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MARCH 2018 www.eura-relocation.com

DUBAI Nov 2017

EuRA Second Annual Global Conference

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26 EGQS Update

15 Dubrovnik Charity

The EuRA Charity Run!

- Friday 27th April
- 08:00
- Dubrovnik Sun Gardens Spa Terrace

For the first time, we are raising money for our 2018 Dubrovnik Charity by holding a 5k "Fun" run...



There are three runs

- Harder
- Easier
- Walk!

The Harder run will be around the beautiful grounds of the Dubrovnik Sun Gardens and down to the beach, twice. There are hills!

The Easier run will be on the flat down by the sea.

The Walk will be 5k wherever you like, around either course, down by the beach or just a saunter around the gardens!

You can choose which group to join on the day.

The Details:

- €25 per entry and you get a **EuRA 2018 tee shirt!**
- Date & time: Friday 27th April, 08:00
- Location: Dubrovnik Sun Gardens Spa Terrace
- Please book your place by sending us this form and make your donation at the Registration Desk

Please send your tee shirt size (Small, medium, large, XL) to

MAREE@EURARELOCATION.COM

Supporting Marina Držića Special School:



The EuRApean

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Contributions on all aspects of mobility are welcomed for publication in the EuRApean. If you are a member of EuRA and would like to contribute news about your company please get in touch. Please contact Dominic Tidey, Editor dominic@eura-relocation.com or Maria Manly, Deputy Editor maria@eura-relocation.com

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Published by:
EuRA



Twenty years of EuRA! I am immensely proud to have been part of this amazing organisation from the very first conference. In those early days, we had no training certifications, no Quality Seal, a website that hardly worked,

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a Council without unity and barely 50 members.

Today the EuRA family is an established global group of tremendous professionals in 107 countries.

The Dubrovnik conference will see many celebrations of two decades of EuRA. At our last meeting of the EuRA Executive Group (formerly Council!) we discussed how EuRA will move forward into the next twenty years. In this issue Tad looks back at the early years of EuRA, the challenges and successes that have been endured and enjoyed along the way. We have feature articles from two brand new members who represent the new future of our industry. We outline the many brilliant learning opportunities both at our

Save the Dates

EuRA SEATTLE 2018

18th October, Renaissance Hotel

EuRA DUBROVNIK 2018

24 - 27 April, Dubrovnik Sun Gardens
Fully Booked

EuRA GOA 2018

14 - 15 November, Taj Fort Aguada Resort



upcoming conference and online. The MIM programme is now 3/4 online and free to access to everyone working for a EuRA member.

It has been such a privilege to work with this extraordinary extended family and it's exciting to contemplate a future where we will see certain change to our industry, both challenging and enlightening. In our hearts at the EuRA Office we can promise that we will do our best to continue to provide Members with value, continuity and communication throughout the supply chain. We have signs on the walls of our office "We Love our Members and Delegates" cheesy maybe, but true.

Dominic Tidey
Editor

Tad Zurlinden



It's hard to believe that EuRA's journey now spans two decades. Back in 1998 at the very first conference, the idea of a pan European organisation for mobility seemed like a great idea, but with huge challenges ahead. At those first meetings there is no doubt that the entente cordial spreading across the continent as a result of closer integration of the EU, had not yet reached our industry. Those early founder members saw the prospect of co-existence with their direct competitors extremely challenging, preferring instead to maintain a more protectionist attitude. This meant that early EuRA Council meetings were never dull, but characterised by lively debates about the nature of international associations and the necessary conflicts they bring. On the one hand, EuRA's primary mandate to support all providers meant real integration of the industry. On the other, it meant a scary new world, knowing your competitors would soon know more about your own business models and commercial advantages.

I remember clearly a conversation I had with founder member, past President and first recipient of the EuRA Award for Exceptional Services for Relocation, Helmut Berg. His view was our industry could only grow and thrive in an

environment where protectionism had no place. He brought this ethos to his Presidency and was one of the true unifying figures in mobility, pushing for higher standards in service delivery, cooperation within the supply chain and understanding of the challenges facing DSP's, RMC's and clients.

This ethos remains central to the core values of EuRA to this day. As a not for profit association run by and for the benefit of its members, EuRA has a clear and defined remit, to promote projects and ideas that have a clear benefit to the members.

I am immensely grateful to successive Executive Group Presidents and Members for keeping this focus at the forefront of the work of EuRA for the last 20 years.

Today EuRA has a truly global remit, representing our industry in 107 countries. We are now reaching out to our members outside Europe with regular events in the US, being present and presenting the benefits of working with EuRA members at events all over the world and 2018 sees our third annual EuRA Global Conference take place in India. This rotating event, to support our members around the globe, will move on a 5 year rotation between Africa, the Middle East, India, Asia and South America. The EuRA International Relocation Congress held each year in a different European city, has gone from 100 attendees in 1998 to 680 in Warsaw last year. In Dubrovnik we have to limit the numbers to 650 (originally it was 600 but we had to extend) but we could easily be 750. By using

tech, we hope to make the delegate experience easier and better in terms of both networking and content. Our latest App has a really simple interface and it's so easy to identify and contact other delegates you want to meet with. And though it's a small thing, the ability to enlarge a guest's photo really helps when you're trying to identify your 10:15 meeting across a crowded conference room! I would strongly urge you to download and sign in!

This year sees a big milestone in EuRA training and professional development with the first level of the MIM training online and free to access to all EuRA member companies and their teams. This excellent programme with industry leaders from across the world giving their expertise and time, has taken years to build and hone and a significant investment in the technology we have to deliver it. The MIM+ programme will be expanded into the online system over the coming year and of course all conference sessions are now accredited. So there really is no excuse for not keeping your professional development at the cutting edge of our industry!

My brilliant team and I are looking forward to welcoming you to our 20th Anniversary conference in Dubrovnik, where we will look forward to the next 20 years of the fantastic EuRA Family.

Letter from the President

Andrew Scott - Dwellworks

When writing this, there are only 6 weeks to go before many of us will meet up in beautiful Croatia, for what I am sure is going to be an exciting and fun 20th EuRA conference. During the conference we will be taking a look back over the last 20 years and have invited some old friends from the EuRA family to join us. We will not however be dwelling on the past, as this year's conference theme is Embracing Change, Thriving or Surviving and I know there are many sessions planned throughout conference week that really play to this theme and I would like to thank the many who have been working hard behind the scenes in their own time, to pull together these exciting sessions. All sessions and participants details can be found on the conference APP, so please make sure you download it.

