

A Work Project, presented as part of the requirements for the Award of a Masters
Degree in Management from the NOVA – School of Business and Economics

**“PORTUGAL AS A COUNTRY EXPORTING TALENT: IMAGE OF YOUNG HIGH-
SKILLED PORTUGUESE PEOPLE WORKING OUTSIDE PORTUGAL”**

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Abstract

Portugal is the third country of the seventeen European countries with the highest unemployment rate and one of the three with the highest increases in the current years (Eurostat, 2013). The purpose of this thesis is to understand the image of young high-skilled Portuguese people working outside their country-of-origin and how this image can be improved in order to increase the opportunities of having a successful career abroad, as Portugal cannot currently offer those opportunities.

We conducted a marketing research study targeting high-skilled Portuguese people working abroad (HSPWA), organized in two phases: 1) a pilot study and 2) a questionnaire with open-ended questions on 65 HSPWA. The main conclusions are:

a) the initial image of young high-skilled Portuguese workers is not very good, partially because of the country-of-origin (COO) effect;

b) because expectations are low and performance is higher than expected, HSPWA are able to inverse the initial perception and “erase” the COO effect.

Keywords: Image, high-skilled Portuguese people working abroad (HSPWA), country-of-origin (COO).

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1. Introduction

The original aim of this thesis was to develop a country brand strategy for Portugal. The project was to be developed with my colleague Rita Nascimento, in collaboration with Bloom Consulting, a strategy consulting firm specialized in country and place branding. However, several problems occurred and the lack of feedback given by the company made it impossible to carry out the initial project. To overcome this problem, we requested the support of Nova School of Business and Economics and this new project, more focused, went ahead.

Portugal is the third country of the seventeen European countries with the highest unemployment rate, and one of the three with the highest increases, from 14,8% to 17,5% between December 2011 and December 2012 (Eurostat, 2013). This impact is higher in some age groups, such as in young people (20-24 years) looking for their first job.

Within this context, working abroad became a serious option for high-skilled Portuguese graduates. In fact, in 2011 the number of people that left the country increased 85% comparing to 2010, and the age group with the highest leaving rate was between 25 and 29 years (INE, 2013).

The prime aim of this thesis is to understand the image of HSPWA and to explore what can be done to increase their chance of being perceived as quality professionals. In a pilot study, we first conducted a marketing research study targeting HSPWA, as well as international recruiters. Due to the huge difficulty of interviewing recruitment managers/directors in human resources departments abroad, we decided, in accordance with my advisor, to explore the point-of-view of Portuguese employees who are working outside Portugal, and infer from their perception and experiences:

- 1) the image that they carry with a “Made in Portugal” label;

- 2) whether this image is evolving;
- 3) whether they have contributed to changing this image.

My objectives through this analysis are:

- to look at how high-skilled Portuguese workers are perceived abroad;
- to understand if their performance impacted the image that their company/institution where they currently work, has of them;
- to explore if the perceptions that human resources departments/directors have of jobseekers, depend on COO;
- and finally, to explore possible strategies to improve the image of HSPWA.

From the pilot study referred earlier, mainly from the in-depth interviews, we identified a list of assumptions used in the 2nd phase, a questionnaire with open-ended questions on 65 HSPWA.

The work project report is organized as follows: first, we present a literature review aimed at exploring the concept of country-of-origin and its influence on consumers' perceptions and beliefs; second, we transpose the country-of-origin effect on Portuguese people working abroad; and third, we present the marketing research process and the main results. Finally, we provide some recommendations on possible strategies to improve awareness as well as the image of HSPWA.

2. Theoretical background and research hypothesis

2.1 Background on Country-of-origin (COO)

COO definition: The first empirical study of the influence of COO in consumer perceptions on products was conducted in 1965 by Schooler (Roth and Diamantopoulos, 2008). The COO construct is based on the idea that people connect stereotypical

perceptions of countries (Nagashima, 1979, 1977; Maheswaran, 1994) to other people, products, brands, goods and services from those countries (Balabanis, Mueller and Melewar, 2002). Indeed, the COO effect is directly related to consumers' feelings and perceptions about countries, their perceived quality, their image associations attached to the label "Made in".(Lazzari, Basso, Trevisan, Visentini and Slongo, 2012).

COO impact on people perceptions: As Papadopoulos and Heslop (2002) summarized, “national and other place images are powerful stereotypes that influence behavior in all types of target markets”. Product images are related with global country images, weaker or stronger images but are related in some part and these COO images can change over time, slowly or quickly as a result of intervening events.

After a thorough review of the literature on the impact that the COO label can have on people's perceptions, the main conclusions that we consider important to this study are:

- in general, when individuals have no experience of the product but have a broad image of the country, it is believed that a “halo effect” exists. This means that a positive country image will create a positive “halo effect” for products whereas a negative country image will lead to a “black cloud” effect, a negative effect for products from this country (Lazzari et al, 2012);

- it was found in social stereotyping that “direct contact with a country can result in more objective evaluations of the country and eliminate the emergence of ‘faulty inferences’”, hence country image is more likely to have a direct effect on consumers' attitudes towards a product from an unfamiliar country than from one that they already know (Balabanis et al., 2002; Han, 1990);

Looking also to consumer behavior, as Olivier (1980) has shown, consumers form expectations about a product before purchase, and after purchase and usage, they

compare the real performance levels to expectations levels “using a better-than, worse-than heuristic” approach. Their judgment after the purchase can be divided into three types: (1) a negative disconfirmation if the product is worse than expected, (2) a simple confirmation if it is as expected or (3) a positive disconfirmation. More important to my research is the belief that “the delight of a positive disconfirmation enhances a satisfaction judgment”, which can be considered an advantage if we transpose the COO theory to HSPWA, an idea that we develop afterwards. (Oliver and DeSarbo, 1988)

2.2 The case of Portugal

Due to the financial crisis, the image that Portugal transmits to other countries is increasingly tarnished. Besides this negative country image, the following issue needs to be addressed: instead of “replacing the fragmental method with a coordinated approach” (Moilanen and Rainisto, 2009) as country brand experts argue, the image that Portugal projects to other countries is not clear, and it is possible to identify at least three main problems:

1) Portugal brand communication strategies have varied considerably during the past decades, it being one of the countries with more divergent advertising campaigns on the country¹ (Murraças, 2008);

2) Portugal has been using two different advertising campaigns, one for tourism and another for trade, that do not converge and have a lack of articulation (Marques, Ribeiro, Mendes and Vaz, Lisbon MBA presentation, Brand Management class, 2012);

3) Messages sent through tourism advertising campaigns have a negative effect on trade image and vice versa (Bloom Consulting, 2012).

¹ For the sum-up of Portugal Communication Strategies of the last decade see Appendix 1.

It is indeed possible to find some Portuguese companies that try to perform internationally without a “Made in Portugal” label on their products because they recognize that this label interferes with their success abroad. For example, *Renova* “does not emphasize its Portuguese roots and is seen as Portuguese in Portugal, Spanish in Spain and French in France” (Marques et al., 2012); or *Siscog*, a Portuguese software company considered that “the Portuguese image abroad was quite poor as far as IT was concerned, raising suspicions about the quality of the solution proposed by SISCOG” (Deloitte case-study, 2006).

However, this idea of low expectations of Portuguese products, services and people could possibly be used as an advantage for HSPWA. As presented in the literature review, if the product is better than expected, satisfaction is higher. In this sense, low expectations regarding high-skilled Portuguese workers could be considered an opportunity if they manage to inverse the initial image.

At present, there is a great external demand for Portuguese professionals. In the consulting area, the Portuguese are classified as people with great flexibility in their approach to business, with immense cultural adaptability and who are also known as people with the ability to learn different languages (in Visão, 2012). Moreover, Portuguese nurses are also well-known overseas, recognized as excellent professionals who are well-trained and with great adaptability to environments in other countries.

The following research is to identify the current image of HSPWA, based on the principle that a “halo effect” exists, and that people have a broad image of high-skilled Portuguese people, which depends on the image of Portugal. Our assumptions are that low expectations lead to higher satisfaction with positive results, so the higher entry barriers caused by negative stereotypes can possibly lead to a positive image after a first

positive experience. Additionally, a higher level of exposure to high-skilled Portuguese workers can reduce the gap between expectations and perceptions abroad.

3. Market Research

3.1 1st phase: Pilot study

During the winter semester in 2012, Rita and I conducted a pilot study. This pilot study included a qualitative analysis and a questionnaire with open-ended questions administrated online.

Qualitative: We used a direct approach in our exploratory analysis. We conducted in-depth interviews of 5 HSPWA and 3 people from international companies responsible for recruiting in the company where they were working². The two different interview guides were previously developed taking each target market into consideration³.

The interviews with the high-skilled Portuguese workers and recruiters were previously scheduled and done via Skype, on a one-to-one basis, lasting about 30 minutes and were recorded with the interviewees' permission.

Open-ended questionnaire: The first online questionnaire was conducted in Portugal during November 2012. We used a cross-sectional method, a structured online questionnaire with open-ended questions presented to a universe of HSPWA⁴. The data was collected from the 89 workers who replied but only 50 surveys were completed and therefore valid for analytical purposes.

We faced important limitations in these studies: 1) first of all, it was very difficult interview international recruiters. We tried to get in contact with more recruiters but it

² See Appendix 2 – B) Respondents' profile

³ See Appendix 2 – A) Interviews' guide

⁴ See Appendix 2 - D) 1st online questionnaire (November/2012)

was quite impossible to have more responses in a short time; 2) moreover, our quantitative analysis was also limited as few people answered the online questionnaire (50 valid responses for analytical purposes out of 89), and those that did were not very clear on their opinion. The majority of them chose 3 in a five-point Likert scale ranging from 1 (not apply at all) to 5 (totally apply) or did not answer the open-ended questions at all.

Therefore, I decided in accordance with my advisor to use only the insights from the qualitative research, mainly for the in-depth interviews with the HSPWA.

Main conclusions/assumptions from the pilot study: Throughout this section we present the main insights gained from the pilot study based on the qualitative research, used as assumptions in the 2nd phase of the research⁵.

