

Right people, wrong place?

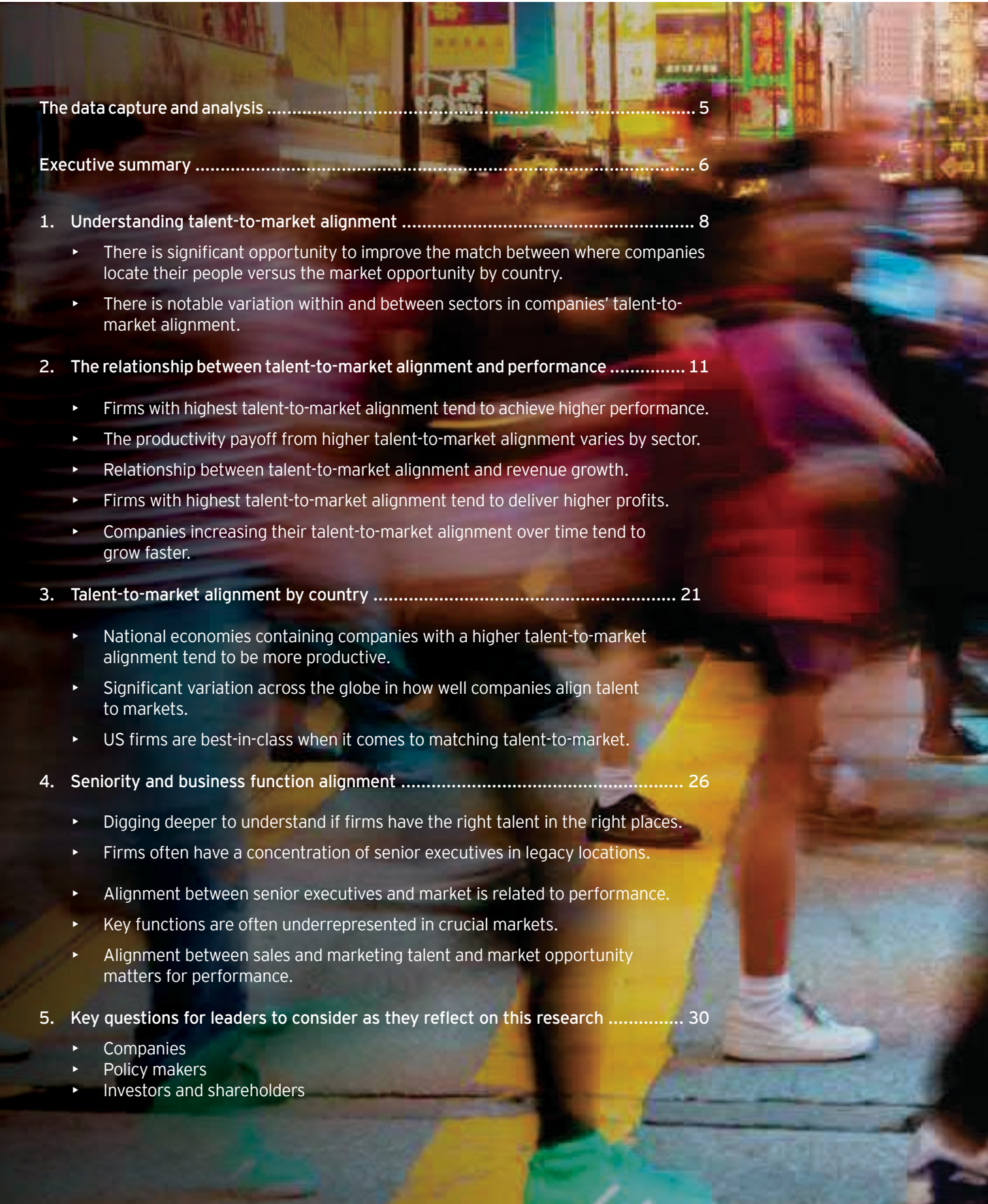
Businesses with a strong match
between their market opportunities
and their workforce, perform better.



The better the question. The better the answer.
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Sabrina has been partnering with LinkedIn's largest and most strategic clients globally, focused on providing solutions that connect an enterprise's objectives across talent, marketing, sales and employee development. Motivated by LinkedIn's vision of creating economic opportunity for every member of the global workforce she leverages LinkedIn's rich global data to deliver the insights that help her clients achieve their goals from LinkedIn's diverse products.

The data capture and analysis

By collaborating with LinkedIn, we were provided with aggregate public profile data from its professional community of more than 530 million globally to give us a comprehensive view of the world at work.

It should be recognized that analyzing this data provides us with an indicative view across organizations, industries and markets and therefore the derived coefficient should be considered as an estimate only and not a perfect market to workforce match. Any organization wishing to examine their true workforce to market coefficient should apply the methodology below to their actual workforce data.

We followed a five step core methodology using unique datasets developed by EY and based on aggregate profile data provided by LinkedIn.

1. First, for each subsector within the sectors selected for analysis, we derive the market size by country of that subsector based on EY's unique industry knowledge and supporting sources including Euromonitor International; BMI International; LMCA database; Timetric; IIC; SNL; IFS; IMF; World Bank; OECD; individual company filings.
2. Second, for each subsector, we compile a list of the major companies across the globe that compete in the subsector. The size of this sample varies across subsectors, depending on how fragmented each market is.
3. Third, we aggregate profile data provided by LinkedIn to derive what proportion of each company's headcount is located in each country around the world. Joint ventures and subsidiaries are consolidated into one parent entity.
4. Fourth, for each company, we compute the correlation between the proportion of their global headcount in each country and the relative size of each country in the global subsector market.
5. Fifth, we test the explanatory power of the correlation coefficients to explain differences in company performance using univariate regression analysis.

The above analysis of LinkedIn data is based on the distribution of all company headcount by country, regardless of function or seniority. However, LinkedIn data also allowed for a more granular analysis. Specifically, we were able to analyze the distribution of company headcount by:

- A. Seniority – the percentage distribution of company headcount across countries for those only with a director or above title; specifically this comprises those with the job titles director, VP, partner, owner and CXO
- B. Function – the distribution of company headcount across countries by four major function groups:
 - Sales or business development
 - Marketing
 - Research, development, engineering, product management
 - Other (legal, HR, social services, admin, education, finance, media and communications, military services, health care, arts and design, accounting, operations, finance, IT, entrepreneurship, program/project management, support, purchasing, consulting, real estate)

As in the core methodology, the distribution of company seniority and functions by country was correlated against the size of subsector country markets to derive a correlation coefficient for each company. These respective correlation coefficients were then used as an explanatory variable in a univariate regression with measures of company performance.

Executive summary



LinkedIn brought its unique insights on where professionals are based, including by business function and seniority

In a first-of-its-kind collaboration between EY and LinkedIn, we have brought together two proprietary sets of analysis: EY brought its detailed view of current and projected industry market performance by geography and LinkedIn provided its unique insights on where people are based, including by business function and seniority. This combined analysis of 659 companies across 11 sectors is groundbreaking because for the first time it validates and quantifies the value of maximizing the alignment between workforce location and market opportunity. Key findings from that analysis include:

1. There is considerable opportunity for companies to improve alignment between their subsector market opportunity and where they station their workforce. Many companies misalign their talent to legacy mature market locations rather than countries where more revenue and faster growth opportunities lie. The size of the opportunity to improve alignment and payoff from doing so varies by sector. There is significant variation within and between sectors in companies' talent-to-market alignment – that is: how closely companies allocate their talent to where their subsector market opportunities are. The analysis reveals notable differences in how companies distribute their senior executives, sales, marketing and research talent around the globe. In many cases, senior executives are disproportionately concentrated in home markets.
2. Firms with the closest match between their geographical talent footprint and market opportunity tend to have higher performance (measured by profit (EBITDA) per employee; revenue growth and profit levels). The finding that talent-to-market alignment is related to firm-level productivity is a powerful insight, suggesting that firms can make major performance improvements by having a more strategic approach to where they put the right people. Firms that poorly match their workforce to the global subsector market are potentially leaving hundreds of millions of dollars of opportunity on the table. For example, in the pharmaceutical sector, a median company in our data set increasing their talent-to-market alignment by 10% corresponds to an increase in profit of \$77 million. The median company moving to best-in-class alignment would correspond to higher profit of \$691 million.
3. National economies where companies tend to have a higher talent-to-market alignment tend to be more productive. This suggests that if policymakers can support companies' attempts to globalize, it will increase productivity and economic output. There is significant variation by country in how well companies headquartered there tend to align their workforce to the market. Firms headquartered in the US tend to have the closest match between where they place their talent and the market opportunity in their subsector. There is scope for firms headquartered in Europe and Asia to improve the match between their workforce and the markets that will drive future growth in top and bottom line. For example, if UK-based firms had a talent footprint to market alignment similar to US-based firms, it could potentially be worth an additional \$900 billion in GDP.

The findings of this research imply that in addition to thinking about their workforces from a cost optimization perspective through offshoring, near-shoring or right-shoring, companies have the opportunity to revisit their revenue and growth optimization to create competitive advantage through “growth-shoring.”

The research suggests that those businesses that focus on growth-shoring to ensure that the right executive, marketing and sales, product development, research and other talent categories better match the global market opportunities will do a better job of capturing share in those markets.

In a low-growth environment, with wage stagflation across many developed markets and an increasing concentration of opportunity and social mobility occurring alongside a rise in protectionist sentiments, this research provides a clear economic imperative for more trade, and mobility of the right people to the right places, rather than less.

This work illustrates the power of combining both granular company data – with aggregate market and industry data. These provide the necessary inputs to both corporate strategy planning and an end-to-end talent strategy and management approach that is at the core and clearly linked to corporate and business unit strategy planning.

