



## Crafting a digital strategy for mobility success

In an era where the scope of mobility programmes is in a perpetual state of evolution and the geopolitical landscape witnesses the ascent of protectionist governments, organisations find themselves amidst an intricate web of unpredictable changes and regulatory complexities. At the same time, there is a pressing need to unlock organisational value through data-driven insights – Deloitte’s CFO survey found that most (54%) are optimistic that AI will deliver material improvements to their business performance.<sup>1</sup>

Given these market dynamics, the question that looms large is whether your organisation possesses a digital strategy robust enough to navigate this ever-changing landscape.

The focus of this article is the role a digital strategy plays in enabling the Future of Work within the Global Mobility function. Are you equipped with a digital strategy that proactively supports this evolving landscape, or are you caught in the cycle of reactive and tactical technology adoption, responding only when change knocks at your door?

To assist companies that want to transform their global mobility function with digital technologies, this article explores the value of developing a forward-thinking digital strategy.

1. Deloitte CFO Survey <https://www2.deloitte.com/uk/en/pages/finance/articles/deloitte-cfo-survey.html>

### Planning is everything

Imagine you are preparing a gourmet meal for a dinner party, and you enter a supermarket without a list of ingredients. You wander the aisles aimlessly, picking up ingredients based on immediate needs or fleeting desires. You end up with a cart full of items, but when you get home, you realise that you don't have everything you need and must make substitutes or run to the supermarket again.

This is like the approach that many organisations take when it comes to technology. Without a clear strategy or roadmap, they may invest in various tools and solutions that seem useful at the time, but without a cohesive plan, they may end up with a collection of disparate systems that don't work together effectively. This can lead to inefficiencies, redundancies, and missed opportunities for innovation and growth.

By contrast, a strategic approach to technology is like going shopping with a well-planned list of ingredients. You know exactly what you need, and you can focus your efforts on finding the best quality items that will work together to create a cohesive and delicious menu. Similarly, a strategic approach to technology allows organisations to invest in the tools and solutions that will work together seamlessly to support their goals and objectives.

**“It's more important than ever to look at advancements and trends holistically to shape the digital vision.”**

### Why is this so important?

We're all guilty of addressing the 'here and now' and coming up with a solution to a problem. When conducting project retrospectives after implementing a solution, you hear teams discuss what they would do differently. Typically, the responses you hear are, "we'd spend more time understanding the bigger picture" or "we'd spend more time planning and understanding the problem before choosing solution X".

When time, budget and resourcing are constrained and the pressure to deliver is high, it's no wonder teams jump straight to a solution.

As with the supermarket analogy and witnessed through many technology implementations, without the necessary planning, you can end up with a solution that you have to make work because you hadn't conducted enough research or thoroughly thought through the design.

As the Future of Work continues to evolve and influence Global Mobility, coupled with emerging technology trends, it's becoming increasingly important for organisations to adopt a strategic digital transformation approach.

A digital strategy is more than just choosing the right technology platform. It involves understanding the changes that are required before, during, and after the transformation journey and determining what is relevant, feasible, and practical for your programme. With advancements within the technology landscape and new emerging mobility trends, it's more important than ever to look at these advancements and trends holistically to shape the digital vision and strategy you create. By doing so, organisations can prioritise their investments to bring their vision to reality. Let's take a closer look at some of these trends:

### Mobility trends

#### Borderless skill-based movement

To address talent shortages, organisations are exploring new ways to source talent without geographic limitations, promote diversity, promote employee choice and provide cross-border opportunities to enhance skillsets.

- 71% of CEOs have cited talent shortages as their top external challenge to meeting their business objectives.<sup>2</sup>

#### Growing distributed workforce

The shift towards distributed work has expanded the role and influence of Global Mobility. The success of hybrid/remote work programmes depends on Global Mobility's capacity to collaborate with a diverse range of stakeholders and manage increasing complexity.

- Worker sentiment has shifted, and workers are advocating for workplace models that best support their needs and well-being. Many workers now consider the ability to work remotely as an inalienable right. According to a recent study two-thirds of workers globally (64%) say they have already considered (or would consider) looking for a new job if their employer wanted them back in the office full time.<sup>3</sup>

#### Expanded risk

Beyond the operational, financial and compliance risks that organisations are generally set up to mitigate, external disruptive risks such as environmental, social, and political conditions greatly impact how and where work is done and how supported employees feel within their roles.

- 19% of organisations feel ready to anticipate and consider broader societal and environmental risks when making workforce decisions.<sup>4</sup>

2. Deloitte CEO Survey (175 leading CEOs within 15 industries) – Winter 2022 <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-ceo-survey-overview-winter-2022.pdf>

3. 2023 Global human capital trends Deloitte Insights <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>

4. Elevating the focus on Human Risk", Deloitte Insights, Jan 9, 2023 <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2023/workforce-risk-management.html>

**Technology trends**

**Consumer grade experiences**

Employees expect the same experiences at work as they get from their everyday home-life applications. This means simplicity, integration, immediate responses, personalisation, and flexibility. Building employee experiences enabled via digital platforms requires careful design involving user experience experts.

