

# Global Mobility : A Vision Of A Digital Future in 2020

**It is an exciting time to be working in global mobility. Emerging digital accelerators are poised to transform the role of mobility professionals and enhance employee experience to make it simple, predictive and personal.**

In this article, we provide a vision for the future of digital global mobility embracing these accelerators. Our aim is not to provide technological explanations of each accelerator but rather try to place the benefits of each in the context of global mobility.

- 1) Predictive analytics
- 2) Machine learning
- 3) Crowdsourcing
- 4) Artificial intelligence & chatbots
- 5) Virtual & augmented reality
- 6) Blockchain

Crucially, all of these digital accelerators and ideas mentioned are achievable today. We believe that global mobility can embrace these to provide an enhanced experience for employees and their business.

## Global Mobility 2020

It is the year 2020 and Ada Lovelace has

worked at the Sydney offices of Deledger Inc, in the Global Mobility (GM) team for the past 10 years. 2 years ago, following a digital overhaul of the strategy and operations of the GM team, Ada's role and job title was revised to "Mobile Employee Experience Manager". Ada thinks that her role has changed for the better as thanks to new technology platforms her time is now focussed on satisfying the needs and enhancing the experience of Deledger's globally mobile population, rather than carrying out manual tasks, calculations or managing multiple vendors.

## Digital concepts throughout the assignment lifecycle

### Talent sourcing analytics

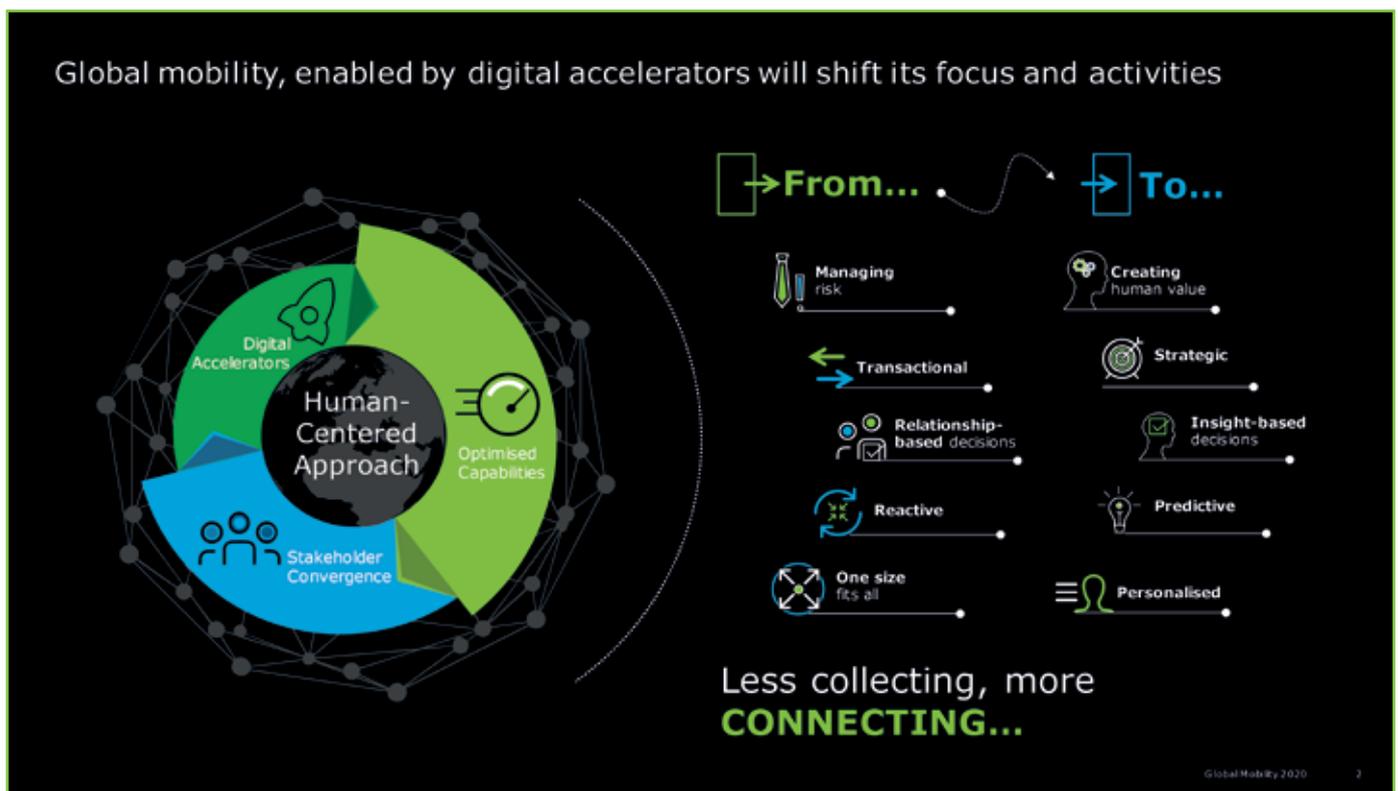
Charles Babbage is a director responsible for a critical project and is in urgent need for a blockchain technology developer to start within the next week in London. Charles uses Deledger's talent sourcing platform "Telescope" to try and find the best candidate and enters skills requirements, start date, duration and experience level. Telescope compares these requirements against the available Deledger global talent pool and uses a scoring algorithm

