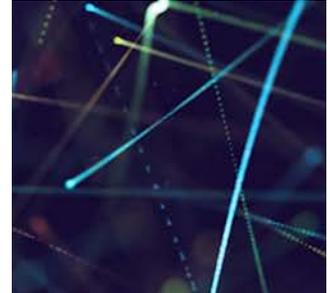




**ARMSTRONG  
CRAVEN**

*people • intelligence*



# TALENT INTELLIGENCE

**EMPOWERING BUSINESS DECISIONS WITH TALENT DATA**



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# REPORT CONTENTS

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This report is intended to provide an introduction and overview of the Talent Intelligence discipline to HR, Talent and business leaders across industries.

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## COMPANIES WITH TALENT INTELLIGENCE TEAMS

Amazon  
Centene Corporation  
Citi  
Cognizant  
Facebook  
GE  
Google  
IBM  
Lyft  
Mercer  
Merck  
Microsoft  
Nielsen  
Philips  
SAP  
Stryker

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# TALENT INTELLIGENCE OVERVIEW

## WHAT IS TALENT INTELLIGENCE?

Talent Intelligence is the ability to combine and analyse sources of information about the external talent landscape to support business decisions.

Combined with the internal view offered by HR Analytics, it creates a 360 degree view for more informed, strategic talent teams.

Talent Intelligence isn't exclusively related to talent acquisition, and can provide insight into competitor activity as well as being used to inform real estate decisions and merger and acquisition activity.

## WHY TALENT INTELLIGENCE AND WHY NOW?

Businesses love data and external talent data has never been more readily available.

As Internal talent groups evolve, they can use Talent Intelligence to make actionable, evidence-based decisions and take on a bigger strategic role.

## TALENT INTELLIGENCE OR PEOPLE ANALYTICS?

People analytics, also known as HR analytics and workforce analytics has been around for a while and enables businesses to understand their employees, providing the internal view on talent with elements such as succession, competencies, payroll and performance helping to drive evidence-based decision making about the general health and capabilities of the business.

Talent intelligence is the practice of gathering, analysing and bringing evidence to the table about the external talent landscape and while Talent Intelligence and People Analytics are both separate practices, in partnership they are able to help businesses make even more informed decisions.

# THE TALENT INTELLIGENCE FUNCTION

Talent Intelligence teams can be established as a stand-alone function, as additional capabilities attached to a Talent Acquisition team, an extension to people analytics within HR, or a branch of business intelligence which then connects to Talent and HR.

Regardless of structure and set-up, Talent Intelligence teams are most effective when the right information is shared with other departments and equally, the function has access to data and tools from other teams, such as a Human Resources Information System (HRIS) and the Talent Acquisition team's Applicant Tracking System (ATS).

## WHAT INTELLIGENCE IS SHARED WITH WHICH FUNCTIONS?



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# BUSINESS APPLICATIONS

The above chart shows how a Talent Intelligence team can share intelligence and data with other functions in the business. Similarly, analysis and reporting from the Talent Intelligence function can be utilised by these functions in the following ways:

## HUMAN RESOURCES

**Workforce planning** centres around the talent needs of the business in response to market changes, growth and evolving customer needs. Connecting Talent Intelligence with HR allows informed workforce planning, factoring in the external talent landscape showing where the talent exists, average time to hire and the cost to acquire talent.

**Compensation and benefits** teams currently subscribe to compensation and benefits information from aggregation providers who constantly conduct surveys to build a picture of reward levels. This data is useful, but dates quickly and doesn't provide the detail often needed to draw direct comparisons. You may want to understand competitor reward for Python Developers in Warsaw, whereas the platform will only show Software Engineer compensation in Poland. Primary talent intelligence can bring the granular or specific level of insight required.

Insight gained through Talent Intelligence can help inform **organisational design**. Say you want to understand the merits or challenges of placing a particular team or capability like customer services within the remit of operations or digital. Perhaps you respect a particular competitor for their sales, marketing or digital capabilities and want to understand how these teams are structured and what makes them successful. Talent Intelligence can bring this level of understanding to help inform decisions about your organisational structure, gaining insight into how leading companies are designed and why.

## STRATEGY

Strategy groups focus on allocation of resources (people and capital), the structure of the organisation, the competitive landscape for various businesses and services, and balancing risk with profitable growth.

All of these areas benefit from understanding the external talent landscape, insights into competitor activity and the ability to benchmark the structure of the business.

Talent Intelligence can be used to bring the insight needed by the strategy group and can include information about competitor structure, strategy, and the migration of talent between companies which can indicate new markets being entered or new product and service development.

