

The Deloitte logo, consisting of the word "Deloitte" in a bold, dark blue sans-serif font, followed by a small green dot.

Agility in global mobility  
Technology, Media and  
Telecoms sector

GO ▶



# Innovation, agility and expansion

Summary

Re-definition

Challenges

Priorities

Implementing flexibility

Where next?

Contacts

93% of respondents felt that global mobility needed to be significantly more agile than in other sectors



## Top 3 Key Challenges

- 1 Becoming a strategic stakeholder with HR and talent teams
- 2 Speed of deployment
- 3 Developing and maintaining consistent processes

## Top Priority Areas



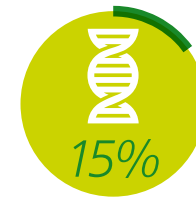
Mobility team roles and responsibilities



Governance and risk frameworks



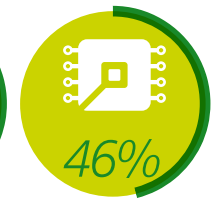
Specific compensation components



Type of vendor



Process of deployment



Use of technology

## Low Priority Areas

Technology, Media and Telecoms companies are rapidly expanding internationally, triggering an array of complex issues.

The desire to move quickly creates a tension between growth and legislative compliance requirements and this is further exacerbated by the demands of a workforce accustomed to instant access to information. The innovative strategies of organisations in this sector have proven to be a double-edged sword. Rapid international expansion has been accompanied by an exposure to problems such as workforce management, data privacy and cyber security. Agile business models have evolved to address these concerns but has there been a knock-on effect on global mobility and the ability of these companies to operate an effective global workforce strategy?

We surveyed a number of organisations in this industry to better understand their challenges and priorities and to understand how the most successful companies have handled their global mobility programmes.

# Re-defining global mobility

Summary

Re-definition

Challenges

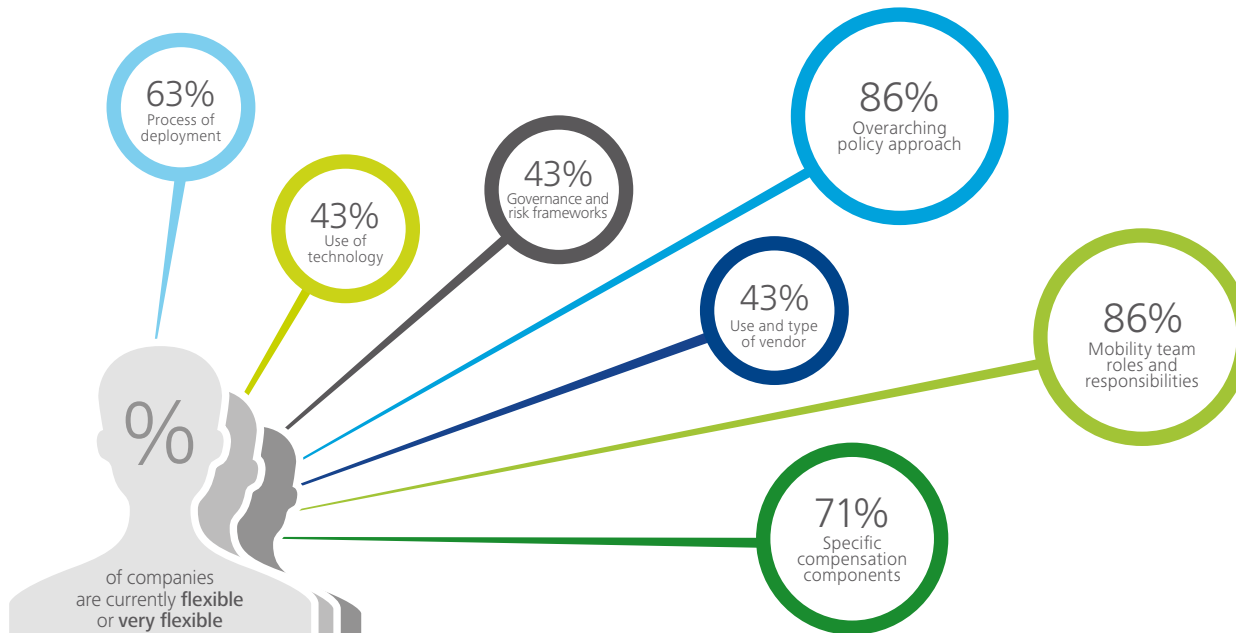
Priorities

Implementing flexibility

Where next?

