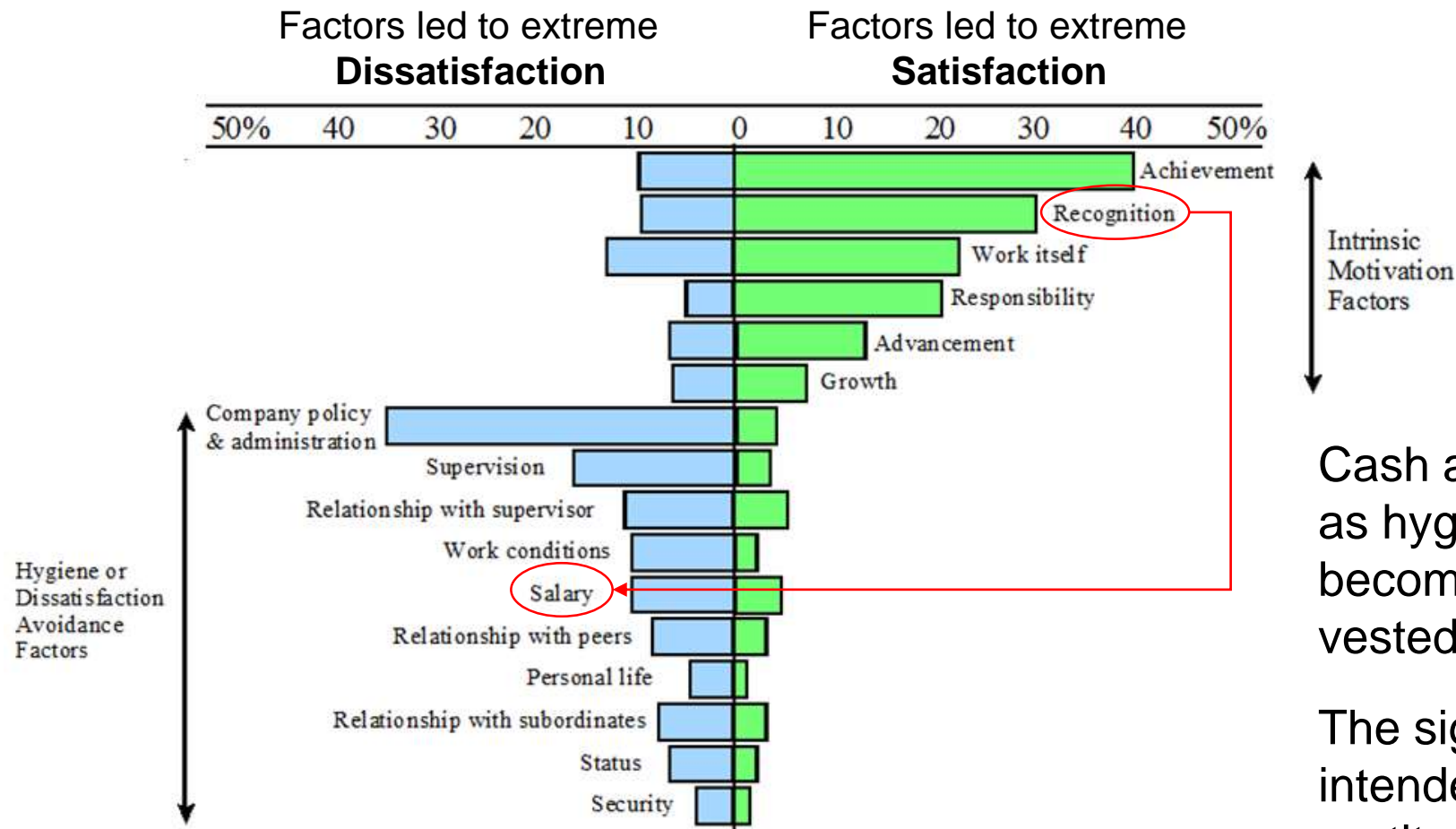




In-kind payment (property, exchange coupon) shall be terminated

- It shows disregard for what the employees like
- It is very troublesome to take them back home
- It is very troublesome to use exchange coupon
- There are a lot of employees who give it to other people for cash

Cash-based welfare is prohibited !



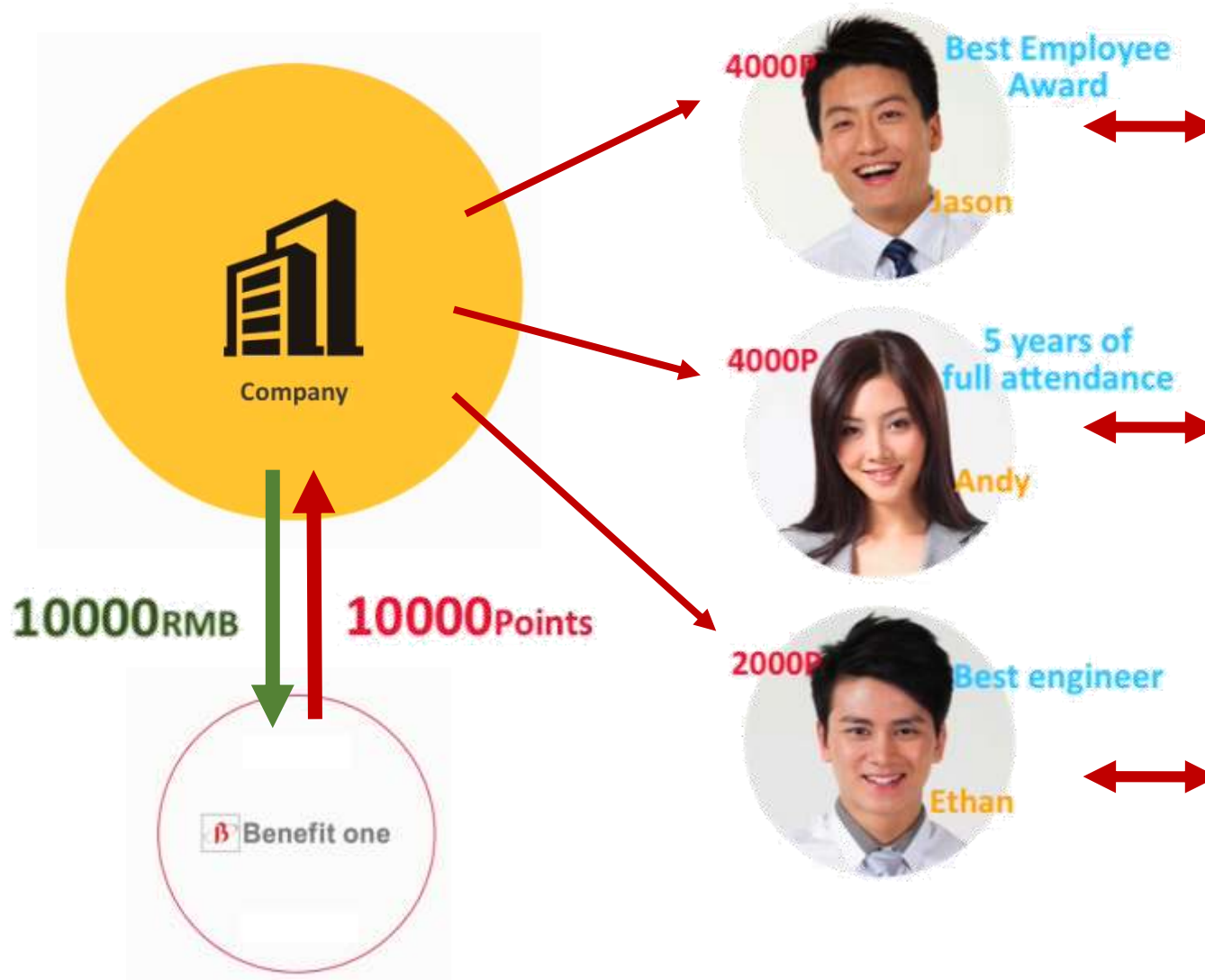
Herzberg's motivation-hygiene theory
(Dual-factor Theory)

Cash and card ,
as hygiene factor,
become indefinite
vested interest

The significance
intended to express
gratitude and
consolation is fading

(Reference)

[Point Based Benefit] ?



Point-based Benefit is the most suitable alternative

Alternative		Glad even though it is a small amount	Happiness in saving Itself	A feeling of vested interested	Message	Sufficient choices	Treatment of income tax
Cash payment Cash card	It is better to terminate it since it becomes a vested interest	X	△	X	X	◎	X
※ Optional Benefit	A few choices are available	○	X	△	○	X	△
Point based Benefit	A lot of choices are available; and make people feel happiness in saving	◎	◎	△	○	○	△

※ About five choices in respect of in-kind payment are made available ; and commodities can be selected within that scope.

