

CPM newsletter – September 2008

CPM Insights 02

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Think Global, Act Local

The secret to success is to create a global HR strategy built on local market knowledge

In our globalising world, HR managers face global challenges that can only be resolved with a global HRM strategy. Even small and medium-sized businesses in Belgium are beginning to feel the need for international personnel sourcing throughout Europe and the globe. These challenges are especially keen for international subsidiaries in the BRIC countries and in Eastern Europe. In the future, I expect that the international HR sourcing and assessment need, in particular, will help Belgian companies find profiles that are in short supply.

I am convinced that Belgium has a unique position to fill this business need. Numerous corporate headquarters are based in Brussels and our multicultural society promotes working together across geographical boundaries with our multilingual skills.

CPM, part of the CFR Consulting group international network since 2001, is constantly on the lookout for new partners in these newly identified markets to keep pace with this business need. We understand the importance of creating a global consultancy based on the



foundations of trust and a uniform quality standard. This is why we invest a lot of time in building bridges between you and our partners. By sharing best practices such as assessment tools, standard procedures and reporting tools with our partners, we can offer you the level of service that you are used to throughout the world. Whether you require one single point of contact from CPM or you prefer to work directly with one of our partners, our communication channels are always open and we closely monitor each international project for our Belgian clients. Those who are already on this international track see great value in this.

In this edition we want to stress our unique approach towards international HRM. Our managing consultants will share with you some key findings from the international business that they run on a day-to-day basis. I am also delighted that the core reference on multicultural differences, professor emeritus Hofstede, was willing to provide us with some insights on how you should be aware of cultural diversity as well as organisational culture. And finally, your peers can serve as a catalyst for you and this is why we are highlighting three of our customer references:

- Bekaert, who is implementing an international hiring policy for managers. This policy includes having different interviews with local HRM and line management and competence measurement throughout a standardised assessment centre. This policy is also applied worldwide for internal promotions to a management position.
- Unilin, who created a centralised recruitment framework to be able to operate as an efficient organisation within their respective local countries.
- A recruitment story from an international conglomerate of well known international research companies in the potato industry.


Enjoy the reading!

Christine Van Velthoven
Managing Director

We share a mission

CPM spreading its wings

The trend toward globalisation is the basis of the increasing importance that companies attach to a well integrated and international HRM policy. To respond to this evolution, CPM joined the CFR Consulting Group in 2001. This extensive pan-European network comprises a group of independent HR consultancy companies which are all strong players in their local market. Thanks to this co-operation CPM has been able to successfully meet the international needs of its clients. Whether it concerns hiring, assessment, business or HRM advice, the principle is always: Think Global, Act Local.





A reliable and rapid solution

CPM uses the pan-European network to meet local recruitment needs in other countries. Considering that the principles and methods in the CPM network are the same, the client is spared a long and arduous search to find a suitable local HR partner and CPM is able to guarantee the same level of quality worldwide. To meet this guarantee, the continuing exchange of know-how, methods and best practices is one of the basic principles within the CFR Consulting Group.

Veronique Van Erp, Managing Consultant: *“Combining the strength of the network means you combine local market knowledge with our insights into the client’s organisation: culture, procedures, reporting ... This knowledge – accrued over the years – is shared with the partner and allows us to optimise our services, both in terms of efficiency and the quality of the output.”*

Communication and transparency

Communication is key in an international approach. CPM keeps the finger on the pulse and is always in touch with its partners in other countries. To bring the project to a successful conclusion and in accordance with the company code, the parties need to be up to date of the status of the project at all times. A lot of time is also invested in agreeing on the processes to be applied in the local markets.

If necessary, CPM also acts as central contact for international projects, which offers additional benefits of course in terms of agreements, time expenditure and co-ordination. Whether the client prefers to work with one office for all countries or with local offices in the respective countries, CPM always monitors the quality.


