



International Challenges and Opportunities for Start-up Expatriates

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“The shortest path to oneself
leads around the world”

- *The Travel Diary of a Philosopher, 1919*



Hermann von Keyserling
1880 - 1946

A faint, stylized background graphic of a clock tower with a large clock face on the right side. The tower has a pointed roof and arched windows.

Name your most valuable asset

An employee's earning potential is a direct function of his or her skills, capabilities, and experience – and international experience is one of the most effective ways for people to increase their value

- Opportunities to discover
 - new skills and capabilities
 - career paths that best match strengths and values
 - values and norms driven by personal choice and/or cultural upbringing
 - greater life satisfaction, decrease stress, and improve job performance

(BizEd, 2018)

Business environment

- Globalization
- New market entry
- Workplace innovations

Talent environment

- Talent shortage
- Next generation workers
- Need for global leadership

**Pressure on global
workforce mobility**

Internal expectations

- Global mobility (GM) that fits the needs of the business
- GM as a standard business practice
- Return on GM investments

Compliance environment

- Rapid regulatory changes
- Increased scrutiny
- Different requirements for different countries

(Deloitte: Smart Moves Series, 2010)



Global Mobility Framework

High

Learning experience

Target employees:

- Rising stars
- Employees looking for diversity in experience and personal growth

GM approach:

- “Expat light”
- Focus on development
- Expect participants to bear some of the burden

Strategic opportunity

Target employees:

- Future leaders – “superstars”

GM approach:

- “Expat plus”
- Focus on development, experience and retention
- Enhanced future opportunities

Commodity job

Target employees:

- Volunteers
- Low-cost talent

GM approach:

- Minimal perks and support
- Local transfers
- “At risk” assignment

Skilled position (management or technical)

Target employees:

- Demonstrated performers
- Deep, specialized skill sets

GM approach:

- Short-term or “local plus”
- Project-based assignments
- Rapid deployment

Development value

Low

Business value

High

- Research for start-up expatriates
 - Background of the crisis
 - Political and institutional context
 - Societal issues
- Case study analysis

[Carnes, L. \(2018\). A country in crisis: Will Greece survive? *The Journal for Global Business Education*, 17, 5-11.](#)



LIFE EXPECTANCY
75 (M) 80 (W)



CAPITAL
Abu Dhabi



LARGEST CITY
Dubai



NATIONALITY
Emirati



RELIGIONS
Islam, Christianity,
Other

UNITED ARAB EMIRATES OVERVIEW



CURRENCY
Dirham (AED)



POPULATION
9,400,000
(UN est., 2017)



LANGUAGES
Arabic, English, Persian,
Urdu, Hindi



AGRICULTURE
Dates, Vegetables, Eggs,
Watermelons, Poultry, Fish,
Dairy Products



INDUSTRIES
Petroleum, Petrochemicals, Fish,
Aluminum, Cement, Fertilizers,
Ship Repair/Building, Textiles

(TeachMideast, 2018)

EKU Language

Language Apps

User rates

Language level

Features

<https://bilingua.io/best-apps-learn-arabic-free>

<http://www.firdaous.org/write-name-arabic-calligraphy.htm>

Greetings

Hello	marHabaa	مرحبا
How are you?	shakhbaarak (m)/ shakhbaarich (f)?	شخبارك، شخبارج؟
Fine, thanks	bkhiir elHamdilla	بخير الحمد الله
Nice to meet you	tsharrafet bi ma:rifatak (m)/ tsharrafet bi ma:riftich (f)	تشرفت بمعرفتك، تشرفت بمعرفتج
Good morning	SabaaH elkhiir	صباح الخير
Good evening	misaa elkhiir	مساء الخير
Good night	TesbaH :laa khiir	تصبح على خير
Have a nice day	as:ad allah yuumak	اسعد الله يومك
Goodbye	ma: salaama	مع السلامة
See you later	ashuufak ba:diin	اشوفك بعدين
Have a good trip!	riHla sa:iidal	رحلة سعيدة!
Happy Birthday!	kil :aam w enta bkhiir (m)/ kil :aam w enty bkhiir (f)!	كل عام و انت بخير، كل عام وانت بخير!
Congratulations!	mabruuk!	مبروك!
Happy New Year!	sina ydiida sa:iidal	سنة جديدة سعيدة!

