

Moving Matters:

A Study of How to Help International
Transferees Relocate

Final Report
Fall 2005

Research conducted by
The Interchange Institute

Commissioned by

GRAEBEL[®]

Moving Matters

Final Report Fall 2005

In Spring 2005, links to an on-line survey were sent to employees of three corporations whose international moves had been coordinated by Graebel International. Employees were invited to participate, to help Graebel understand those factors that make the relocation process easier and to give feedback about their own experience with Graebel. Employees were told that Graebel would make a \$10 donation to the Susan G. Komen Breast Cancer Foundation for every participant who completed the survey, and that they would earn a one in a hundred chance to win a \$250 gift certificate to amazon.com.

Participants

One hundred four (104) employees completed the survey. While the sample included diversity on every dimension, the typical participant was a well-educated, married man in his early 40s, on a temporary assignment that was just one of several moves he had made as an adult. About half had children, half did not. About half were American, the rest were from around the world. About half had moved to a new country, the rest had moved home. Details are found in the boxes below.

Participant Details

- 83 Males and 21 females
- Average age = 43 years old (range: 28-60 years)
- 89.3% Married
- 49.5% Had children (average number = 1.7)
- 50% Had finished four-year university degree; another 44.2% Had started or finished graduate school
- Had moved to their new country an average of 10.6 months earlier
- 56.7% Were expatriates (had moved to a country other than their passport country); the rest (43.3%) were repatriates (had moved back to their home country)
- 78.1% Had moved to take a temporary assignment; the rest considered their recent move to be permanent
- Prior to this move, had lived an average of 8.2 years outside their home countries as an adult (range: < 1 year to 28 years)
- Prior to this move, had moved to a new city an average of 6.8 times (range: 1 to 14 times)

Participants' Current Country of Residence

Australia	1.0%
Brazil	1.0%
Canada	5.8%
Colombia	1.0%
Czech Republic	1.0%
France	4.8%
Indonesia	2.9%
Japan	1.9%
Malaysia	1.0%
Mexico	1.9%
Norway	8.6%
Qatar	4.8%
Russia	2.9%
UK	9.7%
U.S.A	41.0%
Venezuela	5.7%
Vietnam	1.9%

Participants' Citizenship

(numbers do not sum to 100% because of rounding error)

Australia 1.0%	France 4.8%	Netherlands 1.0%
Bolivia 1.0%	Germany 1.0%	Norway 4.8%
Brazil 1.0%	Indonesia 1.0%	Romania 1.0%
Canada 4.8%	Ireland 1.9%	Spain 1.0%
Colombia 1.0%	Italy 1.0%	UK 10.6%
Denmark 1.0%	Japan 1.0%	U.S.A 48.6%
Ecuador 1.0%	Malaysia 1.0%	Dual citizen 7.7%

How Participants Were Doing

To address how participants were doing following their move, we asked the following questions as **outcome measures**:

- **Overview rating:** Taking all things together, how do you feel about your life in the country where you now live? (7 point scale, 1 = terrible, 7 = delighted). Parents also answered this question regarding their children's feelings.
- **How settled:** On a scale from 1 to 10, how settled in to your new home do you feel? (1 = not at all settled, everything is very disrupted, and 10 = completely settled, just like home)
- **How long:** How long did it take you to feel this settled? (6 point scale, 1 = one week or less, 6 = more than one year)
- **Stress:** How stressful to you are [the following] while living in this country? (4 point scale, 1 = not stressful, 4 = very stressful)
 - Speaking the host country language
 - Being treated differently because of my nationality
 - Missing family and friends in my home country
 - Losing contact with my home country
 - Being afraid of doing or saying something inappropriate when socializing with host country nationals
 - Managing the tasks of daily living
 - Having available places for me to worship
 - Using health care facilities here
 - Local transportation
 - Available quality and types of food
 - Shopping
 - Finding a good-quality school or child care for my children
 - Making friends
 - Feeling safe

For some analyses, we used the average stress ratings of these aspects of international living.

Research Questions

We focused on the following four research questions:

- **What do people do to feel settled after an international relocation?**
- **How do people learn about their new country?**
- **What do parents do to help their children relocate smoothly?**
- **What role does a moving company play in this process?**

Research Report

We have written this report with non-statisticians in mind. Throughout the report are comments from participants (in boxes, in italics) written in response to open-ended questions, thus ensuring that their voices accompany the statistical findings. To make complicated findings easier to visualize, we have presented bar graphs and charts rather than tables of correlations or factor analysis statistics. For interpretation of numbers in the graphs, please refer to the measurement descriptions above. Unless otherwise marked, all the charts and graphs refer to statistically significant differences. Recommendations for relocation professionals and for relocating individuals and families are found at the end of the report. Questions about methodology and statistics should be addressed to The Interchange Institute.

What Do People Do To Feel Settled After An International Relocation?

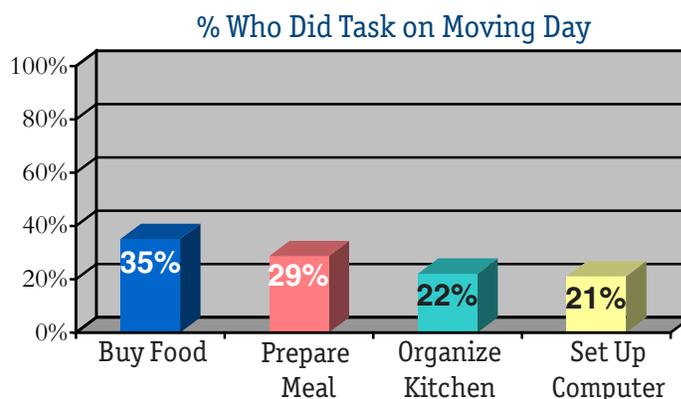
We presented participants with a list of 18 tasks that many people do to feel settled in their new homes and communities:

- Unpack all moving **boxes**
- Display family **photos** in living areas
- Organize the **kitchen**
- Buy basic **food** staples for kitchen
- Arrange **furniture**
- Set up **computer** and internet access
- Prepare family **meal**
- Complete all necessary **documents** (registrations, government forms, etc.)
- Meet at least one **neighbor**
- Have **local friends**, co-workers or neighbors to your home
- Have **friends** or family from **home** visit you
- Have **holiday** celebration in your home
- Find place to **worship**
- Find place to do sports, music or other **hobby**
- Find **medical** providers for family

First we asked participants to say *when* they did each of these tasks, on a 6-point scale:

- 1 = On moving day
- 2 = Within the first week of moving in
- 3 = 1-4 weeks after moving in
- 4 = 2-4 months after moving in
- 5 = More than 4 months after moving in
- 6 = Not yet

The tasks that were most likely to be done on moving day were buying food, preparing a meal, organizing the kitchen, and setting up the computer.



