Who Is Winning the Talent War?

2020 Post-COVID-19 Edition

Gartner TalentNeuron™
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The New War for Talent

A Shifting Battleground

The Gartner 2021 Board of Directors Survey shows 48% of board directors expect their organization’s business models to change due to COVID-19 — and digitalization is invariably accelerating in the process. As a result, certain skills are in especially high demand across many types of organizations.

Consider the pent-up demand for certain tech skills. In 2019, data from Gartner TalentNeuron™ already showed an outsized demand for technologists outside of IT and with the rise of remote work, businesses vie for the right talent in locations outside their footprint, too.

This illustrates why the war for talent, already a challenge before the pandemic, requires an even more urgent strategic action plan now.

Digital skills in demand beyond tech companies and outside of IT

Growth in jobs posted by nontechnology companies in top 12 countries by GDP, 2015-2020

- Artificial intelligence
- Robotic process automation
- Data science/data analytics

Source: Gartner TalentNeuron™ analysis
Note: The top 12 countries are derived from the IMF 2020 ranking of countries by total gross domestic product (GDP), excluding Italy, Spain and South Korea due to limited time series data.
Complex Workforce Decisions Require Granular Insights

Organizations that can sense and respond to new talent realities — from identifying skill needs to acquiring diverse talent — will secure a competitive advantage, but many organizations are trying to make critical workforce decisions while flying “data” blind.

In the following pages, we share six real-world, data-driven case studies in which HR leaders used analytics to make better decisions around competitive talent acquisition and strategic upskilling for current employees and to evaluate the relative merit of different locations as sources of talent for different workforce models.
Future-proof the workforce

Talent objective
Prepare for acceleration in business and technology trends, made more urgent by the impact of COVID-19; educate and get buy-in from internal stakeholders on required strategic workforce initiatives.

Key questions
1. What is the next wave of emerging and new skills?
2. How are we stacking up against our competition in a postpandemic world?
3. How can we remain agile as skills constantly evolve?

Organizational profile
- Industry: Food and beverage
- Revenue: $92 billion+
- Employees: 352,000+
- HR leader: Head of Talent Analytics

Who Is Winning the Talent War?
Skills-based approach to workforce planning

Winning with analytics

Using a range of analytics, including skills evolution and competitor analysis, the head of talent analytics was able to:

- Identify emerging capabilities of forward-looking companies and benchmark against direct competitors
- Provide business leaders with insights on competitors’ skill profiles to facilitate proactive talent decision making and collaborative workforce planning
- Save time for a lean team of eight analysts by taking advantage of key external labor market insights
- Meet objectives; earned a CEO global award nomination for initiative

“Labor market analytics gave us external data that was essential to start conversations with internal leaders about their functions.”

Head of Talent Analytics
Weigh talent needs in location decisions

**Talent objective**
Put talent needs at the heart of location decisions as the organization evolved from being a technology manufacturer to a solution provider.

**Key questions**
1. How can HR drive location strategy and real estate decisions?
2. Can we still realize cost savings around our location footprint?
3. How can we improve and scale the decision framework for choosing the right locations?

**Organizational profile**
- **Industry:** Technology
- **Revenue:** $90 billion
- **Employees:** 150,000+
- **HR leader:** Client: Senior Director, Global Facilities (Part of HR)
Embed location analytics into workforce planning

Winning with analytics

Using location data with a focus on talent availability, hiring difficulty and skills, the senior director of global facilities was able to:

- Synthesize external labor market data and internal data into a custom framework for stakeholders to make informed location decisions
- Enable business leaders to run cost and condition analysis for hiring talent in non-traditional workforce models post-COVID-19
- Act as a strategic partner to business leaders as they structure global customer contracts, delivering on both skill requirements for niche roles and realizing cost savings
Reduce geographic risk caused by Brexit

**Talent objective**
To help the business find alternative scalable locations in Europe given the looming Brexit deadlines

**Key questions**
1. What is the overall talent landscape of customer service representatives supporting the EMEA region?
2. What are relevant cost parameters to consider?
3. How do we stack up against competitors in certain EMEA locations?

