

Strategic mobility

Unlocking the value of global mobility

In partnership with:
Harvard Business
Review

The EY logo is positioned in the lower-left area of the page. It consists of the letters 'EY' in a bold, white, sans-serif font. The 'E' and 'Y' are connected at the top. The background of the entire page is a photograph of a stone sculpture, likely the 'Spirit of the American People' by Fritz Koenig, showing a man and a woman in profile. A bright yellow diagonal band cuts across the image from the bottom left towards the top right. On the far left, a series of white vertical lines of varying heights create a perspective effect, pointing towards the EY logo.

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Introduction to the EY/HBR Study

- ▶ Describe how widely global mobility is utilized by organizations and to what extent it is a key business priority
- ▶ Explore how organizations deploy global mobility
- ▶ Understand the linkages between global mobility and company performance in key areas of operation
- ▶ Describe the 'best in class' users of global mobility, how they link it to critical business roles and how they assess its ROI

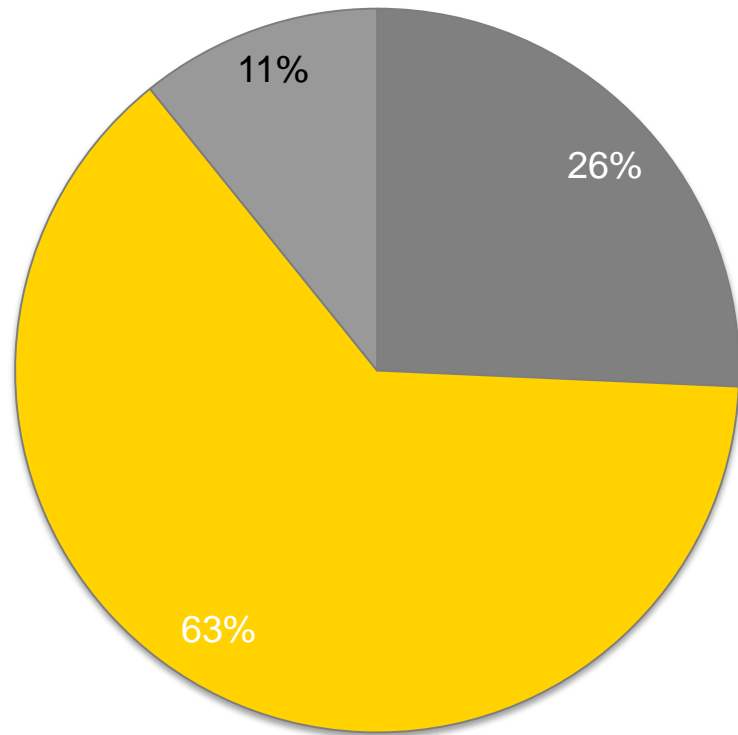
Respondent demographics

- ▶ **695 survey respondents**
- ▶ **Region:** 30% of respondents are from Europe, with 26% from Asia and North America; and 13% are from South/Central America. MEA contributes 5%.
- ▶ **Industry sectors:** 17% of respondents come from the manufacturing sector, with 11% coming from financial. Technology and energy/utilities both contribute 10% of respondents, with the remaining industries contributing 7% or less.
- ▶ **Size of organization:** 28% of organizations have 2013 revenues of \$5bn or more, 32% earn up to \$499m, while 22% generate between \$500m and \$4.99bn. 42% of respondents work in companies of 10,000 or more employees. 30% have between 1,000 and 9,999 employees.

Respondent demographics

- ▶ **Seniority:** 16% of respondents are Executive Management, 29% are Senior Management and 37% are middle managers, with 18% coming from other grades.
- ▶ **Job function:** 41% of respondents work in HR/training, with 11% in finance/risk and 8% in general management. Other functions are represented by 7% or less of the respondent base.
- ▶ **Geographical operations:** 31% of organizations operate in 2-10 countries, 33% in 11-50 and 23% in more than 50 countries. 10% operate domestically only.