Settling-In Tasks

In descending order, from those done soonest to those done with the longest delay

- Buy basic food staples for kitchen
- Prepare a meal
- Arrange the kitchen
- Set up the computer and internet access
- Meet at least one neighbor
- Complete all documents
- Display photos
- Unpack all boxes
- Find place to do sports, music or other hobby
- Find medical providers for family
- Have local friends, co-workers or neighbors to your home
- Have friends or family from home visit you
- Have holiday celebration in your home
- Find place to worship

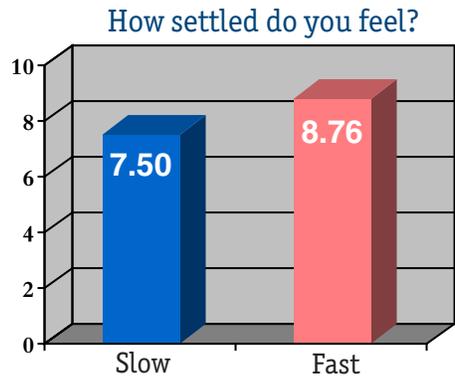
Key Finding:

People who complete these settling-in tasks more quickly had better outcome.

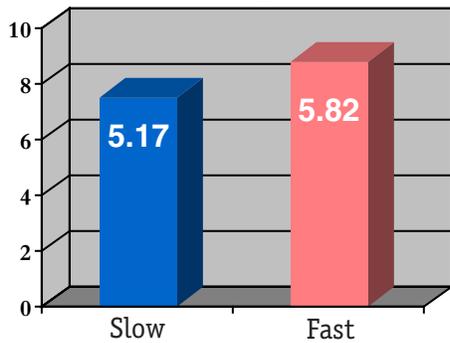
Next we asked whether *speed of settling in* mattered – were participants who did these tasks more quickly better off in some way?

We computed an “average speed” score (the average time to complete each of the 18 settling-in tasks) and examined the relationship between that score and our four outcome measures (see page 6). On every outcome measure, it was clear that speed did matter:

Those who did these settling-in tasks more promptly felt more settled...



How positively do you rate the assignment?



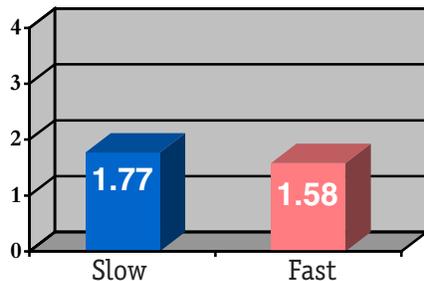
...were more positive about the assignment

How long did it take you to feel this settled?



...and settled in faster.

How stressed do you feel from living in this country?

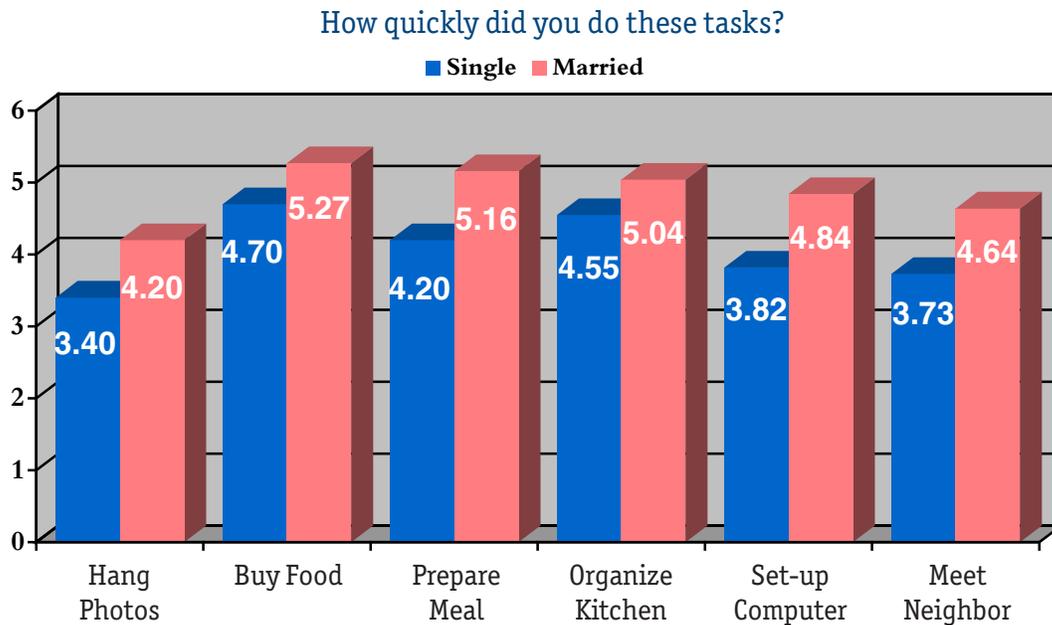


They were also less stressed about living in the new country. (This measure was the average of the ratings of stress of all 14 stressfulness items.)

Key Finding:

Singles settled in more slowly than couples.

Then, as it was clear that faster settlers were better off, we wanted to know more about **who these speedy settlers were**. Overall, speed of settling in was *unrelated* to participants' age, level of education, fluency in the host language, number of children or relocation history. Marital status, on the other hand, was important:



Singles, compared to married transferees, were significantly slower to hang photos, buy basic food staples for the kitchen, prepare a meal, arrange their kitchens, set up their computer and internet access, and meet at least one neighbor.

Singles also tended (but not quite statistically significantly) to be slower at arranging their furniture, having a local visitor to their home, finding a place to worship and finding medical care.

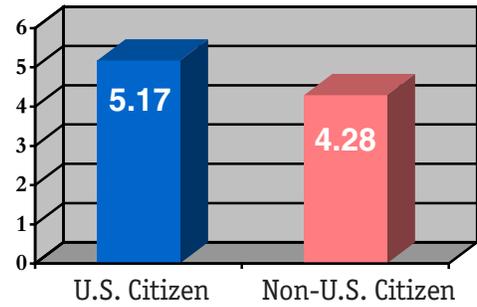
On one hand, this slowness on the part of singles is not surprising – there is only one person, rather than two, to do all the work of settling in. A one-person kitchen takes just about as long to organize as a family kitchen, for example, yet there is only one set of hands doing the organizing. And of course, that one set of hands is busy at work doing the job that prompted the move.

That singles were also slower to meet neighbors and otherwise get connected into their communities suggests that there may be additional impediments to their settling in – making social connections can be harder for singles. It may feel more awkward or time-consuming for singles to invite locals to their homes than for couples to do so.

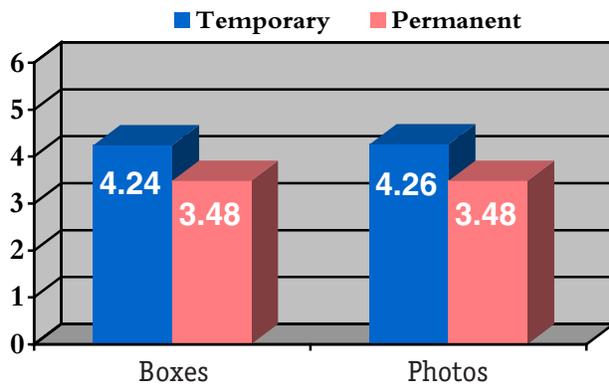
Relocation professionals should take note that singles may need more help and attention than married transferees.

Next, we found that U.S. citizens were faster to set up their computers than non-U.S. citizens.

How quickly did you set up your computer/ internet access?



How quickly did you do these tasks?



And participants who viewed their moves to be permanent were slower to unpack boxes and display photos than those who saw their moves as temporary.

