



# New world. Be brave.

Part 2: Being brave with  
technology



Global Mobility Services

KPMG International

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The role of global mobility is evolving in today's demanding new world and mobility teams are navigating rapid changes in the way we work. Changes like how businesses are run, technological advancements and shifting regulatory and global developments impose new opportunities and challenges for mobility professionals.

To succeed in this demanding new world, leading Global Mobility teams are gathering the courage to take the reins and adopt bold approaches — to advance business strategy, embrace technology and cement Global Mobility's position as a value-driving business advisor.

The "New world. Be brave." publication series distills the experience and insights of Global Mobility professionals of KPMG member firms on some of today's most pressing issues — along with innovative ways of addressing them.

The smart use of technology is in focus for the second of this series. In these pages you will find out brave new approaches to:

- how Global Mobility professionals can make the most of the revolutionary opportunities that generative artificial intelligence (GenAI) is creating by putting it to work in your daily activities
- how an end-to-end platform can help Global Mobility connect workflows related to assignees, supplier and business partners, and offer superior experiences to the workers and businesses they support

- how Global Mobility teams can prepare for a transformation of social security coordination easing the movement of people across borders within the European Union
- how Global Mobility teams looking to future-proof their function can decide what new technologies to employ.

As you will see in the previous and upcoming editions focused on Global Mobility's role as business advisor and the changing work environment, this series captures a wealth of perception, forward thinking and expertise that will be invaluable to HR and Global Mobility teams seeking new ways to manage their priorities and succeed in an ever more dynamic workplace.



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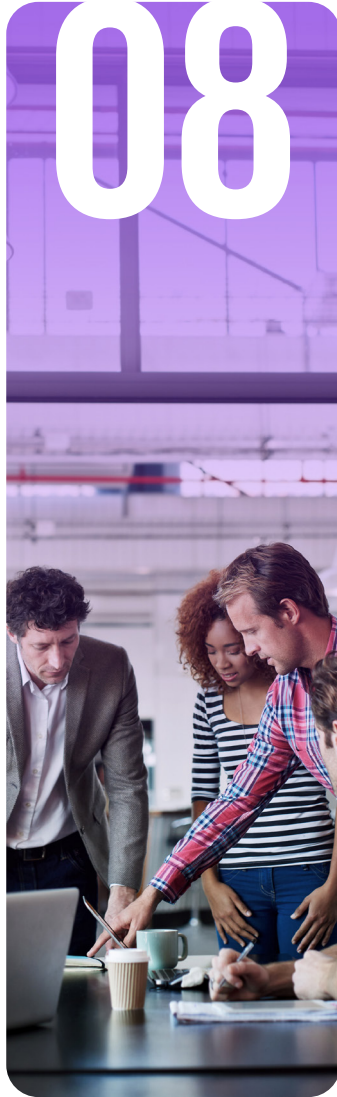
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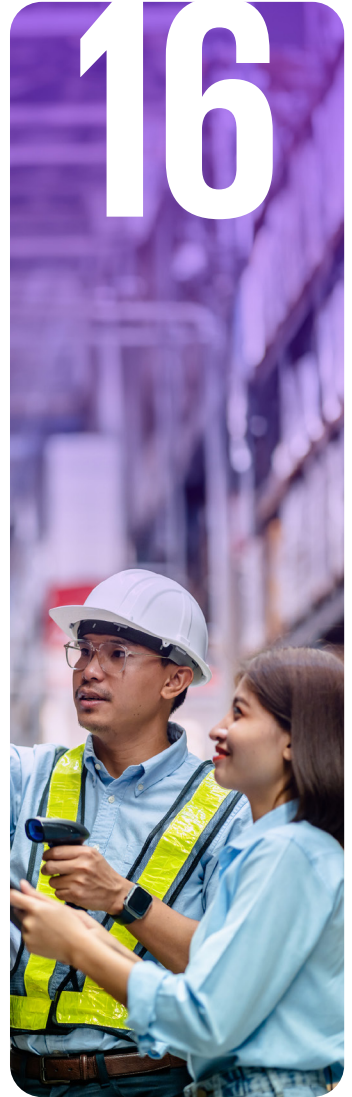
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# AI: Make it tangible

How can AI transform your Global Mobility operations?

