

Mijke Vossen

COCA-COLA ENTERPRISES NEDERLAND

“We want to be the best company in the world in our area. Wanting to win is in this company’s DNA. Attracting talented people is important, but the next step is making sure those employees stay with us, and that’s where staff involvement is a decisive factor. It sounds clichéd, but Coca-Cola Enterprises has to be a *great place to work*. Those aren’t empty words, since we are convinced that employees who are committed to and involved in the company perform best. That means going that extra mile, displaying entrepreneurship when it comes to solving problems, and assuming responsibility. What’s more, scientific studies have shown that this works.”

“We work with development cycles for our employees, consisting of the pre-setting of objectives, development interviews, development plans, assessment interviews and talent management. We have our own Coca-Cola Enterprise Academy, where employ-

ees can take part in programmes in the field of personal skills, but can also learn specific professional skills. These programmes are put together in consultation with the business units.”

“Furthermore, we conduct an objective test every two years to see how things stand as regards our employees’ commitment. We do this by means of an independent worldwide survey. We take the conclusions of this survey very seriously, and that’s vital. We react to these results by holding feedback sessions and taking specific measures. The two-yearly survey can have consequences at enterprise level, but can also have repercussions for the way small groups and their managers operate. Since we take the results so seriously, more than 90% of the staff take part in the survey. And indeed, we know that Coca-Cola ranks above the average for comparable companies as far as staff commitment is concerned.”

“AWVN supports us partly in this HR strategy but also very specifically in the review of our pension scheme and the maintenance of our job matrix and pay structure and the discussions on these matters with our social partners. Salaries are important, of course they are, but they’re not the most important thing of all; that’s something that’s being demonstrated time and time again. Your relationship with your immediate superiors, training and development possibilities and sustainable enterprise prove in practice to be of far more vital importance. That latter point also implies that you work towards lasting staff employability, for which we are developing programmes together with AWVN.

We want to make sure that people continue to work in good health and continue to enjoy working at this company for as long as possible, and that when they’re celebrating a birthday, for example, they’re proud to say *Me? I work at Coca-Cola.*”



“Salary is not the most important thing”

MIJKE VOSSSEN

ASSOCIATE DIRECTOR HR BUSINESS PARTNER