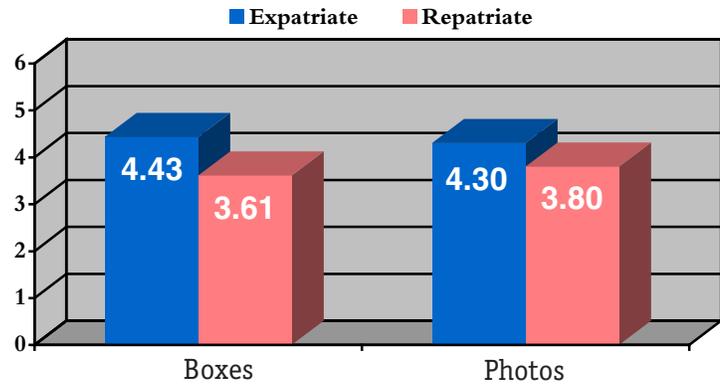
Key Finding:

Repatriates settled in at different speeds and took longer to feel settled than expatriates.

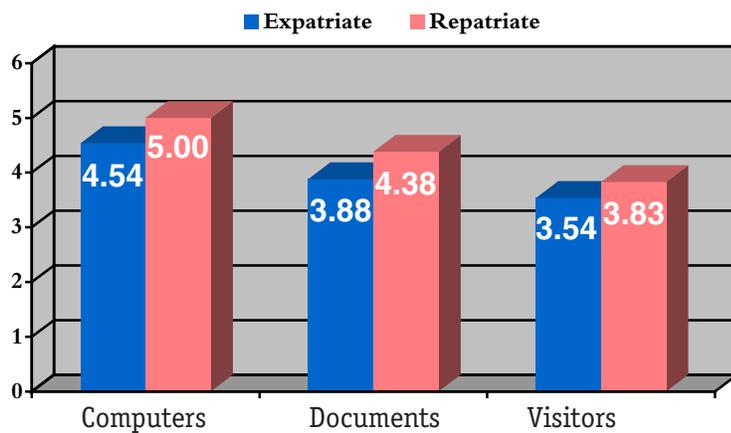
Perhaps paralleling that finding, whether the participant was a repatriate (and thus likely to see his/her move as permanent) or expatriate was also related to speed of settling in. Specifically,

repatriates were also slower to unpack the boxes and display photos

How quickly did you do these tasks?



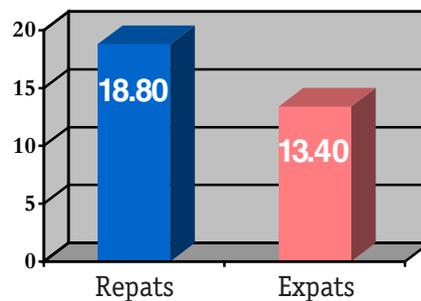
How quickly did you do these tasks?



...although they were faster to set up their computers and internet access (perhaps reflecting the fact that repatriates in this sample tended to be U.S. citizens), complete all necessary documents (again, perhaps a reflection of the relatively few documents repatriating U.S. citizens must complete compared with people moving to some other countries) and have visitors from home (probably because they were themselves home and thus easier to visit).

Perhaps as a result, repatriates reported taking significantly longer to feel settled than expatriates.

How many weeks did it take you to feel settled?



This difficulty in repatriates' feeling settled has been reported anecdotally by many in the past – it is common to hear people returning to their home countries say that that move was more challenging than their move to the new country in the first place. While many factors certainly enter into the repatriates' difficulty (see Pascoe¹ and Storti², for excellent full descriptions of these challenges), this study confirms that one piece of the puzzle is that repatriates are slower to do the settling in tasks that are part of their move, and take longer to judge themselves “settled,” perhaps using a stricter criterion for what that means than do expatriates.

Finally, with this indication that speed in settling in was important, we looked more closely at the various settling in tasks, to see which were the ones that **distinguished between the participants who felt settled and positive about the assignment, and those who felt less settled and less positive.**

“We found a group of expats and other Americans that had lived overseas. We meet once a month. Sharing international experiences with others who have had similar experience is VERY IMPORTANT. I found that locals that have never been out of the country really weren't interested in finding out about us.”

Key Finding:

Speed in doing some settling-in tasks was especially related to better outcomes: unpacking all boxes, organizing the kitchen and furniture, displaying photos, having local and home visitors, and pursuing hobbies.

1. Pascoe, R. (2000) *Homeward Bound: A Spouse's Guide to Repatriation*. Vancouver: Expatriate Press.
2. Storti, C. (2001) *The Art of Coming Home*. Yarmouth, ME: Intercultural Press.

Some tasks, like buying food staples, preparing a meal, and setting up the computer, while clearly important, did not distinguish between those doing well and those doing poorly – probably because virtually everyone did them.

On the other hand, those who did the following tasks sooner felt *more* settled than those who took longer to do them (see chart below for a visual summary of these findings):

- unpack all boxes
- hang photos
- organize kitchen
- arrange furniture
- have a local visitor to your home

“There is a big difference in unpacking the box and getting the contents put away.”

Those who did these tasks sooner felt settled faster:

- unpack all boxes
- hang photos
- organize kitchen

Those who did these tasks sooner had more positive ratings of the assignment:

- hang photos
- have a local visitor to your home
- find a place to pursue a hobby, sports or music

And finally, those who did these tasks sooner found living in the new country less stressful:

- hang photos
- arrange furniture
- have visitors from home
- find a place to pursue a hobby, sports or music

“We found that in the U.S. our empty boxes were only picked up once after delivery. With approximately 350 boxes we were swamped, and had little space. I would consider for a ‘large’ move at least two pick-up services would help greatly.”

Here is this same information visually – the chart shows which settling-in tasks (on the left) were related to which outcome measures (the column headings – how settled they felt, how long it took them to feel settled, their Overview rating of the assignment, and how stressed they felt). A hyphen (—) means that the settling in task was not related to the outcome measure.

	How Settled	How Long	Overview Rating	Stress Total
Unpack all boxes	More Settled	Faster	—	—
Organize kitchen	More Settled	Faster	—	—
Display photos	More Settled	Faster	More Positive	Less Stressed
Have local visitor	More Settled	—	More Positive	—
Pursue hobby, sports, music	—	—	More Positive	Less Stressed
Arrange furniture	More Settled	—	—	Less Stressed
Have visitors from home	—	—	—	Less Stressed

For example, those who unpacked all their boxes quickly now felt more settled and settled in faster, but did not have particularly low overview or stress ratings. It is interesting that the one settling-in task that was related to all four outcome measures was “displaying photos” – those who displayed photos more quickly felt more settled, settled more quickly, had more positive ratings of the assignment and felt less stressed. Displaying photos seems to be an important component of feeling settled (along with the rather nuts and bolts tasks of unpacking boxes and arranging the furniture and kitchen) and of having a positive, non-stressed view of the assignment.

Key Finding:

There are two types of movers: those who focus on practical tasks and those who focus on social and emotional tasks.

Noting that these tasks tended to cluster into the practical, nuts and bolts type (unpacking boxes, arranging furniture) and the community, social type (having local visitors, pursuing hobbies), we next asked **whether different settling-in tasks are important for types of different people**. Participants returned to the list of tasks and this time, instead of rating how quickly they had done them, were asked to pick the five that they thought were most important to their feeling settled.

