



Enhancing Talent Mobility to Support the Future of Work

> A Report on Future-Forward
Mobility Trends Identified at the
2018 Global Mobility Summit

> Inside this Report

Introduction	2
Summit and Attendee Scope	3
The Future of Work and Mobility	4
Technology and the Future of Mobility	5
Emerging Trends – Time to Monitor and Prepare	6
> 1. Mobility Technology Applications	6
> 2. Calculating Return on Investment (ROI)	7
> 3. Core-Flex Programmes	8
> 4. Mobility 2030	9



On 13 June 2018,

Mobility professionals from throughout the EMEA region assembled in Munich for the Sixth Annual Europe, Middle-East, Africa (EMEA) insideMOBILITY® Global Mobility Summit.

In this report, we'll summarise the most significant trends and related best practises in the EMEA region as identified by these 17 professionals.

We'll share highlights about their Mobility programmes, priorities and data as reported in the attendee survey and key learnings from two future-focused presentations by industry experts.

About insideMOBILITY

insideMOBILITY, presented by Graebel, features global events and forums designed to help professionals from Global Mobility, HR, Compensation & Benefits (C&B) and Reward become better at their jobs. In these forums, key leaders in the industry from around the region meet with their peers, share ideas and connect with industry experts.

More to come...

Watch for our year-end 2018 State of Mobility Report in which we'll analyse, compare and present the top findings uncovered during the 2018 insideMOBILITY sessions worldwide.

“The Future of Work” was the central topic of the Summit, and in large part this translates to talent utilisation – putting the right people in the right situations to provide the most value for the organisation.

As companies seek to maximise the return on their investment in human talent, Mobility will be called on to make the process of geographic redeployment of that talent as seamless and cost-efficient as possible.

The event host, Beverly King, Director, Client Development & Consulting, EMEA, shares more about this topic in her blog: [Adapting to the Future of Work.](#)



Who was there ?

The attendees mirrored the passionate characteristics identified below and candidly shared their expertise and innovative thoughts during peer-to-peer discussions at the Summit. They travelled from eight EMEA countries and were predominantly senior-level Mobility professionals. All had at least five years of industry experience and more than 80% were at a Manager level or higher; 20% of them held VP/Head or Director positions.

In his opening remarks, Bill Graebel, SGMS, CEO and Chairman of the Board at Graebel, commented on the Mobility industry's evolution, “Every 12 to 18 months there seem to be incremental shifts in the industry in terms of practices and priorities.” But he also noted that certain characteristics of Mobility professionals remain constant:

- 1 **INQUISITIVENESS** about the profession
- 2 **CONSCIENTIOUSNESS** for employees
- 3 Spirit of **CARE-GIVING**
- 4 **DEDICATION** to raising the standards of service in the profession

The Future of Work and Mobility

The day's programme featured presentations by two industry experts: Mike Wincott, Senior Director Client Solutions, EMEA, AIRINC and Christian Baumgart, Partner, KPMG Germany. They set the stage and guided the group discussions related to the future of work and Mobility.



In the near future, some Mobility priorities will remain steady and some will require change.

Steady

- > **Operational Excellence:** Currently a high priority; there's not much room to make this an even higher priority
- > **Assignee Experience:** Currently a relatively high priority; there is minimal room to elevate its priority even higher
- > **Business Experience:** Currently a mid-level priority; there's little demand to emphasise it more

Big Changes

- > **Aligning with Talent:** Currently a relatively low priority; it will shift to be a much higher priority
- > **Achieving Organisational Strategic Objectives:** Currently a mid-level priority; it will soon be a top priority

Moving Forward

- > **Less Policy Segmentation:** Organisations will create necessary flexibility through Core-Flex programmes
- > **New Era of Workers:** There will be an increase in deployment for:
 - Business travel
 - Commuters
 - One-Way transfers
 - Gig workers
 - Cross-Border transfers
- > **Reducing Mobility Programme Costs:** Creating operational efficiencies will be the primary approach
- > **Shift in Communication:** Artificial Intelligence (AI)-based tools (e.g., chatbots) will be used for more day-to-day assignee interaction



Technology and the Future of Mobility

Technology will be a major factor driving Mobility's strategic success and operational excellence. Here's how Mobility and related technology applications will likely evolve together in the next decade:

2018 status quo

Consulting, Governance and Operations are almost exclusively carried out by internal and external human labour

2025 projections

Predictive Analytics will make a significant contribution to Consulting and Governance and an even larger contribution in Operations

Robotic and Cognitive Automation will be heavily utilised in Operations

Thus, technology will replace some human labour in nearly all functional areas...but especially in Operations.

The two questions on the right from the attendee survey point to a potential disconnect within some companies. While leaders at the Summit recognise the need for and value of Mobility-related technology tools, they don't believe this vision is necessarily shared by those at the highest levels of their companies. Consequently, Mobility leaders will need to be proactive within their organisations to get support for the technology solutions they'll need in the next decade.

