



The Baker's Dozen

HRO TODAY'S ANNUAL LIST OF THE TOP FULL-SERVICE, END-TO-END RELOCATION PROVIDERS.

This is the fourth year of *HRO Today's* annual list of the top 13 full-service relocation providers, and we expect this year's Baker's Dozen to cause some controversy.

Workforce mobility is still an area where companies need help. Employee retention is a major issue for businesses large and small. Maintaining a global talent pool takes work. From addressing real estate to language and cultural training, employers have their hands full. Full-service, relocation providers can help organizations navigate the complex process of relocation. With services that run the gamut from home sales to spousal and family support, outsourcing providers make the task of employee relocation a lot easier.

Today, there are many more providers in the field. We identified nearly 100 relocation providers, who were then narrowed down to only full-service vendors. In the end, we contacted approximately 22

of the largest relocation providers.

We surveyed the largest relocation providers, identified through research on databases such as Hoover's and Dun & Bradstreet and relocation publications. The relocation providers were asked to provide not only their relocation numbers but also estimates of the number of relocations their competitors averaged. (The text below explains how that data was used to come up with our final list of top 13 providers).

Based on previous year's responses, we've noticed a pattern in the ranking based on who providers consider their largest competitors and how those competitors measure up in terms of market presence. We will undoubtedly raise some eyebrows with the top five providers listed, but that is the beauty of the Baker's Dozen—it gets people talking. The list is very similar to last year's with the exception of two new providers. Keep reading to find out who they are.

While conducting our research, we noticed the prevalence of traditional moving companies' involvement in relocation, which is a natural extension of the services they already offer.

We also surveyed the clients of these top relocation providers for their input on their provider's best services, what to look for in a relocation provider, challenges facing HR executives in charge of relocation, and trends in the relocation market. We also asked the buyers what internal HR executives miss when they decided to relocate employees. The user feedback is included along with a case study from Philips Electronics, which benefitted greatly from standardizing, centralizing, and outsourcing relocation.

Ever year we try to bring our readers an even more comprehensive, accurate, and useful ranking of the top relocation provider. The fourth annual ranking of The Baker's Dozen—Relocation is no different.

THE BAKER'S DOZEN

- | | |
|--|---|
| <p>1 Cendant Mobility
www.cendantmobility.com</p> <p>2 Unigroup, Inc.
www.unigroupinc.com</p> <p>3 Prudential Real Estate & Relocation
www.prudential.com</p> <p>4 SIRVA Relocation
www.sirva.com</p> <p>5 Primacy Relocation
www.primacy.com</p> <p>6 Weichert Relocation
www.wrri.com</p> <p>7 Royal LePage Relocation Services
www.rlrs.com</p> | <p>8 GMAC Global Relocation Services
www.gmacglobalrelocation.com</p> <p>9 Hewitt Relocation Services
www.reloaction.com</p> <p>10 Altair Global Relocation (formerly AmeriCorp)
www.americorp.com</p> <p>11 TheMIGroup
www.themigroup.com</p> <p>12 Paragon Relocation Resources
www.paragonrri.com</p> <p>13 Graebel Relocation
www.graebel.com</p> |
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Methodology: This list was developed by contacting 22 of the largest relocation providers and requesting the following information: number of full-service relocations that they executed in 2005 and estimates on the number of full-service relocations their top competitors executed in 2005. For those companies that could provide us with accurate audits of their 2005 relocations (required for publicly traded companies under Sarbanes-Oxley), that number was the final number used in determining the rankings. For privately held companies that could not provide independent audits, we averaged the number they provided us with the overall average of their competitors' estimates to determine a final number of employees relocated. We then compared their rank based on the average number of employees relocated with their rank based on their competitor's estimates of market share. This enabled us to ensure that, although the final number of employees relocated may not be exact, the relocation company's relative rankings within the list are. Although competitive estimates on number of relocations may have varied by several thousand, with the exception of one privately held company on the list for which not much data was available, the competitive rankings all reflect the final rankings in this list.