## TALENT ACQUISITION

Talent Acquisition teams are often a centralised function with geographical or functional alignment to enable them to best serve the business, however this often leaves them approaching hiring without a thorough understanding of the talent landscape they are operating in.

Typically, these teams carry a high requisition load and operate with very little spare capacity. The ability for Talent Intelligence to provide additional context on the location, availability of labour and specific skills, compensation and benefits levels and competitor hiring activity enables Talent Acquisition teams to take a more structured approach to hiring and enables any potential red flags or hiring challenges to be addressed from the start of the search. Talent acquisition can also benefit from primary intelligence about talent motivation and job seeking habits to influence their strategy, the channels they use and the messaging they use when approaching talent.

This reduces the time to hire and cost per hire by enabling Talent Acquisition teams and hiring managers to make sure they are hiring for the right skills, in the right location, offering suitable compensation, and with the right message to market that will quickly and effectively attract the talent they need.

## MERGERS & ACQUISITIONS

M&A teams dig deep into the data about a target for acquisition. When significant investment is involved, teams want to ensure capital can be deployed effectively and a significant part of investment can go into hiring.

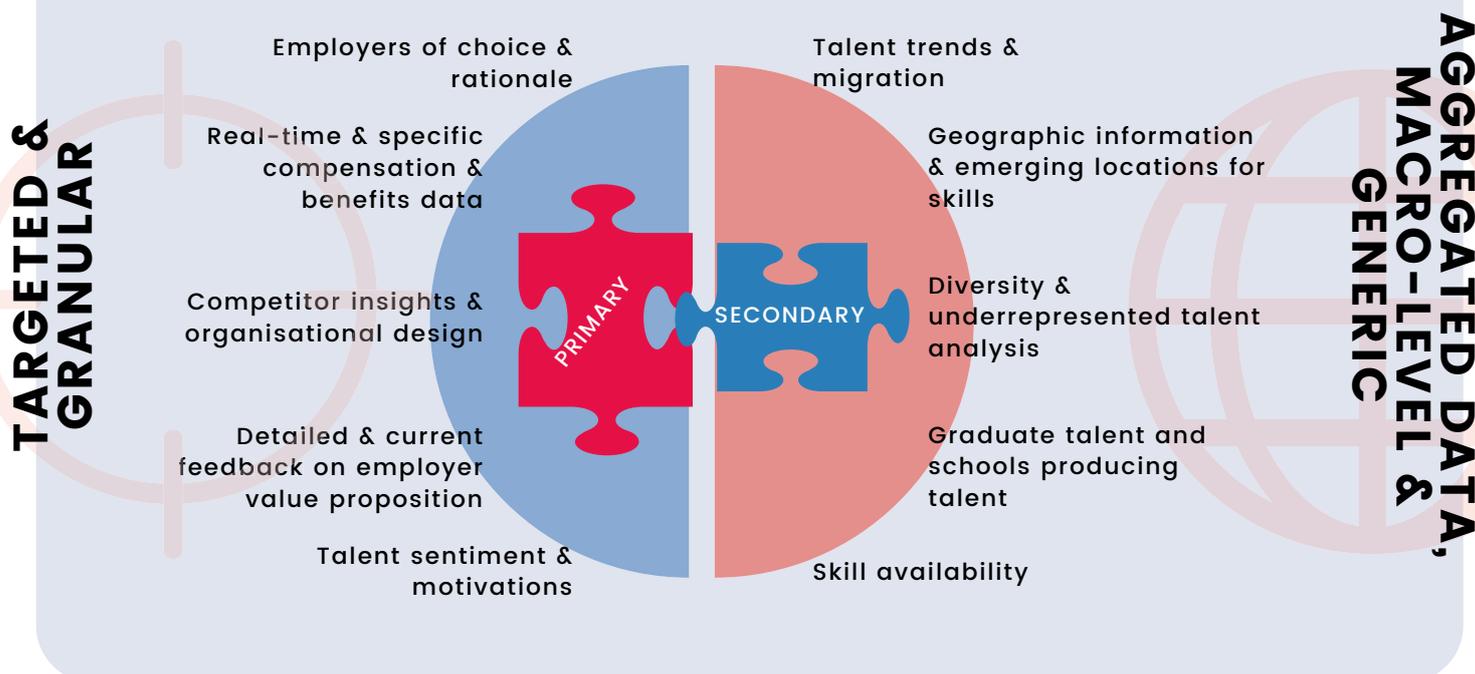
Lack of suitable talent can be one of the greatest prohibitors of scale-up success and growth, so M&A teams want to identify, understand and know how to overcome any talent challenges to expedite growth.

