

A WORK PROJECT, PRESENTED AS PART OF THE REQUIREMENTS FOR THE AWARD OF
THE MASTERS DEGREE IN MANAGEMENT FROM THE NOVA – SCHOOL OF BUSINESS AND
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Country-of-origin effect applied to talent: Portugal abroad

Rita Nascimento, # 867

A Project carried out under the supervision of:

Professor Catherine da Silveira

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‘COUNTRY-OF-ORIGIN EFFECT APPLIED TO TALENT: PORTUGAL ABROAD’

ABSTRACT: The core of this study is the concept of country-of-origin (COO) effect and its relevance for talent, especially focusing on the image of Portuguese high-skilled people. Thus, this research examines the perception of recruiters towards the Portuguese high-skilled people that are currently working abroad. The contribution of this Work Project to the COO effect construct development relies on the fact that it complements the research with a new perspective regarding the applicability of the concept in a third dimension, other than products and services – talent.

Nonetheless, the findings of this study reflect many obstacles faced by the COO effect research.

KEYWORDS: COO effect; Recruitment branding; Talent; Perceptions; Portuguese high-skilled people

SPECIAL NOTES: The proposed outline for the final report was adapted accordingly with a market research report. The answers of recruiters were kept in Portuguese, when necessary, to preserve the true spirit of the speech.

1. INTRODUCTION OF THE PROJECT

Being considered a developed country, Portugal is ranked in the Global Competitiveness Index (GCI) in 49th place (Schwab, 2012). The country is seen as having a difficult macroeconomic environment and low labor market efficiency. Also, in general, Portuguese people are seen as a good workforce. The Portuguese high-skilled talent is well positioned in the global setting, since according to GCI, Portugal does not only have a good primary educational system, but it is also well rated in higher education and training (5.0 out of 7.0).

Last year, Portugal had a growth rate of GDP in terms of volume of -1.6% and it is going through several austerity measures placed by the IMF and the EU. In the first quarter of the current year the GDP evolution was -3.9% (INE, 2013).

The country's economic recession has had an impact on the unemployment rate, since the unemployment increased rapidly in the last ten years, from 9.4% in 2001 to 30.1% in 2011 (Eurostat, 2012). Moreover, Portugal is the fourth country of the European Union with the highest level of unemployment (Eurostat, 2013).

This abrupt growth of the unemployment rate in the last years, affected primarily young people from 15 to 24 years old, with higher education (Diário Económico, 02/07/12). In fact, the youth unemployment rate in April 2013 was of 42.5% whereas the European Union countries' average is at 23,5% (Eurostat, 2013).

Since the 15th century that Portugal has been a nation of emigrants. First, due to colonization and in the latest years connected to economic factors, professional issues and even tradition, emigration has always been a well-known phenomenon among the Portuguese population. On the other side, countries around the World (especially in Europe and old colonies) are quite used to welcome Portuguese people in their territory.

According to the Portuguese Centre of Migration, from 2001 to 2011, the countries that received most Portuguese immigrants were France, USA, Switzerland, Canada, Spain, Brazil, Germany, United Kingdom, Venezuela and Luxembourg (Observatório da Emigração, 2012). Furthermore, the OCDE Migration Outlook (2012) stated that the Portuguese emigration increased progressively since 2005.

Last year, Portugal had 390.273 students registered in the higher education system (PORDATA, 2012). The country's job market is not being able to engage all the talent that comes out of Universities every year and young people are being encouraged to emigrate, even by the Government. Indeed, in recent statements, the Prime-Minister advised young graduate to migrate (Diário Económico, 18/12/2011) and the Secretary of State for Youth and Sport stated that young unemployed people should «get out of the comfort zone» (Diário Económico, 31/10/11).

2. GOALS OF THE PROJECT

It is obvious that Portugal does not currently have the capacity to 'absorb' the young skilled graduates.

Hence, the purpose of this Project is to understand what is the image of Portuguese high-skilled people working abroad.

Those issues are studied in this Work Project through the assessment of the recruiters' perception of high-skilled Portuguese people working abroad.

The Project aims to answer two main questions:

1. How Portuguese high-skilled people working abroad are perceived by recruiters?
2. How the country-of-origin (Portugal) affects the image given to recruiters?

3. LITERATURE REVIEW

3.A. COUNTRY-OF-ORIGIN EFFECT: MAIN INSIGHTS FROM THE LITERATURE REVIEW

This Literature Review aims to give a wide overview of the concept of COO effect and main characteristics, as well as to provide an insight regarding some characteristics that are directly linked to this particular study.

3.A.1. COUNTRY-OF-ORIGIN EFFECT MAIN DIMENSIONS

The COO effect states that there is an influence of the country image on the consumer perceptions relating to the ‘products’ of that country.

Initially, the COO effect was characterized by single cue studies, and then it evolved to more complex investigations in which country-of-origin becomes one element among others in the evaluation of a product by consumers.

The following table represents a brief overview of the conceptual development regarding the COO effect, throughout the main dimensions.

Table 1: COO effect main dimensions

COO effect dimensions	Selective sources	Main insights
Single Cue	Schooler (1965); Morello (1984); Liu and Johnson (2005)	A very simplistic approach stated the existence of the COO effect and the direct influence it has on consumers’ purchase behavior; authors state that consumers tend to give a poorest evaluation to products from countries with a ‘negative image’.
Generalizability	Ettenson (1988); Lim and Darley (1997); Zafar (2004)	The multi-cue approach was introduced: through a study about the effectiveness of a ‘made in the USA’ campaign, price and quality of USA

		products have proven to have higher rates by consumers than products from other countries; when faced with low-involvement products the country-of-origin effect becomes very relevant but the presence of other cues (e.g. price, brand) diminishes the relevance of it and brand becomes the prominent attribute.
Dynamic nature	Nagashima (1970; 1977); Papadoulos (1987); Niss (1996); Darling and Puetz (2002)	The ‘made in’ stereotypes can alter in a long time perspective; the use of COO references varies over the product life cycle, since references to the concept are stronger in the introduction stage of the product than in the following ones (growth and maturity); during the life cycle there is a tendency to disconnect from the country-of-origin of the product and a strong focus on brand and the quality of the product.
Ethnocentrism	Chasin and Jaffe (1979); Bruning (1997); Verlegh (1999); Chrysochoidis, Krystallis, Perreas (2007)	Definition: ‘home country bias portion of the COO effect’; national identity is always a prominent feature in consumers decision-making and evaluation of products.
‘Within-country diversity’	Burgess and Harris (1999); Lenartowicz and Roth (2001); Laroche (2003); Chand and Tung (2011)	National identity is a subset of social identity and in some countries concepts like nation and state are not that linear for people; in each country there are several and distinct ‘subcultural groupings’ with different attitudes,

		opinions, beliefs, purchase intentions and characteristics; national consumers are not as homogenous.
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Subsequently, we discuss in more depth the dimensions that are associated with the core of this Project, namely stereotyping, perceptions, country image, related concepts and main influences.

3.A.2. COO EFFECT: STEREOTYPING, PERCEPTIONS

A study made by Reiersen (1966) generated one of the first allusions regarding national stereotypes in the COO effect field. Country stereotypes are used as standards to evaluate products (Brigham, 1971; Hamilton 1979) through the countries' social, cultural and economic characteristics.

