



# Global Mobility Reimagined: Finding the right target operating model for your talent mobility program

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6 May 2021

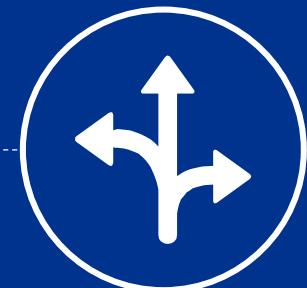




# Introduction



**Achim Mossmann**  
Principal  
Global Head of Outsourcing  
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# Today's co-presenters



**Glen Collins**  
Senior Manager  
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**Charlotte Malan**  
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Technology, Global Mobility Services, KPMG  
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**Craig Robinson**  
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**Kathleen Soderman**  
Managing Director  
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KPMG in the US

# Introduction



- 1 **Global disruptors**
- 2 **Target Operating Model (TOM)**
- 3 **Managed services strategy & design**
- 4 **Regional perspectives — panel discussion**
- 5 **Q&A**

# Administration

## Polling questions

- Polling questions will appear as we proceed through the presentation.
- As mentioned, in order to receive the certificate of attendance, we require participants to take part in at least five of the six polling questions.
- If you qualify for the certificate of attendance, it will be sent to you following the webcast.



## Attendee questions

- You may submit questions in the *Ask a question* button on the left. We will answer as many questions as we can during Q&A. If we are unable to answer your question during the webcast, someone from KPMG may reply via phone or email following the webcast.
- For technical issues, please use the *Question Mark* button in the upper-right hand corner of the media player.



## Your feedback

- When the webcast is over, the webcast player will automatically refresh to display an exit survey. Feel free to complete the survey, as your comments are very valuable to us.

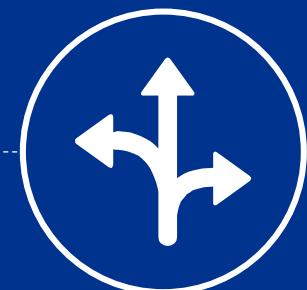




# Global disruptors



**Achim Mossmann**  
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# Global trends impacting the global mobility function



## Political

- Global tax reform
- Globalization versus localization
- On-shore vs. off-shore
- Tax transparency & responsibility
- Data residency, ownership, privacy



## Technology

- Cloud
- Intelligent automation
- Enterprise data strategies
- Block chain
- Robotic process automation (RPA)
- Integrated technology ecosystems
- Data visualizations and dashboards



## Economic

- Corporate venturing
- Budget constraints
- Demand for integrated services
- Outsourcing
- Transformation
- Data access and analytics
- Lift out transactions
- Centralization of Global Mobility



