



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

6 May 2021



Introduction



Achim Mossmann
Principal
Global Head of Outsourcing
KPMG in the US



Today's co-presenters



Glen Collins
Senior Manager
Global Mobility Services
KPMG in the US



Charlotte Malan
Director
Technology, Global Mobility Services, KPMG
in the UK



Craig Robinson
Director
Deals Tax Legal, People Services
KPMG Australia



Kathleen Soderman
Managing Director
Global Mobility Services
KPMG in the US

Introduction



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
Principal
Global Head of Outsourcing
KPMG in the US



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

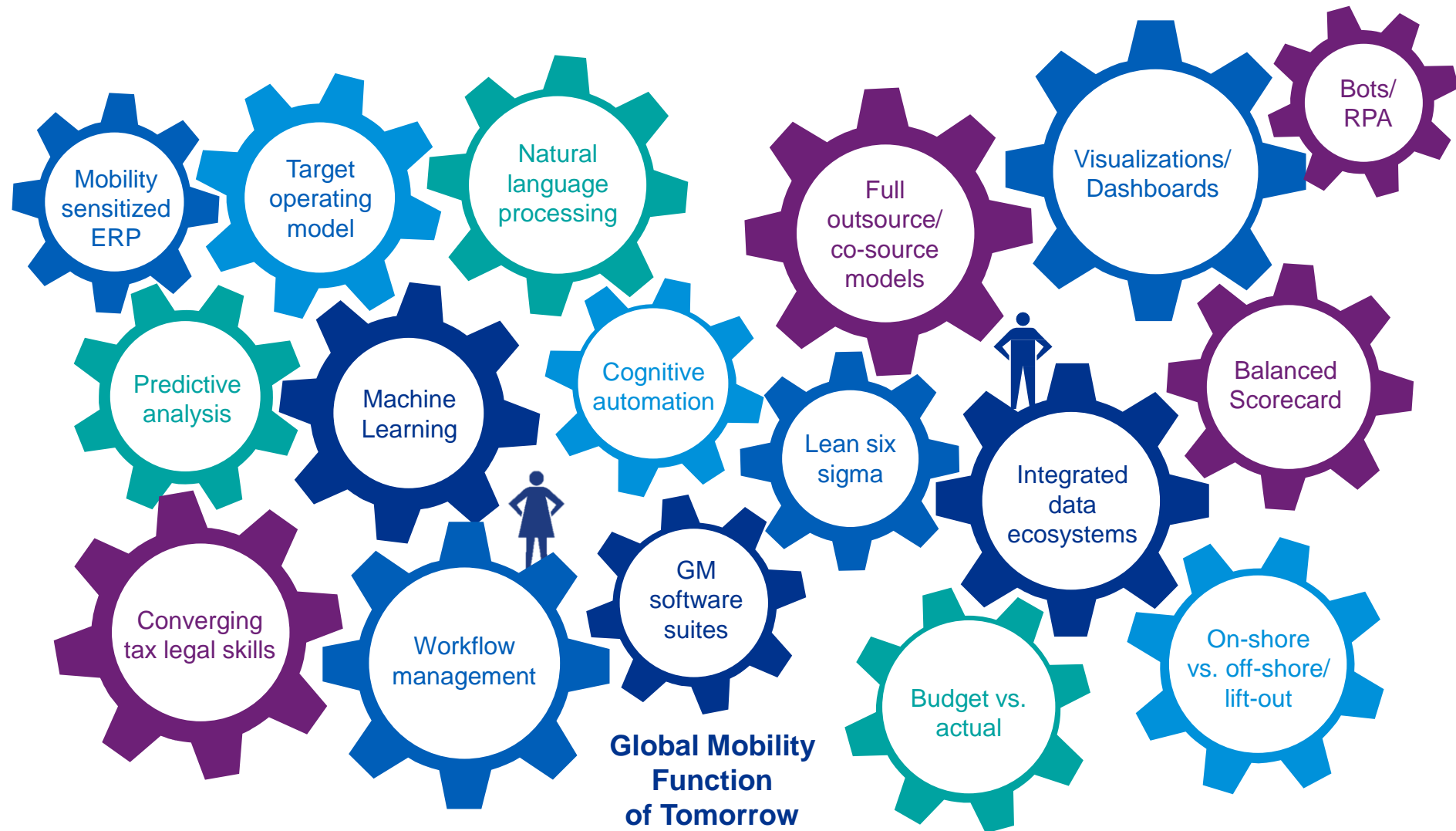
- Digital vs. Human labor
- Evolving workforce skills and desires
- Gig economy
- Alternative workforce solutions
- Work From Anywhere
- Future of Work
- Emerging from COVID-19