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In an era of unprecedented technological advancement, generative AI (genAI) stands out as an unstoppable revolutionary force, bringing the potential to reshape Global Mobility operations with unparalleled efficiency and productivity.

As more people recognize genAI's capabilities, it is being adopted with unmatched speed. For example:

- 100 million people were actively using ChatGPT within the month after its release, making it the fastest growing app in history (by contrast, Instagram took 2 years).<sup>1</sup>
- In a recent survey, 92 percent of chief information officers agreed they are very likely to integrate AI in their enterprise.<sup>2</sup>
- A separate survey of US business leaders found that 93 percent of respondents think genAI will add value to their business, and 73 percent expect it to increase productivity.<sup>3</sup>

In the coming years, people who understand and interact with genAI will gain a distinct competitive advantage over those who don't. They will have faster access to more information and produce higher-quality outputs more quickly than those who don't. While some people fear that the technology might replace them, the real risk is being replaced by someone who is more adept with genAI.

## Putting AI to work for everyday efficiencies

For Global Mobility professionals, adopting and adapting to genAI is no longer a choice — it's a necessity — and the best way to approach it is to put it to work for you. By starting to apply genAI in simple uses, you will quickly realize its power to help tackle immense workloads and burdensome, repetitive tasks, simplifying and enriching many mobility processes.

Consider writing business emails. You likely put a lot of thought into the

right tone and wording, how to sound professional, how to make it personal to your reader, and what key messages to include in the subject line. Generative AI can do all of this for you, almost instantly. All you have to do is review the output and make sure the content is correct.

By having genAI create your first drafts, you may never have to start out with a blank page again. Although you will need to review and adjust things, genAI should learn from your revisions and improve with each use.

In fact, it's helpful to approach genAI like an intern or working student — a remarkably quick one that's available 24/7. When you give the working student a task, you need to pass on all the information and context needed to do the work. When the task is done, you need to review it to make sure it is complete and correct. It might take a few iterations to get the result you expect, but as long as you continue to supply the required data and refine your questions, genAI's support will steadily improve.

Other everyday work activities genAI can help with include:

- **Presentations, lectures and workshops** — As with emails, genAI can give Global Mobility professionals a head start by producing first drafts of any communications. If you are planning a presentation, genAI can populate headers and mock up the content and sequence for you. If you're preparing a meeting agenda, genAI can slot in various agenda topics and suggest appropriate times to be spent on each item. Following the meeting, genAI can turn out meeting notes or detailed minutes, along with a list of action points.

- **Summaries** — GenAI can summarize large, complex documents and make them easier to understand. New legislation, court decisions and lengthy reports can be boiled down to their essential messages in seconds, allowing Global Mobility teams to spend time reading only five or so sentences, rather than the entire document.
- **Project management** — With the right prompts, genAI can deliver a draft project plan for you, breaking down the necessary project phases, work streams, resource needs and timetables. Or if your project plan is already developed, genAI can evaluate it for you, identifying any risks and suggesting how to improve it.
- **Spreadsheets and coding** — GenAI can write complex Excel formulas that yield the specific results you want to achieve based on particular data inputs. It can also decipher legacy Excel formulas and spreadsheets to explain their functions and recommend ways to simplify and enhance them.

## Quick access to knowledge assets

Knowledge management is often one of the first broad applications of genAI among Global Mobility operations — and with good reason. Generative AI can make everything produced by your team in the past available immediately. Instead of searching through multiple SharePoint sites and local files for a document's final (or "final-final") version, you can simply ask genAI for the information and receive it in seconds.

<sup>1</sup> MSPowerUser, [Über 50 epische generative KI-Statistiken](#), 28 July 2023.

<sup>2</sup> See note 1.

<sup>3</sup> [2023 KPMG US Technology Survey](#).



Before relying on genAI-enabled knowledge management, however, Global Mobility teams need to get their underlying data right. Again, genAI can be put to work on validating, cleansing, centralizing and interpreting their organization's data assets.

Recent media reports highlight the proclivity of public genAI apps, such as ChatGPT, to make errors or even fabricate false answers, as well as the unreliability and opaqueness of the data used to train it. Proprietary versions, such as Microsoft CoPilot, can fulfil the same functions in a safe, secure environment using only data generated within or entered by the organization. With this technology, you can preserve data privacy and data security and have confidence that every question you ask is answered based on company-vetted data. Any information you add to the model will stay within your own secure environment.

