GRAEBEL

CASE STUDY

Mobility as a talent investment

How a global manufacturer realigned relocation to its workforce strategy

Graebel helped a global manufacturer reposition mobility from an administrative support function to a strategic workforce enabler.

The redesign established a clear governance framework, streamlined policy architecture, and stronger integration with workforce planning and talent acquisition.

Mobility decisions are now evaluated through a consistent business lens, balancing employee experience, talent needs, and enterprise value.

Project overview

A global manufacturer sought to realign relocation to its broader workforce strategy. Legacy policies and decentralized decision-making had created complexity, limited visibility, and inconsistent alignment with talent objectives.

Partnering with Graebel, the organization simplified its mobility structure, strengthened governance and created a more disciplined approach to mobility investment while maintaining employee support.

Governance	Talent	Simplicity	Experience	Value
Standardized decision framework	Aligned to workforce priorities	Consolidated structure	Flexible support maintained	Up to $12.7M projected value

> *"Mobility is no longer viewed as an administrative process. It is now part of how we deploy talent, support workforce priorities, and make informed investment decisions. The redesign gave us a stronger foundation to achieve all three."*
>
> \- Global Mobility Owner

The transformation: From strategy to impact

The transformation focused on three interconnected changes. Mobility was first aligned to workforce and talent priorities, then simplified through a more streamlined policy structure, and ultimately supported by a stronger governance framework. Together, these changes created a more disciplined approach to mobility investment while delivering measurable business value.

1. Strategic alignment

From	To	Result
Mobility operating at a distance from workforce planning and talent priorities	Mobility investments connected to workforce planning and talent acquisition priorities	A fit-for-purpose approach to talent deployment, with every move weighed as a workforce investment

2. Program simplification

From	To	Result
More than 40 global and regional policies without a unified structure	A Core/Flex framework internationally with guided benefit selection and a streamlined domestic structure	Reduced complexity while maintaining employee choice, with both programs approved by executive leadership

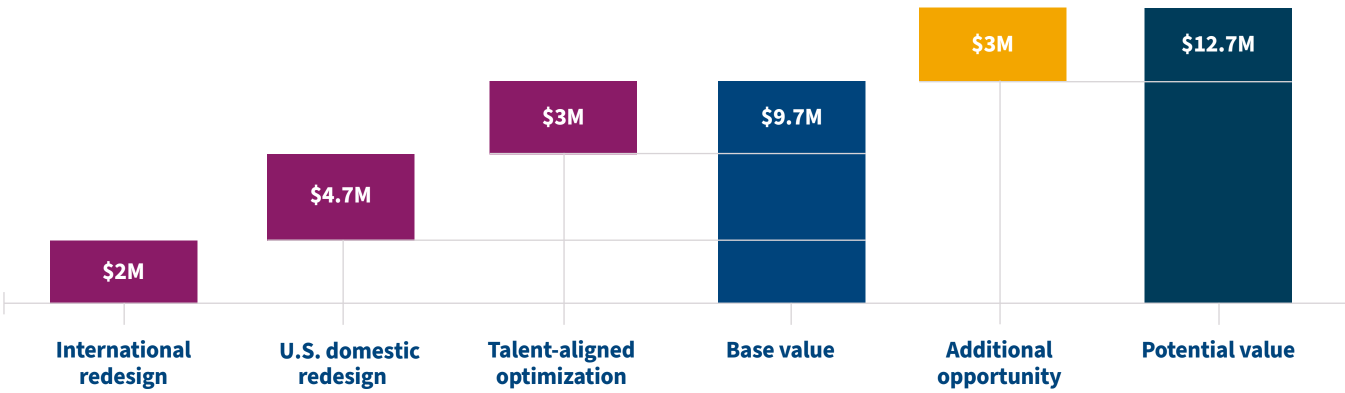
3. Governance and value realization

From	To	Result
Relocations authorized without a consistent business-need assessment	A standardized decision framework qualifying each move against defined criteria	Clear accountability, stronger investment discipline, and projected annual value of up to $12.7M

Turning mobility design into measurable value

Value was created through a combination of policy redesign, program simplification, and improved decision discipline. International and domestic program changes account for an estimated $9.7M in annual value, while additional opportunity exists through more targeted deployment of mobility investments. Together, these initiatives create a projected value of up to $12.7M annually, while maintaining employee support and alignment with workforce priorities.

How value was created



Strategic business impact

The redesign delivered more than projected value. It established a mobility framework that is more closely connected to workforce strategy, easier to manage, and better positioned to support business growth. The result is a program that balances talent priorities, employee needs, and business accountability through a consistent decision-making framework.

Talent-aligned mobility	Talent deployment decisions aligned to enterprise workforce objectives
Standardized governance	Consistent governance and investment accountability
Structural simplification	Simplified administration through a unified policy structure
Employee experience	A balanced approach combining structured support and employee choice
Enterprise integration	Integrated into broader workforce deployment decisions

Conclusion

Strategy aligned. Value realized.

The redesign transformed mobility from a collection of legacy policies into a strategic workforce investment framework. By aligning mobility to talent priorities, simplifying program administration, and strengthening decision governance, the organization established a more scalable and accountable approach to workforce deployment. The next chapter is focused on implementation, measurement, and realizing the full value of the transformation.

People. Powered.

Graebel.com