Re-imagine global mobility
The irresistible mobility experience
#MobilityExperience | www.deloitte.com/us/ime
In business, the customer is king
Organizations go out of their way to deliver the best customer experiences possible, whether in store, online, or through an app.

The employee experience, however, can be very different
Employees are often expected to navigate complex systems and processes. When moving overseas, these can include anything from organizing shipment to completing numerous forms, in the midst of coordinating multiple stakeholders and emotionally preparing to work overseas.
Executives and leaders are often struggling to change this dynamic

Enhancing the employee experience was voted the #1 strategic priority by mobility professionals and 80% of executives rated employee experience as very important, but only 22% were excellent at building a differentiated employee experience.

Only 23% of companies feel that they are excellent at helping employees balance personal and professional life/work demands. Only 24% of companies feel that they are excellent in aligning employee and personal goals with corporate purpose.

But what if you could deliver a mobility experience that feels more like a world-class customer experience

An experience in which employees can more easily interact, access information, review options and take action...

1. 2018 Deloitte Future of Mobility Survey

#mobilityexperience
The rules of engagement are changing

In a digital world with increasing transparency and the growing influence of the workforce being comprised by five generations of workers, employees expect a positive work experience, with the following factors driving engagement levels:

- **Meaningful Work**
- **Supportive Management**
- **Positive Work Environment**
- **Growth Opportunity**
- **Trust in Leadership**


Organizations are realizing the significance of a positive and consistent employee experience, against the backdrop of operating in a highly competitive global economy.

Research shows a clear correlation between employee experience, customer experience and business outcomes. Improving the employee experience can help:

- To attract and retain talented employees
- To keep employees engaged with the business
- To create a positive working environment which empowers employees
- To help employees reach their full potential, and attain peak performance & productivity
- To reduce rates of absenteeism & presenteeism, and improve customer service
- To achieve better customer service and financial outcomes

In response to these changing dynamics, leading organizations are now developing an integrated focus on the experience for the entire workforce (Figure 1).

<table>
<thead>
<tr>
<th>Old rules of experience</th>
<th>New rules of experience</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement</strong></td>
<td>Annual engagement survey</td>
</tr>
<tr>
<td><strong>Culture</strong></td>
<td>A topic on the company website</td>
</tr>
<tr>
<td><strong>Roles/skills</strong></td>
<td>Managed with a focus on benchmarking</td>
</tr>
<tr>
<td><strong>Compensation</strong></td>
<td>Based on benchmarking and fairness Designed to cover salary overtime, bonus, benefits and stock</td>
</tr>
<tr>
<td><strong>Wellness support</strong></td>
<td>Focused on safety and managing insurance costs</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>Employee HR self service viewed as a technology platform to facilitate HR transactions</td>
</tr>
</tbody>
</table>


Equally, for mobile employees, this means shifting from a reactive, one size fits all approach to a proactive, personalized approach which creates human value.
The global mobility journey

Be it an overseas business trip, a fixed-term assignment or a permanent move, relocation can be exciting, but also challenging and emotionally demanding. It may provide new opportunities, but also cause increased levels of stress.

From adapting to a foreign culture and integrating into a new work environment, to the pressure placed on relationships and families, research indicates that an individual’s emotional wellbeing fluctuates extensively across their relocation journey (Figure 2).

Coupled with the increased administration involved for the individual in organizing an international move, employers face a considerable challenge in creating a positive experience for mobile employees.

With this in mind, it is perhaps unsurprising that employee willingness is considered the number one barrier to managing a global workforce.4

Figure 2: Adapted from the book: Second Language Learning Theories, Second Edition by Rosamond Mitchell & Florence Myles, Published in 2013.


Baseline Emotional Wellbeing

Emotional Wellbeing through relocation

LEAVE HOME NEW COUNTRY

RETURN HOME

![Diagram of emotional well-being through relocation]

Initiation

Pre-move preparation

Arrive at destination

One month into the move

Pre-return preparation

Repatriation

One month post return

Three months post return

I can’t wait to get back and see my friends

I’ve been to amazing many places I didn’t think I would go to

It is nice being home

Life and work seem a bit dull now, I need to use my new found skills

Excited to go!

It’s going to be warm and sunny

So many forms to fill in I don’t think it will ever be done

I miss my old team, and the staff cafeteria is awful

I’m here – ready to work, ready to explore

I’ve been to amazing many places I didn’t think I would go to

I can’t wait to get back and see my friends

Life and work seem a bit dull now, I need to use my new found skills

It is nice being home
Placing the user at the center of mobility

We believe the employee experience should be irresistible even when someone moves internationally.

What drives a positive mobility experience will differ at each organization, and will be impacted by the business strategy, sensitivities to cost, speed and efficiency. It is, however, essential that the experience meets the needs of the user, taking into account different demographics and deployment types.

The irresistible mobility experience balances a human-centred approach with the strategy and culture of the organization, curating the mobility journey around the employee’s needs to deliver a consistent and high-quality experience.

Taking steps which make a tangible and human impact on the mobility experience can significantly enhance the mobility brand, acting as a role model for the wider organization’s employee experience initiatives.
Imagine if your employees said:

“Moving abroad was a big, emotional decision not only for me, but also for my family. From being a dual income family, we became a single income family as my partner had to quit her job. I felt that my organization’s mobility program took all of these factors into account and we had the support we needed to successfully transition.”

“I like to be in control of my financial affairs but moving internationally made this more challenging, so I relied heavily on the organization’s vendors to support me with my knowledge gaps. My mobility contacts always provided me with clear, timely and concise communications to keep me informed. Having a simple user interface helped to reduce the administrative burden on my part.”

“A good experience includes support to deal with different cultural sensitivities. My move was difficult due to my sexual orientation so I’m grateful that I had a mobility advisor to guide me and my spouse through the process.”

