

# International Mobility and Talent Management: A Marriage Made in Heaven?

February 25, 2020 03:00 PM CET

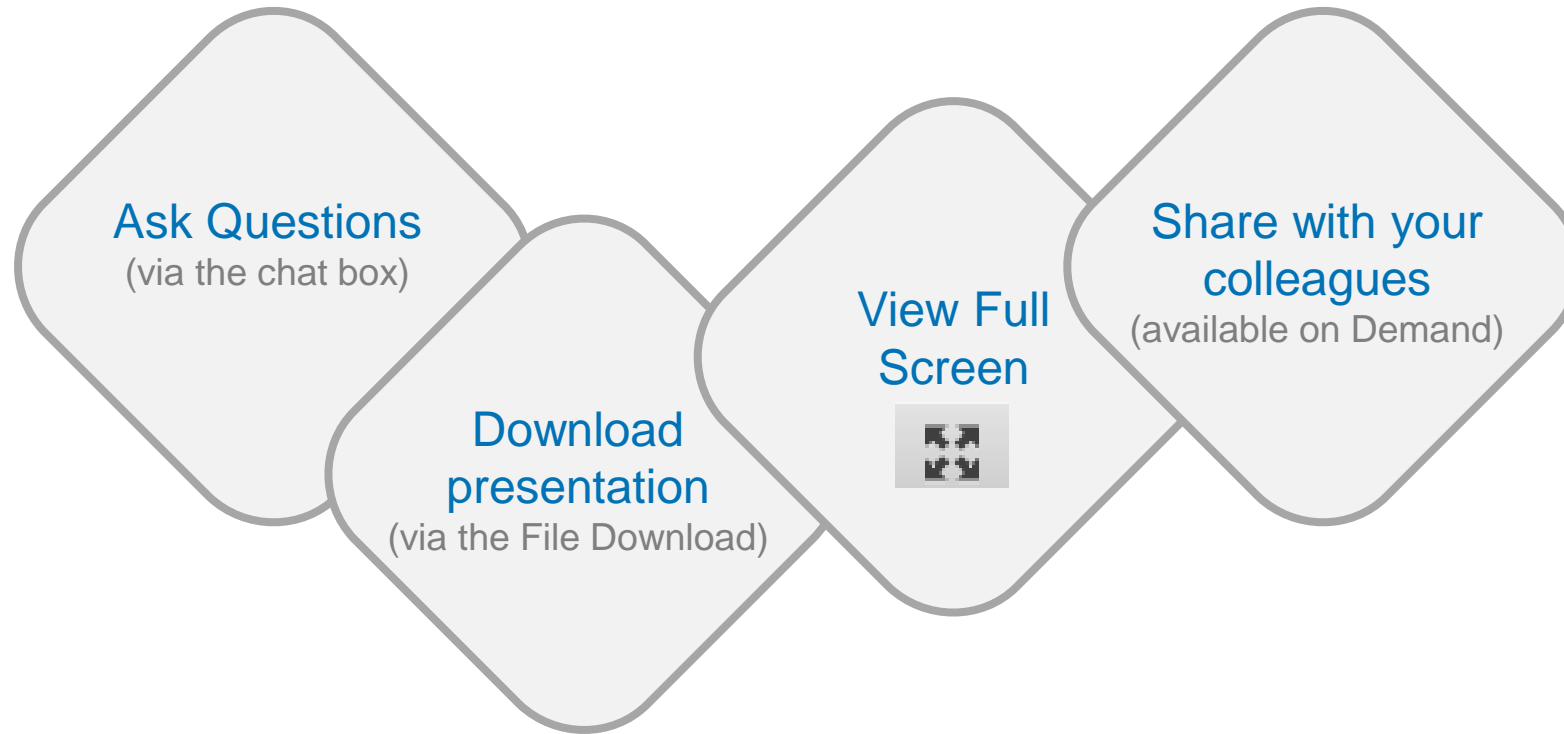


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## Panelists:



### **Wim De Paepe**

Founder and Managing Director  
Kaloma BV

Wim has worked for more than 27 years for P&G in various HR assignments in different countries (Belgium, Switzerland, Singapore), covering most HR fields. He is currently the Managing Director of Kaloma, a strategic HR consultancy focusing on Talent Mobility, Total Rewards, Culture and Inclus...[Full Bio](#)