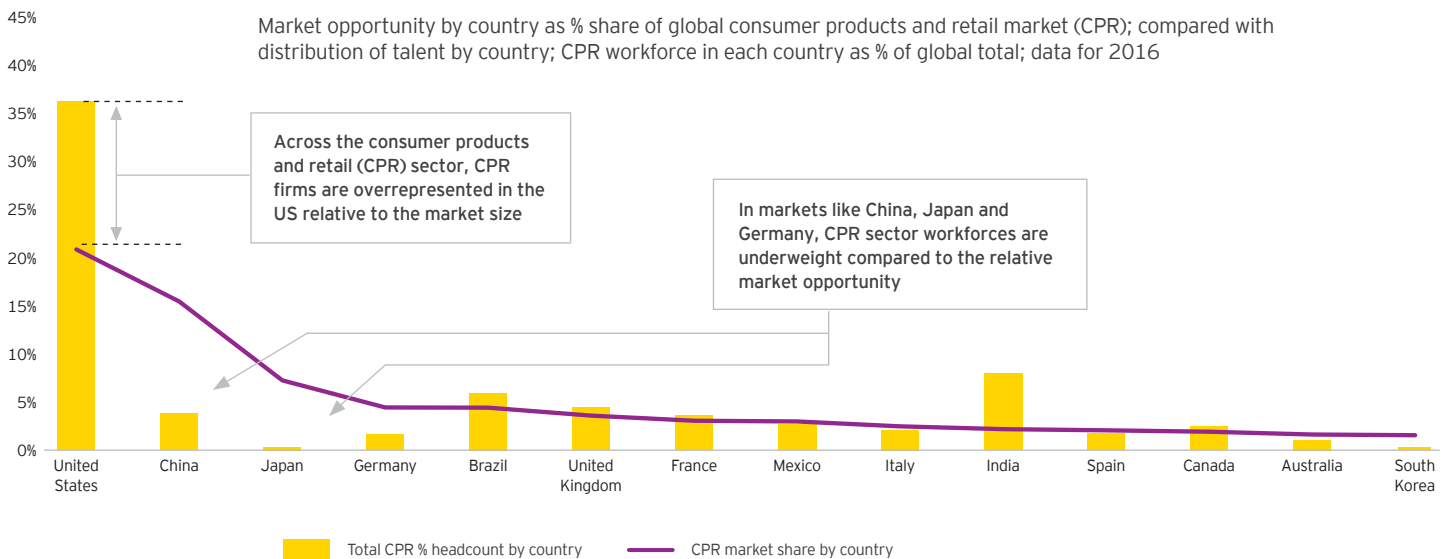
1. Understanding talent-to-market alignment



There is significant opportunity to improve the match between where companies locate their people and the market opportunity by country

For each company, the relative subsector market size by country was compared against the unique outside-in view of where companies locate their people from LinkedIn aggregate profile data. In simple terms, this analysis reveals the extent to which firms locate talent in their target market segments. While the analysis was all conducted at the company level, taking a sector-wide view illustrates the differences between the relative market size of each country and the relative share of global headcount that firms in that sector locate there (Exhibit 1). Many firms tend to have a concentration of talent in headquarter country or legacy locations and may not have taken sufficient steps to build an appropriate presence in countries that provide both current and future revenue-creating opportunities.

Exhibit 1. How the distribution of talent by country misaligns with the spread of market opportunity by country



Source: EY Knowledge analysis of LinkedIn member data and various industry sources on sector market size

“Many firms tend to have a concentration of talent in headquarter country or legacy locations and may not have taken sufficient steps to build an appropriate presence in countries that provide both current and future revenue-creating opportunities.”

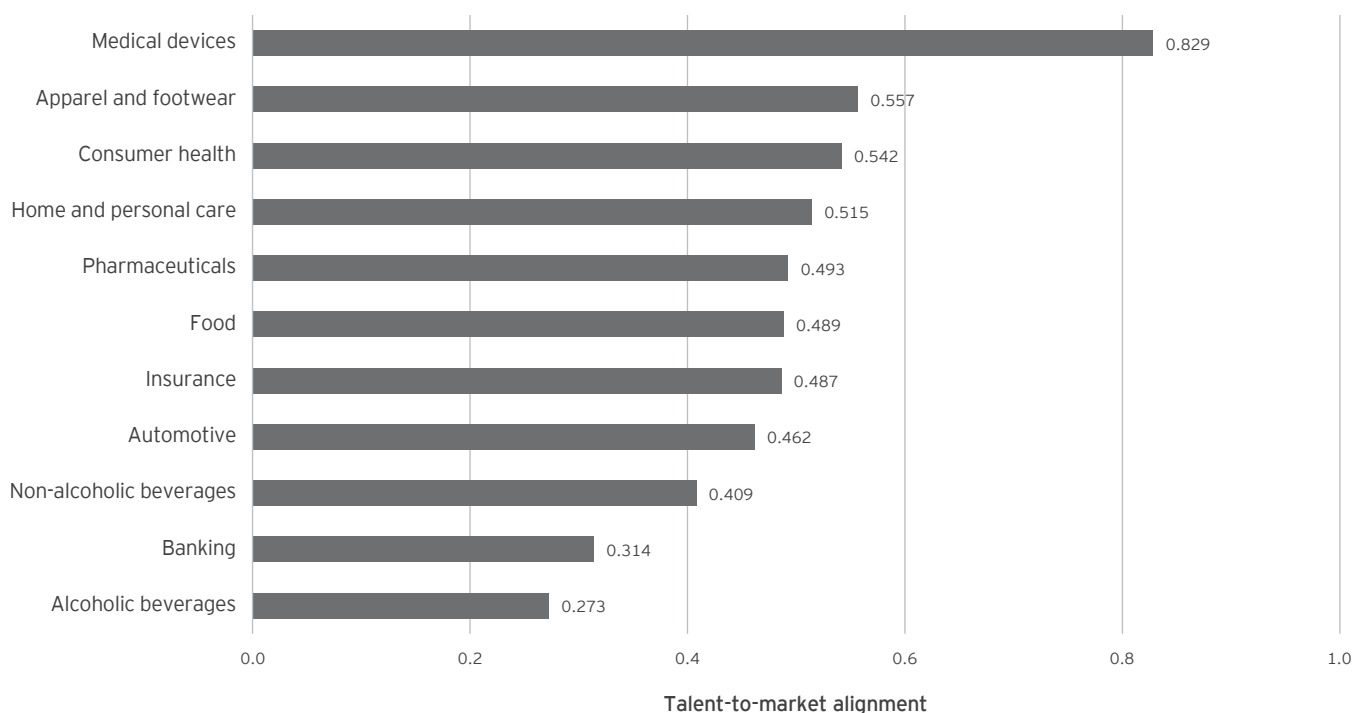
There is notable variation within and between sectors in companies' talent-to-market alignment

For each of the 659 companies in the sample, a single indicator of talent-to-market alignment was derived by comparing the outside-in view of the distribution of company talent based on LinkedIn aggregate profile data to the size of the market opportunity by country for each subsector the company competes in. The talent-to-market alignment is derived using correlation analysis such that firms perfectly aligning talent-to-market would achieve a correlation score of +1. Those with no relationship between market opportunities and where they locate their talent would score 0. This analysis revealed substantial variations within and between sectors in typical company talent-to-market alignment (Exhibit 2). The median company has a talent-to-market alignment of 0.48 and could be leaving value-creating opportunities untapped as a result. There is a notable variance across subsectors in how well firms tend to align their workforce to the market. Across the sectors analyzed, firms in the medical devices subsector tended to align their workforce closest to the market opportunity, while those in the alcoholic beverages subsector had the lowest talent-to-market alignment.

It should be emphasized that this analysis specifically finds a statistically significant relationship between a company's talent-to-market alignment and measures of performance when market is defined by absolute market size. We generally did not find statistically significant findings when compared only to market growth.

Exhibit 2. There is significant variation within and between industries in terms of individual companies' alignment between the workforce and the market

Average subsector talent to market alignment correlation coefficient (+1 implies perfect alignment) in 2016, n=659



Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

2. The relationship between talent-to-market alignment and performance



Firms with highest talent-to-market alignment tend to achieve higher performance

Analysis of a sample of 659 companies revealed a statistically significant relationship between talent-to-market alignment and various measures of firm-level performance. Across the sample, the most aligned firms – those in the top quartile of talent-to-market alignment – typically achieved productivity levels more than 50% to approximately 40% higher than those in the bottom quartile – the least-aligned firms (Exhibit 3A). To put this another way, companies in the top highest quartile for talent-to-market alignment were 18 percent more likely to have productivity levels above the median in the sample of firms (Exhibit 3B). This correlation does not prove that the relationship is causal – that greater talent-to-market alignment automatically translates into more profit and productivity. There are clearly multiple factors involved in a firm's performance results. However, the findings indicate that companies paying careful attention to their global workforce strategy tend to be more successful. Interestingly, there was a performance relationship between talent-to-market alignment and market opportunity in every one of the industry subsets we examined except alcoholic beverages; we believe this is due to the unique heritage, provenance and tax issues associated with this industry.

