



**FrieslandCampina** nl  
nourishing by nature

# Global Support for International Assignees



**Communicaid**

# FRIESLANDCAMPINA

With 22,000 employees in 32 different countries, every day Royal FrieslandCampina provides millions of consumers all over the world with food that is rich in valuable nutrients from milk. With annual revenue of 11.3 billion Euros, FrieslandCampina is one of the world's largest dairy companies<sup>1</sup>.

This cooperative structure is at the heart of FrieslandCampina's strategy of providing the growing world population with the right nutrients - the biggest challenge facing the world at the moment. By offering trustworthy, relevant and nourishing dairy products,

FrieslandCampina is contributing towards safeguarding food and nutrient security. FrieslandCampina's mission statement - **nourishing by nature** - stands for better nutrition for the world, a good living for farmers, now and for generations to come.

## FrieslandCampina Markets



### North and South America



**384**  
revenue\*

United States  
of America  
Brazil



**169**  
employees



**6**  
facilities

### Africa and the Middle East



**1,290**  
revenue\*

Nigeria  
Ghana  
Ivory  
Coast  
United  
Arab  
Emirates  
Saudi  
Arabia  
Egypt



**1,157**  
employees



**6**  
facilities

### Europe

**6,188**  
revenue\*

Netherlands  
Germany  
Belgium  
Greece  
Hungary  
Romania  
Russia  
France  
Spain  
Italy  
Austria  
United  
Kingdom



**13,025**  
employees



**69**  
facilities

### Asia and Oceania



**3,403**  
revenue\*

Indonesia  
Malaysia  
Singapore  
Thailand  
Myanmar  
Vietnam  
Philippines  
China  
Hong Kong  
Japan  
India  
New Zealand



