

Global Mobility Function of the Future

Mobility One - Zurich
November 2019





Where we're going

Global Mobility today

- Mobility is no longer just a “special program” to develop leaders and critical talent, but is now fundamental to how, when and where employees work today and a core of component of the employee experience.
- Mobility is no longer a specialized niche of 1 - 2% of the workforce, it is now more than 50% of every workforce.
- 71% of employees say flexible and virtual working important for their future. ⁽¹⁾
- Compliance is moving towards complete automation.
- Mobility program managers struggle to find time for operational and strategic activities. Many are seeking relief through digital solutions and external support.
- To be fit for the future, our business and digital platforms must be event-driven, automating/guiding each step of the mobility process.

How do we see global mobility evolving?

User centric

- Simpler, “**user-centric**” practices will replace traditional mobility.
- **Increased collaboration** will improve the experience, streamline staffing, and reduce costs.

Strategic mobility

- Internal global **mobility departments will shrink.**
- **Strategic mobility** will become a more intentional part of companies’ human capital strategies.

Vertically integrated ecosystems

- “**Vertically integrated**” ecosystems will be the dominant business model for mobility.

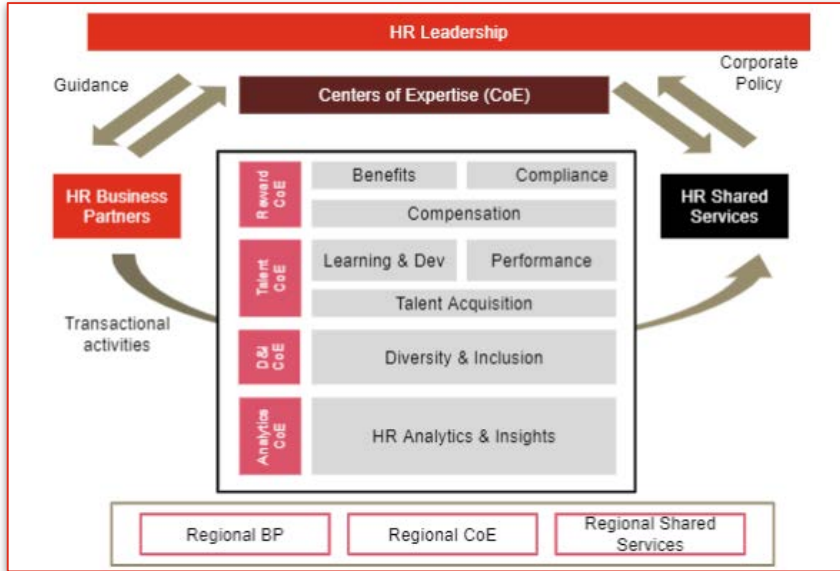
Employee supported

- Digitized **employee supported platforms** for any time, anywhere access will become the preferred option for most employees and **chat bots** that can answer questions immediately and make expert referrals for complex issues

Real-time, digitized regulatory compliance

- Employers and governments will partner in **enhanced tax and immigration compliance (“automated compliance”)** with certified compliance data on block chain and machine-learning-powered questionnaires

