WORLDWIDE ERC®

Updating your Mobility Program: Creating buy-in and Budgets from Business cases

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Roadmap

- The need to change
- The types of change
- The barriers to change
- Overcoming them
- Case studies
- Updating and elevating Mobility

The need to change

Current HR challenges

- Attract & Retain
- Next Gen – changing workforce needs
- EX – employee experience & purpose
- Employee engagement
- Technology & Data

The need to change

Current Mobility challenges

+

- Cost
- Compliance
- More complex business requirements
- Mobility trends & challenges
- Ongoing chance & transformation of organizations

The need to change

- Strategic
- Purpose oriented
- Agile & proactive

- Administrative
- Compliance focussed
- Reactive

The need to change

- Strategic partner
- Adding value
- Creating positive EX

- Travel agent
- Employee benefit support function
- Benefit administrators

Agility

"Agility is the ability of an organization to rapidly adapt to market and environmental changes in productive and cost-effective ways."
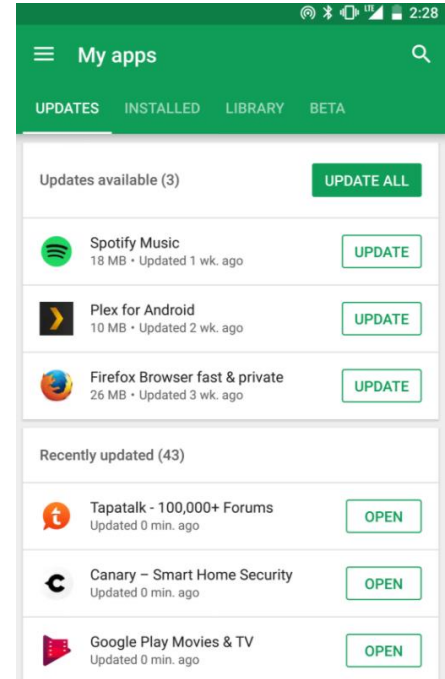*Wikipedia*

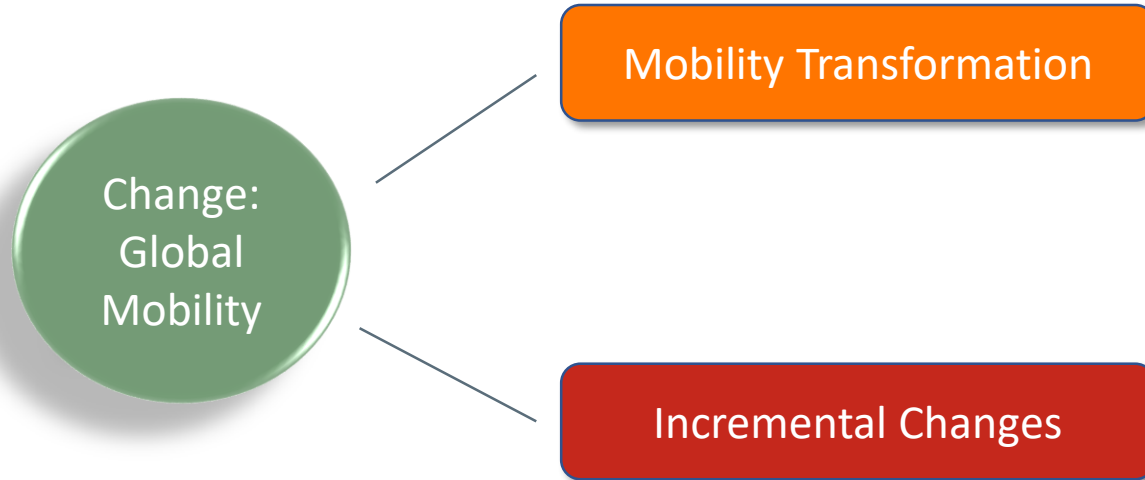# Agility: Transformational Change vs. Incremental Change

vs.