Gerdi Beernaert, Managing Consultant: *“For clients ‘trust’ is the keyword when working with the CFR Consulting Group. After all, every partner is an expert in his local market and applies the same ethical code. Moreover, we share a very result-oriented culture, and it is this commitment that our clients appreciate so much. The central HR consultancy office has a monitoring function which creates an atmosphere of trust from the start between client and local partner, even though they don’t know each other yet.”*

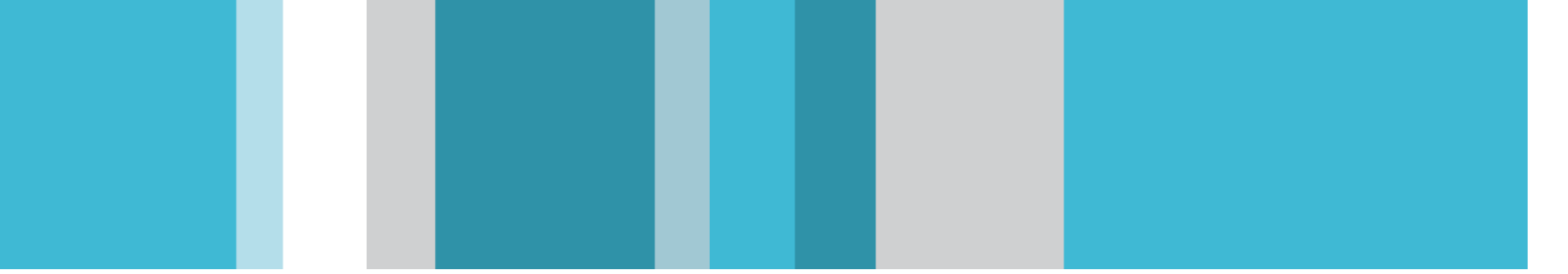
CPM continues to look actively for the right partner in new geographic markets which open up to international recruitment. They are all subjected to a thorough selection procedure.

Johan Lauwers, Managing Consultant: *“New members are carefully screened before they are presented, which offers the necessary guarantees for our clients. A new partner is only allowed to the network after an in-depth evaluation and a plenary vote. Because we know that a chain is only as strong as its weakest link, we attach a great deal of importance to this as a group.”*

Outline for a successful co-operation

Clear agreements between client and partner regarding the entire recruitment process are a critical success factor for cross-border projects. Starting with good input is therefore essential. Another point of interest is monitoring the turnaround times to ensure the procedure does not come to a standstill, e.g. because the candidate has to wait too long for a final decision.





Nele Zwerts, Managing Consultant: *“Continuous communication between all parties is essential. We therefore advise the customer to have a face-to-face meeting with the local partner. Ideally the latter has a contact in the local countries and not only at the head office.”*

Bespoke international business or HRM advice for your organisation

Some companies make the strategic choice, as a global organisation, to apply a worldwide standard for the selection of certain profiles. CPM and the CFR Consulting Group are able to assist the client by applying standardised procedures for the selection and assessment.

CPM assists companies to outline a global HRM policy and in the local implementation in the different sites. As an external partner CPM acts as a facilitator to initiate the global HR strategy in the local HR management.

Carlin Deseyne, Managing Consultant: *“It is very important for organisations to not have a rigid hierarchy where all decisions are made at the head office and the local markets need to carry them out. Successful organisations have a centralised strategy, with a local implementation. The buy-in of local HR people is a key condition to develop a global HR organisation.”*

Strategic business advice also belongs to CPM's international portfolio, because the methods apply across all borders.

Anne-Maria Vandenbroucke, Managing Consultant: *“Both our audit methods and our tools to analyse processes can be applied internationally. This means we can help our clients with offices in other countries to bring the local processes and the headquarters in line. We have considerable experience in this.”*

International HR consultancy at CPM and the CFR Consulting Group on the up:

- The CFR Group is active in 22 countries (Belgium, China, Denmark, Germany, the UK, France, Hungary, Italy, the Netherlands, Norway, Austria, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Thailand, the Czech Republic, the United Arab Emirates, Sweden and Switzerland)
 - Since April 2003 approximately 340 clients have worked with the CFR Consulting Group.
 - Approximately 70 CPM clients have already used the network of the CFR Consulting Group.
 - Over the last six months the group completed 53 international projects, 18 of which were in Belgium.
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Your results measure our success