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





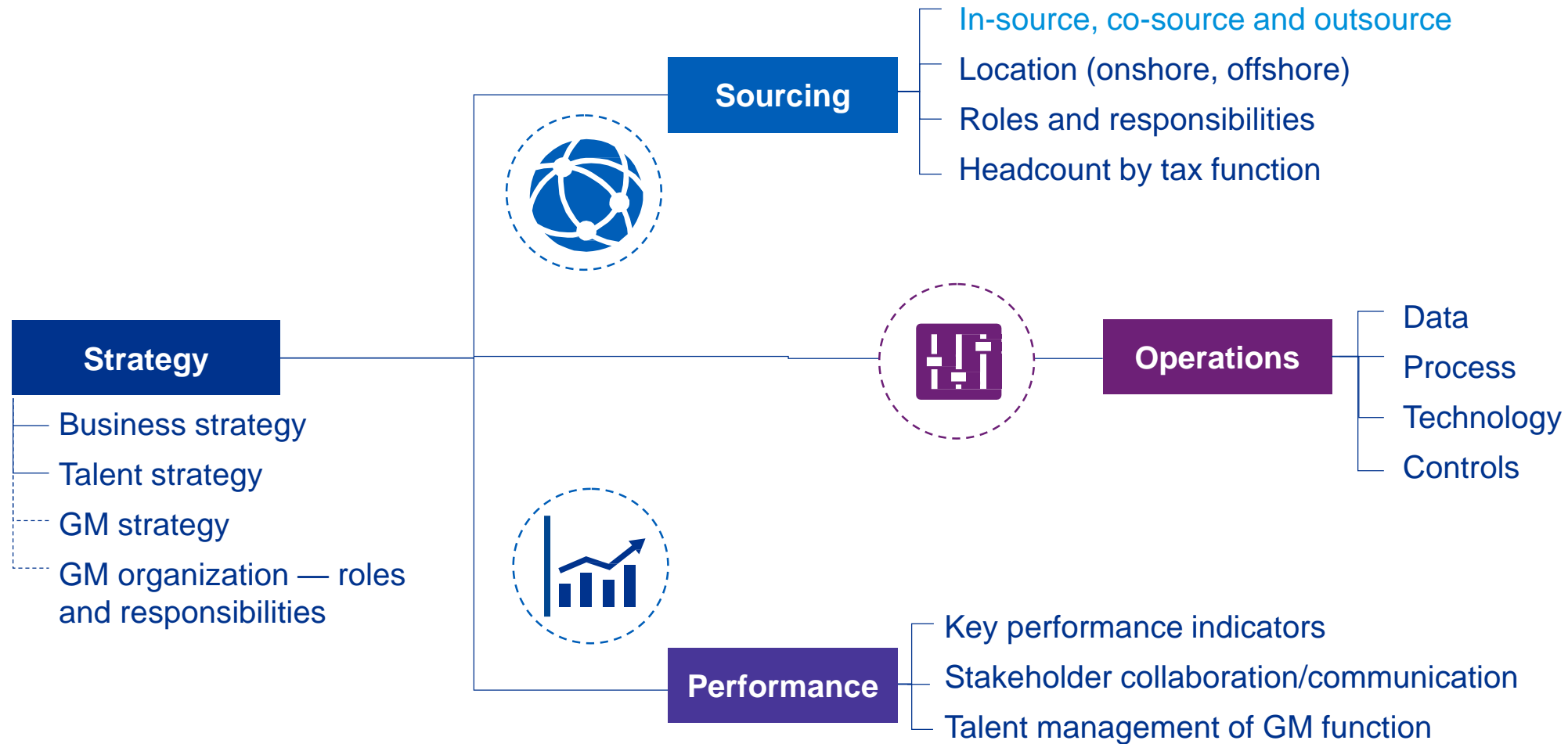
Global Mobility Target Operating Model (TOM)