Types of change

Change: Global Mobility

Mobility Transformation

Incremental Changes

Barriers to change

Time

Budget / Resources

Skills

Classic barriers

+

Overcoming barriers to change

Budget / Resources
Skills ✔

Skills

Buy

Build

Borrow

3 B's

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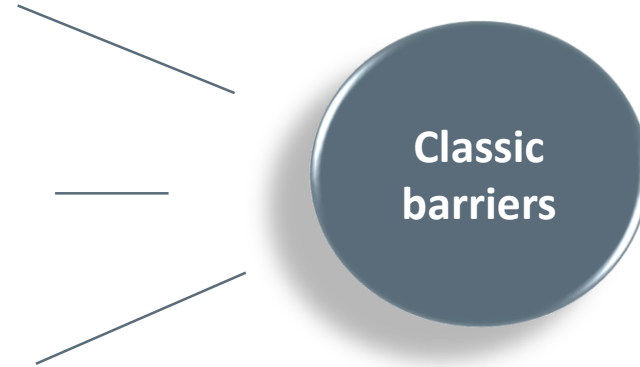
Overcoming barriers to change

Time ✔

Budget / Resources ✔

Skills ✔

Business Case

Overcoming barriers to change

Business Case

Gets you:

- Buy-in
- Resources
- Investment
- Implementation support
- Appreciation

Time	✔
Budget / Resources	✔
Skills	✔

Excursion: Neuroscience

Neuroscience: basic / biological human needs

Survival

Procreation / Sex

Inclusion

Neuroscientific needs model
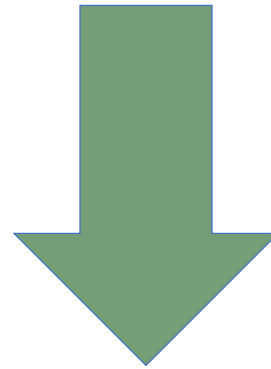
Self - Esteem

Control

Orientation

Attachment

Pleasure

Neuroscientific needs model: motivational drives

Self - Esteem

Control

Orientation

Attachment

Pleasure
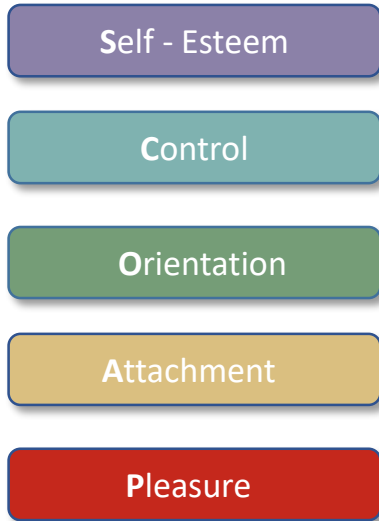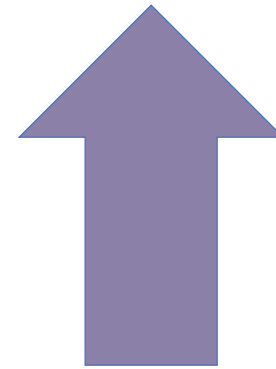
Protect

Achieve

Linking it back to change

Everything we do – often subconscious – calculates an RoI – Return on investment

Decision / Action / Change

when

Expectation of reward / return

Investment & Effort

Linking it back to change

What's in it for me?
What's in it for achieving or protecting my needs?

Individual needs

Business needs & objectives

Business case

Classic business case structure

- The status quo (including risks and issues)
- External factors influencing the future (trends, competitiveness)
- Suggested objectives and approach
- Expected benefits (ideally incl. financial and people impact)
- Investment (capital and resources)
- Back-up slide: What happens if we do nothing

Business case examples

1 Large scale Mobility Transformation – Automotive industry

2 Technology Implementation – Manufacturing industry

3 Pre-Assignment Process - Behavioural change – Consumer products

1 **3**

Transformational ⟷ Incremental

2
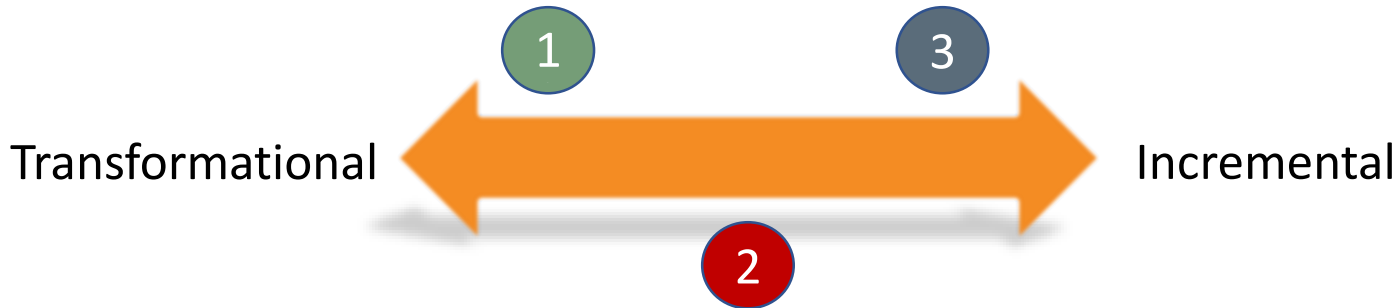
1 Large scale Mobility Transformation

- Austrian automotive company
- 250 Assignees & many more business travellers
- One non competitive policy, many exceptions
- Various compliance risks
- Mobility workload beyond healthy