2018 has got off to a very busy start I know for many of our members and looks to be another exciting year in our industry, which will inevitably bring more change and associated challenges. Change is something that comes as almost second nature in our world, with countries changing their immigration legislation with very short notice, or none at all, real

estate markets having to adopt new practices to comply with government forced changes and on 25th May this year GDPR becomes a very significant legal requirement for many. I was looking at the definition of "embracing" change and it's about accepting something enthusiastically, which got me to thinking, that we usually accept change as it's a necessity, but how often do we look at how a change can positively help our lives, our businesses, our teams, our clients and importantly our profits? Change can fuel innovation if it is embraced with that enthusiasm and positive approach. It helps to shape and focus our thoughts on the positive benefits that could be achieved. This is very much the essence of Thriving or Surviving and there will be many more smarter people sharing their insights and thoughts on this subject in Dubrovnik.

Moving on to later in the year, we are delighted with the initial response we have had from many members about the conference planned in Goa in November and I would personally like to thank our Indian based members, who



have been unbelievably helpful in providing guidance and contacts to the EuRA team in setting up this event. More details to come during the year on the content and attendees for that event.

On behalf of the EuRA executive committee I would like to thank the EuRA team, that are currently working morning, noon and night to ensure every detail is taken care of for the conference in Dubrovnik. I am aware that there are still some people on the waiting list and hope that over the next week or so, places can be found for everyone. I guess the message for next year, is book early.

Finally safe travels to all who are heading to Dubrovnik and I wish everyone an exciting and profitable 2018.



Feature: Jon Harman Global Account Manager - CORT

Rethinking Stress

Previously, I have written in these pages about the inherent stress of the assignee experience. I became interested in the subject when I was preparing to make a presentation to a group of Embassy personnel in Washington, D.C. Among my slides was one which referenced the commonly used industry adage about moving being "one of life's most stressful events". I felt uncomfortable making such a bold statement without knowing at least a bit of the underlying science. Where did our claim about moving and stress originate? No one would argue that moving is stressful, but who decides how to rank stressful events?

It turns out that researchers have compiled a catalog of significant life events listed in order of their stressfulness, which is measured in terms of the likelihood of the individual developing an illness. The Holmes-Rahe stress inventory has been in use for decades, and while moving does not appear on the list as a stand-alone event, a number of relocation related experiences such as changes at work, change of schools, and changes in social activities, do. The cumulative score of these move-related changes does add up to make moving very stressful.

More recently, preparation for a new presentation prompted me to ask an even more basic question: What is stress? We all talk about stress. We know what it feels like, but how does one define the experience of "stress" and how does one go about measuring its existence and impact. If I intended to speak about relocation-related stress, I ought to know more about stress in general first.

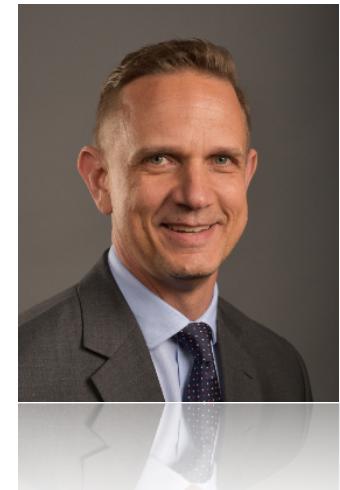
Stress, it turns out, is a rather modern conception. What we call stress was not investigated or even defined until the mid-1930s when a Hungarian-Canadian researcher named Hans Selye coined the term to describe the general mechanism that the body uses to respond to what he called external agents. Dr. Selye later coined the term General Adaptation

Syndrome to describe the physical changes that take place in the human body as it responds to outside agents, or "stress." Selye went on to write dozens of books and hundreds of articles. He continued lecturing well into the 1970s in an effort to help people understand how stress impacts them and what they can do about it.

While Selye did highlight the negative impacts of excessive stress, he also held a broader view of the experience of stress, pointing out, for example, that, "Adopting the right attitude can convert a negative stress into a positive one." Despite Dr. Selye's broad interpretation of the impact of stress, few would argue the point that, as used in the modern lexicon, stress has predominantly negative connotations. If you walk up to a stranger on the street and ask them, "Is stress a good thing or a bad thing?" the response you are likely to hear most often, by far, would be "bad." But take a closer look.

It is true that the human body's response to outside stressors tends to follow typical patterns. However it is also evident that an individual's experience of stress is unique and personal. While we look to science to provide us with clear cut definitions, the reality is that the experience of stress can't be pinned down so readily. There is no study of human stress that is able to create the same response for every single subject. What passes for "statistical significance" in the world of psychological experiments leaves a large opening for outliers and results that do not match the norm.

Think of the dieting section of a large bookstore. There may be over 100 titles, each proposing a certain approach to eating. Every one of the diets must have worked for someone, otherwise there would be no book to describe it; and yet none of the diets work for everyone, otherwise there would not be hundreds of diet books.



In the same way, no singular definition of stress nor one absolute method of coping with stress can possibly apply to the incredibly diverse human population. We are all bundles of flesh carrying around our own completely unique blend of genetic material and life experience. As a result, none of us will encounter the challenges of life in the exact same way. In the face of a particular adversity, some crumble. Others rise.

It would seem then, that stress is not about what happens to us. What matters most is what we think about what happens to us. Here is where our unique life experience comes into play. What is our mindset in the face of a challenge? What stories do we tell ourselves and others about the difficulties we are up against? What past experience of rising to the occasion might indicate to us that we are up to this new hardship?

The story we tell ourselves about an experience of stress has the power to define the experience for us; and our outlook has implications, not only for how we handle the challenge in the moment, but also for our health and happiness in the long term. In her recent book, *The Upside of Stress*, Stanford Psychologist Kelly McGonigal highlights the fact that the "stress is bad" outlook paints an incomplete picture of the human experience of stress.



McGonigal points to the importance of the stress response as a source of energy and attention to get us through a difficult time. She reminds us that we all get a boost in confidence when we come out the other side of a stressful period in our lives. Most importantly, the author highlights a number of studies which show that a simple mindset intervention at the start of the experience can have powerful and positive effects on an individual's response, not only to the current stressor, but to future experiences as well.

Which brings us back to the assignee experience. If no two people encounter a stressful event the same way, what can we tell our assignee about the potential stress of relocation as she prepares to embark on her international adventure?

I would argue that we can safely say that the move will present challenges. We can say that there may be moments when those challenges appear overwhelming? As relocation professionals, we can act as a resource, but our ability to help remains limited. I have been developing a list of suggestions, or gentle nudges, that a relocation counselor might provide to help a stressed assignee get back on a track where he feels more empowered.

Perhaps it is material for another article.

For now, in the most general terms, assignees, like all of us finding our way through these modern times, will have to

lean on personal judgement as to how to cope. There is no singular magic pill to take, no perfect words to say, that will transform our experience of stress. What does help will likely seem obvious to most.