to identify the best candidate with the best skills match and availability.

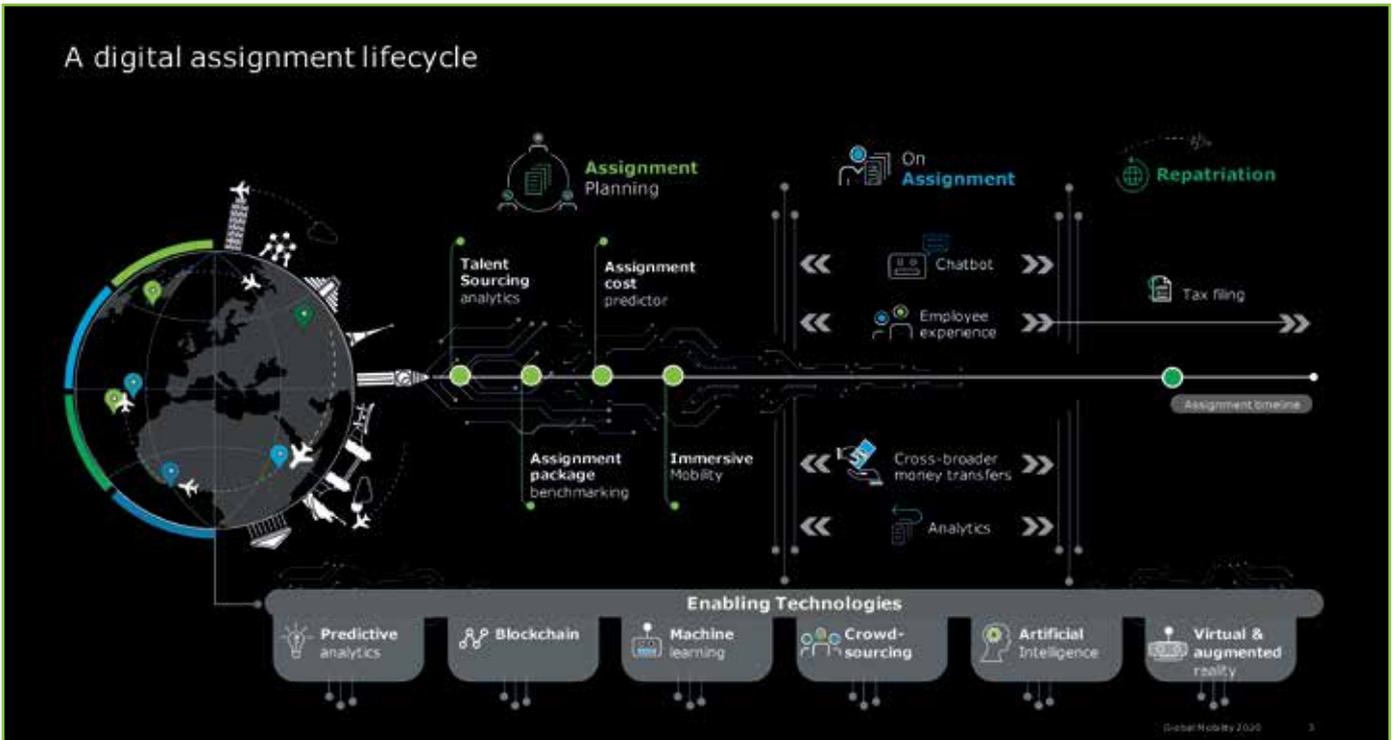
Telescope has identified Satoshi Nakamoto in Tokyo as a good candidate for the 1 year role. As well as fulfilling the skills requirements, Charles can see Satoshi has immediate availability, speaks English and has achieved an outstanding performance rating in his most recent review. Telescope also shows Charles estimated costs, Satoshi's tax and social security position, and that it will take about 3 days to obtain a UK visa. From viewing the detail of Satoshi's profile, Charles is happy to initiate the request for a 1 year assignment and clicks to initiate the request and connect to a Mobile Employee Experience Manager.

