

# THE **EURA**<sup>®</sup>pean

Summer 2019 [www.eura-relocation.com](http://www.eura-relocation.com)

## MUNICH 2019 Special Edition

### IN THIS EDITION

- CONFERENCE HIGHLIGHTS
- CHARITY 2019
- EuRA Academy
- ...AND MORE!

SAVE THE DATES! EURA GLOBAL 2019 HO CHI MINH 20-22 NOVEMBER





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# The EuRApean

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## Notes from the Editor

EuRA 2019 Munich has come and gone and we were delighted to welcome over 700 guests to the event from over 60 countries. It was a particular pleasure for

me and the team and Board to welcome over 150 brand new delegates.

So now we start on projects for the coming year and including new and exciting training and research initiatives. I was delighted to see Briony Horwood our Operations Manager take a spot with our other intrepid Ignite speakers to try and show what happens throughout the year when we're not at the conference. As she eloquently put it, we are a small, lean team and it's one of our primary objectives to make EuRA work for the members - increasing member benefits while not increasing their costs. Let's face it, you all have to do the same when re-assessing your service portfolios and prices and so do we.

EuRA is extremely lucky to have support from a seriously loyal and talented team. Apart from the team at HQ, we rely on our amazing team of volunteers to deliver the conference. Each year our EuRA-Stars take their place front of house and it's not generally acknowledged that they're not EuRA employees, they are fantastic volunteers

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who give their time, energy and passion to make the event special. Led by our Members Services Executive, Maree Turner who oversees bookings and check in, we have the brilliant Christian, Laura, Lisa and Clarissa, who work so hard and we could not do what we do without them. Maree will be joining us in Ho Chi Minh

As you probably know, we rely on a team of amazing Strategic Consultants to act as the project managers of EuRA's core activities and it's my job to work with this brilliant group to push projects forward that enhance the value of EuRA to our members. Gordon Kerr, Martina Scharwey, Peggy Love and Carmelina Lawton Smith head up legal, quality, content and education respectively and their passion, dedication and expertise have lifted our projects to new heights.

But none of this would happen without the wisdom and commitment of the EuRA Executive Group. Working as a true team, the Group take every decision they make with the interests of the wider membership at their core. This group give a huge amount of time away from their own businesses as volunteers for the greater benefit of the industry. They are not paid, they work so hard and they are the true ambassadors of EuRA. Our new President Michèle Bramstoft is placing Recognition for the industry at the core of her work over the coming two years and has some exciting ideas to help EuRA raise the profile of the brilliant people of mobility.

# Save the Dates!



So it has been a true pleasure yet again to be at the heart of another terrific EuRA event, but none of this would happen without the brilliance of all our EuRA Stars.

Finally it was with sadness that we said goodbye to Maria Manly as a permanent member of EuRA HQ. Maria has worked with us for 12 years and in that time has led many projects from research and publishing, to social media. I'm delighted that her reason for leaving is to follow her passion for yoga and teaching and also delighted that she will stay on as editor of the EuRApean, so if you have news, articles, or anything else to contribute her contact details stay the same.

We have lots planned for the coming year so please keep an eye on our social media and bulletins - The members who get the most out of EuRA are the members who use EuRA the most. Check out the EuRA Academy, sign up all our training is FREE!

Our next event, in Ho Chi Minh, will be terrific and if you'd like to join us, bookings are now online. Hopefully, we'll see you there!

**Dom Tidey**  
**Managing**  
**Editor**



# CEO Report - Marvellous Munich

## Tad Zurlinden



Three years in preparation and then it's gone in a flash. For some reason all of us on the team felt the Munich conference just flew by.

It's a highlight of our team's year to welcome all

our members and delegates to the International Relocation Congress and this year was no exception. Dom and I always arrive on site the Wednesday before the start of the conference week and spend the next three days sorting out all the materials, filling the conference bags and having final planning meetings with the venues. This year we also worked with Tatjana and Svenja from destination event company, Weichlein, who smoothed the way with our external partners. Some years we handle all of this in-house but increasingly we look to work with a local event company to help with logistics such as outside caterers, bus companies for transfers, tour options etc.

We started welcoming the first delegates to the hotel on Friday and Saturday just as the weather changed. On Thursday evening we joined 1000's of locals and tourists in the 26 degree balmy evening beer garden right by the Hilton. By Friday the temperature had dropped to 10 and the rain came! Luckily in this instance, the Hilton as a venue was perfect for less than ideal weather. Had we had cold and rain in Dubrovnik it would have been a huge logistical issue... but we would have sold hundreds of umbrellas for the charity.

This year we had the largest choice of breakout and plenary sessions and keynotes than ever and I send a huge thank you to the planning team for all their work but more importantly to the

speakers and moderators who brought their knowledge and skill to the delegates. With such a wide ranging and diverse programme we are of course aware that it's often tough to choose and we're going to scale back the programme for 2020 so there will only ever be two sessions running at the same time. This does mean that slots for speakers will be reduced so if you're keen to lead a session, start planning now! Dom and Peggy will begin the selection process along with the Executive Group once the call for submissions goes out at the start of September.

It was a huge pleasure to welcome back our host, Frances Edmonds who once again, scored the highest approval rating of all our speakers as she has done for the last 10 years.



Organising a gala dinner for 750 guests is something we know we need to delegate to a great team and not micro-manage!. The team at the Paulaner Brauhaus this year surpassed our expectations with quite flawless organisation. Thanks to everyone who bid for items in the auction to raise money for our charity ZKM. We raised just over €13,000 which is a great achievement so thanks to everyone. EuRA is a multi-cultural and inclusive organization but it has come to our attention that we missed an opportunity to be culturally sensitive.

In a regrettable oversight, our conference dates clashed with a memorial day. Any offence we caused by this oversight was unintentional and we sincerely apologize. In the future, event dates will be

published on the EuRA website and Facebook page as far in advance as possible; giving everyone an opportunity to notify EuRA if something is missed.

I know I write about this a lot, but as a not-for-profit, we rely on the generosity of our sponsors and exhibitors to be able to run the event in the way we do. Some years such as this year in Munich, their support is the difference between a profit and a loss. Our gala this year was twice as expensive as its nearest rival which was the Vasa Museum in Stockholm but we don't raise prices based on that. Instead we meticulously plan years ahead to know that if one conference breaks even, one two years later will make a big profit which will fund our projects. This is why we're so grateful to everyone for sticking by the zero tolerance policy for non-registered delegates hanging out in the lobby. EuRA is run on very tight budgets and everyone playing the game, really helps.

There are so many people to thank for delivering such an event that I really can't do it here but they know who they are!

So now we move on to new projects! We're delighted that four new MIM+ modules are now in the planning and will roll out across the rest of the year. At the last Executive Group meeting we looked again at streamlining our membership categories and also how to energise our new President, Michele Bramstoft's manifesto pledge to give relocation a higher profile.

We are re-starting our research initiatives in the autumn. We sadly lost our colleague and friend Maria Manly to her lifelong passion for yoga so we've delayed the new research until we reshuffle roles around at HQ. Currently we're collaborating with Steve Cryne and his team at the CERC in a ground breaking project assessing corporate attitudes and predictions for mobility programmes globally.

And of course, Ho Chi Minh! We're very excited to be representing our members in Asia and bookings and sponsor opportunities are all on the website. See you there!!







# TOGETHER WE ARE BRILLIANT!



EuRA's world leading MIM Training Programme is now being rolled out on our new online platform, the EuRA Academy. The MIM and MIM+ content is available to all members and their teams, wherever they are in the world, at no charge.

Just log in to the EuRA website and follow the links from the Education pages for your free to access coupon codes and links to all the modules.

[www.eura-relocation.com/mim-training](http://www.eura-relocation.com/mim-training)





# Letter from our Outgoing President

## "Out with the old and in with the new"

The old English phrase "Out with the Old and in with the New", in its literal sense means "Moving forward" and that was one of the big takeaways for me at our conference in Munich this year.

Much of the conversation and discussion I heard and joined, was around many of the new challenges and opportunities facing our industry, many driven by the following client expectations; speed of service delivery, method of delivery, fee structure/fee models, blending of complimentary services, new providers/disrupters entering the market, so there is certainly plenty to keep the entrepreneurs within our industry focused and busy and the speed to innovate and implement will be key to future success, exciting times are ahead. Another observation for me, was the number of new members at this year's conference and the varying service categories that were represented. It was really great to see and hear this additional momentum and motivation and how new ideas and thinking will help shape our industry for the future.

As the market opportunity has grown over the last decade, in particular with organisations requiring more staff to be mobile, the number of people making International moves, often at their own request has seen significant growth, particularly within the Technology sector. There has also been a noticeable shift in the age profile and level of seniority

moving, both of which have fallen and is likely to be a continual trend. This shift has led organisations to look even

more closely at what is out there for them to

"buy" that best fits their changing needs.

As a consequence of this closer due diligence, many have now become better educated about the service models and delivery methods available and the operational layers and cost implications of the varying models. Many also understand that varying service scopes is an acceptable and practical way forward.... "One size fits all" is no longer always the requirement.