We used a statistical technique called cluster analysis to form two groups of participants who tended to pick different tasks as the most important for feeling settled:

One group tended to pick the following tasks:

- unpack boxes
- organize kitchen
- buy basic food staples
- set up the computer and internet access

The other group tended to pick the following tasks:

- display family photos
- complete necessary documents
- meet at least one neighbor
- find a place to pursue their hobby
- find medical care

“The key is to meet people, especially for the spouse. In my case, no organized activities were made but, due to top good neighbors, they brought us into it and things work well now. But this is a great challenge.”

We have called these two groups **“Practical”** and **“Nest-maker”** movers, respectively. Whether participants fell in the Practical or Nest-maker group was not a function of their age, marital status, education, whether they had children, or their relocation history as an adult or child.

However, females were more likely to be Practical than Nest-maker movers (while males were more equally likely to be either), defying a stereotype, perhaps, of women as homemaker.

Practical vs. Nest-Maker

	Practical	Nest-Maker
Female	89.5%	10.5%
Male	60.5%	39.5%
Repatriate	80.5%	19.5%
Expatriate	61.3%	38.7%
Permanent	85%	15%
Temporary	61.3%	38.7%
U.S. Citizen	78.3%	21.7%
Non-U.S. Citizen	54%	46%
Not moved from U.S.	72.1%	27.9%
Moved from U.S.	50%	50%

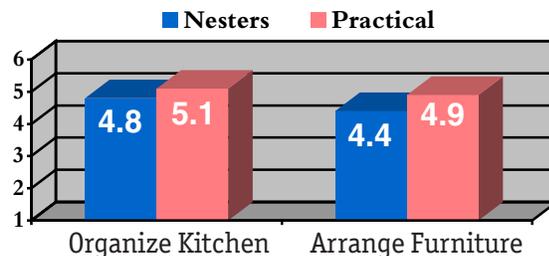
In addition, as the chart above shows, Practical movers were more likely than Nest-makers to:

- Be repatriates (while expatriates were more equally likely to be either)
- Consider this move to be permanent (while temporary transferees were more equally likely to be either)
- Be U.S. citizens (while non-U.S. citizens were more equally likely to be either)
- And to have moved from outside the U.S. (while those moving from the U.S. were more equally likely to be either)

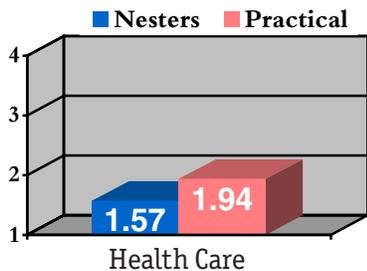
That is, repatriating US citizens (moving home to the US) were especially interested in the practical aspects of their moves.

How quickly did you do these tasks?

Not surprisingly, since these were tasks they saw as more important, the Practical settlers organized their kitchens faster and arranged their furniture more quickly than the Nesters.



How stressful do you find using the health care facilities here?



And again, not surprisingly since they had rated finding medical care less important, the Practical settlers also said they were more stressed by the host country's health care system.

Interestingly, the Practical and Nest-maker groups did not differ in how settled they felt, how long it took them to feel settled, their overview rating of the assignment or their overall stress. In general, people probably pursue the settling-in tasks that are important to them, thereby meeting their own set of needs. Still, as the finding above involving the Practical settlers feeling stressed by the health care system shows, sometimes people ignore tasks that are, in fact, important to them, and suffer negative consequences as a result.

What should service providers do to help families feel settled?

- Speed up delivery of household furnishings.
- Provide information about schools, childcare, and children's activities.
- Give a map to the three largest food stores.
- More detail in medical requirements.
- Assist with claims report.
- A bunch of flowers on arrival day.
- Extra cleaning services.
- One-month follow-up call.
- Information about handyman services.
- Send an electrical specialist to connect up all domestic appliances (TV, computer, phone, internet, video, etc).
- Cross-cultural training and immersion language training prior to moving.
- More help with real estate.
- Help with getting set up with utilities without a local driving license or credit history. (Some sort of negotiated rate by our company for its employees. Web links to utilities providers, with a rating system based on cost/ease of use would have been really helpful.)

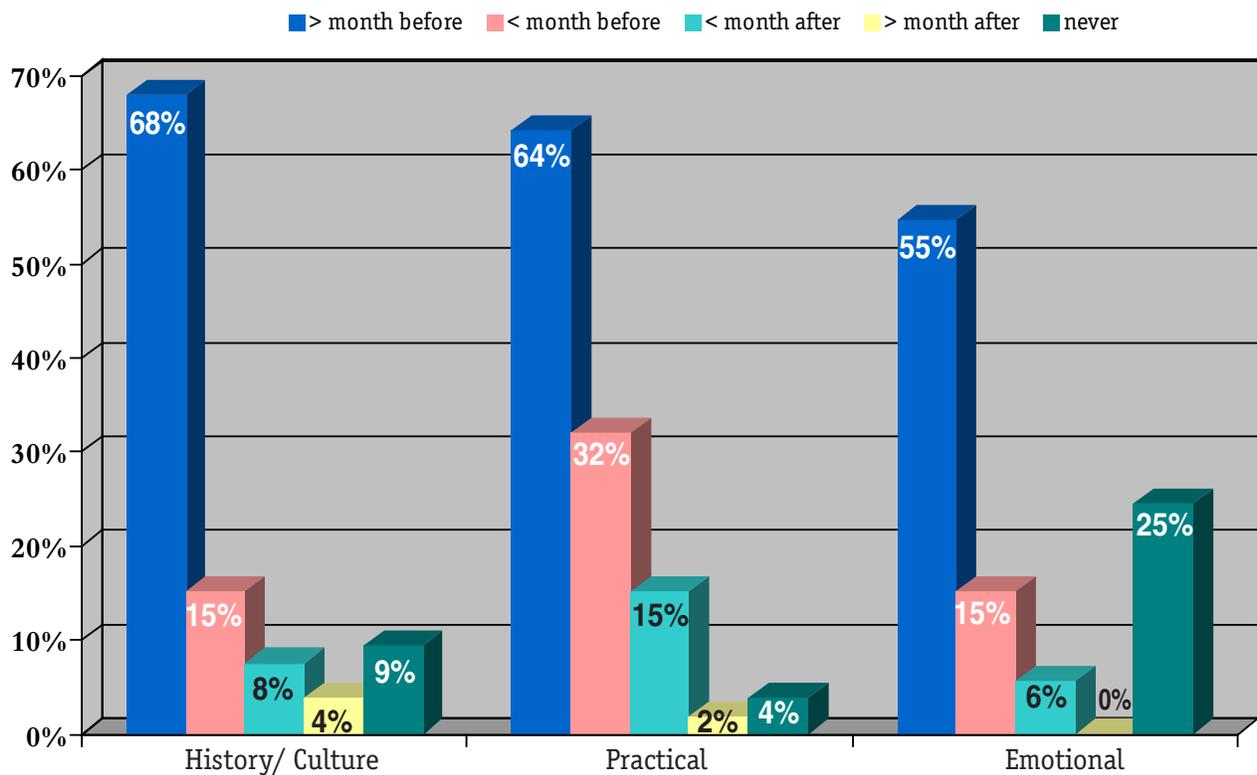
Summary of Key Findings

- People who complete these settling-in tasks more quickly had better outcome.
- Singles settled in more slowly than couples.
- Repatriats settled in at different speeds and took longer to feel settled than expatriats.
- Speed in doing some settling-in tasks was especially related to better outcomes; unpacking all boxes, organizing the kitchen and furniture, displaying photos, having local and home visitors and pursuing hobbies.
- There are two types of movers; those who focus on practical tasks and those who focus on social and emotional tasks.

