

Practical Class #09

International Management
Spring 2025

April, 24/May, 2

InterNations | Expat Insider Report 2023

The Best & Worst Places for Expats in 2023



Best & Worst Destinations for Expats 2024



1	Panama	19	China	37	Japan
2	Mexico	20	Luxembourg	38	France
3	Indonesia	21	Hong Kong	39	Czechia
4	Spain	22	Malaysia	40	Chile
5	Colombia	23	South Korea	41	Egypt
6	Thailand	24	Austria	42	Sweden
7	Brazil	25	Denmark	43	Hungary
8	Vietnam	26	Netherlands	44	UK
9	Philippines	27	Greece	45	Ireland
10	UAE	28	Poland	46	Malta
11	Costa Rica	29	South Africa	47	Italy
12	Oman	30	Singapore	48	Norway
13	Saudi Arabia	31	New Zealand	49	Canada
14	Kenya	32	India	50	Germany
15	Portugal	33	Bahrain	51	Finland
16	Australia	34	Switzerland	52	Türkiye
17	Qatar	35	USA	53	Kuwait
18	Belgium	36	Cyprus		

Quality of Life Index 2024

Quality of Life Index

- 1 Valencia
- 2 Alicante
- 3 Vienna
- 4 Madrid
- 5 Málaga
- 6 Tokyo
- 7 Abu Dhabi
- 8 Dubai
- 9 Zurich
- 10 Copenhagen

Safety & Security

- 1 Copenhagen
- 2 Zurich
- 3 Luxembourg City
- 4 Geneva
- 5 Basel
- 6 Dubai
- 7 Abu Dhabi
- 8 Ras Al Khaimah
- 9 Amsterdam
- 10 Valencia

Leisure Options

- 1 Madrid
- 2 Mexico City
- 3 Barcelona
- 4 Valencia
- 5 Málaga
- 6 Melbourne
- 7 New York City
- 8 Dubai
- 9 Bangkok
- 10 Alicante

Environment & Climate

- 1 Valencia
- 2 Alicante
- 3 Vienna
- 4 Zurich
- 5 Basel
- 6 Vancouver
- 7 Stockholm
- 8 Auckland
- 9 Málaga
- 10 Lisbon

Travel & Transit

- 1 Vienna
- 2 Valencia
- 3 Tokyo
- 4 Madrid
- 5 Singapore
- 6 Warsaw
- 7 Abu Dhabi
- 8 Doha
- 9 Hong Kong
- 10 Prague

Healthcare

- 1 Doha
- 2 Alicante
- 3 Valencia
- 4 Abu Dhabi
- 5 Tokyo
- 6 Vienna
- 7 Málaga
- 8 Madrid
- 9 Riyadh
- 10 Jeddah

Ease of Settling In Index 2024

Ease of Settling In Index

- 1 Málaga
- 2 Mexico City
- 3 Alicante
- 4 Valencia
- 5 Ras Al Khaimah
- 6 Bangkok
- 7 Madrid
- 8 Panama City
- 9 Nairobi
- 10 Muscat

Local Friendliness

- 1 Mexico City
- 2 Málaga
- 3 Valencia
- 4 Alicante
- 5 Muscat
- 6 Bangkok
- 7 Ras Al Khaimah
- 8 Nairobi
- 9 Madrid
- 10 Panama City

Finding Friends

- 1 Málaga
- 2 Mexico City
- 3 Nairobi
- 4 Panama City
- 5 Alicante
- 6 Ras Al Khaimah
- 7 Bangkok
- 8 Valencia
- 9 Madrid
- 10 Muscat

Culture & Welcome

- 1 Málaga
- 2 Alicante
- 3 Valencia
- 4 Mexico City
- 5 Madrid
- 6 Ras Al Khaimah
- 7 Bangkok
- 8 Panama City
- 9 Dubai
- 10 Muscat

Working Abroad Index 2024

Working Abroad Index

- 1 Copenhagen
- 2 Ras Al Khaimah
- 3 Brussels
- 4 Riyadh
- 5 Amsterdam
- 6 Sydney
- 7 The Hague
- 8 Dublin
- 9 Dubai
- 10 New York City

