



akteos

LEADING IN INTERCULTURAL TRAINING



INTRODUCTION

The consequences of the global crisis affecting most Western economies are today leading companies to seek growth opportunities overseas, particularly in the so-called emerging countries. The failures encountered by businesses when expanding abroad have shown their managers just how important it is to take account of intercultural factors and to adapt their approach to these different markets.

In this difficult, turbulent and exciting period so rich in opportunities, with globalisation profoundly transforming our existing ways of doing business, the development of international skills is today a vital necessity.

Over the last decade, Intercultural Management has emerged as a means of maximising day-to-day performance for companies faced with the problems inherent to international expansion.

Akteos has had the extraordinary good fortune to have been there to provide support through major changes, to follow its clients' strategies and to participate in some excellent success stories by helping men and women boost their understanding of the "otherness" of different cultures.

Mentalities, behaviour, lifestyles and teaching methods are all changing and Akteos has adapted to this to keep pace with these changes. Our educational resources and the content of our modules are constantly improving, becoming ever more varied and interactive. Our training programmes increasingly use digital training aids including Webinars and Rich Media. Our online system, the Nomad Network, provides support for global managers in their trips and assignments abroad.

More than ever before, Akteos's primary role is to provide your staff with the tools and resources they need to help them significantly improve their professional performance in the international situations to which they are exposed.

Yours interculturally,

Charles Rostand
General Manager



AKTEOS' STRENGTHS

Since its creation in 2003, Akteos has enjoyed strong growth and its services are much in demand thanks to:

- ▶ **The largest range** of intercultural training courses in the market
- ▶ The **Nomad Network** and its **Cultural Profile**
- ▶ Expertise in more than **100 countries**
- ▶ **200 intercultural consultants**
- ▶ A presence in **30 countries**
- ▶ **300 prestigious clients**

CONTENTS

4	Intercultural awareness: a vital skill
4	Akteos: a specialist in intercultural training
4	Our mission
5	Our country-specific expertise
6	Our team
7	Our teaching
10	High added value training
10	INTRA-COMPANY
10	Tailored training
11	Intercultural Workshop
11	Multicultural Team Building
12	Conferencing
12	Coaching
12	Consulting
13	ONLINE
13	Nomad'Online
13	The International Profiler
13	Webinar
13	Rich Media
14	INTER-COMPANY
14	4 MAIN INTERCULTURAL FAMILIES
14	Country
14	Management
14	Communication
14	International business development
15	Our clients
15	Our partners

INTERCULTURAL AWARENESS: A VITAL SKILL

Many of the difficulties experienced by companies abroad arise due to a lack of knowledge of the cultures encountered. Globalisation and the Internet have heightened this phenomenon: everything happens very quickly and everywhere now seems so close. We tend to ignore and deny the existence of differences, in the name of a «global» culture, especially in managerial circles, which (it is believed) transcends national cultures.

With this in mind, it has become vital to **identify and to be aware of the different cultural systems** to be able to adapt your behaviour, communication, negotiation and management styles accordingly, to help you to be **more effective professionally**.

Intercultural sensitivity can enable you to avoid gaffes. However it can also boost synergy, be a valuable source of creativity and help you develop a new competitive advantage.

AKTEOS: THE SPECIALIST IN INTERCULTURAL TRAINING

Since 2003, Akteos, a training and consultancy company, has contributed to the take-off of this exciting new discipline and has become a leader in its field.

OUR MISSION

We give companies the means to improve their competitiveness in the international markets and support them internationally by enhancing the expertise of their managers and teams. As we firmly believe that human beings are the most important resource when it comes to generating value for a company, we seek to encourage the acquisition of skills and to promote a state of mind conducive to change within organisations.

Our goal is to provide staff operating in a multicultural world with the information and abilities they need to understand their environment and the accompanying behaviour patterns.