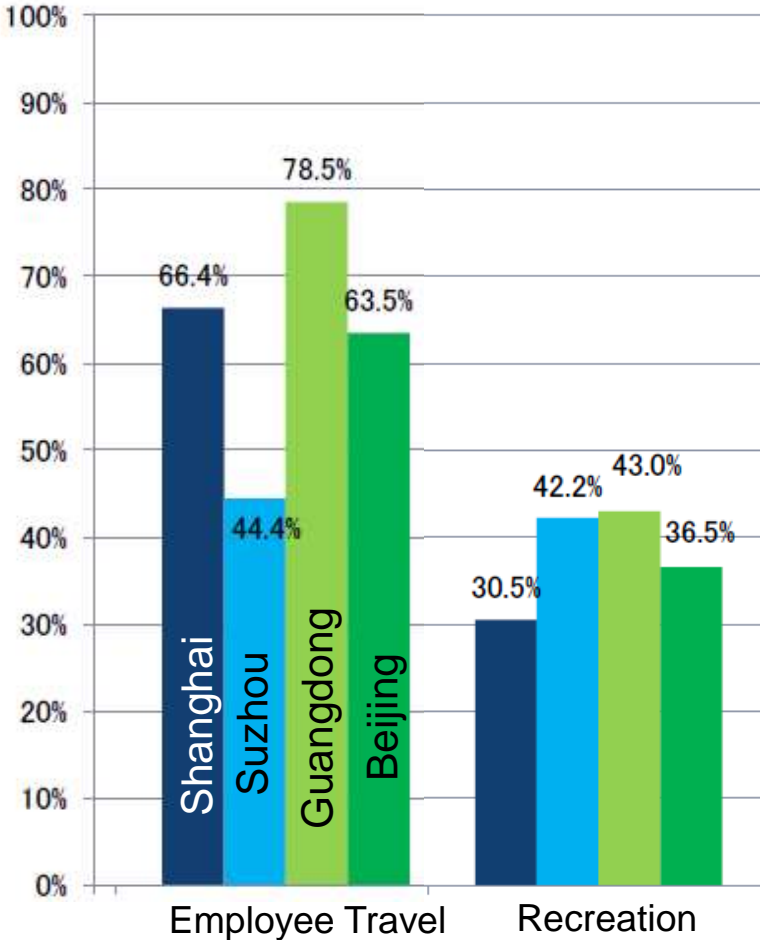
Key Insight 4

**Company Travel is
Greatly Welcomed**

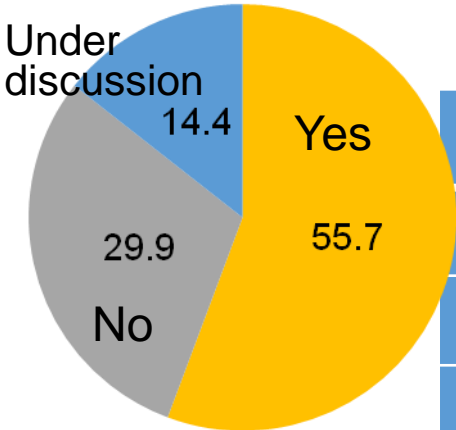


Many enterprises offer employee travel

Offered employee travel and recreation



Whether there is a plan for employee travel
And how much is per capital budget



Pasona: 2014 An Analysis Report on Salary and Benefit
1292 companies which operate in China

(RMB)	
Size	Average budget/person
0-10 persons	3,288
11-20 persons	2,915
21-50 persons	2,668
51-100 persons	2,170
101-200 persons	1,577
201-1000 persons	1,386
Above 1,000 persons	831

Intelligence Anchor Consulting 2014 Japanese Enterprise Benefit Survey, 223 companies in Shanghai, 45 companies in Suzhou, 135 companies in Guangdong, 52 companies in Beijing

Key Insight 4 ~ Company Travel is Greatly Welcomed

Most companies offer employee travel, including blue collar employees

- In case of overseas travel, many companies require employees to bear expense

※ 1 : bear any excess over RMB 2,000

※ 2 : bear 50%% of the expense

※ 3 : bear a portion of the expense

※ 4 : bear 20% of the expense

- Most of the White collar employees' "Reward travel" are overseas

		Whole Domestic	Whole Oversea	Domestic Award Travel	Oversea Award Travel
30's White	M1	✓			
	M2	✓		✓	
	M3	✓			✓
	M4	✓			✓
	M5	✓			
	M6	✓	✓ ※ 1	✓	✓
	F1	✓			✓
	F2	✓	✓ ※ 2		
	F3	✓	✓ ※ 3		✓
	F4	✓	✓		
	F5	✓			✓
	F6	✓			
20's White	M1	✓			
	M2				
	M3	✓		✓	✓
	M4				
	F1	✓			
	F2	✓			
	F3	✓		✓	
	F4	✓	✓ ※ 4	✓	✓
20's Blue	M1				
	M2	✓			
	M3	✓			
	M4				
	F1				
	F2	✓		✓	
	F3	✓			
	F4				

20's Blue are happy only if they can go on a travel



Q: 你觉得这样的
旅游你喜欢吗？
A: 还蛮喜欢的。



Manufacturer, 25 years old, married,
having a child, a monthly household
income of RMB 10,000.00



20's Blue

Q: 没有旅游的
希望公司提供
旅游的福利吗？
A: 希望有

All of blue collar employees



Q: 对你们公司旅游
形式满意吗？
A: 有旅游已经不错了



Manufacturer, 21 years old, unmarried,
having no child, a monthly household income
of RMB 4,500.00

Q: Do you like
employee travel
A: I like it very much

Q: There is no
employee travel, do
you want the company
to provide one in future
A: (all of people) of
course !

Q: Are you satisfied with the
way in which current
employee travel is organized?
A: How it is organized is of
no significance, I will be
happy if we have one.

Seeking a sense of unity by going together

Q : Which do you prefer, a deluxe travel limited to some people or a travel on which all of employees working with the same department go together ?

30's White



20's White



20's Blue



应该是一起去



Manufacturer, 36 years old, married, having a child, a monthly household income of RMB 25,000.00

还是一起吧，加强一下交流。



IT, 27 years old, unmarried, having no child, a monthly household income of RMB 6, 000.00

我选团队的。我们完成一个任务靠一个人，功劳是大家的，要一起玩，自己去享受没什么意思。



Manufacturer, 26 years old, married, having a child, a monthly household income of RMB 10,000.00

团队。选择了个人，团队就会远离你了



Manufacturer, 21 years old, unmarried, having no child, a monthly household income of RMB 4,500.00

Of course, go together

Go together in any event. The communication is very important

All the persons wants to go together. Because our work is team work. There is no significance if only one person go on such a travel

All the persons go together. If we don't do so, we will be estranged from our team

Activities will be a chance to build up “Guan Xi”

20's Blue



(和总经理吃饭)
是荣誉，对自己
以后晋升有好处。



Manufacturer, 27 years old, married,
having a child, a monthly household
income of RMB 15,000.00

It is an honor to
have a dinner with
GM and will be
helpful for the future
promotion

20's White



Q：你们为什么希望一起（去旅游）？
A：还是一起吧，加强一下交流。



IT, 26 years old,
unmarried, a monthly
household income of
RMB 6, 000.00

Q: why do you want to
go (on travel) together?
A: if we go together, we
can have better
communication

20's Blue



和我一起进去的，学历没
我高，有关系的，刚刚进
去也是在流水线上，后来
有关系在仓库、采购部。



Manufacturer, 28years old, unmarried,
having no child, a monthly household
income of RMB 12,000.00

A colleagues joined the company
with me and on the production line
together, but later they used their
relationship to transfer to warehouse
and purchase department, but they
were less educated than me.

30s' White feels that the travel became out of dated

Q : In what ways is the employee travel organized?



30's White

我们一年一次、大家轮批去，基本上两三天、国内的，人均一千五百块。基本上两天，但我觉得好像还是短了一点



Manufacturer, 42 years old, married, having a child, a monthly household income of RMB 20,000.00



30's White

我做了八年是一次都没有参加过，我不喜欢这种形式。



Manufacturer, 38 years old, married, having a child, a monthly household income of RMB 20,000.00



30's White

很一般，没有什么亮点



IT company, 41 years old, married, having a child a monthly household income of RMB 30, 000.00

In case of domestic travel, it takes about 2 and 3 days on a budget of RMB 1500. a little short.

I worked with this company for 8 years, but I have never taken part in it. I don't like any travel organized in such a way

It is ordinary, there is nothing special



Proposal 4

from  Benefit one

Key Insight 4
Company Travel
is Greatly
Welcomed





As far as you have Rooms to Continue the Employee Tour, You SHALL Continue it

- It will be better to terminate package tour and cash funded tour
- It is necessary to make the employee tour colorful and cheerful
- If having no sufficient budget to make it, only organize it “once for every two year”.
- The employee usually bears no expense and only allowed to have partial expense in case of overseas tour



Difficult to Continue? But your people will need Something Alternatives

There are a lot of reasons for such impossibility

- There is no new destination idea.
- There are too many employees to keep the fairness.
- It is beyond the secretariat office's operating capability.



