

The Irresistible Mobility Experience

In business, the customer is King. Organisations go out of their way to deliver the best customer experience possible; whether in store, online, or through an app.

The employee experience, however, is typically very different, and employers are struggling to change this dynamic¹. When employees move internationally for work purposes, they may be expected to navigate various complex systems or processes and co-ordinate multiple stakeholders, in the midst of emotionally preparing to work overseas.

But what if we could deliver a mobility experience that feels more like a world-class customer experience? An experience in which employees can more easily interact, access information, review options and take action seamlessly.

How can organisations go about achieving this vision for their global mobility programme?

The Employee Experience Landscape

Organisations today are faced with an increasingly complex global talent landscape. From the perennial forces of regulatory change, geopolitical tension and economic uncertainty, to the unprecedented rate of technological change and the shift towards an agile, diversified and on-demand global workforce, businesses are re-evaluating their views on mobility and work.

In particular, faced with increasing transparency and crippling skills shortages, organisations are realising the significance of a positive and consistent employee experience to improving engagement, attraction and retention, ultimately resulting in an enhanced customer experience and positive business outcomes².

In response to these changing dynamics, leading organisations are now developing an integrated focus on the experience for the entire workforce (Figure 1).

Similarly, when it comes to the mobility experience for employees moving internationally, this means shifting from a reactive, one size fits all approach, to a proactive, personalised approach which creates human value using insight based decisions.

The Mobility Journey

Be it an overseas business trip, a fixed-term assignment or a permanent move, relocation

	Old rules of experience	New rules of experience
Measurement	<ul style="list-style-type: none"> Annual engagement survey 	<ul style="list-style-type: none"> Continuous, more holistic and focused on driving business metrics
Culture	<ul style="list-style-type: none"> A topic on the company website 	<ul style="list-style-type: none"> Visible and defined Measured and improved through tools and behaviours
Roles/skills	<ul style="list-style-type: none"> Multiple points of contact in different HR services 	<ul style="list-style-type: none"> One person/team responsible for the complete employee experience
Compensation	<ul style="list-style-type: none"> Managed with a focus on benchmarking Designed to cover salary overtime, bonus, benefits and stock 	<ul style="list-style-type: none"> Designed to make people's lives better Balance of financial and non-financial benefits
Wellness support	<ul style="list-style-type: none"> Focused on safety and managing insurance costs 	<ul style="list-style-type: none"> Integrated programme for wellbeing focused on the employee, family and entire experience in life and at work
Technology	<ul style="list-style-type: none"> Employee HR self-service viewed as a technology platform to facilitate HR transactions 	<ul style="list-style-type: none"> Employee experience platform is intuitively designed, mobile, includes digital apps which support and inspire employees

Figure 1: 2017 Deloitte Global Human Capital Trends Report

can be exciting, but also challenging and emotionally demanding. It may provide new opportunities, but also cause increased levels of stress.

From adapting to a foreign culture and integrating into a new work environment, to the pressure placed on relationships and families, an individual's emotional wellbeing may fluctuate extensively across the relocation journey (Figure 2).

Coupled with the increased administration involved for the individual in organising an international move, employers face a considerable challenge in creating a positive experience for mobile employees.

With this in mind, it is perhaps unsurprising

that employee willingness to move has decreased³; representing the number one barrier to managing a global workforce today⁴.

Placing The Employee At The Centre Of Mobility

We believe the employee experience should be irresistible even when someone moves internationally.

What drives a positive mobility experience will differ at each organisation, and will be impacted by the business strategy, sensitivities to cost, speed and efficiency. It is, however, essential that the experience meets the needs of the user, i.e. the employee, taking into account different

