



# Global Mobility Services

## Data & Analytics

KPMG International



### Driving deeper insights and data enabled decisions

Today's competitive marketplace requires that organizations be strategic, agile, compliant and forward thinking in their approach to achieving their business goals; global mobility business objectives should have the same ambition.

To achieve these objectives in the information economy, companies must use all of their available resources — including data.

KPMG is an early innovator applying advanced analytics techniques and concentrating on putting insights into the hands of decision makers, to help enable evidence-based decisions and ensure that global mobility, talent and human capital are aligned with broader organizational goals.

We can help you understand and create “the story behind the data.” By concentrating on strategic performance analysis and value-added data sources, GMS and the KPMG LINK Work Force technology suite help enable you to drive efficiencies, enhance performance, mitigate risk and increase visibility within global mobility and across your organization.

GMS blends your data with our advanced analytics techniques to offer prescriptive and predictive insights into:

- operational effectiveness
- assignment spend, cost control and budgeting
- root cause analysis of rising costs
- employee attrition anomalies
- post-repatriation retention
- business-traveler and equity compensation exposure analysis
- career mobility and business unit success.

## Data & analytics provides the opportunity to:



**Drive greater confidence and credibility in the global mobility organization.**



**Develop closer partnerships between global mobility, human resources and other business units.**



**Shift the global mobility function from administration to high-value business advisory.**



**Align global mobility with the company's strategic vision and initiatives.**

# Why should you care?

## Data analysis done right leads to:



**Cost reduction**



**Time reduction/  
creating efficiencies**



**Risk reduction**



**Smarter decision making**



**Strategic partnership  
with business**

## Evaluating questions

Following are questions that can help you to determine whether your global mobility program may benefit from D&A services:

- Are you able to present key metrics and assignment-related data to your business leaders?
- What are your annual mobility program costs?
- Are your assignees satisfied with your mobility program?
- Is the diversity across expatriates in line with the overall diversity goals for your business?
- Are there particular policies where the mobility program costs per assignee are higher?
- Do assignments help to accelerate promotions or improve employee retention rates?
- Do you know if/why assignees leave the company post-repatriation?
- Are you able to track the cost and classification of assignment policy exceptions?
- Do you know where your talent is coming from, and where it is going?

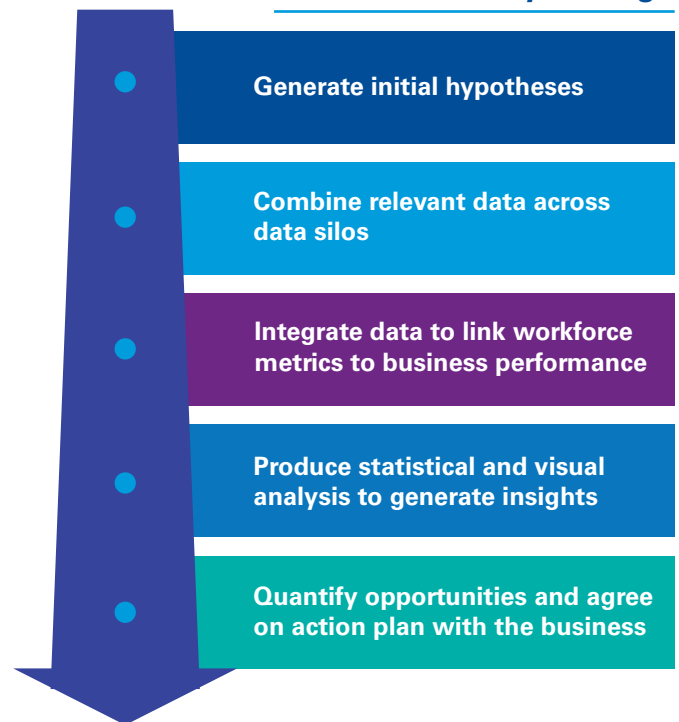
## Our services

Our GMS practice employs a hypothesis-driven D&A methodology. Our professionals will work closely with you to source the data needed for the testing and analysis.

Our services include, but are not limited to:

- define the questions to be tested, including interviewing stakeholders
- identify business problem and/or hypothesis
- determine metrics on which global mobility will need to report and measures of success
- define data and data sources needed to test the hypothesis or to facilitate reporting
- data mining and cleansing
- provide guidance as to what data needs to be collected on an ongoing basis to help answer future questions
- interpret data and assist with drawing conclusions
- prepare presentations for stakeholders
- develop visualizations for one-time or ongoing use
- build models
- build an action plan to address issues identified via analysis
- create a D & A strategy for global mobility, or a global mobility sub-strategy that integrates into an organization-side D&A strategy.

## Key findings



## Case study

### Improving access to critical data

A company looked to KPMG for help quantifying the potential employer payroll tax savings opportunities for incentive compensation. The KPMG team mined and analyzed the payroll reporting and withholding data of 7500+ incentive compensation awards, and identified an opportunity to change payroll tax treatment for many awards that were net paid, but host country tax was not due. The analysis showed that, over the course of just 4 years, the company had paid \$30 million dollars in unnecessary payroll taxes. KPMG summarized this information in impactful visualizations, which supplemented the business case and leadership presentation that drove a change to the payroll tax treatment applied to future incentive compensation awards.

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## Contact us

To learn more about KPMG's Global Mobility Data & Analytics Services, contact your local KPMG adviser or email [go-gms@kpmg.com](mailto:go-gms@kpmg.com).

Drawing on the experience of our people and multi-disciplinary approach, we can help member firms' clients think beyond the present, see beyond borders and achieve long-lasting success.

We call it thinking beyond. You'll call it KPMG.

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