- Budget should be used for general meeting, year end party, etc.
- **Instead of the tour, allocate budget on Point Based Benefit**

An aerial, high-angle photograph of a modern office cafeteria. The space is filled with people, mostly seen from behind, sitting at long white tables along the perimeter and at smaller square tables in the center. The floor has a light-colored geometric pattern. The overall atmosphere is bright and communal.

Insight 5

**“Humanization” (人性化) will be
the Key Word which will touch
your Employees’ heart**

20's Blue is kind of childish ?!

20's Blue



Q: 你说的美资公司的人性化是什么？

A: 工作环境方面，他们说吃个口香糖什么。美资应该没什么事。



Manufacturer, 29 years old, married, having a child, a monthly household income of RMB 8,000.00

20's Blue



Q: 为什么觉得日资企业不人性化呢？

A: 一刻钟抽烟，有抽烟区说难听和监狱一样放风了，打铃。

A: 我一个同学在日系电视厂里吃了一根棒冰直接开除。



Manufacturer, 24 years old, unmarried, having a child, a monthly household income of RMB 20,000.00



Manufacturer, 27 years old, married, having a child, a monthly household income of RMB 12,000.00

Q: What is humanization in an American enterprise as you said ?

A: Working environment. For example, even I chewed gum, they will not consider it as a problem.

Q: Why do you think that Japanese enterprises are not humanized ?

A: Smoking time and place is fixed, it appears like a prison, chime is sounding .

A: My friend ate ice-cream at television factory and was dismissed immediately after he was found dosing so.

20's Blue strongly demand on Additional Leaves



20's Blue

Q: 希望公司再增加些什么福利？

A: 我想不出来再增加什么
希望有薪休假再多一点。



Manufacturer, 27 years old, married, having a child, a monthly household income of RMB 15,000.00



20's Blue

Q: 排在第一位想要的福利是什么？

A: 休假

A: 我想要一个生日休假
每年过生日
我在药厂三年了
生日都不是在家过的



Manufacturer, 25 years old, married, having a child, a monthly household income of RMB 10,000.00



Manufacturer, 27 years old, married, having a child, a monthly household income of RMB 8,000.00

Q: What benefit do you want the company to provide ?

A: if possible, I hope that a paid leave will be offered to us

Q: What benefit do you desire the most

A: Leave

A: I desire a birthday leave. I have worked with the company for 3 years, until now I didn't spend the birthday at home for one time.

Employee will feel “Warmness” out of benefits



20's Blue

Q: 现有的你最喜欢的是哪个？

A: 意外保险。因为我还是比较要命的单位里企业里看到工伤实在太多了。



Manufacturer, 27 years old, married, having a child, a monthly household income of RMB 12,000.00



20's Blue

Q: 还有什么生活方面的要求？

A: 图书馆、浴室

A: 浴室，是要的
总归喜欢干干净净的回去。



Manufacturer, 21 years old, unmarried, a monthly household income of RMB 10,000.00



Manufacturer, 27 years old, married, having a child, a monthly household income of RMB 12,000.00

Q: Among the existing benefits, which one do you like the most ?

A: Since there is accident insurance, I don't have to worry any more when working. Insurance is very important since injury may take place at the company.

Q: What benefit will make you feel warm?

A: I want a library and bathroom

A: I want a bathroom. Before going backing home, I want to take a bath.



Proposal 5

from  Benefit one

Key Insight 5

“Humanization” (人性化)
will be the Key Word
which will touch your
Employees’ heart





**It is desirable to disregard
any demand arising out of
lack of self reliance**



In absence of that, is there any great influence over sale and quality?

In absence of that, are there a great number of employees want to depart?



Need to explain the reasons why it is prohibited though



20's Blue

~~工作环境方面，他们说吃个口香糖什么（应该没事）~~



Manufacturer, 29 years old, married, having a child, a monthly household income of RMB 8,000.00

As to working environment. I heard that even when you chew gum, there will be no problem



20's Blue

~~（不人性化）进入车间不能随便打手机的。~~



Manufacturer, 24 years old, unmarried, a monthly household income of RMB 20,000.00

When you enter into production site, it is prohibited to make any call using your mobile phone.



20's Blue

~~Q: 你们排在第一位想要的福利是什么~~

~~A: 我写的是现金~~

~~A: 现金~~

All of blue collar employees in their 20s

Q: what benefit do you desire the most ?

A : Money



Warm benefit will touch employees' heart



- Working time is too long
- Break time is insufficient
- Health check is quite simple
- The interpretation about why terminating
- Employee travel is unreasonable
- Employee canteen is bad
- Organize employee travel just before spring Festival



- Pension, medical insurance, unemployment insurance, housing reserve are available
- Employees needn't to bear any canteen expense
- Good commuter bus is available
- Employees can go on travel together with all of employees working on the line
- Bathroom is available
- It is desirable to organize a get-together every month

Insight 6

Being **CALM** is comfortable
rather than being **AGGRESSIVE**



Acquire that much, you need anything more ? !

Q : What else things do you further desire and want to acquire

30's
White



我朋友在国企，他是里面一个等于三产，他们是从前年开始，每年发一笔通货膨胀费。



Manufacturer, 36 years old, married, having a child, a monthly household income of RMB 25,000.00

30's White



出去旅游不是法定福利，但是他说给你几次对你吸引力也会增加



Manufacturer, 36 years old, married, having a child, a monthly household income of RMB 25,000.00

30's
White



希望增加的是补充养老金和企业年金



IT company, 33 years old, married, having a child, a monthly household income of RMB 23,000.00

My friend, who works with a state owned enterprise, got inflation subsidy each year from the year before last.
(envious)

No matter how many times I have gone on employee travel, I will not be tired

I hope that supplemental pension insurance and enterprise annuity will be available

Insight 6 ~ Being CALM is comfortable

In their 30s, Already Worried about their Annuity ? !

