

Case Study – Market Intelligence

October 2014

Background:

We designed this market intelligence exercise as a custom-made solution for an International FMCG organisation in order to provide them with a better understanding of how other multinational blue-chip corporations manage their expatriate policies, with a focus on the North African territory.

The purpose of this exercise was to identify the triggers that motivate young professionals to move from their home countries and, subsequently, to come back to their countries and apply within their company the international experience they have gained. Additionally, we investigated what companies are offering (in terms of financial packages and career development opportunities) to support international relocation among employees.

Methodology:

In discussion with the client, 12 multinational consumer companies with presence in North Africa were selected. We identified individuals in these organisations that had been on expatriate assignments and asked for their personal experience. In order to cross-check the material, information from other sources (e.g. HR Managers, other employees who had not been expats and employees from other territories) was gathered and integrated with the findings.

Result:

We collected and presented results by category: salary, benefits, career development, motivators, company policies and coming back to home country.

The client integrated the findings when building their strategy for the work in the region.

Below we have focused on the findings for two categories:

Motivators

- All candidates mentioned career growth and better professional opportunities as the primary motivating element.
- The financial packages were very rarely mentioned as a motivation factor, however all candidates agreed that without the benefits they received they wouldn't have made the change. Furthermore, in cases where the person has children, benefits covering the whole family is much appreciated.
- For all North Africans the motivation was influenced by the size of business they were exposed to in home countries (and which is significantly smaller than other ME or European businesses)

Company policies

- Expat assignments are given to exceptional talent within the company with the purpose to encourage personal and professional development
- All companies have set policies for expatriates, however not all the regulations are respected and most companies offer high flexibility and react on case-by-case basis
- Duration of expat assignments can vary from 6 months to 3 years
- There are significant differences between packages and treatments depending on the country of origin and the country of destination