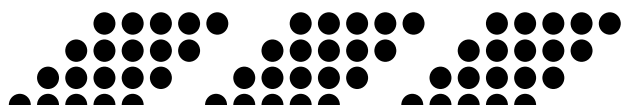
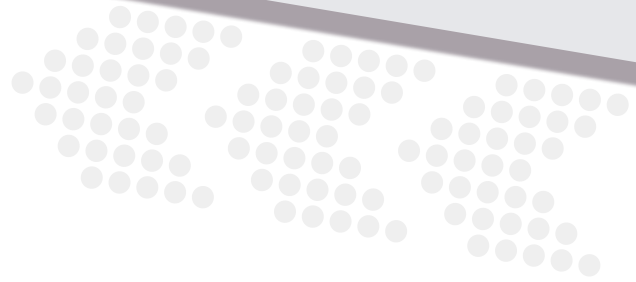


调研主办方

联合主办方



CHIEF ADVISER



ADVISORY GROUP



HRVP

D



MStand

Eg [MEZW
PUMA China
Head of C&B and People Services

HDM

H

AUTHOR

F[S.L[g@ ZdWUZ[S.adY

Consultant Research and Survey

Future of

work—



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ADVISORY GROUP



AUTHOR

F[S.L[g@ ZdWUZ[S.adY



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BODDO!	»	36.67%	35%
	»	36.67%	31.67%
	»	35%	
	»	33%	
	»	25%	





buy

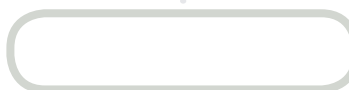
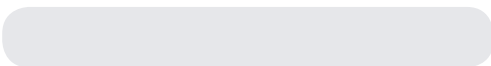
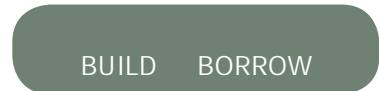
build

borrow

3B

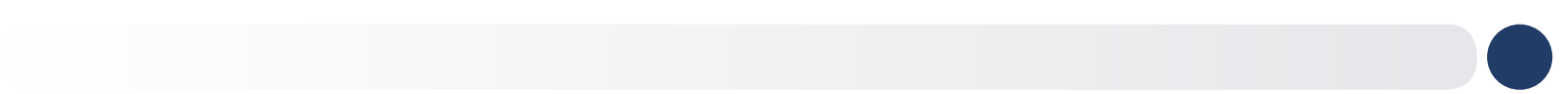
BUY

BUILD BORROW



各类蓝领人员的定义划分

蓝领人员结构的变化

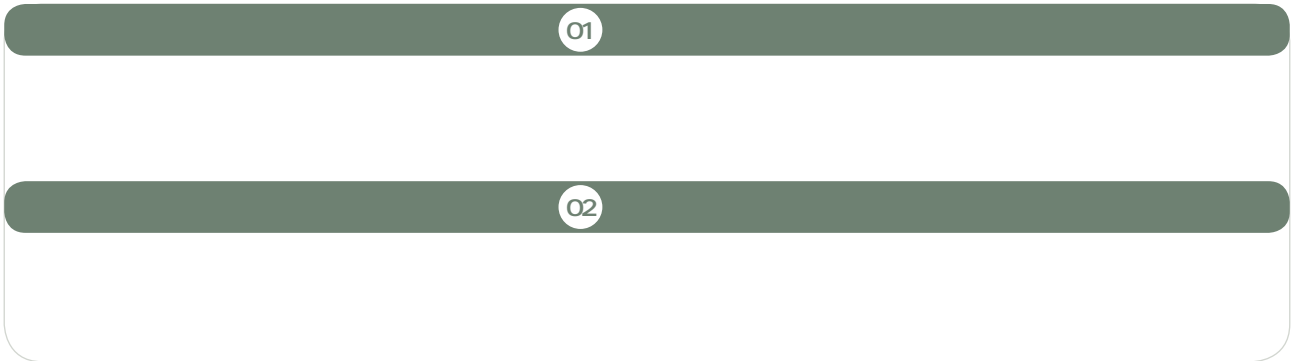




26%

45%

29%



2

		N=30	N=110	
		16.67%	12.73%	13.57%
		33.33%	50.91%	47.15%
		43.33%	27.27%	30.71%
		6.67%	9.09%	8.57%
		40.00%	42.73%	42.15%
		10.00%	10.91%	10.71%
		36.67%	39.09%	38.57%
		13.33%	7.27%	8.57%
		40.00%	41.82%	41.43%
		6.67%	9.09%	8.57%
		43.33%	38.18%	39.29%
		10.00%	10.91%	10.71%



Four horizontal bars with blue segments on the left and grey segments on the right. The second bar from the top has a blue segment containing the characters "()". The third bar from the top has a blue segment containing a forward slash "/".

Dark blue header bar with a dot pattern on the left, a vertical line in the center, and a dot pattern on the right. Below it is a large light grey rectangular area.

Dark blue header bar with a dot pattern on the left, the characters "()" in the center, a vertical line on the right, and a dot pattern on the far right. Below it is a large light grey rectangular area.


Dark blue header bar with a dot pattern on the left, a vertical line in the center, and a dot pattern on the right. Below it is a large light grey rectangular area.

Dark blue header bar with a dot pattern on the left, a vertical line in the center, and a dot pattern on the right. Below it is a large light grey rectangular area.



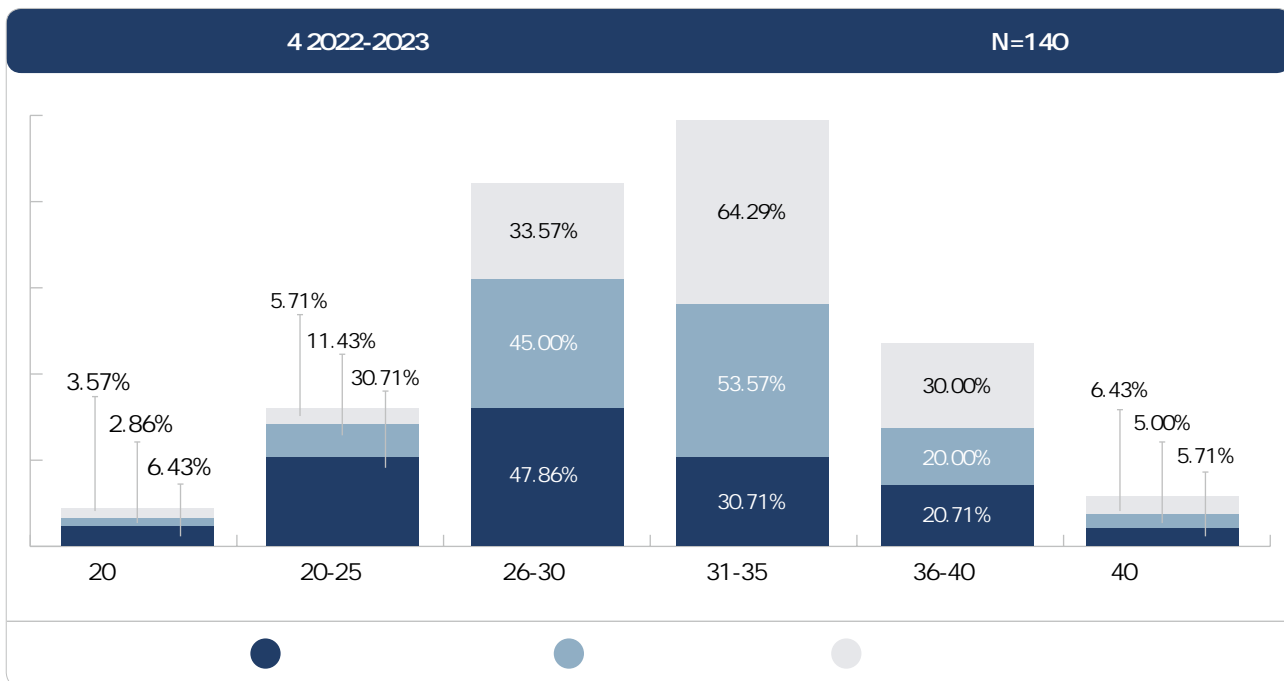
HR





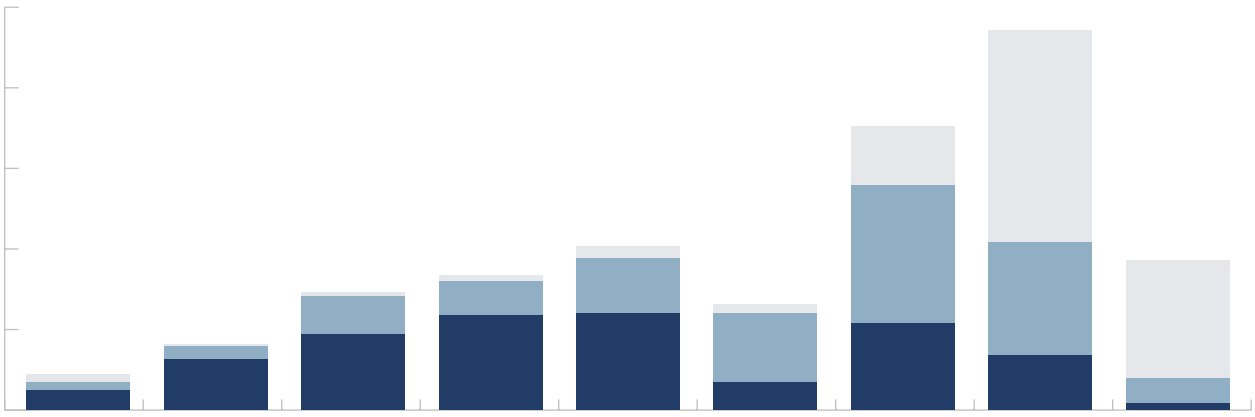
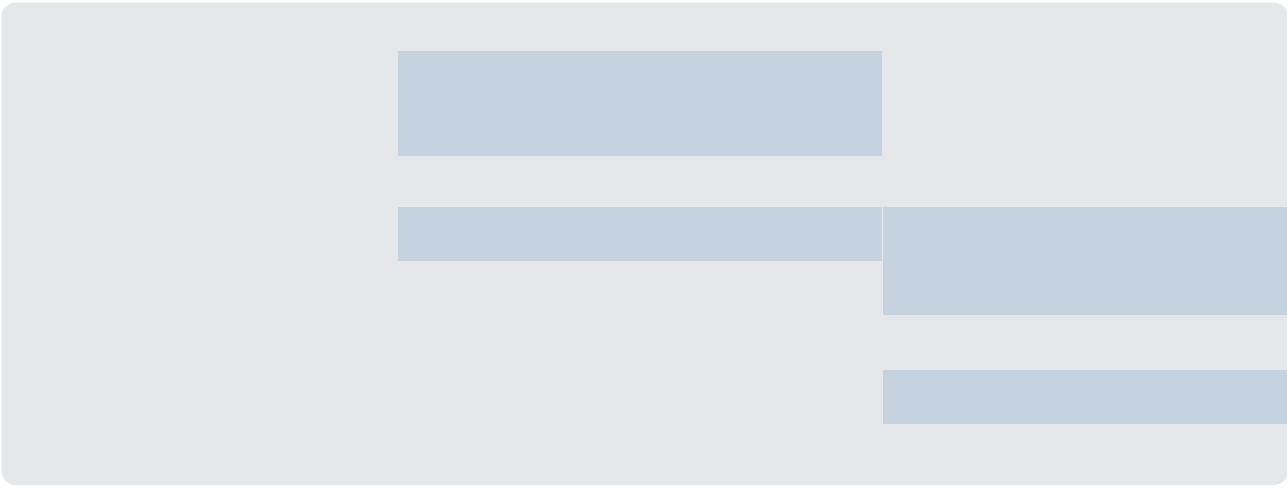
2020
70 80

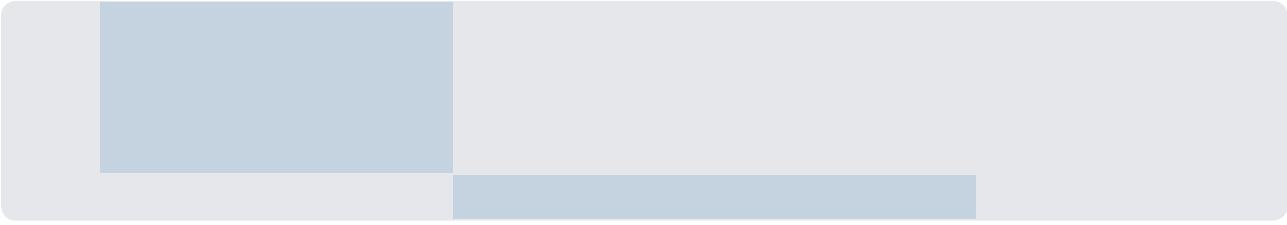
3		
	2020 N=254	2022-2023 N=140
	24.93%	/
20	1.38%	3.05%
20-25	15.70%	11.16%
26-30	16.92%	29.95%
31-35	22.77%	35.03%
36-40	15.00%	16.75%
40	3.30%	4.06%

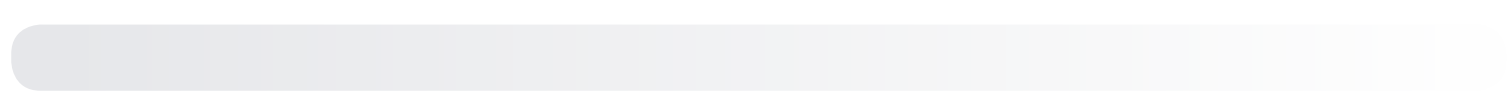


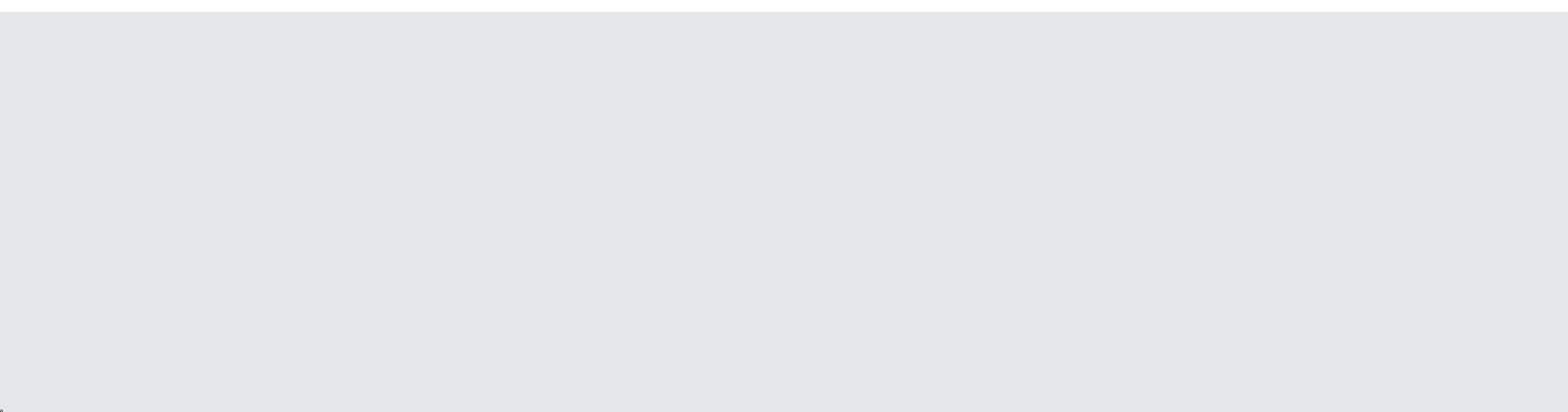
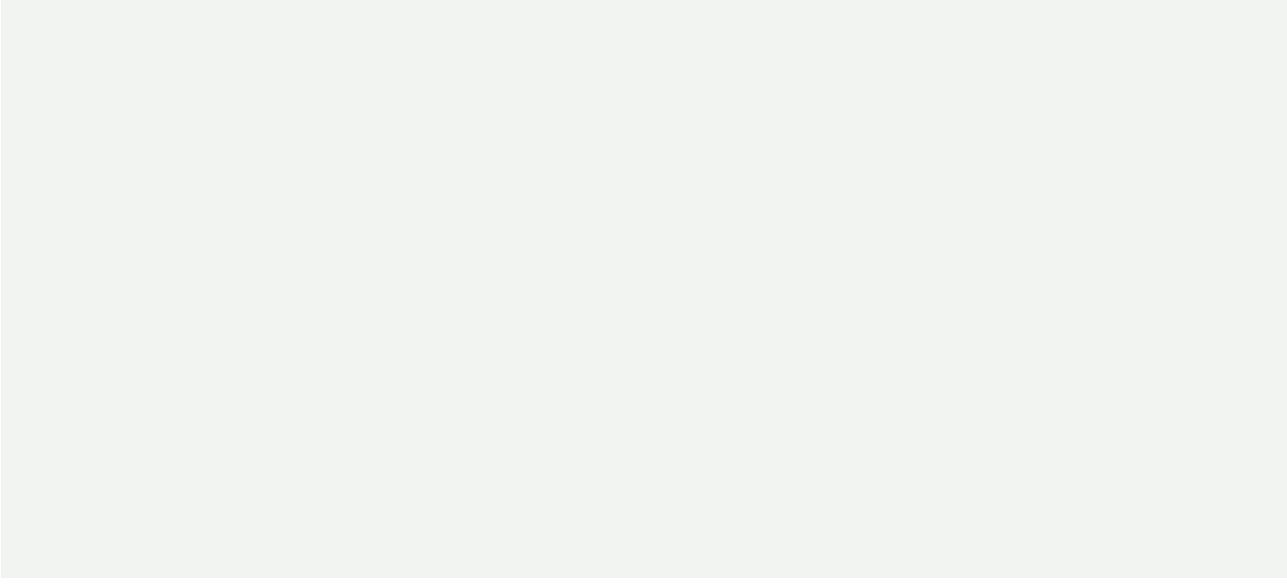
3 26-35 2020 4
 26-30 20-25 31-35
 36-40 80 90
 Z

