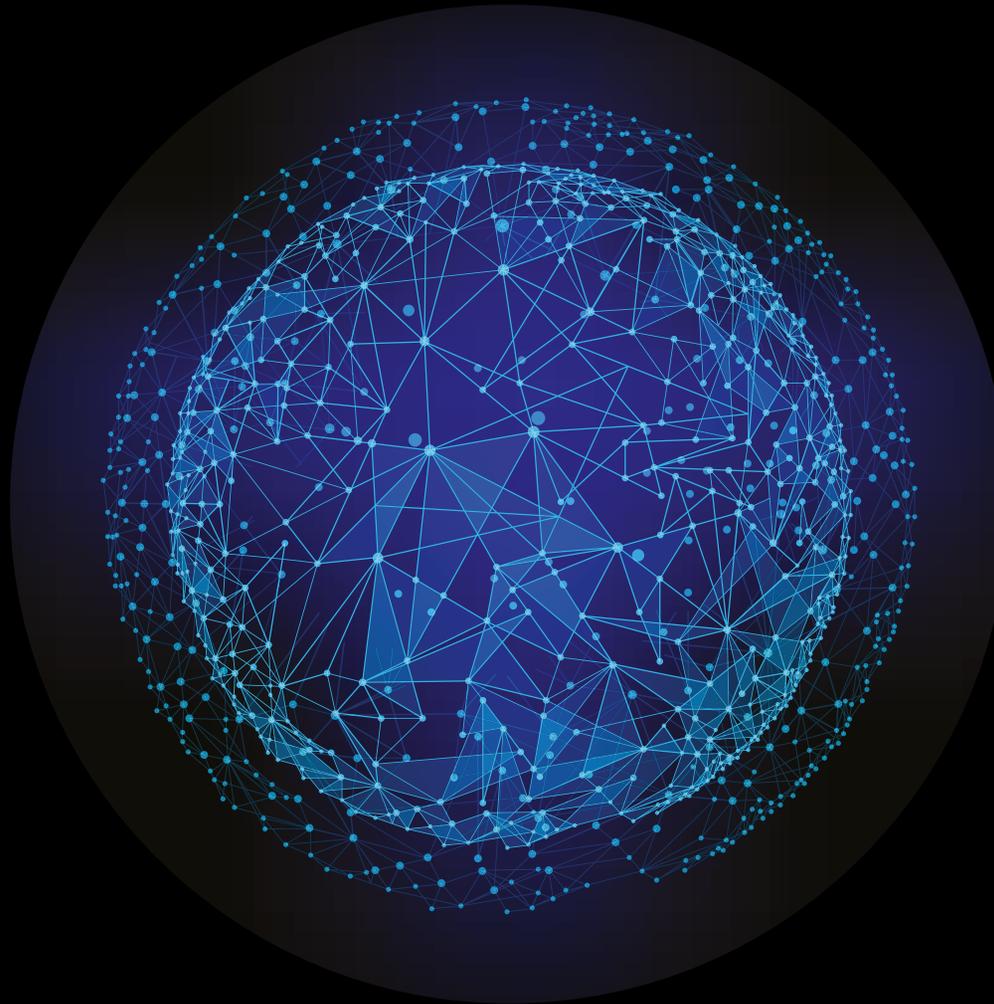


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Agility in global mobility

Technology, Media and
Telecommunications industry

Innovation, agility and expansion

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



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

Low Priority Areas



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

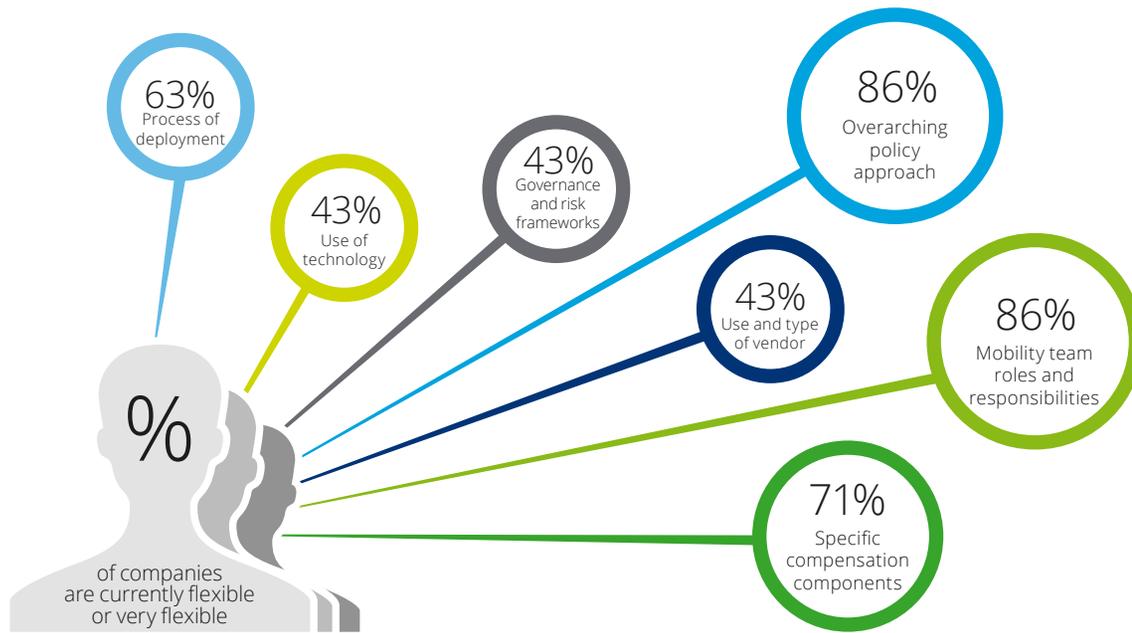
The desire to move quickly creates a tension between growth and legislative compliance requirements; this is further exacerbated by the demands of a workforce accustomed to instant access to information. The innovative strategies of organizations in this industry have proven to be a double-edged sword. 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 an indirect effect on global mobility and the ability of these companies to operationalize an effective global workforce strategy?

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

Re-defining global mobility

Re-definition

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



Companies have implemented policy and package flexibility, but other core components of a global mobility program (process, technology, vendors) were identified as less flexible in this survey. 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 centers, 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.