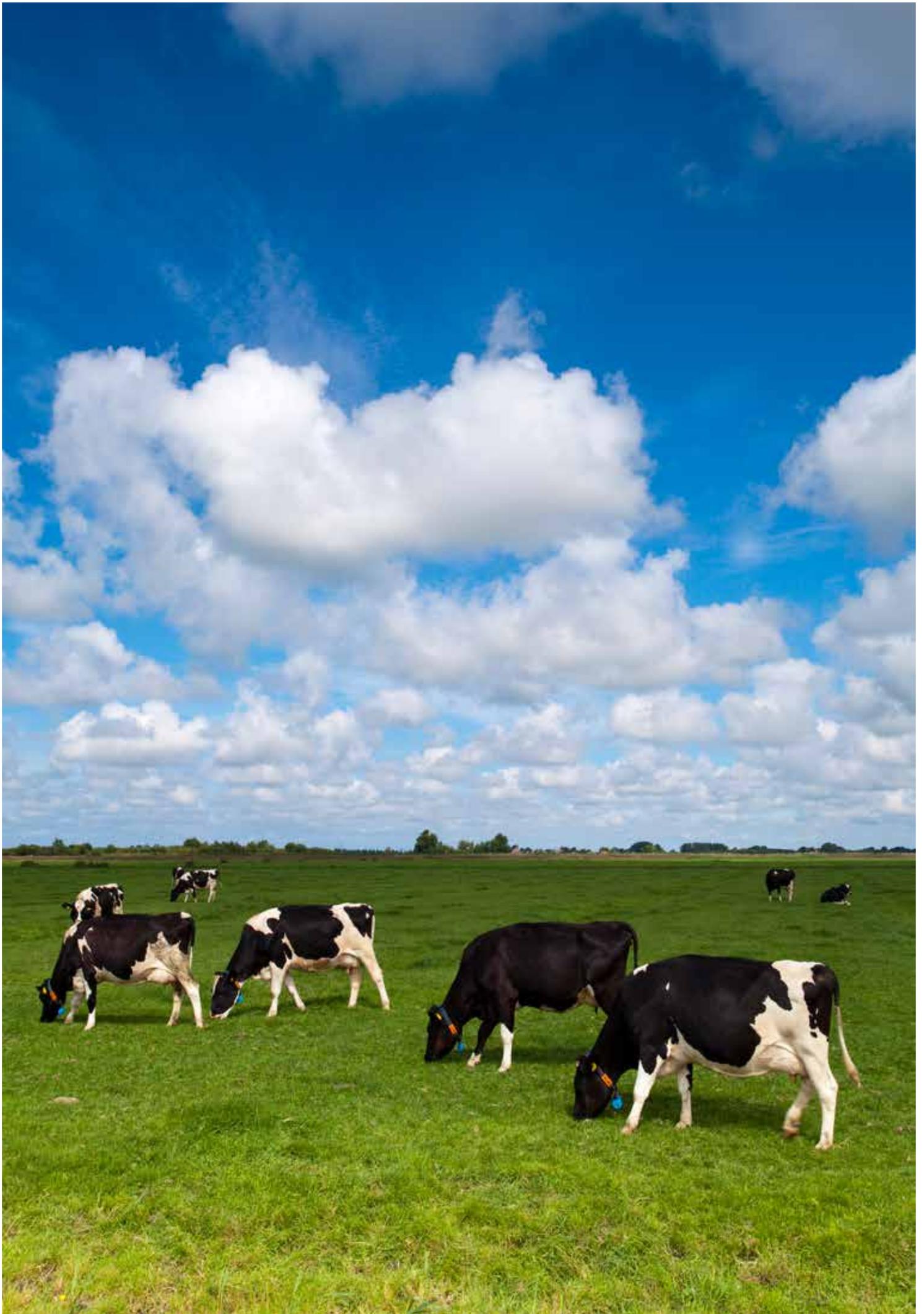
**7,698**  
employees



**35**  
facilities

\* in millions of euro

<sup>1</sup>2016 Figures



# DEVELOPING THE GLOBAL COMPETENCE OF INTERNATIONAL ASSIGNEES: A BUSINESS NECESSITY

Many corporate cultures are rooted in the original founders, a country culture or the imposing personality of the current CEO. The origin of FrieslandCampina's corporate culture could not be more different.

As one of the world's largest cooperatives, FrieslandCampina is responsible for the livelihoods of more than 19,000 dairy farmers across the globe. This responsibility has helped shape not only its corporate culture and the way the organisation does business but also its mission statement: **Nourishing by Nature**.

FrieslandCampina is very much a large family where farmers, employees and suppliers work together in an environment of mutual trust with one goal – to provide the best possible products and services to its customers around the world.