## Supporting Global Mobility's objectives

It is the integration of genAI with the organization's data ecosystem that unleashes its true power for Global Mobility, helping teams manage excessive workloads while elevating the employee experience.

In the quality assurance context, genAI is particularly helpful in making comparisons and drawing relevant conclusions. For example, if you want to assess your organization's work-from-anywhere policy against your company's own standards or your industry more broadly, genAI can quickly show you how your policy stacks up and what you might do to improve it.

As another example, genAI can help Global Mobility and employees adhere to company policies through enhanced, self-service chatbots.

If you are concerned about whether posting an item of information on LinkedIn or SnapChat might breach your company's social media policy, genAI can evaluate whether the item is in line. If not, genAI could also suggest how the post could be changed so that it does conform.

The more company-specific data that genAI consumes — whether reports, policies, spreadsheets, flow charts or decision trees — the more helpful it will be for Global Mobility communications and employee self-service. An executive inquiring about a relocation opportunity in, say, Spain could get richer information and direction on what factors might make the assignment feasible, who to discuss the opportunity with, and what other questions to consider.

The above are just a few specific areas where genAI can help Global Mobility better serve the business. Others include:

- Policy writing, benchmarking and improvements
- Answering questions and advising potential assignees
- Tailored expatriate training
- Personalized location insights (e.g., cultural norms, appropriate dress)
- Benefits selection assistance
- Insightful supplier reporting
- Relocation success predictions

In short, genAI can revolutionize mobility services by creating personalized solutions and automating complex tasks, ensuring accurate, timely and tailored employee experiences. Understanding genAI and how to interact with it are skills that all Global Mobility professionals will need to gain in the coming years in order to get the best possible results.

It is the integration of genAI with the organization's data ecosystem that unleashes its true power for Global Mobility.



# Key takeaways

- In an era of unprecedented technological advancement, generative AI (genAI) stands out as an unstoppable revolutionary force, bringing the potential to reshape Global Mobility operations with unparalleled efficiency and productivity.
  - Within the next 5 to 10 years, people who understand and interact with genAI will gain a distinct competitive advantage over those who don't.
  - The best way to approach genAI is to put it to work for you. By starting with simple uses — like first drafts of emails, presentations, summaries and meeting agendas — you can quickly realize its power to help tackle immense workloads and burdensome, repetitive tasks.
  - Knowledge management is often one of the first broad applications of genAI among Global Mobility operations. Instead of searching through multiple SharePoint sites and local files for a document's final (or "final-final") version, you can simply ask genAI for the information and receive it in seconds.
  - When genAI is integrated into the organization's data ecosystem, its true power across Global Mobility operations is revealed in areas such as:
    - Policy writing, benchmarking and improvements
    - Answering questions and advising potential assignees
    - Tailored expatriate training
    - Personalized location insights (e.g., cultural norms, appropriate dress)
    - Benefits selection assistance
    - Insightful supplier reporting
    - Relocation success predictions
    - Tailored expatriate training
- Understanding genAI and how to interact with it are skills that all Global Mobility professionals will need to gain in the coming years in order to get the best possible results and remain competitive.

# The end-to-end Mobility journey

What's possible and what's practical?

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## Most employee relocations don't look like the traditional, costly, long-term assignments of the past.

Today's arrangements are more agile, diverse and ad hoc. While workers value the flexibility, new challenges arise, making mobility programs more complex and harder to manage.

When you add in the need to support stakeholders across the business and manage a widening range of vendors, the new agenda can test the courage of even the bravest Global Mobility teams.

Technology can go a long way in helping you keep up with new ways of working by connecting all the moving parts. With one end-to-end platform and a single interface to meet the full scope of needs, Global Mobility can vastly improve their ability to contain costs and risks, and offer superior experiences to the workers and businesses they support.

### Transfers are becoming more agile, diverse and ad hoc

New mobility arrangements are replacing old-school, long-term expatriate assignments for a variety of reasons. The pandemic showed that employees could work well remotely, and advancing technology improved the efficiency and effectiveness of work in any location. Younger generations in the workforce want more flexibility and variety in both their daily lives and future careers, and tight talent markets make it imperative for companies to offer a competitive array of employment options.