From the point of view of the HSPWA as well as the few recruiters, the main insights are:

- The Portuguese *a priori* do not have great competitive advantages as regards recruiting;
- The main strengths of a Portuguese worker are: high adaptability, good communication skills, a command of several foreign languages, as well as being considered hard and dedicated workers;
- The main weaknesses are: some organization (timeline organization for example) and punctuality problems, as well as some tendency to rely on others to solve problems instead of taking initiatives themselves;
- Recruiters can use nationality as a signal for different characteristics in each individual but the more information is collected, the lower the correlation

⁵ See Appendix 2 – C) Outputs from in-depth interviews

between nationality and individual characteristics. International organizations are used to deal with different nationalities, hence it is not the Portuguese nationality that labels the employee;

- Positive experiences with Portuguese employees can represent an advantage in terms of recruitment;

3.2 2nd phase: Quantitative questionnaire with open-ended questions

This research study was conducted during March/April 2013⁶. For this research, the universe was composed of Portuguese people who have a high level of education, which means that they needed to have at least a bachelor degree from a Portuguese University. We considered a good educational background to be a filter because we want to study Portugal as a source of talent.

Moreover, we tried to diversify the universe of HSPW by including people currently working in different countries. It was necessary to ensure this, since different cultures lead to different views on Portugal and Portuguese people.

Data collection: For this research we used a non-probability sampling technique, a snowball sampling through social networks and with the help of Nova SBE alumni office, through its LinkedIn groups of alumni.

Among the 92 people contacted, the data was collected from the 65 high-skilled Portuguese workers who replied and have completed the survey so the responses are valid for analytical purposes.

3.3 Research Results

In the first part of this section, part A, we present the profile of the high-skilled workers that answered the online questionnaire, the process involved in their decision, when

⁶ See Appendix 3 – A) 2nd online questionnaire

they decided to leave the country and how long they are working outside Portugal.

After that, in section B, we evaluate HSPW main reasons to go abroad. Then, in section C the focus is to understand HSPWA current opinion about the image that they carry with a “Made in Portugal” label in the first exposure in a different country, whether they contributed to change this initial image during their period working abroad, the perceived characteristics of high-skilled Portuguese workers, as well as how Portuguese high-skilled workers can be compared to other nationalities.

Finally, in the last section D we present the main recommendations regarding these issues provided by the respondents.

A- HIGH-SKILLED PORTUGUESE WORKERS PROFILE

The sample is composed by high-skilled Portuguese people working in different countries in Europe, North America, South America and Africa, with different backgrounds of education⁷.

The majority of the respondents have been working outside Portugal for 3 years or less (47 out of 65). This is in part related to the fact that large part of the respondents are relatively young with less than 30 years (41 out of 54), Portuguese workers that take part of the brain drain of the current years. Moreover, I bear in mind that these Portuguese workers left the country in a different period from the other ones. These people left the country during or after the rescue plan imposed by FMI, ECB and European Commission (2011), a period in which the image that Portugal transmits to the other countries became increasingly tarnished.

Moreover, the majority of them left the country after graduation or 1 to 3 years after (45 out of 65), some with the help of their Universities (26 out of 64) or by their own.

⁷ See Appendix 3 – B) Respondents’ profile

Figure 1 – Country where you currently work:

Europe	Africa	North America	South America
United Kingdom: 17	Mozambique: 2	United States of	Brazil: 4
Belgium: 5	Angola: 1	America: 3	
Spain: 5	South Africa: 1		
Switzerland: 4			
Germany: 2			
France: 2			
Finland: 1			
Denmark: 1			
Netherlands: 1			
Sweden: 1			
n=50 (76,92% of the sample)			

Figure 2 – How long have you been working abroad?

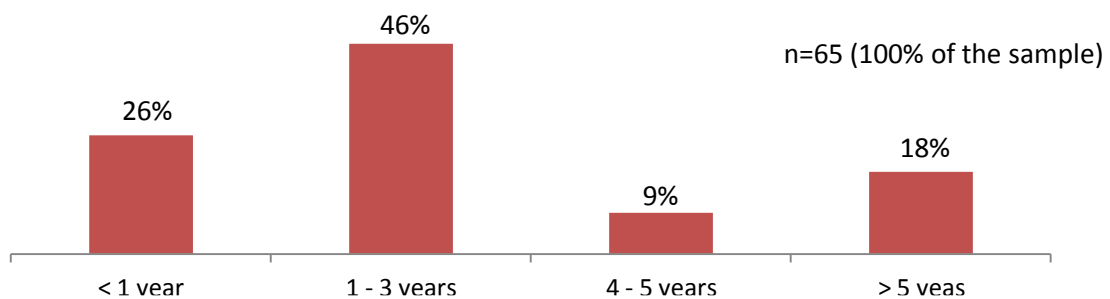
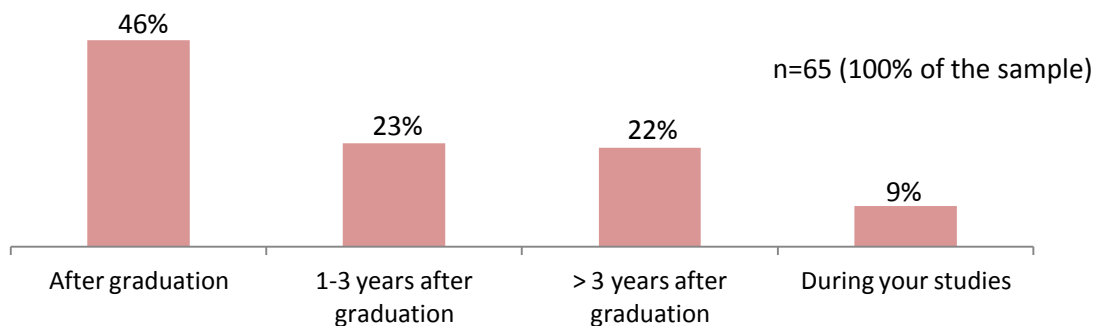


Figure 3 – When did you leave Portugal?



B- REASONS TO GO ABROAD

The results show that high-skilled people go abroad mainly due to the lack of opportunities in Portugal, as well as the lack of recognition of the country of high-skilled professionals.

Pilot study output: “conhecer um país diferente,...conhecer *hábitos profissionais diferentes* e também porque *o estrangeiro atualmente tem muito mais oportunidades profissionais do que propriamente Portugal.*” (28 years, with a PhD in Economics, working in S.Paulo)

“Situação portuguesa era muito difícil ... concorri internacionalmente para aumentar a oferta”(30 years, with a PhD in Economics, working in Italy)

2nd phase questionnaire output:

Figure 4 – Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the following reasons to go abroad apply/applied to your personal situation.

Questionnaire answer	Mean	Mode	Std. Dev.	n=
6. Higher financial conditions	4.03	5	1.06	62
5. Greater job supply	3.97	5	0.96	62
4. Relevance of international experience in your CV	3.95	5	1.04	63
3. Lack of opportunities in Portugal	3.87	5	1.18	63

n= 62 (95,4% of the sample)

n= 63 (96,9% of the sample)

I tried to understand if there is any relationship between the period when they left the country (after the rescue plan or before) and their reasons to go abroad. To provide this analysis I regrouped data from the question “How long have you been working abroad?” and created 2 different periods: (1) before the rescue plan in Portugal (the one who selected 4 to 5 years and more than 5 years) and (2) after the rescue plan (the ones who are working abroad for less than 3 years). Moreover, I regrouped also data from question “Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the following reasons to go abroad apply/applied to your personal situation.” from an interval scale to a nominal scale. I created 2 different groups: (A) **not applied** (the ones who selected 1 or 2 in the likert scale) and (B) **applied** (the ones who selected 3, 4 or 5 in the linker scale). No statistical evidence was found to support this idea.⁸

I conducted also a factorial analysis on this question. The seven variables were reduced to two factors:

⁸ See Appendix 3-C) Statistical test 1

Figure 5 – Factors for possible reasons to go abroad

Factor	Factor interpretation	Variables included in the factor	% of variance explained
1	Professional development	Greater job supply Lack of opportunities in Portugal Higher financial conditions	32,03%
2	Personel development	Experience different working habits and cultures Get in contact with different cultures Personal reasons	31,39%

C- PERCEPTION ABOUT PORTUGUESE HIGH-SKILLED WORKERS

From the in-depth interviews and the 2nd phase questionnaire, the main idea is that HSPWA do not spontaneous recognize that the image they carry out with the “Made in Portugal” label is not very good. In fact, several insights from our research show that the COO effect of Portugal is damaging the initial image that they gave to recruiters. However, because expectations are low they manage to change this initial image through their high performance.

C.1 –Perception of recruiters opinion at the first exposure

Both in the pilot study and in the questionnaire in 2nd phase, when asked directly about the image of HSPWA, respondents do not admit that Portuguese people are less well-viewed then people from other countries.

Pilot study output: *Opinião dos Portugueses fora de Portugal é melhor do que a opinião que os Portugueses acham dentro de Portugal” (37 years, PhD in Economics, working in United Kingdom)*

“No caso concreto do BCE eu sei que os portugueses são bem vistos e nunca houve assim uma desilusão. As pessoas vão bem preparadas e vão motivadas para trabalhar, dedicam-se aquilo que estão a fazer.” (28 years, Master in Economics, working in Germany)

2nd phase questionnaire output:

Figure 6 –Going back to your first exposure to the company/institution where you currently work, could you please tell me, in a scale from 1- Not apply at all to 5- Totally

apply, how the following ideas apply to the perception that recruiters had about high-skilled Portuguese people at that time.

Questionnaire answer	Mean	Mode	Std. Dev.	n=
1. They had a good perception about Portuguese high-skilled workers.	3.44	3	1.10	63
3. They have no awareness about Portuguese workers.	2.32	1	1.21	47
2. The expectations related to Portuguese workers were low.	2.06	1	1.05	53

n= 63 (96,9% of the sample)

n= 47 (72,3% of the sample)

n= 53 (81,5% of the sample)

I tried to understand if there is any influence of the period when they left the country (after the rescue plan or before) and their opinion about the image of HSPW, but no statistical evidence was found to support this idea⁹.

