

KINETIK

CASE STUDY

2025

**Building the
FrieslandCampina
Technology Excellence
Centre in Kuala Lumpur**



INTRODUCTION

Laying the Foundation for a Global Transformation

In early 2024, FrieslandCampina embarked on a major transformation of its technology operating model — establishing a new **Technology Excellence Centre (TEC)** in **Kuala Lumpur**.

The goal : to move beyond a traditional shared services framework and develop a **true centre of excellence** serving as an integrated extension of the global organisation.

This initiative represented a strategic evolution in how FrieslandCampina builds, manages, and scales its technology talent. The objective was to create a **cost-efficient, high-impact hub** that would deliver global technology services at enterprise-grade standards while cultivating a strong local employer brand and positive candidate experience.

Kinetik Hiring was selected as a strategic partner to deliver the project from end to end — covering workforce design, market benchmarking, employer branding, recruitment delivery, and data-driven reporting to ensure the initiative achieved its business objectives.



THE CHALLENGE

Balancing Cost, Capability, and Culture

The decision to build the TEC hub in Malaysia was driven by a need to achieve **cost arbitrage** while **maintaining capability parity** with higher-cost locations in Europe.

This required :

- Detailed **talent pool mapping and cost benchmarking** (base salaries, through to overall pay mix for equivalent hubs at the top of the value chain) to set realistic expectations for skill depth, salary structures, and hiring velocity.
- **Strong stakeholder alignment** between the KL operational leadership team and the global functions in Amersfoort.
- A focus on **candidate experience** and **employer branding** to elevate the perception of the new hub and attract top digital talent.
- Consistent **data-driven governance** to track outcomes, ensure transparency, and maintain stakeholder trust across global and local leadership.

From the outset, the initiative required **top-down sponsorship** — from the **Global CIO** through to function heads and local centre leadership — to ensure alignment on goals, processes, and success metrics.



DEFINING THE SCOPE

Building a High-Value Technology Hub

The TEC hub was designed to host **strategic technology functions** that would report directly to headquarters in the Netherlands, reflecting its elevated status in the global organisation.

Key functional areas included :

- Cloud & Infrastructure
- Data & Analytics
- Service Management
- Cybersecurity
- Machine Learning
- Architecture (SAP and Non-SAP)

The hiring program ran between **January 2024 and June 2025**, structured into **four phases** to align with FrieslandCampina's global technology roadmap and workforce planning cadence.

Phase	Period	Positions	Filled
Phase 1	Jan – Apr 2024	19	19
Phase 2	May – Jun 2024	11	11
Phase 3	Oct – Dec 2024	5	4
Phase 4	Jan – May 2025	3	3
	Backfills / Additions	13	9
	Total	51	46

The project successfully filled **38 core technology positions**, supplemented by **9 additional hires**, including commercial and HR roles to support operational maturity.

EXECUTION

A Data-Driven Recruitment Framework

At the heart of this project was a **data-centric approach** — ensuring that every decision, from sourcing strategy to stakeholder communication, was measurable and actionable.

Key Metrics

- **Average time to interview** : 11 days
- **Average time to offer** : 32 days
- **Conversion ratio improvement** : Achieved through refined interview processes and candidate engagement frameworks.

Weekly and monthly **tracker sessions** were established to ensure visibility across all stakeholders.

- **Weekly** : Operational syncs on candidate pipelines and role prioritisation.
- **Monthly** : performance reviews to discuss metrics, challenges, and proposed adjustments.
- **Quarterly** : governance sessions involving both local and global leadership to ensure alignment with overall business strategy.

This rhythm of communication created full transparency, enabling **real-time feedback loops** and ongoing course correction — a crucial factor in maintaining delivery momentum.



ENHANCING

Employer Brand and Candidate Experience

Beyond hiring, the project placed strong emphasis on **Employer Value Proposition (EVP)** and candidate experience — essential in attracting and retaining top digital talent in Malaysia's competitive technology market.

Together with FrieslandCampina's global communications team, Kinetik developed a **localized employer branding campaign** under the Life@Friesland theme :

- Branded **careers content and videos** featuring the Global CIO, technology function heads, and on-ground employees.
- Consistent content rollout via **LinkedIn, career portals, and candidate packs** to engage applicants from the first touchpoint.
- Structured **interview kits** and **post-interview surveys** to ensure a positive and consistent experience for every candidate.

These efforts significantly improved **brand perception and conversion rates**, positioning the KL TEC as a **recognised and aspirational technology hub** rather than a generic shared services centre.



STAKEHOLDER ALIGNMENT

A Model of Global-Local Integration

Success hinged on **collaborative leadership** between global and local stakeholders. Kinetik played a coordinating role in aligning :

- **Global CIO & function heads** (HQ, Netherlands)
- **Regional leadership** (Asia cluster)
- **Local KL operational management**

Regular communication, transparent reporting, and shared data dashboards ensured consistent understanding of project progress and enabled **evidence-based decision-making**.

This **top-down sponsorship** model proved instrumental in maintaining strategic continuity and commitment to outcomes, ensuring the initiative's success across both process and results.



OUTCOMES AND LASTING IMPACT

By mid-2025, the FrieslandCampina TEC hub in Kuala Lumpur had achieved its intended objectives :

- Transitioned from **shared services** to **technology excellence centre** status.
- Delivered **46 high-value hires** across critical functions.
- Improved **time-to-hire** and **conversion rates** through process optimisation and candidate-centric practices.
- Elevated the **employer brand** in Malaysia's digital ecosystem.
- Established a **repeatable, data-driven hiring framework** for future regional expansion.

The hub now serves as a **strategic model** for how multinational organisations can scale technology operations in Asia — balancing cost efficiency with capability, underpinned by strong governance, communication, and employer brand alignment.



CONCLUSION

A Blueprint for Future Global Hubs

FrieslandCampina's Malaysia TEC project showcases how strategic alignment, data-driven execution, and a strong focus on people and culture can deliver exceptional outcomes.

It underlines the importance of:

- **Defined scope and phased delivery**
- **Data-driven insights and regular reporting**
- **EVP-led talent attraction**
- **Consistent communication between global and local leadership**
- **Top-down sponsorship with shared accountability**

By applying these principles, FrieslandCampina not only achieved its project goals but also set a new benchmark for global technology hub development.