What Do People Do To Learn About Their New Country?

Next, we asked the expatriate participants what they had done to prepare for their relocation to a new country. What kinds of information did they seek? What sources did they use, and were these helpful? When did they use the various kinds of information offered to them?

We asked participants when would have been the best time to have received information about the new country's history and culture, about the practical aspects of living in the new country and about the emotional aspects of moving to a new country.



Notice that participants were asking for information far ahead of the relocation (more than a month prior to the move). (These numbers do not sum to 100% because they were allowed to select more than one time for receiving information.)

Key Finding:

People say they would prefer to receive their support information at least one month prior to their move.

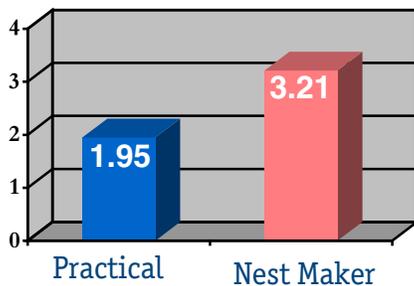
Although some international relocations occur without much advance notice, many do allow such preparation. If relocation support organizations can be involved with the transferee as soon as the assignment is decided, they can supply the needed historical, cultural, practical and emotional information early enough for it to be most useful.

This preference for pre-departure support was not universal, however. We computed a score that captured participants' preference for receiving support (about history and culture, practical, and emotional aspects, from neighbors and friends or relocation professionals) prior to the move.

Participants would also like:

- *Destination country's shipping restrictions*
- *Links to resources for automobile and pet relocation*
- *Information on third parties used in each country*
- *Damage claim forms*
- *Contact information for my destination services provider*

Do you want to receive this information prior to your move?



Nest-Makers had significantly higher scores than Practical movers, suggesting that they were planning ahead more than the Practical movers.

We noted that 25% of the participants said they would “probably never use” information about emotional aspects of moving to a new country. These were all male, but otherwise this factor was unrelated to demographic traits, including marital status, citizenship, or whether the participants had children.

	Would Use Information About Emotional Aspects	Would Probably Not Use Information About Emotional Aspects
Male	71.1%	28.9%
Female	100%	0%

Key Finding:

People differ in how they prefer to receive their support. Some prefer verbal/written materials; others prefer to learn directly from people, either informally or formally.

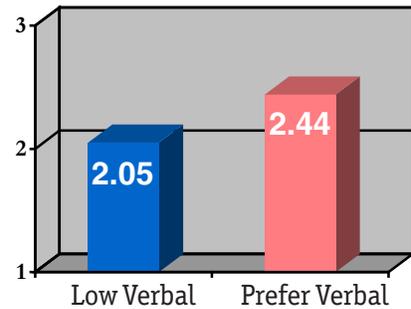
Next, we examined which sources participants preferred for learning about their relocation experience. Using a statistical technique called factor analysis, we found that participants varied in their preference for three types of sources of information:

- **Verbal/Written:** a preference for learning from books, other printed material and the Internet
- **Interpersonal/Informal:** a preference for learning from people, in an informal setting: neighbors, club and association members, destination service providers and real estate professionals
- **Interpersonal/Formal:** a preference for learning from experts and professionals in the field, including cross-cultural trainers, human resource managers and their moving company

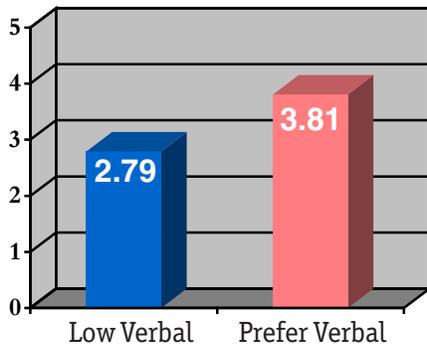
These preferences were, indeed, related to participants' reports of how they learned about their relocation. As expected, for example:

Those who preferred Verbal/Written methods said they would be more likely to use the Graebel Web site
(1 = would not use, 2 = might have used, 3 = would certainly have used)

How likely are you to use the Graebel Web site?



How useful was in the information in the written packet?



...and had, in fact, found the Graebel written packet of materials more useful (1 = not at all valuable, 5 = essential).

Clearly, knowing about a transferee's preferred mode of support can allow a targeted offering that suits his/her needs.

Key Finding:

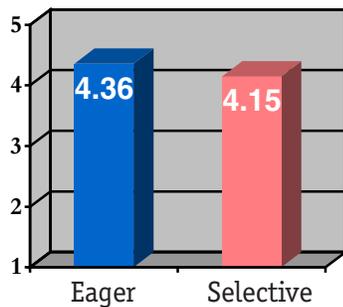
Those who eagerly pursue and use support information and more settled and evaluate their services more positively than those more selective in their use of support.

Finally, after noting the wide range among participants in apparent interest in support information, we formed two groups, **Eager Users** and **Selective Users**, based on participants’ reports of whether they did or would use the following sources of information:

- The Graebel Web site
- The Graebel printed packet of information about the move
- Information about the host country’s history and culture
- Information about practical aspects of living in the host country
- Information about the emotional aspects of relocating internationally

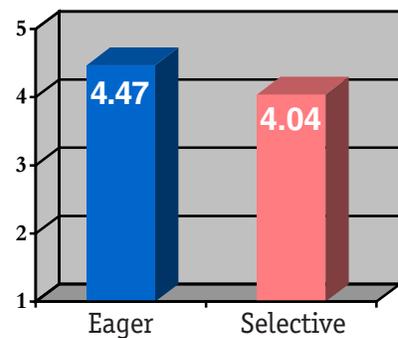
The “Eager Users” said they would or did use all or all but one of these sources for information; the “Selective Users” said they would or did use fewer sources than that. The two groups differed in their relocation experience and their evaluation of the services they received:

How easy was the move process to follow?



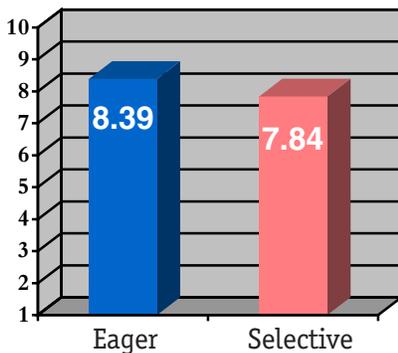
Eager Users said the move process was significantly easier to understand than Selective Users said it was. (1 = very confusing and difficult, 5 = very clear and easy to follow)

Overall, how would you rate your CSC?



Eager Users rated their Customer Service Coordinator more positively than did Selective Users.

How settled are you?



And so, perhaps, Eager Users reported feeling significantly more settled than Selective Users.

Clearly, then, knowing ahead of time about a transferee’s learning preferences could help those in the relocation field target their offerings in a cost-efficient way. While transferees will be more receptive to some kinds of services than others, it is also clear that they will benefit from even their non-preferred services. Finding ways to encourage people to take advantage of the support being offered is an important challenge to meet.