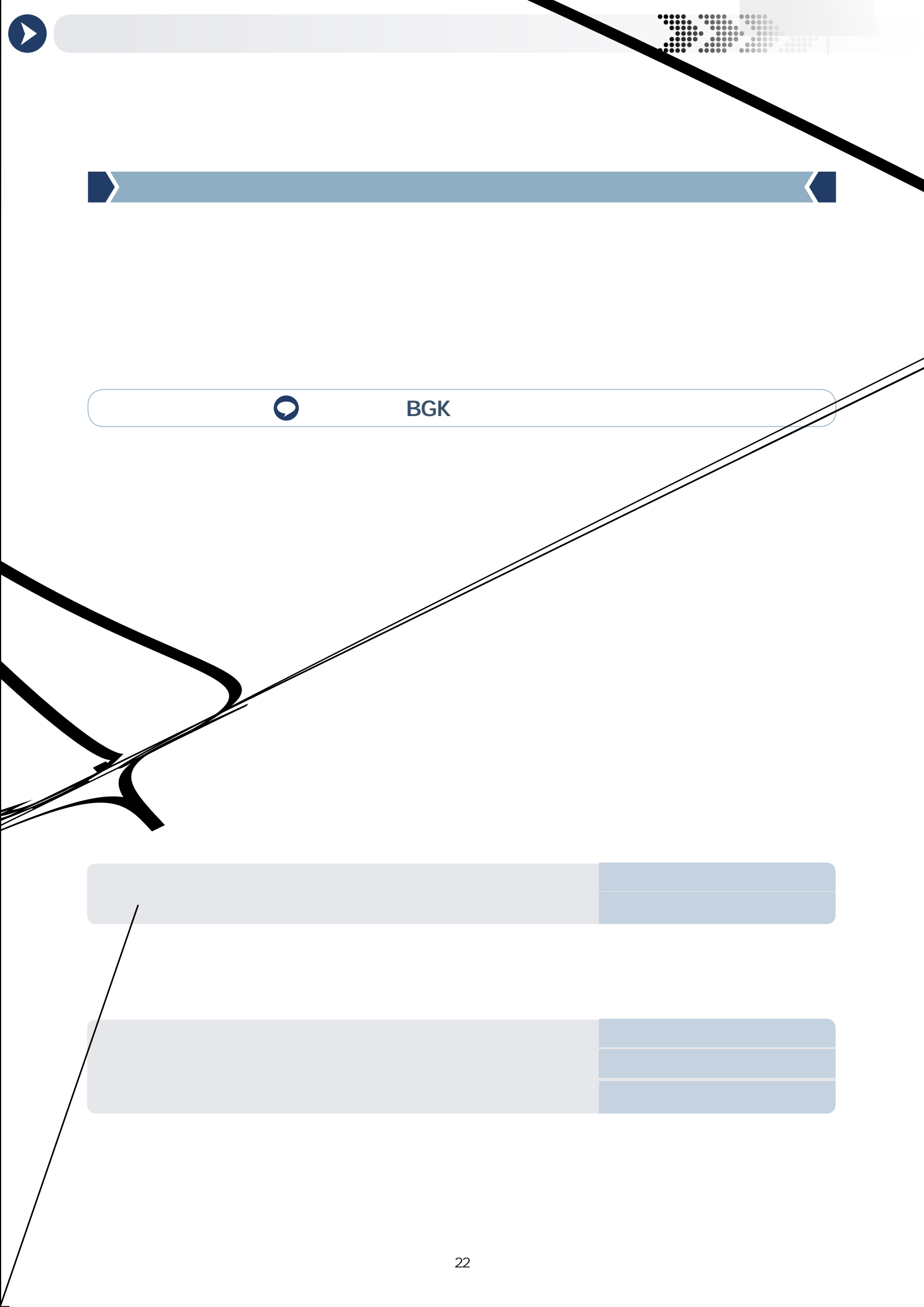






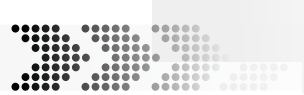






BGK





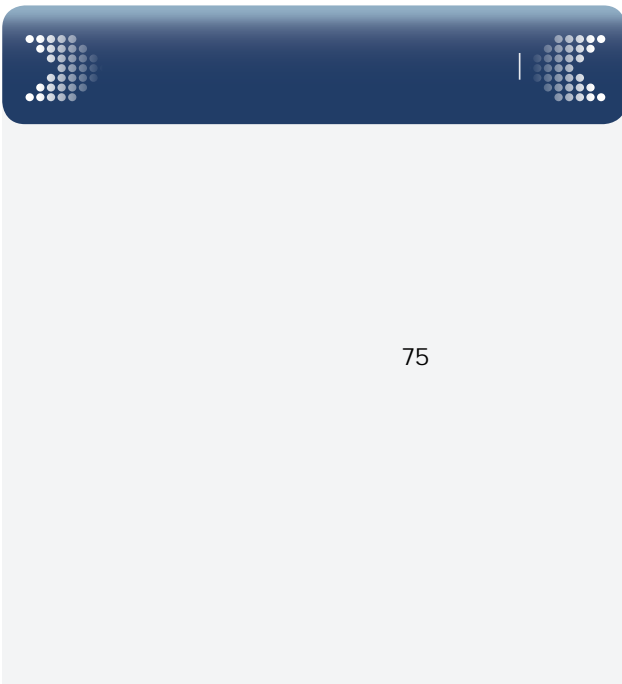
11

BORROW

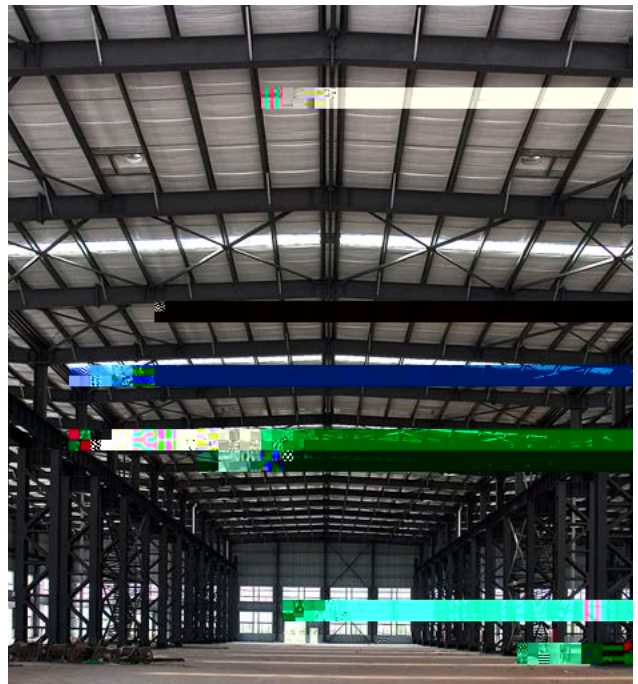


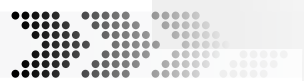
HR

10



75

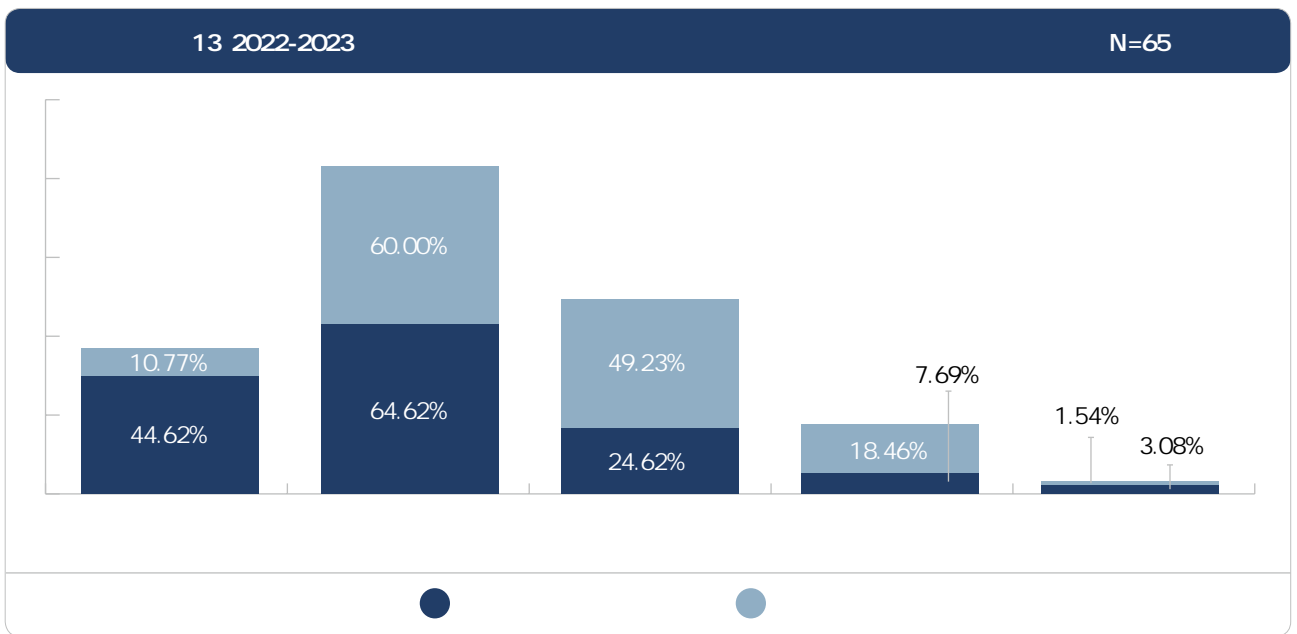


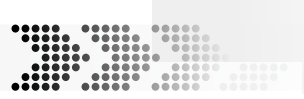


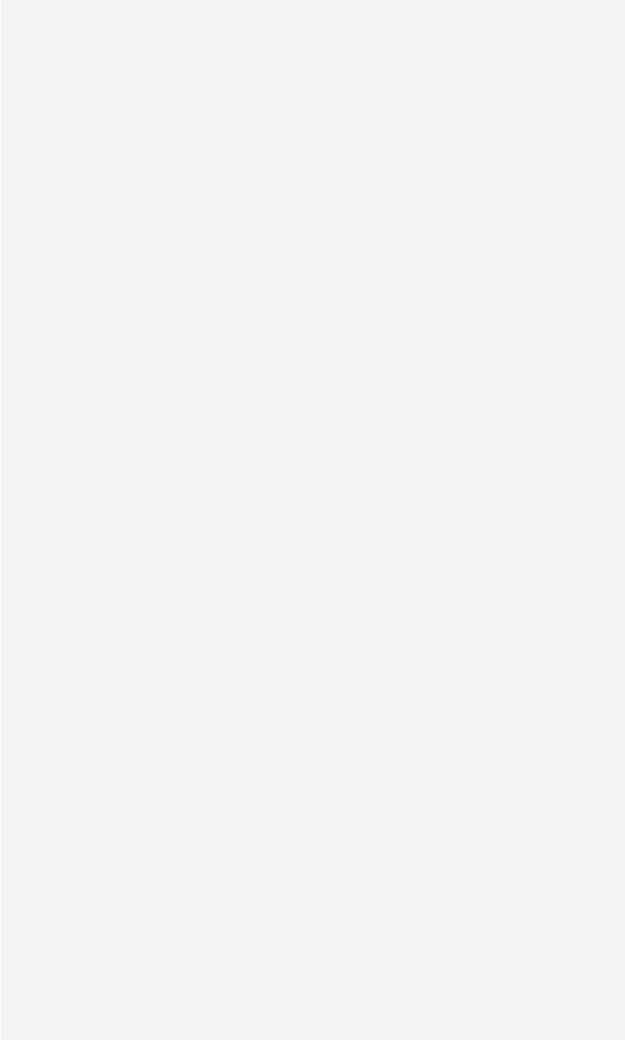
BGILD BODDOI

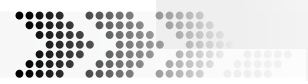


	12	?
	2020 N=165	2022-2023 N=65
	52.12%	27.69%
	76.97%	63.08%
	29.09%	36.92%
	/	13.85%
	1.21%	3.08%





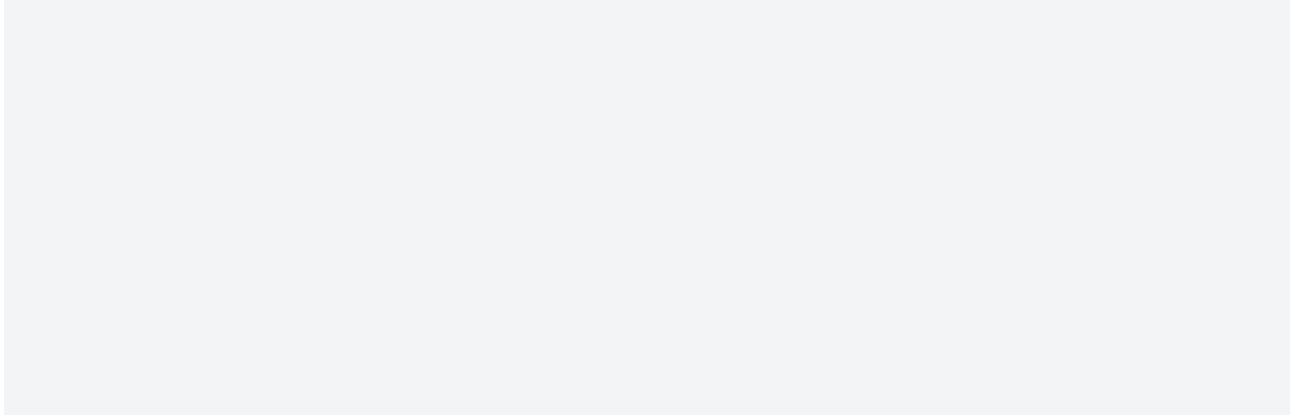





16						N=65					
A.	7.69%	18.46%	3.08%	23.08%	1.54%	15.38%	12.31%	12.31%	21.54%	1.54%	50.77%
B.	9.23%	10.77%	12.31%	24.62%	0.00%	13.85%	12.31%	12.31%	20.00%	0.00%	46.15%
C.	0.00%	1.54%	1.54%	1.54%	0.00%	0.00%	0.00%	1.54%	1.54%	0.00%	3.08%
D.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

13






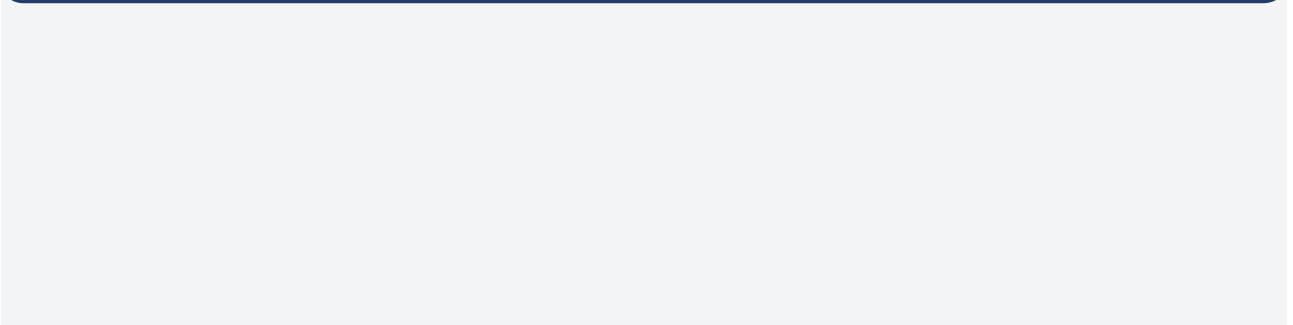
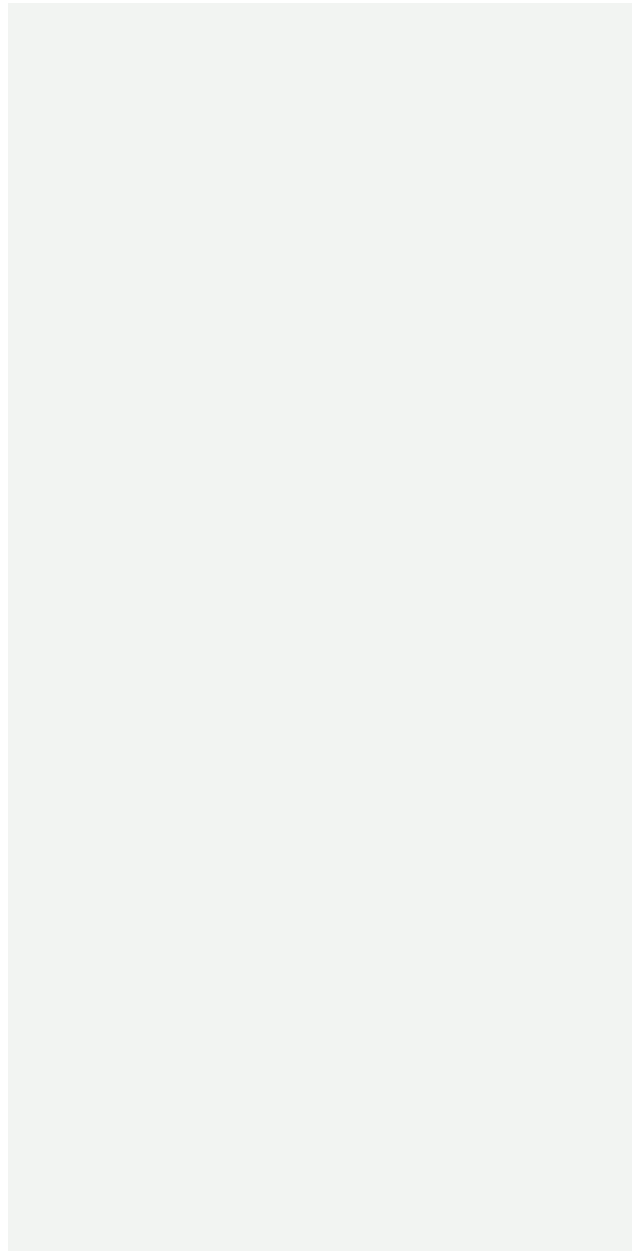
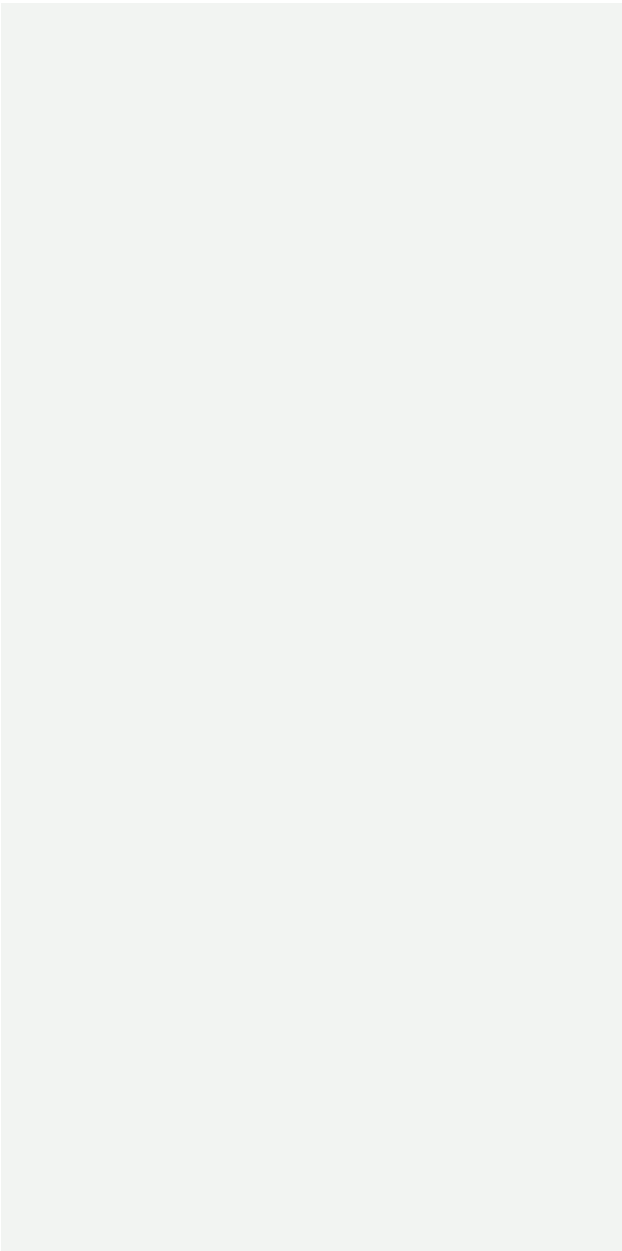
2020