The past years have seen a variety of new work arrangements emerge as a result — cross-border commutes, workcations, project-based assignments and fly-in fly-out plans, to name a few. These assignments tend to be shorter and more frequent than conventional mobility transfers. They are also harder to track and monitor for compliance with company policies and local tax, immigration and other laws.

### Vendor ecosystems are growing

Along with different types of moves, Global Mobility teams are dealing with a growing number of vendors to meet a new array of needs. Beyond tax and immigration specialists and corporate travel providers, Global Mobility teams are increasingly tapping the services of relocation managers, payroll advisers, compensation consultants, health insurers, benchmarking specialists and other providers.

It's equally important for Global Mobility professionals to interact with people across their own organizations. In addition to potential assignees, HR, talent, finance, IT, legal, cyber security and unit managers can all be involved at different points in the mobility process.

These disparate groups and the data they maintain are often siloed, and Global Mobility teams may be the only lynchpin bringing it all together. When Mobility teams deploy technology to connect all of these actors and data sources within one framework, they can start to generate significant benefits.





## One interface, one source of data

With everything integrated within one connected system, every action and transaction gets channeled everywhere it should go. By using a common interface that feeds into a single platform, transactional data can automatically flow, for example, to payroll teams for processing, to finance teams to inform cost projections, and to tax and immigration teams to ensure compliance.

There is no need to learn different user languages, access multiple servers or convert data formats to meet each function's requirements — the system does it for you. Data security and privacy are preserved because the system pushes each recipient exactly what they need and nothing more. The data that each party receives is harmonized, with no need to relay data multiple times from multiple sources for multiple purposes.

The same is true on the supplier side. Vendors can be linked with your organization's HR and other systems through standard application process interfaces (APIs). As with internal functions, a single end-to-end platform can be designed to push information to your external vendors when needed to initiate responses for immigration, tax or travel arrangement or other services.

## Delivering hyper-personal service to employees

Where end-to-end connectivity really shines is in the opportunities it presents to deliver hyper-personal employee experiences. By leveraging technology to enhance self-service, employees can get the information they need about potential mobility opportunities, who qualifies, and what relocation benefits and services are available for them to choose from.

Best of all, interactions can be designed to concentrate on the things that matter most to employees. When a worker is relocating, for example, questions about

tax return preparation and compliance are rarely top of mind. They are more likely concerned with immediate, practical matters. Where will they live? What school will their children attend? How will they commute to their new work location?

An end-to-end platform can make this information easy for workers to retrieve and, because employee data is already integrated, workers will not be overwhelmed with requests for administrative details or duplicative information.

Better yet, the ability of employees to self-serve and find solutions based on their unique circumstances frees up Global Mobility professionals to spend quality time having more in-depth conversations with transferees about the assignment and what concerns them most.

End-to-end connectivity systems also benefit assignees and the organization more broadly because of the wealth of data collected. Running analytics generate a range of valuable insights, for example, about:

- the spread of your assignee population
- how your mobility policies are performing compared to market trends
- what factors are driving your policies' success
- what elements of a policy could be improved

## Start with something doable

While 100 percent end-to-end connectivity is the ideal state, the transformation required is tremendous and a big bang approach is unlikely to succeed. Global Mobility teams are better off setting their sights on smaller, achievable goals at the outset and perhaps starting with what's known as a "minimal viable product." This would be a product that already has a strong foundation and lends itself more easily than other tasks to an end-to-end approach.

One advantage of starting small is that the budget will be easier to control. The project's limited scope will touch a relatively small group of stakeholders, making change management and roll-out easier. You can also produce demonstrable efficiencies, effectiveness and cost savings quickly. Quick and easy wins are great for credentialing projects and getting further support from leadership and the business to progress end-to-end connectivity into more complex areas.

Breaking tasks and transactions down into smaller components for end-to-end treatment also allows better management of the project by encouraging direct user feedback from the business as the system evolves. Since existing processes will get a closer look, developing the end-to-end definition usually reveals chances to streamline things and identify redundant or unneeded components that can be left behind.