Other things participants did to feel settled in:

- Buy a car
- Get appliances
- Paint kids' rooms
- Landscaping
- Get rid of bugs!
- Renovate house to fit our needs & desires
- Visit area shopping malls
- Join a sports club
- Familiarize myself with key shops/walks/roads
- Plant pots for the patio
- Help spouse meet people
- Brought kids' blankets on the plane so they would be immediately available to sleep with
- Set up basic utilities: phone, gas, electric

Summary of Key Findings

- People say they would prefer to receive their support information at least one month prior to their move.
- People differ in how they prefer to receive their support. Some prefer verbal/written materials; others prefer to learn directly from people, either informally or formally.
- Those who eagerly pursue and use support information are more settled and evaluate their services more positively than those more selective in their use of support.

What Do Parents Do To Help Their Children Relocate Smoothly?

Fifty percent of the participants in this study had children (see Box). Their children ranged in age from infancy to 20 years (mean age 9.3 years). This section of the report is based only on the half of the sample who were parents of minor children.

One child:	14.3%
Two children:	2.4%
Three children:	2.9%

First, we asked parents how they learned about:

- Schools
- Child care
- Activities to do with children
- Shopping for children
- Routine medical and/or dental care
- Special medical or educational care

Specifically, we asked, for each of those topics, which of the following sources they used:

- Professional (real estate agent, relocation professional)
- Books or other printed material
- Web site
- Friend or neighbor in new country
- Advertisement or news story
- Telephone book
- Someone at home, before the move
- By walking or driving around

What would have been helpful for your children?

- *My children have lived and been immunized in many countries and it took me a while to consolidate the information and detect what needs to be done in the US, as every country has different vaccines and timing for them.*
- *Telephone books do not exist for area, so other ways to identify resources are needed. Difficult to find school supplies to meet requirements.*
- *A list of clubs and organization in the area with phone numbers would have been helpful. For example, who to call for soccer, baseball clubs. Is there a swimming club.*

Key Finding:

Local friends and neighbors were the most consistently-used source of child-related information. Professionals and web sites were also important sources.

Percentage of participants who used each source to learn about each topic

	Professional	Books	Website	Friend	Ad	Someone at Home	Walking By
Schools	40.4%		50%	44.2%		17.3%	
Child Care				46.2%			
Activities	17.3%	26.9%	42.3%	59.6%	13.5%		17.3%
Shopping				50%			
Routine Medical	25%		15.4%	28.8%			
Special Medical/Educational	19.2%		11.5%	26.9%			

Sources used by at least 10% of the participants for each topic are shown.
Sources used by more than 40% of the sample are shown in bold font.

The reliance of parents on local friends, co-workers and neighbors to help them with child-settling tasks is striking. Those who want to help relocating families should do all they can to connect them to local social networks – clubs, parent groups, sports clubs, neighborhood associations – as these will be invaluable sources of information.

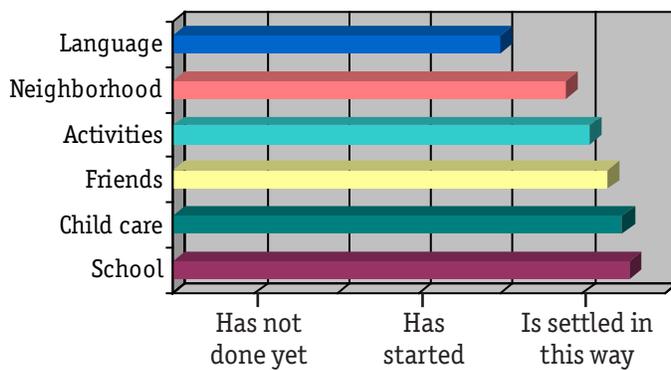
Professionals and web sites are the other clearly-used sources of information for parents.

“We could have used some assistance with how to help our children get together with their friends after school. As we do not live in a ‘compound’ in Jakarta, we are not yet comfortable with the children (age 6 and 8) playing outside our house unescorted.”

Next, we asked parents to describe how settled their child(ren) were in the following ways:

- Learning the host language
- Being able to move around neighborhood or community independently, in age-appropriate fashion
- Finding non-school-related activities
- Making friends
- Feeling comfortable in child care situation
- Getting settled in school

Is your child settled in this way?



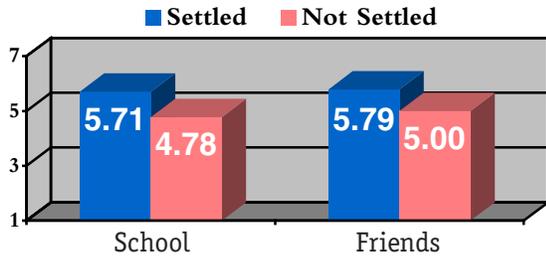
On average, parents saw their children as fairly settled in all these ways, although learning the host language lagged behind.

Key Finding:

Children who settled more quickly were happier and so were their parents.

We next asked whether children who were more settled in these six ways were seen by their parent as more positive about the assignment.

How well is your child adjusting to the relocation?

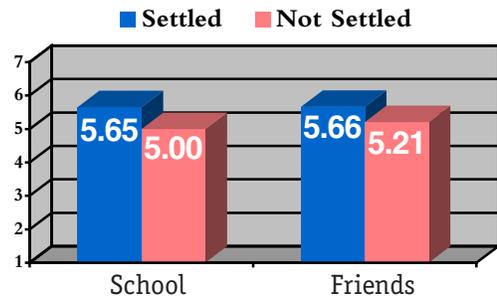


Indeed, parents who described their children as more settled in school or in making friends also described them as being more positive about the assignment.

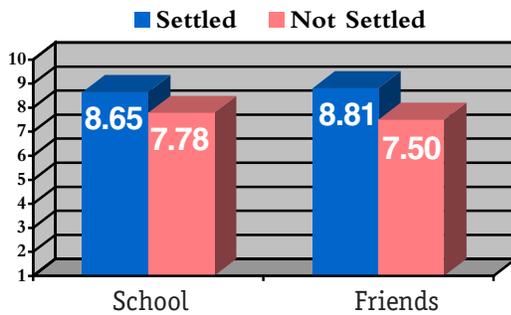
Parents themselves seemed happier when their children were settled in these six ways, too:

Parents who said their child had settled in school or in making friends were themselves more positive about their life in the new country

How do you feel about life in the new country?



How settled are you?



...and were themselves feeling more settled.

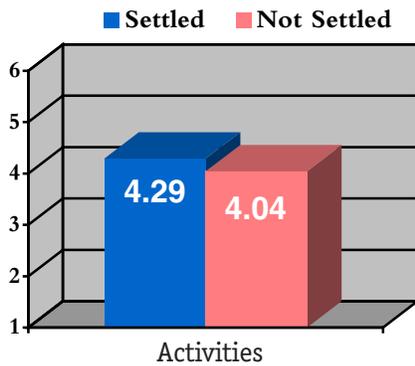
Similarly, parents who said their children were more settled in non-school activities were:

...themselves, more positive about their life in the new country

How do you feel about life in the new country?



