

CASE STUDY



GENERAL ELECTRIC – CAPITAL SOLUTIONS LABORPLAN™ SITE SELECTION



Quick Facts

- M&A portfolio
- Analyzed 8 locations
- Total employees: 2,141
- Skills: CSR to Financial advisors
- \$23 million annual savings potential
- Led to new site selection

Analysis to Date: (GE)

Longevity: 8 locations

Site Selection: 4 studies

Market Assessment: 8 locations

Services

- LaborPlan™
- Cost Comparison
- Portfolio Optimization
- Site Selection

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CHALLENGE

GE Capital Solutions had acquired several properties and operations through M&A activity. With the new operations came several centers with a variety of business units and skill sets, but little was known about performance or sustainability of the markets. GE strategists needed a way to understand the capabilities and potential risks of each market to optimize their portfolio.

SOLUTION

GE commissioned a LaborPlan™ analysis on eight markets analyzing different core or required skill sets ranging from customer service to financial analysts. The analysis examined wages, competitive risk, and longevity across all markets, as well as exposed potential wage arbitrage and skill set optimization. Markets poised for expansion or disposition were identified. The model resulted in an enterprise-wide reorganization of GE' operations to take advantage of immense wage savings and performance enhancements by migrating skill sets to more efficient locations better positioned to support the skills at a lower cost.

RESULTS

CBRE's LaborPlan™ model identified large cost and efficiency gaps within GE's operations. Due to the model's ability to segment skill profiles, the analysis was able to show that GE was, in several cases, employing the wrong skills sets in the wrong labor markets. For example, GE was struggling to hire basic CSR positions in an affluent suburb of a major city, while simultaneously employing high-level financial analysts in a rural market. By reallocating these skill sets to the most optimal markets, GE was able to identify the potential to reduce over \$23 million in premium payroll costs and significantly increase their Key Performance Metrics.

The analysis resulted in engaging the Labor Analytics Group for a second study to identify new, more optimal labor markets across the US & Canada for GE's entry-level CSR and collections positions.

