



White Paper 2010



Preface

With a current total of over 1.5 million, their numbers have increase by 40% over the past ten years, and their role is a crucial one in this age of globalization. Nevertheless, they remain misunderstood, often even going unnoticed. Their employers are not always fully conscious of the added value they bring to the company. They themselves, too often considered solely on an individual basis, are not sufficiently aware of the powerful entity and important community they constitute.

This population, strangely ignored even by itself, is... French Expatriates, registered at consulates in over 160 countries. It is a community increasingly on the rise, particularly in the light of new and emerging economic powers.

Berlitz Consulting, for whom I hold the title of Director of Europe, has trained and assisted executives for the past 20 years in cross-cultural management for their missions throughout the world. A major force in international mobility, Berlitz Consulting is currently in the process of a vast study of expatriates, with the support of BVA and EuRA (European Relocation Association). The study will be re-launched next year with the additional support of INSEAD and Magellan Network. The overall objectives are to not only know and understand expatriates better, but also and above all to define the best long-term international relocation practices, in creating a Global Expatriates Observatory.

As the daughter of an expatriate, a former expatriate, the wife of an expatriate executive and mother of expatriate children, I have lived and worked no fewer than twenty-five years abroad in 11 different countries. I initiated this study because of beliefs I hold dear: we must acknowledge the importance of guidance throughout the various stages of a mission abroad in order for the experience to be a true success, both for the individual and the company.

To develop winning strategies (allowing us to glean information and formalize experiential feedback, from expatriates, their families and the companies who send them abroad), and to see to it that future missions are a source of fulfillment from every angle, seemed to me to be a timely undertaking, for this population plays a vital role in meeting the demands of today's high stakes and facing the challenges inherent in globalization.

Indeed, a globalized world does not mean a homogenous or uniform world, and the results of this study illustrate the multiplicity of situations involved in expatriation, depending upon the country concerned. Cross-cultural management is therefore essential, if one wishes to interact efficiently beyond the speaking of a language or the knowledge of one's field. The international executive owes it to himself to truly 'take charge' of his mission. He must push himself to acquire an in-depth understanding of values and behaviors different from his own, and develop a multitude of approaches to help him adapt to the variety of environments in which he will find himself. It is a philosophy based not only on the acquisition of experience but upon the definition of appropriate models for the intrinsic actions that make up cross-cultural management.

65% of spouses and partners today give up their profession to accompany their partner, and the former play a very important role in the success of an expatriation. They must not resign themselves to the status of 'follower', rather they must become the 'actors' of their own expatriation, which cannot simply translate to a sort of unofficial ambassadorship for the partner's country and company; it must be an individual life experience in its own right, personally and/or professionally.

Children equally benefit from this exciting adventure that teaches them to step out of a single frame of reference and to open themselves to the richness of diversity. They are the future heads of companies and leaders of tomorrow, and as shown by the study, they will be more inclined after this first expatriation experience to become expatriates themselves – actors in an international world.

Finally, for companies, dealing with globalization is the 'blind spot' of management, the wealth of knowledge and know-how around the world is extremely difficult to crystallize; many colleagues come and go, yet there is little in the way of accumulated, transmittable practices. Our study should, in time, provide a fresh look at the best practices in terms of developing models and gaining in-depth understanding of all that an international mission encompasses.

To enable expatriates and their families to better know and understand themselves, to better allow them to be known and understood by others so that the experience of expatriation is a fulfilling and successful one, such is the ambition of this study, which is more of a point of departure than an end to a journey. Observation is by definition a long-term endeavor. The Expatriation "White Paper" we are providing for you here is the first chapter in an ongoing investigatory undertaking. We are calling upon the largest number of expatriates possible, French or foreign, to join us and share their experiences and opinions. Expatriates of today, of yesterday, or tomorrow, this report is yours. It is up to you to help us enrich and develop it by taking part in the upcoming questionnaires or interviews. Berlitz Consulting thanks you in advance for your invaluable feedback and precious collaboration, and I wish you a very enjoyable read!

Patricia Glasel
Director of Berlitz Consulting

THE EXPATRIATION WHITE PAPER

For the first time expatriates, that misunderstood and less-than-accessible population about whom assumptions and clichés abound, are able to reveal their true identities, their ambitions, their joys, their triumphs and tribulations. And they do so in complete honesty, for it is anonymously that in this White Paper they explain the reasons and motivations for their departures abroad, what they learned and liked there, but also the specific problems, not always easy to resolve, that they encountered in their work or personal lives: challenges due to the language, the various hierarchical relationships, the particularities of the local culture and mentality, changes in eating habits, school systems, the spouse or partner's situation, or even the transition of their return...

This ground-breaking study provides a wealth of information, particularly for company directors who send their employees on missions abroad. It constitutes the first phase of a vast research project launched on the subject, conducted upon the initiative of the Global Expatriates Observatory, which was created last year by Berlitz Consulting in partnership with the CNRS (National Scientific Research Center) and the survey Institute BVA. A major force on the international scene and world leader in cross-cultural training, Berlitz created the consulting service in order to better assist executives, managers and employees who are about to expatriate familiarize themselves with their country of destination, as much in terms of its people as its cultural, social or geopolitical situation. Indeed, many expatriates arriving in a new country knew nothing about it, to say the least, before embarking upon the relocation, which can obviously lead to unwanted surprises and often result in serious misunderstandings. Such is the reason for this preparatory phase of gathering information and gaining awareness. "Paradoxically, people prepare themselves more thoroughly for vacation than for a professional relocation abroad!" observes Patricia Glasel, Director of Berlitz Consulting.

Acquiring a better understanding of the expectations of expatriates and their partners, be they French or foreign, was thus the objective of the very detailed questionnaire, distributed to every continent by email between May 2009 and February 2010, in addition to telephone interviews with a broad representative sample of this population, whose economic role is clearly a strategic one in these times of globalization. Qualitative complementary interviews were also conducted with future expatriates. One of the first observations to come out of this vast study (see summary of the BVA results) is that the departure abroad is rarely perceived by expatriates or their partners as a constraint imposed upon them by the company, or an obligation dictated by financial considerations or a scarcity of work in their own country. The plan to expatriate most often falls within the family context. 82% of interviewees are married and will relocate with their spouses and often their children, who will become bilingual as a result, opening themselves to another culture; these travels will form the foundation of their childhood. To expatriate, according to general consensus, also provides the hope of boosting one's career (even if this does not always turn out to be the case), a chance to acquire new skills and the opportunity to partake in a rewarding life experience, on a professional as well as a cultural level.

Excitation, curiosity, the desire to break with daily routine, new impulses, challenges, a professional springboard; these words regularly appear in the majority of questionnaires and interviews to describe the motivation behind, and the state of mind leading up to, their departure. Over half of them attribute a score of 9 or 10 on a scale of ten when evaluating their degree of enthusiasm as they prepare to leave! Once there, however, the adjustment period seems to be more challenging than expected. The new language and the level of efficiency in one's work are significant hurdles to overcome. The interviewees who have

already experienced expatriation, in 90% of all cases, assert that flexibility and adaptability are the most important qualities to success in one's mission, with open-mindedness cited shortly thereafter. Thrust into a professional environment for which one struggles to comprehend the rules and codes of conduct, the new expatriate has a tendency at first to feel a bit lost. Decision processes, interaction with hierarchy, conflict management, meeting styles and behavior, innuendo and unspoken meanings or even office hours contribute to the amount of data an expatriate manager must assimilate in the new position.

The support and fulfillment of the spouse or partner regarding the relocation abroad is also essential. It should be noted that the number one cause of a failed experience abroad is linked to the situation and well-being of the spouse or partner. The stress of the move abroad, frustrations due to unfamiliarity with the language, a lack of friends and social contacts, a new climate and new eating habits, the difficulty of finding housing, issues involving the children's education or the inability to find a job similar to the one held back home are the most frequent causes of disagreements, especially when just settling in. Very soon the opportunities to travel in the region, to learn a new language, to join an association or to devote more time to the family most often come into the picture, compensating for initial tensions.

"It took me over six months to find my place in Hong Kong. In the beginning I felt like a Martian, and when when I came home at night I felt a bit "spaced out"» admits D.M., head of a large French bank who has since expatriated to positions in India and the United States, where he states he feels more 'fulfilled'. Practically all of the executives interviewed, however, say that if they had it to do all over again they would do so in a heartbeat, as their return to France and the daily routine leaves them bored. This time, however, they would prepare themselves better for the culture shock, and learn more about the destination country before departure. The 'added value' of expatriation, after all, can only be appreciated by those who have lived through it. "A human adventure" for the wife of a sales executive sent to central Africa, "a learning experience in new and more precise methods of working", for a French trader expatriated to Germany who is leaving again for London. And no need to relocate to a remote island to feel the full effects of unfamiliarity: "In the office it was rather exotic", enthusiastically asserts a young engineer just returned from a year spent abroad with his group in... the Netherlands.