In times of hardship, we need more of what makes our lives meaningful and enjoyable in the first place. We need plenty of rest, good company, a nice walk, a hot bath, a good laugh, a long run, or a nap. We need to take care of ourselves, always, and we need to spend a bit more time doing so when we are experiencing that phenomenon that we have come to call, "stress."

When asked about the sources their personal stress, people most often point to the shared domains of work, marriage, parenting, finances and family relationships. I find the notion that our most common shared experiences are also the primary sources of stress to be liberating. First of all it shows that we really are all in this together. We are fighting similar battles and no one is immune. Second, the fact that unavoidable everyday events are the primary source of stress tells me that fighting against or trying to avoid stress is unrealistic. Even futile.

that we have overcome. Fighting against stress is like battling with the condition of being human. Wishing we had no stress in our lives is wishing to die.

So perhaps it is time to dump the over simplistic "stress is bad" outlook and rethink our relationship to stress. Whether we are dealing with the change of a relocation or just everyday living, rather than seeing stress as a force to be avoided or a burden to be borne, we would do better by ourselves if we would simply accept the fact that stress is part of life. The less we push against it, the easier our relationship with stress will be. And on those really difficult days, it always helps to call a friend, or take a walk, or have a nap. Naps are good.



Stress is part of the experience of being human. Stress is the source of all our growth and learning. The way to strengthen a muscle is to stress it. The way to strengthen the immune system is through exposure to outside agents. We develop skills through effortful, often frustrating, practice. When we study a new subject, we learn new facts through effortful recall. As individuals, as a culture, as a human population, we are who we are as a result of the stressful challenges

Legal Report

March 2018

Gordon Kerr
EuRA Strategic
Consultant - Legal
Services



The area of legal compliance currently dominating discussions in the relocation industry is, of course, data protection and the General Data Protection Regulation (GDPR). The GDPR goes "live" on 25th May and I have highlighted below the various forms of training and support which EuRA will be providing to its members over the next few months. In particular, look out this month for the new EuRA Guide to the GDPR, which aims to explain the practical compliance steps which relocation businesses should now be taking.

One question I have been asked is how does the GDPR affect the normal practice of collecting business cards at industry events and then following up with all your new connections. Below, I give the legal answer - and also my practical suggestions!

I always welcome your feedback on legal compliance issues, including any personal experiences which you are happy to share in confidence. So please feel free to e-mail me with any comments.

Gordon Kerr
Strategic Consultant - Legal Services
(gordon.kerr@morton-fraser.com)

The GDPR: what should my business be doing now?

Probably the most common questions asked about the GDPR are:

- firstly, does it really affect my day-to-day business?
- secondly, where do I start?

The answer to the first question is straightforward: yes, the GDPR has practical implications for all businesses which handle personal data, i.e. almost every type of relocation business. But, this does not mean that you need to employ an expensive consultant or invest in new "GDPR-compliant" software. Instead, your starting point should be to carry out a detailed review of the flows of personal data which occur in your business, ensuring that you have a clear picture of exactly how and why you process the data.

In carrying out this review, bear in mind that "processing" includes any interaction with personal data, e.g. collecting, storing, using, altering or deleting; while "personal data" is any information that can identify a living individual.

You should try to answer the following questions:-

- Whose data do you process? e.g. your individual customers and their families, individual corporate contacts, your employees, business development targets

and any other 3rd party data (individuals, not businesses)

- Is any "sensitive" data included? this is referred to in the GDPR as "special categories" and includes personal data relating to health, religion, sexual orientation, political affiliations or genetic or biometric data
- How do you obtain personal data? e.g. direct from individuals and/or from corporate clients, RMCs etc
- What do you do with data? e.g. used only for delivering authorised relocation services and maintaining employee records? - not used for marketing purposes?
- Why do you do these things? e.g. a necessary part of delivering agreed relocation services, complying with employment law and good employment practices
- Where do you store data? - and for how long?
- Is all stored data up-to-date, accurate and relevant?
- Do you share personal data with any 3rd parties? e.g. with partners or sub-contractors
- Do you ever transfer data outside the EU?

Based on the information you have collected by answering these questions, you can start to identify what your business needs to do to comply fully with the GDPR. If you are compliant with current EU data protection law (1995 Directive), you will find that GDPR compliance is relatively

straightforward and certainly nothing like the management ordeal which some consultants like to portray.

Here are the main areas which relocation businesses should be focusing on:

1. "Consent" - if you currently rely on some form of individual consent (e.g. from the assignee) to "process" data, then the wording will need to be reviewed to ensure that it complies with the stricter wording requirements of the GDPR. Note that you may not need to rely on a separate consent form provided that you have a contract in place with your individual customer (and the contract contains appropriate wording on data processing).
2. Notifying individuals of their rights - the GDPR places a strong emphasis on the need to be completely transparent. The information that must be provided to individuals (usually in the form of a privacy notice) has increased, along with an obligation to use clear language and to ensure that the notice is readily accessible.
3. Data retention - you should only collect data which is necessary for your service delivery and you should delete data when it is no longer required.
4. Data security and breaches - the GDPR requires businesses to take "appropriate technical and organisational measures" to secure personal data, but does not lay down specific requirements on aspects such as encryption and use of cloud services. The security steps which you take are expected to be proportionate to risk

and you are also able to take cost factors into account. If, despite your best efforts, a security breach occurs, there are new rules to be followed on when it is necessary to notify other parties of the breach.

5. Contracts - there are new wording requirements for contracts which relate to personal data, including the respective obligations of data controllers and processors.

Your precise obligations under the GDPR vary according to whether you are acting as a data controller (e.g. when you have contracted directly with an individual) or as a data processor (e.g. when you are part of a larger relocation supply chain).

EuRA has now produced a **Guide to the GDPR** which addresses all the above issues in more detail.

Following up your conference contacts: in a GDPR-compliant way!

When you attend a relocation conference, it is very likely that you will exchange business cards with some new contacts. In GDPR terms, you are collecting personal data (i.e. name and contact information) and you will probably wish to follow-up by e-mailing at least some of these individuals after the conference. But what do you have to do in order to be GDPR-compliant?

The first important point here, in legal terms, is that this exchange of personal data has taken place in a business context. By providing you with their business cards, your new contacts will reasonably expect that you will use their details to make further contact for business purposes (unless there has been an indication to the contrary). There is no need to obtain consent from such individuals in a business to business context. Instead, you can rely on the "legitimate interest" ground in the GDPR, as the "lawful basis" for sending out your follow-up e-mails.

The next technical hurdle before you start firing out these business-seeking emails is the question of the theoretical need to provide a GDPR-compliant "privacy notice". However, this is where we all have to use some common-sense and apply the law in a way that is proportionate and appropriate to the real world.

