

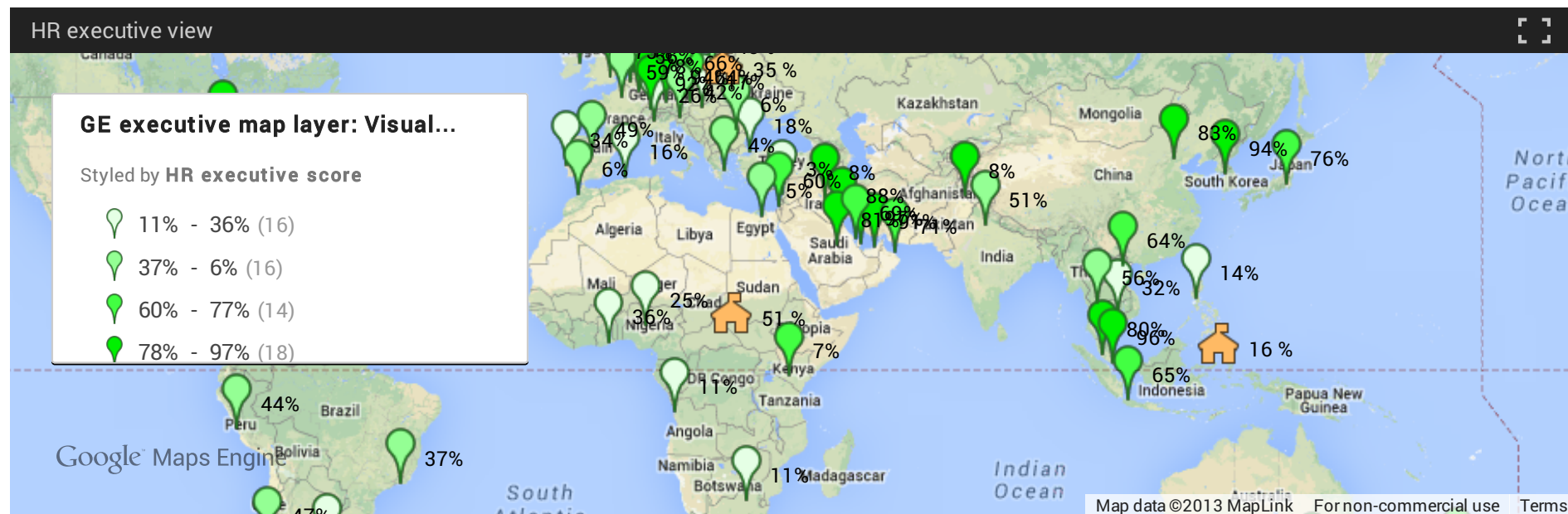
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GE global workforce big-data analysis

In order to facilitate judgement calls for GE executive management, a big-data application for market and workforce analysis has been developed. The analysis currently covers GE's 64 major markets. The mathematical analysis model and the application are designed to provide insight about three relationships between market growth opportunity and global workforce:

- Alignment of sustainable market growth opportunity with the global workforce
- Alignment of market opportunity with structural workforce factors
- Alignment of growth markets and talent supply

The map reveals the geographic scope of the analysis and shows the most important market rankings.



The application has one executive summary that contains the outcome of six functional analysis categories. Each detailed benchmark covers a specific category of market, workforce and talent factors. The dashboards are interactive and the resulting ranking scores are shown for each market. The ranking scores are clickable to show more

detailed findings from the analysis.



Executive summary



Market growth opportunity



Market workforce supply



Market talent supply



Human capital risk



People mobility



Human factors

As GE's business has globalized, so has the GE supply chain and workforce. Our big-data analysis indicates that the alignment of the GE supply chain and workforce with GE's future market opportunities will continue. We expect that GE's local content operations will accelerate in line with the recovery of the global economy.

As stated in GE Citizenship; "operating in developing countries can be problematic". Global Arena found that the very different business environment factors in developing countries lead to huge variation in labour productivity and human capital risk. Even in OECD countries we discovered significant labour productivity differences among agglomeration economies within countries.

Big-data analysis models are a big improvement for scenario planning and decision making about global plant and workforce allocation and human capital risk. Innovative algorithms and models improve HR forecastability, increase

labour productivity, help eliminate HR waste and reduce human capital risk. Consequently, big-data HR solutions enhance the business value of HR.