Assessment in an international organisation

Bekaert, the creation of an international standard for internal promotions

Situation analysis

Bekaert is an international player with headquarters in Belgium and has 20,400 employees worldwide. The company has invested considerably in human capital in growth regions such as China, India, Russia and Latin America. A well thought-out HRM policy is one of the conditions to achieve sustainable growth with the necessary return on investment. For this reason Bekaert made the strategic choice to develop a consistent international HRM policy. One of the key positions to help achieve this is held by Liesbeth Jacobs, Group Recruitment & Selection Manager for Bekaert. Liesbeth is responsible for the global recruitment and selection policy of executives at Bekaert. Her role is to carry out competence measurements and internal promotions in accordance with a global standardised competence model in order to create a cross-border standard for all executives at Bekaert.

Bekaert's headquarters in Belgium conceived this international competence model in order to implement it worldwide in all local sites at a later date. At Bekaert, competence management is not only used as a measuring tool for selection. The results are also interpreted and assessed for the personal development of the employee. On the one hand the competence measurement determines the level of competence required for promotions by all internal candidates, on the other hand it gives an indication of the learning points that can be fine-tuned.


Carlin Deseyne, Managing Consultant at CPM and Project Manager for Bekaert, comments: *"This global assessment approach fits in Bekaert's vision in terms of competencies. A worldwide organisation, Bekaert wants to make profiles interchangeable quickly and efficiently between the different sites and promote employees in a professional and uniform manner. Every international company needs to make a strategic choice and ask itself how important HRM is to effectively contribute to the operating results."*

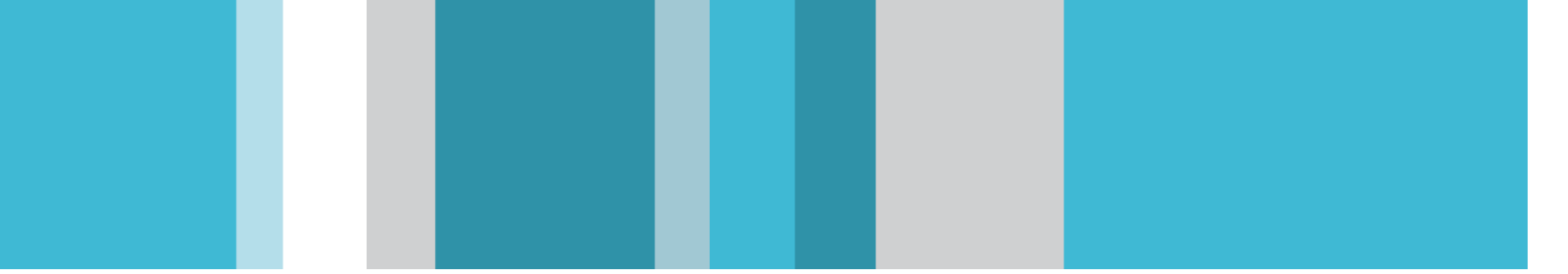
Bekaert has more than 90 production sites worldwide. Some sites have a local HRM department, others don't. It is therefore quite a challenge to implement this competence model worldwide in all local sites and to thus apply a consistent international standard for all internal executive promotions.

CPM's role

To give shape to this international standard in all its sites, Bekaert is working with CPM and the ACE Group, the international assessment network to which CPM belongs.

The form of co-operation between CPM is modular and depends entirely on the type of site. In places where Bekaert has a local HRM department, assessment centres are set up by ACE Group's local partners and supported by CPM on an ad-hoc basis. For the other sites all assessments are organised centrally by CPM. To ensure the same tools and reporting methods





are applied worldwide to assess potential candidates, CPM is responsible for the project management within the ACE Group and for Bekaert's Corporate HRM.

CPM's assessment centre – or that of a partner of the ACE Group – is always asked to confirm the results of an internal evaluation by the direct superior and the immediate colleagues of the candidate. A crucial role in the successful execution of this global HRM approach regarding internal promotions is therefore the support of the local Bekaert HRM offices.

Carlin Deseyne: “Again the principle is ‘Think Global, Act Local’. The implementation needs to be local with the support of the local HRM offices. CPM helps to pave the way to create local HRM involvement and thus has a strengthening effect as external adviser. This facilitating and mediating role is invaluable for Bekaert to develop all HR departments into fully-fledged HRM departments, each with their own specific role in propagating the HR policy regarding promotions.”

