

Impact Of Digital On Global Mobility

Almost half (47%) of mobility teams have invested in new technology over the past three years to improve their visibility and management of internationally mobile employees (see Fig. 1).

This technology is providing benefits across a range of factors; it is boosting global mobility's ability to provide predictive data and improve workflow processes and financial modelling, and seems to be enhancement of the ability to measure ROI from assignments. And beyond these 'hard metrics', it is also improving the assignee experience and that of their families.

Positively, for those companies where investment has already been made in technology, many seem to have entered a cycle of continuous transformation and plans are being made to re-invest in the next 12 to 18 months. On the flip side, companies who have not yet made the leap are in danger of getting left further and further behind as the majority have no plans to invest in technology in the future.

Businesses are starting to invest in the appropriate technology to help boost their visibility and management of mobile employees

This technology has the potential not only to provide predictive data, but also improve workflow processes and financial modelling.

Interestingly, amongst global mobility leaders, who have adopted leading industry practices, over three quarters (77%) have invested in technology over the last three years to boost their visibility and management of international assignments. What this perhaps suggests is that having this technology infrastructure in place is enabling these global mobility leaders to adopt best practice.

Investing in technology is helping businesses to improve the measurement of ROI

When contemplating investment in a global mobility technology solution (whether that is purchased or delivered by an external global mobility services firm), the ability to improve the measurement and tracking ROI on individual assignments is significant.

65% of those who have technology investments in place are measuring ROI

(always or sometimes) compared to 30% of those who have not yet invested.

In particular, those who are showing consistent best practice by always measuring ROI of individual assignments is 31% for those investing in technology, but only 9% amongst those who have not invested.

North America is leading the way on technology investments

North America shows great adoption technology as part of their global mobility programme more than any other region, with 77% having invested in technology over the past three years, compared to only 47% across all global mobility teams.

What's more, of the 23% who have not yet invested in technology, 14% – just over half – are planning to invest in the next 12-18 months. Unsurprisingly, therefore, North America

FIGURE 1: Number of global mobility teams who have invested in new technology over the past 3 years

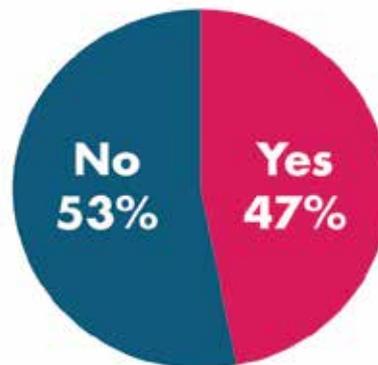


FIGURE 2: What are the advantages of investing in technology?



is also leading the way on ROI, with almost half (48%) always measuring ROI on individual assessments compared to only 19% across the world.

When it comes to tracking assignments, it is North America who are most likely to have invested in specialist in-house software, 46% versus 23% globally, or have a connected system, 37% versus 21% globally (see Fig.4).

Global mobility teams in North America are also leading the way on using employee engagement metrics, such as job progression, employee retention and key skill development, to evaluate their ROI on individual assignments. As we see in Fig. 5, North American teams are more likely to be using these as their primary criteria for evaluating ROI.

Business leaders endorse investment to better measure ROI and have predictive data to make informed business expansion decision-making

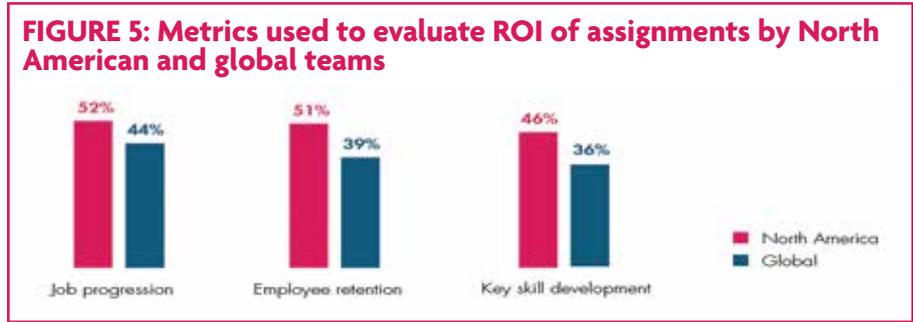
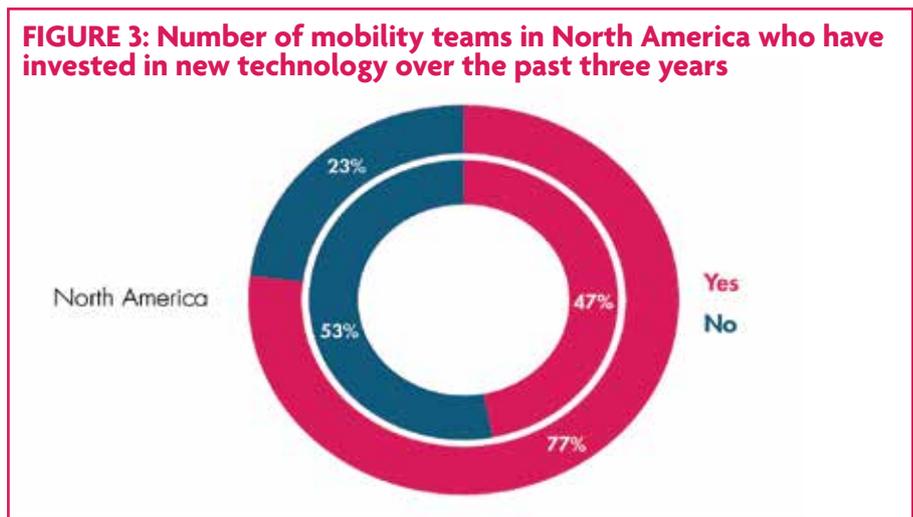
In line with the more commercial focus of business leaders, overall, they report more strongly the benefits of investment in technology to enhance the management information that they receive both to enhance a better understanding of the return on investment from assignments, and also the ability to use predictive data for enhanced decision-making for business expansion and projects.

