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Global Mobility Insights 2016 Outlook

January 2016



Contents

Introduction	1
The business impact of global mobility	2
Partnering with enabling functions	4
Structuring global mobility	5
An evolution in global mobility	6
Global agility and the development of a global mind-set	8
Deloitte research and publications	10
Global mobility transformation contacts	12

Introduction

This insight provides an insightful overview of **Deloitte's Annual Strategic Moves Survey and outlooks for 2016**, including answers to...



What business initiatives are underway in organisations, and how many of them are Global Mobility Professionals involved in?



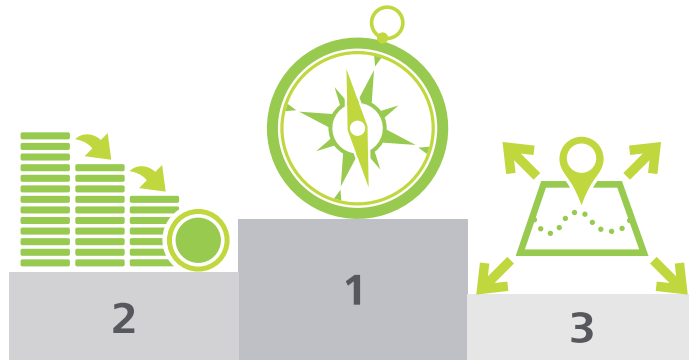
With Global Mobility increasingly partnering with other areas of the business, what are the challenges in doing so?



How is Global Mobility currently structured and how do Global Mobility professionals feel it should be to better support the business?

The business impact of global mobility

Of the 100+ organisations who participated in our Strategic Moves survey the **top three business initiatives identified were:**



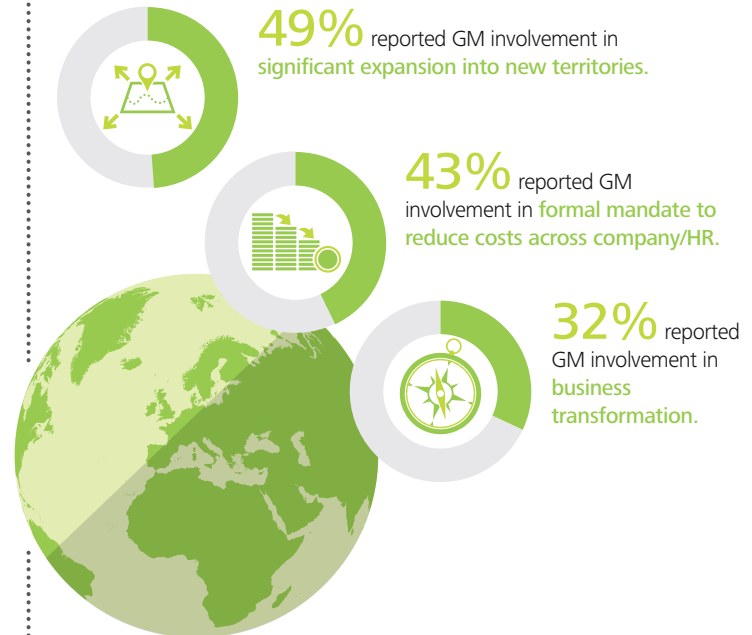
Formal mandate to reduce costs across company/HR

Business transformation

Significant expansion into new territories

The initiatives may already have been completed, be currently underway or are planned to start in the next 12 months.

Global Mobility is playing an increasing role in these key business initiatives.