## Social

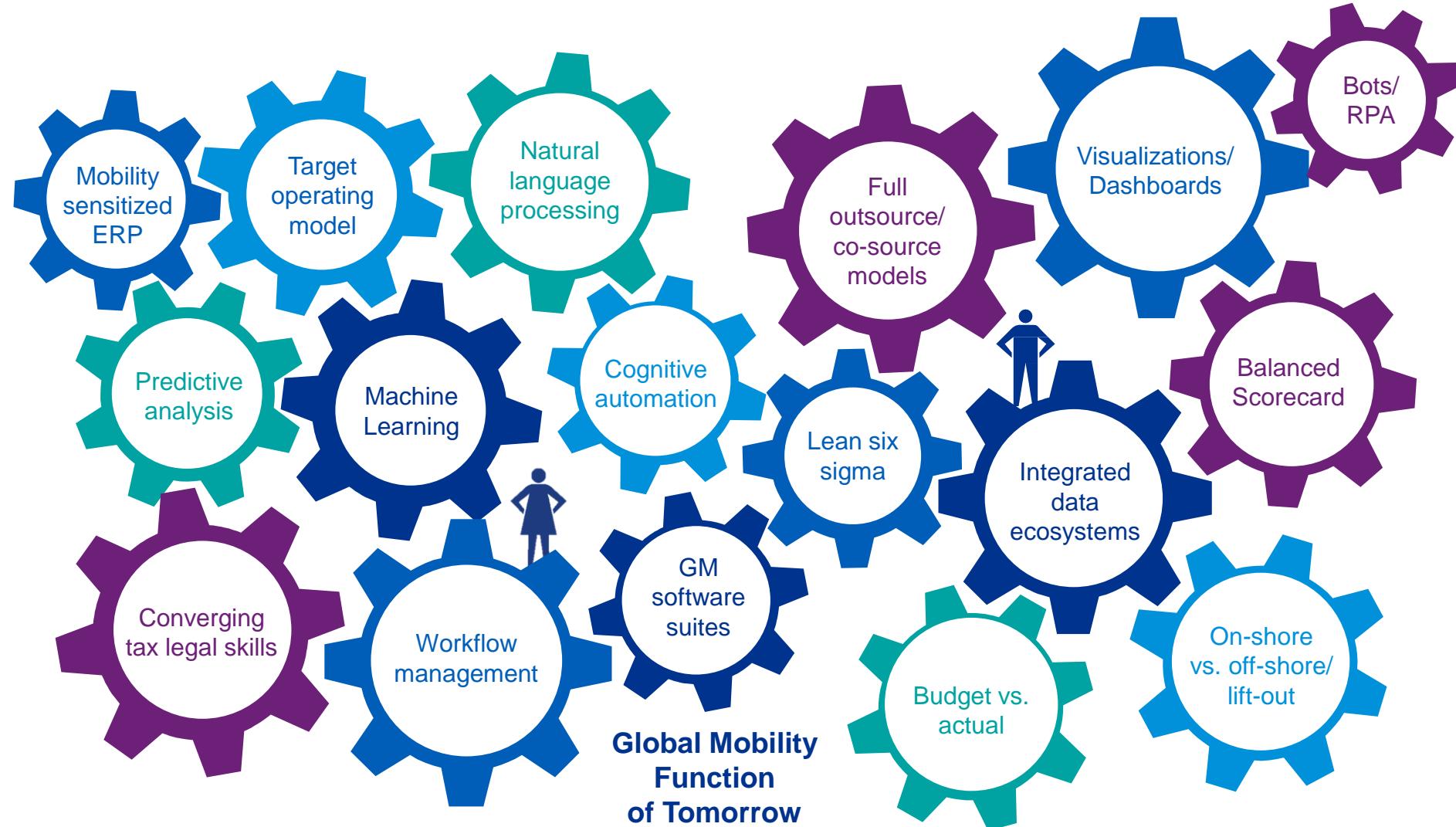
- Digital vs. Human labor
- Evolving workforce skills and desires
- Gig economy
- Alternative workforce solutions
- Work From Anywhere
- Future of Work
- Emerging from COVID-19



## Regulator

- Digitization of taxing and immigration authorities
- Regulators working together
- Rising cost of non-compliance
- Increased audit regulation
- Heightened independence restrictions
- Environmental, Social and Governance lens (ESG) pressures

