

think...

**Navigating complexity with
employers:** Strategic workforce
strategies in an era of change

A little about us....

Work with the supply and demand side of the skills equation. Mayoral Strategic Authorities, FE Colleges, Universities and employers.



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Lenses of complexity...

Supply side

Demand side

Funder (s)

Regulation

Environmental

Competition

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Market definition

Demand

8,250 large businesses

37,800 medium
businesses

230,000 small businesses

* Further 5million
registered businesses

Supply

160 Higher Education

214 Further Education

1,300 Independent Training
Providers

Challenges

Demand

720,000 vacancies

Restrictions on overseas recruitment

Skill Shortages

Economic and political uncertainty

Increased costs of employment

Advances in technology

Increased costs of capital

Supply

Re-shaping on the fly

Weak levels of investment

Political influence, changing the rule book

Speed of change

Demand side uncertainty

Devolution, additional

Profitability

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British Chamber of Commerce – QES, implications

- With business confidence weak and many firms holding off on investment, training budgets may be under pressure.
- However, the skills/technical recruitment difficulty remains a consistent problem, signalling ongoing demand for higher-level training and upskilling provision.
- Cost pressures (tax, labour) may push firms to seek more cost-effective training solutions, or training that demonstrates clear ROI (e.g., linking to productivity gains).
- Firms expecting turnover growth <50% suggests many are in “holding” mode—training providers might emphasise agile, modular, shorter programmes rather than long-term large-scale investments.
- The fall in price-increase expectations may indicate firms are limiting pass-through of cost increases; training providers may need to be aware that clients will be cost-sensitive.

Opportunities

Ageing workforce

Digital transformation

Industrial Strategy -
Investments

SME's

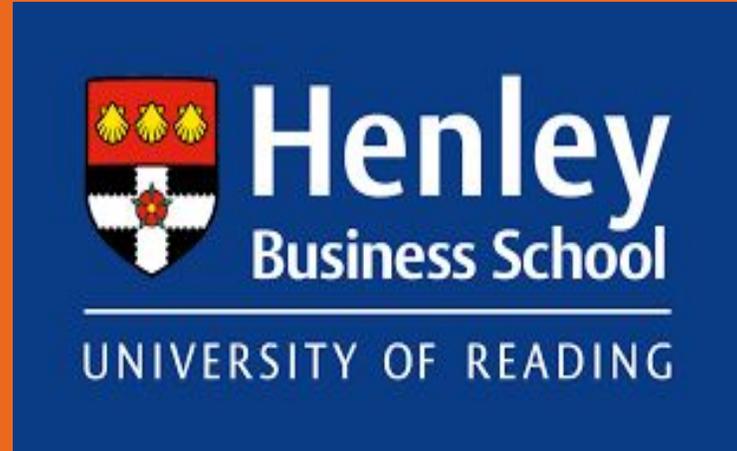
Some questions for you...

- Tell us... do you have an employer engagement strategy?
- If yes, is it tied into your organisations strategy?
- Do you have clearly articulated propositions which make clients feel secure that they will secure a 'return on investment'?

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Supply side responses to
workforce development

Contrasting case studies



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Supplier markets

Henley Business School

Heritage provider of business education in HE environment

Typically operates with large organisations in finance, professional services, enterprise and Civil Service

Organisations focus on developing management capability and digital & AI transformation skills

Richmond

Career company, apprenticeship provider

Operates in care & health sector

High demand for recruitment and replacement demand.
Work-based learning progression options available

Degree level pathway in place with LSBU

Similarities in management

Management

Strategic plan, national, regional, and local provision

Committees, cross School & University engagement, daily huddles

Cross sector, occupations, focussed regulated occupations

Planned sales approach, account managed clients and select new acquisitions

Process

Programme development against specific standard

Data analysis of target market

Awareness campaign of 'apprenticeship' offer

Hard sell approach

Mix of sales coming from new & existing clients

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What the future may look like