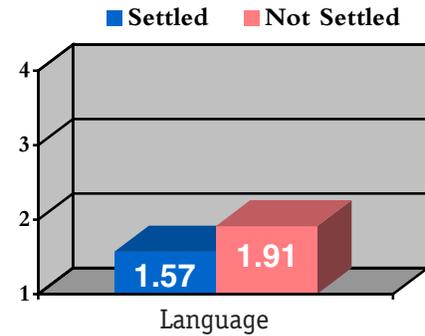
How quickly did you do these settling-in tasks?



and did the settling-in tasks more quickly.

Children who were more settled in learning the host language had parents who felt less stressed.

How stressful do you find living here?



Being settled in childcare and neighborhood were unrelated to child or parent outcome.

What was the most important factor in your child's adjustment?

- *Accurate schooling information and assistance in locating the appropriate schools.*
- *Making new friends for after school hours. Small schools size and dispersions of students make this difficult.*
- *Having a settled family routine.*
- *If the parents make efforts to get adjusted, and speak positively about living in the country, the children will probably follow suit.*

Summary of Key Findings

- Local friends and neighbors were the most consistently-used sources of child-related information. Professionals and web sites were also important sources.
- Children who settled more quickly were happier and so were their parents.

What Role Does A Moving Company Play In This Process?

To this point, we have focused on characteristics of the individuals who are relocating and how these are related to the process of settling in and having a positive view of the assignment. Now, we turn our attention to the role of relocation service providers in the process. What services and materials were most valued? What aspects of service were most closely tied to the transferees' feeling settled and positive?

Every person who is relocated with Graebel is assigned a Customer Service Coordinator (CSC), whose responsibility it is to:

- Review account policies (e.g., what transferees can expect from Graebel during the course of the move, what would be covered by insurance)
- Understand and plan for individual and family needs (e.g., special timing issues, items to be moved that require special care)
- Communicate dates for surveying, packing, loading and delivering goods
- Explaining customs requirements and other restrictions on what can be moved and helping to complete customs forms
- Helping to complete the transferee's Valued Inventory list
- Communicating on the day of packing, moving and delivery about how the move was going

CSCs are also responsible for:

- Explaining any delays
- Helping to file any damage claims
- Assisting with the relocation of automobiles/motorcycles
- Recommending animal handlers for relocation of pets
- Explaining the availability of WorldWatch® (Graebel 24/7 support program)

Participants rated their CSC on each of these responsibilities. They also rated their packing and delivery crews (separately) on whether they:

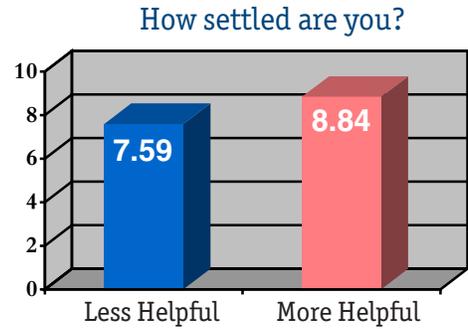
- Communicated well
- Were sensitive to special handling needs
- Were respectful of furnishings
- Worked efficiently

Key Finding:

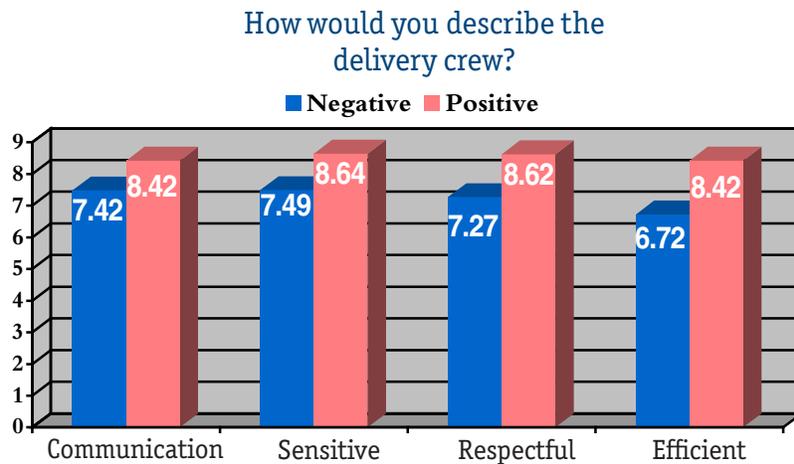
Participants who were more pleased with their relocation services had a better outcome.

We compared participants' ratings of the service they received with their descriptions of how settled and positive they felt. The process of settling in was closely tied to participants' evaluations of Graebel's services. Specifically:

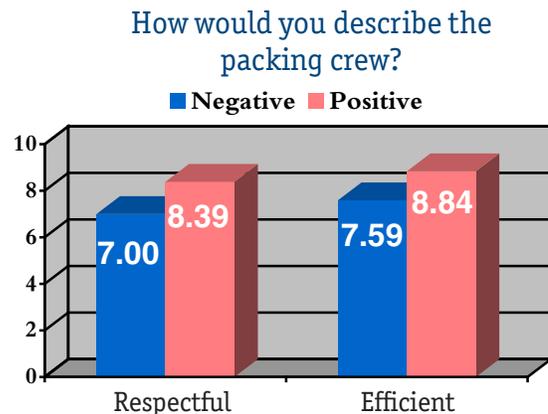
...those who said their CSC was more helpful in describing the account policies also said they were more settled.



In addition, those who described their delivery crews as communicating better, being more sensitive to their special needs, being respectful of their furnishings and working efficiently were also more settled.



And those who described their packing crews as being more respectful of their furnishings and working more efficiently were also more settled.



We also asked participants to describe which elements of the packet of written materials they had used and found valuable. The packet included:

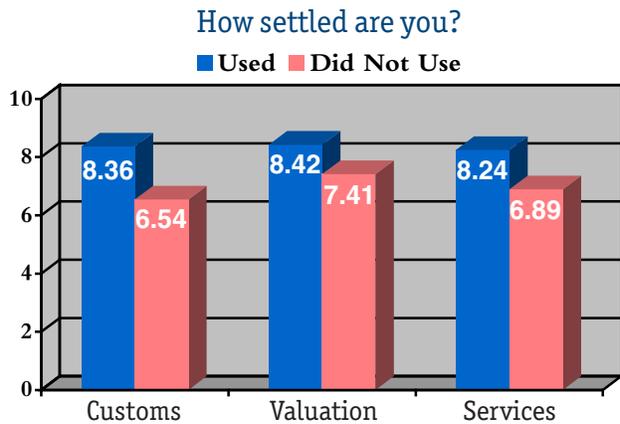
- Essential customs documents
- A country profile
- Information on the Valuation Protection Program
- A description of Graebel services
- A move checklist and timetable tips

Key Finding:

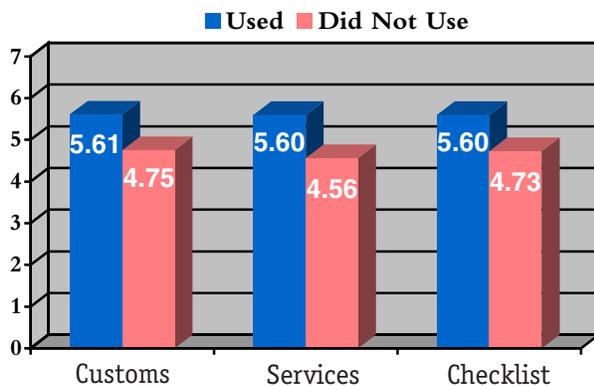
Those who used the services offered had more positive outcome.