The result

The sites in China, Bulgaria and Slovakia regularly work with the partners of the ACE Group to carry out assessments, always with the necessary support of CPM. All foreign profiles with a chance of internal promotion and working in a site without a local HRM department pass by CPM. This results in a very efficient organisation where cross-border co-operation is key.

About Bekaert

Customers in more than 120 countries around the world and in the most diverse sectors choose to form partnerships with Bekaert in two clearly defined areas: advanced metal transformation and advanced materials and coatings.

‘Better Together’ summarises the way Bekaert works: Bekaert builds win-win relationships with its customers, based on equal partnerships, characterised by mutual trust and understanding. Bekaert’s workforce of over 20,400 is committed to meeting the needs of customers, day in and day out. Bekaert generates annual sales of €3.4 billion.


The ACE Group, an international assessment network

CPM is also part of ACE and works chiefly with this international network for assessment centre assignments.

ACE is a network of independent offices in Europe with agencies in the US and China. The network has partners in the UK, Spain, Slovakia, Portugal, the Netherlands, Italy, Germany, France, Denmark and Belgium.

Every ACE partner of the ACE Group shares the same philosophy, values, ethical standards, methods and knowledge.

Over the past year the ACE Group co-ordinated more than 32 joint projects for clients in different locations and with different partners.





Your results measure our success

Recruiting in a global organisation

Unilin, streamlining recruitment

Situation analysis

Unilin, known chiefly to the general public for Quick-Step, employs 4,300 people in 21 production sites in Europe, the US and Asia. In addition to laminate floors, Unilin also produces engineered wood, melamine boards, MDF and chipboard and roofing systems. Unilin has been a member of the listed international Mohawk group of companies, world leader in floor covering since 2005. To meet local recruitment needs more efficiently as a global organisation, certain HR processes and systems are managed centrally.

The external HR communication illustrates this perfectly: Corporate HR supports the local sites with guidelines on what an advertisement should look like. This allows Unilin to consistently convey its employer brand in all markets. Another example is the external HR consultancy contracts in the group. Thanks to a centralised approach the group benefits from economies of scale.


The recruitment process is organised locally in the production plant itself when Unilin has local HR professionals at its disposal there. The fact that certain processes and systems are managed centrally gives the local Unilin HR professionals the necessary support. For the sales offices without a local HR department, the head office supports the recruitment. This approach seems to be very successful for Unilin because they are able to work with both knowledge of the local markets and with the international know-how available at head office.

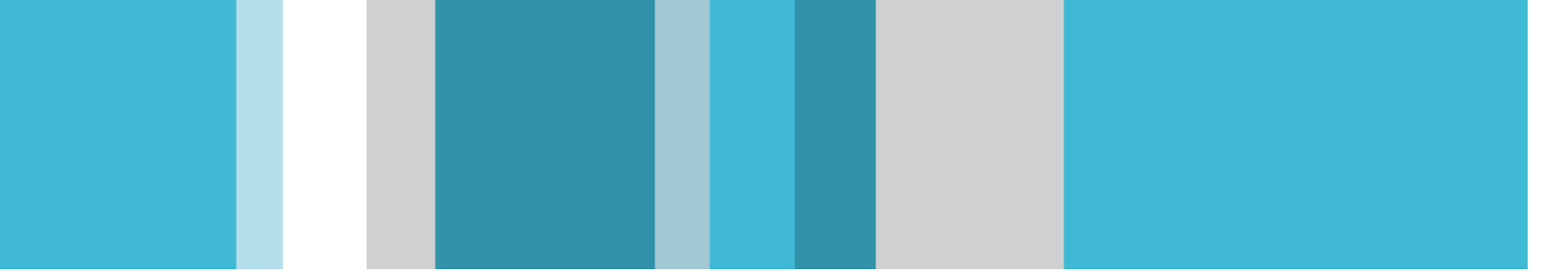
Katrijn Clement, Recruitment Manager of Unilin, explains: *“The HR processes and systems that are developed are translated into an increasingly efficient recruitment process. In Belgium it allows us to spot opportunities within the entire organisation and to exchange people within the different Unilin sites. When it becomes apparent during the recruitment process that a person does not fit in site X, he can still be used in site Y for instance. For our current employees we want to invest in job rotation and career development. At Unilin we offer more than just a job; that is always the basic principle.”*