Rank	Company	Last Year's Rank	Employees Transferred in 2005	URL
1	CENDANT MOBILITY	1	120,000	www.cendantmobility.com
<p>Cendant Mobility is the world leader of global mobility management and workforce development solutions serving the corporate, military, government, and affinity markets. Through its outsourcing, consulting, language and intercultural training, logistical support, and supplier management services, Cendant helps the mobile workforces of organizations of all sizes achieve success worldwide. Its "Total Mobility Solution" facilitates full outsourcing of both logistical and financial aspects of global mobility and offers tools that allow clients to capture total mobility-related costs. Backed by more than 50 years of experience, Cendant assisted more than 120,000 transferees, expatriate assignees, and affinity members last year.</p> <p>Client(s): Cendant Mobility's current clientele represents a broad spectrum of private and public sector (government) organizations, including nearly two-thirds of the <i>Fortune</i> 50 such as Raytheon, Dell, Microsoft, and Burger King.</p> <p>Relocation Services: Mobility logistical support—including the provision of all relocation and assignment-related support; the evaluation, inspection, purchasing, and selling of a transferee's home; home management services; assistance in locating a new home and closing on the sale of the old home; group move management services; arrangement of household goods moving services; and support for all aspects of moving a transferee's household goods, including handling of insurance and claim assistance, invoice auditing, and quality control; host-country and settling-in services; property management; and immigration services.</p> <p>Full outsourcing support—expense processing; relocation policy counseling; relocation-related accounting, including expatriate compensation administration; cost estimates; and ongoing assignment support.</p> <p>Consulting services—policy consulting and design; workforce development; transition planning; and group moves.</p> <p>Intercultural and Language Training—candidate assessment; cross-cultural training; repatriation integration; language training; global awareness seminars; and international business briefings.</p> <p>Most Important Metric: Cendant employs a Six Sigma discipline to identify custom, critical-to-quality deliverables for each of its clients and to improve processes by eliminating defects. The benefits of Six Sigma for Cendant Mobility include improved understanding of our customers' business objectives, enhanced efficiency, better decision making, and improved fiscal responsibility. Six Sigma results are driven by metrics that measure what is meaningful to clients and propel efforts that focus on process improvements.</p>				
2	UNIGROUP, INC.	Not listed	53,687	www.unigroupinc.com
<p>UniGroup, Inc. is the parent company of many of the best-known industry brands including United Van Lines, Mayflower Transit, UniGroup Worldwide UTS, and global specialists in relocation, move management, and logistics.</p> <p>Client(s): N/A</p> <p>Relocation Services: Relocation of people, transportation of products, and management of projects.</p> <p>Most Important Metric: N/A</p>				
3	PRUDENTIAL REAL ESTATE & RELOCATION SERVICES	2	39,000	www.prudential.com
<p>Prudential Relocation, a Prudential Financial business, has locations in the U.S., Canada, United Kingdom, France, Mexico, Hong Kong, Singapore, Taiwan, Japan, and China. Prudential Relocation has the global capabilities to offer clients a variety of products and services to assist with the relocation of their employees.</p> <p>Client(s): Confidential</p> <p>Relocation Services: At Your Service—provides U.S. customers (as approved by the client) access to a personal assistant/concierge program for one year; Cost Accounting—streamlined tracking, reporting, and reimbursement of employee relocation expenses; Destination/Home Finding Assistance Services—in the U.S. and Canada partner with experienced real estate professionals to help</p>				


Buyer's Choice

1. Counseling services
2. Home sale assistance.
3. Buyer Value Option(BVO)

SPECIAL SECTION: RELOCATION

Rank	Company	Last Year's Rank	Employees Transferred in 2005	URL
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relocating employees review areas, find properties to rent or buy, negotiate leases and purchases, or make temporary housing arrangements; global policy consulting and development; global workforce development; group move consulting; global transportation services; home sale assistance (Canada, U.K., U.S.); intercultural training; mortgage services (U.S.) policy counseling and program management; prudential home connections—services for employees not eligible for relocation benefits or who receiving lump sum allowances; rental assistance; S.M.A.R.T. sum—provides support for employees receiving lump sum allowances; spouse/partner assistance; technology—accounting system, online expense report submission, and web-based reporting enhancements; candidate assessment; compensation administration; cost projections; educational consulting; home management; language training; ongoing assignment support; tenancy management; visa/immigration services; repatriation/ reassignment; and temporary living. International destination services include pre-assignment visit, home finding, settling-in/mentoring, comprehensive, and departure packages.

Most Important Metric: Client satisfaction rate of 96 percent, total relocating employee satisfaction rate of 95 percent, and international transferee satisfaction rate of 95 percent.