In a study, Jo (2005) confirmed that country-of-origin could be the dominant cue if a product is associated with a weak brand.

Also, Aboulnasr (2012) stated that if information regarding a product is distinct from the stereotype associated with that product, the perception of consumers towards the country-of-origin will change.

In 1974, Dornoff used his research to assess whether the perceptions of a sample of consumers varied for specific countries, between product classes or socio-economic characteristics. Although the study had a clear lack of focus, its conclusions still remained relevant to the theoretical evolution of the COO effect. Thus, the findings of the study suggested that country image was influencing the products' image (especially in terms of quality) and the type of product associated with the country was a relevant

criterion in rating the products, as well. Also, the knowledge regarding the products became higher as the level of education of the respondents.

Furthermore, Anholt (2003) stated that exported brands have a strong and powerful role in the country-image perceptions, which can be a solid 'weapon' for developing countries to gain competitive advantage in the global economy.

3.A.3. COO EFFECT AND COUNTRY IMAGE

The introduction of a geopolitical dimension in the COO research was brought due to the growing relevance of international relations between nations. Quelch (2003) had a strong contribution in evaluating how geopolitical situations influence the consumers' and citizens' perceptions on the COO's products. The author saw the change in the world's dynamics, with the decline of the American reputation and the emergence of China, as a factor of influence in brand image, due to the COO effect. As such, the brands need to reposition themselves as 'supranational' so that they don't lose their competitive advantage due to their link with the home-country (e.g. Coca-Cola).

In a more broad perspective, Chisik (2003) states that in the international trade scenario a country can gain reputational comparative advantage through similar countries. Schooler and Sunoo (1969) claimed that consumer bias against less developed countries would be more easily mitigated through regional labeling of their products.

3.A.4. COO EFFECT AND INFLUENCES

Along the COO effect research, several dimensions can be found that often influenced directly the conclusions, so it was found relevant to refer to them.

Schooler (1971) identified among his findings that «consumers with a higher level of education were found to be more favorable towards foreign products than consumers with a lower level of education; and younger consumers evaluated foreign products more highly than did older consumers».

Askegaard and Ger's (1998) 'contextualized product-place images' concept assumes an influence of cultural context in people's product evaluations and country perceptions.

Finally, aligned with the appearance of the 'nation branding' concept, a geopolitical dimension was attached to the COO effect (van Ham, 2001; Yi Chen, 2006).

3.A.5. RELATED CONCEPTS

In their studies, Becker (1986) and Han (1989) discovered that country image can be used by consumers to evaluate products from a certain country, whether with a halo or a summary construct.

The 'halo construct' is when country image is based on the situation that consumers have little knowledge about the products, while 'summary construct' describes the situation where as consumers get acquainted with a country's products they build their perceptions. Lee et al. (2005) stated that the influence of halo or summary construct in an individual perception is connected with the personal situation and the level of involvement.

3.B. COO EFFECT APPLIED TO TALENT

After the review of the theoretical background on the 'country-of-origin effect' regarding products and services, our objective is to study how this concept can be applied to people who come from a foreign country.

According to the literature discussed above, we have the following assumptions:

A1. Individuals are evaluated outside their country-of-origin according to the image of the country's values and standards;

A2. A country's present situation (political, economic, and social) influences the perception that individuals have of people from that country;

A3. Stereotypes regarding a certain country affect the image individuals have of people from that country;

A4. When an individual doesn't have any knowledge about people from a specific country, the image of the country influences the knowledge about its people characteristics, behaviors, etc.;

A5. Knowing people from a certain country influences the image individuals have of that country;

A6. If an individual creates an expectation regarding people due to their country-of-origin, the perception this individual has of those people will be influenced by his initial expectation.

4. RESEARCH

We developed a marketing research to assess the assumptions presented in the last section and their importance to our initial questions (i.e., how Portuguese high-skilled people working abroad are perceived by recruiters and how the country-of-origin (Portugal) affects the image given to recruiters), focusing on the perception of the recruiters.

Although there were several options regarding the research sample to sustain this study, a single perspective (the recruiters) was chosen in order to optimize the data treatment

and create a more focused approach. Also, it made sense to assess the perception of recruiters as our unit of analysis is high-skilled people working abroad.

4.A. RESEARCH METHODOLOGY

Initially, we considered the following procedure for the research: first, an exploratory phase (Qualitative) and then a Quantitative assessment of the information. However, due to the difficulty in finding respondents from the target group, it was decided to proceed with a research which involved a Questionnaire with both closed and open-ended questions (*see Appendix A.1*).

As such, a minimum sample of 12 respondents was established in order to ensure the viability of the study and the following criteria were set for the selection of the respondents:

- Recruiters either from international or Portuguese companies, working abroad
- Recruiters who have participated in the recruitment or who have recruited high-skilled Portuguese people working / living abroad

The Questionnaire was developed taking into consideration the assumptions presented in the previous section of this report. The structure of the Questionnaire reflects the examination of the perceptions recruiters' had before recruiting or interacting with a Portuguese high-skilled person and the perceptions build after they recruit or participate in the recruitment of a Portuguese high-skilled person.

The interviews were made during April and May 2012, via telephone, which is an obstacle in the inquiry since it is difficult to understand respondents' reactions over the telephone.

It was possible to interview recruiters from the following countries: Guinea, Spain, UK, Germany, Angola, Brazil, Dubai and Portugal.

Lastly, the sample was mainly composed by female respondents and the predominant sectors were Construction, Beauty, Logistics, Consumer Goods, Beverages, Energy, Banking and Consulting.

Table 2: Respondents data

Respondents	Country	Gender	Sector / Industry	Function	How long have been recruiting?	How long have been a recruiter in the company?
# 1	Guine	Female	Construction	HR Manager	13 years	1 year
# 2	Spain	Female	Logistics	HR Manager	14 years	6 years
# 3	Spain	Male	Consumer Goods	HR Manager	22 years	6 years
# 4	UK	Male	Beverages	HR Manager	7 years	3 years
# 5	Germany	Female	Consulting	Head of Global HR Marketing and Recruiting	6 years	6 years
# 6	Angola	Female	Construction	HR Manager	11 years	9 years
# 7	Brazil	Female	Energy	HR Consultant	4 years	2,5 years
# 8	Angola	Female	Banking	HR Director	6 years	4 years
# 9	Brazil	Female	Consulting	HR Manager	10 years	5 years
# 10	Dubai	Female	Consulting	HR Manager	15 years	6 months
#11	Singapore	Female	Services	HR Manager	8 years	8 years
#12	Brazil	Male	Executive Search	Consultant	11 years	6 years

4.B. RESEARCH RESULTS

The method used for this research is a Questionnaire, though the information gathered was treated both for open-ended questions and closed questions.

The method used to analyze the results can be seen as a limitation due to the small sample of respondents, but it was considered the most effective method to extract interesting insights from the inquiry.

As it wasn't possible to reach a significant number of respondents, we decided to add some interviews to recruiters (n = 3) working in companies set in Portugal in order to complement the information attained from the first set of interviews.