This indicates therefore that the North American market is better leveraging technology through acquisition of technology or as an embedded solution in their global mobility outsourcing partner's service delivery model, and it should be borne in mind that North America was an early adopter of in-source, out-source solutions since the 1990s.

Those who have invested in technology are much more likely to be performing well at providing business management with hard and soft metrics to assess ROI and tracking meaningful data to help retain and develop talent. It also highlights that global mobility professionals see an opportunity to enhance the assignee and their family experience – which may be less visible to business leaders but is critical to achieving an engaged assignee who is not distracted by an accompanying family with integration issues in the new host location.

Technology has a key role to play in enhancing the assignee experience

Retaining and nurturing talent is a key business outcome from the survey results, and it is worthy to note that there is consensus between business leaders (34%) and global mobility professionals (32%) that one of the



key benefits of their technology investment is an improved experience for their assignee.

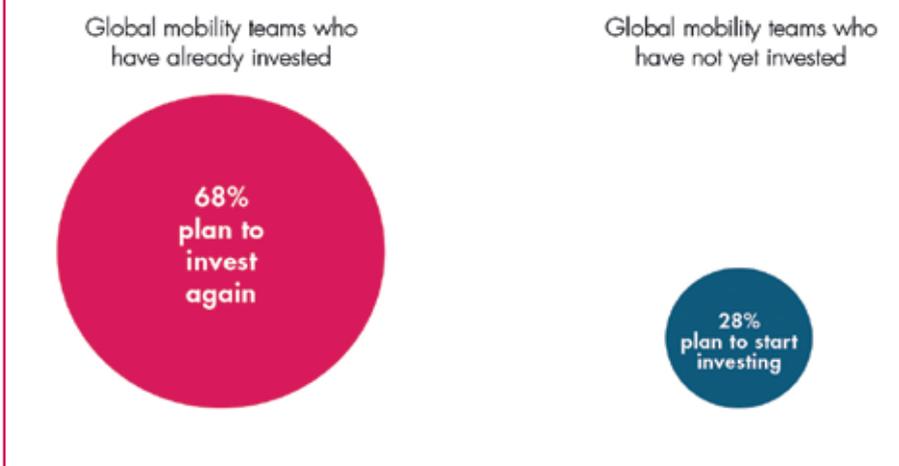
And this benefit extends past just the assignee themselves; both global mobility professionals (24%) and to a lesser extent business leaders (15%) also see technology as boosting the experience for their assignee's families as well.

'Halo' effect of technology investment

It is positive to hear that almost half (47%) of businesses are planning to invest in technology in the next 12-18 months (see Fig. 6).

However, rather than this indicating that those teams who are not yet investing in technology are going to start investing,

FIGURE 7: Number planning to invest in technology in next 12–18 months for those have already invested vs. those who have not yet invested



what we are finding is that it is much more commonly those businesses who are already investing in technology who plan to keep investing going forward.

Amongst those businesses who have already invested in technology over the past three years, 68% are planning to invest again over the next 12-18 months in a cycle of continuous transformation. This is in stark contrast to those businesses who have not invested yet, where only 28% are planning to

start investing in the future (see Fig.7).

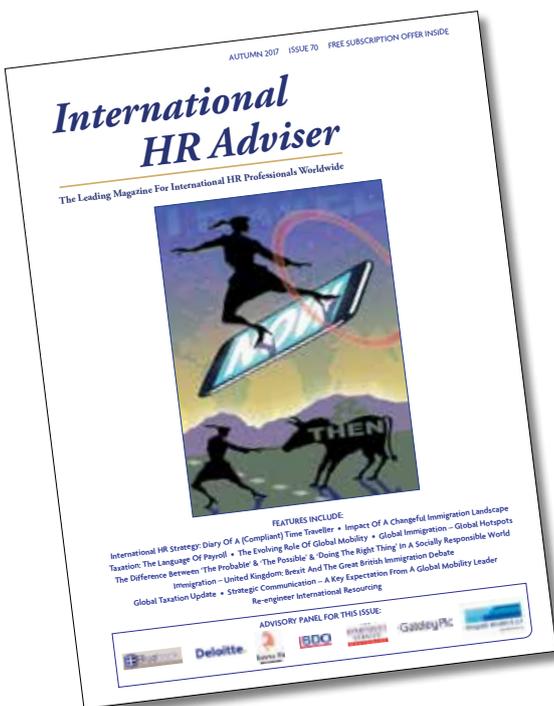
In common with the overall gap in expectations and communications between business leaders - who seek commercial dialogue with their global mobility teams - if global mobility professionals are not demonstrating the business case and payback from investing in technology, then they will continue to miss the opportunity to deliver better qualitative and quantitative data to drive more informed support of commercial decision-making.

With almost 1,000 HR and global mobility or business leaders that took part across 56 countries, it's one of the world's leading global mobility surveys. The total number of international assignees and business travellers being managed by global mobility teams who responded to the survey are estimated to be in excess of 500,000. The survey was conducted by an independent research organisation on behalf of Santa Fe Relocation.

To request a complimentary full copy of the 2017 Santa Fe Global Mobility Survey report; Embedding Business Strategy in Global Mobility, please visit: www.santaferelo.com/globalmobilitysurvey

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For further information please call Helen Elliott on +44 (0) 208 661 0186
Email: helen@internationalhradviser.com Website: www.internationalhradviser.com