CPM's role

CPM is one of Unilin's central partners for the organisation of the international recruitment process via the CFR Group in countries such as Poland, the Czech Republic, the UK, Germany, etc. Via their international network they help Unilin find the right profiles in these local markets. The CFR Group is characterised by strong local players with which CPM has reached clear-cut agreements beforehand based on an international master agreement specifically for Unilin. Although CPM is the 'first point of contact', all partners think along actively with Unilin to map the cultural differences when recruiting in the local markets.

Often CPM is also responsible for the necessary buy-in in our sales offices to convince them of the added value of these centrally aligned processes to meet their local recruitment needs.





Carlin Deseyne, Managing Consultant of CPM, adds: *“Experience has taught us that the involvement of local people is very important in the organisation of recruitment projects. Systems and processes can't just be imposed. At CPM we are aware of these sensitivities and we make time to facilitate the co-operation with the local HR managers and our CFR partner. Via our role of project manager we are able, on the one hand, to share our experience working with Unilin with our partners, which contributes to creating a relationship based on trust with the local HR managers. On the other hand we monitor and adjust recruitment projects in case of any bottlenecks.”*

Katrijn Clement summarises: *“As Corporate HRM department, it would take too much time to select a good local partner for all the markets in which we are active. At CPM we have one person who is responsible for this. Moreover, CPM works with very high-quality local partners who often also own the office, which creates a special bond and involvement. Because of this special commitment of all the CFR Group offices, as well as their in-depth knowledge of the local market, we decided to work with CPM.”*

Result

In all, about 30 people have already been hired in other countries based on this central sales office approach.

We share HRM expertise

Managers need to bridge national cultures with a consistent organisational culture

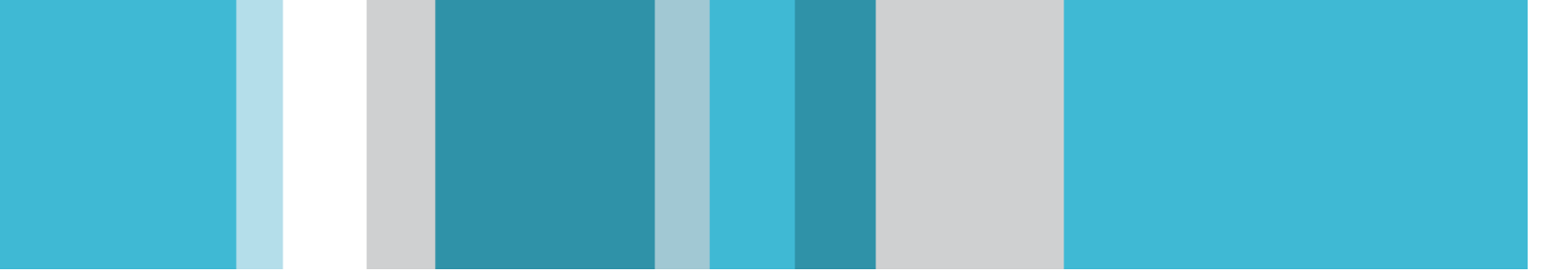
The vision of professor emeritus Geert Hofstede, pioneer and visionary in ‘cultural dimensions’ and author of well known books in this domain such as ‘Culture’s Consequences’ and ‘Cultures and Organisations: Software of the Mind’

“Managing international business means handling both national and organisation culture differences at the same time. Organisation cultures are somewhat manageable while national cultures are given facts for management; common organisation cultures across borders are what holds multinationals together” is a well known quote of professor emeritus Hofstede from his book ‘Cultures and Organisations: Software of the Mind’. When implementing an international HR strategy, this consistent organisational culture is also at the basis of a successful rollout. However, HR needs to be steered from the top of the company to make this possible. Professor emeritus Geert Hofstede explains this during an enlightening interview.