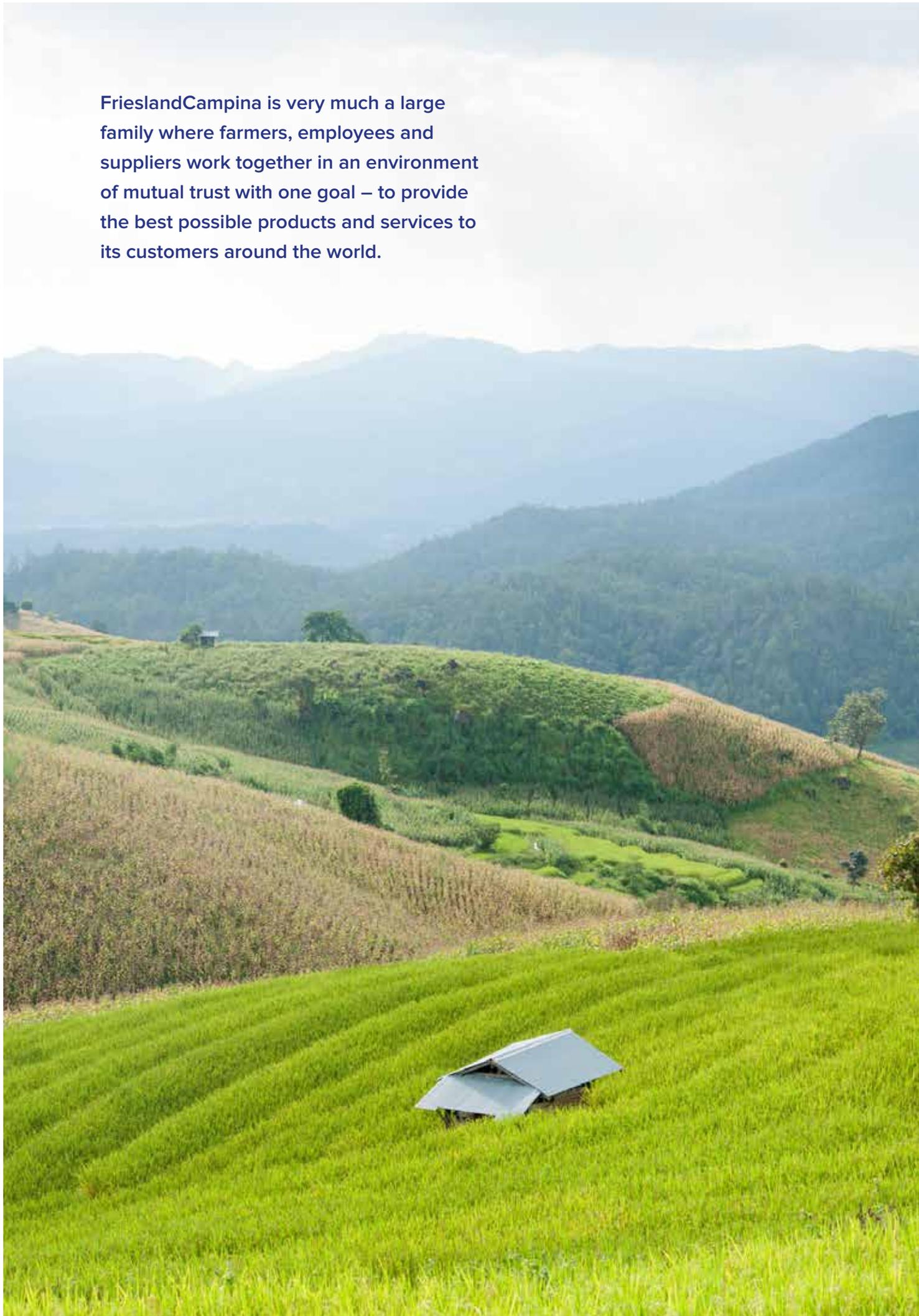
As with any global business operating in more than 32 different countries, FrieslandCampina faced numerous challenges. One key challenge was how to prepare and support its growing international assignee population to live and work in a wide variety of countries. The company recognised the need to develop the global competence of its employees to ensure that they could be as competent working in Vietnam as they were in the Netherlands. Equally, accompanying family members - so critical to the success or failure of any international assignment - could not be overlooked.

As an organisation that treats its employees as family members, choosing an intercultural training provider who held the same values was critical for the FrieslandCampina Global Mobility team. Outsourcing an essential part of the international assignee preparation would see FrieslandCampina placing its trust and people in the hands of a third party.

The Global Mobility team carried out a rigorous RFP process that involved multiple submissions and interviews. Communicaid was delighted to have been chosen as FrieslandCampina's partner to design and deliver a comprehensive suite of support interventions for its international assignee populations: short term, long term and commuters.



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# OBJECTIVES

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A key priority for FrieslandCampina is to establish deep roots in each community in which it works. This local approach to international expansion stems from the company's origins and the thousands of Dutch, German and Belgian farmers who created the cooperative. Whether in Europe, the Americas, Asia, Africa or the Middle East, the organisation's employees are active in the daily life of local communities.

This local community engagement makes cultural adjustment and intercultural training a high priority – for employees operating at every level. FrieslandCampina commissioned Communicaid to create an innovative training solution that would address the individual needs of all assignee populations and family situations and offer holistic support. Duty of care forms the cornerstone of FrieslandCampina's global mobility policy. As such, it required Communicaid to provide a highly flexible and modular solution to meet the learning needs, preferred delivery method and location of every assignee.