With this in mind, we develop **innovative services through the use of an intercultural approach to human resources management**. Our range of services is suited for all posts within the company affected by the intercultural complexity of various professional scenarios:

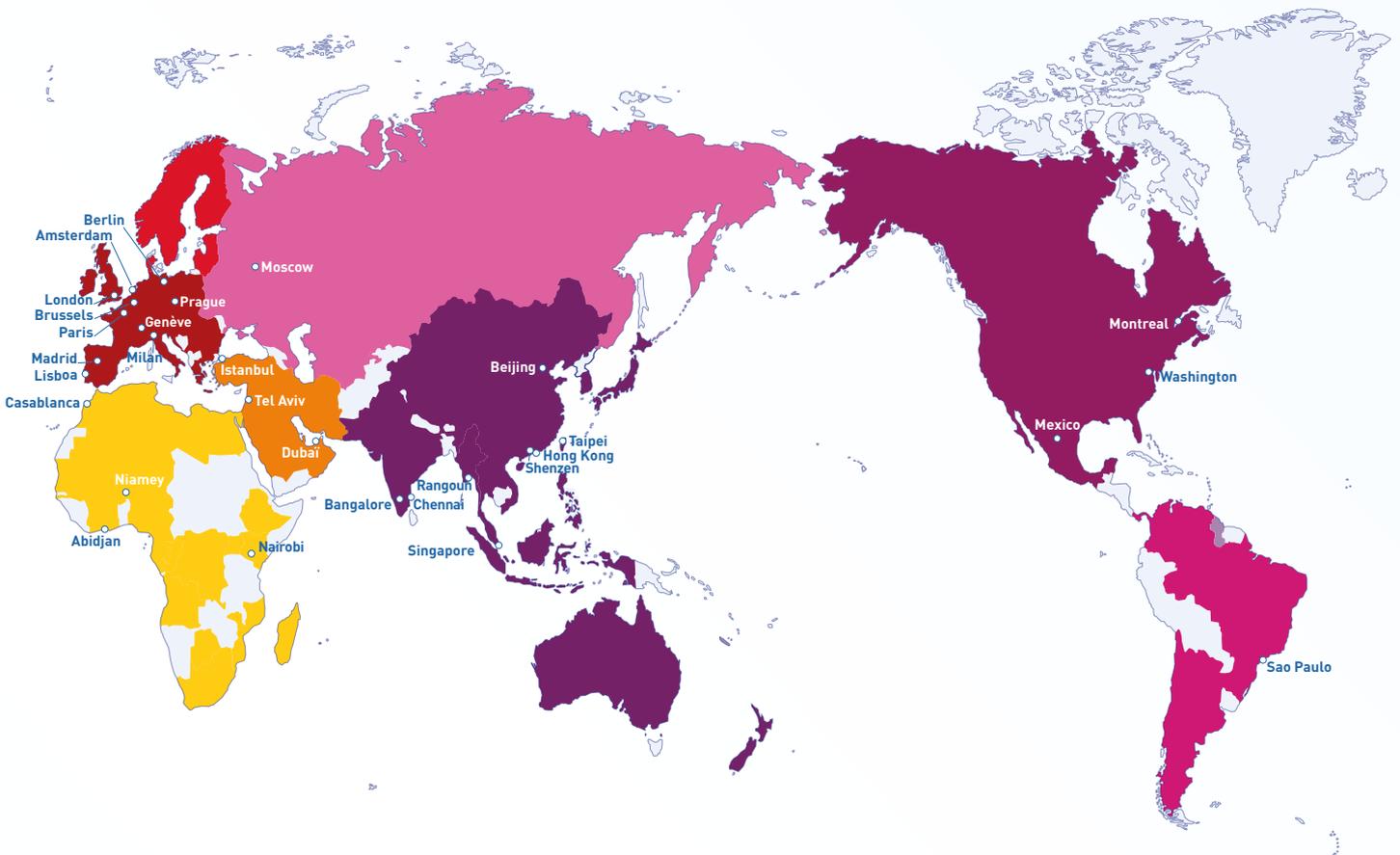
- ▶ Expatriation
- ▶ Distance working
- ▶ Multicultural teams
- ▶ Outsourcing
- ▶ International seminars
- ▶ Welcoming foreign clients
- ▶ Prospecting new markets
- ▶ International tenders
- ▶ Setting up sites abroad
- ▶ Mergers & Acquisitions

OUR COUNTRY-SPECIFIC EXPERTISE

Akteos has studied the impact of culture upon professional behaviour to better understand and analyse communication and management methods in around 100 countries.