## Communication and change management are key

At the same time, gaining direct user feedback will get the various stakeholders involved talking the same language and moving in the same direction, easing the amount of change management needed in the future. In fact, it's a good practice for development teams to include someone who is already fluent in the different languages of IT developers and the business to ensure all relevant views are considered as the project advances.

In the end, the most important thing is not the technology that enables end-to-end connectivity. It's the employees, vendors, people in the business and other stakeholders who are each points of connection that count the most. By focusing on the culture of those people and by using their language to define their requirements, Global Mobility teams can help build an end-to-end platform that fulfills everyone's needs.



# Key takeaways

- A variety of new work arrangements are emerging — such as cross-border commutes, workcations, project-based assignments and fly-in fly-out plans — that are shorter, more flexible and more ad hoc than conventional long-term employee transfers.
- While workers value the flexibility, a new range of challenges is cropping up, making mobility programs more complex and harder to manage.
- When you add in the need to support stakeholders across the business and manage a wide range of vendors, the new agenda can test the courage of even the bravest Global Mobility teams.
- Technology can help you keep up with more nimble ways of working by connecting all the moving parts. With one end-to-end platform and a single interface to meet the full scope of needs, Global Mobility can vastly improve their ability to contain costs and risks, and offer superior experiences to the workers and businesses they support.
- Where end-to-end connectivity really shines is in the opportunities it presents to deliver hyper-personal employee experiences. The ability of employees to self-service and find solutions based on their unique circumstances frees up Global Mobility professionals for more in-depth conversations with transferees about the assignment and the practical things that concern them most.
- While 100 percent end-to-end connectivity is the ideal state, the transformation required is significant and a big bang approach is unlikely to succeed. Global Mobility teams should set their sights on achievable goals at the outset.
- It's important, however, that we do not lose sight of the fact that the most important thing is not the technology that enables end-to-end connectivity. It's the employees, vendors, people in the business and other stakeholders who are each points of connection that count the most.
- By focusing on the culture of those people and by using their language to define their requirements, Global Mobility teams can help build an end-to-end platform that fulfills everyone's needs.

# Cross-border data and maintaining compliance

Do you have what authorities will need?

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As the European Commission pursues its strategy to digitalize public services by 2030, businesses with mobile workers will soon benefit from a transformation of social security coordination that will enable freer, quicker, more digitally driven movement of people across those borders.

Employers have an opportunity to significantly streamline and enhance their own social security processes, including business travelers, remote workers and posted/assigned workers — but they'll have to act fast and work in harmony with administrators to gain the most advantage.

### Social security coordination supports right to free movement

2023 marked the 30th anniversaries of both the Single Market and European Union (EU) citizenship, with the right to free movement as a major milestone of European integration. Among other measures in place to enable this right, social security coordination rules protect people's social security rights when moving within Europe. They guarantee that citizens continue to receive their old age pensions, unemployment and family benefits payments, healthcare coverage and other entitlements that they would in their home country, even if they move to another participating jurisdiction.

Social security coordination does not mean that social security is harmonized across the EU jurisdictions. Each country taking part in the EU system keeps their own social security system, but the EU rules coordinate among them to ensure that citizens crossing EU borders and not disadvantaged and continue to receive their social security benefits.

With millions of citizens and billions of euros (EUR) of government resources involved, digitalizing the coordination of social security systems across 32 European jurisdictions<sup>4</sup> is expected to generate tremendous efficiencies and savings for governments and employers alike.

But the transformation of social security coordination is a huge undertaking. A 2023 statistical report<sup>5</sup> on the state of social security coordination highlights the magnitude:

- About 4.6 million A1 certificates for social security coverage were issued in 2022.
- About 242 million European Health Cards were in circulation in 2022, providing nationals with access to the same unplanned medical treatment anywhere that they would in their home jurisdiction.
- Approximately EUR26.7 billion in pension payments were disbursed in the same year to pensioners residing in another EU member states.

These huge volumes of transactions and documents mean digitalization is crucial for building modern, efficient administrations that can respond to the needs of citizens and businesses.

That's why the European Commission (EC) proposed new steps in September 2023 to further digitalize the coordination of social security across the EU. One aim is to make access to social security services across borders quicker and simpler by reducing the burdens for people, businesses and administrations. A second goal is to improve the exchange of information between national administrations, including, among others, healthcare providers and labor inspectors when they are processing claims for benefits across borders.

