

Deloitte.












Re-imagine global mobility

The irresistible mobility experience

#MobilityExperience | www.deloitte.co.uk/globalworkforce



Contents

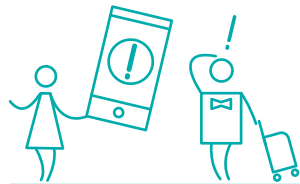
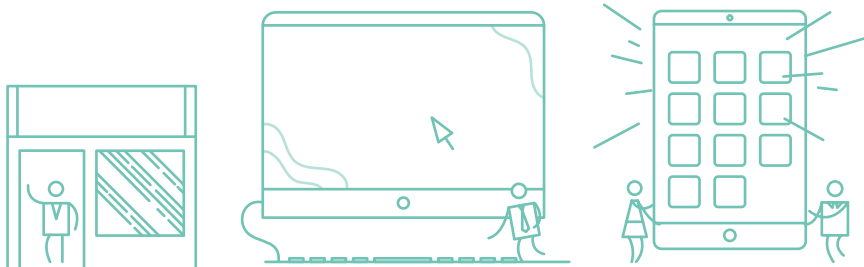
	The employee experience landscape	02
	The rules of engagement are changing	04
	The global mobility journey	06
	Placing the user at the centre of mobility	08
	Where to get started	10
	On-going measurement	12
	Our approach	14
	What we're doing today	16
	Get in touch	18

The employee experience landscape



In business, the customer is king

Organisations go out of their way to deliver the best customer experiences possible, whether in store, online, or through an app.



The employee experience, however, is typically very different

Employees are often expected to navigate complex systems and processes. When moving overseas, these can include anything from organising shipment to completing numerous forms, in the midst of coordinating multiple stakeholders and emotionally preparing to work overseas.



Executives and leaders are struggling to change this dynamic

Enhancing the employee experience was voted the **#1** strategic priority by mobility professionals¹ and **80%** of executives rated employee experience as very important, but only **22%** were excellent at building a differentiated employee experience.²



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.²



But what if we could deliver an employee 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

2. 2017 Deloitte Global Human Capital Trends Report

The rules of engagement are changing

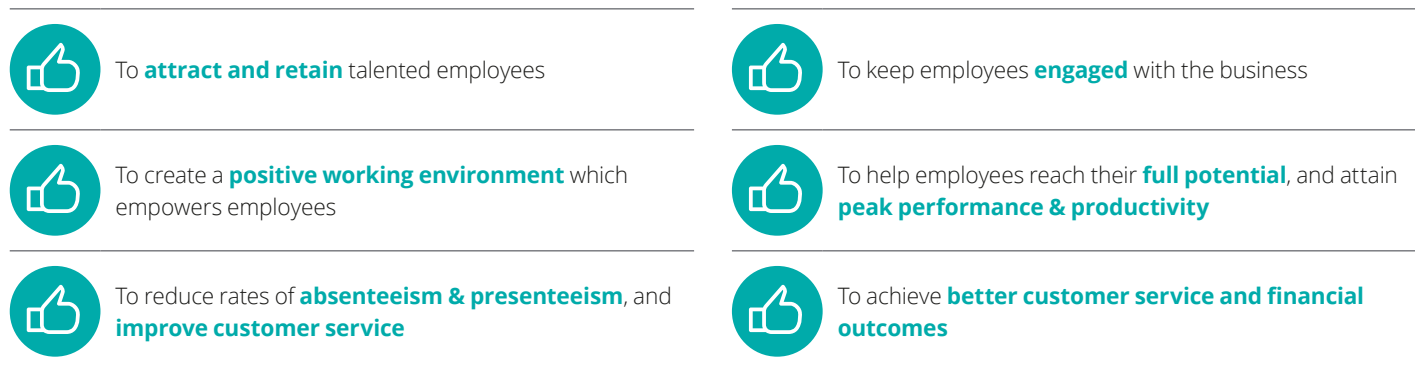
In a digital world with increasing transparency and the growing influence of millennials, employees expect a positive work experience, with the following factors driving engagement levels:



Josh Bersin, "Becoming irresistible: A new model for employee engagement", Deloitte Review 2016







Organisations are realising 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 outcomes¹. Improving the employee experience can help:



1. Building Business Value with Employee Experience, MIT Csr Research Briefing (2017)

In response to these changing dynamics, organisations are now developing an integrated focus on the experience for the entire workforce.

