ManpowerGroup®

Global: Optimizing A Global Footprint. Developing A 5-Year Supply/ Demand Forecast to Drive Effective Workforce Planning

How Do You Make Decisions Without Knowing the Future?

This global technology client was faced with the need to re-balance their center of excellence footprint. That meant determining which locations should be selected for growth, which would stay static, and which would be opportunistically reduced. Our client employs high-end software engineers and architects in these centers of excellence—a globally scarce talent—making the stakes for getting their long-term workforce plan right very high.

Solution

The ManpowerGroup Solutions consulting team used our forecasting capabilities to help our client predict the future with a 5-year forecast for supply, demand, cost, quality, and regulatory environment in each geography.

Define Role

We worked with the client to outline how the role of the software engineer and architect would evolve over a 5-year period of time, as well as profiling both the educational pathways and typical career progression. We also identified additional pools of talent that could contribute to long-term supply, such as alternate degree and employment profiles.

Develop Forecast

Using the role profile, we built up a forecast based on demographic trends, educational and employment data. We then structured proprietary and public data into the model to predict the flow of talent over a 5-year period of time.

Comparative Analysis

Once the forecasts had been established for each geography in consideration, we then closely examined key variables for a now/next comparison. These variables included regulatory environment, cost, overall availability, quality of education, innovation, technical readiness, brain drain, and availability of management talent. The comparative analysis of these variables over time gave the client excellent visibility to which geographies offered a long-term comparative advantage.

Risks, Opportunities, and Trade-Offs

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Results

ManpowerGroup Solutions' forecast was used as the backbone for their 5-year strategic workforce plan. The management team was able to take a data-based approach to selecting locations for growth, identify a handful of 'hidden gem locations' to take advantage over time, and determine that a recent acquisition's main site did not have long-term viability from a cost, supply, or regulatory perspective.

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