∞ ∞



2020





11



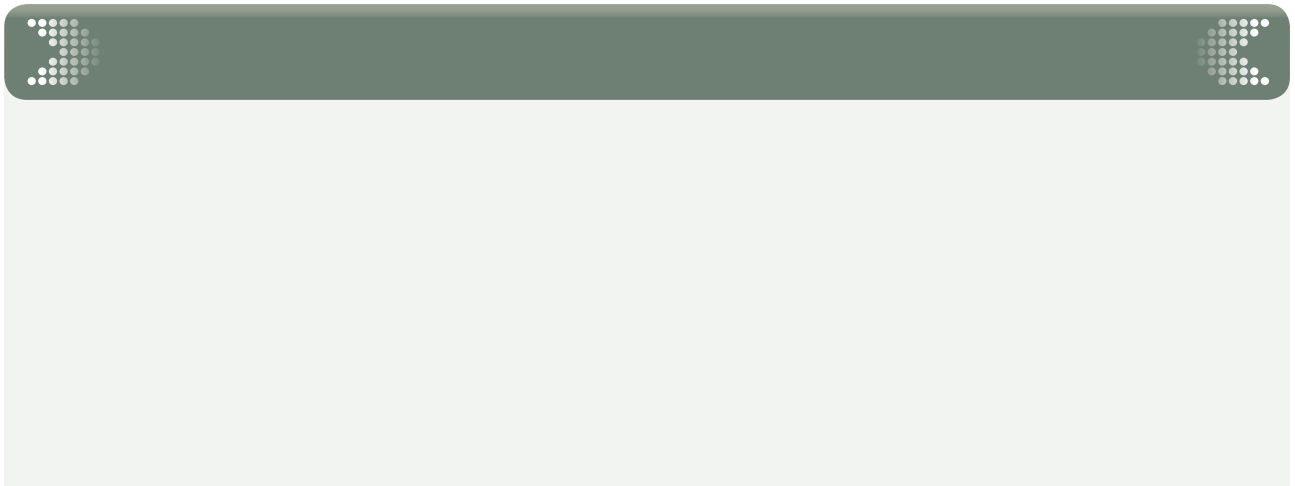


19 2020				N=268			
N							
	74.25%	75.75%	19.78%	26.12%	82.84%	45.90%	0.37%
	63.81%	65.30%	47.39%	54.85%	78.36%	69.03%	1.12%



20 2022-2023												N=126	
N													
	63.49%	57.14%	24.60%	23.81%	46.83%	23.02%	11.11%	9.52%	15.08%	7.94%	14.29%	0.00%	
	34.13%	27.78%	33.33%	41.27%	42.86%	52.38%	38.10%	16.67%	34.13%	11.11%	23.81%	0.00%	
	26.19%	17.46%	33.33%	36.51%	26.98%	26.19%	53.97%	38.89%	38.10%	38.89%	30.95%	0.79%	

2020



⋮



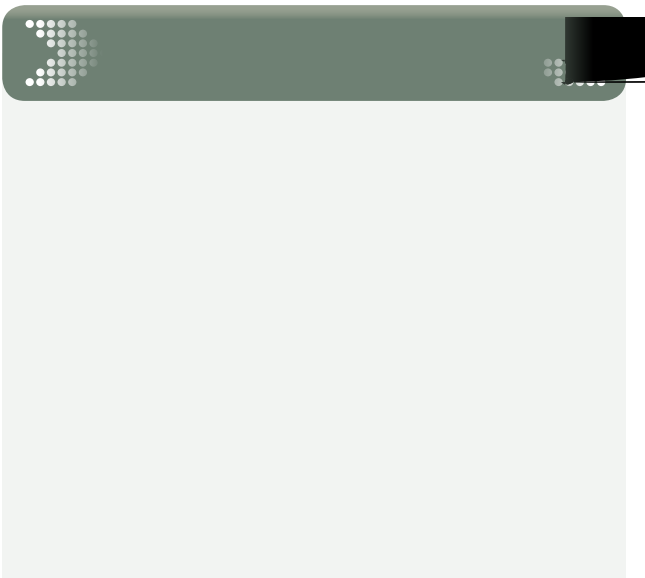
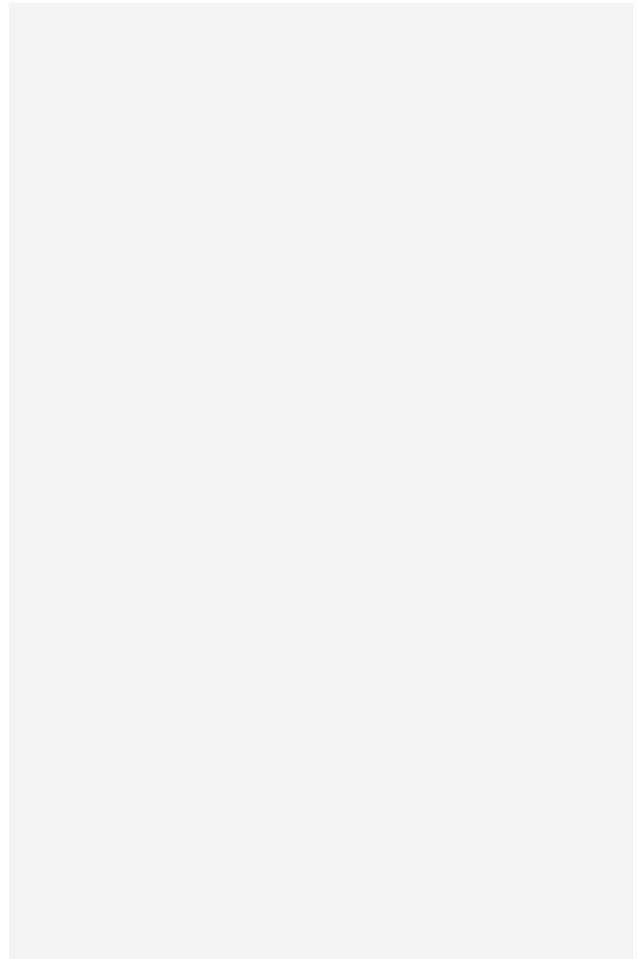
21			3 N=126		/
	->				
A.			83		65.87%
B.			16		12.70%
	C.		26		20.63%
	->				
D.			50		39.68%
E.			37		29.37%
	F.		33		26.19%
	->				
	G.		87		69.05%
	H.		9		7.14%
	I.		27		21.43%

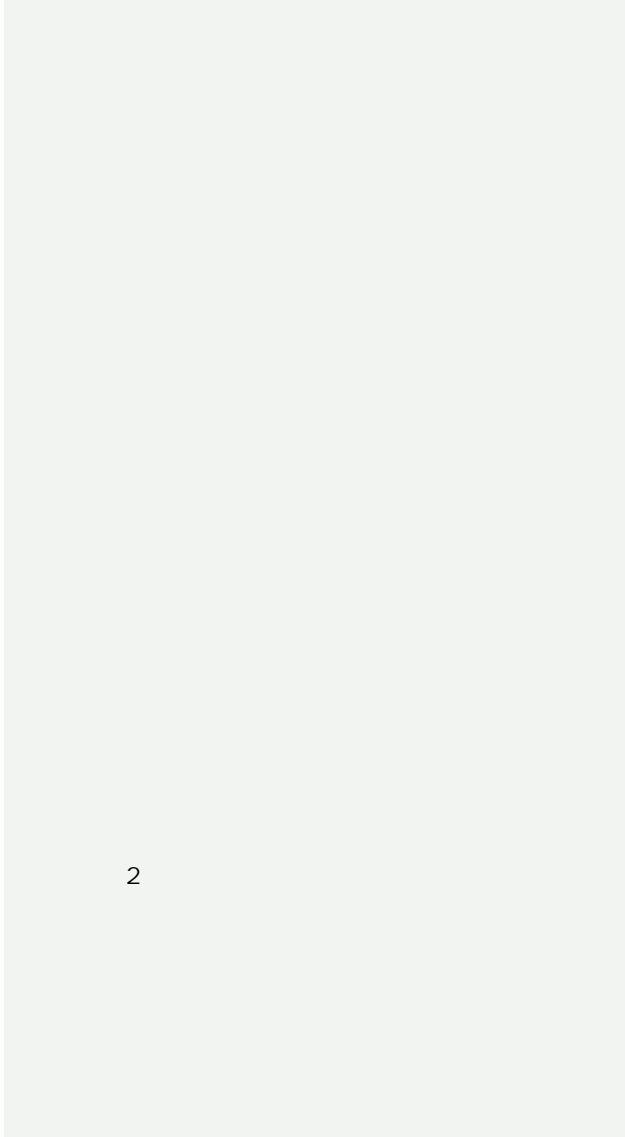
22		N=46			
	A.	B.	/	C.	D.
	10.87%	23.91%		21.74%	8.70%
	58.70%	58.70%		60.87%	41.30%
	10.87%	15.22%		13.04%	8.70%

22

5

-> ->





2



/

70%

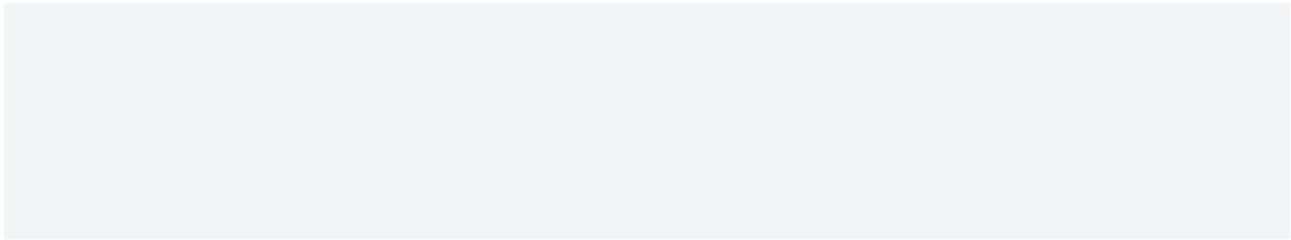
50%



	Z

HR

()



↻ BODDOI

11



Search bar with a magnifying glass icon on the left and a light gray input field.

23 2022-2023			1-2 N=60	
N				
	13.33%	13.33%	61.67%	11.67%
	8.33%	8.33%	61.67%	21.67%
	6.67%	8.33%	53.33%	31.67%

24							N=60
N							
	13.33%	48.33%	33.33%	56.67%	15.00%	8.33%	3.33%
	28.33%	36.67%	30.00%	35.00%	23.33%	13.33%	6.67%
	36.67%	21.67%	20.00%	28.33%	31.67%	8.33%	11.67%



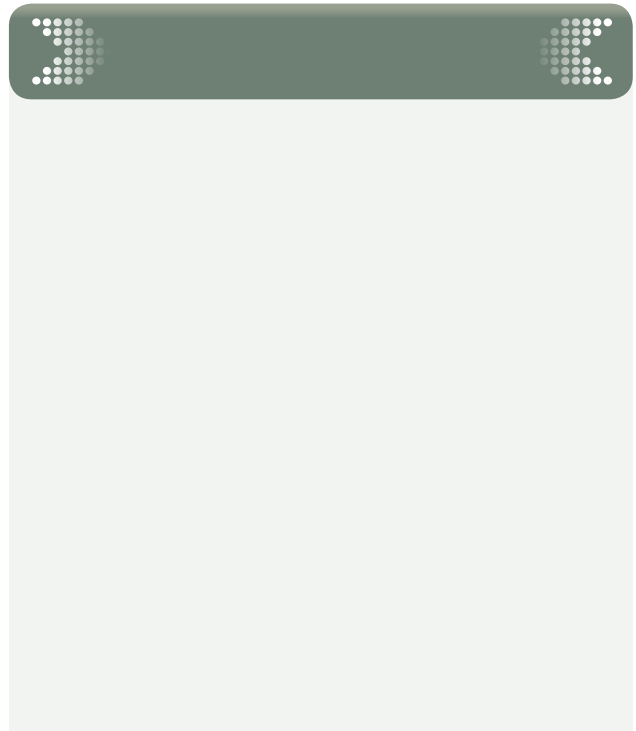
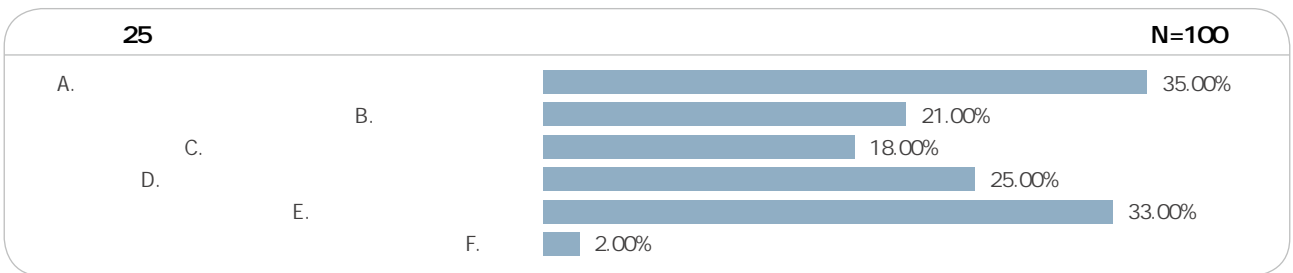
23