What, according to you, does the management need to take into account when hiring and selecting people in an international context?

In the field of HR there has always been tension between what a manager needs to organise centrally and locally. In HR, cultural diversity plays a very big role. A manager therefore needs to be well informed about national diversity when hiring and selecting employees. The principle is always: you can't change national culture. The organisational culture, however, can be





steered and changed. Successful companies manage to bridge national cultures with a consistent organisation culture.

How can a manager be sure he has an impact on the organisational culture and how can he steer or help shape it?

Shaping the organisational culture is all about finding the right balance between too much and too little emphasis on centralisation. Let me illustrate with an example. If a lot of attention is paid centrally to a personnel assessment system, the question is always whether it can be implemented in all countries in the same way. In certain cultures this central system will surpass its objective and become a kind of ritual. Assessment systems therefore need to be adapted to the local culture of the site. Too little centralisation, however, is not good either to create a strong organisational culture, because it is exactly 'the belonging to a whole' that drives employees and makes them proud to work for a company. Take the example of IKEA: Swedish quality procedures are centrally implemented by local people, but there is always room for national culture in every IKEA store.

What, according to you, are the critical success factors to roll out an international HR policy in various countries, each with their own cultural diversity?


A consistent organisational culture which provides the necessary space for local differences is key. These local cultural differences are based on values and thus cannot be changed. However, an organisational culture is based on consistent practices/actions which can be changed. It's important to be culturally sensitive and thus be prepared to collect information (also negative) from the shop floor and effectively do something with it. Often the information is available but it isn't welcomed because it doesn't fit within the company. Culturally sensitive managers use their 'intercultural competence' and turn it into a competitive advantage for their company.

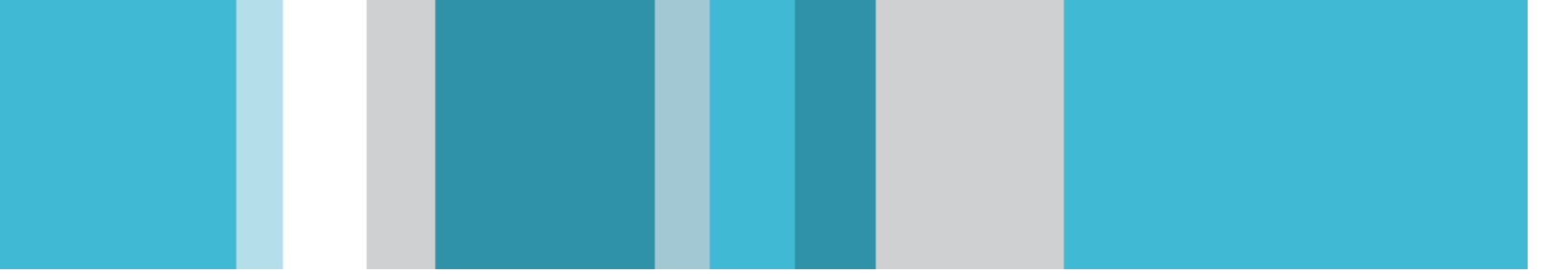
You say that culture is more a source of conflict than a source of synergy. Cultural differences can be harmful and occasionally disastrous. How should we interpret this in a professional working atmosphere?

Generally speaking one can say that employees function better if there are no cultural differences. This is completely impossible of course. The thing you need to aspire to as an organisation is that the 'linking pins' between the different sites of an organisation are the people with experience working with different cultures. They need to create trust on two levels: externally to other sites and the outside world as well as internally in the organisation toward the shop floor. In this sense you can talk of the need to have the right people in pin points or pivotal positions.

What impact can intercultural differences have on an organisation?

There is always a negative and positive impact to speak of. On the one hand cultural diversity can drive away people from an organisation, with the risk of losing good people. There are even examples of companies who have lost customers due to cultural diversity. On the other hand diversity can also provide opportunities in the field of marketing or HR. The thing is to bridge national differences with a strong organisational culture. The fact that this is not evident is apparent from many well known examples. A couple of years ago one of my colleagues, French anthropologist Philippe d'Iribarne, investigated why the alliance between French car maker Renault and Swedish car maker Volvo to design a new car went wrong. It was down to





differences in national cultures which resulted in considerable frustrations between the two car makers. The hierarchically controlled French designers of Renault were not afraid to come up with new ideas as long as their boss agreed. The Swedish Volvo designers formed an autonomous group without a boss; they avoided ideas which they believed their colleagues would not appreciate.