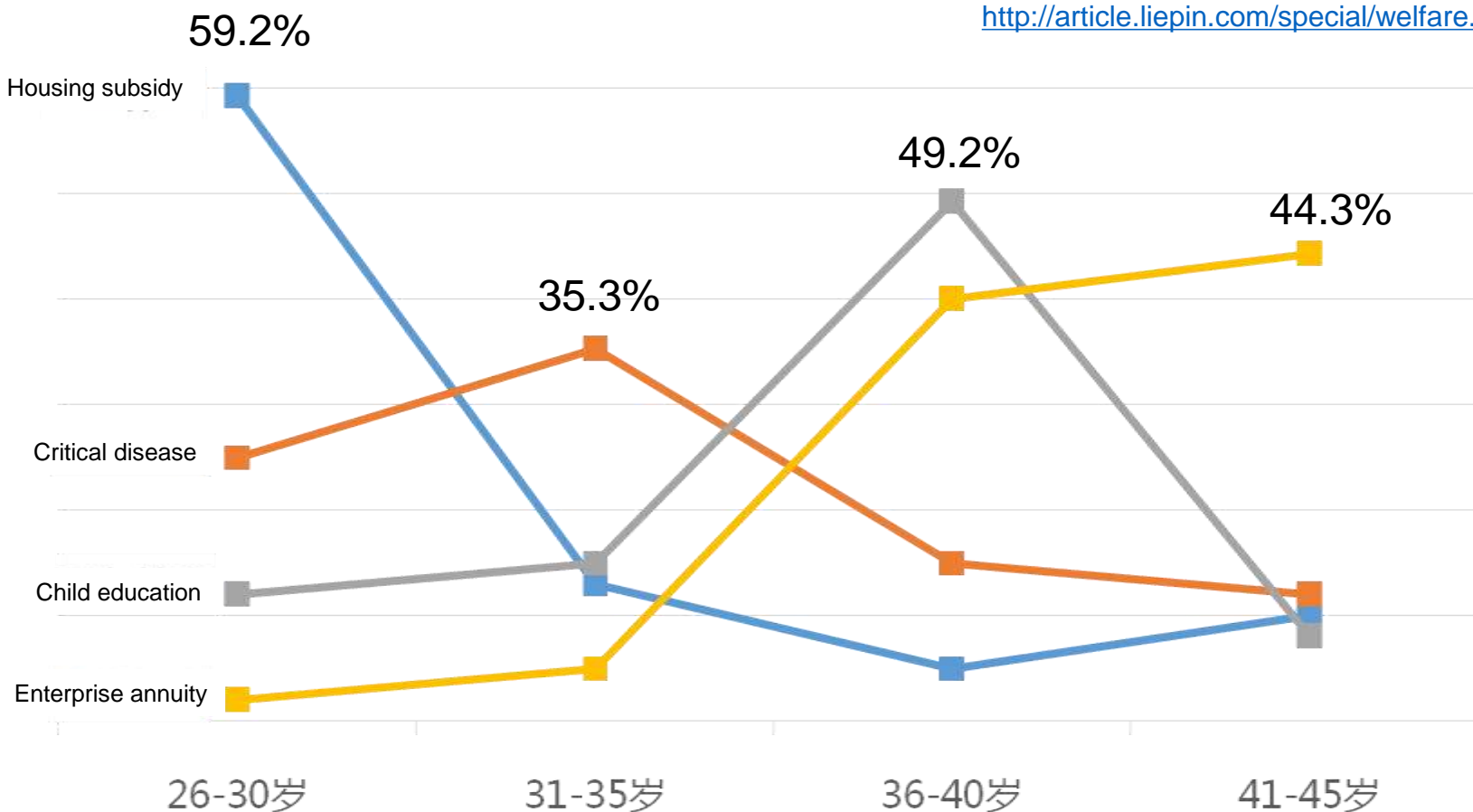
<the desired Benefit from now on >

30's White											
M1	M2	M3	M4	M5	M6	F1	F2	F3	F4	F5	F6
Holiday allowance	Supplemental medical insurance	Supplemental pension insurance	Special dental check	Shopping card	Supplemental pension insurance	Enterprise annuity	Supplemental reserve	Supplemental medical insurance	Supplemental medical insurance	Supplemental reserve	Enterprise annuity
Shopping card	Periodic health check	Supplemental reserve	Periodic health check	Enterprise annuity	Enterprise annuity	Comprehensive health check	Supplemental medical insurance	Housing subsidy	Supplemental reserve	Supplemental medical insurance	Supplemental medical insurance
Supplemental reserve	Paid leave	Traffic allowance	Family care leave	Housing subsidy	Paid leave	Supplemental medical insurance	Paid leave	Supplemental pension insurance	Supplemental pension insurance	Holiday allowance	Domestic tour
Supplemental medical insurance	Shopping card	Employee tour	Supplemental pension insurance	Supplemental reserve	Supplemental medical insurance	Overseas tour	Overseas tour	Overseas tour	Overseas tour	Housing subsidy	Comprehensive health check
Accident insurance	Supplemental pension insurance	Shopping card	Holiday allowance	Paid leave	Family care leave	Supplemental pension insurance	Shopping card	Holiday allowance	Holiday allowance	Paid leave	Paid leave

In late 30s, Annuity increase is Outstanding

Source: Liepin Website "2013 Report on Survey of Working Benefit"

<http://article.liepin.com/special/welfare.shtml>



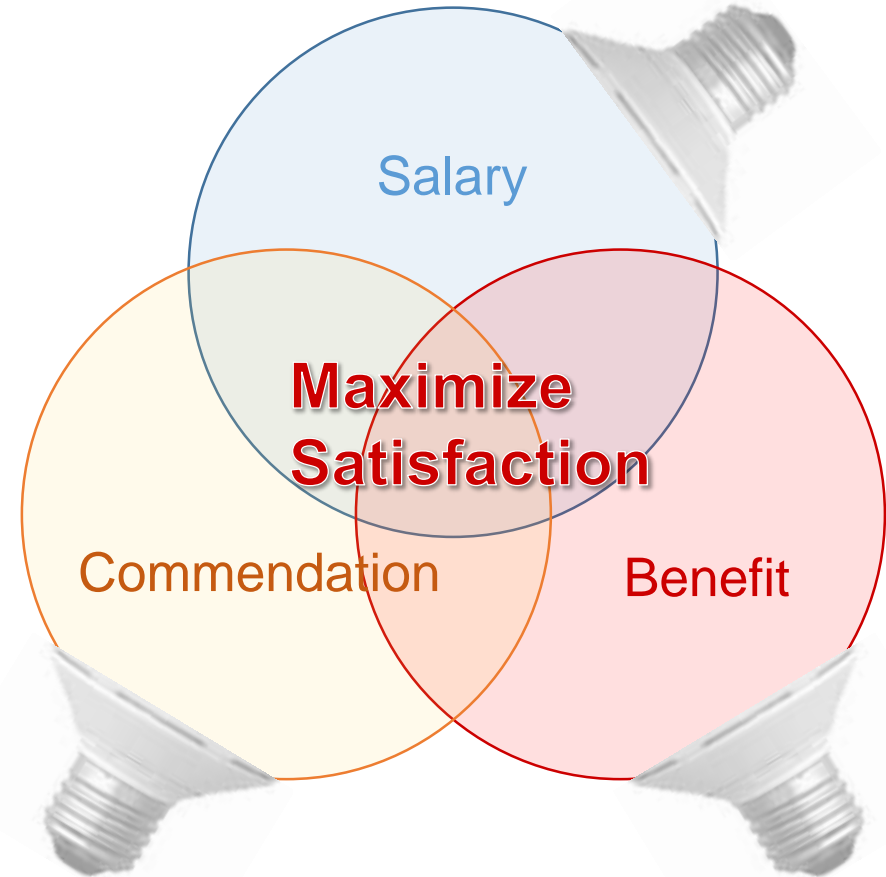


(Assumption) **why is wealthy Chinese people turning less aggressive ?**

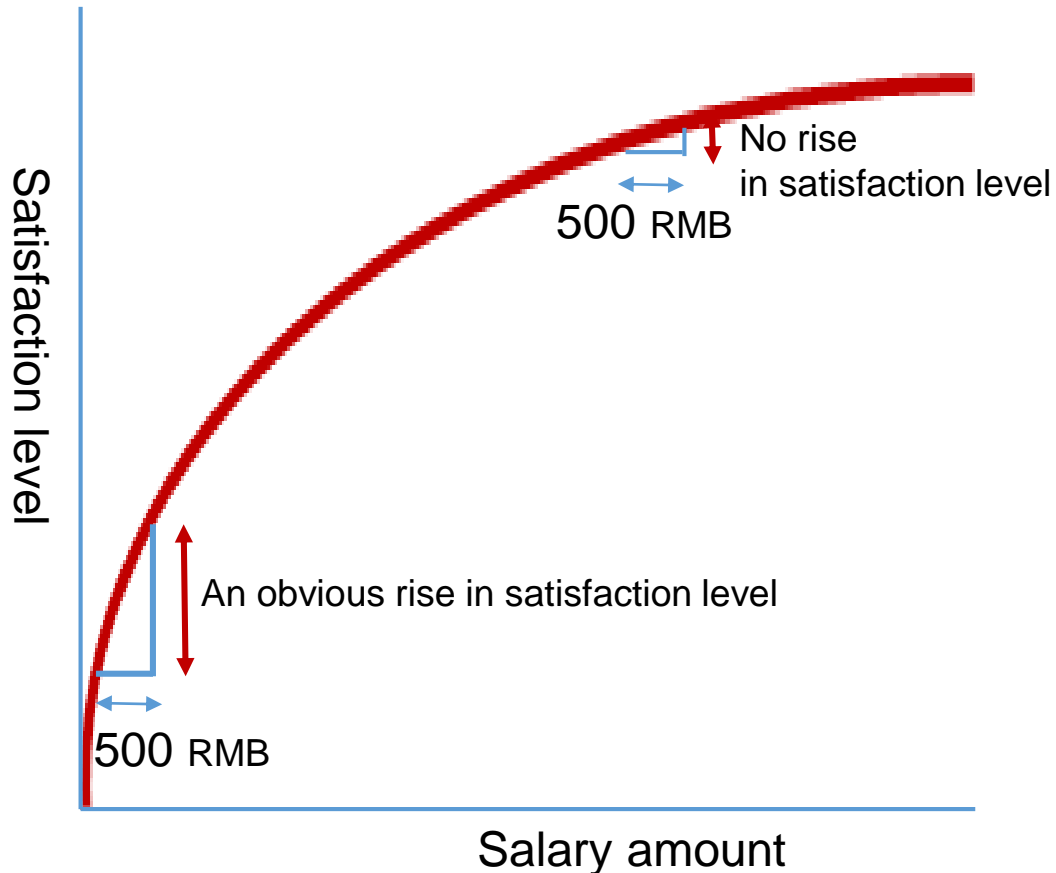
- Feel difficult to get promoted
 - Since department manager is in a position for a long time
 - Foreign bosses
- Not confident of further salary increase if changing the job.
- The people working at foreign enterprise, are originally not such type of people desire to act independently.

