# Intro Pitch: How Manpower Can Win with Internal Career Mobility

“Our approach is built on the proven **Playing to Win** logic:

**Where to play**: internal career mobility for large, complex employers — the space where billions are lost annually to unwanted attrition and inefficient redeployment.

**How to win**: by combining Manpower’s unique assets — the predictive power of **MEOS** (forward-looking demand signals) and the execution muscle of **TAPFIN** (SLA-driven redeployment, supplier networks, and compliance governance) — into a disruptive, outcome-first mobility service.

The **most underserved Job-to-be-Done for employers** is: ‘Help me retain and redeploy my at-risk talent predictably and prove the financial ROI, so I can stop losing millions to churn and external hiring costs.’  
The **most underserved Job-to-be-Done for employees** is: ‘Help me see a clear, trustworthy path to my next role, with transparent odds and guaranteed outcomes, so I don’t feel I have to leave the company to grow.’

Most current solutions — HR platforms, internal job boards, or learning portals — fail at these jobs. They show data, but they don’t **change outcomes**.  
Manpower can win here because only we can combine **radar (MEOS)** with **engine (TAPFIN)** to deliver what others cannot: a promise-to-placement pipeline that is measurable, compliant, and scalable across industries and geographies.”

⚡ This gives you:

A **strategic framing** (where to play, how to win).

The **two underserved JTBDs** (one for employers, one for employees).

A sharp articulation of **why Manpower is uniquely positioned**.

# MEOS and TAPFIN – The RADAR and the ENGINE to success

ManpowerGroup **does prominently highlight** both **MEOS** and **TAPFIN** as distinctive, strategic assets in its global value proposition.

### MEOS in Manpower’s Global Value Proposition

* On ManpowerGroup’s main **Talent Solutions** page, **MEOS** (Employment Outlook Survey) is listed under "Insights and Intelligence," alongside other flagship intelligence offerings like “Talent Shortage” and “Global Talent Barometer.” [investor.manpowergroup.com+15manpowergroup.com+15manpowergroup.com+15](https://www.manpowergroup.com/en/what-we-do/talent-solutions?utm_source=chatgpt.com)
* This placement makes the MEOS a **frontline strategic asset** — not buried in research, but integral to how Manpower positions its thought leadership and advisory capabilities.

### TAPFIN’s Prominence and Recognition

* **TAPFIN is explicitly branded** as the Group’s global **Managed Service Provider (MSP)** offering in Talent Solutions, placed prominently at the top of their service listing. [manpowergroup.com](https://www.manpowergroup.com/en/news-releases/news/manpowergroup-talent-solutions-tapfin-recognized-as-a-global-leader-in-msp-and-star-performer-in-sow-by-everest-group?utm_source=chatgpt.com)
* In January 2020, ManpowerGroup launched its **“Talent Solutions”** brand specifically to integrate TAPFIN (MSP), RPO, and Right Management — signaling TAPFIN’s central strategic role. [investor.manpowergroup.com+15manpowergroup.com+15techrseries.com+15](https://www.manpowergroup.com/en/news-releases/news/manpowergroup-launches-new-brand-talent-solutions-combining-rpo--tapfin-msp-and-right-management-offerings-to-create-more-value-for-clients-and-candidates?utm_source=chatgpt.com)
* TAPFIN’s market leadership is regularly reinforced:
  + Recognized as a **Global Leader** in Everest Group’s MSP assessments — **11 consecutive years** (as of 2024), including Star Performer status. [prnewswire.com](https://www.prnewswire.com/news-releases/manpowergroup-solutions-managed-service-provider-msp-tapfin-named-by-everest-group-as-global-leader-for-sixth-consecutive-year-300913109.html?utm_source=chatgpt.com)[prnewswire.com+5investor.manpowergroup.com+5manpowergroup.com+5](https://investor.manpowergroup.com/news-releases/news-release-details/talent-solutions-tapfin-recognized-global-leader-receives-top?utm_source=chatgpt.com)
  + Awarded **Global Leader** in Everest’s MSP evaluations **for 10 consecutive years** by 2023. [manpowergroup.com](https://www.manpowergroup.com/en/news-releases/news/manpowergroup-talent-solutions-tapfin-named-global-leader-in-contingent-workforce-solutions-for-10th-straight-year?utm_source=chatgpt.com)
  + Described by clients as standout in **value delivered, technology innovation (IntelliReach BI), global footprint, and analytics capabilities**. [manpowergroup.com+4manpowergroup.com+4prnewswire.com+4](https://www.manpowergroup.com/en/news-releases/news/manpowergroup-talent-solutions-tapfin-recognized-as-a-global-leader-in-msp-and-star-performer-in-sow-by-everest-group?utm_source=chatgpt.com)