How mobility decisions are made

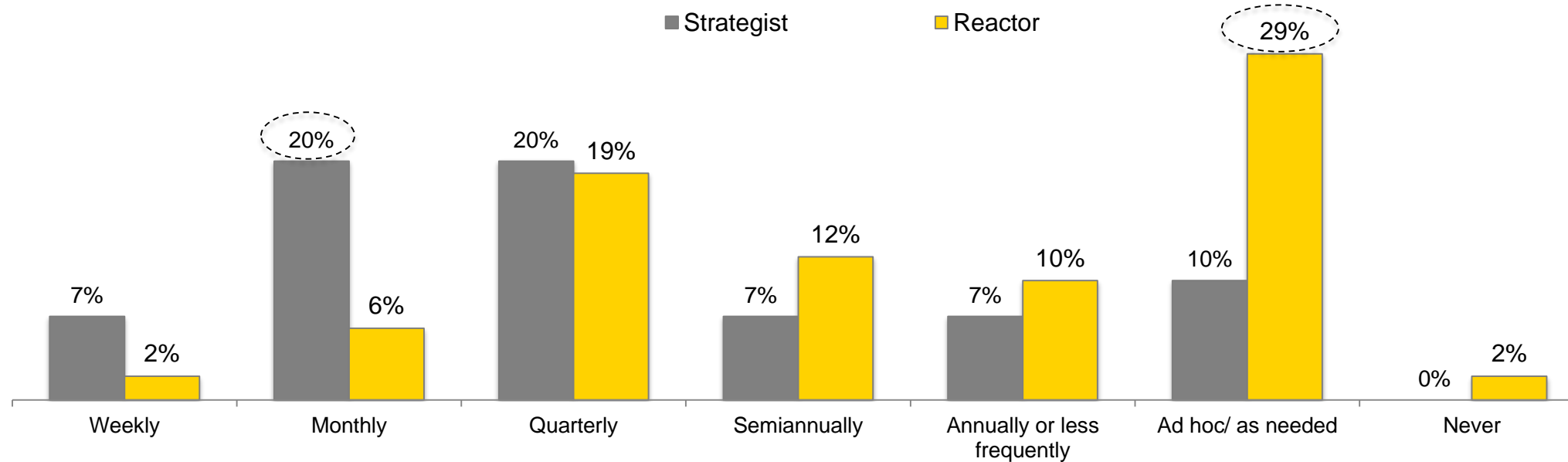


Strategists

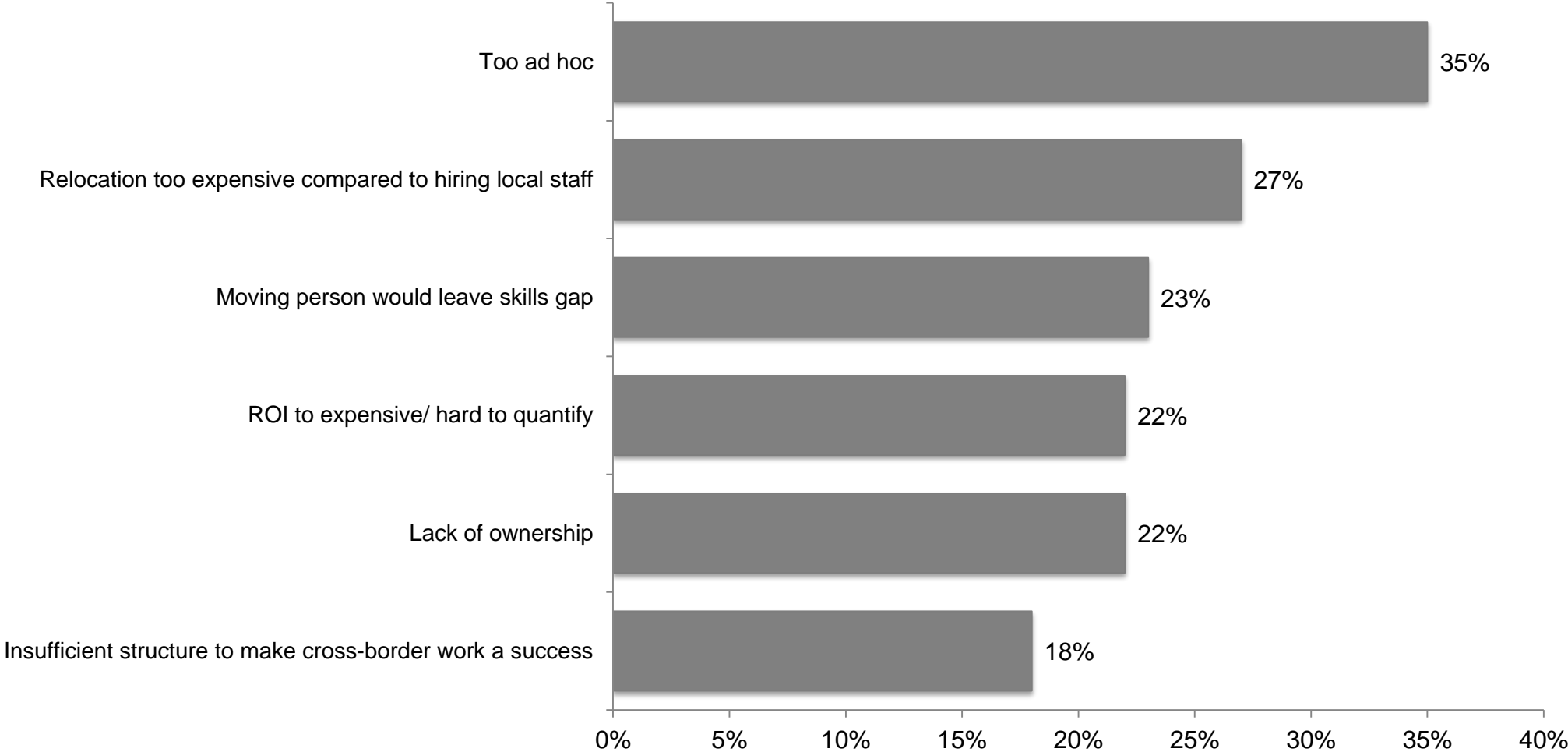
- Proactively: mobility is mapped out and used strategically to help develop future leaders
- Reactively: when there is a need e.g. we're growing a unit and need a manager to run it now
- Don't know