Compensation **Portfolio** which can **Satisfy** **Chinese** employee who are getting **Wealthy**

Most effective
BALANCE of salary,
commendation and Benefit



Difficult to Get Satisfaction by Salary Increase



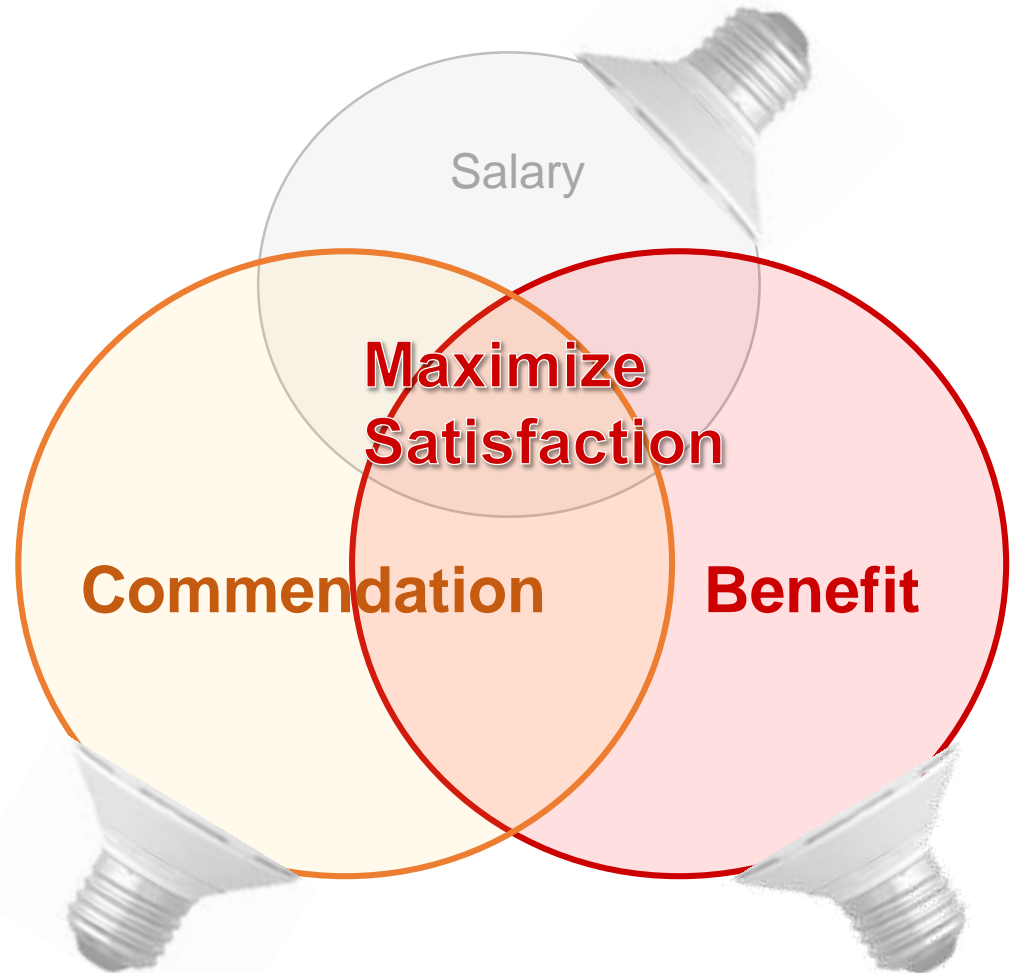
When salary remains low, even small salary increase (for example RMB 500) will make employees satisfied.

On the other hand, since salary has been increased to some extent, if increasing salary by same RMB 500, the satisfaction level will be lower.

* Law of Decreasing Marginal Utility
Established by William Stanley Jevons, Carl Menger,
Marie-Esprit-Léon Walras during 1870s

Most Effective Balance of Salary/Commendation/Benefit

- It will be difficult to increase the satisfaction level wealthy Chinese White Collar people.
- In the highly competitive situations, especially, it is very hard to increase the salary of Blue Collar People

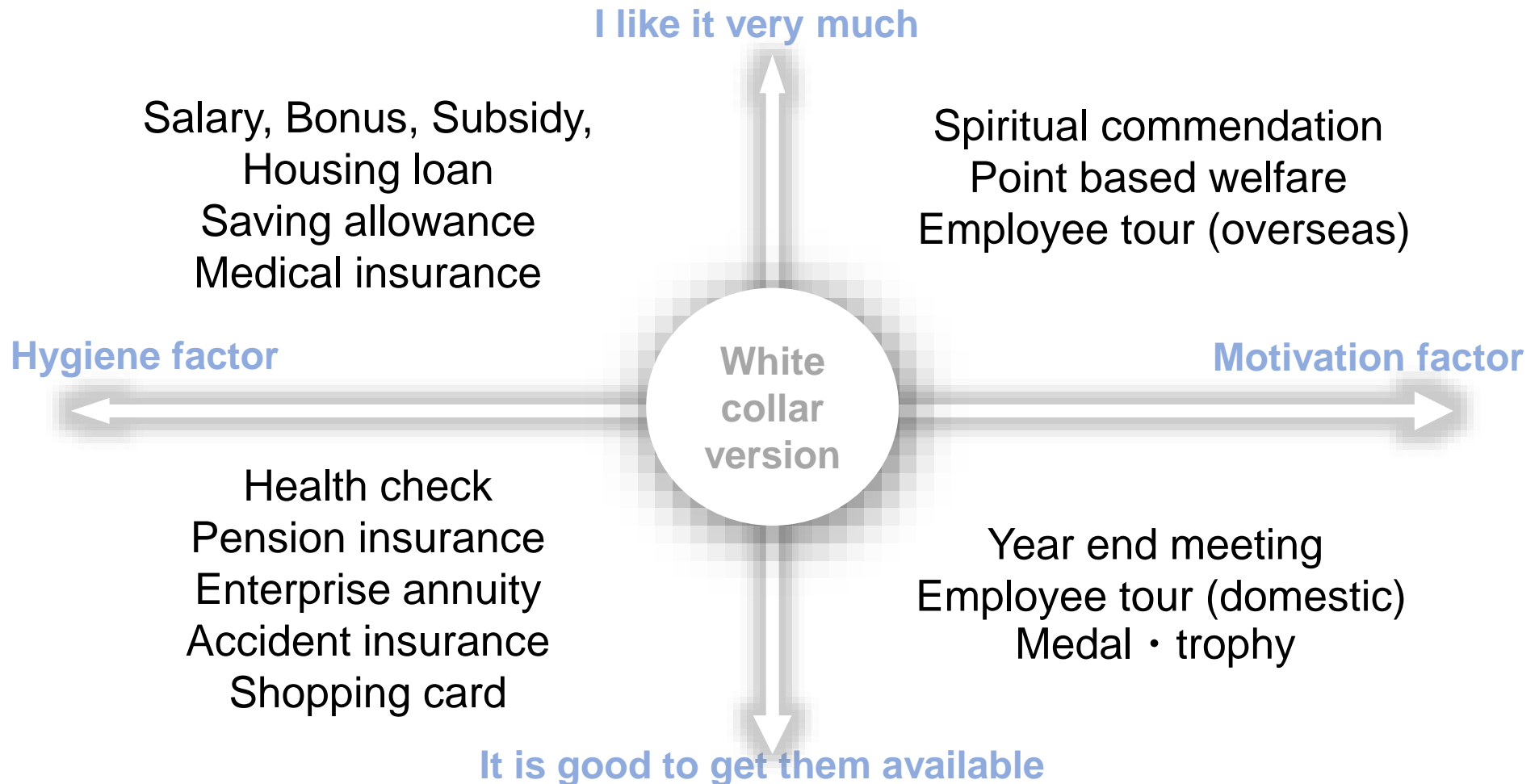


Proposal Summary



Motivation measure:
Hygiene factor measure:

Put high priority on these
Once start, difficult to go back,
please take it seriously



Proposal Summary



Motivation measure:
Hygiene factor measure:

Put high priority on these
Make improvement if obviously
falling behind other companies

I like it very much

Salary, Bonus, Subsidy
Cash card, Commuter bus,
Canteen, Well equipped
employee dormitory

Leave, Spiritual commendation,
Point based welfare
Year end meeting,
Employee tour (domestic)

Hygiene factor

Motivation factor

Blue
collar
version

Health check
Pension insurance
Enterprise annuity
Accident/Medical insurance,
Supplemental housing reserve

Recreation room
Various recreation,
Medal • trophy

It is good to get them available

Proposal Summary



Introduce the system, which can be left in memory at low cost!

Increase salary by RMB 100 for each month



Annual expense: RMB 540,000

If increasing salary by RMB 100 for all of 300 employees for each month (including social insurance and individual income tax)

Organize event, which will be left in memory



Annual expense: RMB 240,000

If providing food on a per capital budget of RMB 300 and meanwhile offering reward to 30 excellent employees (Reward amount: RMB 5000)

Example of Commendations left in memory



Prepare and as a souvenir for annual meeting, distribute badges , on which “For serve people” is written



Hold birthday party for employees every months and provide original cake therefore



Award XO brandy for 5 years service and gold bar for 10 years of continuous service



Reward an excellent employee with their family, by wearing emperor clothe, and received reward from GM.



Prepare a badge on which face photo of excellent employees are affixed



The face photo of excellent employees will be placed at the entry of the place for annual meeting.