Table 3: Respondents Data (cont.)

Respondents	Country	Gender	Sector / Industry	Function	How long have been recruiting?	How long have been a recruiter in the company?
# 13	Portugal	Male	Beauty	HR Business Partner	5 years	1 year
#14	Portugal	Male	Consumer Goods	Trade Marketing	7 years	7 years
#15	Portugal	Female	Consulting	HR Director	14 years	3 years

For this small group of respondents, a different Questionnaire was developed by adapting the first, focusing on: the characteristics that they most value in candidates; the evaluation of Portuguese high-skilled people; and the perception of the recruiters working in a foreign country regarding Portuguese high-skilled people working abroad.

4.B.1. RESEARCH RESULTS FOR CLOSED QUESTIONS

First, through the group of characteristics that was prepared, recruiters evaluated each characteristic regarding the level of relevance (from 1 to 7, being 1 “not relevant at all” and 7 “highly relevant”) it has for a person to work in their company and afterwards they evaluated the level of applicability of each one to Portuguese high-skilled people working abroad.

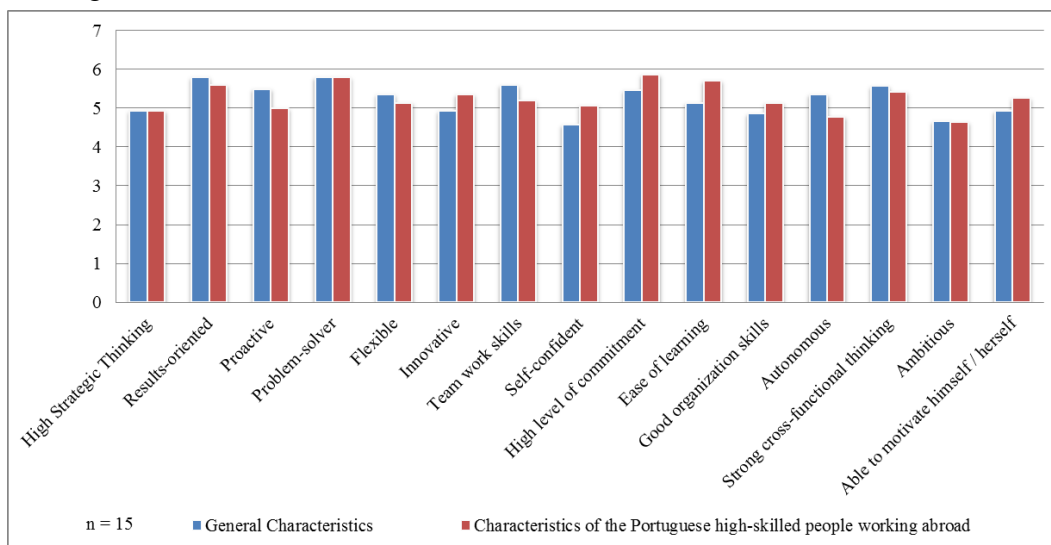


Figure 1: Graphic comparing general characteristics with characteristics of the Portuguese high-skilled people working abroad.

As shown Figure 1, in a direct comparison between the two different evaluations, there is a great consistency between both levels in the perception of recruiters, since the evaluations given to each characteristic are not very different.

The most prominent characteristics regarding Portuguese high-skilled people (above 5) are results-oriented, problem-solver, high level of commitment and ease of learning. On

the other hand, the most valued skills by recruiters are results-oriented, proactive, problem-solver, team work skills and strong cross-functional thinking.

Additionally, recruiters were asked to evaluate the level of applicability (from 1 to 7, being 1 “not relevant at all” and 7 “highly relevant”) of each one of the characteristics, from the same set, both to high-skilled people from the country where they work and to high-skilled people from the nationality that is most recruited by their company in the country where they work.

As before, we decided to do a comparison between these two evaluations and the assessment regarding the level of applicability of each characteristic to Portuguese high-skilled people working abroad, as shown in the graphs below.

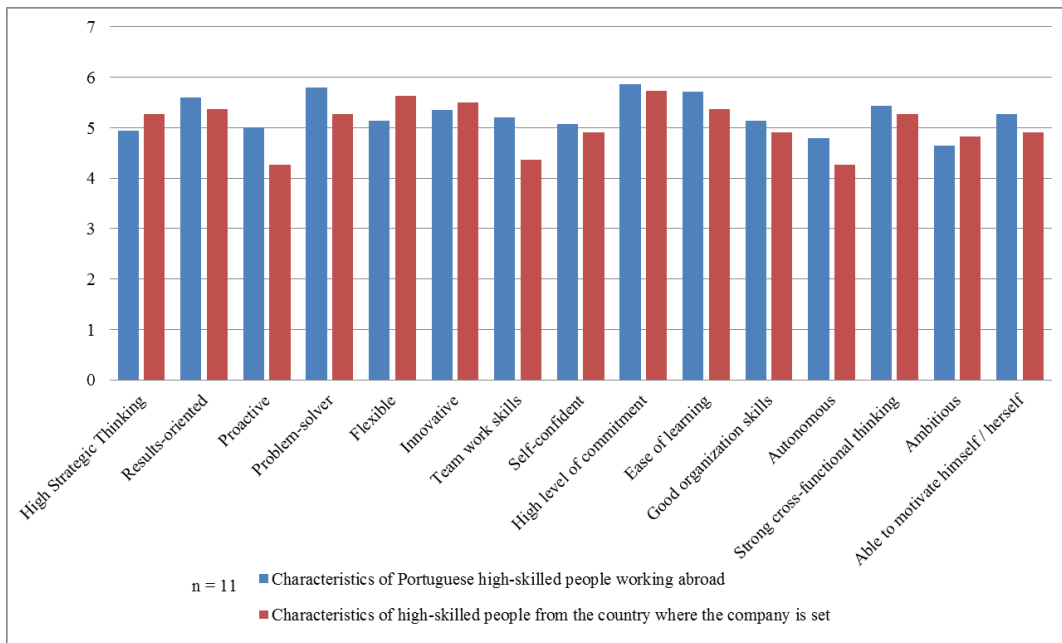


Figure 2: Graphic comparing characteristics of the Portuguese high-skilled people working abroad with characteristics of high-skilled people from the country where the company is set.

