



Transitioning from an In-House to Outsourced International Mobility Program with Graebel: The 90-Day Challenge

Graebel teams worked together to take on the international mobility function for this U.S.-based Fortune 50 technology company and deliver exceptional service from day one

Background

With a business presence in more than 140 countries and staff relocation activity in nearly 40% of those (around 1,000 employees annually), this client had an international mobility team of more than 40 people, who were supported on an ad hoc basis by several relocation management companies (RMCs) outside the U.S. and an assortment of service providers in many corners of the world.

Graebel had been managing this company's U.S. domestic mobility program, with approximately 1,500 relocations annually, for more than 12 years.

Their international mobility program was managed in-house.

To achieve greater efficiency in their mobility program and alignment with company goals, the company's CEO issued an internal directive to outsource several business functions, including the international mobility program. After final negotiations, Graebel was retained to expand our services and manage this program, effective November 1 of that year, providing a three-month transition period.

Meeting our Commitment

We immediately began discussions with the company to establish a comprehensive Phase 1 scope of work that encompassed all the basic international mobility program elements within the established 90-day period. The goal was to establish a functional and efficient outsourced partnership that provided mobile employees with seamless service – and the business with the peace of mind associated with the full support of an outsourced program. To accomplish more complex program enhancements as quickly as possible - while ensuring an efficient transition with optimal results - both parties agreed we would implement additional program enhancements in subsequent stages.

We also agreed on an extensive set of key performance indicators (KPIs) and service level agreements (SLAs) and committed to achieve many of these within the first quarter following implementation.

The company was especially eager for us to improve the program participant Net Promoter Score (NPS), which stood at 30 at the time we took over their international mobility program.



Mobilizing Graebel from the Top

Transitioning an international mobility program of this size and geographic scope typically requires 120-140 days, but we had given our word to have Phase 1 in place in just under 90 days.

The direct involvement of Graebel Companies' President was critical. He had been involved in discussions with the company, early on in the

Phased Implementation of the International Mobility Program Transition

Milestone Target	
Phase 1	90 Days
Take on all international relocation services and responsibilities, so the company could re-allocate employee focus to other company priorities	
Status:	Completed on Schedule
Phase 2	8 Months
Integrate with the company's preferred artificial intelligence (AI) tool for lump sum package creation	
Status:	Completed on Schedule
Phase 3	Ongoing
Implement final areas of customized data integration — including APIs for specific data feeds and auto-population — within Graebel globalCONNECT®	
Status:	All Milestones Have Been Met to Date

process, alongside the company's Senior Vice President of Client Services. Throughout the implementation period, both worked closely, ensuring that our teams across the company who were supporting the transition had the necessary financial and staff resources, so we could meet our commitment without sacrificing service levels for our other clients.

The major transition projects for our teams in late summer and fall of that year included:



Verifying that members of the Graebel Partner AllianceSM, our global service supplier network, had the capacity to take on additional volume in all the locations the company had mobility activity



Negotiating with these service providers to obtain their lowest pass-through costs in major service categories in the most significant international destinations



Coordinating with the company's existing international vendors and RMCs to obtain and integrate assignee records and related program information into Graebel globalCONNECT



Securely transferring all mobility program data from the company's data systems into Graebel globalCONNECT



Coordinating assignee case handoffs and connecting with each person on assignment to ensure a seamless transition and the initiation of our people-first mobility level of service



At the request of the company, interviewing and hiring several of their most highly recommended mobility team members to help support the company's mobile assignees

Service Metrics Measured

- › Net Promoter Score (NPS)
- › Timely policy counseling
- › Invoice accuracy
- › Invoice timeliness
- › Invoice timeliness of pass-through cost billing
- › Household goods on-time delivery
- › Timeliness of exception processing
- › Data transmission - timeliness and per specification

Graebel Doubled Targeted NPS Score by Q2



› Moving Forward

We will continue to monitor and report on the full range of SLAs and KPIs for this client – and collaborative discussions continue regarding ways we can optimize the company's mobility program. We've been directed to provide strategies for incremental cost-saving opportunities on a quarterly basis and identify additional ways to leverage their technology and ours. We're fulfilling those commitments and look forward to scaling with the organization as their needs and vision for the organization evolves.