Reactors

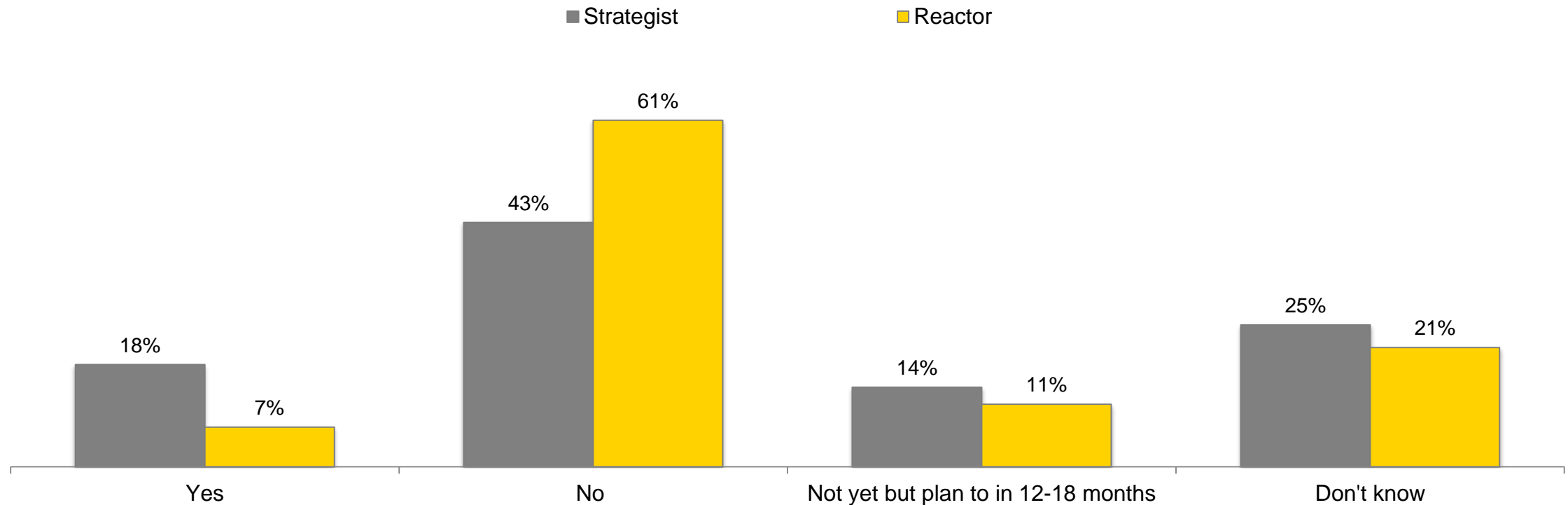
Frequency of C-level global mobility discussions over the past year