HR delivery model

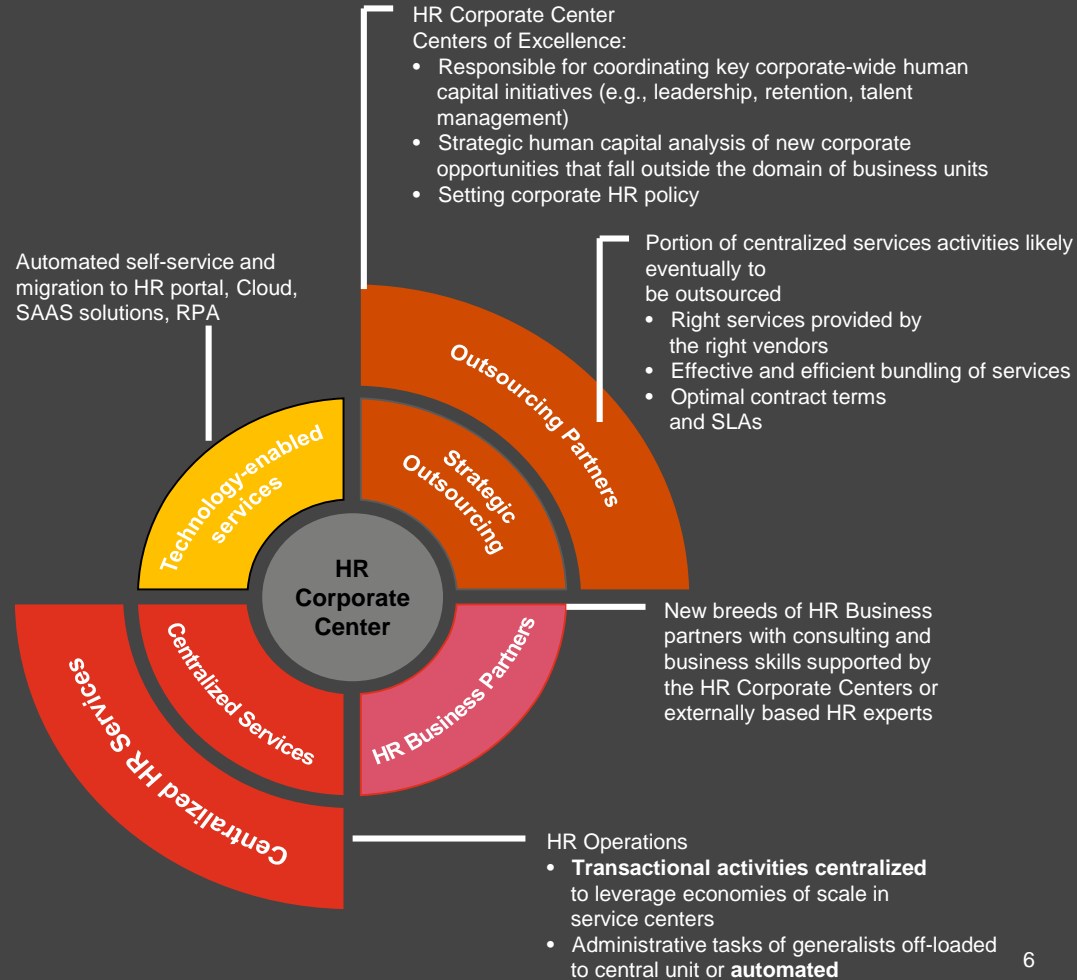


From the Traditional model.....

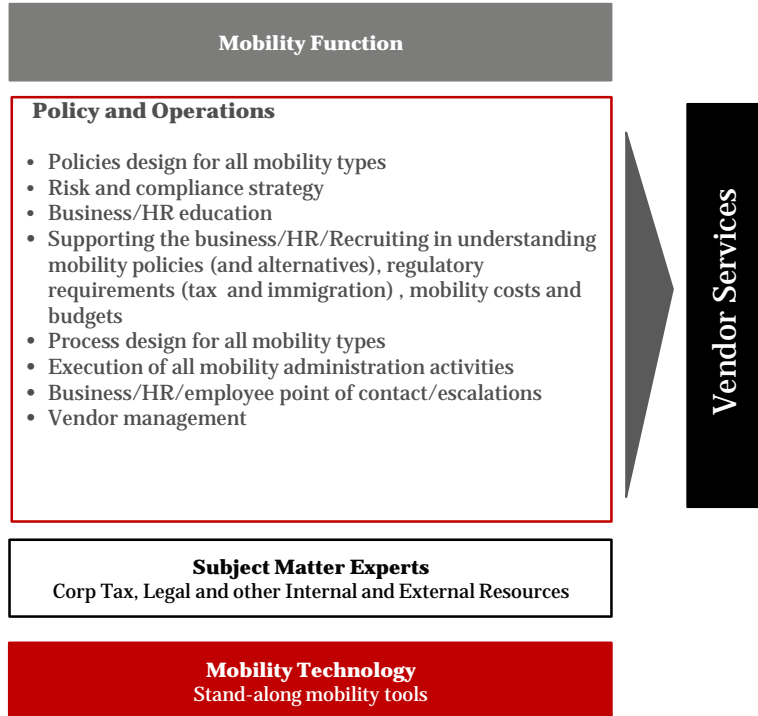
For the past 20+ years, the traditional model of HR has been based on the *Ulrich methodology* and has been used when developing an *Operating Model* for HR functions. The traditional model has HR Leadership, HR Centers of Expertise (CoE), HR Business Partners (HRBP) and Shared Services (SSC) working in tandem to provide services.