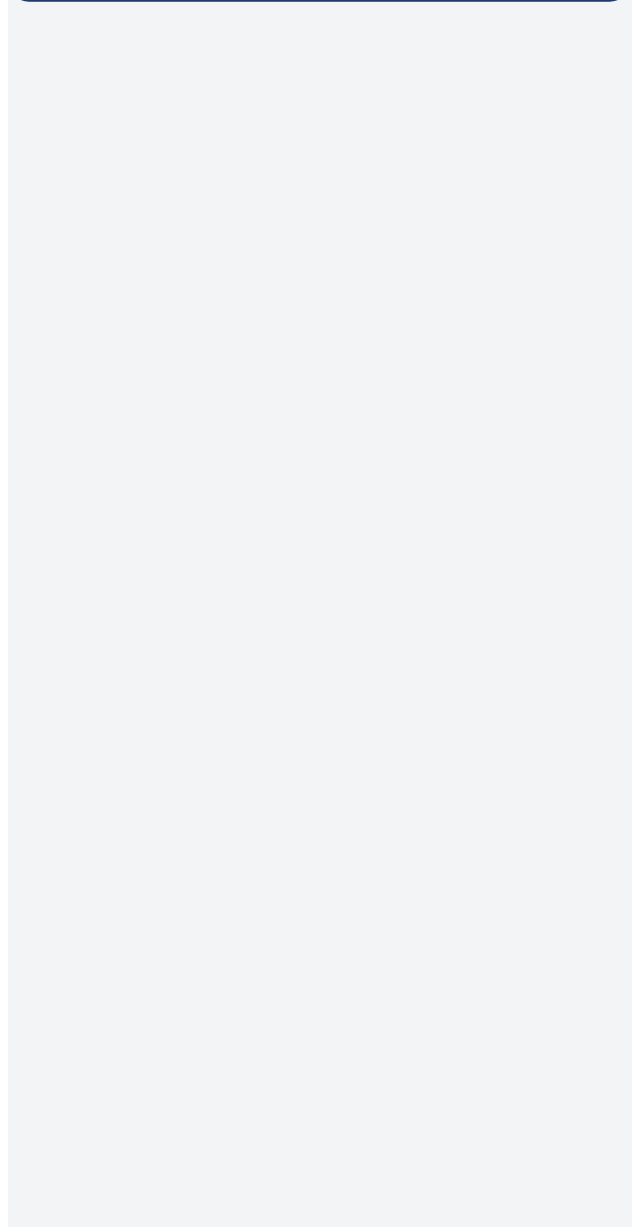
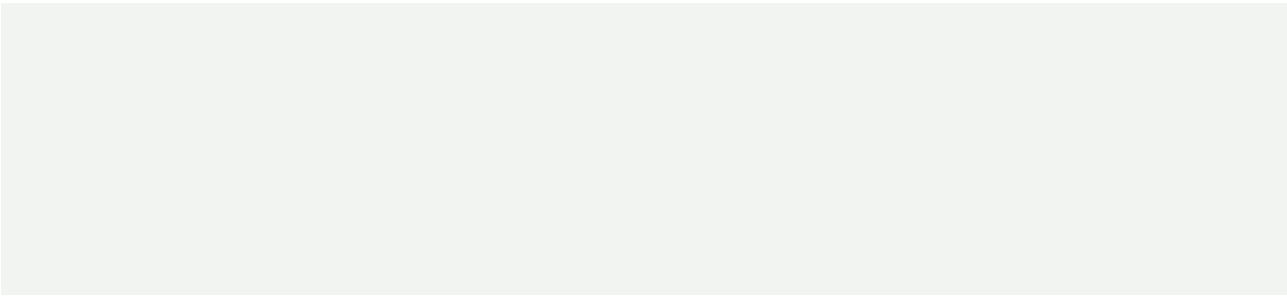
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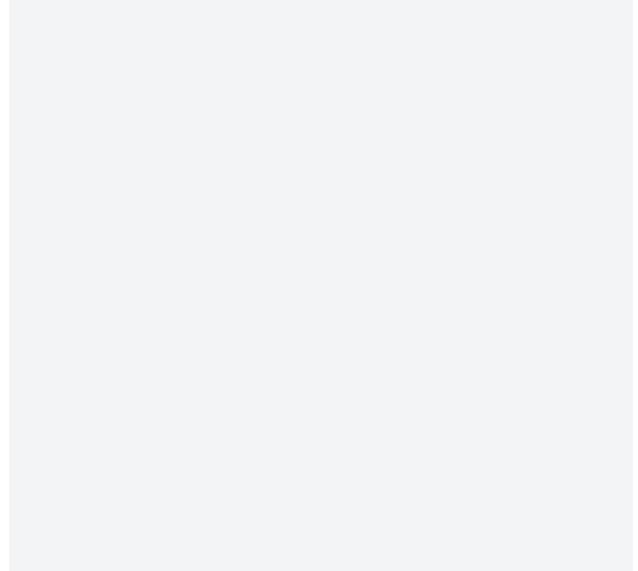
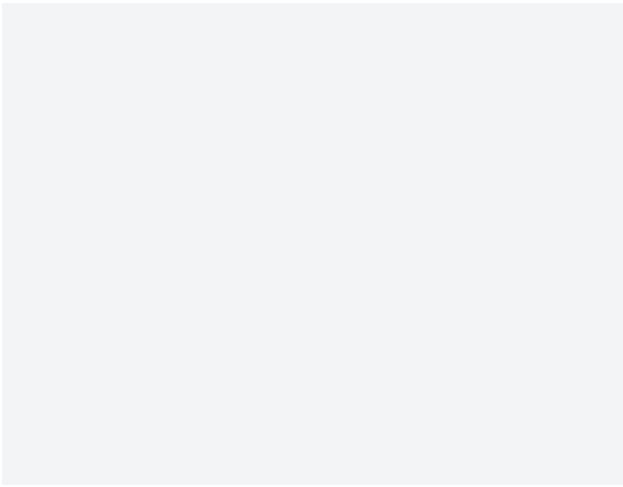
BORROW



Search bar with magnifying glass icon









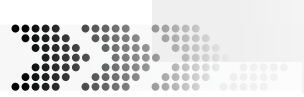
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- 1.
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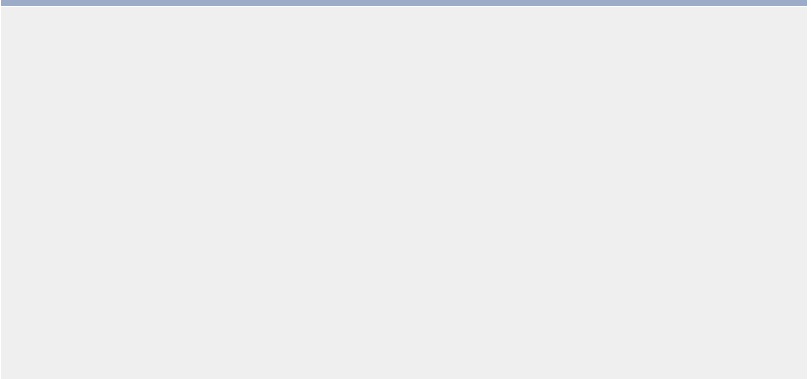
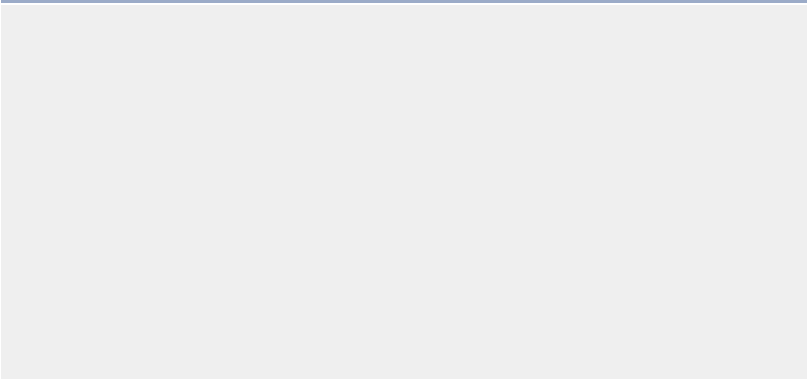
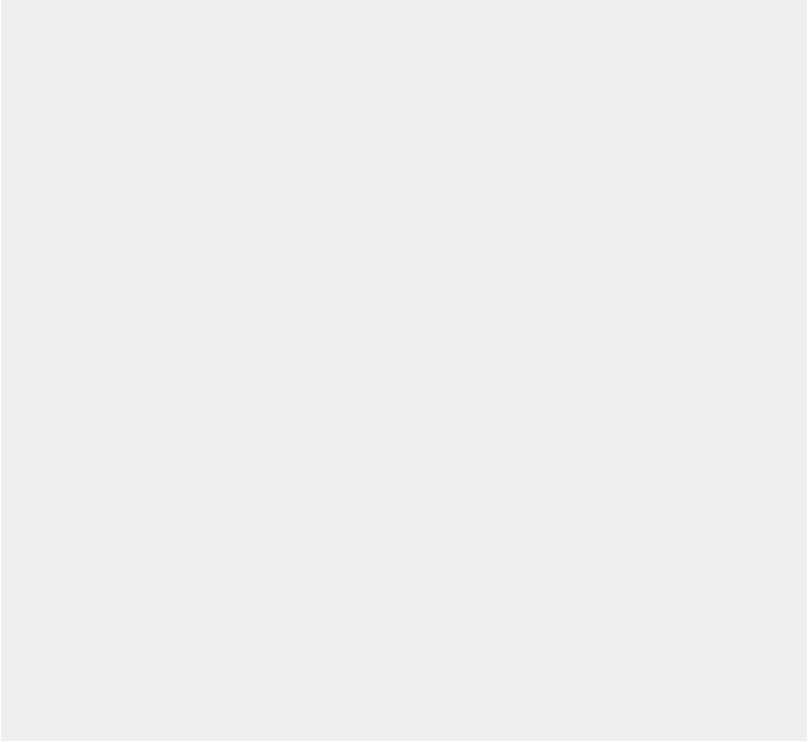
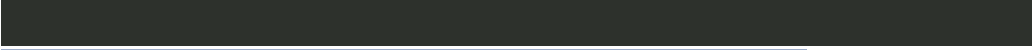
1.

2

1.

2


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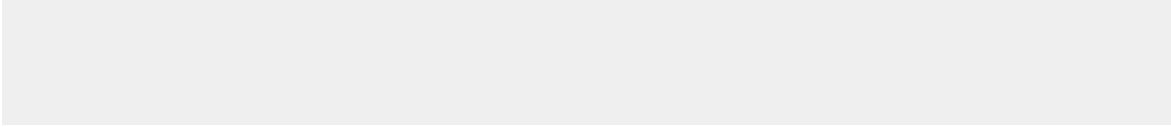




CASE SHARING

制造业





20

2018

2022

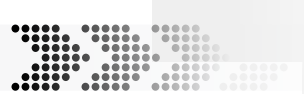
2018

/

5G

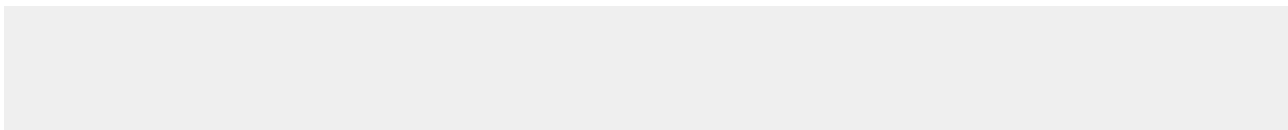
IIoT Box 5G

IIoT Box





IT



30

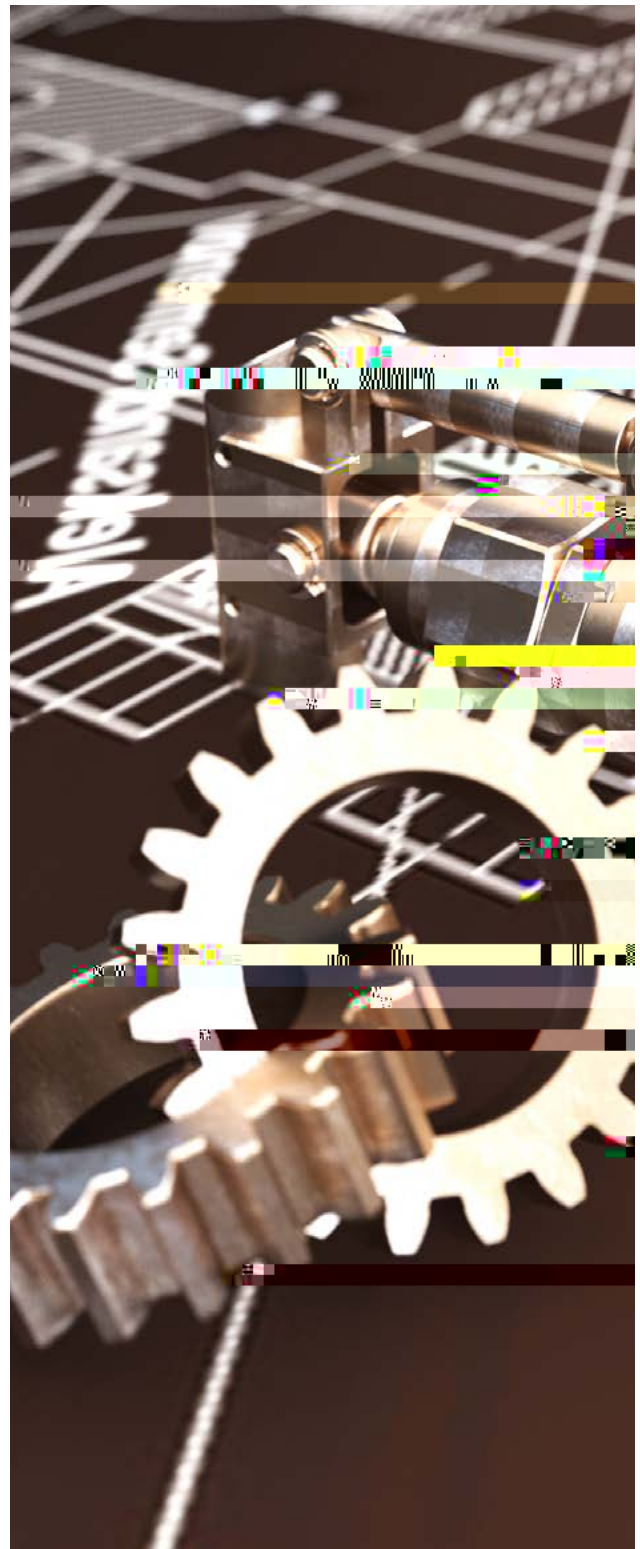


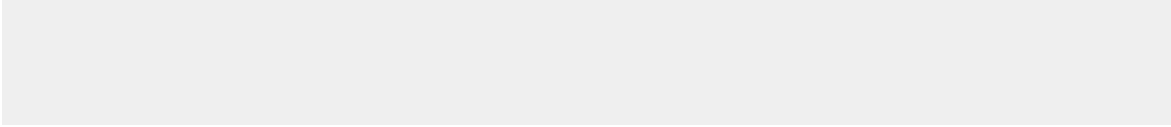
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50 600 300
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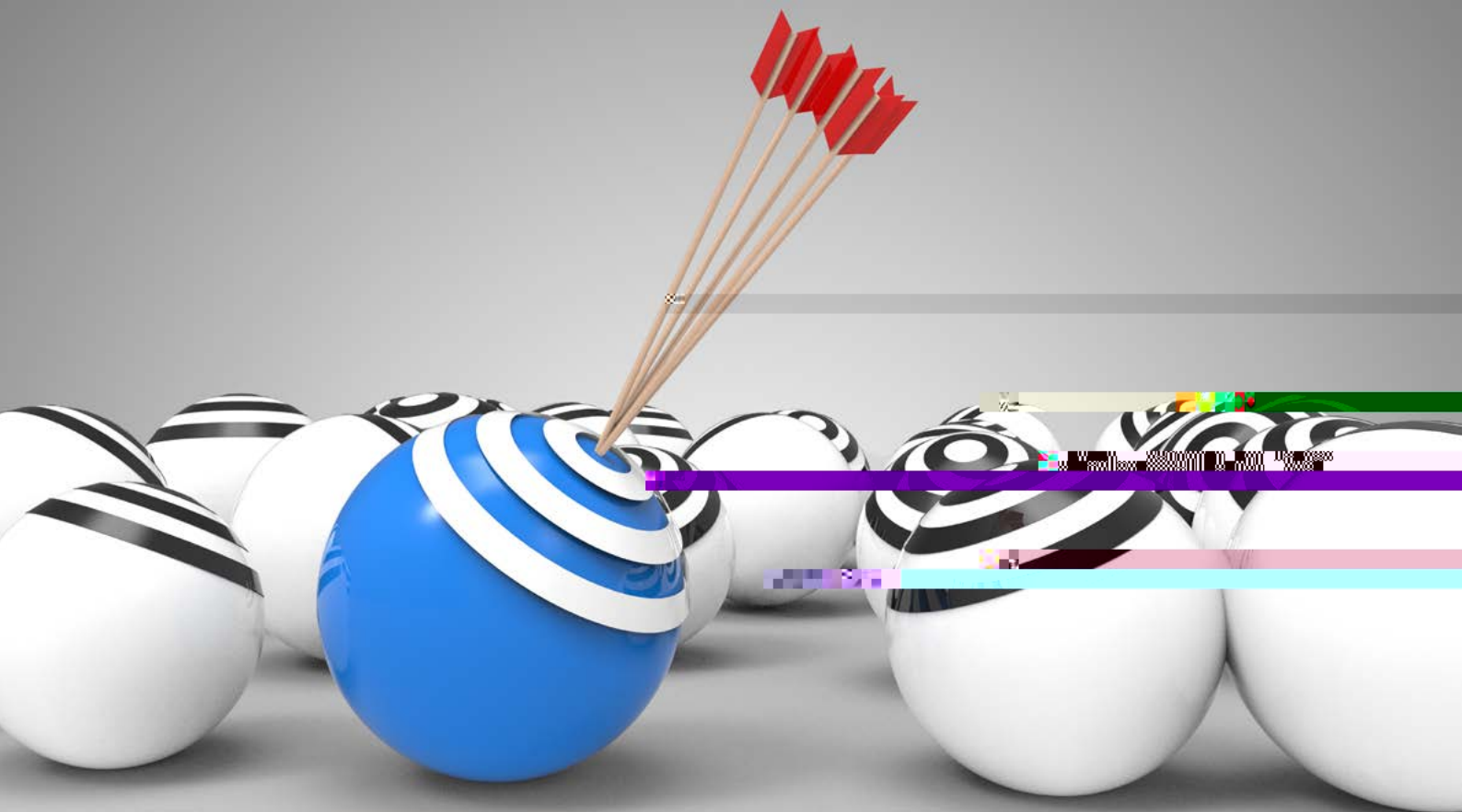
4.

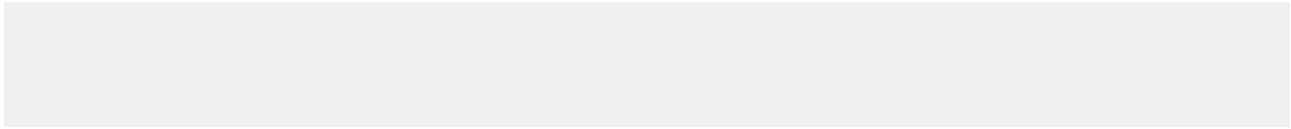
1.

HR HR 75

2.

3.