Contacts

To what extent is your organisation currently flexible in the following areas?



Companies have implemented policy and package flexibility but other core components of a global mobility programme (process, technology, vendors) were identified as less flexible in this survey. Flexibility in mobility team roles and responsibilities was also identified as an area of high flexibility.

To drive rapid expansion, to be the first to open studios or design centres, companies are looking internationally for their talent, both internally and externally.

Companies cannot be constrained by the physical location, situation or background of a candidate. They need creative packages to attract the best people and support international moves.

In the last 12 months this market activity has driven companies to centralise global mobility roles, policies and processes to streamline their international deployments. For organisations where these structures existed but were circumnavigated by business lines, the focus has been on meeting the business needs in a managed approach.

Introducing a level of agility was paramount to the success of many of these initiatives, a view validated by our survey; 93% of respondents felt that global mobility needed to be significantly more agile in this industry than in other sectors. Agile processes to deploy rapidly and manage complex moves, complemented by agile packages to secure the best talent for a business that can't afford to wait and a workforce unaccustomed to any delay.

# Challenges for global mobility

Summary

Re-definition

Challenges

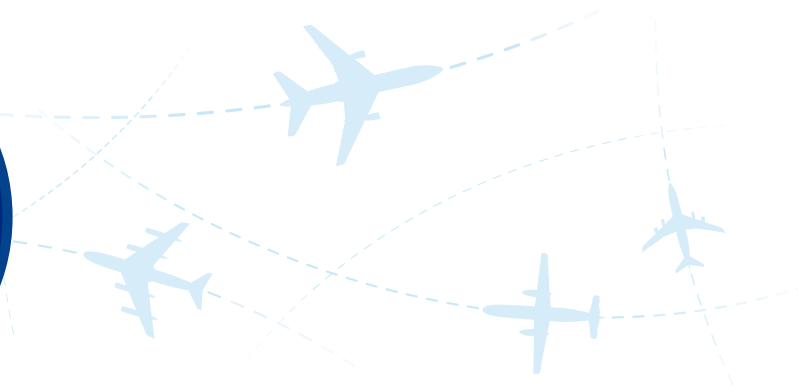
Priorities

Implementing flexibility

Where next?

Contacts

Speed of deployment and the need to maintain consistent processes (both a significant challenge in 64% of cases) made up two of the most common challenges

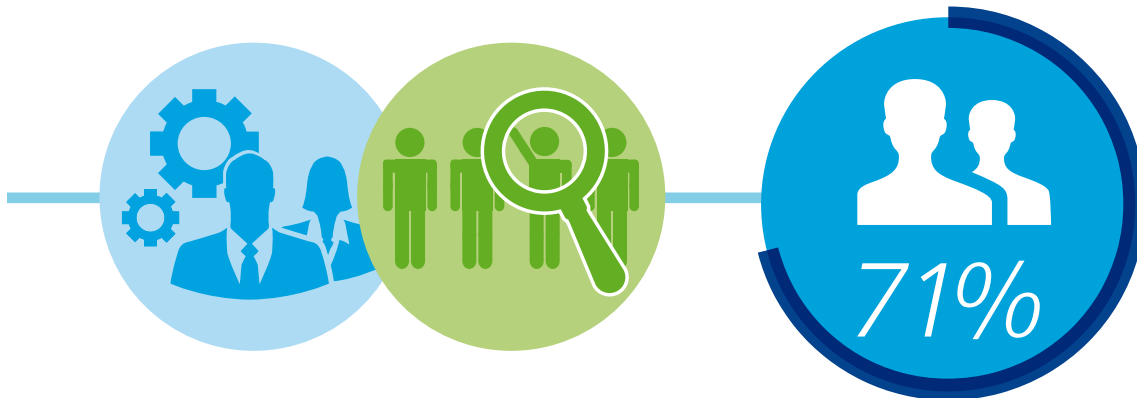


To understand the importance of agility, we asked what areas participants found challenging.