As we can see, things have and will continue to move forward and that is very much the mantra at EuRA, remaining proactive on and adapting to the new challenges our market and members face, is very much our focus and whilst this "Old President is stepping down, the New President is stepping up", and Michèle Bramstoft will continue that momentum, with her own brand of dynamic motivation. EuRA remains in very safe hands. I wish you all an enjoyable and prosperous summer.

Kindest regards and best wishes

*Andrew Scott*



**Andrew Scott**





# Letter from our Incoming President

Michèle Bramstoft



Dear Fellow  
EuRA Members,

Still revelling in the high spirit of our marvellous Munich conference, I realise how thankful I am to be part of the EuRA family and how far we have come as leaders in the relocation realm. At my first conference

in Prague, I had little idea about the amount of preparation and planning that goes into a positively perfect conference production. Participation on the EuRA Executive Group board has enlightened me since and I feel that EuRA's success is directly related to our CEO & COO, Tad Zurlinden and Dom Tidey, respectively. Their vision, passion, courage, commitment to excellence, generosity, and consistency, is what I believe keeps the EuRA family a tightly knit community tuned into continued growth – personally, professionally, and collectively. I am also grateful for my EuRA Executive predecessors whose commitment to our happy family has also helped shape EuRA into its present state of nirvana!

It's with tremendous pride and honour that I address my EuRA family as the incoming EuRA President 2019. And I would like to take this public opportunity to thank my fellow EuRA Executive Board members for their confidence, and for empowering me to fill this role.

A famous German physicist once said:  
*"Never give up on what you really want to do.  
The person with big dreams is more powerful than  
one with all the facts."*

Would you agree with Professor Einstein?

There is something that I really want to do in Denmark, and it has been my focus for a few years now. I'm convinced that this goal, or vision, or dream, whatever you want to call it, is important to our industry. That is why I made my 'big dream', a EuRA 2020 vision. It evolved from a recurring situation that may ring a beckoning bell in your head:

*You meet someone new and they ask you what you do, and when you tell them, they are unabashedly unaware that our incredible industry even exists.*

- Why does this happen? What if their reaction was:

*"Oh yes, relocation!! You are the people that move the people that move the world!!"*

- How would THAT make you feel?!

What if more people knew about our industry/our services & our products?

- What would that look like?

What would it take to make our industry as well-known as say the IT or entertainment industry?

My vision for EuRA 2020 can be summed up in 3 words:

**GENERATE RELOCATION RECOGNITION!!**

Our industry is passionate about people and it's up to us to spread the word and:

**GENERATE RELOCATION RECOGNITION**

Your ideas are key to growing our industry and your input is welcome. Let's brainstorm! Please, send your ideas to:

[president@europa-relocation.com](mailto:president@europa-relocation.com)

Are you ready to GENERATE RELOCATION RECOGNITION? Yes or YES?!!

On behalf of the EuRA Executive Board, I thank you in advance and look forward to reading/hearing your ideas!

Kind Regards/ Venlig Hilsen,

*Michèle*





# Munich 2019 - Sponsors

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## EuRA Foundation Charity 2019

Thank you so much to everyone who helped us raise the fantastic sum of **€13,500+** for the EuRA Foundation, our charitable fund, donated this year to zkm.



**Integration, Equal Opportunity, Multilingualism – from the very beginning!**

zkm serves as a meeting point for all those concerned with childhood multilingualism and offers an ongoing forum for information, operational issues and teaching practices.

*"We make language and education available to all children from all over the world and in this way we liberate them from speechlessness. We introduce them to the educational language through fun activities. We thereby give them an important tool for integrating themselves into the society in which they live. Due to the appreciation of all languages and their speakers as well as their cultures, we are also committed to the preservation of the home language(s). In addition, we encourage parents of monolingual children to bring them into contact with other languages at an early age – in a playful way."*



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# Munich 2019

## Opening Keynotes 2019

*"Over the coming pages we highlight the content of our recent 2019 International Relocation Congress. With more sessions than ever before, we know it's hard for delegates to make choices as to what content is best for*

We work hard to find inspiring and enlightening keynote addresses at the conference and this year, we were really delighted at the reactions our delegates had to our speakers.

The brilliant and irrepressible Frances Edmonds was back with us in Munich after a years' sabbatical as she undertook her Fellowship at the Distinguished Careers Institute at Stanford University in California. In what has been an extraordinary year of learning, concentrated on her thesis on the changes in work and careers brought on by increasing longevity, she condensed her knowledge into a characteristically enlightening mnemonic of her alma mater, S-T-A-N-F-O-R-D. You can watch her address on our [YouTube Channel](#).

Frances tops our speaker evaluation scores each year but this year was very closely followed by our brilliant opener Philip Keil, a pilot and leading mind on the vital importance of team work in critical situations. After a near-miss crash while piloting a jet with 189 passengers on board, he learned the value of pressing

*their packed conference agenda. We film some of our sessions and they're all on YouTube so take a look at the [EuRA Channel](#). They make a*

*great resource for learning and training and of course it's all free!"*  
**Dom Tidey**



the TOGA button... it really is an amazing story and you can watch the entire presentation at on our [YouTube Channel](#).

Our closer was the brilliant and very funny Mathew Hill, a renowned interculturalist and coach whose skill is to bring together multi-disciplinary approaches to working and living successfully together as individuals and teams. His address, "From Difficult, to Different to Delightful – Dealing with Other Cultures", had us all thinking, laughing and reflecting on our interactions. The EuRA Conference is a massive intercultural experience and Matthew's message was extremely apposite for such a group as ours! You can catch on our [YouTube Channel](#).

We video as much of our content as we can given the technical restrictions we face and it's really worth checking out our [YouTube Channel](#) for much more of our conference content. It's all there, from this year and years past; it's a great resource so check it out!





# Munich Picture Gallery

#euramunich

Thank you to the 700 members and friends who joined us in Munich for this year conference. Looking forward to Seville 2020!

**Full Picture Galleries**



#euramunich

**YouTube Sessions**





# Munich 2019

## Newcomers

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As the Conference has grown, so have the numbers of people attending for the first time, and welcoming though the EuRA family is, an event of this size can be an intimidating place to be! We wanted to try to gather our newest delegates together to informally welcome them to their first EuRA.



Every year we send out the conference evaluation after the event and we look very carefully at the responses delegates give us. Last year members brought to our attention that we needed to bring back an event for newcomers to meet up with each other and meet the Board and team. You spoke, we listened. We also launched a mentors programme for the first time. Wendy Wilson who many of you know as part of our training lead team, headed up the mentors

team, who were chosen from very long standing EuRA members who have attended the conference many times. We were able to use the App to link the Newcomers and the Mentors together and be able to message each other with any questions.

The format of the session was to be like a coffee morning (kaffee und kuchen as we were in Germany) with a short intro to the EuRA team and Executive Group.

few guests missed out on the very good konditorei! As we started late we regrettably cut into the networking time that we had scheduled but next year, we will make sure to make that a priority.

However the feedback we had was excellent and we've had a really significant uptake in certain projects from our very engaged newcomers including multiple sign ups from this group for the



Unfortunately as happens with all the best tech solutions, there are sometimes glitches and this one was the wrong room listed on the App programme so we started late and a

EuRA Academy training programmes.

We'll be holding the same event in Seville, hopefully outside in the sunshine by the pool if the weather is good! Shame it'll be too early for tapas and beer, but we'll come up with something.

# Immigration Symposium

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An interesting overview of a few countries' implementation of investment attraction policies such as the golden & tech visa programs was followed by Nihat Kurt's presentation on the immigration trends in the EU, its challenging efforts to control its external borders alongside labor migration, at a time when recruitment of new labor and skills are required.

Alessandro Arletti, of Arletti and Partners, spoke on the update of the EU Directive referencing the Posting of Workers in the EU. She did a brilliant job outlining how enhancing the business opportunity for DSP providers can help develop their service offerings. This then assists their clients with the legal requirement of notification of assignments within the EU. The recently updated EU Directive aims to align the minimum rate of pay of the host country, respecting local payroll thresholds, record keeping and other immigration issues for non-EU. Alessandro's presentation covered the advised steps to follow before, during and after the posted worker's business trip, in an intuitive and clear organisation.

*Fiona Mougnot* moderated a diverse panel looking at defining opportunities for the immigration industry over the next 10 years.

Our South African colleague Andreas Krensel gave practical examples of dislocation between politics and the cross-region practical routes when immigration law is not aligned to the needs of a country, and what the different regions are doing to attract business and talent.

Jordi Roca presented the audience with a very interesting overview of the compliance workflow of global mobility, from tax and immigration to social security.

*Benjamin Sookia's* panel of specialists took us around the world bridging the cultural divide, looking to the future of mobility and how the perspective of compliance is approached globally. We received great, diverse advice, from how critical it is to be agile and responsive to constant changes in immigration, remain adaptable to clients' needs to being an important piece of the smooth transition in relocating families.