« **Enthusiasm** », is without a doubt the common trait that best applies to this population of managers and employees, some of whom have left to work for years at a stretch outside of their home country. This enthusiastic population is precisely to whom we turned, in gathering the data for this study. Etymologically, the word "enthusiasm" breaks down to signify, "to be inspired by the gods, or further to have god within oneself"... which is to say, for a company, an administration or an association: 'the formidable energy, the added value as a result of his departure as well as his return, enriched as he is by his experiences, and the wealth of positive influences' that an expatriate employee represents.



EXPATRIATION STUDY

BERLITZ CONSULTING, world leader in cross-cultural training, launched a study in 2009 in partnership with BVA (Polling Institute), EuRA (European Relocation Association) and Magellan Network (International Human Resources Networking Group) to examine the international mobility of executives, managers and salaried professionals who were anticipating expatriation in the near future.

In light of the increasingly global demands of salaried professionals today, this study takes an in-depth look at the expatriate population, using a questionnaire developed in collaboration with BVA and the CNRS :

- **What is the typical profile of future expatriates ?**
- **How do they generally rate their previous experiences with expatriation ?**
- **What are their expectations regarding their upcoming expatriation ?**
- **How do the spouses/partners of expatriates view this experience overall ?**

These are the fundamental questions the study was designed to explore and answer.

Results of the first phase of study were compiled between May 2009 and February 2010, using a pool of 189 future expatriates and 93 spouses/ partners. Specifically, an internet link to the online questionnaire was provided to expatriates participating in the study.

As a complement to this survey, qualitative interviews with more than thirty future expatriates were conducted, to better ascertain their expectations as well as their level of motivation toward their future plans. This document presents the principal information collected as a result of the study.



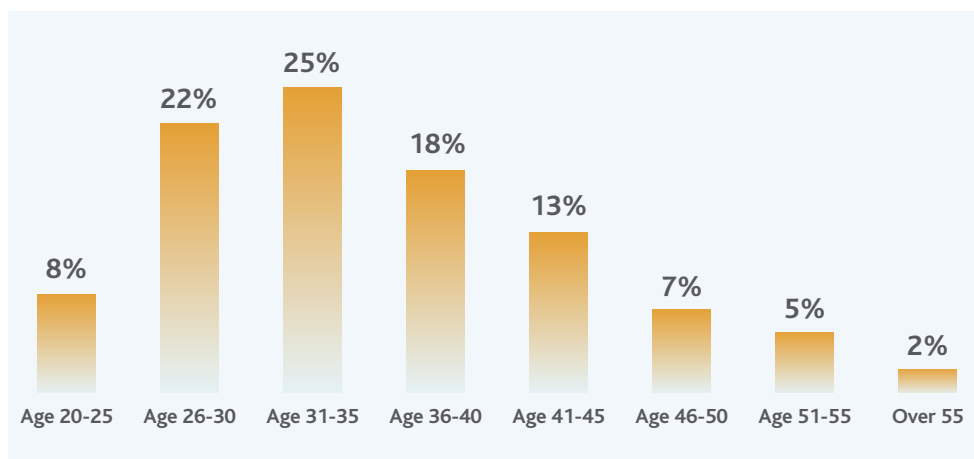
1 A PORTRAIT OF FUTURE EXPATRIATES AND THE PERSONAL CIRCUMSTANCES OF EXPATRIATION PLANS

1.1

1.1 - The profiles of future expatriates include mostly young, graduate professionals, the great majority of whom are male.

Nearly three quarters of future expatriates are men, the overwhelming majority within a young age bracket: over half (55%) are between the ages of 20 and 35, while those over 50 amount to only 7% of the sample population

Age of Future Expatriates



Future female expatriates are generally younger than men: 55% are under the age of 30, in contrast to the 21% of men in that age bracket.

The personal circumstances for expatriation clearly fall within the framework of a career launch; these expatriates are primarily salaried professionals with a particularly high level of education. Though this in itself may not come as a surprise, it is interesting to identify the range of academic achievement, among a representative sample of the overall salaried population.

While 95% of future expatriates have post-Baccalauréat (post-secondary school) degrees, that percentage falls to just 51% for a representative sample of the overall salaried population.

Diploma / Degree Level of Future Expatriates

Highest Degree Obtained	Percentage
Below Bac (no High School Diploma)	-
High School Diploma	5%
Bachelor's / Master's Degree	25%
Grandes Ecoles (Bac+5)/ MBA	54%
Doctorate/ PhD	4%
Other	12%

In terms of language proficiency, the contrast is significant, depending upon the target language and the future expatriate's native language.

Language Proficiency Level of Native French-speaking Expatriates

Language	Beginner	Conversational	Advanced
English	4%	31%	65%
Spanish	22%	14%	6%
German	20%	12%	9%
Dutch	6%	-	1%
Russian	8%	2%	1%
Japanese	4%	-	-
Chinese	4%	-	-
Portuguese	3%	1%	-
Italian	3%	4%	1%

According to French participants, excluding their native language, the language in which they claim greatest proficiency is by far English (65% place themselves at the Advanced level). Spanish follows, with German in distant third place.

Language Proficiency Level of Native English-speaking Expatriates

Languages	Beginner	Conversational	Advanced
French	38%	21%	17%
Spanish	28%	3%	-
German	14%	-	-

Excluding French (38% of participants at Beginner level and 38% at Conversational + Advanced), native English-speaking expatriates have weaker proficiency levels in other languages.

Language Proficiency Levels for Expatriates with Native Languages Other than French or English

Languages	Beginner	Conversational	Advanced
French	38%	21%	21%
English	3%	23%	23%
Spanish	18%	5%	5%
German	10%	-	-

To summarize, with the exception of English, proficiency levels in other languages are low. Even if English is to be the common language used in the workplace, lack of proficiency in other local languages seems to reinforce the perception that language presents the greatest challenge to the future expatriate, particularly according to interviews with English speakers (part 3).

1.2

1.2 - Expatriation plans usually include the family.

Future expatriates' diverse family conditions seem to correlate with the age of the respondent. Women, generally younger than the men in our sample, are much more likely to be single (statistically, more than one of every two).

Marital and Family Status by Age Group

	Single	Married	Living Together	Divorced
All Interviewees	33%	50%	13%	3%
Male	26%	58%	12%	4%
Female	55%	28%	15%	2%
Age 20 to 30	52%	21%	21%	4%
Age 31 to 35	38%	46%	15%	2%
Age 36 to 40	30%	64%	6%	-
Age 41 to 45	8%	83%	4%	4%
Over 45	11%	74%	7%	7%

Furthermore, we observe that although 41% of future expatriates have children, this proportion fluctuates with the age of the respondent (7% of expatriates between the ages of 20 and 30 have children, compared with 74% of those over 45). Similarly, while 50% of future expatriate men have children, only 15% of the women surveyed do.

In terms of children's ages, 39% of future expatriates' children are between 0 and 2 years old, 44% between the ages of 3 and 6; 83% of the families therefore include children under the age of 6.

In this framework, the plan to expatriate most often includes the family: 82% of married or partnered expatriates relocate with their spouse or partner, this percentage being slightly lower among younger respondents (79% of 20- to 30-year-olds) and among those over 45.

Equally interesting to note is that the decision to relocate with or without one's spouse or partner is not contingent upon the anticipated length of expatriation: 73% of expatriates relocating for more than 4 years will go abroad with their spouse or partner, on par with those leaving for shorter periods of time (79%, for those planning to relocate for less than 2 years).

Finally – and this percentage seems relatively high – 23% of respondents with children will not take them along – a phenomenon concerning mainly interviewees of over the age of 45.

1.3

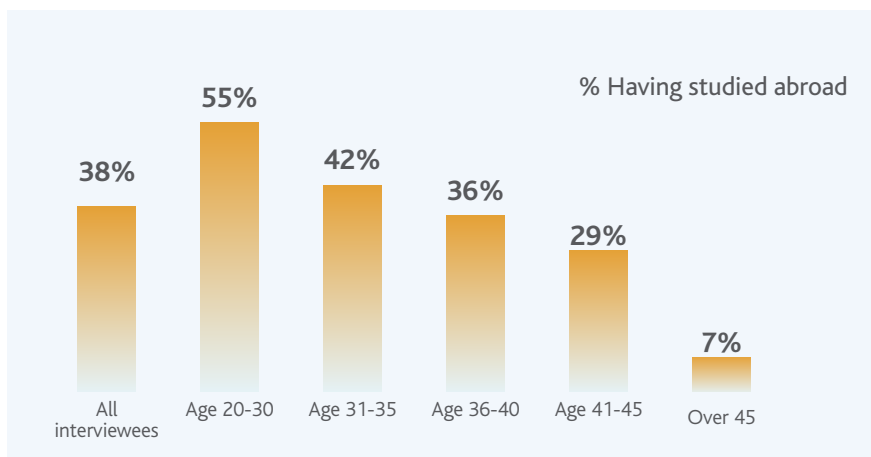
1.3 - Past studies abroad have a favorable influence on future expatriation.

