WoMo - Connection. Context. Confidence.
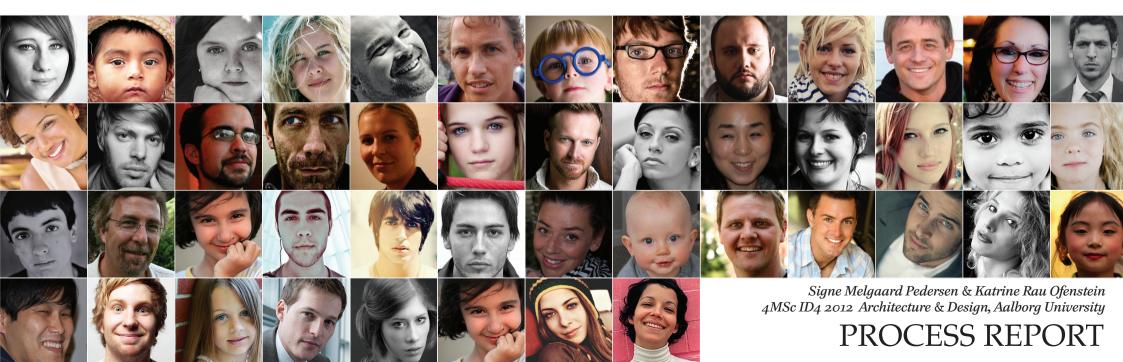
A Service that Integrates Relocated Families into their New Community

Signe Melgaard Pedersen & Katrine Rau Ofenstein
4MSc ID4 2012 Architecture & Design, Aalborg University

PROCESS REPORT

WoMo - Connection. Context. Confidence.

A Service that Integrates Relocated Families into their New Community

ABSTRACT

Currently, Research In Motion (RIM) is providing international expatriates with a generous relocation package, assisting the expatriates in the transfer to their new location. Despite the company's support, some employees leave RIM or experience lower efficiency rates due to the challenges of a maladjusted family that cannot integrate into their destination community.

Insights from research suggest that the current lack of family support leads to family unease, which leads to unease in the new employee. Accordingly, the employee is more likely to leave RIM to avoid this family threat.

By offering social support as well as utilitarian support, TheMIGroup may decrease the likelihood of employee turnover due to the employee's stress resulting from poorly acclimated employee families. Additionally, this approach to reducing employee turnover should be communicated to RIM by TheMIGroup in order for the telecommunications company to realize the implications of poorly-adjusted employee families.

Through a series of research and facilitation exercises, Melgaard and Ofenstein have designed the concept service that may combat the threat of emotional maladjustment for relocating families – this service would function as a supplement to exist utilitarian relocation services and products.

The Danish abstract can be found on p. 149

Katrine R. Ofenstein
_____
Katrine Marie Rau Ofenstein

_____
Signe Melgaard Pedersen

INTRODUCTION

WHAT IS...

WHAT IF...

WHAT WOWS...

WHAT WORKS...

WRAP UP

INTRODUCTION

NOTE to Reader:
The Intended Service Solution (ISS) being designed through this project will through the project be mentioned as the ISS.

An Expatriate's Relocation Journey

An introduction to the theme of Global Mobility and an exploration of an expatriate's relocation journey to a globally engaged company.

Project Approach

This section is an overview of the project process through a theoretical perspective. This section is followed by a positioning of the project focus and the initial problem statement.

THE RELOCATION OF AN EXPATRIATE

The focus of this project is the analysis of the relocation journey of an expatriate and his/ her accompanying family to a large globally engaged company. An expatriate is defines as "a person temporarily or permanently residing in a country and culture other than that of his/her upbringing or legal residence." [www.xing.com]

The topic is informed by the concept of Global Mobility which concerns both a company's need for labor and an employee's desire to relocate and move based on a job. In a study by Mercer, Global Mobility is described as, "global mobility has several characteristics that define one key concept: the movement of your workforce for which you need data, tools and advice" [www.imercer.com]. For the purpose of this project, global mobility is considered to be the all of the efforts and initials that a company puts forth during a relocation of employees.

Global Mobility is a topic discussed in many parts of the world. Businesses are no longer just seeking labour, they require employees that are exactly right appropriately prepared and trained for the specific task. [Clark 2011]. If the recruiter's resource need is strong enough and the business cannot find the right employee in the local community of their location, then the business may seek talent from elsewhere in the world.

The result of this recruitment process is the increased demand of global mobility where the employing companies are pulling employees from all over the world and many employees are choosing to move for work. With this growing need for mobility suggests that "the need for 'serial expatriates' and 'global nomads' is growing" [www.xing.com]. More and more people choose to be expatriates who temporarily or permanently move to fill the business needs in a specific location [www.xing.com]. Over 200 million people worldwide are currently relocating for work [Springer, 2010].

Global Mobility gives the employer the advantage of being able to choose the employee with the appropriate skills but the employer is also met with a number of new challenges such as how to support the employee in a relocation process, how to provide support to the spouse and family when transferring and how much to involve themselves in the employees' private life. These challenges are only a few of the considerations an employer considers when dealing with international relocators. But the success of an international relocation does not solely rely on the company. Many aspects need to be addressed when relocating a whole family to a new location and country.

These consideration include:

*   the destination country's politics regarding immigration, health care, school and day-care systems
*   the local community and their efforts, willingness and ability to integrate new-comers
*   the location's attractiveness regarding cultural offerings
*   the existence of diverse local business offerings to optimize spouse employment opportunities

[Permits Foundation, 2008]

The considerations should not just be left up to the new employee to handle alone. The employer needs to create the right framework for the relocation to happen successfully. From a company's perspective a successful relocation is when the expatriates have physically transferred to their new destination and the employee has started work. The employer is often supported by external service providers that help address the issues.

RESEARCH IN MOTION AS A CASE

The project ISS is an adaptable solution that can be integrated in several companies worldwide.

To gain specific insights on a relocation journey, the Canadian-based company Research In Motion (RIM) is used as a case.

The connection to Research In Motion was established through Signe Melgaard's internship at the company in Spring 2011. Signe had previously relocated to Waterloo, Canada with her partner who works at Research In Motion.

The research stage of this project was conducted through a dialogue with the Organizational Development department (OD) at the headquarters of Research in Motion in Waterloo, Canada utilizing the company's users and service providers.

The authors were not employed by Research In Motion during this project and are therefore able to design a service to accommodate relocating RIM employee needs while still considering the needs of employees from other organizations.

Ill. 01. Research in Motion is a global company with locations worldwide. RIM has their headquarters in Waterloo, Canada.

Facts about Research In Motion

- Founded in 1984
- The designer and manufacturer behind BlackBerry smartphones
- Headquarters in Waterloo, Canada
- Currently employs 17.000 people worldwide (2012)
- Has approximately 2000 international and cross-board expatriates at the headquarter in Waterloo, Canada
- RIM has 127 offices in Europe, United States, Canada, Latin America, Africa and Asia Pacific

PROJECT PROCESS
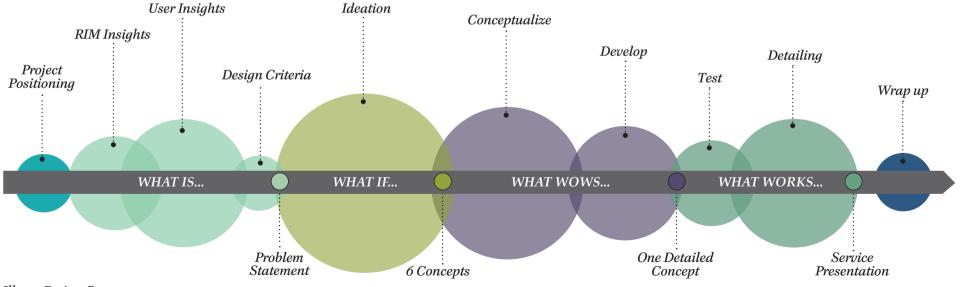
The project process is divided into the following phases; What Is, What If, What Wows and What Works. The phases are defined according to Designing for Growth by J. Liedtka and T. Ogilvie. Before beginning the "What Is..." phase, the overall frame of the project is clarified followed by a project positioning defining the objectives and requirements for the project.

The "What Is" phases depicts the current state of the chosen issue from both sides of the case (i.e. the service provider and the service user's perspective).

The phase ends with a specified problem statement defining the exact issue to be addressed.

The "What If" phase is the ideation phase where the specific problem statement is opened up in many directions based on the previously discovered service provider and service user's needs. The phase ends with six (6) concepts that need to be refined into one direction.

In the "What Wows" phase, the best parts of the six (6) concepts are synthesized into one concept specified through storytelling of a user's journey through the service. The concept goes through several development rounds to specify the concept.

Through an analysis of inspiration projects and support service competitor on the market the concept is refined.

The "What Works" phase is the final specification phase where the service is tested with the users and service provider. Based on the feedback, the service is detailed to meet the needs and requirements from the stakeholders.

For this project, the service proposal ends at a stage where the concept still needs further development but the reader of this study should be able to obtain an understanding of the full service going from an abstract level to a specific detailed issue.

Ill. 02. Project Process

RESEARCH SOURCES

The research sources for the initial research of the project is comprised of the literature, interviews and workshops on four subject areas (i.e. Global Mobility, the relocation process at Research In Motion, the relocation process at other large companies and inspiration/competing services). The research focuses on both the service provider and the service user's perspective; therefore, sources come from both sides of the service.

Interviews & Workshops
RIM Service Providers:

RIM Organisational Development (OD) Global Mobility
- Adele Yeargan, Director of Global Mobility
- John V. Pichor, Global Mobility Specialist
- Caetie Anticknap, Recruitement Specialist

External Service Provider : TheMIGroup
- Jennifer Browne, Team Leader of International Client Services & Administration

Interviews & Workshops
RIM Service Users:

RIM Expatriates
- Lesli Ann Mie Agcaoili, Teamlead Colors, Materials, and Finishes at RIM, from USA
- Kristoffer Østergaard*, Sr. Hardware Engineer at RIM, from Denmark & Sarah Roger Østergaard*, Sr. Scientist from England
- Kim Young Hwan, Industrial Designer at RIM, & Hyejin Kim, Textile Designer, from South Korea
- Tommy Sørensen, Audio System Designer at RIM, & Tine Wisti Nielsen, Pedagogue, from Denmark
- Raphael Rambeau, Director of Supply Chain Management at RIM, & Corinne Rambeau, Teacher from France
- Charles Bonnet Director of Supply Chain Management at RIM, from France & Isabella Bonnet Commodity Specialist from Rumania
- Hans Jensen*, Analysis Specialist at RIM & Lis Jensen*, massage therapist, from Denmark
- John McCullam*, former Vice President at RIM, Director at RIM & Gemma McCullam*, Assistent from Scotland
- Kristen Ray Keenan, Materials Designer at NIKE, former Materials Designer at RIM & Jason Keenan, Industrial Designer from USA
- Ivan Gomez, Director at RIM & Karla Gomez, Self-employed, from Mexico

Interviews of Inspiration and Competing Services

Danfoss A/S
- Michael Qvortrup, Director at Danfoss Design Line;
- Markus Ørberg, HR Consultant at Danfoss A/S

Nike
- Kristen Ray Keenan, Materials Designer at Nike, former Materials Designer at RIM & Jason Keenan, Industrial Designer from USA

Living Abroad
- Cathy Heynes, Managing Director of Marketing & Business Development

Some RIM employees have chosen to be anonymous to cover their identity towards RIM

PROJECT OFFSET

The authors of this project have an educational and professional background in user-centered design and approach the project with a service design mind-set. The Service Design mind-set is

role as the facilitator between stakeholders (i.e. the service user, the service provider and other central contributors).

For this project this approach translates into a strong focus on the understanding the user and the service provider simultaneously. This design

Ill. 04. The authors utilize a service design perspective throughout the project.

»*Service Design is the activity of planning and organizing people, infrastructure, communication and material components of a service in order to improve its quality and the interaction between service provider and customers.*«
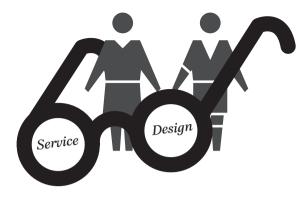
Hilary Cottam & Charles Leadbeater (2004) in Co-Creating Services

described by Jamin Hegeman, Design Director at Adaptive Path as the way that designers "explicitly approach the design problem from a system thinking perspective and take a more holistic view on people" [Hegeman, 2011].

Richard Buchanen, Professor of Design, Management, and Information Systems at the Weatherhead School of Management, describes that the role of the designer has evolved from being the "rock star" into being the facilitator [Buchanan 2011]. With service design, the designer takes on a

philosophy encourages that a new service needs to be sustainable for both the user and the provider. Meeting one stakeholder's needs is not enough for the service to be a success.

> SERVICE PROVIDER NEEDS

> SERVICE USER NEEDS

Ill. 03. Throughout the project the service provider and the service user's needs are examined simultaneously.

PROJECT POSITIONING

PROBLEM AND OPPORTUNITY DESCRIPTION
What is the problem or opportunity?

When people relocate internationally for work with their families, there are many challenges to overcome. The challenges can be practical (i.e. moving household goods, setting up bank counts etc), social (i.e. engaging in a new community, finding friends etc) and cultural issues (i.e. language barriers, differences in ways of interacting etc).

Many businesses, like Research In Motion (RIM) spend large amounts of money on practical issues related to a relocation process for an international expatriate. Practical issues include allowances for home finding trips and establishing a new bank account. However, the research from this project suggests that these practical pain points are not the only pain points affecting the employee's transition.

When relocating to a new location, it is crucial that the whole family settles into the new location otherwise the expatriates may end up leaving before the employee's services have yielded a gross profit for the company [Permits Foundation, 2008]. Failed assignments can cause the family stress and be a highly expensive investment for a company.

VISION
What is the vision for the project?

The intention is to create a company agnostic relocation service for large companies that have a need for attracting and retaining international employees.

The new service experience should create a smooth transition for the expatriates when relocating and settling in their new location. A successful relocation from the project team's perspective is when;

(A) after 12 months, the relocated family feels acclimated to their community (i.e. the family has re-establish their day-to-day routines)

(B) after 6 months, the relocated family does not regret their decision to relocate

OBJECTIVE
What is the goal of the project?

The goal is;
- to create a service that enhances the success rates for international assignments by enabling the relocating families to settle faster in their new location
- to create a service that supports the entire family (new hire, spouse and children) through a full relocation process (i.e. before, while and after the relocation)
- to create a service that support the families unaffiliated of demographics and psycho graphics
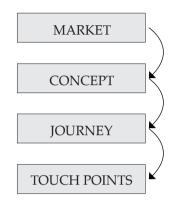
The project will be centered around various relocation issues found in large global companies. Research in Motion in Waterloo, Canada will function as a case study for the purposes of this project.

13

TARGET USERS
From whom is the service designed?
Who must be understood and how are they
relevant to the success of the service?

- The ISS is designed with attention to the needs and challenges of the relocating family. The relocating family (also referred to as expatriates) is the user group of relocation services.
- The target relocating expatriates are families where one person is a new-hire at Research In Motion accompanied by a spouse and child(ren).
- To maintain a balanced and responsible process, the service designers consider the needs of not only the users but also the business stakeholders so the ISS can fill a current need be implementable.

MARKET

CONCEPT

JOURNEY

TOUCH POINTS

The expected outcomes are considered to be on different abstraction levels of the solution. The visual shows the philosophical depiction of the project process over time beginning at the overall market level and down to an in-depth detailing of touch points.

- (MARKET) A broad picture of the situation of relocation and the need for Global Mobility
- (MARKET) A positioning of RIM's relocation process in comparison to a relocation process in other large companies (i.e. Nike and Danfoss)

- (MARKET) An understanding of the framework of which the RIM relocation process operates within
- (CONCEPT) A broad concept that addresses all of the challenges that are faced across the full relocation process
- (CONCEPT) A part of the concept is designed in detail giving the focus area for the project
- (JOURNEY) A broad concept for the full journey of the focus area (that also gives an idea of the touch points that are involved in the journey)
- (JOURNEY) Specific parts of the journey are specified in detail
- (TOUCH POINTS) Selected touch points are designed in detail

A persona will be created from characteristics of the target expatriate families based on which the ISS will be evaluated.

- Success criteria are based on the persona's needs and appreciations throughout the relocation process.
- The ISS should be implementable for the specific focus case with Research in Motion within the next five (5) years. This process is evaluated by the business stakeholders at RIM.
- The ISS should be adaptable so the ISS can be implemented at a variety of large companies with similar relocation issues.
- The success of this ISS can be evaluated by surveying users regarding two key matrix;
(A) after 12 months, the relocated family should feel acclimated to their community (i.e. the family should have re-establish their day-to-day routines)
(B) after 6 months, the relocated family should not regret their decision to relocate

- (GENERAL) What are the expatriates typical needs in a relocation process?
- (GENERAL) What are the pros/cons with the current relocation process (viewed through different cases but with a case study focus on RIM)?
- (GENERAL) How can a relocation process be optimized (on a conceptual level) to fit the needs of the users?
- (RIM) Which challenges do the service provider (i.e. RIM) currently face?

- (RIM) The Organizational Development (OD) department and the Global Mobility department are should demonstrate an interest in the project and identify the relevance of participating alongside the development of the project
- (RIM) Stakeholders from both side of the service (i.e. users and service providers) should be willing to participate in interviews and workshops
- (GENERAL) Information on the relocation process at other large companies needs to be accessible

DELIMITATIONS
*Which elements will not be considered in
the project? And why?*

- The project will not focus on the internal corporate maintenance of the employees after the relocation process has successfully taken place (although, this extended effort by the employer can be a good motivator for employees to stay onboard and enthusiastic).
- The designed service will not be "physically" / face-to-face tested by other companies besides RIM (relocation users and service providers)
- User interviews and workshops will only be conducted for RIM - interview availability by participants is based on convenience and availability
- Due to the time limitations and accessibility of data a cost benefit analysis will not be performed further than stating implementation considerations.

INITIAL PROBLEM STATEMENT

The project focus is on creating an ISS that optimizes and supports the current relocation process while providing the expatriates with additional support to ease the transition and settling phase. The ISS is centered around the various aspects of relocation and the service designed should be implementable in various large companies.

The project will be conducted through a dialogue with the Organizational Development department (OD) at the headquarters of Research in Motion in Waterloo, Canada utilizing the company's users and service providers.

How can expatriate families be fully supported with all of their needs (not just their practical needs) through the full relocation process?

WHAT IS...

Research

Research on the current relocation with RIM and how the RIM expatriates experience the relocation creates a foundation for the following design phase. Through the research we as designers play an objective and facilitating role to gain insight into the current state of the situation.

WHAT ARE THE OVERALL CHALLENGES THAT AN EXPATRIATE IS FACING?

In an expatriate's relocation process many challenges need to be overcome regarding Global Mobility for the transition to happen successfully.

The challenges an expatriate is facing through a relocation process can be divided into four main categories; Country Challenges, Local Community Challenges, Employing Company Challenges, and Family Challenges
The challenges can be practical (P) or emotional (E) depending on the characteristics of their nature.

Ill. 05. The four main challenges areas.

- **Acquiring a work permits in the destination country** (P)
  When an expatriate moves to another country the countries' legislation towards obtaining a work permit is relevant to the new employee and the accompanying spouse. The spouse's work permit may be highly import to keep a relocated family happy (Permits Foundation, 2008). Survey results from Permits Foundation suggest that "Spouses who are working are more likely to report a positive impact on adjustment to the location than spouses who are not working" (Permits Foundation, 2008)

- **Transferring from one country's taxation system to another country's system** (P)
  The taxation system of the employing country can be unfamiliar and burdensome to relocating families. Expatriates expectations and salary needs to be set in relation to the taxation level of the given country.

- **Choosing the most appropriate health program** (P)
  The options for health programs are often new to an expatriate and regulations for the country determine which specific issues need to be considered.

- **(If children are involved) Understanding the way the educational system works in the destination country and finding the right school** (P)

WHAT ARE THE SPECIFIC LOCAL COMMUNITY CHALLENGES?

- **Finding the practical offerings necessary for the expatriate (i.e. local grocery stores, dentist, doctor etc.)** (P)
- **Finding the support offerings necessary for the expatriate (i.e. special needs, language courses, counseling etc)** (E)
  Many times expatriates may have language barriers or specific special needs that should be supported by the local community.
- **Finding cultural entertainment offerings that match the expatriates needs and desires** (E)
- **Finding social relations** (E)
  There needs to be an open-mindedness within the community towards new-comers as social integration is being considered as a main driver for expatriates well-being. This integration does especially concern the accompanying spouse/partner and children.
  Jens Moberg, former employee of top positions at several locations of Microsoft, explains "If

you move out with a job you land in a place where you are expected and hopefully also wanted. You are a part of a network and you have a reason for being there. The rest of the family comes without having a specific purpose and without a network" [Vestergaard, 2010].

WHAT ARE THE SPECIFIC EMPLOYING COMPANY CHALLENGES?

- **Negotiating on terms for the salary level and additional financial benefits (Bonuses, Shares, Stock Options)** (P)
  The companies can only influence a small part of the relocation scenario themselves. Depending on how easy it is to gain access to the given country and how attracting the local community is, the company has to counterbalance their incentive offers accordingly. The counterbalance may be created through economic compensation, where the company can offer generous salaries, bonuses, shares or stock options.
- **Evaluating the employing company's offered relocation packages** (P)
  In large companies the Global Mobility department creates and offers relocation packages matching the countries and local communities offerings. How appealing the relocation package is may also be an important driver for the expatriate.
- **Evaluating the career development options with the specific company** (P)
  The companies attractiveness can be based on which carer development programs the employing company offers.
- **Evaluating the career move of working for the specific company** (P)
  Many employees may prefer to work for a well-known and well-respected company with high brand value than a small unknown company.

WHAT ARE THE SPECIFIC FAMILY CHALLENGES THE EXPATRIATES FACE?

- **Culture Shock (E)**
  Depending on how different the two cultures are, home country and destination, Culture shock may contribute to employee inefficiency.
- **Considering the job opportunities for the spouse in the destination country (P)**
- **Considering the consequences of leaving friends and family in the home country (E)**
- **(If children are involved) Considering the consequences of relocating children (P) (E)**
- **(If pets are involved) Considering whether or not the pets can relocate and which precautions need to be made (P)**

Hiring companies and external service providers are taking on the responsibility of supporting a number of the mentioned challenges so the expatriates are not left to face the issues alone (see p.30-31).

Observation

The practical challenges (P) are often general and need to be fulfilled regardless of which expatriates and where they are from. The emotional challenges (E) are often personal and less tangible challenges.

Hypothesis

The transition to the new community can be very personally taxing on the expatriates and negatively affect their emotional balance. Support towards these emotional needs are of high demand for the relocation process to succeed. The hypothesis will be evaluated through the project.

WHAT ARE THE DIFFERENT SERVICE PROVIDERS FOR EXPATRIATE RELOCATION SUPPORT?

- **There are currently four (4) main types of expatriate service providers: Internal service providers; Global Mobility departments at the employing companies, External service providers; Relocation Solutions Companies, Local Destination Service Providers and Virtual Expatriate Communities.**

Large companies often choose to outsource the expatriate relocation issues to external service providers whereas smaller companies often handle the expatriate relocation through their internal human resources departments.

WHAT IS A GLOBAL MOBILITY DEPARTMENT?

A Global Mobility department is a department within a company's Human Resource department that handles and coordinates the relocation process and manages relationships with external vendors. Many large companies use their Global Mobility department as a main point of contact between the expatriate and the service providers but choose to outsource the actual work to external specialists; Relocation Solutions Companies.

Global Mobility Specialist, Natascha Clark, explains "Corporate companies see the need to outsource relocation requirements to specialised companies in order to be cost and time efficient" [Clark, 2008].

WHAT IS A RELOCATIONS SOLUTION COMPANY?

A Relocation Solution Company is a company that handles and coordinates an expatriate's relocation process for a company instead of the company's internal Global Mobility department.
The Relocation Solutions Company handles the whole relocation process if the company chooses to outsource the full process, or the company can buy into a specific package they want to offer their new hire. These packages consists of both purely practical offerings as well as more socially focused offerings. The Relocation Solutions Company coordinates the relocation while dealing with different external vendors who execute the actual specific tasks. An example of a Relocation Solutions Company is TheMIGroup, Sirva and Cartus. [www.themigroup.com, www.sirva.com, www.cartus.com]

WHAT IS A LOCAL DESTINATION SERVICE PROVIDER?
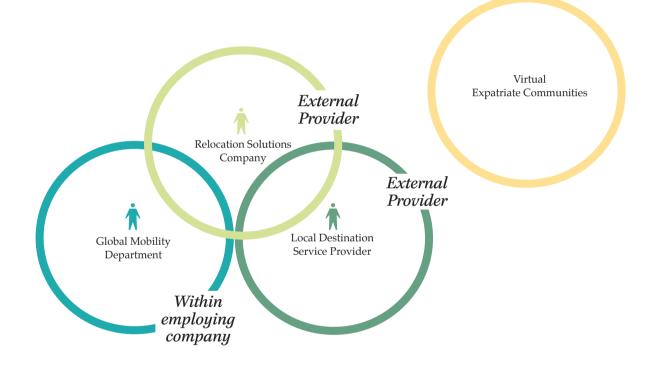
A Local Destination Service Provider is a local vendor who operates at the destination where the company relocate their new hire to. They provide local services for settling in the new hire and their family. Such as orientation and home finding tours, support for obtaining various official documents. These vendors are often locally based in order to have an in-depth knowledge about the local area. An example of a Local Destination Service Provider is Welcomehome Relocations Inc.

WHAT IS A VIRTUAL EXPATRIATE COMMUNITY?

A Virtual Expatriate Community is a social online platform. Some platforms are open to all expatriates worldwide who chooses to buy a membership. An example of an open Virtual Expatriate Community is InterNations. Some platforms are closed communities tied to a specific company where the expatriates all are employees of the same company. An example of a closed Virtual Expatriate Community is Living Abroad.

Observation

The fact that there is an industry for coordinating companies relocation processes stress that a relocation is an overwhelming process for the expatriates with many stakeholders and processes.

External Provider

Relocation Solutions Company

External Provider

Virtual Expatriate Communities

Global Mobility Department

Local Destination Service Provider

Within employing company

The information in this section is a gathered from the following Global Mobility resources; RIM OD Global Mobility, The MI Group, RIM Expatriates, InterNations, Living Abroad, Welcomehome Relocations, Sirva.com and Cartus. com. (See further specification of resources in Rsearch Sources)

Ill. 06. The diagram shows the four (4) different types of service providers that provide services to the relocating expatriates.

Research In Motion as a Global Mobility Case

The RIM case study provides a tangible and examination level to the otherwise intangible and general topic of global mobility.
This case study is utilized for research and development of the service solution.

WHICH STAKEHOLDERS ARE INVOLVED TO SUPPORT THE RELOCATION PROCESS AT RIM?

- **For the relocation process with RIM there are three (3) of the four (4) main types of service providers mentioned in section 2.0 involved; the Global Mobility Department at RIM, a Relocation Solutions Company (TheMIGroup), and a Local Destination Service Provider (Welcomehome Relocations Inc).**

The three stakeholders function mainly as coordinators for service executors who perform work specific to their profession.
But the expatriate family is still involved with all of the stakeholders in different steps of the relocation journey (see the relocation journey on page 29)

TheMIGroup functions as the main point of contact between the internal Global Mobility Department at RIM and the Local Destination Service Provider. TheMIGroup is a privately owned relocation company that offers "customized relocation assistance solutions" to large companies like Research In Motion [www.themigroup.com]. TheMIGroup mainly provides services within the United States and Canada but also assist in Europe and Asia [www.themigroup.com]. The relocation solutions company advertise to their clients that they can provide assistance regardless of whether the client wants a solution that is a "total outsource, co-source, or any mix of programs or services" [www.themigroup.com]. TheMIGroup manages the service providers that perform the actual services for the expatriates.

