



Modern Mobility ★ 33rd Annual Conference ★ April 28, 2017 ★ The Depot Minneapolis

merc

minnesota  
employee  
relocation  
council

# Assessing & Mitigating Risks in a VUCA World



# Modern Mobility:

- New Transferee Types
  - New Tools
  - New Rules
  - New Markets
  - New Policy Types
- 

= New opportunities to deliver  
Strategic Value!

merc

minnesota  
employee  
relocation  
council



# VUCA...

- Volatile
- Uncertain
- Complex
- Ambiguous



Brexit  
Executive Orders  
Immigration  
Terrorism  
Rogue Nations  
Populism  
Tax Reform  
Trade & Tariffs  
War for Talent  
Cyber Security  
Compliance

What happens  
at the  
intersection?

V  
U  
C  
A

MODERN

?

MOBILITY

V  
U  
C  
A

Elevated risks for:

- Transferees
- Clients
- Supply Chains



# Evaluating Risks in Global Mobility Programs

## External:

- Industry and marketplace stability
- Legal and regulatory clarity
- Geopolitical stability
- Environmental and catastrophic exposures
- Supply chain disruptions
- Cyber security



# Evaluating Risks in Global Mobility Programs

## Internal:

- Financial controls, budgeting, currency fluctuations
- Brand reputation trust and confidence
- Transferee health, safety and effectiveness
- Right-fit candidates on-boarding and assignment support
- Process/operational performance
- Business continuity/succession plans



# Aligning Enterprise Risk, the Business and Your Mobility Program

- Take the Lead
- Engage all Stakeholders
- Focus on 360° Duty of Care
- Look beyond contracts, insurance and SLAs
- Share explicit goals and strategic measures
- Remain Agile, Aware and “Always On”!



# No One Can Know It All...

Mitigating Mobility Program risks in a VUCA World:

- Engage with your ERM team
- Outsourced “dependencies” often overlooked
- Prioritize and harmonize 360° efforts
- Establish a cadence of review
- Demonstrate that adequate procedures are in place





# Be Prepared

Knowing what can happen at the intersection of Modern Mobility and a VUCA World:

- Elevates your Duty of Care
- Fortifies your defenses
- Saves real money
- Enhances sustainability and competitiveness



merc

minnesota  
employee  
relocation  
council