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# Crown Relocations' 2008 Survey: Relocating Staff to Emerging & Rapidly Growing Markets

March, 2008



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# Relocating Staff to Emerging & Rapidly Growing Markets

- 🌐 In March, 2008, Crown Relocations conducted a global survey among its corporate clients to gain insight into relocating staff to emerging and rapidly growing markets:
  - Brazil, China, India, Russia, the Middle East and South Africa
- 🌐 162 relocation and human resources professionals responded based on their own perceptions as well as those of their relocating employees.



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# Executive Summary



*“There are some consistent messages coming through strongly from this survey. Intercultural preparation/coaching are still optional in many corporations, but clearly for India and China in particular—and to a certain extent for the Middle East, Brazil and Russia when it comes to effectiveness in the workplace. These are the key components of successful relocation. The same applies to settling families in countries of the Middle East.*”

*“Concerns about healthcare and security for places like India, South Africa and Brazil, must be put into context well before an assignment is accepted, as myths can often distort the reality.*”

*“We are most grateful to the survey respondents for their input, and as a company with multi-branch operations in all indicated markets, we are happy to refine our programs to meet the priorities head on.”*

David Muir  
CEO  
Crown Europe, Middle East and Africa

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# Summary of Findings

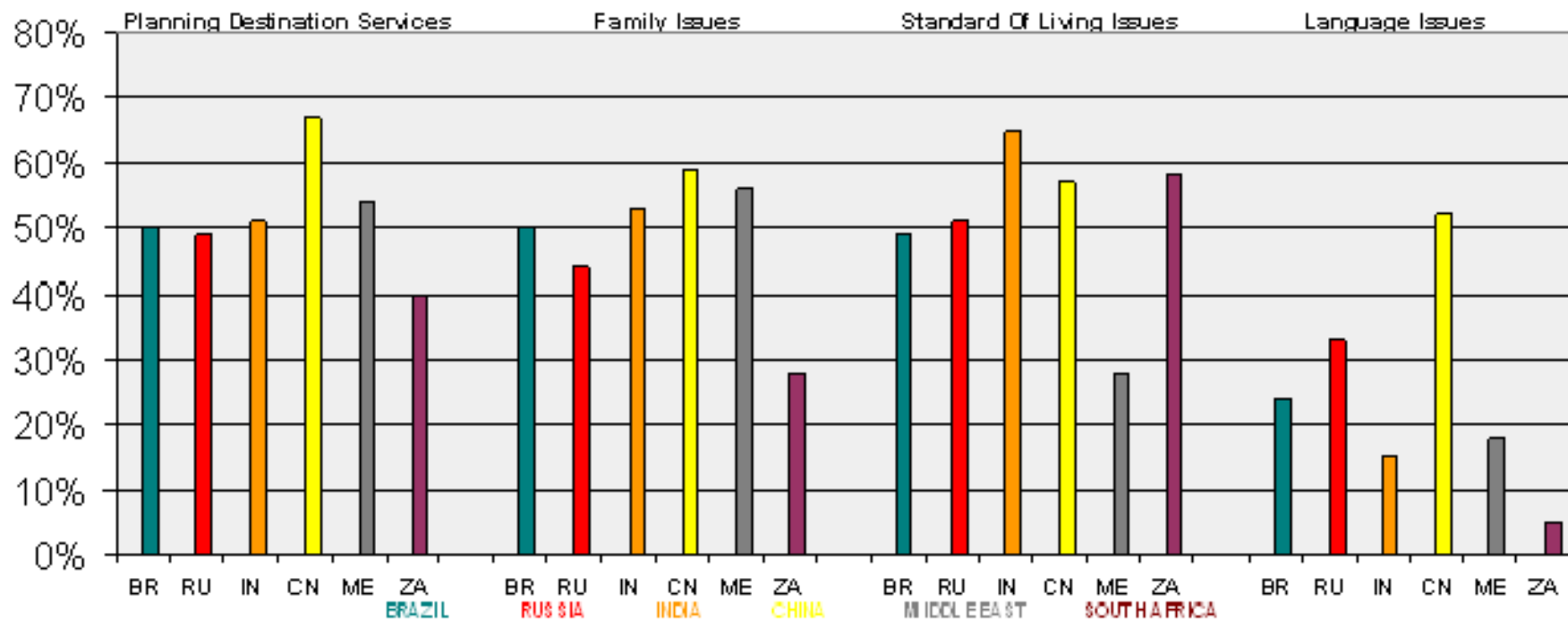


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# What are your EMPLOYEES' concerns when preparing to move into these countries?