United Arab Emirates

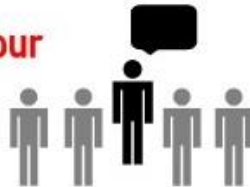
Cultural Dimensions

- collectivistic
- high power distance
- moderately masculine
- extremely uncertainty avoidant



Consumer Behaviour

- opinion leaders



Consumer Trends

- luxury
- environmentally friendly



Media & Communications

- high internet penetration (social media)



South Africa

Cultural Dimensions

- individualistic
- moderate power distance
- masculine
- moderately uncertainty avoidant



Consumer Behaviour

- spontaneous
- materialistic



Consumer Trends

- unity
- slow food and health
- fast food majority



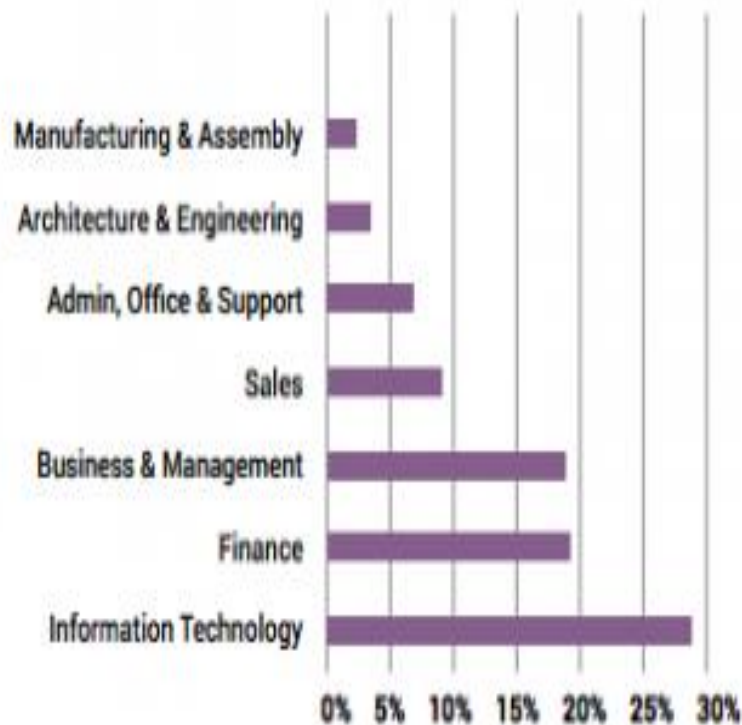
Media & Communications

- high cell phone usage
- lower internet penetration



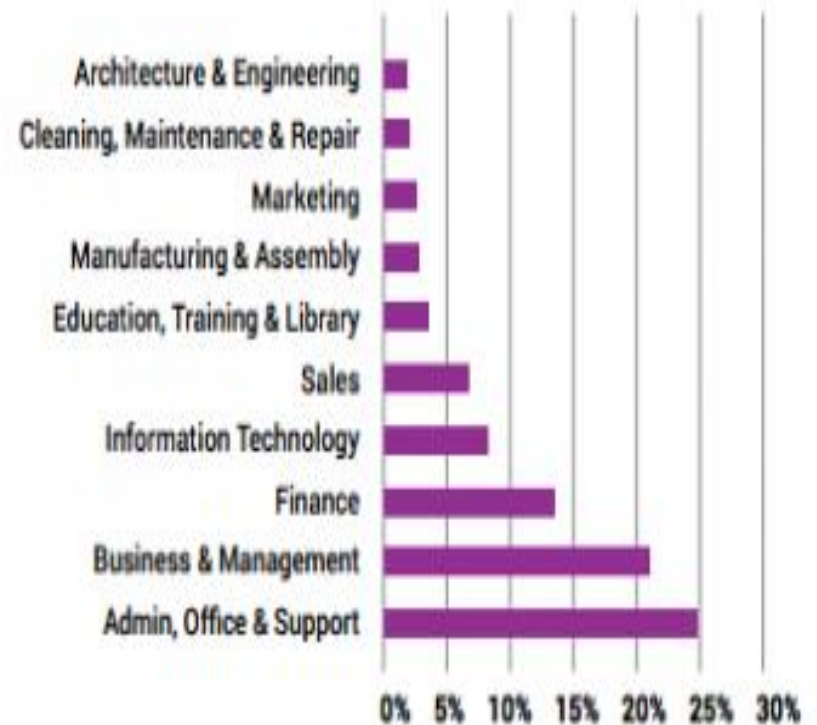
High in Demand

Sectors in terms of major demand.