The best mix of commendation/welfare (1/2)



“Commendation with family” and “Company can proud to their parents are Powerful



There is High needs for House and Saving, but should Be Careful to Introduce them.
For Blue Collar may not be so serious



Properly Meet Need for Medical Insurance .
(especially for white collar employees)

The best mix of commendation/welfare (2/2)



Terminate In-kind Payment, but Don't Transfer to Card-based Welfare (Point Based Welfare will be Best)



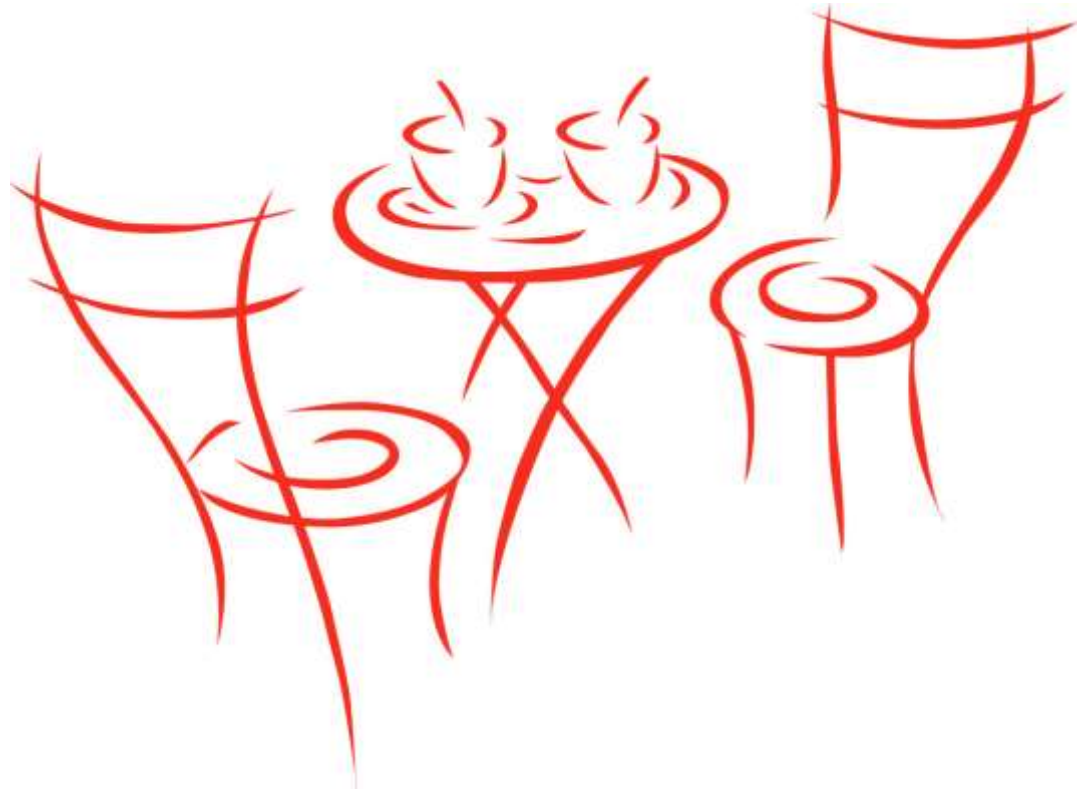
If possible, continue your employee travel (if impossible, take other approach)



Seek to Build a company full of Warmness. But show disregard for lack of self reliance (especially in blue collar employee)

• incentive cafe

**What is
that?**



30's: Concept is Interesting. It is Fresh and Good Idea!



It is very charming and interesting. The idea is very good

Very good, but it is not easy to accumulate points

I think that if we make efforts, we can increase our sales volume

We also had it at previous company but current one is more perfect



How to accumulate points, is important





The personal computer is more visible and convenient than mobile phone



Just Like the commodities on point website, I don't like it

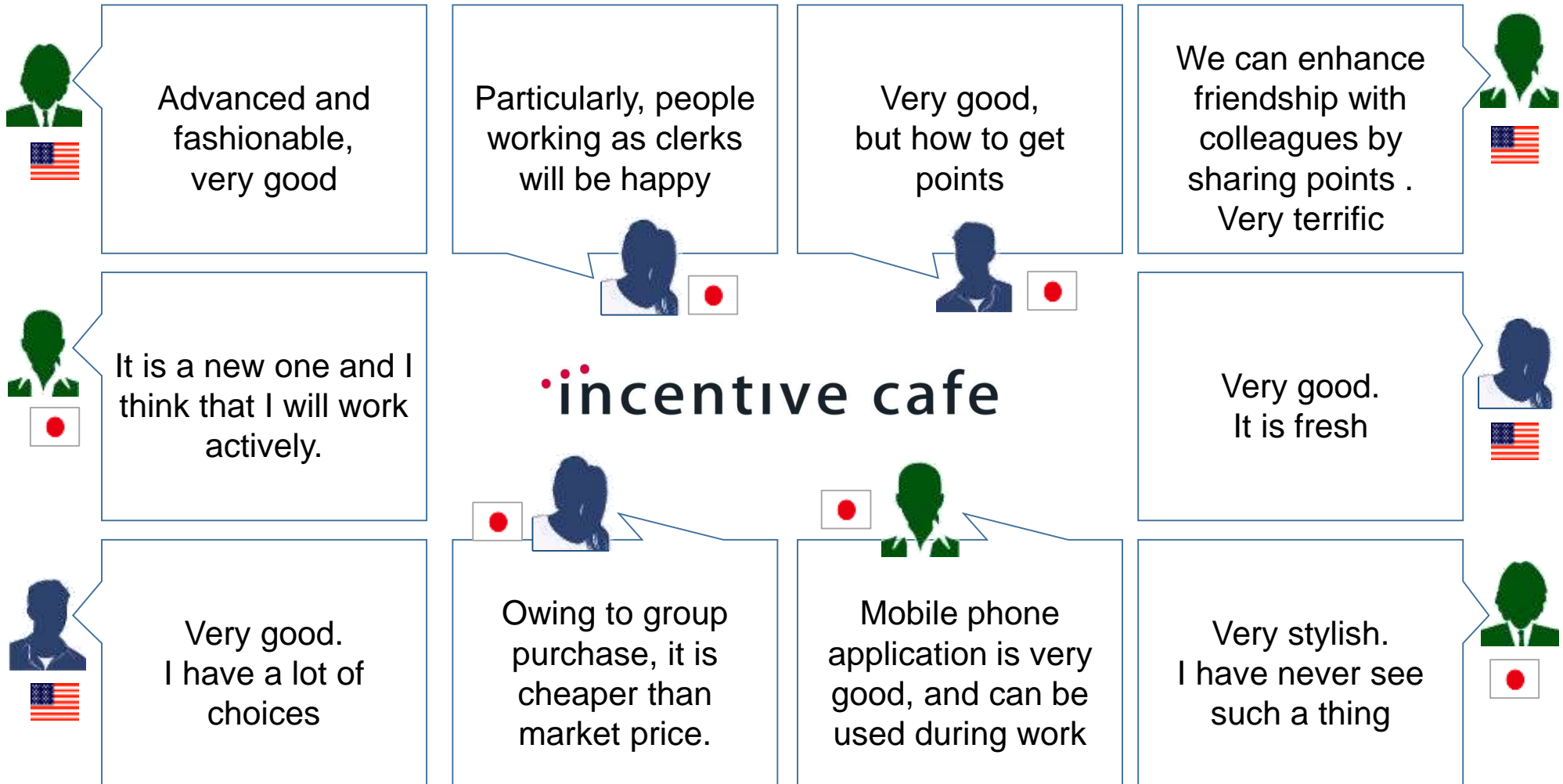
In case of thanks point, I think that I will run out of them immediately

Although it is charming , if we views site during work, it will hinder my works

It is particularly good to go on a tour to nearby, because we can go together with our family



20s': Advanced, Stylish, Charming to have choices



Examples of awarding Incentive Café points

For white collar employees

Award Category	Points	Occurrence Rate
3 years continuous services	1,000	20%
5 years continuous services	2,000	10%
10 years continuous services	3,000	5%
Birthday	300	100%
Mid Autumn Festival	300	100%
Spring Festival	300	100%
National Day	300	100%
Qualification	1,000	20%
GM Award	3,000	3%
Dep't Manager Award	1,000	5%
Friend Introduction	500	5%
Cost Cutting Proposal	1,000	10%
Business improvement Proposal	1,000	10%
Achieve Annual Target (sale)	1,000	50%
Achieve Annual Target (Profit)	1,000	50%

Cost of this Plan

Average/Year
approx. RMB 3,315/person

of Employee : 300 persons
→ approx. RMB 1.00 million

of Employee : 1,000 persons
→ approx. RMB 3.30 million

of Employee : 3,000 persons
→ approx. RMB 9.90 million

※ occurrence rate = number of annual occurrence/number of employees

Examples of awarding Incentive Café points

For blue collar employees

Award Categeory	Points	Occurrence Rate
3 years continuous services	500	20%
5 years continuous services	1,000	10%
10 years continuous services	2,000	5%
Birthday	200	100%
Mid Autumn Festival	200	100%
Spring Festival	300	100%
National Day	200	100%
Friend Introduction	500	5%
Quality Management Award	500	10%
Full Attendance Award	500	10%