Work & Leisure

- 1 Copenhagen
- 2 Amsterdam
- 3 Panama City
- 4 Valencia
- 5 Ras Al Khaimah
- 6 Bangkok
- 7 Brussels
- 8 Madrid
- 9 Oslo
- 9 Málaga

Salary & Job Security

- 1 Luxembourg City
- 2 Abu Dhabi
- 3 Riyadh
- 4 Copenhagen
- 5 Ras Al Khaimah
- 6 Jeddah
- 7 Zurich
- 8 Vienna
- 9 Geneva
- 10 Basel

Work Culture & Satisfaction

- 1 Copenhagen
- 2 Brussels
- 3 Sydney
- 4 The Hague
- 5 Ras Al Khaimah
- 6 Amsterdam
- 7 New York City
- 8 Dublin
- 9 Stockholm
- 10 Auckland

Career Prospects

- 1 Riyadh
- 2 New York City
- 3 Dubai
- 4 Abu Dhabi
- 5 Sydney
- 6 Dublin
- 7 Jeddah
- 8 London
- 9 Ras Al Khaimah
- 10 Brussels

Portugal in the Expat Insider Report 2024



Average expat in Portugal



Exercise Reading & Discussion

- ❖ Go to Moodle >> The expat dilemma (PDF)
 - 15 min to read

- ❖ Based on the article, discuss and answer to the following questions.

The expat dilemma - Questions

1. a) Why do companies need expats?
 b) Why do employees want to be expats?
2. Why does Ana's company (Streuvelds Chemicals) need her in Brussels?
3. Why did Ana want to come to Brussels?
4. What are the causes of expat's assignment failure?
5. How did HR accommodate for Ana in this case?
6. What are the flaws of the mobility program at Streuvelds Chemicals?
7. What would you do / would you recommend to solve the dilemma?

The expat dilemma - Answers

1. a) Why do companies need expats?
 - To start up operations
 - To provide technical expertise
 - To maintain financial control over the operation
 - To gives most promising managers the opportunity to gain international experience to prepare them for higher positions
 - To maintain control and ensure organizational coordination
 - When managerial talent is not available in host country
 - Company does not see the foreign operations in host country endure
 - The conviction that the company needs to appear foreign
 - Selection of managers from one group of the population in the country may alienate others
 - Believe it is best for the company

The expat dilemma - Answers

1. b) Why do employees want to be expats?

- Linked with career development
- The challenge
- Better conditions (to the person and family)

2. Why does Ana's company (Streuvelds Chemicals) need her in Brussels?

- Because of her previous experience operating plants – The company wants to establish new plants in Europe

The expat dilemma - Answers

3. Why did Ana want to come to Brussels?

- Because it was supposed to be a requirement to be promoted (being in two countries)
- She thought it would be good to her family

4. What are the causes of expat's assignment failure?

- The spouse non-adapting to the country / having to give up of the career – specially for careers such as medicine or law
- Cultural clash

The expat dilemma - Answers

5. How did HR accommodate for Ana in this case?

- The HR manager tried to find something to Ana's husband and were willing to pay his studies but returning to medicine was not his ambitious

6. What are the flaws of the mobility program at Streuvels Chemicals?

- Having an HR manager responsible for mobility who does not believe in the program implemented; he is not able to see the ROI
- Ana signed a 3-year contract to help to launch the new plants in Europe but maybe the assignment could be shortened
- The noise around career development – mobility should be part of career development. It should be clear that is the path for an expatriate
- Ana finds living in Europe to be costly. Salary to an expatriate should be estimated calculating the increase in the cost of living
- Ana is speaking to her boss in Brazil?! Within the same company?

The expat dilemma - Answers

7. What would you do / would you recommend to solve the dilemma?

- Add flexibility to the program. Each assignment should have a different time period. In Ana's case it could be staying there for one year and then returning to Brazil. Sporadically returning to Europe to follow-up.
- Look at the remuneration. How is that being calculated? Fixed salary should be host country plus a compensation for the change + for the cost of living