Exhibit 3A. Talent-to-market alignment explains differences in financial performance

Average company EBITDA/employee in 2016 by talent-to-market alignment quartile, n=659

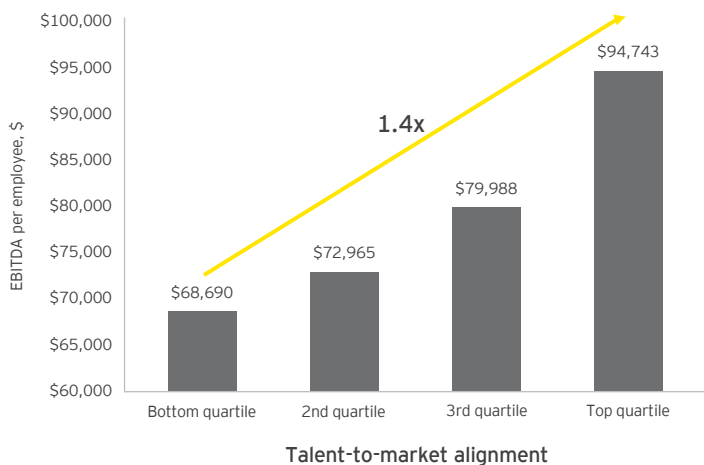
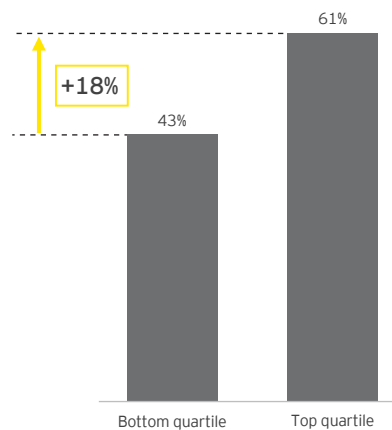


Exhibit 3B: Firms in the top quartile of talent-to-market alignment more likely to have higher productivity

Percentage likelihood of EBITDA/employee level being above sample median in each talent-to-market alignment quartile



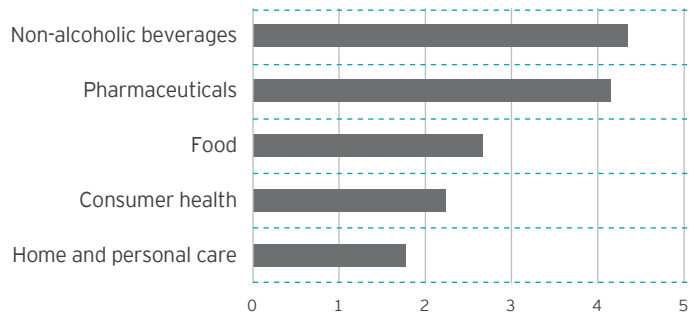
Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

The productivity payoff from higher talent-to-market alignment varies by sector

The relationship between alignment and performance varies within and across industries and geographies. Higher alignment is related to increased productivity – captured by profit per employee – in the non-alcoholic beverages; pharmaceuticals; home and personal care; food; and consumer health sectors. In the pharmaceuticals and non-alcoholic beverages sectors, the typical productivity of firms with the highest talent-to-market alignment was more than four times higher than those with the lowest alignment (Exhibits 4 and 5).

Exhibit 4. The difference in productivity between top and bottom of talent-to-market alignment varies by sector – as do payoffs from increasing alignment

Productivity (in EBITDA/employee) average of top quartile aligned firms as multiple of average productivity of lowest quartile aligned firms



	Value of median firm increasing talent to market alignment by 10%	Value of median firm increasing alignment to sector best in class
Non-alcoholic beverages	\$62m	\$1.2bn
Pharmaceuticals	\$77m	\$691m
Food	\$91m	\$1.8bn
Consumer health	\$64m	\$195m
Home and personal care	\$50m	\$190m

Note: value of median firm increasing alignment computations based on applying relationship to median sector talent-to-market alignment and median sector headcount to derive change in EBITDA.

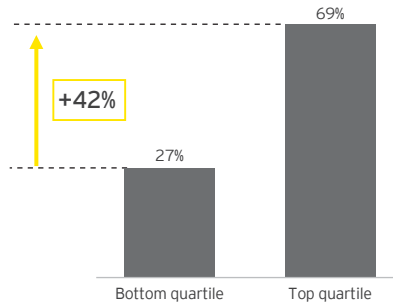
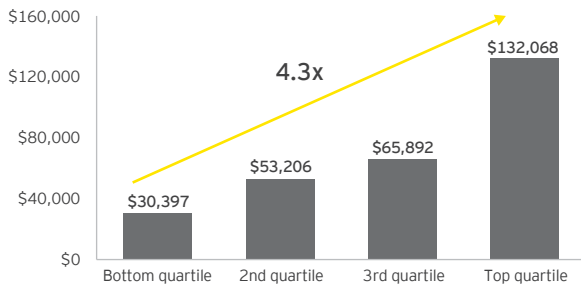
Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size



Exhibit 5. Comparing differences in talent-to-market alignment and productivity across sectors

Non-alcoholic beverages sector: average productivity (EBITDA per employee) level by talent to market alignment quartile; n=62

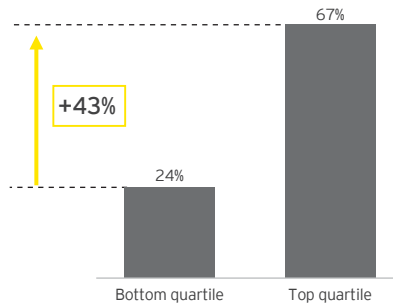
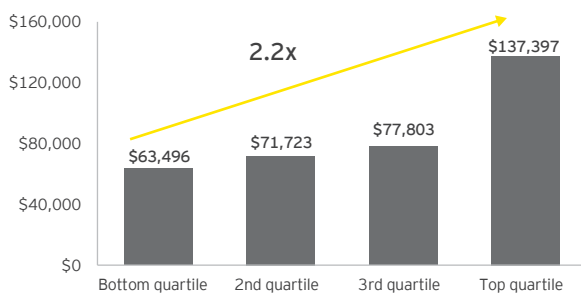
Percentage likelihood of EBITDA/employee level being above sample median in each talent-to-market alignment quartile



Alignment between workforce and market

Consumer health sector: average productivity (EBITDA per employee) level by talent to market alignment quartile; n=69

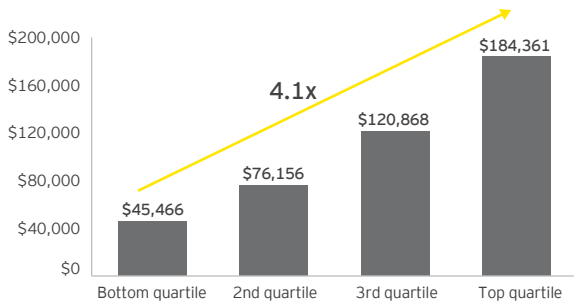
Percentage likelihood of EBITDA/employee level being above sample median in each talent-to-market alignment quartile



Alignment between workforce and market

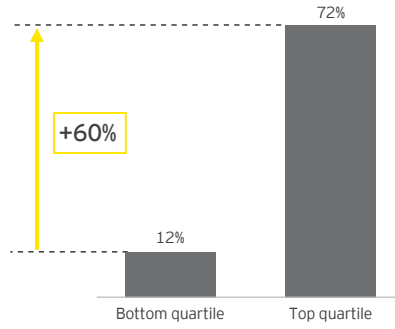


Pharmaceuticals sector: average productivity (EBITDA per employee) level by talent to market alignment quartile; n=71

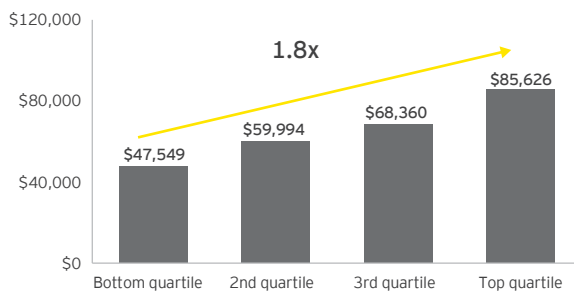


Alignment between workforce and market

Percentage likelihood of EBITDA/employee level being above sample median in each talent-to-market alignment quartile

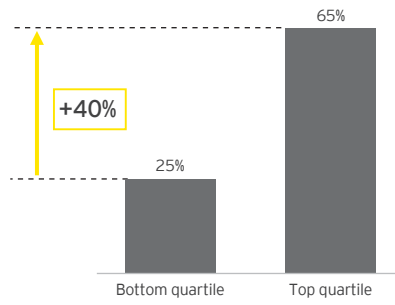


Home and personal care sector: average productivity (EBITDA per employee) level by talent to market alignment quartile; n=67



Alignment between workforce and market

Percentage likelihood of EBITDA/employee level being above sample median in each talent-to-market alignment quartile



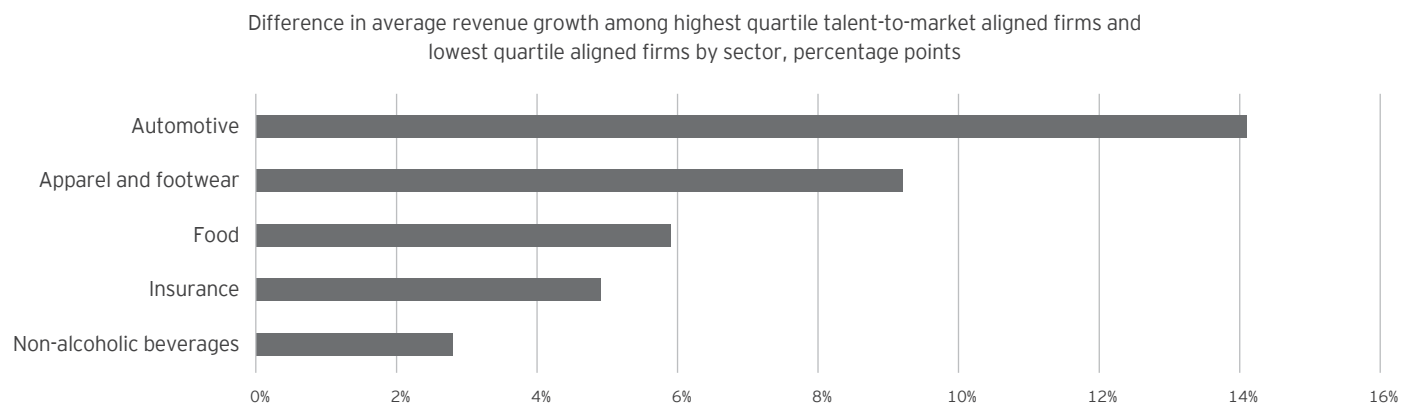
Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size



Relationship between talent-to-market alignment and revenue growth

There is a statistically significant relationship between talent-to-market alignment and the pace of recent revenue growth across industries. Again, this finding varies by industry: in the automotive sector, the highest-aligned firms typically achieved revenue growth 14 percentage points higher than firms with the lowest alignment. While in the apparel and footwear sector, growth among the highest aligned firms is 9 percentage points higher than the lowest aligned firms (Exhibit 6). There are smaller but still statistically significant differences in growth performance of the highest-aligned firms for the insurance, food and non-alcoholic beverages sectors (Exhibit 7).