※ occurrence rate = number of annual occurrence/number of employees

Cost of this Plan

Average/Year
approx. RMB 1,325/person

of Employee : 1,000 persons
→ approx. RMB 1.30 million

of Employee : 5,000 persons
→ approx. RMB 6.60 million

of Employee : 10,000 persons
→ approx. RMB 13.25 million

Popular Exchange Item at Incentive Café

**White
collar
employees**



Phuket Island six days and 4 nights
Romantic dinner

**Blue collar
employees**



Qufu Taishan Sage in
Mountain/water
Two day course by express
train and high speed train



Japanese
Restaurant
Sayama



Diaper
Merries 38 Piece



Attack
Detergent 3 KG



SUPOR Electric Pot
1.6-2.0L



Cinema Ticket



iPad Air 16G Wifi
Model

Cost for Introduction of “Incentive Café”

Award Amount MORE than RMB 1.5 million/year (Excluding Tax)

Issuance ID Number	Unit	1 ~ 100	101 ~ 1,000	1,001 ~ 5,000	5,001 ~ 10,000	Below +every 10,000
Initial system setup fee	one site	Free of charge				
Fee for use of service	each site for each month	Free of charge				
Point expense	point	Request use of points				

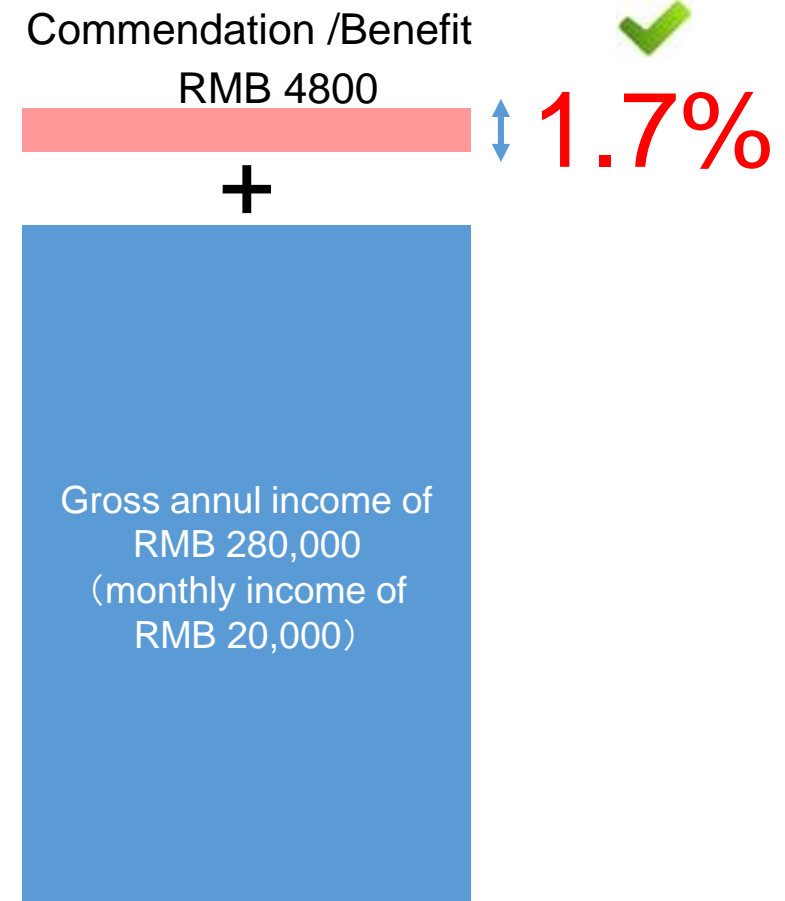
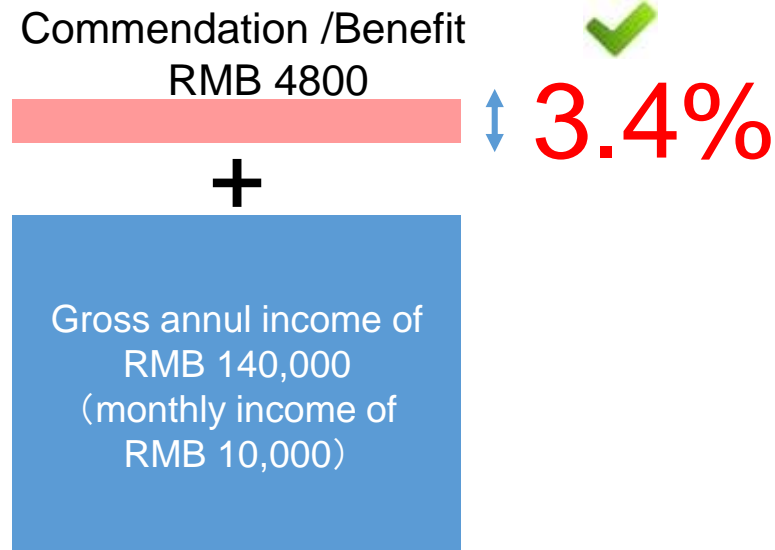
Award Amount LESS than RMB 1.5 million/year (Excluding Tax)

Issuance ID Number	Unit	1 ~ 100	101 ~ 1,000	1,001 ~ 5,000	5,001 ~ 10,000	Below +every 10,000
Initial system setup fee	one site	20,000 RMB				
Fee for use of service	each site for each month	5,000 RMB	8,000 RMB	10,000 RMB	15,000 RMB	8,000 RMB
Point expense	point	Request use of points				

- ※ The companies, which join welfare service, “Benefit Station” in Japan; and which award an amount of more than RMB 400,000 on an annual basis, will not be charged initial system setup fee and monthly service fee.
- ※ Initial system setup fee will be charged for each site. (if one company create more than 1 site, fees will be charged for each site.)
- ※ Including group company, if the amount awarded totals RMB 1.5 million or RMB 400,000, no fees will be charged.

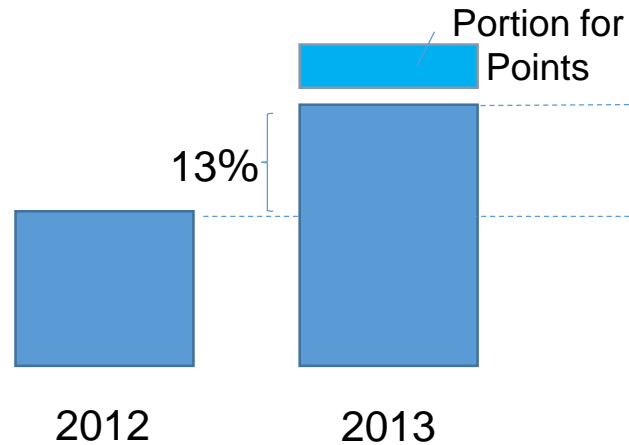
Ratio of Commendation/Benefit is not so High

Average Commendation/Welfare budget is approx. 4,800 RMB in a year. It is just 1.7% of total annual income of your employee.

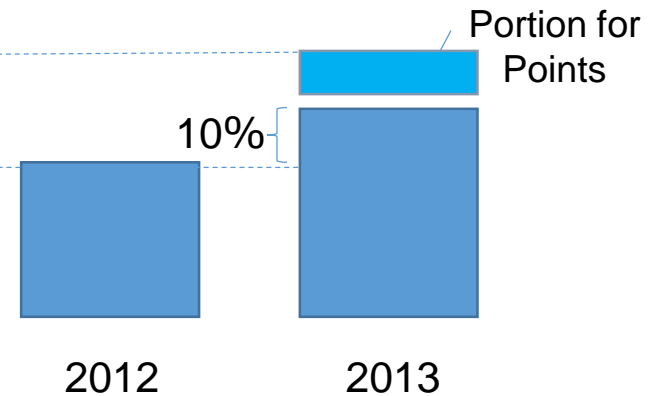


Example for Ensuring Budget for Introduction of Incentive Café

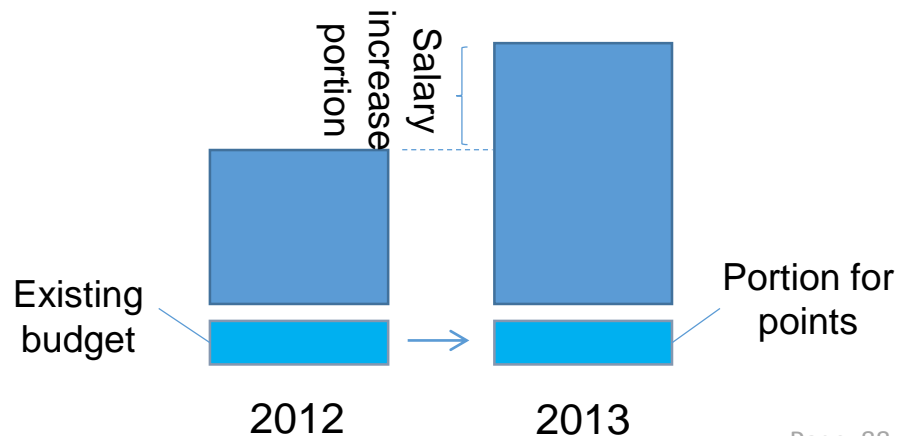
① 13% salary increase + new budget



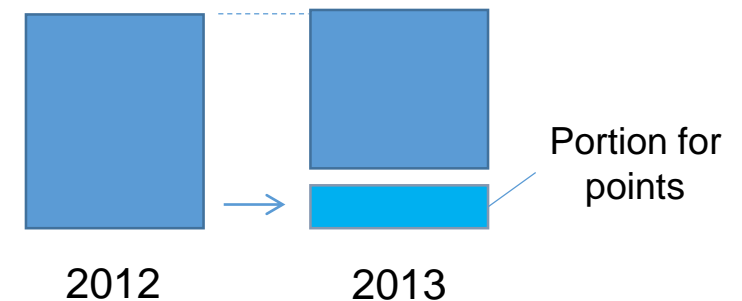
② 10% salary increase + budget equivalent to 3%



