



# WORLDWIDE ERC®

## WEBINARS

June 27, 2017  
2 p.m. Eastern

**Worldwide ERC® would like to  
thank today's sponsor:**





WORLDWIDE ERC®  
WEBINARS

# Trends in Relocation

*What's Hot, What's Not,  
and What's Just Not Going Away*

Presented by

Cindy Madden; Director, Consulting Solutions; Cartus  
Bill Tully; Global Owner, Account Management; Cartus  
Dalia Begin; Vice President, Client Services; Cartus

# WORLDWIDE ERC<sup>®</sup> WEBINAR DISCLAIMER

The views, opinions, and information expressed during this webinar are those of the presenter and are not the views or opinions of Worldwide ERC<sup>®</sup>. Worldwide ERC<sup>®</sup> makes no representation or warranty with respect to the webinar or any information or materials presented therein. Users of webinar materials should not rely upon or construe the information or resource materials contained in this webinar as legal or other professional advice and should not act or fail to act based on the information in these materials without seeking the services of a competent legal or other professional.



# Webinar Instructions

## Technical difficulties?

- Dial 866.779.3239, or e-mail questions to [support@webex.com](mailto:support@webex.com)

## Sound Troubles?

- If your sound quality is poor, check your Wi-Fi strength or connect via cable.
- Call in using the phone number listed under the “Event Info” tab in the upper left-hand corner.

## To return to meeting room window:

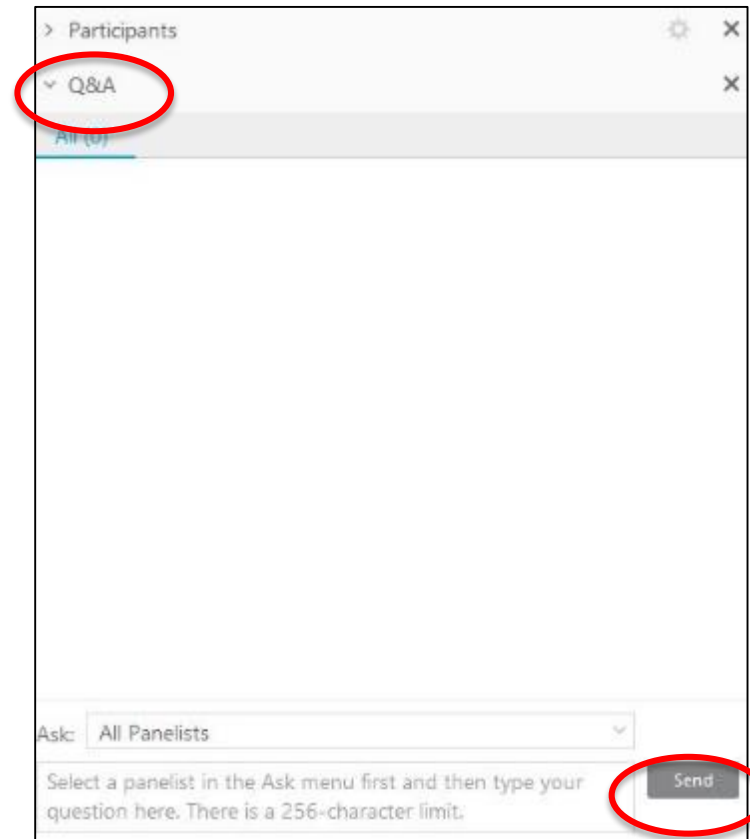
- If you are in full screen mode, you may return to the meeting room window by clicking the View Meeting Room button located at the bottom left corner of your screen.



# Q&A Instructions

- Submit questions through Q&A dialogue box
- Box is located in lower right corner of screen
- Do not use the Chat Box
- Be specific
- You may submit your question at any time

Q&A Dialogue Box:



# CRP® and GMS® Certification

If you are a **CRP®** seeking CE credit for this webinar, you must utilize the CRP® Recertification Credit Form, available online at:

<http://www.worldwideerc.org/Education/CRP/Pages/crp-recertification-form.aspx>

(please note that all (S)CRPs must use this form and pay the \$8 admin fee to receive CE credit)

If you are a **GMS®** seeking CE credit for this webinar, you must include the name/date of this webinar on your GMS® Renewal Application (at the time you apply for recertification). The Renewal Application is available online at:

<http://www.worldwideerc.org/Education/GMS/Pages/GMS-Renewal-Application-Form-Video.aspx>