Expert immigration providers Rizwana Quazi, Nina Perch, Daniela Lima and Aideen Hopkins shared useful tips on the different skills of emotional intelligence and strategies for maintaining relationships in the immigration service delivery, and the importance of understanding the difference in perspective from immigration providers, relocation consultants and tax advisors.

We hope you'll join us in Seville for our 5th annual immigration symposium.



# The Power of Narrative



Elizabeth Sawyer Bennett International Educational Consultancy & Jon Harman CORT

*In our session, we explored the power of good stories and their effectiveness in building trusting relationships.*

First, we considered the nature of story telling over the centuries—from cave drawings to literature to tv commercials and social media, concluding that story telling is ever-enduring, though performed through different methods. We then discussed the components of a good story, considering what makes it compelling and what makes us gravitate to a fine storyteller. Along the way, the audience was given prompts, including a famous quote by Charles Dickens, and asked if anyone would offer us a brief story in response. The audience was eager and engaged, and conversation was lively.

Our next exploration was into the effects of stories on the brain and the kinds of chemical reactions we experience when hearing a story that draws us in—how we follow along, become invested and predict outcomes along with the story teller, and how our emotional response is reflected in/caused by the chemical activity of our brain.



The last part of our session was a workshop format: the audience broke into groups, with the task of telling each other stories. Since the audience included many business owners, one option was to tell the story of how and why they started their company—what led them to do what they are doing and why they are still doing it. The goal was to lead their listeners to feel the passion and commitment that led them to this career, and to remember that particular person and business. A slightly different version was to tell a story about their company or a service, one that would make a listener want to choose that organisation instead of a competitor.

We were grateful for an engaged, enthusiastic and very talkative audience and closed the session listening to each other's stories and providing feedback on where each one was most powerful.



# Moving Generation Y

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*Moderator; Sascha Meißner, Vice President Global Mobility Sales ICUnet*

*Panelists; Stephanie Reckmann ICUnet Germany, Irina Yakimenko Intermark Russia, Andreas Krensel IBN Africa and Dima Lorenz from Dwellworks China*

Millennials or Generation Y will make up about a third of the world's workforce by 2025. They are different from previous generations, they grew up with technology, have a greater international exposure early in their lives, often speak several languages and seek international experience for their personal and career development. They are the tech-savvy and via the internet globally connected workforce of future professionals.



In this conference session we aimed to discuss what Generation Y's expectations are when relocating and how the industry should prepare to cater to their needs. As a generation used to consumer technology in their everyday lives and the comfort of easily acquiring information online, this

generation has special needs, demand greater speed and responsiveness and a positive customer experience with a combination of digital solutions and personalised services.

While this holds true in general for this generation, the panel discussion brought to light, how diverse this group of millennials are. Dima Lorenz: "There are really remarkable differences of this generation between different countries and

cultures in our industry. We all tend to throw all Gen Y assignees into one big pot, but in reality, we should be adapting and preparing our services for a wider range of country-specific millennials. There are underlying common traits – but culture differences still prevail".



# The Global Employee

## The 1st Global Internship Program in the Relocation

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Markus Demuth *Palladium Mobility*

Innovation is not necessarily always technological, and it may not be a product innovation either. During the recent EURA conference in Munich, three EURA members, Markus Demuth of Palladium, Germany, Rohit Kumar of IKAN India and Irina Yakimenko of Intermark, Russia conducted a session on the latest innovation in employee development – perfectly matching the EURA conference theme “Celebrate the Future – Opportunity defined”.

Young talents are the future of our industry and we need to take the opportunity of making them better at what they do. The industry deals with international mobility of employees working with large corporations and the consultants working on these assignments can only get better at what they do with international exposure of their own.

Hence the first ever initiative of its kind: a global employee exchange program within the mobility industry. As of now, more than fifteen global partners have agreed to participate and there is immense potential for expansion.

Besides ensuring global experience and exposure for industry talents, the program will

also address the problem of attrition that the mobility industry is facing due to ageing seniors coming up to retirement and a dearth of young talents which threatens to affect the quality of services delivered to the global transferees. The impact appears all the more significant when considering the new world of the millennials and the next wave of linksters waiting to join the global workforce in the next decade.



The Global Employee program is an exchange program between DSPs of different countries and in this way helps bridge cultural gaps with actual cross-cultural exposure. It helps the young employees gain experience, exchange knowledge

and build their own relationships in the industry leading to enhanced work results as well as improved motivation.

The program has the potential of acting as a catalyst for the emergence of the next generation of industry leaders thus ensuring the future of mobility.

There is also an interesting [video](#) of Katrin talking about her India internship and the knowledge she gained.

# The IT Journey

## What You Need to Ask when Assessing IT Platforms

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Jon Harman *CORT*

Our session focused on the challenges that DSPs face when selecting an IT system to manage service delivery. Over the past few years a number of new tools have

from a different perspective.

Gordon Kerr provided important insights from the legal and compliance side, pointing attendees toward the key elements



arrived on the market. All of them promise to allow DSPs to take advantage of technology to run their business more efficiently while also improving the assignee experience. Informed by their professional experience, our two presenters approached this topic

required of any system in this age of compliance. Speaking as a DSP owner who has been through the selection process, Isabel Cudell offered a list of key points to consider and questions to ask in an effort to find the right tech solution.



# The EuRA Global Quality Seal

## Sharing Best Practices



Martina Scharwey - Strategic Consultant EuRA Global Quality Seal

Irene Bunt (Settle Service Netherlands), Aideen Hopkins (Executive Expatriate Relocations (EER), Dubai), Luca Martin (HTLC Network Switzerland), Guntram Maschmeyer (Dwellworks, Germany) and Maddalena Michieli (Professional Relo, Italy), all experienced EuRA Global Quality Seal (EGQS) holders, discussed best practices on improving their quality management system, achieving excellency levels and being compliant, productive and profitable at the same time. They also provided practical tips and examples for best practices and explained how they set up less bureaucracy, while becoming more user friendly.

One of the key success factors that were discussed was to identify the right people to follow the EGQS project but to involve the whole team as well. Moreover, a regular in-depth company analysis, e.g. SWOT, is essential in order to increase efficiency, understand the company better, as well as to identify service delivery processes, strengths and weaknesses. It is also important to stretch the significance of the Management Review and the quarterly action plans. Further, the employees need to be aware and ready to adapt to constant changes and new needs, in order to speedily respond. Clearly identified roles of each individual will lead to a decrease of complaints and mistakes that occurred within

critical areas. Thus, quality and efficiency go along very well; a satisfied customer will take up at least three times less time than a complaining customer, satisfied customers lead to longer working relations with the client, minimisation of complaints reflects experienced quality and efficiency.



From left: Irene Bunt, Aideen Hopkins, Luca Martin, Martina Scharwey, Guntram Maschmeyer and Maddalena Michieli

yet, not all companies have such a tool in place.

Other good advice brought up in the discussion include: clear internal and external communication, excellent expectation management, cooperation with specialised companies with proven track records, establish pull: deliver services that the customers want, create flow: implement specialisation in the company (immigration officers, housing coordinators etc.), seek perfection: do it right the first time and manage the metrics, improved decision making.



The importance of having a good relocation management tool and the pros and cons of make-or-buy decisions were discussed as well. In order to have the company under full control, a management tool is essential and will lower the risks,

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Web [www.kmsconsult.de](http://www.kmsconsult.de)

# Lean In

## Embracing the Customer-Managed Move

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*Maura Carey Dwellworks*

EuRA is always a mix of caring practitioners looking to provide expertise to families in transition, while running business services that leverage the most useful technologies and are responsive to evolving customer expectations. Add to the mix that more and more global assignees, project managers, and extended business travellers are managing their own mobility... whether by policy design or their personal preference...and we clearly see that we're at a point of critical change and new opportunity.

The panel for this topic included Fiona Redford from Cartus (UK), Daniel Drenger from Ocean Relocation (Israel) and Jon Devitt from LookSeeCity, specialists in short video content and immersive virtual reality for key global destinations. These experts addressed the topic head on: from Daniel's perspective, living in a highly entrepreneurial culture, the assignee is an informed consumer who fully expects to participate in the move process,



accessing technology and expecting expert advice on demand without necessarily requiring 'hand holding.' Fiona shared Cartus' full

embrace of the new wave of customer expectation by demonstrating both the software and service her company is putting in the hands of corporate clients and employees for greater visibility, control and choice.

Jon demonstrated the virtual reality experience in Dubai: an immersion into the community for learning local customs and cuisine, as well as getting familiar with new neighbourhoods and properties. For all the value ascribed to tools that make new destinations more understandable and accessible, there was universal agreement that value is also attached to the on the ground expert, who facilitates the lease negotiation, navigates the bureaucracy of visa applications, and answers personal questions that define the difference between 'moving to' and 'settling in.'

The discussion was lively, fast moving and enriched by audience questions about how to nimbly adapt to this newest cohort of globally mobile professionals.