Benefiting from this acquired experience, Akteos provides advice to companies with their international strategies and trains their staff in France and abroad.

Akteos covers more than 100 countries and has 30 correspondents worldwide.



- Canada, USA, Mexico
- Argentina, Brazil, Chili, Colombia, Panama, Venezuela
- Denmark, Estonia, Finland, Latvia, Lituania, Norway, Sweden
- Germany, Austria, Belgium, Bulgaria, Croatia, Spain, France, Greece, Hungaria, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Czech Republic, Romania, United Kingdom, Serbia, Slovakia, Slovenia, Switzerland
- Azerbaijan, Kazakhstan, Uzbekistan, Russia, Turkmenistan, Ukraine
- Australia, Burma, China, Korea, Hong Kong, India, Indonesia, Japan, Laos, Malaysia, Mongolia, New Zealand, Pakistan, Philippines, Singapore, Taiwan, Thailand, Vietnam
- South Arabia, Bahrain, United Arab Emirates, Irak, Iran, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Syria, Turkey
- South Africa, Algeria, Angola, Botswana, Burkina Faso, Cameroon, Ivory Coast, Egypt, Ethiopia, Gabon, Ghana, Kenya, Libya, Madagascar, Mali, Morocco, Mauritania, Mozambique, Niger, Nigeria, Democratic Republic of the Congo, Republic of the Congo, Senegal, Tunisia, Uganda
- Guadeloupe, Guiana, Martinique, Mayotte, New Caledonia, Réunion, Saint Pierre and Miquelon
- Akteos consultants



OUR TEAM

Consultants

Akteos provides its clients with the **best intercultural consultants in France and abroad.**

These are genuine “internationals”, often with a dual culture, who have lived and worked in the countries covered by their teaching. They combine their field experience with an in-depth analysis of the culture concerned and its values.

Akteos has developed a rigorous recruitment process to guarantee the quality of its consultants, based on the following criteria:

- ▶ Higher education
- ▶ Intercultural expertise with the country concerned
- ▶ Experience of company life
- ▶ Skill with teaching and training techniques

Our consultants keep their knowledge of the countries they cover up to date through frequent trips and professional assignments in those countries. They are always learning, and take part in Akteos’s educational workshops to share their experience and fine tune their methods.

The Educational Centre

As a valuable source of new ideas, the Educational Centre develops innovative programmes and products to meet the emerging needs of the world of tomorrow.

Project leaders

The project leaders operate in partnership with their clients, analysing their needs and guiding them in their intercultural choices.

Logistics Department

The Logistics Department handles the organisation of training courses and tracks progress with these from the initial invitation through to the sending out of the attendance and evaluation sheets. This department is at our clients’ disposal at all times to ensure that the process is moving forward satisfactorily.

OUR TEACHING

Our research and development team have put together **a number of interactive educational methods** to develop knowledge, interpersonal skills and intercultural know-how.

Our teaching is based on the concepts of Intercultural Management and an in-depth knowledge of international situations to highlight key indicators and **to propose aids to facilitate understanding.**

The uniqueness of our way of working lies in the fact that it considers different situations from an intercultural aspect, and uses a specific approach.

The objective is to provide the participants with the ability to better understand professional behaviour patterns in different cultural environments, in order to significantly boost their operational effectiveness.

Methodology

Carefully preparing training in advance with the Nomad Network® allows for a better **return on investment.**

Based on the teaching plan prepared by Akteos, the consultant focuses the training on the participants' experience, helping them to make the most of the tools and resources best suited to their needs and to adapt to a multicultural context.

Exercises and case studies make it easy to put theory into practice.