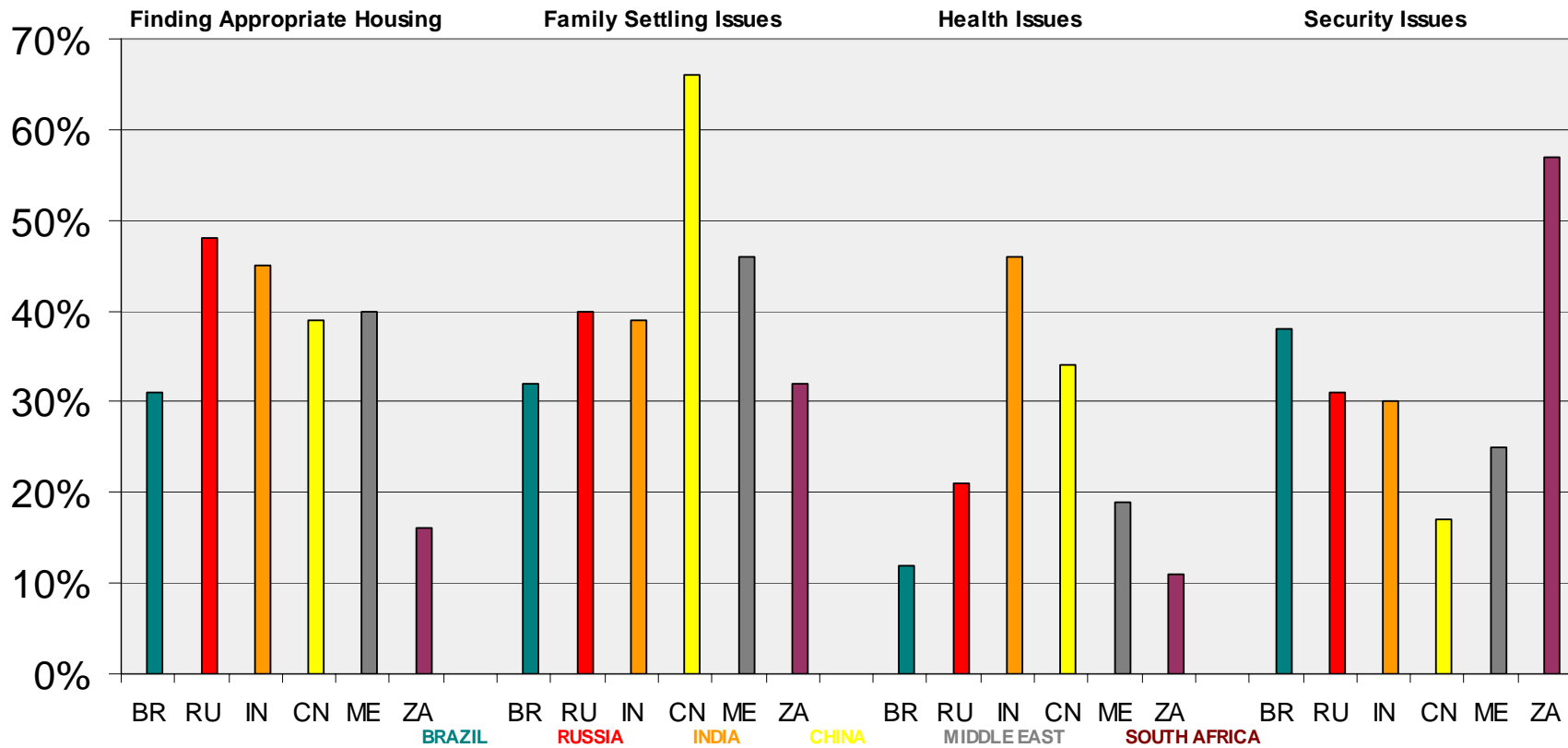


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# What aspects of living in these countries have caused the most difficulty for your employees?