As we shall see further in the study, many future expatriates have previously worked or studied abroad. Study abroad experiences is a key factor in fostering a desire to work in a foreign land.



in concrete terms, 38% of the future expatriates we interviewed stated they had studied abroad, an experience not reserved to the youngest respondents, which means their experiences pre-date the Erasmus study programs created for that purpose. The percentage of expatriates having studied abroad does not significantly decline until over the age of 45.

Percentage of Future Expatriates Having Studied Abroad, By Age



Also to be noted is the fact that more than half of the women (53%) planning to expatriate had previously studied abroad. The same is true for interviewees with an educational level of 5 years post-Baccalaureate or higher.

Lastly, it is clear that study abroad experiences are likely to facilitate the command of foreign languages: among the respondents with advanced levels of proficiency in at least two languages, two-thirds of them had studied abroad at one time.

If not extremely elevated, the portion of respondents whose families had lived abroad at one time is not negligible: 19%. This percentage is in fact slightly higher for the families of future expatriate's spouses or partners: in 26% of all cases, the spouse or partner's family had lived in a foreign country.

This reinforces the assertion that previous experience abroad increases the desire to embark upon a future expatriation.

Percentage of Future Expatriates Having Ties to a Foreign Culture or Who Have Lived Abroad

Expatriates' Previous Connection or Experience with a Foreign Culture	
Have studied abroad	38%
Have a spouse or partner whose family lived abroad	26%
Come from a family who lived abroad	19%
Come from a multicultural family	18%
Have a spouse or partner from a multicultural family	13%

Despite these statistics, in only a minority of cases does the plan for future expatriation involve the spouse or partner's country of origin (10%).

2 PREVIOUS EXPATRIATION EXPERIENCE: PROFILE AND OVERVIEW

2.1

2.1 - They are managers of larger teams of employees, in their forties, proficient in two foreign languages.

48% of future expatriates surveyed stated they had previously worked in a foreign country. Previous expatriation experience is particularly common (58%) among respondents between the ages of 41 and 45.

It is also significant to note that among interviewees with proficiency in two languages other than their own, and those in charge of teams of 50 or more employees, the percentage of those with past expatriation experience is significantly higher (78% and 65%, respectively).

Additionally, being a seasoned veteran of expatriation may indeed open doors to strategic positions with a higher degree of responsibility, in terms of future transfers.

2.2

2.2 - Past experiences were rewarding overall, with the caveat of lower marks for professional gain, especially in terms of career advancement.

Overall, past expatriations are viewed as positive experiences. The scores fall around 7.8 out of 10. Personal growth is by far the highest-rated aspect, with a score of 8.9 out of 10, while the well-being of the family rates a full 2 points lower (6.8).

The experience of expatriation appears to be an excellent way to acquire skills (8) or even improve them (7.8), but is less advantageous in terms of professional growth and advancement (7.4).

For the majority of prior expatriates (67%), their experience only lasted 1 to 2 years on average, a period which does not seem sufficient for maximizing the experience, professionally, personally or with regard to the family: respectively, 100%, 81% and 80% of interviewees giving a score of lower than 7 in terms of personal, family and professional fulfillment are expatriates whose expatriation lasted between 1 and 2 years.

Those who relocated for at least 3 years rate their experience more favorably, particularly in terms of personal and family satisfaction.

Expatriation periods of 6 months result in the highest level of satisfaction, with respect to the impact of the experience on professional growth and advancement (43% versus 33% of expatriates having relocated for 6 months gave an excellent score). In this case, the expatriation experience factored into the launch of a career and the opportunity for professional advancement, notably for young respondents.

One explanation for the discrepancy in scores for professional growth and advancement is that expatriates often express a relative degree of disappointment in the position they held abroad. It is understandable that in this context, the future expatriation is not perceived to be a true springboard for one's career.

The gap between expectations and reality, regarding the position abroad, have to do primarily with the workplace and the overall professional atmosphere.

With respect to the position held abroad, the discrepancy between what interviewees expected and what they actually experienced is clear and significant.

Sources for this discrepancy include expatriates' relationships with hierarchy, their teams, and the organization itself: between 34% and 47% of interviewees perceive a significant gap.



Internally, companies' "reactivity with respect to expatriate expectations" seems to generate greater disappointment than the other types of professional interaction evaluated:

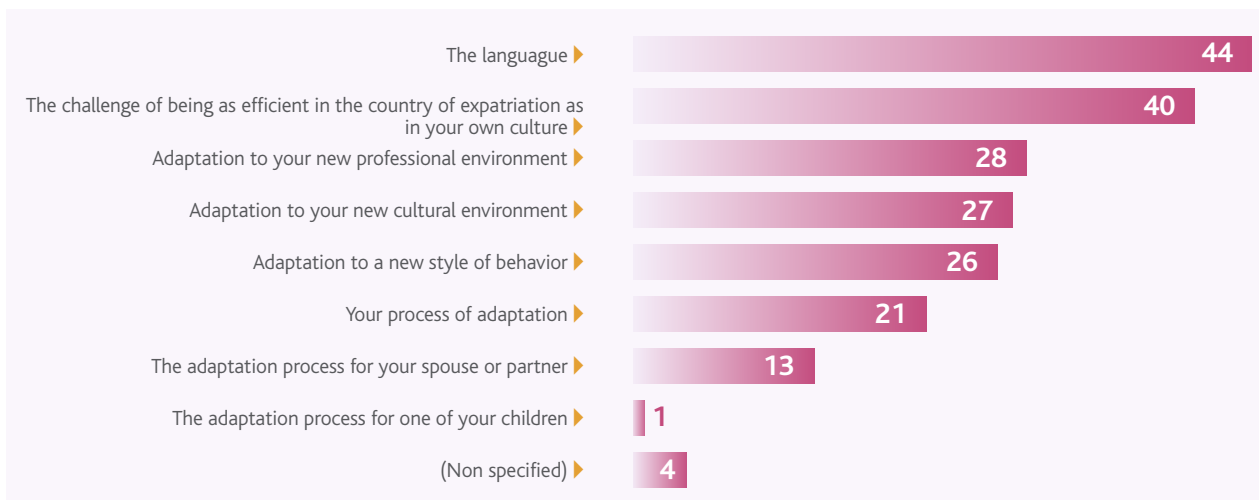
47% of interviewees expressed a genuine concern in this area. However, this gap is less pronounced in terms of "consideration of expatriate's opinions and recommendations": 34% of interviewees state they have felt a significant lag in this regard.

2.3

2.3 - Language and job efficiency: two of the challenges from past experiences

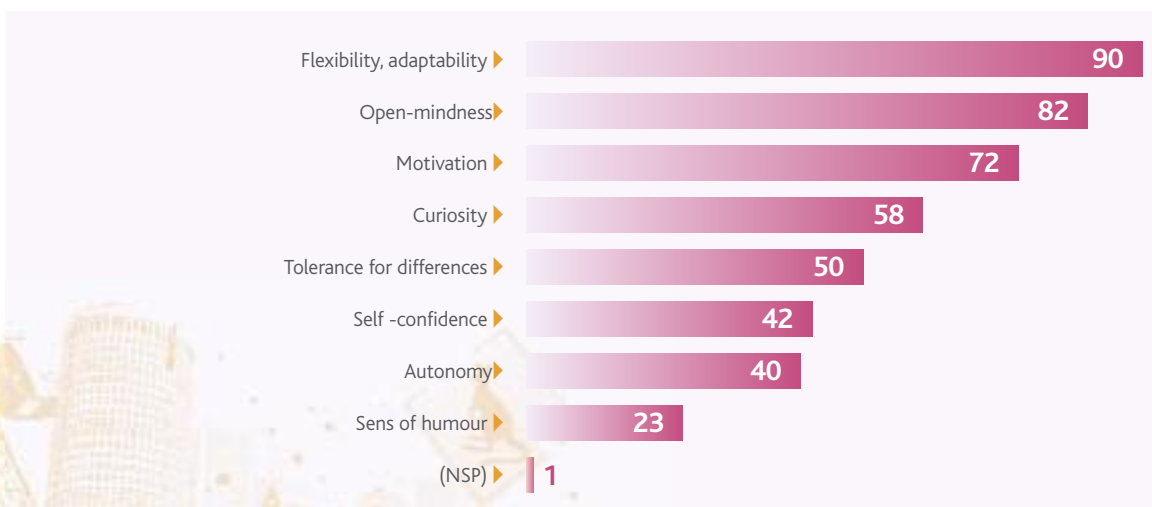
In the eyes of those who have had previous expatriation experience, language presented the most significant challenge (44% and 68%, according to 20- to 30-year-olds).