Speed of deployment and the need to maintain consistent processes (both a significant challenge in 64% of cases) made up two of the most common challenges. Such findings were as expected, given the conflicting nature of these drivers and the pace at which the companies surveyed maintain to gain a competitive advantage.

But respondents identified becoming a strategic stakeholder with HR and talent teams (a significant challenge in 71% of cases) as the top challenge. Global mobility functions may have operational challenges in keeping pace with the business and securing their buy in, but the aspiration is to play a greater strategic role in HR and talent management initiatives.

Respondents identified becoming a strategic stakeholder with HR and talent teams as the top challenge



# Priorities for global mobility: A conflict?

Summary

Re-definition

Challenges

Priorities

Implementing flexibility

Where next?

Contacts

Defining mobility team roles and responsibilities remains a high priority, but agility in global mobility also requires others to adapt



With global mobility still expected to police areas of governance and risk, such priorities are likely to drain time and resources and prevent focus on providing more consultative support



The clear priority from the survey was to define mobility team roles and responsibilities, marked as a high priority in 79% of cases.

Global mobility teams across industries face a challenge of transitioning from a purely “processing” role to a business partner able to deliver consultative support on complex international deployment issues ([Strategic Moves: 3 years on](#)). Practically, many companies in this sector face a more acute challenge due to rapid expansion. Processes may not be fully defined and the everyday pressures to deploy quickly are placing an increasing burden on global mobility team members to resolve the multiple issues relating to international deployments across the areas of tax, immigration, legal and reward immediately.

With global mobility still expected to police areas of governance and risk (marked as a high priority in 71% of cases) such priorities are likely to drain time and resources and prevent focus on providing more consultative support.

Furthermore, global mobility professionals often have their hands tied by bureaucratic governmental department processing times and working models. Complex issues can’t always be solved at a touch of a button as their employees may expect. From queues at embassies for work permits and visas to complexities in the calculation of tax on equity incentives, agility in global mobility requires others to adapt.



# Implementing effective flexibility

Summary

Re-definition

Challenges

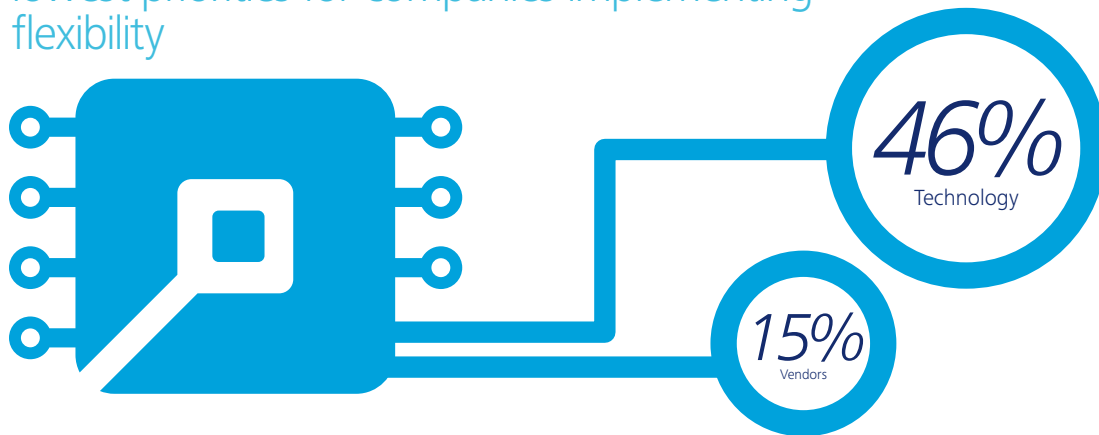
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Implementing flexibility

