Leveraging Data Analytics to Optimize Mobility Performance

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What happened?
Why did it happen?
What will happen?
How can we make it happen?

Analytics Maturity Model

Descriptive
Diagnostic
Predictive
Prescriptive

Hindsight
Insight
Foresight

Difficulty
Value

How can we make it happen?
What will happen?
Why did it happen?
What happened?
Moving to Predictive Analytics

- Collect Data
- Clean Data
- Identify Patterns
- Make Predictions

Hindsight

Insight

Foresight
Common Categories of Mobility Analysis

**Financials**
Tracking overall financial expenditures across the mobility program.

**Exceptions**
Frequency of exceptions and associated cost to the organization.

**Performance**
KPI adherence, average time to completion and identification of areas for improvement.

**Activity**
Tracking the activity of mobile resources and the amount of time spent in different locations for strategic review.
Increased Optics
Increased Scrutiny

As mobility programs continue to become increasingly intertwined with organizational strategy, programs must become increasingly transparent in how funds are being utilized.

**Demonstrate Value**
Being able to analyze cost facilitates justification of spend

**Stakeholder Reporting**
Ease of cost reporting reduces cross-functional procedural cost

**Forecast Cost**
Forecasting mobility cost assists in seasonal budgeting

**Divisional Spend**
Which of our organizational segments are costing us the most?

**Regional Spend**
Which locations cost the most?

**Spend by Policy**
Which of our policies are the most expensive to administer?

**Average Service Costs**
Where are deviations in service spend that can be standardized?
Exceptions

Identify Problem Areas
Understanding trends in exceptions facilitates program optimization

Policy Refinement
Areas of frequent exception are prime for refined policy guidelines

Standardization
Exception analysis allows for standardization to reduce overall cost

Exceptions are Opportunities
Analysis of exceptions allows mobility leadership to identify strategic opportunities; do you need to offer different types of policies (flex benefits, lump sum, etc.)? are your policies flexible enough/too flexible? Have you standardized what can be standardized?

Service Exceptions
Which services typically result in exceptions?

Regional Exceptions
Which destinations most commonly incur exceptions

Exceptions by Function
Which area of the business incurs exceptions?

Exceptions by Demographic
Which persona is the most likely to request an exception?
Performance

Technology Facilitates Moving from Tactical to Strategic

As organizations increasingly leverage technology to automate day-to-day activities, mobility teams begin to leverage analytics to conduct strategic monitoring.

**Underperforming Providers**
Are there specific providers who are struggling? Why?

**Satisfaction Patterns**
Are there combinations of variables that lead to dissatisfaction (Region, Timing, Policy, etc.)?

**KPI Adherence**
Are providers meeting their agreed upon KPI's? If not, are you collecting penalties?

**Program Design**
Tracking performance facilitates proactive and holistic refinement of programs – Components of programs in isolation may be successful, but are they performing in conjunction.

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**Investigate > Monitor**
Well executed analytics can be designed to notify you when deviation occurs.

**Course Correct**
Proactive systemic notification facilitates gradual refinement in process.

**Identification of Outliers**
Spot outliers to expedite remediation of areas of frustration for relocating employees.

Well executed analytics can be designed to notify you when deviation occurs.
Managing Talent

Understanding activity and resource utilization is the key to managing talent globally. Activity monitoring provides a wealth of value to business units as they look to move key resources throughout the organization to support strategic initiatives. Forecasting and benchmarking provides the opportunity for optimization of resource pools.

**Activity**

**Where are We Moving?**
Are the locations the same or do we have changing needs?

**What Types of Resources are Moving?**
Are there key projects underway or are we making long-term strategic shifts?

**What Trends can we Observe?**
Are our relocations relatively consistent? Or do we have a high degree of variability – do certain types of relocations lead to unforeseen challenges?

**Do our Moves Align with Talent Management Objectives?**
Are we making strategic relocations or are the resources being relocated to facilitate short-term interests?

**Optimize Move Mix**
Cost pressure has increased the importance of offering alternative move types.

**Understand Move Patterns**
When and why are your moves occurring.

**Anticipate Business Needs**
Anticipate move volume and align strategy.
Visualization 101

Right Visualization for the Insight
Visualizations simplify interpretation, but are you telling your audience the right thing?

Try to bridge data
For example, average cost is important, but average cost by region tells you more.

Elegance in Simplicity
People can go visualization crazy and over-engineering their designs. Sometimes a simple KPI tells you more, faster, than a full blown visualization.

Wherever possible, incorporate a timeframe
Without a period of reference for context, data can become meaningless.

Make sure you have a clear goal
Don’t make a visualization just to make it. Figure out what you need to tell your audience first, and the visualization will follow.
Emerging Trends in Analytics

**Machine learning**
Automation of data mining and statistical analysis to determine trends and patterns in data

**Data protection officer**
Mandated by GDPR and tasked with ensuring adherence to EU privacy law

**Data governance/Data quality management**
Ongoing importance of analytics increased importance of quality of data

**Embedded business intelligence**
Contextual embedded visualizations and metrics within non BI applications
Developing an Analytics Practice

Establish the need
What problem are you trying to solve through analytics? Operational efficiency? Product offering? Financial reporting?

Where is your organization in the maturity lifecycle?
Most will be early in the lifecycle leveraging a fragmented tool/data set to facilitate specific functions.

Do you have the skillset Internally?
Be careful in this analysis. Developing analytics is a professional service.

Analytics can quickly surface problems; built incorrectly, they will quickly point you in the wrong direction.

Don’t expect to jump to predictive modelling overnight
Developing meaningful analytics is a long-term strategy. By developing the right foundation, incremental development becomes easier and often your foundation solves 80% of your challenge.

Leap frogging development can be achieved, but it requires a substantial investment of resources and capital.
What was past – Descriptive/Diagnostic
How am I seeing this (Predictive)

• About This Facebook Ad
• Why Am I Seeing This Ad?
• Options
• One reason you're seeing this ad is that Just Junk wants to reach people who may be similar to their customers. Learn more.
• There may be other reasons you're seeing this ad, including that Just Junk wants to reach people ages 55 to 64 who live or were recently near Oakville, Ontario. This is information based on your Facebook profile and where you've connected to the internet.
• gear
• Manage Your Ad Preferences
• Tell Us What You Think
• Was this explanation useful?
• Yes
• No
Where we are (Diagnostic/Predictive)
Where we will be (Prescriptive)
Industry Specific Prescriptive Improvements

- Pricing decisions – (pricing relevant to trends)
- Hiring decisions – (what works where and how)
- Logistical requirements – (what is needed and when)
- Relocation Decisions – (Modelling)
  - What makes for a successful transfer and does the candidate fit the model?
Closing and Q&A