	Old rules of experience	New rules of experience
	Measurement Annual engagement survey	Continuous, more holistic and focused on driving business metrics
	Culture A topic on the company website	Visible and defined Measured and improved through tools and behaviours
	Roles/skills Managed with a focus on benchmarking	One person/team responsible for the complete employee experience
	Compensation Based on benchmarking and fairness Designed to cover salary overtime, bonus, benefits and stock	Designed to make people's lives better Balance of financial and non-financial benefits
	Wellness support Focused on safety and managing insurance costs	Integrated programme for employee wellbeing focused on the employee, family and entire experience in life and at work
	Technology Employee HR self service viewed as a technology platform to facilitate HR transactions	Employee experience platform is intuitively designed, mobile, includes digital apps which support and inspire employees

2017 Deloitte Global Human Capital Trends Report

Equally, for mobile employees, this means shifting from a reactive, one size fits all approach to a proactive, personalised 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.

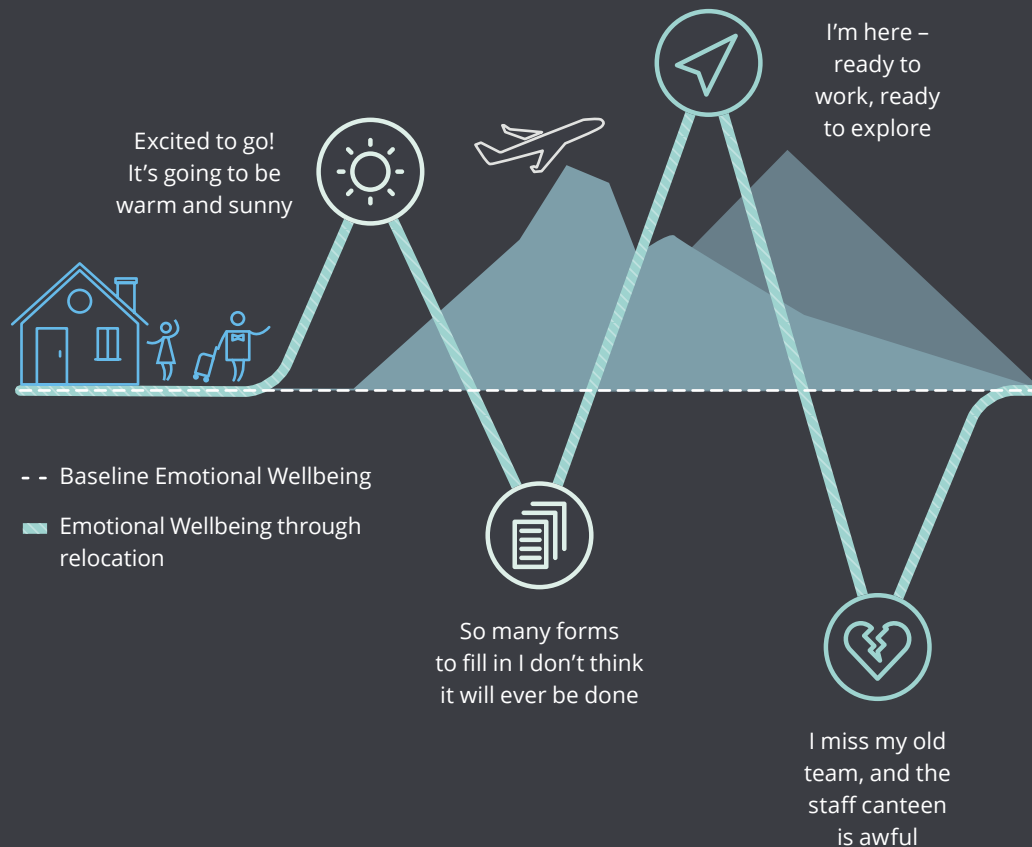
From adapting to a foreign culture and integrating into a new work environment, to the pressure placed on relationships and families, research indicates that an individual's emotional wellbeing fluctuates extensively across their relocation journey.