Among other things, the September 2023 proposals call for accelerated implementation of a new Electronic Exchange of Social Security Information (EESSI) by the end of 2024. EESSI enables local administrations to communicate and exchange information

instantly across borders through structured communication channels. The proposals also foster online access to more social security coordination procedures to make it quicker and easier for people to move and work abroad, and access their social benefits.

For the future, the EC is also running a pilot project for a European Social Security Pass to further simplify social security issuance and verification across borders. The ESPASS is intended to digitalize the process of requesting and receiving A1 certificates and European Health Insurance Cards, making it convenient for mobile workers to prove their social security coverage.

### More digital initiatives supporting social security coordination

Digitalized social security coordination is only one component of the EC's broader "Digital Decade" initiative that would see 100 percent of public services go fully online across the EU by 2030. Other cross-sectoral initiatives underway to support cross-border exchanges and facilitate social security coordination include the following:

- **Single Digital Gateway regulation:** The EC's "Your Europe" portal provides online access to information, administrative procedures, and assistance services that EU citizens and businesses may need in another EU country. The EC and national administrations are now augmenting the EU portal with a network of national portals to information for citizens and businesses on how EU rules are applied in each EU country for cross-border users and how to access these administrative procedures online.

<sup>4</sup> These jurisdictions include the 27 EU member states, Norway, Iceland, Lichtenstein, Switzerland and the United Kingdom.

<sup>5</sup> European Commission, [Coordination of social security systems at a glance — 2023 Statistical Report](#), 8 March 2024.



- **European Digital Identity:** Within 2 or 3 years, the “EU Digital Identity” will be launched to provide an online wallet allowing EU citizens, residents and businesses to identify themselves or confirm certain personal information and gain access to online and offline public and private services across the EU, including ESSPASS.
- **Data Governance Act:** One of a number of EU data-related regulatory initiatives, this EU legislation designed to oversee the reuse of publicly or protected data across various sectors in order to protect the rights and interests of citizens while fostering industrial and technological development. The rules aim to enhance trust and facilitate data sharing by regulating data intermediaries and promoting data sharing for altruistic purposes.
- **Interoperable Europe Act:** This proposal aims to accelerate the digital transformation of Europe’s public sector by creating an EU-wide network of interconnected digital public administrations. The law will establish an interoperability governance structure with a view to creating an ecosystem of shared solutions so that public administrations in the EU can contribute to innovation and share or re-use interoperability solutions.

With all of these initiatives demanding time, investment and attention from the EC and EU member states, there is a risk that social security coordination will not get the priority needed to enable EESSI by the end of this year. At the time of writing, only 13 EU jurisdictions had fully implemented EESSI, and another 18 had reached at least 90 percent implementation. Manual, paper-based processes will still be needed until the remaining member states are on board.

### Keep the momentum going

Mobile workers are only a small fraction of the total EU population and the

EESSI may be overshadowed by other initiatives, so it’s important to keep the momentum going. Global Mobility professionals can use their voice to advocate for investment in EESSI and related initiatives both within their companies and with local governments, highlighting the faster processing, reduced administrative burden, ease of verifications and other benefits that a fully digitalized cross-border system would bring.

At the same time, these developments underscore the importance for employers to maintain high-quality data on employee movements. As social security administrators upgrade their technologies, in many cases, they are gaining more complete and accurate data on people than the individual’s employer. Differences in data quality

can raise red flags with administrators, diminishing trust and prompting more time-consuming requests for forms and information.

As digitalization of social security systems advances and increases transparency for social security authorities, companies should invest in upgrading their employee tracking systems and the underlying data to ensure they have access to the same quality of data and level of detail as the authorities.

Global Mobility teams can help their companies get ahead of things by applying for and securing A1 certificates for social security coverage and European Health Insurance Cards for traveling employees before these digital initiatives become fully operational.





