Case Study

GRAEBEL

Strategic Mobility in Action:

Transforming Relocation From a Cost Burden to a Culture Builder

Graebel helped a global packaging leader modernize its relocation program — creating cost-efficient, experience-driven solutions that strengthened company culture.

For one global leader in sustainable packaging solutions with over 100 locations worldwide and more than 23,000 employees, the need to modernize its domestic relocation program became a clear priority. The company's existing policies had not kept pace with industry standards or the expectations of a modern workforce. With outdated provisions and rising costs, the global mobility team recognized that a transformation was necessary to align mobility with its broader HR and total rewards strategy.

Project overview

The company launched a comprehensive transformation of its U.S. relocation program to deliver a more cost-effective, equitable and employee-centric experience. A key milestone in this effort was selecting Graebel as their new global mobility partner. Beyond operational efficiencies, the partnership brought enhanced global capabilities, a more responsive service model, and improved alignment with the company's evolving mobility needs.

Challenge: The cost of standing still in an evolving workforce

The company's relocation policies had become outdated and too rigid to meet the diverse needs of its workforce. Benefits varied across employee levels, and the existing vendor relationship came with high administrative costs. On top of that, the program relied heavily on partial lump sum allowances for managed services, which often led to overpayment and made it difficult to maintain accountability.

The global mobility team also faced internal pressure to align its mobility offerings with its evolving HR strategy, which emphasized employee experience, equity and operational efficiency. The company needed a solution that could deliver measurable cost savings while enhancing support for relocating employees.

Solution: From cash to care – rethinking relocation delivery

The mobility program was completely redesigned through the new partnership with Graebel. One of the most significant changes was moving away from partial lump sum allowances, where employees had to coordinate logistics themselves, to a fully supported model. Now, core relocation needs like home finding trips, temporary housing, return trips, and final move travel are handled through managed services. Employees receive guided support from a dedicated relocation consultant and are reimbursed for actual expenses with receipts. In the past, lump sum payments were provided regardless of service use, leaving employees to manage the details on their own. For the company, that approach drove unnecessary costs and created both real and perceived inequities among employees.

When presenting to leadership for buy-in and approval, the global mobility team emphasized that the benefits themselves were not being reduced or removed — in some cases they were being increased — only the delivery method was changing. The team was able to carefully frame this conversation as a change in administration as opposed to change in benefits to avoid a lengthy approval process and reinforce their commitment to both fiscal responsibility and employee experience.

In a competitive talent landscape, employee mobility is more than a logistical necessity, it's a strategic lever.

The updated policy also introduced tiered benefits aligned with employee levels and the company's new job architecture, strengthened home sale and purchase support, and added kinship transition benefits. To reflect the company's sustainability values, ESG-aligned services such as Discard & Donate and Move for Hunger™ were also included.

Results: Measurable impact, meaningful change

The policy overhaul delivered significant financial results. By transitioning to Graebel, the company realized more than $170,000 in annual savings through improved vendor terms. Coupled with streamlined policies and competitive pricing, total first-year savings exceeded $4 million — over 40% — with no significant changes in volume.

Beyond cost savings, the new policy delivered a more consistent and supportive experience for relocating employees. It aligned with the company's values around equity, sustainability and employee well-being, and positioned them as a forward-thinking employer in the global mobility space.

> *Graebel's partnership made the difference. Together with our global mobility team, they developed a real understanding of our business, shaped it into actionable policies, and then delivered at scale on an aggressive timeline. We felt supported at every step.*

Conclusion

This transformation demonstrates how strategic policy design, when paired with the right vendor partnership, can drive both financial and cultural value. By modernizing their mobility programs, organizations can reduce costs while also improving the relocation experience for employees. This case study offers a blueprint for companies looking to better align mobility with business strategy, employee needs and best market practices.