Glen Collins
Senior Manager
Global Mobility Services
KPMG in the US

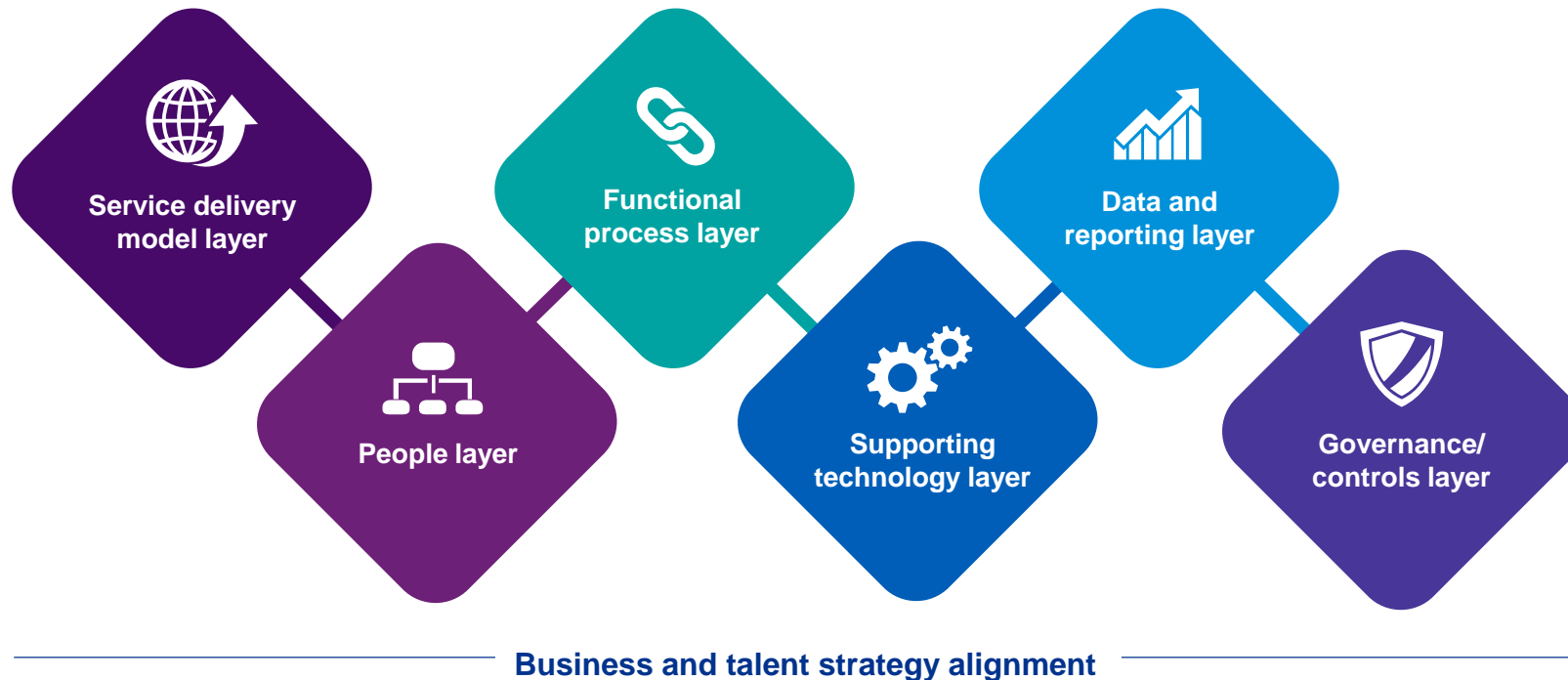


Global Mobility TOM transformation framework



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



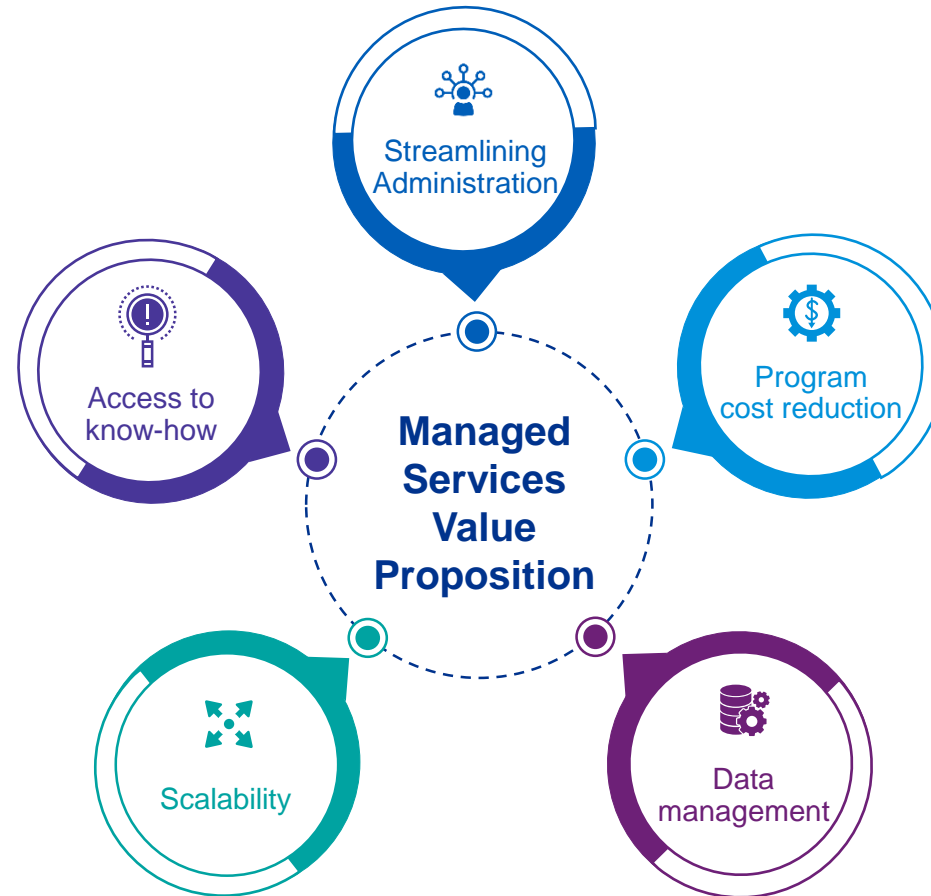


Managed services strategy & design

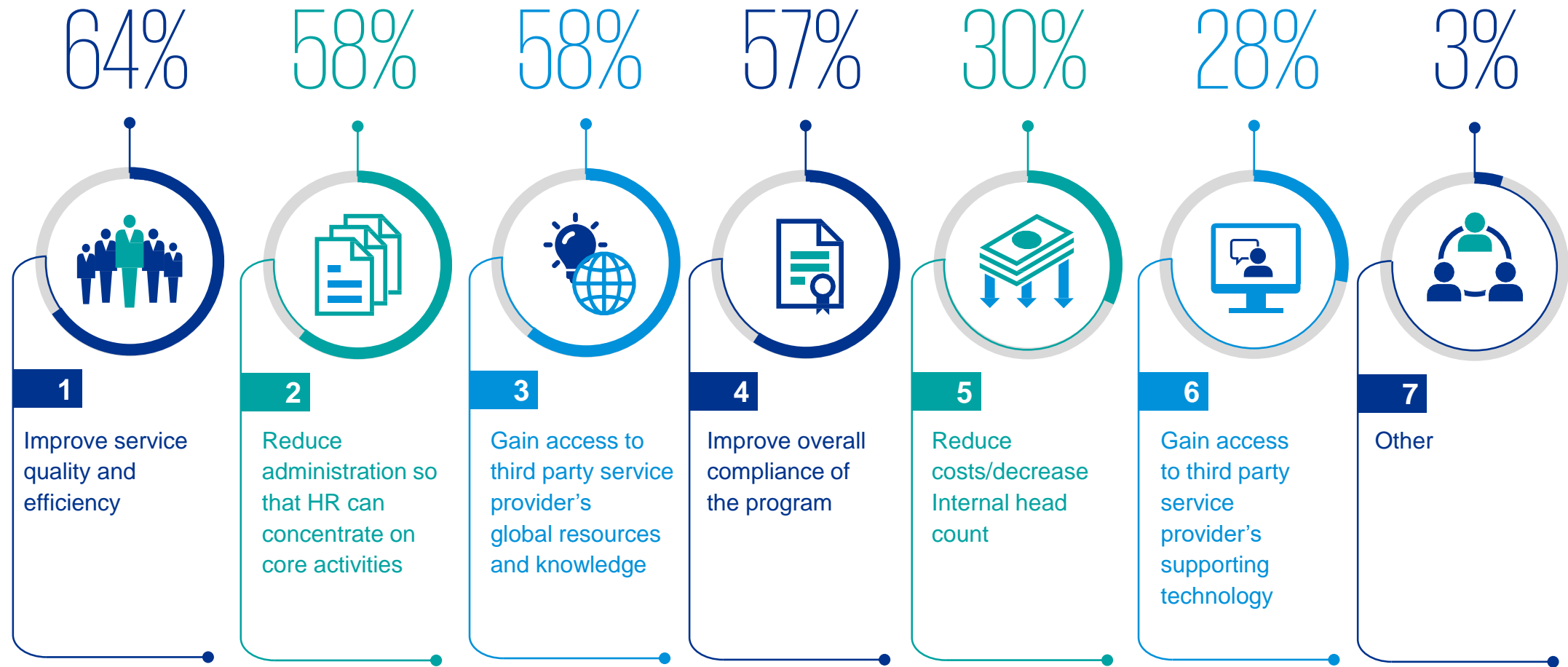