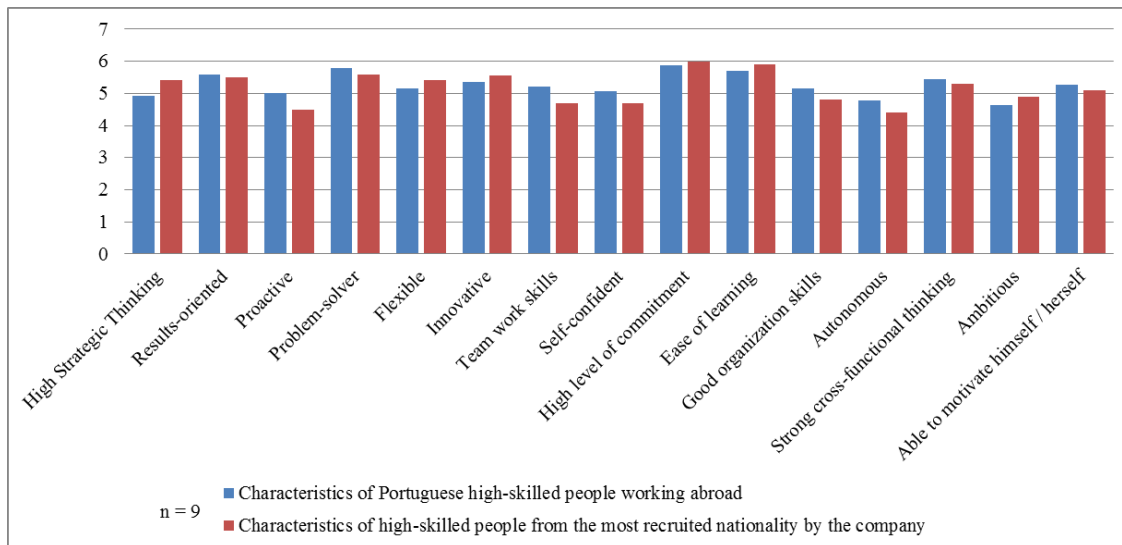


Figure 3: Graphic comparing characteristics of the Portuguese high-skilled people working abroad with characteristics of high-skilled people from the most recruited nationality by the company.

Moreover, five direct comparisons were made between the characteristics applied to Portuguese high-skilled working abroad and the characteristics applied to the nationalities of the following countries: Brazil, Spain, Germany, Angola and United Kingdom (*see Appendix B.2*).

Considering the data related to these comparisons (both above and adjunct), the divergence between Portuguese and other nationalities is fairly small. Nonetheless, the largest distinctions are noticed among Portuguese and Angolan and Brazilian, which can be due to the countries' more distant cultures, since they are located in different continents.

4.B.2. RESEARCH RESULTS FOR OPEN-ENDED QUESTIONS

Through the open-ended questions we were able to obtain some additional insights regarding (*see Appendix B.1*):

- a) The perception of high-skilled Portuguese people working abroad.

« *Nothing to say, like any other people.* » (HR Manager; Spain; Logistics) « (...) *it is not a question of nationality, it is an individual skills set you have.* » (Head of Global HR Marketing and Recruiting; Germany; Consulting) « *Bons, mas têm que ser melhor 'personal marketers'.* » (HR Business Partner; Portugal; Beauty)

b) The image recruiters had of Portugal and of its people before recruiting Portuguese workers.

« *I worked in an international organization so I've dealt with Portuguese people at a very early age – always had a good image.* » (HR Manager; UK; Beverages) « (...) *Comparando com outras nacionalidades poderão ser sempre uma mais-valia.* (...) » (HR Director; Angola; Banking) « *País: sub-desenvolvido; em crise; pouco talento* (...) » (HR Business Partner; Portugal; Beauty) « *Imagem em geral positiva, Portugal visto como 'source of talent'.* » (Trade Marketing; Portugal; Consumer Goods)

c) The key skills of Portuguese high-skilled people that they have recruited.

Positive: « *Results oriented; Team workers; Responsible; Very good knowledge of languages; Problem solver; Flexible* » (HR Manager; Spain; Logistics) « *ambitious; hard-working; (...)* » (HR Manager; UK; Beverages) « *Boa formação de base e capacidade de adaptação* (...) » (HR Director; Portugal; Consulting) « *good communicators; build good relationships; (...)* » (HR Manager; Singapore; Services) « *focused; process oriented; methodical* » (Consultant; Brazil; Executive Search)

Negative: « *fear to change; insecure* » (HR Manager; Spain; Consumer Goods) « *não há muita flexibilidade* » (HR Manager; Brazil; Consulting) « *Conservadorismo e pouca inovação, sensibilidade à hierarquia* » (Trade Marketing; Portugal; Consumer Goods) « (...) *pouco seguros de si* (...) » (HR Director; Portugal; Consulting)

d) The influence that the recruitment of Portuguese workers has on the image that recruiters have of the country.

«Sim. Confirmou a imagem que tinha.» (HR Manager; Guine; Construction) *«Have influenced more positively the image of Portuguese workers.»* (HR Manager; Spain; Logistics) *«No, I don't think it had influence, either positive or negative.»* (HR Manager; Dubai; Consulting) *«Suponho que sim, pois encontram em geral profissionais talentosos e qualificados»* (Trade Marketing; Portugal; Consumer Goods) *«Não, continua a ser a mesma.»* (HR Manager; Angola; Construction)

Moreover, all recruiters stated that their company hires people from other countries, other than the one where the company is present and that they recruit every year, as for almost all functions inside the firm.

Finally, the most valued characteristics by recruiters in candidates are undoubtedly capacity to work in a team, results orientation, proactivity and flexibility. Also, none of the respondents showed that there is a specific recruitment process designed to employ Portuguese people abroad and the contact with Portuguese Universities is not usual.

4.B.3. RESEARCH RESULTS MAIN INSIGHTS

Considering the main insights presented previously it can be stated that the main results that arose from the research are:

- Although Portuguese high-skilled people have some recognizable characteristics, there is a general belief that the country-of-origin doesn't totally define an individual;
- In general, Portuguese high-skilled people are very well-perceived outside of their country, despite the negative perception of their country-of-origin;

- High-skilled Portuguese people are recruited normally for high-level positions;
- Recruiters don't feel a link between Portuguese Universities and companies' abroad in terms of recruiting talent;
- In general, all the respondents already had a good image of the Portuguese high-skilled people before recruiting or participating in the recruitment of a Portuguese high-skilled individual.

5. MAIN CONCLUSIONS AND LIMITATIONS

5.A. MAIN CONCLUSIONS

From the results of the research developed we can state that none of the identified assumptions were verified, which does not mean that they are not relevant.

We can state that the two main reasons for the lack of corroboration of the assumptions can be:

1. There is no country-of-origin effect regarding talent;
2. The country-of-origin effect towards talent exists, but the sample of respondents chosen was not able to confirm it.

The first reason may not be applicable there is a human propensity to create perception towards everything, with pre-existing knowledge, which can easily be related to people also.

According to Hofstede's (2001; 2010) cultural dimensions (i.e., power distance, individualism, masculinity, uncertainty avoidance and long-term orientation), Portuguese are evaluated in the following way:

- Accept hierarchical distance and respect the privileges of higher positions;
- Are a collectivist people, fostering and valuing personal relationships;

- Do not tend to be very competitive and strive for consensus;
- Avoid uncertainty and are not very disposed to take risks;
- Choose short-term results over a long-term direction.

Hence, through the main findings is evident that the perceptions of recruiters towards Portuguese people are aligned with the characteristics attributed to the Portuguese culture. Moreover, regarding the same dimensions, recruiters' perception can also be influenced by their own cultural setting (Sharma, 2011).

However, as it is been recently stated that Hofstede's assessment of cultural dimensions is losing relevance due to the recent years' emergent globalization, similarly the evident link between culture and people's characteristics is diminishing.

In the last years, the increasing internationalization of the corporate sector and the development of international relations between nations empowered the global mobility growth of young people, especially high-skilled people.

