

REVISION: Mobility Through The Looking Glass

Highlights from Santa Fe Relocation's 2019 Global Mobility Survey

2019 continues to be a year of constant change, disruption, uncertainty and consolidation in some sectors, especially as organisations seek to remain sustainable, capable and competitive. Global markets too are changing, and the growth of inter-regional activity is fuelled by growth in domestic consumer markets such as China, India and America. While the popular reasons for this are often linked with protectionism, the reality is that the impact of artificial intelligence, technological innovation and the decreasing economic reliance on manufacturing in low-economic labour areas are game changing factors.

The implications of this from a global talent perspective flow through to Global Mobility and HR professionals who are often at the front-line of managing expectations and the tightrope of balancing employee engagement, compliance governance and in parallel, building new policies and ways to reduce costs and optimise their GM programmes.

With four generations in the workforce and an ever-increasing talent gap to attract deploy and retain talent internationally (with the skills and experiences to thrive in the new digital order), this is adding more pressure to Mobility teams who are already at full capacity.

Reflecting on what needs to change structurally as well as Global Mobility's future role and value contribution is a constantly moving target; new talent demands, new locations, mergers, tracking 'virtual' assignees who may be blissfully unaware of the organisation compliance risks they create. When is a Business Traveller not a Business Traveller? That is the question. Many of those reading *International HR Adviser* may know, but do the hundreds, perhaps thousands of employees undertaking international business travel also know? Who manages it, who is accountable and who is responsible?

This eighth annual Global Mobility Survey, entitled 'Revision: Mobility Through The Looking Glass' explores these key industry themes.

In 2018, the GMS Survey theme: **REACT**, focused on why and how organisations and their Global Mobility teams should take action to affect change. It is very pleasing to see that progress in implementing change

There is no doubt that the Global Mobility industry is in the middle of a massive period of transformation and the 2019 survey highlights many of the decision points associated with this transformation

Robert Fletcher
Senior Vice President of Mobility Solutions
Santa Fe Relocation

Key stats at a glance



and shifting roles is being made in the findings of the 2019 survey.

What due diligence and transformation work still needs to be done to ensure that Global Mobility remains a relevant and sustainable contributor to the deployment of internationally mobile employees?

This transformation, we believe, is still a work in progress, and it is recognised that organisations will be at different stages in their maturity cycle in managing Global Mobility programmes. Industry sector and appetite for investing in alternative solutions will also impact make or buy decisions on Global Mobility specific technology solutions.

One challenge for HR leaders is when to act as an HR person, and when to be a business person whose specialisation happens to be HR. Aligning talent and mobility with business strategy requires that business-focussed mindset

Peter Ferrigno,
Group People Director,
Santa Fe Relocation

2019 - KEY RESEARCH THEMES

TALENT
Emerging International Work Arrangements

“Global Mobility continues to be a vital tool for businesses to execute on their strategy. However, in 2019 we see a shift in the profile of the mobile population. With more employee initiated moves than ever, organisations must be flexible to meet not only the talent needs of the business, but also the motivations and expectations of that talent.”

Julia Palmer
Group Head of Relocation
and Assignment Management
Santa Fe Relocation

TRANSFORM
Reimagining The Global Mobility Profession

“The ‘organisational deal’ is evolving, and the mantra now is employability, capability and competitiveness, against a continuing landscape of uncertainty, rapid technological advancement and new markets and opportunities. To attract and engage scarce talent, organisations must now adopt a more holistic approach to engaging with existing and potential talent to offer attractive total employee experiences that reflect what employees want, when they want it, and adapt policies, processes and rules to reflect a different period of economic stability and generational expectations.”

John Rason, Group Head of Consulting
Santa Fe Relocation

RISK
Balancing Risk And Compliance

“Global Mobility teams are faced with a wide range of challenges as they seek to mitigate against risk while pursuing their objectives and growth opportunities.”

Peter Ferrigno, Global Practice Leader
Immigration and People Director
Santa Fe Relocation

Final Thoughts

The Global Mobility Survey 2019 findings reinforce the changing mobility landscape which is both an opportunity and threat for organisations to optimise the integration of talent, mobility, risk and ability to utilise data analytics to create competitive advantage. It is time for your organisation to reimagine what Global Mobility looks like in the coming decade?

There is an opportunity to clearly educate internal and external stakeholders such as Business Leaders to better understand not only the current roles of Global Mobility professionals but also the potential future contribution that Global Mobility can make to organisational development.

Research Methodology

Santa Fe Relocation commissioned Savanta to conduct the Global Mobility Survey 2019. 703 professionals responsible for Global Mobility programmes across 35 countries were surveyed along with 53 Business Leaders from six countries and territories: the UK, US, France, Denmark, Singapore and Hong Kong.

New this year, Santa Fe Relocation is proud to be partnering with a number of the world’s leading organisations and thinkers in Mobility whose views are captured in the report through a series of comments and quotes, combined with commentary from Santa Fe Relocation’s own subject matter specialists.

Read and download the full report ‘Global Mobility Survey 2019 ‘REVISION: Mobility through the looking glass’.

Visit: www.santaferelo.com/en/mobility-insights/global-mobility-survey/



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Recognised as a thought leader and speaker on strategic international HR, talent management and Global Mobility and author of Santa Fe Relocation’s award winning annual Global Mobility Survey. John now works with global organisations to transform their Global Mobility programmes; focusing on aligning strategic.
Visit www.santaferelo.com for further information.