RIM utilize The MIGroup for various relocation packages offerings in most cases, the benefits of this package begin once a RIM job contract has been signed [Appendix 02 Interview MIGroup Browne]. TheMIGroup team responsible for the RIM account (worldwide) is a team of seven (7) that run the daily maintenance of the account [Appendix 02 Interview MIGroup Browne].
TheMIGroup will be considered as the most likely to utilize a family support service like the new service designed in this thesis project. Through a collaboration process with stakeholders at RIM (i.e. Director of Global Mobility, Global Mobility Specialist and a Recruiter), and TheMIGroup (i.e. Team Leader of International Client Services & Administration) the potential service provider will be determined through the project.
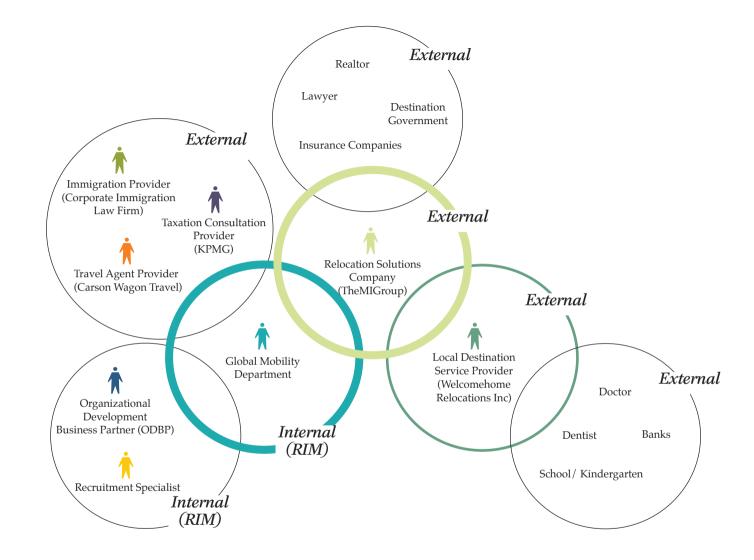
Even though support mechanisms are in place and the process is coordinated by the relocation companies, the expatriate families may still be overwhelmed with the process. It is a very personal process and the relocation companies can only support the families to a certain point. The families still have to provide the needed documentation to the various authorities and make the right decisions concerning their family's needs (i.e. schools choice, house choice, spouse job choice etc).

Observation

Since TheMIGroup is the main coordinator of services concerning expatriates relocation to RIM, TheMIGroup are the most likely to be providing additional services to the expatriate family.

External

Realtor

Lawyer

Destination Government

Insurance Companies

External

Immigration Provider (Corporate Immigration Law Firm)

Taxation Consultation Provider (KPMG)

External

Travel Agent Provider (Carson Wagon Travel)

Relocation Solutions Company (TheMIGroup)

External

Global Mobility Department

Local Destination Service Provider (Welcomehome Relocations Inc)

External

Doctor

Organizational Development Business Partner (ODBP)

Internal (RIM)

Dentist

Banks

Recruitment Specialist

Internal (RIM)

School / Kindergarten

Ill. 07. The diagram shows the stakeholders involved in the relocation process and how they are connected. The expatriate family stands outside and is connected directly with all stakeholders at a point in their relocation journey.

WHICH STEPS DO THE RIM EXPATRIATES GO THROUGH WHEN RELOCATING WITH RIM TO WATERLOO?

- **The main steps for the expatriate's journey of relocation to Waterloo in Canada can be divided into three (3) phases; the "Pre-destination Phase", the "Destination Phase" and the "On Assignment Phase". These definitions are based on the definition determined by TheMIGroup [www.themigroup.com Assignment]. In the "Pre-destination Phase" the expatriates are typically considering moving over to work for RIM. The family visits the destination and pack their belongings in the "Departure Phase". In the "On Assignment Phase" the expatriates move to Waterloo and start establishing their lives in the new location.**

The method used for mapping the expatriates' journey is a Customer Journey Map. [Appendix 03 Method Customer Journey Map]. The journey exclusively represents the user's point of view. Supporting stakeholders are involved

in providing support to the expatriates (shown in ill. 08). The stakeholders are in this diagram represented by colored icons.

Through the journey, the stakeholders are handling their specific domains of support– additionally, each stakeholder coordinates various back office administrative duties.

Observation

There are many different stakeholders involved and therefore many faces that the users needs to become familiar with.

Hypothesis

The users may benefit from a single support presence throughout the relocation journey.

Internal Stakeholders

Recruitment Specialist

Global Mobility Specialist

Organizational Development Business Partner (ODBP)

External Stakeholders

Relocation Solutions Company (MI Group)

Local Destination Service Provider (Welcomehome Relocations Inc)

Travel Agent Provider (Carson Wagon Travel)

Immigration Provider (Corporate Immigration Law Firm)

Taxation Consultation Provider (KPMG)

Ill. 08. The representations of stakeholders used in the relocation journey map

Ill. 09. The full relocation journey for the expatriates focusing on the phases; Pre-destination, Departure and On Assignment

❶ *Pre-destination* *(3 - 5 months)* 🏠 *In Home Country*

Offer from RIM or Application to RIM	Research RIM	Research Job Location	Pre-acceptance Trip	Negotiate of Offer	Review Offer Letter	Accept Job Offer

❷ *Departure* *(2 - 4 months)* 🏠 *In Home Country & Visiting Destination (Waterloo)*

Tax Planning	Corporate Immigration	Home Finding Trip	Set Up Bank Account	Set Up Social Insurance Number	Sell House in Home Country	Pack Up Household Goods	Move Family

❸ *On Assignment* *(1 - 6 months)* 🏠 *In Destination (Waterloo)*

Move into Temp. Housing	Set Up Ontario Health Insurance	Employee Starts Work	Exchange Driver's Licence	Finding Permanent House	Apply for Permanent Residence	Move into New House

Ill. 10. The relocation journey seen step-by-step through the eyes of the expatriates.

WHAT DOES THE RELOCATION PACKAGE FROM RIM INCLUDE?

- **The relocation package from RIM offers general practical support services that assists a family's relocation. The details on the full relocation package that RIM provide to the expatriates can be seen in ill. 11.**

As visualized in the scheme, RIM's relocation process addresses the basic practical issues of the relocation process but neglects the emotional aspects.

Global Mobility Specialist, John Pichor explains that the Global Mobility Specialists at RIM often try to adapt the relocation packages to individuality, but most packages are very rigid and strict [Appendix 04 Interview RIM Pichor].

RIM tries to be supportive in the relocation process by providing the expatriates with a substantial amount of money as allowance. According to the expatriate Charles Bonnet the allowance can be CA$ 20.000 [Appendix 07 User Workshop].

Director of Global Mobility, Adele Yeargan elaborates "We throw a lot of money at each employee without knowing the value they get. There is a lot of initiatives that could be made which are not as costly and that would be more efficient and with higher quality." [Appendix 8-9 Interview RIM Yeargan] "The objective of the relocation program is that we want people to get here and get working." [Interview Yeargan]

The Organizational Development department at RIM have a "Tick in the box"-policy where the focus is on attracting talent rather than on retaining them [T. Lundsgaard Senior Director, Operations, RIM April 2012].

Illustration 11 shows both the relocation package and general company benefits which can be drivers when attracting employees.

RIM is providing the expatriates with some flexibility in terms of the ability to structure parts of their relocation package. As an example, the family have support from the Local Destination Services for five (5) days which they can use to their best benefit. They can, for instance, choose to spend all five (5) days setting up documents and search for the right school and therefore need to look for a house alone or the expatriates could choose to spend all five (5) days looking for a house. The days are up for free distribution.

The relocation service at RIM will help the expatriates moved and settled but, once that is in place, the families are left on their own.

Observation

There is money to back up initiatives addressing the emotional aspects of the relocation process.

Hypothesis

From a cost perspective, it is an immense investment relocating a family internationally. However, the cost and quality of the service are not necessarily aligned with the users expectations. This hypothesis will be examined in the context of insights from the RIM expatriates later in the project.

General practical services 🔧

(a) A paid trip for the family to see the local area in which the company resides.

(b) Is a tour around the local community by a local agent from the Local Destination Service provider.

(c) Is supported by a local agent from the Local Destination Service provider.

(d) Support by a local agent from the Local Destination Service provider to set up healthcard and other official documents required by the specific country.

(e) Assistance with selling house in home country (i.e. provided to director level and above).

(f) Assistance and legal support when buying a house (i.e. provided to director level and above).

General emotional services ♥

(g) Organized communities for the employees.

(h) Membership to various sports clubs and health clubs.

🔧	
Pre-acceptance trip（a）	●
Work permit	●
Work permit for spouse	●
Tax consultation	●
Pension planning	
Home finding trip（b）	●
School finding（c）	●
Move household goods	●
En route travel	●
Support for setting up official documents（d）	●
Home sale（e）	●
Support for finding a doctor and a dentist	●
Financial compensation till spouse is in job	
Support for spouse job finding	
Language courses	
Temporary housing	●
Allowance	●
Home purchase assistance（f）	●
Continuing education and career programs (company benefit)	●
Childcare option on campus (company benefit)	
Extended health care program (company benefit)	●

♥	
Travel expenses for going home once a year covered	
Cultural training (upon request)	●
Mentoring from expatriate to expatriate	
Initiatives towards social network for the family	
Initiatives towards employees health (company benefit)（g）	●
Initiatives towards employees community (company benefit)（h）	

Ill.11. The scheme shows the general practical services provided in a relocation along with some add-on services that represents emotional values. The data is compiled through various relocation data; RIM (International Relocation Handbook) and the project interviews with RIM and TheMIGroup.

31

Expatriates have
practical
needs

RIM needs employees
that are
legally and physically able to work.

- Pre-Acceptance Trip
- Work Permits
- Work Permit for Spouse
- Tax Consultation
- Home Finding Trip
- School Finding Assistance
- Household-goods transportation
- Support with official documents
- Home Sale
- Support for Finding a Doctor and a Dentist
- Temporary Housing
- Allowance
- Home Purchase Assistance

Expatriates have
social
needs

- Stress Management
- Community and Social Advice
- One-on-one Guidance
- Access to Location Expertises
- Empathic community members
- Comfort with Surroundings
- Extended Connections

RIM needs employees that are
reliable, driven and long-term.

HOW DOES RIM'S RELOCATION PACKAGE ALIGN WITH THE OFFERINGS FROM OTHER COMPANIES?

- **When looking at three (3) different international companies, the relocation packages appears quite similar in regards to company focus on support for practical issues.**

Research has been conducted for two (2) other companies' relocation programs (i.e Danfoss in Denmark and Nike in Portland, USA) in order to benchmark RIM's relocation package [Appendix 10 Nike and Danfoss Relocation Packages].

Many companies choose to keep the details of their relocation package confidential, therefore detailed material is difficult to acquire..

There are specific aspects where the researched companies differentiate. Danfoss has a focus on the spouse as well as the employee. The company acknowledges that most families have dual careers and support the spouses continuing their careers by offering assistance for job finding, language courses and financial compensation until a job is found. Nike focuses more on making the work environment as attractive as possible offering various sports activities, scenic surroundings, healthy eating possibilities and highly professional childcare. Their efforts in attracting talented employees also become part of their brand strategy which are stated clearly on their website (www.nike.com).
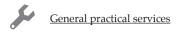
A common trait for the companies is that they do not have initiatives towards social networking for the families or mentoring programs from expatriate to expatriate. A study from Permits Foundation states that one of the main reasons for employees to stop an assignment earlier than intended is if the families are not able to adjust [Permits Foundation, 2008]. "It is a well known fact across the industry that a majority of failed assignments that have been through a relocation are because the family did not settle in and is not happy" [Appendix 04 Interview RIM Pichor]. Nevertheless, many companies do not assist relocating families in creating social ties within the next community. Yeargan, Director of Global Mobility at RIM describes the situation of an expatriate like "being in a free fall either emotionally or stressed with everything that is going on" [Appendix 8-9 Interview RIM Yeargan]. The statement emphasizes the benefit the families could gain from having a mentoring program from expatriates to expatriates. Having support from someone who has been through the same relocation process.

There seems to be three (3) reasons to why the companies do not address the social family support issues. (A) the focus is entirely on attracting and not retaining employees [T. Lundsgaard Senior Director, Operations, RIM April 2012]. Once the employee is on board the company considers it to be the family's own responsibility to settle.
(B) There seems to be a fine balance between how involved the company wants to get in the family's private life. The company needs to stay of business terms while still providing assistance to the families. (C) The Global Mobility departments do not prioritize the resources necessary. The departments are struggling with day-to-day work and focusing their attention towards establishing processes that attract the right employees at the right time.

Nevertheless, the consequences of prioritizing the focus this way can be costly. Failed assignments are not only stressful for the families but also cost the companies a lot of money.

Observation

Even well-established companies who have been retrieving international employees for years do not have initiatives toward social network or mentoring programs.

General practical services

(a) A paid trip for the family to see the local area in which the company resides.

(b) Is a tour around the local community by a local agent from the Local Destination Service provider.

(c) Is supported by a local agent from the Local Destination Service provider.

(d) Support by a local agent from the Local Destination Service provider to set up healthcard and other official documents required by the specific country.

(e) Assistance with selling house in home country (i.e. provided to director level and above).

(f) Assistance and legal support when buying a house (i.e. provided to director level and above).

Service	RIM	Nike	Danfoss
Pre-acceptance trip (a)	●	●	●
Work permit	●	●	●
Work permit for spouse	●	?	●
Tax consultation	●	●	●
Pension planning	●	●	●
Home finding trip (b)	●	●	●
School finding (c)	●	●	●
Move household goods	●	●	●
En route travel	●	●	●
Support for setting up official documents (d)	●	●	●
Home sale (e)	●		
Support for finding a doctor and a dentist	●		●
Financial compensation till spouse is in job			●
Support for spouse job finding			●
Language courses			●
Temporary housing	●	●	●
Allowance	●	●	●
Home purchase assistance (f)	●		
Continuing education and career programs (company benefit)	●	●	
Childcare option on campus (company benefit)		●	
Extended health care program (company benefit)	●	●	●

General emotional services

(g) Organized communities for the employees.

(h) Membership to various sports clubs and health clubs.

Service	RIM	Nike	Danfoss
Travel expenses for going home once a year covered			●
Cultural training (upon request)	●		●
Mentoring from expatriate to expatriate			
Initiatives towards social network for the family			
Initiatives towards employees health (company benefit) (g)	●	●	
Initiatives towards employees community (company benefit) (h)		●	

Ill.12 The illustration shows a benchmark between RIM, Nike and Danfoss.
The data is compiled through various relocation data; RIM (International Relocation Handbook), Nike (Kristen Ray, www.nike.com) and Danfoss (Markus Ørberg, Michael Quortrup, www.danfoss.com).

WHEN IS THE CRITICAL POINT IN TIME IN THE RELOCATION PROCESS FOR THE EXPATRIATE?

• **After a few weeks everyday life begins and day-to-day become bigger issues. This is when many expatriates experience some degree of culture shock [www.agsmovers.com Culture Shock].**

All expatriates go through adjustment phases before they settle in a new country. When they first arrive everything around them is new and exciting and it feels like being on an adventure. This is called the Honeymoon Phase and usually lasts up to six (6) weeks [www.agsmovers.com Culture Shock].

After the Honeymoon Phase the new-comers start to experience their daily life beginning; now everything seems less new and exciting and starts to take of turn of feeling rather new and challenging. Everyday tasks, such as grocery shopping, transportation and attending school meetings are performed differently than where the expatriate came from. The period of time after the Honeymoon Phase is called the Negotiation Phase

[www.agsmovers.com Culture Shock]. Director of Global Mobility Yeargan explains "There is literally a psychological depression that people go through" and it is "mostly impacting the spouses more than the employee and the kids" because the employee is at work and the children are at school engaged in day-to-day life [Appendix 8-9 Interview RIM Yeargan]. The situation is even more stressful if there are language barriers and extreme culture differences.

Through the negotiation phase three (3) archetypes may appear. Some people embrace their new culture and discard their own cultural identity. These people can be considered Adopters (1) [www.agsmovers.com Culture Shock].

Others may see the cultural difference as enriching while preserving their own cultural identity. These expatriates stay in the host country for a period of time but often return to their home country or move on to another country. These people are referred to as Cosmopolitans (2) [www.agsmovers.com Culture Shock].

The third archetype are considered the Rejectors (3). For the Rejectors the cultural shock is so overwhelming that they feel that the only way for them to be happy again is to return to their home country.

Typically, the adaptability and open-mindedness of the expatriates is directly related to the likelihood of getting them through the negotiation phase. Attitude and a positive mind-set in this phase is essential.

The final phase can be referred to as the Adjustment Phase. During this phase, everyday tasks become routine, the expatriates expectations are being aligned and there are fewer surprises. In this situation, the cultural differences have been accepted as another way of living and the expatriate feels enriched by the experience [www.agsmovers.com Culture Shock].
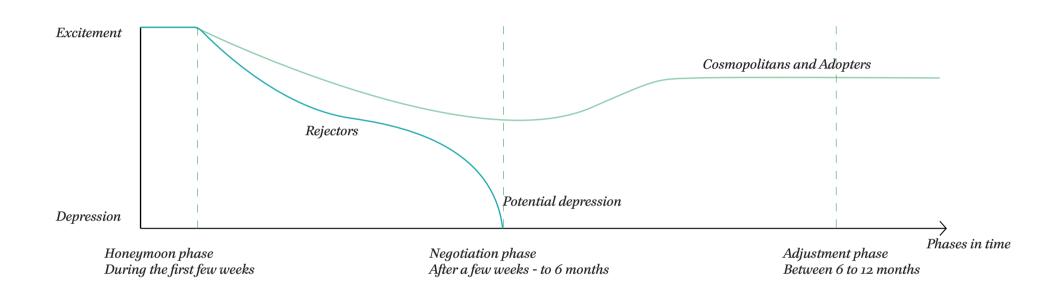
Observation

The six (6) weeks mark seem to be a crucial point for the families and a point where it is important to potentially set in with extra support.

Observation

There seems to be a great opportunity in designing additional support to level out the negotiation phase quicker.

THE ADJUSTMENT PHASES FOR EXPATRIATES IN A NEW LOCATION

Excitement

Cosmopolitans and Adopters

Rejectors

Potential depression

Depression

Phases in time

Honeymoon phase
During the first few weeks

Negotiation phase
After a few weeks - to 6 months

Adjustment phase
Between 6 to 12 months

Ill. 13. After a few weeks the honeymoon phase is over and what seemed to be
a great adventure has now turned into daily challenges. Depending on the
expatriate's ability to adapt depression might occur.
A service needs to be in place to smoothen the transition and try to avoid a failed
assignment [www.agsmovers.com Culture Shock].

WHAT IS THE ADDITIONAL EXPENDITURE FOR A FAILED INTERNATIONAL ASSIGNMENT?

- **If the employee decides to leave RIM after two years the added monthly cost would be 25% of the employee's monthly compensation.**
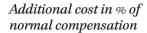
The total cost of an international relocation of a Director level or above is approximately CA$90.000 depending on the family size and situation and the country of origin/destination. For managers and specialists the total cost is approximately CA$70-80.000. [Based on commentary from T. Lundsgaard, Senior Director, Operations, RIM April 2012]
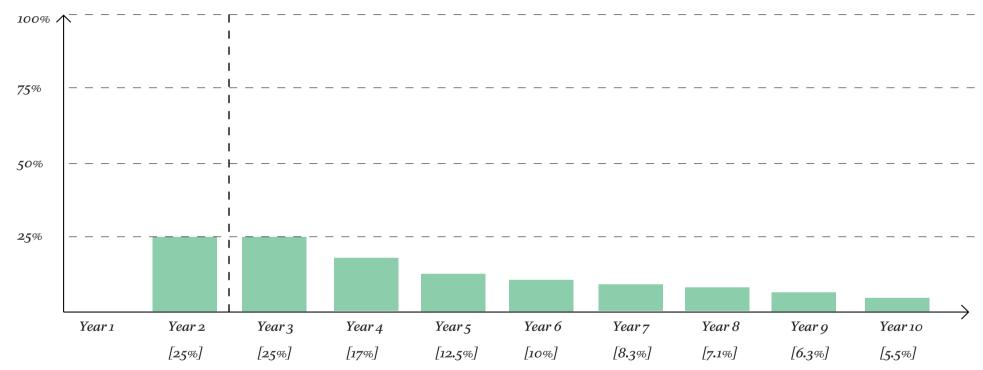
Should the employee decide to resign within one (1) year after the relocation he/she is contractually obligated to repay the relocation cost in full and half the cost if he/she resigns between one (1) and two (2) years after the relocation. [Based on commentary from T. Lundsgaard, Senior Director, Operations, RIM April 2012]
When viewing the relocation cost for RIM as a percentage of the normal compensation to the

employee, a director earning $15.000 a month (including bonuses and pension), will if he/she decides to leave RIM two (2) years after the relocation, have added cost equivalent of 25% of the monthly compensation or $3750 (assuming resignation occurs in the first month after the second year of the relocation). Should he/she decide to leave in the beginning of the tenth (10) year after the relocation, RIM will have a longer period of time to depreciate the relocation cost and the additional cost on top of the monthly compensation is only 5.5% or $833 (without considering salary increases) ply of four (4) to five (5) years are assumed (See ill. 14).
Should RIM be able to retain a relocated employee for (6) years instead of two (2), then the financial benefit measured as a percentage of the monthly employee compensation will be approximately 16.7% (i.e. 25% minus 8.3%) (See ill. 14). That makes the impact of implementing effective services focusing on making the relocation process and the following integration as effective as possible very visible.
[Based on commentary from T. Lundsgaard, Senior Director, Operations, RIM April 2012]

Observation

From a cost perspective there is a great incitement in ensuring the success of an international assignment.
The cost of establishing the right support service seems to potentially have a short return of investment (ROI).

Additional cost in % of
normal compensation

100%								
75%								
50%								
25%								

Year 1   Year 2   Year 3   Year 4   Year 5   Year 6   Year 7   Year 8   Year 9   Year 10

[25%]   [25%]   [17%]   [12.5%]   [10%]   [8.3%]   [7.1%]   [6.3%]   [5.5%]

Year of resignation
after relocation

Ill. 14. The graph shows the added cost addition to an internation expatriate's salary. For example, within the second year of employment if the expatriate leaves the job he/she would have to pay back 50% of the relocation cost. This means that RIM will have had to pay the employee an additional 25% of the standard employee salary of a non-expatriate.

WHAT ARE THE CONSEQUENCES FOR RIM IF AN EXPATRIATE CHOOSES TO RESIGN?

- **When RIM relocates an employee they need to take efficiency into account. The employees efficiency level depends on variables like how new an employee may be to the role and its responsibilities, how well-adjusted they are to the job and how well-adjusted the family is to their new life in the new location. If an employee chooses to leave RIM the company may loose large amounts of money, the company will have experienced a less profitable investment and RIM will have an open specialist role (a vacuum that can be taxing on the productivity and efficiency of the company).**

In addition to the actual cost of the relocation the performance and efficiency of a relocated employee is a major factor contributing to the overall performance of the company.
In smooth and successful relocations the employee experiences a limited number of problems and distractions and can devote his/her focus on getting up to speed in the new role. There will still be variables influencing the employee's learning curve (i.e. the job fit, experience, support and provided coaching/training), however it is fair to expect that the employee will eventually reach the desired efficiency and productivity.
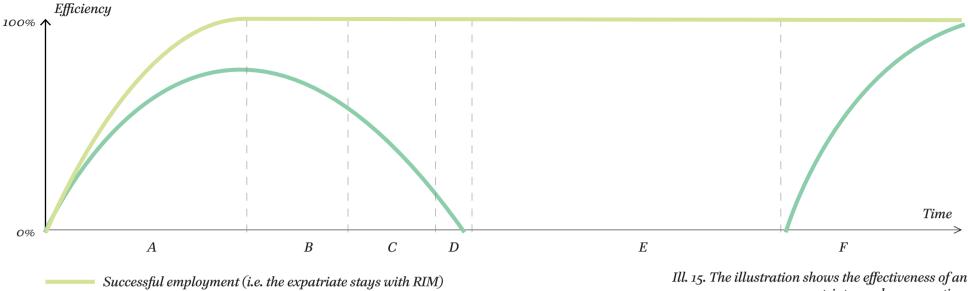
In less successful relocations the employee will be distracted with problems that compromise employee focus and time from the job. The employee will in these cases either decide to leave the company or eventually settle in successfully, but with a much longer learning curve. As a result, the employee will add much less value to the company due to distractions and problems. In worst case the problems with settling can be a significant contributor in a potential decision to move away earlier than planned. Should the employee decide to leave RIM, it will most likely have been considered for a while due to the impact on the family. A work permit in Canada is often tied to the employing company meaning that if an employee resigns they will have to leave the country within six (6) weeks. Therefore, the employee is likely to have a new job before turning in a resignation.

Labor laws in Canada and many other countries around the world use a two (2) week notice period for employees, so RIM will have limited opportunities to find a replacement before the employee leaves the company.
The average time from getting a new hire approved to when the candidate starts is approximately six (6) months. The hiring phase may take even longer for international hires because the company needs to prove that the required skill set cannot be acquired locally. This process is called a labor market opinion. If the need for a candidate is approve, the company can hire an international candidate. The company will then need to spend time and expenses on acquiring a work permit for the candidate (and often also for the spouse). The impact of not having a position filled varies from case to case. In some situation the people working in the same function will have their work re-prioritized and will cover the additional work for a short period of time. However in many other cases the position is a specialist or leadership role where special experience and knowledge is required and the impact of these vacancies can be significant. This can either be in terms of delays in critical development, or improvement projects, or poor performance of functions due to lack of expertise or leadership.
[Data for this section is based on commentary from T. Lundsgaard Senior Director, Operations, RIM April 2012]

Ill. 15. The illustration shows the effectiveness of an expatriate employee over time

Successful employment (i.e. the expatriate stays with RIM)
Unsuccessful employment (i.e. the expatriate chooses to leave RIM)

DESCRIPTION OF AN UNSUCCESSFUL RELOCATION

A   The employee has just relocated and is settling in his/ her new job. It will take a couple of months before the employee is up to full work speed.

B   The family is not happy and has not settled in. The employee is concerned about his/her situation and not completely invested in the job.

C   The family decides to move back home, the employee starts to look for a new job, and the employee is therefore no longer committed to the job.

D   The employee finds a new job and resigns. In Canada there is a two (2) week notice period. The last month the employee has already mentally left the job. He/ she mostly handles closing and hand-over issues with projects.

E   It takes in average six (6) months to hire a new employee for a specialist role. That means a gap of six (6) months with no one in the specialist position.

F   A new employee begins work. It again takes a couple of months before he/ she is up to full speed.

Observation

Due to the nature of the smartphone and its extremely short development and product life cycles, the effect of not having the right employees available at the right time can be extremely costly. It is therefore an advantage for the company to invest in the employees to make it attractive for them to stay and settle at the company.

41

HOW CAN RIM COUNTERACT AN EXPATRIATE RESIGNATION?

- **Employee satisfaction is an important factor for preventing an employees resignation. There are many personality factors that can have an impact on an employee's satisfaction with their job; extroversion, agreeableness, openness, conscientiousness, and emotional stability [Young, 2011].**

  To create an opportunity for the employee to obtain these conditions, the "back support" needs to be in place. "Back support" is considered to be the way that the employee's family supports and assists in the transition to the new location. If RIM was to provide family support as a part of their relocation package, the likelihood of the family adjusting easily and quickly is more likely. Therefore it would be more likely for the employee to comfortably acclimate himself/herself with the RIM position and he/she would be less likely to resign because of mal-adjustment.

A lack of focus on the family's emotional aspects of the relocation process seems to be a general problem at many companies (see comparison of relocation packages on p. 34-35). One of the main reasons why companies do not address these aspects is the delicate balance between the employee's personal life and work life. Director of Global Mobility at RIM, Adele Yeargan explains "It is like HR. Normally we don't get into people's lives. Legally we can't." [Appendix 8-9 Interview RIM Yeargan].

Yeargan elaborates "But when you start moving people, it changes the dynamic. So, we have to respect privacy, but we can't be silent either. We have got to have a certain amount of visibility" [Appendix 8-9 Interview RIM Yeargan].

Yeargan from RIM is quite aware of the lack of family support. Yeargan explains "It is clear by all the surveys that if the family doesn't adjust well then the employee is not going to be as engaged or as likely to be as productive." [Appendix 8-9 Interview RIM Yeargan]. Yeargan is currently looking for a way to support where "you don't get too engaged in people's lives and issues. But we want to give them a forum or service providers and alternate options. We don't want to hold their hand or get inside their head and we don't want to be invading on their family life" Yeargan explains [Appendix 8-9 Interview RIM Yeargan].

Observation

For RIM to accommodate the employee's transition into their new job and location it is an advantage for the company to support the employee's whole family in the transition. If the family is happy the employee is more likely to settle and be more efficient on their job. Therefore they will also be less likely to resign from their position which can save large cost issues and efficiency for RIM.

WHICH DESIGN GUIDELINES CAN BE ESTABLISHED FOR THE ISS BASED ON THE FINDINGS FROM THE RIM CASE STUDY?

In order to design a new support service for RIM it is essential to consider the expectations from the business perspective. It is necessary to consider several dimensions of the business case considering; what is the best way to get RIM to buy into a new service? Which role would RIM like to for the service? What is the desired result of the new service for the users according to RIM? Which functionalities would RIM like the service to have?

Based on the research on RIM and the global mobility market the guidelines can be stated answering the following questions.

WHAT IS THE BEST WAY TO GET RIM TO BUY INTO A NEW SERVICE?
- The service should be provided by an external service provider and not provided internally.

