

# Net Expat® Newsletter

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Offices throughout America, Europe and Asia-Pacific

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## International Mobility at Tetra Pak

Corporate Vision



### Dr Adrian Moule

Director Global Mobility, Tetra Pak  
International SA, Pully, Switzerland

**Alain Verstandig:** *Adrian, who  
are your expats at Tetra Pak?*

**Adrian Moule:** We have around 400 mobile employees today, split into two main categories: we have around 220 "Global Expatriates" who are true career expats, moving from one country to the next. Typically senior employees who spend their entire career abroad as Managing Directors, Finance Vice Presidents, Technical Service Directors, Marketing Directors, etc.: basically key positions across the company from technical to sales. Sending them abroad allows the transfer of skills to local operations and also serves as a relay for the "Tetra Pak culture" and mode of operation. Our Global Expats operate in 70 countries out of which Sweden and Italy, our main two sites, are the biggest, but emerging markets like China, Brazil and the Middle East are growing fast.

We also have the more traditional "International Assignees": These 130 employees move in a more traditional way to a location for 3 years and then back to their home location. Their main objective is transfer of job specific know-how and development...

Next to these two groups, we have a growing number of Short Term Assignees and about 30 "Lausanne Transferees" based in our Headquarters in Switzerland.

**AV:** *How has international mobility been evolving these last couple of years at Tetra Pak?*

**AM:** We have been moving from a highly decentralized and mostly administrative approach to a much more centralized, efficient and solution minded organization. The driver behind this shift was to ensure that our International HR capabilities are closer to our business to better support the development of our lines and functions across the globe.

**The integration with our Talent Management team is a priority: our benchmarking confirms that this is a very hot topic!**

The first wave of centralization focused on our "Global Expatriate" population, which has been centrally administered since October 2006. In early 2008 we created our Global Mobility Centre of Expertise to support all moves globally as part of our HR Transformation strategy.

For our "Global Expatriates" and "International Assignees", all tax, immigration and local benefits matters have now been centralized or will be managed under central guidelines during this year. In 2010 we will also centralize the coordination of our "Short Term Assignee" population. This will ensure we have a consistent and managed approach for the whole mobility population. ■■■

## Are you ready for recovery?

Editorial



### Alain Verstandig

President,  
NET EXPAT Group

As the global economic environment improves, the number of outgoing assignments is finally picking up. This is all normal and expected in a global economy ruled by its ups and downs. But this time, given the magnitude of the recession we are leaving behind us, the situation is different: expat packages have been trimmed like never before while thousands of expats have undergone stressful repatriations. In today's hyper optimized international mobility policies, most of the financial attractiveness linked to being of "expat status" has vanished, without yet being replaced by intangible benefits in the minds of potential expats.

What was needed in a downturn economy might prove to be counterproductive in a recovering economy. If our global economy continues its recovery, which we all hope, and the job market begins to heat up as predicted by most experts, at what point will your international mobility policy begin to crack? What will your organization do when top talent starts leaving to join the competition, when the experts requested by your businesses refuse to move abroad on existing conditions?

Will you be stretched on your "hardship allowance", or your "base salaries"? Will you have time to rapidly redesign attractive policies? Will you be swamped with requests for exceptions?

We all acknowledge the benefits of efficient "disaster recovery plans". But what about planning for the opposite scenario: is your company ready for the economic recovery? ■



# Net Expat® Newsletter

■■■ **AV:** *how was this centre of Global Mobility welcomed within Tetra Pak by the local HR operation: didn't they feel you were treading on their toes?*

**AM:** Not at all, everyone values this centralized expertise: our compliance is higher, our packages are more consistent and we have improved governance. Local HR appreciates having this "global help desk". Mobile employees are now easier to identify: local HR maintains close contact with our employees, but are supported by the Centre of Expertise that is always available to consult and support.

We have managed this gradually, with priorities and a lot of internal communication. And we had the support from visible stakeholders within Tetra Pak senior management.