... to the Hybrid model

Best-in-class HR organizations are using **hybrid models**, enabled by process and spend automation, technology, and third-party support



GM delivery model



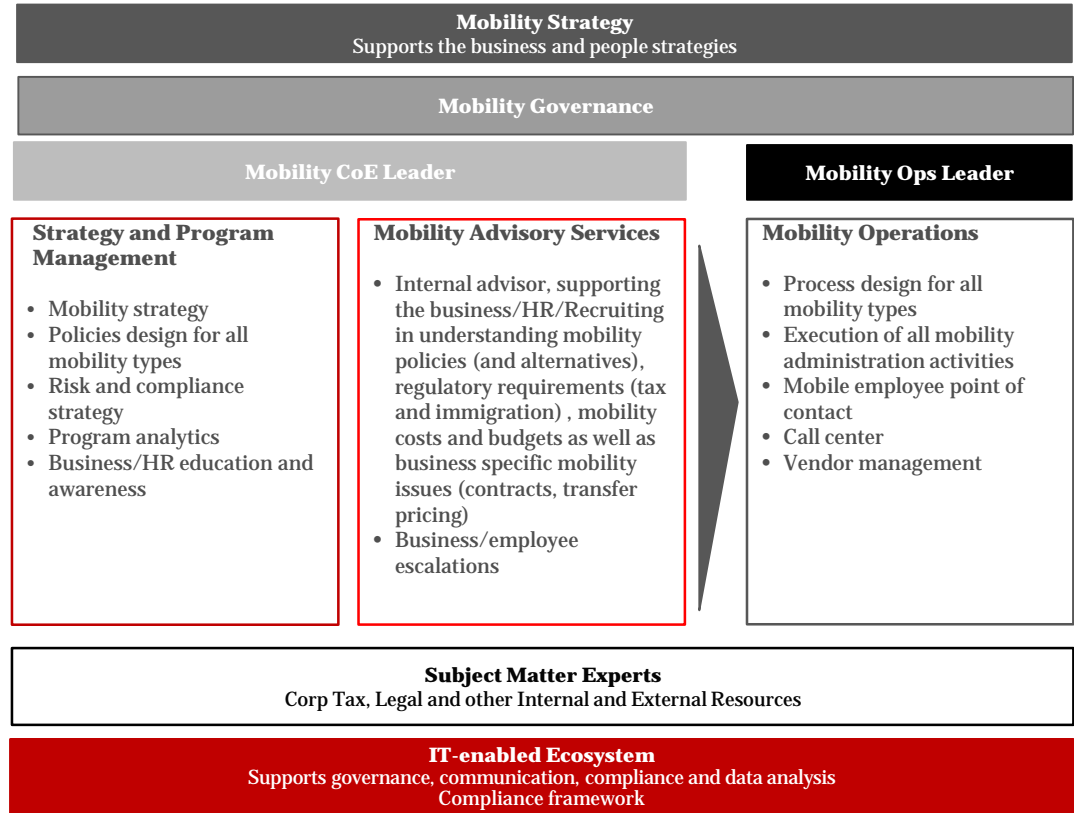
From the Traditional (centralized/insourced) model.....

The traditional model of Global Mobility model had been based on a centralized team in Corporate HR, responsible for mobility policies, operations and vendor management.

