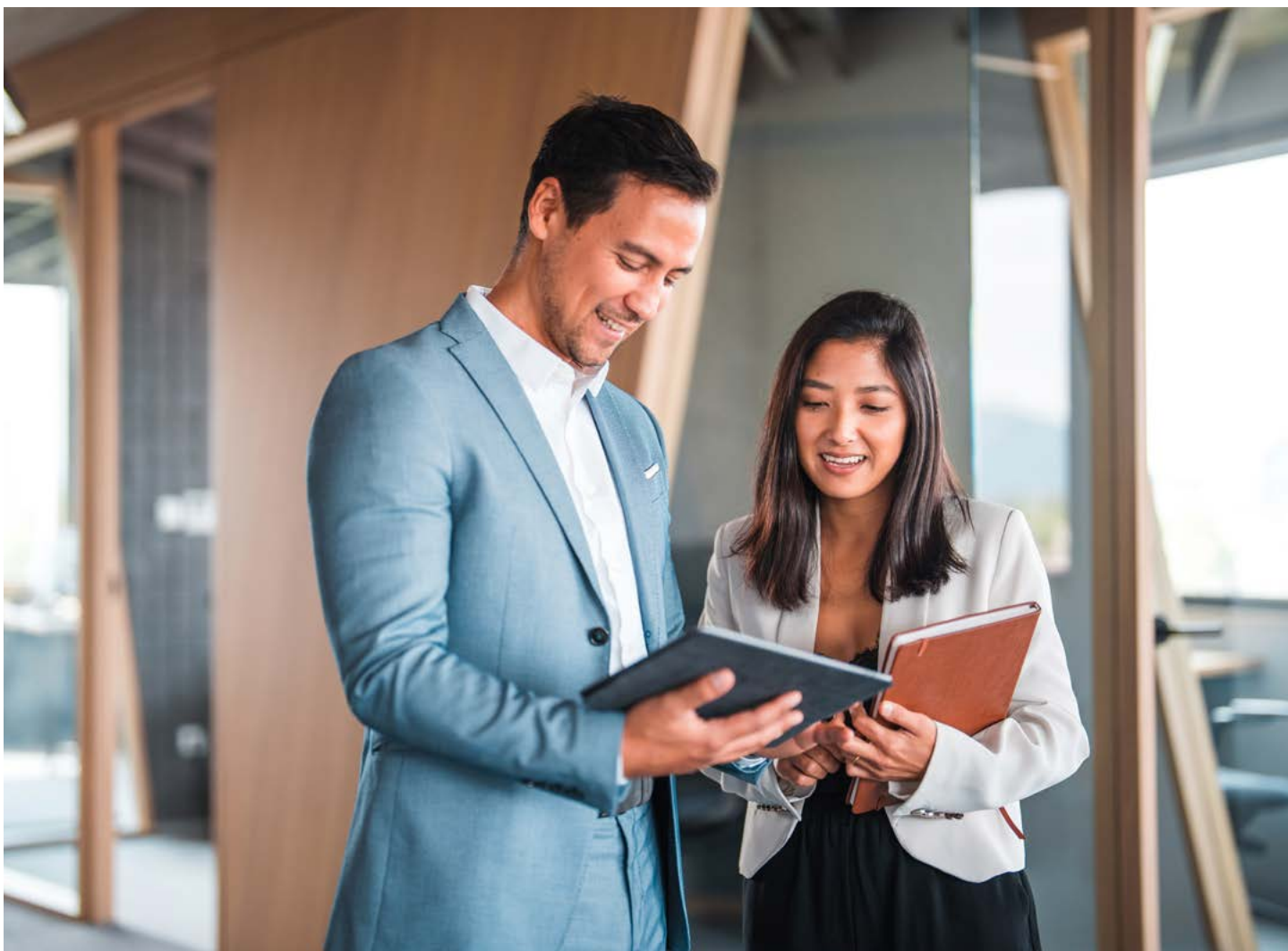


A woman with dark hair, wearing a blue patterned blazer, is smiling and looking towards the right. In the background, another woman is blurred, wearing a red blazer and working on a laptop. The overall tone is professional and positive.