What do you think will be the biggest change to your programme in the next five years?

70%

Technology used by our assignees

20%

Structure of our policies

10%

Types of assignments

00000
5
YEARS

How prepared is your company for navigating future workforce changes?

60%

We're reactive but respond well to changes

30%

We're proactive and review future trends regularly with action plans in place

10%

We're slow to respond and often behind in planning

Emerging Trends - Time to Monitor and Prepare

During the peer-to-peer discussions, the following four topics inspired attendees, and will likely trigger enhancements in their Mobility programmes.

1 Mobility Technology Applications

Following the broader technology presentations, one of the Summit breakout discussion sessions explored two specific types of technology.

Virtual/Augmented reality tools will be widely used in the very near future.



Tours



Cultural/geographic
acclimatisation



Manage
financial
benefits



Identify
points of
contact



Manage
employee
questions and
concerns



Reinforce
Mobility
policies



Provide detailed,
personalised
localised
information



Emerging Trends - Time to Monitor and Prepare [continued]

2 Calculating Return on Investment (ROI)

Documenting ROI for Mobility will be more important than ever in the next decade. In most companies, Mobility is not expected to produce a return. Therefore, Mobility leaders in these companies can get ahead of this curve if they act soon and begin to document ROI results.

Granted, Mobility leaders must think creatively when it comes to measuring programme ROI. Beyond financial bottom-line measures, there are many ways to define Mobility “return” (e.g., employee education/nurturing, progress toward organisational goals and achievement of SLAs and KPIs). Likewise, there are many ways to measure these returns (e.g., surveys, longevity data and numerous subjective evaluations).

To learn about a new way to approach to ROI and how it can create a powerful business advantage, view this [webinar replay](#).



In quantifying ROI, what types of data do you or would you use?

33% Employee results (performance, retention, promotion, etc.)	25% Relocation or assignment cost	21% Business results (increased sales/profit, product launches, etc.)
17% Quality (satisfaction scores, error rates, etc.)	4% Volume	

Emerging Trends - Time to Monitor and Prepare [continued]

3 Core-Flex Programmes

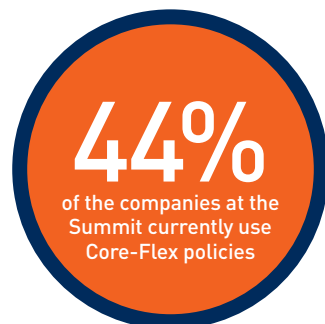
Companies are likely to continue to move toward Core-Flex programmes because they address two fundamental priorities of the future workforce and tomorrow's workplace: employee empowerment and programme cost control.

Core-Flex programmes offer personalised relocation packages that include:

- Basic benefits provided to every employee in a category or tier
- Optional benefits that reflect an employee's personal situation or priorities

It seems that companies may be leery of providing too much "flex" authority to their employees. During the discussion, the attendees wanted to learn from their peers how much autonomy employees were given to make those decisions. Based on a show of hands, roughly half of the companies choose appropriate flex options for their employees, 25% leave the decisions to the employee and 25% assign flex benefits through a collaboration between the employee and the business.

For help with Core-Flex design and implementation, download [Guide to Designing a Successful Core-Flex Programme](#).



What are (or will be) your main reasons for using a Core-Flex policy?



33%
Employee demand

22%
Cost saving

19%
Minimise the use of exceptions

15%
Global/regional conditions

17%
Ease of administration

4%
Other

(Respondents picked their top three)

Emerging Trends - Time to Monitor and Prepare [continued]

4 Mobility 2030

In the final discussion session, attendees shared their visions of how Mobility will be different in little more than a decade. Here are some of the most interesting or frequently mentioned predictions we heard:

- Mobility will include data specialists
- Data will identify optimal candidates for assignments
- Higher ROIs will be expected and achieved
- Timeframes will be shorter
- Immigration will be more difficult
- More elements of Mobility will be self service
- Mobility will primarily serve senior-level people or those with specialist skills
- Mobility will have a small core staff and mostly virtual team members

Attendees were also quick to share their more immediate priorities and plans, describing their short-term “To Do” lists in response to this final survey question on the right.



What areas of your Mobility programme do you plan to focus on in the next two years?



27% Extended business travel	23% International assignments	14% Collection/use of data
9% Insourcing Mobility function	9% Mobility team staffing levels	9% Repatriation
5% Global policy harmonisation	5% Lump sum arrangements	

(respondents could select up to three)



GRAEBEL[®]

Here's to the
world ahead.SM

We look forward to seeing you at the 2019 insideMOBILITY Global Mobility Summit in Geneva, Switzerland! We host Summit events and forums around the world – invite your peers and watch for announcement details on graelbel.com.

Upcoming Global Mobility Summits: Singapore – 21 September 2018 | Miami – 19-21 February 2019 | Geneva – 14-15 May 2019

Contact your Graebel Representative for more information.