4 SIRVA, Inc.

3

30,000

www.sirva.com

SIRVA provides relocation solutions to a well-established and diverse customer base around the world. The company is a global provider that can handle all aspects of relocations end to end within its own network, including home purchase and home sale services, household goods moving, mortgage services and title insurance. SIRVA conducts more than 400,000 relocations per year, transferring corporate and government employees and moving individual consumers. The company operates in more than 40 countries with approximately 6,000 employees and an extensive network of agents and other service providers.

Client(s): Dell, 3M, Textron, CSX

Relocation Services: Program management consulting; pre-move services; destination services; moving services; mortgage services; settlement service; and global services.

Most Important Metric: Client and transferee satisfaction, cost savings, and risk avoidance. Specifically for home sale, days on market, list to sale price, and initiation volume.



5 PRIMACY RELOCATION

5

22,861

www.primacy.com

Primacy Relocation is an employee relocation provider that focuses all of its technology and resources solely on relocation. The company administers programs for employers throughout the Americas, EMEA, and Asia-Pacific regions. In addition to its Memphis headquarters, Primacy serves its 324 clients through seven U.S. operations centers and offices in the U.K., Switzerland, Germany, France, Canada, and China. Last November, Primacy swept Trippel Survey & Research's 4th Annual Relocation Managers Survey—placing first in all 24 categories of customer satisfaction.

Client(s): N/A

Relocation Services: Domestic relocations and international assignments: corporate program—policy counseling, development and review, expense administration (includes audit/reimbursement), compensation/tax/payroll management, lump-sum debit Visa cards, group moves; Transportation—household goods move management and travel services; Destination—orientation, temporary living, home finding, rental assistance, school search, rental assistance, spousal assistance; Real Estate—home sales, home marketing, lease-breaking.

Domestic: mortgage assistance, cost-of-living adjustments, and intern relocation programs.

International: assignment-cost projections, expatriate candidate assessment, work authorization/visa management, benefit planning (for medical, dental, pension, Social Security), letter of assignment, cross-cultural training, host-country formalities, language lessons, departure services, property management, personal vehicle programs, storage management, and repatriation. GSA-certified

U.S. government services: home sale, destination services, employee services/counseling, move management, and overall agency-level program management/reporting



- 1. Flexible customer
- 2. Accurate and fast reporting
- 3. Operating costs well below industry average



- 1. Cost tracking/reporting
- 2. Home sale
- 3. Inventory management

Rank	Company	Last Year's Rank	Employees Transferred in 2005	URL
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Most Important Metric: Customer satisfaction ratings from corporate clients and transferees. Primacy closely monitors, measures, and responds to satisfaction levels in both groups.

6	WEICHART RELOCATION RESOURCE INC.	4	22,125	www.wrri.com
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Weichart Relocation Resource Inc. (WRRRI) delivers turnkey relocation and international assignment management solutions to approximately 500 corporate clients. With its recent acquisition of PricewaterhouseCoopers' Global Mobility Solutions practice in the U.S., WRRRI has emerged as a leading assignment management and expatriate administration service provider, capable of delivering clients the convenience of a true one-stop solution for virtually any global mobility need. A flexible, independently owned company, WRRRI delivers services in more than 120 countries worldwide, with offices throughout the Americas, EMEA, and Asia Pacific.

Client(s): Confidential

Relocation Services: Assignment management, policy and tax consulting, cross-cultural and language training, cost-of-living analysis, destination services, lump-sum and financial administration, gross-up processing, group move, home finding, home marketing and home sale, household goods, mortgage services, payroll services, property management, rental assistance, repatriation, spouse career services, tax services, temporary living coordination, tenancy management, visa, and immigration.

Most Important Metric: Customer satisfaction and year-to-year client cost reduction top WRRRI's list. As a balanced scorecard company, WRRRI measures performance at every level of its organization and offers clients on-line access to all cost, customer service, and employee status reports via FlashPoint, its web-based portal. WRRRI is SAS 70 compliant, which offers objective verification that its internal systems, controls, and procedures are suitably designed to ensure accurate and timely processes. Also its Raving Fans customer service program provides WRRRI employees with the tools to exceed customer expectations. Ninety-six percent of transferees expressed satisfaction with WRRRI's services, 70 percent declared themselves Raving Fans.