# Making sense of all the solutions

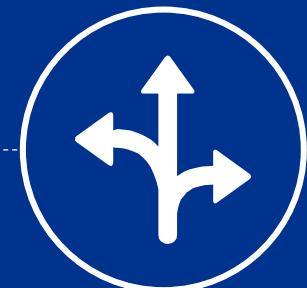




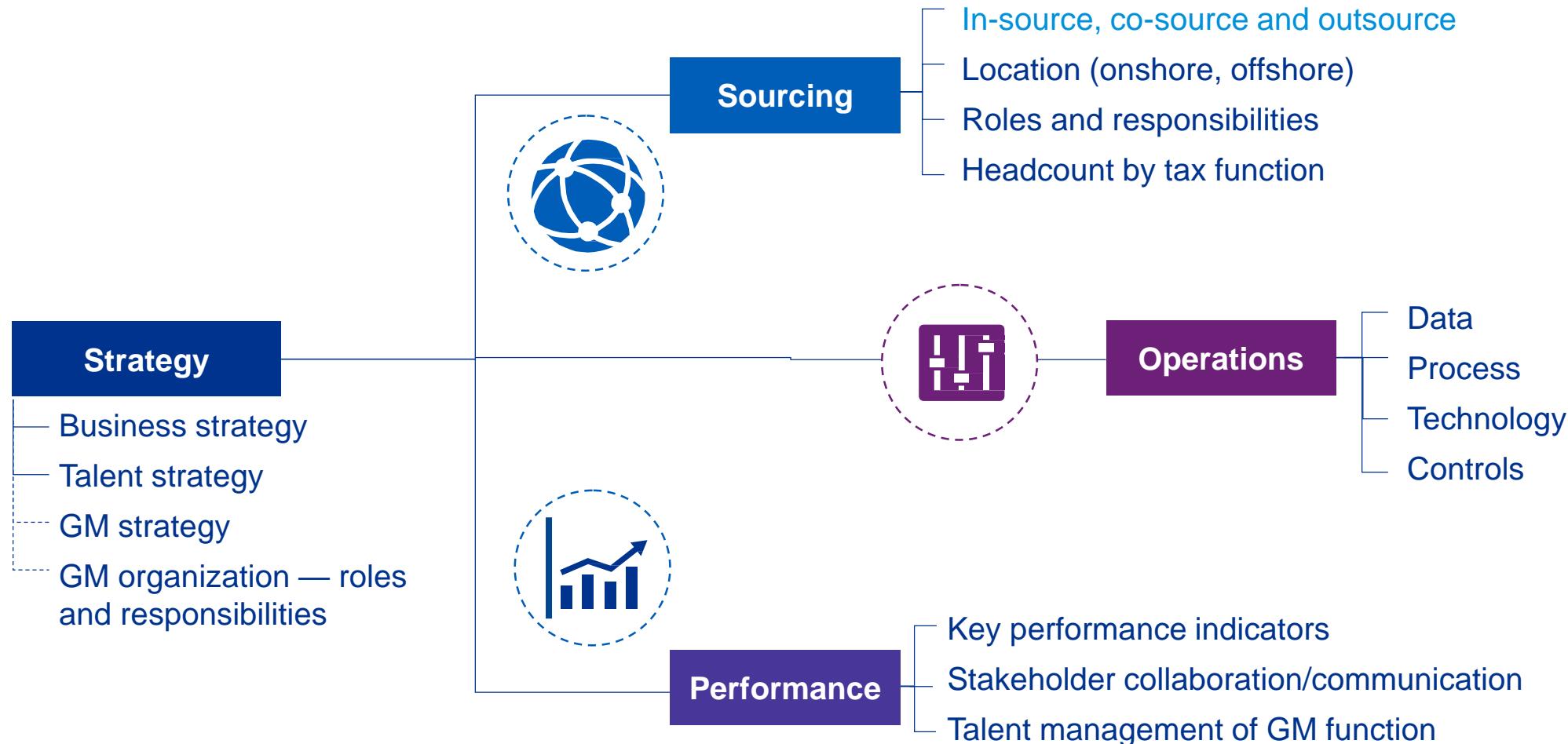
# Global Mobility Target Operating Model (TOM)