### **Franziska Huggenberger**

Head of Global Mobility  
BASF

Franziska Huggenberger heads the global Mobility team in BASF and has ten years experience in global Human Resources, all in BASF. Franziska has led recruitment, as well as training and development teams in Hong Kong and in Germany after moving into the HR function from a marketing role in BASF&r...[Full Bio](#)

*Talent and  
International Mobility*

Wim De Paepe  
25 February 2020



# *Historical Evolution*

60s-70s



# Historical Evolution

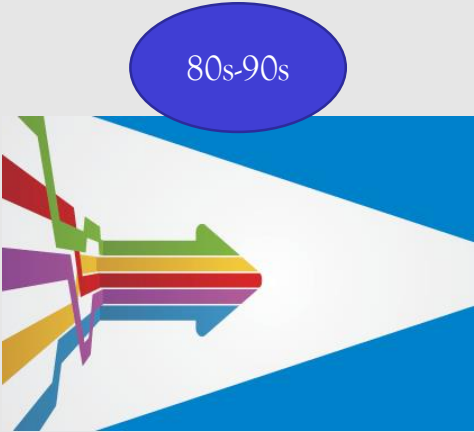
60s-70s



80s-90s



# Historical Evolution





# Historical Evolution

60s-70s



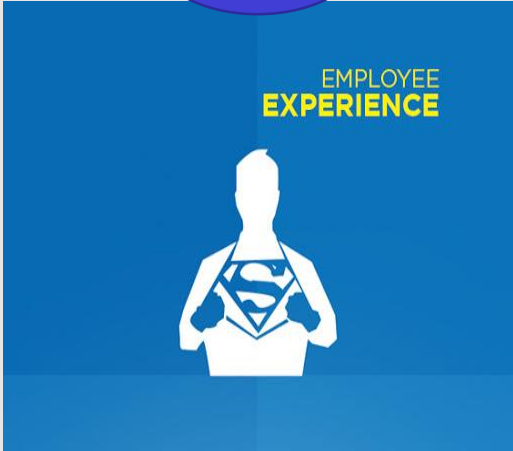
80s-90s



2000s



2020+





TALENT?