7	ROYAL LEPAGE RELOCATION SERVICES	6	14,563	www.rlrs.com
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For more than 40 years, Royal LePage has offered industry-leading international global work mobility programs to corporations, government agencies, and individuals. In 2005, its 450 relocation professionals managed more than 14,000 relocations, 50,000 transferee services, and more than \$1 billion in client relocation expenses. It offers a full range of global mobility services to support its customers and their employees' relocation efforts. These services are divided into six distinct lines, including: corporate, government, assignment, consulting, financial, and individual. Each one is structured to uniquely meet the needs of each specific group. Royal LePage's mission is to make the relocating employee's transition as easy as possible so that they can assume their new responsibilities as quickly as possible, while driving value to the corporate customer by delivering efficiencies and excellent customer service.

Client(s): N/A

Relocation Services: Expense management; guaranteed home sale; international services; policy consulting; lease management; legal services; lump sum management; marketing assistance; marketing management; move management; property management; relocation purchase card; temporary accommodations; visa and immigration services.

Destination services—home search, purchase assistance, coaching services, cross cultural services, elder care services, rental search services, school search services; and settling-in services.

Benchmarking studies—comparable homeowner and rental studies, cost of living study, market differential study; and financial services reporting.

—Rental subsidy program, mortgage penalty program, mortgage penalty savings program, mortgage subsidy program, mortgage rate buy-down program.

Most Important Metric: Client satisfaction, transferee satisfaction, client retention, supplier performance, and efficiencies to client.

Rank	Company	Last Year's Rank	Employees Transferred in 2005	URL
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8	GMAC GLOBAL RELOCATION SERVICES	7	14,247	www.gmacglobalrelocation.com
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GMAC Global Relocation Services (GMAC GRS) is recognized as a leader in client satisfaction for end-to-end employee relocation, assignment management, and mobility consulting services for multinational organizations worldwide. GMAC GRS is a premier service company for corporations in more than 110 countries and managing nearly \$1 billion in relocation-related transactions for clients. With the broad resources of GMAC Financial Services behind the relocation division, GMAC GRS offers a combination of business-to-business services.

Client(s): N/A

Relocation Services: Domestic and international relocation and assignment administration, policy consulting and development merger and acquisition relocation planning, group move management, supplier selection, and management affinity programs.

Most Important Metric: Client retention and client satisfaction are both 100 percent.

9	HEWITT RELOCATION SERVICES	10	12,900	www.reloaction.com
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Hewitt Associates is a global human resources outsourcing company delivering a complete range of human capital management services to companies, including HR outsourcing, mobility services, payroll and benefits outsourcing, healthcare, retirement and financial management, recruiting, and talent and organizational change management. Hewitt provides fully outsourced mobility services to more than 10,000 transferees and assignees, including global assignments and U.S. domestic relocation for 150 corporate clients annually.

Services: Domestic relocation services—administration of client domestic relocation policies and programs; relocation cost estimating and budgeting; employee policy counseling; lump-sum administration; temporary lodging coordination; household goods move management; home sale services; home finding/rental finding assistance; area familiarization tours; travel coordination; spouse/partner career assistance services; and relocation expense management and reporting.

International relocation services—assignment planning and initiation; administration of international assignment services policies and programs; assignment planning services; visa, immigration, and work permit coordination; employee counseling; assignment initiation services; household goods forwarding; shipment and long-term storage management; home country property management services; host country tenancy management services; on-assignment services; assignment repatriation services; and assignment expense management and reporting.

Most Important Metric: Measurement of service, cost savings, and program elements such as: transferee and client satisfaction levels; timeliness, responsiveness, and professional abilities of Hewitt mobility staff; relocation cost analysis; accuracy and timeliness of relocation and assignment; expense administration; invoicing and reporting; departure service cost components; continuous cost improvement; program spend; financial payment; and invoicing accuracy.

10	ALTAIR GLOBAL RELOCATION (FORMERLY AMERICORP GLOBAL RELOCATION)	8	12,138	www.americorp.com
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Companies on the move are turning to Altair for strategic solutions. Whether you are outsourcing your employee relocation program for the first time or planning multiple group moves, Altair is an experienced partner with a proven track record of cost and service performance. Its success combining strategic direction and values results in exceptional performance in every business environment, making Altair a relocation solutions leader. Altair offers unique advantages in important areas: business to business services, quality assurance, accountability, technology, independence, and diversity spending

Client(s): America Online, AT&T, Blockbuster Inc., BMW North America, Centex Corporation, Cingular Wireless, Energizer, Gateway, the Gillette Company, Hormel Foods, Neiman Marcus, Sara Lee, Saks Incorporated, Starbucks Coffee Company, and Washington Mutual