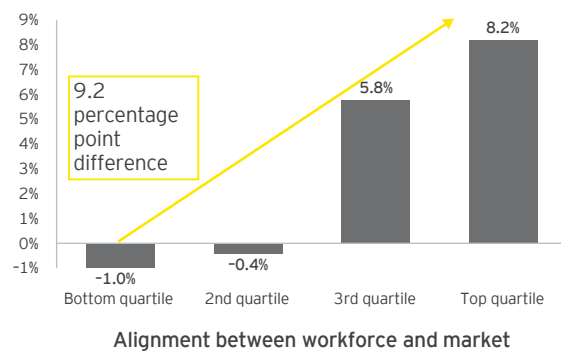
Exhibit 6. Difference in revenue growth between highest aligned and lowest aligned firms varies by sector



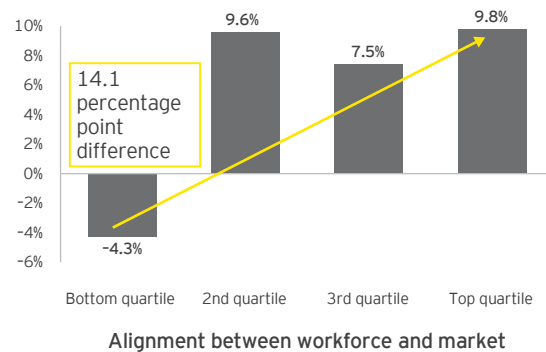
Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

Exhibit 7. Firms with higher talent-to-market alignment across these sectors tended to achieve higher revenue growth

Apparel and footwear sector: average company revenue growth (2012-16) by talent-to-market alignment quartile; n=67



Automotive sector: average company revenue growth (2012-16) by talent-to-market alignment quartile; n=32

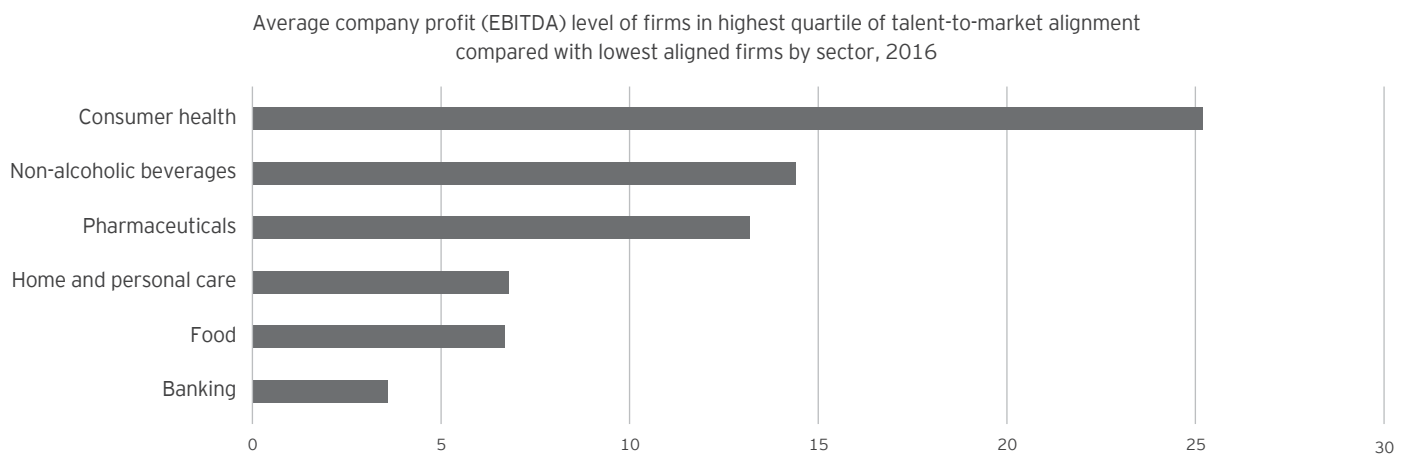


Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

Firms with highest talent-to-market alignment tend to deliver higher profits

There is a statistically significant relationship between talent-to-market alignment and profit (EBITDA) levels, such that firms with the highest talent-to-market alignment tend to deliver higher profits. This relationship varies by sector; in the banking sector, firms in the highest quartile of talent-to-market alignment deliver profit levels that are 3.6 times higher than the lowest quartile aligned firms. In the non-alcoholic beverages sector, the same differential is 14.4 times (see Exhibit 8). The nature of the relationships between talent-to-market alignment and profit varies by sectors, as shown in Exhibit 9.

Exhibit 8. Highest aligned firms deliver higher profits but multiple varies by sector



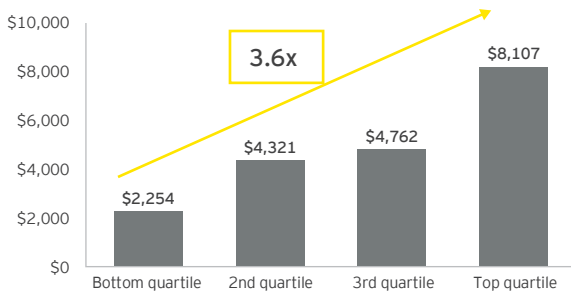
Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size



“The nature of the relationships between talent-to-market alignment and profit varies by sectors.”

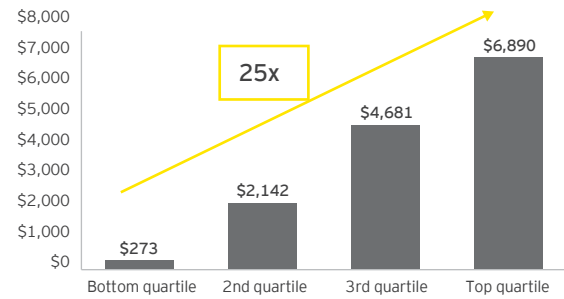
Exhibit 9. Relationship between higher alignment and profitability varies by sector

Banking sector: profit (EBITDA in 2016, \$M) average level by talent-to-market alignment quartile; n=146



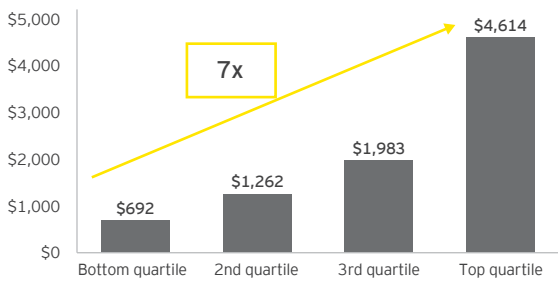
Alignment between workforce and market

Consumer health sector: profit (EBITDA in 2016, \$M) average level by talent-to-market alignment quartile; n=69



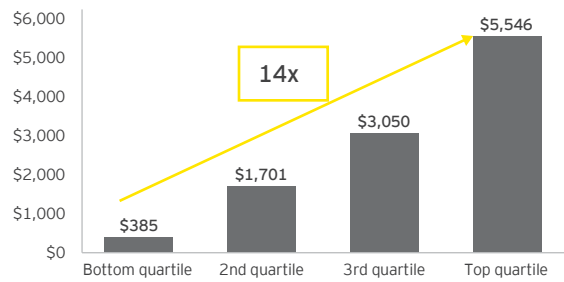
Alignment between workforce and market

Food sector: profit (EBITDA in 2016, \$M) average level by talent-to-market alignment quartile; n=90



Alignment between workforce and market

Non-alcoholic beverages sector: profit (EBITDA in 2016, \$M) average level by talent-to-market alignment quartile; n=62



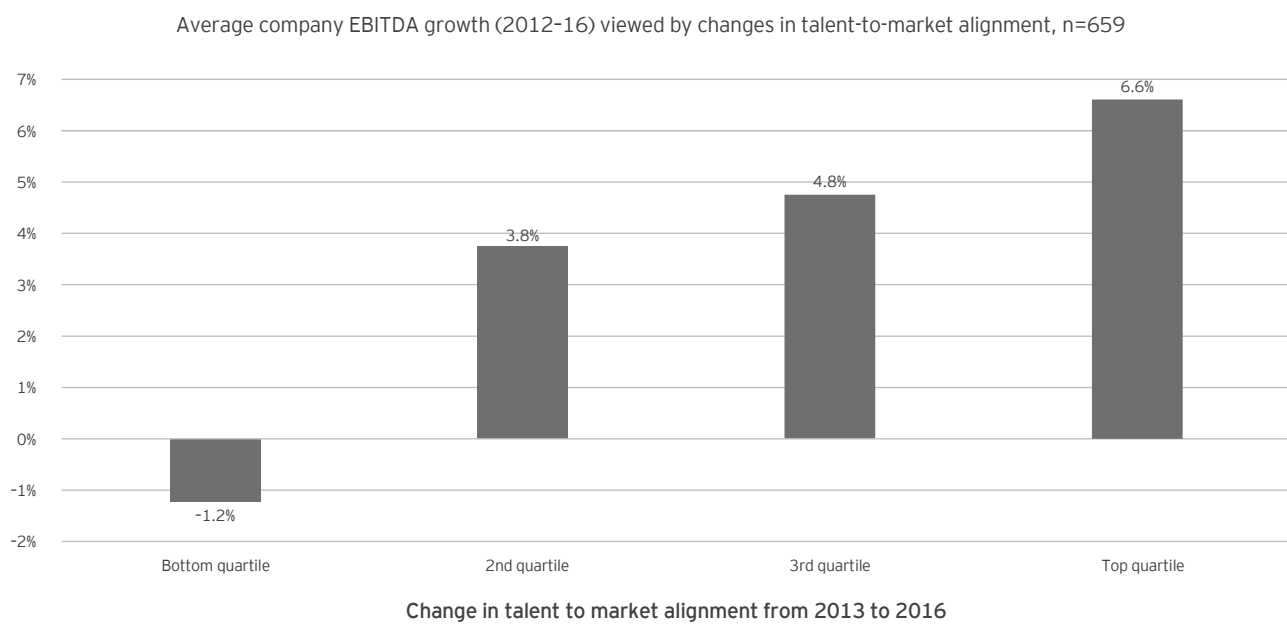
Alignment between workforce and market

Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

Companies increasing their talent-to-market alignment over time tend to grow faster