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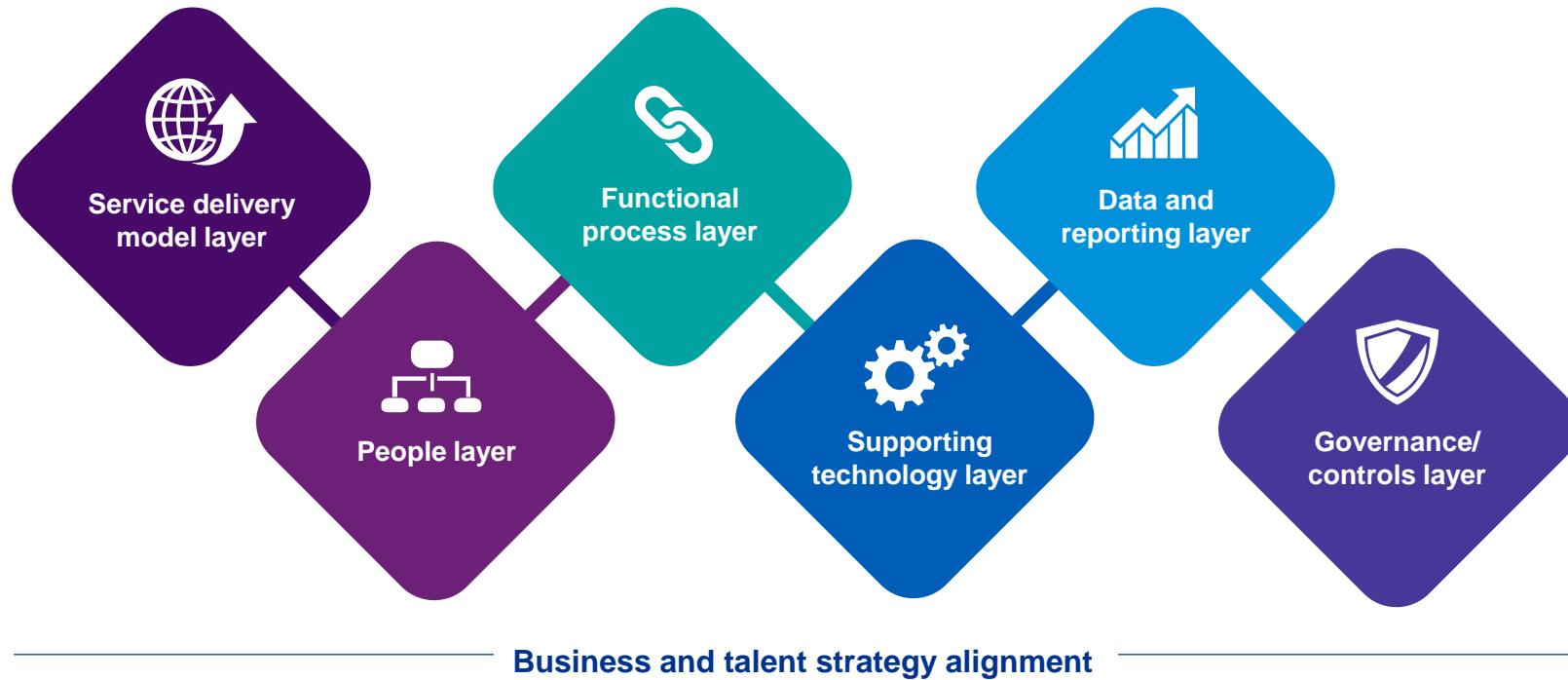


# Global Mobility TOM transformation framework



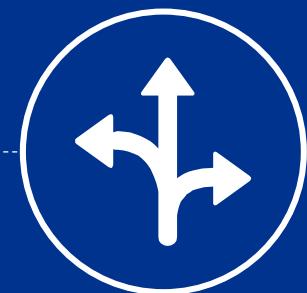
# Global Mobility Target Operating Model Layers

**A global mobility operating model is multi-layered and designed to integrate holistically with other related components, while aligned to the business and talent strategy**