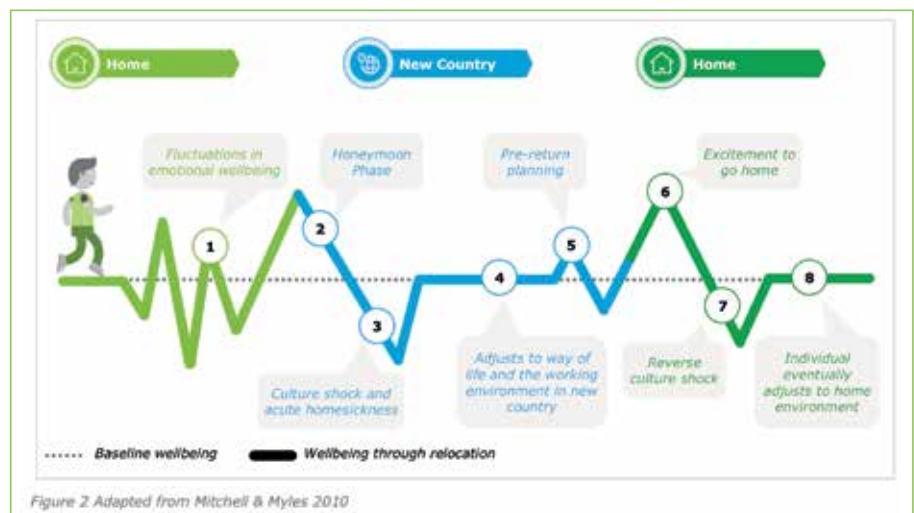


Figure 2 Adapted from Mitchell & Myles 2010

demographics and deployment types.

The irresistible mobility experience balances a human-centred approach with the strategy and culture of the organisation, curating the mobility journey around the employee's needs to deliver a consistent and high-quality experience.

Where To Get Started

Organisations can take the following steps to start bridging the gap:

1. **Identify** the mobility experience challenges by considering the possible pain points in the end to end user journey, e.g. employees feel overwhelmed with the volume of administration involved with their moves.
2. **Listen** to the voice of every mobility user, including employees, service providers and business leaders, to gain a more in depth understanding as to the current service.
3. **Analyse** the existing experience by reviewing any available data on mobile employees.
4. **Focus** efforts on the parts of the mobility journey which will have the biggest impact on the overall experience.
5. **Create** tailored solutions that are desirable to employees, financially viable, and organisationally feasible.

On-Going Experience Measurement

Developing a robust means of measuring the mobility experience is essential, not only to help establish the challenges in the existing service, but also to validate that any enhancements achieve their objective of improving employee engagement.

Historically, organisations have done little to measure the mobility experience. Where measurement does occur, it is often undertaken by third party vendors through one-time surveys, but response rates are typically low, and the principal objective is to review the overall quality of operational support available to mobile employees from service providers.

A more holistic and targeted mobility data set can help organisations to stay ahead of the curve, understand the factors influencing the success of international deployments, and make real time interventions to improve the mobility experience.

This is why organisations are revisiting the scope and depth of themes which provide a measure of the mobility experience. There are four key areas which organisations may find important to measure (Figure 3):

The most forward thinking approaches are also reconsidering the mechanisms used to collate this data, with a human-centred focus on what works best for the employee. This could mean a move away from retrospective pulse surveys and assessments, to a real-time app based solution or cutting-edge wearable technology.

These innovative approaches may allow employees to provide instant feedback on their mobility experience, through a simple user interface, and with an automated triage of specific issues to the correct contact. Not only can this facilitate swift resolution of challenges in real-time, but data analytics can also enable organisations to pick up on key trends, and plan improvements to the typical mobility journey based on recurring themes.

It is important to stress that each organisation's approach to mobility experience measurement may be different, taking into account company culture and other measurement mechanisms which are already in place across the wider organisation.

Conclusion

To provide an irresistible mobility experience, organisations must move from the old to the new rules. This means placing an increased level of focus on how the mobility journey feels for those who move overseas. Only by truly assessing the current service through the lens of its users and creating experiences to meet employees' specific needs, can organisations effect meaningful change.

Taking steps which make a tangible and human impact on the mobility experience

can significantly enhance the mobility brand, acting as a role model for the wider organisation's employee experience initiatives.

Now is the time for organisations to get ahead of the curve and tackle the challenge head on.

Reference

- 1 2017 Deloitte Global Human Capital Trends Report
- 2 Building Business Value with Employee Experience, MIT Cisir Research Briefing 2017
- 3 Boston Consulting Group - Decoding Global Talent 2018
- 4 2018 Deloitte Global Human Capital Trends Report



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Figure 3