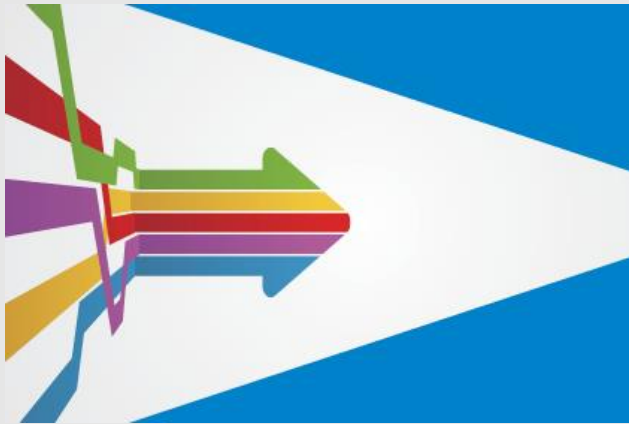
# Talent and Global Mobility

60s-70s



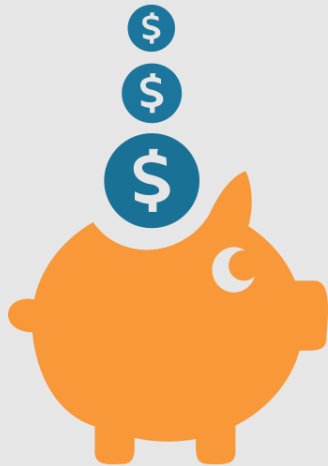
# Talent and Global Mobility

80s-90s



# *Talent and Global Mobility*

2000s



# Talent and Global Mobility

2020+





*Questions ?*

# *Mobile Talent Support at BASF*

Franziska Huggenberger

25 February 2020

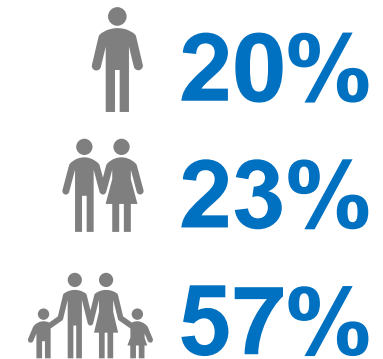




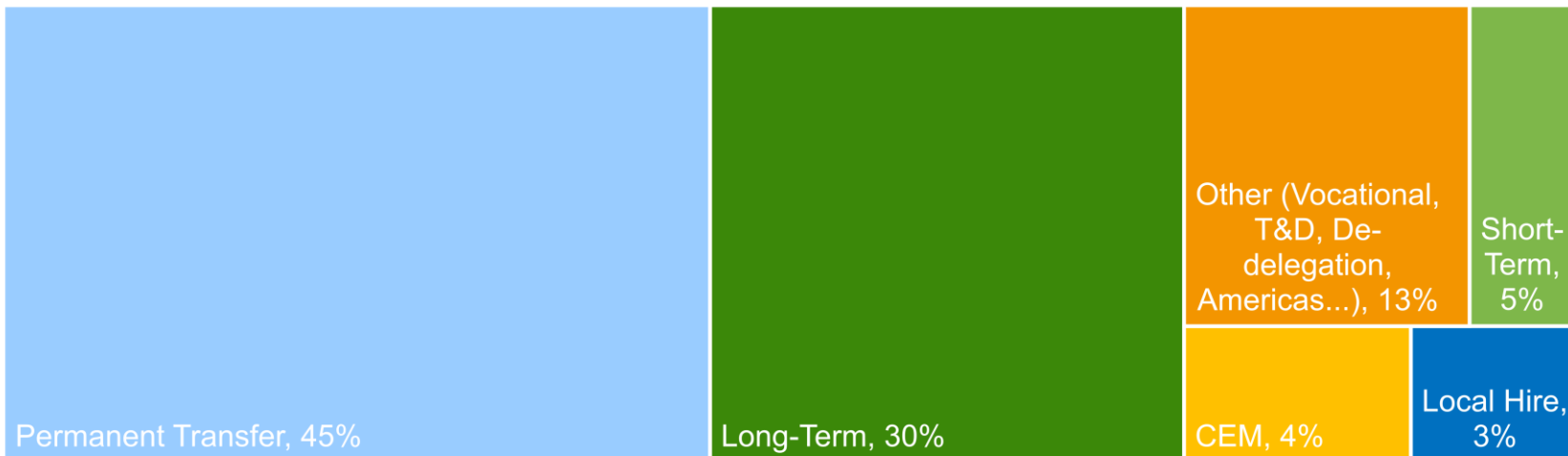
# International Assignments in BASF

Top Origins*	Top Destinations
Ludwigshafen, DE	Ludwigshafen, D
Shanghai, CN	Shanghai, CN
Antwerp, BE	Hong Kong
Sao Paulo, BR	Waterloo, BE
Münster, DE	Florham Park, U.S.
Mumbai, IN	Singapore

**1,119** assignees\*



## Policies in use\*\*



\*Delegates on assignment on 01. Jan 2020, w/o permanent transfers, vocational, business travellers & local hires (1,119)

\*\*Transfer types used, based on assignments started in 2019; Permanent transfers mostly domestic moves in Germany

## A match made in heaven? Different Objectives.

### ■ Talent Management focus

- ▶ Find talent & create employer attractiveness with diverse candidate groups
- ▶ Grow talent & performance
- ▶ Retain talent: Engagement & career options