C.2 – Impact of the performance on recruiters image

In fact, when asked if they consider that their performance impacted the image that recruiters have on HSPWA, it is clear that they agree with that (43 responses out of 55). As we can see, respondents are aware that they contribute in part to change the initial image about HSPW, which indicates that maybe that image is not so good as they said when asked about that before. They admit that after a first positive exposure the image of a high-skilled Portuguese worker is better.

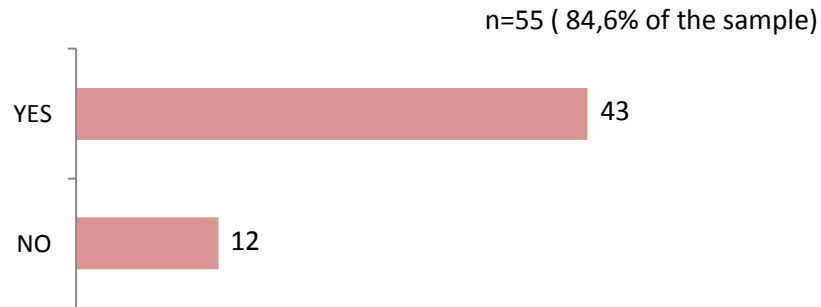
Pilot study output: *“O que eu acho que realmente marca a diferença é quando já se receberam pessoas de uma certa universidade, às vezes até de uma certa nacionalidade o que é sem duvida uma generalização muito grande, e essas pessoas trouxeram resultados positivos”* (28 years, Master in Economics, working in Germany)

“A imagem que as pessoas têm dos portugueses depende muito da interação que têm com os trabalhadores atuais e do passado, se estas foram boas é natural que a imagem seja boa.” (37 years, PhD in Economics, working in United Kingdom)

⁹ See Appendix 3 – C) Statistical test 3

2nd phase questionnaire output:

Figure 7 – Would you say that your performance impacted the image that the company/institution (+ recruiters) where you are currently working with has on Portuguese high-skilled people working abroad?



I tried to understand if there is any relationship between the period when they left the country (after the rescue plan or before) and their opinion about the impact that their performance have on company/institutions opinion about HSPW, if they help and change it or not, but no statistical evidence was found to support this idea.¹⁰

In fact, when asked in an open-end question about why they consider that their performance impacted the image of HSPW, the respondents three main ideas were:

1st) Recruiters had a broad image about HSPW at the first exposure, and that broad image was not positive.

“Employers had a wrong perception as a starting point.” (Analyst, UK)

“they associate unconsciously some of those characteristics with nationality” (Management, 25–30 years)

“because I have exceeded their expectations in terms of preparedness and professionalism” (Consultant, UK)

2nd) A positive exposure to a high-skilled Portuguese worker (respondents) changed the image that recruiters have about the Portuguese.

“I am the first Portuguese to work there, and they seem relatively pleased.” (Researcher, USA)

¹⁰ See Appendix 3 - C) Statistical test 5

“There were few high-skilled Portuguese people when I arrived. Being one of the first causes an impact on the way the firm perceives our skills.”(Analyst, Brazil)

“It showed them that we are a very high-skilled professionals and that we are more knowledgeable than the average.”(Nurse, UK)

3rd) The image of high-skilled Portuguese workers were already good since the company have already recruited Portuguese people.

“All companies I've worked for did at some point recruited Portuguese people and were not negatively biased by it.” (Engineer, UK)

“they have already worked with Portuguese workers so their image was already good” (Business, Brazil)

C.3 – Perceived characteristics of high-skilled Portuguese workers

During the pilot study in-depth interviews, high-skilled workers highlighted the great command of several foreign languages of the Portuguese workers as well as their high adaptability and communication skills. As we can see below, this is validated by the 2nd phase of research.

For the respondents, a high-skilled Portuguese worker is a multilingual individual (average rate of 3.97 in a Likert scale from 1-not apply at all to 5-totally apply), with high social/cultural integration (average rate of 3.94) and well prepared to embrace the global world (average rate of 3.86).

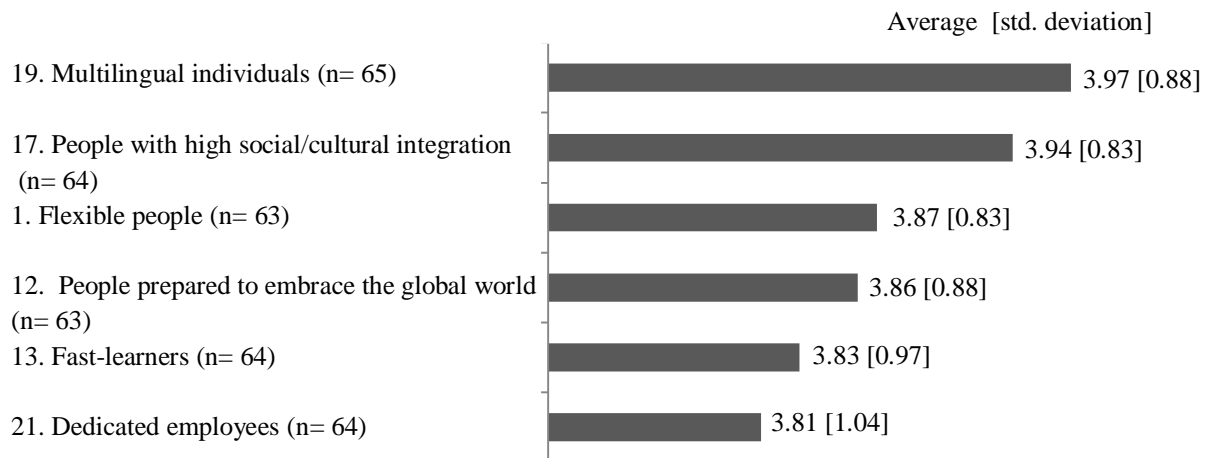
Pilot study output: *“Capacidade de adaptação, capacidade de comunicação e capacidade de trabalho são pontos fortes ... eu acho que o português atual, pelo menos a parte mais jovem tem uma ótima capacidade de aprender línguas” (28 years, with a PhD in Economics, working in S.Paulo)*

“O português é uma pessoa muito aberta ao exterior e que sabe falar muitas línguas ..., e é uma pessoa que realmente se adapta bem em ambiente internacionais.” (30 years, with a PhD in Economics, working in Italy)

2nd phase questionnaire output:

Figure 8 – Based on your personal experience, please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether these characteristics apply to the image that

foreign companies, institutions and recruiters have of high-skilled Portuguese people working in the country where you are currently working.



I conducted a factorial analysis¹¹ and the twenty-one variables on possible strengths and weaknesses of high-skilled Portuguese workers were reduced to the four factors presented below.

Figure 9 – Factors for possible characteristics of high-skilled Portuguese workers

Factor	Factor interpretation	% of variance explained
1	People prepared to embrace the global world, with high-communication skills, fast-learners and problem-solvers prepared to compete with the other nationalities.	34.41%
2	Lazy people with some organization and punctuality problems.	21.27%
3	Conflictual and individualistic workers.	10.67%
4	Ambitious employees, hard-workers.	8.86%

C.4 – The high-skilled Portuguese workers compared to other nationalities

Respondents do not consider that the image of HSPW is better than other countries high-skilled workers image. The score is always less than three so could be implicit considered that the others are better. For example, they clearly show that the image of a Germany high-skilled worker is better than a Portuguese worker.

¹¹ See Appendix 3-C) Statistical test 4

Pilot study output: *“Por exemplo, os italianos simplesmente não sabem falar inglês e nós temos um conhecimento de línguas e uma abertura internacional muito grande” (30 years, with a PhD in Economics, working in Italy)*

“um recrutador que vê um português e que vê um curriculum da Alemanha, ou de outro país mais desenvolvido irá escolher esse país em detrimento de Portugal.” (28 years, with a PhD in Economics, working in S.Paulo)

2nd phase questionnaire output:

Figure 10 – Based on your personal experience, could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, your opinion about the above sentences related to the way companies/institutions/recruiters operating in the country where you are currently working perceive high skilled foreign people.

Questionnaire answer	Mean	Mode	Std. Dev.	n=
1. The image of a high-skilled Portuguese worker is better than the image of a high-skilled Spanish worker.	2.77	4	1.25	47
4. The image of a high-skilled Portuguese worker is better than the image of a high-skilled Chinese worker.	2.74	3	1.26	47
3. The image of a high-skilled Portuguese worker is better than the image of a high-skilled Italian worker.	2.70	3	1.20	47
2. The image of a high-skilled Portuguese worker is better than the image of a high-skilled American worker.	1.93	1	1.01	45
5. The image of a high-skilled Portuguese worker is better than the image of a high-skilled German worker.	1.79	1	0.91	43

D- RECOMMENDATIONS TO IMPROVE THE IMAGE OF A HIGH-SKILLED PORTUGUESE WORKER

To the open-ended question: *Imagine two possible strategies to increase Portuguese high-skilled people image abroad. One would be a National Strategy managed by the Portuguese Government in order to improve Talent Image and the other would be a Local Strategy managed by each University to improve its students image. What would you recommend regarding this issue?*, respondents suggest the following recommendations:

→ **The key is the quality of education** since “high-quality leads to high-skilled professionals” (referred by 8 out of 30 valid responses¹²);

“the key is the quality of the education. High-quality education leads to high-quality professionals. It is important to stress that a good education has to be comprehensive, focusing on the core subject of the degree but also stimulating soft-skills like team-work, communication skills, etc.” (Economist, Germany)

“If the education is good, the results will be good. Focus on the process and the results will come with it.” (Administrator, UK)

→ **Improve Universities visibility abroad as well as success Portuguese cases,** because the greater the communication and promotion of our high-skilled individuals quality, the better (referred by 11 out of 30 valid responses);

“The universities could let other countries know what and how we study, and that we are taken in a very high training quality.” (Nurse, UK)

“in France, the country I work in, the perception of the skill of the worker comes more from in which University he studied, not from his country of origin.” (Head of Business Development, France)

→ **Develop closer relations between Universities and foreign companies** in a way that students get in contact with different environments during their studies and companies start recognizing high-skilled Portuguese work (referred by 4 out of 30 valid responses).