This trend enabled the elimination of barriers in cultures and created a worldwide more open-minded society and a higher acceptance of different mindsets and traditions.

Also, the recruitment standards have changed and the assessment of talent is more related with the individual's development in terms of personal and professional experience, since a person's skills and potential are what makes the difference in the job market rather than other cues, like background and mainly country-of-origin.

Therefore, the first reason related to the non-existence of COO effect regarding talent can be based on the transformation of the paradigms regarding the connection between people's characteristics (personal) and nationality (general characteristics associated with the culture setting).

On the other hand, despite globalization, the impact of the COO effect on people's perceptions (Urbonavičius and Gineikienė, 2009) still remains to be relevant. Through the limitations of this study, that are showed subsequently, we cannot disregard the possibility of the existence of a 'country-of-origin effect'.

5.B. LIMITATIONS

The limitations faced on this Project, as stated before, highly affected the outcomes of the research and as such, the final outputs were influenced.

First, in a general way recruiters are not very prone to admit that the country-of-origin does have an effect on the way they perceive people, which is to be expected. Also, the method of executing the interviews (via telephone) didn't allow for a proper assessment of respondents' feedback towards the questions made.

Finally, people who usually agree to participate in these studies are more open-minded, which was shown by the answers given.

Similar issues were faced by most of the authors who studied the country-of-origin effect, although the core elements of study were products or services.

For instance, Johansson (1993) considered that most of the sampling techniques and methods of research are poor because they are not very comprehensive or diverse. Also, it was stated that COO research focused always in limited number of countries or regions and the conditions of the studies lack of realism, with biased and methodological influences, manipulating the quality of the conclusions.

5.C. FUTURE PROJECT

Although there was an attempt to avoid the 'bias' factor in the research, through telephone interviews instead of online questionnaires and by introducing open-ended questions in the Questionnaire, the effort was not effective.

The two major obstacles related to this Project were that: the focus of this study is people (talent) and not products or services, which makes the evaluation more sensitive; and the ethical issue related with the respondents professional role (as they are responsible for recruiting people, it is difficult to assess individuals regarding nationality).

Thus, for future projects, the main recommendations are:

1. A Qualitative Research should be used, since it brings the results closer to an 'experimental realism';
2. The research would be more effective if the interviews are 'face-to-face';
3. There is a need to engage more respondents in the inquiry (i.e., larger sample);
4. Also regarding the sample, the selected respondents should be from the country where they live / work or from a different nationality than the one that is being studied;
5. The research of the project cannot be made by someone that is from the same nationality of the one that is being studied.

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A WORK PROJECT, PRESENTED AS PART OF THE REQUIREMENTS FOR THE AWARD OF
THE MASTERS DEGREE IN MANAGEMENT FROM THE NOVA – SCHOOL OF BUSINESS AND
ECONOMICS

Country-of-origin effect applied to talent: Portugal abroad

Appendices

Rita Nascimento, #867

A Project carried out under the supervision of:

Professor Catherine da Silveira

June 2013

Agenda

A. Questionnaire Inputs

A.1. Questionnaire

B. Questionnaire Outputs

B.1. Recruiters' comment by topic

B.2. Extra quantitative information: comparison between Portuguese and other nationalities

A. Semi-Qualitative Research Inputs

A.1. Questionnaire

This study is to assess the perception that recruiters have on high-skilled Portuguese people that work abroad. This is a mix research, comprising both closed and open questions.

Filters:

- a) Have you ever recruited or have you ever participated in the selection process of a high-skilled Portuguese employee?
- b) Do you work outside of Portugal?

Questions:

1. Recruiting Process

- a) For which kind of functions are you recruiting now?
- b) Have you recruited new people in the last two years?
- c) What are the main characteristics that you value?
- d) Take the following list of characteristics. Please rate each one (scale of 1 to 7, being 1 "not relevant at all" and 7 "highly relevant") regarding how relevant each characteristic is to work in your company in (name of the country):

- High strategic thinking
- Results-oriented
- Proactive
- Problem-solver
- Flexible
- Innovative
- Teamwork skills
- Self-confident

- High level of commitment
- Ease of learning
- Good organization skills
- Autonomous
- Strong cross-functional thinking
- Ambitious
- Able to motivate himself / herself

e) Does your company usually hire people from other countries? Did it happen recently?

f) What nationalities do you usually hire?

2. Based on your personal experience, how do you evaluate the Portuguese high-skilled people that apply for your company?

a) Given the following list of characteristics, please state (in a scale of 1 to 7, being 1 “not applicable at all” and 7 “highly applicable”) whether they apply to Portuguese high-skilled people:

(same above)

b) Using the same method (in a scale of 1 to 7), please state whether these characteristics apply both for *(nationality of the country where you are)* high-skilled people and for *(nationality that your company most recruit)* high-skilled people.

3. Portuguese people recruitment

a) Explain how was the process. For what kind of job position? When was it?

b) Before recruiting Portuguese workers do you remember the image you had of Portugal and its people?

c) What do you highlight in terms of skills in the Portuguese people that you've recruited? (positive and negative)

d) Would you say that the recruitment of those Portuguese people influenced the image you have about Portugal? How?

Personal information:

- Gender: Female Male
- Sector / Industry:
- Function:
- How long have you been recruiting?
- How long have you been a recruiter in the company where you work?

B. Semi-Qualitative Research Outputs

B.1. Recruiters' comment by topic and extra quantitative information

1. Recruiting Process

a) For which kind of functions are you recruiting now?

1. *Operacionais – mão de obra local (ex: motoristas, operadores de maquinas, vigias, ajudantes, entre outros); Quadros médios – mão de obra local e expatriada (ex: enfermeiros, técnicos de planeamento, chefes de serviços, entre outros); Quadros superiores – sobretudo mão de obra expatriada (ex: engenheiros – diversas especialidade, médicos, entre outros).*
2. *Management and Technical Functions.*
3. *I'm in the Product Supply Department, so I'm more focused on that. Technical and Chemical Engineers (we use these profiles for different areas).*
4. *Mexico and UK recruits across every function. The 'heaviest' recruitment happens in the Operations area, followed by Sales & Marketing and probably Finance.*
5. *Consulting and non-consulting; after MBA people come for Senior Consulting and the Masters go to junior positions.*
6. *Perfil mais técnico (manutenção); executivos (engenheiros e gerentes de área); operacional; gerentes de obra.*
7. *Posições de nível superior (Engenharia e áreas de apoio como Finanças, TI e técnicas).*
8. *Estamos a recrutar para praticamente todas as funções.*
9. *Consultoria.*
10. *Essentially high-qualified people from MBA's for consulting positions (rarely for highest levels).*
11. *For Operations, Finance, Customer Service, General Management.*
12. *I am recruiting for senior roles within the General Management and Human Resources functions.*

b) Have you recruited new people in the last two years?

1. *Sim.*
2. *Yes.*
3. *Yes.*
4. *Ongoing recruitment.*
5. *Yes, we recruit every year.*
6. *Sim, recrutamos o ano todo.*
7. *Sim.*
8. *Sim, recrutámos 300 e poucos colaboradores nos últimos dois anos.*
9. *Recrutamos anualmente, pelo menos duas vezes por ano.*
10. *We recruit twice a year, sometimes more.*

11. Yes.

12. Yes, I have recruited many executives in the last 6 years.

c) What are the main characteristics that you value?