### Summary

* **MEOS** is showcased as a core source of labor market intelligence and insight, used to inform strategies and position Manpower as a data-driven authority.
* **TAPFIN** is featured front-and-center as the MSP backbone of Talent Solutions, continuously earning external validation through leadership rankings and awards.

Together, they form the dual pillars — one providing **forward-looking market insight**, the other delivering **executional excellence** — that underpin Manpower’s differentiated value proposition globally.

| **Pillar** | **What it is** | **Unique Strengths** | **Role in Internal Mobility** |
| --- | --- | --- | --- |
| **MEOS – The Radar***(Manpower Employment Outlook Survey)* | Global quarterly survey of >40,000 employers in 40+ countries, running since 1962 | - Forward-looking Net Employment Outlook (NEO)- Sector & geographic hiring intentions- Talent Shortage indices- Trusted as a leading indicator by policymakers, media, corporates | - Predicts which roles & skills will be in demand- Anchors career pathways in **real market pull**, not guesswork- Builds trust by showing employees and employers credible demand forecasts |
| **TAPFIN – The Engine***(ManpowerGroup’s Managed Service Provider platform)* | Global MSP acquired via COMSYS in 2010; manages $20B+ contingent spend across 80+ countries | - Global leader (11 years running, Everest Group)- SLA governance (time-to-fill, cost, compliance, retention)- Supplier network & bench talent- Compliance automation (IR35, SoW, payroll risk)- IntelliReach BI analytics | - Turns mobility pathways into **guaranteed outcomes**- SLA-backed redeployment (≤60 days)- Instant backfill for managers- Links training to placement guarantees- Ensures regulatory compliance across markets |
| **Combined Advantage** | Radar (predictive foresight) + Engine (execution muscle) | - Only player with both **market intelligence + delivery infrastructure**- Competitors either show data (HR tech) or fill roles (staffing), not both | - Creates a **Promise-to-Placement pipeline**- Guarantees measurable business impact (retention, savings, faster redeployment)- Builds the foundation for Internal Career Mobility-as-a-Service |

# MEOS

**In the context of Manpower’s Internal Mobility vision**:  
MEOS acts as the **RADAR**: it tells which roles, industries, and geographies are heating up or cooling down, so internal mobility pathways aren’t based on guesswork but anchored in market demand.

Here’s how the **ManpowerGroup Employment Outlook Survey (MEOS)** is conducted and run:

### 1. **History and Continuity**

* MEOS has been conducted **quarterly since 1962**, making it the **longest running employment survey of its kind**.
* Its longevity means it provides **comparable time-series data** across economic cycles, downturns, and booms — a big reason why it is cited by media, policymakers, and central banks.

### 2. **Survey Design**

* **Question**: Employers are asked a single standardized forward-looking question:  
  “How do you anticipate total employment at your location to change in the next three months compared to the current quarter?”
* **Possible responses**: Increase, Decrease, No Change, Don’t Know.
* This simplicity makes the data **comparable across geographies, sectors, and time.**

### 3. **Sample and Scale**

* Conducted with **~40,000 employers worldwide** each quarter.
* **Geographic coverage**: 40+ countries and territories, across all major economic regions.
* **Sector coverage**: Industry-level breakouts (IT, Finance, Manufacturing, Healthcare, etc.).
* Samples are **statistically representative** of the economy in each country.