“develop closer relations with foreign companies, creating summer internships opportunities abroad rather than being so local market oriented.” (Planning manager, Spain)

“create partnerships e.g. agreements to exchange interns and give them training prior to the work abroad.” (Investment Graduate, UK)

→ There is no need for special strategies, **what really makes the difference is the attitude of those Portuguese who are working abroad.** (referred by 4 out of 30 valid responses)

¹² The total responses were 55 but many of them were not clear and useful.

“There is no need for special strategies. What makes the difference is the attitude of those Portuguese who work abroad.” (background in Management, Germany)

“The only thing that can change or increase the image is the performance of current emigrants” (Banking, Spain)

4. Main conclusions and Limitations

First of all, it is important to highlight that through this study we try to infer from the HSPWA the opinion of international recruiters about Portuguese jobseekers, which is clearly a limitation. This option was taken in accordance with my advisor due to the huge difficulty in interviewing human resources directors/departments in foreign countries.

This project led to the main conclusions:

- ❖ **Before the first exposure to young HSPW the image is not very good, partially because of the COO effect.** Also the respondents do not spontaneously recognize this idea, we are able to infer it from several insights given by them, during the two phases of the research. The increasingly negative information evolving the country are damaging the image of HSPW, creating a negative “broad image” before the first contact;
- ❖ **Because expectations are low and performance is high, HSPWA are able to inverse the initial perception and “erase” the COO effect.** The majority of the respondents (43 respondents out of 55) reveal that their performance abroad were crucial to change recruiters perception about Portuguese high-skilled workers.
- ❖ After a first experience with a HSPW, the perceived **main characteristics** that were stressed out are: 1) the **great command of several foreign languages** (average rate of 3.97 in a likert scale from 1- not apply at all to 5- totally apply),

2) **high social/cultural integration** (average rate of 3.94) and 3) **flexibility and high preparation to embrace the global world** (average rate of 3.87 and 3.86, respectively).

In what regards possible strategies to improve the image of the high-skilled Portuguese abroad, it is clear that what makes the difference is the attitude of those who are working abroad: if their performance exceed expectations they encourage the recruitment of more young high-skilled Portuguese people.

Respondents also suggest that Portugal should improve its visibility abroad in what regards national universities quality. Nowadays higher education institutions are engaged in actions to rise the position in global rankings which will impact the visibility. Better the information and the communication related to higher education and training given by the Portuguese universities, better the image of the young high-skilled Portuguese people looking for an opportunity abroad.

Finally, these main conclusions confirm the literature review presented in the beginning. In fact, when recruiters have no experience with young high-skilled Portuguese workers the initial “broad image” is not very good, and after a direct contact with them it completely change. Because expectations related to them are low, the delight of a positive disconfirmation enhances the satisfaction judgment, and young high-skilled Portuguese are seen abroad as excellent professionals.

5. Further Developments

Despite the insights given by the research to understand the image of HSPWA, there is still room for further developments. First of all, in this research we tried to infer the opinion of international recruiters about high-skilled Portuguese workers through the

HSPWA, which means that a study conducted to a universe of international recruiters can clearly improve the results validity.

Moreover, it would be relevant to segment the international recruiters by regions, countries, and all sectors. This segmentation process was not possible for this research due to the lack of time and limited number of responses, but a deeper analysis comparing the image between different regions could be important to understand if the HSPWA have any competitive advantage in any region or if their image is different in certain countries.

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1- Literature Review

- Portugal Communication Strategies

Last decades	In the past, Portugal made an effort to ensure that the country was positioned as a quality destination, unique and distinct (with its own culture, heritage, luxury resorts, nautical sports,...)
90's	In 1992, The <i>José de Guimarães</i> symbol was designed by one of the best artists in Portugal. This was the first symbol created to represent Portugal worldwide, which was extended to all economic promotion of the country. The project was developed by Wolff Olins Consulting, and named "Portugal, when the Atlantic meets Europe".
2003-04	2003: All efforts were concentrated on Euro 2004 promotion - "The extra time is the best time of the Game". 2004: The Tourism Brand was rebranded and relaunched, again a project developed by Wolf Olins Consulting. The <i>José de Guimarães</i> symbol was stylized and Portugal's position changed. From that time on, Portugal wanted to be recognized abroad for its diversity of offers in a small area, stressing its differentiation instead of quality.
2005	Over 5 years a project was developed to highlight the Portuguese Economic Brand. Around 1999, Portugal was already perceived as a tourism country so the economic side was the new focus of efforts. In the beginning of 2003, the Future Brand developed the new Portuguese Economic Brand – Portugal Trade - to promote differentiation in different economic sectors (Innovation, shoe industry, culture, design, fashion). In association with this new project, the Ministry of Economy requested a study developed by the Boston Consulting Group about the importance of the creation of Portuguese brands for Portuguese economic growth as well as economic survival of Portuguese companies, internally and externally.
2006	In 2006, AICEP – <i>Agência para o Investimento e Comércio Externo Português</i> was born, responsible for investment and economic promotion and the <i>Instituto Português do Turismo</i> was only responsible for tourism promotion.
After 2007	"Portugal Europe's West Coast": an attempt to unify both strategies by presenting Portugal as the European coast. The purpose was to express the emotional values of the North American Coast in a strategic way for Europe – Portugal as the California of Europe. The emotions they wanted to be associated with this new niche segment were the sea, quality of life as well as innovation.

Bloom Consulting, 2012

2- 1st phase: Pilot study

- A) Interview guide

High-skilled Portuguese workers

Agradeço desde já a sua disponibilidade. Como lhe disse no email, eu sou aluna de Mestrado em Gestão da Faculdade de Economia da Universidade Nova de Lisboa e estou a desenvolver a minha tese de mestrado durante este semestre que incide sobre a imagem que os Portugueses altamente qualificados têm fora de Portugal.

Vou-lhe fazer algumas perguntas para perceber como foi o seu percurso, a sua experiência e a opinião que a empresa/instituição onde trabalha tem sobre o trabalhador de nacionalidade Portuguesa.

A entrevista dura aproximadamente 20/30 minutos e se não se importar vai ser gravada.

1. Pode-me falar sobre a sua experiência de trabalhar fora de Portugal?

- O que o levou a ir para fora de Portugal?
- Como foi o processo? Teve algum tipo de ajuda da faculdade onde estudava?
- Há quantos anos trabalha fora de Portugal?

2. Quando se introduz perante um recrutador qual acha ser a entidade que mais usa: a universidade onde estudou ou a sua nacionalidade?

- Como sente que é visto por ser Português?
- Quais acham ser os principais pontos fortes e pontos fracos de um Português?
- Como considera o sistema de ensino pré-universitário/universitário em Portugal?

3. Acha que as equipas de recrutamento vêm Portugal como um país com grandes profissionais? Como acha que Portugal podia melhorar a imagem dos seus trabalhadores altamente qualificados?

A saber: idade, função que ocupa, formação, país onde trabalha.

Recruiters

Agradeço desde já a sua disponibilidade. Como lhe disse no email, eu sou aluna de Mestrado em Gestão da Faculdade de Economia da Universidade Nova de Lisboa e estou a desenvolver a minha tese de mestrado durante este semestre que incide sobre a imagem que os Portugueses altamente qualificados têm fora de Portugal.

Vou-lhe fazer algumas perguntas para perceber a sua opinião sobre o trabalhador de nacionalidade Portuguesa.

A entrevista dura aproximadamente 20/30 minutos e se não se importar vai ser gravada.

1. Alguma vês recrutou um Português? Fale-me um pouco sobre o processo, como chegou ao candidato, se é habitual fazerem eventos de recrutamento em Portugal, se contactam diretamente as faculdades em Portugal, que Universidades costumam contactar.
2. Consideram que Portugal é um fonte de talento?
3. Quais consideram ser os pontos fortes de um trabalhador Português? E os pontos fracos?
4. Como acha que Portugal podia melhorar a imagem dos seus trabalhadores altamente qualificados?

A saber: empresa onde trabalha, função que ocupa, quantos portuguese já recrutou, recrutam para todo o mundo ou através dos escritórios locais?

- B) Respondents' profile

High-skilled Portuguese workers

Age: 28

Gender: Male

Current function: Professor

How long abroad: 1 month

Education: PhD in Economics

Country where currently work: Brazil

Age: 28

Gender: Female

Current function: Economist

How long abroad: 4 years

Education: Master in Economics

Country where currently work: Germany

Age: 37

Gender: Male

Current function: Professor

How long abroad: 1 year

Education: PhD in Economics

Country where currently work: United Kingdom

Age: 30

Gender: Female

Current function: Researcher

How long abroad: 1 year

Education: PhD in Economics

Country where currently work: Italy

Age: 36

Gender: Female

Current function: Researcher

How long abroad: 1 year

Education: PhD in Economics

Country where currently work: France

Recruiters

Company where currently work: Boston Consulting Group

Function: Consultant

Country where currently work: Brazil

How many Portuguese workers recruited:

Company where currently work: Credit Suisse

Function: Human Resources

Country where currently work: Spain/ UK

How many Portuguese workers recruited: 3

Company where currently work: DPDHL Inhouse Consulting GmbH

Function: Consultant

Country where currently work: Germany

How many Portuguese workers recruited: 4

- C) Outputs from the in-depth interviews

High- skilled people sum-up

1. Behavior

Reasons to work abroad:	<ul style="list-style-type: none"> • get in contact with different cultures, different working habits; • other countries offer more opportunities to Portuguese workers than Portugal (PhD opportunities in economics in Portugal are really few); • to increase supply • work in a project more attractive than the one that was working in Portugal; • different conditions.
Process:	<ul style="list-style-type: none"> • NOVA offices does not help so much PhD students, more help from programme directors (recommendation letters, financing support to some interviews and events where important companies appear, networking); • University does not help