① Large scale Mobility Transformation

	Status
Stakeholder analysis	✓
Strategy workshop with key stakeholders	✓
Business case development	✓
Benchmark	✓
Development of new policies, processes and changes to the delivery model	✓
Implementation: Training and stakeholder communication	✓

Duration

3-6 months

① Large scale Mobility Transformation

- Stakeholder Strategy Workshop discussed business case
- Output 20 page Business case presentation (5 pages addendum)
- Investment asked for USD 200'000 + 1 more FTE for Mobility
- 45min presentation to the CEO – signed off

RoI positive

2 Technology

- European Manufacturing company – 10k+ Assignees
- Considering fully automated shadow payroll technology, Certino
- Jointly developed business case in ½ day workshop between provider and Mobility stakeholders
- Business case contained financial information on projected tax savings and saved tax provider cost and showcased benefits like higher cost transparency, lower administrative effort
- Joint presentation to the HR Board – one-off investment and licensing fees signed off

RoI positive

3 Pre-Assignment Process

- European Consumer product company, 150+ Assignees
- HR Business partners and Business leaders make promises to future assignees before involving Mobility
- Mobility then has to grant exceptions or play "policy police" and set raised expectations right
- Leading to disappointment for the assignees and often also on the side of the business (for breaking a promise when no exception is granted)

3 Pre-Assignment Process

- Meeting with Mobility stakeholders to develop the business case for change – 20min!

- Business case was subsequently discussed with HR Business partners and Business leaders in short meetings

- Buy-in for the behavioural change achieved

RoI positive

Pre-Assignment Process

- Sample presentation / business case

- 2 pages

- Structure:
  - Introduction – Status Quo
  - Risks and downsides
  - Benefits of a change
  - Suggestion new process

3

Introduction – Status Quo

- GM Team often informed too late about plans for assignments

- Promises are made by business and HR business partners that are not aligned with policy

- Objective: Involving the Global Mobility Team on time into the process and is available and providing competent advise by the Mobility team

Risks and downsides

- Deviations from Policy

- Exceptions becoming the rule

- Inconsistent treatment of assignees

- Additional cost

- Additional effort

- Compliance risks

- Potential conflicts between Assignees

- Setting wrong expectations, breaking promises

DESTINATION: SEATTLE

DESTINATION: SEATTLE

Benefits of a change

- Better selection process of candidates
- Consistent employee treatment
- Lower cost, better cost transparency
- Less administrative effort
- Standardisation
- Less Compliance Risiks
- Better Employee Experience
- Expectation Management

New process suggestion

- Idea: An employee shall be assigned or a position abroad needs to be filled
- Business contacts Mobility Team
- Candidate identification
- Cost projection
- Clarifications of expectations
- Timeline
- Joint meeting with selected candidate, business and the Mobility Team

Updating and Elevating Global Mobility

- Engage with the business
- Break out of your silos
- Get a seat at the table
- Show your value add – sell yourself

- Strategic partner
- Adding value
- Creating positive EX

- Travel agent
- Employee benefit support function
- Benefit administrators

Break out of your silos

From us and them…………to we

How do you get a seat at the top table...

How do you get (and retain) a seat at the top table*

- Understand the business and its objectives and show it!

- Bring new ideas to the table that support the objectives

- Your perspectives support the positive outcome of discussions

- You have a strategy in place that shows how you address the companies and your own challenges

- Prove your contribution to the companies objectives with financial data, data analytics and business cases

- Be authentic and walk your talk

*based on C-level interviews

Show your value add – sell yourself

- Engage with the business
- Learn from marketing
- Gain more self-confidence

2 Bonus slides…2 good arguments

Which employee experience has **the biggest impact** on employees during the entire employee life cycle?

…and is missing on all lifecycle pictures on Google…

If HR was Athletics…
…**Mobility** would be the Decathlon

Thank you...

Your comments & questions...

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