Ada's group messaging service window pops up. Since Deledger banned emails as an inefficient and impersonal form of internal communication, all of Ada's internal interactions are now carried out through group messaging and video chat.

Ada sees that Charles Babbage is requesting an assignment initiation for Satoshi Nakamoto. Deledger's GM team have access to a new cost predictor tool – "Touchstone" which enables Ada to build Satoshi's assignment package.



A digital assignment lifecycle



Talent sourcing analytics



*Assignment cost predictor (machine learning & predictive analytics)*

Now Ada has confirmed the assignment package she sends it to the assignment cost predictor tool, "Illuminate". Inputs are automatically pulled from Deledger's HR system (salary, level, family size, etc.)

One of the challenges the GM team faced prior to 2017 was that the budgeted assignment costs were found to be highly inaccurate compared to the actual costs. This created friction between business teams and GM. Deledger decided to apply machine learning to solve this problem by combining

historic assignment costs, tax rates, and other external data such as country indices like local house price inflation.

Machine learning is applied to the combined dataset to create a predictive model, and is optimised by the GM team's data scientist. The bespoke predictive cost modelling algorithm for Deledger's programme has been shown to improve cost budgeting accuracy by a factor of 400%.

Ada reviews the output from Illuminate for Satoshi's calculation. No flags have been identified so Ada places a video call to speak to Satoshi. Charles receives an automatic update notification on his group messaging window.

*Immersive mobility (virtual reality and augmented reality)*

Satoshi answers the video call. He is excited at the opportunity to live and work in London and heads to Immersive Mobility Suite in the Tokyo office.

In the Immersive Suite Satoshi puts on a virtual reality headset. He is able to explore the London office environment where he will be working with a 360 degree field of view. He is able to also experience the gym, work canteen, social and collaborative spaces.

Satoshi then reviews his accommodation options. Using augmented reality, Satoshi is able to see a map projected on a large table in



the room. As Satoshi moves, the map moves so appears fixed to the table. Highlighted on the map are Satoshi's workplace, supermarkets, transport links and international school options available for his daughter. Using a virtual pointer, he overlays the potential housing options available within his budget. He chooses 3 properties that are currently available (data is updated daily) and within reasonable distance of his preferred school and work. Satoshi is then able to explore these in virtual reality and select the best fit for his family.

