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Dbriefs

Elevate your mobility program through data analytics

The Dbriefs Global Mobility, Talent & Rewards series

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8 September 2020

Overview

- **Trends in data management and analytics**
  - The sheer amount of data continues to grow, and many organizations are challenged with getting all of the data they really need. How have things shifted in terms of what data organizations are using and how they gain access to it?

- **Advancing the use of analytics in global mobility**
  - Organizations are all sitting at different points on a maturity curve to fully leveraging data to make a strategic impact. Where is your organization sitting, and how might you set a course to moving into the next phase?

- **Building a business case for change**
  - In order to fully maximize the impact that data can deliver to your organization, how do you identify the key stakeholders that you must bring along this journey, securing valuable buy-in in and rapport?
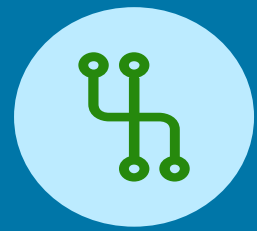
- **Government use of data**
  - In this digital era, government authorities in Asia Pacific leverage data to make compliance requirements simpler for your mobile employees whilst requiring higher quality and accuracy of data from organizations. How well is your organization ready to respond to this changing environment?

Trends in data management and analytics

The people data revolution finally arrived

- As the technology becomes more accessible and data more vast, companies are looking to leverage that data to inform their strategic decision-making. This trend was quickly adopted by the business and is now making a strong case within human resources and global mobility

- **Business challenges**

- **Volume and complexity of issues**

- **Corporate governance**

- **Regulatory changes**

- **Necessity to upskill the talent**

- **61%** of companies based in Asia Pacific have budget/finance expertise on the mobility team — that's more than peers in other regions have

- **36%** developing predictive analytics to better advise on mobility decisions

- "We are introducing robotics to streamline processing time."
  - European consumer goods company

- "We share data and analytics, track internal and external trends and the voice of customers, develop strategic mobility plans aligned with talent and business strategies, and provide digital experiences with a human focus."
  - North American healthcare company

  2020 Mobility Outlook Survey, AIRINC

The use of data in the workforce

Greater than 70% of respondents are in the midst of major projects to analyze and integrate data into their decision-making

Only 9% of companies use data and analysis to a great extent to understand employee performance

- **The importance of the use of data to analyze, predict, and improve performance has greatly increased over the years**
- **However, the implementation of data analysis techniques in day-to-day workplace activities has not been as rapid**

2018 Deloitte Global Human Capital Trends

Data accessibility and reliability

- **The jobs of today are more machine-powered and data-driven than in the past**

- **Due to this change in the reality of work, obtaining reliable data and using it in an effective and efficient way is essential to making business decisions**

20% of respondents are not satisfied with their access to tools and technology

And 17% of respondents are not satisfied with their access to relevant data and information

Technology and data management are necessary

Only 26% are ready or very ready to address technology in the workplace

And only 6% of respondents believed their organization had best-in-class processes and technology when it comes to attracting the best talent

- **As organizations increase their use of technology, new roles are created that require parts of different traditional jobs to be integrated into positions that leverage the significant productivity and efficiency gains that arise when people work with technology**

Polling question 1

What level of impact does your organization's data have on business decisions?

- High impact – all decisions are data-driven

- Moderate impact – affects some decisions

- Low impact – data is present, but it does not inform or influence decisions

- No impact – we do not use data to impact decisions

- Don't know/not applicable

Advancing the use of analytics in global mobility

Phases of analytics
It's all about the quality of data

Data management and reporting

- Compiling clean, accurate, and relevant data
- Dataset to include
  – In house and external data (vendor)
  – Historical data to gather trends and insights
- Customized data and insight reporting platforms encompassing report automation, interactive dashboards, and chatbots

- Demographic trends
- Budget versus actuals versus projection
- Total programmer spend

Insight

- Helping the program to see something it cannot already see
- **Actionable insights** that assist in supporting business objectives and key challenges
- Usage of data science and AI to mobility data sets to test specific hypothesis or find unexpected yet valuable business insights

- Policy and compensation modelling
- Return on investment
- Enhancing employee experience

Foresight and strategic

- Delivers ongoing business value typically requires the development of a predictive model or algorithm
- Integration of mobility data with other data sources will help leaders to meet the future needs and growth objectives

- Employee engagement
- Speed to role deployment
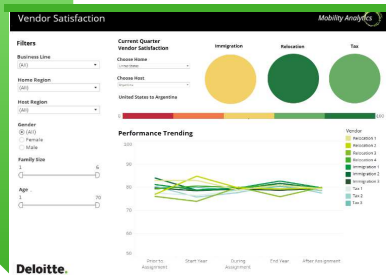- Assignment success and employee fit

Spectrum of impact
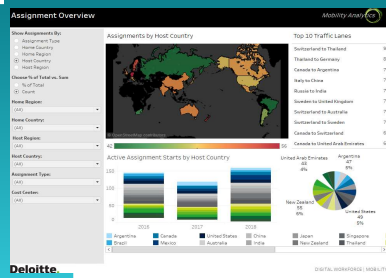
- Pull cost data demographic to report out to HR and business line leaders

- Discover trends within your data to better understand how your organization is leveraging mobility to meet their business objectives