The training is accompanied by follow-up work **to ensure that the participants have derived the most from it.**

1 - Preparation			
<i>Cultural Profiler</i> <i>Cultural comparing tool</i>	<i>Preparatory questionnaire</i>	<i>Analysis of needs</i>	<i>Training adaptation</i>
2 - Training			
<i>Theoretical as practical methods</i>	<i>Knowledges acquiring</i>	<i>Skills development</i>	<i>Business cases</i> <i>Action plan</i>
3 - Monitoring			
<i>Country Pack</i> <i>Bibliography</i>	<i>Forum</i> <i>Mailbox</i>	<i>Nomad' Network</i> <i>Members' directory</i>	<i>Media library</i> <i>Great ideas</i>



The Nomad Profile®

Akteos's educational methods are underpinned by the model it has developed, taking account of 10 cultural aspects.

It considers the various cultural references which shape organisations and societies, the influence of cultural preferences on ways of thinking, organising and acting, in addition to the impact of cultural values on interpersonal aspects.

A godsend for the "Global Manager", the Nomad Profile® includes several functions:

- ▶ The **cultural profile** proposes a guide to make the participant aware of his or her cultural preferences in a professional context;
- ▶ The Intercultural **Comparator** makes it possible to position oneself in comparison to others and to anticipate any possible difficulties in understanding;
- ▶ The **Country Files** include a wealth of reliable information on mentalities, cultural traits and business life for each country.

The possibilities for the use of the Nomad Profile® are many and varied before, during and after the training course. It will be a valuable travel assistant as you explore different cultures. A genuine cultural atlas, compass and "decoder", it enables the participants to appreciate cultural differences and to develop their intercultural abilities.

TESTIMONY ▶ "During my training courses I use the Nomad Profile, which always proves very popular with the participants, who clearly recognise themselves in their cultural profile! They have a lot of fun comparing it with the countries in which they will be working, spotting any major differences which are all areas requiring careful attention. As a client recently told me, "to try it once is to adopt it""

Laurence Petit, Intercultural Consultant



10 CULTURAL DIMENSIONS



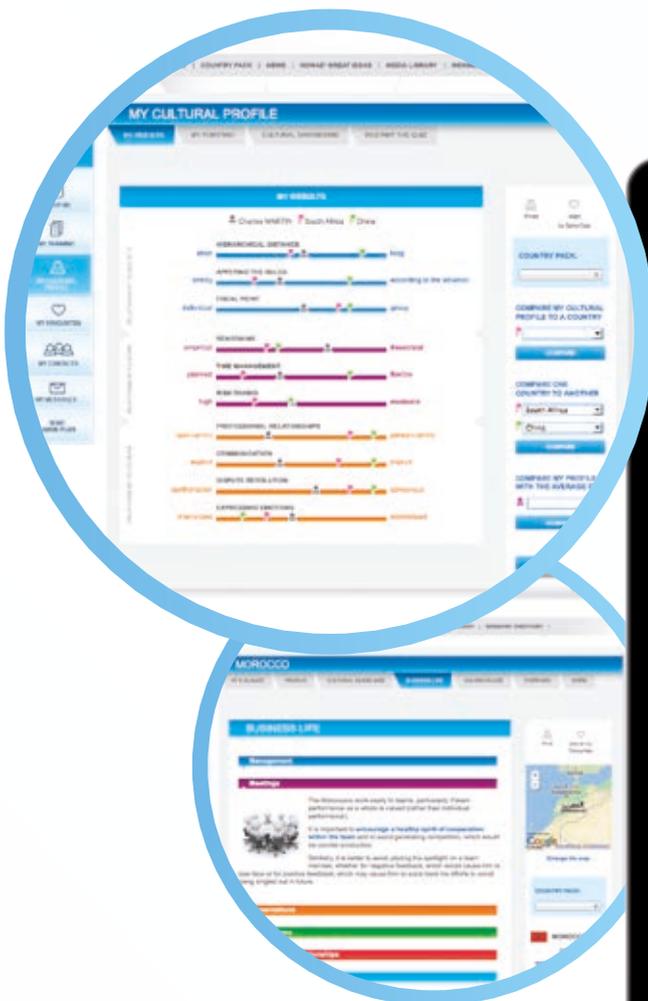
The Nomad Network®

The Nomad Profile® is part of the Nomad Network, which proposes a number of complementary features:

- ▶ The **forum** allows the network members (or "Nomadians" as we call them) to chat and to obtain answers from experts to any questions that may arise out in the field;
- ▶ The **directory** gives them the possibility to extend their network internationally;
- ▶ The **medias library** is always adding new intercultural information.