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# Summary

- 🌐 Major issues regarding quality of life exist in all regions as follows: 1. India; 2. China; 3. Russia; 4. South Africa; 5. Brazil and 6. Middle East
- 🌐 The entire process of Planning Destination Services is a problem in all regions, especially in China.
- 🌐 Family issues are very challenging in India and China, for both Relocation professionals and employees.
- 🌐 Language issues arise most notably in China and Russia, while in Brazil, India and in the Middle East, communications problems don't seem to affect the employees, and certainly not in South Africa.
- 🌐 The process of selection/cultural fit is a challenging task for Relocation professionals for India and China, as well as for the Middle East, and less challenging for Brazil, Russia and South Africa.



# Summary: Private vs. Work

- ⊕ Problems that employees face in their private lives vary from region to region. While Brazil and South Africa have high security problems, China and Middle East have social and settling-in issues for the families, and in India the health issues are most concerning.
- ⊕ Regarding challenges in the work environment, the same issues were noted in all of the regions: cultural effectiveness/ understanding local workplace behavior. Only in South Africa were security issues reported as the major concern.



# Summary: By Market

## **Brazil**

- For assignments in Brazil, only 28% of relocation professionals consider settling-in and child education to be major concern.

## **China**

- For relocating employees, 59% said their employees had concerns about family issues relating to China.

## **India**

- For relocating employees, 53% said their employees had concerns about family issues relating to India.
- When asked about quality of life issues in India, health issues and pollution were both cited specifically.



# Summary: By Market (Cont'd.)

## **Middle East**

- For relocating employees in the Middle East, future expatriates tend to be more skeptical about their assignments in general than their managers, 56% vs. 33%.
- Although it is becoming an increasingly popular destination, there seems to be a lack of information in the marketplace regarding families settling in and child education in the Middle East.
- Almost half of Crown's corporate clients have employees on assignment in Dubai. In addition to that, roughly 10% have employees on assignments in other destinations in the Middle East e.g., Qatar, Kuwait, Bahrain, Saudi Arabia and Oman.

## **Russia**

- In Russia, 43% of the Relocation professionals are concerned about family issues, but only 33% of them believe their employees have concerns.

## **South Africa**

- For assignments in South Africa, only 28% of relocation professionals consider settling-in and child education to be a major concern.
- When asked about quality of life issues in South Africa, security issues and a potentially lower standard of living were the most popular responses.

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# Brazil



- 📍 **When asked which cities they currently send or plan to send their employees on assignment, 51% of the respondents said Sao Paulo, 26% said Rio de Janeiro, 7% said Belo Horizonte and 16% said “other.”**
- 📍 **When asked what their biggest concerns were about sending their employees on assignment in Brazil, Standard of Living e.g., security, pollution, etc. was the most popular response at 46%. Corruption was the least popular response at 13%.**
- 📍 **When asked what aspects of actually *living* in Brazil have caused the most difficulty for their employees, Security issues was the most popular response at 38%. Health concerns and Social issues e.g., meeting people were the least popular responses at 12% and 10%.**
- 📍 **When asked what aspects of actually *working* in Brazil have caused the most difficulty for their employees, issues with Cultural Effectiveness and Understanding Local Workplace Behavior was the most popular response at 47%. Aligning Assignment Performance Objectives with the Reality of the Actual Role and Security was the next most popular responses at 28% and 27% respectively.**

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# Russia

- 📍 **When asked which cities they currently send or plan to send their employees on assignment, 66% of the respondents said Moscow, 24% said St. Petersburg and 12% said “other.”**
- 📍 **When asked what their biggest concerns were about sending their employees on assignment in Russia, Standard of Living e.g., security, pollution, etc. was the most popular response at 47%. Corruption was the least popular response at 27%.**
- 📍 **When asked what aspects of actually *living* in Russia have caused the most difficulty for their employees, Finding Appropriate Housing within the Company Budget was the most popular response at 48%. Health concerns were the least popular response however 21% of the respondents cited it.**
- 📍 **When asked what aspects of actually *working* in Russia have caused the most difficulty for their employees, Aligning Assignment Performance Objectives with the Reality of the Actual Role was the most popular response at 48% followed closely by Cultural Effectiveness and Understanding Local Workplace Behavior at 46%.**