Satoshi confirms his preferences, e-signs his assignment contract, and Deledger's immigration vendor is informed to prepare his visa.

### Virtual assistant

6 months later Satoshi is on assignment and he receives a message from Grace Hopper, a chatbot. Grace is responsible for answering any immediate questions from Deledger's global workforce, working across mobility and HR, and carries out employee experience surveys for over 120,000 people. Employees know if they have a question, Grace is available 24/7, 365 days a year and if she doesn't know the answer, she will refer them to someone who can help.

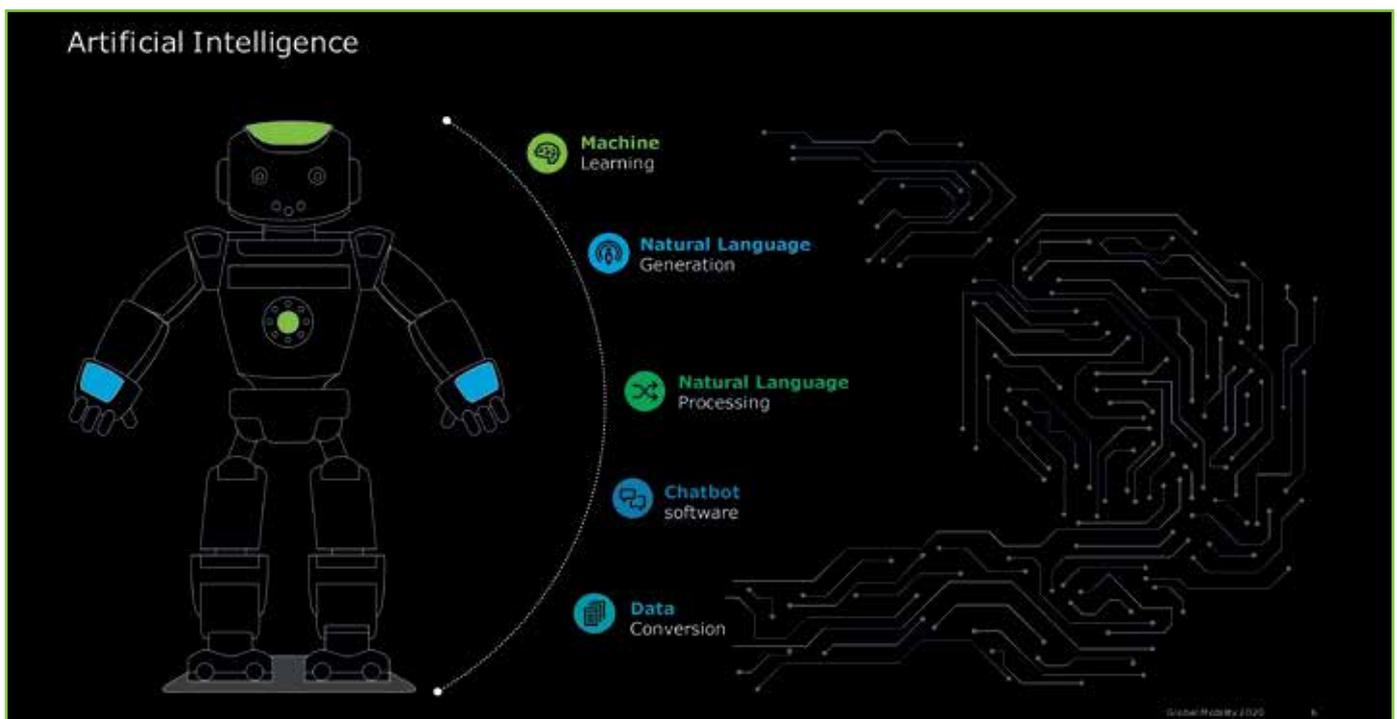
As a virtual assistant, Grace can do all of this and learns more with each question she is asked. Grace has been of great help to Ada,

