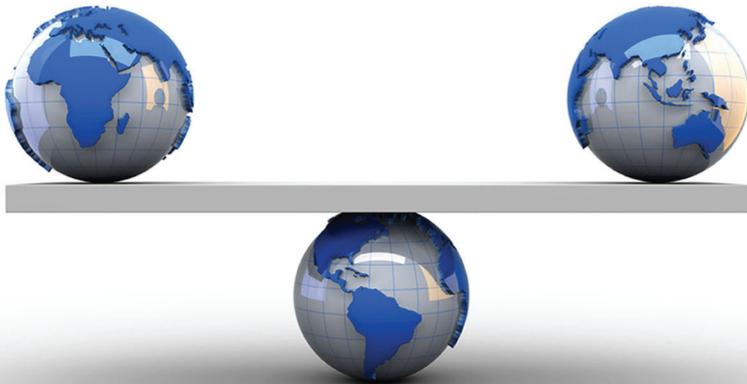


IMPLEMENTING A GLOBAL COMPANY IN THE FORTUNE 25

BUILDING A FOUNDATION FOR WORLDWIDE MOBILITY SUCCESS FROM THE GROUND UP

CASE STUDY

As a global company in the Fortune 25, this leading information technology organization employs a global mobility program serving thousands of short-term and long-term assignees at any given time. Historically, this company outsourced multiple functions of its mobility program to various providers around the world. A sweeping decision was made to transform its current model to a single source solution encompassing integrated relocation services worldwide. Graebel and this client worked closely together to meticulously design a global mobility program that would result in a successful implementation on five continents.



THE CHALLENGE

Utilizing one global mobility provider was a new approach for the client and therefore required a partner willing to work in tandem and with the ability to provide experienced guidance during the process. The client was faced with a global transition and implementation of a complex program that would demand collaboration across the globe and a custom service delivery model.

Each country would mandate certain requirements such as purchase orders (POs) that increased complexity and these unique needs could impact payment to local suppliers in the global supply chain. In addition, the client required 24/7 live access to its single source provider's staff that would be dedicated to the account.

(continued on reverse)

THE CUSTOMER

Global information technology company in the Fortune 25 with nearly 400,000 employees.

THE SCOPE

An ambitious timeframe was set to transform and implement the newly designed global mobility program. Because the client conducts business in more than 170 countries, it required implementation for:

- > International removals
- > International assignment management
- > U.S. domestic household goods and move management
- > U.S. domestic relocation administration
- > Canada domestic relocation support

IMPLEMENTATION GOALS

Build an extensive global mobility program using a single source solution worldwide based on a mutual partnership.

WHY GRAEBEL

Graebel was selected because of its worldwide footprint, proven global mobility and move management experience and willingness to become an extension of the company offering flexible, nimble service delivery.

THE SOLUTION

DEFINING SCOPE

Designing a global implementation plan began long before the partnership commenced. For the mobility savvy customer, it worked extensively to transform policies to reduce costs and to institute uniformity throughout each region of the world before issuing a request for proposal (RFP). For Graebel, planning began during the RFP stage. Therefore, during implementation, Graebel worked closely with the new client to further customize certain aspects of its global policies to ensure the most cost effective methods and best practices were integrated.

Coupled with the policies, Graebel teamed with the company to develop detailed operating instructions and process maps incorporating each step in the assignment and relocation process. Critical milestones were identified from the comprehensive scope of work (SOW) and defined from a global perspective. The SOW became the blue print for how every detail of service would be delivered to the company's assignees. Administrative functions such as service level agreements (SLAs), billing, and reporting were also defined. Each country required a specific PO and in many cases a strict process such as incorporating the complex value added tax (VAT) and withholding tax procedures. Without the proper PO specifications, some local vendors could refuse to pay for services rendered. The client's PO process resulted in tailor-made and exacting attention to detail by Graebel.

ONGOING MEETINGS

Critical to a new partnership is ensuring that relationships are established and communication is always open. For six years, Move Management, Inc., a division of Graebel Companies, Inc., had serviced the U.S. domestic household goods activity including any move that touched U.S. soil (into/out of the U.S. international moves). This relationship contributed to an immediate and solid understanding by Graebel of the client's culture and expectations.

Countless meetings took place with discussions ranging from vendor management selection, reporting and customization to performance metric definitions. Several client members also traveled to the Graebel world headquarters.

