



About Norgine

Norgine is a leading European specialist pharmaceutical company with over 110 years' heritage. It has a presence in all major European markets, employs over 1,000 people, and operates a well-established European infrastructure to develop, manufacture and commercialise products.

What sets Norgine apart from other companies is its flexible and agile approach to partnering and collaboration. The company is able to integrate new products quickly for the benefit of healthcare systems and patients in Europe, Australia, and New Zealand.

Norgine is headquartered in the Netherlands and owns an R&D site in Hengoed, Wales, and two manufacturing sites in Hengoed, Wales, and Dreux, France.

▶ www.norgine.com

Naming English its global business language and standardising language training supports One Norgine

Norgine is a leading European specialist pharmaceutical company headquartered in the Netherlands with more than 1,000 employees. Its current One Norgine initiative brings all aspects of its business and company culture together in a unified effort.

"As we are approaching the market as the go-to pharmaceutical specialist for Europe and other markets, we see that it is more important to become this one organisation. And the only way to become One Norgine is if we speak the same language," said Martin van den Berg, Norgine's Learning and Development Manager.

Starting with a long-term language strategy

Prior to 2017, Norgine had multiple language vendors, allowing each company location in Europe to establish its own language training program. The organisation saved approximately 10 to 15 percent on its initial investment by centralising language training on the single platform.

Norgine selected the Rosetta Stone® solution for employee language training. As a multinational enterprise with European employees who spoke different languages, Norgine established English as its global business language. Overall, the company wanted to unify employee language skills and standardise employee language training.

Paula Ochoa, Global Learning and Development Specialist at Norgine, believed that "we also needed to communicate with providers and other colleagues in other regions, and it's always important to develop this skill. That's why we have implemented Rosetta Stone as a solution." In addition to English, other languages learned included Spanish, French, German, Japanese, Portuguese, and Dutch.

Pursuing a clear set of language learning goals

The majority of learners were employees who had expressed an interest or a need for language learning during manager reviews. Requirements were set for the number of hours each employee needed to work within the program to keep their licence active. Within a year, the total number of licences doubled as demand rose. Norgine established three program goals:

- Improve internal relationships and communication in English and other languages
- Enhance external/client relationships and employees' cultural integration
- Provide language training as personal and professional development

At the outset of the program, language training was viewed as only necessary to develop business skills. This organisation's perspective changed over time as employees requested training to develop their own personal language skills. Eventually, the learning and development team decided its drive to position Norgine as an employer of choice was strengthened by providing language skills training for personal as well as professional benefit.

"With Rosetta Stone we had the opportunity to actually move to one global supplier, and that obviously brought great improvements—not only on the financial side, but also a unified approach to developing language skills."

- Martin van den Berg,
Learning and Development Manager

Increasing intercultural communication

Setting out to unify language usage and standardise the way employees learn was more than simply a language learning strategy. The decision to partner with Rosetta Stone was intended to deliver deeper benefits related to communication and collaboration.

An increase in intercultural or inter-company communication was observed, said van den Berg. "I think we're in the position now that we can say that a lot of people increased their language skills and are more capable of participating in cross-cultural projects."

Creating the language foundation for greater collaboration began with employee confidence in the learning system itself. Response from employees was favourable, in part due to the structured environment provided by the Rosetta Stone solution. The single global learning platform demonstrated to employees that regardless of where they were located, the interactive method provided a shared learning experience.

Letting learners set the pace

For Norgine employees, learning on the go using the Rosetta Stone mobile apps allowed them to access the program from anywhere. Offering employees a language training solution that lets them have greater control of their own learning is beneficial in an industry where travel is common. "From my admin role," said Ochoa, "I can see that this kind of training allows people to make better use of their time because they can access their courses at any time, on any device."



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Just as the mobile apps offered learners greater flexibility in arranging their learning plans, the Live Tutoring sessions allowed employees to sign up for speaking practice to fit their own schedules. In tutoring sessions, employees appreciated that the tutors joined them wherever they were on their language learning paths.



Committing to program support

Engagement between learners, HR and line managers in the process increased follow up on employee progress and helped to identify any support needs. For Ochoa, the ability to monitor employee learning and follow up on technical issues was key to program success.



"The live tutoring sessions are a great resource to practice the language in a 'virtual face-to-face environment'. From my own perspective, working with the Rosetta Stone team has been a good experience. They have always been supportive, and have provided me all the information I needed to successfully implement the project."

-Paula Ochoa, Global Learning and Development Specialist

About Rosetta Stone

Rosetta Stone is dedicated to using the power of language and literacy education to change people's lives. Millions of inspired learners have used our online and mobile solutions at home, in the workplace, and in schools around the world.