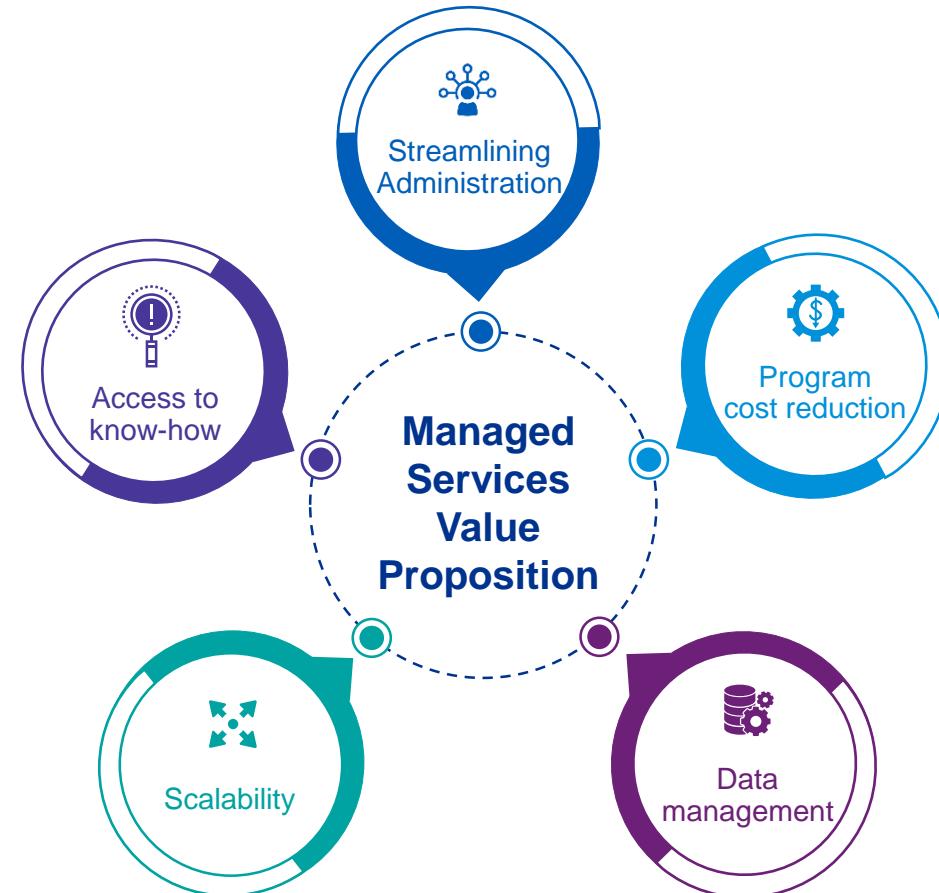


# Managed services strategy & design

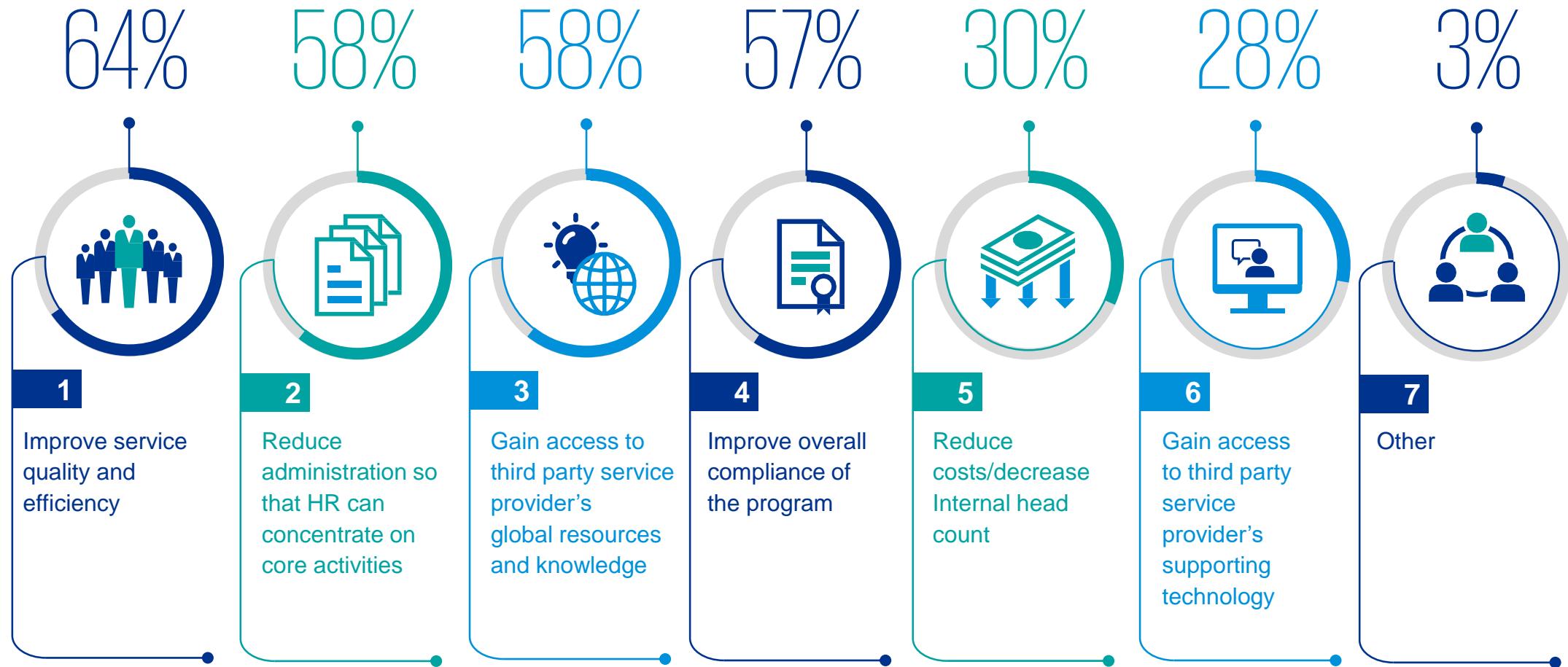


# Reasons for implementing managed services support

**There are many reasons organizations consider when building a business case for