## Organisational Objectives

FrieslandCampina set Communicaid the following objectives:

- Enhance and protect FrieslandCampina's reputation for taking a local approach
- Provide an effective duty of care to the internationally mobile population
- Increase the return on investment in international assignments
- Maximise the opportunities for international expansion by building intercultural skills throughout the assignee and business traveller populations
- Incorporate FrieslandCampina's code of conduct "Compass" into all training programmes
- Meet FrieslandCampina's global coverage requirements

## Assignee Objectives

FrieslandCampina also set several assignee competency objectives:

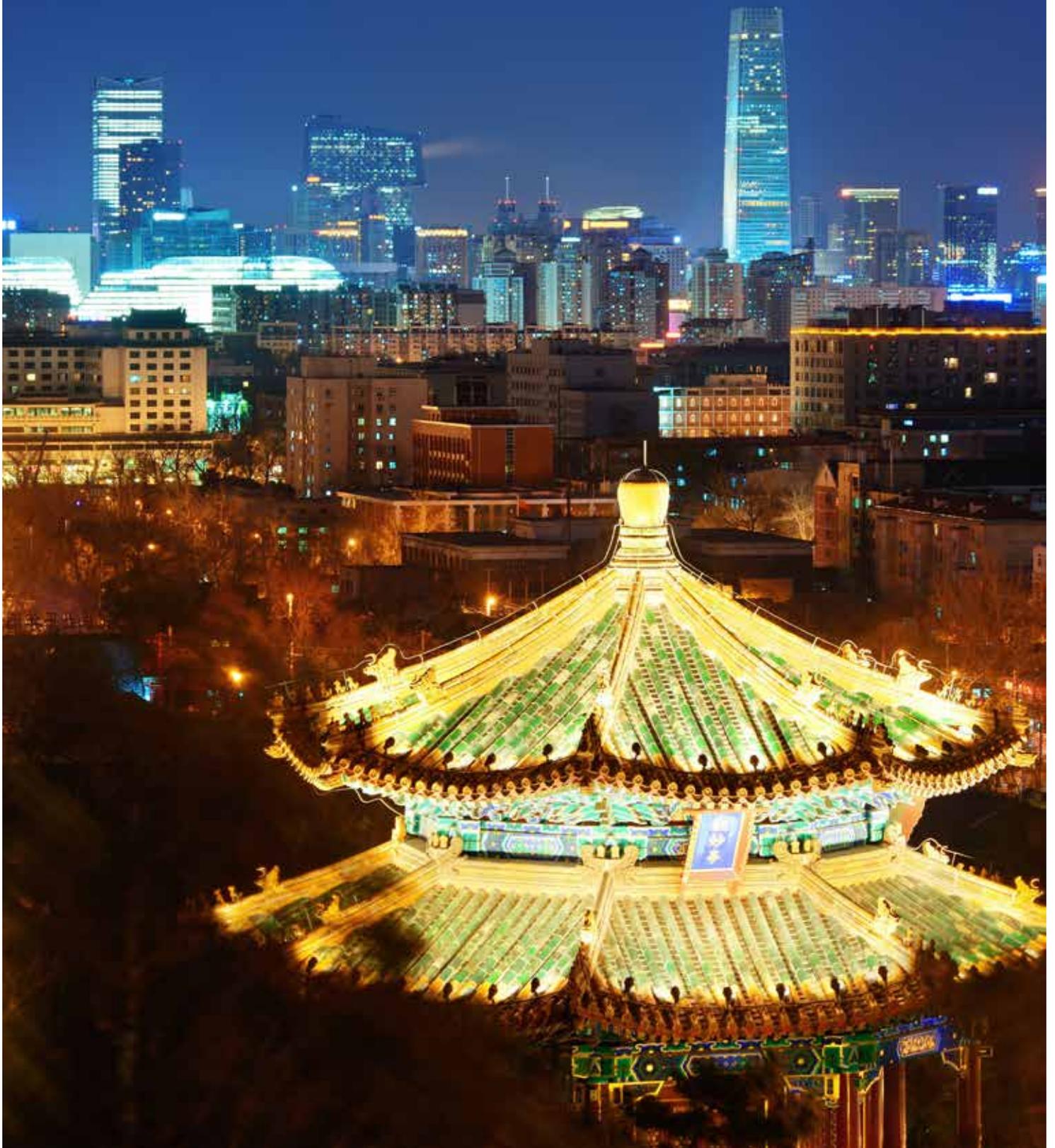
- Develop practical, cultural skills to work and live more effectively in a new country
- Ensure that the assignee and family are prepared to adapt quickly to new surroundings
- Build practical strategies to manage and overcome the impact of culture shock
- Maximise the potential of the assignment for personal and professional development

