

# Danfoss – intercultural work



# About me

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# Danfoss at a glance 2016

## Key facts

Sales bn DKK

39.2

Sales bn EUR

5.3

Local currency growth

6%

EBIT margin

10.9%

Employees worldwide

25,300

## Regions

Western Europe

**21** factories  
Sales companies in **17** countries  
**9,858** employees



Eastern Europe

**15** factories  
Sales companies in **12** countries  
**4,426** employees



North America

**14** factories  
Sales companies in **2** countries  
**3,675** employees



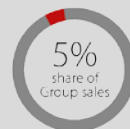
Asia-Pacific

**15** factories  
Sales companies in **11** countries  
**5,809** employees



Latin America

**3** factories  
Sales companies in **5** countries  
**1,281** employees

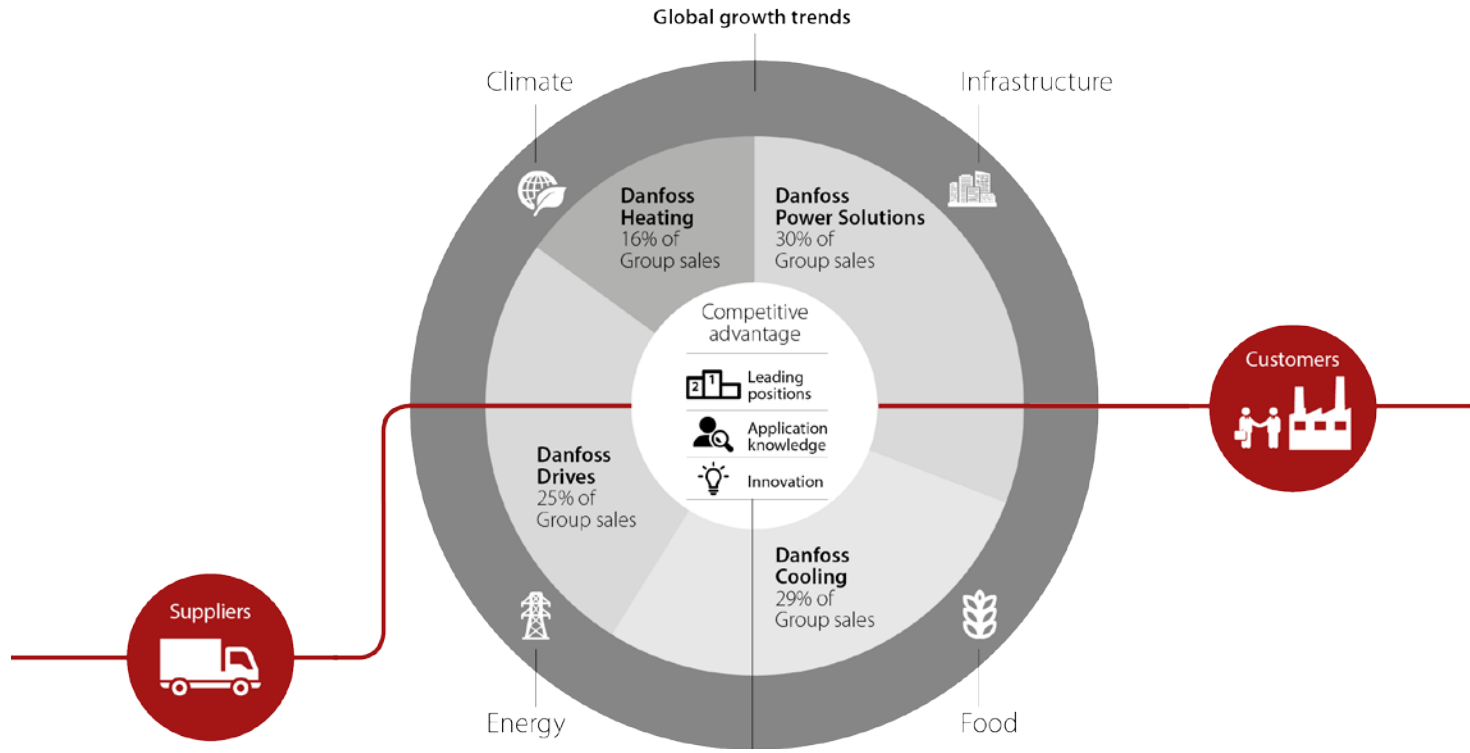


Africa-Middle East

**1** factory  
Sales companies in **3** countries  
**243** employees



# Business model



# Points from framework

- "Open to new ideas"
- "Build connections on a personal and profesional basis"
- "Willing to learn"
- "Accepting of people"

Spencer-Oatey and Stadler (2009) 'The Global People Competency Framework, Competencies for Effective Intercultural Interaction.' Published by The Centre for Applied Linguistics, University of Warwick, UK. Available at: [http://www2.warwick.ac.uk/fac/cross\\_fac/globalpeople/resourcebank/gppublications/gp\\_competency\\_framework.pdf](http://www2.warwick.ac.uk/fac/cross_fac/globalpeople/resourcebank/gppublications/gp_competency_framework.pdf)

# Own experience

- "Cultural relativity"
- Don't presume anything!
- Arrogance = Lack of respect
- Perhaps declare "cultural challenges"
- "W.A.I.T."