Global Mobility organizations seek to manage mobility risk and attend to the needs of employees and their families, while ensuring the organization’s business objectives are met.

Achieving these goals in the information economy requires companies to be forward thinking, digitally enabled and business-focused.

KPMG has developed data and analytics enabled services and technologies to help companies achieve their mobility objectives while maintaining compliant, accountable, efficient and cost effective programs.
Using Data & Analytics in Human Resources and Global Mobility

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KPMG UK, P3 Director

Katherine Avery Marrufo
Cisco Systems, Inc., Sr. Director, Employee Talent Services
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.
Agenda

Introduction to Data & Analytics

Data & Analytics in HR

Data & Analytics in Mobility

Case Study

Audience Discussion
Introduction to Data & Analytics
Big Data
What is Data and Analytics (D&A)?

- Examination of raw data with the purpose of drawing conclusions about that information that are meaningful and consistent

- Allows companies to make evidence based decisions and can verify/disprove existing models or theories

- Goes beyond traditional Business Intelligence to discover deeper insights, make predictions or generate recommendations
D&A Uses

- Visualizations/Dashboards
- Metrics and KPIs
- Reporting
- Forecasting
- Benchmarking
- Transformation Modeling
- Accountability
Maturity Stages of Data and Analytics

- **Prescriptive**
  
  Used to develop a course of action in response to an event; defines and articulates the ideal process to follow to address or respond to events – *What is the best course of action?*

- **Predictive**
  
  Extracts information from existing data sets in order to determine patterns and predict future outcomes and trends – *What is likely to happen?*

- **Diagnostic**
  
  Used to find anomalies or patterns that provide insight into the causes of an outcome – *Why did it happen?*

- **Descriptive**
  
  Provides information about the state of events, trends, patterns and relationships in the existing data – *What happened?*
Generating Business Value from D&A

Business has fundamentally changed – your competitors (known and unknown) are harnessing data to drive growth and profitability now.

A data-driven organization embeds the ability to harness data in every aspect of its business, including how decisions are made, how processes are operated, and how people are enabled.

Data is raw material that becomes valuable through the use of analytics. Big Data requires advanced analytics and technology to capture the value.

Data and analytics is not simply about technology. A business problem orientation helps to zero in on the right data and apply the right analytics to generate tangible value.

New opportunities, new risks – while data is a valuable asset, new uses of it pose new risks – organizations need to carefully balance them.
Client D&A “Building Blocks”

**Strategy & Alignment**
- D&A Strategic Transformation Assessment
- Business Strategy Alignment
- Maturity & Tech/Data Assessment
- D&A Roadmap (including COE design)
- Business/Use Case Development

**Organization**
- Culture & Change Management
- Capabilities & Process

**Data**
- Governance & Quality
- Integrated Data & Information Management

**Technology**
- Infrastructure
- Platforms & Tools

**Analytics**
- Advanced Analytics
- Reporting & Visualization

- Building Organization & People Capabilities in Analytics
- Developing & Maintaining an Analytics Culture
- Change Management and Adoption Program
- Information/Data Management Assessments
- Data Quality Assessment, Programs, and Control Design
- Data Identification and Strategy (Proprietary, Public, etc.)
- Information/Data Standards & Governance
- Risk Assessment
- Master Data / Metadata Strategies & Management Processes
- Info/Data Strategy & Architecture
- Info Compliance Assessment
- Info Architecture & Data Modeling
- Data Conversion Strategies & Development
- Enterprise Info Strategy & Conceptual Design
- ETL Design & Development
- Dataset Creation/Access/Hosting/Maintenance
- Security Assessment, Design and Implementation
- Data Warehouse Assessment
- Technology Integration Strategy
- Architecture Design
- Hardware and Infrastructure Implementation Assistance
- BI Application and Tool Selection Assistance
- BI Platform Implementation and Integration
- ERP Platform Implementation and Integration (SAP, Oracle)
- Operational and Performance Testing
- Flexible Interfaces for Data Extraction (selection, design, build)

- Analytics as a Service
- Solution Design, Prototyping, Build, and Deployment
- Pre-built Analytical Solutions
- KPI / PI / Metric Definition
- Business Performance Management
- Reporting Strategy and Functional Design
- Dashboard and Visualization Design, Prototyping, Build, and Deployment
- Pre-built Visualization and Reporting Solutions
Data & Analytics in Human Resources

People Powered Performance – Data and Analytics applied to the Workforce

Jonathan Green
The Analytics Maturity Curve
Using Data and People Analytics to Improve Business Performance

Data and Analytics can help drive business performance and reduced risk by targeting high impact business issues

- Drive engagement
- Predict employee attrition
- Strategic workforce planning
- Identify and reduce workforce risk factors
- Match workforce supply and demand
- Identify high potential employees
- Isolate workforce performance factors
- Improve workforce productivity
- Training Return on Investment
- Salesforce improvement
“BIO Workforce” is a user-friendly interactive application for strategic decision makers. It gathers data from disparate systems and manual sources, under the 5C framework, which can then be ‘sliced and diced’ in accordance with the user’s requirements. Data can be refreshed monthly as a managed service by KPMG with online client access.
People Analytics
Drivers of Workforce Engagement

Opportunity for cost reduction of up to £1.5m per annum relating to absence costs and customer initiatives, together with a 15% increase in productivity

“The drivers of engagement of the most engaged teams are significantly different from the drivers of the least engaged teams.”