The Nomad Network® is also a **training management system** in which each participant will find logistical information, questionnaires and educational documents, with the possibility to contact a consultant easily.

In this way, each participant can find day-to-day help with his intercultural projects within this private, professional and international network, in addition to the support of a community comprised of peers and experts.



HIGH ADDED VALUE TEACHING

INTRA-COMPANY

Tailored training courses

Akteos prepares training courses adapted to the challenges facing a particular company and the needs of its participants **to help them understand their multicultural environment and to succeed internationally.**

Among the hundred or so countries we cover, the most frequently requested are India, China, France, the United States, Great Britain and Russia.

We also run cross-departmental intercultural training courses in communication, management, multicultural teams, distance working and international negotiations.

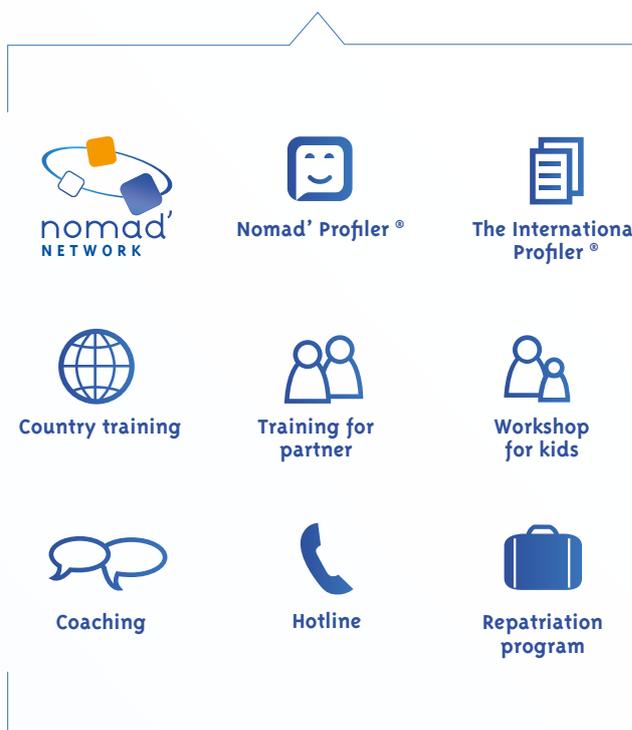
All training programmes are adjusted to take account of the preparatory meetings and individual questionnaires. The client supplies the information needed to adapt the training, including information about his organisation and practices, and other details to help us prepare the practical exercises.

This preliminary work enables the consultant to ensure that his or her teaching is interspersed with examples taken from and relevant to the professional lives of the participants. They can also adapt the case studies to their particular occupation and organise role-plays simulating situations the participants are likely to encounter out in the field.

The training courses are organised for one or several people from the same company. Their duration varies according to the objectives to be reached and the time the participants have available.

Akteos also produces complete solutions including the Expat' Pack which supports expatriates and their families as they integrate in a new country.

EXPAT'S PACKAGE



TESTIMONY >



“What makes Akteos so different is its approach, which is firmly focused on the individual: on ensuring that the person understands, on his own way of working before examining differences in cultural perception. In my opinion this is the best way to ensure successful intercultural integration. What's more, Akteos offers a wide range of services: assessment, training, intercultural coaching and also flexibility, adaptability and responsiveness vis-a-vis its clients, making Akteos a pragmatic and visionary key player.”