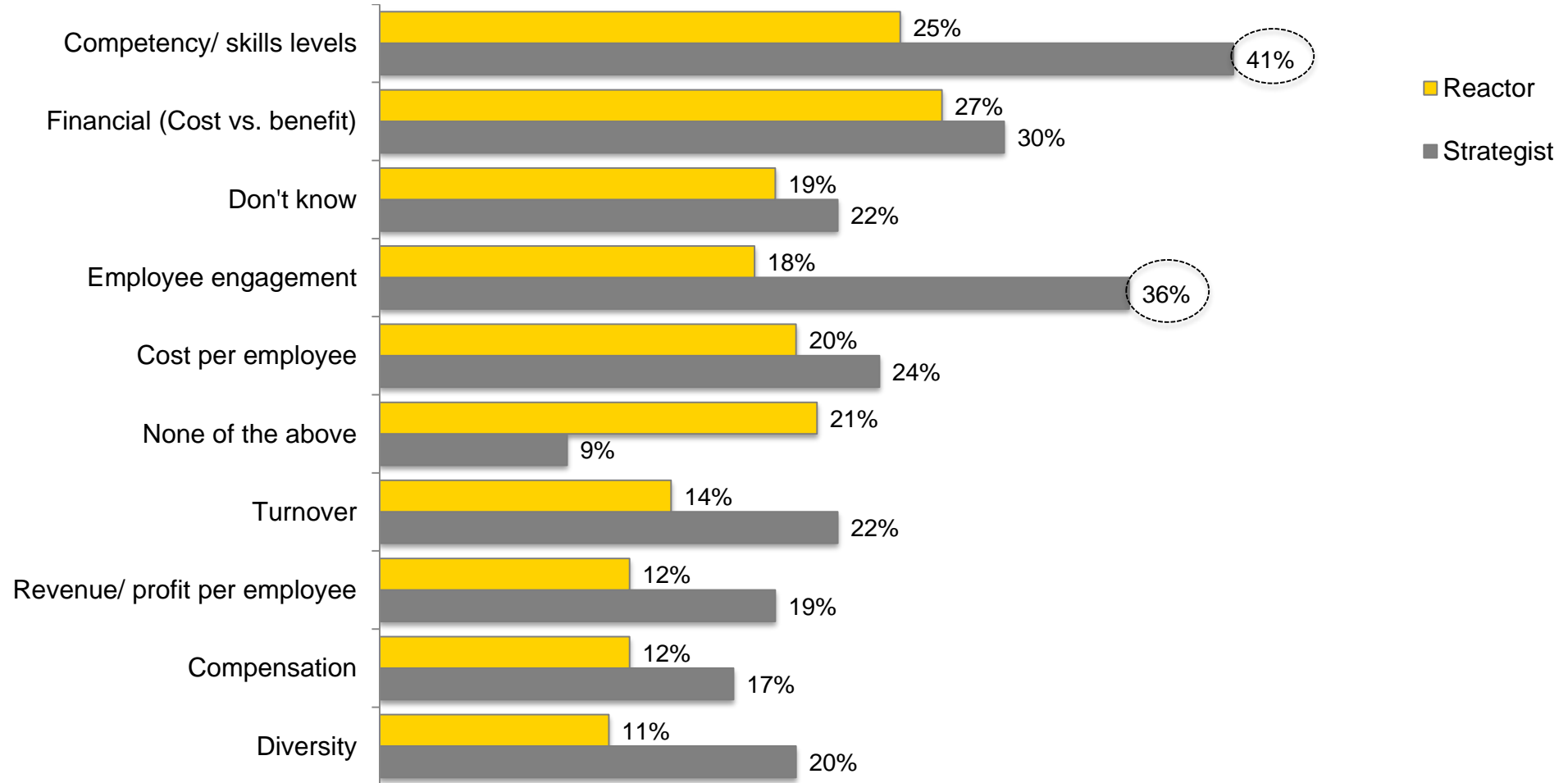
Challenges with global mobility strategy implementation