**Organizational profile**
- **Industry:** Banking
- **Revenue:** $43 billion+
- **Employees:** 59,000
- **HR leader:** Director of HR

Who Is Winning the Talent War?
Find ways to leverage nontraditional workforce models

**Winning with analytics**

Using location data with a focus on demand pressure, university talent, English proficiency and more, the director of HR was able to:

- Evaluate the talent supply for the focus profiles and locations and identify top university talent in various locations for all relevant majors
- Analyze cost parameters such as the cost of living index, real estate cost, base salary cost for focus role and location to shortlist viable locations
- Identify five other viable European locations outside the U.K. as the next potential hub(s) following Brexit, and begin to work with business leaders to consider nontraditional workforce models in alternative locations

“We showcased how some of the old favorites weren’t optimal locations to invest in, and also introduced new hubs for consideration.”

Head of Talent Analytics
Source talent to drive growth

**Talent objective**

Acquire the right skills for a newly acquired niche business unit to drive post-COVID-19 growth and innovation

**Key questions**

1. What are the right skills to target for an extremely niche space within the pharmaceutical industry?
2. What skills and locations are our competitors targeting?
3. How can we arm the incoming business unit leader of the new acquisition with the right talent insights?

**Organizational profile**

- **Industry:** Pharmaceutical
- **Revenue:** $4 billion+
- **Employees:** 3,000+
- **HR leader:** Director of Talent Acquisition

Who Is Winning the Talent War?
Design competitive jobs in a new market segment

Winning with analytics
Using labor market analytics, the director of talent acquisition was able to:

- Create a list of key job profiles hired by competitors to optimize job descriptions to include skills with more than 200% growth in demand
- Target alternative locations with the highest volume of suitable talent for scalable growth
- Track demand for target talent segments to understand the evolution of skills and the types of hard skills hired by competitors
- Launch a new strategic sourcing analysis for advanced planning

“We came to the table with powerful data and insight to shape our talent strategy, which also helped us start on the right foot with our new business leader after a $1 billion business acquisition.”

Director of Talent Acquisition
Hone IT workforce strategy to support digitalization

Talent objective
With the acceleration of digital initiatives further spurred by COVID-19, IT workforce strategy was a critical priority of the CIO.

Key questions
1. What is the talent landscape for IT functions in our current locations, including gender diversity?
2. What other U.S. locations could be considered and how do these compare to existing locations?
3. How can we come to the table with key insights for discussion rather than going in with assumptions?

Organizational profile
Industry: Investment banking
Revenue: $4 billion+
Employees: 7,300+
HR leader: VP, Head of Talent Management Operations
Data-backed IT workforce strategy with integrated DEI focus

Winning with analytics

Using analytics around tech talent availability, including studying diversity in previously untapped locations, the head of talent management operations was able to:

- Evaluate the level of competition for specific IT skills, competition and talent migration trends to hire opportunistically
- Identify diverse hubs for accessing skills outside the current footprint and improve the diversity of their tech talent
- Analyze the existing skill adjacencies in the organization
- Create a flexible workforce plan around both current and future skill needs, designing roles for flexibility

“Without the relevant external labor market data, we were missing a big piece of the puzzle. The data from a trusted source helped us overcome several internal obstacles.”

VP, Head of Talent Management Operations
Source diverse tech talent with niche skills

**Talent objective**
- Source tech talent with niche computer science, cybersecurity and Internet of Things skills to drive sustainable growth while meeting diversity objectives
- Source internally and externally

**Key questions**
1. How do we leverage both build and buy strategies?
2. Can we also increase diversity and representation?
3. What opportunities exist for upskilling — especially of existing diverse talent?

**Organizational profile**
- **Industry:** Insurance
- **Revenue:** Approx. $6 billion
- **Employees:** Approx. 19,000
- **HR leader:** Senior Director of Diversity and Talent Strategy
Use talent data to drive diversity

**Winning with analytics**

Using analytics around university talent, and ethnic and gender diversity, the senior director of diversity and talent strategy was able to:

- Create a strong and diverse internal labor market for future growth
- Formulate an apprenticeship program for frontline workers to improve talent mobility and upward potential
- Map skill adjacencies to identify opportunities to upskill the already diverse pool of frontline workers
- Leverage custom university analysis to kick-start campus recruitment and remote internships based on curriculum, gender and ethnic diversity

“Labor market insights revealed universities that were not on our radar. We were able to leverage that data to support the competency build-out of our software engineering apprenticeship.”

Senior Director, Diversity and Talent Strategy
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About Gartner TalentNeuron™

Gartner TalentNeuron is the premium end-to-end labor market intelligence solution combining real-time insights from trusted global data sources, deep research and expert advisors to guide your biggest workforce decisions around:

1. Workforce planning
2. Location optimization
3. Competitive intelligence
4. University analysis
5. Diversity analysis
6. Strategic recruiting
7. Employer value proposition analysis