Principal Challenges Encountered in Past Expatriation Experiences (in %)



To be successful from a personal standpoint, interviewees having had expatriation experience cited first and foremost the importance of flexibility and adaptability (90%), open-mindedness (82%) and motivation (72%).

Characteristics Perceived as Being Most Important for Personal Success



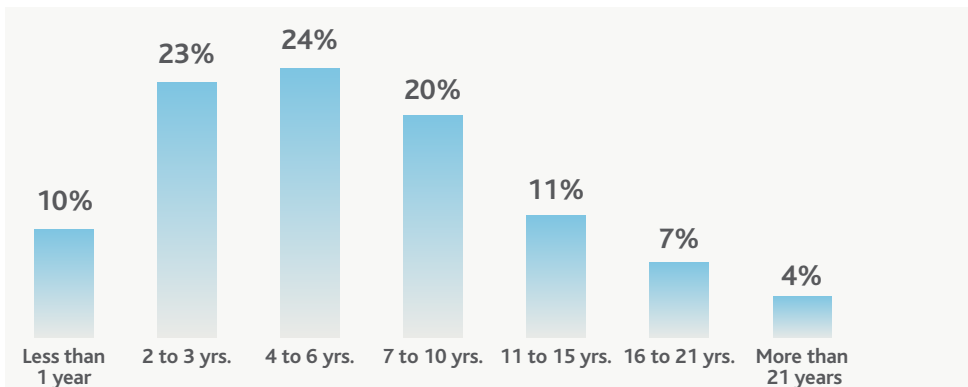
3 THE PLAN TO EXPATRIATE

3.1

3.1 In the great majority of cases, the future position abroad will not be the first position held in the company. The average seniority with the company, prior to expatriation, is 3 years.

90% of expatriates have been employed by their current company for over one year; most often – as the following chart illustrates – their seniority with the company falls between 2 and 10 years, at the time of expatriation.

Distribution of Future Expatriates, According to Seniority with Company of Expatriation



The anticipated length of expatriation is generally 3 years: either 2 to 3 years or 3 to 4 years, but rarely longer than 4 years.

Anticipated Length of Expatriation	
Less than one year	4%
1 to 2 yrs	13%
2 to 3 yrs	34%
3 to 4 yrs	35%
4 to 5 yrs	6%
More than 5 years	6%

This anticipated length of expatriation is thus slightly longer than that of previous expatriation experiences.

Another important point to consider is that this position will result in promotion to a team management position for only 2 out of 3 expatriates (64%). In terms of such positions of responsibility, there is a strong correlation with age: 45% for ages 20-30, 84% for those over 40. Expatriates having had at least one previous expatriation experience are also more likely to hold management positions in their future expatriation. Men – generally older than the women – are more likely to manage a team (71% of men compared to 43% of women); the teams they manage also tend to be larger.

These management positions generally involve teams of fewer than 10 employees (46%); less likely are teams of 10 to 49 or more than 50 people (29% and 22%, respectively).

Finally, in one out of two cases (49%), the expatriate will conduct business in a country other than the one to which he relocates: this proportion increases with age and management level. No differences were observed as a function of geographic area.

3.2

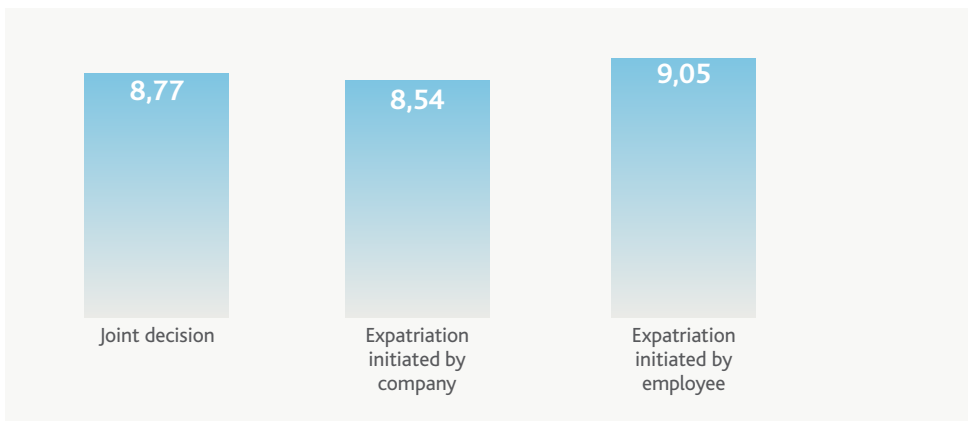
3.2 - The degree of enthusiasm toward the expatriation is high, even if the plan was initiated by the expatriate in only one out of every two cases.

The upcoming expatriation is a result of the company’s proposal for 53% of future expatriates, compared with 46% who requested the expatriation themselves. Those over 45 stand apart from other categories in that 63% are transferred due to company proposal.

It is also interesting to note that expatriates whose transfer is the result of a company proposal anticipate a shorter stay in the foreign country than if they had requested the transfer themselves.

In broad terms, the plan to relocate generates a high level of enthusiasm: when interviewees are asked to express their degree of enthusiasm on a scale of 1 to 10, more than half (60%) gave a rating of 9 or 10, in contrast to only 4% who gave a score of below 7. As the chart below illustrates, the average rating for enthusiasm toward expatriation is high, whether the plan was initiated by the company or the interviewee.

Future Expatriates’ Degree of Enthusiasm (Average Score out of 10)



Several expatriate groups report even higher levels of enthusiasm: those between the ages of 20 and 30, those who have had previous expatriation experience, and those whose expatriation is a result of their own request.

% of Future Expatriates Rating Their Enthusiasm with a Score of 9 or 10 (Average Score: 8.77)	
All interviewees	60%
Have had previous expatriation experience	65%
Expatriation is a result of their own request	68%
Age 20 to 30	66%
Single	65%

The same is found to be true for expatriates with advanced proficiency in at least two languages: 75% attributed an enthusiasm score of 9 or 10.

The country of expatriation generates considerable enthusiasm, even if slightly less than the expatriation plan itself:

% of Future Expatriates Rating Enthusiasm for the Country of Expatriation with a Score of 9 and 10 (average: 8.42)	
Reminder: % of future expatriates rating their enthusiasm for the expatriation between 9 and 10	60%
% of future expatriates rating enthusiasm for the country of expatriation between 9 and 10	47%
Expatriation to North America	63%

The level of knowledge or familiarity with the country of expatriation and its culture, however, rates slightly lower.

The average rating for overall familiarity only reaches 5.81 out of 10, with only 7% attributing a score of 9 and 10 in this area, and 58% estimating it at 7.

Future expatriates over the age of 40, and those relocating to Asia are the least familiar with the country of expatriation and its culture.

3.3

3.3 -The upcoming expatriation is viewed as an extremely rewarding personal experience. From a professional standpoint, however, interviewees are a bit more reserved as to its positive impact.

Generally, the future expatriation is viewed as a rewarding personal experience, as well as an opportunity to learn another language: over 75% of future expatriates agree with these points (more than half agree completely).

Younger respondents share these viewpoints to an even greater extent.

For expatriates who are married or have more than one child, the future expatriation is equally viewed as a family experience (94% agreement, for parents of 2 or more).

	Agree	Completely Agree	Mostly Agree	Target groups who agree the most with this issue
The opportunity to travel	80%	41%	39%	Under 35: 89% agree
The opportunity to further knowledge of languages	76%	41%	35%	Ages 20 to 30: 82% agree
The need for a break from daily routine	71%	30%	41%	Ages 20 to 30 : 86% agree Expatriation at their request: 82% agree
A family experience	52%	32%	20%	Married: 76% agree Parent of more than one child: 94% agree

From a professional standpoint, future expatriates express varying levels of optimism as to the advancement this future position represents for their career, notably in terms of responsibility level (63% agree), opportunity to increase salary (65%) and opportunity to attain greater autonomy in their work (64%). Optimism is higher in terms of the interest level of the position itself (77%).

% Who Believe the Future Position Represents Professional Growth in the Following Areas:	Agree	Completely Agree	Mostly Agree
Interest level of the position	77%	38%	39%
Opportunity to increase salary	65%	29%	36%
Opportunity for greater autonomy	64%	26%	38%
Level of responsibility	63%	35%	28%

In terms of profiles, only future managers of teams of at least 50 stand out as having a more positive perception, ratings being relatively homogenous regardless of criteria.

3.4

3.4 - Flexibility and open-mindedness are the essential qualities for success in future expatriation.