2017
 Macarius GmbH
 2022 3
 4.0
 95%
 2021
 2459
 5762
 2028
 2019
 2020
 2020
 36%
 55%

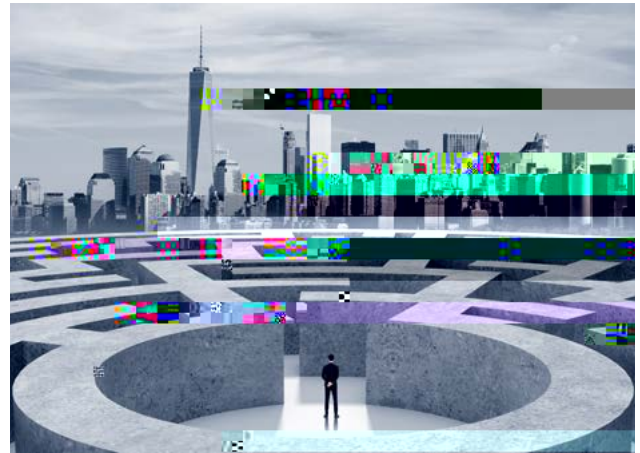
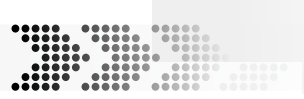




985 211

2020





lesson learn

lesson learn

PIA Wiki



HD

HR

HR

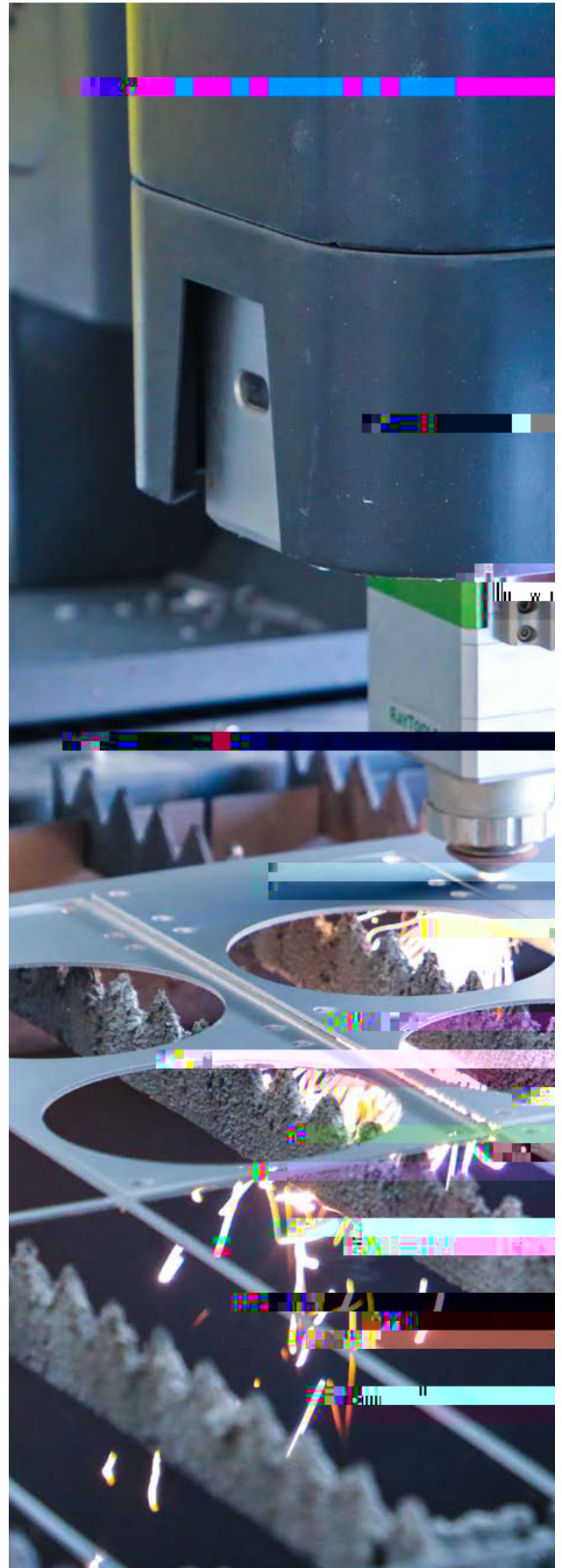
HR

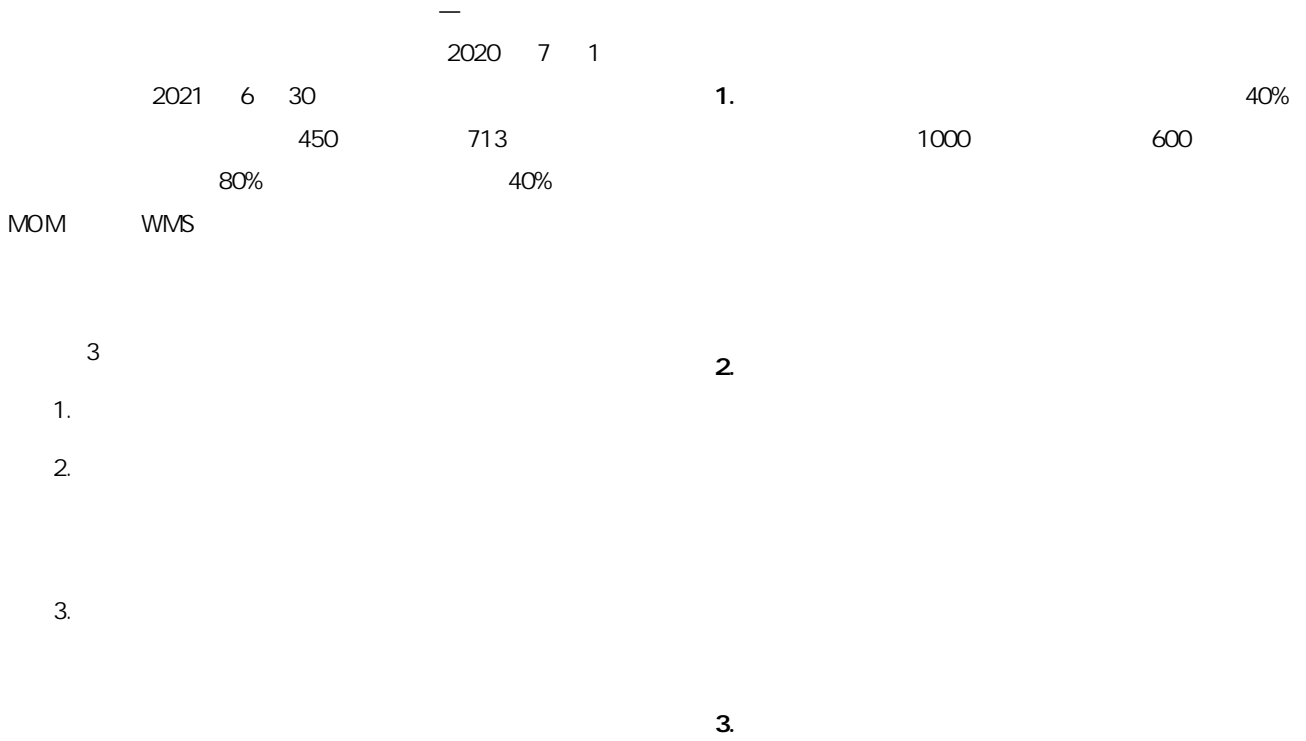
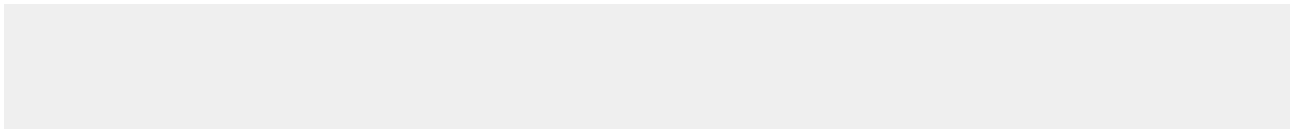
HR

HR

HR

HR







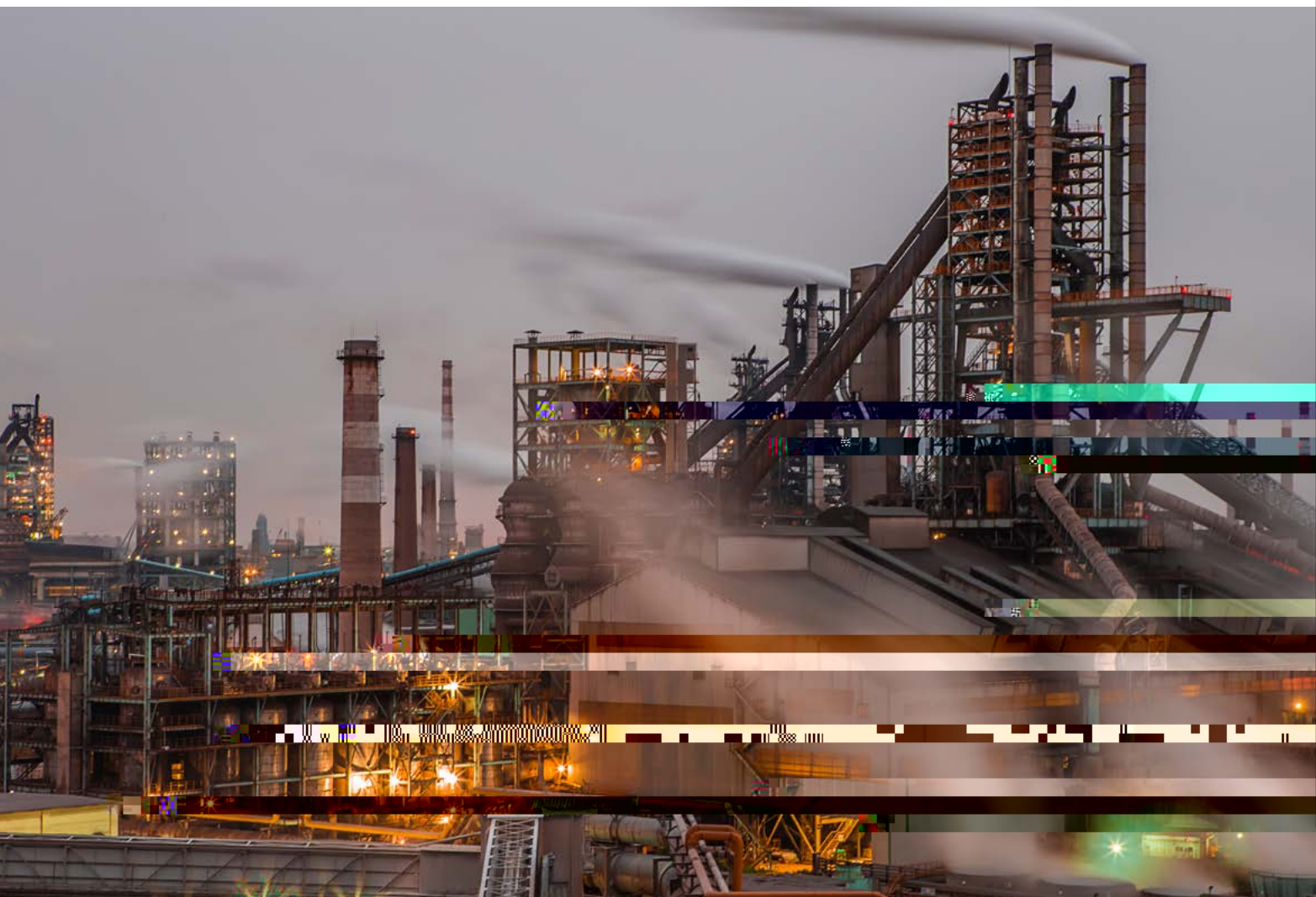
5G



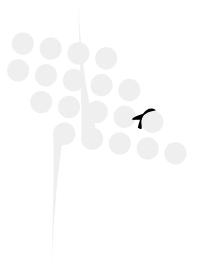
BBO

8

10







CHIEF ADVISER



ADVISORY GROUP

AUTHOR

F[S.L[g@ ZdWUZ[S.adY

work—

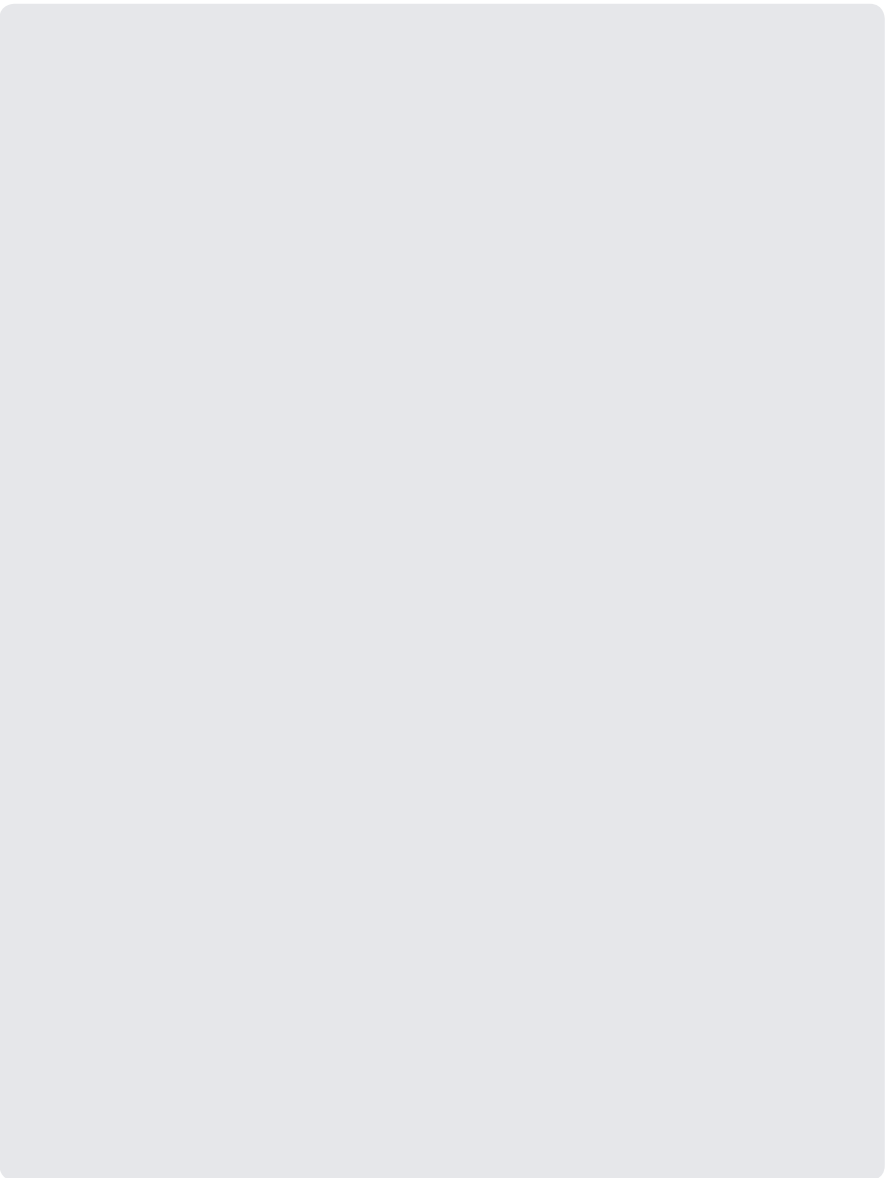
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Future of



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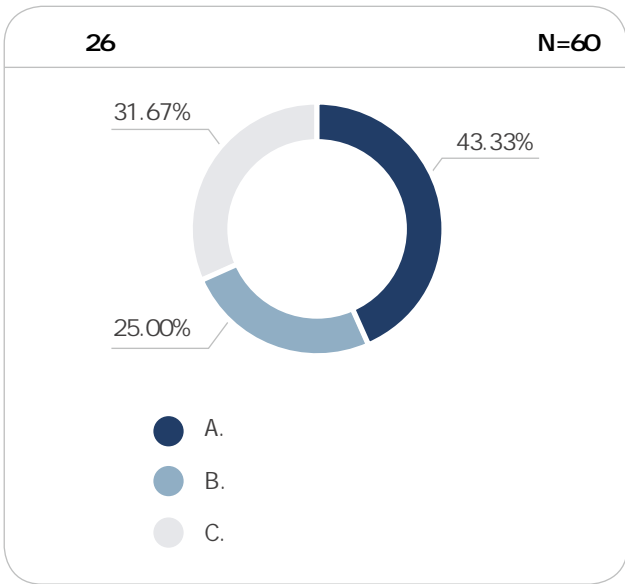


/



Horizontal rounded rectangle with a blue circle icon in the center.

Horizontal rounded rectangle with a magnifying glass icon on the left side.