- Leverage historical data to predict assignment future forecasting and cost prediction

- Layer in data science and artificial intelligence to predict the most appropriate candidate to meet the assignment goals

High impact

High effort

Low effort

Low impact

Prescriptive

Predictive

Diagnostic
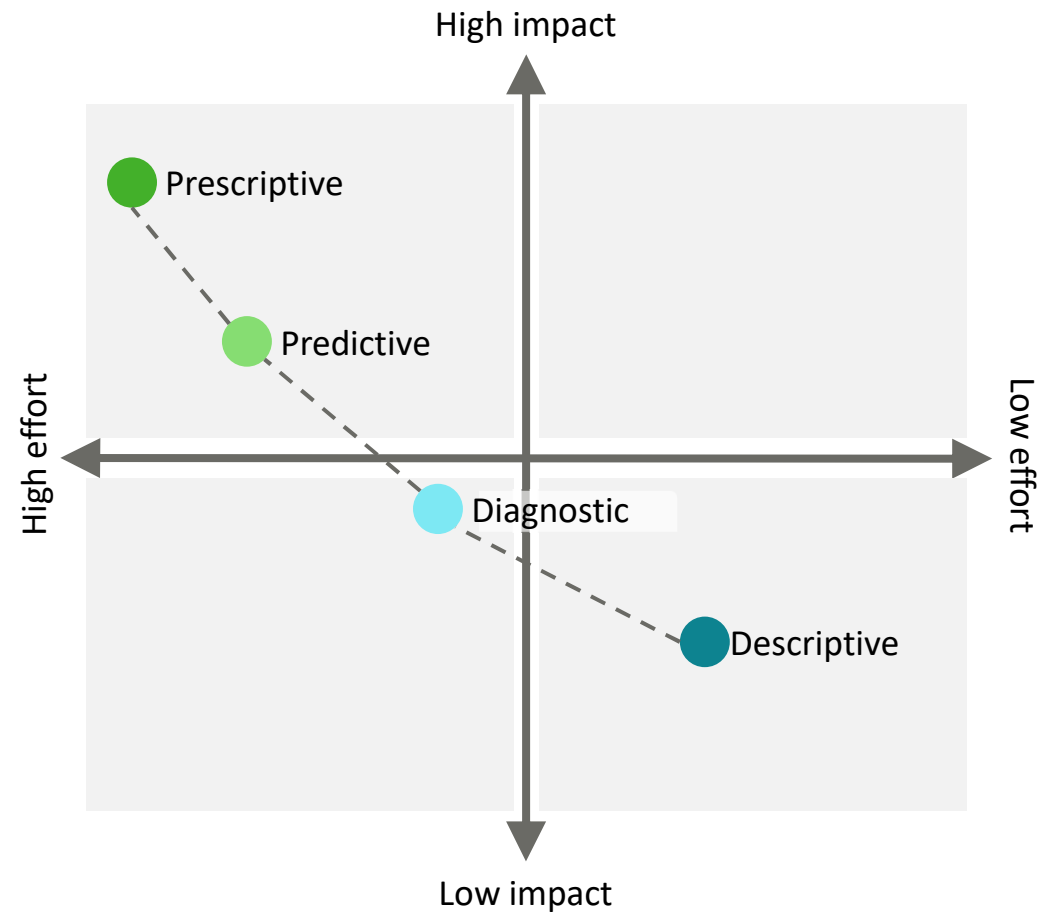
Descriptive

Exploring mobility analytics
Different approaches

- If you are using or exploring mobility analytics, how will you use the data?

Use of data

- **Descriptive 76 %** – reporting your demographics and costs (e.g., "we transferred 30 people into HQ and that cost 5 million.")

- **Prescriptive 44%** – advising the business on how to best leverage mobility approaches (e.g., "use a transfer approach whenever you send someone to HQ for longer than a year.")

- **Predictive 34 %** – reporting on observed outcomes based on historical data and patterns (e.g., "based on data, we anticipate transfers will be more successful into HQ than elsewhere.")

Data insights for the next normal

Responding to crisis	Key priority areas
Put your people first	Preparing for the future landscape

0

Tracking the location of employees

- Who, where, and how long?
- Communicate on travel restrictions, impact on overstay or expiring visas

1

Rethink workforce strategy

- Trends in global talent needs
- What alternate models could fill the need (gig workers, remote workers, etc.)

2

Redesign mobility compensation

- Analyse high cost outliers and low cost anomalies
- Model various cost cutting scenarios with data and technology

3

Realign operating models

- What is the cost of the existing operating model?
- How might we ethically leverage technology to monitor the engagement, productivity, and well-being of our workforce (e.g., wearables)?

Case study: analytics in scenario planning
## Preparing for and shaping the new "normal"

XYZ is undertaking a post-crisis review and determining how future mobility budget may be affected and governed going forward. To achieve this, mobility team uses the below data and analytics

- What is the current total cost of our workforce (on/off balance sheet workers, direct costs, and indirect costs)?

- Of this, what costs are most strategic for mobility?

- Where was the additional spend during the crisis?

- What are the policy elements that would require change?

- What are the areas of potential cost increase?

