

Yara International - Parent company

A originally norwegian company, which is by now located in 50 countries, selling solutions for sustainable agriculture and the environment, to more than 150 countries all over the world

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My workplace company: Yara Cape

The office



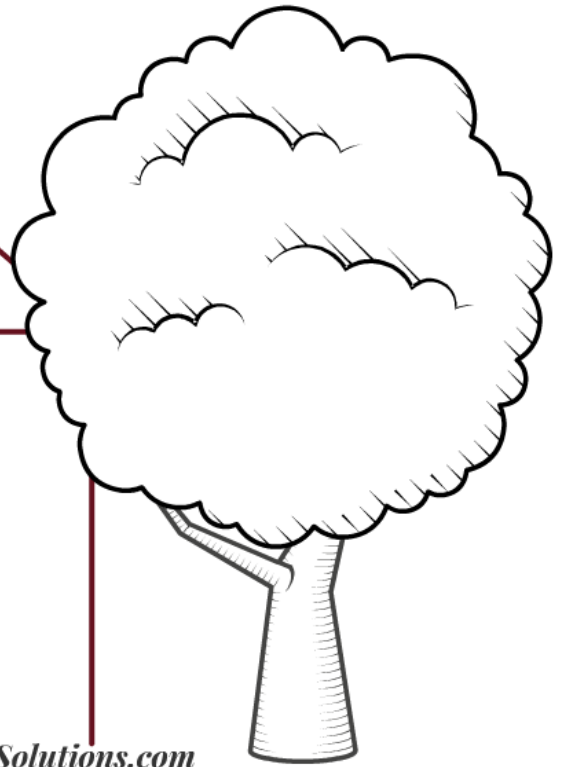
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My workplacement company: Yara Cape

The office



The workforce



Paarl

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Corporate Culture

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Where does Yara Cape belong to ?

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Yara International



Yara International is split into 5 Business Units. The office responsible for South Africa, is part of the BU Africa and located in Paarl



Business Unit Africa



Yara Cape in Paarl, South Africa



What **Yara International** says about it's culture:

- Corporate culture -

*"Yara is constantly developing its performance culture based on the core values of **Ambition, Trust, Accountability and Teamwork**"*

*"We are dedicated to conducting our business according to our **Code of Conduct and Ethics Program**, as well as the universally accepted principles in the areas of human rights, labor, environment and anti-corruption"*

*"As a global company operating in more than 50 countries, Yara has a highly diverse workforce. We see this **diversity as a strength**. Our aim is to secure the best talent we can in all our markets and create a global talent pool of people of diverse nationalities, backgrounds and cultures."*

*"We foster a **performance culture** focused on developing people and we encourage **dialogue**."*

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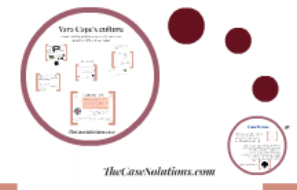


The workforce



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Corporate Culture
- Of Yara Cape -

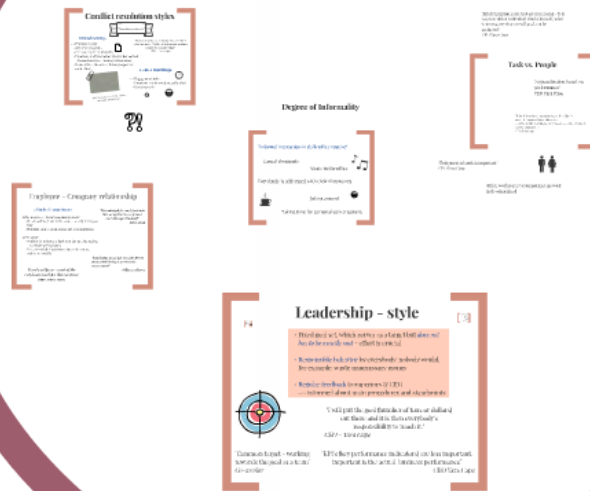


Corporate Culture

- Of Yara Cape -

Yara Cape's culture

Conducted through Interviews with workforce
as well as CEO & Observation



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Conclusion

Yara Cape's corporate culture is formed out of a mixture of Trompenaars' 'The Family' & 'The Eiffel Tower' culture types.

The company's business framework and basic structure is highly influenced by the linear-active culture of the, originally norwegian, parent company Yara International. The internal communication and working atmosphere however, is highly influenced by multi-active cultural ... aspects of the south-African workforce.

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Yara Cape's culture

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Conflict resolution styles

CEO/Executives

- Direct communication
- Direct face-to-face
- Consideration of the other party
- Regular and frequent communication
- Focus on the other party's perspective

Team - meetings

- Engagement style
- Regular face-to-face communication
- Focus on the other party's perspective

"In descriptions used, but are not crucial - It is expected that individual thinks the work itself necessary that even if goal can be achieved?"
CEO Yara Cape

Task vs. People

"Appreciation based on performance"
CEO Yara Cape

Individual and performance of others are important for the company - It is not the individual's work, but the work of the company as a whole."
CEO Yara Cape

Degree of Informality

"Informal interaction in daily office routine"

Casual dresscode

Music in the office

Everybody is addressed with their first names

Joking around

Taking time for personal conversations

"Degree of work is important"
CEO Yara Cape



Office workforce's concentration on work task-oriented

Employee - Company relationship

Level of commitment

CEO/Executives: High level of commitment, focus on the company's success, regular communication, and frequent face-to-face interaction.

Team: High level of commitment, focus on the company's success, regular communication, and frequent face-to-face interaction.

CEO/Executives: "I will put the goal (number of tons or dollars) out there and it is then everybody's responsibility to reach it."
CEO Yara Cape

Leadership - style

- Fixed goal set, which serves as a target but *does not* has to be *exactly met* - effort is crucial
- Responsible behavior by everybody: nobody would, for example, waste unnecessary money
- Regular feedback to superiors & CEO
-> informed about main procedures and standpoints



"I will put the goal (number of tons or dollars) out there and it is then everybody's responsibility to reach it."
CEO - Yara Cape

"Common target - working towards the goal as a team"
Co-worker

"KPI's (key performance indicators) are less important, important is the actual business performance"
CEO Yara Cape

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To sum up ...

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