

21st century international mobility strategies

Designing international mobility strategies to meet the future needs of your organisation

The issues

The talent crisis, an ageing workforce in the western world and the increase in global worker mobility are just some of the issues that signal that moving employees globally will continue to be a necessary facet of business life. The investment required to send employees on international assignment can be substantial, however many organisations remain unclear about the benefits and how they link to business strategy. At the same time, organisations are trying to understand the reasons why individuals choose, or refuse, to undertake international assignments. Unless organisational and individual motivations are understood and aligned, the significant value international assignments can achieve is likely to be wholly or significantly wasted.

What we know – some common pitfalls to international assignment design

- Most companies view the cost of international assignments as being a critical factor in the decision to send employees overseas, however very few organisations track the long-term cost of an assignment.
- More investment in candidate motivation profiling can pay dividends: the cost of an international assignment is three times the spend on a local hire and yet there is minimal investment in candidate profiling.
- Reintegration theory is not supported by actions: our research has shown that if the level of turnover seen in the first 12 months of repatriation was experienced in new recruits, an organisation would ask serious questions of itself.
- Managing the career wobble on return is key to sustaining value from international assignments. For organisations to ensure that they retain the individuals in whom they have made considerable investment, the relationship between an individual's capabilities and the challenge of the role they find themselves in on return is critical.

What is the solution?

These are just some of the areas that PricewaterhouseCoopers International Mobility specialists can assist your organisation with when developing an international mobility strategy. We are one of the only consulting firms to research and develop international mobility strategies. Our work with Cranfield School of Management into understanding and avoiding the barriers to international mobility and measuring the value of international assignments enables us to offer you the best possible strategic advice.

We apply our wealth of knowledge to provide you with a fundamental review of all aspects of your international mobility policy, highlighting solutions where processes are not supporting businesses' international mobility strategy, or helping to design a strategy where one isn't in place.



We can offer you:

- international mobility strategy design
- benchmarking and implementation of change to your assignment policy;
- advice on communications strategy and approach;
- compensation and benefits package design;
- international mobility process efficiency;
- vendor selection advice;
- technology support to help you capture and manage the data for all your globally mobile assignees.

Contacts

If you would like to discuss your international mobility policy or strategy, or any of the issues raised in this document, please contact your usual PwC contact, or one of the following specialists:

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