For example, if you are operating a stand at a EuRA conference, it would be advisable to provide a prominent statement regarding the intended use of business card information at the time of collection. This could take the form of a notice on your

table, including a statement that further details are available on request. If there is no stand, it is preferable to make it clear from your conversation that you intend to follow up after the event. Ideally, you would ask your new contact specifically if he or she would like to be included in your mailing list. Under the GDPR, you need to be able to demonstrate that you are being fair and transparent about how you are going to use personal data.

When you send out your follow-up communication, you are expected to indicate where the individual can find your privacy notice, usually by a prominent link to your online privacy notice. To be GDPR-compliant, you should only send marketing materials to individuals that they would expect to receive (i.e. not marketing materials which are wholly unconnected to your conversations) and you should always remind individuals of their right to opt out from future newsletters etc.



Lawyers may have a lot of fun picking over this stuff, but in the real world of relocation industry events, it really is just a case of making sure that you are paying reasonable regard to the stricter GDPR rules. Unwanted communications should be dropped, but otherwise it looks as if traditional business card swapping will continue to be a feature of EuRA conferences for many years to come!

Further GDPR Support from EuRA

EuRA is providing a range of support to assist members with GDPR compliance as we get closer to the "go live" date of 25th May 2018:

- EuRA Guide to the GDPR - you can obtain a copy by contacting maree@eura-relocation.com
- GDPR session at EuRA conference in Dubrovnik on 26th April.

We are also able to assist members with GDPR training workshops and webinars, tailored to the needs of members' own businesses. For further information, please contact Gordon Kerr.

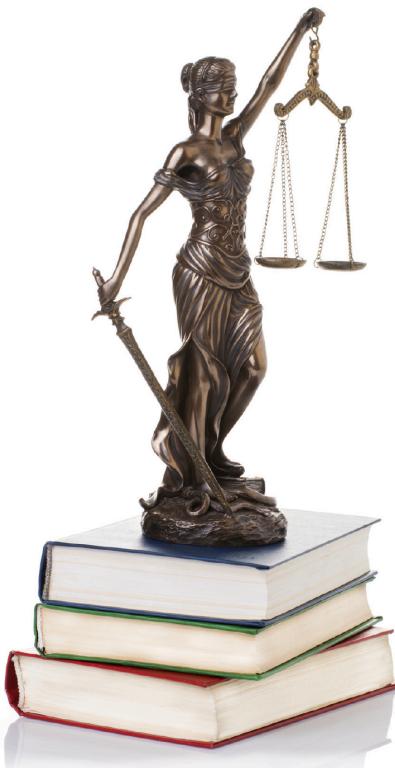
Finally, you should not get overly concerned if you think that you will not have everything in place by 25th May. The important point is to get started down the compliance path without delay and to be clear about the steps necessary to ensure that your business will be fully compliant within a realistic timescale.

The Legal & Tax Report is produced for The EuRApean by Gordon Kerr, EuRA's Strategic Consultant - Legal Services.

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Guide to Legal Compliance



Gordon Kerr, EuRA's Strategic Consultant for Legal Services, has written a comprehensive guide for EuRA Members to stay compliant with the law when operating.

This guide is free for all EuRA Members.

The guide looks at:

- Contracts
- Protection of Personal Data
- Anti-Bribery and Corruption
- VAT
- Insurance
- Cross Border Employment and Start-Up Issues
- Expat Tenancies
- Anti-Money Laundering & Competition Law
- Legal Compliance and the EuRA Global Quality Seal

[FOR YOUR COPY, PLEASE EMAIL MAREE](#)

EuRA Executive Group - Report

The EuRA Executive Group meets three times a year and the latest meeting took place in February, in an undisclosed location! Wherever possible we take the opportunity to hold Executive Group (EG) meetings alongside a site visit for a potential conference venue, this saving time and costs and also getting the opinions of 11 people as to the suitability of a venue or city.

There is one topic on everyone's mind right now... four letters, GDPR. EuRA's Strategic Consultant for Legal, Gordon Kerr joined the meeting to go over what EuRA as an organisation needs to do to become GDPR compliant. Basically we need to seek very specific permissions from members and delegates for the information we hold and distribute globally. Signed up for the conference? We need to get you to give us specific permission to add you to the delegates list, the app, be photographed or filmed, have your details published on our website etc. This of course seems very counter intuitive as you are part of EuRA to have your company details as visible as possible, but that's what we're all dealing with.

We also ran through Gordon's excellent guide to the GDPR which is now published and free to all members. If you haven't yet requested your copy, email the office. This



invaluable guide sets out the logical steps to becoming compliant as well as a section on how the RMC's are implementing the rules down the supply chain.

One topic that has been a source of some discussion within the group has been how to make the world at large more aware of the membership categories and especially how we as an organisation can recognise the commitment made by members who place a high value on training and EGQS certification. We're not there yet, but discussions are ongoing .

One feature of all EG meetings is to review and keep up to date with the financial health of the organisation and it's great to be able to say, we're well on track. EuRA rarely makes a profit, but that's actually a good thing! We are able to demonstrate and justify that we spend almost exactly what is earned in profits on services that benefit the members. Never in the 20 year history of the association have

we been able to demonstrate such strong member value, with

our free to access online training certifications, research and data collecting initiatives, free access to legal advice and increased access to knowledge sharing via our social media channels. We also reviewed the RMC DSP Forum initiatives that are really starting to open up clear and honest communication in the supply chain. This all costs money and EuRA's unique status as not for profit allows the EG to initiate costly new projects when they are clearly for member benefit.

Of course we are all excited about our first conference in India and the EG have also now finalised the programme which will be published after Dubrovnik.

Oh and we approved a conference venue for 2021... so that's a big tick too!

[For full details of your EG click here.](#)

Dubrovnik 2018 Programme

The programme for our 20th anniversary conference is the strongest ever, but with so many sessions, we are concerned about inflicting a serious case of FOMO on delegates... so with that in mind take a quick look at our guide to the programme. For full details of sessions and speakers, make sure you have the event App downloaded to your device. Here you'll find the details of each session and where it's taking place.

From focussing on how tech solutions have the potential to be big disrupters or a huge commercial advantage, to sessions aimed at bringing together service portfolios, such as short term rentals in an age

of shorter assignments and move management. How do you effectively brand your business to stand out from the crowd while still being yourself? Are you networking effectively? We look at the human impact of change and the impact of mobility in an increasingly diverse global workforce. How do you value your company and when you do sell it, what happens next? We talk with mobility professionals who have done just that... is there life after relocation?