**AV:** *How about the future?*

**AM:** We're moving towards "Global

Mobility Solutions" to further support the mobility needs of our businesses and to support our Talent Management process. We'll be more creative: rather than staying within a rigid set of policies offering only 3 or 4 options to Tetra Pak businesses around the world, we will offer a much wider scope in terms of mobility policy and options to help them export their talents. Examples are the development of a new "Young Talent Program" for younger

## a happy spouse is one of the key success factors of an international assignment

employees, potentially new "Regional & Intra-Cluster policies" and business specific policies. We need to remain open to what works best to support the business.

To that end, we are very focused on active management of assignments to ensure we optimize the Tax and

Social Security set up. We really see the potential to make significant savings and be viewed as an active business partner rather than just an administrative cost centre.

The integration with our Talent Management team is also a priority: our benchmarking confirms that this is a very hot topic! While Talent Management still very much involves the local operations (interviewing, career development and support upon repatriation) the number of global initiatives is increasing, for example, international talent forums and talent potential reviews. We are working closely with our People Development colleagues recognizing that International Mobility is one way to grow our talent.

We still have a lot of things to do to properly integrate International Mobility and Talent Management but, as a starting point, we are looking at updating the assignee selection tools and investigating how to measure our return on investment.

We are also looking at what we can do to support the family; we know that a happy spouse is one of the key success factors of an international assignment.

Last but not least, 2010 will see the continued development of our Mobility intranet, a one stop shop where all mobility information, policies and procedures will be available as transparency is part of our philosophy. We have a clear strategy in place and we are moving forward fast! ■



## Give before you take



**Linda Kinch (left),** expat spouse from Caterpillar, interviewed by Pascale Marmara (right) from NET EXPAT France

*Testimonial*



**Linda Kinch:** when I arrived in Grenoble, France, early 2009 from Peterborough, UK, I had big hopes and big worries: I didn't speak a word of French, but I was eager to integrate and find a job in the social work field. As you might guess, my first question was: how can I continue my career in France in the social work field without speaking French? Some of my worries were also around how I would be "accepted" by my new French neighbors, how to make sure I didn't start to drive on the wrong side of the road (coming from the UK) ... So Pascale, my French NET EXPAT counselor, was my first hope with all of this.

**Pascale Marmara:** I love the way

## I remember the challenging questions and best possible answers which ultimately helped me be myself

Linda came to me as she said, with a mixture of worries and hopes which are basically shared by most of the spouses we're accompanying at NET EXPAT. While remaining humble, Linda was full of fantastic optimism and a true "can do" attitude. So we started from the beginning, as Linda had to "connect" with the French job market. We started defining her possible career paths and drivers in life. We agreed to start down the road of voluntary work which seemed to be a nice entry door;

and thanks to her open-mindedness and willingness to help, and despite her lack of French, Linda made her way through!

**LK:** indeed, that's right: I got a part time job volunteering in a hospital: it was a bit scary, but I was on my way to becoming integrated; It helped me see the French in their "real life", get to know the culture, discover a whole new working environment, practice my basic French, and above all, helped to start building my self confidence while feeling needed and useful. What a nice feeling! My colleagues from the hospital have been very patient with me, repeating slowly in French, just for me, instructions that everybody

got the first time. Then I started job hunting: Pascale helped me refocus on what I wanted to do, instead of just looking for what was available through job ads. After a comprehensive counseling phase, review of my personality, my skills and values in life, it all appeared much clearer to me and allowed me to concentrate my energy. I remember how anxious I was, practicing a "fake interview" with Pascale before contacting the first organizations: I remember the few scenarios we tried, the

## Be very open-minded, patient and get outside your comfort zone!

challenging questions and best possible answers which ultimately helped me be myself; It was a lot of fun and very helpful. I think Linda was warmly welcomed as she clearly demonstrated her willingness to



# Integrating your international assignment program into your global talent management program

Expert opinion



## Bill Leisy

principal in Ernst & Young's performance and reward practice, New York, USA

At many organizations maintaining an international assignment program, the program's link to talent management is, at best, a fair-weather relationship. In times of sunny prosperity, an organization might devote plenty of attention to talent management issues as they relate to international assignments.