**Artificial Intelligence (AI)**

With new AI-powered services and applications being launched almost daily, organisations are recognising the potential for AI to supplement their workforce capabilities and are actively seeking ways to leverage it to achieve differentiation and operational efficiencies.

Have you looked at the different types of AI to support your needs around reduce administration, crafting new experiences or elevate your role through data insights?

- Generative AI is expected to increase Global GDP by \$7 trillion (7% over 10-year period), with 1.5% growth in labour productivity.<sup>5</sup>

**Data collection and insights**

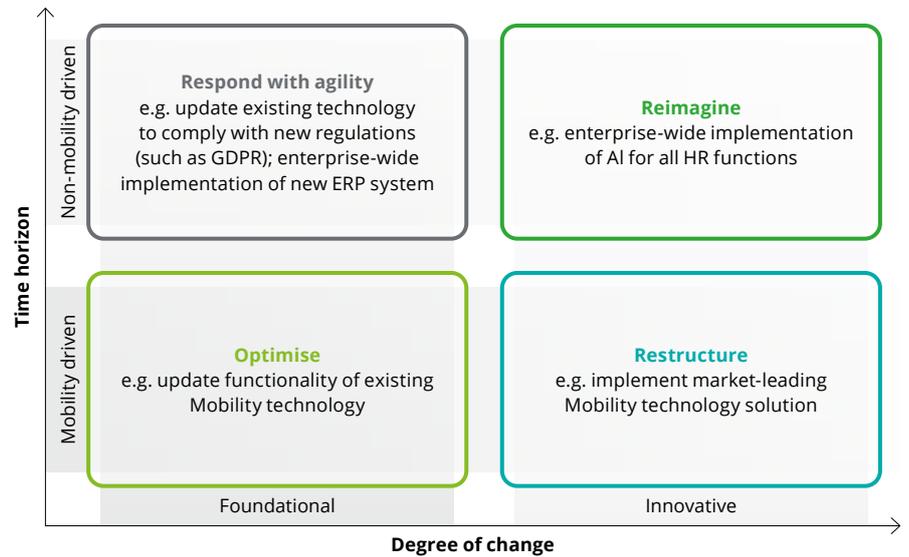
Organisations aggregate large data sets, many of which are underutilised because they span multiple systems or are difficult to analyse. By centralising data and enhancing data quality/reliability, it is possible to gain insights that drive policy development, enhance compliance, promote DEI outcomes, and measure ROI.

- 83% of organisations believe that leveraging worker data to create benefits for both the organisation and its workers is important or very important to their organisations' success.<sup>6</sup>

**What's driving your digital roadmap**

When thinking about what triggers digital transformation you might find it fits nicely within the quadrant shown below:

**Digital transformation triggers**



Change is either:

(A) Mobility-driven change

For example:

- Global Mobility are making changes to processes or vendors that may affect your existing digital platforms. You may be implementing new policies or processes and your existing platform or vendors technology can't support your new requirements and so you build, buy or integrate solutions to fit the new need.
- An organisational restructure or change in scope of the GM function could be the driving force behind your need for consolidation, separation or brand-new digital platform(s) to support your new environment.

(B) Organisational/externally driven change

For example:

- Enterprise or regulatory driven – as a result of wider changes within the organisation, for example your organisation is transitioning to a new ERP system, within global mobility you will need react to this and review and replan how your existing mobility processes and platform plug and play with the new ERP.
- Policy or regulatory change may require you to make update to your digital landscape – for example, new AI regulation.
- With the proliferation of AI, you may be asked to adopt new solutions – these can bring value when you understand use cases for automation, and you understand the capabilities of AI.

5. Goldman Sachs, Generative AI could raise global GDP by 7% <https://www.goldmansachs.com/intelligence/pages/generative-ai-could-raise-global-gdp-by-7-percent.html>

6. 2023 Global human capital trends Deloitte Insights <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>

In reality, you are likely to be managing one or more of these changes in parallel whilst also responding to business-as-usual requirements.

This highlights the importance of having a roadmap, the right governance, and a clear strategy in place to utilise available resources and achieve desired outcomes.

Just like not wanting to leave the supermarket without a crucial ingredient, you must ensure that you have the necessary components in place to successfully navigate digital transformation.



“Global Mobility are making changes to processes or vendors that may affect your existing digital platforms.”

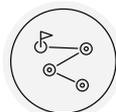
### Recipe for a digital strategy

Similar to planning the dinner party we mentioned earlier, having a well-laid-out plan for digital transformation can help ensure that everything is delivered on time and as expected. So, what's the basic recipe for creating a digital strategy? Well, start with some of these fundamentals:



#### Vision

Define what an iconic digital mobility organisation looks and feels like, with a set of clearly defined and measurable goals.