Don't miss our two superb keynote addresses. Dave Coplin, former Chief Envisioner at Microsoft has spent 20 years at the forefront of research into

how the nature of work will change in future and what that means for globalisation and mobility. Jim "Spider" Marks, spent 30 years in the US army, becoming a highly decorated General, as well as a member of the military intelligence Hall of Fame and has built a highly successful consultancy, acting as military analyst for CNN and working with Fortune 500 companies assisting the transition of C-Suite execs back into real life when they retire.

With 100 meetings to attend we know it's difficult to do everything at a conference, but hopefully this short summary, will help highlight the sessions most relevant to you.



Tuesday

Immigration Symposium 9-15

1 - Change in the EU; New Directives, the post Brexit landscape

2 - Company expansion; Expanding into new markets through M&A or new entity set up

3 - The impact of economic nationalism on immigration policy and practice

Wednesday

Breakout Sessions 10 - 14:30

- Trouble in the air? Professionalism and standards in the short term rental sector
- Everything you need to know about networking but were afraid to ask!
- Moving & relocation, bridging the gap, unveiling the myths
- Managing short term rental a practitioners guide
- EGOS update
- You are your brand
- Motivations for change; the human factor behind international mobility
- Opening Plenary Sessions 15 - 17:00

Keynote: Re-Imagining Work, Dave Coplin

Breakout Session 17 - 17:45

- DSP Feedback session one RMC prequel!

Thursday

Breakout Sessions 10 - 17

- Diversity in Mobility - Continuing Challenges
- The Benefits of Certification - Get Sealed!
- DSP Darwinism - The Need for DSP's to Embrace Tech
- What's it Worth? Valuing Your Business
- Becoming an Entrepreneur Again as an SME Owner
- Where is Global Mobility Headed? Key Themes from the 2018 Mobility Outlook Survey
- GDPR and Mobility Demystified
- RMC DSP Forum - Posing Questions, Getting Answers
- Round the World in 60 Minutes - Exploring the World of Mobility with EuRA Global



For the Full Programme [click here](#)

Friday

Plenary Sessions 10 - 17

The State of the Industry - Industry Leaders take the Temperature of Mobility

Rewiring not Retiring; The Legacy of 20 Years of EuRA Leaders

IGNITE!

**8 great speakers
8 fascinating topics
15 slides
15 seconds per slide**

Keynote: Who, What, Who? Jim "Spider" Marks, CNN Defence Analyst

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Advertise in the Next EuRApean - Raise Money for our 2018 Charity

EuRA Foundation Charity 2018 - Marina Držića

Each year we support a charity operating in the city or country which hosts the EuRA International Relocation Congress.

This is a Special school for children in need which have a form of illness such as Down syndrome, cerebral paralysis, and other forms of learning disabilities. This school is funded by the state with the minimum funds and it does not receive donations very often.

The school is doing quite a great job helping ill children to integrate in the society as better as possible but it is constantly struggling with the funds.

Our main goal is to follow modern scientific methods in working with students, especially with students with disabilities. So far, with the help of the City of Dubrovnik, we have managed to arrange the sensory room, as

well as the kitchen for the students. Plans for the future (for next year) include special gym equipment, as well as a „lifeskills“ room. Achieving these goals together with investing in professional development of our employees, will allow us to provide our most vulnerable group of students the best possible care and support in their home town or country.



http://os-mdrzica-du.skole.hr/_kola_s_posebnim_programom

You can buy an advert in this magazine and every cent will go to the charity.

Let me repeat that... every cent you spend buying ad space, will go to our charity.

So if you'd like to reach over 5,000 people who get the magazine direct to their inbox and up to 30,000 via our Facebook Page and Twitter, you will also be doing some serious good for children in Dubrovnik.

Prices:

Full Page - €100

Half Page - €75

Quarter Page - €40

Voluntary contributions above the prices are extremely welcome!

Help us to help our charity and get some great coverage at the same time!

For details and to book your ad, contact Maria Manly

Please help us to support Marina Držića

With thanks, Tad Zurlinden, CEO

Andrew Scott, President

Three of the four MIM Qualification modules are now online
with free access to all employees of all EuRA Members!!
Just go to the EuRA website, enter your login details and start your journey to certification!

Mobility Industry in Context

"Supply chains, clients and processes"

Primary Trainer: Dominic Tidey

This module looks at how our industry is structured and the logistics of delivering mobility services. We look at the complex supply chains and networks that exist between corporate clients, Relocation Management Companies, Destination Service Providers and other mobility specialists. The module also examines HR policy and regional and global variations on the delivery of mobility services. This module is the perfect addition to any on-boarding programmes and for anyone new to the industry.



Managing International Assignments

"Processes for transferee assistance"

Primary Trainer: Susie Goodall

This module looks at how international assignments are structured and their key service delivery elements. Susie takes us on a journey from the start to the end of an assignment, examining all the milestones in between, from candidate suitability, assignment policy, the role of the providers to repatriation.



Excellence in Service Delivery

"A new model for service delivery"

Primary Trainer: Carmelina Lawton Smith

This module examines the complex psychological interactions that can impact the service experience of our customers and other stakeholders. We examine six core principles that can affect both the transferees and relocation professionals in achieving excellent customer service. The aim is to look at the individuals and how they interact as people, in contrast to the cross cultural perspective covered in other modules. Anyone holding a current GMS (www.erc.org) or CGMP (www.cerc.ca) certification can take just this module and qualify for the whole MIM programme.





MANAGING INTERNATIONAL MOBILITY

MIM Open Source Now Online

Study when you want
Free to access for all EuRA Members
No charge for learning, just for certification
Create your login and start your professional development journey
For full details go to the EuRA Website

Four Modules:

Mobility Industry in Context

Supply Chains Clients and Process
Online now

Excellence in Service Delivery

A New Model for Service Delivery
Online Now

Managing International Assignments

Processes for Transferee Assistance
Online Now

Cultural Theory & Intelligence

The Psychological Impact of Relocation
Online June



EuRA's Guide to the GDPR

Gordon Kerr, EuRA's Strategic Consultant for Legal Services, has written a comprehensive guide to the upcoming General Data Protection Regulation. This guide is free for EuRA Members and looks at the impact of the GDPR on mobility providers.

The guide covers:

- The GDPR: a quick overview
- Your GDPR starting point: a data audit
- Understanding the "lawful basis" of your data processing
- Your responsibilities to individuals
- Retaining data
- Data security and handling a data breach
- Reviewing your contracts
- Transferring data to other countries
- How RMCs are implementing the GDPR
- Frequently Asked Questions
- Sources of further information
- Glossary of terms



Guide to the General Data Protection



Author:

Gordon Kerr, EuRA Strategic Consultant for Legal Services



FOR YOUR COPY PLEASE EMAIL MAREE

RMC DSP Forum Report

Dominic Tidey

The EuRA RMC DSP Forum is tasked with the tricky remit of improving communication between these two vital stakeholders in our industry. When I joined EuRA 20 years ago there was a great deal of negative feeling from the DSP's and I'm really delighted to be part of this initiative. There is no doubt that the tone of the discussion has improved immeasurably over the last two decades. EuRA is able to provide an impartial forum for open debate and we hope to widen this out to the delegates at the Dubrovnik conference.

