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# Project: Flocken KSA Launch

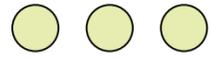
“Driving the future of innovation toward a sustainable tomorrow”



**Task 1.1:**  
Intercultural Cooperation

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# Outline:



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# Company background:

**Goal:** Internationalizing their company by opening a subsidiary in the Middle East starting with Saudi Arabia. Currently they have internally and externally hired a team of 35 people with different backgrounds, roles, ethnicities, ages and genders. Flocken prides themselves in diversity and want to elevate the relationship between the new team to create a cooperative healthy comfortable environment for all.

**Background:** Named after German EV pioneer Andreas Flocken who built the first EV 1888, Flocken manufactures Flocken is considered the leaders of EVs in Europe.

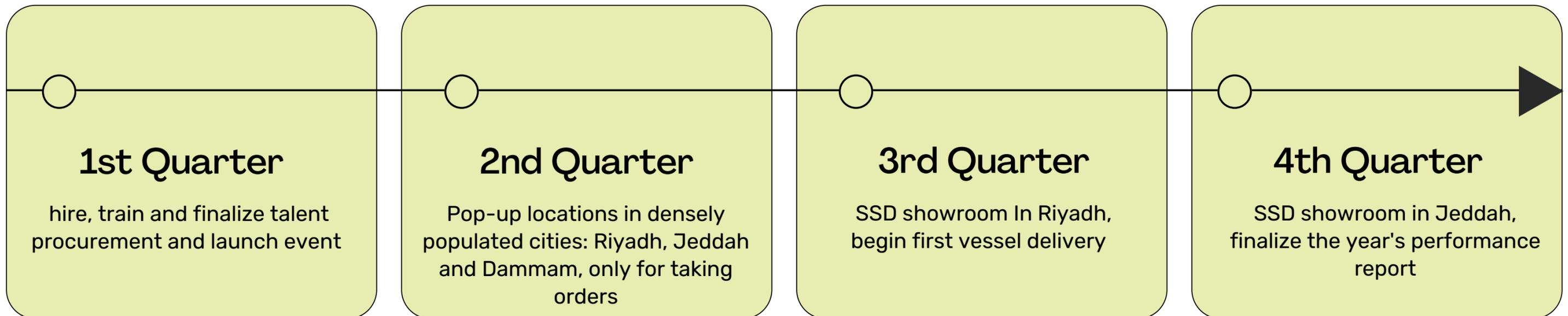
## The "Why":

- Picked the electric vehicles field out of interest to the growth of the market in Saudi Arabia and the 2060 vision attracting direct investments
- Chose that the company produces, promotes, and manufacture everything internally to push the idea of internalization



# Timeline:

Summarized KSA launch plan:



# Meet the team:

Demographic information:

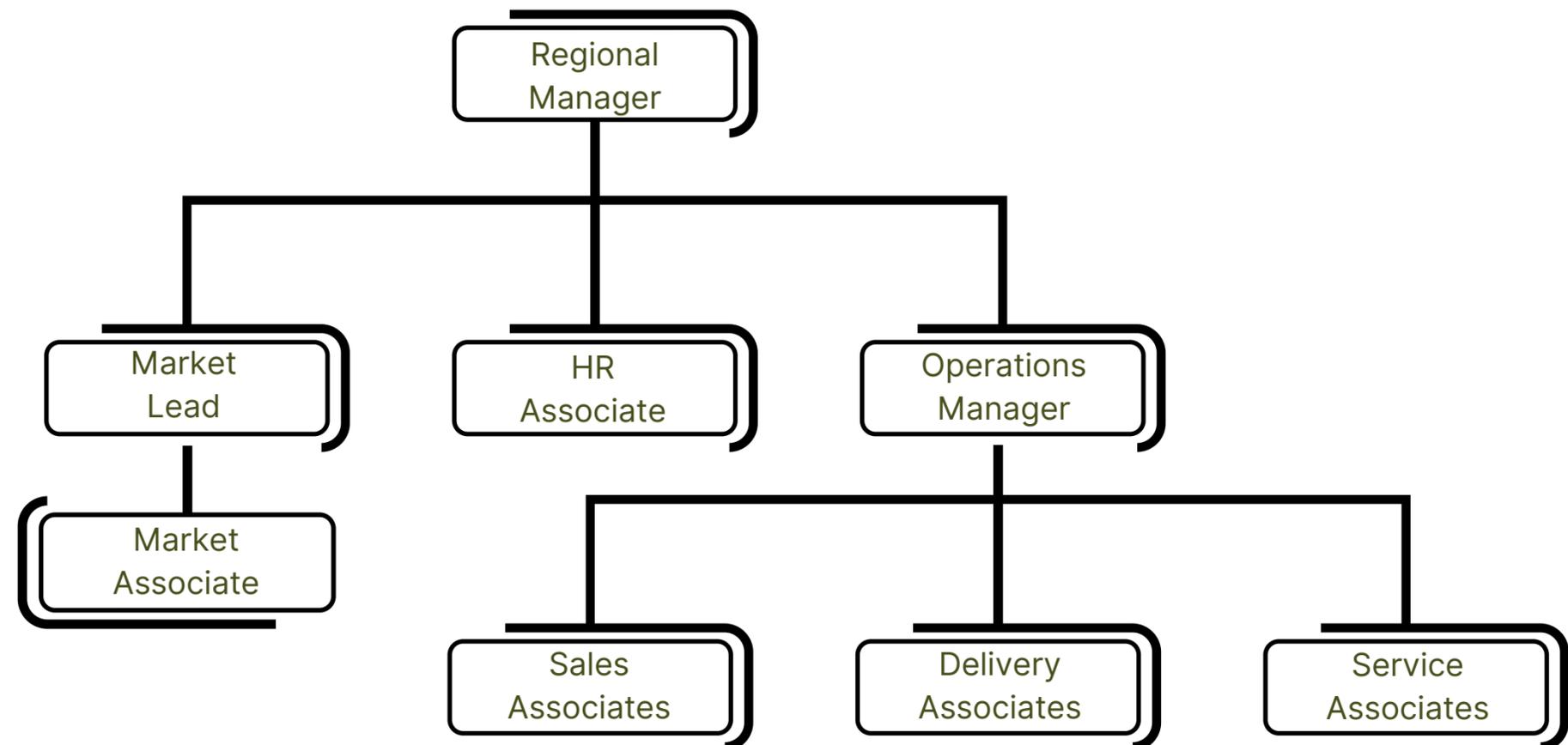
Genders: 20 males, 15 females

Age ranges: 20-41

Country of origin: EMEA

Background: automotive, retail, banking sectors

Both internal and external hires

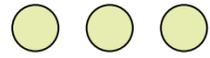


## Leadership team

Gender imbalance due to the automotive industry being historically male-dominant (Çiğdem & Westfal, 2022, p. 8)

## Subordinates team:

Diverse backgrounds to benefit from individual knowledge, diverse nationalities but mostly Saudis due to nationalization



# Problem Statement:

As of this moment, Flocken is faced with 2 main focal issues, "Saudization" and intercultural challenges that come from integrated a European company standards to local Saudi culture.

**Problem**

**# 1**

"Saudization"

**Problem**

**# 2**

Intercultural challenges



# Preparatory methods:

In summary, a qualitative, exploratory systematic archival study risk analysis and research approach

**Research approach:** Qualitative due to needing human cultural experiences in understanding local customs.

**Risk analysis:** Systematic approach to common market penetration risks, includes market, reputation, financial, and operational

**Study/analysis:** Secondary data analysis/archival study on each matter to address issues that concern the Saudi local market



# Risk analysis & mitigation plan

Going over the details of personal risk analysis, research approach, mitigation plans

**General risks:** Potential miscommunication caused by gender and cultural imbalances in a culturally sensitive region like Saudi Arabia.