Similarly, corporate M&A teams with the input of talent intelligence can better understand cost implications of hiring and retention. They can factor in potential cost efficiencies in centralising talent in lower cost locations as part of the decision. They can also ensure any acquisition aligns with their wider talent strategy rather than duplicating headcount by analysing the talent and skills profile of any potential acquisition target ahead of more in-depth financial analysis.

# PRIMARY VS. SECONDARY INTELLIGENCE

Many companies are setting up Talent Intelligence functions which focus on secondary intelligence, utilising data from suppliers like LinkedIn Talent Insights, Gartner's TalentNeuron and EMSI. While these platforms provide excellent overviews, they need to be supplemented by primary intelligence and insight capability.

## WHY PRIMARY INTELLIGENCE?



## THE VALUE OF PRIMARY INTELLIGENCE

In my role at Armstrong Craven I regularly interview key talent and opinion leaders, and am able to uncover insight that they would unlikely share with a competitor or hiring manager, including thoughts on sensitive topics such as diversity, employer brand and compensation.

It is this primary insight, when used in conjunction with the secondary intelligence, that can be really powerful. Primary insight gives the reason behind the data and can therefore help to explain how certain talent pools feel, and what they want from an employer. By using a third party, you can find out people's real sentiment and thoughts, which can help companies address any issues and target talent more effectively in the future.



**Charlotte Moffatt**

Primary Research Lead, Insight & Talent Analytics

## EXAMPLES OF SECONDARY TALENT INTELLIGENCE PLATFORMS

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### TALENTNEURON

- + Broad analysis
- Lacks depth and granular detail
- High cost

TalentNeuron by Gartner provides an excellent broad view, highlighting macro talent trends, but requires an additional and complementary layer of intelligence where a more granular level of analysis is required.

For example, TalentNeuron can tell you the volume of software engineering professionals in various locations, but cannot then delve into types of engineering and differentiate beyond the broader categorisation.

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LinkedIn Talent Insights provides good depth of analysis, complementary to a platform like TalentNeuron to provide granular data, such as software engineering programming language experience and skills. Both platforms do have significant overlap, and few companies would justify a double investment.

The platform also provides additional valuable insights such as highlighting talent migration trends showing movement between companies.