## Additional Considerations

To achieve the above, FrieslandCampina and Communicaid agreed on the following instructional design objectives:

- Ensure that training is sustainable, and that learning extends beyond the training room
- Provide highly specialist training for each country
- Adapt training solutions to the personal as well as mission-related objectives
- Provide assignees with flexible learning: format, time and location
- Develop intercultural skills for short-term and long-term assignees to improve the return on the assignment investment
- Provide knowledge and awareness of cultural values, attitudes and behaviours for destination countries to increase effectiveness in the workplace
- Support the Global Mobility team in managing the assignee population
- Reduce the risk of assignment failure by developing strategies to manage culture shock and re-entry

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# THE CHALLENGES

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FrieslandCampina's Global Mobility Team prides itself on the personal attention and care it provides to each assignee and their accompanying family. Assignees on short and long-term assignments are often moving to remote, rural locations in unfamiliar countries such as Myanmar or Pakistan

Often, the assignee may be the only assignee in that location with few amenities for foreigners. As a cooperative, which puts its farmers at the heart of its business, it is essential that all staff can maintain excellent, trusting and equitable relationships with local customers, producers and other suppliers.

This outsourcing project was the first time that FrieslandCampina had appointed a non-Netherlands based training provider, so it was very important to be confident that Communicaid's global trainer network could cover not only existing markets (and demand) but also potential future markets as well. An additional challenge presented to the Communicaid team was that many of the assignees travel with partners and children. The FrieslandCampina Global Mobility team were very keen to ensure that children were involved in the training to minimise the risk of assignment failure and maximise the return on investment in the assignment.

As FrieslandCampina stressed the importance of including families in all intercultural training programmes, it was also important that there was a sufficient pool of Dutch-speaking trainers to be able to support children who did not speak very much English.

The key deliverables for the training were to:

- Provide detailed cultural and practical support to assignees and families
- Provide an eLearning support platform for all mobile employees
- Support the Global Mobility team proactively with best practice and training



FrieslandCampina commissioned Communicaid to create an innovative training solution that would address the individual needs of all assignee populations



# THE SOLUTION

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To design the final training and support solution for each assignee, the Communicaid design team analyses the role, international experience and family status of each assignee. The assignment length and any regional responsibility are also important factors in the design of the personalised programme.

On receiving an initiation from FrieslandCampina's Global Mobility team, Communicaid contacts the assignee and, where appropriate, family to conduct an initial Diagnostic Consultancy. At this stage, the design team identify the preferred training format (face-to-face vs. virtual) based on the assignee's schedule and location. Training is delivered in two parts: pre-departure and on arrival to ensure that the learning is timely, relevant and meets the needs of the entire family.

The results of the Diagnostic Consultancy feed into Communicaid's design team to create a targeted learning path and content for the assignee, based on the destination country, role, previous international experience and duration of the assignment. The results also help to focus the content on each family member's personal objectives.

The solutions for assignees comprise the following elements:

- The International Profiler
- RW3 CultureWizard eLearning tool
- Trainer-led intercultural training



## The International Profiler

The starting point for each assignee is to complete **The International Profiler**. This unique intercultural development tool is made up of a psychometric questionnaire and one-to-one feedback coaching. It gives the assignee a comprehensive insight into their intercultural competencies and provides a development path tailored to their role on assignment.

As a first step towards ensuring the success of the assignment, **The International Profiler** is ideally suited. Assignees consistently emphasise the value of this tool. The feedback is also passed back to the content design team who incorporate key points into the subsequent stages.



## CultureWizard eLearning

At the same time, we introduce the whole family to CultureWizard eLearning. They can access reliable, independent practical and cultural information on their destination (and any of the 150+ countries) and will also discover their cultural preferences and values through the CultureCalculator tool – this profile will also be incorporated into the live training.



## Trainer-led Intercultural Training

Assignees and their families find most value in the personal approach of Communicaid's highly qualified intercultural trainers. Rather than a formal training environment, the trainers take a highly flexible, interactive-discussion style approach, giving the training the feeling of individual coaching. With the high level of tailoring, the session focusses on the real issues facing the family.