**Mitigation plan :** Collaborative work and training (field research, operational flow preferences, PechaKucha exercise, interviewing german facility members digitally as well as intensive sales, service and delivery training workshops mandatory for all levels to attend, monthly training calendar based on C.O.C.O)

**Outcome:** A fully on-boarded, culturally sensitive and aware team that are ready to kickstart the launch



# Saudization:

Nationalization of talent procurement that up to a certain percentage of employees must be Saudi nationals (Lucien et al., 2023, p. 1)  
This is a problem due to Flocken long standing decision to produce, procure and employ in-house, however it is important to keep in mind that from a local perspective, The “Nitaqat” program has seen positive impact on female employment in an Sharia-guardianship-law integrated country (Lucien et al., 2023, p. 2)

**Background:** From a local perspective, Saudi citizens struggled to find jobs as they were often given to expats in the name of quality, business ethics and education levels all under assumption that they are better than local's quality (Lucien et al., 2023, p. 2).

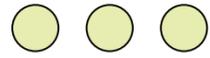
**Why:** the theory of Internalization has been one of the most prominent theories when it comes to the surfacing of Multinational Corporations (MNCs). It states that MNCs surpass international imperfections through internalization. Flocken deduced from their previous expansion in Europe that internalizing and standardizing their process, product and most of the employment in house (based on Dunning's eclectic paradigm OLI framework) is in their favor.

**Problem:** Flocken desires to bring their own internal employees from managements to front-of-house and back-of house to ensure success of the launch, but they can't be permanently employed under contract in Saudi as it would go over the percentage.

**Solution:** Train Saudi employees in Europe branches, from service sales to delivery and management for a minimum of one month to ensure collaboration and understanding of Flocken's standards

**Pros:** Building a culturally diverse environment, allowing collaboration, hands-on experience

**Cons:** High costs, Schengen visa applications, flexibility issues



# Intercultural challenges

Wanting to adopt a diverse collaborative environment but struggling due to nationalization laws in Saudi Arabia and cultural sharia-Islamic law nature. There is both a struggle for employees who will go on an international assignment to work in a completely different environment, and for Saudi nationals who also must adapt to working in a multi-cultural environment

**Background:** "Culture shock" is one of the most prominent issues of expatriates in Saudi Arabia (Dousin & Sulong, 2022, p. 137) as well as lack of cultural training (p. 138) which Flocken does not want to encounter

**Why:** Moving a partial team from Europe and training Saudi nationals in Europe will cause a cultural shock to both, it was deduced that cross-cultural training is important and a two-sided activity from the employees and employers (Dousin & Sulong, 2022, p.138-139)

**Problem:** Noted that most expatriates either end an assignment early, do not perform up to expectations or leave the organization as a whole due to dissatisfaction or inability to adjust to their environment (Dousin & Sulong, 2022, p. 134)

**Solution:** Create a cross-cultural management department that takes care of building team activities, trainings and surveying comfort and satisfaction of employees, this cross-cultural management department will take care of training before departure as it is crucial to their performance (Dousin & Sulong, p. 136) and the collaborative activities the team will part take in in the Middle East

**Pros:** Getting everyone accustomed to both European and Saudi culture, ensuring success of expatriates on their assignment and building a respectful environment

**Cons:** Re-structuring of hierarchy and departmentalization, time consuming in a time-sensitive launch situation

# The product: Project Launch

Q1 project

## Mystery shopping

Send teams to judge and rate different Saudi dealership to realize competition

## Collaborative work

PechaKucha exercise, pop up location walkthrough (ideal test-drive locations, chargers, competitors)

## Ops preferences

Groups to make notes of ideal schedules during Ramadan and normal days, sales, service and delivery preferences and needs

## Pre-launch training kit

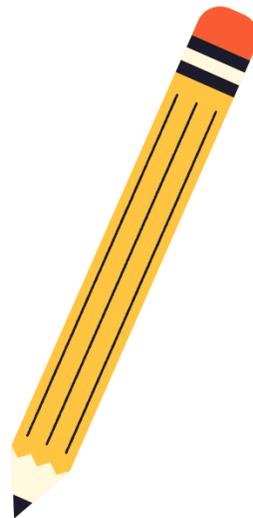
Based on C.O.C.O (cultural, operational, collaborative, objective)



# Mystery Shopping

Send teams to judge and rate different Saudi dealership to realize competition

## Checklist:



1.	Visual merchandising
2.	Greetings
3.	Test drives
4.	Offers & promos
5.	Lounging Area
6.	Website
7.	Financing options
8.	Clienteling
9.	Overall rating