2. Image/Perception

General opinion:	<ul style="list-style-type: none"> • Recruiters can use nationality as a signal to different characteristics in each individual but as much information are collected less is the correlation value between nationality and individual characteristics; • Usually people had completed their studies abroad, an PhD abroad or something which quite format people to less Portuguese and a bit international (if PhD where in Portugal maybe the correlation between nationality and characteristics is bigger); • Portuguese highly-skilled people are not bellow other nationalities; • Europeans do not value (are not aware of) Portuguese Universities and maybe people are not recruited to some jobs because exist a link between Portugal and Universities. • Usually, international organizations used to deal with different nationalities so there is not the Portuguese nationality that label the employee; • The level of talent depends on the University where graduate. Maybe in some Universities the level are not so good.
Strengths:	<ul style="list-style-type: none"> • High adaptability; • Good communication skills; • Hard and dedicated workers ; • Great capacity to learn different languages • Able to fulfill deadlines • In general do not cause problems comparing to other nationalities and has good integration capability.
Weaknesses:	<ul style="list-style-type: none"> • some organization (timeline organization) and punctuality problems • lack of habits of exchange and share of ideas with the others, Portuguese people first used to solve problems individually and then ask for help; • tendency to some convenience instead of solve the problems on their own;
Education System:	<ul style="list-style-type: none"> • Students are not well prepared; • Students have lack of critical analysis (pre-university and university students) • Lots of changes in National plans for Education (when governments change, the educational plan change);

	<ul style="list-style-type: none"> • Portugal has very good universities (like NovaSbe) where preparation is very good, have a high level of exigency and not below other European Universities and in terms of content taught maybe is few below other universities; • Some universities are very good and others not; • Quality of education is align with the best in Europe, but maybe in terms of Research is below the others.
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3. Portuguese Brand or University Brand

How recruiters perceive:	<ul style="list-style-type: none"> • Portugal <i>a priori</i> doesn't have great competitive advantage; • After some positive experiences with Portuguese employees, it can represent an advantage in terms of recruitment; • Recruiters are used to deal with different nationalities and know that there are good people everywhere and is not the country or the university that change that, each case is each case. • Portuguese Universities are not known worldwide which can interfere with the educational background that individuals have, if Portuguese Universities are not known, Portuguese's are not considered very good. • Positive image about Portuguese employees
How to improve:	<ul style="list-style-type: none"> • More support in merit situations and in exchanges; • Government and universities should highlight their universities to foreign companies; • More actions like Nova, where Master Thesis can be done in an internship and this could be open to international companies; • More international awards (in pre-university education also). Show quality by publications, awards,.. • Show Portuguese history of international relations, which indicates that a Portuguese is a quite openness individual, with a high adaptability internationally and a huge languages knowledge. (eg. Italians do not speak English) • Having Portuguese universities in the rankings or Portuguese researchers around the world is very important but maybe companies do not perceive this. In addition, it is very difficult to ranking universities from lots of countries and perceive which one is better, the real point of difference are the previous examples of workers from that university.

Recruiters sum-up

How perceive high-skilled Portuguese people in comparison with other nationalities:

- No difference between high-skilled Portuguese people and people of other nationalities;
- Portuguese students seemed to have little less sense for making assumptions, could be given by the lack of internship/ studying abroad experience that leads to lack of experience;
- very good with languages in general, very adaptable and international;

Strengths of high-skilled PORTUGUESE workers:

- Excellent English skills, driven/ ambitious/ reliable people;
- flexibility and theoretical preparation

Weaknesses of high-skilled PORTUGUESE workers:

- Lack of experience/ internships
- soft skills when it comes to speaking up

What would you recommend regarding this issue?

- Include obligatory international stay & internships in curriculum.
- Make the teaching system more practical and create incentives at the companies-level to increase the offer of internships and part-time jobs. Also, more international internships, attract international branches of multinationals to events.

- D) 1st online questionnaire (November/2012)

We are doing a thesis on the image of Portuguese high-skilled people outside Portugal. The purpose of this survey is to understand the perception that foreigners companies/institutions have of Portuguese talent. It will last about 15 min.

We thank you for your time and for your help.

Filters:

F.1. What is your country of origin?

- Portugal (F.2)
- Other (end of survey)

F.2. Are you currently working outside Portugal?

- Yes (F.3)
- No (end of survey)

Questionnaire:

1. What is your level of education?

- *Licenciatura* Pre-Bologna (approximately 5 years of high education)
- *Licenciatura* Post-Bologna (approximately 3 years of high education)
- Master Pre-Bologna
- Master Post-Bologna
- PhD
- Other: _____

2. When did you leave Portugal?

- During your studies
- After graduation
- 1-3 years after graduation
- More than 3 years after graduation

3. Did your University/School/Institution where you studied in Portugal help you in your process to study/work abroad?

- Yes (skip to question 3.1)
- No (skip to question 4)

3.1. Who helped?

- Career Offices
- University (professor, programme director,...)
- Other entity, which one? _____

3.2 How?

- Online job platform
- Job fair
- Companies' presentations and Networking events in University

- Through Mentoring Programme
- Other: _____

4. How long have you been working abroad?

- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- More than 5 years

5. Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the following reasons to go abroad apply/applied to your personal situation.

(1) (2) (3) (4) (5)

1. Get in contact with different cultures
2. Experience different working habits and cultures
3. Lack of opportunities in Portugal
4. Relevance of international experience in your CV
5. Greater job supply
6. Higher financial conditions
7. Personal reasons

6. Based on your personal experience, how do you think recruiters perceive high-skilled Portuguese people in the country where you are currently working?

7. Now I am going to list some possible characteristics of high-skilled people. Based on your personal experience, please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether these characteristics apply to the image that foreign companies, institutions and recruiters have of high-skilled Portuguese people working in the country where you are currently working.

(1) (2) (3) (4) (5)

1. Flexible people
2. People with lack of professional knowledge
3. Hard-workers
4. People that leave everything to the last minute
5. High conflict people
6. People with lack of responsibility
7. Ambitious employees
8. People with lack of punctuality
9. Good team workers
10. Unorganized people
11. Good problem-solvers
12. People prepared to embrace the global world
13. Fast-learners
14. Competitive people

15. Creative people
16. Lazy people
17. People with high social/cultural integration
18. Individualist employees
19. Multilingual individuals
20. People with high communication skills
21. Dedicated employees

8. In a scale from 1 to 5 (where 1 means Not apply at all and 5 Totally apply) and based on your personal experience which characteristics apply to the Portuguese Educational System?

(1) (2) (3) (4) (5)

1. High difference of quality between Portuguese Universities.
2. Low level of exigency compared to other countries' universities.
3. The content taught is very superficial compared to other countries' universities.
4. The soft skills developed during University are very good compared to other countries' universities.
5. The preparation for job market is high
6. Portuguese students have a lack of international view.
7. Too much theoretical courses instead of practical ones.

9. Which competitive advantages do you see in Portuguese high-skilled people working abroad in comparison with people of other countries working abroad?

10. And which weaknesses?

11. Imagine two possible strategies to increase Portuguese high-skilled people image abroad. One would be a National Strategy managed by the Portuguese Government in order to improve Talent Image and the other would be a Local Strategy managed by each University to improve its students image.

What would you recommend regarding this issue?

Respondent Profile:

1. Gender:
 - Male
 - Female
2. Age:

- Less than 25
- 25-30
- 31-40
- 41-50
- More than 50 years

3. Area of study: (in each area a list of possible Universities)

- Economics/Business/Management
- Political Science
- History
- Mathematics
- Statistics
- Chemistry
- Law
- Architecture and Design
- Engineering
- Health science
- Sociology
- Education
- Journalism, media studies and communication
- Other: _____

4. Education:

- Nova School of Business and Economics
- Católica Lisbon School of Business and Economics
- Faculdade de Direito da Universidade Católica Portuguesa
- Faculdade de Ciências e Tecnologia / Universidade Nova de Lisboa
- ISCTE Business School
- Instituto Superior de Economia e Gestão
- Faculdade de Economia da Universidade de Coimbra
- Faculdade de Engenharia da Universidade do Porto
- Faculdade de Economia da Universidade do Porto
- Faculdade de Ciências e Tecnologias da Universidade de Coimbra
- Faculdade de Direito da Universidade de Lisboa
- Faculdade de Direito da Universidade de Coimbra
- Universidade Técnica de Lisboa - Faculdade de Arquitectura
- Faculdade de Arquitectura da Universidade do Porto
- Universidade de Coimbra - Departamento de Arquitectura
- Universidade de Aveiro (identify which Department)
- Faculdade de Farmácia da Universidade de Lisboa
- Faculdade de Farmácia da Universidade de Coimbra
- Faculdade de Medicina da Universidade de Lisboa
- Faculdade de Medicina da Universidade de Coimbra
- Faculdade de Ciências Médicas da Universidade Nova de Lisboa
- Universidade do Algarve: _____
- Universidade de Lisboa: _____
- Universidade de Coimbra: _____
- Universidade do Porto: _____

- Universidade do Minho: _____
- Universidade da Beira Interior: _____
- Universidade Nova de Lisboa: _____
- Universidade Católica Portuguesa: _____
- Other: _____

5. Current company/institution:

6. Current company/institution sector:

7. Current function:

8. Country where you currently work:

3 - 2nd phase: Quantitative questionnaire with open-ended questions

- A) 2nd online questionnaire (March/April 2013)

I am doing a thesis on the image of Portuguese high-skilled people working outside Portugal. The purpose of this survey is to understand the perception that foreign companies/institutions have of Portuguese talent working abroad. It will last about 15 min.

I thank you very much in advance for your time and for your help. Your inputs will help me a lot.

Filters:

F.1. What is your country of origin?

- Portugal (F.2)
- Other (end of survey)

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- Yes (F.3)
- No (end of survey)

Questionnaire:

1. What is your level of education?

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3. Did your University/School/Institution where you studied in Portugal help you in your process to study/work abroad?

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3.1. Who helped?

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- University (professor, programme director,...)
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3.2 How?