Meanwhile certain core strategic initiatives remain largely **outside the scope of Global Mobility's involvement.**



In addition to the increasing demand to be involved in the broader business initiatives **Global Mobility also continues to undertake initiatives to enhance their own service offerings...**



77% process design/optimisation

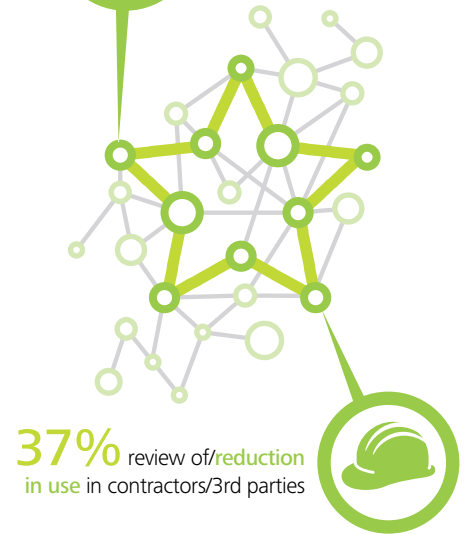


73% technology improvement



64% policy review or redesign

But Global Mobility was **involved in other key areas of the business:**



Partnering with enabling functions

Enabling functions that have regular contact with Global Mobility. Organisations where Global Mobility has regular contact with other enabling functions are, for example:



64%
tax



57%
reward

However, areas for improving partnering are:



25%
talent acquisition



14%
diversity and inclusion



14%
learning and development

When compared to HR, **Talent and Reward Professional** respondents believed that **Global Mobility's capability potentially extended that of their peers** in the following areas:



Vendor management

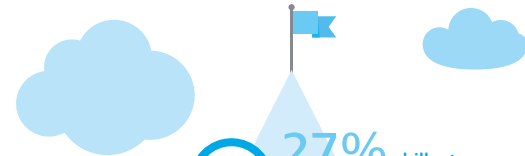


Operational delivery



Customer centricity

Challenges... The top four challenges Global Mobility has faced in **partnering/integrating** with other functions:



27%
skillset gap in the Global Mobility team



34%
capacity of team to focus on other activities





42%
capacity/willingness of other functions to engage with Global Mobility

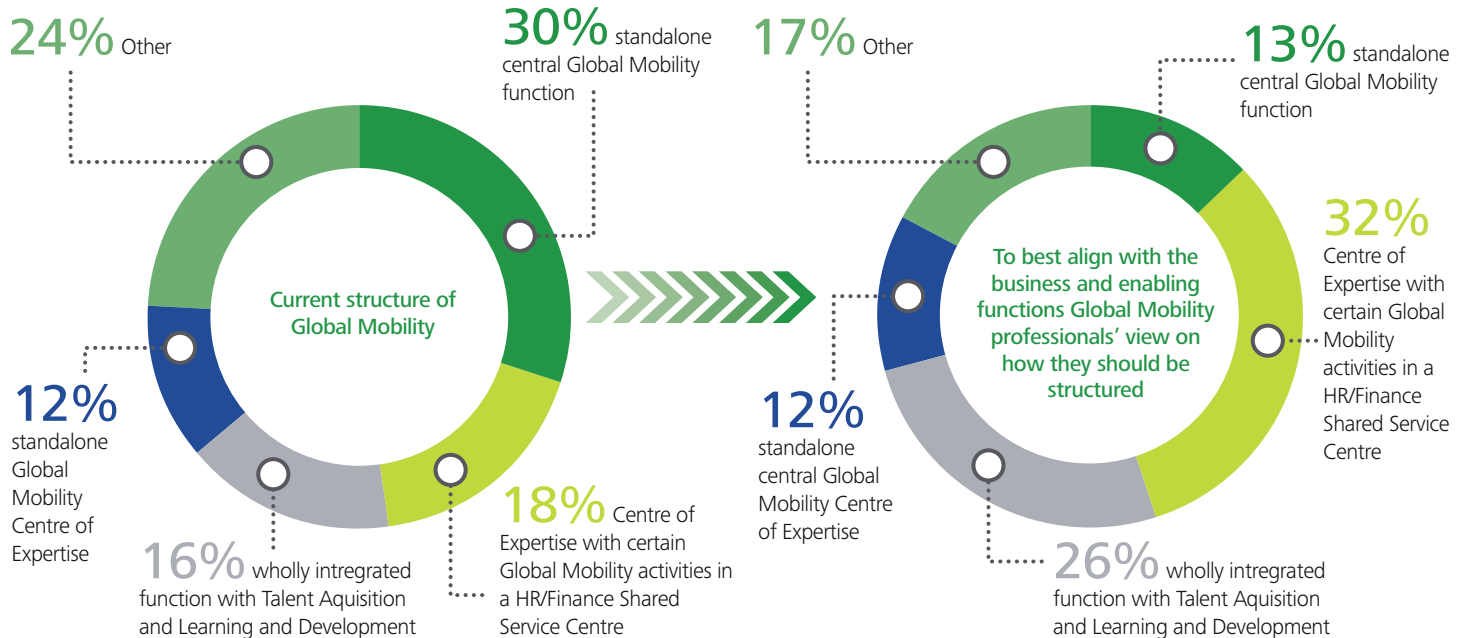


57%
current perception of the role of Global Mobility as purely operational

Structuring global mobility

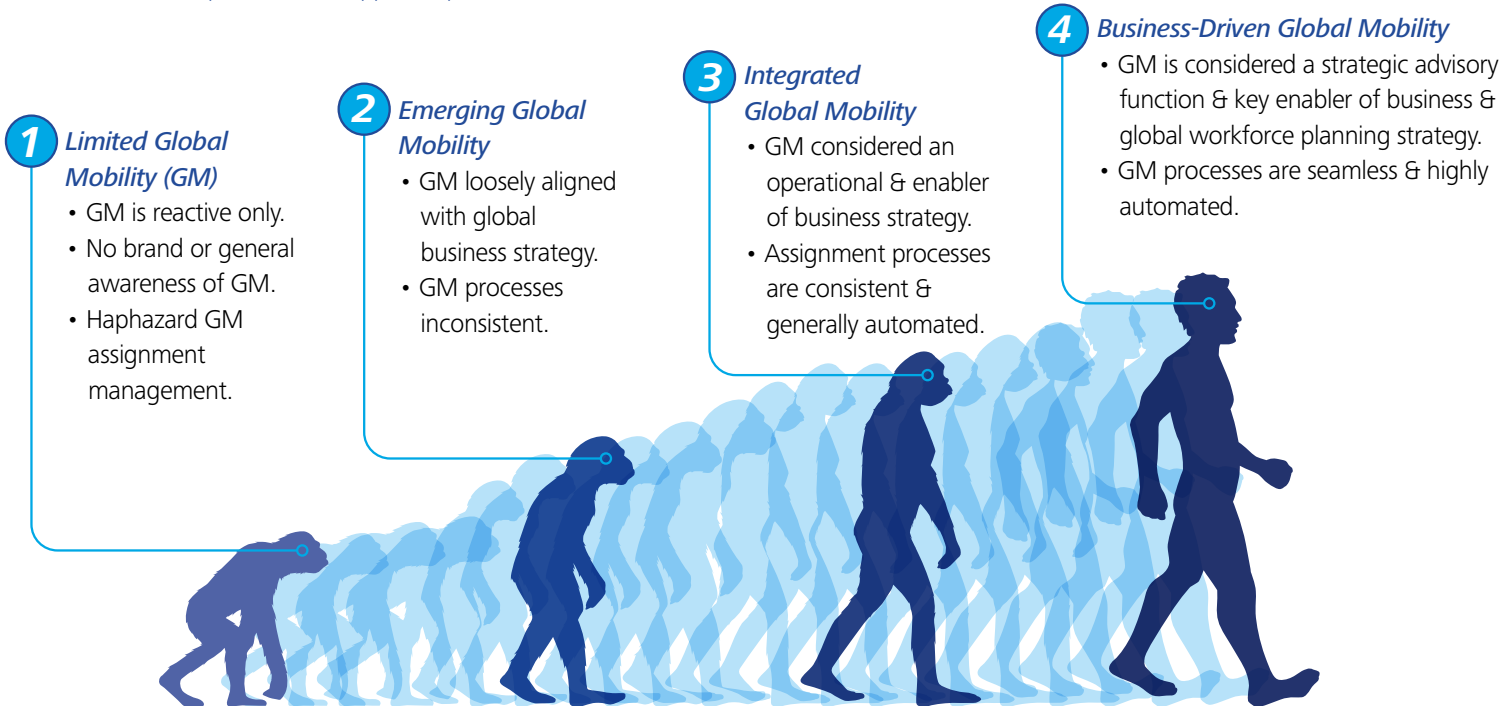
 **45%** describe their Global Mobility Practice as **adequate** in global deployments.