The Graebel implementation team went around the world to attend in-person meetings. Diagram 1 demonstrates the distance traveled to the various locations at no additional cost to the client.

SETTING TEAM ASSIGNMENTS

Allocating an experienced team of mobility experts in each region was essential. Team members from the respective companies were responsible for specific duties and accountabilities.

The client appointed more than a dozen key players that were dedicated to the single source transition. Graebel formed an extensive transition team comprised of nearly 40 veteran professionals.

ORIENTATION AND TRAINING

Once the new processes were established, Graebel developed comprehensive client training and orientation programs for its personnel and its partners. Internal team training took place weekly over a span of ten weeks.

SUPPLIER SELECTION AND TRAINING

Because Graebel is committed to accountability and partnership, and demands excellence in its global supply chain, the client afforded Graebel the freedom to select the best-in-market suppliers. Graebel pre-vetted suppliers on the basis of quality, reputation, relationship, experienced people, cost, environmental protection awareness and more including certifications, accreditations and memberships such as:

- > ISO compliance
- > FAIM certification
- > Overseas Moving Network International (OMNI) membership
- > Customs-Trade Partnership Against Terrorism (C-TPAT) certification
- > TRACE member certification
- > SAS 70

Graebel also conducted training sessions during its annual Alliance conference and held face-to-face meetings with key offshore providers. Expectations and guidelines including policy details, key performance metrics and contractual SLAs were communicated. Special terms were established with suppliers in certain countries for favorable tax advantages for the client. Today, Graebel rigorously audits for accuracy and compliance among all suppliers.



[Diagram 1]

“We were welcomed with open arms in every location around the world. On our first trip to Manila when I introduced the Graebel global account owner, Susan Achilles, global director of client development services, they gave her a standing ovation. Susan worked with the Manila team prior to meeting them in person. It was at that moment that I felt we were creating a true partnership and accomplishing one of the core goals; to partner with a company that would become an extension of their organization.”

-Myrla Lance, senior vice president of global operations, Graebel Movers International, Inc.

TECHNOLOGY SOLUTIONS

The Graebel global platform technology was customized and it provided the user groups the ability to initiate relocations, track shipments, and measure service quality performance. Tailored reports with as many as 30 custom fields were designed to supply exact data specifications for the company. As the first relocation company to offer mobile access to reports and information, Graebel relocation applications (Apps) were also made available to this client's people on the go. This value-add provides information in real-time from a smartphone business intelligence device like shipment status worldwide, temporary living, expense details and more.

MEASURING PROGRESS

Quality is an ongoing enterprise at Graebel. Stringent SLAs most vital to the client's standards and goals were defined and quality measurement tools were designed to track progress and enhance processes.

To make certain that each step in the program was accurately assembled, quality milestones were created to ensure that proactive measures were administered and expectations exceeded:

- > Conducted weekly (and in some cases daily) status updates with the company
- > Performed ongoing meetings with suppliers
- > Prepared and reviewed custom reports

- > Surveyed users and employees for feedback
- > Adjusted work flow or process where needed
- > Prepared and reviewed POs and invoices
- > Reviewed and modified technology
- > Scheduled performance review meetings

THE RESULT

The transition was an outstanding success, as careful attention to detail and determination to collaboratively build the foundation for a long-term global program. Nearly 100 countries have been implemented through two phases, as represented below.

Number of Countries Implemented

REGION	PHASE 1	PHASE 2	PHASE 1&2
Asia Pacific	6	9	15
EMEA	36	35	71
Latin America	3	6	9
North America (USA)	1	0	1
Total	46	50	96

KEY ELEMENTS OF A GLOBAL IMPLEMENTATION

From the pre-implementation phase to the first assignee initiation, the following strategic steps were taken:

1. Ongoing communication and collaboration with provider, client and suppliers
2. Comprehensive SOW designed
3. Defined transition team and project leader for provider and client
4. Detailed project plan with significant milestones identified
5. Updated global policies
6. Flexible timeline for all parties involved
7. Meaningful and productive face-to-face and conference call meetings
8. Customized hands-on training for provider and client
9. Quality control and testing
10. Multiple phases to rollout service delivery per country or region

Because Graebel knows no boundaries, it can easily implement your global mobility program. Contact us today.

Thinking Ahead. Moving You Forward. Graebel will keep your relocation program ahead of the curve.

Ranked #1 in the “HRO Today” Full-Service Relocation Baker’s Dozen, Graebel delivers peace of mind – worldwide.

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