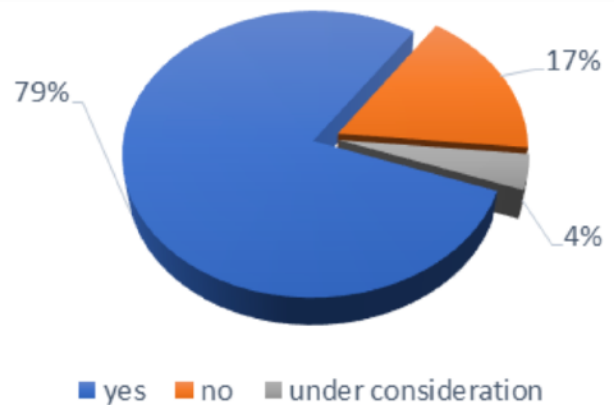


# On-Demand Talent & the Future of Work



Susan Ginsberg *SRG Mobility Consulting*  
Donna Barber *Barber Global Mobility Consulting*  
James Török *Independent Business Consultant*

polling. One question summed up the growing On-Demand trend, "Percentage of respondents using contingent/on-demand workers to round out the workforce?"



The global workforce - and the way talent is developed, sourced and managed - is changing. And one of the biggest changes coming is the growing cadre of independent contingent workers! This dynamic session was shared by Donna Barber (U.S.) and James Török (Frankfurt) and moderated by Susan Ginsberg (U.S.) who reviewed the history of on-demand work, examined international trends in gig work, and offered a real-world perspective on today's on-demand opportunities and challenges.

As the war for talent continues while at the same time more workers opt for the flexibility of contingent work, companies will find that a combination of traditional and on-demand workers can successfully fulfill business objectives. This shift comes with some concerns; i.e., developing effective leadership pipelines, succession plans, duty of care and integrating contingent workers into the company brand and culture.

The forum discussion focused on strategic consultants, i.e. contingent workers that are doing so as a preferred choice for their primary income. The session included live

Donna and James shared insights that the Gig Economy is all about being in networks, not organisations, which requires high levels of trust and integrity. Susan Ginsberg shared her personal reflections by noting, "I'm proud to share my 35+ years of professional experience. My consultancy is about moving-the-needle to impact an organisation's business growth."

The gig economy rests on individuals who are self-confident enough to manage their own careers as strategic advisors, yet are open to the flow of relationship-building within broad networks. As new technology makes connecting and communicating ever easier, on-demand talent and the gig economy will continue to thrive, making the future of work indeed a different place than it is today.

# relotalent

## Partner Event - Highlights

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Thank you to all the attendees of the ReloTalent Partner Event. It was a great crowd and a great time of sharing around current best practices, the changing landscape of the global mobility industry, and what to expect from your assignment management platform.

### **Tia Robinson**

#### **Co-Founder & Managing Director - Expath**

In an interactive session, Tia shared her insights and experience of how to ensure best practice in relocation service design using a case study.

### **Julien Prevost**

#### **Head of Customer Success - ReloTalent**

Julien provided everyone with great steps and best practices for making relocations a success from start to finish.



### **Boris Bortolossi**

#### **Product Owner & Co-Founder - ReloTalent**

Our Product Owner gave attendees a deeper insight into the platform and presented our Roadmap for the rest of 2019, including new features and upcoming improvements.

### **Stéphane Compain**

#### **CEO & Co-Founder - LuxRelo**

Stéphane spoke about his experience as a long-time ReloTalent client and collaborator.

### **Sebastien Deschamps**

#### **CEO & Co-Founder - ReloTalent**

Sebastien shared around ReloTalent's global mobility management software for HRs. He also outlined our high-security strategy, including data processing and handling procedures.

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Look out for an invitation coming your way for the next ReloTalent Partner Events later this year in **Boston** and **Ho Chi Minh City**.

For those of you not yet on ReloTalent, you can sign up online at [www.relotalent.com](http://www.relotalent.com)



# Legal Clinics - Gordon Kerr, EuRA SC Legal

The lunchtime “legal clinics” attracted good numbers - and wide-ranging questions and discussions!

The focus at Thursday’s clinic was on data protection. One year on from the introduction of the GDPR, most EuRA members are becoming comfortable with the basics, but questions remain around some important details. These included:

- The blurring of responsibilities between Controllers and Processors
- When should data be deleted?
- Maintaining employee records
- Potential conflicts between the GDPR and client contracts
- How to share data legally with suppliers and other third parties
- How to handle criminal record checks on employees and contractors
- Transferring data outside the EU.



Gordon Kerr, EuRA’s Strategic Consultant - Legal Services. Gordon can be contacted at [gordonkerr@gklegal.co.uk](mailto:gordonkerr@gklegal.co.uk)

At Friday’s clinic, the main focus was on contracts for relocation services and how to handle “unreasonable” contract clauses. Discussions covered:

- Clauses which require disclosure of future lower pricing
- Negotiating future pricing reviews
- Negotiating contract changes using side letters
- Lengthy data protection clauses, including problems around IT “penetration testing”



# RMC DSP Forum

## Summary

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For the first time, we ran our annual RMC DSP forum as a series of breakouts, looking at key elements of the workings of the supply chain. Five moderators moved from group to group facilitating discussions on the topics they had been allocated. Our team was made up of:

*Gordon Kerr* – discussion topic - **RFP's**

*Steve Cryne* – discussion topic – **Communications**

*Patrick Oman* – discussion topic – **Doing business together**

*Martina Scharwey* – discussion topic – **Scope creep**

*Tad Zurlinden* – discussion topic – **Successful relationships**

*The session was chaired and moderated by Frances Edmonds.*

The theory behind the session was, that when broken into smaller groups, it would be easier for people to have an open and honest discussion on the way we all work together.

Here are the meta-themes that came from each of the groups moderators;



### RFP's

It was interesting to note that many of the concerns raised by DSPs about the RFP

process, were actually shared by RMCs and appeared to reflect an underlying joint concern that many of the RFPs being issued by corporate procurement departments were of "mediocre quality".

In summary, the most common concerns raised in the RFP discussions were:

- Very short deadlines for responses (often just a few days)
- A lack of background information (e.g. no information on volumes or specific locations)



- Lack of any feedback (so limited opportunities to improve)
- Illogical service "bundles" and requests for impractical, half-day services
- Repeated requests for pricing already held by the RMC.



### Communications

- Consistency of messages
  - RMC does not pass down operating guidelines/ expectations to other companies in other countries



- Consistency of message to the corporate client
- Some RMCs will share client scorecard information, while others do not
- Some will share why the provider did not get the contract – so the provider is working in a vacuum
- Mode of communication
  - Regularly scheduled communication with RMC / DSP, telephone call is a best practice
  - Communication should be open / transparent and not only when there are problems
  - Improve the way new communication tools are adapted – e.g. video conferencing
  - Email – too long didn't read TLDR – keep the message brief and on point
- Connecting the DSP with the client can help to make the local connection in a global contract
- Include key suppliers in sales meetings – mix of low and high touch solutions
- Single point of contact – (SPOC) what works best? Important that DSP and RMC have clearly defined their roles / expectations – what can / cannot deliver (out of Scope)
  - transition from single point of contact to single point of coordination
  - local agents can often resolve the issue quickly with the client/ transferee if it's an operational issue

## Doing Business Together



1. "Managing the process is important but must not be at the expense of serving the transferee"

Many of the DSP speakers felt that the process was taking too much of the time and attention of the IAC. It's not a case where 'one size fits all' and allowance should be made for local differences at destination and of course the infinite variety of transferee.

## 2. "Relay the vision to foster greater alignment"

We were fortunate to have several speaking on the RMC side and it was suggested that the RMC should share the vision they've created to satisfy the client's corporate policy and where the service needs to differentiate to achieve it.

## 3. "Getting to know you"

There was combined agreement that more use of the phone would build a rapport between the IAC and DSP. As well as the case specific reporting DSPs could provide more general information to the IAC on their destination and both could gain an insight into the others challenges. This would foster closer collaboration as a team to deliver the best service to the transferee.

Reading back over my notes of all the comments made during the workshops it was striking that both sides were exclusively focussed on how to work better together for the greater benefit of the customer. Delegates commented freely and whether as DSPs or RMCs they spoke as a single seamless team.

There certainly was none of the complaints and niggles that characterised the RMC/DSP relationship of yesteryear. It was very obvious that the good work of EuRA in bringing the two together through the summit meetings and conference sessions has ironed out their differences.

And with the experience of being the referee who drew out these differences in the original debates I was very satisfied to see the result and proud to have played a part in it.

## Scope Creep



Explaining the term Scope Creep was necessary in every group: Customers ask

for more than they are entitled to receive. In other words, the original scope of services changes and/or increases after the service delivery has begun. This occurs when the scope of a service is not properly defined, documented, or controlled by DSPs and/or RMCs. It is generally considered harmful.

The goal of DSPs is to deliver more value, but value is intangible and a common definition does not exist.