All family members get practical advice, pragmatic strategies and helpful suggestions to ensure that they adapt professionally and socially. Activities are adapted to the individuals – school age children are encouraged to participate in tasks such as cooking a local dish.

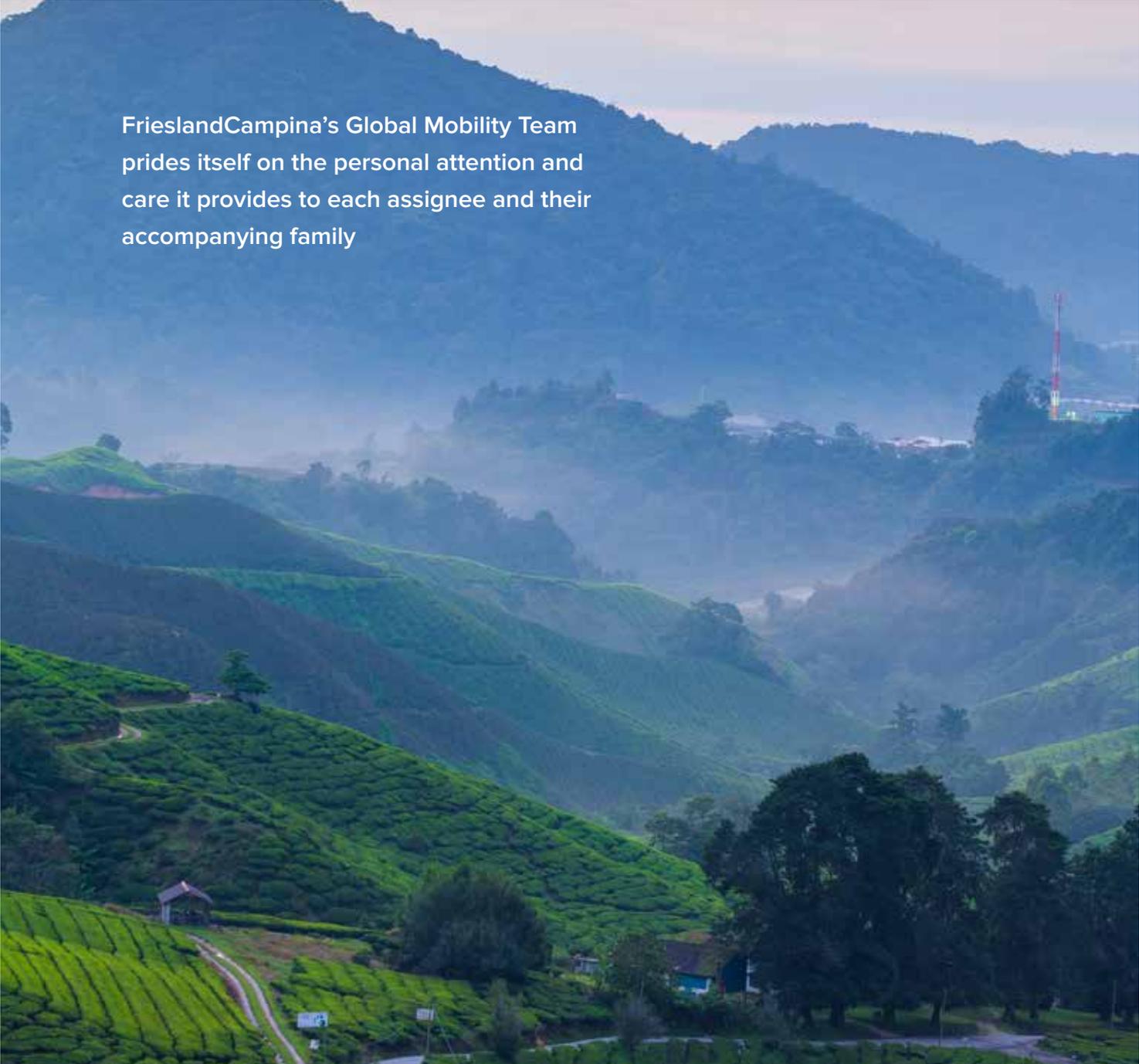
## Sustainable

Learning solutions for assignees must be able to cover the duration of the assignment. For this reason, all assignees are strongly encouraged to explore CultureWizard more fully. The trainer directs the assignee to specific tools that will be of benefit. However, there are many more tools that can be explored, each designed to maintain the intercultural learning momentum.