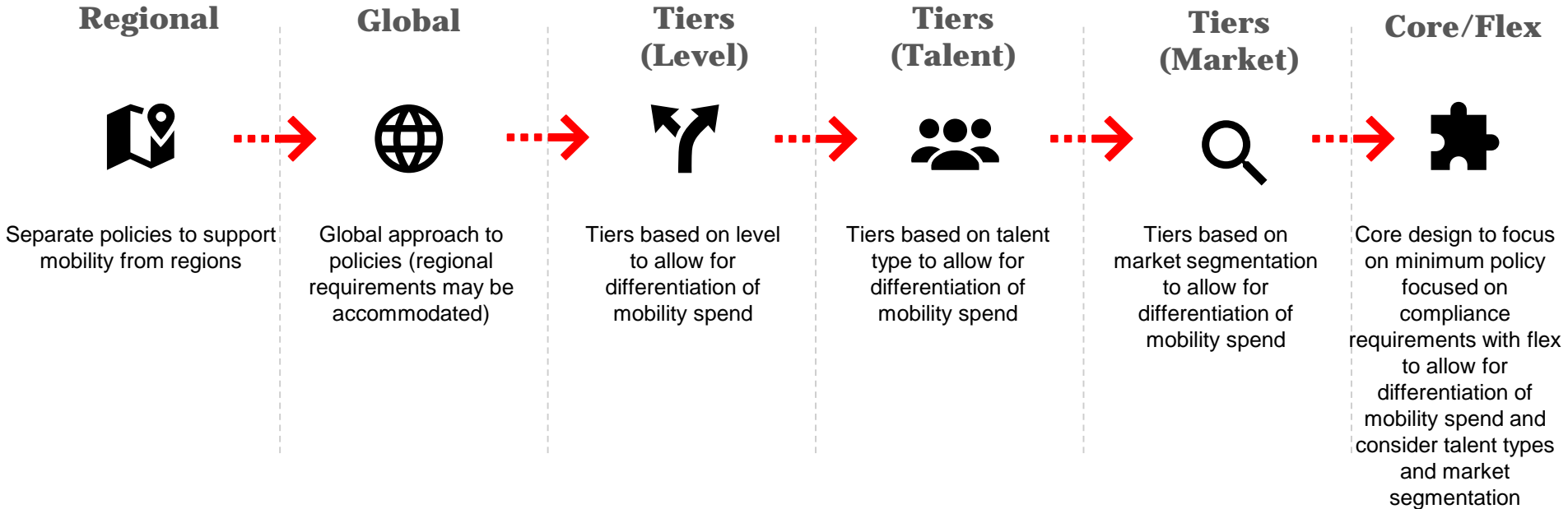
... to the Hybrid model

Key Concepts

- Global Mobility CoE as an enterprise-wide solution
- Drive company-wide compliance, payroll, tax, legal, immigration
- Focus on employee experience
- Policies and decision making are aligned to the strategic vision of the mobility program, promoting clarity of the strategy, overall direction and move the day to day focus from tactical to strategic
- Team focused on strategic mobility activities and mobility advisory services across all businesses, while considering requirements for defined/flexibility (by business/region)



Global Mobility policy evolution



A hand holding a blue marker is writing on a whiteboard. The whiteboard has a list of cities and names with associated numbers in parentheses. A red horizontal line is drawn across the middle of the whiteboard, and the text 'How to get there' is overlaid in white. The background shows a blurred building.

How to get there

• Sydney (4.2)
• Melbourne (2.3)
• (1.1)

US
• SF
• Chicago
• Washington DC
• Austin

Global Mobility function evolution

Reactive Mobility

- No true mobility function
- Ad-hoc, isolated mobility with high reliance on subject matter experts
- High cost with very little consistency

Operational Mobility

- Centralized team delivering all services (strategy, policy, delivery)
- Limited collaboration between Mobility, BUs, Talent, etc.
- Select efficiencies and consistencies; high level of exceptions

Meaningful Mobility

- Expanded global team with regional and local resources
- Wide network of subject matter experts (e.g. tax & compliance, payroll, vendor management)
- Specialist roles begin to develop within the team between business advisory & administrative services

Strategic Mobility

- High-volume assignment administration activities shifted from core delivery team to shared services centers
- Collaboration within the company
- Multiple data points analyzed to evaluate employee experience and determine longer term program performance
- Strong alignment of mobility to company talent objectives throughout selection and assignment period



Influencer Mobility

- Continuous insights and optimization occurring across all mobility functions
- Relentless search for new data and tools to manage assignment objectives
- High flexibility amongst policies and high employee experience
- Well-defined talent process which is well known within the company

Global Mobility Center of Excellence

Requirements:

- Scalability
- Agility
- Technology enabled

One Solution

Global Mobility COE as an enterprise wide solution



Compliance

Drive company-wide compliance, payroll, tax, legal, immigration.