managed services. For global mobility programs, the predominant reasons include:**

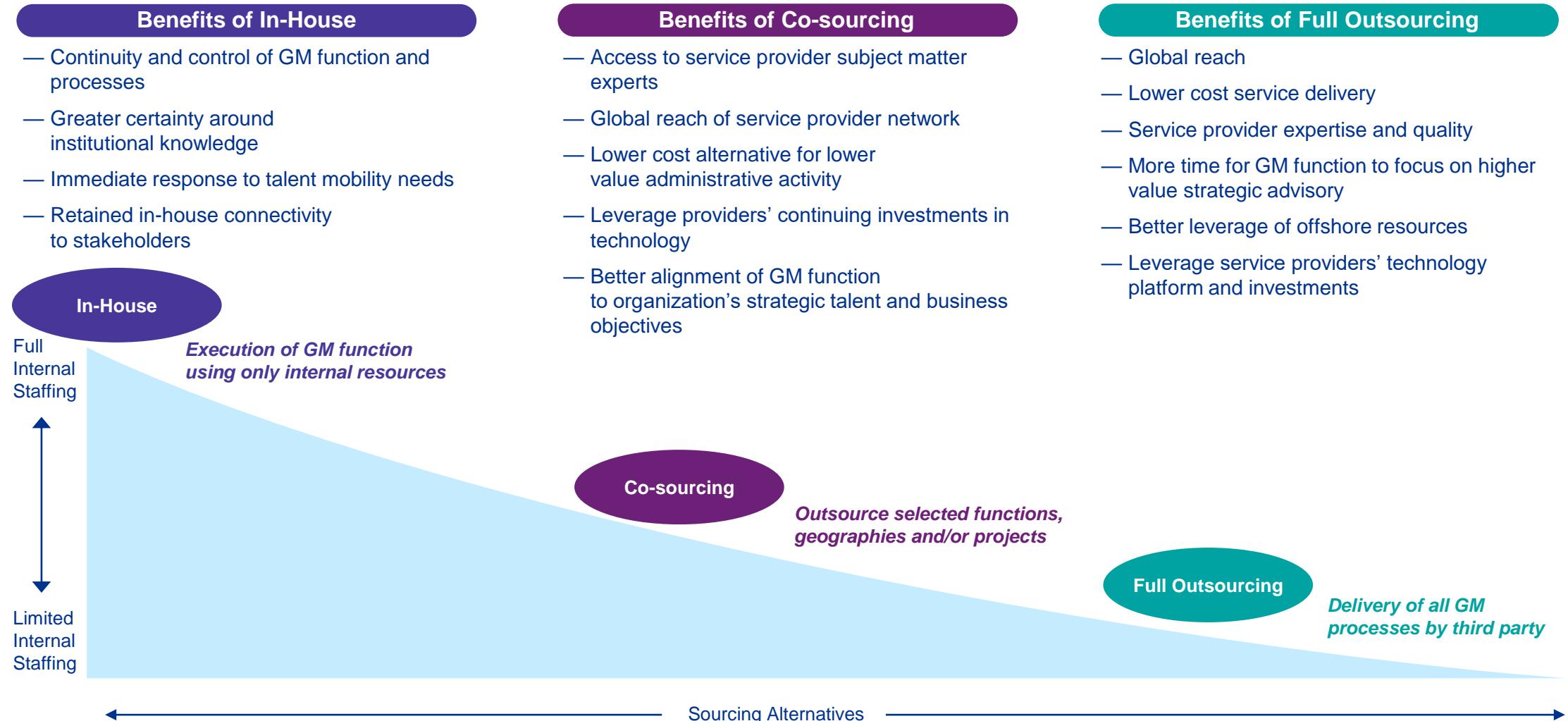


# Top reasons for global mobility outsourcing



Source: 2020 Global Assignment Policies and Practices survey, KPMG International, 2020.