For future expatriates, the most important characteristics noted for personal success are flexibility and adaptability, open-mindedness and motivation. **This perception is universal, with or without previous expatriation experience.**

Some slight variations are noticeable. Interviewees having never had experience with expatriation tend to invoke the qualities of self-confidence, tolerance for differences and curiosity slightly more frequently than those who have relocated previously. Interviewees with past expatriation experience are more insistent upon the importance of flexibility and adaptability.

Finally, few differences in perception exist as a function of the socio-demographic profile of the expatriate, though those over 45 cite the tolerance for differences more frequently (70% compared to 53% overall) and motivation less frequently (52% vs. 68%). The importance of tolerating differences appears more frequently with younger respondents as well (63% compared to 53% overall).

Challenges Ahead

Challenges Ahead

In a framework where adaptability, flexibility and open-mindedness are seen as the qualities essential to success, future expatriates identify the three principal challenges they will have to face in their upcoming expatriation: language, the challenge of being as efficient in the country of expatriation as in their own culture, and adaptation to a new professional environment.

Principal Challenges of the Future Expatriation	All Expatriates	Single Expatriates	Expatriates with More than One Child
The language	46%	54%	44%
The challenge of being as efficient in the country of expatriation as in one's own culture	44%	35%	50%
Adaptation to a new professional environment	43%	41%	47%
Adaptation process for spouse/partner	30%		53%
Adaptation to your new cultural environment	29%	30%	42%
Your adaptation process	24%	35%	19%
Adaptation to a new style of behavior	22%	22%	13%
Adaptation process for one of your children	11%		33%

For future expatriates, challenges most frequently cited are those having the greatest stakes professionally: this is logically verified by examining the statistics for single respondents, but there is evidence among expatriates having at least one child as well. For this target group, the implications for the spouse or partner and their children's adaptation, as well as the adaptation to a new cultural environment, represent significant perceived challenges.

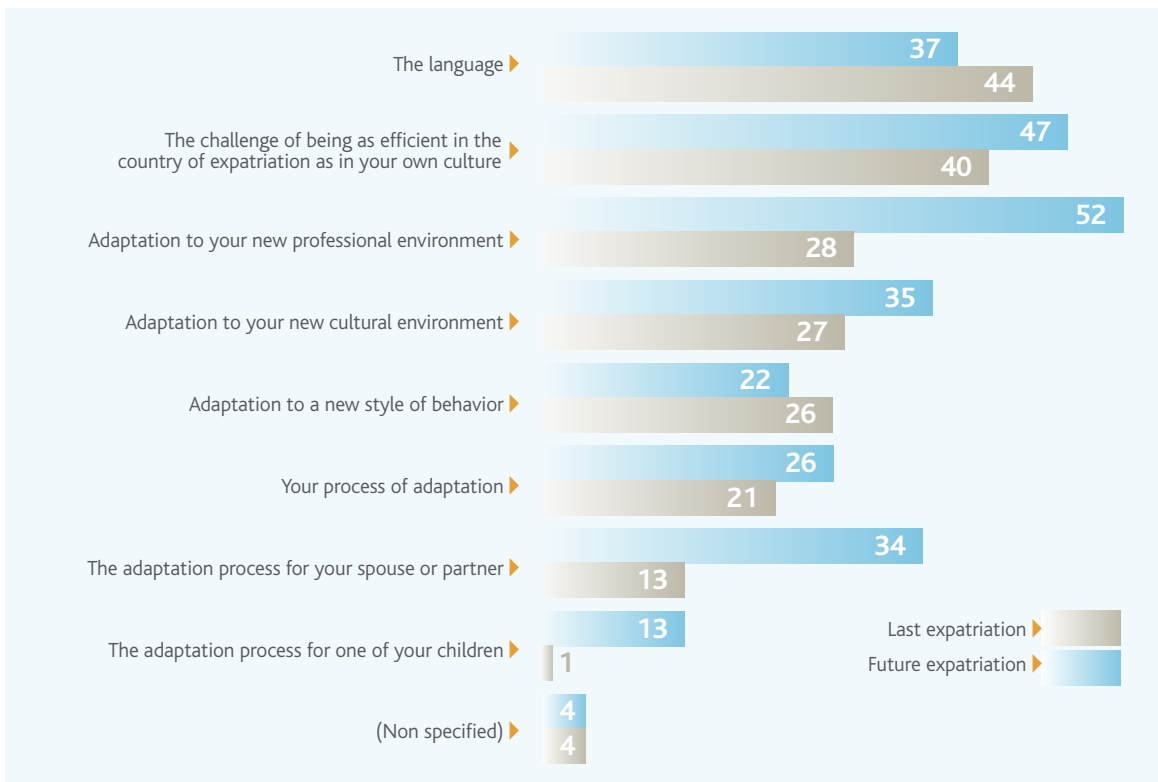
Interestingly, the language challenge is particularly relevant for expatriates whose native language is English (72% versus 46% overall). As we have seen, it is true that this group is less proficient than others, in foreign languages. Interviewees with no previous expatriation experience have the greatest apprehension with respect to language (54%, compared to 37% for those who have had previous expatriation experience).

Finally, for expatriates with previous experience, the challenges ahead are often perceived to be greater for the future expatriation than for the past experiences.

Their previous experience causes them to position themselves a bit differently, with respect to the challenges in store for their next expatriation.

Just as language, along with the concern for being as efficient as they were in their home country, was by far the most important challenge of their previous expatriation, for the upcoming expatriation, "adaptation to a new professional environment" tops the list.

Importance of Challenges for Previous Versus Future Expatriations



4

FUTURE EXPATRIATES ARE OPTIMISTIC ABOUT THE SUCCESS OF THEIR PLANS, PARTICULARLY ON A PERSONAL LEVEL.

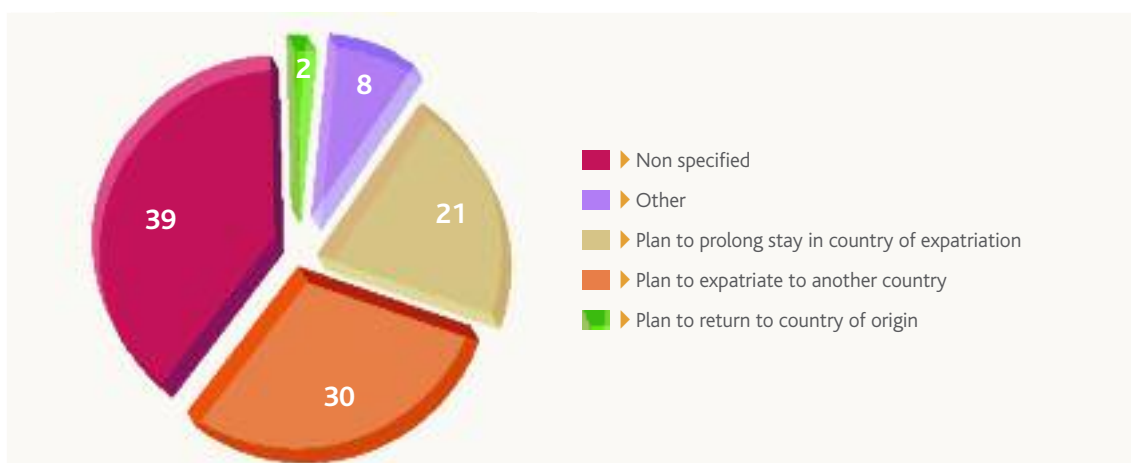
It is from a personal fulfillment standpoint that the upcoming expatriation is most positively perceived: nearly one of every two interviewees rates the level of optimism at 9 or 10 in this respect. Scores are a bit lower in terms of whether the expatriation will be a rewarding professional or family experience.

Here we see the same variations and trends observed earlier, in terms of the opportunities the new position represents, and perceived challenges in connection with the family, for non-single expatriates.

Comparison of Optimism Toward Future Expatriation	% of Scores 9 and 10	Average Score out of 10	Most Optimistic Groups
For yourself	46%	8,53	Most Optimistic Groups Women Age 20 to 30 Proficiency in 2 languages Managers
From a professional standpoint	35%	8,13	Women Over 45 Had a positive previous expatriation experience
For your family	20%	7,33	Have children between the ages of 3 and 6

Lastly, a successful previous expatriation experience fosters greater optimism for the success of a future expatriation.

Number of Expatriates Who Foresee the Pursuit of Their Career Goals Abroad:



The youngest and oldest spouses and partners are more inclined to prolong their stay in the country of expatriation. These are the same groups who generally do not relocate with their children.

Expatriates between the ages of 36 and 40, those who expatriated with one child, and those who have had previous experiences abroad are much more willing to relocate to another country.

