



SIRVA[®] Worldwide
Relocation & Moving

Designing a Future-Ready Relocation Programme for Going Global

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For the modern business, staying still is equivalent to going backwards. Organisational growth was listed as a top enterprise priority for 53% of participants of SIRVA's 2018 Mobility Report, *Talent Mobility for Business Growth - Aligning Practices to Drive Organisational Impact*. However, expanding internal operations without a strategic programme is not enough to address this priority and drive growth alone. Companies need to prepare their people and processes for global growth opportunities when they arise.

A relocation programme, including a policy framework, workflow process and service delivery model, is critical to minimise costs and maximise employee and customer experience. With the proper infrastructure, a mobility programme can align to both the organisational and talent priorities of a business, regardless of scale or administrative complexity.

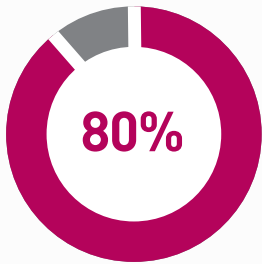
In this paper we will:

- ▶ Discuss the evolution of global mobility programmes.
- ▶ Analyse the importance of aligning relocation programmes to the goals and priorities of the overall organisation.
- ▶ Outline the required and recommended components of a relocation programme.

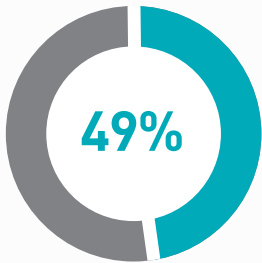


The Evolution of Global Mobility Programmes

The Global Financial Crisis in 2008 and the digital revolution have irreversibly changed the commercial world. These factors contributed to the need for organisations to streamline overseas expansion, relocation and employment costs, while maintaining a presence in critical markets. Combined with a focus on infrastructure development in emerging markets, the result is a broader talent pool that is willing to relocate because they recognise the value that these experiences bring from a career perspective. Additionally, many organisations demand experience outside of the home location in order to progress in a career. Much focus is placed on the role that mobility plays for the organisation, the individual and the employee experience.



80% of organisations rank deploying talent as “extremely important” or “very important” to the overall success of the organisation.



49% of organisations rate career/work experience outside of the employee’s home location as a key requirement for career advancement.

Source: SIRVA’s 2018 Annual Mobility Report

Many individuals value mobility as a market differentiator and relish opportunities to work on short-term assignments. SIRVA's 2018 report shows over 41% of respondents expect an increase in short-term international assignments in the next three years. Organisations need to consider what is required in order to eliminate or minimise barriers to relocation. Company leaders also need to determine what mobility programme components are optional or situational to enhance the individual employee experience.

The ability to tailor global mobility programmes to fit the priorities of both the customer and the employee is critical to the success of a relocation. But businesses have traditionally been slow to catch on to the trend until now.

 According to SIRVA's 2018 report on mobility, over 56% of companies think the role of its global mobility team has changed in the past two years. This stems from:



A focus on strategic business objectives using talent deployment.



The requirement to minimise the risks associated with compliance failures.



The use of global mobility for workforce development.

Recognising the relationship between business needs, enterprise goals and the employee experience can help to design and administer a future-ready relocation programme.

Aligning Your Future-Ready Relocation Programme to Your Business

Bringing your relocation programme in line with strategic organisational goals is the crucial first piece of the puzzle to making your programme future-ready, but it's a point lacking in too many enterprises. In fact, over 37% of organisations characterise their mobility service delivery model as 'completely/somewhat misaligned' with organisational goals or 'neutral', according to SIRVA's 2018 report on mobility. Addressing this issue means considering:



Internal business culture - How can you ensure that employees feel connected to your corporate culture? Engaging the input of both human resources and leadership teams before departure and after arrival in a new location will help to establish continuity.



Relocation programme maturity - Policy and processes should be documented and communicated within your organisation. If you find that your programme is defined by failure to get the basics right, you will need to assess how you can plan improvements. Employee and customer experience should be a top priority for the programme.



Stakeholder roles and investment - There are many parties involved in a successful relocation, from internal management and travel and logistics partners to vendors at your origin and destination. Mobility is complex; mobility teams and partners can assist in identifying and minimising compliance and experience risks. Ensuring the right level of competencies to support your programme will drive success.

Designing a Relocation Programme (Policy, Workflow Process and Services Delivery Model)