Most engaged teams:
- Driven by motivators:
  - Treat me with respect and dignity
  - Performance objectives are challenging but fair
  - Acts responsibly in all business dealings
  - I am able to sustain my personal level of energy throughout the working day

Least engaged teams:
- Driven by hygiene factors:
  - I believe the company will change for the better
  - Our pay is as good or better than pay in other organisations
  - I think I am suitably compensated for my work
  - Communications for change are usually handled well

“Higher engaged teams have 15% higher productivity”

“There is a strong correlation between absence and customer satisfaction”

“Least engaged teams take nearly double the level of short term absence than highly engaged teams”
People Analytics

Example of Predictive/Prescriptive Analytics

Identification of the actionable drivers of salesforce performance can be made by detecting signals from a tangle of Big Data. This can be used to determine and track the impact of interventions on the salesforce.
Our approach can identify a predictive model for employee attrition, beyond traditional “slow” indicators, to enable a much more timely and accurate approach to identify highly valued employees thinking of leaving. The model can learn over time and adapt to new factors, such as the emergence of competitors or changes in the economic environment.
Deployment Model Example

This is an example of managing employee attrition by Decision Science. In this screenshot, you see the output of employee attrition risk scoring. You can see similar statistics for any employee.
Case Study: Employee Mobility Services (EMS)

Cisco Overview

Katherine Avery Marrufo
GBS Employee Experience
Senior Leadership Team

Katherine Marruto
Senior Director, Employee Talent Services

Elizabeth Savage
Manager, EMS Americas

Amber Howe-McCarty
Manager, Operations

Rosemary Hawbridge
Manager, EMS APJC

Keith Koketsu
Project Manager, EMS Americas

Shauna Page
Manager, EMS UK

Cliff Riggs
Manager, Learning & Development
Population Served by EMS

- Business Travelers – intermittent or extended travelers
- Int’l Assignments – short or long term
- Int’l Transfers – Employee Initiated to Managed Move
- Domestic – transfers, assignments, interns

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Business Travelers</th>
<th>Int’l Assignments</th>
<th>Int’l Transfers</th>
<th>Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>168</td>
<td>235</td>
<td>1001</td>
<td>632</td>
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<tr>
<td>FY15</td>
<td>350</td>
<td>138</td>
<td>1363</td>
<td>947</td>
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<tr>
<td>FY16</td>
<td>134</td>
<td>80</td>
<td>488</td>
<td>521</td>
</tr>
</tbody>
</table>
STIA = Short Term IA less than 1 year (90-364 days)

LTIA = Long Term IA between 1 and 3 years

Pending: From cost projection creation through date of departure to new location

Feet on Ground: Individuals physically in the host location.

Inactive: Individuals who have returned but had costs/trailing liabilities in FY15.
Digitization of Employee Mobility Services
### Data as a Service

<table>
<thead>
<tr>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget vs Actual Reporting</strong></td>
<td>Mapping of payroll codes from all payment sources yields budget vs actual information at the assignment level. This information is now being shared with finance to bring enhanced visibility, decrease questions to the EMS team, and assist in planning for assignment expenses. Data from these reports is also useful in review of collected compensation to identify either missing compensation or unused benefits.</td>
</tr>
<tr>
<td><strong>Business Leader Reports via Tableau</strong></td>
<td>In a series of 9 dashboards, business leaders, HRP’s, and controllers have access to assignment and transfer demographic and cost information for review and planning purposes. The accessibility of this data presents an opportunity for EMS to partner with the business in strategic talent discussions.</td>
</tr>
</tbody>
</table>
Exception Insights

- Extensions – cost above originally agreed budget
- Incremental benefit (in policy) – cost above policy benefit
- Additional benefit (not in policy) – additional component added to package
- Exception without additional cost – benefit exchange
- Process exception

<table>
<thead>
<tr>
<th>Count</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extensions</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Additional Benefit</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Incremental Benefit</td>
<td>$6,000,000</td>
</tr>
<tr>
<td>Exceptions without additional cost</td>
<td>$8,000,000</td>
</tr>
</tbody>
</table>
Location and Grade Demographics