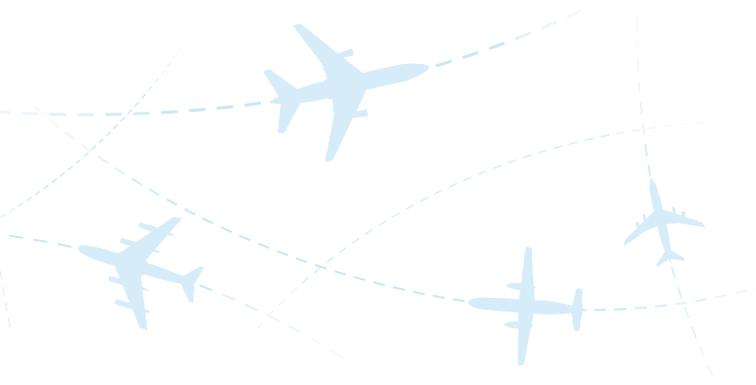
In the last 12 months this market activity has driven companies to centralize global mobility roles, policies and processes to streamline their international deployments. Some organizations in which these centralized mobility structures have been established are finding that the business lines bypass mobility in moving employees internationally. In these cases, the focus is on aligning mobility with the business to meet needs in a centrally managed and consistent way.

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 industries.

Challenges for global mobility

Challenges

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



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



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 move 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.

Priorities for global mobility: A conflict?

Priorities

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



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 administrative role to a strategic business partner able to deliver consultative guidance on complex international deployment issues (**Strategic Moves: 3 years later**). Practically, many companies in this industry 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, such priorities are likely to **drain time and resources** and prevent focus on providing more consultative support