Case study: outliers
Identifying statistical outliers in compensation

- Who is getting paid more than others?
  - We used data science to build random decision forests to build a predictive model. Compare those predictions to the actuals

- Client ABC can review these outliers
  - To verify if they are approved exceptions
  - To validate if the exceptions process is working
  - To verify if there are gaps in the data
  - To determine actionable items
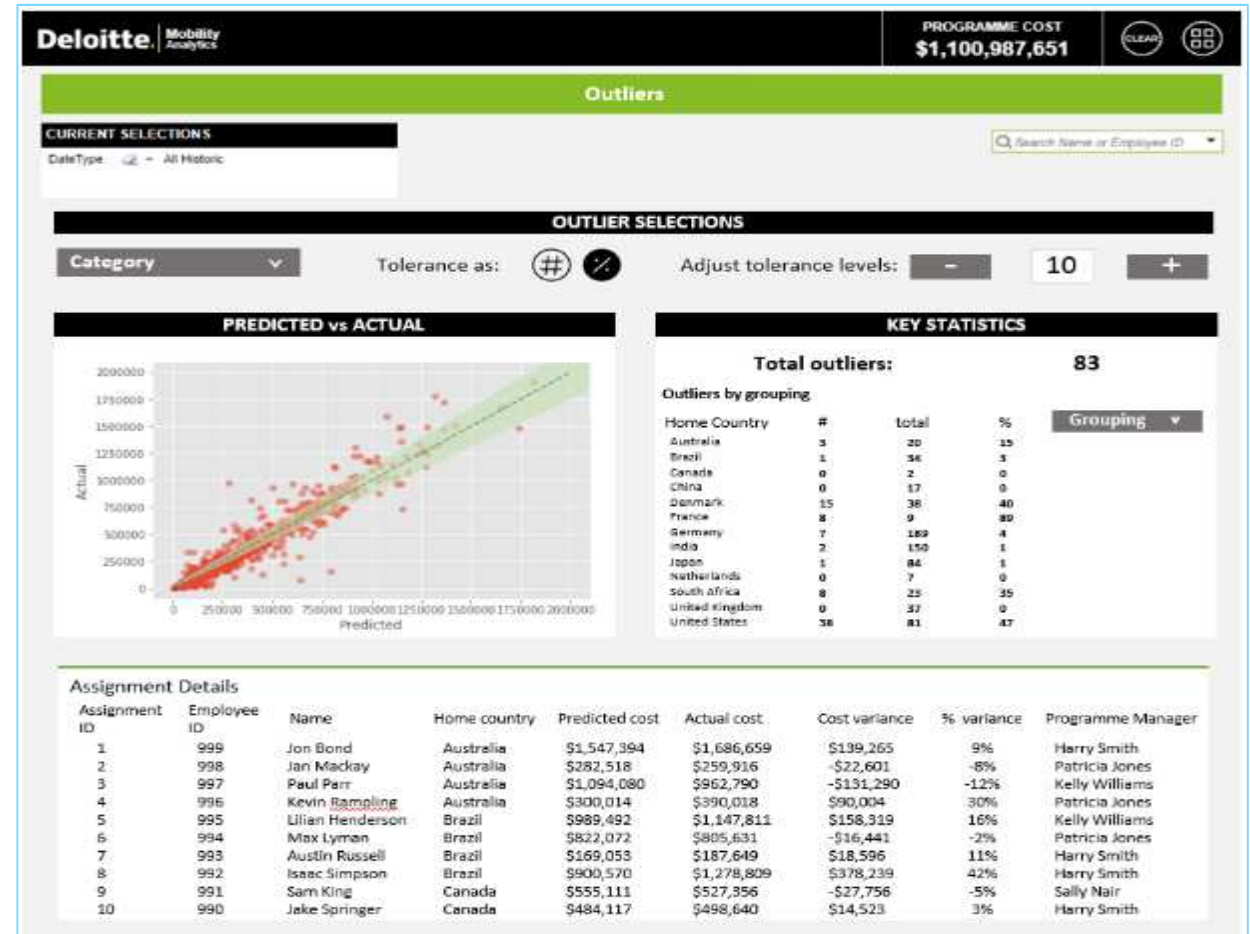
Case study: repatriation strategy
Cost reduction

- Cutting 10% of assignments **does not equate to a 10% reduction** in the cost of program

- Mobility must play an integral role in supporting the business to **make informed decisions** about the repatriations they are considering

  - Expensive relocation costs to move employees across the world versus moves within a closer proximity

  - Of this, how much would be ongoing tax costs no matter when you repatriate?

  - Does the cost of the ongoing incremental costs outweigh the one time cost of relocation?

  - What is the cost of the local talent to replace the expatriate?

  - How many people are required to meet operational and safety requirements on site?