sirva

The ROI Blueprint: Transforming Mobility into a Business Growth Driver



Mobility ROI. Do You Know What It Is? *We Can Help.*

Global Mobility leaders find themselves at various stages in their organization's evolution. Some are already working to establish their department as a strategic function, while others are still working to overcome the perception of Mobility as a budget necessity rather than a value-driving investment. As companies strive to demonstrate return on investment (ROI) in every aspect of their operations, it is critical to reframe Mobility as a revenue-generating, growth-driving asset rather than just an operational expense. This paper provides a powerful framework to help Mobility leaders elevate their programs, regardless of their organization's current level of mobility program maturity, by:

- **Aligning budget discussions with strategic goals** and reframing mobility as a critical investment.
- **Leveraging historical data** to communicate tangible business impact.
- **Strengthening collaboration** across HR, Talent Management, and Workforce Planning to maximize the value of mobility.

Implementing these strategies will enable Mobility leaders to enhance their credibility, secure buy-in from executives, and position themselves as indispensable partners in driving business growth.

Moving Mobility from Cost Centre to Strategic Growth Engine

The conversation around global mobility has evolved significantly in recent years. No longer seen merely as a transactional service, mobility should now be recognized as a strategic resource for business expansion, talent acquisition, and revenue growth. Gartner's 2024 CEO Survey supports this, with growth being named as the top strategic goal of CEOs, followed by technology and workforce. However, the industry still faces challenges in effectively communicating this value.

Many organizations continue to perceive mobility as a cost to be minimized rather than an investment to be maximized. This outdated perception leaves Mobility leaders struggling to prove their program's strategic worth. Successfully shifting this narrative requires:

- **Demonstrating how mobility aligns with organizational objectives** such as productivity, talent retention, market expansion, and revenue generation.
- **Utilizing ROI models to transform executive perception of mobility** from an operational expense to a business investment with measurable returns.

Problem Statement


Despite its strategic potential, the Global Mobility function often struggles to convey their value to executives and stakeholders. When conversations on mobility are dominated by budget constraints and cost management, it is difficult to position the department as a critical business partner.

Challenges include:

- **Limited tools and resources** to effectively measure and communicate mobility ROI.
- **Inconsistent alignment** between the Mobility group's objectives and broader business strategies.
- **Lack of collaboration between** Mobility and key stakeholders such as HR, Talent Management, and Workforce Planning.

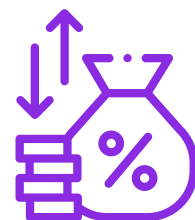
Without clear metrics, Mobility leaders risk being excluded from strategic discussions that shape the future of their organizations.





Proposed Solution: The Three-Part Framework for Proving ROI

1. Align Budget Conversations with Organizational Strategic Goals



Rather than treating budget discussions as unavoidable exercises, approach them as opportunities to demonstrate value. Start by empathizing with budget concerns and showing how optimized spending leads to business growth.

Conversation Starters

"To ensure that the Mobility budget is both optimized and impactful, would you be open to exploring how we can enhance the value of current mobility spending?"

"According to Gartner's 2024 CEO Survey, global workforce was named the number three objective for CEOs. One way we should optimize budgets is by showing how each element of spending translates into measurable outcomes, such as employee retention, productivity, and successful market expansion. That way, Mobility and Talent are supporting achieving the CEOs number-one objective, to grow the business."

2. Utilize Historical Data to Prove Value



Leverage available data from past relocations to demonstrate tangible business impact. Create case studies that show how strategic placements contributed to measurable results such as revenue growth, productivity, or market expansion.

Furthermore, an RMC like Sirva can be an essential partner in building and optimizing your ROI framework. By working collaboratively with you, your RMC can:

- **Implement an initial framework:** Support you in defining clear metrics and aligning them with your organization's business goals to establish a foundational ROI structure.
- **Automate data collection and reporting:** Provide streamlined systems and reporting to facilitate the data-gathering process, allowing you to consistently measure and report on mobility's impact.
- **Deliver ongoing insights:** Partner with you to review outcomes, identify trends, and make adjustments that continuously improve mobility's effectiveness and value.