Coupled with the increased administration involved for the individual in organising 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 workforce².

LEAVE HOME

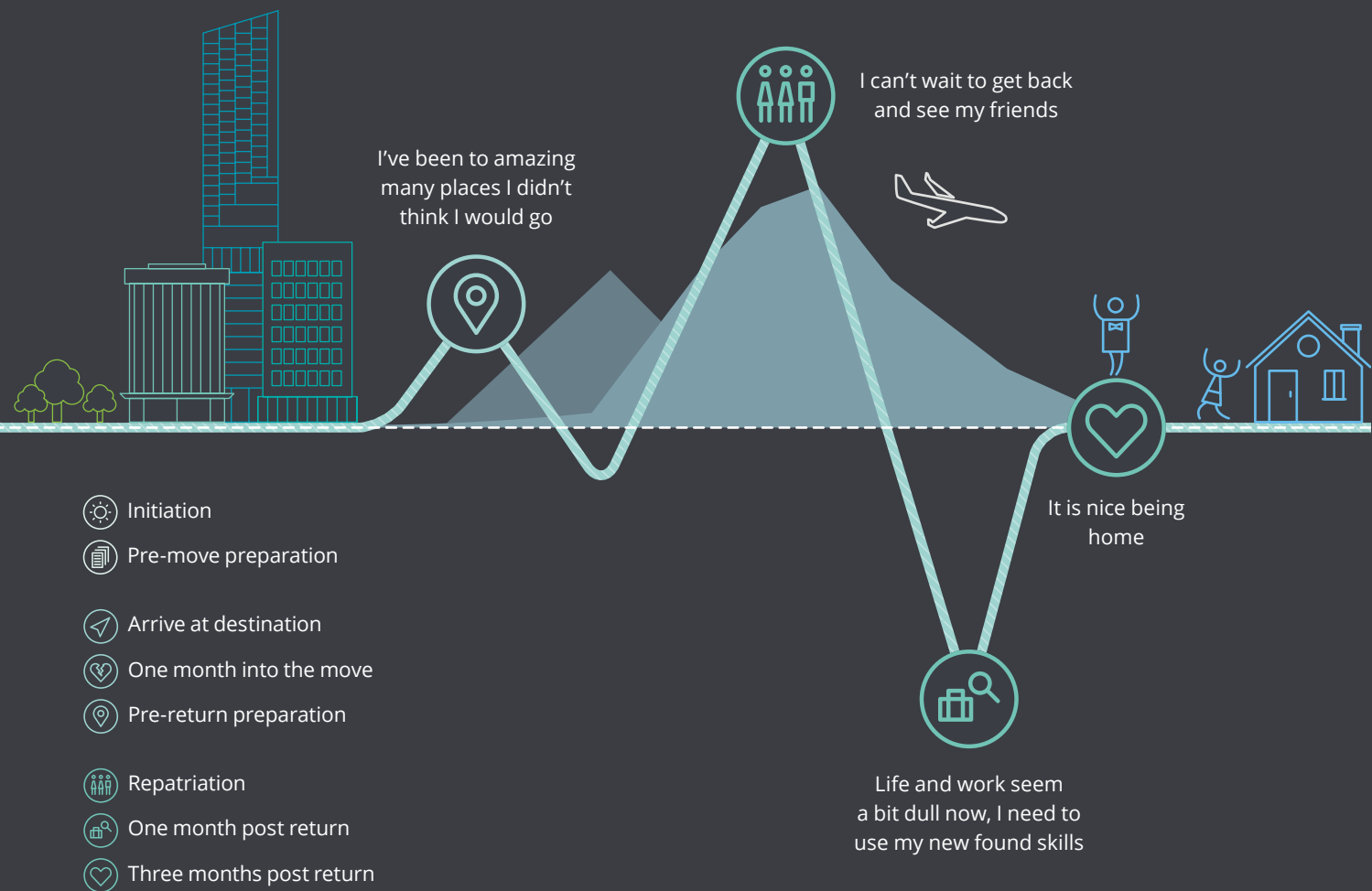
NEW COUNTRY



Adapted from (Mitchell & Myles, 2010)

2. 2018 Deloitte Global Human Capital Trends report

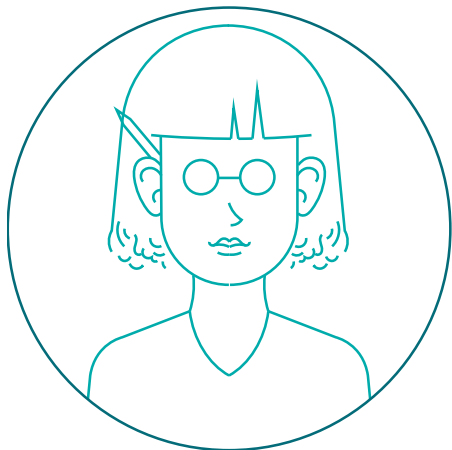
RETURN HOME



Placing the user at the centre of mobility

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

What drives a positive mobility experience will differ at each organisation, 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 organisation, 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 organisation's employee experience initiatives.

"A good experience includes support to deal with different cultural sensitivities. My move was difficult due to my sexual orientation – it was a rollercoaster for me and my husband moving to a country which does not recognise same sex marriages."

Permanent transfer, Consumer Business organisation

"Great employee experience for me from a logistical perspective starts with clarity on scope of support provided by the employer and seamless single point of contact or single point of entry to access all my relocation contacts."

Short term developmental assignee, Professional Services organisation

"I like to be in control of my financial affairs but moving internationally made this more challenging, so I relied heavily on the organisation's mobility vendors to support me with my knowledge gaps. For me, a good experience means clear, timely and concise communications to keep me informed, and a simple user interface to reduce the administrative burden on my part."

Long term assignee, Financial Services organisation

"Moving abroad was a big, emotional decision not only for myself, but also for my family. From being a dual income family, we became a single income family as my wife had to quit her job. Even when moving to a lower cost country, a good mobility experience would take these factors into account."