“My mobility experience was great because I always had clarity on the scope of support provided by the employer and a single point of contact to help me navigate my relocation information.”
Where to get started

1. **Identify** the mobility experience challenges by considering the possible pain points in the end to end user journey, e.g. employees feel overwhelmed with the volume of administration involved with their moves.

2. **Listen** to the voice of every mobility user, including employees, service providers and business leaders, to gain a more in depth understanding as to the current service.

3. **Analyze** the existing experience by reviewing any available data on your mobile employees.

4. **Focus** efforts on the parts of the mobility journey which will have the biggest impact on the overall experience.

5. **Create** tailored solutions that are desirable to employees, financially viable, and organizationally feasible.
On-going measurement

Developing an effective means of measuring the mobility experience is essential; to help establish the challenges in the existing service, and to validate that any recent enhancements have in fact improved the employee experience.

There are four key areas which organizations may find important to measure (Figure 3):

- **Operational Support**: Structure of operations, and satisfaction with external vendors
- **Personal Wellbeing**: Employee resilience, and focus outside of work life
- **Financial Welfare**: Rewards, benefits and other support provided to the employee
- **Professional Engagement**: Successful integration into the host location, and career progression
A broad-based and targeted mobility data set can help organizations to stay ahead of the curve, understand the factors influencing the success of international deployments and make real-time interventions to improve the mobility experience.

As well as considering the scope and depth of topics to measure, leading organizations are also considering how often they look to collate data from employees, and the best mechanisms for doing so. This could mean a move away from retrospective pulse surveys assessments, to a real-time app based solution or cutting edge wearable technology.

These innovative approaches may allow employees to provide instant feedback on their mobility experience, through a simple user interface, and with an automated triage of specific issues to the correct contact.

Each organization’s approach to mobility experience measurement may be different, taking into account culture and other existing measurement mechanisms already in place across the wider organization.
Our approach

At Deloitte, we believe in a problem solving philosophy that focuses on people, to create offerings that are intuitive and deliver value. Our approach leverages our global mobility experience and our design thinking methodology to help our clients cultivate an irresistible mobility experience.

This human-centered, collaborative approach is creative, iterative and practical. By gathering evidence through research, combined with empathy and experimentation, we help our clients create a holistic understanding of the current service and experience.

This enables organizations to identify opportunities to create engaging experiences for mobile employees, which make a real human impact on the mobility experience. Cultivating this ‘service vision’ gives real purpose and focus to the mobility program.

The following four principles are key to our approach:

**Iteration**
Pilot, test, integrate, and measure feedback. Everything is a work in progress – fail early, and fail fast.

**Discovery**
Knowledge is power. Study and listen to your employees to understand their unique needs, values, and behaviors.

**Empathy**
Appreciate employee experiences and feelings – identify the critical ups and downs of their journeys to learn what motivates or discourages them.

**Co-creation**
Reach out to your employees who are closest to the experience to brainstorm ideas and co-design solutions.
Our experience tells us that this design-led approach is a productive and innovative way of creating seamless mobility experiences to achieve meaningful results.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Position</th>
<th>Understand</th>
<th>Construct</th>
<th>Evolve</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Establish vision &amp; ambition</td>
<td>Explore context and empathize with service users</td>
<td>Deepen understanding &amp; create solutions</td>
<td>Deliver enhancements</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Approach</th>
<th>Outcomes</th>
<th>Outcomes</th>
<th>Outcomes</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Defined objectives</td>
<td>• Holistic understanding of the current experience through research</td>
<td>• Re-imagined experience</td>
<td>• Delivery of improvements</td>
</tr>
<tr>
<td></td>
<td>• Stakeholder alignment</td>
<td>• User stories and personas</td>
<td>• Tested ideas &amp; prioritized solutions</td>
<td>• Continuous improvement planning</td>
</tr>
<tr>
<td></td>
<td>• Plan of activities</td>
<td></td>
<td>• Employee journey maps</td>
<td></td>
</tr>
</tbody>
</table>

**Benefits of Design**

The first step is to establish a shared understanding of the current context and identity opportunities to resolve key challenges. Typically we work on this together with our clients as part of an interactive and immersive mobility experience Lab.
Get in touch...

Karin Angvald-Wallach  
Digital Workforce | Mobility  
Managing Director  
Deloitte Tax LLP  
+1 212 436 4769  
kangvaldwallach@deloitte.com

Shannon Anderson-Finch  
Digital Workforce | Mobility  
Senior Manager  
Deloitte Tax LLP  
+1 512 226 4642  
sfinch@deloitte.com

Michelle Fertig  
Digital Workforce | Mobility  
Senior Manager  
Deloitte Tax LLP  
+1 212 492 4025  
mfertig@deloitte.com

Aimee Obaldo  
Digital Workforce | Mobility  
Manager  
Deloitte Tax LLP  
+1 212 653 7852  
aobaldo@deloitte.com

www.deloitte.com/us/ime  
#mobilityexperience
Deloitte’s market-leading Digital Workforce | Mobility team engages with organizations to establish global workforce strategies, tailored to client specific business and talent objectives. We have vast experience in collaborating with organizations to enhance, reshape and transform both the operational and strategic aspects of mobility and talent programs.

We embrace design thinking to help clients to reimagine their approach to talent mobility, focusing on areas ranging from policy and process design, service delivery model transformation, program effectiveness measurement, customer experience enhancement, global talent strategy, digital planning, and workforce analytics.

Over 250 professionals across Deloitte’s network specialize in transformation, analytics and technology on a global basis. Our approach and design-led mind-set bring industry specific and functional knowledge, as well as data driven insights and innovative technology solutions.

We have a proven track record of delivering complex projects and providing unrivalled thought leadership.