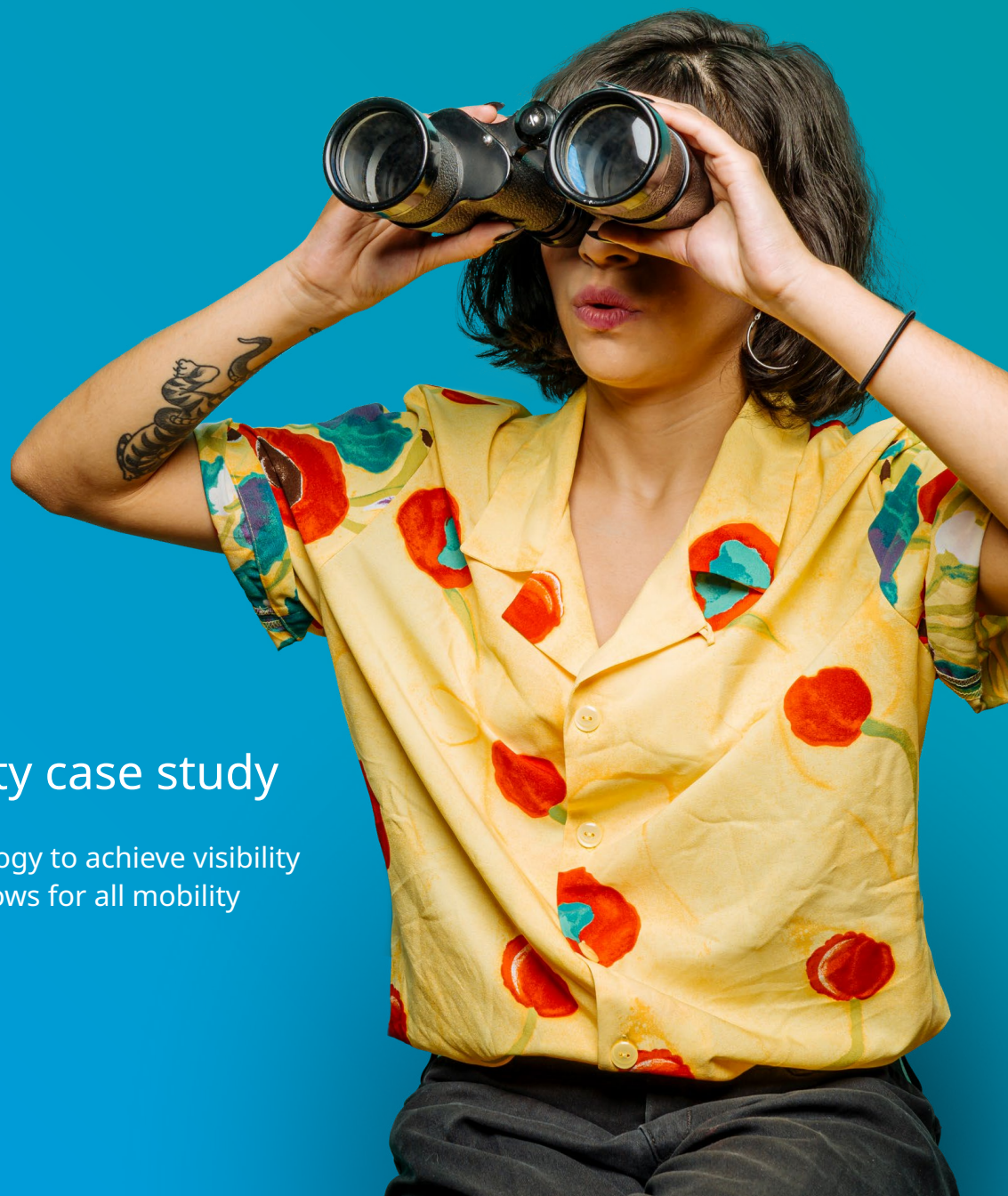


visibility for all



Global mobility case study

Implementing technology to achieve visibility and streamline workflows for all mobility process stakeholders

When a leading global food and beverage manufacturer realised it needed to streamline its global mobility programme and ensure visibility for all stakeholders involved, it turned to Mercer, its trusted provider of global mobility data solutions.

At a glance

Client

Multinational company with more than 100 years of legacy — a leading manufacturer in the food and beverage industry

Global mobility programme snapshot

150 permanent moves

85 expats on assignment

9 policies under management:

- Long-term
- Short-term
- Early career development
- Employee-initiated
- Company-initiated permanent transfers



**An opportunity to
work with a great
team to implement,
possibly the best GM
Tool on the market.**

— Mihai Basuc, Global Mobility Talent Specialist



The challenge

Running a large mobility programme with multiple moving pieces, the client felt it lacked transparency and automation, which affected employee experience and efficiency. It sought a technology solution to provide greater process visibility and streamline tasks for all global mobility stakeholders.

The client specifically wanted to solve a number of business issues negatively impacting its mobility programme:

- Lack of transparency and engagement for mobile employees and their families
- Lack of tools to enable line managers and business partners to easily create and monitor new mobility requests; insufficient process visibility and documentation
- Information managed in multiple systems and Excel spreadsheets, with numerous manual entries and task duplication contributing to inefficiency and increased risks
- Time-consuming, manual processes for creating and approving cost projections, letters of assignment and other mobility materials
- Lack of a central system of record, with no ability to aggregate data for programme reporting and analytics
- A disconnected ecosystem of service providers, requiring time-consuming daily follow-up by multiple stakeholders

Inefficient workflows

Data-related risks

Frustrated employees



The solution

The client envisaged a system that would provide one central database for all relevant documents and ensure visibility over mobility processes for assignees and the business alike.