Over the last few months the group have been working on a format for the conference session that would encourage as wide a conversation as possible on the current topics that of concern within the system. We sent out a survey asking all members one single question; "If you could ask one question to the RMC's, what would it be?" If you haven't given your response please click on the link to go to the survey.

So far we've highlighted a few topics that are coming up frequently including, how are DSP's selected if price is not the only criteria? Several respondents commented on the lack of knowledge of RMC assignment coordinators. The issue of compliance and greater sharing of information via more integrated systems is a key

issue. We also received two responses wanting to know more about the corporate culture of the customer in order to more accurately match consultants to clients.

This will not be the definitive list and we are holding not one but two sessions in Dubrovnik. Session one will take place after the conference opening on Wednesday afternoon at 17:00. This session will only be open to DSP's and myself and Tad will moderate along with EuRA Executive Group members. The aim of this session is to formulate 10-12 questions for the RMC panel to answer during the RMC session the next day.

Session two will take place on Thursday from 14:30 - 16:00 and will be led by Alistair Murray, the EuRA Executive Group member who has been sitting on the Forum. The participants from the first session will have the choice as to whether or not they want to place their question themselves or if they would prefer to remain anonymous, Alistair will take that role!

All of the participants in the forum felt this was the best way to structure a session that would genuinely answer the concerns that DSP's have in working in the supply chain, and the RMC



The EuRA RMC DSP Forum:

Left to Right:

Abi Flanagan Paragon

Tad Zurlinden EuRA

Christine Martin Olympic Advisors

Leslie Putnam Crown

Guntram Maschmeyer Dwellworks

Fiona Redford Cartus

Jacqueline Biersma Team

Adri Szigeti BGRS

Maddalena Michieli Professional Relo

Simon Scott Santa Fe

Alistair Murray RSS

Sylvie Schmidt ERS

Åse Löfgren Gunston Nordic

members of the Forum are keen to both hear what comes back to them for the EuRA Members but also, to work towards rectifying areas of confusion or discontent.

One thing I have seen in the change in the tone of the debate between RMC's and DSP's is that, despite long held issues around certain topics, (especially pricing) there is a much greater understanding of the essential nature of the partnership that underpins this relationship. Like all marriages, disputes occur, but we don't solve them with divorce, but with discourse! Don't miss the sessions.

EuRA in Dubai

The 2017 EuRA Global Conference took place in the amazing city of Dubai - Dominic Tidey Reports

The second annual EuRA Global Conference took place in November in Dubai. Following on from our first Global event in Cape Town, we took the same successful formula and invited speakers with terrific experience in their fields to look at the challenges and opportunities of working in the Middle East. The Gulf Cooperation Council (GCC) countries made up the nationalities of the majority of our delegates and we were delighted to welcome many first time guests to a EuRA event.

We began the conference with MIM+ training; "Myers Briggs Type Inventory and its Impact on Mobility". EuRA's Strategic Consultant for Education, Dr Carmelina Lawton Smith led a truly fascinating day, taking delegates through the main principles of the Myers Briggs system and getting us to work out which personality type we have! Myers and Briggs came up with this concept in the 1950's with the basic assumption that humans share 16 basic personality types based on analysis of four dichotomies first specified by the psychologist Carl Jung. Looking at how we focus our world view, gain our information, make decisions and structure our thinking, the results of the day brought us all

to an accurate understanding of our personality type and how we interact with others of different types.

The first evening was our Gala Dinner, held in the Secret Garden of the fantastic Jumeirah Creekside Hotel, venue for the conference. Under the stars of a warm balmy Emirates night, our guests enjoyed a middle eastern feast. Our conference sponsor InTouch Relocations had set up a photo booth for delegates to have a moment of the night. All the pictures from the event are on our Flickr channel click here.

The main conference program was focussed on three critical factors for our industry right now; immigration, compliance and trends in the region. Our opening keynote speaker Dave Crane gave a truly inspirational address focussed on how to overcome our default settings and really actualise our goals.

Our first session moderated by Maude Burger Smith focussed on immigration in the GCC and middle east and how countries are responding the significant pressures in the region both commercially and in terms of geo politics. After an excellent networking lunch we plunged into what could be a tough

afternoon session on compliance, but it's testament to the skills of our moderator Andrew Scott and his excellent panel that the session was super relevant to the oncoming challenges companies face, especially in locations where compliance takes a very secondary place to the need for economic growth. Finally we looked at trends in mobility in the region. The GCC and middle east are poised for enormous growth as they continue to grow economically with levels of security and compliance amongst the highest in EMEA.

For our final night celebration we made it across town to what was one of the best venues we have ever used for a EuRA event. The Terrace at the amazing Palace Downtown Hotel affords a 180 degree view over the outstanding Dubai Fountain. Our guests were treated to one of the great son-illumiere shows on the planet! Coupled with another superb supper focussing on the quality and variety of middle eastern cuisine and a glass or two, this was truly a night to remember.

So onto EuRA International in Dubrovnik and then next EuRA Global in Goa, 14th - 15th November - see you there!

PHOTO GALLERY



[All the pictures from the event are on our Flickr channel click here](#)

Feature: "Moving from Customer Service to Customer Success: Enhancing mobility with Tech Solutions"

Content

Historically, the business world has been divided relatively strictly into two separate areas; pre-sale and post-sale. Recently, however, more professionals are becoming wise to the fact that this is not only a poor way of thinking about business but is also harmful to companies. This conventional but damaging thought process has created two distinct groups of workers when it comes to business-customer relationships; sales for the pre-sale, and customer service for post-sale.

The focus on getting money through the door and then delivering the service to the customer, followed by (often inadequate) customer service support is the crux of the issue. What it ultimately ignores is the power of happy and loyal customers, which can, for many types of company, spell success or ruin. This vital issue explains the movement from customer service to customer success, which started in the tech industry but is now moving across many business types around the world.

The Origins of Success

The whole idea of customer success started when the founders of [Gainsight](#), now the world's leading customer success management platform, began to understand that very few businesses were prepared from the changing models of software delivery. You used to buy software licences outright, but programs are now increasingly available by rolling monthly subscription, where customers can choose to leave at any time, à la Dropbox, Salesforce and Office 365.