### 4. **Methodology & Index Calculation**

* **Net Employment Outlook (NEO)** = (% expecting increase) − (% expecting decrease).
* Results are reported:
  + **Unadjusted** (raw percentages).
  + **Seasonally adjusted** (removing seasonal hiring effects, e.g., holiday retail hiring).
* This provides a clean signal of hiring intentions.

### 5. **Publication & Transparency**

* Results are published **quarterly** on ManpowerGroup’s site and via press releases.
* They include **global, regional, country, and industry-level reports**.
* Frequently cited by **Bloomberg, Reuters, The Economist, World Economic Forum**, and even referenced by **central banks** as a leading indicator.

### 6. **What makes it unique**

* **Forward-looking**: Unlike most labor statistics (which are lagging), MEOS asks what employers plan to do in the next quarter.
* **Consistency**: Same question since 1962 → unique longitudinal dataset.
* **Breadth**: More than 40,000 employers every quarter across 40+ countries.
* **Trust**: Because it’s independent, standardized, and continuous, it has credibility that job boards or HR platforms can’t match.

# **TAPFIN**

Together with **MEOS** (the **RADAR**), TAPFIN (the **ENGINE** with SLA governance) forms the **unique “promise-to-placement” pipeline** that gives Manpower an unfair advantage.

ManpowerGroup acquired TAPFIN in 2010, through the acquisition of COMSYS IT Partners—bringing TAPFIN’s MSP capabilities into the Manpower Group. The acquisition was completed in April 2010, with formal integration announced later.

### 1. **What TAPFIN Is**

* TAPFIN is **ManpowerGroup’s Managed Service Provider (MSP)** arm.
* It manages the **entire contingent workforce lifecycle** (temporary staff, contractors, consultants, SOW projects) for large organizations.
* Functions: sourcing, onboarding, compliance, billing, performance management, analytics.
* Scale: recognized by Everest Group, Staffing Industry Analysts, and NelsonHall as a **global MSP leader**, managing **billions in contingent spend across 80+ countries**.

### 2. **Core Operating Model**

* **Program Office**: TAPFIN sets up a governance layer that sits between the client and staffing suppliers.
* **Supplier Management**: TAPFIN vets, contracts, and performance-manages a panel of staffing vendors.
* **Technology**: runs on **Vendor Management Systems (VMS)** like Beeline, SAP Fieldglass, or TAPFIN’s own **IntelliReach BI** platform.
* **Global Playbooks**: standardized workflows for sourcing, onboarding, timesheets, payments, and compliance.

### 3. **SLAs with Customers** (The Heart of TAPFIN’s Value)

SLAs are **explicit performance commitments** that TAPFIN signs with clients. They ensure measurable, predictable outcomes in workforce programs. Common SLAs include:

* **Time-to-Fill**: e.g. “95% of contingent requisitions filled within 10 business days.”
* **Submission-to-Hire Ratio**: e.g. “Supplier must submit no more than 3 candidates per hire on average.”
* **Compliance Accuracy**: e.g. “100% of contingent workers classified correctly (IR35, SoW, payroll taxes).”
* **Cost Savings**: e.g. “Achieve 8–12% cost reduction vs baseline bill rates in year 1.”
* **Supplier Diversity**: e.g. “20% of spend must flow through certified diverse suppliers.”
* **Worker Quality**: measured by assignment completion rates, re-engagement rates, manager satisfaction.

These SLAs are tracked continuously via dashboards and **enforced with escalation processes**:

* If a supplier or TAPFIN misses SLAs, remediation is triggered (warnings, coaching, or replacement).
* If TAPFIN misses program-level SLAs, credits or penalties can apply (e.g. management fee reduction).

