FUTURE OF MOBILITY
Radically simplified +
Experience-centered
Global markets continue to demand employee mobility on an unprecedented scale as workforce models continue to evolve — fundamentally transforming the way we work. Social, economic, cultural, and technological changes are having an impact on every industry and occupation. The way employees are mobile is fundamentally shifting due to the complexities brought about by the attractiveness of nontraditional relocation approaches, an expected global talent gap, political and regulatory upheaval, fast-shifting workplace models, and technological disruption.

The question is no longer whether organizations are being transformed and if they need to reevaluate their mobility processes, but rather how to keep pace and deliver strong business results in this new environment. Organizations must find innovative ways to attract, retain, employ, and deploy talent seamlessly in a competitive marketplace. In fact, 60% of CEOs in PwC’s 21st CEO Survey are looking to reshape their HR function in an effort to drive workforce transformation.

The workforce transformation demanded in the digital economy is about much more than simply automating routine processes; it’s about the collaboration between technology and talent to unleash your organization’s full potential. The future of mobility will be driven by emerging technology, such as distributed ledger technology (blockchain), machine learning, and artificial intelligence, predictive analytics, and natural language processing. How can mobility, talent, HR, and the business work together to create the right culture, embed the right technology, and provide the right experiences, so that the leaders and the workforce can survive and thrive?

Read on for PwC’s global mobility vision of the future.

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1. Source: PwC’s 21st CEO Survey: The Anxious Optimist in the Corner Office
MOBILITY TODAY

The workforce is rapidly evolving. Technology advances and increasing connectivity have propelled global business travel; virtual office configurations have become common to sustain global mobility.

It’s also common to find people using suboptimal tools for everyday mobility tasks. The current mobility process is process-heavy, cost-prohibitive, and complicated with unnecessary bureaucracy and inefficient loops with intermediaries.

MOBILITY TOMORROW

Flexibility for both the business and workers will drive decisions and investment. The focus on optimization and talent outcomes will help determine the success of this new talent and culture economy. To sustain the mobility evolution, a human-centered digital ecosystem will be necessary to activate the entire mobility value chain and will become the new normal.
THE MOMENTUM OF MOBILITY

To keep pace, technology needs to do the heavy lifting, taking the burden off the user.

Every touchpoint needs to offer a seamless, consistent experience that supports relevant user needs.

Process is effortless + empowering
Technology is seamless + borderless
System + talent optimization is synchronized
THE PwC APPROACH

The new normal is a holistic integration of process + technology + experiences.

Leading companies are creating adaptive intelligence for the new talent economy while sustaining business growth.

Modern mobility demands the ability to move people and things to places effortlessly. This requires an ecosystem that harmonizes disparate technologies and people in meaningful ways to reduce negative friction.

AMPLIFY

the new talent economy
BETTER EXPERIENCES AND OUTCOMES ACROSS THE MOBILITY VALUE CHAIN

Increase satisfaction at key points

❤ ENGAGED

Engagement is the top reason why the entire mobility process is overridden with redundancies and noncompliance. If more tedious processes can be automated, it would lighten the load of everyone in the value chain, so they could focus on primary business and career objectives. Talent economics are amplified when people are engaged and happy.

🔒 WORRY-FREE

Merely having transparency into processes with cumbersome levels of compliance and changing policies will not empower people to act. You need to build trust to encourage teamwork and a shared vision. By using intelligent systems that learn iteratively to better address various needs over time, you establish trust between the systems the people using them.

✔ COMPLIANT

So many aspects of mobility, particularly in the regulatory space, are becoming interconnected and starting to overlap. Integrating certain services and data is critical. An integrated approach to compliance will enhance reporting, provide clear accountability, and help solidify governance that delivers results.

⏰ PRODUCTIVE

Effective collaboration among teams, vendors, and departments that may be scattered across different time zones and regulatory regions is a tricky balance between making exceptions and strictly enforcing rules. Understanding high-level global processes that allow for controlled flexibility for country specific regulatory requirements would allow everyone to know the defined country variations, so they can stay productive throughout the mobility process.
THE JOURNEYS OF GREAT MOBILITY

Day-in-the-life maps that address integrated talent strategies

A functionally integrated mobility ecosystem has an adaptive framework that responds to each business need and the people interacting with it.