 **5%** describe their Global Mobility Practice as **world class** in global deployments



An evolution in global mobility

The role of global mobility is changing from being a pure processing function to a partner that can deliver unique business support capabilities



What's next? From global mobility to global agility



Now is the time for Global Mobility to get ahead of the curve
by planning proactively for these challenges and creating a business driven global mobility competitive advantage.



Global agility and the development of a

The business environment and talent landscape has evolved within the below areas, driving a greater demand for a global mind-set:



1. The changing face of talent

- By 2020 India and China are predicted to produce 41% of the world's graduates.
- And millennials will make up roughly 75% of the workforce.



2. Talent hubs and skills clusters

- Countries and cities are beginning to act like companies by streamlining efforts and focusing on and investing in niche areas of expertise – creating talent hubs.
- Governments in both developed and developing nations are willing to flex local legislation to develop local centres of expertise and industry clusters.



3. Workforce on demand

- Talent to be used as and when required, making companies more agile and flexible in their resourcing strategies.
- Use of contingent workforces set to increase.
- Global talent pools of hyper specialised skill sets.

global mind-set

Developing and utilising a **global mind-set**

Why?

Why is having a global mind-set important within your organisation?

Who?

Who is it within your organisation that is required to have a global mind-set, both now and in the future?

What?

What differential employment models and reward frameworks can facilitate the creation of a global mind-set?

How?

How will these international experiences fit into a broader learning and development plan for each employee?

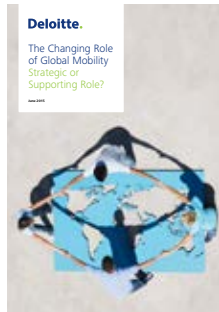
Deloitte Research and Publications

Our global Mobility Transformation practice has developed market-leading thoughtware and a proven point of view built from experience working with multinational companies and conducting marketplace studies



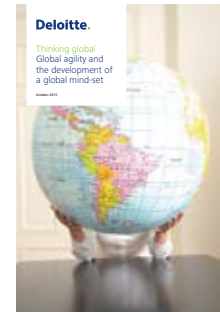
Global Workforce Management Best Practice Approach to Global Employment Companies

This article provides insights into the key considerations when determining if a GEC is right for your organisation as well as alternative solutions to GECs. It also outlines our approach to GECs and how we can support you right through your journey, from setting up a GEC to ongoing reviews in light of legislative and corporate governance changes.



The Changing Role of Global Mobility Strategic or Supporting Role?

Results from Deloitte Pulse survey indicating how many Global Mobility professionals are struggling to meet the strategic demands now being placed on them. The report looks at reasons for this such as the embedded culture and lack of holistic training.



Think global Global agility and the development of a global mind-set

Following on from our 2011 'fostering a global mind-set' this article details how four years on the business environment and talent landscape have evolved, making the development and utilisation of a global mind-set amongst employees equally, if not more, critical for companies, but often more challenging to accomplish.



Strategic Moves Lab 2015

Moving together, making tomorrow

Output from the Deloitte Strategic Moves Lab 2015 into the Strategic Moves Lab Booklet which assimilates the attendees' collective thoughts and insights from the day alongside an overview of the input from our guest speakers: Dr Katerina Hanna (LinkedIn), Eckhard Störmer (z_punkt) and Jeffrey Scott Saunders (SIGNAL).



Agility in Global Mobility

Technology, Media and Telecoms sectors

Results from Deloitte's pulse survey and insights from research in the Technology, Media and Telecoms sector to help better understand the challenges, priorities and how the most successful companies have handled their global mobility programmes to implement effective agility.

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