### ■ Global Mobility focus

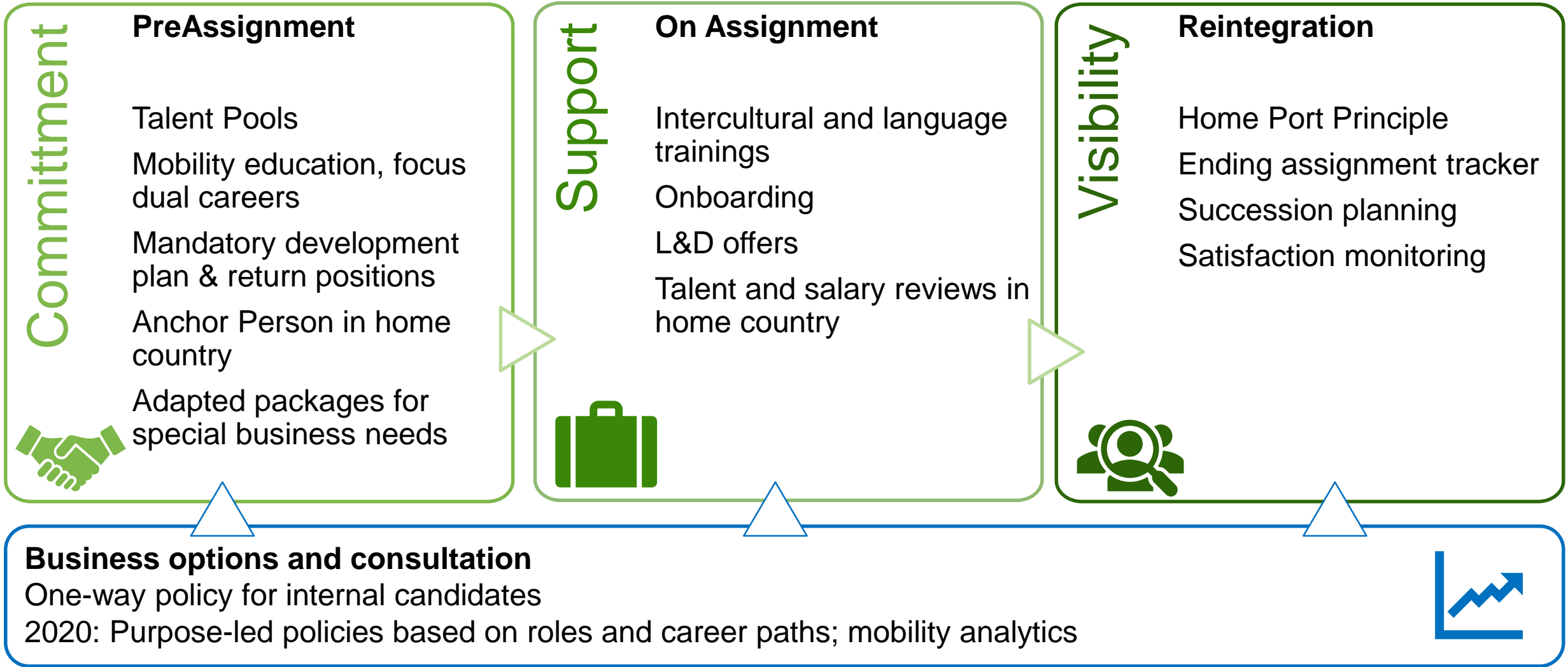
- ▶ Excellent service
- ▶ Attractive packages fostering mobility in employees
- ▶ Cost containment
- ▶ Efficiency & fairness

*88% of Mobility professionals feel that it is important to align mobility strategy with talent objectives. 2% feel complete alignment in their organization.  
(Strategic Moves, Deloitte)*

### Irreconcilable differences?

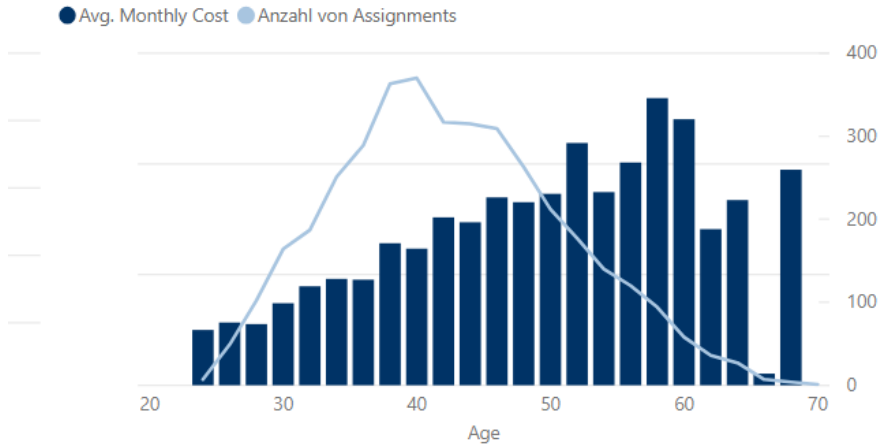
- ☔ Segmentation of EVP vs. fairness paradigm
- ☔ Talent shortage vs. cost containment
- ☔ Personal invest vs. corporate incentives