Employee Experience

Focus on employee experience



Aligned Vision

Policies and decision making are aligned to the strategic vision of the mobility program, promoting clarity of the strategy, overall direction and move the day to day focus from tactical to strategic



Strategic Focus

Team focused on strategic mobility activities and mobility advisory services across all businesses, while considering requirements for defined/ flexibility (by business/region)

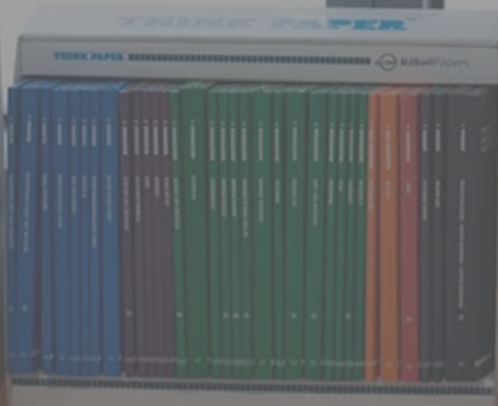


Operational Excellence

Administration focused on operational excellence



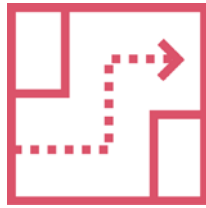
Who's done it well



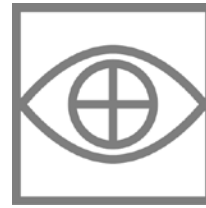
A single mobility process: Implement mobility one process approach



Consolidating to a single mobility process is a key focus area.



Large scale enterprise applications typically embed a single “best practice” process approach for consistency (e.g., Workday, Successfactors, Ariba)



We need to implement the same approach for global mobility processes to enable efficiency, scalability and automation.



Having one single process also creates a consistent experience around the world.

Mobility One process

Event driven engagement

Instant



Personalized



Engaging



Effortless



Experience



Talent agenda

'I want to spend more time with our internal business stakeholders, providing a more consultative service and a better experience for employees.'

Data strategy

'I need technology tools that will take the routine away and provide me with the data I need to add value - at my fingertips.'



Where to go from here

Mobility in the enterprise

Design principles:

- Leverage your existing ecosystem
- Focus on best practices and process reengineering
- Bring mobility to you, not the other way around
- Integrate with your existing systems

Target operating model

Enterprise apps



Strategic alliances

myMobility platform

Managed services

Payroll & compensation

Business traveler

Client & employee experience

Impact centers of excellence

Core technology capabilities

AI/ML

Calculators

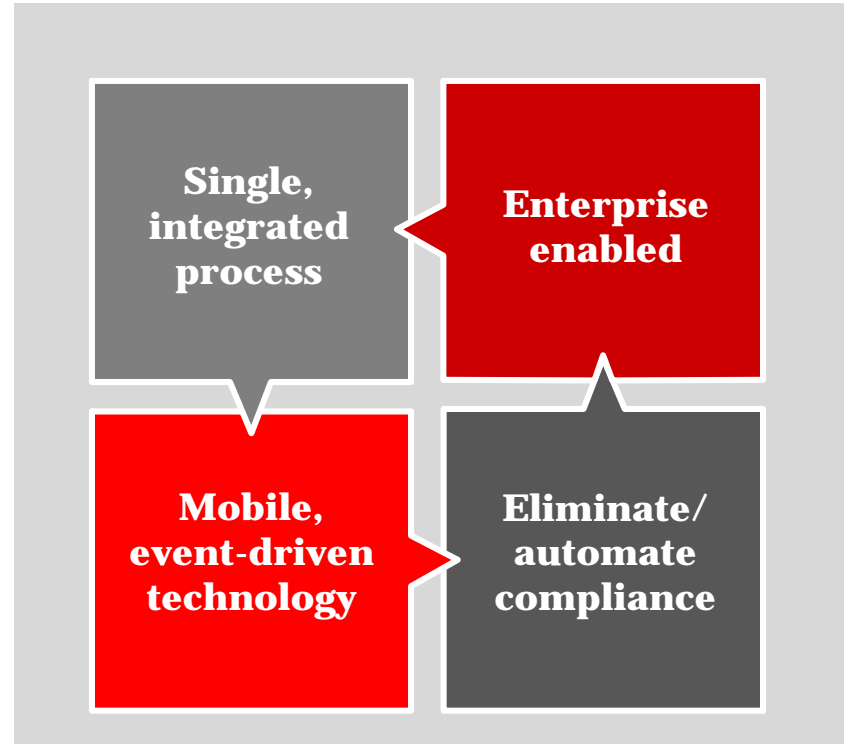
Analytics

APIs

One architecture

Agile technology built on the following principles...