1. *Inteligência emocional, competências técnicas e alinhamento com a cultura da empresa.*
2. *Depends of the role, but we value characteristics like: proactivity; National and international mobility; Innovative; Team worker; Results oriented.*
3. *Discipline; Team worker; people that realize willing to learn.*
4. *Setting the agenda; taking others with you; do it the right way.*
5. *The paper-based screening is the first step: background; school; grade (in some offices is very important); professional experience – very difficult without it; experience abroad; we look for something out of the ordinary (e.g. involved with a NGO, worked in a student initiative – showed commitment); in the interview various skills are checked: structured; good logic thinking; entrepreneurial spirit; key-player; good communication and presentation skills*
6. *Disponibilidade; auto-gestão; auto-motivação; flexibilidade; capacidade de resolver problemas; orientação para resultados; pessoas que saibam trabalhar em equipa*
7. *Compatibilidade com as competências estratégicas da empresa: trabalho em equipa; orientação para o cliente; estratégia de negócio*
8. *Antes da entrevista os candidatos passam por testes psicotécnicos e técnicos. Durante a entrevista é tentado perceber se o perfil se adequa à função (motivação, iniciativa, experiência de trabalho, percurso académico)*
9. *Desenvolvimento analítico; Alguém que saiba trabalhar em equipa; Colaborativo.*
10. *Knowledge (content); the school is very important; profile of a consultant.*
11. *Professional maturity; good communication skills; technical experts.*
12. *Leadership abilities at the required size and scope (could be national, regional or global); Communication of impact and influence; Technical expertise in his/her area of proficiency; Business oriented to results.*
13. *Audácia, coragem, bom senso, visão, capacidade de liderança.*
14. *Capacidade de trabalho em equipa, atitude colaborativa, espirito de liderança, adaptabilidade/flexibilidade, disciplina, capacidade de tomar decisões, iniciativa, criatividade;*
15. *A atitude é o grande diferenciador. Alguém que está disposto a correr riscos, ser flexível, pretende aprender e inovar, alguém que está disposto a ir mais além. O conhecimento técnico é bom e é uma boa base de partida mas se não houver vontade, atitude, ser bom tecnicamente não é suficiente.*

e) Does your company usually hire people from other countries? Did it happen recently?

1. *Sim. Mais vincadamente desde o processo de internacionalização com especial enfoque nos mercados africanos.*
2. *Yes, it's usual to hire people from other countries. Yes, it happened recently.*
3. *Yes, the company recruits globally.*
4. *Yes. The recruitment is ongoing.*
5. *We have offices in 36 countries and I manage the Global Recruitment so we look for talent worldwide. Normally, we have candidates from all over the world.*
6. *Sim, costumamos recrutar muitas pessoas especialmente de Portugal e do Brasil.*
7. *Sim, principalmente de Portugal.*
8. *Sim, de Portugal porque a empresa é portuguesa.*
9. *Sim, se for é Portugal.*
10. *Sim, costumamos recrutar de Portugal e países latino-americanos.*
11. *Yes.*
12. *I work in an executive search firm (headhunting). Some clients recruit people from other countries as a way of bringing an international perspective to the operations and add complexity to the discussions.*

f) What nationalities do you usually hire?

1. *Sul Americanos, africanos de varias regiões de africa*
2. *Alemania; Argelia; Argentina; Brazil; Chile; Colombia; Cuba; Ecuador; Francia; Kazaistan; Marruecos; México; Panama; Peru; Polonia; Portugal; República Dominicana; Rumania; UK*
3. *French; Italian; Latin America*
4. *Focusing on Mexico and UK, the most dominant nationality is Bristish.*
5. *All nationalities, but majority of recruitment is made in Europe; it is important that people speak the local language.*
6. *Portugueses, Brasileiros, Angolanos (80%).*
7. *A maior parte são Portugueses e Brasileiros.*
8. *Maioritariamente são Angolanos (país onde a empresa está sediada), mas também recrutamos Portugueses.*
9. *80% são Brasileiros e temos Portugueses, Belgas, Italianos, Bolivianos, Mexicanos e Peruanos.*
10. *Huge number of different nationalities: Lebanese, French, Germany, British.*
11. *USA, Mexican, Singaporean, Malaysian, Korean, Filipino.*
12. *Usually people from Mexico, Argentina, and Chile.*

2. Based on your personal experience, how do you evaluate the Portuguese high-skilled people that apply for your company?

1. *Bons. Sem comentários.*
2. *Nothing to say, like any other people.*
3. *N.A.*

4. N.A.
5. *We recruit from top schools and there you really find high-quality people. But it is not a question of nationality, it is an individual skills set you have.*
6. N.A.
7. N.A.
8. N.A.
9. N.A.
10. N.A.
11. N.A.
12. N.A.
13. *Bons, mas têm que ser melhor 'personal marketers'.*
14. *A partir do momento em q são recrutados é porque cumprem com expectativas iniciais do processo.*
15. *Temos boa formação universitária embora ainda um pouco teórica, temos bons conhecimentos de idiomas, somos flexíveis, temos muito bons elementos em Portugal que lá fora são extremamente valorizados.*

3. Portuguese people recruitment

a) Explain how was the process. For what kind of job position? When was it?

1. *Os portugueses que recrutamos actualmente são essencialmente quadros médios ou superiores. Nestes casos o processo é desenvolvido por Lisboa ou localmente com apoio de empresas especializadas para a aplicação de instrumentos psicométricos.*
2. *The recruitment process is equal independently of the nationality. Just depends of the position and role. Normally for Direction, Management and Technical positions it consists in a telephone interview, and 2 or 3 face-to-face interviews. In some functions like commercial we have also psychometric tests and a practical test. For positions like operations the process consists in a face-to-face interview and for forklifts drivers is necessary to have a specific driving license, training and they always do a practical test. We have recruitment processes during all the year.*
3. *In general, the most used tool is our website in which anyone in the world can access it. Other times, the local companies make the recruitment process for subsidiaries in other locations. Last year.*
4. *Internal transfers (from other subsidiaries to this); MBA recruitment – partnerships with key schools; through website.*
5. *We partner with Universities' career services and introduce our company through workshops or lectures (top business schools). In MBA schools there are more strict recruitments' cycle; other schools people can apply all over the year. Also, we receive the application in the headquarters and we do the first selection and if we find the candidate relevant we forward to the offices.*
6. *O recrutamento é feito para toda as posições e recrutamos Portugueses especialmente para posições mais técnicas (porque são muito bons). Temos um*

programa que é constatemente divulgado nas Universidades e existe outro site que é muito usado em Portugal – quem faz a maior parte do processo é a empresa em Portugal.