# India

- 🌐 **When asked which cities they currently send or plan to send their employees on assignment, 23% of the respondents said New Delhi, 21% said Mumbai, 20% said Bangalore, 11% said Hyderabad, Kolkata and Chennai, 4% said Pune and 2% said “other.”**
- 🌐 **When asked what their biggest concerns were about sending their employees on assignment in India, Standard of Living e.g., security, pollution, etc. was the most popular response at 68%. Corruption was the least popular response at 13%.**
- 🌐 **When asked what aspects of actually *living* in India have caused the most difficulty for their employees, Health concerns was the most popular response at 46%. Security was the least popular response however 30% of the respondents cited it.**
- 🌐 **When asked what aspects of actually *working* in India have caused the most difficulty for their employees, Cultural Effectiveness and Understanding Local Workplace Behavior was the most popular response at 57%.**



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# South Africa

- **When asked which cities they currently send or plan to send their employees on assignment,** 71% of the respondents said Johannesburg, 20% said Cape Town, 4% said Port Elizabeth, 4% said Durban and 3% said “other.”
- **When asked what their biggest concerns were about sending their employees on assignment in South Africa,** Settling-in Services e.g., Immigration, Orientation, Home & School Search, etc. was the most popular response at 49%. Corruption and Language concerns were the least popular responses at 21% and 5% respectively.
- **When asked what aspects of actually *living* in South Africa have caused the most difficulty for their employees,** Security was the most popular response at 57%. Health concerns were the least popular response at 11%.
- **When asked what aspects of actually *working* in South Africa have caused the most difficulty for their employees,** Security was the most popular response at 50% followed by Cultural Effectiveness and Understanding Local Workplace Behavior at 33%.

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# China



- ⊕ **When asked which cities they currently send or plan to send their employees on assignment**, 38% of the respondents said Shanghai, 27% said Beijing, 16% said Guangzhou/Shenzhen, 6% said Chengdu, 4% said Xiamen and 13% said “other.”
- ⊕ **When asked what their biggest concerns were about sending their employees on assignment in China**, Candidate Selection and Cultural Fit was the most popular response at 55%. 63% of the respondents cited Children’s Education as a primary concern for their employees. Corruption was by far the least at 8%.
- ⊕ **When asked what aspects of actually *living* in China have caused the most difficulty for their employees**, Family and Settling-in issues e.g., community, schools, lifestyle, etc. was the most popular response at 46%. Health concerns were the least popular response however 19% of the respondents cited it.
- ⊕ **When asked what aspects of actually *working* in China have caused the most difficulty for their employees**, Cultural Effectiveness and Understanding Local Workplace Behavior was the most popular response with an overwhelming response of 71%.

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# Middle East

- **When asked which cities they currently send or plan to send their employees on assignment, 46% of the respondents said Dubai, UAE; 12% said Abu Dhabi, UAE; 11% said Doha, Qatar; 10% said Riyadh, Saudi Arabia; 8% said Manama, Bahrain; 7% said Kuwait City, Kuwait; 6% said Sohar, Oman and 4% said “other.”**
- **When asked what their biggest concerns were about sending their employees on assignment in the Middle East, Candidate Selection and Cultural Fit was the most popular response at 48%. 56% of the respondents cited Family Issues / Supporting the partner and children as a primary concern for their employees. Corruption was by far the least at 10%.**
- **When asked what aspects of actually *living* in the Middle East have caused the most difficulty for their employees, Family and Settling-in issues e.g., community, schools, lifestyle, etc. was the most popular response at 66%. Security was the least popular response however 17% of the respondents cited it.**
- **When asked what aspects of actually *working* in the Middle East have caused the most difficulty for their employees, Cultural Effectiveness and Understanding Local Workplace Behavior was the most popular response with an overwhelming response of 45% followed closely by Aligning Assignment Performance Objectives with the Reality of the Actual Role at 43%.**



More results from this Survey for the individual markets are posted on Crown's Web site.

For more information about this Survey or services from Crown Relocations, please contact a Crown professional. A list of Crown's worldwide offices can be found on Crown's Web site:

**[crownrelo.com](http://crownrelo.com)**



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