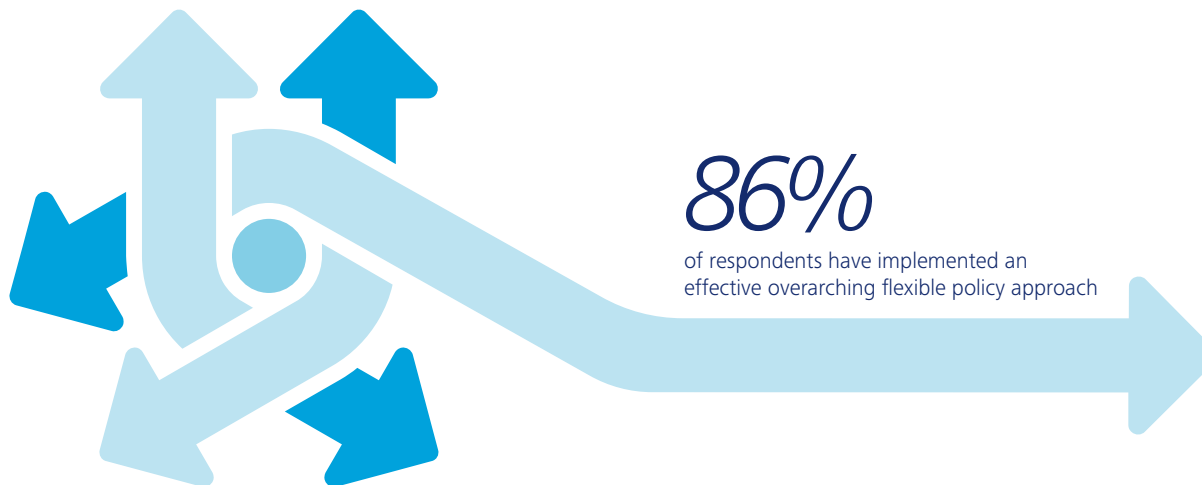
Where next?

Contacts

Use of technology and vendors that underpin many global mobility processes were rated as the lowest priorities for companies implementing flexibility



Implementing a flexible policy approach



When companies look to effect change they first address operational matters to provide the foundation for a more consultative focus.

However, our survey revealed that implementing flexibility in the traditional building blocks of global mobility programmes (process, vendors and technology) were a lower priority for respondents in the majority of cases. Could it be that the difficulty of effectively implementing the desired flexibility in these areas has relegated them down the priority list?

In our survey these three areas were also rated as the lowest for companies effectively implementing flexibility. Global mobility technology is notoriously complex and rigid to implement – although more flexible models are beginning to appear. Equally, there are only a handful of relocation vendors with the capability to cater for the demands and complexity of this market.

Compare this to an area of relative success, policy design, where 86% of respondents have implemented an effective overarching flexible policy approach. Innovative thinking around policies and deployment models and careful consideration of an appropriate level of flexibility have helped global mobility functions cater for the demands of the business and raise their profile internally.