26

D	
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2018

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2020

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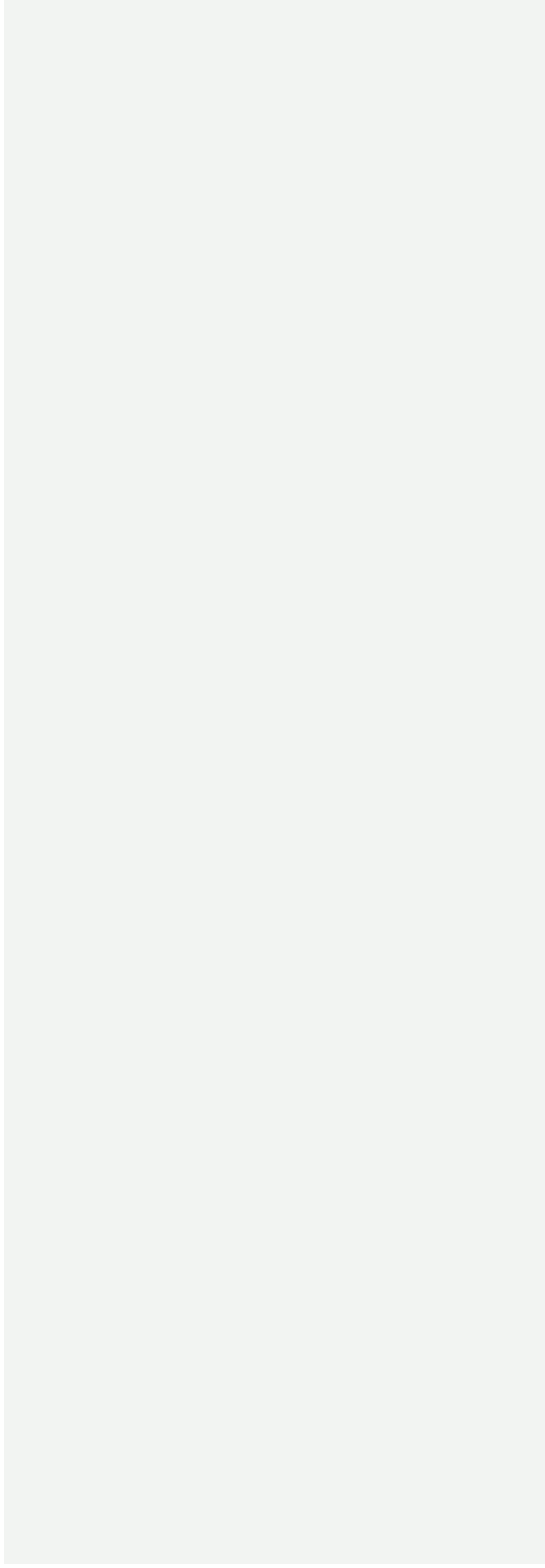
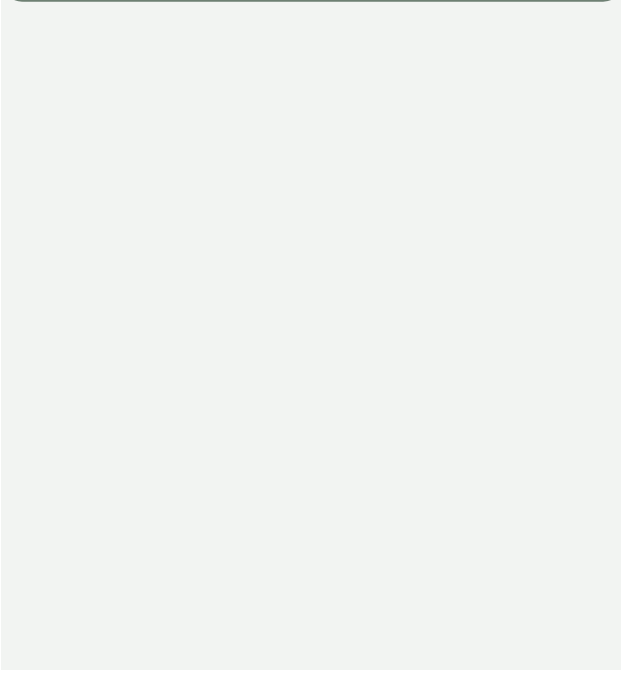
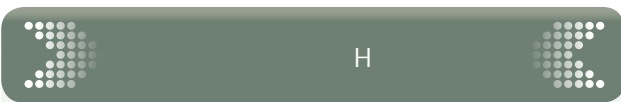
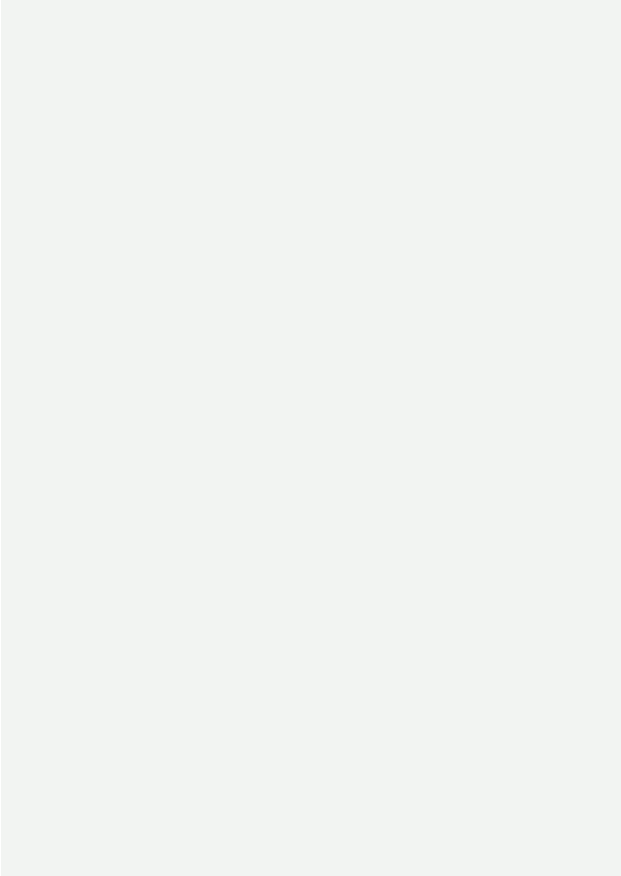
7

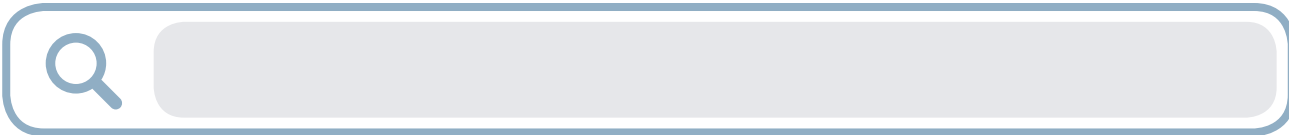
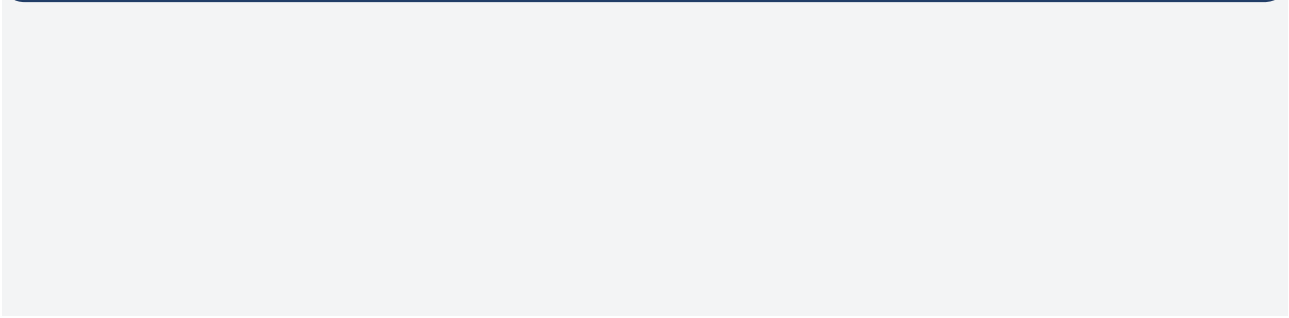
13

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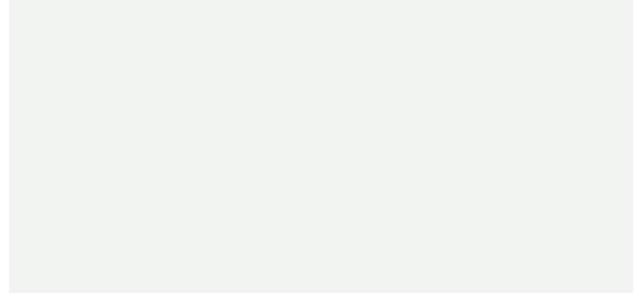
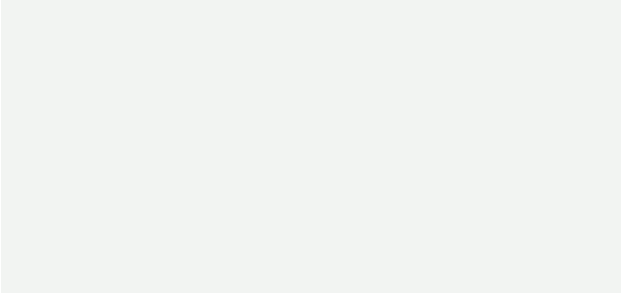
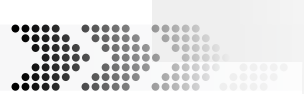


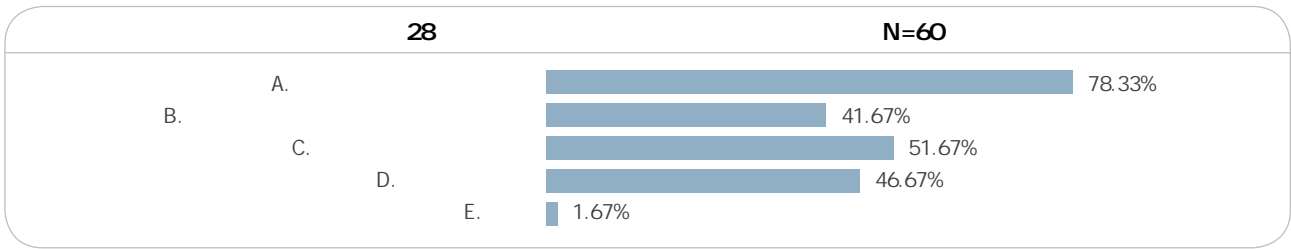




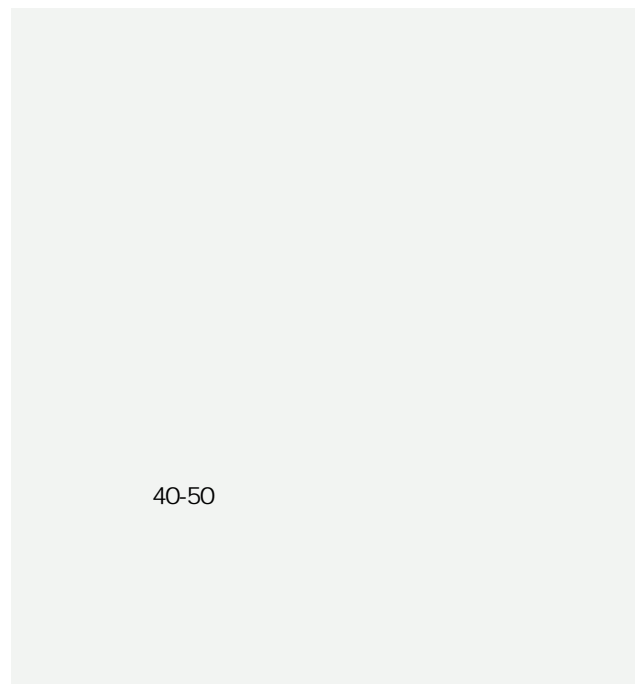
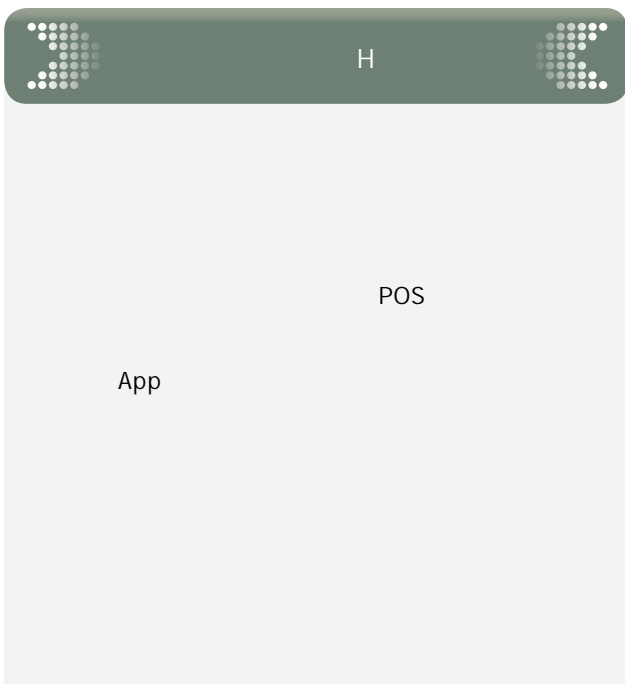
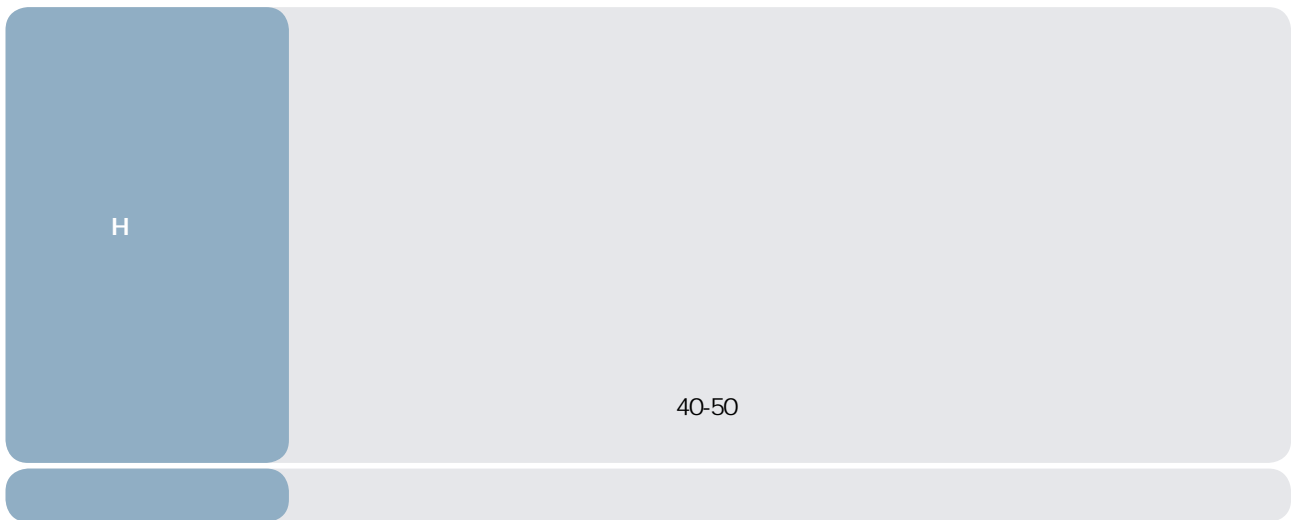
27

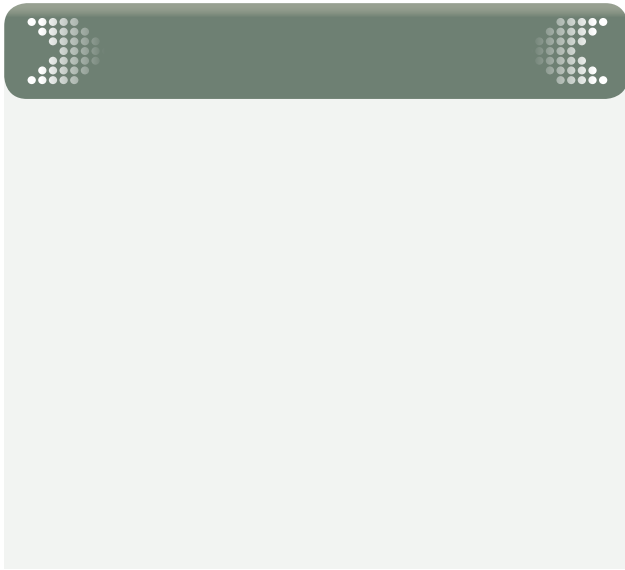
N					
A.	N=30	30.00%	30.00%	20.00%	20.00%
B.	N=18	5.56%	50.00%	16.67%	27.78%
C.	N=19	15.79%	26.32%	31.58%	26.32%
D.	N=29	17.24%	41.38%	20.69%	20.69%
E.	N=16	43.75%	31.25%	12.50%	12.50%
F.	N=8	75.00%	12.50%	12.50%	0.00%
G.	N=13	30.77%	46.15%	7.69%	15.38%
H.	N=28	25.00%	25.00%	10.71%	39.29%





46.67%





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sales

sales

sales

service

service

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SOK





29						
N				EOB		
A.	N=47	80.85%	59.57%	40.43%	34.04%	44.68%
B.	N=25	55.56%	11.11%	33.33%	66.67%	44.44%
C.	N=31	51.61%	51.61%	58.06%	54.84%	29.03%
D.	N=28	53.57%	39.29%	53.57%	50.00%	50.00%

29

SOP

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Decorative header with a grid of dots on the left and right.

Fragrance Studio

2.0 Foundation Finder

Virtual Artist

VR

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WEI

— 21 —

Decorative header with a dark blue gradient and the text "df^".