Global rotator, Consumer Business organisation

Where to get started

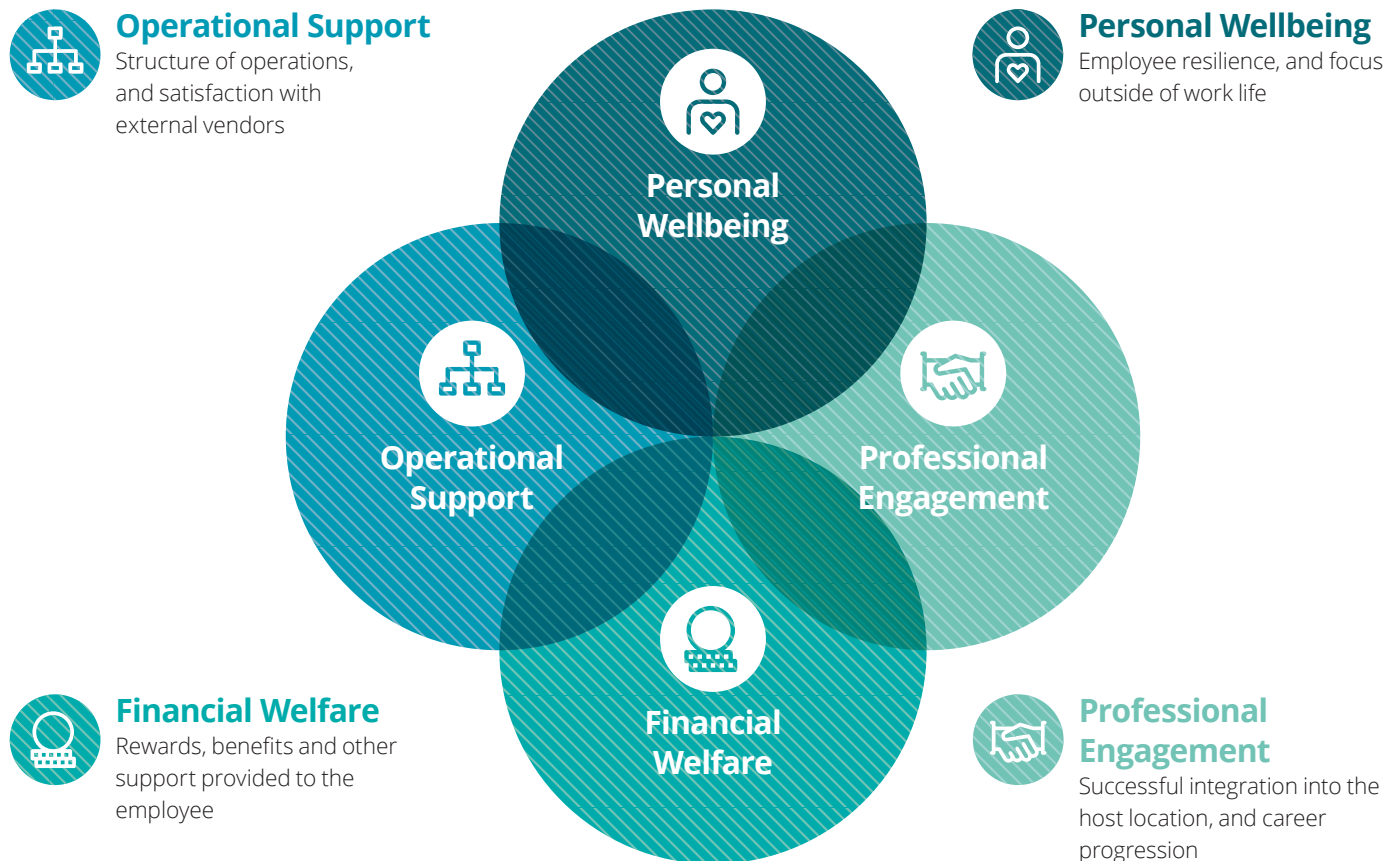
-  **1** **Identify** the mobility experience challenges by considering the possible pain points in the end to end journey. e.g. employees feel overwhelmed with the volume of administration involved with their moves.
-  **2** **Listen** to the voice of every mobility user, including employees, service providers and business leaders, to gain a more in depth understanding as to the current service.
-  **3** **Analyse** the existing experience by reviewing any available data on your mobile employees.
-  **4** **Focus** your 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 organisationally feasible.



On-going measurement

Developing a robust 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.

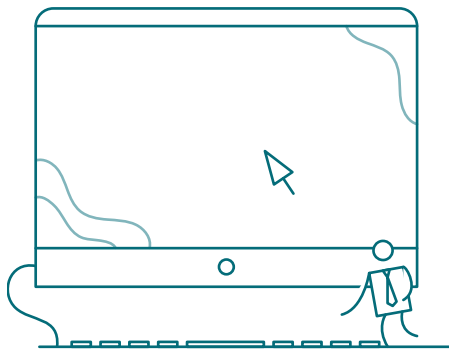
There are four key areas which organisations may find important to measure:



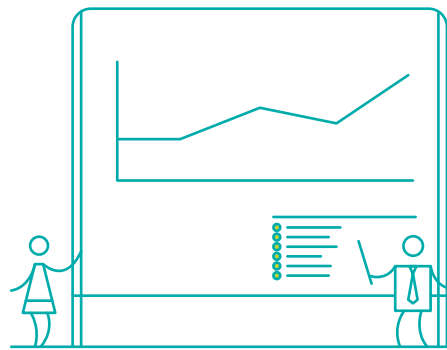
A holistic mobility data set can help organisations to stay ahead of the curve, understand the factors influencing the success of international deployments and make real-time interventions to improve the mobility experience.