1. Customer service
2. Quality reporting services
3. Knowledgeable and experienced staff

Rank	Company	Last Year's Rank	Employees Transferred in 2005	URL
	<p>Services: Departure services—policy counseling, candidate selection, assignment-cost estimates, country reports, cost-of-living calculations, visa and permit procurement, tax and social security briefings, home sale, property management, inventory management, lease cancellation.</p> <p>Destination Services—home search, leasing assistance, host-country destination services, mortgage and financial services, spousal career assistance, language training, cultural training, benefit payments, dependent care.</p> <p>Logistic Services—household move management, travel management, temporary living expense reimbursement, pet transportation.</p> <p>Administrative Services—policy benchmarking & design; benefit payments, expense tracking and reporting, equity advance, tax assistance, year end reporting, management reports, group move consulting and management, quality monitoring and reporting, supplier management and reporting, diversity initiatives and reporting, recruiting support, assignment management; Client Solutions Center—customized consulting services, new client implementations, proactive policy benchmarking, original industry research, business location decision and event services.</p>			

Most Important Metric: Altair utilizes the SERVQUAL model to measure perceptions in five areas of service quality: tangibles, reliability, responsiveness, assurance, and empathy. Quality assurance is tracked and reported to senior management and the client. Training needs and opportunities for process refinements are identified and implemented. Continuous satisfaction monitoring. The client relations department and operations managers maintain a regular dialogue with the client to identify strengths and weaknesses.

 Buyer's Choice

1. Household goods management
2. Expense reimbursement
3. Home sale/purchase program

 **TheMIGROUP**

9 10,821 www.themigroup.com

TheMIGroup, a private management-owned company, has offices located throughout North America, Europe, and Asia. It manages a full range of domestic and international relocation programs on a global basis. Its only business function is relocation. TheMIGroup does not participate in any other industry. Founded in 1978, The company began as an international moving specialist. Over time other elements of international relocation were added to its service portfolio to meet the changing needs of the relocation industry. In 1998, it expanded into the U.K. and in 2000 acquired an established domestic relocation company. In 2003, TheMIGroup launched an office in Hong Kong.

Client(s): Confidential

Relocation Services: Domestic Services: real estate assistance; home marketing assistance—appraised value and amended value option, buyer value option, home sale, equity advances, and closing; inventory management; home finding services—buyer assistance, renter assistance, temporary accommodation, property management, household moving management.

Global Services: global assignment management; assignment preview trips; visa and immigration; temporary accommodation.

Destination Services: community orientation; home finding; school search assistance; local government compliance; cultural orientation and training; language training; household moving management; risk management and insurance products; assignment expense support and management; repatriation services; and automobile and credit card assistance.

Ongoing Transferee/Expatriate Support: expense management and assignment payment support; expense tracking, auditing, reporting; property management; vacant residence insurance; storage of left behind household goods.

Consulting Services: policy review and development; international candidate assessment; cost-of-living allowance adjustments; spouse/partner consulting; security information and training programs; and overseas medical and emergency data/programs.

Most Important Metric: Customer satisfaction and staff turnover—the Nobody's Perfect Survey is the mechanism to measure and record transferring employee feedback. Any feedback form that includes critical comments or carries a response to any question that is less than good or carries an overall performance score of less than 70 percent is considered a complaint. Every complaint is investigated by the quality assurance department, and corrective action is taken. For the past three years TheMIGroup has scored 94 percent or better customer satisfaction rating from clients and their relocating employees.

 Buyer's Choice

1. Customer Service
2. Technology
3. Cost effective

 **PARAGON RELOCATION RESOURCES**

11 7,893 www.paragonrri.com

Paragon has assisted more than 100,000 families with domestic and international relocation services and continues to service *Fortune* 1000 clients in a variety of industries, while maintaining a network of leading supplier partnerships in 140 countries. Paragon strives to be the premier partner of choice in the global mobility industry by providing innovative programs, value-added support, superior customer service, and thought leadership to its clients and the customers it serves.