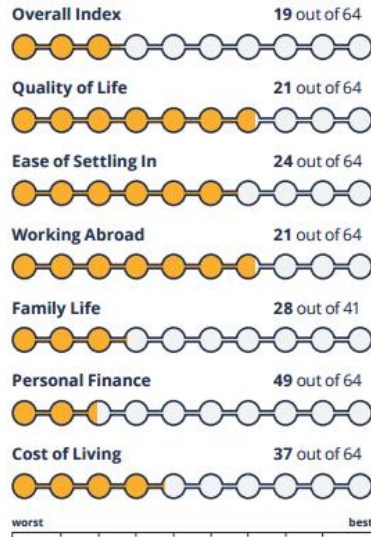
High in Supply

Sectors in terms of major supply.



(CareerJunction, South Africa, 2018)

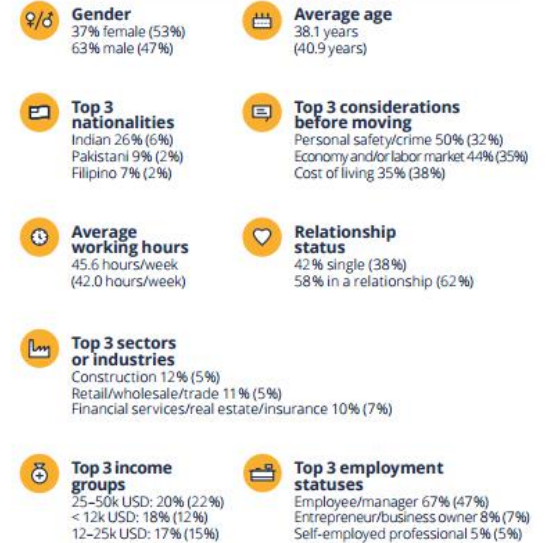
Ranking



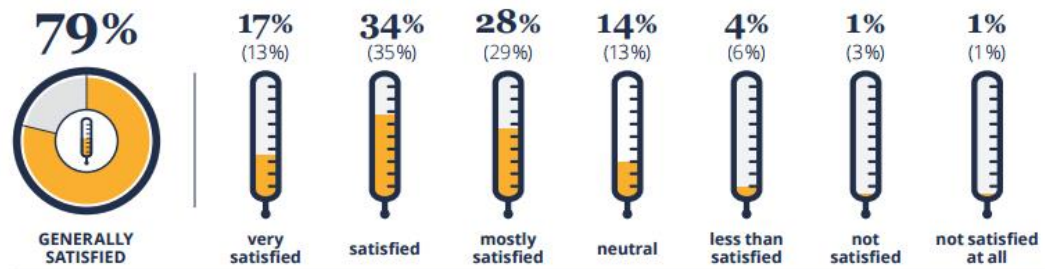
Top 3 reasons for relocating (vs. global average)



Expatriate stats UAE (vs. global average)



How satisfied are expats with life in UAE? (vs. global average)



Source: InterNations / Graphic: independent-resolution.com

Expatriate Voices



www.internations.org/expat-insider



Test your Knowledge

Join with the Kahoot! app or at
kahoot.it
with Game PIN
[UAE Culture Quiz](#)

A faint, stylized background graphic of a clock tower, likely the Reykjavik City Hall, is visible on the right side of the slide. The tower is rendered in a light gray color with a circular clock face near the bottom right.

What are the largest
problems start-up
expatriates will face in
your country?

Of those problems identified at your table, which one would be the most difficult for start-up expatriates to overcome?



Illustrate your problem

Identify your table's spokesperson to report to the group