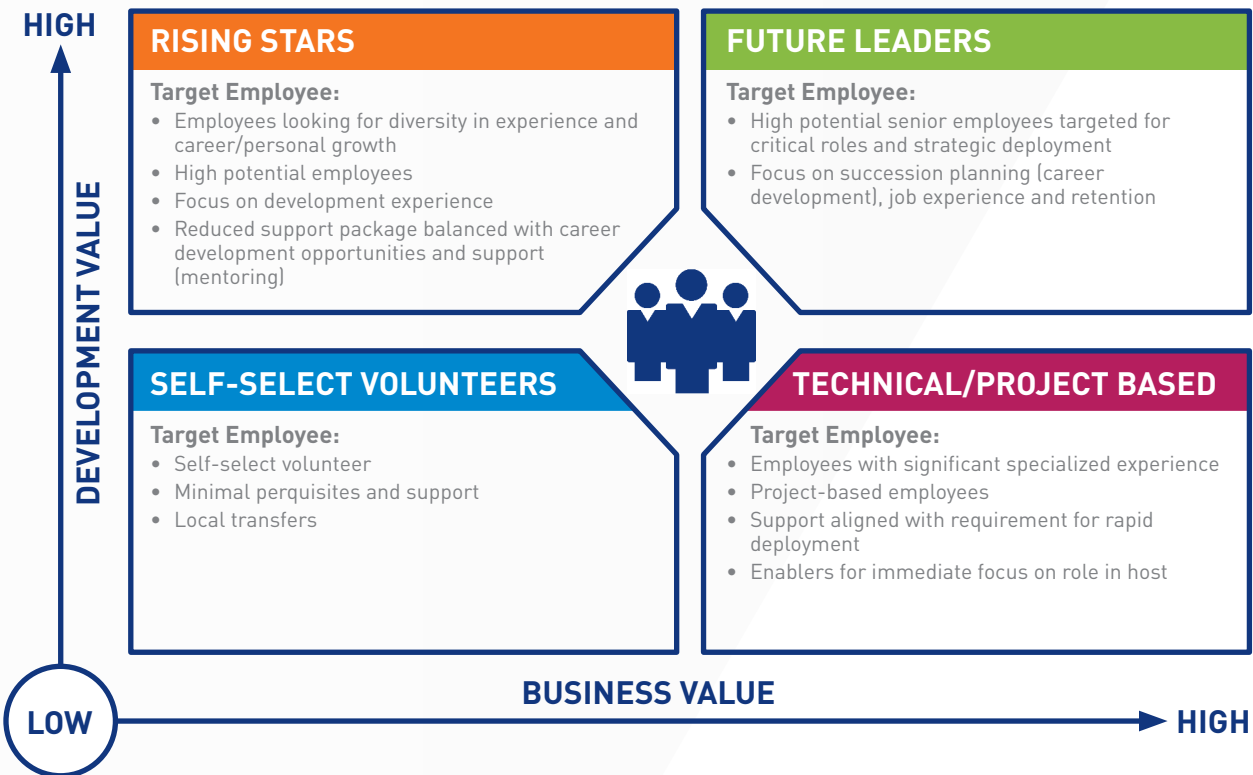
The design of a global mobility programme incorporates policies and processes that support a range of move types. The programme should address both the needs of the customer and the employee. A programme that does not include flexibility specific to the nature, level and delivery of support for the customer and employee may struggle to see utilisation and satisfaction with the overall programme.

The service delivery model that supports the administration and governance of the relocation programme must also reflect the needs of the business and the relocating employee. SIRVA'S 2018 report on mobility found that over 56% of organisations do not adjust mobility professionals' caseloads to match the type of move they are managing, which may result in misalignment of resources to support relocation activities.



With that in mind, here are some tips for designing your future-ready relocation programme:

Consider the objectives of your mobility programme. What is driving the need to relocate your workforce? Does mobility provide a way to attract, retain or develop talent? Your mobility programme should reflect the value that mobility provides to both the relocating employee and the organisation.



Assess potential relocation challenges for a particular candidate or origin/destination. All factors - local employment trends, the housing market or the political climate - can affect whether moving an employee turns out to be worthwhile or a costly mistake.

Build your policy framework with flexibility in mind.

A relocation programme can help attract and retain the most talented workers available, so ensure your internal processes and moving budget can be adapted if needed to capitalise on the investment.

But the success of your mobility programme goes beyond just design. Aligning your global relocation programme to your enterprise values ensures that processes, people and technology support long-term commercial goals. The provision of core support (like securing tax, immigration and insurance security) is critical to ensure relocation compliance. Additional core services such as household goods shipment and temporary accommodation are provided to minimise barriers to a successful relocation. Whether through in-house staff or specialist partners, managing any relocation requires dedicated expertise. With this experience in place, you can focus on orienting your programme to better match business goals.

Future-Ready for Growth



More than 60% of participants in SIRVA'S *Employee Value Proposition Quarterly Report* agree that global mobility is a competitive advantage for businesses.

Designing a future-ready relocation programme that is aligned to your organisational goals will be crucial to maintaining a competitive edge in an increasingly diverse and challenging market. It will also help to ensure preparedness for global growth opportunities as and when they arise.

For more insight on creating, executing and governing a future-ready relocation policy aligned to your enterprise needs, contact us at: concierge@sirva.com.

About SIRVA, Inc.

SIRVA Worldwide Relocation and Moving is a global leader in moving and relocation services, offering solutions for mobility programmes to companies of every size. With 75 owned locations and more than 1,000 franchised and agent locations in 177 countries, we offer unmatched global breadth supported by localised attention and innovative technology that strikes the right balance of self service and human support. From relocation and household goods to commercial moving and storage, our portfolio of Brands (SIRVA, Team Relocations, Allied, northAmerican, Allied Pickfords and SMARTBOX) provides the only integrated moving/relocation solution in the industry. By leveraging our global network, we deliver a superior experience that only a 'one-stop shop' can provide.

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