Rank	Company	Last Year's Rank	Employees Transferred in 2005	URL
	<p>Services: Departure services—policy counseling, candidate selection, assignment-cost estimates, country reports, cost-of-living calculations, visa and permit procurement, tax and social security briefings, home sale, property management, inventory management, lease cancellation.</p> <p>Destination Services—home search, leasing assistance, host-country destination services, mortgage and financial services, spousal career assistance, language training, cultural training, benefit payments, dependent care.</p> <p>Logistic Services—household move management, travel management, temporary living expense reimbursement, pet transportation.</p> <p>Administrative Services—policy benchmarking & design; benefit payments, expense tracking and reporting, equity advance, tax assistance, year end reporting, management reports, group move consulting and management, quality monitoring and reporting, supplier management and reporting, diversity initiatives and reporting, recruiting support, assignment management; Client Solutions Center—customized consulting services, new client implementations, proactive policy benchmarking, original industry research, business location decision and event services.</p>			

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Client(s): Confidential

Relocation Services: Domestic Services: real estate assistance; home marketing assistance—appraised value and amended value option, buyer value option, home sale, equity advances, and closing; inventory management; home finding services—buyer assistance, renter assistance, temporary accommodation, property management, household moving management.

Global Services: global assignment management; assignment preview trips; visa and immigration; temporary accommodation.

Destination Services: community orientation; home finding; school search assistance; local government compliance; cultural orientation and training; language training; household moving management; risk management and insurance products; assignment expense support and management; repatriation services; and automobile and credit card assistance.

Ongoing Transferee/Expatriate Support: expense management and assignment payment support; expense tracking, auditing, reporting; property management; vacant residence insurance; storage of left behind household goods.

Consulting Services: policy review and development; international candidate assessment; cost-of-living allowance adjustments; spouse/partner consulting; security information and training programs; and overseas medical and emergency data/programs.

Most Important Metric: Customer satisfaction and staff turnover—the Nobody's Perfect Survey is the mechanism to measure and record transferring employee feedback. Any feedback form that includes critical comments or carries a response to any question that is less than good or carries an overall performance score of less than 70 percent is considered a complaint. Every complaint is investigated by the quality assurance department, and corrective action is taken. For the past three years TheMIGroup has scored 94 percent or better customer satisfaction rating from clients and their relocating employees.

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Rank	Company	Last Year's Rank	Employees Transferred in 2005	URL
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Client(s): N/A

Relocation Services: Domestic Services: recruitment support services; short-term assignment coordination; relocation benefits counseling; expense audit; processing, payment and reporting; home marketing assistance; home sale services; property management services; home-finding services; mortgage services; rental assistance; temporary accommodation services; transportation of household goods and coordination; employee and family transition and spousal assistance; travel management; tax employee assistance program.

International Services: global-move cost analysis; global assignment policy counseling and administration; visa and immigration coordination; expense audit; processing, payment and reporting; home sale services; property management services; worldwide home-finding and settling-in services; language and cross-cultural training; shipment or storage of household goods; dual career assistance; international banking services; security services; global employee assistance program; travel management.

Global Assignment Service at Post: ongoing policy counseling; expense processing; tracking, reporting and payment in all convertible currencies; information resource services; supplier and ongoing assignment payments; schooling assistance; compensation administration; visa renewals; home leave coordination; emergency evacuation coordination.

Group Move Consulting Services: organization reengineering; group move planning; employee demographic study; group move relocation program development; commute program for short distance moves; communications development and coordination; orientation programs; area tours; destination services; group-move employee relocation management services; business continuity planning; facility move management program.

Most Important Metric: Expense processing time, household goods claims rates (on-time delivery rates, insurance claim ratios), direct home sale costs, overall service customer, and client service ratings.



1. Home sales assistance
2. Customer service
3. Online reporting

	GRAEBEL RELOCATION	Not Listed	7,267	www.graebel.com
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More than 50 years ago, Graebel set out to consistently deliver stress-free relocation experiences for its customers. Today, Graebel is a world-renowned relocation leader—a privately owned, fully integrated relocation company. The organization provides single-source accountability because it owns and manages its full-service relocation division and autonomous move management company supported by an international forwarding operation—U.S. van line—and nationwide U.S. moving and storage service centers. This industry-unique, wholly owned and managed infrastructure delivers outstanding results.

Client(s): N/A

Relocation Services: Policy development, consulting, and program management; unbiased vendor selection, management, and administration; expense tracking; reimbursement and management reporting; tax gross-ups; cost-of-living calculations; employee policy counseling and entitlements; marketing; home sale assistance; inventory management and sales; property management; home finding; purchase assistance; rental and temporary housing assistance; destination services; settling-in services; spousal assistance. International Relocation Services: assignment management—assignment letter; policy counseling/administration; ongoing assignment support; repatriation. Destination services—pre-assignment visit; temporary housing; area overview; home finding; education search. Real estate services—tenancy management; property management; home sale (U.S. only); transportation; visa/immigration; training—candidate selection; cross-cultural training; language training; spousal assistance; Administration and reporting—cost projections; cost of living analysis; expense management; year-end reporting. Worldwide household goods move management and administration: administration of moving program and multiple relocation policies; Management of carriers/forwarders. Review of vendors' estimated costs versus actual costs via comprehensive invoice audit; applicable tariff analysis; and comparison to appropriate relocation policy; real-time reports on status and on-going management of goods in storage; claims management; resolution with vendors; accurate, timely invoices with all supporting documents.