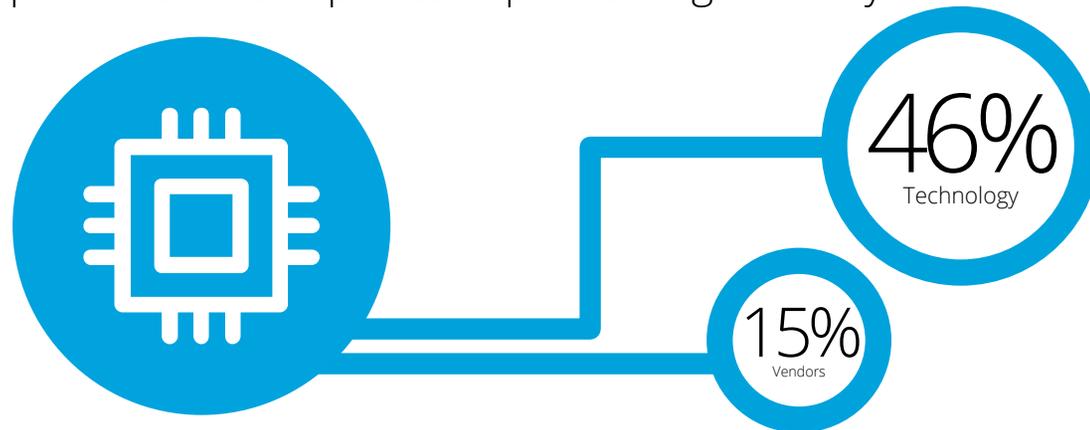
With global mobility still expected to police areas of governance and risk (marked as a high priority in 71% of cases) such priorities are likely to drain time and resources and prevent focus on providing more strategic guidance to the business.

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.

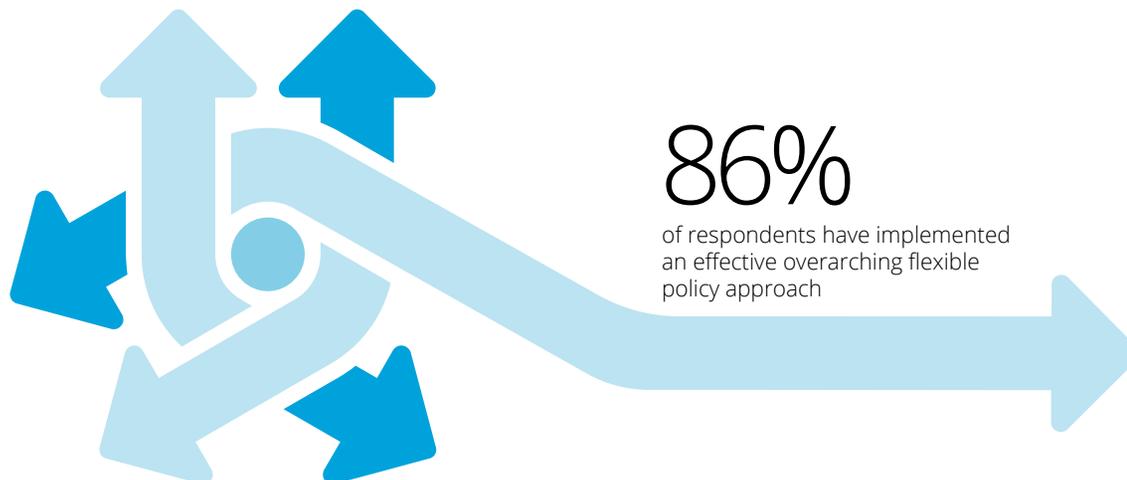
Implementing effective flexibility

Implementing flexibility

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 strategic and business-aligned consultative focus.

However, our survey revealed that implementing flexibility in the traditional building blocks of global mobility programs (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 to the demands of the business and raise their profile internally.

Where next?

Where next?

Global mobility professionals in this industry have an opportunity to play a **key role** in managing their **global workforce**, drive business performance, and effect **legislative change**.



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 may demonstrate global mobility professionals in this industry are in many cases closer to the heart of their organizations' global deployment and workforce issues than in some other industries. Yes, there may be pressing operational challenges, but global mobility professionals in this industry have an opportunity to play a key role in managing their global workforce, drive business performance, and effect legislative change.

Contacts

Contacts



Scott Flicker

Partner
Global Employer Services
Deloitte Tax LLP
+1 408 704 2414
sflicker@deloitte.com



Norah Nicholls

Principal
Global Employer Services
Deloitte Tax LLP
+1 415 783 5073
nnicholls@deloitte.com



Nicole Patterson

Director
Global Employer Services
Deloitte Tax LLP
+1 408 704 2089
nipatterson@deloitte.com



Heather Rangel

Principal
Global Employer Services
Deloitte Tax LLP
+1 408 704 4228
hrangel@deloitte.com



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