- 7. Geralmente a maior parte do processo é feito pela EDP Portugal (contacto com Universidades). Não temos um programa formal que procure contratar pessoas de uma certa nacionalidade. Para posições de nível superior, maioritariamente. Há dois meses.*
- 8. Normalmente são Portugueses que já vivem no país, não trabalhamos com expatriados.*
- 9. Nas faculdades (on-campus) e recebemos também muitos consultores de outros escritórios, principalmente de Portugal. O último candidato português estava no MBA e foi o ano passado.*
- 10. We recruit along with the neighbor offices and we have partnership with some top schools). I can't remember.*
- 11. Recruited for Sales and General Management, about 3 years ago.*
- 12. Senior roles in the segments of consumer and/or heavy industries. Get the requirements from the client, create a job description, validate it with the client, contact executives that are initially aligned with the description, interview over the phone, interview in person, take references on the executives, present to client, feedback session with client, offer negotiation with leading candidate, formal referencing, close the project.*

b) Before recruiting Portuguese workers do you remember the image you had of Portugal and its people?

- 1. Sim. São indivíduos com uma forte formação técnica e com uma base de valores sólida.*
- 2. Yes, it was a very good image.*
- 3. It was good. As I work in an international company we are used to deal with different nationalities and my image of Portuguese was always very good.*
- 4. I worked in an international organization so I've dealt with Portuguese people at a very early age – always had a good image.*
- 5. Usually you have an image related to people from Southern European that are a little more relaxed, less serious and more creative (especially when compared with Northern European). But it is not true in general. It doesn't depend on nationality, but on the individual.*
- 6. Tinha uma imagem boa e acho que a formação de base (conteúdo da educação e formação) é muito superior ao do Brazil, por exemplo.*
- 7. Pessoas de boa formação e que podem trazer uma mais-valia para o nosso processo, mas não associo nenhuma característica em especial aos portugueses.*
- 8. Bastante competentes e têm uma visão muito abrangente. Têm iniciativa e são proactivos. Comparando com outras nacionalidades poderão ser sempre uma mais-valia. Aprendem facilmente. Acabam por ter autonomia nas funções delegadas. Tenho boa opinião. Muito facilmente se adaptam.*

9. *Sempre tive a visão de que os portugueses são mais orientados para resultados e têm uma boa capacidade de resolver problemas (durante toda a carreira de recrutamento). Sempre tive uma boa percepção de Portugal.*
10. *Good technical knowledge.*
11. *Not really. It does not necessarily affect the assessment you will have on the individuals which will be based on specific competencies aligned with the needs of the client. There are some cultures that may naturally have a tendency of having one or other competency more developed, but as it is not a proven fact each recruitment process is different from each other and demands special customized attention.*
12. *Positive due to personal relationships I've had with Portuguese people.*
13. *País: sub-desenvolvido; em crise; pouco talento. Talento: tipicamente pessoas desenrascadas; pessoas que são capazes de pensar e ir mais além; pessoas que são dedicadas e trabalhadoras; empreendedores. (regarding the perspective of recruiters working abroad)*
14. *Imagem em geral positiva, Portugal visto como source of talent. (regarding the perspective of recruiters working abroad)*
15. *N.A.*

c) What do you highlight in terms of skills in the Portuguese people that you've recruited? (Positive and negative)

1. *Positive: Capacidade de realização; Negative: Dificuldade de adaptação a algumas condições particulares sobretudo em países africanos. Ex: network quase inexistente, dificuldades de comunicação com o exterior.*
2. *Positive: Results oriented; Team workers; Responsible; Very good knowledge of languages; Problem solver; Flexible ; Negative: Need to be more ambitious; Need to be more confident; Need to be more innovative.*
3. *Positive: very good technically; learn very easily; Negative: fear to change; insecure.*
4. *Positive: ambitious; hard-working; good at networking (relationships with others); Negative: impatient.*
5. *Positive: good communicators; Negative: could have more organization skills.*
6. *Positive: competências técnicas; formação muito boa; Negative: dificuldade de adaptação; algo preconceituosos.*
7. *Não associo nenhuma característica especial aos portugueses.*
8. *Positive: capacidade de trabalho; Negative: pessimismo*
9. *Positive: mais orientados para resultados; maior cross-functional thinking; capacidade de resolver problemas; auto-confiança; Negative: não há muita flexibilidade.*
10. *I don't have much perception regarding Portuguese people.*
11. *Positive: good communicators; build good relationships; results oriented; Negative: adaptation to different cultures.*

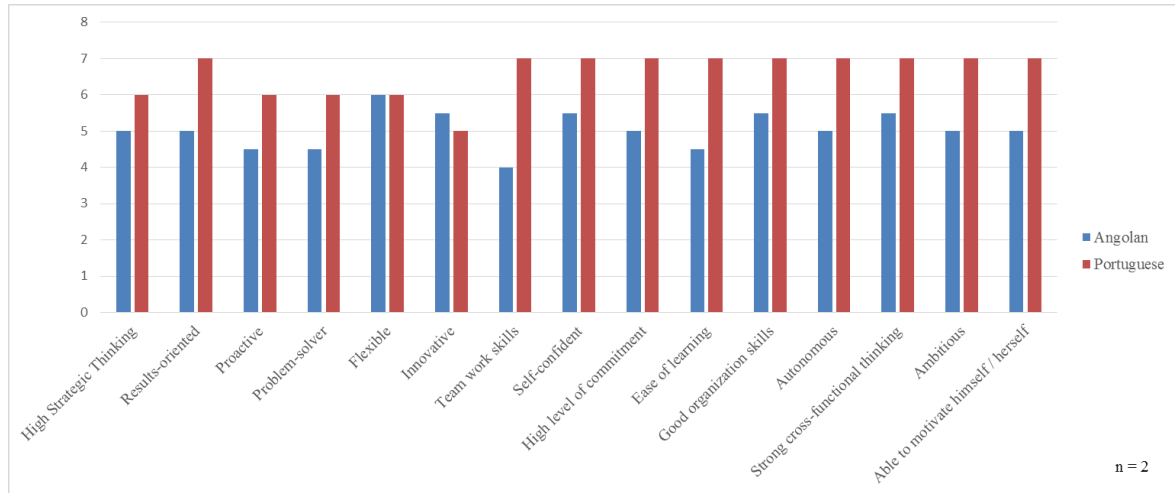
12. *Positive: focused; process oriented; methodical; Negative: flexibility; think outside the box; quick learner*
13. *Positive: Capacidade de fazer acontecer; procura de soluções; Negative: Ambição; bom senso*
14. *Positive: Flexibilidade, adaptabilidade e capacidade de improviso; Negative: Conservadorismo e pouca inovação, sensibilidade à hierarquia*
15. *Boa formação de base e capacidade de adaptação, talvez pouco seguros de si por vezes o que afecta a sua postura perante o mercado de trabalho.*

d) Would you say that the recruitment of those Portuguese people influenced the image you have about Portugal? How?

