

Client Stories

Developing an international Human Resources strategy

Situation

In 2005, a German ink company acquired the packaging inks division of a Swiss company. Through this acquisition the company tripled its workforce to 4'000 employees in 36 countries and gained access to new international markets.

The Head of Human Resources' (HR) objective was to create a "New HR" to accompany the international expansion strategy. He appointed CRH, who established the project's scope and approach.

Solution

CRH first surveyed senior management's HR requirements to support the business growth. New HR programs, redesign of the HR organisation and upgrading of HR systems were identified as priorities.

Secondly, working with all business functions and the management committee, CRH developed a framework of global HR programs and services. Then, HR systems were upgraded and a new HR organisation was designed. These improvements created a common platform for the delivery of HR services to the company's worldwide operations.

Change management and cultural integration actions were then deployed. Communications and training programs on the "New HR" were provided to employees.

Result

In 6 months, the framework of global HR programs and services was operational to accompany the company's international business strategy and brought the following main benefits:

1. Created standard HR programs allowing for local diversity
2. Business executives became accountable for managing people
3. Promoted the new corporate culture

One senior executive commented on the "New HR" stating that: *"It creates a "Go the extra mile" culture in a global company"*.

Please refer to the page "Client Testimonials" of our website for client comments on this project.