Lastly, the desire to return to the country of origin is most elevated in respondents between the ages of 41 to 45, and in future expatriates who have had no previous expatriation experience.

The experience of expatriation, in a high number of cases, fosters a desire to continue along this path.

4.1

4.1 - Expatriation preparations

Through a relocation company

The majority of future expatriates seem to avail themselves of services and training designed to help them better prepare for their expatriation.

69% of future expatriates state that they do in fact take advantage of services offered by a relocation company.

Through cross-cultural training

Over 31% of future expatriates state that they have undergone cross-cultural training. Among those who have never had cross-cultural training, 71% plan to undergo such training.

Lastly, though only 16% of future expatriates have taken part in management training for their future position, 84% are satisfied with the quantity of information provided by this training.

5 THE SPOUSE OR PARTNER'S POINT OF VIEW

To better ascertain the viewpoint of the primary people affected by expatriation, we were eager to canvass the opinions of expatriates' spouses and partners. As we have seen, although the anticipated expatriation generates a high degree of enthusiasm, future expatriates are slightly more hesitant as to the impact the expatriation will have upon their family. The trend is similar for those who have had previous expatriation experience: if the earlier experience was a positive one, their outlook with respect to the family experience is slightly more optimistic.

5.1

5.1 - Overall perception

Generally speaking, expatriates' spouses and partners are enthusiastic about the decision to expatriate: this is illustrated by the average score assigned to the idea of expatriation (8.22 out of 10), even if it is slightly lower than the score assigned by the expatriates themselves (8.77).

Comparison of Scores Attributed to the Planned Expatriation

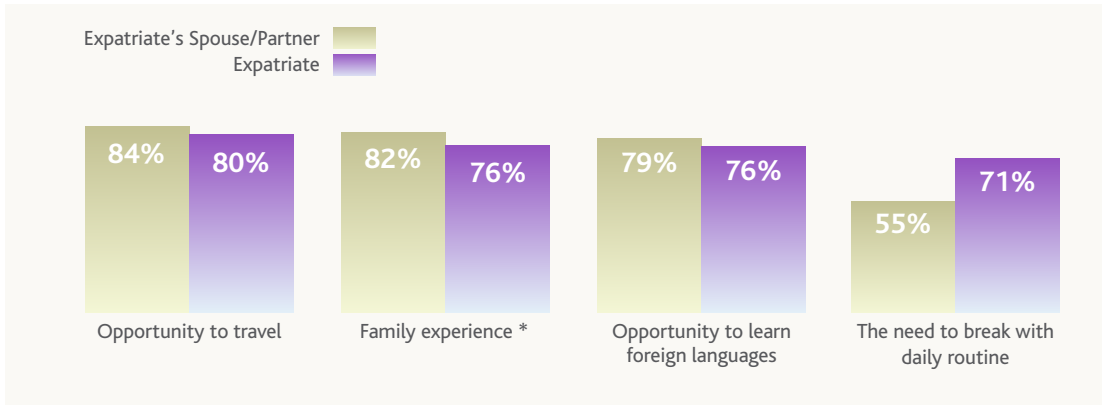


The youngest spouses or partners (age 20 to 30) are proportionately more inclined to assign a score of 9 or 10 to the idea of moving abroad: 65% (vs. 43%) assign these high scores, unlike forty-year-olds, of whom only 33% rate it as highly. Like their partners, they assess their knowledge of the destination country and culture to be limited.

Partners' perceptions of the plan to expatriate are similar to those of the expatriates, with respect to opportunities for travel as well as for learning a foreign language.

The project is also perceived as a family experience by 82% of spouses and partners. However, they are less likely to cite the need to break with daily routine.

Image of the plan to expatriate



*score according to married expatriates

The variance in perception, with respect to the need to break with daily routine, can be explained by the fact that primarily the plan to relocate is undertaken by the future expatriate, for professional reasons. Additionally, 65% of spouses and partners have had to interrupt their own career as a result of expatriation; this figure rises to 80% for spouses and partners between the ages of 36 and 40.

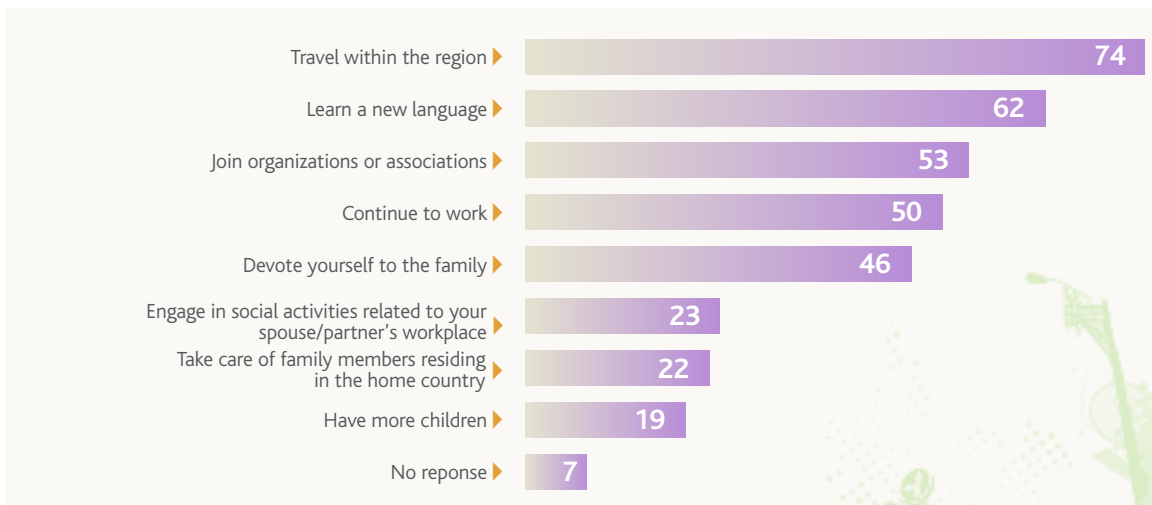
5.2

5.2 - Professional activity abroad

One spouse or partner out of two intends to become professionally active once abroad. This proportion is significantly higher (79%) for spouses and partners with proficiency in a language other than their native language.

Spouses and partners between the ages of 36 and 40 will be most likely to devote their time to the family during their stay abroad (70%, compared to 46% overall).

Intended Professional Activity of Spouses and Partners Abroad



5.3

5.3 - Challenges of the Upcoming Expatriation

For the spouse or partner, the order of importance of challenges they face in the upcoming expatriation differs in some ways from that of the future expatriate. Even if language is cited as the most significant challenge, spouses and partners are nonetheless more sensitive to personal issues involving the process of adaptation.

Comparison of Upcoming Expatriation Challenges (Spouse/Partner and Expatriate Views)

Challenges	Partner Perception	Expatriate Perception
The language	61%	46%
Your adaptation process	50%	24%
Adaptation to your new cultural environment	40%	29%
Adaptation process for one of your children	30%	11%
The challenge of being as efficient in the destination country as in one's own culture	30%	44%
Adaptation process for spouse/partner	23%	30%
Adaptation to new style of behavior	20%	22%

5.4

5.4 - Optimism toward the Future

Regarding the future, spouses and partners are rather optimistic as to the success of the expatriation plans for themselves, even if they assign slightly lower scores than the future expatriate. Concerning the success of these plans for the family as a whole, spouses and partners show themselves to be even extremely optimistic.

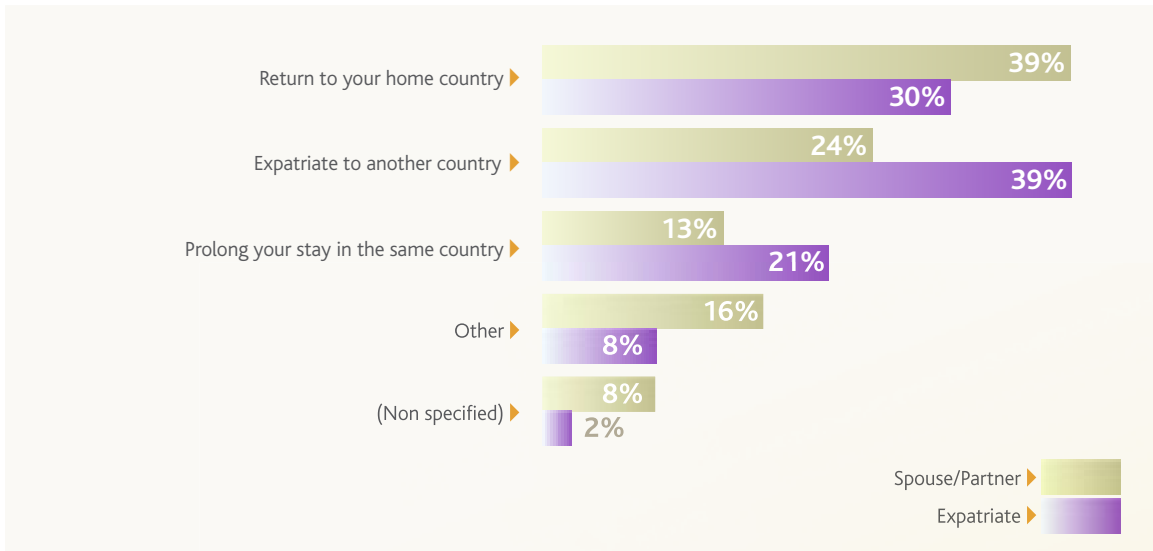
Spouses and partners who are proficient in several languages and who have previously visited the country are the most optimistic.