The finding that firms with a higher talent-to-market alignment tend to have higher profits could simply be viewed as showing that the biggest companies are most international and most profitable. However, the data indicates that firms that increase their alignment over time are more likely to increase their profitability (see Exhibit 10). Firms in the top quartile of changes in talent-to-market alignment between 2013 and 2016 achieved profit (EBITDA) growth that was 7.8 percentage points higher than those in the lowest quartile of changes in alignment.

Exhibit 10. Companies that increased their match most achieved higher profit growth



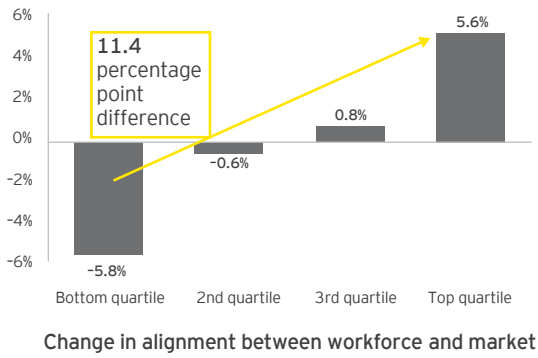
Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size



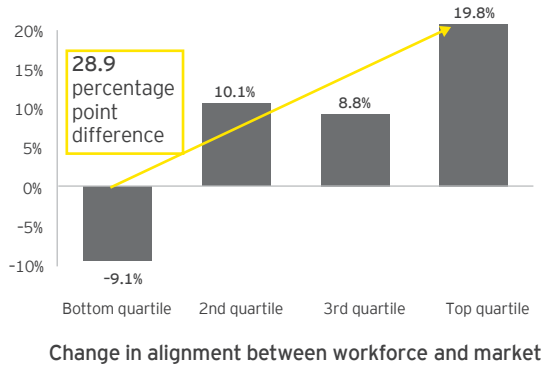
There is particular significance for banking, insurance and pharmaceutical firms. In the banking sector, firms with the highest improvement in talent-to-market alignment achieved profit growth on average 11 percentage points higher than those with the lowest improvement (or decline) in talent-to-market alignment. In the insurance sector, those in the top quartile of improved alignment achieved profit growth that was 29 percentage points higher than those with the lowest improvement in alignment (Exhibit 11).

Exhibit 11. Relationship between changing talent-to-market alignment over time and profit growth by sector

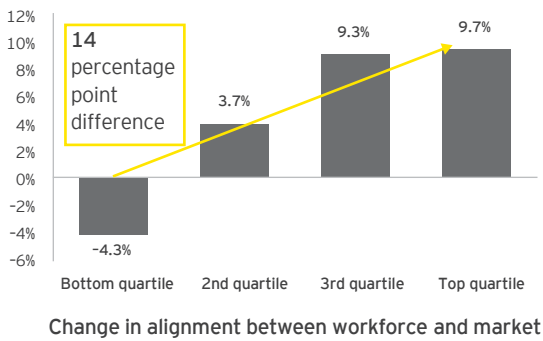
Banking sector: average company EBITDA growth (2012-16) by quartile of change in talent-to-market alignment, n=146



Insurance sector: average company EBITDA growth (2012-16) by quartile of change in talent-to-market alignment, n=70



Pharmaceutical sector: average company EBITDA growth (2012-16) by quartile of change in talent-to-market alignment, n=71



Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

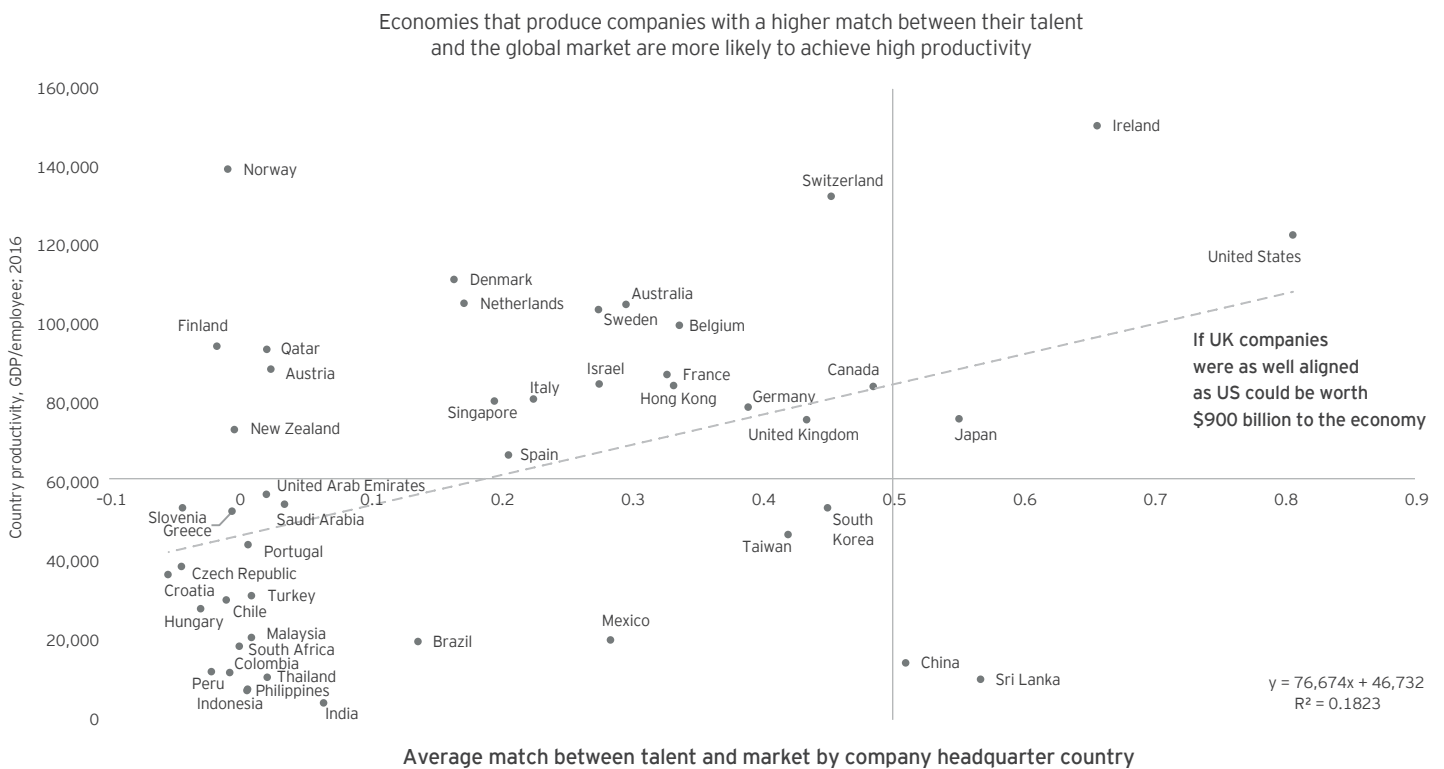
3. Talent-to-market alignment by country



National economies that have companies with a higher talent-to-market alignment tend to be more productive

Following a lost decade for productivity growth after the global financial crisis, policymakers' attention has focused on understanding what drives differences in productivity performance. A range of evidence suggests that firms that focus on exports achieve stronger productivity outcomes than domestically focused firms.¹ The talent-to-market alignment analysis supports the link between a better external focus and productivity. Firms with a higher talent-to-market alignment achieve stronger productivity performance. In fact, there is evidence that economies with headquartered firms that have a higher talent-to-market alignment achieve higher overall productivity (Exhibit 12). Countries in the top quartile for their companies' talent-to-market alignment tend to achieve productivity (measured by GDP per employee) 1.6 times higher than those countries with companies in the bottom quartile of alignment. There is significant value, and ultimately, quality of life at stake: if UK companies were as well-aligned as US firms, it could potentially be worth around \$900 billion to their national economy.