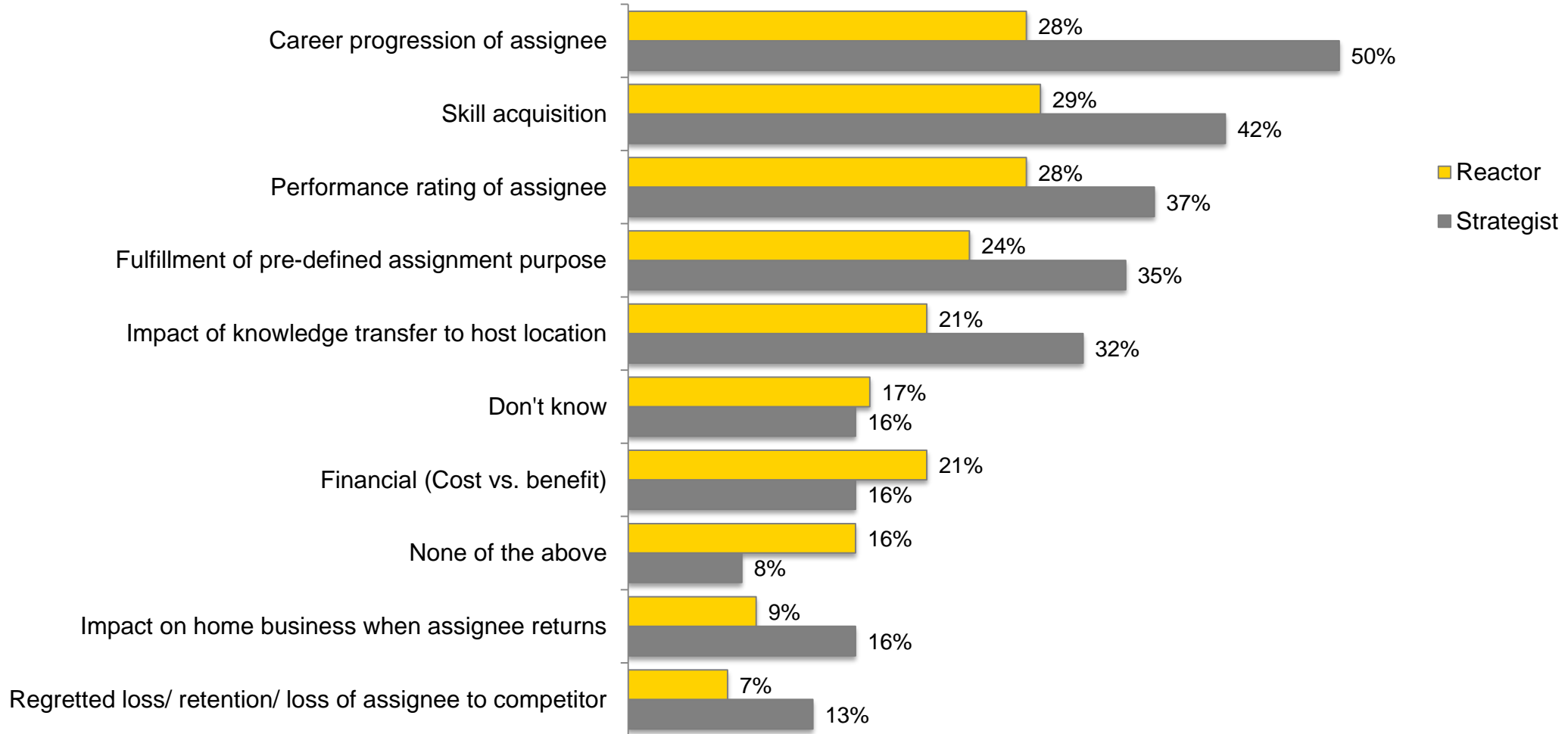
Global mobility ROI not widely measured



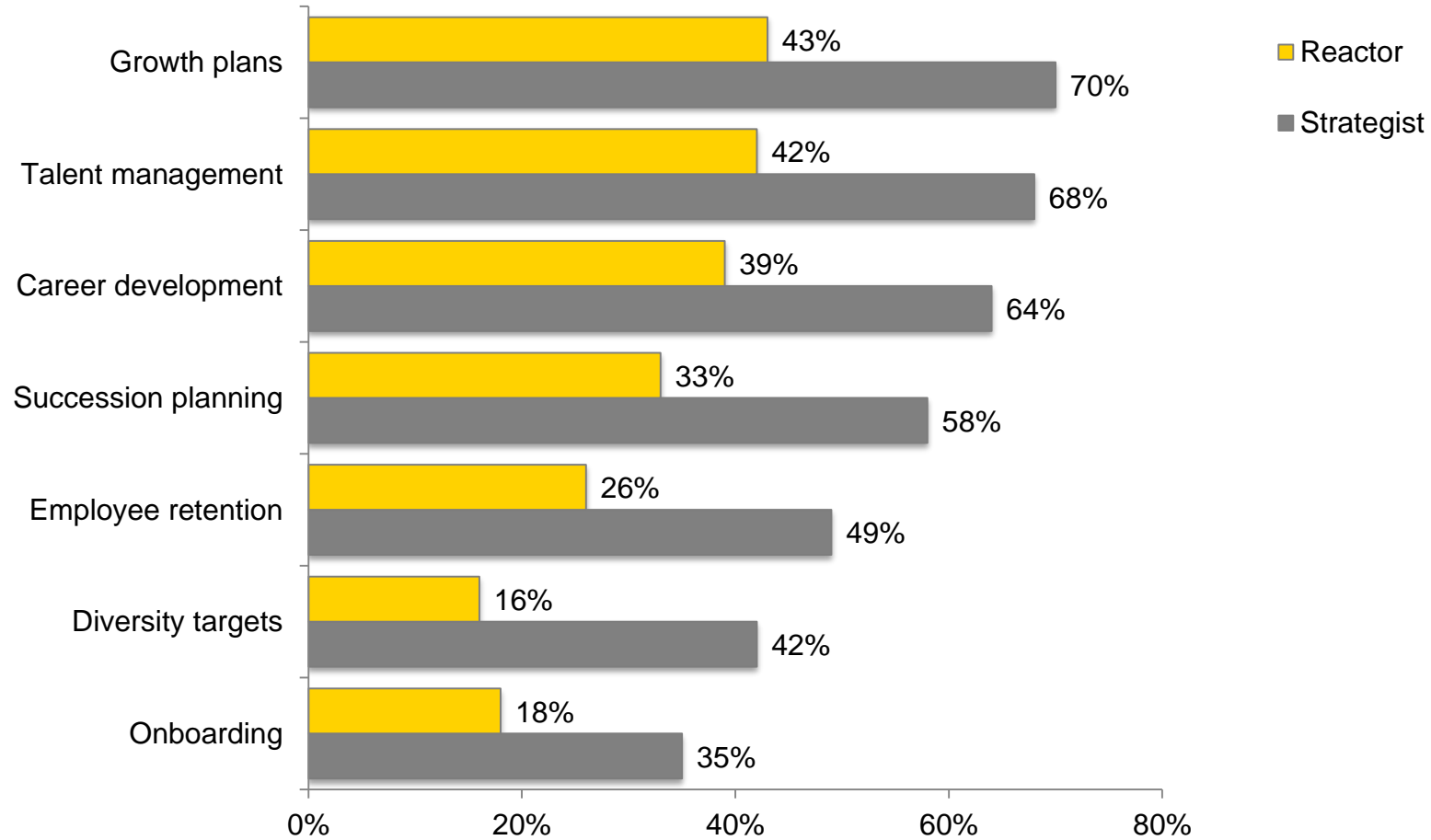