Reasons for implementing managed services support

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

Benefits of In-House

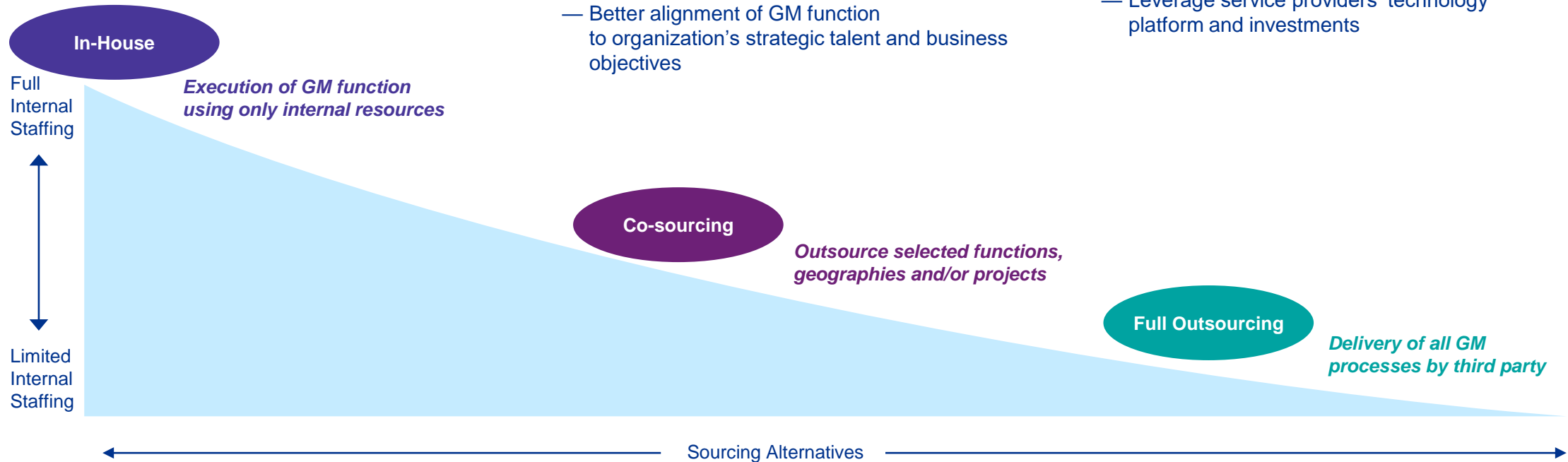
- Continuity and control of GM function and processes
- Greater certainty around institutional knowledge
- Immediate response to talent mobility needs
- Retained in-house connectivity to stakeholders

Benefits of Co-sourcing

- Access to service provider subject matter experts
- Global reach of service provider network
- Lower cost alternative for lower value administrative activity
- Leverage providers' continuing investments in technology
- Better alignment of GM function to organization's strategic talent and business objectives