Consistently, those who used the packet of materials reported having more positive settling in experiences than those did not:

Those who used the Graebel packet information about essential customs documents, about the Valuation Protection Program and about Graebel services felt more settled than those who did not use that information.



How do you feel about life in this country?

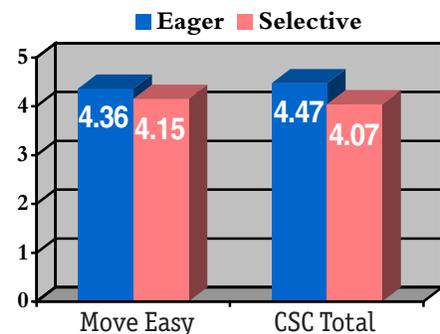


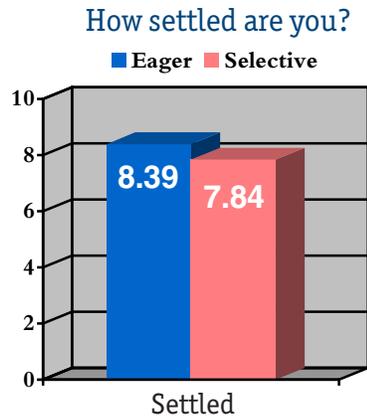
Similarly, participants who used the Graebel packet information about essential customs documents, about Graebel services and the move checklist had more positive overview ratings of the assignment.

We also compared the Eager and Selective Users (see pages 21 of this report for a description of these groups).

The Eager Users described the move process as easier to understand and rated their CSC more positively than did the Selective Users.

How would you rate your move and your CSC?

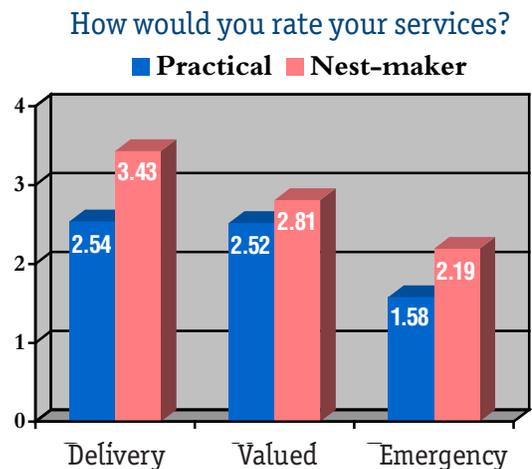




And, perhaps as a result, Eager Users were significantly more settled than Selective Users.

Finally, we asked whether different “types” of transferees viewed their service providers differently. First we compared the “Practical” and “Nest-maker” groups (see pages 14-15 of this report for a description of these groups).

The Practical group rated the delivery crew lower than the Nest-Maker group and gave lower ratings for their CSCs’ description of several components of the service package (the Valued Inventory list and the emergency help program) than did the Nest-Maker group. This is perhaps not surprising, as the Practical group was, by definition, more focused on the nuts-and-bolts aspects of moving their goods and unpacking them than was the Nest-Maker group.



Summary of Key Findings

- Participants who were more pleased with their relocation services had a better outcome.
- Those who used the services offered had more positive outcomes.

Key Findings and Recommendations

Key Findings:

1. People who complete these settling-in tasks more quickly had better outcome.
2. Singles settled in more slowly than couples.
3. Repatriates settled in at different speeds and took longer to feel settled than expatriates.
4. Speed in doing some settling-in tasks was especially related to better outcomes: unpacking all boxes, organizing the kitchen and furniture, displaying photos, having local and home visitors and pursuing hobbies.
5. There are two types of movers: those who focus on practical tasks and those who focus on social and emotional tasks.
6. People say they would prefer to receive their support information at least one month prior to their move.
7. People differ in how they prefer to receive their support. Some prefer verbal/written materials; others prefer to learn directly from people, either informally or formally.
8. Those who eagerly pursue and use support information are more settled and evaluate their services more positively than those more selective in their use of support.
9. Local friends and neighbors were the most consistently-used source of child-related information. Professionals and web sites were also important sources.
10. Children who settled more quickly were happier and so were their parents.
11. Participants who were more pleased with their relocation services had a better outcome.
12. Those who used the services offered had more positive outcomes.

Key Findings and Recommendations

Recommendations for Relocation Professionals:

1. Generally, the faster someone settles in the better, so facilitate that.
For example:
 - Give lists of where to shop and maps to stores.
 - Help set up utilities.
 - Facilitate access to computer tech support.
 - Unpack boxes, but with guidance from client.
 - Offer local handyman services.
 - Get people – especially spouses – connected to local groups of people.
 - Help make a house a home: encourage displaying family photos, re-decorating, buying plants.
 - Help find medical care.
2. Ask transferees when they would like information about their move and the host country. As a default, offer information at least a month prior to the move.
3. Help singles settle in; they may need to have their service delivered differently than couples and families.
4. Don't ignore repatriates because you think they're "just coming home." They may be slower to settle in, with negative consequences.
5. Some transferees will say they don't need much help. Offer it anyway, at several different points in the relocation cycle; they may change their minds.
6. Help parents meet local friends and neighbors. They will be an invaluable source of child-rearing information.
7. Help parents help their children get settled, especially in school and in making friends. Both children and parents will benefit.
8. Recognize that people approach relocation differently and with different needs. Design programs to assess what kind of person each transferee is. Offer an array of services for these different types of people. For example:
 - Help PRACTICAL MOVERS with nuts and bolts aspects of moving; they will be critical of you if you do not.
 - Help NEST MAKERS with social-emotional aspects of moving; they will appreciate it.
 - Ensure that information is available in various formats: written and in person (formal and informal).

Key Findings and Recommendations

Recommendations for Transferees:

1. The more quickly you unpack and arrange your new home the better, so get the help you need.

For example:

- Learn about your neighborhood – stores, hospitals, natural resources
- Get your utilities, communication and entertainment systems set up; ask for help if you need it – it’s hard enough at home, let alone in a new country
- Unpack your boxes, but put things away as you do so

You may have an inclination to focus more on the practical side of moving (unpacking, setting up the kitchen) or on the social/emotional side of moving (meeting neighbors, feeling safe, displaying photos and decorating). Both are important. Don’t ignore the other.

2. Put yourself in a position to meet local neighbors and friends. They will be an invaluable resource of information and support for you.
3. Don’t underestimate the challenges of moving back home from an expatriate assignment. Many people say it’s harder than moving to the new country in the first place, and research supports this assertion.
4. Those who sought out information about their new country and accept the help offered reported having a better expatriate experience. Accept the help that is offered to you.
5. If you are a parent, get your child settled in school and with friends as soon as possible; you will all feel better.
6. Think about how you like to learn new things – when you get a new piece of electronic equipment, do you read the manual or ask a friend to explain it to you? When you join a new group, do you want to know ahead of time what to expect or do you prefer to jump in and deal with situations as they arise? Use this knowledge about yourself to ask for relocation support in the format you prefer. It is available in written and interpersonal formats, and can be accessed before, during or after your move. Ask for what you prefer.

Thank you for reviewing

Moving Matters:

A Study of How to Help International Transferees Relocate

Commissioned by

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