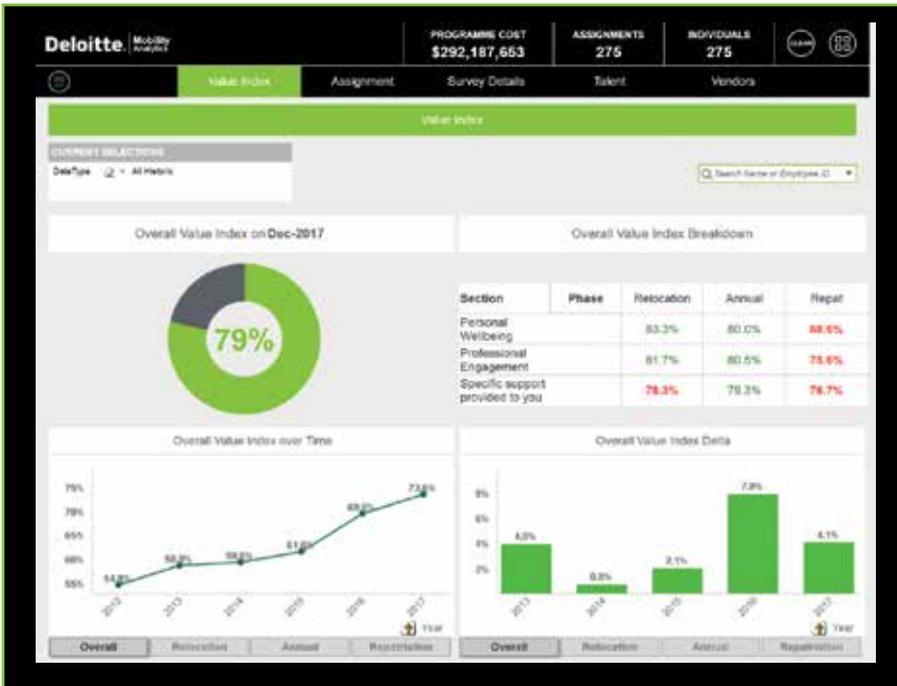
freeing her up to work more closely with talent teams and focus on employee service.

### Assignee experience

Grace asks Satoshi if he has a few minutes to answer some questions about how his assignment is going. Satoshi could use a break from coding so is grateful for the interruption. It takes Satoshi no longer than 10 minutes to answer the questions by rating 1-5 in response to Grace who records all his answers.

The survey questions cover aspects of personal wellbeing, professional engagement and specific support provided by Deledger's vendors throughout all





of their global locations. The surveys are automatically triggered at certain points in the assignment lifecycle, together with monthly sentiment-based touchpoints. This process has allowed Deledger to replace all other surveys resulting in efficiencies and improved employee experience. Ada and the GM team are now able to receive real-time analytics on globally mobile employee engagement and experience, allowing for pro-active interventions. Since the employee experience process was implemented, cancelled assignments have dropped by 80% and the post-assignment attrition rate has dropped significantly. Deledger has seen this impact by way of a reduced recruitment spend.

Since arriving in London, Satoshi has been so busy with the project he has felt somewhat disengaged from his home location. When responding to “I frequently keep in touch with my home country team/manager” Satoshi scored himself a 2 out of 5.

Ada notices a new communication from Grace, Deledger’s virtual mobility assistant. Grace flags to Ada that Satoshi’s employee experience score was good overall, but it would be beneficial for him to connect with his home location. Ada also notices using the real-time analytics dashboard that collates all survey data, that there may be a problem with a vendor in a particular location.

Ada sets up a call with Satoshi and his home line manager, and escalates the vendor concern to her senior manager.

**The global mobility blockchain**

Previously, Deledger’s mobile employee data and compensation was stored on a specialist GM technology platform and with various other vendors. Deledger found that this made it difficult to provide holistic analytics across all aspects of the global

mobility experience as reports were needed to be consolidated from each vendor. Deledger wanted greater transparency across all the processes that need to come together and not rely on third parties to be able to access their data.