Exhibit 12: Countries producing companies with highest talent-to-market alignment tend to achieve higher productivity



Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

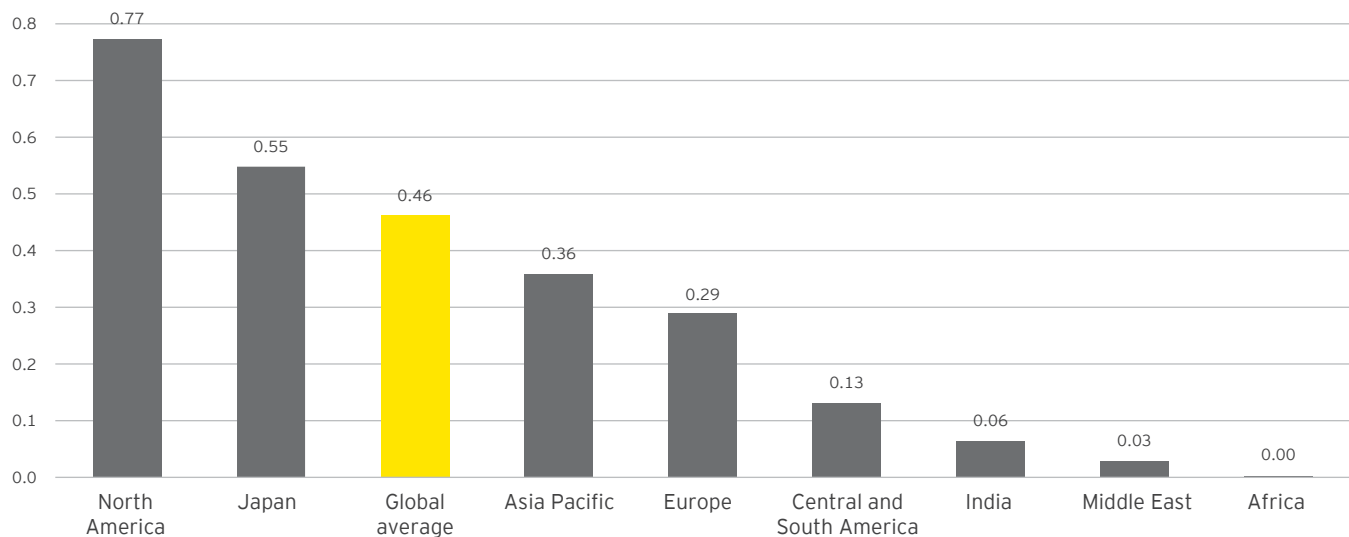
¹ A large amount of literature has explored the differential productivity of exporting firms versus domestically focused firms and foreign-owned firms; for example: Aw & Hwang (1995) Productivity and the export market: A firm-level analysis; Girma, S., Greenaway, A. and Kneller, R. (2004), Does Exporting Increase Productivity? A Microeconomic Analysis of Matched Firms. Review of International Economics, 12: 855-866; a good meta-analysis: Wagner, J. (2007), Exports and Productivity: A Survey of the Evidence from Firm-level Data. World Economy, 30: 60-82

There is a significant variation across the globe in how well companies align talent-to-markets

The analysis revealed sizable variations in talent-to-market alignment among companies headquartered in different parts of the world. Across the 659 companies in the sample, firms headquartered in North America tend to achieve a considerably higher talent-to-market alignment than firms headquartered in the Asia Pacific region and Europe (Exhibit 13). Notably, Japanese firms were close to the global average, while firms in Europe achieved a talent-to-market alignment around half the level of those in North America. Firms headquartered in emerging market locations like Central and South America, India and Africa had the largest scope to improve their talent-to-market alignment.

Exhibit 13: Firms headquartered in North America tend to have a higher talent-to-market alignment

Average match between talent location and market by company headquarter country, grouped into regions; correlation coefficient between -1 and +1



Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

US firms are best-in-class when it comes to matching talent-to-market

There is consistent evidence that US firms achieve the closest match between the proportional allocation of talent to a country and that country's significance in the global subsector market (Exhibit 14). Companies headquartered in Ireland also tend to achieve a high level of match between the country location of their talent and where the market is by country. Notably, companies headquartered in continental Europe and across Asia Pacific tend to achieve a lower match between talent and market opportunity.

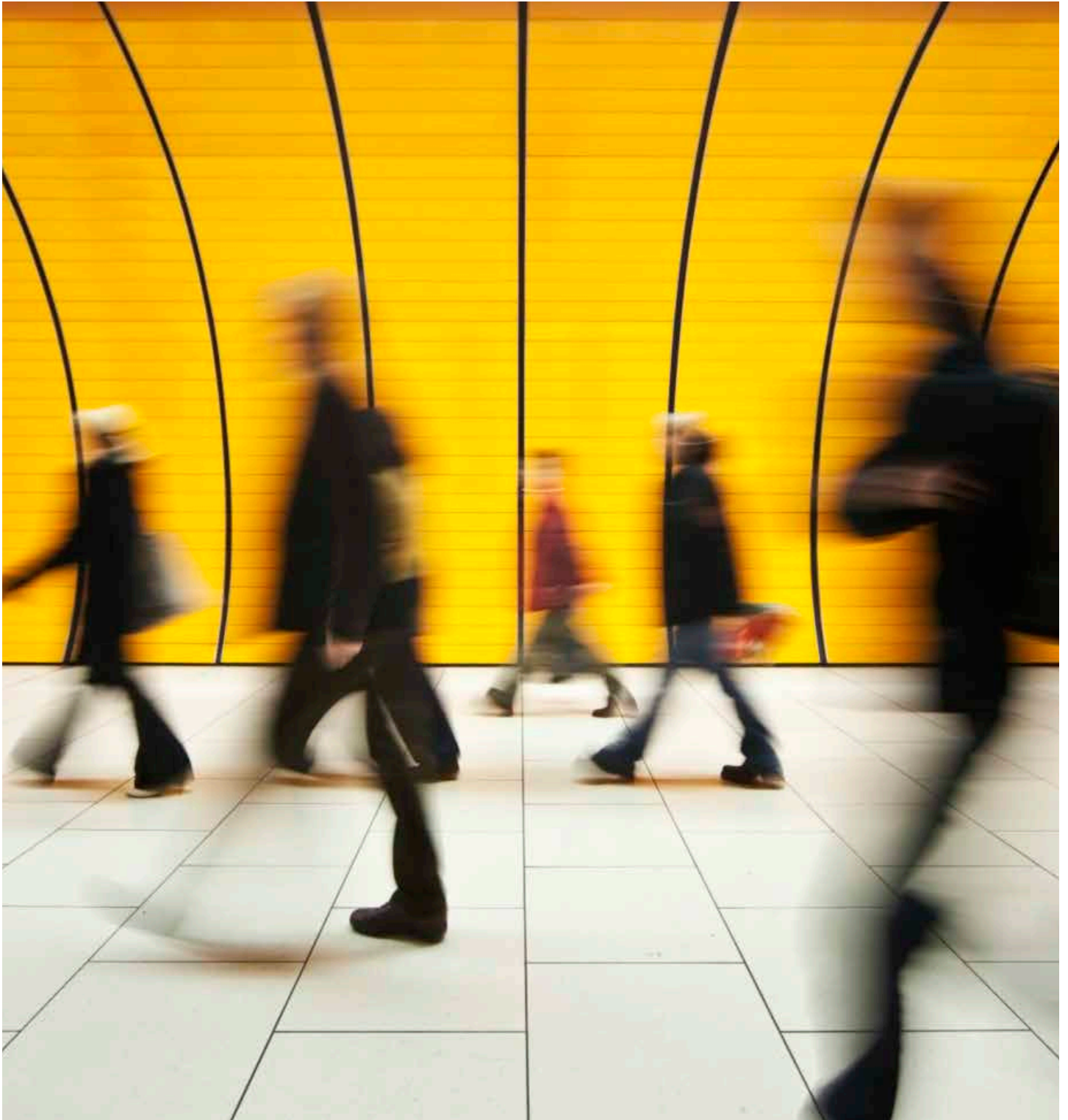
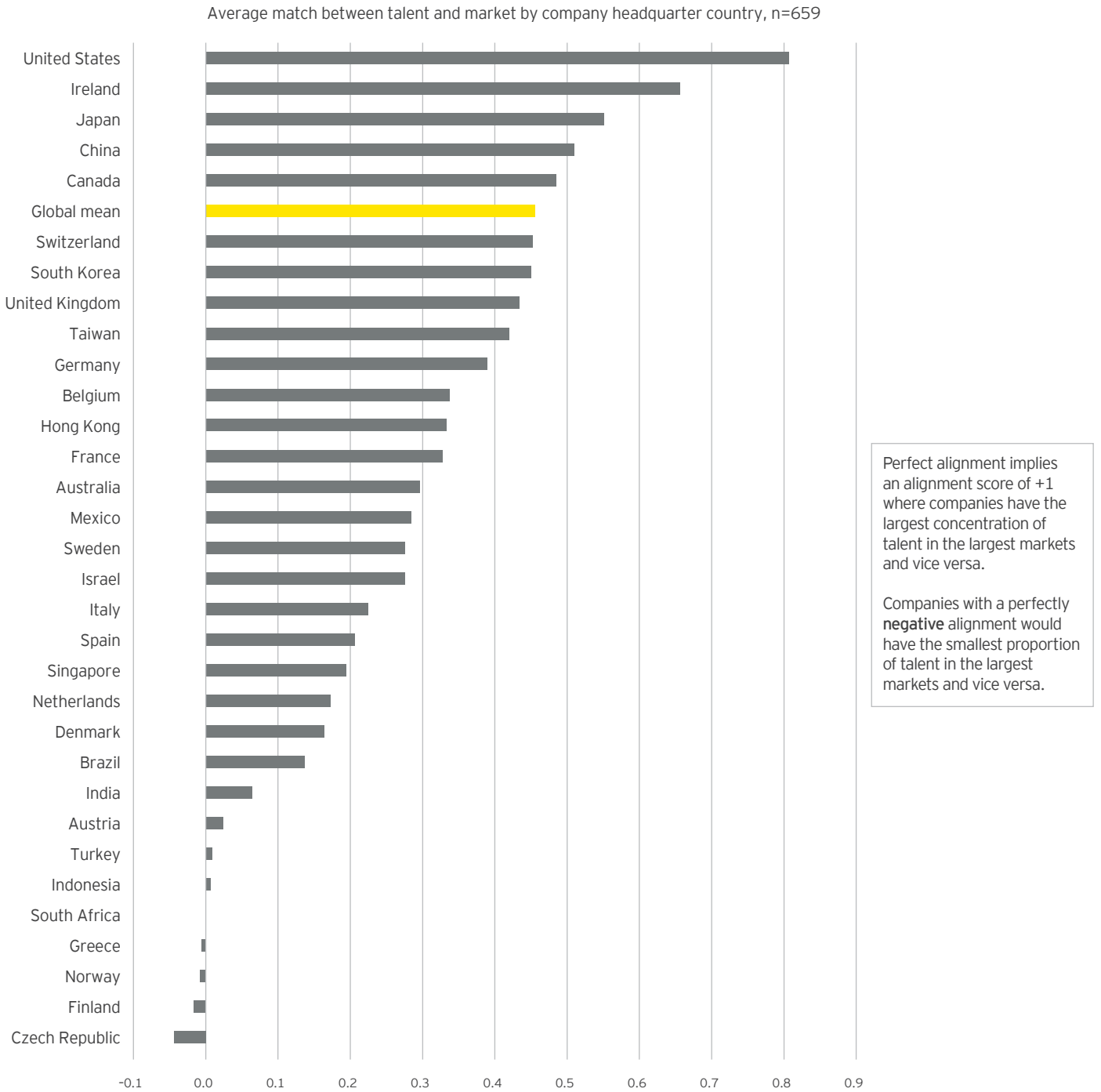
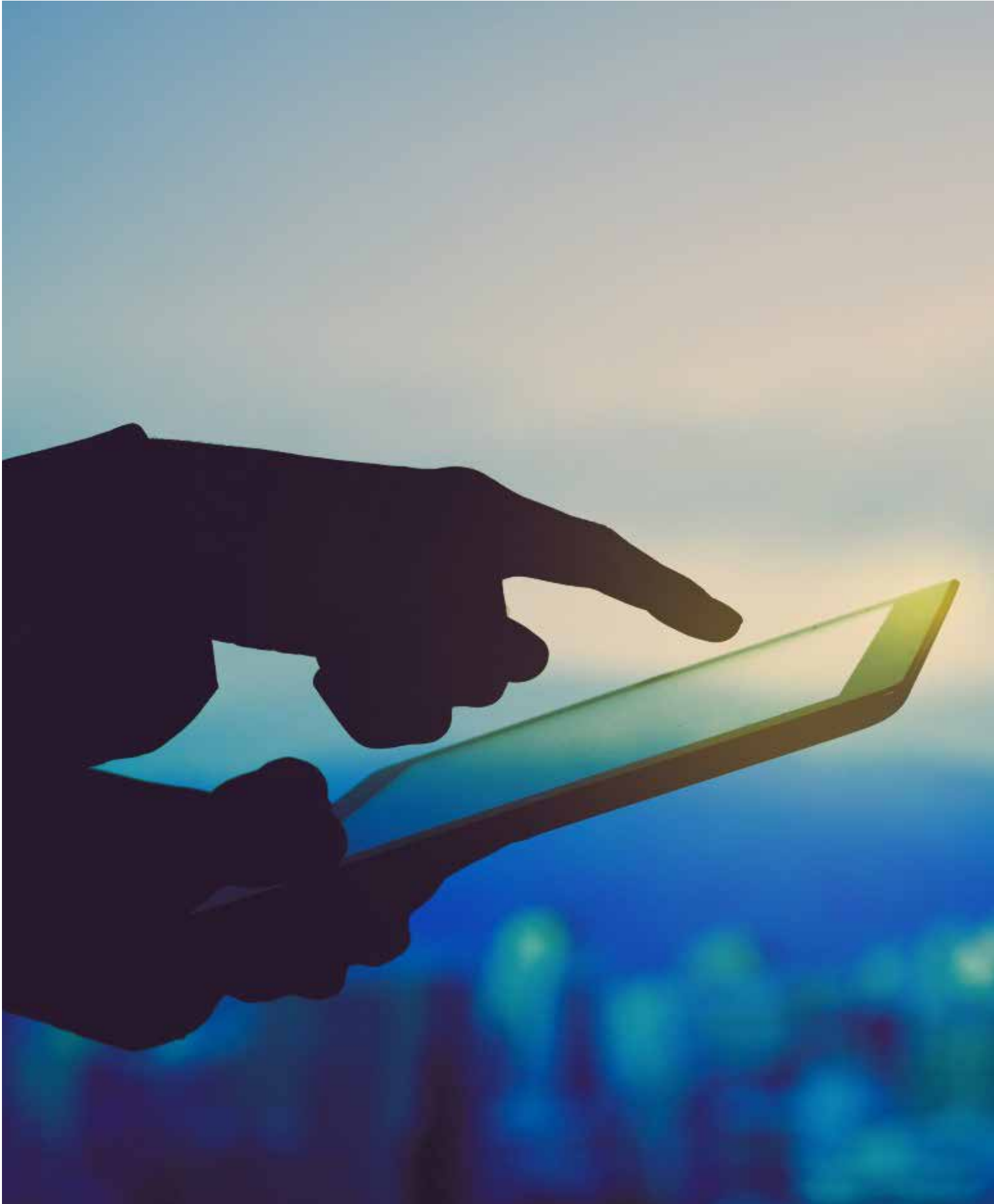