From a professional standpoint, incertitude lingers: many spouses and partners declare no opinion on the subject (27%), the average score settling at 6.22.

Comparison of Level of Optimism toward Future Expatriation	Expatriate's Spouse/Partner	Expatriate
For yourself	8,17	8,53
From a professional standpoint	6,22	8,13
For your family	8,61	7,33

Lastly, as a result of this experience, spouses and partners are more likely than the expatriate to plan to return to their home country (39% versus 30%).

In conclusion :



Conclusion :

▶ The experience of an upcoming expatriation constitutes above all a personal and family experience (for expatriates with children): it has greater value in this respect than in terms of professional growth or advancement.

▶ Being from a family who lived in a foreign country, having studied or having previously worked abroad seem to increase the desire to repeat the experience: many of the future expatriates interviewed have studied (38%) or have worked abroad.

▶ Future expatriates who have had prior expatriation experience maintain a very positive outlook, notably from a personal standpoint. The length of expatriation was often too short (1 to 2 years) to fully maximize the professional experience: the advantages are invoked more frequently by those expatriates whose stay abroad was for a longer period of time. To be noted, however, is the fact that the shortest period of expatriation (6 months) was the most beneficial in terms of launching young respondents' careers. Finally, the position offered abroad did not always correspond to the description of it provided prior to expatriation.

▶ Language and the concern for being as efficient abroad as in one's own country make up the principal challenges facing the future expatriate. The level of language proficiency is a source of apprehension, as it is the tool that best facilitates one's seamless integration in the country of expatriation: this fear seems to be more prevalent in expatriates whose native language is English. Moreover, the country of expatriation and its culture are relatively unfamiliar to future expatriates, a fact which contributes to their fear of being less efficient than in their home country.

▶ Nonetheless, optimism regarding the success of the expatriation remains high: from a personal and family standpoint as well as, to a lesser extent, a professional one. This optimism is shared by the spouse or partner, who is fully committed to the plan to relocate, even if it means interrupting his or her career (many plan to continue to work while living abroad).

▶ Finally, the profile of the future expatriate is relatively young (age 25 to 40) overwhelmingly male, with a high degree of education. Female future expatriates are younger than the men, and most often single. Equally interesting to note is that the expatriate's position does not generally result in promotion to a managerial or team-leading position. It is only after the age of 45 that the expatriate advances to higher managerial positions, overseeing teams of more than 50 people.

A

A / The importance of the spouse or partner's presence

The majority of expatriates stress the fact that the presence of the spouse or partner is essential, and those who have had the experience of relocating abroad alone, even for just a few months, had difficulty dealing with the loneliness, despite having established networks of friends and acquaintances.

« Frankly, now that my wife is here, it is easier because she is here at home and meeting people, making friends and it's an easier sort of existence. »

« It was extremely difficult for the first few months... I started out with no telephone, no internet, I was all alone and reduced to going to phone booths at night to talk to my family... »

« I had met my girlfriend in France just two months before my departure, so of course I had to relocate to Thailand without her... It's frustrating to live apart from each other... We can't even be sure we'll be able to see each other two weeks out of every three months, over the next two years... »

« Without the support of the family it's really difficult; after work you really need to communicate, to de-stress »

« So, if you come over by yourself and you don't have your family, it can be kind of isolating. Social networking is not easy. »

« You know, as an expatriate there are times when you get the blues, when you come home to an empty apartment with no one to welcome you, no one to talk to about your day, no one to go out to dinner with... »

B

B/ The necessity for the spouse or partner to find an occupation and learn the language

« My wife was worried about leaving for Singapore because she barely spoke English... but she took classes and quickly became integrated... »

« My wife was warmly welcomed by the French association there, and she began to volunteer her time there to help welcome other newly arrived French people and take care of social and sporting activities, etc. »

« I think for spouses it can be even more difficult, because you've come over and you don't even have work and it's hard to fill the day... So trying to integrate is difficult... The difficulty for her was she went from working full time to coming over here and not knowing anyone and not having a schedule. I think that was a struggle. »

« The hardest thing for me about following my husband abroad was not being able to find a job in pharmaceutical laboratory research comparable to what I had in France... »



C

C/ Challenges, yes, but also lifestyle improvements

« In the beginning there was a lot of tension between us... These are very fragile times for a couple... The expectations of the expatriate are very different from those of the partner who follows... »

« Paris is a more difficult city. I mean Washington DC is easier. It is just a very open city. Stores are open all the time and it's easier to get around... Life in Paris is not convenient and it's really hard to get to know people. There is no common courtesy. No fellowship. With my limited French, when I would ask on the street, "Do you speak English?" no one would help us. »

« I'm scared and I'm not at all looking forward to leaving for Africa, where my husband's been transferred... I've heard that a lot of expatriate couples there end up separating. »

« It was really a pity for the children because the level of education was not the same as in France, so when we returned they had to take equivalency exams... »

« In Romania it was difficult for my son, because he's of mixed race, and there just aren't very many people of mixed race in that country... »

« In Southeast Asia we had nicer housing and we had a maid who did everything around the house... she did the housework, cooked the meals, took care of the children when we wanted to go out at night... So when we came back to France, without any household help, and the rent to pay, well, it was a harsh homecoming... »

« When we returned home we had a hard time finding a bilingual school for our children, who had become almost perfectly bilingual... »

« Coming back to France, my children had a hard time making friends again, had trouble getting used to a new school system that was stricter and more structured, less practical and less participative than in the United States... »

« For me, my expatriation to South Africa, despite the security issues, left me with fantastic memories; the travels, the discovery of new landscapes, new cultures and customs, a new cuisine... We came back thrilled with the experience... »

« When we got back to France we caught cold after cold, but it was wonderful there all year long... »

D

D/ A very rewarding experience for the children

« Children have much to gain by living abroad for a few years, even if there are always advantages and drawbacks in expatriation for them, too... My children became much more at ease in a foreign country or at an airport... They are more open and more tolerant because they haven't been conditioned by one single culture... »

« When they come back to France the children look at things with a much more critical eye, they have a better perspective than others... In Singapore my four-year-old daughter noticed that in the metro the machines kept the tickets when the trip was over and the ticket was used. She asked us when we were back in Paris, "Why do we get our ticket back, here, if we can't use it again?". I like this kind of reasoning because it proves that in addition to speaking English, expatriate children acquire a critical way of thinking that those who remain in France may never develop... And for the older ones, the high school in Singapore was an excellent school. »

« We successfully developed a real social life in Portugal. My daughter was on the basketball team in Lisbon and then selected to the national team. We blended right in and found our place there really well... And with the children we have held on to the friendships we made there, we go back from time to time for a week to visit them... »



A. The professional experience of expatriates

A

A. The professional experience of expatriation and its often challenging realities

A recurring theme of fulfillment, frequently unrelated to the work experience

It is a pleasure to find that the most positive responses from expatriate studies are most often about their experiences outside of the workplace. The change of scenery, the discovery of another culture, travels in the region and new friendships contribute to the general satisfaction the respondents express.

« I have a wonderful life in Thailand. The climate, the food, the lifestyle and activities, the deep-sea diving, the numerous friends I've made... Everything I do outside of work is very pleasurable. »

« In fact, strangely enough, despite the differences becoming integrated in Singapore was relatively easy. The city is quite friendly and the people are very warm, unlike in England. I found that I fit in rather quickly and easily. This is a quality of life one finds in no other European city; the administrative procedures and logistics are relatively hassle-free. I enjoy the climate more here, too, with temperatures above 35°C every day. I was fortunate enough to meet a Singaporean woman right after arriving, who introduced me to her friends. Little by little I created my own circle of friends. Most of them are expatriates but they are all from very diverse cultures. »

« The appeal of Hong Kong to me is even stronger than the desire to remain here. First for professional reasons, as I was offered a more interesting position with a higher salary, but also for personal reasons, as it is a lifestyle better suited to my tastes. It's much more cosmopolitan, therefore more attractive in terms of a change in culture in addition to the personal and professional challenges. I feel this will give me a renewed sense of motivation. »

The difficulty of new working conditions and the amount of learning required

One primary explanation for the propensity to speak more extensively about one's leisure activities than one's career has to do with the increased difficulty level of the work itself, when plunged into a situation where the rules and codes of conduct are unfamiliar. Hierarchical relationships, unspoken meanings, the way meetings are conducted; everything is different, requiring the expatriate to adapt to a completely new professional environment.