Most Important Metric: Metrics are measured in every revenue- and non-revenue producing “subjective” area. The major performance indicators continuously measured are: customer service; quality and frequency of proactive communication; attention to quality standards and professionalism; availability/accessibility of client contact and staff; friendliness/politeness; knowledge; responsiveness; dependability and reliability; organization and efficiency; timeliness of information provided; professionalism and preparedness; availability/accessibility; accounting/billing accuracy. The Graebel online globalCONNECT system tracks and reports on all the requested metrics. Reports are available online 24/7 with real-time data.

Relocation Buyers Weigh-In

WE SURVEYED BUYERS OF RELOCATION SERVICES ON THEIR EXPERIENCE WORKING WITH RELOCATION PROVIDERS AND ASKED ABOUT THE HOT TRENDS THEY SEE IN THE MARKET AND OTHER TIPS FOR GIVING THEIR EMPLOYEES THE BEST RELOCATION EXPERIENCE POSSIBLE. HERE ARE THEIR INSIGHTS.

Most important things to look for in a full-service relocation provider

- 1 Customer service for client/transferee
- 2 Industry knowledge and experience
- 3 Flexibility
- 4 Fair, transparent pricing
- 5 Understanding company culture and values
- 6 Quality assurance
- 7 Technology and online resources
- 8 Responsiveness to transferee and client

Other areas:

- Staff's ability to help the customer make the best move possible
- Well-established home sale process
- Cost effectiveness
- Attention to employee feedback
- A balance of both client and transferee satisfaction
- The ability to adapt
- Follow-through
- Problem-solving
- Program creativity
- Industry updates that will enhance program
- Accountability
- Personalized touch
- Consistent communication
- Depth of resources
- Ability to work with client on issues
- Accessibility
- Strong reporting capabilities
- Professionalism
- High ethics
- Accuracy
- Partnership intelligence
- Attention to detail
- Good follow-up
- Fair claim settlement
- Satisfied employees
- Policy consulting
- Little or no bureaucracy

One thing HR departments most often overlook when relocating employees:

For 35% of respondents, the issue of the "trailing spouse/partner" and the subsequent impact relocations have on families were the most common answers. Often times families are left out of the decision-making process, which can create problems at home that may spill over to an employee's professional life. One respondent stated, "We are normally worried about the employee and getting them to the new location. We don't always remember the family." Another added, "We often have people leave because they are unhappy after the relocation." Consider the following:

- The follow-up and audit process.
- The emotions associated with the move and new job.
- Families with children who wish to finish the school year before relocating.
- The knowledge of the industry, trends, and actual costs.
- The time required to counsel/process the move.
- Relocation should be handled by experienced and qualified experts.
- Communication of program entitlements.
- Staying within agreed-upon guidelines with management.
- Cost and time associated with relocating existing or new employees.
- Emotional impact of relocation.
- Tendency of managers to negotiate offers instead of following established policy.
- Coordination of relocation between internal authorizers and the relocation company.
- Follow up with transferee after the relocation.
- Lack of communication with the employees on relocation benefits.
- The human aspect of the move and the need for a personalized service for the transferee.
- HR is too concerned about costs and less on making sure the relocation is successful.
- The personal and financial impact to an employee.
- Counseling to employees—i.e. what to expect.
- No two moves are the same.
- Exception management.
- Many do not understand that relocation is a "life experience;" an international assignment requires high-touch service; and a domestic relocation requires some sensitivity to personal situations.

Top 3 Trends in Recruitment:

1

Changes in Costs (29%)

The cost of relocation continues to rise. Therefore, buyers are continually emphasizing ways to reduce costs and save money internally.

2

More Lump-Sum Plans (12.5%)

Move to more flexible spending and/or lump-sum programs, especially for lower-grade levels.

3


Cost of Living Differences (12.5%)

There is a trend to relocate into higher value new homes or areas with higher costs of living, creating a need for formal COLA programs and particularly mortgage subsidies.