Can we conclude from this that you make a plea for HR as a strategic tool for an organisation?

Exactly. It is often the case that HR managers are unable to steer anything at all or very little because they are restricted in their position. Unfortunately in an organisation HR sometimes plays second fiddle, whereas it should actually be assigned a strategic role in a company. In other words, one of the main elements for a successful HR policy is that the management needs to support it at all times. Companies where HR is controlled from the top are the most successful. This can also be seen as a competitive advantage arising from intercultural competence.

Geert Hofstede is a man who is able to turn his hand to anything. He began his career as a labour analyst; later on he managed a number of Dutch production companies. In 1965 he was a member of the EMEA HR team at IBM Europe, where he established a personnel research department in the international personnel department. From 1971 to the end of 1979 he worked as a lecturer and researcher at IMEDE (now IMD) in Lausanne, INSEAD in Fontainebleau, the European Institute for Advanced Studies in Management in Brussels and IIASA in Laxenburg (Austria).

In 1980 his book 'Culture's Consequences' was published, which compares forty countries with each other. From 1980 to 1986 Hofstede was HR manager of a small multinational. Afterwards he taught at a management institute. In 1985 he became professor at the economic faculty of the University of Maastricht, where he taught Comparative Culture studies of Organisations and International Management; he retired in 1993. After his emeritus status Hofstede became a Fellow of the Center for Economic Research at the University of Tilburg and was also a visiting lecturer at different universities. He was recently voted one of the twenty most influential thinkers about business of our time by the Wall Street Journal.


Your results measure our success

Recruiting for an international organisation

Looking for a rare profile, an Anti-Piracy Manager for the potato industry

Situation analysis

An international conglomerate of well known international research companies in the potato industry was looking for an Anti-Piracy Manager to watch over the interests of the growers.





CPM's role

For this contract CPM needed to find an international profile with many facets. On the one hand the person needed to have investigative qualities to trace violators. On the other hand he needed to understand the legal framework in which a case can be built as well as understand the agricultural sector in order to be a good intermediary for the growers and the various government or industry bodies.

Koenraad Witteveen, P&O Manager of HZPC, explains: *“CPM pays a great deal of attention to the preliminary stage. Before the candidates are presented to us, the consultant has formed a good picture of them and given me, the client, regular updates. The candidates informed me they also appreciate CPM's pleasant and professional approach. I find this very important because during this initial stage CPM is acting as our representative.”*

Tom Debaere, CPM Consultant, adds: *“We had already done business with HZPC in the past and had a good working relationship. We now have considerable experience in international recruitment. In this project we also took on the centralising role to consolidate the various basic assumptions and perspectives regarding the profile we were looking for.”*

Impact

CPM opted for a traditional recruitment advertisement in order to have a large recruitment pool. Sixty people responded. Five candidates were selected and presented to the customer. Eventually one of these profiles was selected for the position.

Jörg Renatus, Managing Director of Europlant, adds: *“We are very satisfied with the result. Within the specified time span we still managed to fill a difficult profile.”*

About the conglomerate


The conglomerate comprises four multinationals in the potato growing industry (Europlant and Solana/Saka in Germany and Agrico and HZPC in the Netherlands). All four companies are active in the development of new potato varieties, among others for the European market. They took the joint initiative to check whether international laws governing the protection of plant variety rights are respected.