Through this collaborative approach, your RMC ensures that your organization has the infrastructure and insights needed to consistently prove the value of Mobility initiatives and elevate them from budget considerations to essential business drivers.

The end-to-end support from your RMC can provide structured insights that drive decision-making, enhance operational efficiency, and position mobility as a strategic driver of business success.

Case Study: Upskilling Talent Through Mobility

A multinational technology company faced a skills gap in its leadership pipeline, with specific expertise required to support a high-priority business initiative projected to launch within two years. Instead of hiring externally, the company chose to leverage its internal talent through strategic international assignments.

The company identified high-potential employees who could benefit from accelerated development through immersive roles abroad. One particular employee, a Senior Product Manager, was relocated to their APAC office to lead a critical project focused on localizing product development for the region. This assignment was intended to fast-track their leadership capabilities and enhance their global business acumen.

Within a year—half the time originally projected—the employee successfully launched the product, resulting in a 25% revenue increase in the region. Additionally, the skills and insights gained through the international assignment positioned the employee for a promotion to a global leadership role upon their return.

By utilizing mobility as a strategic tool for talent development, the company was able to:

- Close critical skills gaps faster than traditional hiring methods.
- Achieve measurable business outcomes linked to revenue growth.
- Enhance talent retention by offering meaningful career development opportunities.

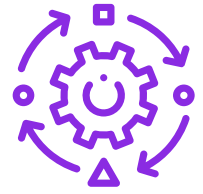
This case study demonstrates how aligning Mobility initiatives with talent development and business growth objectives can generate substantial ROI, making the investment in mobility a clear business advantage.

Example Framework

- Present specific examples to key stakeholders, for example: *"When we relocated [employee/team] to [location], we saw a 20% increase in revenue within two quarters, reflecting the strategic benefit of placing skilled talent in key regions."*
- Suggest periodic reviews of past relocations to consistently connect Mobility efforts to tangible business outcomes.

3. Foster Cross-Functional Collaboration

Collaborate with internal stakeholders such as HR, Talent Management, and Workforce Planning to align Mobility objectives with broader business strategies. This will enhance the credibility of your Mobility group and build stronger partnerships.



- **Schedule regular touchpoints with key stakeholders** to align Mobility objectives with broader business priorities.
- **Share impact metrics** related to employee retention, productivity, and strategic growth.





Making Mobility Indispensable to Business Growth

The conversation about Global Mobility is shifting, and for good reason. Mobility is no longer just about moving people from one place to another; it's about strategically positioning talent to meet business needs, drive growth, and build a resilient workforce. By taking a structured approach to proving ROI, Global Mobility leaders can transform their programs from perceived budget necessities into value-generating engines that propel the organization's goals forward.

The ROI Blueprint outlined in this paper serves as a clear roadmap for achieving this transformation. But success doesn't happen overnight, it requires:

- Establishing a strong foundation: Aligning mobility programs with the company's strategic objectives through tailored frameworks that define measurable outcomes.
- Automating and refining processes: Leveraging tools and technology to consistently gather data, report on progress, and refine strategies over time.
- Effectively communicating value: Articulating the Mobility group's impact on business growth in a way that resonates with executives and stakeholders.

Sirva's consulting expertise can be a critical partner in this journey, providing the tools, insights, and frameworks needed to demonstrate Mobility's true value. By partnering with Sirva, you can effectively bridge the gap between Mobility efforts and business results, proving that every relocation decision is an investment toward achieving strategic goals.

Ultimately, Global Mobility leaders who move from being transactionally focused first to leading strategically first, then focusing on operational delivery, will be better equipped to secure their seat at the table, influence decision making, and ensure their programs are seen as indispensable to the organization's success. The path forward is clear: Mobility should no longer be viewed as a mere operational function, but as a strategic enabler of growth and competitive advantage. Organizations that embrace this transformation will be the ones that thrive.

For more information on maximizing the ROI of mobility, please reach out to Sirva's Global Advisory Services team at GlobalAdvisoryServices@sirva.com.