  - What role will this person play when they come home? Will you have to send them back on assignment immediately?
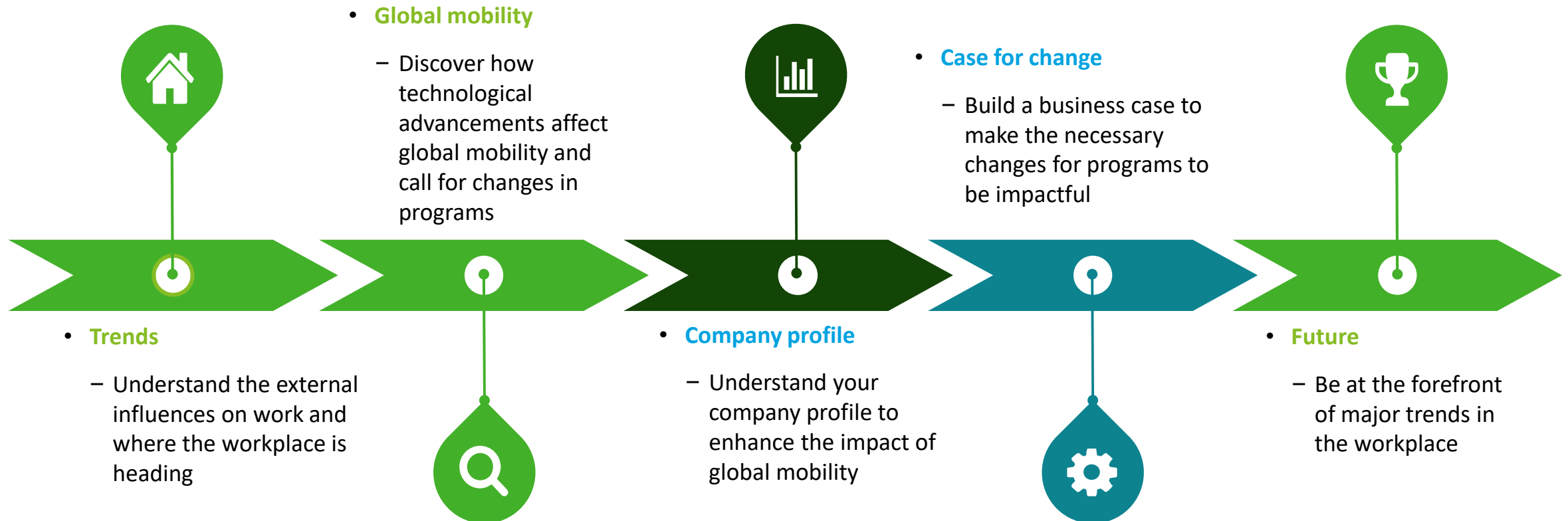
Polling question 2

Where do you see your organization deriving value from mobility analytics? (Please select all that applies)

- Demographics and cost estimate

- Tracking business travelers

- Assignment management

- Talent management

- No impact – we do not use data to impact decisions

- Don't know/not applicable

- Imagine a world where you have all the information you need to make efficient and **impactful decisions**, delivering strategic value to the organization, **enabling** the business to deliver on their goals

Building a business case for change

Business case for change roadmap

Global mobility

– Discover how technological advancements affect global mobility and call for changes in programs

Case for change

– Build a business case to make the necessary changes for programs to be impactful

Trends

– Understand the external influences on work and where the workplace is heading

Company profile

– Understand your company profile to enhance the impact of global mobility

Future

– Be at the forefront of major trends in the workplace

Understanding your company profile

What is the organization trying to accomplish?

- **Revenue growth**
- **Corporate citizenship**
- **Safety**

- **Leader in the industry**
- **Best place to work**
- **Talent acquisition**

What are the strategic drivers to accomplish those goals?

- **Business partnering**
- **Employee experience**
- **Talent development**

- **Operational cost**
- **Equitable treatment**

What are the hurdles and barriers to meeting those goals?

- **Resistance to change**
- **Data overload and reliability**

- **Other focus areas**
- **Time and resources**

Polling question 3

How responsive is your company at implementing new ideas?

- Very responsive

- Moderate

- Non-responsive

- Don't know/not applicable

Building a business case for change

Anticipate

- What pushback might you get, and how will you respond?

Build the story

- What needs to change?
- Are we solving a known or unknown problem?
- Who is impacted by this change?
- What happens if you don't change?
- Are there any outside implications that may be triggered?