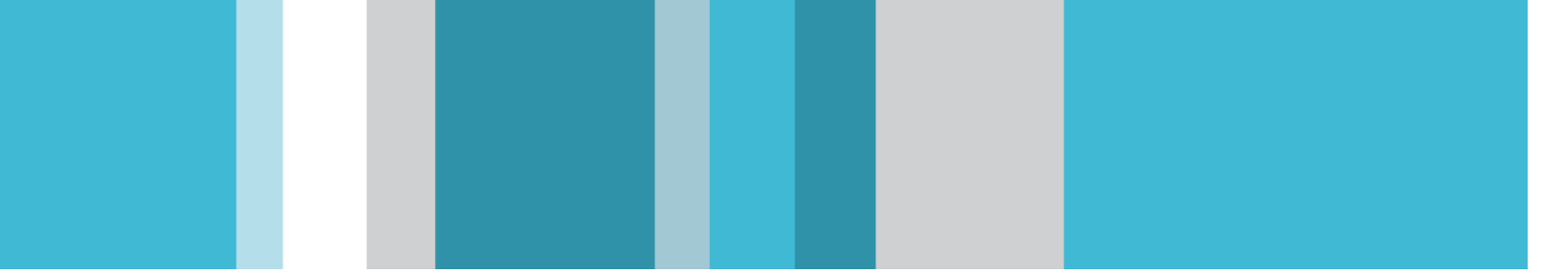
Your trust is our motivation

Extra office in Ghent in support of our international services

Due to the strong growth and an increasing specialisation in certain HR fields, CPM opened an additional office on the Brusselsesteenweg 115 in Ghent. This office will double up as CPM's registered office.

Renovations began in March 2007 and after less than 12 months the building was ready to move into. The office was completely revamped and is entirely in line with CPM's new house style. Anyone who walks in feels at home immediately! The new office not only houses the





search and recruitment team, but also the business consulting team. The office will also be used to welcome clients and to organise international assessment assignments for candidates.

CPM activities

Avoid traffic jams? Come to a CPM breakfast session!

Were you unable to attend one of last year's breakfast sessions? Be sure to register for one of our 'Growth through change' sessions then! In co-operation with leading entrepreneurs we will present our vision on how an organisation can manage change – such as strong growth – successfully. Entrepreneurs will share their experiences of and insights into steering their companies through periods of change. A registration form for the breakfast sessions has been enclosed in this newsletter.

Not to be missed! CPM executive practices: panel discussions in co-operation with VUB


In autumn 2008 and spring 2009 CPM, in co-operation with VUB, will organise a series of thought-provoking panel discussions around new trends in change management, international HR management and talent development. These afternoon discussions, which will take place from 12 to 2 pm, are a must for any HR manager who leads a group of employees and wants to broaden his/her views of business in general and HR management in particular. These interactive panel discussions will bring together experience and expertise of practitioners and people from the academic community. The detailed programme can be found on our website, www.cpm-hrm.be, and the VUB website, www.vub.ac.be.

Forum for Excellence: a platform for CEOs of dynamic SMEs

Are you looking for a more personalised and interactive approach? Then register for the 'CPM Forum for Excellence'. This exclusive CPM initiative offers a platform for CEOs of SMEs to discuss opportunities and issues within HRM and to share experience about predefined themes. These sessions will be facilitated by CPM and personalised to the needs and requirements of participants. Registrations will re-open at the end of this year.

Calendar

Breakfast sessions: Entrepreneurs speak

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| 10 October 2008 | Growth through change
In Limburg – Intermotel Lummen
Speakers: Sven D'Or, CEO Quality Build, and Wim Hoste, CFO Quality Build |
| 24 October 2008 | Growth through change
In Antwerp – Scandic Hotel Borgerhout
Speaker: Eddy Cox, Managing Director Groep Van Roey |
| 28 November 2008 | Growth through change
In Ghent – CPM office in Melle
Speaker: Walter Mastelinck, CEO Transics |
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Afternoon discussions around strategic organisation and HR issues in co-operation with VUB

24 October 2008

Organisation development and change management

The Mercator experience

Speaker: Nicky Palm, HRM Director

13 March 2009

HR in an international context

The Bekaert case

Speaker: Mark Goyens, Chief HR Officer

27 March 2009

Talent development

With the co-operation of Hansen Transmissions

Speakers: Koen D'Helft, Chief HR Officer, and Ronnie Leeters, Personal and Organisation Development

More information about CPM activities is available on our website www.cpm-hrm.be.

You can register on our website www.cpm-hrm.be or by e-mail: events@cpm-hrm.be.

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