

## The Route of Life – International Assignments at OSRAM



### The new OSRAM international assignment policy in the area of global mobility

#### BACKGROUND:

OSRAM Licht AG is one of the world's leading lighting manufacturers, with about 39,000 employees (status 2013). In 2013, there were many changes in the company. Previously a 100% subsidiary of the Siemens Group, in July 2013 OSRAM split from the group and was floated on the stock market as an independent company. One of the things this new start necessitated was the revision of formerly shared guidelines and processes, and the creation and communication of new ones.

One of these reworked guidelines is the OSRAM International Assignment Policy, which came into effect on 9 January 2014. This covers global mobility, an increasingly important topic in the company. The new policy made changes to the processes in global HR departments and to assignees' benefits.

#### CHALLENGE:

Owing to the split from the Siemens Group and the resulting stock market flotation, OSRAM Licht AG entered into a period of change, involving the revision of many internal processes. The company needed to be more efficient and cost-effective in order to be able to operate its business more successfully, and it needed to innovate. It also needed to increase its employees' potential, to encourage them to think more flexibly and globally, and to take a more entrepreneurial approach to their work. In addition, the company needed to help its employees to identify more closely with OSRAM, no matter where they were located.

The target group was employees at every level in the hierarchy and in different countries, who could mainly be reached via their managers or business partners (HR BP). From 9 January 2014, all international assignments needed to be finalised exclusively and without exceptions or subsidiary agreements according to the new guidelines. Information and training for HR business partners was therefore necessary.

#### AGENCY TASK:

Development of a suitable communication strategy for the successful introduction of the new international assignment policy, and to explain the reasoning behind it.

#### COMMUNICATION GOALS:

The international assignment policy should be explained to all HR BP. The reasons and objectives for the changes should be clearly communicated, as should be the policy itself; the communication should be convincing and emotionally appealing. HR BP should be made aware that they are responsible for the consistent implementation of the policy, and that despite possibly significant changes to the living conditions of an employee who has an international assignment, no exceptions can be made.

### PROJECT DETAILS

#### CLIENT:

OSRAM Licht AG,  
Munich headquarters

#### CLIENT PROJECT MANAGEMENT:

Wiebke Schimanski,  
HRTM Global Mobility

#### PROJECT TIMELINE:

November 2013 – January 2014

#### AGENCY LEAD:

Simone Schmitt-Schillig

#### GRAPHICS LEAD:

Gabriele Schwab

#### TEXT:

Birte Rolff, Kalisa Irving

#### FILM PRODUCTION:

Freelancers

## Creative Idea

HR employees around the world were sent written invitations to presentations and video calls, where they were brought up to date about the new policy. Using coordinated communication methods, they were introduced to the policy and new processes by a special department at the OSRAM headquarters in Munich. A film set the right mood, a presentation explained the changes in detail, and a follow-up flyer was then supplied to be used as a practical toolkit.

While the toolkit was intended to provide information about all the important facts around staff assignments, the main point of the film was to communicate the idea of “global mobility”. It focused on the themes of “change” and “movement”, exploring the

topics as they are perceived within the company and as personally experienced by an employee on a foreign assignment.

All the communication channels were produced to match, both visually and in tonality. In the film, a ray of light goes on a journey to all the different places where OSRAM is located. A narrator describes the change within the company and explains how it relates to the new idea of global mobility. The ray of light forms shapes and symbols, providing visual support to the text, like a network, or a bridge – or, for example, the heart of a family, who are of course considered in the guidelines. The last scene of the film shows an astronaut on the moon, humorously visualising the slogan, “Wherever your personal journey is heading – follow our International Assignment Policy and invest in your future”.

The film was used as an emotional introduction to the presentations and mostly applied to the HR employees as well as the action guidelines.



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