There are not enough resources for an internal service.
- The service should smoothly align and integrate itself in the current relocation package provided by RIM
- The service should be easy to maintain and require as little work from the internal team at RIM as possible

WHICH ROLE WOULD RIM LIKE TO HAVE FOR THE SERVICE?
- RIM would like to stay "behind the scenes" of the service, thereby enforcing a professional distance while still showing their support.
- By providing a service that supports the family RIM will seem empathic and caring to the employee and spouse. As a result, the company's reputation will benefit.

WHICH FUNCTIONALITIES WOULD RIM LIKE THE SERVICE TO PROVIDE?
- RIM would like the service to support the employee and his/her family through the relocation process to make the family transition into the new job and easy, thereby making the employee more efficient at work
- The service should be a gathering point for all the expatriate's relocation information

RIM would like the service to offer a one-stop connection point where all relocation information can be provided to the employee and spouse.

Currently, all communication regarding the relocation process goes through the employee.

- A way to align the user's expectations of the new location to the actuality of the location

By providing the expatriates with a clearer depiction of the new location, RIM should be able to reduce the likelihood of the family becoming rejectors of the new culture and location, thereby reducing the likelihood of the family choosing to leave.
- Family check-ins

RIM would like the service to include a check-ins with the family. These check-ins are especially necessary after the crucial six (6) weeks mark of the negotiation phase. As a result, RIM would be able to identify if additional family support is needed for the family to transition smoothly, reducing the likelihood that the family may move to another location.

WHAT IS THE DESIRED RESULT OF A NEW SERVICE FOR THE USER ACCORDING TO RIM? (FRONT OFFICE)
- RIM is mainly interested in higher efficiency level and less resignations is desired from RIM's side. As a result of higher efficiency levels and less resignations RIM would be able to be more efficient in the daily productivity and avoid large expenses on the employee and a potential recruitment of a new employee.

User Insights

To gain a deeper insight in the needs of the expatriates' relocation with Research In Motion, interviews and workshops are initiated with expatriates that have relocated with RIM.
Based on the interviewed users and the workshop participants, a persona is created that can be used in the following design phase.
Design criteria sum up the information obtained from the RIM expatriates.

HOW DO THE INTERVIEWED EXPATRIATES EXPERIENCE THE RELOCATION JOURNEY WITH RIM?

- **During the interviews the users feedback was less on the details of the relocation journey or RIM's offering but instead on the frustration they experienced as a result of what was not provided by RIM.**

Through interviews with employees and spouses who have relocated with RIM to Waterloo, an initial understanding of the current challenges and future needs is obtained. An interview guide, an overview of the expatriates and the interviews as audio files can be found in Appendix 11-13.

The following user quotes are organized based on the quote's relevance to the overall transition process and the quote's relevance to the three (3) aforementioned stages of the relocation journey.

The quotes reveal the practical and emotional side of the relocation journey. They provide insight into how the process was experienced but do not necessarily focus on specific challenges. This documented user experience will be utilized through the ideation process to understand the emotional state of the users.

Understanding the challenges through the process will be the focus of the following workshops described in the following section.

"The package in itself was great. Maybe a bit generous. But the quality of some of the services... On paper it looked great. The problem wasn't RIM just the people that they hired." Kristen Ray Keenan

"In the beginning there were days and even weeks where I thought 'I should never have done this' before I got things established and up and running." Spouse Lis Jensen

"Kristen would often have to ask the questions and then I had to interrupt Kristen in her workday to address a question." Spouse Jason Keenan

*"It was a very complicated journey with the different stakeholders. But I guess you can say that we made it." Raphel Rambeau

Hypothesis

A hypothesis drawn from the user interviews is that the relocation journey could need a streamlining based on the rather chaotic nature of the process as described*.

However it seems as the real underlying problem is a lack of emotional support through the process and the abruptly way the users are left on their own once they get to the destination. This seem to result in many frustrations that could have been avoided.

Comments to the overall transition

Hypothesis

Despite the fact that the project group has wanted a varied group of RIM expatriates, it seems as though the user have quite similar traits regarding their open-mindedness and their want to seek adventure. These traits seems to provide the users with a common set of goals and approach to life. If the expatriates have children they seem to choose to relocate with small children. As a result, the users all seem to come from the same age group being 35-45 years old.

46

"I was not involved in this process. I was just hoping. Spouse Corinne Rambeau

"I wanted to be in control." Spouse Gemma McCullam*

"I didn't have any expectations. It was an opportunity to try a different lifestyle." Spouse Gemma McCullam*

"It would have been great to meet people before coming over." Spouse Hyejin Kim

"We just wanted to see how it went." Raphael Rambeau

"The bank is also a business so you won't get neutral advise there. Neutral advise could have been nice to have." Spouse Lis Jensen*

"Stressful. You don't know where you are. You don't know what you are doing. You are relying on other people to tell you why you have to do it."
(about setting up legal documents) Spouse Gemma McCullam*

"There was no discussion about what you wanted to do before hand." Spouse Gemma McCullam*

"I had no time to think at this time."
(about the moving process)
Spouse Corinne Rambeau

"Hoping everything goes right."
Spouse Gemma McCullam*

"It was really hard to get used to being here. You don't know where to go or shop or where to watch a movie. You don't know anything."
Kim Young Hwan

❶ *Pre-destination*   ❷ *Departure*   ❸ *On Assignment*

♥ *Decide* 🏠 *In Home Country*

Offer from RIM or Application to RIM	Research RIM	Research Job Location	Pre-acceptance Trip	Negotiate of Offer	Review Offer Letter	Accept Job Offer	Tax Planning

♥ *In Transite* 🏠 *Visiting Waterloo and Packing in Home Country*

Home Finding Trip	Set Up Bank Account	Set Up Social Insurance Number	Sell House in Home Country	Pack Up Household Goods	Move Family

♥ *Settling* 🏠 *In Destination Country (Waterloo)*

Corporate Immigration	Move into Temp. Housing	Set Up Ontario Health Insurance	Employee Starts Work	Exchange Driver's Licence	Finding Permanent House	Apply for Permanent Residence	Move into New House

WHICH KINDS OF TANGIBLE EXPRESSIONS ARE THE EXPATRIATES USING TO DESCRIBE THE RELOCATION PROCESS?

To dive deeper into the challenges and needs from the expatriates relocation with RIM, two (2) workshops are conducted. Participants were divided into two (2) groups mainly because of logistics and convenience. For the purposes of this document, the workshops will be called, Workshop Evening and Workshop Brunch.

Who are the workshop participants?

Half of the workshop participants were previously interviewed and therefore know about the initial stages of the project. And the other half is not familiar with the project goal or process. This divide is an intentional dynamic that can provide the participants with a new openness towards expressing their relocation stories. Workshop Evening has eight (8) participants + 1 child and Workshop Brunch has four (4) participants + 6 children. (see illustration). The participants have a mix of nationalities (i.e. French, Mexican, Romanian and Danish).

How was the framework for the workshops?

Workshop Evening took place Saturday March 3 in the afternoon and evening. To create a nice setting and motivation the participants were invited for dinner afterwards which provided the workshop with a relaxed and social environment. Workshop brunch took place Sunday March 4 starting with brunch at 11AM and a workshop afterwards.

What is the goal and expected outcome of the workshops?

The intention of the workshops was (a) to gain insight into the expatriates stories about their relocation process (and in that way extrapolate the needs and opportunities for change) and (b) to understand the expatriate's ideal relocation journey with RIM.

The expected outcome for (a) was stories and insights whereas (b) was more solution oriented focusing on suggestions as to how the relocation process could be more supportive of the expatriates needs.
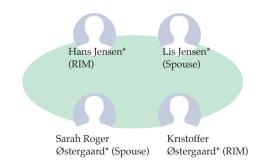
How is the workshop process structured?

The workshop structure was set up based on the workshop structure for LEGO Serious Play where the participants can express themselves through tangible models they create in LEGO. (See process pictures on the next page and see Appendix for the workshop slides)

Which stories did the workshop models spark?

See the models and description on page 51.

Ill. 16. The participants in Workshop Evening

Karla Gomez (Spouse)
Ivan Gomez (RIM)
Tommy Sørensen (RIM)
Raphael Rambeau (RIM)
Isabella Bonnet (Spouse)
Tine Wisti Nielsen (Spouse)
Charles Bonnet (RIM)
Corinne Rambeau (Spouse)

Hans Jensen* (RIM)
Lis Jensen* (Spouse)
Sarah Roger Østergaard* (Spouse)
Kristoffer Østergaard* (RIM)

Ill. 17. The participants in Workshop Brunch. The participants have all wished to be anonymous do to their current relocation and work situation.

1 *First Step of the Workshop. Facilitating exercises for the participants to warm up to the LEGO Serious Play workshop format*

2 *Second Step of the Workshop. Participants build models for workshop exercises. Exercise 1: Build Your Challenges with relocating. Exercise 2: Build how the ideal relocation process looks for you.*

3 *Third Step of the Workshop. Participants present their individual models to each other and gradually inspire elaborate topic-related conversations*

4 *Fourth Step of the Workshop. Participants have been through the exercises and the conversation is generating new topics and inspiring new stories.*

Which process reflections can be extracted from the workshop days?

- The participants had a need to express current stories and frustration rather then directing the energy towards what could be changed for the next RIM expatriates.

The models created through the workshops ended up mainly explaining the current challenges rather then transitioning from current state to ideal state. It is worth noting that it was very difficult to get the participants into a mind-set of ideation.

As the workshops took form it was clear to the project team that the main focus was determined to be on the expatriate stories and insights Considering, that the goal of the workshops was to (a) gain insight into the expatriates stories about their relocation process and (b) to understand the expatriate's ideal relocation journey with RIM, the workshops did not meet the expectations. Nevertheless, the following phase of extrapolation of challenges and needs occurring after the workshops was provided with lots of material. The intention of kick-starting the ideation phase with the ideal relocation ideas from the expatriates was less successful. This result may have several reasons; (a) the LEGO Serious Play format was not ideal for sparking an ideation process, (b) the facilitation and guidance of the workshop was not clear enough or (c) the workshop participants are not used to working with ideation and had difficulty transitioning from an analytical mind-set to a creative mind-set. It seems that the result may have been a combination of a, b and c. Nevertheless the workshops provided an good amounts of information feeding into the user's needs and desires.

- The participants were all wanting to convey their own specific story and did not easily see the comparison between their own story and others (as we as "outsiders" were seeing).

This mentality may be caused by one of the main findings from the workshops—the expatriates need a forum where they can tell their stories and be heard. What started out as a workshop that was established to provide insights for this thesis project ended up becoming a social gathering that was just as valuable to the participants as to the project. It was quite interesting to experience in action the actual needs that the participants were conveying as a desire.

Which stories were stated through the workshop?
A selection of the stories told by the RIM expatriates can be viewed together with the model the participant has built.

MODELS FROM THE WORKSHOP FOCUSING ON THE RELOCATION PROCESS

"The journey described in many steps - some large and some smaller. One person is going up hill concurring the many steps."
Isabella Bonnet

"You need to know all the information from the beginning. Like a torch that is passed on."
Ivan Gomez

Meeting a lot of stakeholders on the relocation journey. That in itself starts to feel like a challenge to get through. "Too many people in too short time"
Tommy Sørensen

"It is a delicate balance - the whole family needs to be happy." Lis Jensen*

"Through the journey I have had my eyes on everything. But at the end I succeeded and feel like I can survive anything."
Corinne Rambeau

WHICH USER NEEDS CAN BE EXTRACTED FROM THE WORKSHOP MATERIAL?
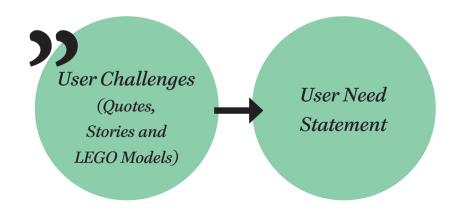
- **By grouping the essence of the user challenges found through quotes, stories and LEGO models in the two (2) workshops the user needs can be extracted.**

The stories and models from the two (2) workshops mainly focus on three main topics; Process-related challenges, pre-destination challenges and family challenges. These topics are found through reviewing all the workshop material (audio, video, photos and post-it notes). (See Appendix 07 User Workshops) The user challenges are translated into needs from the users stated on a "needs-form".

To determine which of the user needs are most important for the project's specific users a persona is created based on the characteristics of the RIM expatriates.

Ill. 18. Reviewing workshop quotes and statements by the participants. Translating the challenges into user needs.

User Challenges (Quotes, Stories and LEGO Models) → *User Need Statement*

- The family requires information to allow them to make an informed choice about the job offer before choosing to relocate.
- The family has a need to feel that their expectations were right.

- The family has a need to feel secure and trust that the full process of relocating has been thought through and that they are provided with all the necessary information for their relocation process.

- The family has a need to feel that like they are not being pushed around between hands of different stakeholders.

- The family has a need to feel that a standard process can be adjusted to their specific needs.

- The spouse has a need to feel that the spouse and children are as equally important as the newly hired partner.

- The family has a need to have a secure base (that feels like a home and not "just" a house).

- The family has a need to have someone/something as a stand in for the family and friends who are left in their hometown.

- The family has a need to feel that they are supported in the relocation process until they do not need the support anymore

- The family has a need to share thoughts with someone who has been through the same process as them.

- The spouse has a need to share day-to-day thoughts with someone besides the partner.

WHO ARE THE PRIMARY USERS AND WHAT IS THE MENTAL MODEL FOR THE USERS?

• **A persona is used to create an understanding of the personal characteristics that determine which needs the family would have through the relocation journey with RIM. Considering the needs of personas the additional family support is considered the most important needs to design for through the project. The full persona description can be found in Appendix 14.**

The Meuniers are a fictitious expatriate family created as a persona family to for reference purposes in this paper. The persona family takes an offset in the RIM expatriates (See Appendix 11 RIM Expatriates). The methodology for the persona development and the use of Four Pleasure Analysis can be found in Appendix 15 and 16.
The RIM employee expatriates represent a specific type of people who have been recruited for the RIM positions. Based on a study made by Rudolph Young for The Chronicle in 2011 the traits of a successful expatriate employee are specifically centered around "the 'big five' personality

factors: extroversion, agreeableness, openness, conscientiousness, and emotional stability" [Young, 2011]. Young has an MBA degree and a doctorate in organizational psychology [Young, 2011]. If the RIM employees can be considered as successful expatriates the RIM expatriates utilized for interviews and workshops all fall under the "big five" characteristics. Therefore a large selection of personality types can already be deselected. Conducting a segmentation of the users would have less value considering the similarities of the users. Based on this judgement a persona encapsulates the user traits as a whole and can guide the following design phase.

The previously found user needs are seen in relation to the specified RIM relocation journey providing a time-dimension for the user needs (see p. 56-57). The user needs are evaluated through the journey based on how important the needs are at the specific point in time for the persona family.

The Meuniers – An Expatriate Family

Julien Meunier
36 Years Old
France

Marie Meunier
42 Years Old
France

Celine Meunier
11 Years Old
France

Henri Meunier
5 Years Old
France

Ill. 19. The persona expatriate family

Caring

Explorative

Intimate

Strong personal relationships

Socializing

Family values

Quality Aware

Outdoorzy

Ill. 20. The characteristics that defines the persona family. The elaborate persona description is found in the Appendix 12

1 *Before moving. Considering the job offer from RIM*	**2** *Home Finding Tour in Waterloo and packing house in home country*	**3** *Arriving at destination. During the first 2 weeks*	**4** *Starting to settle. After 3-4 weeks to 6 months*
Pre-destination	Departure	On Assignment	On Assignment

Mental State of Mind ♥

- Many emotional questions but excited

Mental State of Mind ♥

- Many practical questions but excited
- Starting to visualize how it will be to move
- Mentally preparing the family for change

Mental State of Mind ♥

- Family focused
- Choosing a limited contact with others
- Honeymoon phase, feels like vacation

Mental State of Mind ♥

- A tendensy to feel overwhelmed
- Vulnerable
- Slightly homesick

Needs ♥

- The family requires information to allow them to make an informed choice about the job offer before choosing to relocate.
- The family has a need to feel that their expectations will be right.

- The family wants to have specific goals which they can be excited about.

Needs ♥

- The family has a need to feel secure and trust that the full process of relocating has been thought through and that they know everything.
- The family has a need to feel that a standard process can be adjusted to their specific needs.
- The family has a need to feel that they are supported in the relocation process until they do not need the support anymore.
- The family wants to have specific goals which they can be excited about.

- The family requires basic practical information for them to make informed choices through the relocation.

Needs ♥

- The family has a need to feel secure and trust that the full process of relocating has been thought through and that they know everything.
- The family has a need to feel that a standard process can be adjusted to their specific needs.
- The family has a need to feel that they are supported in the relocation process until they do not need the support anymore.
- The spouse has a need to feel that the spouse and children are as equally important as the newly hired partner.
- The family has a need to familiarize with the local area
- The family has a need to feel like they are not being pushed around between hands.
- The family requires basic practical information for them to make informed choices through the relocation.
- The family wants to find the easiest way through the relocation process

Needs ♥

- The family has a need to feel secure and trust that the full process of relocating has been thought through and that they know everything.
- The family has a need to feel that a standard process can be adjusted to their specific needs.
- The family has a need to feel that they are supported in the relocation process until they do not need the support anymore.
- The spouse has a need to feel that the spouse and children are as equally important as the newly hired partner.
- The family has a need to have someone/ something as a stand in for the family and friends who are left in their hometown.
- The family has a need to feel like they are not being pushed around between hands.
- The family requires basic practical information for them to make informed choices through the relocation.
- The family wants to find the easiest way through the relocation process

NOTE:

Black text : user needs previously stated.

Purple text : user needs created based on the personas family's needs through the journey.

5 Starting to know the area
Between 6-12 months

Mental State of Mind 🖤

- Starting to feel confident and outgoing again
- Daily activities have become routine
- Still feels like the relocation is an adventure

Needs

- The family has a need to feel that they are supported in the relocation process until they do not need the support anymore
- The spouse has a need to feel that the spouse and children are as equally important as the newly hired partner.
- The family has a need to have someone/something as a stand in for the family and friends who are left in their hometown.
- The family has a need to familiarize with the greater area.
- The family has a need the establish themselves again regarding activities and hobbies.
- The family has a need to establish a network of friends.

6 Evaluating
After 1,5 years

Mental State of Mind 🖤

- Most things have become routine
- Evaluating how things are going
- Ready to see new interesting faces

Needs

- The family has a need to expand their circle of friends. The spouse feels satisfied with new RIM expatriates whereas the employee feels a need to know people outside RIM.
- The family has a need to have someone/something as a stand in for the family and friends who are left in their hometown.
- The family has a need to familiarize with the greater area.
- The family has a need to stay updated with happenings in their local community
- The family has a need to socialize with their connections.
- The family has a need to utilize the local area for sports activities and hobbies.

7 Evaluating
After 3 years

Mental State of Mind 🖤

- The majority of things have become routine
- Evaluate how things are going

Needs

- The family has a need to have someone/something as a stand in for the family and friends who are left in their hometown.
- The family has a need to stay updated with happenings in their local community
- The family has a need to socialize with their connections.
- The family has a need to utilize the local area for sports activities and hobbies.

Observation

When reviewing the needs seen in relation to the relocation journey a picture is formed showing that the users have especially many needs in the first transitioning period (i.e. from relocation up to 6 months). Therefore when designing a support service for the user needs it is important to specifically focus on the support through this time period. This period is also the down turn period regarding the culture shock (see p. 37). Through the design phase the needs will be taken into consideration to be able to support the user needs.

WHICH DESIGN GUIDELINES CAN BE ESTABLISTED FOR THE NEW SERVICE BASED ON THE FINDINGS FROM RIM EXPATRIATES?

Guidelines are created based on the expressed user needs through the user workshops and the persona family. It is essential to incorporate the expectations, needs and desires from the users so the support service can provide a balanced and well-growned assistance to the expatriates through the relocation journey.

To encapsulate the design guidelines from the users the specific service functionalities are considered. The following list states the functionalities that the ISS should accommodate for the user's needs to be met.

THE ISS SHOULD PROVIDE THE USERS WITH:

- **Up-front location information**
The users require up-front information about the location and possibilities so they can make an informed choice about the job offer and set the right expectations.

- **Up-front relocation process information**
The users require up-front information about the full relocation process so they can feel well-informed and trust that the full process has been thought through.

- **A personalized service opportunity**
The users request a service that is personalized and meets their specified needs.

- **An equally attention towards the employee and the spouse**
The spouse has a need to feel that the spouse and children are as equally important as the newly hired partner.

- **A way to socially engage with the community**
The users have a need to socially engage in their new community to feel that they can fill the emptiness of having left friends and family in their home country.

- **On-going support**
The users request on-going support and the ability for them to be the ones choosing to let go of the support, not the support stopping.

- **A way to socially engage with empathic users**
The family has a need to share thoughts with someone who has been through the same process as them.

- **A day-to-day communication tool for the spouse**
The spouse has a need to share day-to-day thoughts with someone besides the partner.

- **A way to set new goals for the adventure**
The users wants to have specific goals which they can be excited about.

- **A way to navigate the easiest way through the relocation process**

The users wants to find the easiest way through the relocation process so the process will seem supported and less stressful.

- **A way to familiarize with the local and greater area of the new location**

When the users have recently relocated to their new community they will be ready to explore the local area. After approximately 6 months the users will like to expand their horizon and see the greater area.

- **A way to show the user which personal and social activities play out in the new location**

The user will want to reestablish their personal and social activities that they enjoyed before moving.

DESIGN GUIDELINES

To sum up to desired functionalities for the ISS the gathering of the function requests from RIM and the users are gathered here.

THE SERVICE SHOULD PROVIDE THE USERS WITH:

- *A gathering point for all the expatriate's relocation information*
- *A way to align the user's expectations with reality*
- *Family check-ins*
- *Up-front location information*
- *Up-front relocation process information*
- *A personalized service opportunity*
- *An equally attention towards the employee and the spouse*
- *A way to socially engage with the community*
- *On-going support*
- *A way to socially engage with empathic users*
- *A day-to-day communication tool for the spouse*
- *A way to set new goals for the adventure*
- *A way to navigate the easiest way through the relocation process*
- *A way to familiarize with the local and greater area of the new location*
- *A way to show the user which personal and social activities play out in the new location*

PROBLEM STATEMENT

To specify the main design goals for the ISS the problem statement is redefined and states as follows;

How can a service be designed that accommodates an expatriate family through their relocation and transition to a new location by addressing their emotional and social needs and thereby reduces company turnover that is the result of the mal-adjustment of internationally relocated employees?

WHAT IF...

Ideation

Based on the design guidelines found through business and user findings, the ideation phase is initiated.
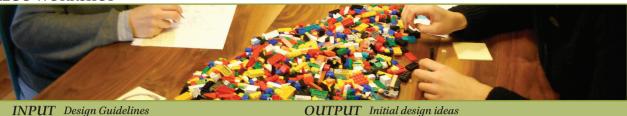
HOW DO THE BUSINESS AND USER INSIGHTS TRANSLATED INTO CONCEPTS?

- **By various ideation methods, initial design ideas are drafted and tested at a RIM meeting. The findings are processed and aligned with the design guidelines. And, through the Lerdahl method, the results can be translated into concepts.**

Based on the design guidelines, a new LEGO workshop is initiated for the authors.
The abstract design ideas generated in the workshop where supported by a Forced Relations exercise and translated into six (6) design ideas.
To be able to receive initial feedback from the stakeholders of RIM and TheMIGroup, a presentation regarding this workshop was set in place early in the process. The six (6) design proposals where presented at RIM in an ideation meeting where the participants further developed and tested the ideas.
The findings were aligned with the accumulated user and business insights and utilized the Lerdahl design method. This approach lead to six (6) concepts that search the variety of identified needs.

LEGO WORKSHOP

INPUT *Design Guidelines*   **OUTPUT** *Initial design ideas*

FORCED RELATIONS

INPUT *Design Guidelines + Initial design ideas*   **OUTPUT** *Six (6) design proposals*

RIM IDEATION AND TESTING MEETING

INPUT *Six (6) design proposals*   **OUTPUT** *Initial feedback*
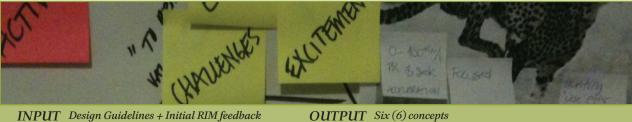
LERDAHL CONCEPT DEVELOPMENT

INPUT *Design Guidelines + Initial RIM feedback*   **OUTPUT** *Six (6) concepts*
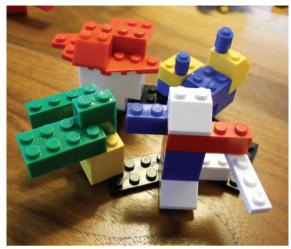
LEGO WORKSHOP

The design guidelines are utilized to launch the ideation phase with a LEGO workshop.

The LEGO medium is chosen for its tangibility. However, the technique should not be seen as a stand alone tool for designing total solutions. The technique provides a good way to empty one's mind for initial ideas.

The expected outcome is a variety of abstract design ideas and an initial understanding of the details determining the needs from the business and users.

The outcome of the LEGO workshop was initial ideas related to the way the service should be optimally presented to the users and the feelings the service should evoke.

Ill. 23. The model seen above shows different nationality's houses coming together as a cultural melting pot. The idea reflects a utilization of the various nationalities brought together at RIM.

Ill. 24. The images above show other ideas focused more on the service role and way to express how the service would provide assistence to a user. Both models represent one-stop platforms centralizing all the services the user would need for a relocation.

Ill. 21. The models represent how the service would give the user a personal and warm welcome.

Ill. 22. The service provides a consistent and cohesive support despite the involvement of many stakeholders.

The ideas generated through the workshop were quite locked on the current challenges and it was clear through the workshop that the medium is better for expressing challenges rather than ideation. To elaborate and ideate further on the concepts, a quick-and-dirty Forced Relations was initiated to search a wider variety of solutions.

FORCED RELATIONS

Based on the design guidelines and the ideas from the LEGO workshop, brainstorms on the words social meeting, play, friendship and information were conducted. The combination of the generated words were randomly put together to encourage alternate ideas that may solve the problem (See appendix 17 Initial Ideation).

The design guidelines and the initial ideas from the LEGO workshop were the foundation for the Forced Relations technique.

The results of the Forced Relations activity were organized into six (6) design suggestions that were presented to the business stakeholders for initial feedback. (See slides from the RIM Presentation in appendix 18)

The outcome from the LEGO workshop and Forced Relations ideation session resulted in these six (6) ideas which addressed multiple social aspects related to the relocation journey;

❶ *Our goal was to create an activity platform.*
Imagine ... an interactive web platform where the user could choose activities to join.

❷ *Our goal was to create a social events for spouse.*
Imagine if ... the spouses' cultural background and knowledge could be utilized to teach and learn from other spouses.

❸ *Our goal was to create a local community.*
Imagine if ... there was an architectural "belt" around RIM that contained all the necessary services.

❹ *Our goal was to create a mobile family support service.*
Imagine if ... a bus drove around to the families' houses and offered assistance.

❺ *Our goal was to create a physical meeting place.*
Imagine if ... there was a specific meeting place where newcomers from many of the companies in Kitchener could meet and socialize.

❻ *Our goal was to create a way to make the users able to make an informed choise about the move.*

Imagine ... an interactive map where the user could localize which schools, institutions, local transportation, restaurants etc are in the area around a potential house.

Initial Concept 1

GOAL: To create an ACTIVITY PLATFORM

Imagine ... an interactive web platform where the user could choose activities to join.

| Disqualify | Make it better | Create a new |

Signe Mølgaard & Katrine Rau Ottenstein 4MSc 2012
Industrial Design, Architecture, Design & Media Technology, AAU

Ill. 25. Slides for the RIM presentation

RIM IDEATION AND TESTING MEETING

As a preparation for the shared meeting at RIM a presentation was created to provide the meeting participants with the user findings and descriptions of the six (6) design ideas from p. 66. (See appendix 18)

Participants;
John Pichor, Global Mobility Specialist
Jennifer Browne, Team Leader of International Client Services & Administration
Caetie Anticknap, Recruitment Specialist

The meeting participants had all been previously interviewed and know about the process of the project but had not heard the user's feedback and inputs. The user information could be valuable for the participants and would therefore motivate them to provide us as the designers with feedback. The ideation process of presenting the participants with the initial ideas was not limited to a method but focused on keeping all possibilities open and engaging. The ideas where layed out open concepts that could be formed together in the session. It was made very clear to the participants that the ideas were initial and that there were no limits to what could be created at this point.

Ill. 26. Shared meeting at RIM

The expected outcome is a range of ideas pointing in different directions with valuble insight to what may be feasible for RIM and TheMIGroup.