Exhibit 14: Companies headquartered in the US tend to achieve a higher match between talent and the market



Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

4. Seniority and business function alignment



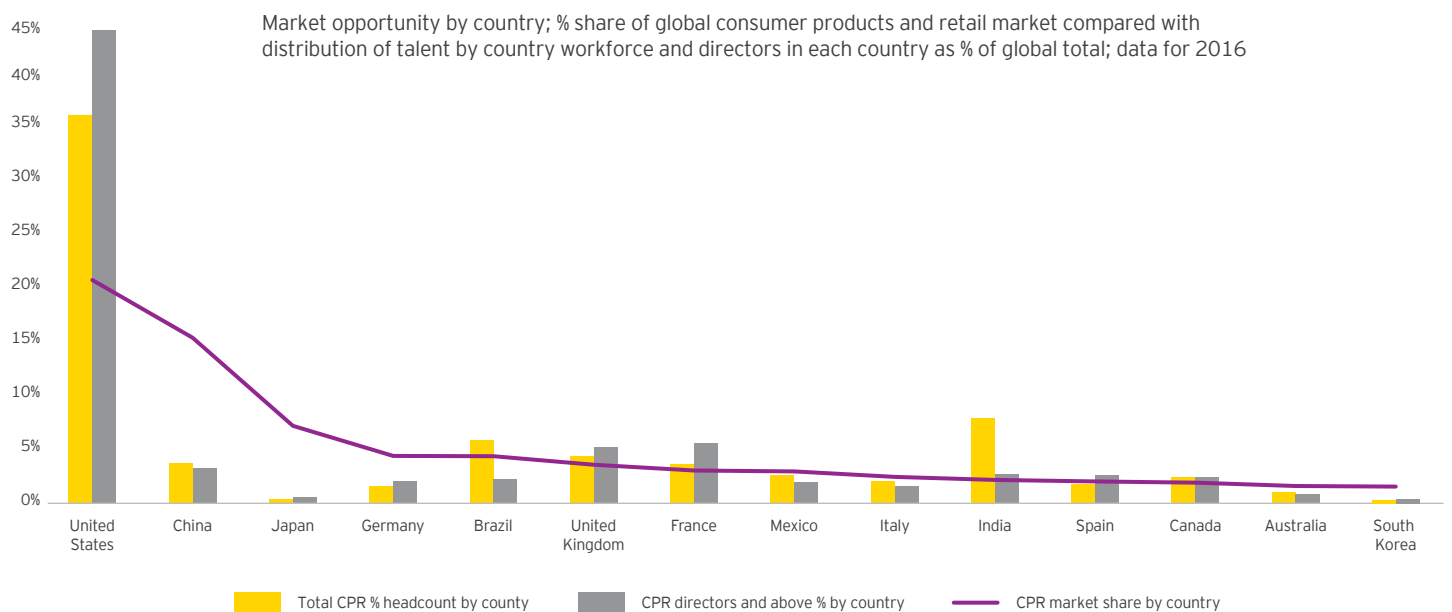
Digging deeper to understand if firms have the *right* talent in the right places

The aggregate profile data provided by LinkedIn enabled us to observe if there are material differences in the distribution of senior executives and talent by job functions by company across the globe, compared with the distribution of a total company workforce. Through this research, it was possible to analyze whether companies have the right talent in the right markets, rather than simply provide a high-level view across all functions and seniorities of talent.

Firms often have a concentration of senior executives in legacy locations

Many companies tend to have talent in legacy locations. However, as the global economy evolves and faster growing markets emerge, to maximize growth opportunities, companies need to ensure they have the right talent in locations with increasing revenue-generating opportunities. Data for firms across the consumer products and retail sector show that the proportion of directors and above in the sector are disproportionately positioned in mature markets like the United States, the United Kingdom and France (Exhibit 15).

Exhibit 15: Distribution of senior talent versus relative size of market opportunity by country



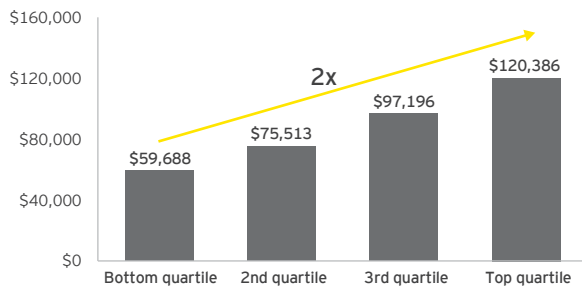
Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

Alignment between senior executives and market is related to performance

Analysis of the talent-to-market alignment among executives only – that is, all those that self-reported on public LinkedIn profiles as a director or above – revealed more significant relationships with measures of performance. The strength of alignment of directors and above to market opportunities explained the variations in productivity (captured by profit per employee) in the consumer health; food; non-alcoholic beverages; and pharmaceuticals sectors (Exhibit 16). The analysis does not reveal whether these senior executives are sourced locally or on assignment, but strongly indicates the importance for performance of having the right senior talent in the right markets.