These changes have been driven by the business and personal consumer demand for increased flexible online accessibility, reduced price-points, and ongoing regular updates. The evolution of the delivery model for these types of products is another reason why customer success has become so important. When your customers can move to another provider at a moment's

notice, you need to be ensuring that you are providing the best service possible, at all stages of the relationship.

But now it's not just software providers who understand that the customer has ultimate flexibility over whether they are going to continue to use your service or move on. Gainsight realised that the key to ongoing business was to ensure that customers are successful long-term when using your product or service. This, in turn, means that you, as a vendor, have to deliver success for them.

Customer Relationships are a Success

Once businesses understand the power the consumer now holds, it becomes clear why customer success is critical. Ensuring not only that the customer has the best experience possible with the service, but that you are working to help their business become the best it can be; this is the key to success. You want the questions fielded by customers to your support team to move from "can you fix this problem I am having with your product?" to "could help me accomplish this particular goal?". It is not that companies should not provide simple product support, it is that the customer should trust their service provider's intentions and judgement in their areas of expertise.

Success in Sales

It is important not to look at your sales and customer success staff as entirely different entities. Think about your customer recruitment and onboarding processes for a moment and you will see that these two worlds are already linked. Customer success professionals are already key players in the initial sales process as they provide the know-how for technical discussions and demos with the customers, while the sales staff lend their expertise to customer retention and renewals later down the line. However your product fits into the relocations industry, consider the benefits of increasing your points of contact between you and your human resources (HR) clients by becoming more collaborative within the full mobility

process, even if it is not one of the most profitable moves for you at the time.

Becoming more interlinked in this regard will allow everyone to move towards the ideal of customer success, which will ultimately benefit everyone, not least the assignees. Interestingly, software solutions are beginning to bridge the gaps between HRs and destination service providers, allowing them to share the responsibility for success, but this is a topic for another article.

Building Successful Relocations

It is essential to understand that success is not a fad purely for those in the software environment, but will be a necessary part of all business going forward. Global mobility professionals have always understood that the whole process of relocation is a mostly personal endeavour for their clients, with ensuring a smooth and successful move often seen as the top priority. However, when considering customer success for the relocation industry, we should take a step back to see how successful we are for our clients' businesses, not just their staff.

Over the next five years, more and more relocation companies will begin to implement business models which offer more immersive experiences for their human resources clients and assignees. This shift is going to force global mobility professionals into the realms of customer success; working with their clients to help them understand why the necessary processes are essential, while also working more closely together to troubleshoot any issues. Software and technology will be a significant part of this shift.

For more information contact CEO and Co-Founder of ReloTalent, Sébastien Deschamps - ReloTalent
seb@reloTalent.com

Feature:

“Getting it Right with Saudization”

Osman Qureshi



Previously Saudi Arabia relied heavily on expatriates to fill the workforce, however, with currently over half the Saudi population below the age of 35, the Saudi government are looking to increase the number of nationals in the workforce. The Saudization program aims to lower the current employment rate of 12% to 7%.

Saudization is an essential part of managing your business in Saudi Arabia, however many companies can struggle to understand and remain compliant so they can maximise on the advantages that come with successful Saudization.

What is Saudization?

Saudization is the Saudi nationalization scheme to increase the employment of Saudi nationals in the private sector. Saudization aims to give Saudi nationals a fair opportunity in the private market and reduce the reliance on foreign workers.

What is Nitaqat?

Nitaqat is a program of Saudization, to increase employment of Saudi nationals in the private sector.

Nitaqat uses a rating system, by classifying companies into four zones; platinum, green, yellow and red.

Compliant zones are; platinum and green and non-compliant zones are yellow and red.

How does the colour zoning system work?

The compliant zones, platinum and green, obtain certain benefits, that the other zones do not. These benefits include; being able to obtain and renew work permits for foreign employees through an expedited online process, they are able to change the profession of a foreign employee and are allowed to hire employees from red and yellow zoned companies without approval from the current employer.

Yellow and red zoned companies have limitations to their business operations as a result of non-compliance. Yellow zoned companies are only allowed to renew visas for employees that have stayed in Saudi Arabia for less than 2 years.

Companies that fall under the yellow zone are also not permitted to apply for new work visas, as well as issue new work permits.

Companies in the red zone have the most restrictions; they are unable to hire new expatriate employees, renew work permits, or open a new business or branch in Saudi Arabia until they have improved their Nitaqat rating. Yellow and red zoned companies also forfeit their authority to give permission to their employees to change employers in Saudi.

How to remain compliant with Saudization?

Knowing the requirements for your company industry and size are essential to remaining compliant as each have different requirements. A list of industries, sizes and their respective Saudization requirements can be found [here](#).

Other methods to remain compliant include:

• Forecast Employees and Company Requirements

Companies can forecast their recruitment requirements for the next 1-3 years to allow for business

growth, whilst remaining compliant with Saudization levels.

• Saudi workforce gap analysis

Performing a gap analysis allows you to analyse the current Saudi workforce and the current job openings in your company and then implement a strategy to achieve your Saudization goals. Throughout the analysis, consider the skills, knowledge and experience that the organization requires, and those in the Saudi workforce that possess these skills.

• Developing Saudi workforce retention initiatives

Companies also need to have a strategy to retain their Saudi employees and the best way to do this is by providing an engaging work environment, job performance appraisals, professional development opportunities, a competitive salary, employee benefits and reward management.

Operating effectively in Saudi requires companies to be informed and up-to-date with current regulations. Saudization is an important factor for businesses in Saudi and when compliance is achieved, the incentives that come alongside are beneficial and advantageous. Your Saudization strategy should be tailored to your company and position yourself for current and future success in the Saudi market.

For support in creating a bespoke Saudization plan for your company or in remaining compliant, contact Proven on +966 411 1127 or info@proven-sa.com.