The outcome of the meeting was mainly knowledge about the dynamic between the two (2) companies (i.e RIM and the service provider TheMIGroup) and an understanding of the feasibility of the variation of ideas.

Through the meeting it became clear that Browne may be a little bias due to aspect of being a service provider to RIM. It seemed that Browne needed to defend why TheMIGroup had not offered services regarding family support and Browne started describing the family support program

that TheMIGroup is trying to get as a part of their offering. (See appendix 18 RIM ideation meeting). The internal RIM employees were open-minded but emphasized the potential liability issues that may be an issue if RIM was to be the direct provider. A support service should clearly be provided by an external service provider.

Generally, it was difficult to bring the participants into a ideation mode. They were clearly wanting to evaluate and listen but not onboard with how they could be a part of a co-creation session. As a process reflection we as designers may have aimed too high and hoped for a co-creation session. Ideation is clearly not the everyday-mode for the participants and a very planned and detailed ideation facilitation would have been necessary.

"People knowing that they have the support thats the thing. Just knowing that they are going to have some support afterwards is reassuring."
(About having support through the whole relocation)

"Anything is possible. I would not disqulify anything no matter how outthere it is... But you would have to get the company on side with it."
(About what is possible)

TheMIGroup, Browne

Global Mobility Specialist, Pichor

67

A VISION BASED APPROACH TO CONCEPT DEVELOPMENT
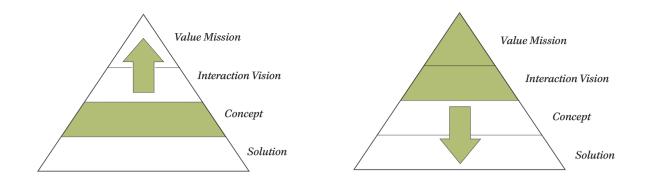
After the RIM meeting the essence was drawn out from the initial design proposals along with the ideas generated from the LEGO workshop and the Forced Relations method.

The ideas were arranged in two (2) categories with the headlines *Means* and *Keep in mind*. The *Means* were specific ideas that could be utilized as a concept driver. And the *Keep in mind* category consisted of aspects that could be used for the concepts on a detailed level.

To design a service based on a clearly defined value mission that serves as a leading star in all aspects of the solution. In order to create a cohesive design that speaks the same language throughout the solution and acts accordingly.

The expected outcome is the conceptual frameworks for the following development.
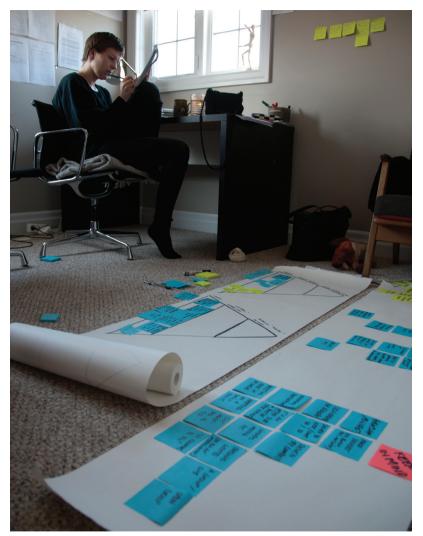
The outcome from the vision based concept development was six (6) different concepts. The full description of the concepts can be seen on the following pages.

Ill. 27. The methodology of a vision based pyramid is utilized to approach the concept generating in a strategic and effective way. Four (4) concepts were generated from the concept level of the Vision based pyramid and up, based on the Means and Keep in mind categories. Another two (2) concepts were generated from the value mission level of the pyramid and down, based directly on the design guidelines.

Ill. 28. The process of developing the concepts. Moving from the concept level to the more abstract interaction vision and the value mission level.
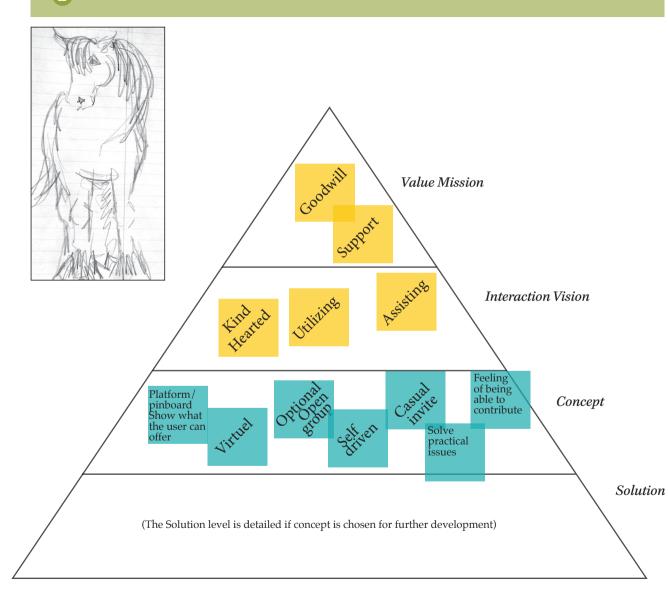
Ill. 29. The process of developing the concepts.

Ill. 30. An overview of the six (6) vision based pyramids; (1) Assisting Community Concept, (2) Area Experience Sharing Concept, (3) Practical Knowledge Sharing Concept, (4) Social Relations Concept. (5) Activity Concept and (6) Comfort Concept.

1 *ASSISTING COMMUNITY CONCEPT*

The Assisting Community concept is for the socially inclined user with humane values and characteristics as social responsible and compassionate.

The users will benefit from this service by feeling that they are part of a community where they can contribute and feel useful, while drawing from other users resources as well.
This will be an inexpensive way for RIM to add value to their relocation process due to the user driven nature of the service.
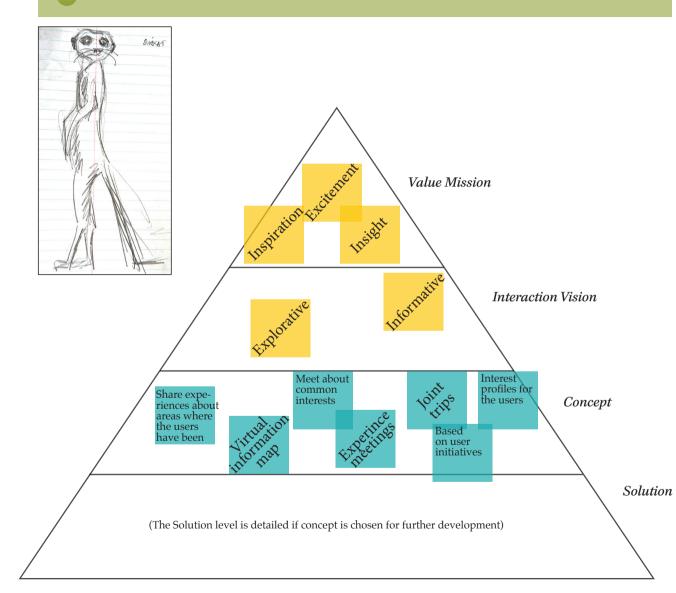
The Assisting Community concept is a virtual platform where the users can offer their service to other users on a virtual pin board. It is utilizing the knowledge and practical know-how within the expatriate community.
The users can search for the service they need help with or they can chat online to get advice or assistance.

The service is represented by a old-fasioned work horse for being loyal, at one's service and having a driving force.

Value Mission

Goodwill

Support

Interaction Vision

Kind Hearted

Utilizing

Assisting

Concept

Platform/ pinboard Show what the user can offer

Virtuel

Optional Open group

Self driven

Casual invite

Solve practical issues

Feeling of being able to contribute

Solution

(The Solution level is detailed if concept is chosen for further development)

Approached from concept level and up

The Area Experience Sharing concept is for the cultural user who are open-minded towards the outside world. It is characteristics as tolerance and compassion that describes these users.

The users will benefit from this service because it provides in depth and continues knowledge about the area. It also offers a platform for users of mutual interest to meet.
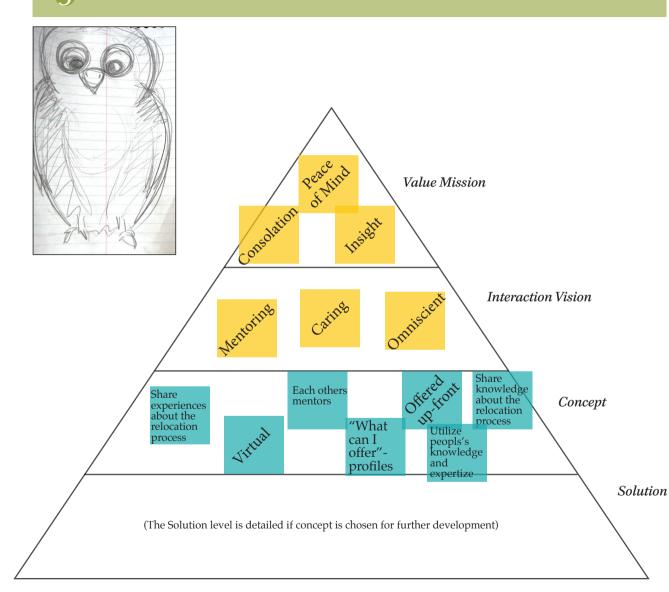
This could be an inexpensive way for RIM to add value to their relocation process due to the user driven nature of the service.

The Areas Experience Sharing concept is a virtual platform where the users can share their experiences and adventures about the area. It is a user-to-user forum that is utilizing the expatriates desire to explore the area they live in. It is also a platform for users to connect with other users with mutual interests.

The service is represented by a meerkat for being curious, adventures, for always being on the lookout, for spreading the word.

Value Mission

Excitement

Inspiration

Insight

Interaction Vision

Explorative

Informative

Concept

Share experiences about areas where the users have been

Meet about common interests

Joint trips

Interest profiles for the users

Virtual information map

Experince meetings

Based on user initiatives

Solution

(The Solution level is detailed if concept is chosen for further development)

Approached from concept level and up

71

The Practical Knowledge Sharing concept is for the user who likes to be in control of the situation and do not like surprises. They are thorough in what they do and put an honour in their work. They happily share their knowledge with others and appreciate to share thoughts with like-minded.

The users will benefit from this service because it provides a forum where they can meet like-minded people who have been through the same relocation process.
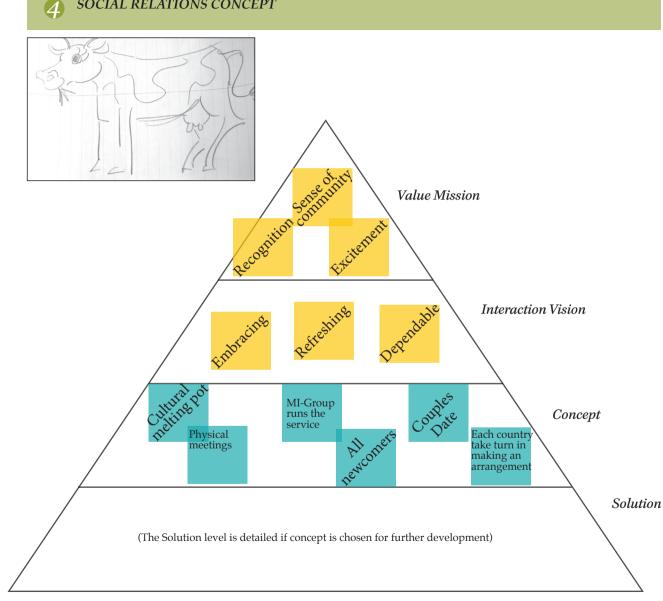
This could also be an inexpensive way for RIM to add value to their relocation process due to the user driven nature of the service.

The Practical Knowledge Sharing concept is a virtual platform where the users can share their experiences and offer mentoring advice about the relocation process. It a user-to-user driven forum that is utilizing the expatriates experiences about the relocation and transitions to the new area.

The service is represented by an owl for being wise, omniscient, express balance and harmony.

Approached from concept level and up

Value Mission

Peace of Mind

Consolation

Insight

Interaction Vision

Mentoring

Caring

Omniscient

Concept

Share experiences about the relocation process

Each others mentors

Offered up-front

Share knowledge about the relocation process

Virtual

"What can I offer"-profiles

Utilize peopls's knowledge and expertize

Solution

(The Solution level is detailed if concept is chosen for further development)

SOCIAL RELATIONS CONCEPT

The Social Relations concept is for the user who embraces differences and feels enriched by cultural differences and different perspectives on life. They are open-minded, grounded and humane people who would welcome strangers into their home.

The users will benefit from this service because it provides a forum where they can meet like-minded people who have the same curiosity towards different takes on life as they do.
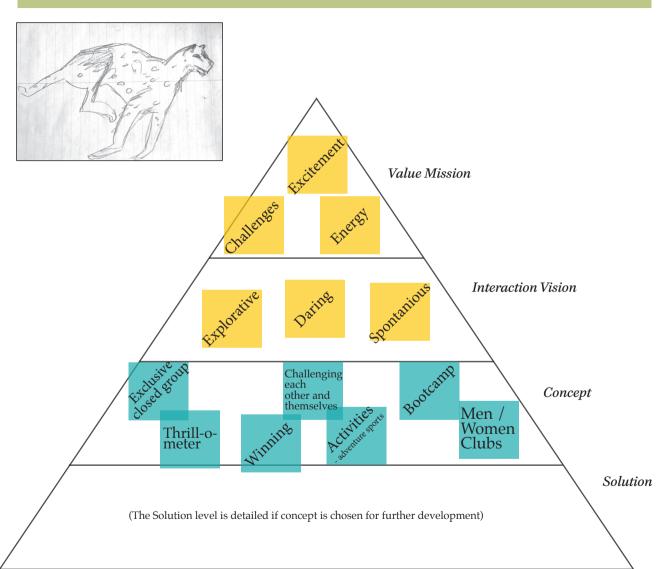
This service would demand some degree of maintenance and could therefore end up being more costly than the previous concepts. The value lies in the benefit it would offer the users. The benefit for the user is the community it would create and thereby all the positive side effects as networking and sharing experiences.

The Social Relations concept is physical meetings arranged by TheMIGroup. Where the cultural differences are used as a driver for the meetings.

The service is represented by a dairy cow for being friendly, forthcoming, harmless and steadfast loyalty.

Approached from concept level and up

Value Mission

Recognition · Sense of community · Excitement

Interaction Vision

Embracing · Refreshing · Dependable

Concept

Cultural melting pot · Physical meetings · MI-Group runs the service · All newcomers · Couples Date · Each country take turn in making an arrangement

Solution

(The Solution level is detailed if concept is chosen for further development)

5 ACTIVITY CONCEPT

Value Mission
- Excitement
- Challenges
- Energy

Interaction Vision
- Explorative
- Daring
- Spontanious

Concept
- Exclusive closed group
- Challenging each other and themselves
- Bootcamp
- Thrill-o-meter
- Winning
- Activities – adventure sports
- Men / Women Clubs

Solution

(The Solution level is detailed if concept is chosen for further development)

The Activity concept is for the users who likes to challenge themselves and thrives on adrenaline rushes. They tend to be slightly egocentric and strive for success in their career as well as in competition. They love adventures and see the move to Canada as an opportunity to try out new sports and explore the rough nature.
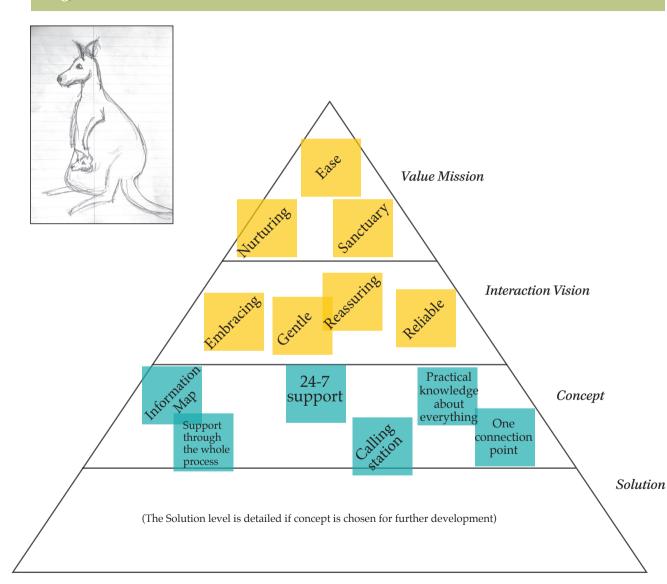
The users will benefit from this service because it is a gathered source for all the activities they love to do. They can connect with like-minded people and go on adventure trips. It also appeals to users who feels like challenging themselves for the first time. Concurring a new country often gives people a hunger for more which can be utilized as a driver for the service.

This service would demand some degree of maintenance but would be feed by local sport and adventure clubs. The benefit for the user would be an excitement about all the adventures Canada has to offer.

The Activity concept is adventure trips arranged by local clubs and maintained by TheMIGroup. A service that utilizes Canada's rough nature.

The service is represented by a leopard for being fast, focused, explosive and agile.

Approached from Value Mission level and down

74

6 COMFORT CONCEPT

Value Mission
- Ease
- Nurturing
- Sanctuary

Interaction Vision
- Embracing
- Gentle
- Reassuring
- Reliable

Concept
- Information Map
- Support through the whole process
- 24-7 support
- Calling station
- Practical knowledge about everything
- One connection point

Solution

(The Solution level is detailed if concept is chosen for further development)

The Comfort concept is for users who are anxious about the unknown and for whom moving to Canada is transcendent. They need a lot of reassurance and comfort during the relocation process.

The users will benefit from this service because it holds their hand through the process and provides 24-7 support. It eases the complex process and reassures the users that everything is taken care of.

This service is high maintenance and very costly. The service level is high which would benefit the users who will feel nurtured throughout the whole process.

The Social Relations concept is a personal support service arranged by TheMIGroup. The service would be very flexible and designed individually.
It would be supported by an online platform with everything there is to know about the process.
One feature is an information map where the user can browse though the neighborhoods with detailed information about offerings and services in the specific areas.

The service is represented by a kangaroo for being nurturing, motherly, protecting and offering full attention.

Approached from Value Mission level and down

EVALUATION AND EXTRACTION OF THE USEFUL CONCEPT ELEMENTS

The six (6) concepts can be defines in a two-by-two span ranging from casual to formal and rational to emotional considering how the concepts appeal to the users. If the concept can be plotted into the matrix in a specific dimension it would be appealing to the user of concept who treasure those values. An example could be a very formal and rational concept would appeal to a user that likes to know everything in detail about a situation and needs everything layed out and structured.

Formal is considered as:
structured, goal oriented, conservative

Casual is considered as:
layed back, informal, nonchalant

Rational is considered as:
based on reason,sensible, logical

Emotional is considered as:
appealing to feelings, emotions openly displayed

See the appendix 19 for the full description and rating of the concepts

Casual

2 The Areas Experience Sharing concept is a virtual platform where the users can share their experiences and adventures about the area. It is a user-to-user forum that is utilizing the expatriates desire to explore the area they live in.

4

The Social Relations concept consist of physical meetings uniting and utilizing cultural differences as a driver for the meetings. The concept would enrich the users with knowledge and different perspectives on life.

1

The Assisting Community concept is a virtual platform where the users can offer their service to other users on a virtual pin board. It is utilizing the knowledge and practical know-how within the expatriate community.

Rational ←→ **Emotional**

3 The Practical Knowledge Sharing concept is a virtual platform where the users can share their experiences and offer mentoring advice about the relocation process. It a user-to-user driven forum that is utilizing the expatriates experiences about the relocation and transitions to the new area.

5
The Activity concept is a gathered source of activities for the users to utilize. The users can connect with like-minded people and find their specific drive together. The activity platform presents the users with the possibilities of creating activity groups focusing on the adventure level the user is on.

6
The Social Relations concept is a personalized support service that can be seen as a safety net that always is there to support the users 24-7. The service is represented by personal face-to-face contact and an online platform with everything there is to know about the process.

Formal

A challenge is that if the concept is to be most effective for the users the concept will need to embrace more than just archetypes as these concepts mainly are for. Therefore main interesting aspects from the concepts are collected to create a broader and more embracing concept.

The elements that will be used for the following concept development are mainly drawn from concept 1, 2, 4 and 5. The elements can be seen here;

Utilizing a**ctivities as the main drivers for physical meeting**. It is an advantage to get the users motivated to physically meet rather than staying vertual. It is considered to be the best way for making new connections and creating a sense of belonging to the local area.

Providing the users with **a non-judgemental platform that becomes a user-to-user forum** where users can provide personal feedback and guidance.

The opportunities in creating a **user-driven service** that is motiving for the users to utilize and makes it easier and less taxing for the service provider to maintain and drive the content for the service.

Users are able to offer their service and support so they feel part of a community where they can contribute and feel useful. It is a way to utilize the knowledge and practical know-how within the expatriate community.

Providing the users with the **opportunity of sharing their experiences, stories and adventures about the local and greater area** of their new location. It utilizes and motivates the desire to explore the area that the user lives in.

WHAT WOWS...

Defining what makes the concept stand out

Based on the concept elements, the service is detailed to address critical challenges and needs of the expatriates. A video narrative of the service journey functions as the basis for the concept.
An analysis of inspiration and potential competitors provides insights on how to differentiate the concept.

WHAT ARE THE CRITICAL CHALLENGES AND NEEDS OF USER THROUGHOUT THE JOURNEY?

- **Reviewing the users needs over time (from p. 56-57) brings up specific critical issues for the users that a support service should address. The user journey should be based on the critical user challenges that appear across the reolcation journey.**

Defining the service role becomes part of the ISS strategy when considering if and when the service should have a "push" or a "pull" approach. The push-pull strategy may be considered less a sales and marketing strategy and more a way of describing whether the ISS should be actively integrating into the users' lives (push) or inviting the users to engage with the ISS (pull).

① Before moving, Considering the job offer from RIM
Pre-destination

Critical Issues for the Service
- Introduce the users to the new service
- Engage the users with the merits of the service
- Avoid overhwheling users with too much information too early in the process

Support Service Role
- Informative [PULL]
The service is informative and provides the users with knowledge about the job and location.
- Inspiring [PULL]
The service provides inspiration to the users by providing them with insights into their new world without too many overwhelming layers of detail. This should give the users something to look forward to and be excited about.
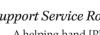
② Home Finding Tour in Waterloo and packing house in home country
Departure

Critical Issues for the Service
- Avoid overhwheling users with too much information too early in the process
- Be easy to access
- Motivate service users to offer their assistance to new users of the service
- Alert users of practical information through the platform

Support Service Role
- A helping hand [PULL]
The service is there to lend the user a hand, providing them with consulting and advising users if they desire and ask for it. The users should not be pushed into utilizing the service.
- Information gathering point [PULL]
The service becomes the main point of contact between the service providers (internal and external) and the users. This gives the users an incentive to utilize the service platform.

③ Arriving at destination, During the first 2 weeks
On Assignment

Critical Issues for the Service
- Avoid overhwheling users with too much information too early in the process
- Be easy to access
- Encourage service users to offer their assistance to new users of the service

Support Service Role
- Offer a helping hand for users [PULL]
- Provide a central information gathering point for users [PULL]
- Inspire users [PULL]

4 *Starting to settle,*
After 3-4 weeks to 6 months

On Assignment

Critical Issues for the Service ❗

- Motivate service users to welcome new users of the service
- Motivate service users to offer their assistance to new users of the service
- Present users with activity options the interests them

Support Service Role

- Support [PULL] and [PUSH]
The service supports the users on a passive and active level. The users can seek support through the service and the service reaches out to the users to check if they need support.
- Assist the users in what can be done to avoid or handle a potential culture shock [PULL] and [PUSH]
- Inspire users [PULL]

5 *Starting to know the area*
Between 6-12 months

On Assignment

Critical Issues for the Service ❗

- Retain the users motivation to utilize the service platform

Support Service Role

- Inspire users [PULL]
- Provide opportunities [PUSH]
The service is incentivizing the user to exploit their new possibilities and connections in their location

6 *Evaluating*
After 1,5 years

On Assignment

Critical Issues for the Service ❗

- Retain the users motivation to utilize the service platform
- Provide users with opportunities for connecting with people outside of RIM

Support Service Role

- Inspire users [PULL]
- Provide opportunities to users [PUSH]

7 *Evaluating*
After 3 years

On Assignment

Critical Issues for the Service ❗

- Maintain the users motivation to utilize the service platform

Support Service Role
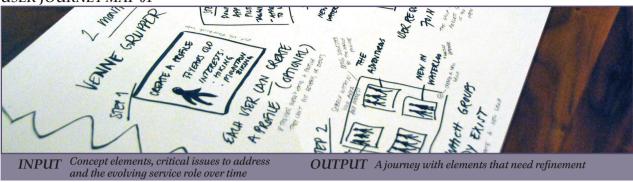
- Inspire users [PULL]
- Provide opportunities to users [PUSH]
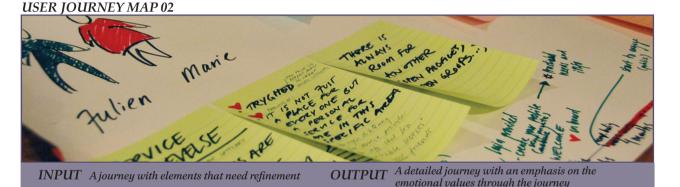
HOW DOES THE INITIAL CONCEPT ELEMENTS TRANSLATE INTO A VIDEO JOURNEY?

- To detail and define how the expatriate family would go through the relocation journey with the support of the proposed service, a detailed user journey is created and refined. The concept elements from the six (6) previous concepts (see p. 77) together with the considerations for the critical issues to address through the journey and the service role (see p. 80-81) are utilized to refine the ideal user journey.
  The development evolves from one journey to the next becoming more and more detailed. (See Appendix 20-21 User Journeys). The result is a video of the concept journey (See Appendix 22 OurPlace Concept Video).

The methodology of Customer Journey Maps is utilized to design the service experience over time. (See the methodology description in Appendix 03).

USER JOURNEY MAP 01

INPUT *Concept elements, critical issues to address and the evolving service role over time* **OUTPUT** *A journey with elements that need refinement*

USER JOURNEY MAP 02

INPUT *A journey with elements that need refinement* **OUTPUT** *A detailed journey with an emphasis on the emotional values through the journey*

USER JOURNEY EXPRESSED THROUGH VIDEO

INPUT *A detailed journey with an emphasis on the emotional values through the journey* **OUTPUT** *A video going through the relocation process supported by the OurPlace service design*
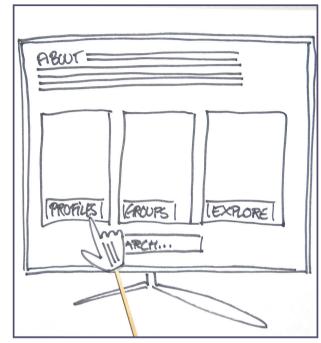
WHICH ELEMENTS MAKE UP THE SUPPORT SERVICE?

- **Three main service elements make up the service; a web portal, a mobile application and introduction packages.**
  The web portal is the main connection point for the service, providing the users opportunities for engaging in the platform with different possibilities along their relocation journey.
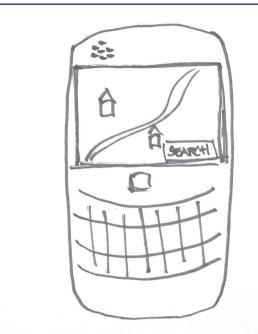
Through the development of the ISS for expatriates, the ISS service elements are formed accommodating the expatriates through the journey. The users needs change over time in the process (see p.56-57) and thereby the role of the ISS needs to accommodated the needs over time. To provide the necessary assistance over time, the service should have different opportunities for passive and active engagement based on the likely relevant needs of the relocated family.
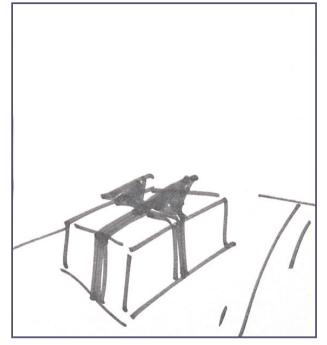
Ill. 31. The core of the ISS is a closed web portal that RIM provides to the newly-hired expatriates. Through the portal, the expatriates can view the local area with recommendations of venues rated by other expatriates. The users can see which groups are in the area and choose to engage in the local groups. By having a profile on the portal, the users can personalize, engage and receive suggestions based on interests.

Ill. 32. With the service application, the users can localize themselves with their GPS and view opportunities in the local area. The application provides the users with the ability to rate a venue or location on-the-go.

Ill. 33. The ISS is presented to the users through physical packages provided to the users at appropriate times through the journey;

Package 1 is received while the family is considering the relocation to RIM. The package contains an introduction to the service and a login that gives the users an opportunity to learn more about the possibilities in the new work area as well as the opportunity to connect with people who have relocated to Waterloo.

