

Global Labour Market Services

- Labour Market Intelligence
- Global Skills Investment Analysis
- Industrial and Educational Policy Support
- Skills Ecosystem Development

Global Labour Market Services

Intelligence and insight to deliver competitive advantage

Leading organisations scan the globe to find the best locations for development, engineering and operations centres. With rapidly changing geopolitical, technology, policy and skills landscapes and global investment options, firms must select locations carefully. Meanwhile, governments must ensure the skills ecosystems and business environments are in place to attract foreign direct investors.

OSC provides corporations and governments with advanced research, robust data and leading academic and commercial expertise to ensure:

- Availability of the current and future skills needed, responding to fourth industrial revolution and other forces, avoiding wage inflation or operational risks arising from skills or quality scarcity, securing long-term talent supply and dealing with 'stranded talent assets'
- Local business environments that offer the right combination of immediate attractors and long-term potential to add value to an organisation's global network
- A clear understanding of international education and industrial policy and its impact on investment attractiveness.

OSC's global labour market services bring together the latest global academic research, detailed global data analysis and experienced commercial strategists to provide clear insights, robust data, and effective execution support.

Labour Market Intelligence

Global skills data and analysis at your fingertips



OSC combines macro-economic and micro-market data, extensive research and in-country intelligence to provide city and region-specific data on skills availability, cost and quality, labour market demographics, specific skills sources and many other insights.

Our reports and advisory services help clients identify the locations with the best sources of experienced hires, graduates and school-leavers, as well as R&D capacity, university research specialisms and other sources of human capital and IP.

To build a long-term picture of labour market sustainability and risks, we analyse labour market flows, education and industrial policies, technology and market trends and other factors.

OSC's unique methods and data allow us to provide more accurate intelligence and more valuable insights than other sources.

CLEAR INSIGHTS AND ROBUST DATA AT YOUR FINGERTIPS

Skills catalogue

Translating your strategic and operational goals into the technology, engineering and other skills you need

Labour force data

- Demographic, cost-quality, productivity and other data by city/region
- Skills sources, flows and trends
- Talent competition

Talent map

Easy visualisation of skills volumes, sources and key attributes

Business and education market intelligence

- Sources of R&D talent and IP innovation
- Industrial and education policy impact on skills availability, quality, employability

Strategic analysis

- Sources of R&D talent and IP innovation

Global Skills Investment Analysis

Holistic insight to optimise, accelerate and de-risk

OSC advises multinational corporations on finding locations that contain the Technology, Human Capital, policy and investment environment to maximise returns and integrate optimally with existing global networks.

OSC conducts long-term studies into labour markets, education and industrial policies, and economic landscapes, allowing us to quickly help our clients shortlist locations.

For shortlisted locations, we combine data analysis, in-depth interviews and in-country analysis to provide holistic data-driven insights of market attractiveness, risks and mitigations, and practical ways to maximise success.

OSC does the ground work to cut through complex data in order to present clear and concise recommendations to enable accurate decision-making.

WE ANALYSE MANY SKILLS INVESTMENT FACTORS, INCLUDING

Talent availability

- Sources of talent with the right cost/quality balance to fill start-up and growth demand
- Competitors for your target talent

IP creation

- Sources of innovation to create IP and deliver improvement
- University research base to generate and transfer knowledge

Supply chain

- Identifying supply chains with the technology and skills capacity to deliver efficiency and value

Investment climate

- Investment incentives
- Quality and availability of in-country FDI support

Policy and practice

- Current and forecast business and education policy environment
- Market structure, including government, industry bodies, unions

Integration with existing network

- Proximity to company and supply chain centres
- Proximity to travel routes

Industrial and Education Policy Advisory and Support

Making sense of a changing international landscape

OSC's continual research into international industrial and education policy environments gives our clients comprehensive insights to aid global strategic decision-making.

With global contacts in government, semi-government and industry, academic expertise in comparative political economy and other disciplines, and in-country analysts, OSC gives clear advice on policy status and implications.

We advise clients in a wide variety of industrial and educational policy areas, including:

- Industrial and technology strategy and policy – and industry response
- Foreign Direct Investment policy
- Fourth Industrial Revolution skills development
- Education policy and systems – and education market response
- Labour policy and practice
- Brexit response



Building skills and business ecosystems

Ensuring a self-reinforcing talent, finance and business ecosystem

Research shows that corporations and governments benefit from sustainable business and skills ecosystems – mutually reinforcing networks of firms, talent, suppliers, customers, finance, education and government policy and regulation.

Silicon Valley is perhaps the most famous example of a self-reinforcing business and skills ecosystem, where education, finance, start-ups and major firms come together synergistically to create innovation and wealth.

However, there are many more examples across the world from automotive clusters in Europe to electronics centres in South Korea.

Business and skills ecosystems can grow organically, or they can be planned at central or regional government level. For governments, actively managing the creation of a skills ecosystem can create a differentiated investment offer for multi-nationals while encouraging domestic innovation and investment, and providing attractive future-proofed careers for local labour forces (especially youth or those threatened by 4IR).

For inward investors, engaging with an existing ecosystem can accelerate operational readiness, secure long-term skills and supply chain availability and provide access to R&D resources in a concentrated location and with a business-friendly policy landscape.

OSC's global expertise helps inward investors locate the ideal business and skills ecosystems, and helps governments to build them.