As well as considering the scope and depth of topics to measure, leading organisations 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 and 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.



Portals & chatbots



Pulse assessments & surveys



Apps & Wearables

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

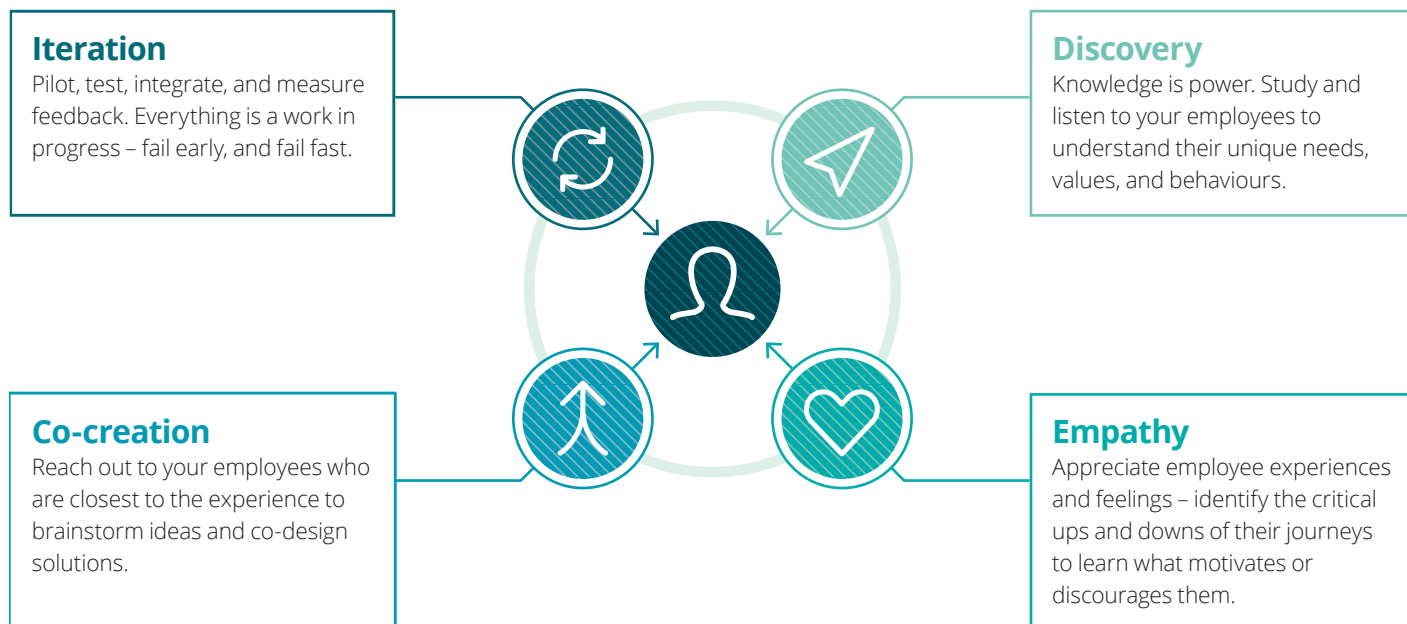
Our approach

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

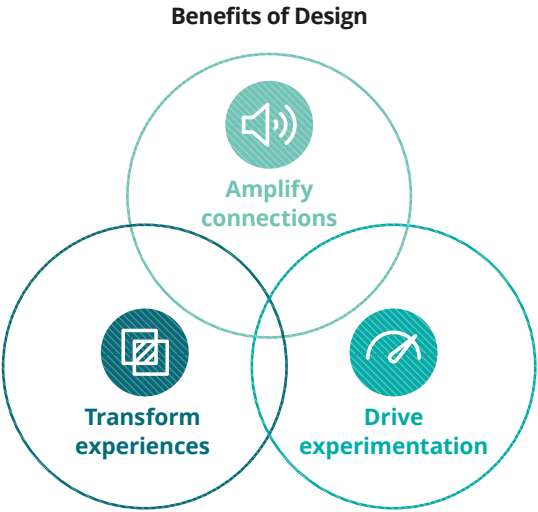
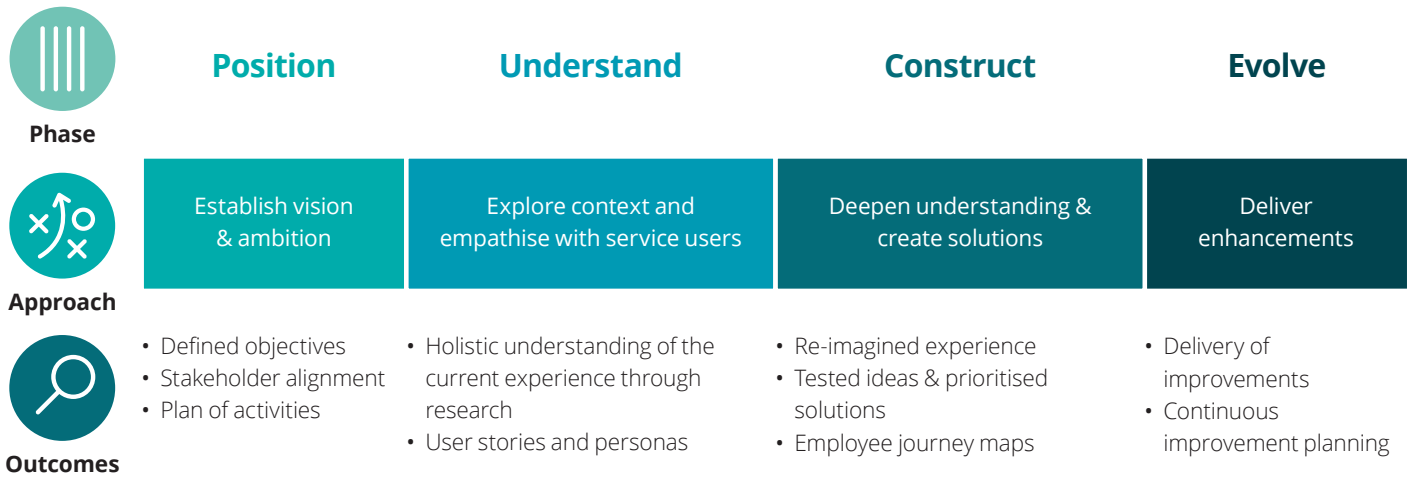
This human-centred, collaborative approach is creative, iterative and practical. By gathering evidence through research, combined with empathy and experimentation, we help our clients create a holistic understanding of the current service and experience.

This enables organisations 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 programme.

The following four principles are key to our approach:



Our experience tells us that this design-led approach is the most productive and innovative way of creating seamless mobility experiences to achieve meaningful results.



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

What we're doing today



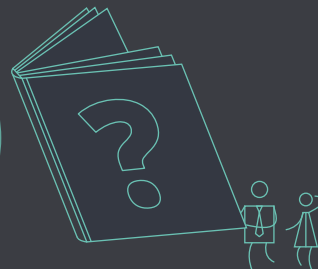
The brief

To manage expectations and make transferring employees realise there's a lot for them to do! Oh, but make it fun too.