Package 2 is received after the RIM position has been accepted but before the users relocate to Waterloo. This package contains an additional login that provides the users with full access to the web portal. With this login, the users can create a profile and become engaged in the local community of expatriates.

Package 3 is received when the expatriates arrive in their Waterloo temporary home. RIM provides the new employee and spouse with BlackBerry smartphones with a pre-installed application for the support service.

According to service designers Stickdorn and Schneider, one of the reasons for providing users with physical evidence is to provide the users with something tangible that can "trigger the memory of positive service moments and thus, through emotional association, continue to enhance customers' perceptions of the service they have received" [Stickdorn, Schneider, 2010, p. 42].

For this service, providing the users with a physical package in the beginning of the journey should give the users a feeling of being seen while enabling the spouses to feel that they are equally important. It is a way of showing the users that they mean something to RIM. The packages are addressed to the whole family and welcomes them as a family not just the potential new hire.

Stickdorn and Schneider explain "Service evidence needs to be designed according to the service's inherent story and its touchpoint sequence" [Stickdorn, Schneider, 2010, p. 42]. For the service concept the packages are placed in the beginning of the relocation process to support the family in making an informed choice about whether or not to relocate. Another package is given later in the process after the employee have accepted the job. This package is a reminder of the service and what it can do for the family.

Ill. 34. Please review the journey video in the appendix 22 to see the progress of the service proposal.

WHAT WAS THE GLOBAL MOBILITY DEPARTMENT'S REACTION ON THE INITIAL CONCEPT?

Tuesday April 3 the concept video was presented to Adele Yeargan, Director of Global Mobility at RIM. For the proposed service to succeed, Yeargan must support the project. Yeargan has followed the project through the author's research of Global Mobility and the relocation package offered from RIM.

The authors presented the ISS concept video to Yeargan in order to receive initial comments and be able to make additional adjustments based on Yeargan's feedback.

Yeargan's feedback and comments can be seen here on this page (See appendix 23 Concept testing - initial feedback Yeargan).

"To me, I think what you presented is very viable. But I really think that for the company to have the bests return of investment **it is necessary to have better up-front conversations with the candidates and still have that arm's lengths distance between the family and the company.** This could be through hiring a vendor who specializes in cross cultural adaptation. They would help people know and set the expectations and provide training along the way, before they go and after they arrive."

"These are touch points that people should be getting in a very professional and unbiased way."

Director of Global Mobility, Yeargan

Observation

The ISS should involve a way for expatriates to set realistic expectations before the relocation.
The ISS should emphasize that there is an appropriate distance between the service and the company.

"When people go through that culture shock they will not go to a tool or go to a coffee house to meet others. They will be too depressed. So unless someone reaches out to them who are actually trained trainers who can actually work people through those things and encourage them, they will not go."

(When presenting the potential ownership of the support service as being TheMIGroup)
"I agree. I think **it needs to be something that the relocation management or destination service providers bring to the table** because you could see how they would get that sponsored in some way and because it is valuable to them. It is valuable to us too, but for us to sustain that sort of external thing would not be possible."

Observation

A part of the ISS should include actively reaching out to the new-comers while they go through the Negotiation phase.

Observation

The ISS should be provided to RIM through TheMIGroup who would have the service as part of their portfolio of offerings.

"I think these days people are more keen to meet people through the web and it makes sense. I think the relocation companies would benefit and I think **corporations would say; 'sure.'** And it may not be very costly."

Director of Global Mobility, Yeargan

WHO WILL TAKE OWNERSHIP AND MAINTAIN THE ISS?

- **Based on the offerings from TheMIGroup and Director of Global Mobility, Yeargan's commentary the ISS should be provided to RIM through TheMIGroup. The ISS will thereby support and strengthen TheMIGroup's current offerings to RIM.**

Based on the business stakeholder research, the most viable provider of the ISS for RIM is TheMIGroup. Considering TheMIGroup's current offerings and the group's relationship to RIM, this decision functions as a benchmark so that the authors may design a service based on the operational abilities of an existing service provider.
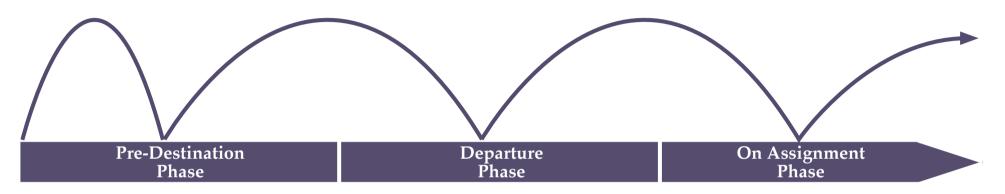
TheMIGroup currently handles all of RIM's relocations worldwide. In 2009, TheMIGroup performed 847 relocations for RIM worldwide and in 2010, 497 relocations (See appendix 02 Interview MIGroup Browne). TheMIGroup has been in the relocation business since 1978. On a yearly basis, TheMIGroup relocates approximately 17000 people worldwide – this statistic showcases the abilities

and experience level of the group within the field of global mobility [www.themigroup.com Household moving].

TheMIGroup's existing offerings cover mainly practical issues related to international relocation. As a part of TheMIGroup's socially and emotionally related offerings, the group provides assistance in pre-departure counselling and cultural training. These service offerings are supplementary assets that support the ISS.

The benefit for TheMIGroup is the ability to offer a broader portfolio and an in-depth support service offering contrary that rivals those of their competitors (i.e. Cartus and Sirva). To stay relevant to their customers, TheMIGroup will be aligning their offerings with the growing demands of the market for spousal support. All market surveys point in the direction that spousal support are of great importance [Permits Foundation]. Furthermore, the rise of global nomads sets new standards for how to be supported by the companies. The global nomads often reside in a location for only a few years. With the ISS TheMIGroup will be able to accommodate their relocations not only by moving their household goods but also by supporting the expatriates in

gaining a social network. TheMIGroup will be able to help the expatriates settle in faster, resulting in a shorter adjustment period for the expatriate. This shorter duration benefits the company by enabling inspiring employees to be more flexible and willing to adapt. This transformative power of TheMIGroup's service could be a competitive advantage in the growing demand for more flexibility in the workforce due to the fact that companies expand globally and thereby needs qualified and flexible employees to work at the different destinations.

THE ISS' TOUCHPOINTS WITHIN THE MI GROUPS OFFERINGS

Pre-Destination Phase

Assignment Cost Estimate
Candidate Assessment
Balance Sheet
US Certificate of Coverage
Assignment Letter
Assignment Initiation

Pre-Destination Counselling

Departure Phase

Expatriate Relocation Policy Counseling
Preview Trip
Visa & Immigration
Language Training
HHGs Move Management
Temporary Accommodations
Home Marketing Assistance
Expense Administration

Cultural Training

On Assignment Phase

Assignment Payment Support
Property Management
Annual Compensation Counseling
Payroll Delivery Coordination
Update Balance Sheet
Year End Payroll Administration

Ill. 35. The ISS will be an on-going ancillary service with several touch points within TheMIGroups current service offerings. The current offerings are defined by TheMIGroup [www.themigroup.com Internation Relocation]

HOW CAN SOCIAL MEDIA SERVICES PROVIDE INSPIRATION TO THE SERVICE CONCEPT?

- **Facebook generates traffic because of the constant updates and news feeds that compel some users to access the platform several times a day**
- **LinkedIn provides inspiration to a professionals who aim to regularly interact with their professional connections.**
- **Instagram reflects the simplicity and usability of exceptional mobile applications**
- **TripAdvisor provides inspiration to ways of displaying reviews of venues and places.**
- **Elitedaters provides insights can enjoy various depths of service access based on the user's profile and history with the system**
- **Travelpod provides inspiration on how several postings can be easily displayed to show an overview**

Multiple online social media services have been analyzed to understand which interaction design elements are most relevant to the expatriate journey.

As stated on p. 56-57, the expatriates' needs change through the relocation process. Therefore, the service role changes to adapt to these changing needs (as seen on p. 80-81). Inspiration on how the features and elements for the online web portal were well-known social media sites.
For detailed descriptions of the case studies see Appendix 24.

Each reviewed social media service is made of several different features and the uniqueness of a website is not only its features or its infrastructure but also its appearance and user experience. Of all of the social media services reviewed, Facebook may be the most prevalent within the world.

With 880.000.000 users and 100 billion hits a day, this service from relevant to investigate. [www.google.com/adplanner/static/top1000][www.webpronews.com] One of the strengths of Facebook is the constant news and updates it provides to its users, making it interesting for the users to access the media several times a day.

The users connect by adding each other as "friends". And since large parts of the world is on Facebook, a circle of friends can quickly escalate when including childhood friends, old classmates, old friends, new friends and people the user may just have met once.

However, as technology journalist GigaOm's founder Om Malik puts it "Facebook lacks soul" [www.fastcodesign.com]. The service accommodating the expatriates, however, requires more attention toward the local and contextual needs of its users.

Many social media network utilize open APIs that enable them to connect and share information with each other. For example, when creating a profile on various websites (i.e. TravelPod, Four

Square, TripAdvisor etc), users may sign-in with a Facebook profile to create a new profile, effectively utilizing all the personal data from the Facebook account.

Findings for analyzing Facebook:
The traffic that is generated based on the user-to-user postings is the key driver for Facebook and its users' loyalty to the service. This appealing value for returning users is valuable for the ISS because it needs to be attractive to users who have been in the location for more than a year, since they are the ones generating the content for the newcomers. Thus, when creating a profile through the ISS, the users should be able to signup using either the user's existing Facebook or LinkedIn profile. This functionality should speed up the sign-up process will reducing the labor required from the new user.

LinkedIn offers social connectivity like Facebook–however, the service's user experience is oriented towards the needs of interaction between professional connections. Users and employers can find jobs or candidates through the service.

Findings for analyzing Linkedin:
For the ISS, the distinction between friend-based and professional-based interactions is valuable. By using the term *connection* instead of *friend*, LinkedIn is respecting an accurate depiction of the two individuals' relationship. This professional relationship is far more appropriate to colleagues, where as "friendship" is an acquired state of a relationship that is only practiced in select relationship conditions.

Instagram is a photo application that allows its user to transform his/her mobile pictures into photos with a professional feel through different filters and effects. The pictures can easily be shared with friends and family on Facebook, Twitter and other channels.
GigaOm's Om Malik wrote "Instagram has soul" [www.fastcodesign.com]. This intuitive app is entertaining and functional for the user..

Findings for analyzing Instagram:
For the ISS application to be used regularly, it needs to be easy and exciting. Features and functionalities of the ISS should be oriented towards both entertainment and function.
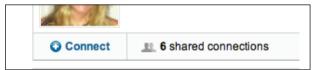
Ill. 36. When creating a FourSquare account the personal data is fed from the Facebook account.

Ill. 37. Linkedin utilizes the term "connections" instead of "friends"

TRIPADVISOR

TripAdvisor a consumer-to-consumer vacation-planning service that offers reviews and ratings of hotels, restaurants and venues. The service provides users with cuztomizable opinions that are not commercialized or business oriented. TripAdvisor can be linked to Facebook so the users can see their freinds' ratings of TripAdvisor articles and reviews. These ratings provide a sense of credibility to the content while providing the user with the opportunity to interact with other users to learn more in-depth information about that specific rating.

Findings for analyzing TripAdvisor:
TripAdvisor already offers reviews of Waterloo local area (which can be used to feed into the ISS). As such, the ISS can derive content and relevant information through back logging this TripAdvisor data. However, TripAdvisor presents relatively little information less touristic areas such as Waterloo.

As an add-on, TripAdvisor also offers a mobile application where the user may offer reviews on-the-go– this TripAdvisor mobile feature is good reference for the ISS mobile feature which is critical to the success of the service.

ELITEDATERS

Elitedaters is an online dating service for paying members. In order to attract new members, Elitedaters offers a ten (10) days QuickLook login where the potential user can access the platform and before creating a paid profile. During the (ten) 10 days, the potential user is anonymous and cannot receive all the benefits from the service.

Ill. 38. A user profile when logged in with a QuickLook login

Findings for analyzing Elitedaters:
By providing users with a "freemium," or limited access to a service, the users can be peek into the service's possibilities and create a desire to try out the full service [www.freemium.org]. Providing users with one login (with specific information and privileges) before they relocate and another login (with specific information and privileges) after relocating can address the users uniquely different needs from one stage of relocation to another.

TRAVELPOD

TravelPod is an online blogging tool for travellers to capture and share their adventures. As USA Today states, TravelPod is "a cross between electronic postcards and personal journals, complete with digital photos and maps" [Travelpod.com]. The blog is linked to a map and a timeline so that user's entries are connected in a user-friendly way.

Ill. 39. A timeline of the user's travel experiences

Findings for analyzing Travelpod:
The timeline that links the content is a great way to present an overview of all the entries a user has posted on their profile.

HOW DOES THE SERVICE DIFFERENTIATE ITSELF FROM OTHER EXPATRIATE SUPPORT SERVICES?

- **The authors have identified two popular support services in the market for Global Mobility. One is "Our World Connect," offering a closed network service to large companies. The other is a membership-based social platform called "InterNations." Both services are defined as the first of their kind by the service providers themselves [www.InterNations.org] [interview with Managing Director of Marketing and Business Development at Living Abroad, Cathy Heyne].**

The aforementioned competing support services in this section were evaluated based on the projects team's opinion of the functional value and emotional value. Ideally, were additional time and resources available, the authors may have interviewed RIM expatriates for their specific feedback.

Our World Connect is a closed, company-specific network that falls under the broader service offerings from the company Living Abroad. Our World Connect is sold as a stand alone tool or part of a package offered by its parent company. Theoretically, a company like RIM would buy-into Our World Connect or to the larger package of offerings from Living Abroad.
Living Abroad's offerings consists of; "The International Relocation Center", "The Culture Compass" and "The Global Mobility Portal".

"The International Relocation Center" is consider to be the company's "bread and butter" and core expertise since 1987 [Heyne, 2012] (See appendix 25 Case Study). This group consists of accumulated country specific information for 170 global destinations written by their professional writers and journalists [www.livingabroad.com].

"The Culture Compass" is a tool centered around a questionnaire that identifies and shares with the user the cultural differences the expatriate may experience in the new location.
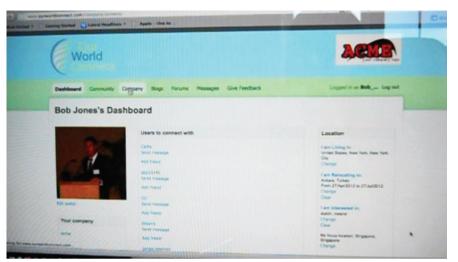
Ill. 40. An online tour of the Our World Connect website was provided to the project team by the Managing Director of Marketing & Business Development, Cathy Heyne.

"The Global Mobility Portal" is a portal that can be bought by a company and installed on the company's server. This portal can be used to send out relocation information to the company's relocating employees.

The website shown on the online tour was an example of a company closed web portal. For the purpose of clarity, companies who are customers of Our World Connect will be referred to as "Company X."

Based on the online tour of Our World Connect, the service appears to be more centered around the business value rather than the users needs. Through the Our World Connect website, company X's HR department can directly distribute relocation information to their new employees and accompanying spouses.

Aside from being a centralized information tool for the employees, this website also functions as a networking platform for the expatriates and their families. However, the website's user experience may be difficult for its users to connect with the other website users. For example, the website shares usernames rather than disclosing full names, a profile photo or additional information (as seen on ill. 41). Accordingly, a user will need to know specific's person's username of another expatriate

Ill. 41. The "Our World Connect" website. This site is not accessible by the public. The pictures are taken during the tour of the website. This picture shows the home page of "Our World Connect"

Ill. 42. The "Our World Connect" website. This site is not accessible by the public. The pictures are taken during the tour of the website.

to identify the person through Our World Connect. If the features is enabled by Company X, the platform can contain the profiles of all Company X relocated employees so the user can connect expatriates from the same company in other destinations. From a support perspective, this additional feature does not provide additional value to Company X. Director of Global Mobility at RIM, Yeargan comments on the feature; "What's in that for me? Nothing!" [Appendix 23 Concept testing]. Based on the comment the feature does not seem to be a good selling point for a support service.

The Company X employees are asked to sign an up-front contract stating that they will not write or post anything that will make the company look less attractive to new-comers. If Company X chooses, the website can be monitored by Living Abroad who will provide Company X with reports on the user content development on the site. This may be convenient and safe for the company but a consequence can be that the users feel constrained by the limitations. Unfortunately, the employees may choose not to utilize the website after making their initial connections because the corporate tone of the forum may seem uninviting or impersonal. The website does not offhand appeal to the user's interests or emotional values even though the website is trying to be the main connection point for the users.

Director of Global Mobility Yeargan explains the need for check-ins with expatriates slightly differently. Yeargan emphasizes the need for check-in touch points along the relocator's journey to ensure the expatriate's service (dis)satisfaction will not influence negatively influence the new-comers with a negative spirit [Appendix 23 Concept testing].

Hypothesis

The expatriates need a safe environment where they do not feel spied upon. The "monitoring" of satisfaction, however, can take place in other ways than content monitoring.
The users need a website that is emotionally appealing and not just clinical conduit point for individuals. Furthermore, the ideal ISS needs to be entertaining for the users to engage (even if doing so corporate may limit occasions for corporate branding).

InterNations is a membership-based social platform for expatriates from all over the world. The service has 300 city-based communities with a total of 400.000 members. InterNations enables their members to "interact with other global minds in a similar situation, with comparable interests and needs." [http://www.InterNations.org/about/InterNations].

There are two (2) types of InterNations membership, the basic free membership and the paid unlimited "Albatross" membership. It seems that the service is wanting users to signup for the "Albatross" membership to create a loyalty to the service and make more users attend the InterNations events which are free for "Albatross" members (See ill. 42).

When reviewing the website and service offering as a whole, InterNations provides users with a breadth of features. The website has many features and possibilities (see ill. 44) ranging from debate forums, groups to attend, guides to read and recommendations of places and events to visit. A disadvantage (and maybe consequence) of the breadth of the service is that many of the site's categories are missing content. This content challenge varies based on the destination but it seems to be the case for many locations. Another

challenge with InterNations seems to be the lack of engagement from the users. The users do not seem to be thoroughly filling out their profile information. New InterNations users are encouraged to fill in personal data and interests as well as upload their picture. However, the user may not perceive an incentive for sharing this information.

InterNations is for invited members only. People who have become a member can send an invite to other people and make them a part of the service. The only limitation for who can become a member is that the user has moved to a new location.

InterNations.org main user experience asset is InterNations monthly physical get-togethers. The events are arranged by other InterNations users. Some events seem to be drawing a relatively high amount of people (for example, an event in April in Toronto drew about 200 attending expatriates). This bridging of the digital and physical space is seems to be a good way for expatriates to meet new people that may become closer connections rather than solely engaging online.

What seems to be one of InterNations main disadvantages is that the service is trying to reach

everyone in the world and trying to connect them without consideration of the user's context. The service does not focus on local communities when suggesting connections or events. Accordingly, search parameters should include filters for distance and nationality. This may be one of the main reasons that the website may seem overwhelming, impersonal and irrelevant for an expatriate trying to become familiar with their new community. As such, InterNations.org may be better suited as a tool that can be utilize as an additional opportunity for finding connections after settling and after the Negotiation phase has started to ease.
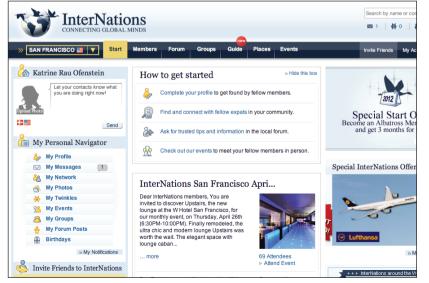
If the ISS support service was to be offered as a public platform, InterNations would be a direct competitor offering similar features. The differentiation would mainly be in the look and feel of the web portal.

Hypothesis
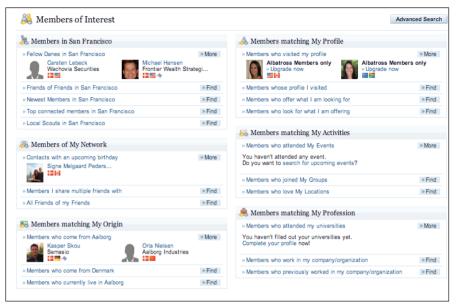
A way to avoid a website with limited content may be to have 3rd party services feed into the web portal providing existing topic-related, user-related or location-related information, limiting the user's setup time and increasing the content's relevance. An example of this pairing may be creating a profile with a LinkedIn or Facebook sign in.

Ill. 43. The possibilities for memberships within InterNations

Ill. 44. The many ways of finding new connections and searching with the type of connection.

Ill. 45. The overview of the main page is complex and offers many features and possibilities without a clear focus

Ill. 46. There are many search possibilities with the "Places" category. Unfortunately, many categories do not have content.
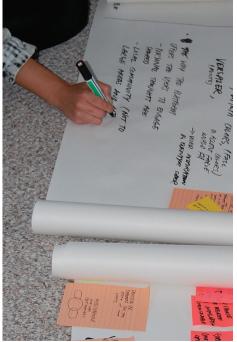
HOW IS THE CONCEPT REFINED ON THE ABSTRACT LEVEL?

- **Through the methodology of the vision based pyramid, the innovated service is refined. The pyramid hereafter states the service to offer to the user inspiration, a sense of community and a feeling of contribution – these offerings are enable through the service being accessible, embracing, intimate and insightful.**
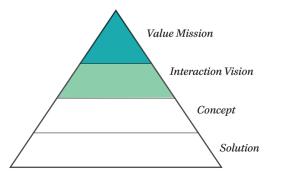
To refine the ISS through leveraging insights from the inspirational projects and the current competitors, the foundation from the mix of the six (6) concepts from p.77 is reviewed and refined. The words are connected with pictures showing the interpretation of the word.

Ill. 47. The collage shows the selected pictures supporting the chosen words for the value mission and interaction vision

Value Mission

Interaction Vision

Concept

Solution

Ill. 48. In the process of developing

HOW ARE THE VALUE MISSION AND INTERACTION VISION WORDS EXPRESSED IN THE CONCEPT ELEMENTS?

- **Each word touches on different aspects of the concept elements. Some on the conceptual service offering of the ISS and others on the specific interface of the service element. The expressions are utilized as a verification of the role of the service element and a further development of the interface and tone of voice for the ISS. See the full descriptions in appendix 26.**
  The specifications are used in the continuous service development.

HOW CAN THE SERVICE PROVIDE THE USERS WITH INSPIRATION?
- By providing the user with a sense of what is happening in the area (i.e. community life, activities, possibilities)
- By providing the user with an opportunity of sharing their experiences and providing inspiration to others

HOW CAN THE SERVICE PROVIDE THE USERS WITH A SENSE OF COMMUNITY?
- By providing the user with guidance of how to engage in their community (i.e. through events and connecting with other expatriates)
- By providing the user with a closed social platform where they can engage.
- • By enabling users to accomplish more personal relationships faster and with less effort than in the physical world
- • By enabled the user to accomplish a more trusted relationship with reliable members of the community through the ambassador program

HOW CAN THE SERVICE PROVIDE THE USERS WITH A FEELING OF CONTRIBUTION?
- By providing the user with an opportunity to create a "private diary" of where they have been in the area and share it
- By providing the user with an opportunity of providing their assistance to other new relocators

HOW CAN THE SERVICE BE ACCESSIBLE?
- By limiting the options for the user to navigate and only provide the most necessary information

- By utilizing known medias references when possible to provide familiarity for the user
- By providing access to the service on different devises so it becomes convenient for the user to use at any time

HOW CAN THE SERVICE BE EMBRACING?
- By utilizing warm and light colors
- By providing a non-competition-based forum
- By addressing the user as "you" and addressing elements as "your..."

HOW CAN THE SERVICE BE INTIMATE?
- By utilizing rounded edges, warm fall colors as a base with a few elements in brighter colors
- By providing a space with a personal tone
- By providing a forum that is focused on the local community and the local information

HOW CAN THE SERVICE BE INSIGHTFUL?
- By providing information about the local area and other expatriates in the local area
- By providing information about the relocation process up-front
- By providing an information and connection point between the users (employee and spouse) and service providers

WHAT WORKS...

Detailing

With the concept elements in place, the service is finalized considering the details of the service and how it may be presented to TheMIGroup. For this section the ISS takes the name WoMo. The name WoMo reflects World Mobility and Word of Mouth.

WHICH SERVICE ELEMENTS DOES WOMO INCLUDE?

- **WoMo consists of four (4) defining user experiences. Three (3) of these user experiences are indicated in the previous journey video—the web portal, the mobile application and the welcome packages. The new user experience is the ambassador program.**

Based on the concept element for the journey video, WoMo is refined to include the expressions and tone of voice as stated on p. 96-97.

The overall user experience offerings of WoMo are described here. Specification on the application, the Ambassador Program and the online web portal can be found on the following pages.

ONLINE WEB PORTAL

The online web portal provides the user with an opportunity to;
- *Connect with fellow expatriates for one-on-one interactions and learn about the their transitions.*
- *Attend and arrange social events with local expatriates.*
- *Gain knowledge about the local area that is relevant to the expatriate community.*
- *Find all relocation materials in a single location.*

MOBILE APPLICATION

The mobile application provides the user with an opportunity to;
- *Use the GPS to see the nearby locations and events that are most relevant to expatriate's needs.*
- *View ratings of local venues and activities, and share reviews with other expatriates.*
- *Interact with the entire expatriate community from a smart phone.*

AMBASSADOR PROGRAM

- *Ambassadors are the new-comers' lifeline for answering questions and providing support along the relocation journey.*
- *An ambassador is available for each member of the expatriate's family, and each ambassador is selected based on their similar experiences in relocation.*
- *Ambassadors provide family check-ins*
- *RIM sponsors and assists the ambassadors to ensure exceptional support during the expatriate's relocation.*

WELCOME PROCESS

- *While considering the RIM job offer a temporary web portal login is provided to the potential RIM employee. The web portal gives the users an opportunity to peek into the possibilities in the area and connect with people who have relocated to Waterloo.*
- *After accepting the job offer, the family receives an additional welcome package with a new login with full access to the web portal. The package also contains two smartphones with the application pre-installed.*

WHAT ARE THE BENEFITS OF THE WELCOME PACKAGES?

- Sending out physical packages gives RIM an opportunity to show their potential employees that they really care. The packages signals that the company are willing to go an extra mile to get the employee. The employee and their family feels they get something extra, and this gesture makes them feel treated with attention and appreciation.

THE MI GROUP
Responsibility:
Acquire the company specific letters that needs to be included in the relocation packages as well as the BlackBerrys which are RIM specific perks.

Benefit:
TheMIGroups offerings expand, which benefits their business model.

RESEARCH IN MOTION
Responsibility:
Send the smartphones and the RIM welcome letters that need to be included in the packages to TheMIGroup.

Benefit:
The expatriates will have the feeling that RIM is embracing and supporting the family in the transition. Even though RIM is not the back office supplier, RIM will be acknowledge by the user as the supporting force.

EXPATRIATE FAMILY
Receive the packages and utilize the content

Benefit:
An introduction to the support service, feeling supported and important to RIM

WHAT ARE BENEFITS OF THE AMBASSADOR PROGRAM?

- **The Ambassador Program provides RIM with an opportunity to support the emotional aspects of the expatriates relocation process while keeping a respectful distance to the users.**

  The ambassadors are trained and supported by RIM whereby RIM can ensure that the ambassadors chosen are people that the company want to have assist the new expatriate families.

The Ambassador Program is considered an ancillary feature supporting the service but not the main driver. Therefore, this feature is not detailed further for this project.

THE MI GROUP
Responsibility:
Coordinate the training and feedback loops between the Ambassadors and the cultural trainers

Benefit:
TheMIGroups offerings expand, which benefits their business model.

RESEARCH IN MOTION
Responsibility:
Financial Sponsorship

Benefit:
Loyal ambassadors who support for RIM's new expatriate families function as human brand extensions. The expatriates will associate their feelings of support to the RIM brand, increasing the likelihood of employee loyalty.

AMBASSADOR
Responsibility:
Mentorship of the new expatriates during transition, Regular check-ins with the families,

Benefit:
Ambassadors would enjoy financial incentives from RIM while expanding their professional network through ambassadorship.

EXPATRIATE FAMILY
Responsibility:
Accepting the mentoring

Benefit:
Users experience relief from relocation challenges by relying on the counsel and support of ambassadors.

WHAT ARE THE BENEFITS FROM THE MOBILE APPLICATION?

- **The mobile application is only available for company expatriates. The application is primarily a support element to the web portal. The application feeds into the web portal when the user rates a venue.**

When a user rates a venue, the rating is sent to the user's personal page while simultaneously updating the map with venues that is open to the RIM expatriate group (if the user choose to let the rating be public).