Empowering the entire mobility value chain

Mobility means different things at different points of the value chain and must accommodate the needs of diverse groups — from business leaders in charge of growth to digital nomads driving their own careers.

The following journey maps create a vision of global mobility for key roles involved leveraging mental models and an assessment of potential technology implementations.
Anne is the vice president of a growing global company. She is leading the planning and delivery of a major project that could open the door to other work. Most positions will be staffed virtually, but the project will require some on-the-ground work in the EMEA and Asia-Pacific regions. She is focused on hiring the right project manager for her Singapore team.
Making mobility easy

**Identify and deploy the right person for the job**

Using the *Mobility Decision Cockpit*, Anne considers her project needs and determines the mobility type and policies that align with business objectives, cost parameters, and deployment timeline. The integrated *Fit for Assignment* predictive model then pulls data from company HR systems to recommend people with the right skills, experience and mobile readiness.

Anne reviews a comprehensive talent composition report that details each individual’s fitness for the project and goals and how each aligns with her budget and objectives.

Anne selects Kayla and initiates the pre-assignment process directly in the tool. Jim, the talent manager, is automatically notified.

**Monitor the project and Kayla’s success**

The system automatically prompts Anne for needed approvals and notifies her of any delays in Kayla’s deployment. When necessary, it links her to Jim.

Anne automatically receives periodic updates via the *real-time analytics* tool on how Kayla is adjusting in Singapore, based on push surveys Kayla completes. The data is entered automatically in the system to support Kayla’s ongoing career development.

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**The right tools for the job**

- **Mobility Decision Cockpit**: Mobility planning tool that aligns business objectives with mobility types, policies, estimated costs, speed of deployment and other factors. Integrates the *Fit For Assignment* predictive model to surface and display specific candidates based on likelihood of success, mobile readiness, and availability. Plugs into talent platform to access broad workforce or designated subsets.

- **Business unit real-time analytics**: Enables managers to identify talent, initiate a deployment, interact directly with candidates, view progress of in-process deployments, and resolve open issues. Information provided in real time, accessible via a smartphone app.

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*PwC: Future of mobility*
KAYLA
SALES DIRECTOR

Kayla, a sales manager, worked on a global assignment in Singapore several years ago and has been looking for an opportunity that would boost her career. However, she remembers how long it took to start her last assignment and how time-consuming the mobility obligations were. She’s concerned about how the move might affect her family and her future with the company if things don’t go well.

NEEDS

- A mobile experience that will be accretive to her career
- An easy transition during the move, on assignment, and after she returns
- A home that suits her and her family
- Adjustment to her new home and role quickly, so she can focus on her work

In her words:

PRODUCTIVE

- A process that respects and values my time, so I can focus on acclimating and doing my job
- An app that centralizes everything I need to manage my mobility assignment, and it’s there anytime I need it

WORRY-FREE

- Confidence that my family will be happy and well cared for
- Regular updates, so I know things are going well, but no nagging
- Continuity and connections with people back home

COMPLIANT

- Provide data once, reducing admin
- Everyone works together, so things are done consistently and seamlessly
- Everything is tracked, easy to check and secure
**MOBILITY USER JOURNEY**

**HIGH POTENTIAL TALENT**
**KAYLA’S JOURNEY**

Making mobility easy

*Mobility decision*
Kayla gets a message via the **Company Enterprise Social Platform** saying she’s been selected for an opportunity. She contacts support resources for information, and taps into the community of former expats for advice. After talking to her family, she messages Anne to accept the assignment.

*Making the move*
Kayla receives a checklist via **Slate** of the tasks she needs to complete to get her into local systems and get the assignment going. A **virtual reality tour** allows Kayla to tour different neighborhoods as she hunts for housing.

*Moving and acclimating*
A notification on Kayla’s phone takes her directly to her immigration file via the **myMobility app**, where she can fill out a questionnaire for her visa. It’s already been partially completed.

The **Benji digital assistant**, trained on Kayla’s policy, preferences, and situation, asks if she has any further questions. Kayla can text questions through a chat bot in an app, voice assistant, or through a web portal. Benji provides relevant, real-time answers or connects her to a mobility specialist.

While traveling frequently for work, Kayla’s **Blockchain Mobility Passport** allows her to stay current with local compliance requirements – even for short stays. Biometrics on her phone allow Kayla to manage who has access to her information, while her mobility passport lets her share data directly with government agencies.