Anticipate

Build the story

Know your audience
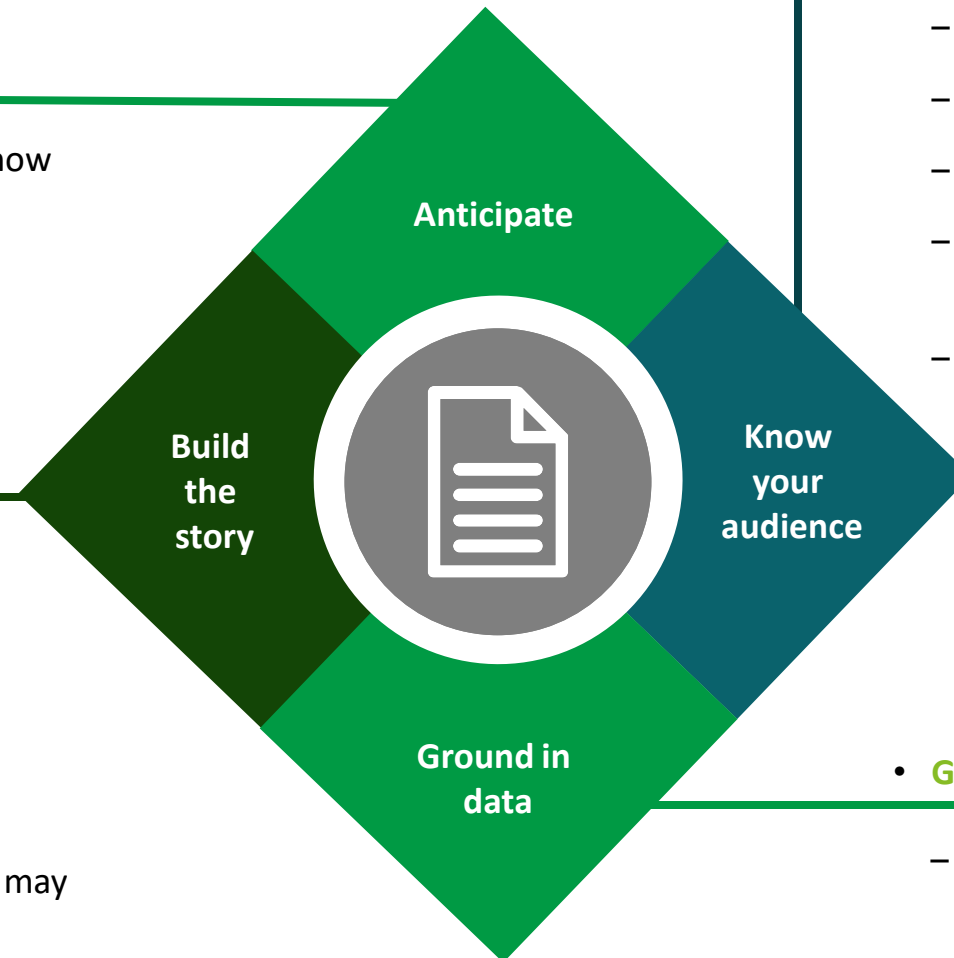
Ground in data

Know your audience

- Who do you have to convince?
- What motivates them?
- What is their span of control?
- What is their expertise level in this area?
- How might this support their other strategic priorities?

Ground in data

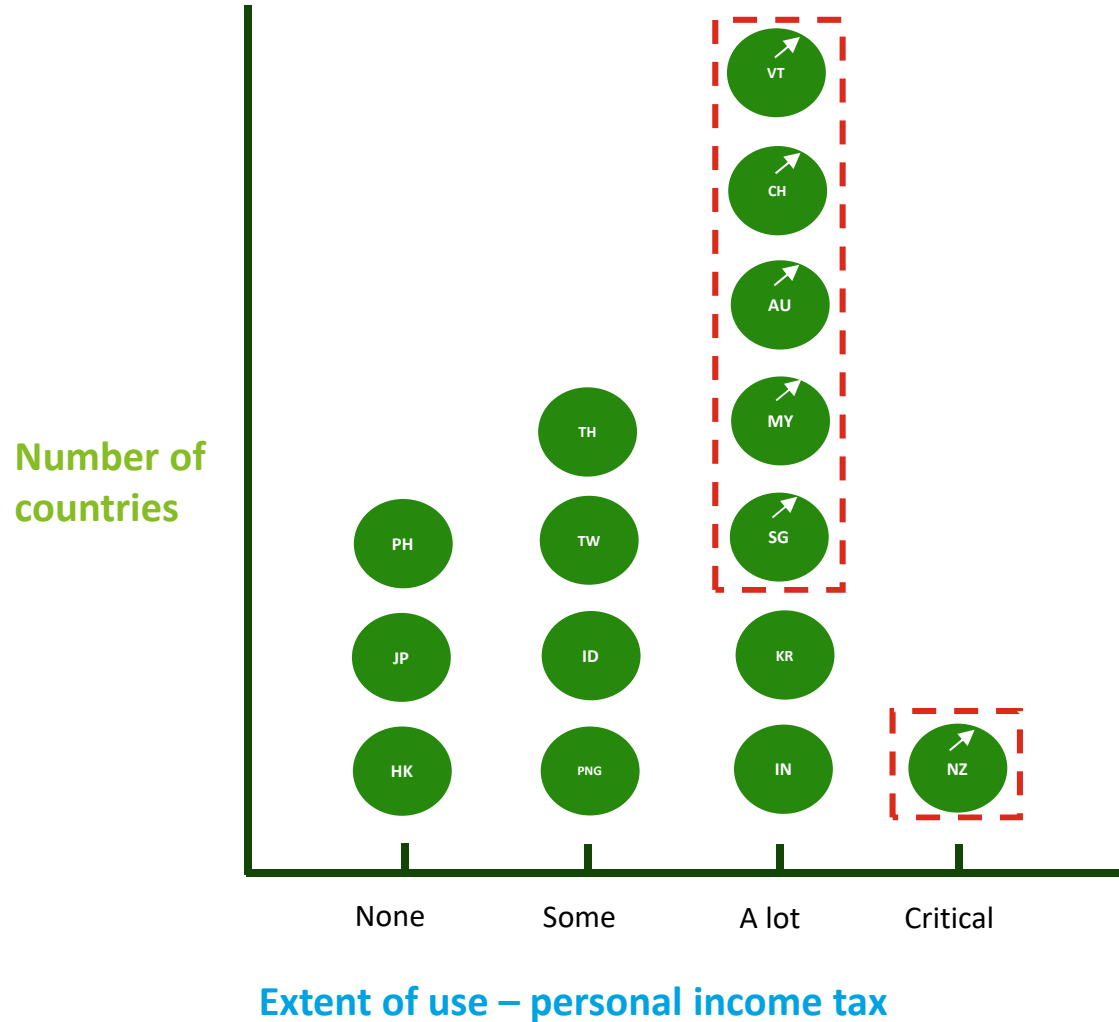- How do you ground your position in objective terms through data?