In 2018, Deledger joined a consortium of multi-nationals, tax, immigration and relocation providers that agreed to store data on the blockchain. Data is now more accessible, secure and processes are more transparent than ever. Data generated by all the vendors, employees and GM team is now stored on the blockchain and provides an immutable transaction history for all processes.

Next year, Deledger will be rotating its auditor, and expects its tax provider to also change. Ada is grateful that the blockchain is used as it means no data transition is required, and the new vendor can be granted permission to Deledger’s data by altering the “smart contract” that sits on the blockchain. Another function of the smart contract is that it regulates initiations between Deledger’s

vendors in an automated way, without the need for the GM team to do this manually.

Deledger’s vendors and global entities use “Dapps” (Decentralised applications) to update all employee, assignment, compensation and relocation data on this single blockchain.

**Analytics**

Ada has access to real-time analytics from the blockchain across all aspects of global mobility. She now spends several hours a day feeding back trends, insights and opportunities to the business as well as overseeing employee experience metrics. Ada can search for Satoshi and see all information for his assignment.

As Satoshi’s global compensation is added to the blockchain each month that he is paid, each pay component is tested against the predictive model. Ada’s analytics platform highlights that his housing payment for August 2020 was 200% the anticipated amount. Ada makes some enquiries and finds that this is an incorrectly authorised payment based on an invoice error. By flagging this, Ada is able to save Deledger \$5,000 in reversing the payment error.

**Cross-Border Payments**

Deledger allows for assignees to elect to have assignment allowances paid in a dedicated crypto-currency, “D-coin” which is pegged to the value of the US dollar. Satoshi is provided with a debit card which is linked to his crypto-currency wallet. This allows him to pay in pounds sterling while in London. Each time he pays for something, his cryptocurrency wallet gets debited.

Previously international money transfers would have to go through multiple third-parties, each taking a small commission, meaning that Satoshi would have less money in London to spend, and there would be a delay of several days for the transfer to complete. Now, transfers happen without the need of a third-party and are completed within minutes. This is helpful when Satoshi wants to lease a car at short notice, and needs to transfer additional funds from Japan.





### Compliance Tax returns (digital identity on the blockchain)

It is now time for Satoshi to submit his tax information to the UK and Japanese authorities for the period of his assignment.

All of Deledger's global employees have a personal digital identity or "Smart ID" stored on the blockchain. Employees control their own profile and can elect which private details are shared with whom, such as passport details, visas, personal income and pay.

Since China started experimenting with collecting taxes on the blockchain in 2017, increasingly authorities are accepting blockchain-based digital identity as a way to provide information required for calculating an individual's tax position. For Satoshi and others filing tax returns, this has transformed the experience significantly and for the better. He no longer has to collate information from multiple parties and enter it into an online form. Instead every entry on the blockchain is endorsed and validated by the relevant third party (e.g. banks, institutions) and is therefore trusted by the tax authority without the need for additional checks.

The UK tax authority (HMRC) requests access to Satoshi's Smart ID. Satoshi provides his digital signature to authorise HMRC to access his Smart ID and automatically calculate Satoshi's tax position. Seconds later, Satoshi receives communication back from HMRC confirming his personal liability. Satoshi settles his personal liability in unspent Bitcoin from a choice of traditional currency and cryptocurrency options.

No tax return is required.

### Closing

In providing a vision for a future, digital era of global mobility, the timeline of many of these ideas is uncertain and dependent on multiple parties. Some aspects may be quicker to realise than others. Organisations that embrace the benefits of these new technologies have the opportunity to provide frictionless employee experience and maximise the power of their global workforce.

At Deloitte, our Global Workforce team are proactively working on taking all of these ideas to reality to realise the benefits for our clients. If you would like more information on any of these concepts or our vision of the digital future of global mobility, please contact us.



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