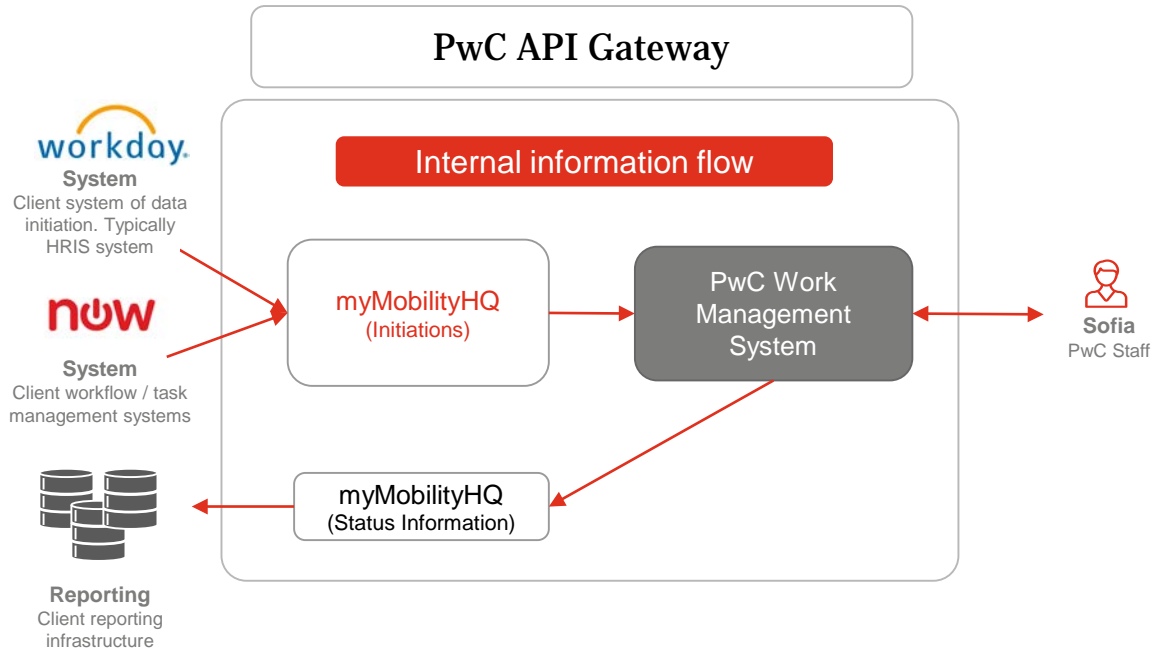
- Leverage your existing ecosystem
- Building off the information and processes you already have in place
- Focus on best practices and process reengineering
- Bring mobility to you, not the other way around
- Integrate with your existing systems
- Don't cloud-enable legacy processes



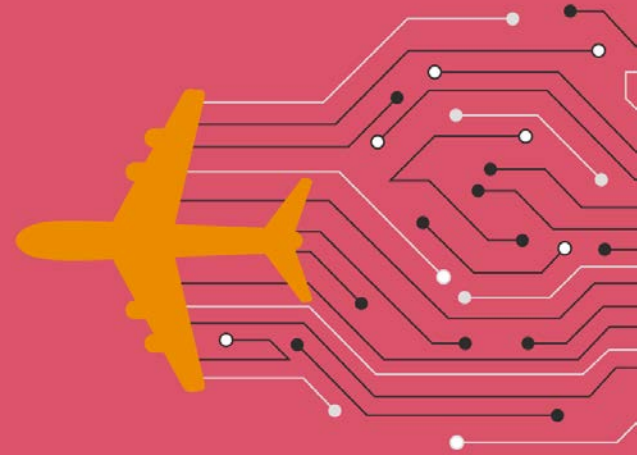
PwC Mobility API gateway (today)

PwC API Platform

- Open APIs
- Event Based Activity Feed
- Swagger Documentation



Thank You!



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