# The sourcing continuum for GM managed services





# Regional perspectives



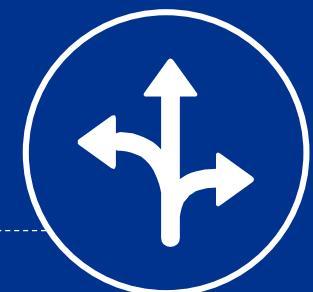
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- Managed services — flex for scale
- Technology — access for all
- Joining the dots to support your journey

# Americas



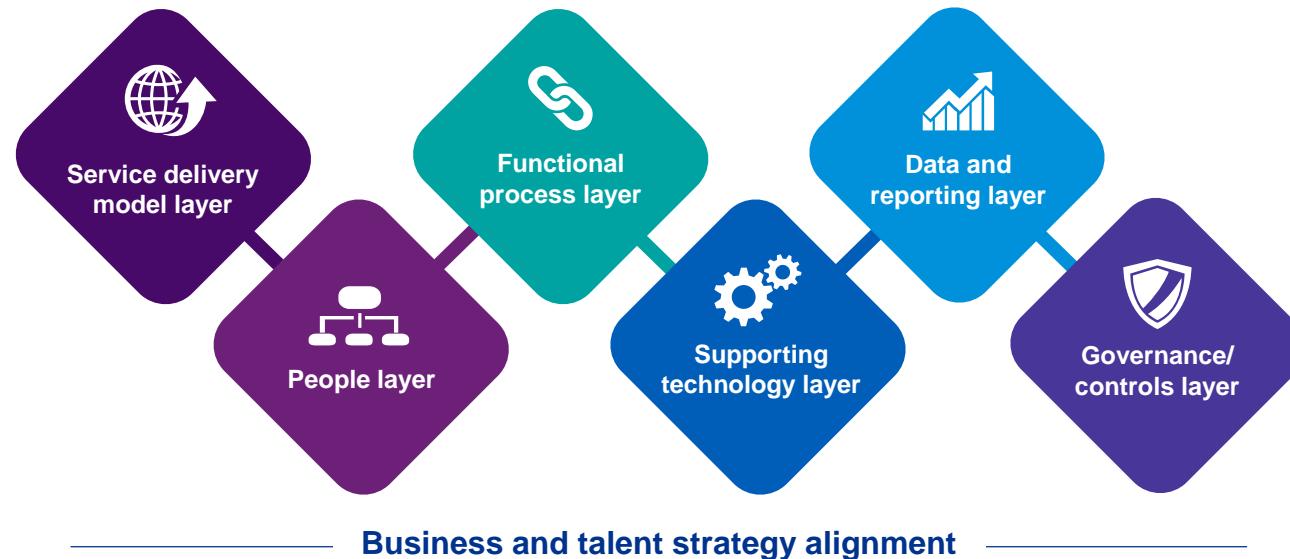
- Focus on strategy
- Process (re)design and standardization
- Expanding global footprints



- Technical expertise
- Flexibility of services
- Movement of work to lower cost locations

# Conclusion – key considerations

- Verify the alignment of your global mobility strategy with business, talent and employee experience objectives
- Evaluate your current talent mobility administration model (service delivery model layer)
- Consider your current internal global mobility team structure, headcount and capabilities (people layer)
- Identify skills and experience gaps
- Align the targeted managed services delivery model with other key stakeholders (HR, payroll, finance, tax, immigration and relocation management)
- Enable technology leverage via internal and external vendor system tools





# Questions?

# Contact Us



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# Future of Mobility Content

## Future of Mobility

The most pressing business issues and opportunities facing global mobility leaders and their global workforces.

For more, click the link above or scan the QR code with your camera phone below.



## KPMG Global Assignment Policies and Practices Survey

Benchmark your organization on numerous aspects of a global mobility.

For more, click the link above or scan the QR code with your camera phone below.





Thank you



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