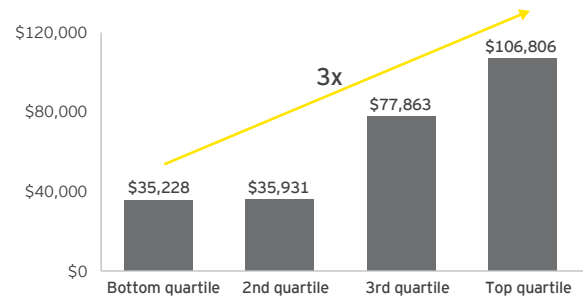
Exhibit 16: Relationship between alignment of senior executives to market opportunity and performance by sector

Consumer health sector: average productivity (EBITDA per employee 2016) level by directors and above talent-to-market alignment quartile; n=69



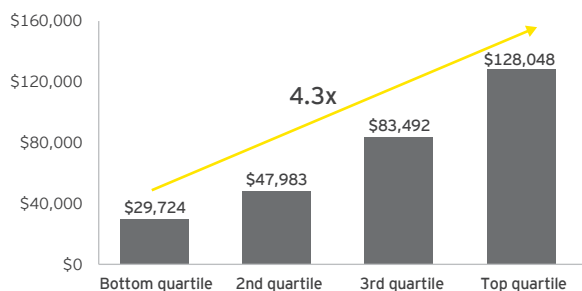
Alignment between workforce and market

Food sector: average productivity (EBITDA per employee 2016) level by directors and above talent-to-market alignment quartile; n=88



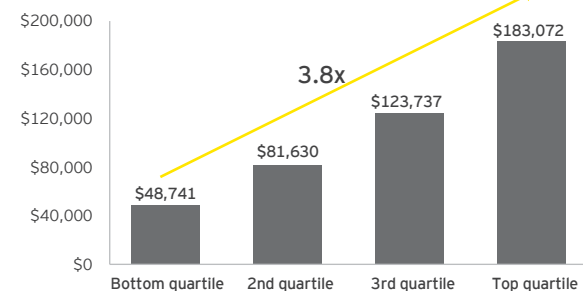
Alignment between workforce and market

Non-alcoholic beverages sector: average productivity (EBITDA per employee 2016) level by directors and above talent-to-market alignment quartile; n=60



Alignment between workforce and market

Pharmaceutical sector: average productivity (EBITDA per employee 2016) level by directors and above talent-to-market alignment quartile; n=68



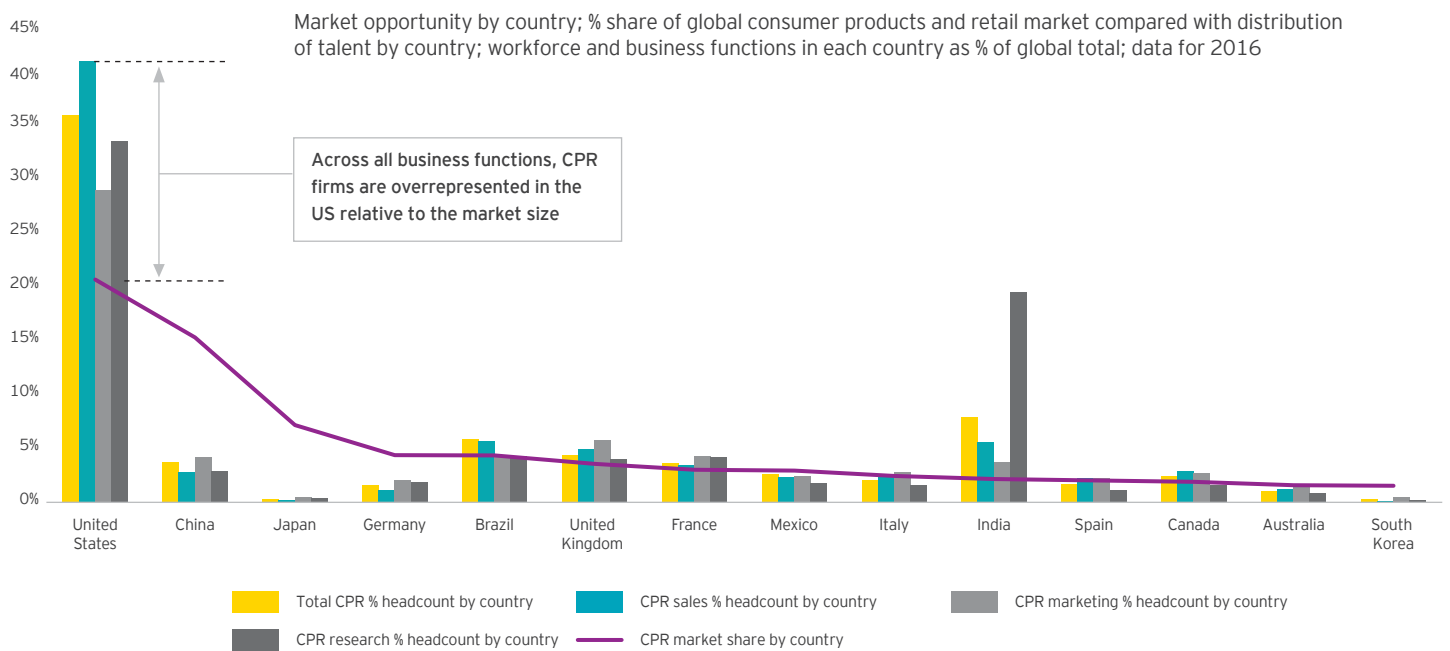
Alignment between workforce and market

Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

Key functions are often underrepresented in crucial markets

The LinkedIn aggregate profile data allowed us to analyze for each company, and in aggregate across each subsector, how the workforce in business functions such as sales, marketing and research (including product development) is distributed across the globe. As with the senior executive talent analysis, in many cases, key functions are concentrated in legacy locations or company headquarter markets. This suggests that there is a notable talent-to-market misalignment (Exhibit 17).

Exhibit 17: Business functions are often concentrated in legacy locations



Source: EY Knowledge analysis of aggregate profile data provided by LinkedIn and various sources on sector market size

Alignment between sales and marketing talent and market opportunity matters for performance

The impact on performance of the alignment between where functions are located would be expected to vary from sector to sector for intuitive reasons. For example, having local marketing capabilities in each market might be important in a variety of sectors from banking to insurance to non-alcoholic beverages, while having a localized research and product development team might matter more in sectors where tailoring the type of product is particularly important, like in the various subsectors within the fast-moving consumer goods space. The analysis undertaken found that changes in alignment of the marketing workforce to market were related to recent growth performance in the insurance and automotive sectors. Similarly, analyzing talent-to-market alignment for the sales and business development function revealed that changes in alignment were related to productivity performance in the apparel and footwear; food; non-alcoholic; and pharmaceutical sectors.

5. Key questions for leaders to consider as they reflect on this research



The findings of this research imply that in addition to thinking about their workforces from a cost optimization perspective through offshoring, near-shoring or right-shoring, companies have the opportunity to revisit their revenue and growth optimization to create competitive advantage through “growth-shoring.”

The research suggests that those businesses that focus on growth-shoring to ensure that the right executive, marketing and sales, product development, research and other talent categories better match the global market opportunities will do a better job of capturing share in those markets.

In a low-growth environment, with wage stagflation across many developed markets and an increasing concentration of opportunity and social mobility occurring alongside a rise in protectionist sentiments, this research provides a clear economic imperative for more trade, and mobility of the right people to the right places, rather than less.

This work illustrates the power of combining both granular company data – such as that provided by LinkedIn – with aggregate market and industry data – such as that brought by EY. These provide the necessary inputs to both corporate strategy planning and an end-to-end talent strategy and management approach that is at the core and clearly linked to corporate and business unit strategy planning.

We would therefore suggest that, as they reflect on this research, different stakeholders ask themselves the following questions:

Companies

1. Does your company treat your talent footprint relative to market opportunity as a source of competitive advantage at the core of the C-suite agenda?
2. Do C-suite executives and business leaders understand the value/opportunity at stake?
3. How often does your company review the shifts in global market opportunity and how is that linked to an end-to-end talent strategy and management approach?

4. Does your company's end-to-end talent strategy and management approach also include further refinements such as sub-subsector shifts, role types, seniority, automation, offshoring/wage arbitrage opportunities and diversity considerations?
5. Does your company's end-to-end talent strategy take into account the importance of having international talent rotate through the home office, succession planning, engagement and performance management linkages?
6. Who owns/sponsors the topic of mobile talent in your organization? Is it viewed as strategic or ad hoc? Does it connect to and act in response to a larger end-to-end talent strategy and management approach?

Policymakers

1. Does national policy/regulation support the importance of enabling domestic companies to reach and be successful in other geographies?
2. What barriers exist in terms of further encouraging a better talent footprint/market opportunity alignment?
3. Is there a shared view among policymakers around the importance of the value and opportunity in national companies better participating where the market opportunity is?

Investors and shareholders

1. Is there untapped opportunity in having investments make a better (and earlier) match to global opportunities?
2. Is your investment strategy to reach global market opportunities and economies of scale and scope, focused more through individual companies with a global footprint or a portfolio of market-specific companies?

As part of this joint research, industry, geography and company-specific insights and reports are available.

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