

# Workforce Localization in a Deglobalizing World

TALENT & GLOBAL OPERATING MODEL TRANSFORMATION

STRATEGIC PROOF

From Global Talent Arbitrage to Regional Capability Resilience. A multinational organization with a historically global talent model began facing structural pressure as the era of frictionless globalization began to reverse. The efficiency-first model that once delivered competitive advantage was now a source of strategic vulnerability.

## Geopolitical Fragmentation

Increasing cross-border hiring complexity and regulatory friction across key talent corridors.

## Talent Mobility Disruption

Rising visa, compliance, and remote work policy disruptions limiting global workforce flexibility.

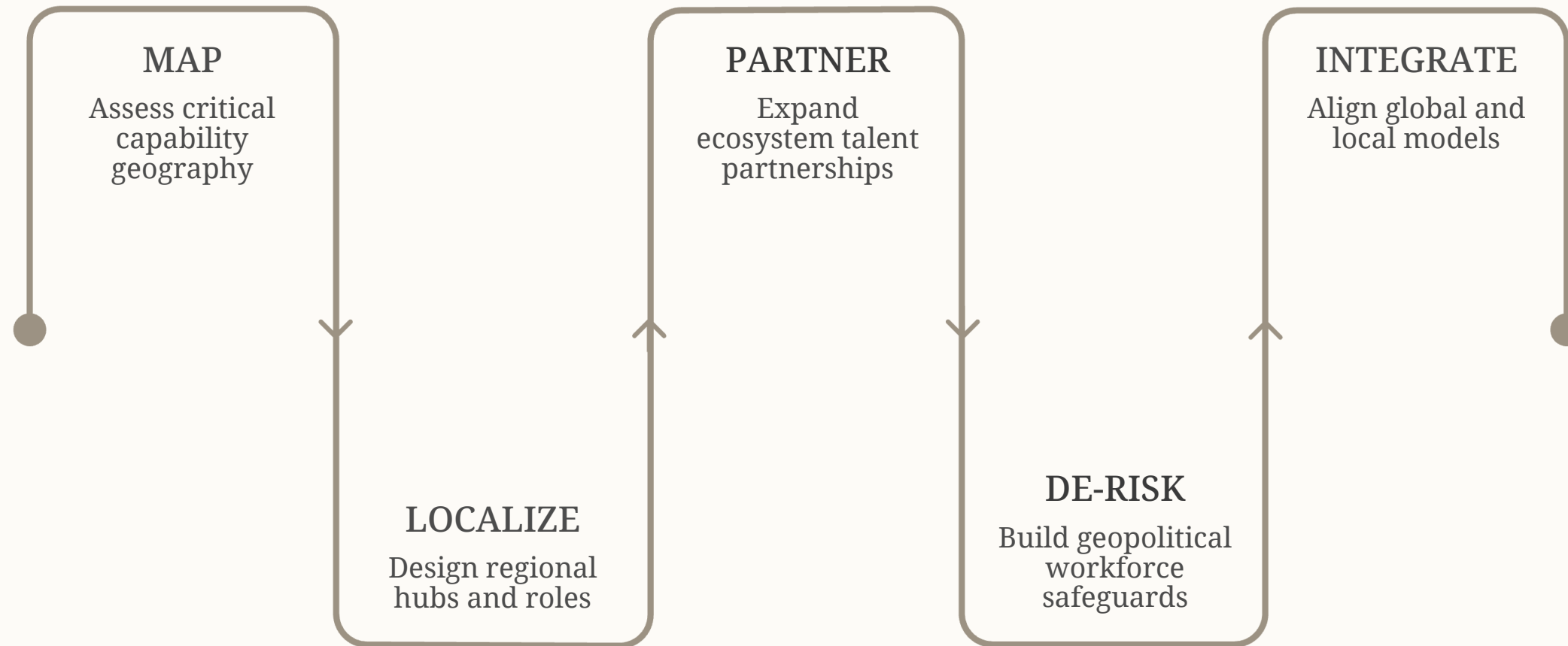
## Offshore Over-Dependence

Critical capability areas concentrated in cost-optimized hubs exposed to regional talent shortages.

The organization's talent model was optimized for a globalization era that is structurally reversing. Efficiency had been prioritized over resilience and strategic continuity.

# The Fortis & Peak Intervention

Fortis & Peak transformed the organization from a global-first talent structure into a localized, capability-resilient operating model aligned with geopolitical reality. The intervention was structured across five integrated phases — each building on the last to create a durable, regionally grounded workforce architecture.



Each phase produced a concrete, actionable deliverable — from a Global Capability Exposure Map to a fully harmonized "glocal" operating model — ensuring the transformation was measurable, sequenced, and aligned to business continuity at every stage.

# Five Phases of Transformation

1

## MAP — Capability Geography Assessment

Identified business-critical functions and geographic dependencies. Mapped exposure across regions, regulatory environments, and talent availability, highlighting strategic risk zones in a Global Capability Exposure Map.

2

## LOCALIZE — Regional Hub Design

Defined strategic regional talent hubs based on capability clusters. Prioritized localization of mission-critical and regulatory-sensitive roles, producing a multi-hub architecture aligned with business continuity needs.

3

## PARTNER — Ecosystem Talent Expansion

Developed partnerships with local universities, institutes, and talent networks. Built regional pipelines for scarce, high-demand skills and integrated external ecosystems into long-term capability planning.

4

## DE-RISK — Geopolitical Workforce Design

Reduced dependency on high-risk talent corridors and introduced flexible regional deployment strategies. Aligned workforce design with regulatory and compliance frameworks to insulate against geopolitical volatility.

5

## INTEGRATE — Global-Local Model Alignment

Maintained global standards while enabling regional autonomy. Harmonized HR, compliance, and talent systems across regions, enabling seamless cross-border collaboration within localized structures.

# Quantified Impact & Strategic Outcomes

The transformation delivered measurable improvements across every dimension of workforce resilience and operational performance. By shifting from a cost-optimization lens to a capability-resilience framework, the organization achieved durable competitive advantage in a fragmenting global environment.

## Measured Results

- Significant reduction in geopolitical and regulatory workforce risk exposure
- Improved talent availability in critical regional markets
- Faster hiring cycles through localized talent pipelines
- Operational continuity maintained during global disruptions
- Stronger alignment between talent strategy and market expansion

## Strategic Transformation

The organization transitioned from a global efficiency-driven talent model to a regional resilience-based capability system. This shift enabled stable access to critical skills despite global volatility, reduced exposure to geopolitical disruptions, and stronger alignment between workforce strategy and regional business growth.

- ✔ The result: a "glocal" workforce model that balances global scale with regional resilience — built to endure in a deglobalizing world.

# The Fortis & Peak Differentiator

We do not globalize or localize talent by default. We design workforce architectures aligned to geopolitical reality and capability resilience.

## Before

Global talent optimization for cost and efficiency — a model built for a world that no longer exists.

## After

Localized capability systems designed for resilience and continuity — aligned to geopolitical reality.

Move beyond global talent arbitrage and build a workforce architecture that can withstand the pressures of a fragmenting world. Fortis & Peak brings the diagnostic rigor, regional expertise, and operating model design capability to transform your talent strategy from a liability into a strategic asset.

Engage Fortis & Peak to design your **Workforce Localization Strategy for a Fragmenting World** —  
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