Global mobility: business metrics used



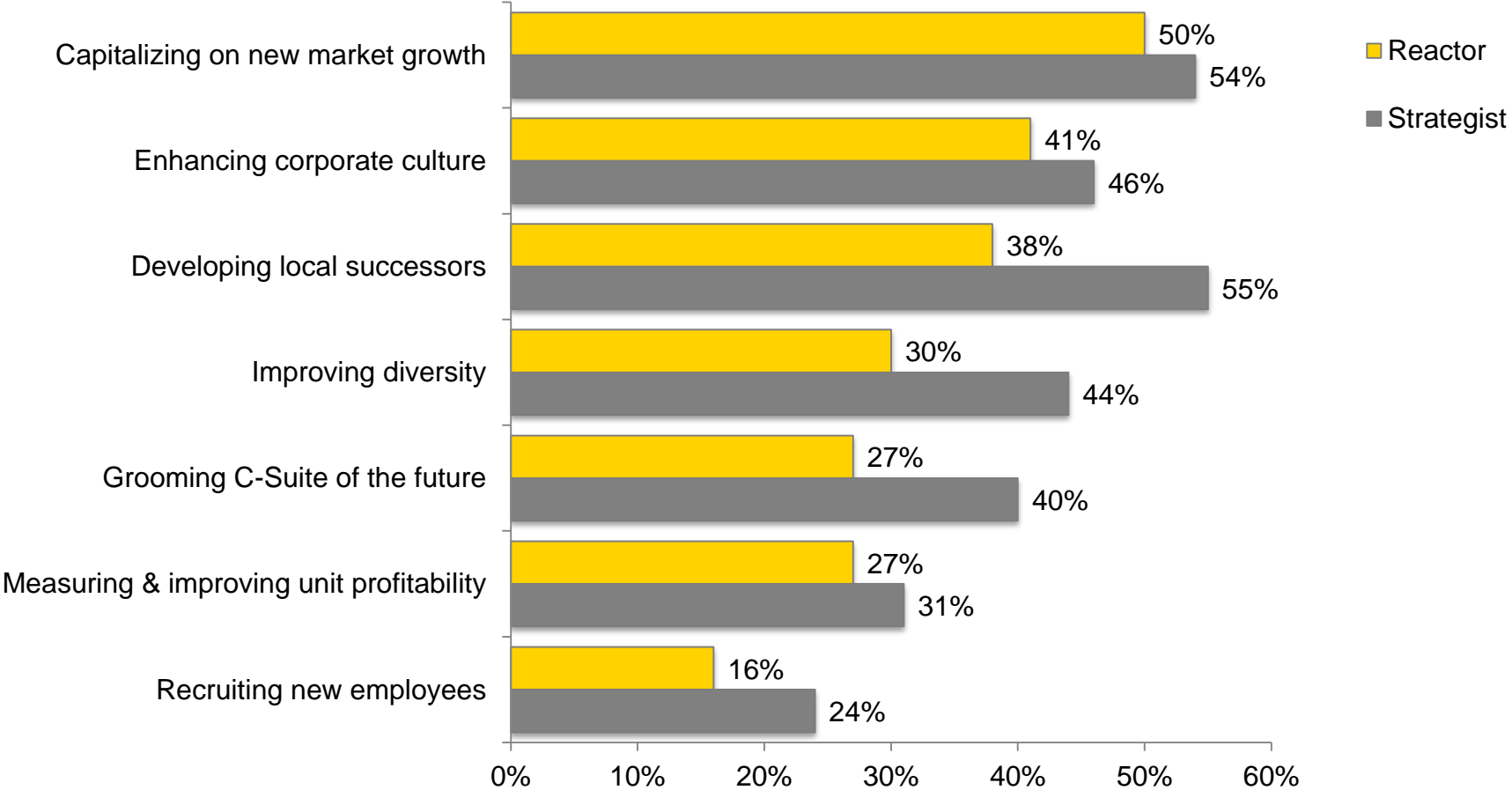
Global mobility: personal metrics used



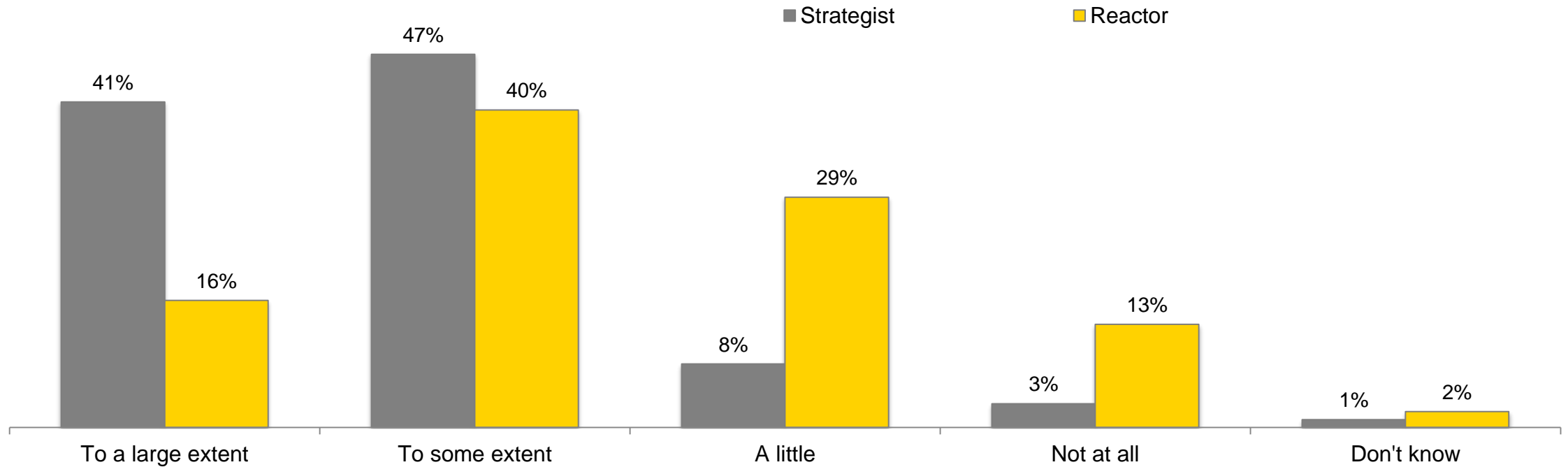
Planning: Strategists include global mobility