### 4. **Governance & Reporting**

* **Quarterly Business Reviews (QBRs)** with client executives where SLA adherence is reported.
* **Real-time dashboards** (via IntelliReach) showing SLA compliance vs target.
* **Continuous Improvement**: SLA baselines are tightened year over year (e.g. 12-day time-to-fill target becomes 10 days).

### 5. **What Makes It Unique**

* **Scale of Benchmarks**: TAPFIN runs hundreds of MSP programs globally → it knows what “good” looks like across industries.
* **Neutral Orchestration**: It sits above suppliers, so it can enforce competition and quality.
* **Outcome Orientation**: Unlike HRIS or ATS vendors, TAPFIN signs up to measurable SLA outcomes and takes responsibility for delivery.

👉 **In the context of Internal Career Mobility (ICM)**:  
TAPFIN’s SLA discipline could be applied to **internal redeployment**:

* “90% of at-risk employees redeployed within 60 days”
* “100% manager release decisions made within 7 days, backed by instant TAPFIN backfills”
* “80% of reskilled employees placed into roles with ≥12-month retention”

This is a **game-changer**, because no internal mobility software vendor offers SLA-backed guarantees — only Manpower/TAPFIN has the governance model and supplier networks to deliver it.

# Employer Dashboard Walk-through Script

**Executive KPIs**  
“…We’re showing CFO-grade metrics that prove business impact in real time. And because Manpower already manages external placements and contingent talent, we can quantify savings versus external hiring with authority

(TAPFIN — using its Managed Service Provider program data: real-time cost benchmarking from thousands of contingent placements, time-to-fill and attrition curves across global supplier networks, and validated bill-rate benchmarks; this lets us not only calculate “savings vs external hires” but also prove the counterfactual with hard data, something internal HR cannot do).”

**Redeployment Pipeline**  
“…Here, we expose the problem early, and give leaders a lever to act before attrition costs hit. And with TAPFIN’s global managed services, Manpower can actually enforce SLAs, ensuring redeployments happen in under 60 days

(TAPFIN — program governance layer: service-level agreement monitoring tied to actual case-level data, escalation workflows across 100+ MSP clients, and global dashboards that track “time to redeploy” vs “time to attrition” across industries; these benchmarks are unique to TAPFIN’s scale, allowing enforcement of a ≤60-day redeployment SLA).”

**MEOS Signals**  
“…On the right you see live labor market signals: global Net Employment Outlook and the Talent Shortage index.  
Why disruptive? Because we fuse **internal data** with **external Manpower intelligence**. Manpower has proprietary MEOS data that no competitor can match — giving clients predictive power others can’t

(MEOS — quarterly survey of >40,000 employers worldwide, broken down by country, sector, and role-family; the Net Employment Outlook by sector provides leading indicators of hiring intentions, while the Talent Shortage Index quantifies the % of employers reporting difficulty filling specific skill clusters; this combination enables proactive mobility planning tied to external demand signals).”

**Skills Heatmap**  
“…It quantifies overlap, training hours, and confidence of placement.  
Why disruptive? Because it moves reskilling out of vague promises and into predictable pathways. And with Manpower’s training partnerships and scale, we can guarantee interviews or placements — something no software-only vendor can credibly offer

(TAPFIN — integration with its global supplier & training vendor ecosystem: e.g., TAPFIN already sources niche skill training providers and measures “time-to-productivity” after reskilling; by plugging that into internal pathways, we can guarantee placements because we have both training and demand pipelines validated; MEOS — identifies which adjacent skills have highest external demand, so heatmap pathways are not academic but grounded in market pull).”