- Online job platform
- Job fair
- Companies' presentations and Networking events in University
- Through Mentoring Programme
- Other: _____

4. How long have you been working abroad?

- Less than 1 year
- 1 to 3 years
- 4 to 5 years
- More than 5 years

5. Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the following reasons to go abroad apply/applied to your personal situation.

(1) (2) (3) (4) (5)

1. Get in contact with different cultures
2. Experience different working habits and cultures
3. Lack of opportunities in Portugal
4. Relevance of international experience in your CV
5. Greater job supply
6. Higher financial conditions
7. Personal reasons

6. Going back to your first exposure to the company/institution where you currently work, could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, how the following ideas apply to the perception that recruiters had about high-skilled Portuguese people at that time.

(1) (2) (3) (4) (5)

1. They had a good perception about Portuguese high-skilled workers.
2. The expectations related to Portuguese workers were low.
3. They have no awareness about Portuguese workers.

7. Now I am going to list some possible characteristics of high-skilled people. Based on your personal experience, please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether these characteristics apply to the image that foreign companies, institutions and recruiters have of high-skilled Portuguese people working in the country where you are currently working.

(1) (2) (3) (4) (5)

1. Flexible people
2. People with lack of professional knowledge

3. Hard-workers
4. People that leave everything to the last minute
5. High conflict people
6. People with lack of responsibility
7. Ambitious employees
8. People with lack of punctuality
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10. Unorganized people
11. Good problem-solvers
12. People prepared to embrace the global world
13. Fast-learners
14. Competitive people
15. Creative people
16. Lazy people
17. People with high social/cultural integration
18. Individualist employees
19. Multilingual individuals
20. People with high communication skills
21. Dedicated employees

8. Would you say that your performance impacted the image that the company/institution (+ recruiters) where you are currently working with has on Portuguese high-skilled people working abroad?

- No
- Yes

9. Why? _____

10. Based on your personal experience, could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, how the image that recruiters had about Portuguese workers changed since you have been working in the company/institution.

(1) (2) (3) (4) (5)

1. A priori, Portuguese high-skilled workers have no competitive advantage in comparison with people of other countries working abroad.

2. The image that recruiters had about Portuguese high-skilled workers were already very good so my performance did not change their image.

3. The image that recruiters have on Portuguese high-skilled workers was initially low and my performance exceed their expectations.

4. My performance and my Portuguese

colleagues' performance was crucial to change the image that recruiters have about Portuguese high-skilled workers working abroad.

5. A "high-skilled" individual does not depend on its nationality.

11. Based on your personal experience, could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, your opinion about the above sentences related to the way companies/institutions/recruiters operating in the country where you are currently working perceive high skilled foreign people.

(1) (2) (3) (4) (5)

1. The image of a high-skilled Portuguese worker is better than the image of a high-skilled Spanish worker.

2. The image of a high-skilled Portuguese worker is better than the image of a high-skilled American worker.

3. The image of a high-skilled Portuguese worker is better than the image of a high-skilled American worker.

4. The image of a high-skilled Portuguese worker is better than the image of a high-skilled Italian worker.

5. The image of a high-skilled Portuguese worker is better than the image of a high-skilled Chinese worker.

6. The image of a high-skilled Portuguese worker is better than the image of a high-skilled German worker.

12. Imagine two possible strategies to increase Portuguese high-skilled people image abroad. One would be a National Strategy managed by the Portuguese Government in order to improve Talent Image and the other would be a Local Strategy managed by each University to improve its students image.

What would you recommend regarding this issue? _____

Respondent Profile:

1. Gender:

- Male
- Female

2. Age:

- Less than 25
- 25-30
- 31-40
- 41-50
- More than 50 years

3. Area of study: (in each area a list of possible Universities)

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- Political Science
- History
- Mathematics
- Statistics
- Chemistry
- Law
- Architecture and Design
- Engineering
- Health science
- Sociology
- Education
- Journalism, media studies and communication
- Other: _____

4. Education:

- Nova School of Business and Economics
- Católica Lisbon School of Business and Economics
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- Faculdade de Economia da Universidade de Coimbra
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- Faculdade de Economia da Universidade do Porto
- Faculdade de Ciências e Tecnologias da Universidade de Coimbra
- Faculdade de Direito da Universidade de Lisboa
- Faculdade de Direito da Universidade de Coimbra
- Universidade Técnica de Lisboa - Faculdade de Arquitetura
- Faculdade de Arquitetura da Universidade do Porto
- Universidade de Coimbra - Departamento de Arquitectura
- Universidade de Aveiro (identify which Department)
- Faculdade de Farmácia da Universidade de Lisboa
- Faculdade de Farmácia da Universidade de Coimbra
- Faculdade de Medicina da Universidade de Lisboa
- Faculdade de Medicina da Universidade de Coimbra
- Faculdade de Ciências Médicas da Universidade Nova de Lisboa

- Universidade do Algarve: _____
- Universidade de Lisboa: _____
- Universidade de Coimbra: _____
- Universidade do Porto: _____
- Universidade do Minho: _____
- Universidade da Beira Interior: _____
- Universidade Nova de Lisboa: _____
- Universidade Católica Portuguesa: _____
- Other: _____

