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Introduction

This insight provides an insightful overview of Deloitte’s Annual Strategic Moves Survey and outlooks for 2016, including answers to...

What business initiatives are underway in organisations, and how many of them are Global Mobility Professionals involved in?

With Global Mobility increasingly partnering with other areas of the business, what are the challenges in doing so?

How is Global Mobility currently structured and how do Global Mobility professionals feel it should be to better support the business?
The business impact of global mobility

Of the 100+ organisations who participated in our Strategic Moves survey the top three business initiatives identified were:

1. Business transformation
2. Formal mandate to reduce costs across company/HR
3. Significant expansion into new territories

Global Mobility is playing an increasing role in these key business initiatives.

- **49%** reported GM involvement in significant expansion into new territories.
- **43%** reported GM involvement in formal mandate to reduce costs across company/HR.
- **32%** reported GM involvement in business transformation.

The initiatives may already have been completed, be currently underway or are planned to start in the next 12 months.
Meanwhile certain core strategic initiatives remain largely outside the scope of Global Mobility’s involvement.

Of those surveyed stated GM had no involvement in the business initiative of significant change in products/strategy...

Global Mobility was involved in other key areas of the business:

- 36% involved in HR transformation
- 37% review of/reduction in use in contractors/3rd parties
- 77% process design/optimisation
- 73% technology improvement
- 64% policy review or redesign
- 63% stated GM had no involvement in business reviews of locations
- 78% of those surveyed stated GM had no involvement in the broader business initiatives
Partnering with enabling functions

Enabling functions that have regular contact with Global Mobility. Organisations where Global Mobility has regular contact with other enabling functions are, for example:

- **Tax**: 64%  
- **Reward**: 57%

However, areas for improving partnering are:

- **Talent acquisition**: 25%
- **Diversity and inclusion**: 14%
- **Learning and development**: 14%
- **Vendor management**: 14%
- **Operational delivery**: 14%
- **Customer centricity**: 14%

When compared to HR, Talent and Reward Professional respondents believed that Global Mobility’s capability potentially extended that of their peers in the following areas:

- **Challenges...** The top four challenges Global Mobility has faced in partnering/integrating with other functions:
  - **Skillset gap in the Global Mobility team**: 27%
  - **Capacity/willingness of other functions to engage with Global Mobility**: 42%
  - **Current perception of the role of Global Mobility as purely operational**: 57%
  - **Capacity/willingness of other functions to focus on other activities**: 34%
  - **Team to focus on other activities**: 25%
  - **Diversity and inclusion**: 14%
  - **Learning and development**: 14%
  - **Vendor management**: 14%
  - **Operational delivery**: 14%
  - **Customer centricity**: 14%

Global Mobility Insights | 2016 Outlook
Structuring global mobility

45% describe their Global Mobility Practice as **adequate** in global deployments.

5% describe their Global Mobility Practice as **world class** in global deployments.

Current structure of Global Mobility

- 24% Other
- 12% standalone Global Mobility Centre of Expertise
- 16% wholly integrated function with Talent Acquisition and Learning and Development
- 30% standalone central Global Mobility function

To best align with the business and enabling functions Global Mobility professionals’ view on how they should be structured

- 13% standalone central Global Mobility function
- 32% Centre of Expertise with certain Global Mobility activities in a HR/Finance Shared Service Centre
- 26% wholly integrated function with Talent Acquisition and Learning and Development
- 18% Centre of Expertise with certain Global Mobility activities in a HR/Finance Shared Service Centre
- 12% standalone central Global Mobility Centre of Expertise
- 12% standalone central Global Mobility Centre of Expertise
An evolution in global mobility

The role of global mobility is changing from being a pure processing function to a partner that can deliver unique business support capabilities.

1. **Limited Global Mobility (GM)**
   - GM is reactive only.
   - No brand or general awareness of GM.
   - Haphazard GM assignment management.