#### Roadmap

Prioritise initiatives (driven by mobility and externally) that will enable you to achieve your vision over a multi-year period, aligned with available budgets. Any strategic projects requiring additional funding or wider organisational support may require a business case to be drafted in advance.



#### Governance and operating model

Establish a clear set of roles and responsibilities for who owns what part of the transformation and how to deal with changes to your roadmap. Defining a framework for executing digital transformation programmes will lead to ultimate success, including everything from discovery phases to design, development, testing, and change management.



#### Mobility technology/system landscape

Understand the web of digital platforms at play within the world of HR and mobility. Having an inventory of these platforms, ownership, contracts, costs, and integrations will enable you to proactively manage any change that could affect one or more of these systems.

## “Organisations need to plan for how to move from AI hype to reality.”

### Landscape of systems

AI is the big topic on the horizon, and organisations need to plan for how to move from hype to reality.

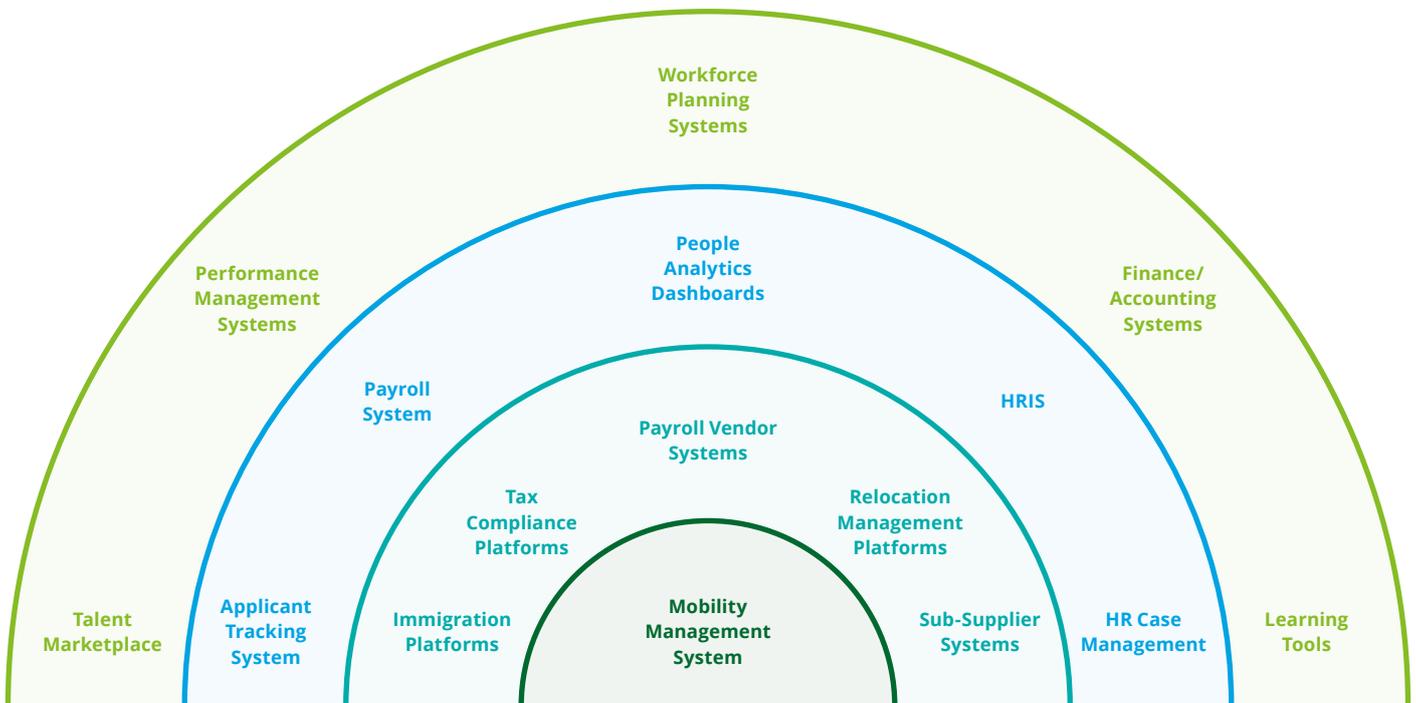
AI brings a huge opportunity to change the experience within the mobility function, leverage it to derive powerful insights, and reduce administrative burden.

By having a clear understanding of your use cases for AI, you can start planning for where it can add value and augment the work you do.

Taking a proactive and strategic approach to AI and all digital transformation will enable you to integrate and harness its benefits in a way that delivers true value to you and your organisation.

Remember, success is the result of preparation, so prepare to succeed by understanding your use cases, planning for integration, and taking a strategic approach.

For more information or to help you craft your digital strategy, our Digital Advisory & Transformation team are on hand.



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