# Today's Presenters



Cindy Madden  
*Director*  
*Consulting Solutions*  
Cartus



Bill Tully  
*Global Owner*  
*Account Management*  
Cartus



Dalia Begin  
*Vice President*  
*Client Services*  
Cartus



# Today's Webinar

The Evolutionary Grid

The Juggling Act: Cost, Talent and the Employee Experience

Core Trends, and How to Manage Them





# Evolutionary Grid: International Trends

	Breaking Through	Materializing	Recognized	Disappearing
Top Challenges	Juggling cost control, attracting/retaining talent, and the employee experience	Balancing cost control and attracting/retaining talent	Cost control: business as usual	Cost control: the priority
Flexible Policy	Tiered core-flex policies	Core-flex policies	Tiered policies	One global policy
Demographics	Relocating multiple generations	Relocating Millennials	Relocating a variety of levels and functions	Relocating senior executives only
Who Chooses Relocation	If asked, negotiations take place	If asked, not everyone would move	If asked, most people would move	If asked, anyone would move
Primary Policy Considerations	Primary driver: customization	Primary driver: flexibility	Primary driver: cost	Primary driver: need for talent
Cost vs. Employee Experience	Finding creative ways to improve experience and provide value while minimizing mobility benefits	Employee experience	Fine tuning and limiting mobility benefits	Cost alone is king
Moving from Assignments to Transfers	Permanent transfers become standard; management of permanent moves shifting to shared services	Increased use of permanent transfers	Use of localization	Traditional long-term and short-term assignments
Self-initiated Moves	Self-initiated and talent swap policies to address career development	Self-initiated moves for Millennials seeking global experience	Self-initiated moves by exception to address growing demographic changes	No policy for self-initiated moves



# Evolutionary Grid: U.S. Domestic Trends

	Breaking Through	Materializing	Recognized	Disappearing
Top Challenges	Juggling cost control, attracting/retaining talent, and the employee experience	Balancing cost control and attracting/retaining talent	Recruiting and talent development	Talent, with no regard for cost
Temporary Assignments	Offering short- and long-term assignments for ongoing business	Offering short- and long-term temporary assignments for project work	Offering short-term temporary assignments for project work	Offering standard relocation packages for all ongoing business
Rotational Assignments	Providing adequate housing	Addressing family, personal issues	More costly than anticipated	Limited focus
Lump Sum	Lump sum-only policies that may include managerial/executive level employees	Lump sum-only programs for new hires/little experience/college graduates	Lump sum for certain policy provisions	Reimbursement for certain policy provisions
Home Sale Policy	Implementing core-flex policy provisions	“Skinnying down” existing policy provisions	Adding to or changing tiers	Having two or three standard policy tiers
Home Sale Programs	No home sale support	Buyer Value Option (BVO) only	Primarily BVO with Guaranteed Buyout (GBO) for Execs	GBO for all levels
Real Estate Industry	More pressure on short-term rental housing and availability	Low inventory for rent and purchase	Uneven return to stability	Collapsing national real estate market
Loss on Sale	Minimal use	Moving toward lower caps	Offered by employee level	Standard policy provision
Capital Improvements and Loss on Sale	Not covered	Exception basis only	Based on company-developed list of approved items	Covered for both capital improvements, loss on sale
Mortgage Interest Differential Allowance	Implementation of MIDAs to address interest rate gaps	Recognition of possible need for MIDA as rates increase	Removed from policies due to low interest rates	Introduced into policy when rates are 6%+



# And the Similarities...

	Breaking Through	Materializing	Recognized	Disappearing
Global Trends	Juggling cost control, attracting/retaining talent, and the employee experience	Balancing cost control and attracting/retaining talent	Cost control: business as usual	Cost control: the priority
Domestic Trends	Juggling cost control, attracting/retaining talent, and the employee experience	Balancing cost control and attracting/retaining talent	Recruiting and talent development	Talent, with no regard for cost



# The Juggling Act



# Cost Considerations



**78%**

Controlling  
relocation/  
assignment  
costs

**#1 DRIVER**

*Exceptions by employees  
and managers*

## COST CONTROL

**99%** said that **cost control** was the same or a larger concern this year vs. last, and outweighs family issues by more than **5:1**



# Employee Experience



- Varied service delivery expectations (*rules of engagement*)
- Technology
- Process improvements/streamlining







# Mobility at the Talent Table



- Integration with the 'talent team'
- Multi-generations and its impact
- Sourcing decisions (*outsourcing, insourcing/ shared services and more*)



# Highlights and Insights





# Talent Management Tools



“We are trying to engage with business early in the process by making an investment in partner resources to talk about talent planning early. The first thing people want to seek out is cost management. But we don’t look at talent as an expense; we see it as an investment.”

- Types of moves
  - Self-initiated moves
  - Rotational assignments
  - Early talent/developmental assignments
- ROI: investments for talent development
- Flexible and customized employee experience



# Real Life Examples & Best Practices



# Assignments to Transfers... Transfers to Assignments



“While the use of temp assignments are often used for project based work, there is a growing trend for these assignments to be used for ongoing business needs.”



Expect long-term assignment activity to stay the same or increase

- More permanent moves
- Segmenting out
- Knowledge transfer
- Intra-country vs. global

## ASSIGNMENT IMPACT ON CAREER POSITIVE?



# Real Life Examples & Best Practices





# Policy Flexibility



“We change general plan offerings to accommodate individual assignees. There is a core plan in place, which provides consistency. But, we achieve flexibility by conducting a needs assessment that asks ‘what else is needed?’ There is a consistency to it; but we allow flexibility at the employee/customer level by customizing all offers with matrixes that are budget- or benefits-driven.”