**Backfill & Compliance**  
“…Managers’ biggest fear with mobility is losing talent and leaving gaps. Manpower can uniquely solve this by providing immediate bench talent while handling compliance risk end-to-end

(TAPFIN — bench & compliance engine: pre-qualified contingent pools across IT, engineering, and healthcare that can be deployed in under 2 weeks; access to direct sourcing pipelines; plus automated compliance tools covering IR35 in the UK, SoW classification in the US/EU, and global payroll risk checks; this means mobility does not stall because TAPFIN fills the gaps and guarantees regulatory coverage).”

**Closing**  
“…This proves impact in financial terms, it prevents attrition, and it uniquely leverages Manpower’s scale, MEOS data, and TAPFIN compliance infrastructure.

(MEOS — forward-looking hiring intentions by geography + sector, talent shortage breakdowns, and salary trend data, enabling predictive mobility planning 6–12 months ahead; TAPFIN — global MSP backbone managing $20B+ in contingent spend, supplier performance scorecards, and compliance operations across 80+ countries; together this is both the radar and the engine that no competitor can replicate).”

# Employee Dashboard Walk-through Script

**My Mobility Snapshot**  
“…Here, we give them a quantified forecast — placement confidence in percent, time-to-next-role in days.  
Why disruptive? Because most employees never know their true odds. And again, because Manpower runs millions of placements, these predictions are credible

(TAPFIN — uses redeployment + conversion outcome data: success rates of contingent-to-permanent hires, redeployment durations across functions, and attrition risk modeling; MEOS — weights the forecast with sector-specific Net Employment Outlook and role-level shortage severity; together, this produces a placement confidence metric that is anchored both in internal redeployment history and external demand pressure).”

**Career Path Explorer**  
“…This shows curated, data-driven opportunities, personalized to the employee.  
Why disruptive? Internal job boards are usually deserts. Here, we surface paths where there is confirmed demand

(MEOS — identifies which roles/sectors are projected to grow, e.g., IT/Data +24% NEO, healthcare +19%; TAPFIN — visibility into open demand via contingent requisitions across clients and internal redeployment programs; together, this ensures every “suggested path” is validated by both current external hiring and future demand projections, not just HR wishful thinking).”

**Mobility Timeline**  
“…Careers become tangible milestones, not vague promises. The employee knows exactly what comes next

(TAPFIN — codified SLA steps from thousands of redeployment programs: notice → pre-match → training cohort → guaranteed interview; these steps are benchmarked to actual time-to-fill outcomes; MEOS — validates the market realism of these timelines, e.g., confirming whether a role typically hires in 45 days vs 90, so promises align with reality).”

**Reskill-to-Place Program**  
“…Instead of ‘learn and hope,’ we show exactly which modules map to which target role.  
Why disruptive? Because Manpower can tie training directly to guaranteed placements

(TAPFIN — integration with approved training vendors, linking completion of a 20h SQL course directly to RevOps Analyst interviews, plus measuring hire retention post-training; MEOS — validates which skills are in critical shortage, so we don’t just train for anything but focus on modules where demand is growing; the dual guarantee is: “complete this training, secure this role, because both supply and demand are aligned”).”

**Financial Outlook**  
“…It proves internal mobility isn’t just engagement fluff — it’s a financial upside. And it’s backed by proprietary market data

(MEOS — salary trend data across sectors/countries, showing premium wages in shortage roles, plus Net Employment Outlook for pay progression forecasts; TAPFIN — global bill rate database from contingent workforce programs, giving real-world comp benchmarks across industries; this ensures comp guidance is grounded in actual hiring market data, not HR surveys).”

**Closing**  
“…For employees, this dashboard transforms uncertainty into a career game plan. For companies, it’s retention gold. And again, only Manpower can credibly provide this — because of our global talent scale, market data, and ability to back promises with real placements

(MEOS — predictive labor market intelligence from 40,000+ employers across 40 countries, refreshed quarterly; TAPFIN — managed service delivery muscle: supplier management, contingent-to-perm conversion, SLA governance, and compliance operations; together this creates a promise-to-placement pipeline no software-only HR tech player can replicate).”