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Summary

Re-definition

Challenges

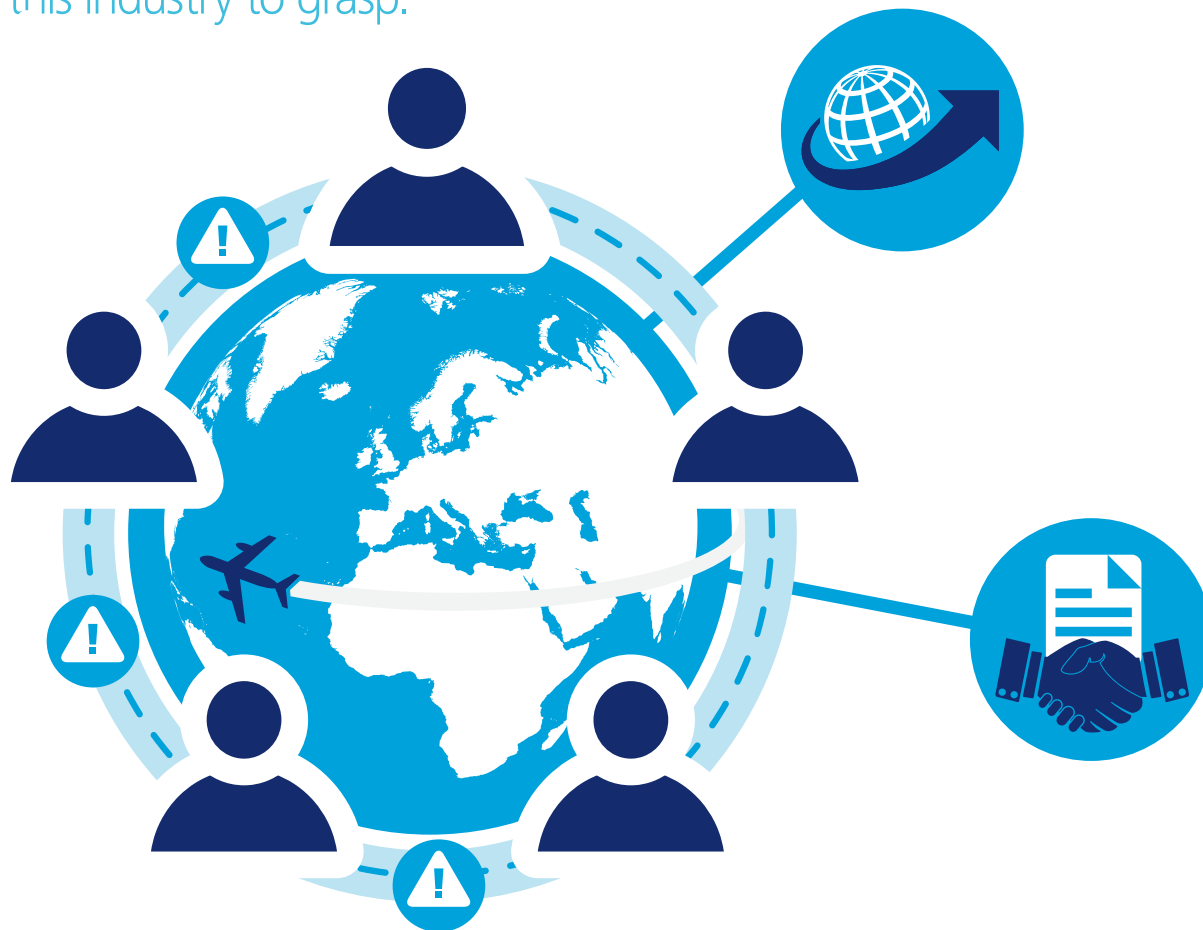
Priorities

Implementing flexibility

Where next?

Contacts

The opportunity to play a key role in managing their global workforce, drive business performance and effect legislative change is there for global mobility professionals in this industry to grasp.



Against a disruptive business background, our survey shows HR and global mobility professionals have responded by identifying the need for a more agile form of global mobility and effecting changes in the structure of packages and policies.

However, global mobility professionals are faced with resolving the multi-faceted aspects of an international deployment with lagging government legislation, processes, technology and vendors in a world that has not caught up.

But an opportunity also exists. The pressure to support rapid geographical expansion, deploy with speed and staff positions from a global talent pool mean global mobility professionals in this sector are in many cases closer to the heart of their organisations' global deployment and workforce issues than in some other industries. Yes, there may be pressing operational challenges, but the opportunity to play a key role in managing their global workforce, drive business performance and effect legislative change is there for global mobility professionals in this industry to grasp.

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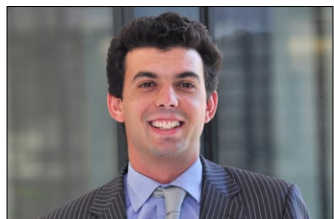
Challenges

Priorities

Implementing flexibility

Where next?

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