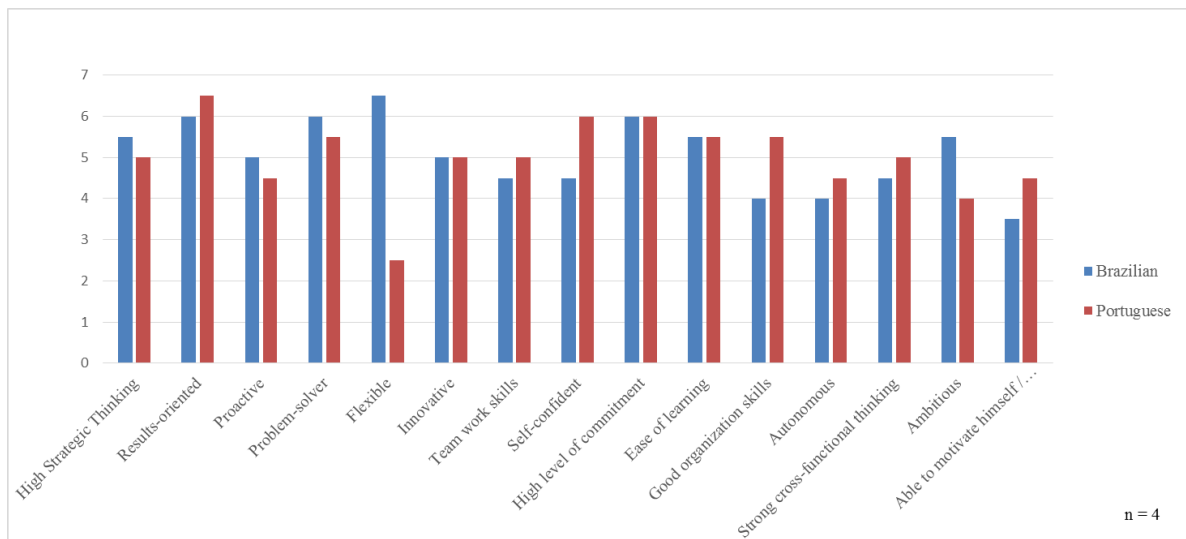
1. *Sim. Confirmou a imagem que tinha.*
2. *Have influenced more positively the image of Portuguese workers.*
3. *No, already had a good image.*
4. *No, it didn't change.*
5. *I had a positive image of Portugal and I have it now, although it is a little more positive than before.*
6. *Não, continua a ser a mesma.*
7. *Como a empresa é Portuguesa, sempre tivemos muitas pessoas dessa nacionalidade e por isso a imagem não mudou.*
8. *Veio reforçar a imagem positiva que tinha dos Portugueses e criei uma boa imagem do país através do que conheço das pessoas no exterior.*
9. *Desde sempre que tenho uma imagem positiva do país e das pessoas, por causa da minha carreira no recrutamento.*
10. *No, I don't think it had influence, either positive or negative.*
11. *Definitely, there are great talents in Portugal. In the organization you look for the best talent, regardless of nationality.*
12. *Not really. As an executive search professional one is trained to understand the characteristics and skills of an individual and the career evolution. Then you can see if that profile aligns with the requirements of the client. The image about Portugal is not necessarily improved or tarnished by any of these interviews recruitment projects.*
13. *Sim.(regarding the perspective of recruiters working abroad)*
14. *Suponho que sim, pois encontram em geral profissionais talentosos e qualificados. (regarding the perspective of recruiters working abroad)*
15. *N.A.*

B.2. Extra quantitative information: comparison between Portuguese and other nationalities

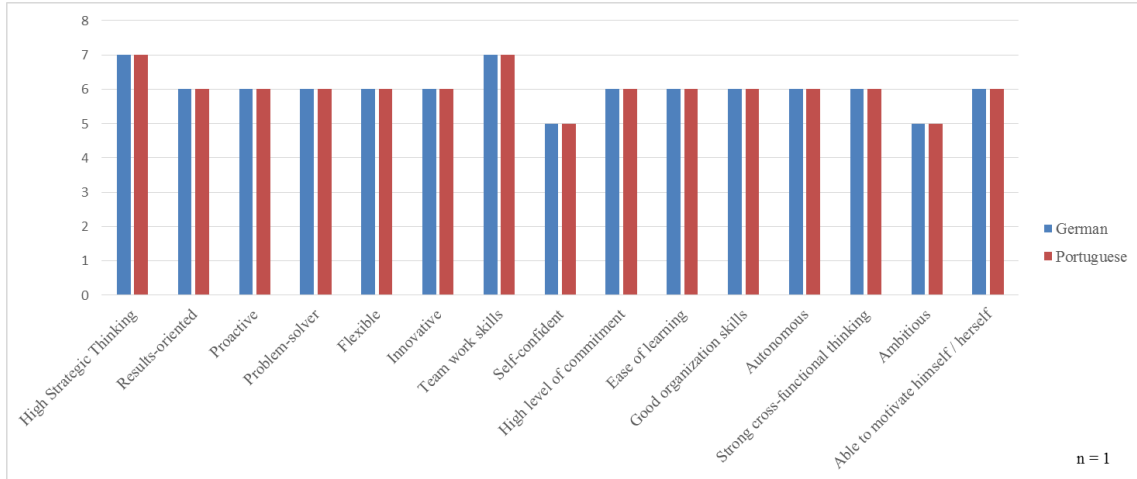
B.2.1. Graphic comparing Portuguese with Angolan people



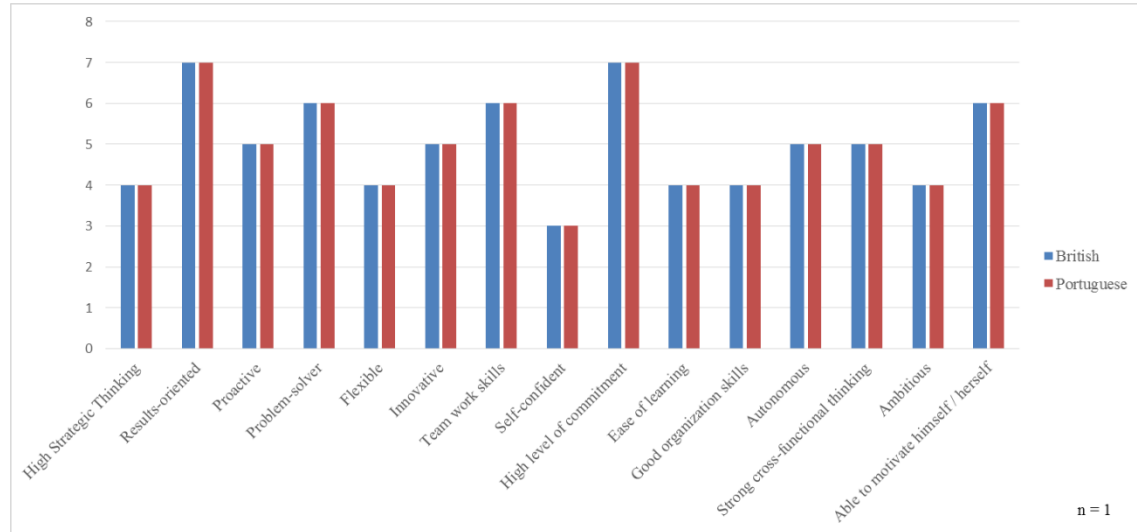
B.2.2. Graphic comparing Portuguese with Brazilian people



B.2.3. Graphic comparing Portuguese with German people



B.2.4. Graphic comparing Portuguese with British people



B.2.5. Graphic comparing Portuguese with Spanish people