# Key takeaways

- As the European Commission pursues its strategy to digitalize public services by 2030, businesses with mobile workers will soon benefit from a transformation of social security coordination that will enable freer, quicker, more digitally driven movement of people across those borders.
- In September 2023, the EC put forward proposals to further digitalize the coordination of social security across the EU with the goals of:
  - making access to social security services across borders quicker and simpler by reducing the administrative burdens for people and businesses
  - improving the exchange of information between national administrations, including, among others, healthcare providers and labor inspectors when they are processing claims for benefits across borders.
- The EC's proposals call for accelerated implementation of a new Electronic Exchange of Social Security Information (EESSI) by the end of 2024, which will enable local administrations to communicate and exchange information instantly across borders.
- However, there is a risk that social security coordination will not get the priority needed to enable EESSI by the end of this year. Only a minority of member states have fully implemented EESSI to date.
- Global Mobility professionals can use their voice to advocate for investment in EESSI and related initiatives both within their companies and with local governments, highlighting the faster processing, reduced administrative burden, ease of verifications and other benefits that a fully digitalized cross-border system would bring.
- Global Mobility teams can also help their companies get ready for the enhanced data transparency and scrutiny that EESSI will bring — by applying for and securing A1 certificates for social security coverage and European Health Insurance Cards for traveling employees before EESSI becomes fully operational.

# Work smarter, not harder

How are the latest technology tools making jobs easier?

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As the world evolves toward ever more digitalization, Global Mobility teams are under intensifying pressure to cut costs and boost efficiencies to match the dramatic transformations taking place across their organizations — from finance and tax to HR and payroll, and almost every other function.

Governments are also getting on board, with tax authorities investing heavily in the smart use of data and technology for collecting and administering tax.

How can Global Mobility teams looking to future-proof their function choose their best options?

A good way to start is to step back, think about your operations, and map out:

1. the current, as-is state of your resources, activities and processes
2. the biggest business risks and opportunities that you want to address
3. what technology solutions are available to achieve those business improvements

We often come across technology that seems bound to things but doesn't quite hit the mark. Supermarket self-serve checkouts are a prime example: while the idea seems quick and efficient, we've all experienced things like items that don't properly scan, erratic weight sensors or the need to wait for human approval of a bottle of wine. With annoyances like these, has the technology really made shopping any better?

That's why the three-step framework above puts technology at the final stage of transformation planning. By understanding your current state and defining your purpose first, you can help ensure a new tech solution leads to the desired improvements — and really does help you work smarter.

## Examining your operating model — define your purpose first

The framework is designed to help you think through the full spectrum of

your Global Mobility function, asking questions to help you set your goals for each aspect of your operations as follows.

- **Governance:** What is your strategy and how do you implement it through your risk framework, operational policies and business processes? What are your risks and what controls are in place to mitigate them?
- **Functional process:** How can you optimize, standardize and integrate your processes from end to end? What activities are wasteful or without value, what are the biggest pain points, and what could be done better?
- **People:** How do you structure your team to meet its objectives efficiently and effectively — now and in the future? How much of your team's time can be freed by automating and standardizing processes so they can contribute more time to business partnering? What could be done to mitigate key person dependency risks?
- **Service delivery model:** What is the best delivery model to support the organization's overall strategy and help ensure compliance? What activities should be sourced in-house, outsourced to third-party providers or co-sourced with a mix of internal and external resources?
- **Technology:** How can technology be used to underpin the above elements of your operational strategy and help improve efficiency and control?
- **Performance insights and data:** How does your team and performance compare to competitors and what decisions

can this inform? How can access to a broader range of data allow you to set new measures for tracking and improving performance, both internally and as benchmarks against competitors?

The answers to these questions can help set priorities for the key changes to your operations, and these priorities will inform which technological solutions are best suited to meeting these goals.

## Employee equity — giving everyone a seat at the table

Once the right technology is identified, Global Mobility teams can start thinking about implementation. Communication and change management are critical for gaining acceptance and ensuring new technology installations reach the full potential.

In this area, employee equity is a top consideration. As we work more and more across globally dispersed teams, it's important to make sure everyone involved in a task or project feels they are an equally valued member of the team. This can be difficult in remote working situations, where people may not always feel like they have the same ability as others to access information, communicate their views and contribute to the work.

A new wave of online collaboration tools can help ensure all employees get the same information and have the same opportunities to participate as they would in person. For example, collaborative whiteboards can bring people together from multiple locations so they can interact and share ideas, regardless of whether they take part from their office, at a café with their laptop or at a beach with their smart phone.