Five factors for a successful business and skills ecosystem

- 1 **Understand target skills** – based on organisation strategy, 4IR trends, national differentiation, existing academic/industry skills and R&D base
- 2 **Ensure skills supply** – e.g. using partnerships with educators, domestic and overseas investors, government policy incentives, regulation and accreditation, creating industry, academic and R&D clusters
- 3 **Build the skills demand** – e.g. through policy levers to encourage foreign and domestic investment, encourage innovation and avoid wage inflation
- 4 **Ensure the labour force is attracted into and retained within the target skills areas** – devising actions, positioning, communications and messages to 'nudge' relevant talent segments towards the target skills areas, using incentives, accreditations, career pathways to retain them
- 5 **Measures to Amplify the Business Ecosystem** – e.g. through creation/expansion of industry clusters and academic centres of excellence, Provision of start-up and scale-up capital, FDI incentives (including tax breaks, grants and attractive locations), funding for national innovation programmes

Case study

Jaguar Land Rover – Meeting the talent challenge in a changing technology landscape



Oxford Strategic Consulting was selected by Jaguar Land Rover (JLR) to review current and future engineering and R&D skill needs and to undertake a global search for leading centres of emergent technology and talent.

The automotive industry has been changing at an unparalleled rate driven by new Fourth Industrial Revolution (4IR) technologies such as Artificial Intelligence, Cloud Computing, Big Data Analytics and Computer Vision. The impact on the automotive industry has been massive, with escalating demand for new self-driving, connected and electric vehicle product lines.

The challenge set by JLR was for OSC to identify the technologies and skills required to drive growth over the next 5-10 years and to determine how JLR could globally position itself to tap into cutting-edge sources of innovation and talent worldwide.

Comprehensive global labour market intelligence

Using its specialist knowledge and insights on 4IR and its impact on global labour markets and business systems, OSC researched international industry trends, competitor and supplier operations, interviewed industry and government officials and conducted extensive analyses of labour market and business data, shedding new light on labour cost, productivity and intellectual property considerations. This resulted in fresh perspectives on future skill needs and comprehensive investment screening of prospective engineering and R&D locations.

Clear strategic recommendations supported by robust global data

With OSC's input, JLR was able to comprehensively prepare for the future, understand precisely the skills it needed and assess the comparative desirability of talent locations.

“OSC's labour market intelligence proved valuable helping Jaguar Land Rover plan our UK and global strategy. OSC's rigorous analysis and practicality supported decision-making at the highest level.”

James Baker, Global Head of Executive Search, Jaguar Land Rover

Further case studies

Saudi Capital Market Authority – Building the capital finance skills of the future

هيئة السوق المالية
Capital Market Authority



The Saudi Capital Market Authority selected Oxford Strategic Consulting to conduct a feasibility study to establish the business case for a flagship education institution for finance professionals.

OSC was selected for its ability to engage CEOs and senior stakeholders from major financial institutions, analyse the business and financial case, identify practical options and recommend a clear way forward to the Board of the Capital Market Authority.

OSC combined its global expertise in national skills development; in-depth knowledge of successful models for collaboration between private sector firms, industry bodies, educators and government; labour market intelligence and market analysis skills. The result was a comprehensive, financially robust and practical way forward to build the capital markets skills needed to achieve Saudi Arabia's current and future goals.

Diwan of the Royal Court – Defining national differentiating strategic capabilities



Diwan of Royal Court
Sultanate of Oman

Oxford Strategic Consulting was commissioned to determine the key capabilities required to achieve Oman's strategic national goals, based on global academic and best practice exemplars as well as a comprehensive internal survey and interview programme within Oman's government itself.

OSC brought global leading expertise in national talent development, its proprietary Differentiating Strategic Capabilities methodology, policy making and labour market economics/intelligence expertise to build an innovative, forward-thinking and clear set of national capabilities and competencies.

The four capabilities led to the creation of Oman's Institute of Capability Development, which is now being used to drive effective recruitment strategy and execution.

An expert team – academic rigour with pragmatic commercial focus

Dr Adam Saunders, Global Labour Market Practice Leader

Adam is recognised as a leading expert in national skills development, industrial policy and strategy and comparative political economy. He is regularly called upon by government and private sector leaders to provide research and insights on current and future skills availability and development, as well as to provide strategic advice in related areas.

In addition to his work with OSC, Adam regularly lectures and conducts research projects at the Department of Social Policy and Intervention, University of Oxford.

Professor Ewart Keep, Advisory Board

Professor Keep is Chair in Education, Training and Skills at the Department of Education, University of Oxford and the Director of the Oxford Centre on Skills, Knowledge and Organisational Performance (SKOPE). He is widely recognised as one of the world's leading experts on national education and industrial strategy, organisational skills, recruitment and related areas.

Professor Keep regularly works with the UK Government and other nations' policy bodies. For OSC, Professor Keep advises global Boards, C-Suites, government leaders and policy-makers.

Dr Tarek Al Baghal, Lead Survey Methodologist

Tarek is a Research Fellow at the Institute of Social and Economic Research, University of Essex. He is acknowledged as one of the world's leading experts in survey design, structure and implementation, with a PhD in Survey Methodology from the University of Nebraska. He is a member of the leadership team for the UK Household Longitudinal Survey (Understanding Society), the largest and longest-running national longitudinal study outside the US.

Tarek helps OSC's clients structure bespoke surveys and use national datasets to obtain differentiating insight into labour markets and skills.

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