The time dedicated to e-mails, phone calls and reporting is not included in the defined scope by RMCs. However, DSPs invest a lot of time in such activities, especially for demanding transferees. Transferees have high expectations for DSPs, which often leads to an increase in time and costs on the DSP side.

Possible solutions:

- Clear communication to transferees/client by RMCs regarding the time schedule (e.g. home search on weekends is possible, but costs will increase).
- Clear scope definition and specification of timing in the contract by RMCs, e.g. different price schemes: fixed pricing and flex pricing for after business hour services.
- DSPs should proactively communicate with RMCs so that if transferees ask for services that are not included in the contract or services that might require extra time, RMCs are able to act and communicate with the transferee/client. This has to happen before the service is delivered and not after.
- Training of DSPs consultants is essential as they have to be both service and customer oriented. They also have to know the scope and be aware

of when to ask for permission to deliver extra paid services ('Take it up one level').

- Expectations for VIP handling should be defined by RMCs, especially if VIPs receive services in the same scope and for the same fees.

*Conclusion: Be more specific in defining the scope and enhance communication!*

### Successful Relationships

The various groups suggested the following adjectives described the basis of good communications:

- Integrity
- Trust
- Honesty
- Empathy
- Loyalty
- Transparency
- Responsiveness
- Listening
- Promptness

The groups also suggested that:

- Neither side should take advantage
- Co-sourcing not outsourcing
- Evaluation should be a two-way process
- Where mistakes occur RMCs should give DSPs a chance
- RMC's should give unknown providers opportunities
- Client meetings should involve both parties
- To better understand each other RMCs and DSPs should visit each other and have an opportunity to meet other staff – possibly the number one takeaway from these sessions
- DSP's in countries with low volumes of assignees should not be forgotten
- Encourage good communications within individual organisations (RMC or DSP) to ensure that consultants are able to work and talk in a flexible fashion

*And finally communication is more than just an email!*



# DSP Workshop

## Working with Direct Clients

Peggy Love - Strategic Consultant Intellectual content

**Moderators;** Peggy Love EuRA SC Content, Anita Meyer EuRA Past President

**Speakers;** Sylvia Ehrlich Intrepid Relocation, Maddalena Michieli Professional Relo, Sophie Rehberg Professional Organizing

For the past several years we have received feedback from members about the idea to have a conference session about DSPs



working with direct clients. This year in Munich, as a trial, we offered this session. It was designed to be an addition and a complement to the DSP RMC session. We had no idea if we would have 5 attendees or 100 attendees, but we were prepared to offer a discussion with three experienced company leaders who all have the majority of their business coming from direct clients. The presenters represented companies from three different countries; Germany, Italy and the United States. The moderators were former company leaders, one who worked both with RMCs and direct clients and one who worked exclusively with direct clients. The session was designed to be an open forum in which the panelists and the audience shared

ideas, challenges and best practices with one another.

Attendance was great – the room was packed and the discussion was

informative and interesting. The moderators asked questions that were designed to encourage the three panelists to share their expertise through stories. Audience participation was good and, all in all, the session was informative. All DSPs operate in their own style depending on the customs and cultures of both their countries and the corporate cultures of their clients. The best practices that the panelists shared could be applied in many ways for all DSPs who currently work with direct clients or would like to work with direct clients. Thank you to all who participated in the first annual DSP Workshop.



# "IRR"- Identify, Retain & Refresh

## A Talent Management Strategy

### Kay Kutt Asian Tigers Mobility

Four successful DSPs from around the world, Kay Kutt (Asian Tigers Mobility) as Moderator, along with panel members Rob Burns (IOR), Raman Narula (Formula Group), and Isabelle Premont (The Map Group and Board Member of EuRA), shared their views on what they have done in their organisations in regards to talent development. In a landscape where people are critical to their success each participant shared their views on how they **'IDENTIFY'**, **'RETAIN'** and **'REFRESH'** their human capital, with some insights on the unique factors of their locality's labour market.

The panel first discussed how they **'IDENTIFY'** the right talent while also embracing the financial investment and time that is required when hiring and onboarding new team members. The conversation then moved on to how they **'RETAIN'** the talent once they've joined the team. Subsequently, and equally important, the final discussion topic centred around how they **'REFRESH'** the talent. This topic covered not only the employees we have brought in to the organisation but also how we refresh ourselves as leaders.

Raman kicked off the discussion sharing how he **'Identified'** the right type of people based on the qualities that he feels are important to his organisation. To Raman, personality traits and character are qualities that have proven successful for his group. Similarly, Isabelle shared her thoughts about the recruitment process and the importance of attitude while emphasising the importance of a cultural fit in for a dynamic workplace. Isabelle also highlighted the importance of a formal onboarding and training program.

As the panel moved on to discuss the retention of human capital Rob shared the 4 Key Pillars that IOR embraces to retain talent:

1. *Flexibility*: flex-time and technology to support remote access work solutions
2. *Culture*: importance of on-boarding to the job and company culture, company hosted social events and Summer Stress Relievers
3. *Opportunities for growth and development*: Hiring from within; succession planning and the importance of company growth to provide new opportunities

4. *Competitive compensation and benefits*: benchmark salary analysis each year vs. similar size companies plus internal employee satisfaction surveys

Raman discussed a simple to remember acronym: 'H A P P Y' - H = Higher Purpose, A = Appreciate; P = Pay Well, P = Progress and Y = You. Isabelle reminded everyone of the importance of strong values in conjunction with flexibility, leveraging IT tools and the use of part-time staffing options.

The heart of Isabelle's strategy to retain and refresh talent is the value of empowering her team in a lean management structure. Isabelle invests in formal training as well as fun team activities in order to REFRESH the team and create stronger team bonds all of which helps further embrace the culture of the company. This drives long term engagement while empowering team members to lead from within. Rob reminded us all of the value of Personal / Professional Development Plans to align personal goals with the company mission. Rob allocates funding for industry certifications and training to ensure he keeps his talent performing at the highest professional levels which has also supported loyalty and tenure.

The panel closed out the session by sharing their insights in to the one area they each wished they had more resources in; the top challenge they each identified related to 'I-R-R' for their organisation as they grow their business and the 'secret sauce' for their group's talent management successes.

[Watch the Full Session on our YouTube Channel](#)





# Challenging Gender Imbalance in Global Mobility

Tracy Kautzman *Impact Group*  
Lucy Foster *Impact Group*  
Gemma Williams *BGRS*

Dominique Berthoux *Home Conseil*  
Dean Foster *Dean Foster Global*  
Roberta Mura *Oasis*

The objective of this panel discussion was to:

- Gain more knowledge and awareness on gender imbalance issues.
- Hear and take away some of these best practices
- Encourage attendees to ask the question: "Am I bringing best practices and solutions to my clients, to help them move both men and women, single women, families, married with children or no children... in the best possible way?"



Statistics vary across reports but on average, only 20% of International assignees are female. It's widely acknowledged that International assignments are the best predictor for promotion and higher pay and 69% of millennial women in the workforce expressed a desire to take an international assignment, 63% believe it's critical to their career development, yet they are not being given the same opportunity as their male counterparts. Also, many female assignees report that they discover, after the start of an assignment, that male peers have better base salaries, increased benefits and more support for accompanying family members.



- Unconscious bias entrenched within some corporate organisations that favours the selection of male candidates over female for international assignments.
- The policies, benefits and support necessary to help enable more women to relocate, particularly taking in to consideration accommodation and child care for single parent families. Also the importance of Spouse/Partner Assistance when we know 75% of families in Europe and 69% in the US are dual income, with highly educated spouse/partners earning an average salary of \$71,500 according to



The panel discussed:

- Barriers facing women in mobility, including cultural (both external in host locations and internally within organisations)

the 2018 IMPACT Group People's Perspective survey.

We then moved on to best practices we as suppliers, DSPs and RMCs can do to help clients overcome these barriers.

# Balancing the Scales of Mobility: Technology vs. The Human Touch

Mary Crump, President *Chamness WorldWide*

Kim Krollman - Executive Vice President *Global Sales – Chamness WorldWide*

Technology is reshaping every aspect of mobility. Over the last twenty years, the number of digital solutions has exploded, and technology has become embedded in all aspects of our lives. As a result, employers and service providers in the mobility industry have been faced with a unique challenge: how to integrate the right technology into their service offerings while balancing the underlying need for human interaction in the relocation process.

A successful technology strategy starts with an understanding of the service that will be enhanced by the technology and the demographics of the end users. Personal culture, organizational culture, gender and generation all influence the user's overall perspective on technology. Where the individual user and organization fall within the Technology Adoption Cycle...Innovator, Early Adopter or Early Majority or Late Majority, Laggard, also impact the successful adoption of the technology.

Services delivered in global mobility are emotionally-driven. They touch some of the most important aspects of people's lives... where they live, the things they own, their social connections, their spouse/partner, and their children. A technology strategy that fails

to recognize this will fall short in its efforts to simplify the relocation process.