## Key Task:

Identify competitor weak and strength points, customer experience flow, visual merchandising and service after-sales care

**Deliverable:** A presentation made by splitting the Saudi team into groups and visiting different leaderships



## Time span:

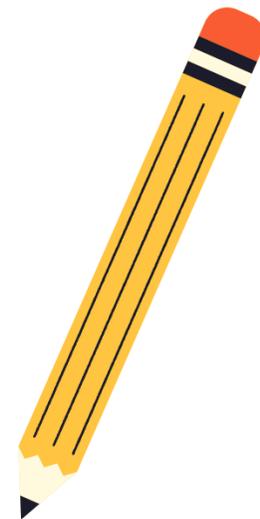
1 week



# Collaborative work

Allow the team to introduce themselves through a PechaKucha (chit-chat in Japanese) exercise then visit the pop up locations and familiarize themselves with their future tasks.

## Checklist:



### PechaKucha:

- Background, career, motivation and fun facts, only images no texts and must do it under a minute

### Pop Up Location:

- charger location, employee parking, test drive routes, gates

**Deliverable:** mini individual presentations for PechaKucha and collaborative pop up locations presentation with everyone's insights

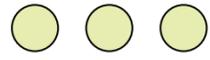


## Key task:

Create a collaborative, understanding and respectful environment for all while familiarizing the team with their future working space layout

## Time span:

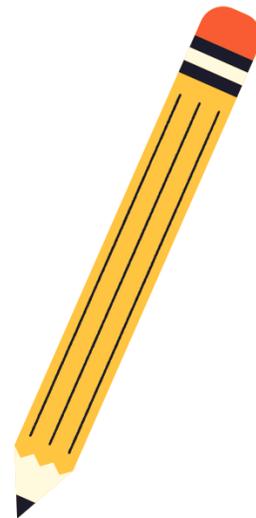
1 week



# Ops Preferences

Split the Saudi team by their job titles (Excluding leaders) to understand each operation's needs, wants and process

## Checklist:



### SSD (sales, service, delivery):

- What support they need from each other
- Training materials
- Questions
- Legal concerns
- External and customer facing process

## Key task:

Understand what each member needs to feel fully included, on-boarded and ready to kickstart the launch while fostering creative collaborative work

**Deliverable:** Role specific presentations to be presented to all groups for everyone to understand the process and be one team



## Time span:

1 week

# Pre-launch training kit

Based on C.O.C.O , a monthly training calendar is shared with everyone with weekly splits for each activity

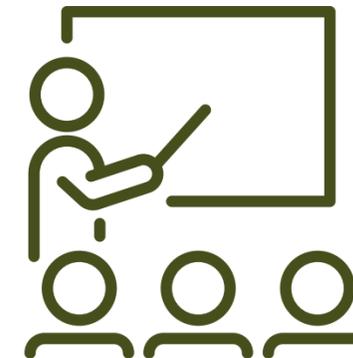
## Training Calendar example:

<b>M</b>	Cultural: culture day
<b>T</b>	Org: Meet your leaders
<b>W</b>	
<b>T</b>	Collab: switching ops
<b>F</b>	Ops: SSD specific growth
<b>S</b>	
<b>S</b>	

## Key Task:

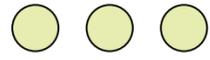
Make training a consistent part of the teams role and making sure that the team is constantly up to date

**Deliverable:** Online or on-site training on organization and operations as well as collaborative one motion team and cultural exploration



## Time Span:

Weekly



# Summary & Conclusion

Simple SWOT analysis based on the overview of the project

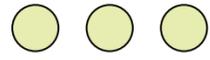
**Strength:** diverse team prioritizing employee satisfaction,

**Weaknesses:** Gender imbalance

**Opportunities:** fostering a collaborative cultural creative team from its roots

**Threats:** expatriate performance and satisfaction

By implementing structured intercultural training programs, we ensure a workplace that values diversity, fosters teamwork, and enhances productivity. Our workshops and mentorship programs will play a key role in promoting effective cooperation



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