« From the outset, you have to understand how interactions occur; you have to know how you are expected to relate with the hierarchy and with your colleagues. I think it's essential to master this. You have to start by observing, in order to understand this new framework, and then you make adjustments. For the time being, I am only in the beginning stages of observation. »

« I had to modify my way of speaking, and the way I communicate whatever it is I am trying to get across. I had to find solutions myself, find ways of reacting to situations that I didn't even necessarily understand. »

« I had a great deal of difficulty finding my place with the team, integrating with colleagues...»

The transition from the workplace to leisure time can be disconcerting

« Some people are really nice at work, and know how to joke around a bit, but after work together it was another story. When I would ask a question, they would answer me, but no one would approach me spontaneously to offer his help. »

« Asia relies heavily on networks in the working world, I can see that with my new boss who is French but has been there for 12 years. Decisions are not made in the office but in restaurants or even at weddings. Everything is based on these social networks, little customs and gifts, even cash.»

atriation and its often challenging realities

Communication problems due to a lack of proficiency in the language, either on the part of the expatriate, on the part of his local colleagues or both, obviously contribute to the uneasiness of someone working outside of his own country :

« The biggest thing for me is language. I don't speak French and it is really hard learning it. It is a difficult language. I can understand better than I can speak, but speaking with my accent, I know I cannot pronounce things correctly. I don't even know how to pronounce things correctly. That is hard both personally and professionally. It is just being in the French office. Here I just cannot communicate because not everyone in the office speaks English unless they are working with the US. »

« You have to ensure that communication goes smoothly. I think this is even more exacerbated in the United States than what I experienced in Hong Kong. The French have a level of English that is relatively good, and there are misunderstandings. You have to be very careful, and make sure that you express ideas simply, when things start to digress; you have to bring it back to a checkpoint. »

Further difficulties present themselves for those who fall victim to the negative image that some locals may have of their home country :

« The Swiss accuse the French of coming to their country and taking jobs away from the Swiss. The thing is, they say they not only take the jobs but take the money back to spend in France. This can cause animosity. »

Expatriates enjoy seeing some of the constraints they had to battle in their home country relaxed or even lifted. This is particularly true of the French, with respect to the highly critical attitude and professional mores of their own country.

« I don't want to seem like I'm trashing France, which is after all my country of origin, but frankly I have no regrets whatsoever and I am quite happy to be leaving. »

« The Anglo-Saxon way of working is much more direct, more pragmatic. They are driven by their objectives or the end result, it's much faster. »

« In terms of efficiency, all the companies and structures in Hong Kong are very efficient. They work a bit more there than in France. What I really liked when I was there is that when a decision is made, everyone works together in the same direction, in order to obtain that goal. No one drags his feet or holds back; once the decision's been made, it's just let's go. »

« Asia is a far cry from our culture, it's not at all the same. You think you won't have any frame of reference, but that's precisely the challenge, and it's all the more interesting to learn new things every day, to say to yourself each day, "Hey, something is going to surprise me today. I am going to see a behavior I've never seen". This dynamic, this kind of excitement and sheer amazement, I don't get that anymore here in France... »

B

B. The most commonly identified traps for management

B. The most commonly identified traps for management

The different notions of legitimate decision-making principles from one country to another

« It was disconcerting for me. The Japanese never seem to come to a decision and it takes forever, yet once they've arrived at a decision, implementing it goes very quickly. I had to get used to that. »

« The decision-making process takes a lot longer in Europe. Decisions are just not made

quickly in Europe. So, projects tend to «circle around the drain a little longer over here »

« From one country to another, people's mentalities, the way they see things and how they make decisions can change dramatically . »

How to manage subordinates? : Delegate and control

« In North America there was more clarity and speed for instructions, which made it a little bit easier actually. »

« What threw me for a loop was a resistance to formalization. I don't know, perhaps formalization was seen as a threat by my management. I came to this conclusion after the fact. It's very complicated. »

« When you ask for something, or when you do something, you always have to specify how to proceed if there are difficulties, and consider whether what you're asking makes sense or not. This is a departure from the mentality where if it comes from the boss, it must be right. »

« As project manager for a team in Thailand, it's a real challenge. Working relationships are much less direct than in Europe. Not so much in terms of directives, but in direct relations. It's much more about the consensus. I had to make an effort to be less "pushy" as they say in English, to be in somewhat more patient, and a better listener, too. »

The absence of feedback

« For people who are accustomed to working with traditional management, at first in China they have to identify their positioning. They have to bring problems to the surface, and that takes time. »

« I found that the Portuguese lacked initiative; they were pretty passive, always waiting for others to decide. »

« In China I also learned to get my teams to express themselves when things weren't going well. I had to learn to elicit their feedback. »

« One of the things I noticed is that in the US we use more email and here we don't. But I was in bigger company, we had 2000 people and a campus and here we have 42. So, here, people walk up to you and talk to you. If you email here, you may not get a response, so it is better to speak to them. »

« Teams in Thailand practically never offer any feedback. »

Transversal coordination : Lack of knowledge about others' organization

« With the Chinese, the problem was above all obtaining information, because it is always the management who speaks, but management aren't always the experts. It wasn't easy, because I never knew where to find information. It was a matter of finding the right person. »

Avoiding conflicts

« The English do not like conflict in general, their management style is relatively hands-off. They leave a great deal of freedom to their teams, which allows each person to develop his own activity and expertise. The advantage is that if all goes well, everything runs very smoothly and there is a lot of room to maneuver. On the other hand, as in any organization there can be problems, moments of conflict either internally or with clients, and then all of a sudden things do not go well at all. This rather effaced management style can also be problematic, and in a culture where conflict is avoided at all costs, conflict management then becomes extremely difficult. There is never any confrontation. If the English resist and dislike conflict, it won't do any good to be confrontational with them because it won't solve the problem. You have to understand the rules of the game, and learn to work within them. »

C. The address of the French

Conducted in France, with either expatriates who had come to work in France or French employees who had been expatriated, the study reveals and illustrates several particularities about the work culture in France.

Confrontation of ideas and meeting conduct :

« The way of doing things is completely different in France, where we are accustomed to holding large meetings; we ramble on somewhat in all directions and people are there to give their opinions. We enjoy debate, whereas Asians do not like to debate at all. We like to challenge ideas, even to the point of becoming aggressive in a meeting, but with Asians this is impossible, you can't have this kind of behavior. »

« At certain times in France I thought no one was listening, because during the discussion no one was really saying anything of substance. I thought maybe they didn't understand my French. »

« In Thailand we had a project meeting with purchasing, quality control, production, etc. Purchasing and production were not in agreement and it started to go sour. In France, things have to be said, you have to lance the abscess, once and for all. We had to approach the subject in bilateral discussions, go see purchasing, work with them and then go see production, then intervene as a mediator. »

The American viewpoint on the level of commitment of the French, and their desire for autonomy at work :

« I think at work, it is really not different, but people have a lot of passion for their work. I think that is in general because of the specialization in France. »

« I see the people really getting engaged in our product, specifically because I work with the sales and marketing team they are really energized by what we do, and I want to sit with them. »

« **Here you have more autonomy at the mid-management level.** »

French expatriates' viewpoint on different realities :

« Indonesians are a people who need very precise directives, they do not enjoy autonomy when it comes to managing tasks and deadlines. They had to have a great deal of structure. »

« I find that abroad, especially in Asia, when you have a management role you must constantly solicit feedback. You have to make sure that what you are asking is realistic, if it makes sense. The French have an easier time saying "you're asking me to do this, or I can't do it all in one day, tell me what the highest priority is ? »

Ethnocentrism :

« The French who have worked only in France apply criteria they think are universal, while in truth these 'constants' are only valid in France. This is something I encounter every day. Even if the company is headquartered in France, this is a multinational company, not just French; they need to be more open, especially when half of the company and half the employees are in Asia, Latin America or Eastern Europe. »

« I would see the bigger picture. They were more into re-reading 300 page manuals, and highlighting passages while listening to music and answering text messages at the same time. Our working worlds are so different, as is our way of seeing things. »

By sharing their experience, the expatriates have opened up an on going discussion. Now, it is in our hands to continue this study and to enrich it from one year to another. Berlitz Consulting would like to invite you to participate in this innovative project, as we are here to support you and give you the opportunity to express yourselves around your expatriation experience.

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Relocation companies :

INEXPAT
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And you, what do you want to leave?