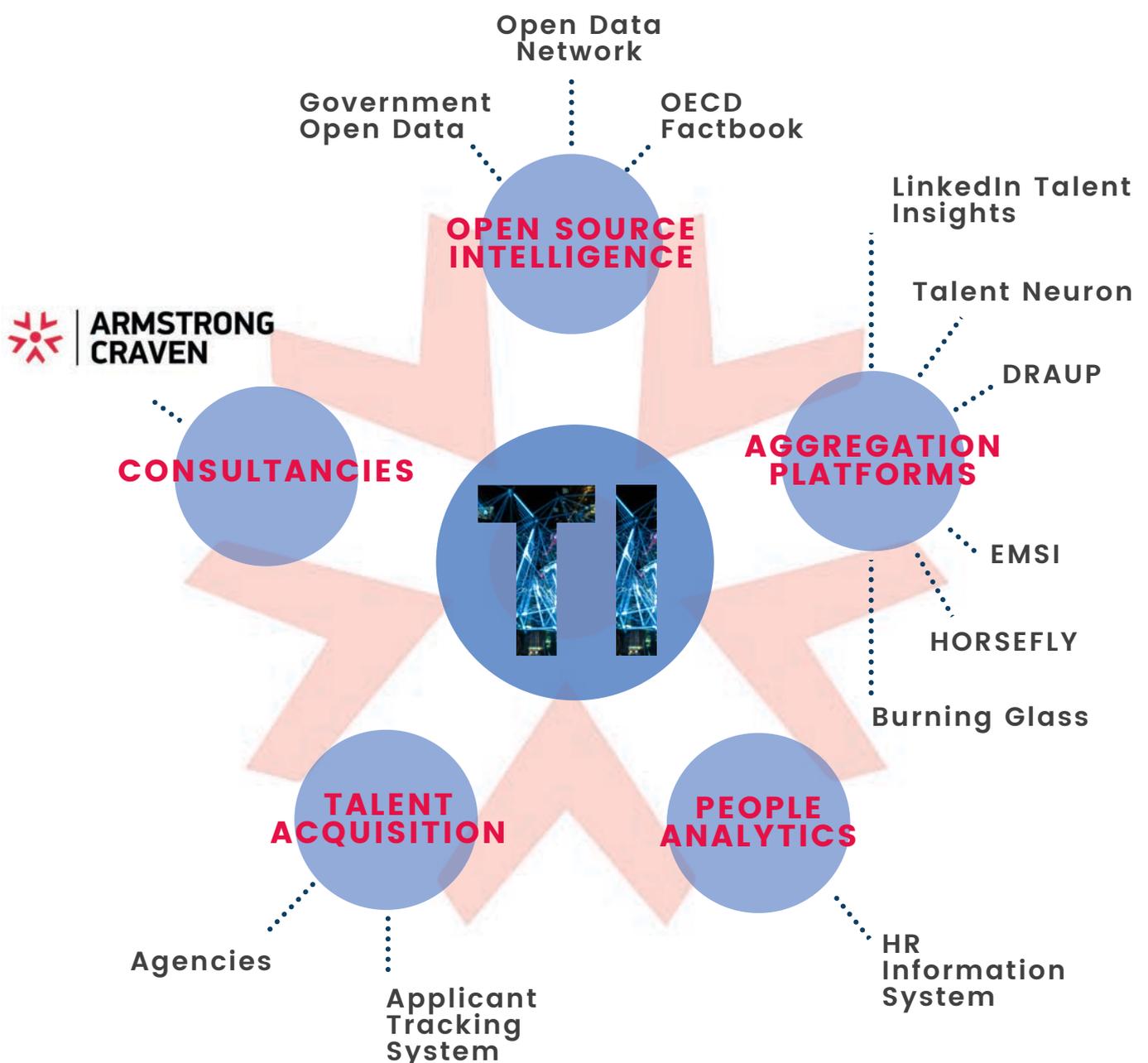
### LINKEDIN TALENT INSIGHTS

- + Depth of analysis, talent migration
- Self-reported data, fake profiles
- Reliability issues, low penetration
- Only LinkedIn data