The service application is designed with inspiration from functionalities of Instagram. (See p.90)

The application is an additional feature supporting the ISS. Therefore the application is not detailed further for this project.

THE MI GROUP
Responsibility:
Receive the smartphones from RIM and send the phones to the expatriate families in the second WoMo package

Benefit:
The application will be a part of the TheMIGroups offerings and thereby part of their earning.

RESEARCH IN MOTION
Responsibility:
Pre-install the application on the smartphones for the family and send the phones to TheMIGroup

Benefit:
Through easing the employee's process of familiarizing with the area the employee can reach a higher efficiency level faster. Efficiency is a benefit for RIM.

EXPATRIATE FAMILY
Responsibility:
Utilize the mobile application

Benefit:
The application makes it easy to familiarize with the local area and more convenient to see where there are things to do in the area on-the-go. The application makes it easier for the user to rate venues and take pictures for their personal photo log.

WHAT ARE THE BENEFITS OF THE ONLINE WEB PORTAL?

- The online web portal is the main gathering point for information provided to the expatriates. The information is relevant through the users' transition to the new location, especially as they begin to engage with the new local community.

EVENT VENUES AND RESELLERS
Responsibility:
Feeding the event calendar with new opportunities in the local area of the user (which can be accomplished through APIs)

Benefit:
The venues and resellers can utilize WoMo as an alternate advertising tool, effectively increasing event exposure.

(These are examples of the venues and resellers that can feed to the web portals. Many more may be added over time)

THE MI GROUP
Responsibility:
Ongoing Maintenance

Benefit:
The web portal will be a part of the TheMIGroups offerings and thereby part of their earning.

RESEARCH IN MOTION
Responsibility:
Organize and feed the event calender with RIM events

Benefit:
The expatriates will believe that RIM is supporting the family in the transition. The web portal is an easy way for RIM to reach the employee and spouse with information on the relocation process in all phases of the transitions.

EXPATRIATE FAMILY
Responsibility:
Accepting the login and utilize the online web portal

Benefit:
The expatriate enjoys the benefiets of relevant online information and a knowledge resource through the transition. Additionally, users can connect with fellow expatriates, attend and arrange social events with local expatriates, gain knowledge about the local area that is relevant to the expatriate community. All of these services are available in a single location.
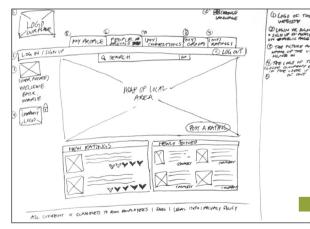
HOW IS THE WEB PORTAL DETAILED?
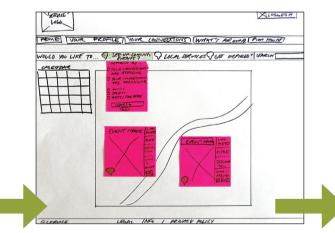
• **The web portal is detailed in form of wireframes that move from hand sketches to detailed digital prototypes.**

To depict the intended user interface for WoMo, wireframes were designed to provide clarity to the intentions of the web service.
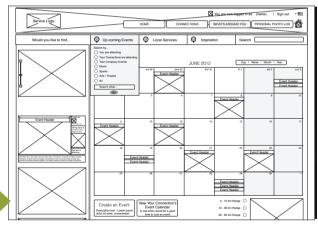
Ill. 49. The sketch above illustrates an initial wireframe sketch produced while specifying the web portal elements.

Ill. 50. The sketch above illustrates the second generation of wireframe sketches with the specific functionalities of the web portal. All the initial wireframe sketches can be found in appendix 27.

Ill. 51. The illustration above illustrates the digitally created wireframes. These wireframes are at a stage of detail where they potentially would go to a graphic design and thereafter a programmer to complete the website. See all the wireframes on pages 130-147 and appendix 28 and a graphic representation of a website page on p. 112

WHAT ARE THE MAIN ELEMENTS OF THE ONLINE WEB PORTAL?

- **When entering on the home page for the service web portal the user can access four (4) main category pages; Personal Photo Log, Connections, What's Around You and the RIM House.**

The specified site map of the website can be seen on the opposite page.

To develop the structure for the WoMo web portal, the guidelines from the company and the users are translated into specific website features and pages.

The "Personal Photo Log" category page is the user's personal page where their information is gathered along with their personal profile page.

Connections is the place for the users to see their own connections and find new connections. The user can choose to have the service suggest connections based on the user's information from the profile.

What's Around You is the user's inspiration central. This page has three main features;
- (Up-coming events) The user can find Up-coming Events
- (Local Service) The user can find local vendors and service providers in their area
- (Inspiration) The user can see what other users have rated, giving them insights into what can take place in the local area
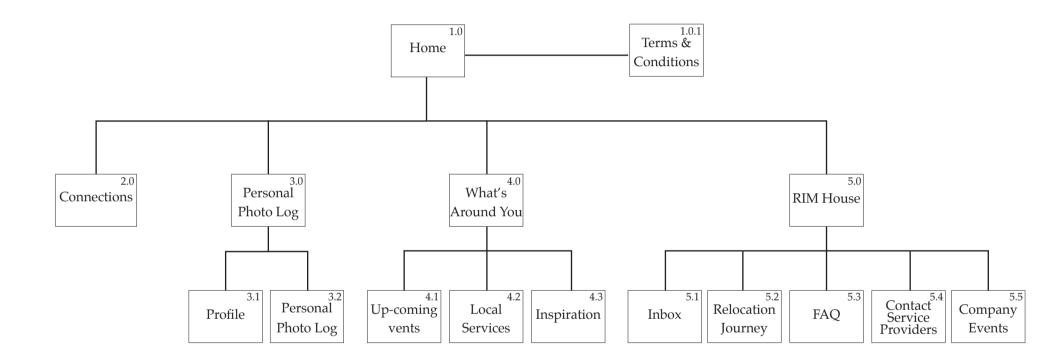
The RIM House is the information gathering point for the users. The spouse and the employee will both receive information from the relocation service providers through this channel (internal and external)

Ill. 52. The illustration shows the site map of the service web portal.
The home page (numbered 1.0) is the top level of navigation. Terms & Conditions (1.0.1) is a footer element on the home page and not considered as a part of the
primary navigation.
The primary navigation elements are Connections (2.0), Personal Photo Log (3.0), What's Around You (4.0), and RIM House (5.0). The website has a layer of
secondary pages under the primary navigation pages specified here in the illustration as (3.1-3.2), (4.1-4.3), and (5.1-5.5).

WHAT IS THE EXPECTED USE OF THE IIS FEATURES OVER THE TRANSITION?

• **The online trafic of the different features will expectedly look different at different times during the process.**

Depending on what phase the user is going through, the user will have different needs at that specific time. This will be reflected in how the users utilize the web portal. For most of the features, they will be more relevant to the user in either the beginning or the end of the process. The Connection feature will stay in the higher tiers at all time and only the RIM House and the What's around - Local Services is expected to become less used by the user after the first 12 months. It will be expected that the users have sorted out their parctical issues after the first year and are reaching out for more social related offerings. This evolved set of user needs is addressed through features such as the Up-Coming Events, Inspiration and Personel Photo-Log experiences (which are expected to be used frequently).

1 *Before moving. Considering the job offer from RIM*
Pre-destination

2 *Home Finding Tour in Waterloo and packing house in home country*
Departure

3 *Arriving at destination. During the first 2 weeks*
On Assignment

Very often

Often

Once in a while

Rarely

Never

FREQUENCY OF USE

4 *Starting to settle.*
After 3-4 weeks to 6 months

On Assignment

5 *Starting to know the area*
Between 6-12 months

6 *Evaluating*
After 1,5 years

7 *Evaluating*
After 3 years

Personal Photo-Log

Connections

RIM House

What's Around you?
Local Services

What's Around you?
Inspiration

What's Around you?
Up-coming Events
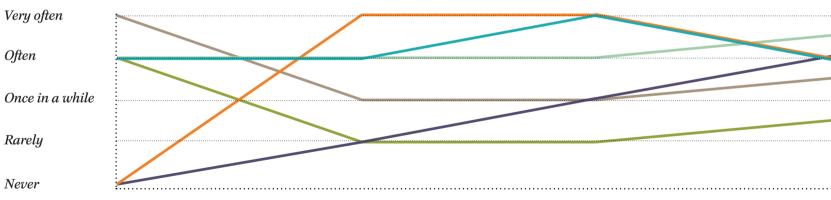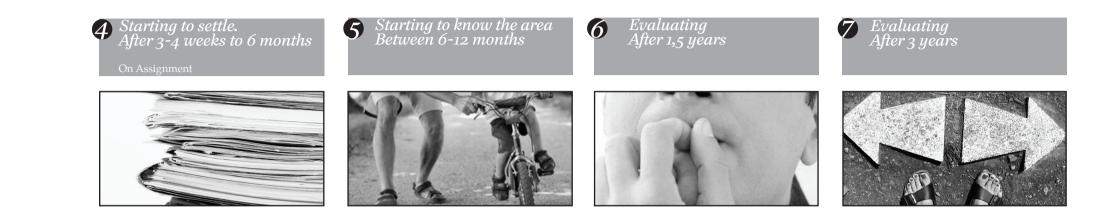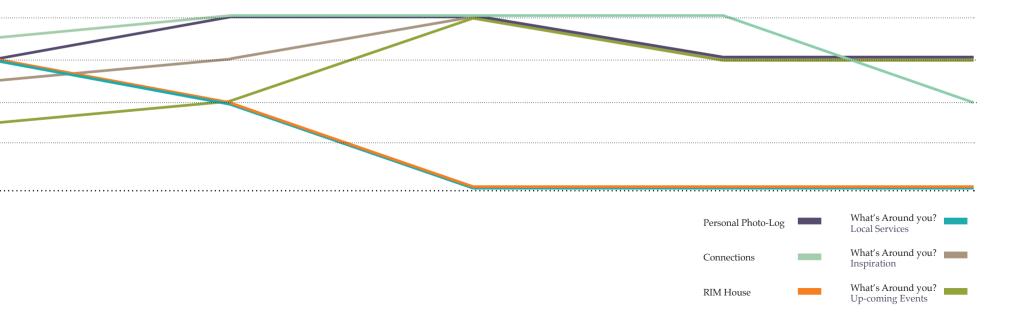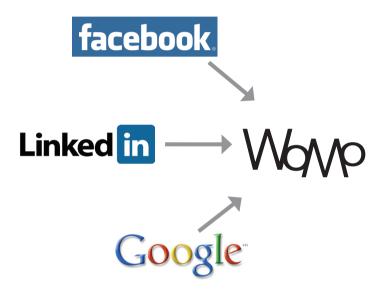
WHAT FEEDS INTO THE WOMO WEB PORTAL?
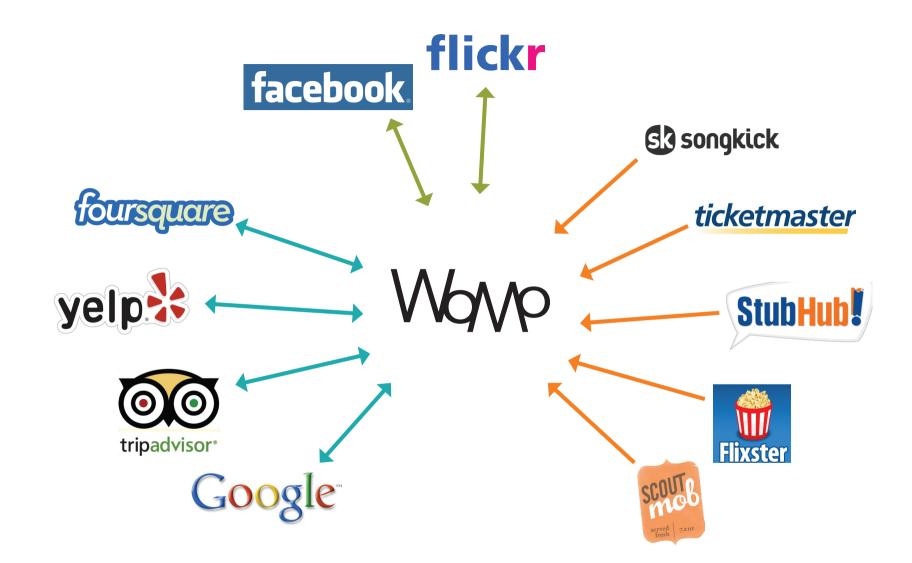
• **There are two types of feeds for the WoMo web portal; one-time feeds and on-going feeds.**
  The one-time feeds (ill. 52) provide profile information if the user chooses.
  The on-going feeds (ill. 53) are divided into three types of providers; ratings and evaluation feeds ▬▬ , pictures and description feeds ▬▬ and up-coming events feeds ▬▬ .

By having the already-existing services feed into the WoMo web portal, WoMo is provided with content before the web portal is launched.

Ill. 53. These services may provide the WoMo web portal with a one-time feed of profile information IF the user chooses to.

Ill. 54. These services have on-going feed-loops with the WoMo web portal.
Service with ▬▬ *provide rationgs and evaluations feeding into the "Inspiration page". The users can choose to feed their ratings and evaluation to these services as well. Servuces with* ▬▬ *provide and receive pictures and descriptions from WoMo users feeding into the user's "Personal Photo Log" if the users choose to utilize the option. Services with* ▬▬ *provide WoMo with feeds to the "Upcoming Events" page.*
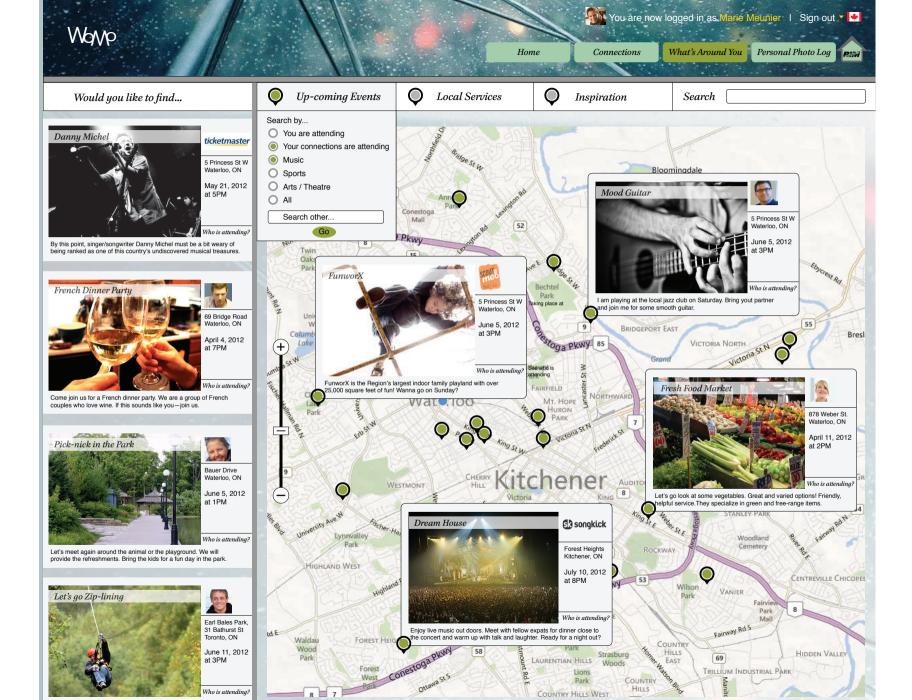
HOW IS THE TONE OF VOICE EXPRESSED ON THE ONLINE WEB PORTAL?

The overall tone of voice is sincere, neutral and directed at the user. WoMo speaks
short and precise without being so short that it sounds rude, it speaks so that it can be
heard without being loud.
Were the service personified, it acts as a helping friend asking the user; "Would you like to..." and stating "What's around you..." using the "you" to stress that the user is not alone. This supportive tone is accomplished through a personal feel instead of corporate, pre-scripted tone of modern branding efforts of many global companies.
The RIM house and the Local Services (under What's around you) emphasize a more formal tone than the rest of the site which is more cheerful and inspiring.

The structure and composition is formal with straight lines and a diplomatic element hierarchy.

The green colors gives the service an inspiring touch without being aggressive and loud. The color choice supports the overall impression of calming without being too neutral.

WoMo

Home | Connections | What's Around You | Personal Photo Log

Would you like to find...

● Up-coming Events | ○ Local Services | ○ Inspiration | Search [   ]

Search by...
○ You are attending
● Your connections are attending
○ Music
○ Sports
○ Arts / Theatre
○ All

[Search other...]

Go

Danny Michel
ticketmaster

5 Princess St W
Waterloo, ON

May 21, 2012
at 5PM

Who is attending?

By this point, singer/songwriter Danny Michel must be a bit weary of being ranked as one of this country's undiscovered musical treasures.

French Dinner Party

69 Bridge Road
Waterloo, ON

April 4, 2012
at 7PM

Who is attending?

Come join us for a French dinner party. We are a group of French couples who love wine. If this sounds like you—join us.

Pick-nick in the Park

Bauer Drive
Waterloo, ON

June 5, 2012
at 1PM

Who is attending?

Let's meet again around the animal or the playground. We will provide the refreshments. Bring the kids for a fun day in the park.

Let's go Zip-lining

Earl Bales Park,
31 Bathurst St
Toronto, ON

June 11, 2012
at 3PM

Who is attending?

Mood Guitar

5 Princess St W
Waterloo, ON

June 5, 2012
at 3PM

Who is attending?

I am playing at the local jazz club on Saturday. Bring yout partner and join me for some smooth guitar.

FunworX
scout mob

5 Princess St W
Waterloo, ON

June 5, 2012
at 3PM

Who is attending?

FunworX is the Region's largest indoor family playland with over 25,000 square feet of fun! Wanna go on Sunday?

Fresh Food Market

878 Weber St.
Waterloo, ON

April 11, 2012
at 2PM

Who is attending?

Let's go look at some vegetables. Great and varied options! Friendly, helpful service.They specialize in green and free-range items.

Dream House
SK songkick

Forest Heights
Kitchener, ON

July 10, 2012
at 8PM

Who is attending?

Enjoy live music out doors. Meet with fellow expats for dinner close to the concert and warm up with talk and laughter. Ready for a night out?

115

HOW WOULD WOMO BE SOLD TO THE MI GROUP?

- **WoMo consists of service elements that can be utilized and launched at different times.**

When considering how to sell the WoMo service to TheMIGroup, aspects of what a minimum and a standard service offering contains were evaluated by the authors. WoMo consists of the four service elements; the WoMo Web Portal, the WoMo Mobile Application, the welcome process, and the WoMo Ambassador Program. To gain a full and consistent experience for the expatriates, the standard package is the optimal solution for TheMIGroup to buy-into.

The WoMo Web Portal is the back-bone of the service offering, but the portal should not be utilized without the support of the WoMo Ambassador program. The two elements balance each other by providing support virtually and physically.

The WoMo Mobile Application is an extended service tool supporting the WoMo Web Portal. The application enables the expatriate to familiarize with their local area faster. The welcoming process reflects additional support from the employing

Ill. 55. The minimum service offering. This offering consists of the very basics of the service offering; the online web portal supported by the Ambassador Program.

This is NOT considered to be a good solution because this service offering will be lacking the elements that show an extra pampering from RIM's side.
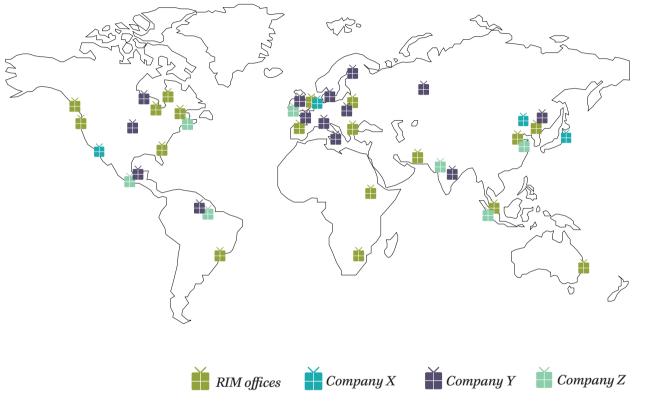
Ill. 56. The standard service offering. This offering consists of the basics plus an additional application and welcome process. The added elements are miner elements for the service provider but make a large difference for the users of the service.

This service offering is the most valid solution for TheMIGroup to go with if they would like to provide the user's with a well-supported transition.

company, providing the expatriate family with a feeling of importance and care-giving from the company.

The welcoming process is an element that seems unnecessary, but a small support interaction like this may reflect positively on the company's brand.

As seen in ill. 55 the minimum offering consists of the WoMo Web supported by the Ambassador Program while the standard service consists of the minimum offering plus the WoMo App and the WoMo Welcome process. Once the service has finished a trial period, WoMo will hopefully have shown its value and TheMIGroup will hopefully see the merit in providing the complete WoMo offering to its clients. The rest of the WoMo offerings are not seen as costly compared to the basic package, so the most ideal scenario is that the full service offering is implemented from the beginning. Once the WoMo service has been tested at RIM, the service can be offered to other clients around the world.

RIM offices   *Company X*   *Company Y*   *Company Z*

Ill. 57. The packages on the map are representing The WoMo Service sold to multiple of TheMIGroup's clients.

HOW WOULD WOMO BENEFIT THE MI GROUP, RIM AND THE EXPATRIATES?

- **WoMo provides TheMIGroup, RIM and the expatriate family with a difference in benefits specified based on their role and needs through the relocation journey.**

With TheMIGroup as the main provider of WoMo, the TheMIgroup can offer a client like RIM the ability to make a higher profit from their employee's efficiency and focus on the job.

WOMO WOULD PROVIDE...

THE MI GROUP

- a reduction of taxing tailored individual support situations (a stronger focus on standardized processes that cost less for TheMIGroup)
- a higher customer satisfaction that will be obvious to the client and therefore put TheMIGroup in good light (client satisfaction)

RESEARCH IN MOTION

- happier and more effective employees (more profit for RIM)
- less concerned and therefore more focused employees (more profit for RIM)
- employees staying in their job longer and therefore avoid additional recruiting costs (more profit for RIM)

THE EXPATRIATE FAMILY

- ease through the relocation process
- an easier settling transition into the new location by assisting the expatriates in mitigating the culture shock
- a want to engage in the community long-term

WHAT ARE THE TECHNOLOGY OPTIONS FOR STARTING THE WEB PORTAL?

- **The project team envisions three potential development paths to create the WoMo web portal;**

Option 1: "Content Management System" (CMS) with Custom Development (RIM hosting)

Option 2: "Content Management System" (CMS) with Custom Development (External Hosting)

Option 3: "Software as a Service" (SaaS) Platform with Custom Development (External hosting)

The estimated costs DO NOT include a monthly markup cost from TheMIGroup. The price would presumable go up if TheMIGroup is the provider of the service so they can gain profit from the service.

The cost estimations are solely based on labor estimates from experts in the field. Opportunity costs have not been completely assessed, and, therefore, the total benefit for expenses of an initiative requires further assessment.

EVALUATION

Depending on how the sensitive nature of RIM's employee information, TheMIGroup could choose to go with any of the solutions.

If RIM is very security focused, they may go with option 1 where RIM is hosting the web portal back end information in house. However, Option 1 would require RIM to take more responsibility of the web portal.

Alternately, RIM could allow an external vendor to host and manage option 2 or 3 can be chosen. These options are both hosted externally. Option 2 would require a higher degree of involvement and management from TheMIGroup, and the skills required for such management may not immediately align with the company's current skills and availabilities.

From a minimal maintenance of systems perspective, option 3 may be the most optimal. The SaaS solution offers the ability to create minor changes to the standard features and has many pre-set features (i.e groups, profiles, activity steams) which would not limit the possibilities for companies and thereby allow the platform to contain the customer's desired options. It may be

time consuming to prepare a company for option 3. Sometimes, the client company has to evaluate their company policy to allow an external vendor the access to employee data (interview with Living Abroad). However, the company can avoid cost and responsibility concerning maintenance and updates by outsourcing such labour.

Another advantage for option 3 is the flexibility it provides TheMIGroup and RIM. Option 3 would allow for minor adjustments to content and user experiences without requiring massive increases in operational costs. Even though option 3 has a higher monthly cost than option 1 and 2, the benefits of option 3 are considered to worth the investment for RIM considering the three (3) options (unless security issues from RIM stand in the way of this option).

(Sources for this section: Web Developer and Software Management Consultant Robert Francis and www.jmorganmarketing.com)

The full descriptions of the options can be found in Appendix 29 WoMo Web Portal Start Up Cost

	OPTION 1: CMS WITH CUSTOM DEVELOPMENT (RIM HOSTING)	OPTION 2: CMS WITH CUSTOM DEVELOPMENT (EXTERNAL HOSTING)	OPTION 3: SAAS PLATFORM WITH CUSTOM DEVELOPMENT (EXTERNAL HOSTING)
INITIAL SETUP	Labor: 17 man-months of work x 40 hours x $100 per hour = $68.000 Hardware and Software purchase: $10.000	Labor: 17 man-months of work x 40 hours x $100 per hour = $68.000 Hardware and Software purchase: $10.000	Labor: 3 man-months of work x 40 hours x $100 per hour = $12.000 Software Setup Cost: $20.000
ON-GOING MAINTENANCE	RIM hosting / licenses = $100 per month RIM IT maintenance: approx. 10 h per month of $50 per hour = $500 TheMIGroup Community Manager: approx. 25 h per month of $30 per hour = $750	External hosting / licenses (including maintenance) = $100 per month TheMIGroup Community Manager: approx. 25 h per month of $30 per hour = $750	Vendor per user fee (approx. $5 per user per month) TheMIGroup Community Manager: approx. 25 h per month of $30 per hour = $750
ADVANTAGES	**Data Security** Professional Feature Set Optional Building Blocks Flexible Yet Robust Content Creation Advanced Administrator Controls User Interface Modifications	Professional Feature Set Optional Building Blocks Flexible Yet Robust Content Creation Advanced Administrator Controls User Interface Modifications **Opportunity Cost**	A Robust Feature Set Low Risk Intuitive Usability Advanced IT Infrastructure Application Ready Software **Opportunity Cost**
DISADVANTAGES	Learning Curve Compatibility & Performance Budgeting Risks Delivery Risks **Under-utilizing Staff**	Learning Curve Compatibility & Performance Budgeting Risks Delivery Risks	**Time Consuming Company Policy Preparation** High Monthly Subscription Fees No Control of Applications or Data No Customization No Ownership
UPGRADES	External developer: approx. 160h of $100 per hour = 16.000 per year	External developer: approx. 160h of $100 per hour = 16.000 per year	Upgrades included in service = $0
TOTAL COST	Development Cost = $78.000 On-going Cost (maintenance + udgrades) = $2,680 per month	Development Cost = $70.000 On-going Cost (maintenance + udgrades) = $2,180	Development Cost = $32.000 On-going Cost = $3,250 per month (beta: 500 users) OR $8,250 per month (full: 1500 users)

Ill. 58.The options for starting up and developing the WoMo web portal. Option 3 is consider to be the most viable option unless security issues from RIM would make the option challenging

WRAP UP

Project and Solution Considerations

In closing, the last section provides insights on the project process, evaluates the solution and insights on the future perspectives for the Womo solution and its development.

PROCESS REFLECTION

THE COLLABORATION WITH THE BUSINESS STAKEHOLDERS (RIM AND THE MI GROUP)

The authors originally intended to closely collaborate with RIM and its employees so that employee testimonies could inform the design process. However, legal issues concerning "possible privacy barriers" regarding the interviews with the employees thwarted such intimate collaboration (Appendix 06 Terms of Collaboration With RIM—mail Adele).

The project team authors (Signe Melgaard Pedersen and Katrine Rau Ofenstein) decided to continue on the project despite these conditions. Director of Global Mobility Adele Yeargan and her Global Mobility team (i.e. Recruiter Specialist, Caetie Anticknap and Global Mobility Specialist, John Pichor) agreed to provide feedback on the project along the way without a closer agreement with RIM's legal department. Yeargan made the connection to Team Leader of International Client Services & Administration, Jennifer Browne from TheMIGroup. Browne became a part of the informal business stakeholder team.

A concession of the informal arrangement was that the project team was obliged to find the RIM expatriates through other resources than the Global Mobility team. Since Signe had interned at RIM and her spouse currently works for RIM, the authors were able to establish such connections to RIM expatriates and gain access to a higher number of expatriates.

The informal arrangement with Yeargan and the Global Mobility team turned out to be beneficial for both parties. The Global Mobility team is currently restructuring and optimizing their efforts. As a part of this transition, the department is wanting to engage whole expatriate families more into the relocation process. Therefore, a project like this is a valuable resource for their work which likewise meant that the business stakeholders offered their valuable feedback and resources to the project team.