However, when storm clouds roll in, the organization may focus less on managing talent and more on managing costs. An assignment program that has become burdened with expensive cash payout obligations and HR

staff might now be deemed unaffordable. In reactive mode, the organization may end up dismantling, perhaps haphazardly, the assignment program it worked so hard to build in better days. And the teardown may be carried out with little or no consideration of the long-term impact on talent management throughout the entire organization.

## a well-run assignment program can serve as an essential tool for recruiting, retaining and developing talent throughout your entire organization

Your global organization is better off nurturing a steady and strategic alignment between your international assignment program and global talent management program, with the link impervious to economic, market or political conditions. Through thick and thin, talent management offers significant rewards for your assignment program. And symbiotically, a well-run assignment program can serve as an essential tool for recruiting, retaining and developing talent throughout your entire organization.

### Rewards of integration

By fully integrating your international assignment program into your global talent management program, you can more easily construct and maintain a framework for deciding who will be deployed on which assignments. You can become better equipped to address questions like:

- Given the assignment's demands, what level of employee should be deployed?
- Should you deploy a lower-level person and thus give this person an opportunity for development?
- Will the job get done more quickly if you deploy a local individual?

In the event you plan to recruit new talent for an assignment, your talent management program can provide sourcing, screening and selection processes that identify candidates with the right knowledge, skills, competencies, experiences and cultural fit. An onboarding process that quickly immerses new hires into your organization's culture and reduces the amount of time required to achieve full proficiency is also critical to your assignment program's success.

Your integrated programs can offer assignees well-defined roles and competencies that are aligned with your broader business objectives and support such areas as career development, succession planning, leadership development and individual performance and productivity. And to enhance return on investment in your assignment program, you need to fully understand your assignee population demographics, costs, needs, wants and issues while continuously identifying any gaps in talent and analyzing future

business needs. Such objectives are more easily accomplished through synthesizing your international assignment and global talent management programs. Beyond reinforcing your assignment program in ways we just discussed, talent management can bring additional important benefits to the program, including:

- New technology to facilitate efforts in areas like workforce planning and performance management
- Strategic use of recognition, rewards and engagement
- Learning maps, including detailed career mapping, and training activities tailored to your assignee population
- Leadership development
- Succession planning

**In reactive mode, the organization may end up dismantling, perhaps haphazardly, the assignment program it worked so hard to build in better days.**

### Seek participation from all involved parties

All internal stakeholders, not just HR and the assignment program team, should play an active role in integrating your international assignment program into your global talent management program. The commitment of senior management is particularly important. ■

*The views expressed herein are those of the authors and do not necessarily reflect the views of Ernst & Young LLP*

learn. Her pro-activity and sense for helping others have been very convincing. Linda is a very efficient and sincere communicator, and you feel it through the great cover letters she has produced. One of these motivation letters led her to an interview within an international organization that helps young adults. The mission of the association was fully in line with Linda's experience and values, and she was offered an interesting position there!

**LK:** Today my French has improved a lot, as I use it everyday. Next to my voluntary work, I now have paid employment, which I started 2 weeks ago, and I'm feeling happy and nicely integrated.

To all newly arrived expats, I would say be patient and get outside your comfort zone! Be prepared for the unexpected: you'll be surprised by what you can achieve. ■

