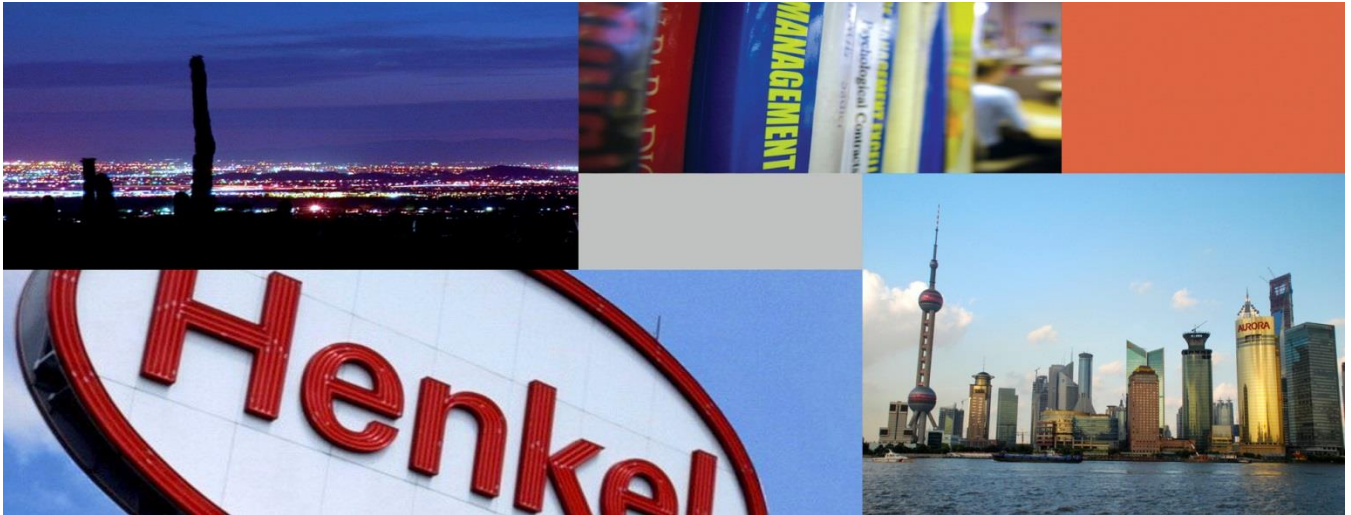




BASICS in International Management



Company Overview

Henkel is a truly global fmcg and adhesives company with sales in excess of €18 bn, affiliates in more than 70 countries and over 51,000 employees. They have been building brands for more than 140 years and today have three active and highly successful divisions: Beauty care, Laundry & Home Care and Adhesive Technologies. Their brands include market leaders such as Syoss, Persil, Dial, Pritt, Loctite and Schwartzkopf.

The business

Henkel states it is successful because of its people. It has a key priority to recruit and develop talented and hard-working people to help achieve its strategic goals. The company is committed to strengthening its global team and therefore talent management is a central part of Henkel's forward planning.

A planned programme of management development has been carefully developed covering general management and leadership development programmes for different management levels under the umbrella of the Henkel Global Academy. A number of global business schools work in partnership to deliver these programmes including Cranfield School of Management.

Within this structure, the BASICS in International Management programme, aimed at those with 5-10 years' experience and identified as having high potential, has a crucial role. These people, the senior managers of tomorrow, on whom the company depends for continued success, have developmental needs which Henkel see as hugely important address.

The challenge

Henkel is a leader with brands and technologies with a diverse portfolio, having grown through a series of significant acquisitions over recent years. Their high potential people, wherever they are in the world, need to understand the way in which Henkel measures itself and the strategic way in which it operates. The objective for the programme, agreed with Henkel, is that we help attendees develop the strategic and financial skills appropriate for a global, marketing-led organisation. The intended learning outcomes are:

- To understand and be able to explain Henkel's competitive position and customer orientation
- To be able to make informed strategic decisions appropriate to their position and role in the organisation
- To be able to understand, evaluate and express decisions in a financially appropriate and astute way

- To be able to understand and contribute to the marketing thinking of the organisation in a consumer or industrial context.

Cranfield was tasked with designing and delivering a process that would enable a high-potential, diverse and multi-cultural group to attend an engaging, informative and consistent seven-day programme in different locations around the world. The attendees would be from across the globe, and the teaching would be delivered in Henkel's business language, English. The event would facilitate the exploration of the following:

- Henkel's global strategic priorities (corporate level strategy)
- The strategic approach to each of the three Henkel divisions: Cosmetics & Toiletries, Laundry & Homecare and Adhesive Technologies (business unit level strategy)
- Henkel's approach to HR/talent management, customer/market insights and compliance
- Henkel's financial reporting methodologies and business measurement metrics and how these influence the strategic debate.

The programme

Culminating in a sophisticated merger and acquisitions exercise, the seven day programme is residential. Days are sometimes long, though balanced with a number of input sessions intermixed with periods of interactivity, discussion and debate. Some evenings are structured, with a mix of evening work/activity and reflection/networking time. Input from a number of Henkel internal guest speakers is facilitated within the programme, and is much welcomed by delegates. The opportunity to apply what they have learnt and question some influential senior figures from within Henkel genuinely enhances the learning experience.

The programme is delivered several times a year, with around thirty attendees attending each iteration. The delivery points are located in three regional hubs: Germany, USA and China, in order to facilitate attendance by local senior management who are providing input. Participants travel from within each region to the programmes.

Measuring success

Henkel measure the responses of attendees to this programme very carefully. There are a number of metrics relating to course content and delivery which are consistently extremely positive. Over the many years Cranfield have partnered with Henkel to deliver the programme, BASICS graduates have often referred back to how the programme greatly helped them in their careers. Previous participants often show up as senior guest speakers some years later which is very pleasing to see.

The approach

- A comprehensive web-based portal with pre-programme preparation and joining information
- Experiential, high energy and involving delivery over seven days in Düsseldorf, Scottsdale and Shanghai
- Providing excellent networking opportunities
- A mix of Cranfield and Henkel expertise, with presentation from senior Henkel management figures.

Why Cranfield?

In the early 2000s, Cranfield School of Management won a competitive pitch by showing the clearest understanding of the needs of Henkel, and responding to those needs in the most imaginative and sustainable way.

Cranfield's expertise in the fields of strategic thinking, finance and marketing was central to the decision, but their experience in managing key relationships with clients and project managing complex, global events was also vital.

The relationship, and as a result the programme, has developed over the years to the point where an invitation onto the BASICS programme is seen within Henkel as both a compliment about current progress and an indication of future potential.