# Real Life Examples & Best Practices



# Back to Where We Started

	Breaking Through	Materializing	Recognized	Disappearing
Global Trends	Juggling cost control, attracting/retaining talent, and the employee experience	Balancing cost control and attracting/retaining talent	Cost control: business as usual	Cost control: the priority
Domestic Trends	Juggling cost control, attracting/retaining talent, and the employee experience	Balancing cost control and attracting/retaining talent	Recruiting and talent development	Talent, with no regard for cost



# What's Hot, What's Not, and What's Just Not Going Away







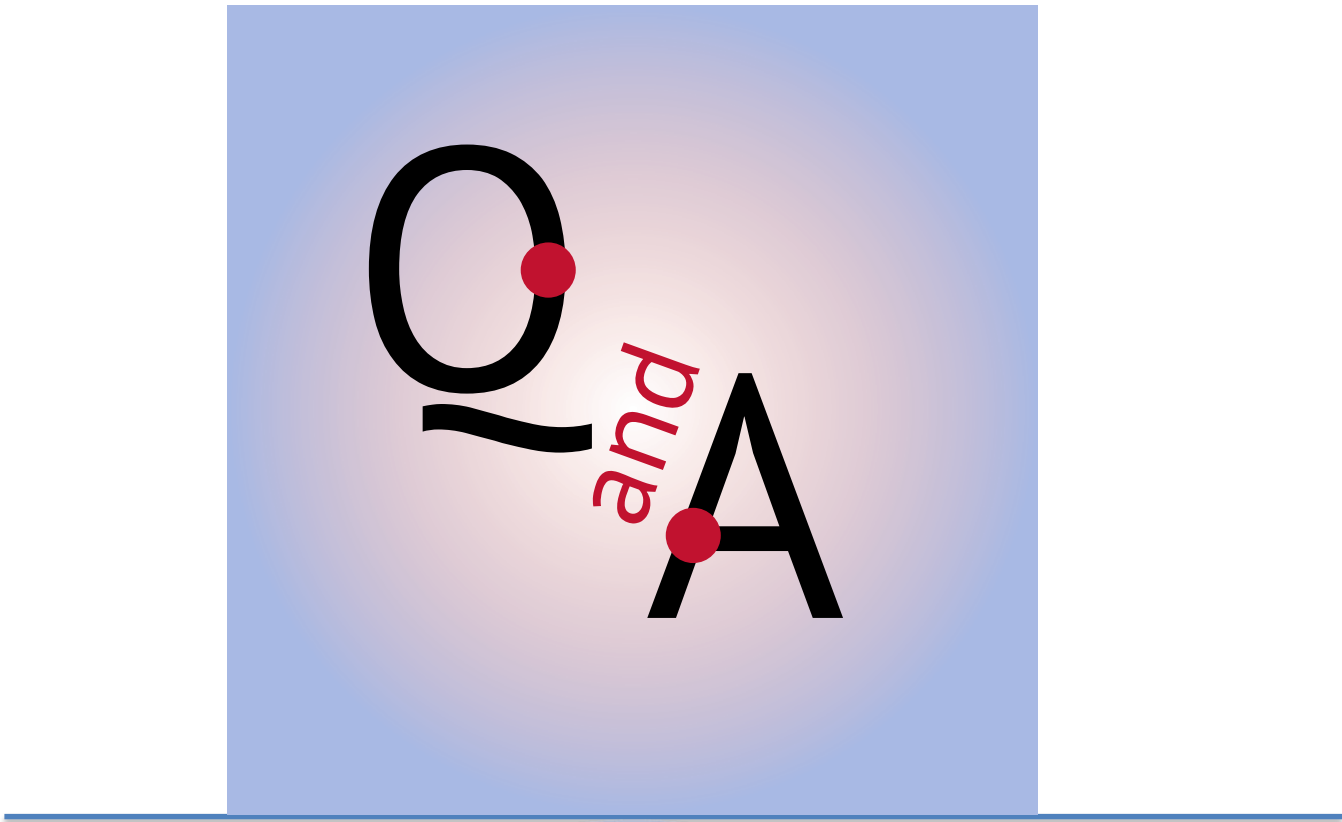
THE *e*EVOLUTION of Relocation Industry Trends



To request a copy of  
*Cartus' Evolution of  
Relocation Industry Trends*,  
please email  
[trusted.guidance@cartus.com](mailto:trusted.guidance@cartus.com)



# Questions & Answers



# Thank you for attending!

Visit the Worldwide ERC® web site at [www.worldwideERC.org](http://www.worldwideERC.org), or contact Worldwide ERC® for more information on these topics. 703.842.3400