In closing

3

2

1

- **Building a business case for change**
  - What change will you take forward using these new ideas for building a business case?

- **Advancing the use of analytics in the mobility world**
  - Examine where your organisation sits today, and where you want to be in the short and long-term

- **Trends in data management and analytics**
  - Are you seeing similar trends within your organization? How can you take these back and share with your team and stakeholders?

Government use of data to simplify compliance for mobile employees in APAC

To what extent have authorities actively taken steps to simply compliance for mobile employees in APAC?

Number of countries

Extent of taking active steps – tax

Extent of taking active steps – immigration
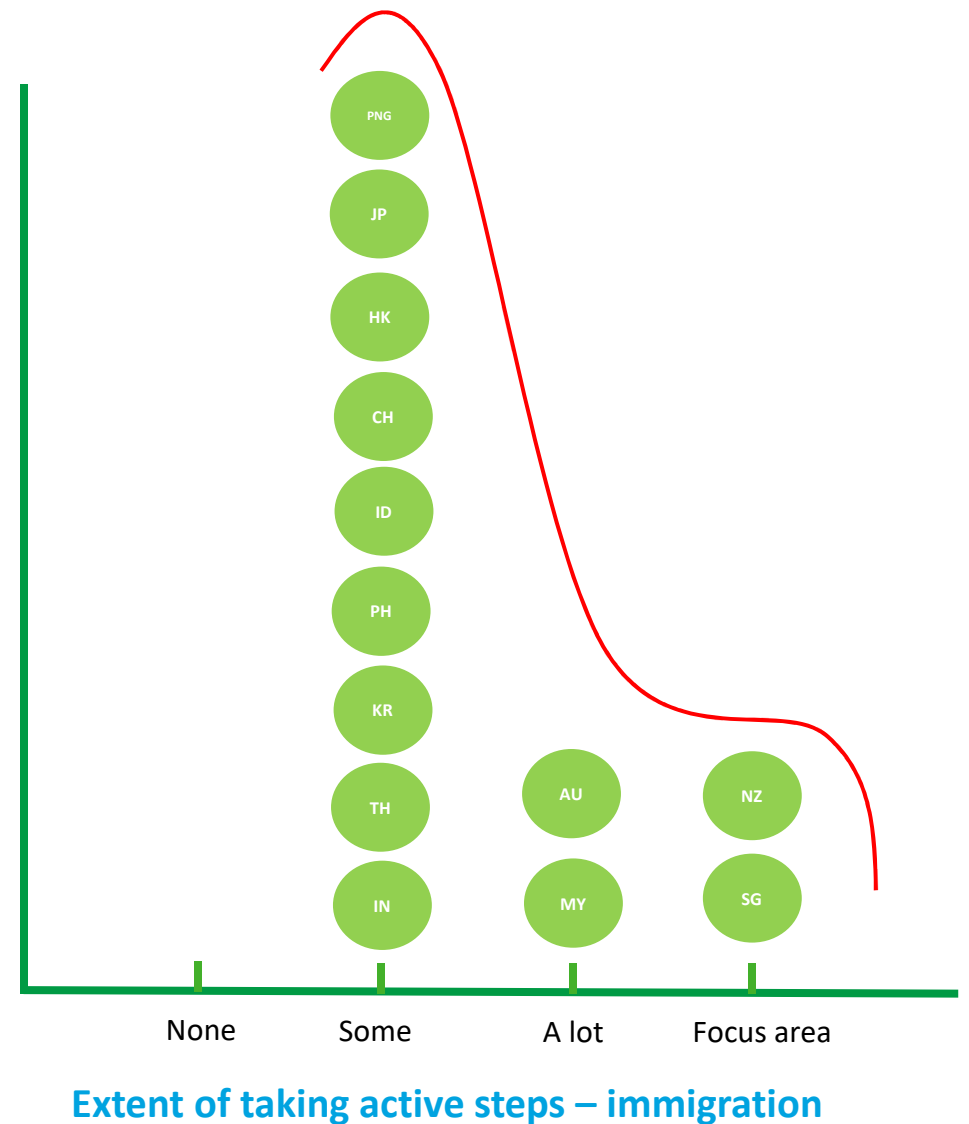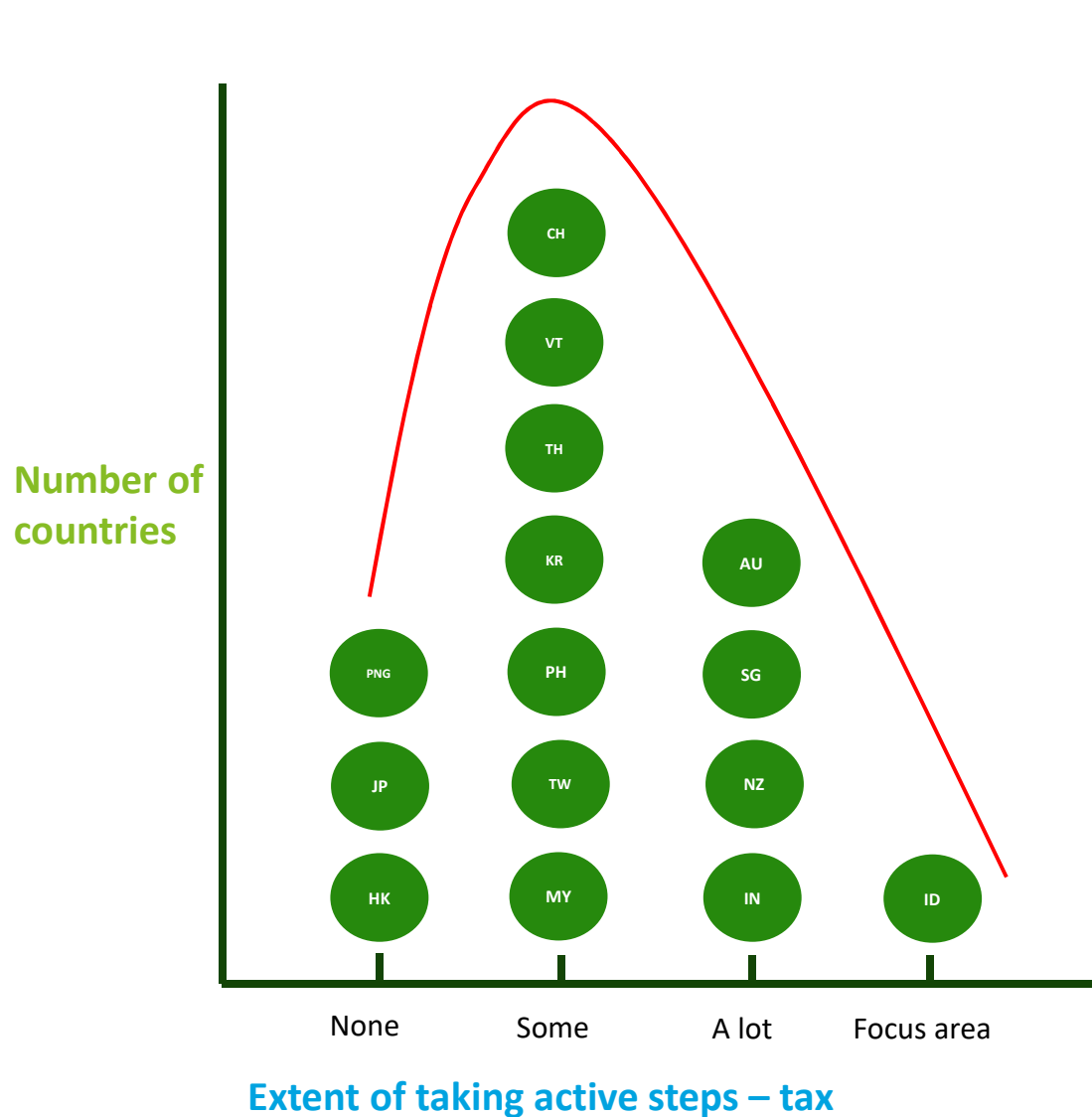
To what extent is data analytics currently used by authorities in APAC?