The client selected Mercer's Mobility Management Platform™ (MMP), built in collaboration with ServiceNow®, as its technology solution of choice based on several differentiating factors:

- The client had a preexisting relationship with Mercer for its mobility information requirements, which provided the option of pulling data directly from the platform's built-in calculators, including additional calculation tools not previously used by the client also available within MMP.
- Built on the ServiceNow® platform, Mercer shares the ServiceNow® vision of "making the world of work, work better for people." The client's previous experience with the solution, which delivers digital workflows to create great experiences and unlock productivity, was positive.
- MMP has powerful reporting capabilities and user-friendly dashboards.
- The investment was cost-efficient.
- This solution offered the possibility of future integration with the client's HRIS and external vendor platforms for full centralisation of the mobility ecosystem.

Mobility Management Platform (MMP) delivers the functionalities the client needs and offers direct benefits:

- ➡ Consumer-grade user experience for all mobility process stakeholders
- ➡ Streamlined processes to accelerate time-to-market for the client's people
- ➡ Data entry automation to reduce the risk of errors and increase confidence in the client's mobility programme
- ➡ One central, cloud-based database to store and process documents
- ➡ Powerful reporting capabilities to define, monitor and measure client-specific KPIs
- ➡ Easy access to analytics on the performance of the client's programme, with reports and dashboards
- ➡ Integrations with HRIS and external vendor platforms



The importance of partnership

The client and Mercer teams partnered closely together at every stage of the process.

Initially, the teams held a series of discovery meetings to document the client's current-state mobility programme and design a new vision for a technology-enabled future state.

Before proceeding to MMP implementation, it was necessary to accommodate the client's extremely rigorous security protocol for new technology adoption. By working with ServiceNow® as well as Mercer's internal data security team, the implementation team was able to get the green light to proceed by meeting all the client's criteria.

Having a dedicated technology-focused practice — Mercer Digital — has enabled Mercer to offer time-tested and proven implementation methodologies as well as business-process expertise. The client's team greatly appreciated the resulting project management efficiency and agility.

A great partnership is always a two-way street. Part of Mercer's innovation strategy is an early adopter programme, where discovery-based implementations deliver key learnings leveraged by Mercer and our clients for future success. As a member of the programme, our client provided invaluable feedback, helping us shape the roadmap and contributing to continuous improvement.

Results and achievements

Since the implementation of Mobility Management Platform, the technology has fulfilled and exceeded the client's expectations, providing a highly improved experience for all mobility process stakeholders.

Business partner and line manager platform access

Managers can now initiate international assignments and relocation processes following a clear, simple path. They have full visibility into their international talent pool and initiated moves and can avoid process bottlenecks, all thanks to the intuitive, automated notifications from the platform that indicate when an approval action is necessary.

Reduced volume of work and transactional processes associated with employee moves frees up time for more strategic, higher-value business activities.

MMP also allows the client to forecast and manage budgets using interactive tools that include hard-to-capture information, such as exceptions, and provides access to the programme knowledgebase to help make the right policy selections.

Mobile employee engagement

Employees getting ready for their assignments can view the status of their moves in real time, with a clear overview of what's required of them and who owns each task at every step.

Mercer-curated country information for 140+ assignment locations is included in the license fee ([MercerPassport®](#)), providing extensive resources on the host locations to help prepare mobile employees for their moves and increasing the probability of assignment success.

MMP also allows the client to assess its mobility programme diversity, mobile employee engagement and satisfaction.



We received very positive feedback from the business after the platform go-live. Our international employees and their managers now have full visibility over the relocation and assignment processes, without the need to reach out to the mobility team.

— Senior Global Mobility Manager



Managing with ease

Administering the programme has become easier for the client's Mobility Group, with automation saving the group significant time and providing greater workload visibility.

Document management is much simpler, with a central database for storing, reviewing and approving the financials and letters of assignment, auto-generated based on company policies and content.

Eliminating manual data entry also improves compliance and minimises risks, decreasing the chances of human error at every stage of the mobility process.

The power of reporting

As the centralised database for the company's mobility programme, MMP gathers and provides data across all activities, enabling the client to create and share dashboards throughout the organisation. The platform's robust reporting capabilities exceeded the client's expectations, offering easy and personalised access to analytics for business partners, line managers, mobility analysts and executives.

Defining and tracking client-specific mobility KPIs helps develop an understanding of where the programme is aligned to the business strategy — and where it's not — to reveal areas for improvement and drive performance.

What's next?

The partnership doesn't end with the Mobility Management Platform implementation. Mercer will support an HRIS integration between the client's SuccessFactors instance and MMP — an investment bound to add significant value for the business.

Conclusion

The client sought an efficient and user-friendly platform to deliver great experiences, unlock productivity, and easily manage and oversee its mobile population. In addition, the company needed to streamline its global mobility workflows and provide visibility to all stakeholders. Through Mercer, the organisation was able to leverage the cutting-edge technology from ServiceNow®. As a result of the partnership, the client is now reaping the rewards of clear and consolidated global mobility processes while continuing to realise the benefits of a fully integrated technology ecosystem.