Human Resources Manager, BNP PARIBAS, Retail bank

Intercultural workshops

Akteos runs short workshops (1/2 a day) held as part of international seminars, kick-off meetings or induction courses, etc.

The success of this method is largely due to the high degree of interactivity between the consultant (who acts as a facilitator) and the participants. It makes it possible to fully appreciate the impact of culture on behaviour patterns and to quickly **gain a solid understanding of it**.

A TYPICAL WORKSHOP

- ▶ *Simulation and debriefing exercises*
- ▶ *Assessing the impact of culture*
- ▶ *Understanding cultural traits*
- ▶ *Analysis of the cultural profile*
- ▶ *The preparation of adjustment strategies*

TESTIMONY >



"A big thank you for organising and running the kick-off meetings. I had a great time and so did the participants. The workshop made it possible to break down barriers between the participants and clearly show them that when you're motivated you can understand one another without necessarily speaking the same language: the observers saw how they all managed to understand one another during the game. The participants came to see me of their own accord to tell me how much they enjoyed the workshop. We were delighted!"

Human Resources Manager, European Sales Department, EDF Corporate

Multicultural team building

Akteos brings together multicultural teams for a Team Building session to iron out any internal problems and to help them work together more effectively.

Based on games and case studies run by a consultant, the participants tackle sensitive subjects and learn to handle complex situations. They detect shared values, embrace them, consolidate the bases for their work together and identify any "best practices".

Thanks to this "constructive confrontation", a relationship based on trust and confidence is built up, making it possible to adopt a common language and processes approved by all.

AN EXAMPLE OF TEAM BUILDING

- ▶ *An active listening exercise to build up confidence*
- ▶ *Team cohesion game*
- ▶ *Work focusing on the values of the cultures in question*
- ▶ *Comparaison de profils culturels*
- ▶ *The creation of a joint product (wine, picture, music, etc.)*
- ▶ *Debriefing and action plan*



Conferences

Driven by globalisation, intercultural communication today concerns more and more people and occupations within companies. To meet this growing demand for the provision of information for all staff, Akteos has designed **conferences designed to increase intercultural awareness or focusing on a given geographical zone.**

Conferences are also proposed for managers or members of managing boards **to consider intercultural or geopolitical challenges.** These short and well-targeted speeches from well-known conference speakers fit easily into managers' busy diaries.

SOME EXAMPLES OF OUR CONFERENCES

Confucian heritage in the modern Chinese world. **Josiane Cauquelin**

French and Americans: the other side of the pond. **Pascal Baudry**

Can we expect a miracle in Iran? **Bernard Hourcade**

Attempting French-style management in a multicultural world? **Philippe d'Iribarne**

China and Europe: different strategies. **François Jullien**

Between the Chinese dragon and the American eagle... Where is Europe heading? **Jean-Daniel Tordjman**

When history is shaped by the news. **Alain Simon**

Innovate or die? An intercultural assessment of innovation. **Brigitte Romagné**

2013-2033: The drivers behind global change. **Jean-Christophe Victor**

TESTIMONY > "Well done and thank you to Akteos for this excellent evening. Personally, I have always admired Jean-Christophe Victor. This evening was an added bonus for us, helping us to achieve a better international understanding with excellent intercultural reflexes thanks to Akteos!" **Patricia CROKER, Evaluation Studies Manager, L'Oréal Recherche CAPI**

Coaching

Our certified coaches provide support for managers when exploring their resources and developing their intercultural skills. They help them to discover their own abilities, enabling them to be better able to perform their duties in a new cultural environment.

The goal is to help them to be more efficient and **to take full account of cultural differences in their management and communication methods.**

Consulting

By adopting an intercultural approach at the start of an international project, you can considerably improve the chances of success.

Akteos helps companies to **fully incorporate intercultural aspects when taking strategic choices** and can get involved at several levels.