Number of countries

Extent of use – personal income tax

Extent of use – immigration

None   Some   A lot   Critical
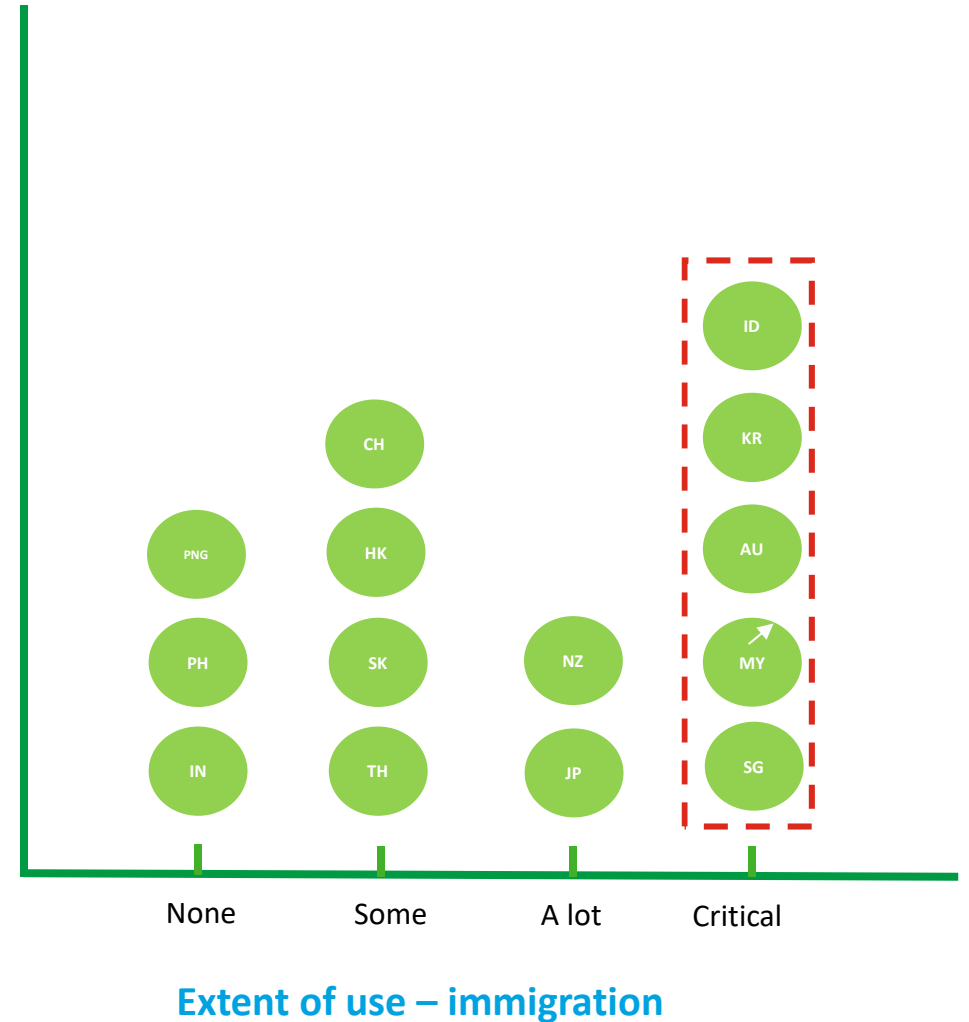
To what extent is data made available to tax authorities in APAC?