Journey Continued Next Page
TALENT MOBILITY LEADER

JIM
TALENT MOBILITY LEADER

Jim supports individual deployments, but his focus is on continuously improving talent mobility strategy. He studies the trends, looking for opportunities to match talent to mobile opportunities and enhance employee retention and development. He explores ways to simplify mobility policy and meet the needs of the business and the employees.

Jim also facilitates a consortium that allows companies to collaborate on a range of nonproprietary mobility matters. They have found that their combined voice carries significant weight with government agencies, as well as various providers of mobility services.

NEEDS
- Ability to onboard talent for global projects quickly and efficiently
- Real-time monitoring of employee assessments and performance evaluations to make sure deployments are on track
- Ability to align organizational needs and talent strategies
- Data and insights to refine mobility policy and capabilities to respond to business needs

In his words:

PRODUCTIVE
- Make mobility easy and cost-effective for all end-users
- Leverage data to provide strategic insight to the business
- Stay connected to other organizations with similar mobility aspirations

WORRY-FREE
- Stay ahead of mobility trends to recruit and retain top talent
- Ensure talent is taken care of, so people can focus on their jobs without disruption

COMPLIANT
- Enable employees to remain compliant via a stress-free experience
- Ensure the business isn't breaking any rules that could harm its finances or reputation
**TALENT MOBILITY LEADER**
**JIM’S JOURNEY**

Making mobility easy

**Onboard mobile talent quickly and efficiently**
Jim provides Anne and other key stakeholders a comprehensive overview of the digital tools available to them. Because most of his administrative workload has been eliminated, he can focus on data, analytics and strategic insights.

Ensure deployments stay on track
Drawing on real-time data and analytics, Jim ensures that both Anne and Kayla are on track to meet mobility and business objectives throughout the entire process.

Jim also uses the analytics tools in the Talent Dashboard to predict future talent needs and develop policies and strategies that address them.

Refine mobility policies and capabilities to respond to business needs
Machine learning tools, such as Workforce Simulator, allow Jim to forecast the potential implications of different scenarios based on macroeconomic trends and benchmarking.

Because his approach to governance is based on results — not process — Jim can focus on innovative ideas that will advance business objectives.

The right tools for the job

**Real-time data and analytics**
- Data pulled in real time from source systems
- Workflow and rules engines applied to surface opportunities for efficiencies related to deployment and program management
- Real-time mobility satisfaction benchmarks

**Talent Dashboard**
- Engagement KPIs
- Employee deployment statistics, trends, and demographics
- Real-time benchmarking

**Workforce Simulator**
- Identifies and predicts skills gaps across the organization
- Helps create strategies to address talent gaps
To sustain the mobility evolution, an experience-centered integrated ecosystem will be necessary to activate the entire mobility value chain — Placing the right person at right place, at the right time at the right cost.

MOBILITY ECOSYSTEM

WORKFLOW

Maximize out-of-box usage
- Enterprise capabilities
  - Talent inventory
  - Immigration approvals
- Travel, Time & Expense
- Payroll
- Rewards & Benefits
- Finance

Bots

Make smart decisions on build vs. buy
- Mobility specialized capabilities
- Cross Border Compliance
- Immigration Assessments
- Tax Compliance
- Shadow Payroll
- Mobility Management
- Relocation

Bots

Shared Data
HR CORE

BUSINESS INTELLIGENCE AND REPORTING
A technology-optimized talent strategy within a real-time compliance environment.
A NEW VIEW: MANAGER DASHBOARD

Through API integration, managers are able to quickly identify qualified candidates, deploy talent, and pull status and risks of all mobile employees to a centralized location — making it easy to make more strategic decisions across the program, flag issues, and track progress.

- A view of your employees across vendors
- Data security
- Customized API integration of data and transfer information between teams
- Painless vendor management
THE FUTURE OF MOBILITY

We explored the trends that are emerging in global mobility and what it means for your organization. Whether it's data initiatives, upskilling workforces or emerging technology—this should be on your agenda in the next 3-6 months.

If you’re interested in having a discussion about any of themes within this piece, please contact you PwC Global Mobility Services engagement team or one of the following professionals:

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Making Mobility Easy