- ▶ Design and deployment of an international training programme
- ▶ Reconciling different national cultures with a strong corporate culture
- ▶ Developing international skills assessment tools

ONLINE

Nomad' Online®

This option is aimed at those who want to quickly learn all the basics about a country to be better able to manage intercultural situations. It is based on the Nomad' Profile and enables them to:

- ▶ Become fully aware of their cultural preferences;
- ▶ Compare themselves with national profiles to highlight any differences;
- ▶ Undergo debriefing with a consultant to identify any areas requiring attention;
- ▶ Benefit from ongoing support by e-mail;
- ▶ Have access to country-specific information;
- ▶ Expand their international network.

The International Profiler® (TIP)

Intended for managers about to take on new international responsibilities, this online tool enables them to identify their intercultural skills and their way of working in a multicultural context.

The results are analysed and interpreted by a certified consultant who helps them to consider the actions to be taken to improve their international leadership.

Webinars

Akteos organises two-hour online modules for individuals or groups, dealing with intercultural themes, remote team management and use of collaborative resources.

Meeting in a "virtual room" the participants can interact remotely. The consultant will provide a commentary on his or her slideshow, send working documents and propose exercises.

EXAMPLES OF WEBINARS

Adapting your communication to different hierarchical models

Anticipating a lack of understanding on cultural grounds during meetings

Three steps to work effectively with other cultures

Rich Media

This is a multimedia resource combining sound, video, photos, animations, slideshows and which can be totally or partially viewed or reviewed. An interactive table of contents enables the viewer to easily navigate through the presentation.

The subject, the duration and the media are defined according to the needs of the company looking to make this model available to its staff over its intranet site.



INTERCOMPANY

Akteos has selected the most popular training courses to propose these on an inter-company basis, at set dates, offering excellent value for money. This provides an opportunity to encourage an exchange of experience between professionals from different companies having varied intercultural experiences and to establish "best practices" for international success.

Each year, our catalogue includes new programmes which are viewable online at akteos.com

4 MAIN INTERCULTURAL FAMILIES



Country

Country-specific training courses give participants the tools they need to succeed during their period of expatriation, to do business, to recruit, negotiate and buy or sell in these countries. They are run by experts taking account of the latest developments, providing everything you need to understand these cultures, to communicate and to work easily with the inhabitants of these countries.



Communication

Communication training courses provide participants with the means to improve their intercultural communication (written and spoken) remotely and in crisis situations or during international meetings. They propose techniques for public speaking in the presence of an international audience. They are often taught in English by communication specialists with experience in international environments.



Management

Management training courses cover the management of people and multicultural teams worldwide. They are run by "intercultural" consultants who have studied cultural traits and their impact on hierarchy, compliance with rules, time management, trust and virtual teams. They give the participants some tools to improve their leadership and their effectiveness and efficiency in international management situations.



International business training

International business development training courses help participants to succeed in multicultural environments, to draft marketing strategies, to negotiate internationally, to boost exports, to manage international key accounts and foreign sites. They provide them with the tools they need to actively participate in the international expansion of their company.

OUR CLIENTS

AERONAUTICS - DEFENCE

Airbus, Astrium, ATR, Bombardier Transport, Cassidian, Dassault Aviation, DGA, DGAC, EADS, Embraer, Eurocopter, Lisi, Matra électronique, MBDA, Nexter Munitions, Safran, Sogerma, Thales

FOOD INDUSTRY

Aoste, Invivo, Brasseries Kronenbourg, CHR Hansen, Danone, Fleury Michon, Lesaffre, Limagrain, Malteurop, Mondelez International, Roquette, Royal Canin, Syngenta Seeds, Tereos, United Biscuits, Vilmarin

INSURANCE - FINANCE

AXA, BNP Paribas, Crédit Agricole, Euler Hermes, Europ Assistance, Gras Savoye, HSBC, Natixis, SCOR, Société Générale

AUTOMOTIVE - PARTS & EQUIPMENT MANUFACTURERS

AGCO, Bridgestone, Continental Automotive, Faurecia, Gefco, Ford, Goodrich, Hutchinson, Inergy Automotive Systems, John Deere, JTEKT, Mersen, Michelin, Mubea, Nexans, Plastic Omnium, PSA Peugeot Citroën, Robert Bosch, SGD, SKF, TRW, Valeo, Volvo Trucks