The unmet needs

Employees weren't always aware of the complexity and the admin pressure involved in making an international move, or the responsibilities for the different parts of the process. This gap between expectations and reality represented a considerable risk to the organisation, both in terms of attrition and competitors appearing more attractive to prospective international recruits.



What we delivered

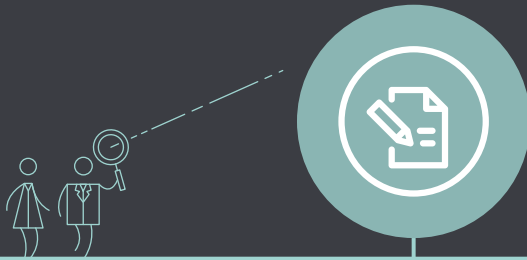
An animated film that helps explain the experience in a bit more detail, but from the perspective of other employees who'd made a transfer before. This placed the emphasis firmly on the employee experience, and was delivered through the organisation's existing technology platforms.



The outcome

A fun and informative mechanism for communicating some really key information, helping employees and their families get ready for an international move, delivered in a way which aligns with the organisation's digital and employee centric culture.





The brief

To review the level of assignee satisfaction by collecting and analysing employee responses to vendor (tax and relocation services) feedback surveys.

The unmet needs

Employees didn't have an official way to feedback on their overseas relocation and would use the vendor surveys as an opportunity to speak about the mobility experience as a whole.

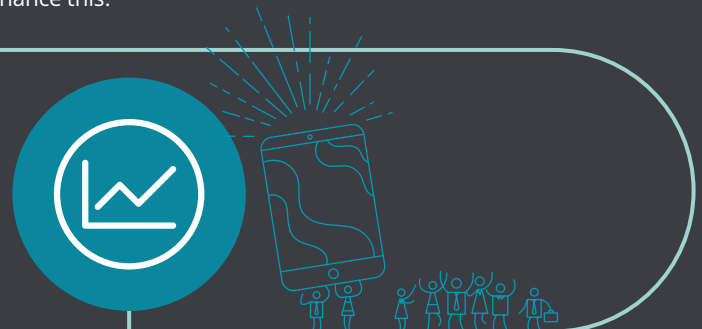


What we delivered

We highlighted that only vendor satisfaction was measured and therefore designed a new customer-centric approach to measure the mobility experience more holistically. Our data analysis also gave the organisation an understanding of what drives the mobility experience, and identified design opportunities to enhance this.

The outcome

Employees now have a formal and comprehensive feedback mechanism, which is easy to use and allows the client to continuously design a better mobility programme in real-time based on employee insights. Measurement is continuous, and feedback is reviewed and actioned proactively, looping back with the employee to support their overall experience.



Get in touch...



Rumi Das

**Workforce Transformation
Director**

Deloitte, London
rudas@deloitte.co.uk
020 7007 0433



Gethin Hine

**Mobility Experience
Lead**

Deloitte, London
gethine@deloitte.co.uk
020 7007 9799



Harriet Speller

**Mobility Experience
Consultant**

Deloitte, London
harspeller@deloitte.co.uk
0113 292 1363



Robin Brown

**Digital Workforce
Director**

Deloitte, London
robbrown@deloitte.co.uk
020 7007 6690



Deloitte's market-leading Global Workforce team partners with organisations worldwide to establish future-proof global workforce strategies, tailored to client specific business and talent objectives. We have vast experience in collaborating with organisations to optimise, reshape and transform both the operational and strategic aspects of mobility and talent programmes.

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, programme effectiveness measurement, customer experience enhancement, global talent strategy, digital planning and workforce analytics.

Our multi-disciplinary team of over 250 global professionals specialise in transformation, analytics and technology, and we also partner with third-parties and start-ups. Our unique 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.

Notes



This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NWE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NWE LLP do not provide services to clients. Please see www.deloitte.com/about to learn more about our global network of member firms.

© 2018 Deloitte LLP. All rights reserved.

Designed and produced by The Creative Studio at Deloitte, London. J16250