A benefit of the informal arrangement with RIM rather than a formal contractual work relationship was the ability for the project team to research and design neutrally without an obligation to obey the business objectives from RIM. As a result, the project team was able to select the direction best suited for the users based on the balance between the needs from the business stakeholders and the RIM expatriates.

Access to the RIM expatriates was a necessity to gain insights in their relocation journey and understand their needs. Otherwise, the project could not have taken the form it did.

The business stakeholders from RIM and TheMIGroup provided insights on the back office operations of relocation as well as insights on implementation possibilities for a new support service.

A difficulty in the collaboration with TheMIGroup was the the potential conflict of interest for Browne. Since RIM is a client for TheMIGroup, Browne seemed understandably compelled to defend TheMIGroup's current relocation offerings. While the project team was presenting the user findings to the business stakeholders, Browne was defensive of their service offerings and did not make any admissions to why the users gave the response they did. Browne explained during this meeting that TheMIGroup was in the process of launching a family support service. At this point in the project, the project authors had not yet designated TheMIGroup as the intended provider of the services. Therefore, at that time, the project findings and initial WoMo ideas may have seemed like competing offerings to TheMIGroup.

While being slightly defensive, Browne was likewise very curious and eager to hear the user

findings from the project. The findings were clearly of high value and interest for TheMIGroup to make improvements to their offerings. A closer collaboration with TheMIGroup from the beginning of the project may have made it possible to avoid the defensive reaction from Browne.

All business stakeholders have shown a clear interest and excitement about contributing to the project – they dedicated several hours of their time for interviews and meetings.

PROCESS INTENTIONS

The initial intent of the project was to run the process as participatory design session with the RIM expatriates and the business stakeholders. Elizabeth Sanders, President of SonicRim, describes the shift in design approaches; "It is a change from a user-centered design process to that of participatory experiences. It is a shift in attitude from designing for users to one of designing with users" [Sanders, 2002]. Sanders elaborates "In participatory experiences, the roles of the designer and the researcher blur and the user becomes a critical component of the process" [Sanders, 2002]. Based on Sander's approach to participatory design, the project's intention was to integrate the

business and user stakeholders through the process of the project.

Despite the intentions, through the user workshops, it became clear that such design co-creation sessions would be very difficult for the participants. The subject matter may have felt too personal and intimate for the expatriates to feel comfortable stepping away from their personal stories and imagining new varieties of their relocation journey. At the workshops, the expatriates found a forum for identifying and verbalizing their own pain-points. The participants often focused on their pains rather than the possibilities for improvement. The decision of changing the design process was made.

The workshop sessions was invaluable in terms of researching users challenges and needs, but, even with facilitation, the participants were not forthcoming with ideas. The LEGO Serious Play medium may have been too limiting for the users or the facilitation may not have been direct enough. The authors believe that additional workshop sessions with a more generative focus could be beneficial. However, the design industry appears to express different opinions whether or not participatory design experiences actually work. Nevertheless, the results from the user workshops provided useful insights to their challenges and

needs while offering a foundation for the following design phase conducted by the project team.

GLOBAL COLLABORATION

Due to the fact that Signe was already living near RIM's international headquarters, the project was conducted in Waterloo, Canada. The placement of the project team enabled a more conducive collaboration with business and user stakeholders possible. Considering the project's focus on global mobility, the change in settings from the University context in Aalborg added an extra dimension of ethnographic sensitivity to the project. Additionally, virtual meetings and collaborations with people from all over the world provided an in depth understanding of the complexities that global mobility touch upon.

SOLUTION EVALUATION

To be able to perform an extensive evaluation of WoMo, at least two additional phases should be involved; a quantitative user-testing evaluation process (surveys, usability testing etc) and a service evidencing phase where the users are directly involved in the evaluation process and not just surveyed for their opinions.

Due to the project's time limits and resources, these types of evaluation processes have not yet been performed. For the exam of this project, the service will gone through an initial service evidencing phase.

As an alternative to user-evaluation at this point in time, Peter Morville's Honeycomb evaluation method is utilized to gain a "holistic view of the the user's experience" [www.tiltool.com]. The Honeycomb segments the user's experience into "seven (7) core facets"

- "Useful — the product/service usefulness to the stakeholders."
- "Usable — the product/service ease of use."
- "Desirable — the emotional aspects that the use of the product/service carries."
- "Findable — the product/service information

structure efficiency."
- "Accessible — the product/service adaptability to people with disabilities.
- "Credible — the trustworthiness of the product/service."
- "Valuable — the importance of the monetary or other qualities of the product/service to the sponsors."

[www.tiltool.com]

USEFUL

The need for the WoMo service changes over the course of the relocation journey. Therefore, the usefulness of the service likewise changes over time;

In the "Pre-destination Phase" (3-5 months), the service is informative and inspiring, providing the expatriates with insights into the new life that awaits them.

In the "Departure Phase" (2-4 months), the service is a supporting tool providing the users with the practical information relevant the the user's specific situation.

In the "On Assignment Phase" (1-6 months), the service provides the users with an added layer of support for the users to feel assisted in the difficult transition phase of feeling comfortable with their new community. The Ambassadors reach out to the users and offer their assistance supplementing the

online web portal with support to the users. In the following stages of settling into the community (from 6 month point to when the user chooses to leave the destination or the company), the service provides the users with inspiration about events and activities around them. The web portal also provides the users with the possibility of logging all of their experiences in a Personal Photo Log.

Thought the entire relocation process, the business stakeholders are able to provide relocation information directly to the employee and spouse through the WoMo web portal.

USABLE

For the service to be accurately evaluated for its usability, a usability test of the web portal would be necessary. The web portal will presumably need further adjustments based on early findings.

DESIRABLE

Since the needs of the users change over time, the user's desire to utilize the portal will likewise change. The web portal's elements of practical information, inspiration and photo logging are intended as the primary motivation drivers for the users to engage in the platform.

The tone of voice for the platform is created to

evoke an emotional connection to the community-feel of the web portal and thereby create loyal users.

FINDABLE

The WoMo service is introduced to the users through welcome packages in two different stages of their relocation. The first introduction to the service takes place while the potential company new-hire is considering the new job. Information about the support service along with a limited login to the web portal is provided. In the case with RIM, the potential candidates are currently not supported in their decision-making of evaluating the potential new location. By introducing the service in a way that differentiates itself from the traditional method of e-mails, the service has the potential of evoking the user's curiosity and increasing the likelihood of the service portal being utilized.

The second introduction is a follow-up occurring when the employee has accepted the new job. The package should remind the users of the service's value and provide the user with additional possibilities.

For the evaluation of the information, structure efficiency of the web portal a usability test is necessary. See aforementioned considerations on usability.

ACCESSIBLE

There may be certain challenges regarding language barriers for the users. At launch, the service would only be provided in English. Another issue considering accessibility includes situations where the family may be experiencing extreme culture shock. In this situation, the family may not be as likely to reach for help themselves. The Ambassador's role becomes even more crucial in these situations. The Ambassadors will need to actively provide assistance to the family. Through cross-culture training, the Ambassador will have learned to detect signs of when it may be useful for the Ambassador to recommend the family to seek professional assistance.

CREDIBLE

As a closed community offered by an employee's employer, the service should stand as a credible and reliable service.

VALUABLE

TheMIGroup can benefit from having the WoMo service as a part of their portfolio of offerings. A breadth of service offerings will provide their clients the possibility of out-sourcing their employee support requirements to single vendor. By having one (1) main vendor, the support process is eased for the client (in this case RIM).
The WoMo service should not be seen as a "stand-alone" tool but, instead, a supplement to existing support service offerings.

Were TheMIGroup to acquire a social online tool like WoMo, they would have a strong portfolio that could address the practical and emotional needs of a relocating family process from end-to-end. Compared to TheMIGroup's competitors, the groups would furthermore provide the service in a more engaging and dynamic way than their competitors.

The benefit for RIM in providing WoMo as a service to the expatriates and spouses is a more profitable bottom line from their human resources, a profit that is accomplished through higher employee efficiency and lower employee turnover rates. The efficiency level should increase because the service is supporting the employee's family in the transition and making the expected challenges of relocating less stressful and taxing for the family. By RIM providing a support service to the expatriate, RIM is showing the expatriates that the company cares about their employees and their families. As a result, the support could lead to more effective and loyal employees.

FUTURE PERSPECTIVES

THE FEELING OF A LOCAL COMMUNITY

The intention of WoMo is to provide the user with a feeling of being a part of a small, local community (rather than a global unconnected mass of employees). For the WoMo web platform to be active but still not too overwhelming with information and users a good balance needs to be found. To acquire exact numbers of how many users the service will require to be attractive, the service will have to be launched and tested. The forecasted audience for the target destination of RIM Waterloo is approximately 2000 expatriates. This number will vary based on new expatriates joining and fully acclimated expatriates using the service less frequently. Like services such as Eharmony.com and other romantically-centered services the target audience increases or decreases regularly do to changes in the user's personal life.

WOMO AS AN ADAPTABLE SOLUTION

WoMo is designed as an adaptable solution for global companies like RIM. The adaptability provides the service managing company (i.e. a company like TheMIGroup) with the opportunity to sell the support service to several of their clients. A consideration worth noting is how WoMo could adapt and work for companies with more or fewer expatriates than RIM Waterloo. Having a large number of users could be beneficial for WoMo because the platform could potentially gain a higher activity level. A way to keep the smaller community feeling could be to create interest groups within the service that the users could join. Accordingly, the users within the group could have a closer bond.

For smaller companies with for example 4-5 expatriates, it could be plausibly effective if a provider like TheMIGroup created a closed group for several companies in a city. The main difference from this type of platform and the RIM Waterloo example for this project is the fact that the users should be able to see from which country/nation/location others users have moved. The "RIM House" from the RIM Waterloo example would be specific to the users company. The "Personal Photo Log", "Connections" and "What's Around You" sections would function as in the Waterloo example. The project team sees this type of platform as an interesting alternative for smaller companies to offer their expatriates the ability to become a part of a local community. This option may likewise appeal to large companies with

multiple satellite offices around the world. According to the experience of Cathy Heyne from Living Abroad, smaller companies seem more open towards letting their employee interact with employees from other companies. According to Heyne, many large companies (giving Hewlett Packard as an example) do not want their employees on a platform together with employees from other companies. Heyne explains how the employers fears that the employees will discuss their company offerings (i.e. the relocation package, salary etc) or that the forum will become a place for job searching and candidate searching like LinkedIn. Director of Global Mobility Yeargan elaborates; "It is a constant issue of people comparing their packages whether it is their welcome package or it is their compensation package. We just have to be confident in what we do and think is right, and it is good and we will take feedback and go from there." Yeargan seems open to letting the WoMo service be open to several companies at a time, which collides with Heyne's opinion. A testing period for the WoMo service should determine if the platform could open to more than one company's community of expatriates.
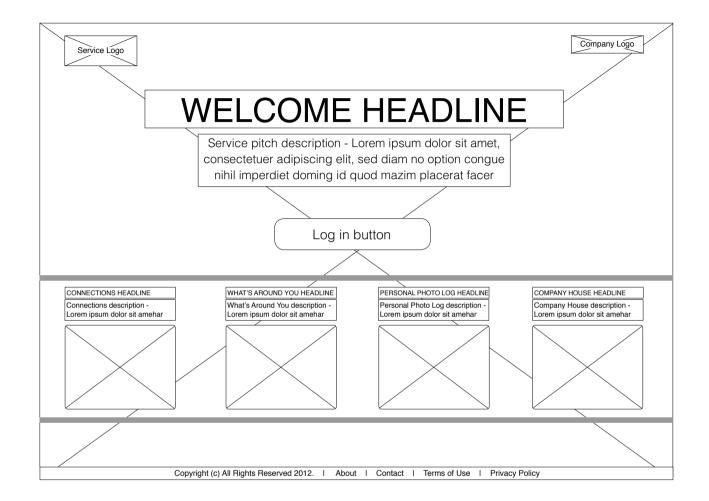
A consideration that has been evaluated through
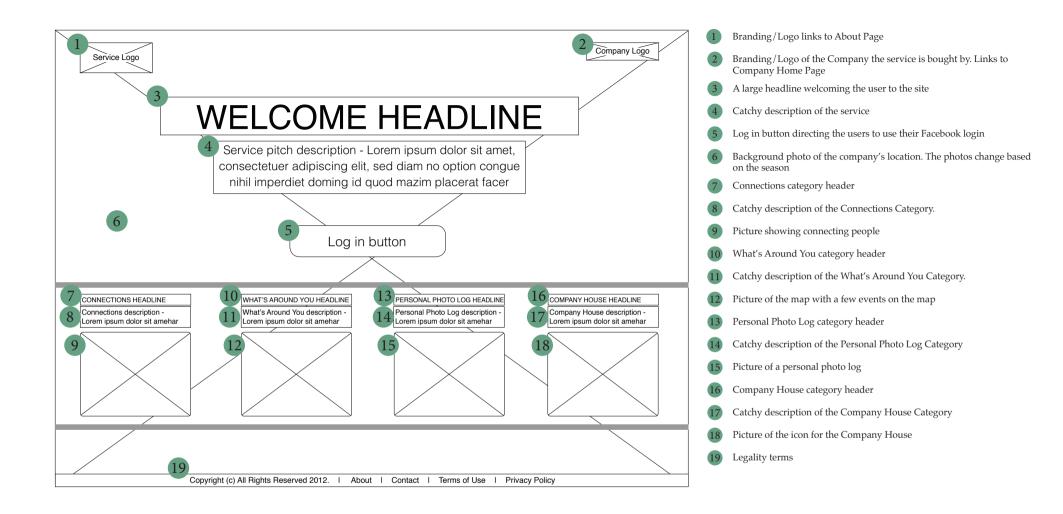
the design phase of this project is the possibility of having a part of the WoMo platform be public. This public section would have identical category pages as the closed company platform, excluding the company House. The public users would generate content for the WoMo web portal without necessarily considering that a company may have a private area for content. The benefit would be the attraction and content generation, whereas a disadvantage could be the business case for the buy-in companies. The companies may see less of a need for them to provide their expatriates with a WoMo service if the expatriates could access the public platform. And there may be security issues from the companies who may be concerned that such a service would expose privileged data. In a additional solution, refinement and specification process the possibility of a public section should be further evaluated.

LANGUAGE POSSIBILITIES
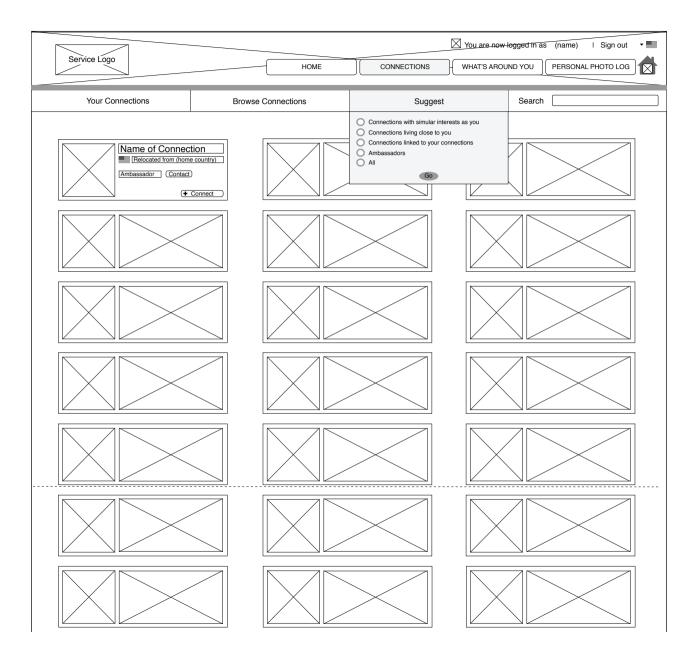
When considering the development and a start-up process for WoMo, it necessary to take into account the complexity of language barriers. The expatriates may be coming to a new company from all over the world. This means that, in many cases, there can be language difficulties for employees in foreign countries. For the case of Waterloo, the new-hires are expected to know English. Accordingly, a service platform in English would assumably not be a problem. A challenge could be for the employees' spouses. The spouse may not know English and would have to go through language training to be able to become familiar with the language and the culture. An ability to change the language of the WoMo service to suite the user's language of origin would be a great advantage for non-English users. Nevertheless, considering the cost and efforts of translating the web portal into multiple language a multi-langual platform may not be the most pressing initiative for WoMo. As an interim solution, the front end design of the pages could be enabled to fluidly connect with Google's page translate API service. Another initiative for embracing language differences may include the Ambassadors Program wherein ambassador with different nationalities and language expertises are tapped for service. Accordingly, a family with language barriers could be offered an Ambassador from the same country of origin who could provide the spouse with assistance.

WIREFRAMES

MAIN ENTRANCE PAGE

Service Logo

Company Logo

WELCOME HEADLINE

Service pitch description - Lorem ipsum dolor sit amet, consectetuer adipiscing elit, sed diam no option congue nihil imperdiet doming id quod mazim placerat facer

Log in button

CONNECTIONS HEADLINE

Connections description - Lorem ipsum dolor sit amehar

WHAT'S AROUND YOU HEADLINE

What's Around You description - Lorem ipsum dolor sit amehar

PERSONAL PHOTO LOG HEADLINE

Personal Photo Log description - Lorem ipsum dolor sit amehar

COMPANY HOUSE HEADLINE

Company House description - Lorem ipsum dolor sit amehar

Copyright (c) All Rights Reserved 2012.   I   About   I   Contact   I   Terms of Use   I   Privacy Policy

Service Logo

Company Logo

WELCOME HEADLINE

Service pitch description - Lorem ipsum dolor sit amet, consectetuer adipiscing elit, sed diam no option congue nihil imperdiet doming id quod mazim placerat facer

Log in button

CONNECTIONS HEADLINE

Connections description - Lorem ipsum dolor sit amehar

WHAT'S AROUND YOU HEADLINE

What's Around You description - Lorem ipsum dolor sit amehar

PERSONAL PHOTO LOG HEADLINE

Personal Photo Log description - Lorem ipsum dolor sit amehar

COMPANY HOUSE HEADLINE

Company House description - Lorem ipsum dolor sit amehar

Copyright (c) All Rights Reserved 2012.   I   About   I   Contact   I   Terms of Use   I   Privacy Policy

1. Branding/Logo links to About Page
2. Branding/Logo of the Company the service is bought by. Links to Company Home Page
3. A large headline welcoming the user to the site
4. Catchy description of the service
5. Log in button directing the users to use their Facebook login
6. Background photo of the company's location. The photos change based on the season
7. Connections category header
8. Catchy description of the Connections Category.
9. Picture showing connecting people
10. What's Around You category header
11. Catchy description of the What's Around You Category.
12. Picture of the map with a few events on the map
13. Personal Photo Log category header
14. Catchy description of the Personal Photo Log Category
15. Picture of a personal photo log
16. Company House category header
17. Catchy description of the Company House Category
18. Picture of the icon for the Company House
19. Legality terms

131

WIREFRAMES

CONNECTION CATEGORY PAGE

Service Logo

☒ You are now logged in as (name) | Sign out

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG

Your Connections | Browse Connections | Suggest | Search

○ Connections with simular interests as you
○ Connections living close to you
○ Connections linked to your connections
○ Ambassadors
○ All

Go

Name of Connection
Relocated from (home country)
Ambassador | Contact

+ Connect

Service Logo

You are now logged in as (name) | Sign out

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG

2 Your Connections   **3** Browse Connections   **4** Suggest   **5** Search

6
- ○ Connections with simular interests as you
- ○ Connections living close to you
- ○ Connections linked to your connections
- ○ Ambassadors
- ○ All

Go

Name of Connection
Relocated from (home country)

Ambassador   Contact

＋ Connect

7   **9** Name of Connection

10 Relocated from (home country)

8

11 Ambassador   **12** Contact

13 ＋ Connect

1 Main category button. Links to the What's Around You main page

2 Your connections option button. The displayed connections change to the user's connection if clicked here.

3 Browse connections option button. The displayed connections change to all connections found within the company if clicked here.

4 Suggest option button. The button activates a search engine where the user can decide on which terms the engine should suggest connections

5 Search engine. Searches within all connections

6 The user can choose to select what the engine should suggest connections based on

7 Display of a connection

8 Picture of connection

9 Name of connection

10 Flag and name of home country

11 If the connection is an ambassador it is displayed here

12 Contact button. If clicked the user is asked to varify the wish to contact

13 Connect button. If clicked the user is asked to varify the wish to connect

14 The user can choose to select what the engine should suggest connections based on

133

WIREFRAMES

WHAT'S AROUND YOU CATEGORY PAGE

UP-COMING EVENTS (MAP OPTION)

Service Logo

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG

Would you like to find...

⦿ Up-coming Events | ⦿ Local Services | ⦿ Inspiration | Search

Search by...
○ You are attending
○ Your Connections are attending
○ Your Company Events
○ Music
○ Sports
○ Arts / Theatre
○ All

Search other...
Go

JUNE 2012

Day | Week | Month | Year

tue 29.	wed 30.	thur 31.	fri 1.	sat 2.	sun 3.
	Event Header				Event Header
					Event Header
4.	5.	6.	7.	8.	9.	10.
			Event Header		
11.	12.	13.	14.	15.	16.	17.
Event Header		Event Header			
18.	19.	20.	21.	22.	23.	24.
	Event Header		Event Header		Event Header
	Event Header				
25.	26.	27.	28.	29.	30.	1.
			Event Header		
			Event Header		
			Event Header		

Event Header

Posted by
(name) augue duis

Taking place at
(Location name) -
autem vel eum

See who is
attending

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie
consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio
dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te feugait nulla facilisi.

Create an Event
Description text - Lorem ipsum
dolor sit amet, consectetuer

View Your Connection's
Event Calendar
to see when would be a good
time to host an event

5 - 10 km Range ○
10 - 30 km Range ○
30 - 50 km Range ○
50 - 100 km Range ○
100 - 200 km Range ○
200 - 500 km Range ○

134

Service Logo

☒ You are now logged in as (name) I Sign out ▾ ▦

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG | 🏠

Would you like to find...

⊙ Up-coming Events   ⊙ Local Services   ⊙ Inspiration   Search [   ]

Search by...
○ You are attending
○ Your Connections are attending
○ Your Company Events
○ Music
○ Sports
○ Arts / Theatre
○ All
[Search other...]
(Go)

JUNE 2012   Day I Week I Month I Year

tue 29.	wed 30.	thur 31.	fri 1.	sat 2.	sun 3.
	Event Header				Event Header / Event Header
4.	5.	6.	7. Event Header	8.	9.	10.
11. Event Header	12.	13. Event Header	14.	15.	16.	17.
18.	19. Event Header / Event Header	20.	21. Event Header	22.	23. Event Header	24.
25.	26.	27.	28. Event Header / Event Header / Event Header	29.	30.	1.

Event Header
Posted by ☒
(name) augue duis
Taking place at
(Location name) -
autem vel eum
See who is attending
Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te feugait nulla facilisi.

Create an Event
Description text - Lorem ipsum dolor sit amet, consectetuer

View Your Connection's Event Calendar
to see when would be a good time to host an event

5 - 10 km Range ○
10 - 30 km Range ○
30 - 50 km Range ○
50 - 100 km Range ○
100 - 200 km Range ○
200 - 500 km Range ○

Event Header
Posted by ☒
(name) augue duis
Taking place at
(Location name) -
autem vel eum
See who is attending
Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te feugait nulla facilisi.

1. Main category button. Links to the What's Around You main page

2. Inviting question encouraging users to choose one of the main options

3. Up-coming Events option button. The map changes if the user clicks here. The button activates a search engine

4. Local Services option button. The map changes if the user clicks here. The button activates a search engine

5. Inspiration option button. The map changes if the user clicks here. The button activates a search engine

6. Search engine. Searches within all main options (Up-coming events, Local Services, Inspiration)

7. Search engine. Options of searching within up-coming events based on categories

8. Map. If a user clicks on an event in the calendar the event shows up on the map

9. A calendar of the events coming up. The buttons go forward and backwards in months displayed

10. The user can choose to change display mode to day, week, month or year

11. An event is shown in the calendar with a header and picture if there is only one event for that specific day

12. An event is shown in the calendar with a header if there are more then one event for that specific day

13. A link for the user to create an event with a description of why the user should create an event

14. A link to activate other connection's calendars. The function draws from what the connections have updated to their personal calendars. The user can choose between connections. The calendars will be displayed in the calendar on this page

15. The options determin how broad the search for events is. The user can check off the search options

16. Map showing the search range based on 15

17. An up-coming event. The whole description links to a separate page for the event where the user can see all the specifics and choose to join the event

18. Main title of the event

19. Showing who posted the event (i.e. a connection with picture, a ticket venue, a local venue)

20. Address of event

21. Location of event on map.

22. See who is a attending the event

23. A description text of the event

135

WIREFRAMES

WHAT'S AROUND YOU CATEGORY PAGE

LOCAL SERVICES

You are now logged in as (name) | Sign out ▼

Service Logo

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG

Would you like to find... | ○ Up-coming Events | ○ Local Services | ○ Inspiration | Search [_____]

Search by...
- ○ Shopping-Food
- ○ Shopping-Goods
- ○ Banks
- ○ Personal Care
- ○ Fitness Centers
- ○ Sports Clubs
- ○ All
- [Search other...]

[Go]

Local Services Catagory Header

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

[See more]

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

[See more]

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

[See more]

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

[See more]

Local Services Catagory Header

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

[See more]

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

Description - Typi non habent claritatem insitam; est usus
legentis in iis qui facit eorum claritatem. Investigationes
demonstraverunt lectores legere me lius quod ii legunt
saepius. Claritas est etiam processus .

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

Description - Typi non habent claritatem insitam; est usus
legentis in iis qui facit eorum claritatem. Investigationes
demonstraverunt lectores legere me lius quod ii legunt
saepius. Claritas est etiam processus .

Local Service Name
Link to local service website

Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate

Description - Typi non habent claritatem insitam; est usus
legentis in iis qui facit eorum claritatem. Investigationes
demonstraverunt lectores legere me lius quod ii legunt
saepius. Claritas est etiam processus .

5 - 10 km Range ○

10 - 30 km Range ○

30 - 50 km Range ○

50 - 100 km Range ○

Service Logo

You are now logged in as (name) | Sign out

HOME   CONNECTIONS   WHAT'S AROUND YOU   PERSONAL PHOTO LOG

Would you like to find...   Up-coming Events   Local Services   Inspiration   Search

Search by...
- Shopping-Food
- Shopping-Goods
- Banks
- Personal Care
- Fitness Centers
- Sports Clubs
- All

Search other...
Go

Local Services Catagory Header

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
See more

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
See more

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
See more

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
See more

Local Services Catagory Header

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
See more

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
Description - Typi non habent claritatem insitam; est usus
legentis in iis qui facit eorum claritatem. Investigationes
demonstraverunt lectores legere me lius quod ii legunt
saepius. Claritas est etiam processus .

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
Description - Typi non habent claritatem insitam; est usus
legentis in iis qui facit eorum claritatem. Investigationes
demonstraverunt lectores legere me lius quod ii legunt
saepius. Claritas est etiam processus .

Local Service Name
Link to local service website
Address
Duis autem vel eum iriure
dolor in hendrerit in
928652 vulputate
Description - Typi non habent claritatem insitam; est usus
legentis in iis qui facit eorum claritatem. Investigationes
demonstraverunt lectores legere me lius quod ii legunt
saepius. Claritas est etiam processus .

5 - 10 km Range
10 - 30 km Range
30 - 50 km Range

1 Main category button. Links to the What's Around You main page

2 Inviting question encouraging users to choose one of the main options

3 Up-coming Events option button. The map changes if the user clicks here. The button activates a search engine

4 Local Services option button. The map changes if the user clicks here. The button activates a search engine

5 Inspiration option button. The map changes if the user clicks here. The button activates a search engine

6 Search engine. Searches within all main options (Up-coming events, Local Services, Inspiration)

7 Header of the category chosen. When the user has chosen to search within specific categories the categories appear as a list

8 Search engine. Options of searching within Inspiration based on categories

9 Map (feeds from google map)

10 Main information about a specific local service. The whole description links to a separate page for the local service where the user can see all the specifics. When mouse is over the local service is shown on the map

11 Name of local service

12 Link to the local service's own website

13 Address of local service

14 Description of the local service

15 The options determin how broad the search for events is. The user can check off the search options

16 Map showing the search range based on 15

137

WIREFRAMES

WHAT'S AROUND YOU CATEGORY PAGE

INSPIRATION

Service Logo

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG | 4

Would you like to find...   ◉ Up-coming Events   ◉ Local Services   ◉ Inspiration   Search [   ]

Search by...
○ You have rated
○ Your connections have rated
○ Attractions
○ Scenic Walks
○ Food
○ Coffee
○ Nightlife
○ All
[Search other...]
(Go)

Picture Header

Posted by
☒
(name) augue duis

Took place at
(Location name) -
autem vel eum

Evaluation
◉◉◉◉◉

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te feugait nulla facilisi.