2. **Emerging Global Mobility**
   - GM loosely aligned with global business strategy.
   - GM processes inconsistent.

3. **Integrated Global Mobility**
   - GM considered an operational & enabler of business strategy.
   - Assignment processes are consistent & generally automated.

4. **Business-Driven Global Mobility**
   - GM is considered a strategic advisory function & key enabler of business & global workforce planning strategy.
   - GM processes are seamless & highly automated.
What’s next? From global mobility to global agility

Now is the time for Global Mobility to get ahead of the curve by planning proactively for these challenges and creating a business driven global mobility competitive advantage.

Increasing prevalence of ‘non-standard’ mobility will require rethinking of traditional mobility service delivery models and capabilities.

Hyper-specialism of skills will lead to greater adoption of international reward frameworks which encompass customised components for a global talent pool.

Redesign of traditional employment models and deployment frameworks which link supply/demand matching of skills/capabilities to global workforce planning strategies.
Global agility and the development of a global mind-set

Global Mind-Set: New Horizons
The business environment and talent landscape has evolved within the below areas, driving a greater demand for a global mind-set:

1. The changing face of talent
   - By 2020 India and China are predicted to produce 41% of the world’s graduates.
   - And millennials will make up roughly 75% of the workforce.

2. Talent hubs and skills clusters
   - Countries and cities are beginning to act like companies by streamlining efforts and focusing on and investing in niche areas of expertise – creating talent hubs.
   - Governments in both developed and developing nations are willing to flex local legislation to develop local centres of expertise and industry clusters.

3. Workforce on demand
   - Talent to be used as and when required, making companies more agile and flexible in their resourcing strategies.
   - Use of contingent workforces set to increase.
   - Global talent pools of hyper specialised skill sets.
Global Mobility Insights | 2016 Outlook

Developing and utilising a global mind-set

**Why?**

Why is having a global mind-set important within your organisation?

**Who?**

Who is it within your organisation that is required to have a global mind-set, both now and in the future?

**What?**

What differential employment models and reward frameworks can facilitate the creation of a global mind-set?

**How?**

How will these international experiences fit into a broader learning and development plan for each employee?
Deloitte research and publications

Our global Mobility Transformation practice has developed market-leading thoughtware and a proven point of view built from experience working with multinational companies and conducting marketplace studies.

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**Global Workforce Management**

*Best Practice Approach to Global Employment Companies*

This article provides insights into the key considerations when determining if a GEC is right for your organisation as well as alternative solutions to GECs. It also outlines our approach to GECs and how we can support you right through your journey, from setting up a GEC to ongoing reviews in light of legislative and corporate governance changes.

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**The Changing Role of Global Mobility**

*Strategic or Supporting Role?*

Results from Deloitte Pulse survey indicating how many Global Mobility professionals are struggling to meet the strategic demands now being placed on them. The report looks at reasons for this such as the embedded culture and lack of holistic training.

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**Think global**

*Global agility and the development of a global mind-set*

Following on from our 2011 ‘fostering a global mind-set’ this article details how four years on the business environment and talent landscape have evolved, making the development and utilisation of a global mind-set amongst employees equally, if not more, critical for companies, but often more challenging to accomplish.

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Strategic Moves Lab 2015

Moving together, making tomorrow

Output from the Deloitte Strategic Moves Lab 2015 into the Strategic Moves Lab Booklet which assimilates the attendees’ collective thoughts and insights from the day alongside an overview of the input from our guest speakers: Dr Katerina Hanna (LinkedIn), Eckhard Störmer (zpunkt) and Jeffrey Scott Saunders (SIGNAL).

Agility in Global Mobility

Technology, Media and Telecoms sectors

Results from Deloitte’s pulse survey and insights from research in the Technology, Media and Telecoms sector to help better understand the challenges, priorities and how the most successful companies have handled their global mobility programmes to implement effective agility.
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