Number of countries

Employer data, e.g., payroll

3rd party data, e.g., banks etc.
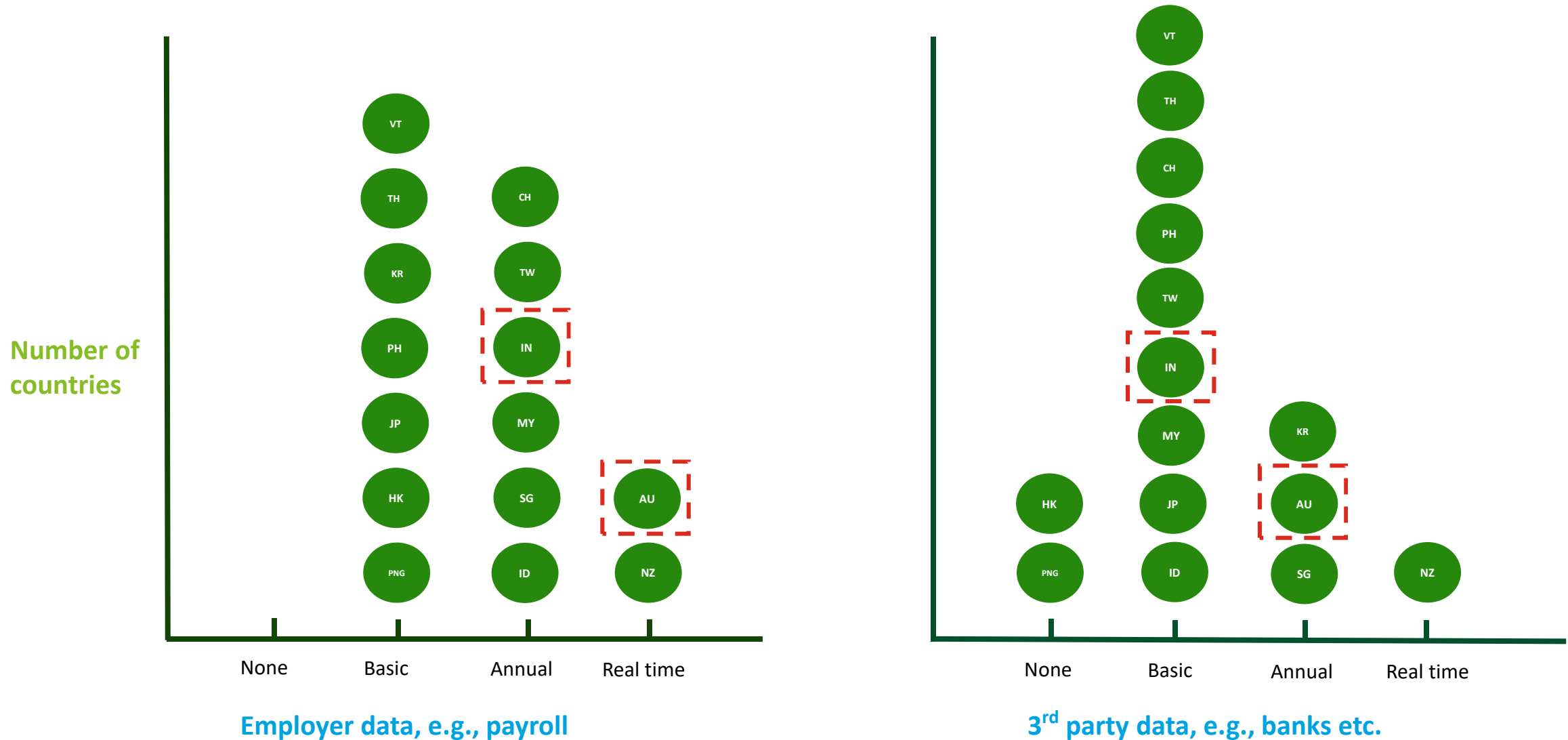
Question and answers

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CREATE: Reforming corporate income tax rate and incentives for Philippine companies

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