## Some Clients

3M  
ACNielsen  
Airbus  
Alstom  
Apple  
AREVA  
AstraZeneca  
Audi  
AVIVA  
AXA  
Bacardi-Martini  
BASF  
BD Biosciences Europe  
BNP Paribas  
BP  
Bristol-Myers Squibb  
Cadbury Schweppes  
CGG Veritas  
Cap Gemini  
Cargill  
Caterpillar  
Colgate Palmolive  
Cordis  
Corus Group plc  
Crédit Suisse  
Danisco  
Deloitte Touche Tohmatsu  
Dexia  
Diageo  
DuPont  
EDF  
Euroclear Bank  
ExxonMobil  
GDF Suez  
General Motors  
Givaudan  
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Goodyear  
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International Paper  
Janssen Pharmaceutica  
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Mars  
MasterCard  
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Merck Sharp & Dohme  
Methanex  
Munich Re  
Nestlé  
Newell Rubbermaid  
Nissan Europe  
Nyrstar  
NYSE-Euronext  
PerkinElmer  
Pfizer  
PricewaterhouseCoopers  
Procter & Gamble  
PSA Peugeot Citroen  
Puratos  
Reckitt Benckiser  
Roche  
Rolls-Royce  
Schlumberger  
Solvay  
Sanofi-Aventis  
Sony  
Standard Life  
Suez  
SWIFT  
Tchibo  
Thermo King  
Total  
UBS  
UCB  
Umicore  
Unilever  
UPS  
Vallourec  
Volkswagen  
Whirlpool  
...

## Three years later...



**Alexandra Eude (left),**

expat spouse from Apple, interviewed by  
Miranda Arya (right), Director NET EXPAT UK and Ireland, London.

Testimonial



**Miranda Arya:** You carried out a NET EXPAT Job Search Coaching program in 2007, when you moved to London from France with your husband's company, Apple. What do you remember from the program?

**I realized that what was important was the content of the job, rather than just the title**

**Alexandra Eude:** I remember having regular meetings and help to build up my CV and write my skills summary. My coach asked lots of questions and listened carefully to analyze and extract my current strengths. She also gave me lots of advice on how to culturally adapt my CV to the UK and guided me on where to search for different types of jobs. As the search was narrowed down and I reached the final stages, we carried out some interview practice and she helped me question and drill down into the detail to ensure I selected the right job. It was a very good experience: I don't know if you adapt the programs to each individual, but it really suited my personal needs.

**MA:** What were your expectations for a job in the UK?

**AE:** I was very focused on pursuing a career path, regardless of the country I was living in. I wanted a management role in marketing and being French moving up the hierarchy was very important to me. In the UK it's more about the different experiences and opportunities available in a role and I had to adapt my expectations. I realized

that what was important was the content of the job, rather than just the title. I also had to get a sense of my market value in a new country, as it's a bit disorientating when you can't initially place yourself and contextualize what you have to offer.

I finally found a fantastic job which has allowed me to use everything I've learnt in my past career. I have a New Product Development Marketing role at "Which?" Magazine which I love and I've been working there since I did my NET EXPAT program which is three years now. I find it a stimulating and creative environment to work in.

**Life is so expensive here and as a family with four children we need my salary as well so we can afford the life we're used to**

**MA:** Have you noticed any differences between working in the UK and France?



**AE:** Definitely. In the UK, people aren't very confrontational.

Things are discussed endlessly before a decision is made. As I was one of the few foreigners in a very British organization, I quickly learnt to soften my way of communicating and giving feedback.

**MA:** How would you have felt if you hadn't been able to work in the UK?

**We're relocating to Helsinki: I understand Finnish people are very direct, so I'll adapt my communication style back!**

**AE:** I'd have felt quite distressed. Life is so expensive here and as a family with four children we need my salary as well so we can afford the life we're used to. Also, I wouldn't want to be a full time mum – I need to have something that stimulates me.

**MA:** So what's next on the career ladder?

**AE:** We're relocating to Helsinki in the summer and I'm taking it as an opportunity to reconsider my career. I first want to learn about how people do things there. I understand Finnish people are very direct, so I'll adapt my communication style back! I'm considering setting up as an independent marketing consultant there or even doing a course in interior design as there are such fantastic designers there.

I would love to receive the support from NET EXPAT Finland as I did in the UK, but all the details of our transfer are not yet decided. Let's keep our fingers crossed. ■

**Net Expat**  
We help you expat your talents

NET EXPAT is a global leader in assessing, training and coaching expatriates and their partners. We provide expat spouse support, expat coaching, intercultural training and expat assessment to over 200 multinational corporations in 49 countries where we have a local presence. Our ultimate goal is to assist corporations and expats in achieving successful international assignments, whether the move is for three months, three years or on a permanent basis.

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