N							
A.	N=30	56.67%	43.33%	30.00%	63.33%	60.00%	13.33%
B.	N=18	33.33%	38.89%	33.33%	50.00%	50.00%	16.67%
C.	N=19	57.89%	57.89%	42.11%	73.68%	73.68%	15.79%
D.	N=29	37.93%	27.59%	10.34%	58.62%	48.28%	6.90%
E.	N=16	31.25%	25.00%	25.00%	68.75%	43.75%	6.25%
F.	N=8	37.50%	37.50%	25.00%	62.50%	37.50%	0.00%
G.	N=13	30.77%	30.77%	23.08%	69.23%	46.15%	0.00%
H.	N=28	42.86%	32.14%	17.86%	67.86%	60.71%	17.86%



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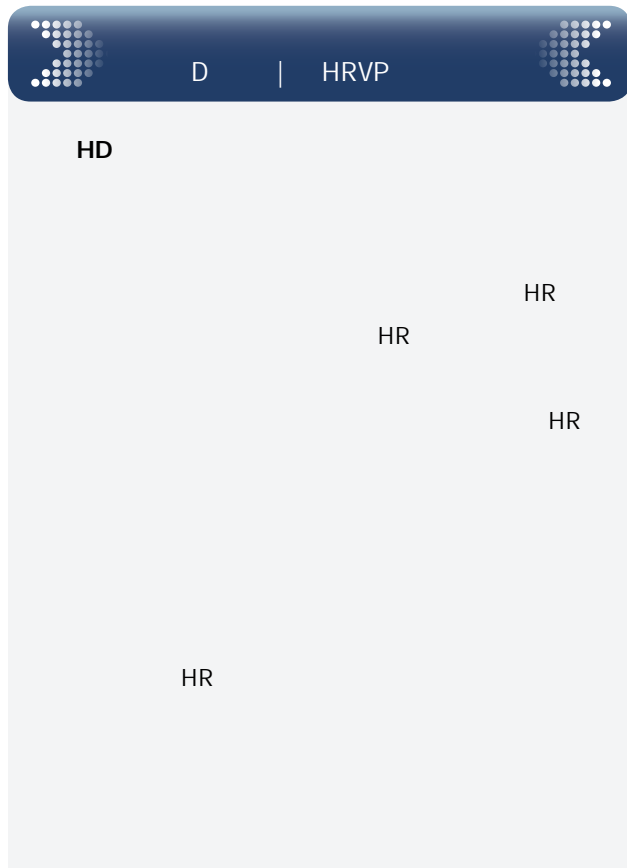
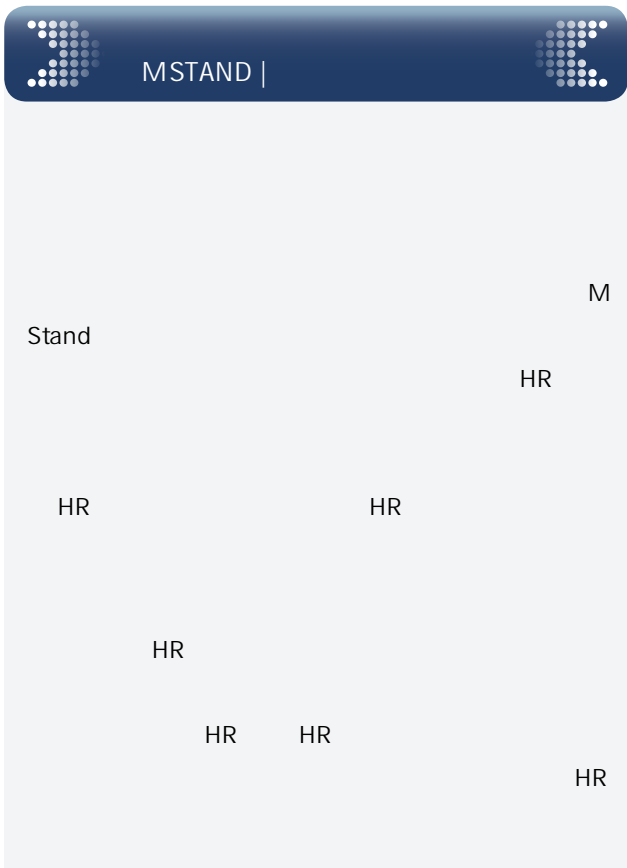


HRVP

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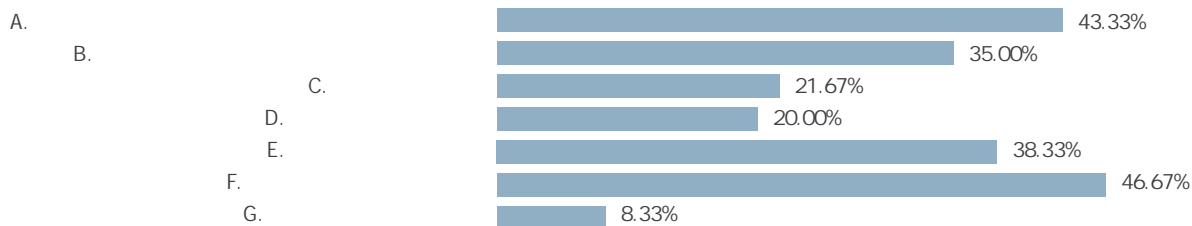
MStand

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31

N=60

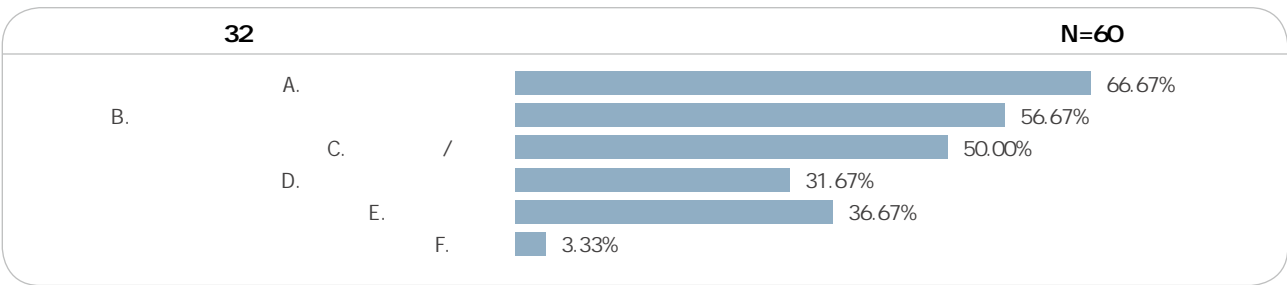




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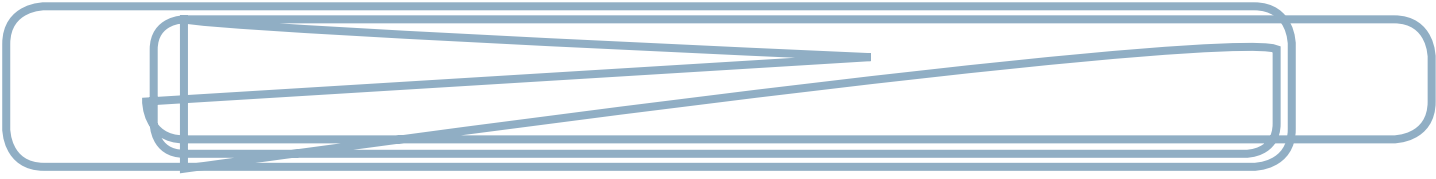
 PUMA | Head of C&B and People Services Eunice Shen 

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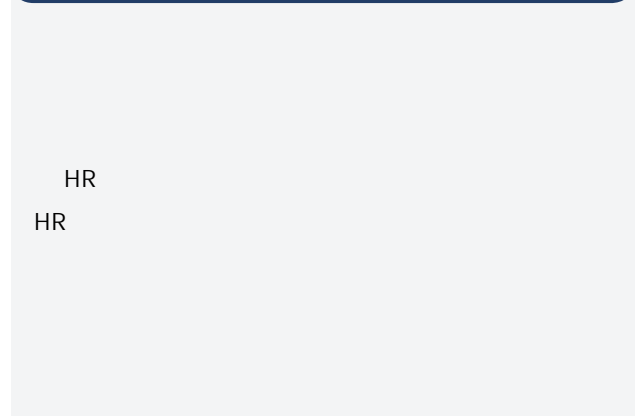
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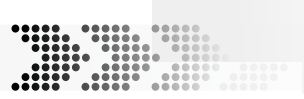


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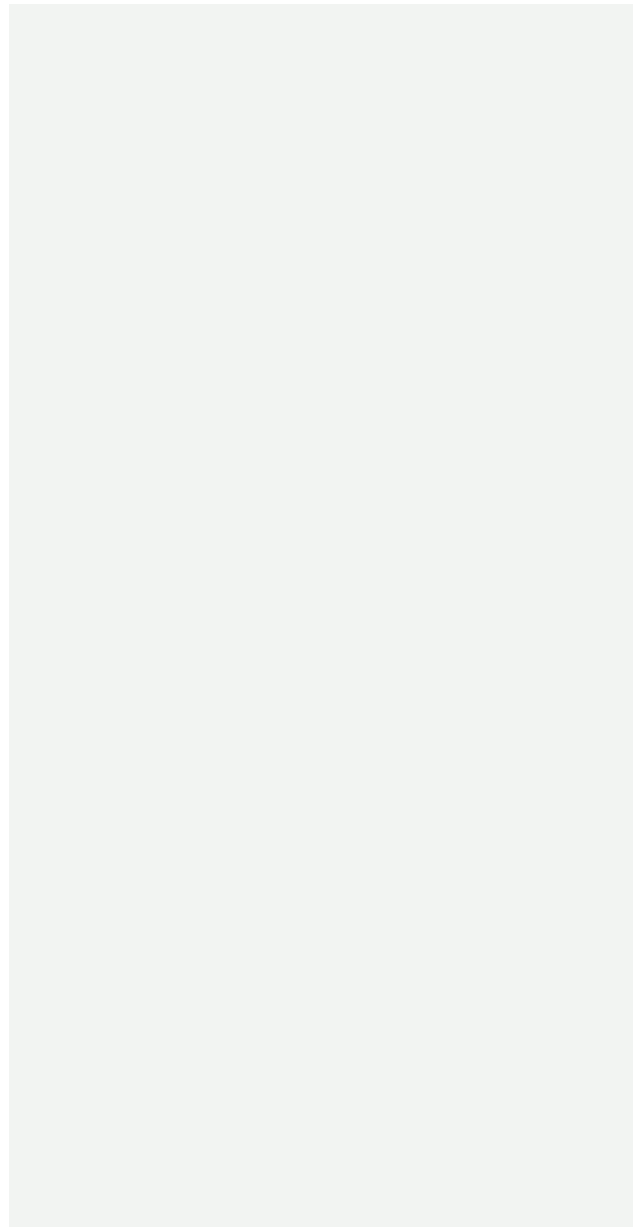
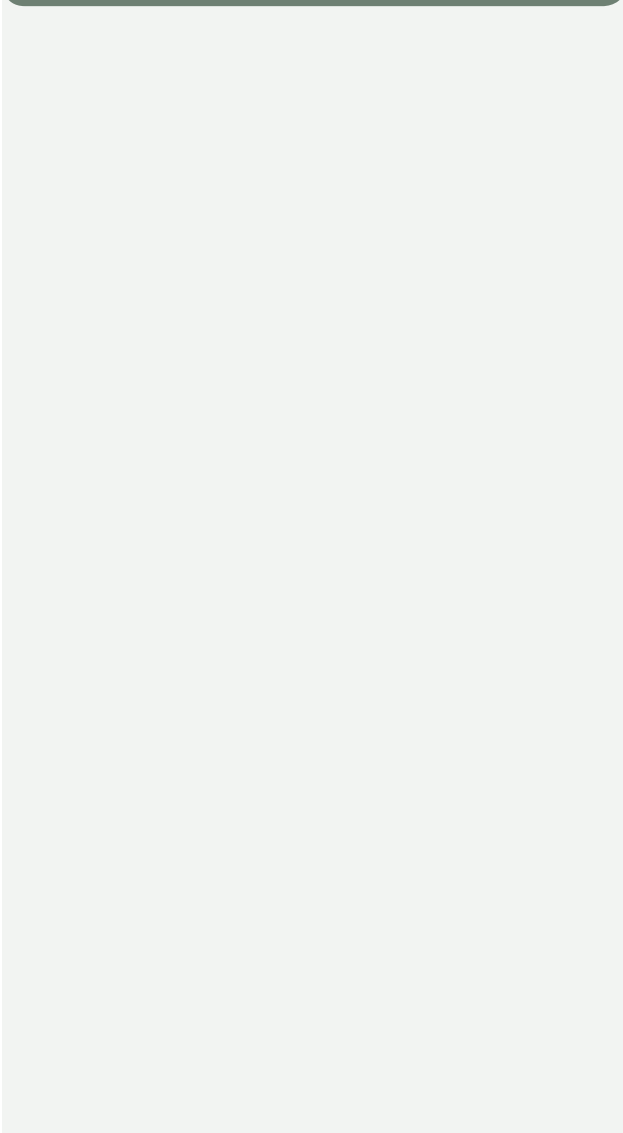
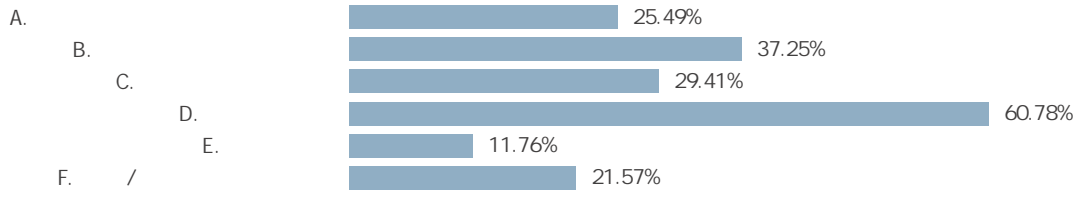
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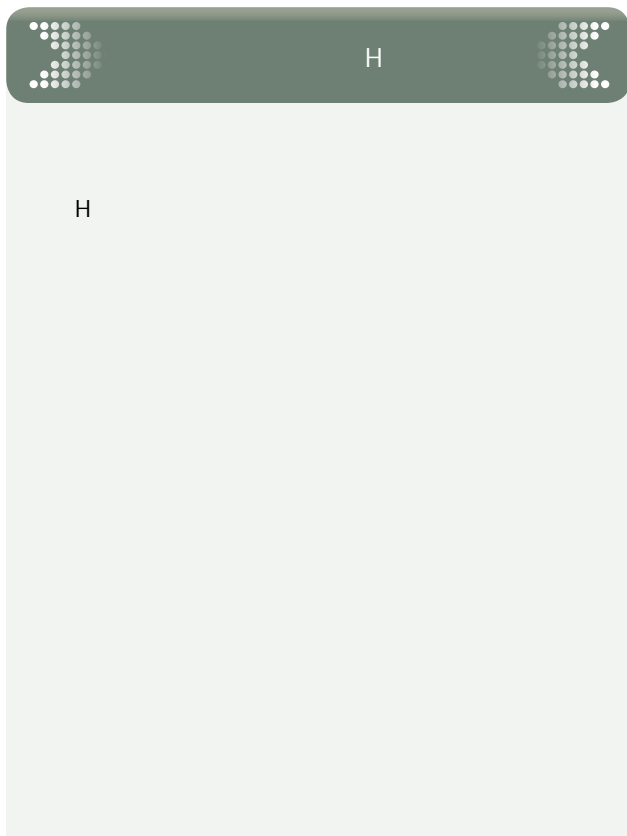
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N=51





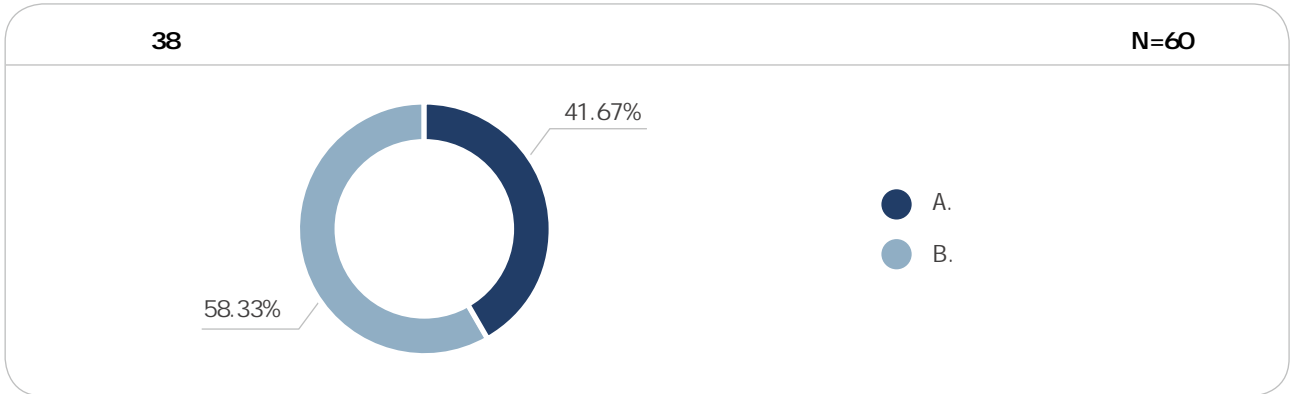
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Navigation bar with a circular arrow icon and a slash symbol.

Search bar with a magnifying glass icon and a grey input field.