Decision making process

Credentials and evidence
required before decision
process begins

Distributed decision making

Risk taking minimised

Distribution of buying groups' time by key buying activities

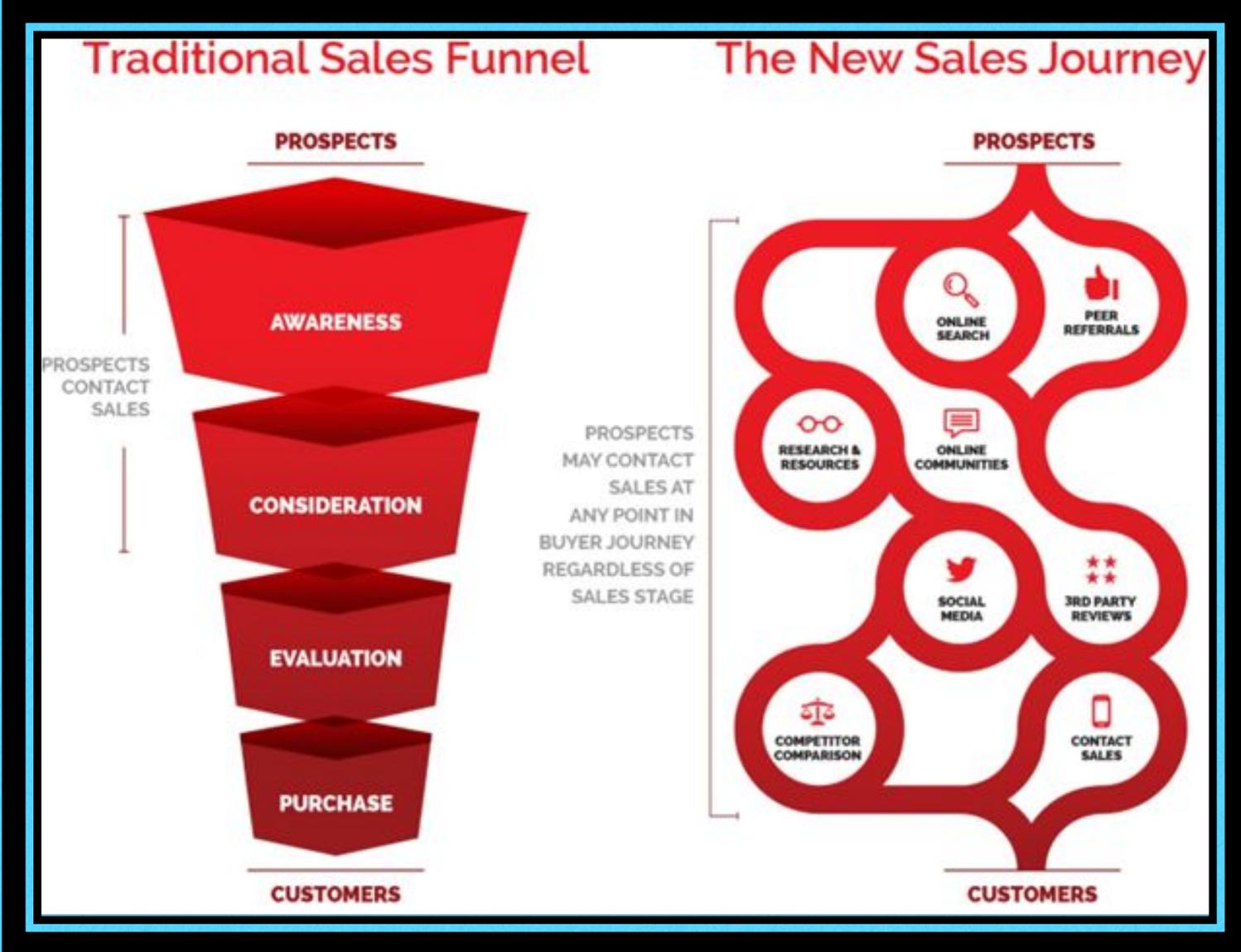


n = 750 B2B buyers
Source: Gartner
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Gartner.

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Decision making changes



The future

Sectors will change. AI, transformation products required.

Collaborations a 'must'. Q. who delivers level 4/5.

ROI / Impact / Outcomes clearly articulated. Assisted buying

SME's and regional context

Technical education incorporated in the organisation

Indecision overtakes 'quick buying'