Other trends include:

- More employee resistance to frequent moves
- Companies moving away from guaranteed purchase offers
- More outsourcing
- More females employees relocating
- Governmental issues affecting relocation
- Lots of use with the BVO program when offering home sale/purchase assistance
- Transferring employees within the company rather than relocating new hires
- Third-party relocation companies' turnover of personnel is growing
- Permanent transfers into the U.S., compared with traditional long-term assignments
- Loss on sale anticipated to rise.
- International is going to be a high focus for 2006
- Unreasonably high home purchase debt; no equity due to 80/20 loans
- More diverse countries involved in relocation, will need more cultural training
- The real estate market is softening.

Biggest challenge associated with relocation:

- Exceptions to the company's policies.
- Finding a third party you feel confident in and trust.
- Costs vs. meeting needs.
- The relocation policy or plan: if a good policy or plan is not in place, then are you providing the best possible service to your employees?
- Programs responding to real estate market changes.
- Striking the balance between the business and family issues.
- Keeping the emotions low and relaxed. Moving is stressful enough; add on keeping up with work just further exacerbates the tensions.
- Ensuring a smooth transition for employees.
- Reluctance to relocate to higher-cost-of-living areas.
- Communication with transferee's spouse or partner.
- Providing high customer service while keeping costs down.
- Keeping up with the changes in the industry.
- Internally maintaining and tracking all relocation information: From the corporate perspective at a medium or large company, it is difficult keeping business partners up to date with trends, costs, and company relocation program changes related to a very complex industry.
- Working with procurement and getting them to understand that relocation is a benefit and not a commodity and to look at service, not just cost.
- Providing a reasonable package for each transferee while cost-reduction is such a big issue with the company.
- Balancing the cost of relocation to the company with the needs of the relocation family.
- Home sale inspections.
- Repatriation can be a bigger challenge than the actual move; little attention is paid to this when in fact it can be more stressful and challenging to the employee and family.
- Setting employee expectations.
- Ensuring that all of the pieces fit together to make the relocation a win/win for the employee and the company.
- Transferees not accepting/not agreeing on appraised value of their property. 

The Road to Centralization

BUILDING A BETTER WORKFORCE MOBILITY PROGRAM THROUGH STANDARDIZING POLICIES AND OUTSOURCING.
BY GWEN BLACK, DIRECTOR OF RELOCATION AND RECRUITMENT, PHILIPS ELECTRONICS

Orchestrating perfect corporate relocations is challenging enough. Attempting it across a large, decentralized environment using several different policies and suppliers can be positively overwhelming.

This is what Philips Electronics, one of the world's leading electronics companies, discovered. Our company had grown significantly in recent years through mergers and acquisitions,

but what was good for business proved a detriment to workforce mobility, resulting in a loose and decentralized relocation program.

Some companies within our organization didn't use any sort of policy at all, so the suppliers were, in some cases, doing each of their relocations on an ad hoc basis. This led to confusion among the ranks, exceptions not being accurately tracked, recruiters debating relocation

benefits with hiring managers and ultimately higher costs.

The time had come for serious change. Philips has a remarkably strong brand worldwide, and we wanted to promote a strong brand internally as well. My objective was to unite all subsidiaries under one policy.


To achieve this, I first sought support across all of Philips' business units for the idea of a single policy. I assembled a project team of stakeholders from each of the company's business units, particularly those units where the most issues and volume existed. The plan called for getting agreement on a single policy. The team also tackled the question of which service delivery model would work best: centralized, fully outsourced or decentralized. Even though the popular opinion was that centralizing the program would represent a marked improvement over the current, decentralized environment, the team debated the merits of both options.

Giving the team flexibility to explore both options enabled us to come to the decision that a centralized delivery system supported by an outsourced provider was the better way to go.

We vetted more than 17 vendors and chose Weichert Relocation. From the beginning, we had committed to an aggressive start-up date, which I was determined to meet. WRRRI's team helped ensure that the program was implemented on schedule and that the transition went as smoothly as possible.

One immediate advantage of the outsourced centralized model is that my team and I now have one central location to capture policy exceptions, giving us a clearer picture of the true cost of these exceptions and gauge at what point it makes sense to refine policy.

Another improvement was adding tiers to our policy. We worked with WRRRI to create levels to accommodate every type of employee. We've also built a provision into the policy that a choice of a lump sum.

Through centralization, automation, and deeper program expertise, Philips has gained leverage, improved our policy, and created a more effective outsourcing partnership. 



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