In addition to giving everyone an equitable seat at the table, online whiteboards can produce outputs associated with a brainstorming session offering a living document as you look toward organizational change. They can also serve as a permanent online repository of information for later reference or as stakeholders or team members change.

Platforms like Slack and Microsoft Teams can also provide benefits beyond their initially intended workstreams. For example, many organizations have set up channels for non-business communications, like posting pictures of pets or Halloween costumes. By bringing a global workforce together across functions and locations, these platforms can help foster a greater sense of inclusion and community for employees overall.

## Repurposing and scaling up current technologies

Existing tools can also be repurposed or scaled up for broader uses than originally intended. For example, many organizations are adapting their tracking and monitoring systems for international business travel to similarly manage remote work arrangements. This approach can allow you to get a better return from the same investment while reducing change management and training.

Start with a review of current technologies leveraged across the organization as broadly as possible, considering key systems from human resources, talent and recruiting, legal and risk compliance, and payroll. As you review these systems, it's important to understand additional add-on modules or complimentary elements that are available but currently not used. This helps define the capabilities of current tools. Be sure to look at the current user base, additional costs such as hosting, configuration, or per-user fees.

With this information, you can look at the total ownership and implementation cost structure compared to other market-available options. For example, when companies started leveraging their business travel risk assessment

technology more broadly, many of them were able to bypass additional implementation costs in favor of simple change requests. This allowed for a faster implementation of remote work risk assessments at a reduced cost. Additionally, because the vendor was familiar with the organization and the organization's needs, training and communication material was produced more quickly.

While scaling a current technology tool or platform may not be the right fit for all organizations or all projects, it can reward mobility programs by reducing costs and reducing time and effort to setup solutions.

## Relieving everyday pain points

Finally, there are a number of tools that can relieve many of the common pain points identified in a Global Mobility professional's daily work. As our workloads continue to mount, online personal workflow tools can help you get the most out of the time you have available. These tools prompt you to enter information such as your upcoming tasks, the amount of time they are expected to take, when the deliverables are due, and to whom. The tools can then generate a daily, weekly

or monthly schedule for how to fill your day so you can make smart use of time.

Even better, these tools can be implemented to manage not only your own workflows, but the workflows of your entire team, wherever they may be located.

Managing multiple user log-ins and passwords for the systems that Global Mobility teams operate is another common pain point. Again, technology can provide solutions. Tools like password vaults and identity provider services can provide a central source of authentication. Once you have entered the correct credentials, for example, an identity provider can allow you to access 20 or 30 different secure platforms. Being able to use only a single secure log-in reduces time and effort for users while also making your systems more secure by streamlining volumes of user IDs and passwords.

As you can see, new technology can foster better processes and help you work smarter, but it's the processes themselves that drive the biggest efficiencies. By taking the time upfront to understand the problems you want to solve, you can make sure the technological solutions you choose are targeted to hit the right spots.





# Key takeaways

- As the world evolves toward ever more digitalization, Global Mobility teams are under intensifying pressure to cut costs and boost efficiencies to match the dramatic transformations taking place across their organizations.
- For Global Mobility teams looking to future-proof their function, a good approach is to step back, think about your operations, and map out:
  1. the current, as-is state of your resources, activities and processes
  2. the biggest business risks and opportunities that you want to address
  3. what technology solutions are available to achieve those business improvements
- By understanding your current state and defining your purpose first, you can ensure a new tech solution leads to the desired improvements — and really does help you work smarter.
- As we work more and more across globally dispersed teams, it's important to make sure everyone feels they are equally valued. Collaboration tools, such as online whiteboards, can foster employee equity by ensuring everyone gets the same information and has the same opportunities to participate as they would in person.
- Existing tools can also be repurposed or scaled up for broader uses than originally intended. For example, many organizations are adapting their tracking and monitoring systems for international business travel to similarly manage remote work arrangements.
- A number of tools can relieve many of the common pain points identified by Global Mobility professionals. These include:
  - online personal workflow tools, which can help you get the most out of your team's available time by generating optimized work schedules
  - password vaults and identity provider services that allow you to manage user log-ins and passwords for multiple systems.

New technology can foster better processes and help you work smarter, but it's the processes themselves that drive the biggest efficiencies. By taking the time upfront to understand the problems you want to solve, you can make sure the technological solutions you choose are targeted to hit the right spots.



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