CONSTRUCTION/PUBLIC WORK - CONSTRUCTION MATERIALS

Artelia International, Bouygues, Cegelec, Egis, Fives, Italcementi, Kone, Lafarge, Manitou, NTN-SNR, Touax, Saint Gobain, SKF, Vallourec, Velux, Vinci

CHEMICALS - HEALTH

Adisseo, AkzoNobel, ANSM, Arkema, BASF, Bayer, bioMérieux, Boehringer Ingelheim, CEVA, Colgate, Ethicon, Firmenich, GE Healthcare, Genzyme, Givaudan, GlaxoSmithKline, Hutchinson, Ipsen, Janssen Cilag, Johnson & Johnson, Laboratoire Theramex, Laboratoires Théa, Laboratoires Urgo, Lilly, Merck Serono, Merial, Novo Nordisk Pharmaceutique, Novartis, Otsuka, Pierre Fabre, Sanofi, Servier, SCA, Stago, Stallergenes, Solvay, Varian Medical Systems, Vetoquinol, Virbac

COMMUNICATION - MEDIA

Comexposium, Eurosport, Havas, TDF, Technicolor, Thomson Reuters

CONSULTANCY

Ausy, Bureau Veritas, Capgemini, KPMG, SGS, The Boston Consulting Group

COSMETICS - LUXURY GOODS

Cartier, Céline, Chanel, Christian Dior, Clarins, Coty, Gucci, Hermès, Kering, Le Bon Marché, L'Oréal, LVMH, Natura, Pochet du Courval, Richemont, Saverglass, Sephora, SGD, Shiseido, Yves Rocher

DISTRIBUTION - CONSUMER PRODUCTS

Aigle, Bic, Carrefour, Celio, Chantelle, Décathlon, Fnac, Gerflor, Kiabi, Lacoste, Leroy Merlin, Monoprix, Puma, Seb, Sonepar

ELECTRONICS - IT - TELECOMMUNICATIONS

ADP gsi, Alcatel-Lucent, Amadeus, Bandaï Namco, Bull, CGI, CSC Computer Sciences, Gemalto, Isagri, Itancia, Jouve, Lexmark, MStar, Neopost, OBS, OnMobile, Orange, Philips, Photonis, Rexel, Sagemcom, Samsung, SFR, Sony, ST Microelectronics, ST Ericsson, Sungard, Telehouse, Texas Instruments, Tyco Electronics France, Viaccess, Vivendi, Worldline

ENERGY - RAW MATERIALS - ENGINEERING

Air Liquide, Altran, AMEC, Arcelor Mittal, Areva, Aubert & Duval, Axens, CGG, Degrémont, EDF, Electrabel, Eramet, ExxonMobil, GDF SUEZ, Imerys, Lhoist, Managem, Saipem, Technip, Tokheim, Total, Veolia

LOGISTICS - TRANSPORT

Aéroports de Paris, Alstom, Ansaldo STS, Asendia, CMA CGM, Geodis, Keolis, Norbert Dentressangle, Parkeon, Siemens, SNCF, Solystic, Transdev

TOURISM - RESTAURANT SECTOR

Accor, Carlson Wagonlit Travel, Pierre & Vacances, Manotel, Mc Donald's, Sodexo

OUR PARTNERS

Keen to boost awareness of its activities, to expand its range and to propose other high quality services in related or complementary fields, Akteos has selected a number of partners sharing its values and standards.



Learn how to react in unfamiliar situations...



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akteos is present in:

*Abidjan
Amsterdam
Bangalore
Beijing
Berlin
Brussels*

*Casablanca
Chennai
Dubai
Geneva
Hong Kong
Istanbul*

*Lisboa
London
Madrid
Mexico
Milan
Montreal*

*Moscow
Nairobi
Niamey
Paris
Prague
Rangoun*

*Sao Paulo
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Singapore
Taipei
Tel Aviv
Washington*

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Akteos is a member
of the Cercle Magellan
and the SIETAR