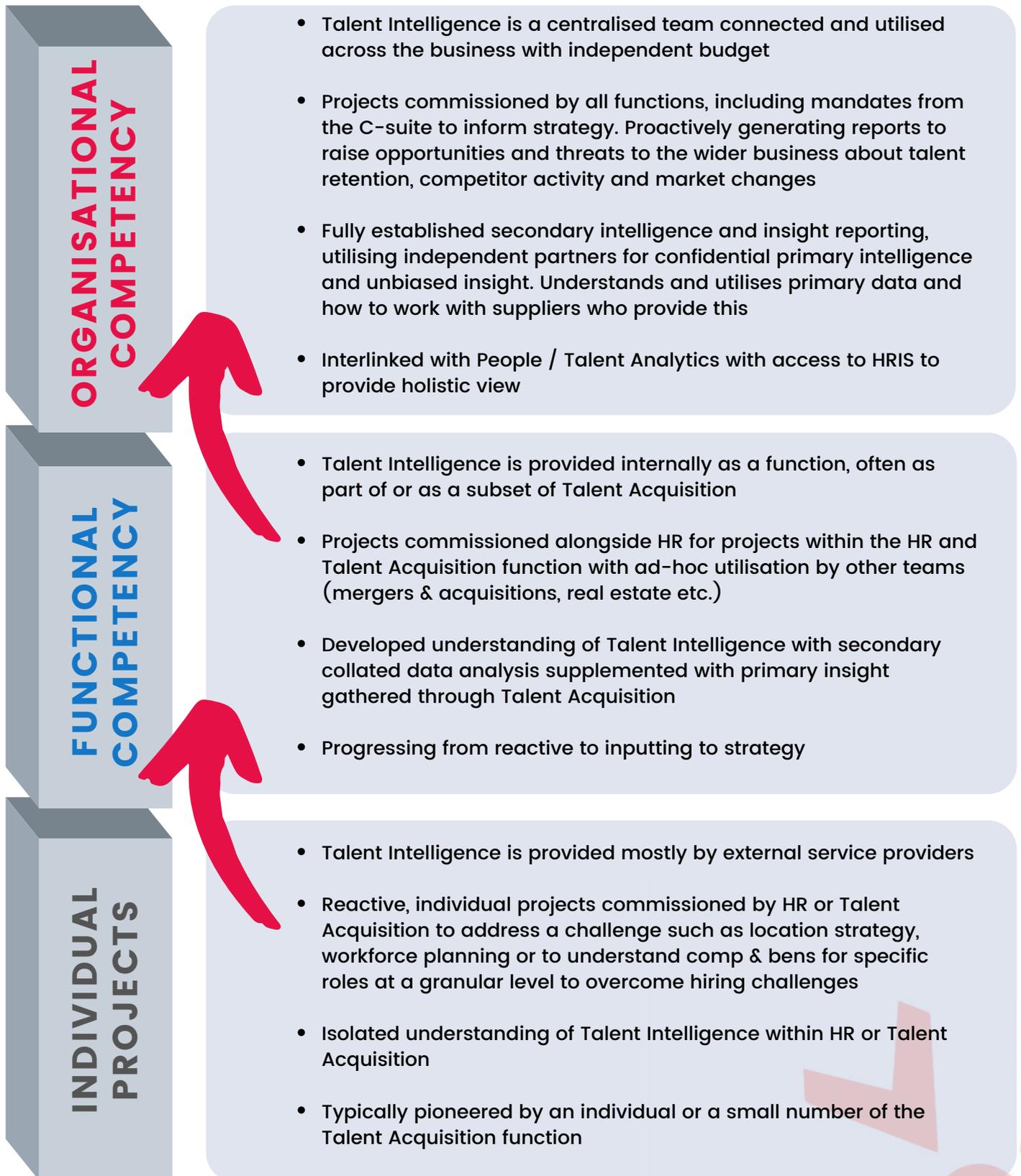
# TALENT INTELLIGENCE TOOLKIT

Talent Intelligence teams rely on a number of different tools and sources of information to deliver the level of detail and analysis required by businesses to make informed decisions.

While some of these tools are collated intelligence platforms such as LinkedIn Talent Insights and TalentNeuron, other sources of information and tools are available to Talent Intelligence teams. The main five sources of insight and intelligence are Open Source Intelligence (OSINT), Consultancies such as Armstrong Craven, Aggregate Platforms like LinkedIn Talent Insights, the Talent Acquisition team, and the People Analytics function. These are outlined with examples below.



# TALENT INTELLIGENCE MATURITY MODEL



# CASE STUDY

# TALENT INTELLIGENCE & COMPETITIVE INSIGHT ROADMAP

in partnership with:



**Coca-Cola**  
**Hellenic Bottling Company**

Armstrong Craven supports world-leading talent acquisition teams to develop talent intelligence capability and capacity in-house.

We bring over 30 years of experience in delivering talent research to inform both talent acquisition and wider business decisions. This includes planning for real estate, offshoring and nearshoring strategy, and merger and acquisition activity for both corporates and private equity.

We recently worked with Coca-Cola Hellenic Bottling Company to build their talent intelligence and insight capabilities.

## THE CHALLENGE

Coca-Cola HBC (CCHBC) is a leading bottler of The Coca-Cola Company with an annual revenue in excess of €7 billion. It has a broad geographic footprint with operations in 28 countries serving a population of more than 600 million people. The Group Talent CoE was looking to take its Executive Search and overall Talent Sourcing model from “good to great” and building a best in class Talent Intelligence and Insight function was a key element in this step change.

Whilst they understood the potential returns of building the function, CCHBC looked for advice to decide the best way to make it happen, in terms of defining the scope and remit of the team, training staff members and understanding what capabilities, tools and processes to build, what to buy or what to borrow from other areas of the business.

Armstrong Craven was selected to develop and implement a solution which would support CCHBC in upskilling and maximising the existing team’s capability, as well as provide a comprehensive roadmap for creating a best in class Talent Intelligence function.



## THE RESULTS

By the end of the project, we helped Coca-Cola HBC to upskill their internal Executive Search and Talent Acquisition teams, laying the groundwork for gathering new talent insight in a repeatable, low intensity and impactful way, and creating the foundation for a new business-critical function.

As the team continues to embed and develop its own Talent Intelligence skills, Armstrong Craven is positioned as a strategic partner with the group to advise on the next phase of evolution, helping to build the business case for the long-term strategic roadmap of the function.



If you are looking to explore ways to build or enhance your Talent Intelligence capabilities, or to learn more about the applications of Talent Insights and Talent Intelligence, we'd be happy to help.

Please find the contact numbers of our global offices at the end of this report, or email us at

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This report has been created by the Talent Insight and Analytics team at Armstrong Craven who have been delivering talent intelligence projects and consulting services to a range of clients alongside our industry leading talent mapping, pipelining and executive search services for over 30 years.

Find out more about our services at:

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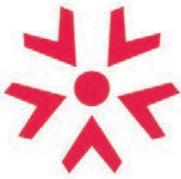
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