5. Current company/institution:

6. Current company/institution sector:

7. Current function:

8. Country where you currently work:

- B) Respondents' profile

Figure 1: Gender

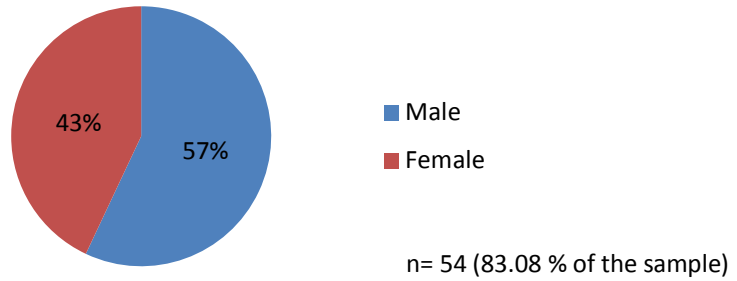


Figure 2: Age

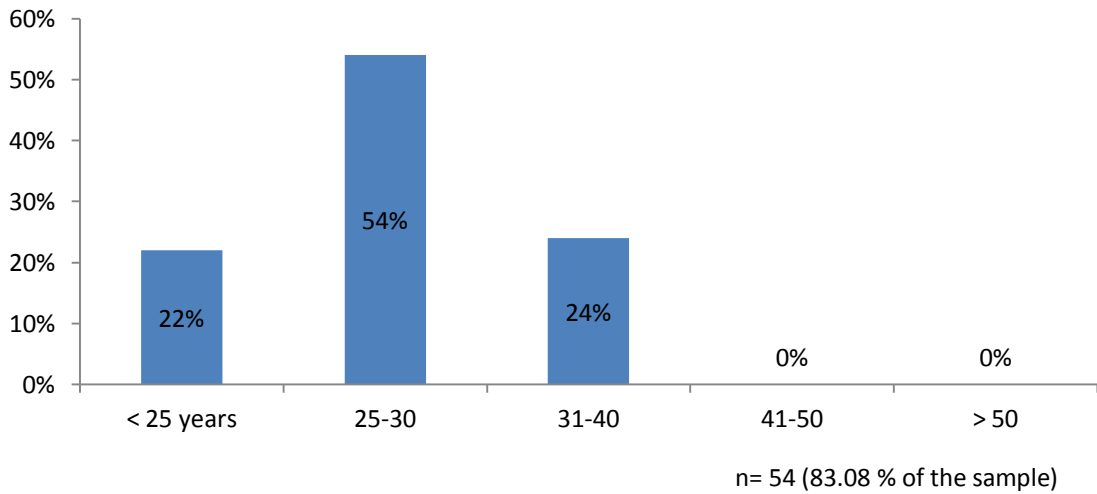


Figure 3: Level of education

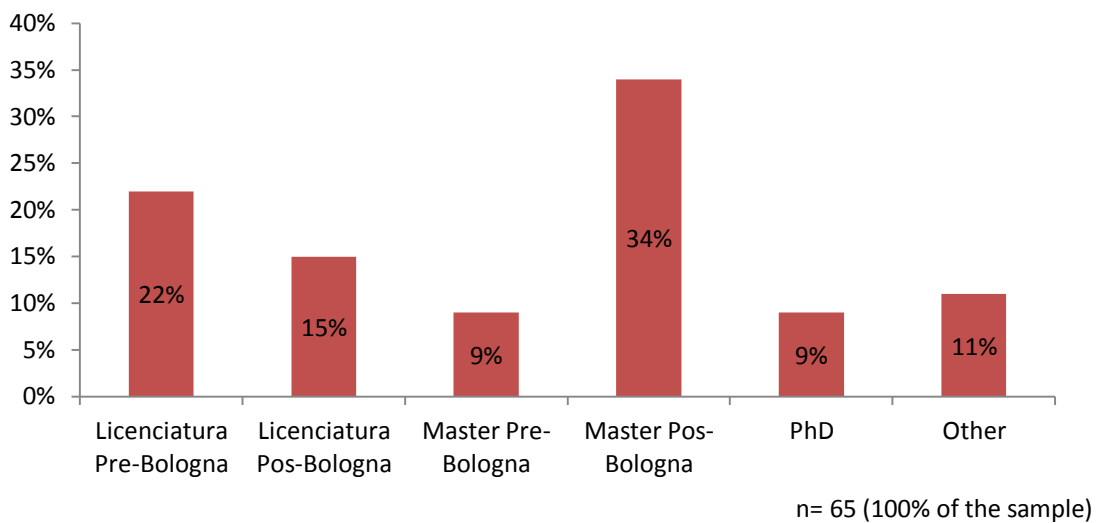


Figure 4: Area of study

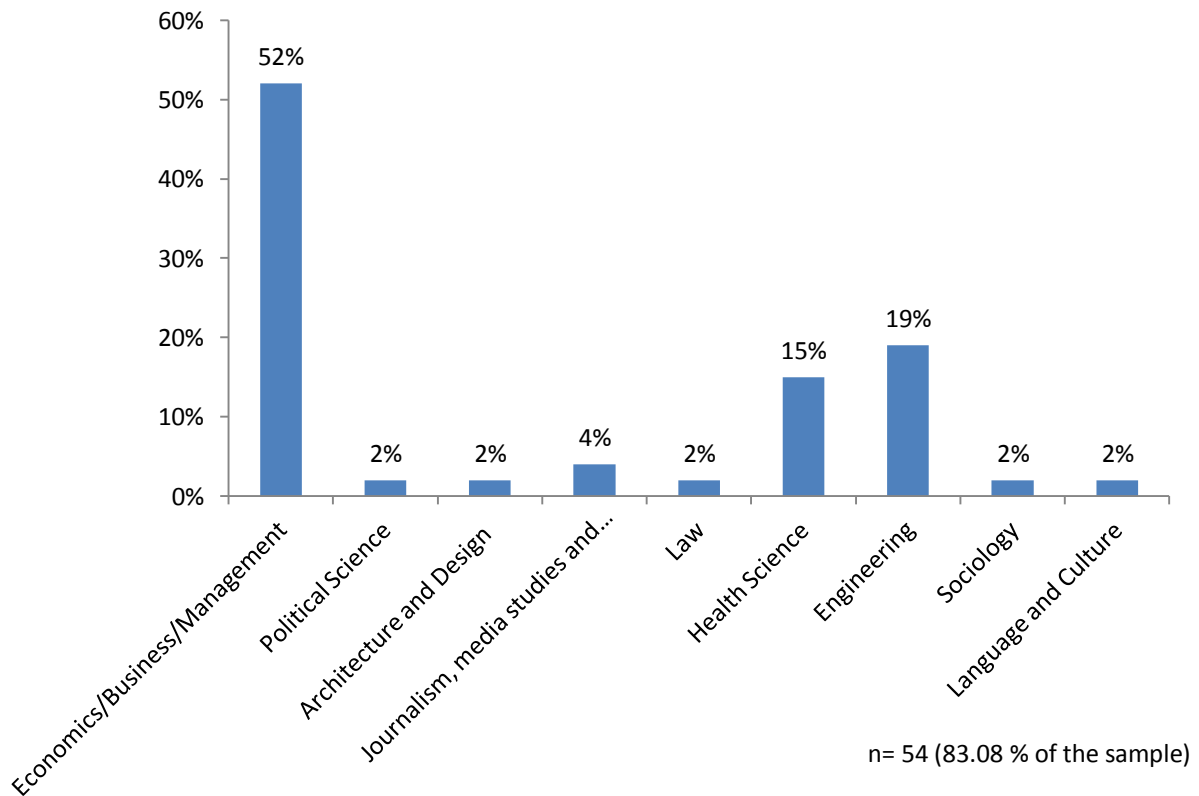


Figure 5: List of Universities

- Nova School of Business and Economics: **24**
- Faculdade de Ciências e Tecnologia / Universidade Nova de Lisboa: **5**
- ISCTE Business School: **1**
- Faculdade de Economia da Universidade de Coimbra: **1**
- Faculdade de Economia da Universidade do Porto: **1**
- Faculdade de Ciências e Tecnologias da Universidade de Coimbra: **2**
- Faculdade de Direito da Universidade de Lisboa: **1**
- Universidade Técnica de Lisboa - Faculdade de Arquitetura: **1**
- Faculdade de Farmácia da Universidade de Lisboa: **3**
- Faculdade de Farmácia da Universidade de Coimbra: **1**
- Universidade de Lisboa:
 - Faculdade de Letras: **1**
 - Faculdade de Medicina Veterinária: **1**
 - Faculdade de Belas Artes: **1**
- Universidade de Coimbra:
 - Escola Superior de Enfermagem: **2**
- Universidade Católica Portuguesa: **1**
- Instituto Superior de Gestão Bancária: **1**

- Escola Superior de Enfermagem de Lisboa: **1**
- Universidade Técnica de Lisboa: **2**
- Instituto Superior Técnico: **1**
- Universidade Lusíada: **1**

Figure 6 – Did your University/School/Institution where you studied in Portugal help you in your process to study/work abroad? Who helped?

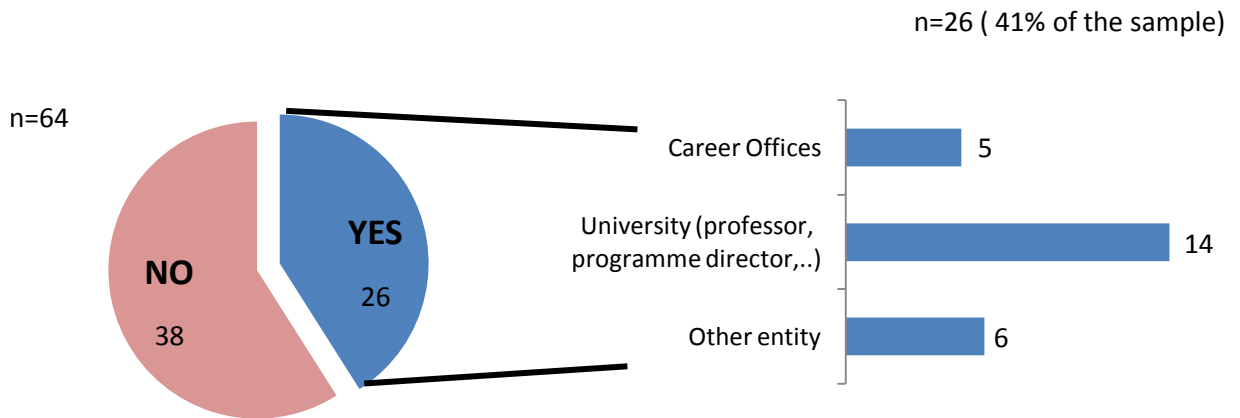
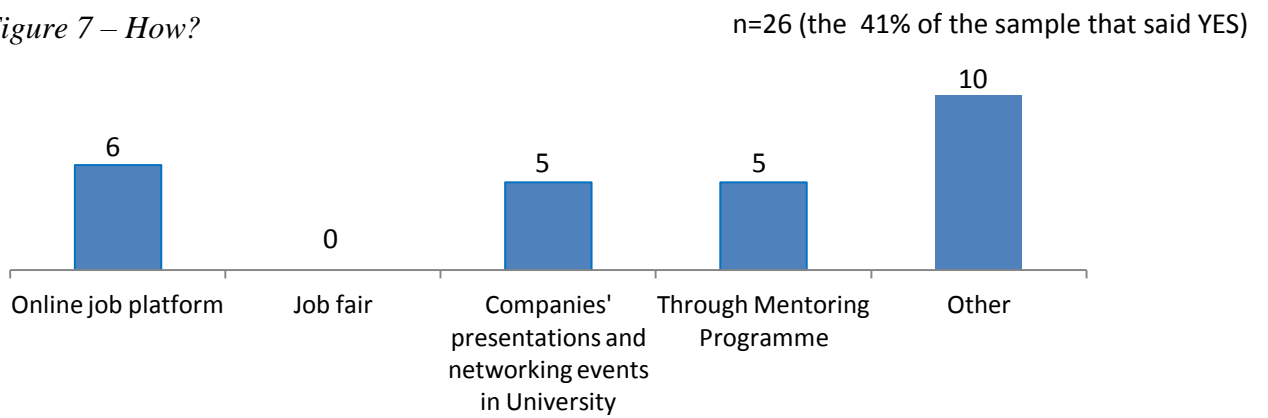


Figure 7 – How?



- C) Statistical Tests

Statistical test 1 – Cross tab

Objective: Understand if there is any relationship between the period when they left the country and the reasons to go abroad.

To provide this analysis, I regrouped data from question “*How long have you been working abroad?*” and created 2 different groups: the ones who left the country more than 3 years ago - before the rescue plan for Portugal (in 2011), and who have been out of the country for less than 3 years.

Moreover, I regrouped also data from question “*Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the following reasons to go abroad apply/applied to your personal situation.*” from an interval scale to a nominal scale. I created 2 different groups: **not applied** (the ones who selected 1 or 2 in the linkert scale) and **applied** (the ones who selected 3, 4 or 5 in the linker scale).

H₀= The period when they left the country (before the rescue plan or after rescue plan) does not influence their reasons to go abroad.

X= Period when they left the country: 1- after the rescue plan
2- before the rescue plan

Y= Opinion about each possible reason: 1- not apply
2- apply

Output 1- 1st reason: Get in contact with different countries

Crosstab

			Period		Total
			1,00	2,00	
reason1	1,00	Count	11	1	12
		Expected Count	8,6	3,4	12,0
	2,00	Count	34	17	51
		Expected Count	36,4	14,6	51,0
Total		Count	45	18	63
		Expected Count	45,0	18,0	63,0

Chi-square statistic: $\chi^2_{0,085;2} = 2.975$

The test has no conclusive result since 1 cell (25.0%) have expected count less than 5.

Output 2- 2nd reason: Experience different working habits and cultures

Crosstab

			Period		Total
			1,00	2,00	
reason2	1,00	Count	11	0	11
		Expected Count	8,0	3,0	11,0
	2,00	Count	36	18	54
		Expected Count	39,0	15,0	54,0
Total		Count	47	18	65
		Expected Count	47,0	18,0	65,0

Chi-square statistic: $\chi^2_{0,024;2} = 5.071$

The test has no conclusive result since 1 cell (25.0%) have expected count less than 5.

Output 3- 3rd reason: Lack of opportunities in Portugal

Crosstab

			Period		Total
			1,00	2,00	
reason3	1,00	Count	7	4	11
		Expected Count	8,2	2,8	11,0
	2,00	Count	40	12	52
		Expected Count	38,8	13,2	52,0
Total		Count	47	16	63
		Expected Count	47,0	16,0	63,0

Chi-square statistic: $\chi^2_{0,358;2} = 0.846$

The test has no conclusive result since 1 cell (25.0%) have expected count less than 5.