Home to Host Region - All

Data Refresh Date: August 21, 2012

% of Relocation by Home Region

- EMEAR: 23.5%
- APJC: 21.8%
- AMER: 34.7%

% of Relocation by Host Region

- EMEAR: 21.5%
- APJC: 13.3%
- AMER: 65.2%

Job Grade Breakdown

- FY 2014:
  - 0-200: 8.04%
  - 200-400: 7.18%
  - 400-600: 16.42%
  - 600-800: 15.53%
  - 800-1000: 15.06%
  - 1000-1200: 21.33%
  - 1200-1400: 10.99%

- FY 2015:
  - 0-200: 7.21%
  - 200-400: 24.65%
  - 400-600: 16.70%
  - 600-800: 16.70%
  - 800-1000: 42.14%

Employee Grade (group):

- Intern
- M & E
- SVPs
- VPs
- Other

Click to highlight grades.

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FY15 Cost Information by Category – All Policies

FY15 - Cost by Category

- Assignment, $11,063,071, 19%
- Relocation, $17,658,197, 31%
- Tax, $28,218,768, 50%

FY15 - Top 6 Expenses Excluding Tax

- Education, $1,596,345, 7%
- Transportation, $1,644,290, 7%
- Temporary Living, $1,745,882, 7%
- Shipment, $1,918,013, 8%
- Housing & Utilities Assistance, $5,356,066, 23%
- Relocation Allowance, $11,421,364, 48%
Thank you.
Audience Discussion
Question 1

Do you believe that the use of mobility analytics can provide value to your business?

1) Yes

2) No
Question 2

Is your organization using analytics today to guide global mobility policy and decision making?

1) No, we’re not using analytics yet

2) Yes, we’re just beginning to use analytics

3) Yes, we are using analytics in a significant way
Question 3

If you’re not using mobility analytics today, what is the primary reason that precludes your organization’s use of mobility analytics?

1) Management does not see value
2) Lack of budget
3) Lack of global mobility bandwidth to collect and analyze information
4) Necessary data is not available to analyze
5) Other
6) Not applicable to my organization
Question 4

What is the primary reason that inhibits your organization’s use of mobility analytics?

1) Management does not see value
2) Lack of budget
3) Lack of global mobility bandwidth to collect and analyze information
4) Necessary data is not available to analyze
5) Other
6) Not applicable to my organization
Question 5

What is the primary value that you expect the use of mobility analytics to bring to your organization?

1) Build a business case for the global mobility function
2) Support strategic partnership with the business
3) Foundation for policy and process decisions
4) Improve the assignee experience
5) Improve regulatory compliance
6) Other
7) None of the above
Question 6

With respect to assignee experience, what is the specific area where you believe analytics can provide the most value?

1) Assignee selection
2) Assignee retention
3) Speed to deployment
4) Family satisfaction
5) Other
Question 7

How can mobility analytics most significantly contribute to assignment success?

1) Facilitation of succession planning
2) Help ensure regulatory compliance
3) Selecting the best candidates
4) Defining metrics to measure success
5) Other
Question 8

If applicable, why isn’t the necessary global mobility data available for your organization to analyze?

1) No mobility specific technology to gather the data
2) Too many systems with relevant data
3) Unsure of where the data is stored
4) Unsure of what data would be required
5) Other
6) Not applicable to my organization
Question 9

Which of the following would be most valuable to your organization?

1) Workforce analytics – Use D&A to analyze/connect the talent in your recruiting database to the skillset needed for mobility assignments; plan role requirements based on current and future global growth expectations;

2) Assignee Identification analytics - Use D&A to focus on the cost drivers of sending the right employees to the right location (example: foreign tax credits, totalization agreements)

3) Cost Analytics – Use D&A to establish a cost model for your project specific workforce

4) None of the above
Question 10

Which of the following would be most valuable to your organization?

1) Employee Retention analytics – Use D&A to predict which mobile employees are at risk of attrition and which candidates/assignments are at a higher risk of failure

2) Deferred Compensation Analytics – Use D&A to alert mobile employees to upcoming tax law changes that may impact their outstanding deferred compensation

3) Succession Planning – Use D&A to identify traits in local successors that would indicate long term success and use data to develop local training programs

4) None of the above
Which of the following would be most valuable to your organization?

1) Business Traveller Analytics – Use D&A with your travel data to more effectively estimate exposure associated with frequent business travellers; predict the impact of upcoming immigration law changes on your company’s business travel patterns.

2) Expenditure Analytics – Use D&A to analyze assignment policy exceptions, modifications, retro payments, etc. to identify factors leading to exceptions, frequency of occurrence, associated risks and true cost.

3) Exposure Analysis – Use D&A to quantify the various levels of exposure to the various penalties associated with being non-compliant

4) None of the above
Thank you

Presentation by
Achim Mossman
Rachel Paul