# Successful BASF measures improved over time

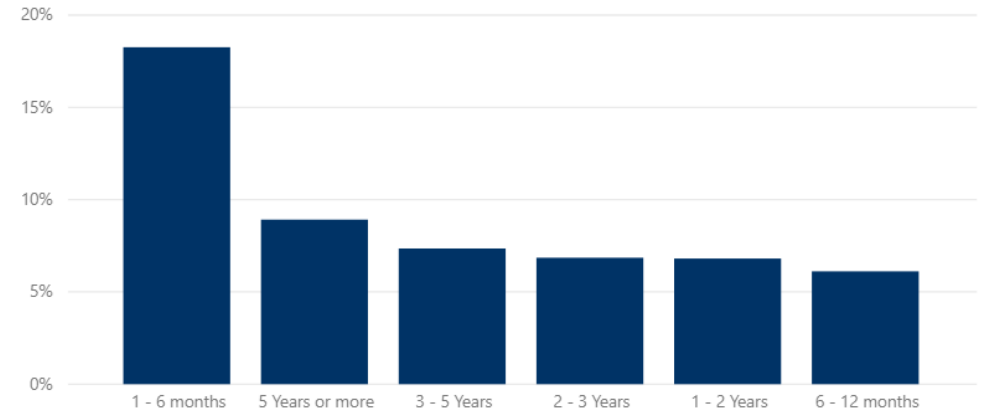


# Sample Mobility Analytics

## Assignment cost & age groups

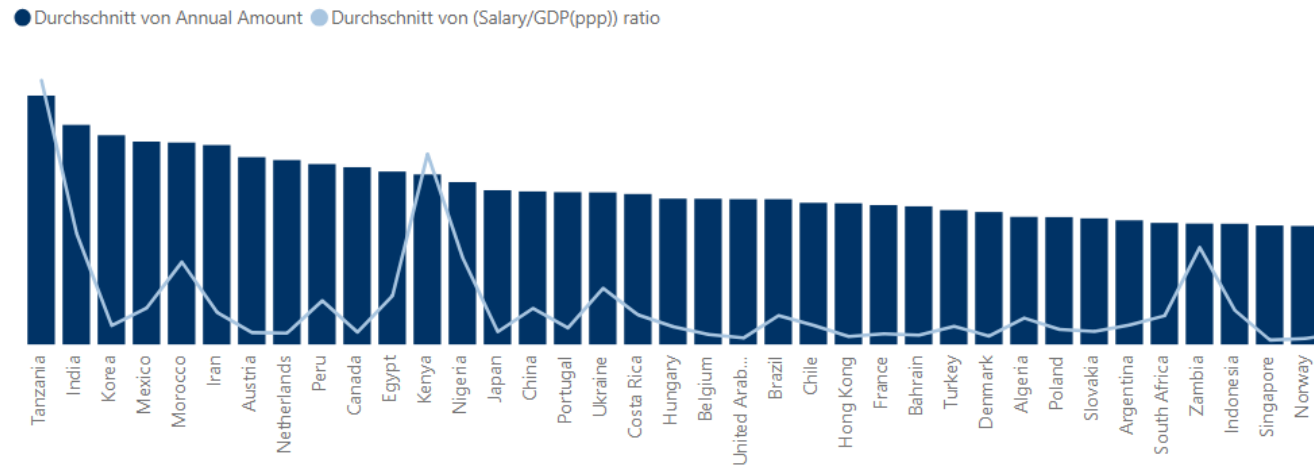


## ROI by assignment duration

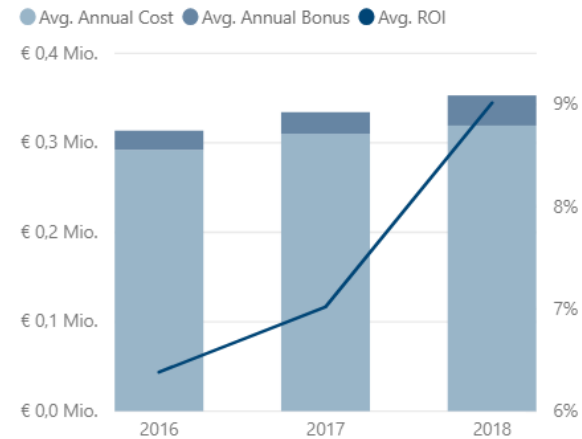


## Assignee vs. local employee cost

Annual Basic Compensation and (Basic Comp./GDP(ppp)) ratio by Host Country

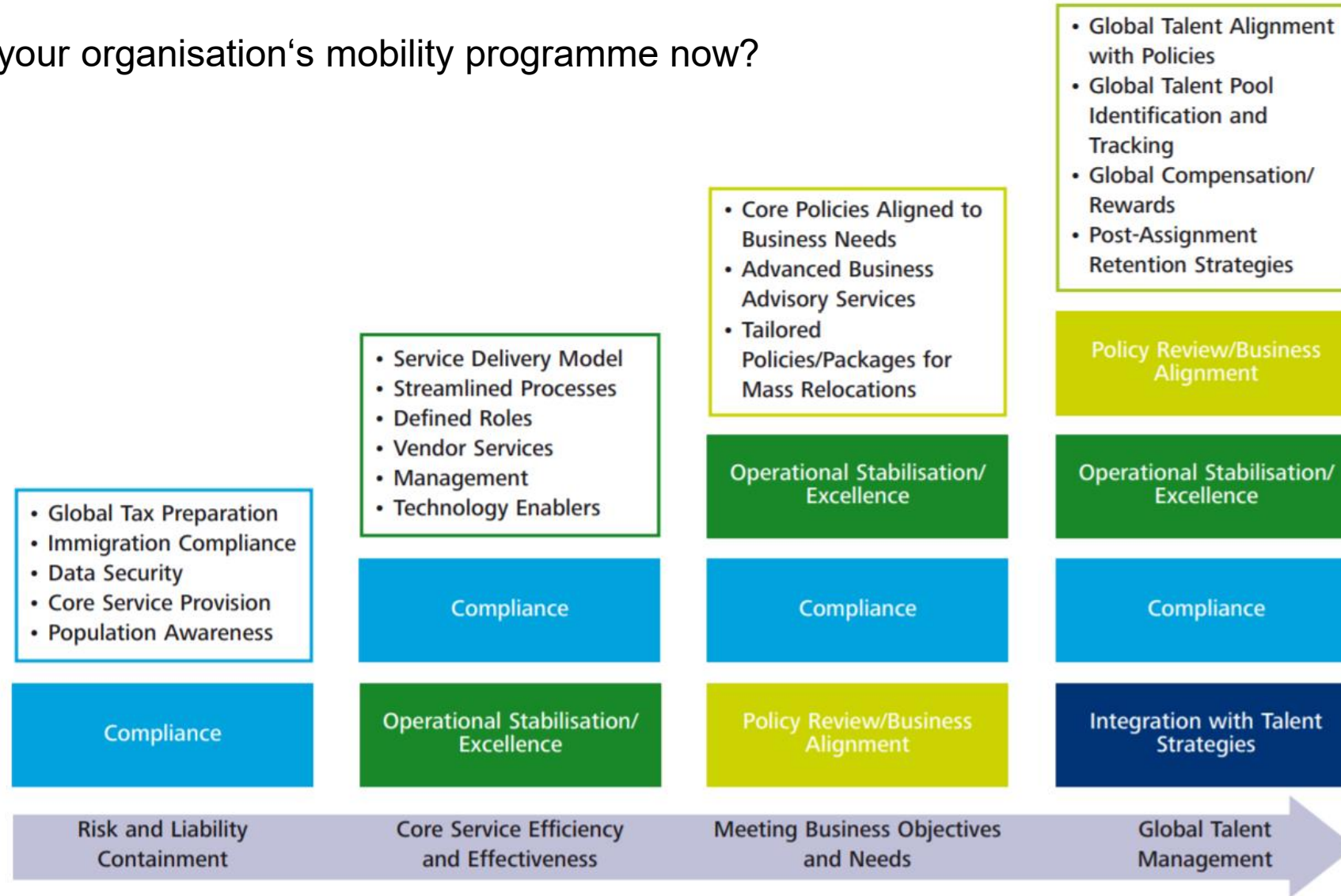


## ROI by year



# The Global Mobility Maturity Model

Where is your organisation's mobility programme now?



## Measures in the market and some we tried and parked

### ■ Democratized talent culture

- ▶ Self-nomination for talent pools
- ▶ Posting assignment positions & formal selection process
- ▶ Accepting (temporary) non-mobility

### ■ Candidate assessments

- ▶ Measure cultural adaptability, identify risks, recommend coaching and training options
- ▶ Pre-consultations: give candidates the the opportunity to assess the package and personal implications
- ▶ Business guidelines for assignee selection

### ■ New options for new mobile talent groups

- ▶ Attractive commuter and foreign local hire offers (local plus), gig worker support, talent swaps, extended business trips



*Questions ?*

## Related Peer Networks:

[Total Rewards EMEA Council](#)

[Talent Acquisition Executives Council](#)

[Global Total Rewards Council](#)

[Global Benefits Council](#)

...and many, many more [HERE](#)

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