Output 4- 4th reason: Relevance of international experience in your CV

Crosstab

			Period		Total
			1,00	2,00	
reason4	1,00	Count	4	1	5
		Expected Count	3,7	1,3	5,0
	2,00	Count	43	15	58
		Expected Count	43,3	14,7	58,0
Total		Count	47	16	63
		Expected Count	47,0	16,0	63,0

Chi-square statistic: $\chi^2_{0.773;2} = 0.083$

The test has no conclusive result since 2 cells (50.0%) have expected count less than 5.

Output 5- 5th reason: Greater job supply

Crosstab

			Period		Total
			1,00	2,00	
reason5	1,00	Count	3	2	5
		Expected Count	3,6	1,4	5,0
	2,00	Count	42	15	57
		Expected Count	41,4	15,6	57,0
Total	Count	45	17	62	
	Expected Count	45,0	17,0	62,0	

Chi-square statistic: $\chi^2_{0.511;2} = 0.433$

The test has no conclusive result since 2 cells (50.0%) have expected count less than 5.

Output 6- 6th reason: Higher financial conditions

Crosstab

			Period		Total
			1,00	2,00	
reason5	1,00	Count	3	2	5
		Expected Count	3,6	1,4	5,0
	2,00	Count	42	15	57
		Expected Count	41,4	15,6	57,0
Total	Count	45	17	62	
	Expected Count	45,0	17,0	62,0	

Chi-square statistic: $\chi^2_{0.023;2} = 5.142$

The test has no conclusive result since 2 cells (50.0%) have expected count less than 5.

Output 7- 7th reason: Personal reasons

Crosstab

			Period		Total
			1,00	2,00	
reason7	1,00	Count	23	7	30
		Expected Count	21,6	8,4	30,0
	2,00	Count	18	9	27
		Expected Count	19,4	7,6	27,0
Total		Count	41	16	57
		Expected Count	41,0	16,0	57,0

Chi-square statistic: $\chi^2_{0.402;2} = 0.704$

According to F-Statistic the p-value is 0.402 (>0.05), meaning that H0 is not rejected for a $\alpha=0,5$. This means that the period when they left the country does not influence this reason to go abroad.

Statistical test 2 – Factor Analysis

H₀= the variables from Q.9 are uncorrelated in the population

Output 8

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,610
Bartlett's Test of Sphericity	Approx. Chi-Square	66,147
	df	15
	Sig.	,000

H0 is rejected by the Bartlett's Test of Sphericity since p-value < 0,5.

Moreover, Kaiser-Meyer-Olkin ststistic is higher that 0,5 so, important conclusions can be taken from the factor analysis.

Note: Before compute the optimal number of factors, from the first output I perceive that one variable in the Communalities Table have an extraction value < 0.5 so I exclude that variable and perform the new analysis with the next results.

I determined the optimal number of factors based on the idea that:

(1) Eigenvalues >1

(2) factors extracted should explain at least 60% of the variance

Output 9

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,081	34,684	34,684	2,081	34,684	34,684	1,922	32,027	32,027
2	1,724	28,729	63,413	1,724	28,729	63,413	1,883	31,385	63,413
3	,831	13,855	77,268						
4	,554	9,238	86,506						
5	,450	7,497	94,003						
6	,360	5,997	100,000						

Extraction Method: Principal Component Analysis.

From this output I identified 2 factors instead of the 6 ones in the questionnaire and grouped according to the results.

Rotated Component Matrix^a

	Component	
	1	2
Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the follo...- Get in contact with different cultures	,118	,808
Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the follo...- Experience different working habits and cultures	,005	,864
Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the follo...- Lack of opportunities in Portugal	,796	-,144
Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the follo...- Greater job supply	,809	,083
Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the follo...- Higher financial conditions	,787	,168
Could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, whether the follo...- Personal reasons	-,011	,654

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization. ^a

Statistical test 3 – Cross tab

Objective: Understand if there is any relationship between the period when they left the country and their opinion about the image of HSPW.

I regrouped also data from question “Going back to your first exposure to the company/institution where you currently work, could you please tell me, in a scale from 1- Not apply at all to 5- Totally apply, how the following ideas apply to the perception that recruiters had about high-skilled Portuguese people at that time.” from an interval scale to a nominal scale. I created 2 different groups: **not applied** (the ones who selected 1 or 2 in the linkert scale) and **applied** (the ones who selected 3, 4 or 5 in the linker scale).

H₀= The period when they left the country (before the rescue plan or after rescue plan) does not influence their opinion about the image of HSPW.

X= Period when they left the country: 1- after the rescue plan
2- before the rescue plan

Y= Opinion about each possible reason: 1- not apply
2- apply

Output 10 – They had a good perception about Portuguese high-skilled workers

Crosstab

			Period		Total
			1,00	2,00	
good	1,00	Count	8	3	11
		Expected Count	8,0	3,0	11,0
	2,00	Count	38	14	52
		Expected Count	38,0	14,0	52,0
Total		Count	46	17	63
		Expected Count	46,0	17,0	63,0

Chi-square statistic: $\chi^2_{0,981;2} = 0.001$

The test has no conclusive result since 1 cell (25.0%) have expected count less than 5.

Output 11 – The expectations related to Portuguese workers were low

Crosstab

			Period		Total
			1,00	2,00	
low	1,00	Count	23	7	30
		Expected Count	23,6	6,4	30,0
	2,00	Count	14	3	17
		Expected Count	13,4	3,6	17,0
Total	Count		37	10	47
	Expected Count		37,0	10,0	47,0

Chi-square statistic: $\chi^2_{0.647;2} = 0.209$

The test has no conclusive result since 1 cell (25.0%) have expected count less than 5.

Output 12 – They have no awareness about Portuguese workers

Crosstab

			Period		Total
			1,00	2,00	
no	1,00	Count	21	7	28
		Expected Count	20,6	7,4	28,0
	2,00	Count	18	7	25
		Expected Count	18,4	6,6	25,0
Total	Count		39	14	53
	Expected Count		39,0	14,0	53,0

Chi-square statistic: $\chi^2_{0.805;2} = 0.061$

According to F-Statistic the p-value is 0.805 (>0.05), meaning that H0 is not rejected for a $\alpha=0,5$. This means that the period when they left the country does not influence.

Statistical test 4 – Factor Analysis

H₀= the variables from Q.9 are uncorrelated in the population

Output 13

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,707
Bartlett's Test of Sphericity	Approx. Chi-Square	538,799
	df	171
	Sig.	,000

H0 is rejected by the Bartlett's Test of Sphericity since p-value < 0,5.

Moreover, Kaiser-Meyer-Olkin ststistic is higher that 0,5 so, important conclusions can be taken from the factor analysis.

Note: Before compute the optimal number of factors, from the first output I perceive that two variable in the Communalities Table have an extraction value < 0.5 so I exclude that variables and perform the new analysis with this results and valid to be analysed.

I determined the optimal number of factors based on the idea that:

- (1) Eigenvalues >1
- (2) factors extracted should explain at least 60% of the variance

Output 14

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,637	34,934	34,934	6,637	34,934	34,934	6,538	34,412	34,412
2	4,225	22,238	57,171	4,225	22,238	57,171	4,041	21,267	55,679
3	2,114	11,127	68,298	2,114	11,127	68,298	2,027	10,669	66,349
4	1,313	6,911	75,209	1,313	6,911	75,209	1,683	8,860	75,209
5	,831	4,374	79,583						
6	,579	3,048	82,631						
7	,494	2,602	85,233						
8	,472	2,485	87,718						
9	,447	2,351	90,069						
10	,366	1,927	91,996						
11	,340	1,792	93,788						
12	,279	1,467	95,254						
13	,229	1,206	96,460						
14	,182	,956	97,416						
15	,165	,868	98,284						
16	,115	,606	98,891						
17	,104	,545	99,436						
18	,077	,406	99,842						
19	,030	,158	100,000						

Extraction Method: Principal Component Analysis.

From this output I identified 4 factors instead of the 21 characteristics in the questionnaire and grouped according to the results.

Rotated Component Matrix^a

	Component			
	1	2	3	4
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-People with lack of professional knowledge	-,400	,522	,018	,513
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Hard workers	,101	-,194	,197	,720
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-People that leave everything to the last minute	-,007	,807	,024	,285
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-High conflict people	,063	,318	,795	,189
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-People with lack of responsibility	,019	,731	,269	,136
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Ambitious employees	,537	-,061	-,014	,730
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-People with lack of punctuality	,046	,856	,081	-,168
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Good team-workers	,832	,075	-,340	,069
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Unorganized people	,018	,855	,005	-,253
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Good problem-solvers	,817	,148	,013	,140
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-People prepared to embrace the global world	,882	-,036	-,032	,016
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Fast-learners	,940	-,052	-,074	,009
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Competitive people	,869	-,025	,028	,185
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Creative people	,854	-,082	,205	,018
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Lazy people	-,008	,887	,083	-,246
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Individualist employees	,067	,324	,790	-,061
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Multilingual individuals	,327	,215	-,681	-,131

Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-People with high communication skills	.855	-.004	-.123	-.022
Now I am going to list some possible characteristics of high-skilled people. Based on your personal...-Dedicated employees	.853	.005	.024	.017

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization. ^a

a. Rotation converged in 6 iterations.

Statistical test 5 – Cross Tab

H₀= The period before the rescue plan or after rescue plan does not influence the impact that their performance have on company/institutions opinion about high-skilled Portuguese workers, if they help and change it or not.

X= Period when they left the country: 1- after the rescue plan
 2- before the rescue plan

Y= Their performance changed or not recruiters image about high-skilled Portuguese workers

Output 15

			Would you say that your performance impacted the image that the company/institution (+ recruiters) w...		Total
			No	Yes	
Period	1,00	Count	8	33	41
		Expected Count	8,9	32,1	41,0
	2,00	Count	4	10	14
		Expected Count	3,1	10,9	14,0
Total		Count	12	43	55
		Expected Count	12,0	43,0	55,0

Chi-square statistic: $\chi^2_{0,479;2} = 0.502$

The test has no conclusive result since 1 cell (25.0%) have expected count less than 5.