## The Personal Touch

FrieslandCampina's global reach of operations means that assignments often take place in remote or difficult locations. This challenge means that assignees and their families value the trainers' personal experience of living in the destination cultures and being able to speak from their own experiences. This individual approach helps set realistic expectations and gives assignees tools they can use immediately in their everyday lives.

One of the most important features of the training solutions is the openness between Communicaid and FrieslandCampina, which means there is a constant two-way flow of information. Training considers feedback from the business, assignees and latest world developments. The Global Mobility team is fully involved in the design process. VIP packages for senior executives, regional business culture packages for leaders in the regional hubs and training for the Global Mobility teams all add to the suite of solutions offered to FrieslandCampina employees.



FrieslandCampina's Global Mobility Team prides itself on the personal attention and care it provides to each assignee and their accompanying family

# IN NUMBERS: THE COLLABORATION BETWEEN FRIESLANDCAMPINA AND COMMUNICAID

**106** assignees trained to-date

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**18** different countries

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**29** different solutions and combinations provided

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**500+** hours of eLearning provided

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**8.8** Overall satisfaction rating on quality of training (out of 10)

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**9.2** rating for trainer professionalism and expertise (out of 10)

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**2** Forum for Expatriate Management EMMA Awards won!

# RESULTS

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Communicaid won **Best Family Support Programme** at the 2016 Expatriate Management & Mobility Awards (EMMAs) for the services we provide to FrieslandCampina. In addition, FrieslandCampina was awarded **Best Global Mobility Team (Medium Programme)**. These two awards recognised the investment both companies have made and the success of our collaboration in supporting FrieslandCampina assignees and their families.



“On behalf of FrieslandCampina, I must say that we are delighted to work with Communicaid and RW3. Their support to our programmes and outstanding insights regarding cultural awareness provide us with the best possible support. The feedback received from our assignees, and their families prove this. For me, it is the greatest pleasure to have been nominated together with Communicaid and to partner with them and RW3 to bring true value to our Global Mobility programme and our company.”

Marco van der Neut Global Mobility Manager  
FrieslandCampina

## Personalised Training and Support

All international assignees now receive a personalised report on their intercultural competency, one-to-one intercultural coaching and an individual cultural development action plan. All this is in addition to the country-specific skills developed during the training and resources, accessible through CultureWizard eLearning.

The Dutch Subsidy Agency, Sectorplan Levensmiddelenindustrie (a division of the Ministry of Social Affairs and Employment), has recognised the value of Communicaid’s intercultural training packages, judging that they enhance the professional skills of assignees and increase their employability prospects.

Assignees themselves have commented that the training has increased their professional effectiveness in their new destination countries and eased their adaptation. Managers have noted that the adaptation process is notably smoother and quicker. The profile of intercultural skills within the whole organisation has also significantly risen, with over 200 people attending a series of webinars on cultural skills.

## A Partnership

Communicaid has also delivered training to the Global Mobility team. The training combined developing intercultural skills with building strategies to minimise the impact of culture shock amongst the assignee population. By offering this training, Communicaid shares best practice with the Global Mobility team, giving insight into how to manage the wide-ranging needs of a multicultural population and cost effective strategies to maximise the return on investment from the assignment.

# COMMUNICAID

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Communicaid is a global leader in language, intercultural, communication and leadership training, coaching and consultancy services.

Our mission is to help organisations to overcome the communication challenges they face as they expand internationally and grow their global workforce. Relocating to a new country, serving international clients or collaborating in cross-border teams are just some of the areas where organisations face communication challenges in a world of almost 200 countries and thousands of languages and cultures

Working closely with Global Mobility, Talent Management, Learning & Development and HR professionals, we help to mitigate the risks and maximise the opportunities of working internationally by developing the international competence of employees and teams.

[communicaid.com/requirement/global-mobility](https://communicaid.com/requirement/global-mobility)



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