Picture Header

Posted by
☒
(name) augue duis

Took place at
(Location name) -
autem vel eum

Evaluation
◉◉◉◉◉

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te

⊕

⊖

5 - 10 km Range ○
10 - 30 km Range ○
30 - 50 km Range ○
50 - 100 km Range ○

138

Service Logo

You are now logged in as   (name) | Sign out   ▾

HOME   CONNECTIONS   WHAT'S AROUND YOU   PERSONAL PHOTO LOG

Would you like to find...   ⊙ Up-coming Events   ⊙ Local Services   ⊙ Inspiration   Search

Left panel cards:

Picture Header

Posted by
☒
(name) augue duis

Took place at
(Location name) -
autem vel eum

Evaluation
●●●●●

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te feugait nulla facilisi.

Inspiration dropdown (8):

Search by...
○ You have rated
○ Your connections have rated
○ Attractions
○ Scenic Walks
○ Food
○ Coffee
○ Nightlife
○ All

Search other...

Go

+
−

Center-right card (9):

Picture Header

Posted by
☒
(name) augue duis

Took place at
(Location name) -
autem vel eum

Evaluation
●●●●●

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te

Bottom card (12):

Picture Header

Posted by
☒
(name) augue duis

Took place at
(Location name) -
autem vel eum

Evaluation
●●●●●

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim qui blandit praesent luptatum zzril delenit augue duis dolore te feugait nulla facilisi.

Range options (10):

5 - 10 km Range   ○
10 - 30 km Range   ○
30 - 50 km Range   ○
50 - 100 km Range   ○

Annotations (right column):

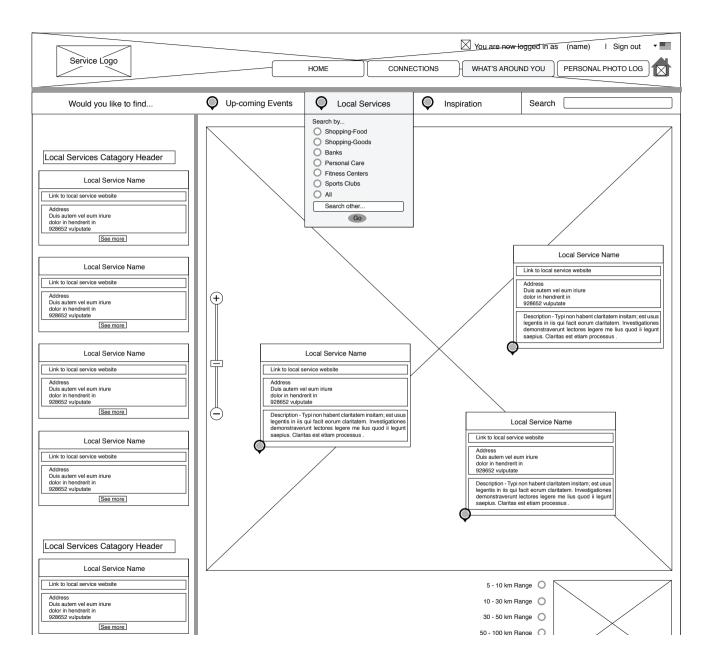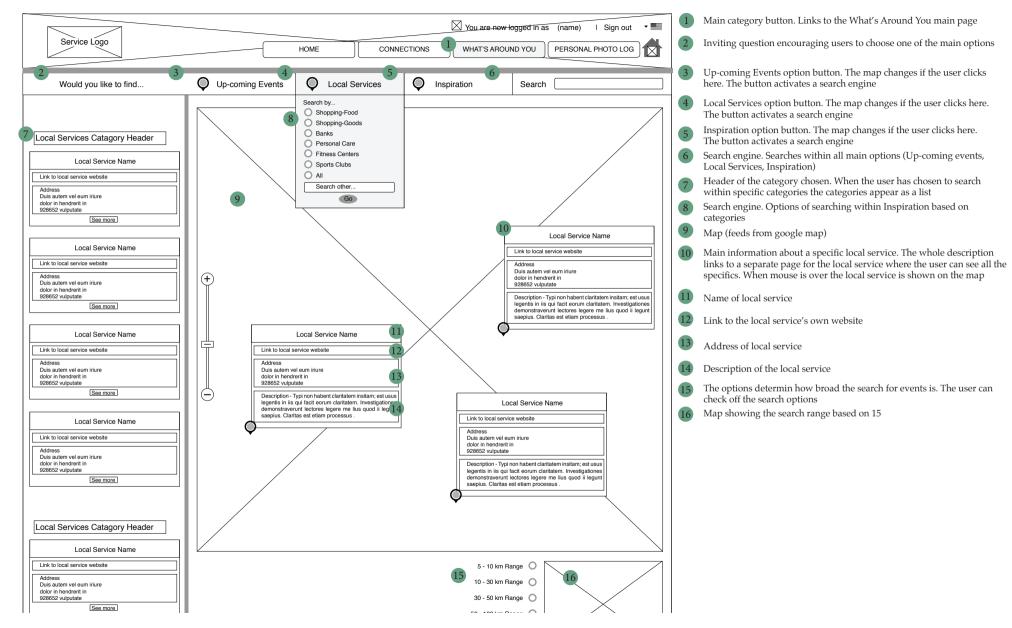1 Main category button. Links to the What's Around You main page

2 Inviting question encouraging users to choose one of the main options

3 Up-coming Events option button. The map changes if the user clicks here. The button activates a search engine

4 Local Services option button. The map changes if the user clicks here. The button activates a search engine

5 Inspiration option button. The map changes if the user clicks here. The button activates a search engine

6 Search engine. Searches within all main options (Up-coming events, Local Services, Inspiration)

7 Map (feeds from Google map)

8 Search engine. Options of searching within Inspiration based on catEgories

9 A service user has rated a venue or location. The whole description links to a separate page for the venue or location where the user can see all the specifics. When mouse is over the venue / location is shown on the map

10 The options determine how broad the search for events is. The user can check off the search options

11 Map showing the search range based on 23

12 Name of venue

13 Showing who posted the rating (i.e. a connection with picture, person who rated on google or tripadvisor) The ratings made by the user's connections appear highest on the list

14 Address of venue / location

15 Location of venue / location on map.

16 The average evaluation (i.e based on the service users and if no service users have rated it is based on the average used on Google or Tripadvisor)
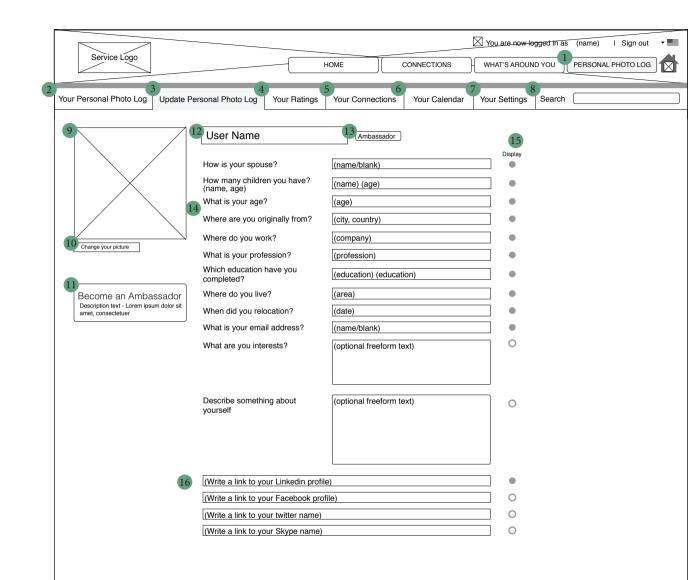
17 Map showing the search range based on 15

139

WIREFRAMES

PERSONAL PHOTO LOG

CREATING A PROFILE

⊠ You are now logged in as   (name) | Sign out   ▾ ≡

Service Logo

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG | ⊠

| Your Personal Photo Log | Update Personal Photo Log | Your Ratings | Your Settings | Search |

User Name   [Ambassador]

Display

How is your spouse?   (name/blank)   ●

How many children you have?   (name) (age)   ●
(name, age)

What is your age?   (age)   ●

Where are you originally from?   (city, country)   ●

Where do you work?   (company)   ●

What is your profession?   (profession)   ●

Which education have you   (education) (education)   ●
completed?

Where do you live?   (area)   ●

When did you relocation?   (date)   ●

What is your email address?   (name/blank)   ●

What are you interests?   (optional freeform text)   ○

Change your picture

Become an Ambassador
Description text - Lorem ipsum dolor sit
amet, consectetuer

Describe something about   (optional freeform text)   ○
yourself

(Write a link to your Linkedin profile)   ●
(Write a link to your Facebook profile)   ○
(Write a link to your twitter name)   ○
(Write a link to your Skype name)   ○

140

Service Logo

You are now logged in as (name) | Sign out ▾

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG

Your Personal Photo Log | Update Personal Photo Log | Your Ratings | Your Connections | Your Calendar | Your Settings | Search

User Name | Ambassador

Display

Change your picture

Become an Ambassador
Description text - Lorem ipsum dolor sit amet, consectetuer

Question	Field	Display
How is your spouse?	(name/blank)	●
How many children you have? (name, age)	(name) (age)	●
What is your age?	(age)	●
Where are you originally from?	(city, country)	●
Where do you work?	(company)	●
What is your profession?	(profession)	●
Which education have you completed?	(education) (education)	●
Where do you live?	(area)	●
When did you relocation?	(date)	●
What is your email address?	(name/blank)	●
What are you interests?	(optional freeform text)	○
Describe something about yourself	(optional freeform text)	○

(Write a link to your Linkedin profile) ●
(Write a link to your Facebook profile) ○
(Write a link to your twitter name) ○
(Write a link to your Skype name) ○

---

1 Main category button. Links to the Personal Photo Log main page

2 Your Personal Photo Log option button. The user will see how the page is displayed for other users. The user can choose to send the URL to people outside of the company network. They will only have access to the user's Personal Photo Log page

3 Update Personal Photo Log option button. On this page the user is able to edit and add content

4 Your Ratings option button. On this page the user can see the rating that the user has made

5 Your Connections option button. On this page the user can see the connections they have chosen to connect with

6 Your Calendar option button. Links to the up-coming events calendar displaying the user's calendar

7 Your Settings option page. On this page the user can change settings for the page (i.e privacy settings, synchronization settings and social media settings)

8 Search engine. Searches within all main options (Your Personal Photo Log, Your Ratings, Your Connections, Your Calendar)

9 Profile photo uploaded by the user

10 Edit button. The user can change the profile photo by clicking here and uploading a new photo
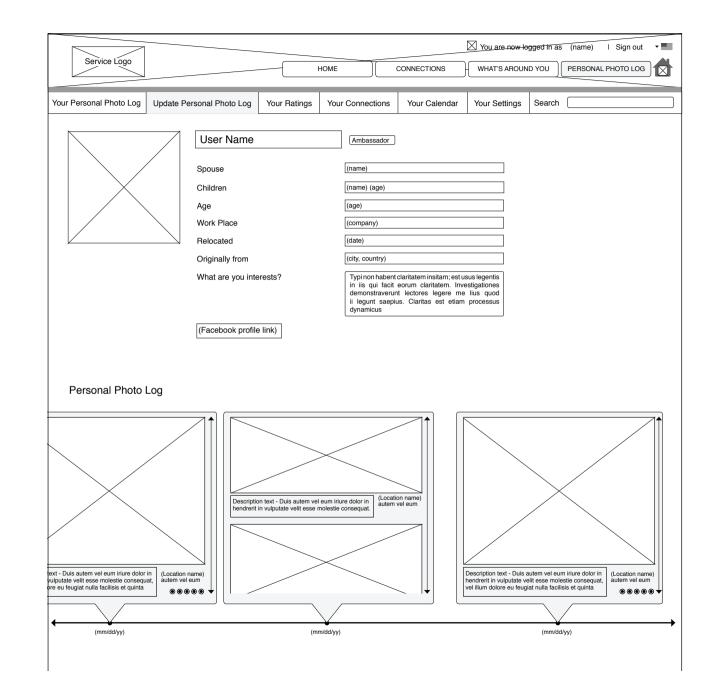
11 Button for applying to be an ambassador. If the user clicks here they can request to become an ambassador. The request is sent to the sponsor company

12 The user's name
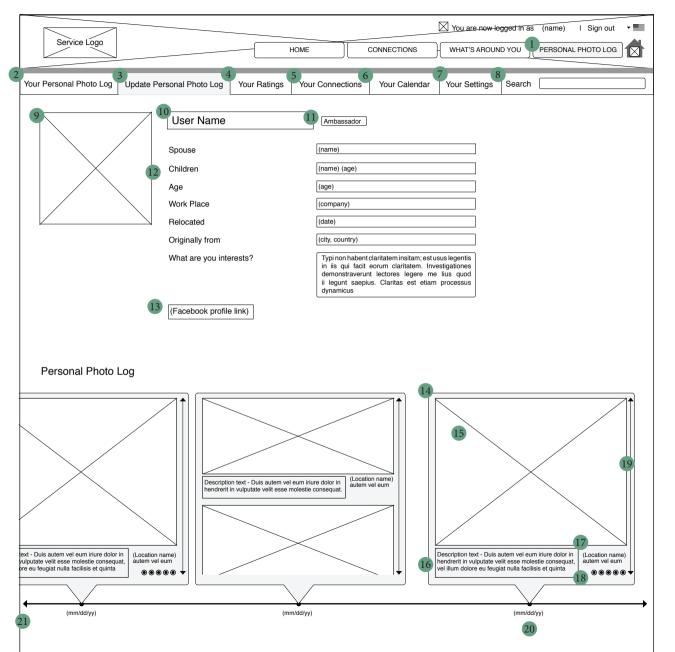
13 If the user is an Ambassador it is displayed here

14 Facts about the user. The first time the user creates a profile the user is asked if the service may pull information from the user's Facebook profile. It is optional how much of the information is filled out but the user is encouraged to fill out the information for the website to function most optimal when suggesting connections and events to the user

15 The user can choose whether or not the personal information can be displayed on their personal page

16 The user can choose to link to other Social Media pages (i.e Facebook, Linkedin, Twitter, Tripadvisor)

WIREFRAMES

PERSONAL PHOTO LOG

THE USERS PERSONAL PAGE

Service Logo

☒ You are now logged in as (name) | Sign out ▾ ▆

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG

Your Personal Photo Log | Update Personal Photo Log | Your Ratings | Your Connections | Your Calendar | Your Settings | Search

User Name   [Ambassador]

Spouse — (name)

Children — (name) (age)

Age — (age)

Work Place — (company)

Relocated — (date)

Originally from — (city, country)

What are you interests? — Typi non habent claritatem insitam; est usus legentis in iis qui facit eorum claritatem. Investigationes demonstraverunt lectores legere me lius quod ii legunt saepius. Claritas est etiam processus dynamicus

(Facebook profile link)

Personal Photo Log

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat. — (Location name) autem vel eum

text - Duis autem vel eum iriure dolor in vulputate velit esse molestie consequat, ore eu feugiat nulla facilisis et quinta — (Location name) autem vel eum ●●●●● ▼

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis et quinta — (Location name) autem vel eum ●●●●● ▼

(mm/dd/yy)   (mm/dd/yy)   (mm/dd/yy)

Service Logo

You are now logged in as (name) | Sign out

HOME   CONNECTIONS   WHAT'S AROUND YOU   PERSONAL PHOTO LOG

2 Your Personal Photo Log   **3** Update Personal Photo Log   **4** Your Ratings   **5** Your Connections   **6** Your Calendar   **7** Your Settings   Search

10 User Name   **11** Ambassador

Spouse   (name)
Children   (name) (age)
Age   (age)
Work Place   (company)
Relocated   (date)
Originally from   (city, country)
What are you interests?   Typi non habent claritatem insitam; est usus legentis in iis qui facit eorum claritatem. Investigationes demonstraverunt lectores legere me lius quod ii legunt saepius. Claritas est etiam processus dynamicus

13 (Facebook profile link)

Personal Photo Log

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat.   (Location name) autem vel eum

text - Duis autem vel eum iriure dolor in vulputate velit esse molestie consequat, ore eu feugiat nulla facilisis et quinta   (Location name) autem vel eum   ●●●●●

Description text - Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis et quinta   (Location name) autem vel eum   ●●●●●

(mm/dd/yy)   (mm/dd/yy)   (mm/dd/yy)

1 Main category button. Links to the Personal Photo Log main page

2 Your Personal Photo Log option button. The user will see how the page is displayed for other users. The user can choose to send the URL to people outside of the company network. They will only have access to the user's Personal Photo Log page

3 Update Personal Photo Log option button. On this page the user is able to edit and add content

4 Your Ratings option button. On this page the user can see the rating that the user has made

5 Your Connections option button. On this page the user can see the connections they have chosen to connect with

6 Your Calendar option button. Links to the up-coming events calendar displaying the user's calendar

7 Your Settings option page. On this page the user can change settings for the page (i.e privacy settings, synchronization settings and social media settings)

8 Search engine. Searches within all main options (Your Personal Photo Log, Your Ratings, Your Connections, Your Calendar)

9 Profile photo uploaded by the user

10 The user's name

11 If the user is an Ambassador it is displayed here

12 Facts about the user. The first time the user creates a profile the user is asked if the service may pull information from the user's Facebook profile. It is optional how much of the information is filled out but the user is encouraged to fill out the information for the website to function most optimal when suggesting connections and events to the user

13 The user can choose to link to other Social Media pages (i.e Facebook, Linkedin, Twitter, Tripadvisor)

14 The photo log from one day. The user can add several pictures with descriptions and placings. If the user chooses to rate the venue / location from that day the rating will also be displayed here. The user is forced to link the description with a picture. It is not possible to just write an update. The page should be interesting for other connections and new expatriates

15 The photo log picture taken through the app or uploaded to the page

16 The photo description limited to a few lines

17 A location name showing where the happening took place

18 If the venue / location is rated it will be displayed here

19 The photo logs can have more then one picture under each other

20 The month/date/year of the happening

21 The timeline will display the most recent updates but will stay on the timeline to be viewed by others and as a personal reflection

143

WIREFRAMES

COMPANY HOUSE

THE RELOCATION JOURNEY PAGE

Service Logo

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG | ⊠ ④

Inbox ④ | The Relocation Step-by-Step | FAQ | Contact a Service Providers | Company Events | Search [   ]

④

The Relocation Step-by-step description - Claritas est etiam processus dynamicus, qui sequitur mutationem consuetudium lectorum. Mirum est notare quam littera gothica, quam nunc putamus parum claram, anteposuerit litterarum formas humanitatis per seacula quarta decima et quinta decima. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim.

Pre-destination (3 - 5 months)

| Offer from RIM or Application to RIM | Research RIM | Research Job Location | Pre-acceptance Trip | Negotiate of Offer | Review Offer Letter | Accept Job Offer |

Departure (2 - 4 months)

| Tax Planning | Corporate Immigration | Home Finding Trip | Set Up Bank Account | Set Up Social Insurance Number | Sell House in Home Country | Pack Up Household Goods | Move Family |

On Assignment (1 - 6 months)

| Move into Temp. Housing | Set Up Ontario Health Insurance | Employee Starts Work | Exchange Driver's Licence | Finding Permanent House | Apply for Permanent Residence | Move into New House |

Service Logo

☒ You are now logged in as (name) | Sign out ▾ ▨

HOME | CONNECTIONS | WHAT'S AROUND YOU | PERSONAL PHOTO LOG | ☒ (4)

(1)

(2) (3) (4) Inbox (4) (5) The Relocation Step-by-Step (6) FAQ (7) Contact a Service Providers (8) Company Events (9) Search

(4)

(10) The Relocation Step-by-step description - Claritas est etiam processus dynamicus, qui sequitur mutationem consuetudium lectorum. Mirum est notare quam littera gothica, quam nunc putamus parum claram, anteposuerit litterarum formas humanitatis per seacula quarta decima et quinta decima. Duis autem vel eum iriure dolor in hendrerit in vulputate velit esse molestie consequat, vel illum dolore eu feugiat nulla facilisis at vero eros et accumsan et iusto odio dignissim.

(11) Pre-destination (3 - 5 months)

(12) | Offer from RIM or Application to RIM | Research RIM | Research Job Location | Pre-acceptance Trip | Negotiate of Offer | Review Offer Letter | Accept Job Offer |

Departure (2 - 4 months)

| Tax Planning | Corporate Immigration | Home Finding Trip | Set Up Bank Account | Set Up Social Insurance Number | Sell House in Home Country | Pack Up Household Goods | Move Family |

On Assignment (1 - 6 months)

| Move into Temp. Housing | Set Up Ontario Health Insurance | Employee Starts Work | Exchange Driver's Licence | Finding Permanent House | Apply for Permanent Residence | Move into New House |

(1) The Company House is the company's main connection point to the employee and the spouse. A number will appear beside the house when a new message is received in the inbox

(2) The Company house

(3) The number indicates the number of messages in the inbox

(4) Inbox option button

(5) The Relocation Step-by-Step option button

(6) Fequently Asked Questions (FAQ) option button

(7) Contact a Service Provider option button

(8) Company Events option button. The button links to the Up-coming Events page

(9) Search engine. Searches within all main options (Inbox, Relocation Step-by-step, FAQ, Contact a Service Providers, Company Events)

(10) A description of the relocation journey that the expatriates will be going through when relocation with the company

(11) The large process steps of the relocation journey divide the journey. If clicked a description of the step will appear

(12) Each step of the relocation process is shown. If clicked a detailed description of the step will appear specifying the service provider and the things to consider for the user

BIBLIOGRAPHY

LITERATURE

[Bechmann 2010]
Bechmann, S. (2010) Servicedesign, Aarhus: Academica

[Gray, Brown and Macanufo 2010]
Gray, D., Brown, S., and Macanufo, J. (2010)
Gamestorming

[Kaner 2007]
Kaner, S., Lind, L., Toldi, C., Fisk, S., Berger, D. (2007)
Facilitator's Guide to Participatory Decision-Making,
2nd edition
San Francisco: Jossey-Bass

[Liedtka, Ogilvie 2011]
Liedtka, J., Ogilvie, T. (2011) Designing for Growth
New York: Columbia University Press

[Martin 2009]
Martin, R. (2009), The Design of Business: Why Design
Thinking Is The Next Competitive Advantage,
Boston: Harvard Business Press

[Rapaille 2006]
Rapaille, C. (2006) The Culture Code - An Ingenious Way
to Understand Why People Around the World Live and
Buy as They Do
New York: Broadway Books

[Rosenfeld, Morville 2007]
Rosenfeld, L. and Morville, P. (2007) Information
Architecture for the World Wide Web: Designing Large-
Scale Web Sites, 3rd edition
Sebastopol O'Reilly

[Stickdorn, Schneider 2010]
Stickdorn, M. and Schneider, J. (2010) This is Service
Design Thinking

[Unger, Chandler 2009]
Unger, R. and Chandler, C. (2009) A Project Guide to UX
Design: For user experience designers in the field or in
the making
Berkeley: New Riders

[Viladás 2011]
Viladás, X, (2001) Design at Your Service
Barcelona: Index Books

ARTICLES

[www.jmorganmarketing.com]
www.jmorganmarketing.com/do-companies-need-jive-
software/

[Springer, 2010]
books.google.dk/books/about/The_Psychology_of_
Global_Mobility.html?id=9d1_5EHa8yIC&redir_esc=y (
book "The Psychology of Global Mobility")

[Clark 2011]
http://icould.com/article/what-is-a-global-mobility-
specialist/ (May 11, 2011 / Author: Natascha Clark)

[Schybergson, 2012]
Olof Schybergson, What The 3 Stages Of Love Teach You
About Crafting Great Services
www.fastcodesign.com/1669616/what-the-3-stages-of-
love-teach-you-about-crafting-great-services

[Young, 2011]
chronicle.com/article/Is-There-a-Perfect-
Personality/126964/

[www.agsmovers.com]
http://www.agsmovers.com/culture-
shock#honeymoon-phase

[Tollestrup, 2005]
Visionsbaseret Model - det metodiste aspekt
Pandoras Box, 2005, Aalborg Universitet

[Vestergaard, 2010] (Vibeke Vestergaard, Berlingske
Business Ledelse) http://www.business.dk/ledelse/
udstationeringens-bagside

[Sanders, 2002]
Sanders, "From User-Centered to Participatory Design
Approaches" article in "In Design and the Social
Sciences", J. Frascara (Ed.), Taylor & Francis Books
Limited, 2002

STUDIES

[Permits Foundation, 2008]
www.permitsfoundation.com/docs/permits_survey_summary.pdf

Hilary Cottam & Charles Leadbeater (2004) in Co-Creating Services
http://www.designcouncil.org.uk/Documents/Documents/Publications/RED%20Paper%2001_Design_Council.pdf

CONFERENCE PRESENTATIONS

[Buchanan 2011]
Buchanan, R. 2011, Service Design as Social Communication: Residual, Dominant, and Emergent Practices, SDN Conference 2011, San Francisco 20-21 October 2011

[Hegeman, 2011]
THIS IS SERVICE DESIGN - a service design crash course
Jared Cole | Jamin Hegeman
August 24, 2011 UX Week San Francisco
www.slideshare.net/jaminhegeman

WEB

[www.xing.com]
www.xing.com/net/globalmobility
[www.google.com/adplanner/static/top1000]
[www.webpronews.com]
[www.themigroup.com]
http://www.themigroup.com/publicsite/en/About-TheMIGroup-321.aspx
[www.themigroup.com Assignment]
www.themigroup.com/publicsite/en/International-Relocations--Assignment-Management-337.aspx)
[www.themigroup.com Internation Relocation]
http://www.themigroup.com/publicsite/en/International-relocation-and-moving-companies-337.aspx
[www.themigroup.com Household moving]
http://www.themigroup.com/publicsite/en/long-distance-household-moving-companies-and-storage-601.aspx
[www.sirva.com]
[www.cartus.com]
[www.catenon.com]
http://www.catenon.com/inversores/pdf/Global_talent_mobility.pdf
[www.livingabroad.com]
[www.InterNations.org]
[www.InterNations.org/about/InterNations]
[www.travelpod.com]
[www.googleplaces]
http://places.google.com/rate?q=restaurants&force=2
[www.Linkedin.com]

[www.Facebook.com]
[www.foursquare.com]
[www.Tripadvisor.com]
[www.elitedaters.com]
[www.yelp.com]
[www.flickr.com]
[www.songkick.com]
[www.ticketmaster.com]
[www.stubhub.com]
[www.flixster.com]
[www.scoutmob.com]
[www.tiltool.com]
http://www.tiltool.com/?p=23
[www.imercer.com] http://www.imercer.com/uploads/Europe/pdfs/Brochures/global_mobility_brochure_dg_final_web_with_bookmarks.pdf
[www.freemium.org]

ILLUSTRATIONS

All photos are that are not self-own are gathered from www.compfight.com through their search function of open rights to creative commons.

APPENDIX OVERVIEW

*THE APPENDIX MATERIAL CAN BE FOUND ON
THE ENCLOSED CD*

PROJECT RESUMÉ
(DANISH)

Research In Motion (RIM) tilbyder på nuværende tidspunkt internationale expatriates store generøse relokeringspakker som support til deres relokering til nye lokationer. Til trods for firmaets støtte kan en familie der ikke er faldet til i de nye omgivelser have store koncekvenser for firmaet. Effektivitets niveauet for en medarbejder kan forekomme lavere og some tider går det så vidt at medarbejderen vælger at forlade firmaet på baggrund af familiens mangel på integrering i det nye lokalsamfund.

Indsigt fra research foreslår, at den nuværende mangel på familie støtte fører til at familien har vanskeligheder med at falde til i det nye lokalsamfund, hvilket medfører at den nyansatte har svært ved at falde til på jobbet. Som følge af disse tilstande er familien mere tilbøjelig til at forlade jobbet og RIM.

Ved at tilbyde familien støtte undervejs i deres relokeringsprocess foruden den praktiske assistance kan RIM formindske risikoen for en forhøjet medarbejder udskriftning forårsaget af den medarbejder stress som er skabt som følge af at medarbejdernes familie ikke er assimileret.

Ydermere bør denne mulighed for at formindske riskoen for forhøjet medarbejder udskriftning kommunikeres til RIM igennem deres nuværende relokerings service udbyder for at telekommunikationsfirmaet kan indse behovet for at støtte de relokerede familier i at blive integreret i deres nye lokalsamfund.

Igennem en række af research og faciliteringssessioner har Melgaard og Ofenstein designet et service concept der kan være med til at forebygge at de relokerede familier oplever problemer med assimilering i deres nye lokalsamfund. Denne service vil fungere som supplement til den eksisterende praktiske relokeringssupport.