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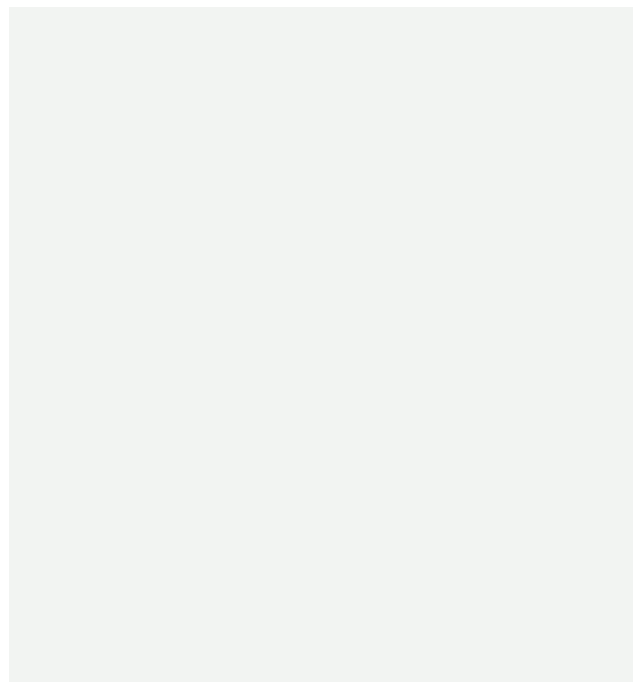
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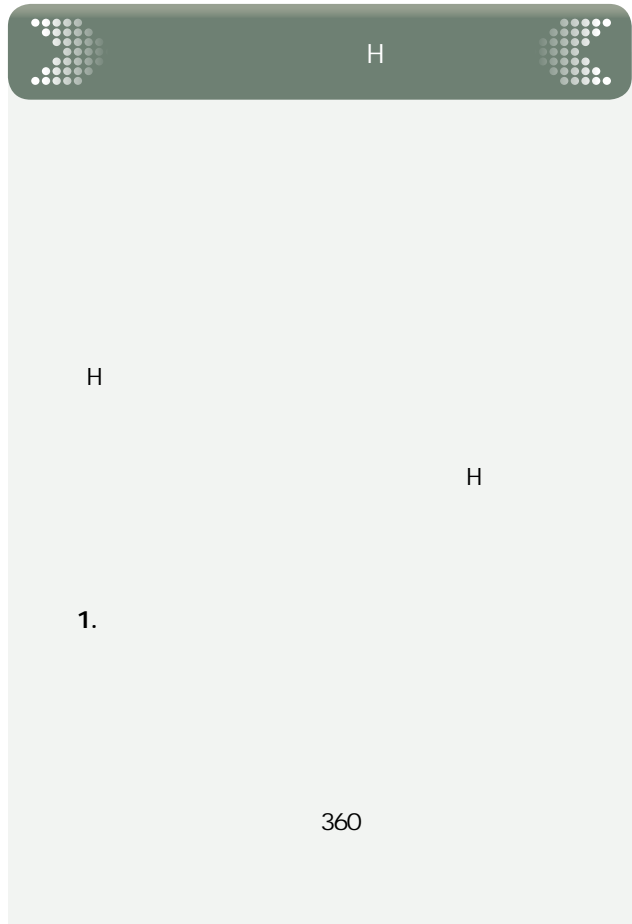
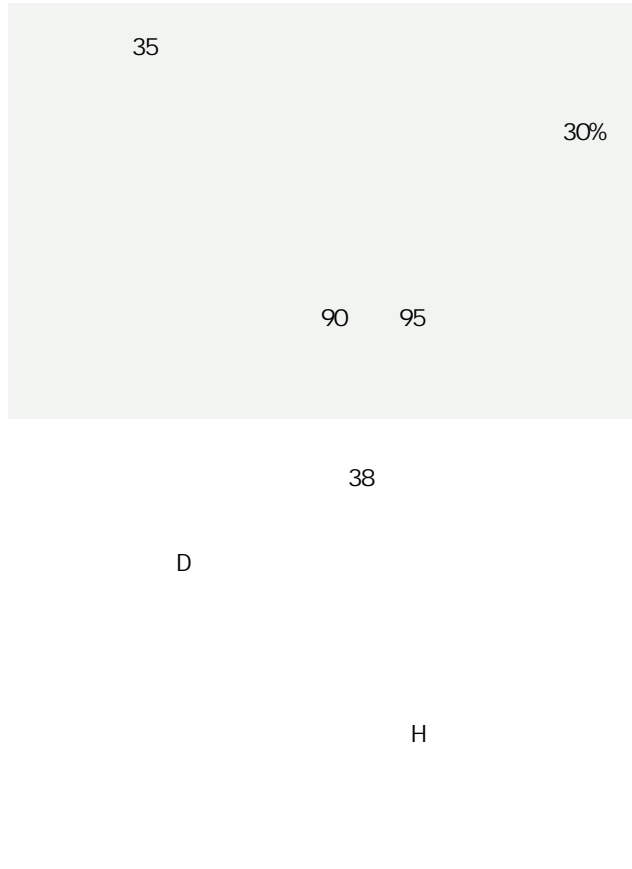
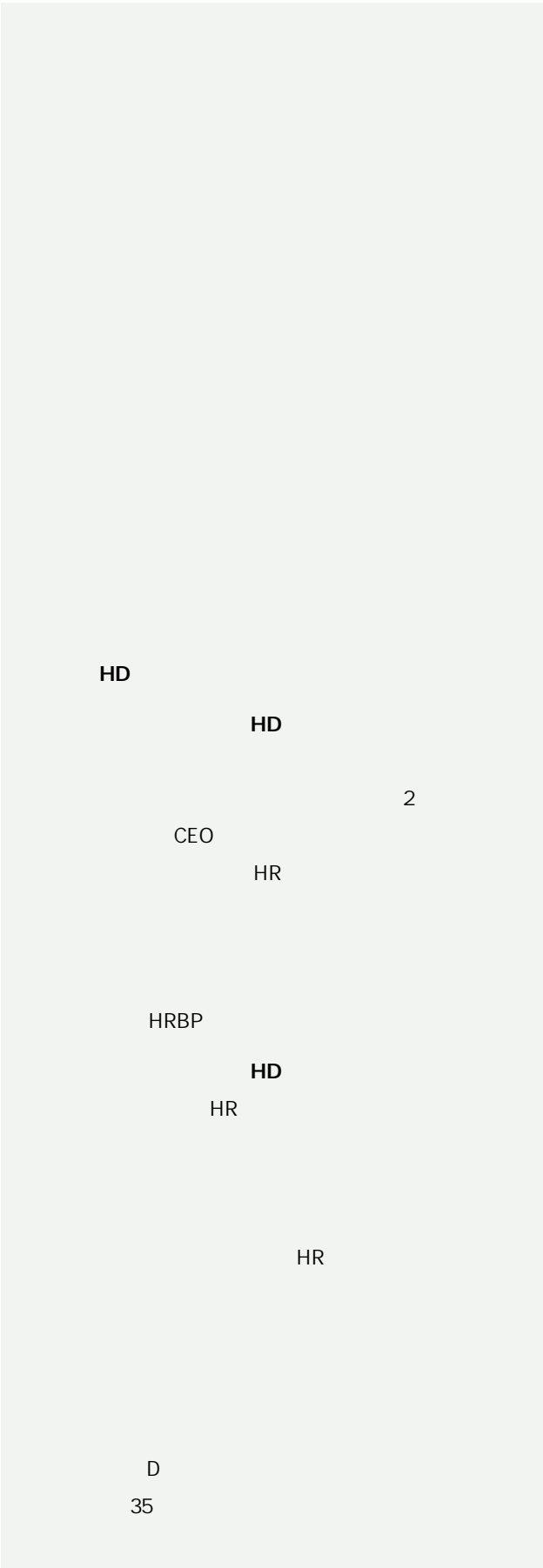
Content: +

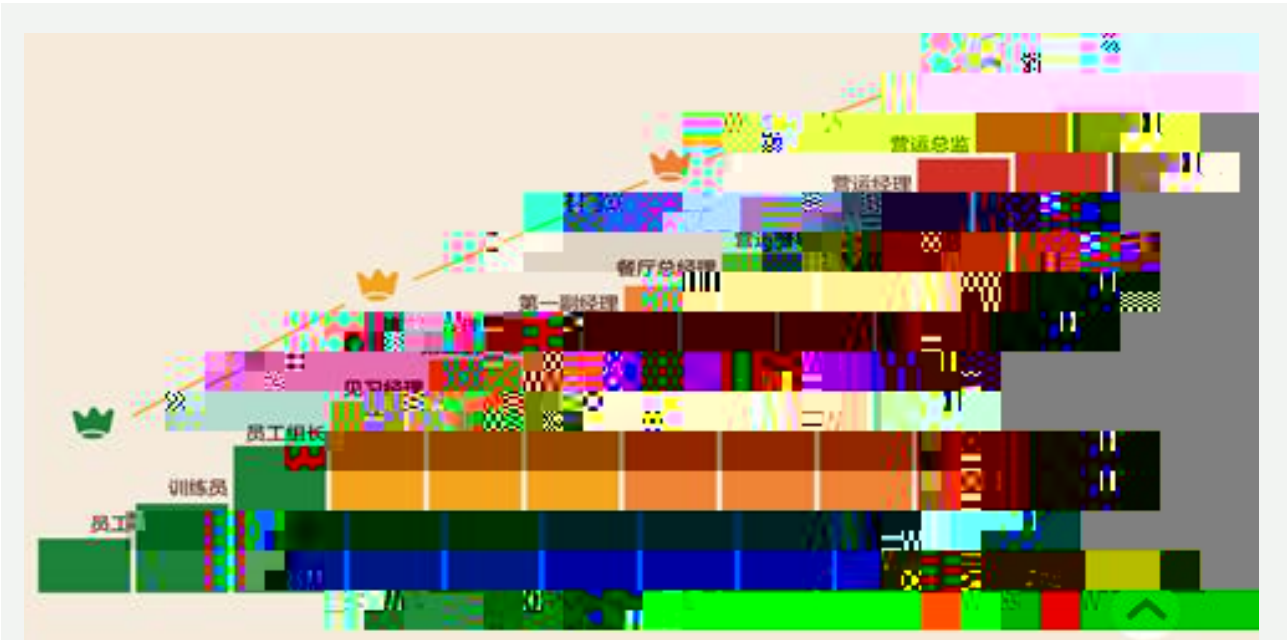
Content: D

Content: 2021

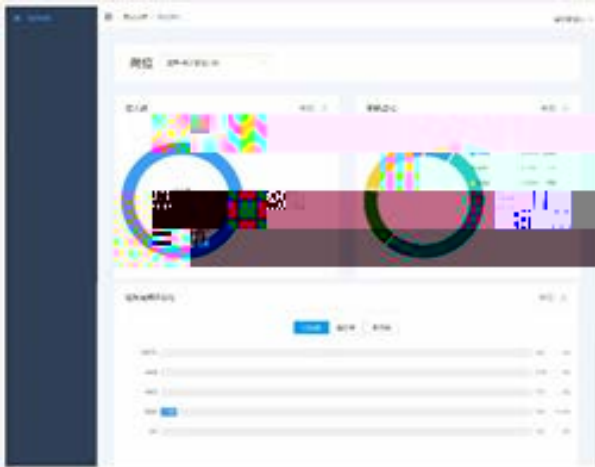
Content: 6







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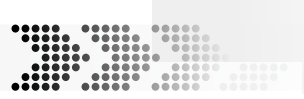
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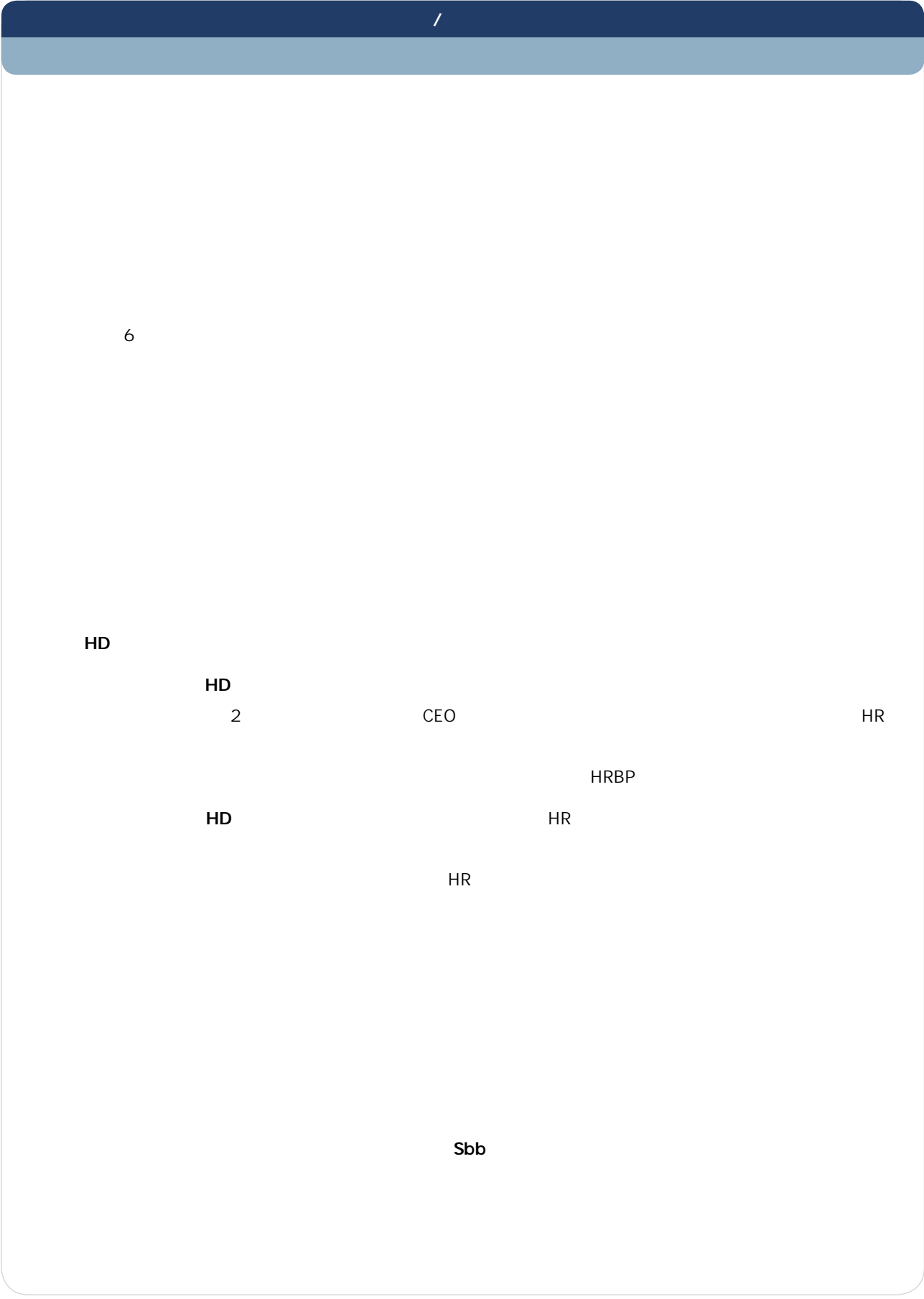


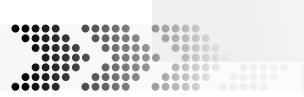
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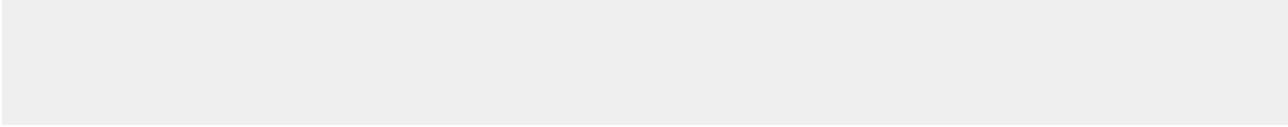


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CASE SHARING&EXPERT INSIGHT

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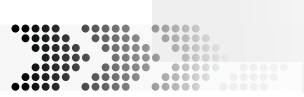


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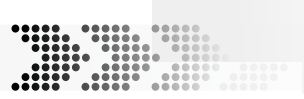
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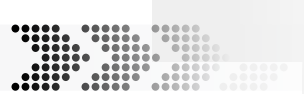
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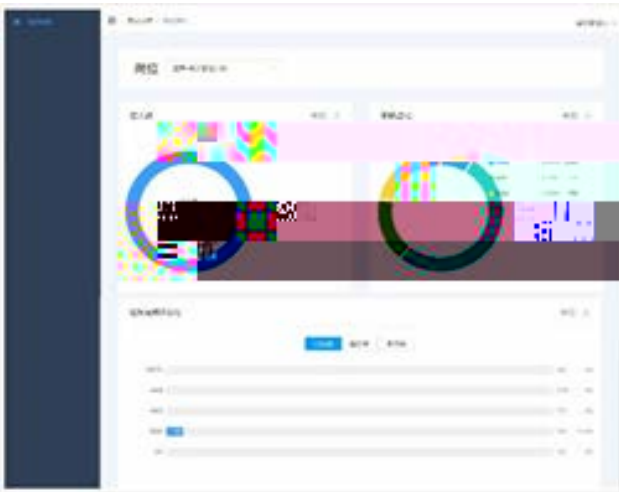
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Head of C&B and People Services

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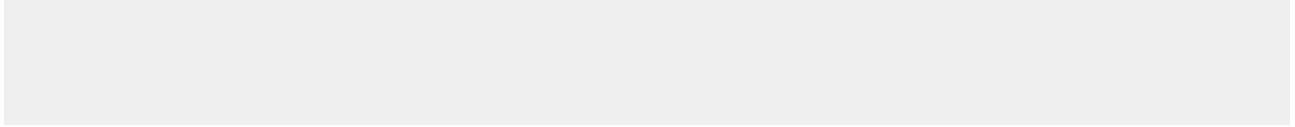
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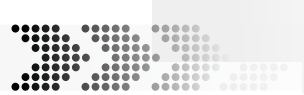
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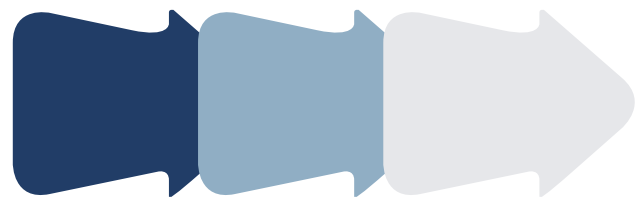
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MStand

MStand



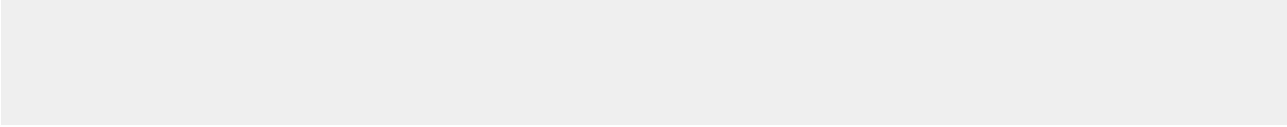


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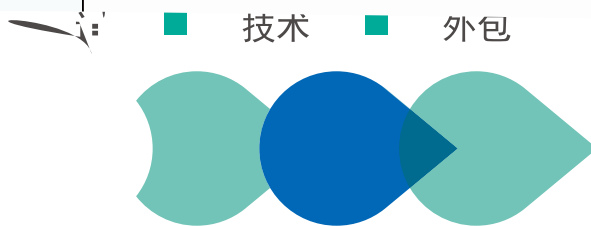
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- Benchmarking
- Practice Mapping
- Blue Print
- Trends Exploration ()
- Deep Topic

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上海外服招聘及灵活用工事业部

(RPO)

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: 400-196-2002

FSG

调研主办方

联合主办方