Nearly every segment of the relocation industry today has engaged some form of technology to support the

services they

deliver, some more successfully than others. The pace at which technology solutions are entering the global mobility market, combined with the changing demographics of the workforce creates a unique challenge for global mobility professionals and employers. Carefully evaluating a new technology and the ability to support the human concerns, emotions, and fears of the relocating employee and their family members will keep the scales balanced and contribute to a successful relocation experience!





# Plenary Sessions

The plenary day started with Identifying Trends, a three way discussion between Bob Rosing of Dwellworks, Bill Graebel and Frances Edmonds who, having spent the last year at Stanford University, has been studying disruptors to the traditional approaches to work. These three seminal minds in our industry took an in depth look



at what trends they're seeing and where the pain points within mobility currently lie. The meta themes that came from the session surrounded the impact of new work trends on traditional assignment structures. With millennials expecting to self-manage their careers, they also expect to self-manage their moves. But with increasing demands on compliance in immigration, free movement, movement of goods and money, there are opportunities here for the mobility providers. Along with the diminution of the long held separations we hold between work and personal lives, 'contextual collapse' as Frances terms it, and the prospect of lifelong work, the impact on the size and dynamism of the older workforce will have an impact on

career planning across the corporate world. But are these identified trends, universal or more specific to the US job market? The full session can be viewed on our [YouTube channel](#)

Gordon Kerr chaired the second half of this plenary strand, Applying Trends

"Following on from the earlier session on identifying trends we started with an overview by Frances Edmonds of the key themes which had been highlighted earlier. There was particular focus on the importance of trying to identify the "pain points" in the way that relocation support was currently provided and seeking to address "unmet needs".

As the earlier session has featured American speakers (Bob Rosing and Bill Graebel), there was interest in whether similar or different trends would be





diversification and explained what this has meant, in practice, for his own business.

Kay Kutt (Asian Tigers) provided a perspective from Asia, while highlighting trends which are truly global. These included the critical importance of “continued learning” across our organisations and the need to be alert to continuing advances in compliance requirements. The latter could include levels of data protection, by 2025, which exceed the GDPR across the member states of ASEAN.

identified by our Europe-based and Asia-based speakers.

Simon Johnston (Icon Relocation) looked at technology trends and gave a very frank and illuminating presentation on his own company’s technology journey. A strong message was the need to have very clear objectives from the outset.

Adrian Leach (HCR) looked at compliance trends, starting with an overview of some unexpected, global mega-trends. His conclusion was that, as societies mature, there is an increasing focus on compliance and that our industry should be embracing (and not fearing) this. Adrian highlighted the need for



Overall, while there was much that was global in terms of major trends, it was also clear that local and regional trends (e.g. on privacy and on work-life balance) were equally important for our industry.”

**The full session is on [our YouTube channel](#)**



# IGNITE 2019!!

The EuRA stage lit up as our 2019 Intrepid Ignite challenge takers 'celebrated the future and defined opportunities' for their fellow EuRA members. Long before those seven soulfully spirited speakers debuted, they were tasked with the hard work:

Meeting Ignite Milestone Deadlines

Participating in group conference calls

Incorporating the conference theme into their presentation  
Compressing their speech into 5 short minutes

Getting used to their 20 slides auto advancing every 15 seconds

Choosing an Ignite 'theme' song

Practicing,

Practicing &

Practicing some more!!

After 6 months of punctilious preparation, those same seven soulfully spirited speakers brought us passion, insight & vision.

We enjoyed the way our "passionate petrolhead", the CarGuru himself, aka, Ash Winston of Palmdale Motors, defined an opportunity for us by explaining how stupendously simple it is to add a service to our portfolio - Car

Purchasing! He also mentioned that he is 'RAW', or Ready And Willing to answer questions for those of you interested in finding out more.

We were enlightened by the brilliant Belgian bijou, Eléonore van Rijckevorsel of Bright Expats, who gave us her insights for opportunity by looking deeply into generation 'Y' [those born between 1980 & 2000] and what makes them tick



with her presentation entitled "Me - llennials Do It Better". Eléonore was followed onto the EuRA stage by a real millennial and second generation relocation industry successful succession story in Jeremy Berthoux of Home Conseil Relocation. Jeremy gave us perspective into our industry and its roots that go back millennia. He took us on a journey that relocation industry people identified with via his

presentation entitled: 'It's In Our DNA'.

The Brits & the French have a history of seeing things differently going back thousands of years. Sylvie Froger of Simply London Relocation, a French national with 15 years of living & working in the land of cricket, Christmas crackers & high tea, gave us excellent examples of opportunity by examining the 2

clashing cultures in her captivating piece entitled, "Keep Calm & Eat My Baguette". Next was "The Expat Bubble" - has it popped? Or is it still alive and kicking? Jon Devitt, a former BBC journalist turned videographer of Look See

City, examined

the evolution of expats and their integration patterns. Our expat tribe seems to be good at celebrating the future and defining opportunities; but the expat bubble - well, is it still floating around out there?

In "How many robots have U interacted with lately?"

Madalina Andrei from the Nestler's Group in Bucharest, delved into the deep dark reality of technology...that's here to stay!! 'The Next Cultural





Gap in the Automation Era' explained how some cultures are more accepting of technology than others, and this will divide us if we ignore it.

We had a side-splitting surprise step in speaker when Chris Debner had to send his regrets. She's part of Team Terrific that helps produce our fantastic EuRA conference events among other things. She showed us "How You can Celebrate Future EuRA Opportunities". Briony Horwood enlightened with the merits of reading email bulletins and how paying attention yields results!!

*Does your future have an IGNITE challenge in it? Then you are going to want to do 3 things: Think of a story or an idea that you are passionate about Tie your topic into this working conference theme: Recognition, Reputation, Revelation Submit an IGNITE session form for review*

*We look forward to welcoming you onto the EuRA stage in Seville 2020!!*





# Peggy Love - Thank you!

Thank you to all moderators and speakers who participated in the 2019 EuRA conference in Munich!



*Peggy Love - EuRA Strategic Consultant Intellectual Content*

Not only is my job as strategic consultant on the EuRA staff one of the best jobs I have ever had, it is the best EuRA gig there is. From November to April each year I get to work with all of the talented, experienced session moderators and speakers as they develop their conference sessions. I want to thank all of this year's session moderators and speakers for taking the time out of their busy lives to develop and deliver such great

content for EuRA 2019 in Munich. I know how hard all of the moderators and speakers worked to get their sessions ready to present to the EuRA members. It is not an easy task and we, the conference planners,

appreciated your efforts. That said, we look forward to delivering the same great content at EuRA 2020 in Seville. In order to do so, I invite any and all EuRA members to submit a proposal for a presentation. Here is the timeline for submissions and the process for selection:

- Late summer/early fall - EuRA bulletin goes out inviting members to submit a proposal
- Mid/late October - submissions due.
- Early November - EuRA Board meets to

select the sessions for the conference in May. The number of sessions depends on the conference space available in the hotel

- Mid November - notification letters go out to everyone who submitted a proposal
- January through April - moderators and speakers work together to develop the educational session. I am available during this time to assist in any way that I can.
- May - show time

Once again, a giant thankyou to everyone who spoke at the conference in Munich!! Have a great summer and I look forward to working with the presenters for the 2020 conference in Seville.



## Relocation



- Temporary Housing
- Orientation & Home-finding
- Legal due diligence
- Settling in & 24/7 Help-desk
- Departure Support
- Spousal support & Coaching

## Immigration



- Work Permit
- Visa support (all types)
- Residence Permits
- Migration registration & notifications
- Legalization & duplicates' procurement
- Immigration due diligence

## Moving



- International moving
- Domestic moving
- Transportations of antiques
- Office moving
- Vehicle moving
- Stock and storage

# Relocation Made Easy!



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## Feature:

# "Mozambique: The time has come"



Marta Roff *MaputoRelocation Solutions*

Reputable companies in the Oil & Gas sector, FMCG, Mining, Energy and other sectors of the economy are slowly establishing their businesses and organizing their activities for the long expected bonanza in Mozambique. Numerous local and foreign companies in the country are patiently waiting for the FID of the onshore LNG Project, which was recently announced for the second quarter of this year. This is it, the moment everyone has been waiting for.

With the third biggest gas reserves in the world and preparing for the largest private equity investment project Africa has ever seen, the country will surely have

the means to implement the needed reforms in its education, health and justice systems. When the brutal civil war ended in 1992, Mozambique was one of the poorest countries. Since then, peace and extensive reforms have ensured a steady growth of its GDP, averaging 7% per year in the last decade, with mining, energy and oil & gas overtaking tourism, agriculture and fishing as the most important sectors of its economy.

After the hidden debt scandal and the ensuing drastic reduction in foreign investment, we are finally feeling the buzz of the country coming back to life. However, one still has to expect to face the challenges related to an old-fashioned system, public institutions without paper, toners and other basic resources, public officials living with budget cuts, power cuts and increasing energy prices. Even so, despite these difficult conditions, we often find people that are eager to help.

Overcoming simple or complex problems for our clients always requires a smile. Without it, it doesn't matter how much you know or where you're from. Naturally, knowing the individuals, the process, the culture and the social norms is essential for ensuring results.