③ Salary increase + keep current benefit budget

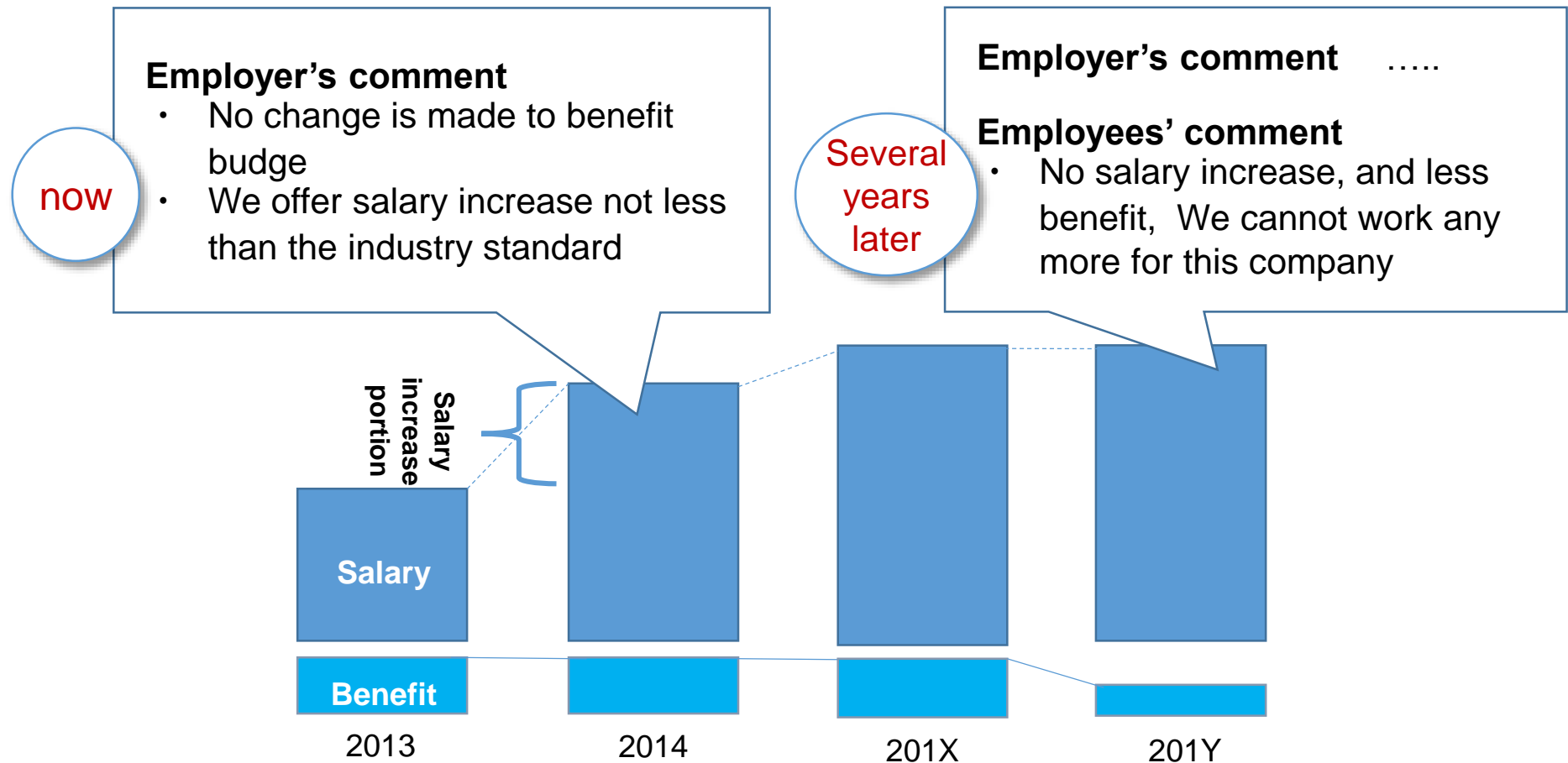


④ point based portion of salary (NG)



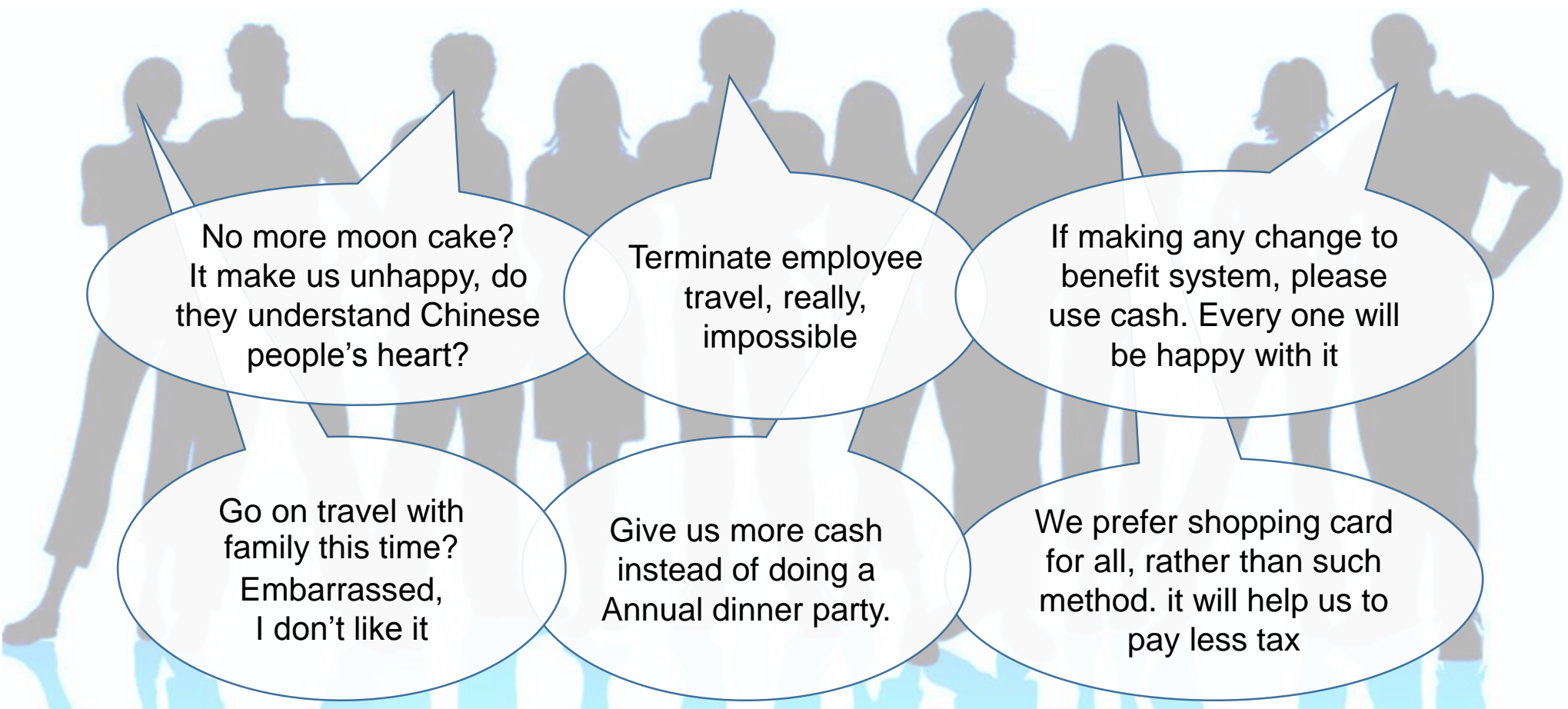
Timing for Introduction of Incentive Cafe

During the growth phase, when employees/employers relation are good, it is easy to change the benefit system



Your Leadership is Critical ! No need to listen for each respective opinions

When any modification is made to benefit system, the employees are expected to say that



No more moon cake?
It make us unhappy, do
they understand Chinese
people's heart?

Terminate employee
travel, really,
impossible

If making any change to
benefit system, please
use cash. Every one will
be happy with it

Go on travel with
family this time?
Embarrassed,
I don't like it

Give us more cash
instead of doing a
Annual dinner party.

We prefer shopping card
for all, rather than such
method. it will help us to
pay less tax

Thanks!