Benefits of Full Outsourcing

- Global reach
- Lower cost service delivery
- Service provider expertise and quality
- More time for GM function to focus on higher value strategic advisory
- Better leverage of offshore resources
- Leverage service providers' technology platform and investments





Regional perspectives



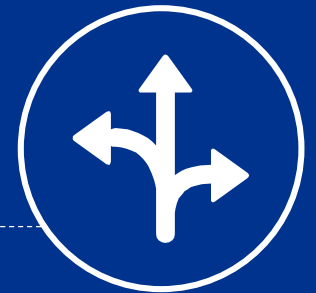
Craig Robinson
Director
Deals Tax Legal, People Services
KPMG Australia



Kathleen Soderman
Managing Director
Global Mobility Services
KPMG in the US



Charlotte Malan
Director
Technology, Global Mobility Services
KPMG in the UK



ASPAC



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

Americas



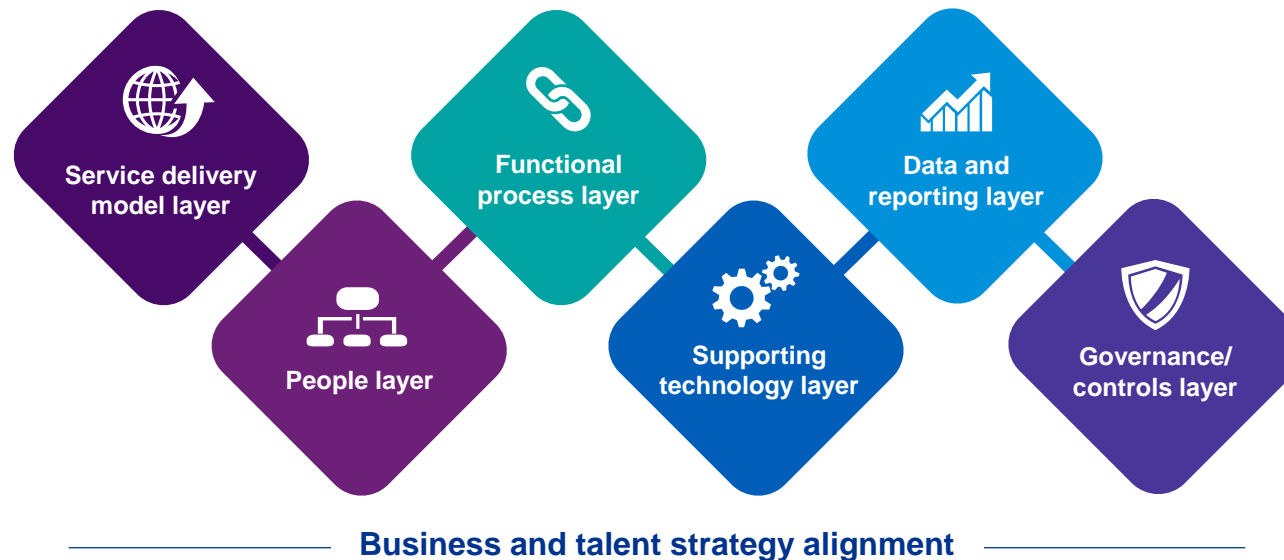
- Focus on strategy
- Process (re)design and standardization
- Expanding global footprints



- 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



Achim Mossmann
Principal
Global Head of Outsourcing
KPMG in the US
E: amosmann@kpmg.com



Glen Collins
Senior Manager
Global Mobility Services
KPMG in the US
E: glencollins@kpmg.com



Charlotte Malan
Director
Technology, Global Mobility Services
KPMG in the UK
E: charlotte.malan@kpmg.co.uk



Craig Robinson
Director
Deals Tax Legal, People Services
KPMG Australia
E: crobinson12@kpmg.com.au



Kathleen Soderman
Managing Director
Global Mobility Services
KPMG in the US
E: ksoderman@kpmg.com

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



Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

home.kpmg/socialmedia



© 2021 Copyright owned by one or more of the KPMG International entities. KPMG International entities provide no services to clients. All rights reserved.

KPMG refers to the global organization or to one or more of the member firms of KPMG International Limited (“KPMG International”), each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. For more detail about our structure please visit home.kpmg/governance.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.