Two weeks ago, we faced a challenge with an immigration process. Our client had all the paperwork in order, but because the physical address of the company's headquarters had changed, the system that connects the Labour Department, Social Security and the Tax Department had not been updated. As such, the application for the Work Permit could not be submitted. Frustrating, to say the least.

In some countries, it could be a matter of logging in the system to update the info, or a phone call would resolve the issue, or just knocking next door and see the problem resolved there and

then. It isn't that easy here though. You need to go up and down 6 floors (the lift may or may not work). You need to chase other departments in different corners of the city to ensure they have the correct information on their system.

While you're running around from one place to another without seeing the light at the end of the tunnel, your frustration starts to boil and you feel like screaming your lungs out. Big mistake: don't ever do it, regardless of the circumstances or whose fault it is. Mozambicans don't swear, nor they speak loudly in the workplace. Raising your voice will only add to the difficulty in getting things done, if not ensuring that they're not done at all. But if you act respectful and deferential and ask for assistance, are clear about what you want, most people will be the first to help if they can.

It took us almost two weeks going to each department, lining up, pleading for support, and returning again and again, always with a smile, as if it were our first time there. We spent mornings that turned into afternoons, we waited patiently and heard complaints in a crowded waiting room of people who face exactly the same challenges we do. The waiting room becomes a place where you laugh, you complain and meet people. The frustration turns into empathy. And today, in a record time we got it, beating all odds, so our client's daughter will be able to go on her school trip.

It takes patience, time, respect and above all, resilience to work in this environment, not only in Immigration and Relocation, but also in other walks of life. People from other countries who are used to immediate answers and services will probably struggle a great deal, become frustrated and unable to cope with the different perception of time and responsiveness.

Our clients do not see behind the scenes, they do not know the time spent to chase processes

and getting things done. However they feel cradled into this sometimes completely new culture and way of life.

At Maputo Relocation we are transparent and fully compliant with the law, respecting the rules and regulations of the country.

Above all, meeting people and assisting them in settling into their new life, seeing them discover the culture and embrace the passion of its gentle and extraordinary people, is our greatest inspiration.

This year, Maputo Relocation is celebrating its 10th anniversary. Not much for some, but it has been an extraordinary ride for us and we continue to love our business just as much as when we began. The difference being that, having now relocated numerous families throughout the country, many of whom left in tears, carrying a suitcase full of memories, we are now more prepared than ever to assist the many more who are expected to arrive in the coming decade. With a smile and our passion for this incredible country and its people.

Estamos juntos!

*This article was written by Marta Roff*

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maputo relocation



# New Member Focus: "Relocation Vietnam"

As the first relocation company identified by EuRA in Vietnam, Stéphanie Ralu is delighted to share with you the experience she has had in this country for more than twelve years.



Graduated of a master's degree in strategy marketing at IAE from Poitiers, Stéphanie has firstly created her communication company in Paris. She has worked most of her beginning life as marketing consultant for French and international companies. Dynamic, she decided to sell her company and turn to another country. Arrived in Vietnam more than twelve years ago with her husband and two baby children, Stéphanie took on a challenge after living the experience of being an expatriate: help the next

ones! After a year and a half in a relocation company in Ho Chi Minh, she decided to start her own company: Relocation Vietnam. Relocation services designed and delivered exclusively by a team of experienced expat consultants, which understand the complications involved when integrating into a new community, lifestyle and culture. After hundreds of missions carried out, hundreds of customers met and become for some friends with Stéphanie, the CEO of Relocation Vietnam

assures that relocation is first and foremost a sharing. "A sharing of my experiences, my difficulties, my successes, especially since in Vietnam every little achievement is a success!".

Today, the company has evolved very well, a partnership with other companies is underway for all of South East Asia in order to satisfy expats who are coming in Laos, Cambodia, Thailand... "Partners are essentials in our business. If I had worked alone, I could not have done everything I did", admits Stéphanie. Vietnam is welcoming more and more international companies. Over the past three years Relocation Vietnam has relocated Leroy Merlin, LVMH, World

**RelocationVietnam**  
Expats assisting Expats 🏠🌳

Mosquitos and other contracts are coming...

*We invite you to visit our website  
[www.relocationvietnam.com](http://www.relocationvietnam.com). We  
are proud to be new EuRA*

SAVE THE DATES!





# New Member Focus:

## “Four Seasons Hotel London”



Four Seasons Hotel London at Ten Trinity Square – A Landmark Reborn in The City’s Historic Heart  
Set in the heart of the City, overlooking Tower Bridge and the Tower of London, Ten Trinity Square is the starting point for discovering London’s historic past, alongside its exhilarating present. As impressive inside as out, this famous building remains the centre of attention, as a new chapter begins in its history.

### **Tower Hill: the perfect location for access to financial services**

Responding to London’s central role as a hub for business and finance, Four Seasons Hotel London at Ten Trinity Square has opened a suite of luxury Residences as part of its inventory in the City of London.

The Residences are designed to provide a home-away-from-home experience for C-Suite and ultra-high net worth globally mobile professionals and families who are looking for more space and flexibility than a hotel room, on a short-to-longer term basis. With spaces much larger than any other serviced apartment provider in London, the Residences provide ample space for living and entertaining where guests can relax, entertain and do business as if at home. The Residences can also be booked as a venue for intimate conferences, workshops and a place to broker deals in private.

For global assignees who plan to settle in the UK, but need time to find suitable accommodation, the Residences are spacious enough to accommodate a spouse and family, with a wealth of facilities available to suit all. Located in the very heart of London, they are an ideal base for sightseeing – just a short walk from the Tower of London, Tower Bridge and St Paul’s Cathedral – and with easy access to areas such as St Katherine’s Dock for dining and entertainment.

### **Ten Trinity Square: one of the UK’s finest architectural landmarks**

Located in London’s most historic neighbourhood, Ten Trinity Square has long been regarded as one of Britain’s finest architectural landmarks, recognised as a Grade II\* listed building. Originally opened in 1922, this was the headquarters of the Port of London Authority. In the peak days of the Port of London Authority, more than 1,200 people each day came to the building’s central rotunda – topped by a magnificent glass dome – to pay port dues. Such was the importance of the building that, in 1946, the General Assembly of the United Nations held its inaugural reception here.

Following a six-year, multi-million-pound renovation by Reignwood – and now with the management of Four Seasons Hotels and Resorts – Ten Trinity Square offers a base for relocating professionals looking for discreet temporary accommodation, an extended stay, a family reunion or grand-scale private entertaining. Guests can arrive through the Four Seasons Hotel entrance and make use

of all hotel facilities – including three dining outlets, a spa and fitness centre and a private members club – or through other, more discreet private residential entrances. The Residences are reached by a dedicated lift and are located between the fourth and seventh floors. Each has been individually designed to the highest standards by Martin Kemp, David Linley, Richmond International or Fox Linton Interiors. Options range from one to four bedrooms, in sizes from 164 to 447 m<sup>2</sup> (1,765 to 4,810 sq. ft.). Select units offer fireplaces and terraces with spectacular views over the Tower of London, Tower Bridge and the River Thames.

For globally mobile professionals at CEO and executive level, the Residences can provide space to relax and recuperate, do deals, entertain or hold board meetings. Four Seasons In-Residence Dining service is available around the clock, or guests can have a Four Seasons private chef prepare meals in their own kitchen. In the place where trade between Britain and the rest of the world was born, bringing prosperity and opportunities, nowadays the Residences offer discreet accommodation to professionals and executives whose businesses span continents.

### **Luxurious Branded Residences for the corporate traveller, family or millennial**

FS is a renowned luxury hotel that has been developing Residences available to rent and buy across the globe for different



types of travellers. Four Seasons have been creating unique experiences for its guests and providing them with the comfort and luxury they dream of experiencing. Four Seasons has 114 Hotels and Resorts, 42 Residential properties in 48 countries. Four Seasons Hotel, Ten Trinity Square is located in the square mile of the City of London. The Hotel launched 10 Residence rentals in 2018, which have been designed by award winning interior designers and include its own private entrances and has its own dedicated lift. The Residences are bespoke in design and include the highest quality materials throughout making it a place you can feel and call home.

### **Providing a personalised service**

Four Seasons aims to provide a personalised experience where ever you are in the world. Their overall philosophy is to go over and beyond your expectations to ensure you receive a tailor-made service prior to your arrival, whether it maybe pre-arranging your groceries to be pre-stocked in your refrigerator along with the wines you desire from the Chateau itself this can be all arranged.

In addition, a member of the Residences team will meet with the guests to ensure a clear demonstration is illustrated on how to use the appliances in the Residences and that all requests are documented and noted for future arrangements and requirements such as: housekeeping arrangements, in-residence chef requests, in-residence massages, in-residence stylist from Gielly Green, who are on-site at the Hotel.

Four Seasons approach to providing bespoke services, design and excellence for the long stay traveller has attracted that VIP guest that is time poor and looking for the highest quality amenities and services there is to receive. The 6\* service, facilities and the experience is available to live and enjoy.

