

Yvonne McNulty

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Cc: Dean's Office (Business)
Subject: MGMT Research Seminar by Yvonne McNulty, Friday, 2 November 2007, 1230 hr to 1400 hr LKCSB Seminar Room 2.3

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Lee Kong Chian School of Business cordially invites you to
**The Truth About Expatriate Return on Investment in Global Firms:
Facts, Frustrations, and the Future of Mobility**

By



Yvonne McNulty
PhD Candidate
Monash University
Australia

2 November 2007, Friday
1230 hr to 1400 hr
Lee Kong Chian School of Business
Level 2, Seminar Room 2.3

Abstract

Obtaining a return on investment (ROI) from expatriates is viewed as important in many global firms, as evidenced by the considerable efforts of firms to reduce the costs of their mobility programs. Yet no research has yet been able to determine if measuring expatriate ROI is a goal for global firms, or whether it is even possible. A recent study at Monash University examined how expatriate ROI is measured for long-term assignments in 50 global firms, representing a total population of 56,000 expatriates (including 37,000 long-term assignees), across 18 industries, and with headquarters in North America, UK, Europe, Africa, Asia Pacific and Australia. Findings suggest that whilst firms would like to measure expatriate ROI, there are considerable challenges in being able to do so. For a variety of reasons, firms also tend to rely heavily on informal ROI practices that are predominantly used in spite of a global strategy, not because of it, with serious implications for cost management and future strategic planning.

This seminar reports findings from the study to explain how managers in global firms currently define and measure expatriate ROI, including the barriers that prevent them from implementing formal ROI procedures, and the factors likely to impact it. Best practice recommendations are offered from those firms in the study utilizing innovative programs to improve rates of returns from international assignments.

About the Speaker(s)

Yvonne McNulty is a PhD Candidate in the Department of Management, Faculty of Business and Economics, Monash University, Australia. She holds a Bachelor of Business degree in Human Resource Management, and a Bachelor of Business with Honours degree in International Human Resource Management from Southern Cross University, Australia. Yvonne's PhD research focuses on the management and measurement of international assignees and their impact on firm performance for global organizations. She has broad corporate experience with over 9 years in large US, Australian, and UK corporations, and 5 years fulltime service in the Royal Australian Navy. She lectures in International Human Resource Management and International Management, and has guest lectured in both undergraduate and MBA courses at various universities in the US and Australia.

Yvonne has presented at local and international conferences in USA, Europe and Asia Pacific, including the recent 11th World HR Congress in Singapore in May 2006, and the Deloitte Annual EMEA International Assignment Services Conference in Barcelona in June 2007. She has published over 20 articles in the academic and practitioner literature, including a book chapter in "New Directions in Expatriate Research" (Palgrave-MacMillan) published in October 2006; she has also featured in The Financial Times, The Australian Financial Review, and HR Monthly. In 2004 she was awarded "Best Paper" by the IM division of the US Academy of Management meeting, and has twice been awarded "Best Reviewer", in 2005 and 2007.

Yvonne is a member of the US Academy of Management, Academy of International Business, Singapore HR Institute, and Singapore Institute of Management. When not busy raising her two infant daughters, she lectures, takes regular naps, and dreams of one day playing golf again.

Registration

Kindly [register](#) by **31 October 2007, Wednesday**. Attendance is by registration only.

We look forward to seeing you at this event.

Office of the Dean
Lee Kong Chian School of Business
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