Global mobility: most significant benefits

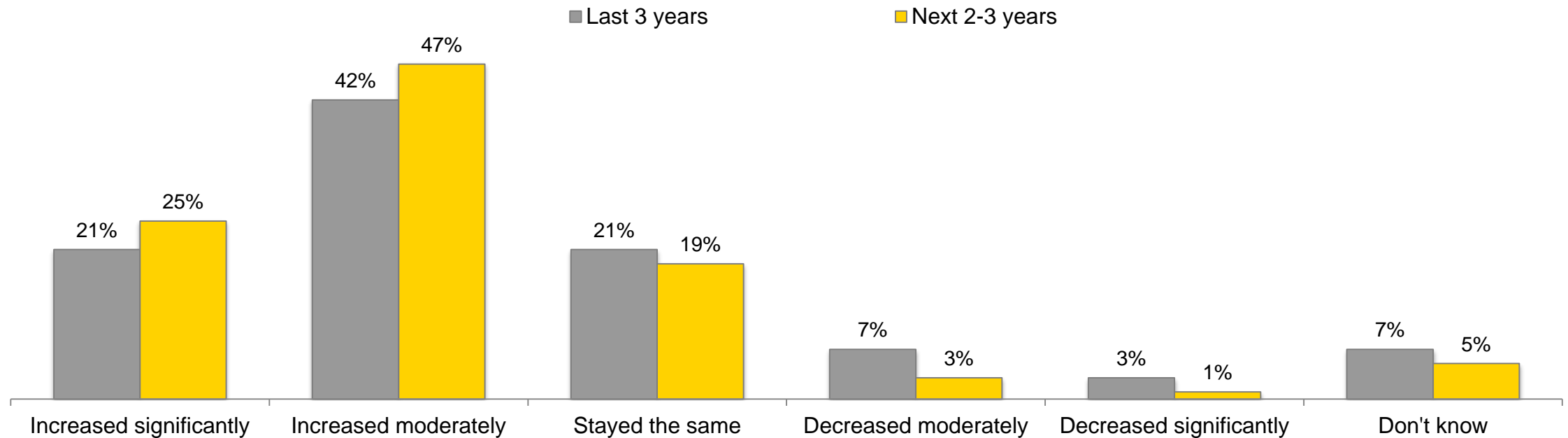


Strategists actively promote mobility in leadership/ career development

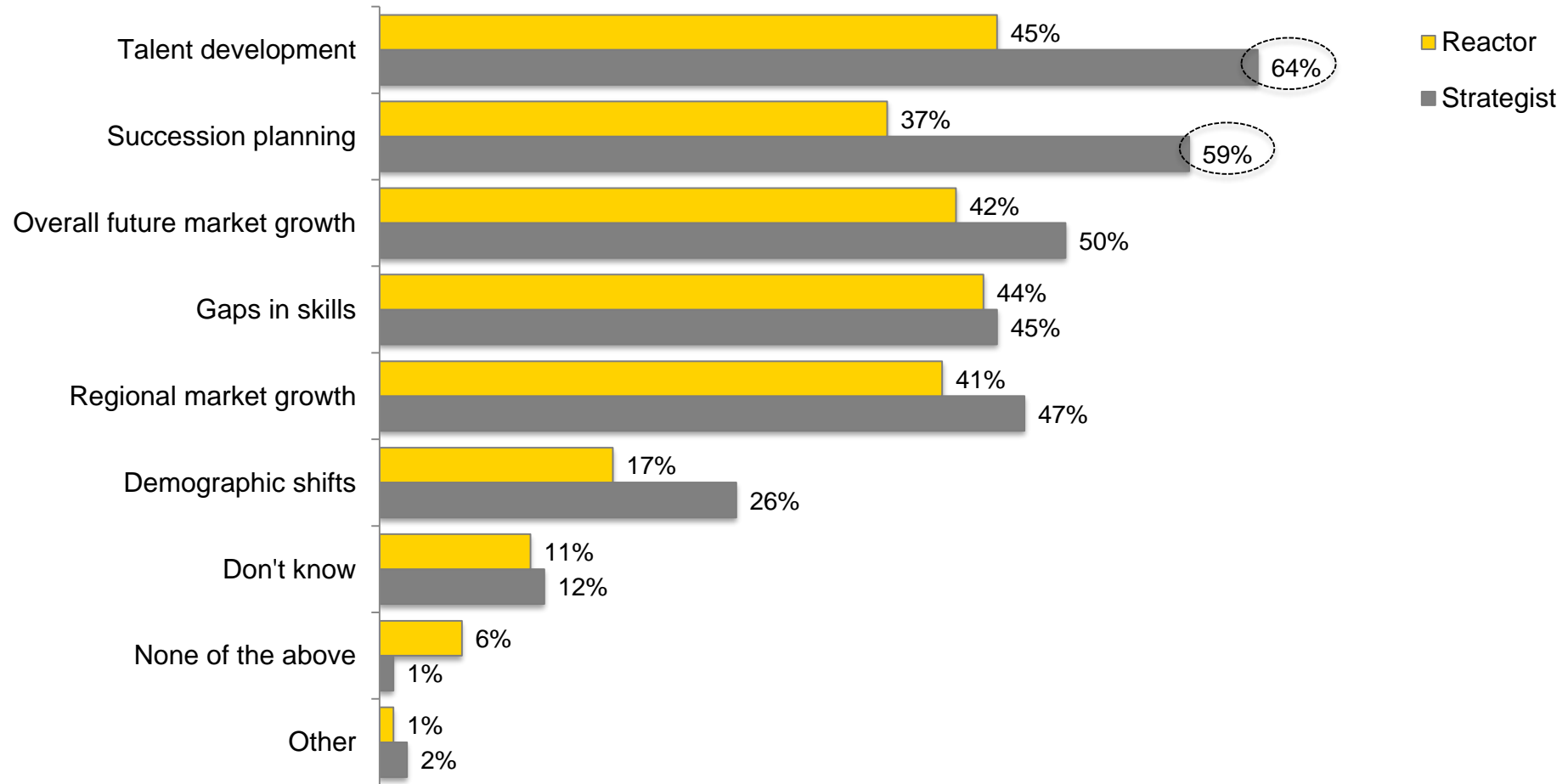


Changes in need for globally mobile staff

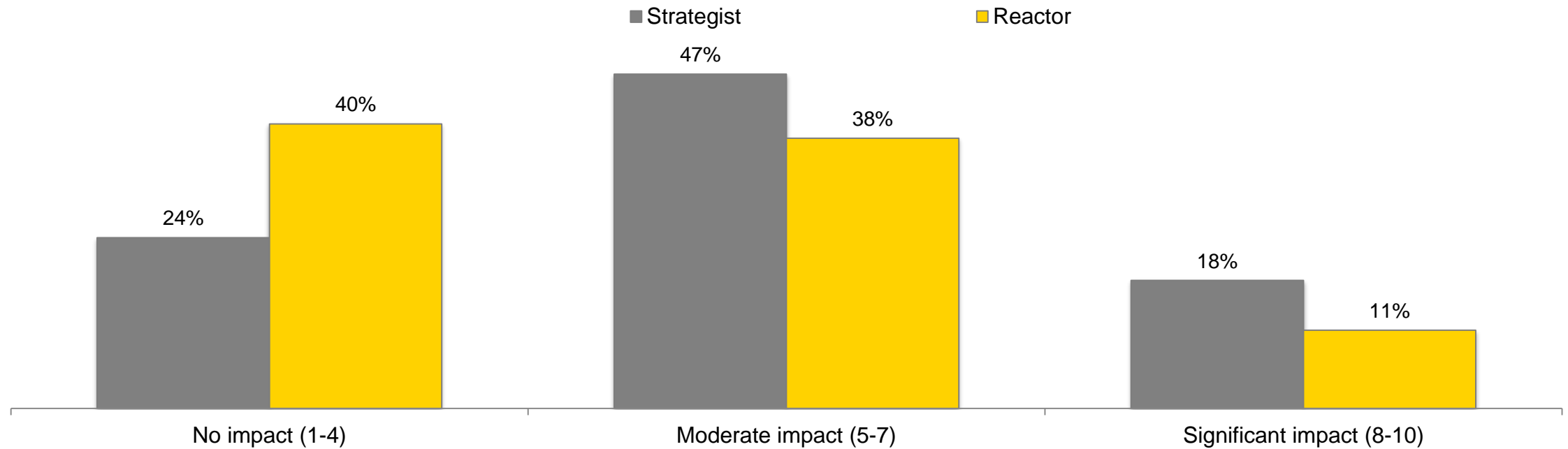
Last 3 years vs. next 3 years



Metrics used for workforce needs over next 2-3 years



Global mobility's impact on financial performance



Thank you