### **Access to the state-of-the-art facilities on-site**

The fitness centre and the SPA sanctuary is available 24hrs for Residential guests. The SPA includes: a 16m swimming pool, heated infinity and vitality pool, sauna and a Hammam that has been designed with real mother of pearl. The state-of-the-art fitness centre features MATRIX and Peloton equipment, a range of beauty products in the SPA area available to purchase along with personalised Four Seasons bathrobes, slippers and towels available upon request. The latest addition to the Fitness centre is three new body slimmer machines that are designed to burn up to 1400 calories within 40 minutes. The body slimmer machines tone, slim and improve the quality of your skin all in one. Two exceptional restaurants one being Chinese and Japanese and the other being a French Michelin star restaurant available to dine at either lunch time or dinner time.

### **A private members club that provides Privacy and Exclusivity**

Four Seasons, Reignwood and Chateau Latour have collaborated together to create a unique partnership to provide an exceptional offering to their private members. The Ten Trinity Square Club includes several different meeting rooms, a billiards room, a golf simulator, cigar lounge, a restaurant by Anne Sophie Pic and a wine discovery room. The Chateau wine discovery room is where the wines are distributed to from the Chateau and stored for purchase. Four Seasons has a commitment of enhancing your experience to be special, luxurious and bespoke so you feel as though you are living the dream in every aspect possible.

### **Knowledge in serving Expats**

Four Seasons is a global brand and has a long history of serving guests from all of the world. Having properties in more than 48 countries allows it to work more closely with the Global Mobility sector – serving corporate c-suite individuals and families that are on a short- or long-term assignment. Being a 5\* star hotel with experience in Residential property management it comes hand in hand to serve these clients

with their residential

requirements. The requirements can include in-residence experiences through to one of a kind products. The Four Seasons Residences are designed with bespoke interior designed furnishings, large fully fitted culinary gourmet styled kitchens, separate washer and dryer facilities, steam ovens and plate warmers, state of the art technology, large windows, office space and large entertaining space to allow guests to visit. The Residences cater to large sized families and

C-Suite business travellers who may also want to invite their team to stay with them as the Residences offer large spaces to dine and relax. The facilities and services include: resident programming, cleaning, in-residence chef, grocery stocking, in-residence spa services, 24-hr security, 24-hr concierge and much more.

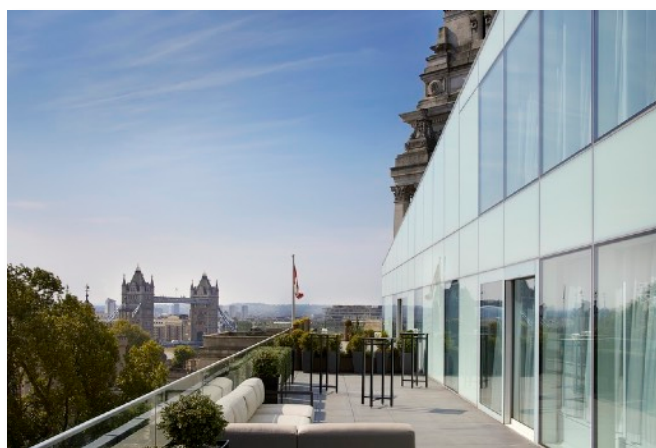
### **Catering to families**

Here at the Four Seasons, Ten Trinity Square we tailor all services to families to ensure we can arrange a nanny should this be required or babysitter for the family to enjoy a beautiful meal together. A tent that includes a mattress is provided for children which is creative in design and comfortable and practical for children aged 1-6 years old. The Spa caters for children should families want to take their children swimming.

*Address: Four Seasons Hotel London at Ten Trinity Square, 10 Trinity Square, London EC3N 4AJ*

*Phone: 020 3297 9200*

*[Webpage](#)*





## Four Seasons Hotel London at Ten Trinity Square is Named AA Hotel of the Year London 2018-2019



## A Taste of Royalty with the Crown Jewels Afternoon Tea at Four Seasons Hotel London at Ten Trinity Square



General Manager Vincent Hoogewijs commented, "It's a great honour to be recognised for this award among such a high calibre of hotels in London. I'm proud of our team for their hard work and for the high level of service and attention to detail that they provide for each and every one of our guests." This is the second time a Four Seasons hotel has received this accolade: Four Seasons Hotel London at Park Lane took home the same award in 2012. In addition to this award, Four Seasons Hotel London at Ten Trinity Square has achieved the AA Inspectors' Choice 5 Red Stars for 2018-2019 and French restaurant La Dame de Pic London has been awarded 3 AA Rosettes, one of the AA's most prestigious accolades for food. The Hotel, which opened in January 2017, offers 100 rooms and suites, 10 spacious residences and a Private Member's Club. Three dining outlets include Michelin-starred La Dame de Pic London, overseen by acclaimed French Chef Anne-Sophie Pic; Chinese and Japanese restaurant Mei Ume, and 1920s style lounge and bar venue Rotunda. A comprehensive Spa and Fitness Centre as well as two distinctive events venues, including the historic UN Ballroom, complete the Hotel's facilities.

To read more [click here](#)

This April, Rotunda at Four Seasons Hotel London at Ten Trinity Square unveils its Crown Jewels Afternoon Tea. Overlooking the Tower of London, which houses the royal jewels of past kings and queens of England, Rotunda at Ten Trinity Square will celebrate the most visited artefacts in Britain with its new afternoon tea. For the ultimate luxury experience, guests can book a private roof terrace where they can enjoy the quintessential British pastime with a view over the iconic landmark and the River Thames.

On the menu, traditional finger sandwiches created by Rotunda's Executive Chef David Greenhill celebrate British classics including egg mayonnaise with truffle oil, coronation chicken and the classic minted cucumber. Inspired by the world-famous Crown Jewels, Executive Pastry Chef Sylvain Nicolas has created a selection of pastries including a griotte amarena cherry and liquorice macaron topped with a silver jewel; Yorkshire rhubarb, jasmine tea, chantilly and strawberry combawa confit adorned with a crown; a citrusy lemon meringue choux with hazelnut streusel and lime jelly; and finally a single origin Madagascan Manjari chocolate tart with sansho berry and fresh raspberries, topped with gold leaf.



To read more [click here](#)

## R3 wins top ARP Award!

Best Destination Service Provider of the Year!



**R3Location** ...  
Reliability Reputation Relationships



From left to right: Catherine Staimanis, Jo Alberti, Marco Previero, Anna Barker, Claire Hagger

Destination Service Provider of the Year We are delighted that R3Location has been awarded Best Destination Service Provider of the Year amongst a competitive field of six other shortlisted providers in the UK by the Association of Relocation Professionals. 100% record It is the third time R3Location has won this Award over the last five years. And it has won it every time it has entered this category. Thought Leadership R3's consistent approach to best in class destination service support and client service excellence continues to be recognised by the Industry, its peers and its clients. We are thrilled to dedicate this Awards to the R3 Team, to our partners, to clients and to all the assignees and their families whom we have had the privilege to help over the last 7 years.

*Anna and Marco The Management Team*

To read more [click here](#)

**arp** THE ASSOCIATION  
OF RELOCATION  
PROFESSIONALS  
AWARD  
WINNER **2019**

## ARP Award Winners 2019

### Destination Service Provider

Clearview Relocation Ltd - Special Commendation

R3Location Ltd - Winner

### Property Finder

Louise Crichton Property Search

### Removal Company

Pickfords

### Furniture Rental Company

Roomservice by CORT

### Specialist Provider

International School of London

### Outstanding Contribution to the Relocation Industry

Dominic Tidey - EuRA COO







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# 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

[Reloc8 Asia Pacific Group Korea](#)

Newly Re-Certified

[Eurohome Relocation Services](#)

[Intermark Relocation Services](#)

[Reloc8 Asia Pacific Group](#)

[Malaysia \(Pathfinder Relocation Services\)](#)

[Eres Relocation](#)

[Finland Relocation](#)

[I-Mobility Relocation](#)

[Relocation AS](#)

[Relocation Services Strohmayer](#)

[The Map Group](#)

[Formula India](#)

[Icon Relocation](#)



## Online Training

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

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.](#)



## EuRA Quality Seal on the EuRA Academy

Everything you always wanted to know about the EuRA Global Quality Seal is now in a new 3 Component Course in the EuRA Academy! It's entirely free so just login and start <https://euraacademy.thinkific.com>

## Introduction to the EGQS

[Watch the film](#)





# MUNICH BY THE NUMBERS

**728**  
Delegates

**€13,500**  
Raised for Charity 2019 -  
zkm

**218**  
Event Photos  
uploaded to  
the App

**2,200**  
beers drank at  
the Gala  
Dinner

**31**  
Conference Sessions

EuRA App  
interaction:  
**90.7% APP**  
UPTAKE!

Most attended session:  
Conference Opening with  
**62.90%** attendance

**81**  
Highest number of  
speakers in EuRA  
Conference history