Osman Qureshi is Director of Business Support Solutions at Proven SA www.proven-sa.com

EuRA Global Conference 2018

Goa

November 14th & 15th

Seattle Reception

18th October



INDIA BY THE NUMBERS

Population of
1,666.080

Second most populous
county in the world

In 2001, **60** million
people attended The
Kumbh Mela (or
Grand Pitcher Hindu
Festival)

The lotus is sacred to both Hindus and Buddhists. The Bahá'í house of worship in Delhi, known as the "Lotus Temple," is shaped like a lotus flower with **27** gigantic "petals" that are covered in marble

The Himalayas extend 1,500 miles and grow taller by almost **2.5 cm** a year

35% of India's population lives below the poverty line

India may be a land of over a **100** problems, but it is also a place for a billion solutions.-
Kailash Satyarthi

India experiences six seasons: Autumn, Early Winter, Winter, Spring, Summer and Monsoon

The Golden Temple in India feeds a vegetarian meal to over **100,000** people a day regardless of race, religion and class

EuRA Global Quality Seal

Newly Certified and Re-certified Members

Congratulations to our newly certified and re-certified EuRA Global Quality Seal Members in the last 6 months

Newly Certified

- [Altair Global BVBA](#)
- [Executive Expatriate Relocations \(EER\)](#)
- [Moving ON - International Mobility Consultants](#)
- [Connective AG](#)
- [Keller Relocation](#)
- [Intermark Relocation](#)
- [HTLC Network S.A.G.L](#)
- [Gosselin Mobility N.V](#)
- [IOS Relocations](#)
- [Relocation Africa](#)

Newly Re-Certified

- [LARM Colombia](#)
- [BRS Relocation](#)
- [Nordic Relocation Group](#)
- [Robinsons Relocation](#)
- [Eurohome Relocation Services BV](#)
- [Pathfinder Relocation Services Sdn Bhd](#)
- [Clapham GmbH Relocation Services](#)
- [Palladium Mobility Group](#)
- [Finland Relocation Services Oy](#)



Online Training



Quality Standard 2018 & GDPR

EuRA Global Quality Seal Webinar Training
RECORDINGS AVAILABLE FREE TO EURA MEMBERS
EMAIL [Maree Ninow, EGQS Administrator](#)

Introduction to the EGQS 16TH-17TH & 18TH MAY

This series of three 90 minute webinars will cover everything you need to know to get started on building your quality manual and becoming EGQS certified. Our Strategic Consultant for Quality and EGQS project manager Martina Scharwey will lead the sessions in a highly interactive format.

For more information and to book [click here](#)

As part of the "Global Quality Seal" accreditation programme for EuRA Members, we will be running training webinars to help members to prepare to undertake the EuRA Global Quality Seal audit.

We STRONGLY recommend that if you are considering undertaking the EGQS in the next year, that you attend these sessions. Building your Quality Manual in preparation for the audit and successfully implementing the KPI's is much more straightforward if you have undertaken this training.

These webinars will last for one and a half hours and will be delivered in three sessions over three days. Our speaker is Martina Scharwey, our Project Manager for the EuRA Quality Seal programme and a leading expert in the implementation of quality standards.

The sessions will focus on the delivery of excellence within the relocation process and how best to prepare your processes to successfully achieve the EuRA Quality Seal.

Once signed up, we will send delegates an invitation to join each seminar, 24 hours in advance as well as technical details about using the Webex online system. It is incredibly easy to use. There is no charge for EuRA Members.

[Sign up today.](#)

The major change to the updated 2018/2019 Quality Standard is the incorporation of the General Data Protection Regulation compliance guidelines as they apply to EuRA Members. The new version includes in-depth descriptions of the requirements that all relocation providers will need to be compliant with so a great deal of the hard work and research has been done and will directly benefit EuRA Members qualifying under the EGQS or re-certifying.

The new Standard is already available and re-certifying members may choose whether to certify against the existing standard without the GDPR requirements or against the new standard which includes them.

During the Dubrovnik event an EGQS Update Session will be held on Wednesday 25th April; Martina Sharwey - EGQS Project Manager and EuRA Strategic Consultant Quality, will outline the changes to the 2018 Quality Standard and what this means for companies re-certifying under the programme. This session will be followed by an EGQS Holders Reception open to quality seal certified members only.

At the conference we will also be setting aside one to one meetings with Martina so if you'd like to book a slot, email Martina at ms@kmsconsult.de

News from the Industry

Members' Focus



All Japan Relocation: The Birth of All Japan Relocation, Inc.

This is a big transformation by bringing the two reputable companies to provide the best and cost effective services throughout Japan.

With a strategic alliance, Consultants Japan Inc. and Planners Relocation Ltd. transformed their names to All Japan Relocation, Inc. and have started to cover All of Japan.

Our mission is to assist assignees to have stress-free life in Japan, and to hear "I definitely want to come back" when they leave Japan.

From March 2017, we now cover from Hokkaido to Okinawa, for only a limited increase of fee. This is an innovation to our industry, making the cost performance not comparable to any other provider in the region. The area of our customized service extends in various directions from supporting individual customers to open new offices, to helping corporate HR settling their assignees with safe and comfortable homes in Japan.

To read more [click here](#)



Evans Relocation

Sherman Pereira - Group Relocation Director

During my career of over 20 years in the Relocations industry I've worked for three different companies on four continents. Having the ability to work for truly multinational companies requiring travel to a variety of countries around the world, experiencing different cultures and sights, has certainly been an enormous benefit to myself, however, I've derived the greatest sense of satisfaction from meeting new colleagues and friends and sharing my Relocations experience directly with clients and customers. The increased communications in today's day and age that social media fosters has only heightened how invaluable an opportunity it is to have contacts and colleagues only one mouse-click away.

To read more [click here](#)

New Members

A very warm welcome to our 25 new Members!

[Click here to view all new members](#)



News from the Industry

Movers & Shakers



Air Animal

Andrea Woolf Parker, executive vice president of Air Animal Inc., has been elected to the board of the Tennessee Relocation Council where she will oversee sponsorships.

To read more [click here](#)



AGM

We are delighted to announce the appointment of Ajit Basi as the AGM Group Head of IT and Information Security.

To read more [click here](#)



Dwellworks acquires Irish Relocation Services

Dwellworks is excited to announce the acquisition of Irish Relocation Services, Ireland's leading innovative solutions provider of destination services, corporate housing support, and move management services.

To read more [click here](#)

IOR

Top 10 Questions When Moving to the U.S.

I was speaking to a very excited assignee earlier this week named "Carlos." Carlos was moving to the US from Spain next month for his very first assignment and he told me he already had his "checklist" in place.

To read more [click here](#)

Corey Novotný, New Marketing Associate

COREY NOVOTNÝ, Marketing Associate, is responsible for managing IOR's marketing activities and works closely with Senior Management to implement the company's strategy, enhance brand awareness and promote the growth of IOR's services.

To read more [click here](#)



Home Conseil

Jeremy Berthoux appointed Managing Director and President of Home Conseil Relocation.

To read more [click here](#)



Clarity appoints SITU as preferred provider of serviced apartments for corporate accommodation globally

Clarity, the eighth largest travel management company (TMC) in the UK, has today announced that it has appointed SITU as its global preferred provider of serviced apartments for corporate accommodation.

To read more [click here](#)

SITU announces new live availability booking service

SITU, the global serviced apartment and corporate accommodation provider, has today announced the imminent launch of a new live availability booking solution for travel managers, travel management companies and clients requiring serviced apartment solutions worldwide.

To read more [click here](#)

