

Workforce Deck 2 – Talent Diagnostics



DRAFT

BAIN & COMPANY 

Talent analysis: Caveats and summary of count of profiles

Fill rate: # of profiles on Aura does not match that of LinkedIn since Aura fetches the data from variety of sources, validates the data points and picks only relevant and high confidence profiles, while on LinkedIn, some employees do not update their profiles even after leaving / moving to next organization hence misrepresenting the profile

Major caveats

Confidence index

- The workforce analysis through Aura and LinkedIn provides a quick **directional answer** with medium to high confidence
- Employee information is sourced from various data sources that **are user reported**

Data sources

- The Aura dataset **combines several sources** (CRMs, job boards, socials, etc.) and performs entity resolution in merging overlapping data

Coverage

- For these specific set of companies operating **as IT MSP (Managed Service Provider)**, Aura covers **~85% of the total profiles on LinkedIn**
- Given that Aura and LinkedIn is extracting data from user reported sources, all fields are not consistently reported, and therefore, top lines across pages will not exactly match

Data period

- The **Aura dataset is updated weekly**, and the current analysis is based on the **latest pull as of Oct 2024**

Summary – profile count for Aura and LinkedIn

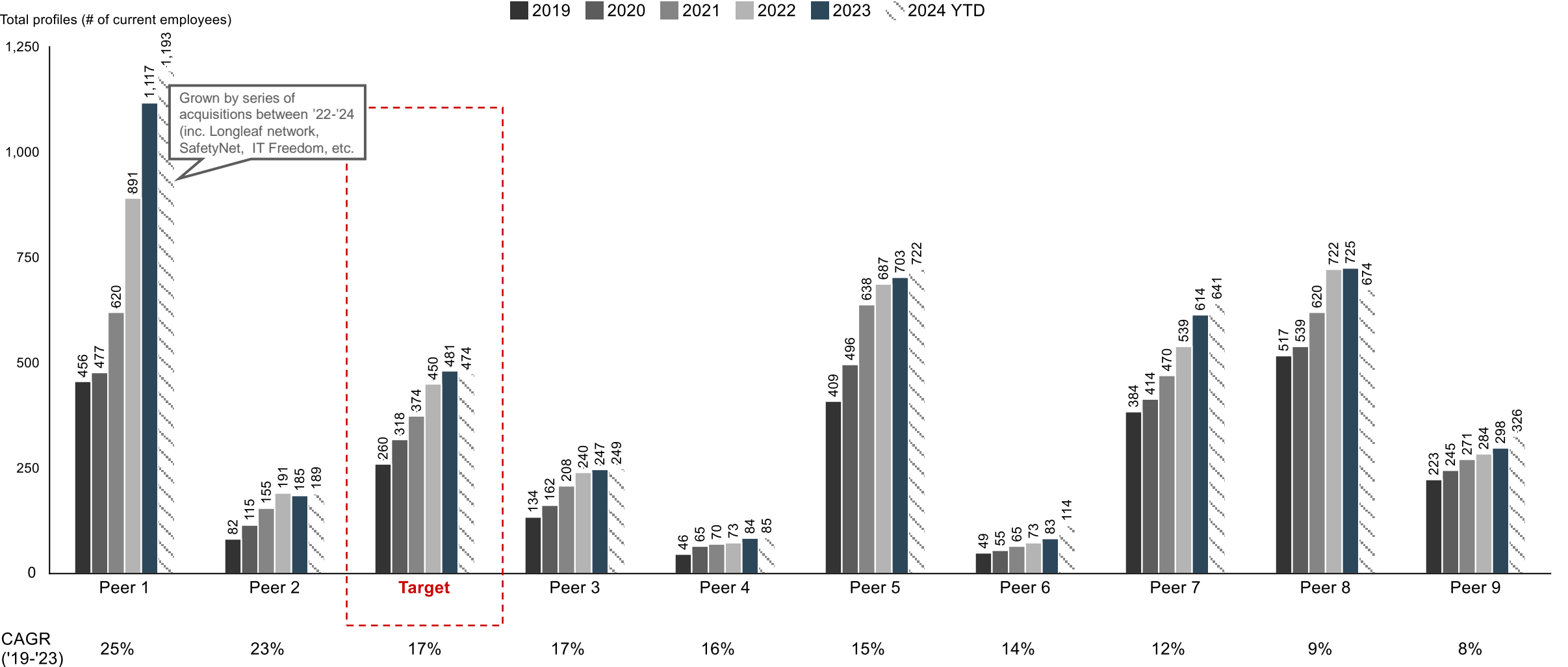
Key companies	# LinkedIn profiles (current)	Aura fill rate (%)	# Overall Aura profiles
A	B	C	D=BxC
Target	602	79%	474
Peer 1	1500	80%	1195
Peer 17	1500	58%	872
Peer 7	652	99%	646
Peer 3	247	100%	249
Peer 15	323	100%	323
Peer 9	373	88%	328
Peer 6	163	71%	115
Peer 13	408	90%	366
Peer 11	195	88%	172
Peer 4	84	100%	85
Peer 5	690	100%	723
Peer 2	176	100%	189
Peer 12	306	98%	299
Peer 18	353	100%	390
Peer 10	1700	82%	1392
Peer 16	7700	89%	6891
Peer 14	446	91%	404
Peer 8	635	106%	675
Total (in K)	18K	87%	15.8K



Bain's cloud-based talent benchmarking platform

Peer 1, Peer 2 followed by Target leads peers with ~20-25% CAGR in their workforce in L5Y; Peer 17 and Peer 18 reduced their workforce in same period (1/2)

WORKFORCE EMPLOYEE GROWTH / DIRECTIONAL



Note: Irrelevant profiles (interns, former, retired employees) have been excluded, 2024YTD data is till October 2024; Bars are sorted basis CAGR ('19-'23), Overall bar numbers denote employees at the end of the calendar year
Source: Aura, Bain analysis

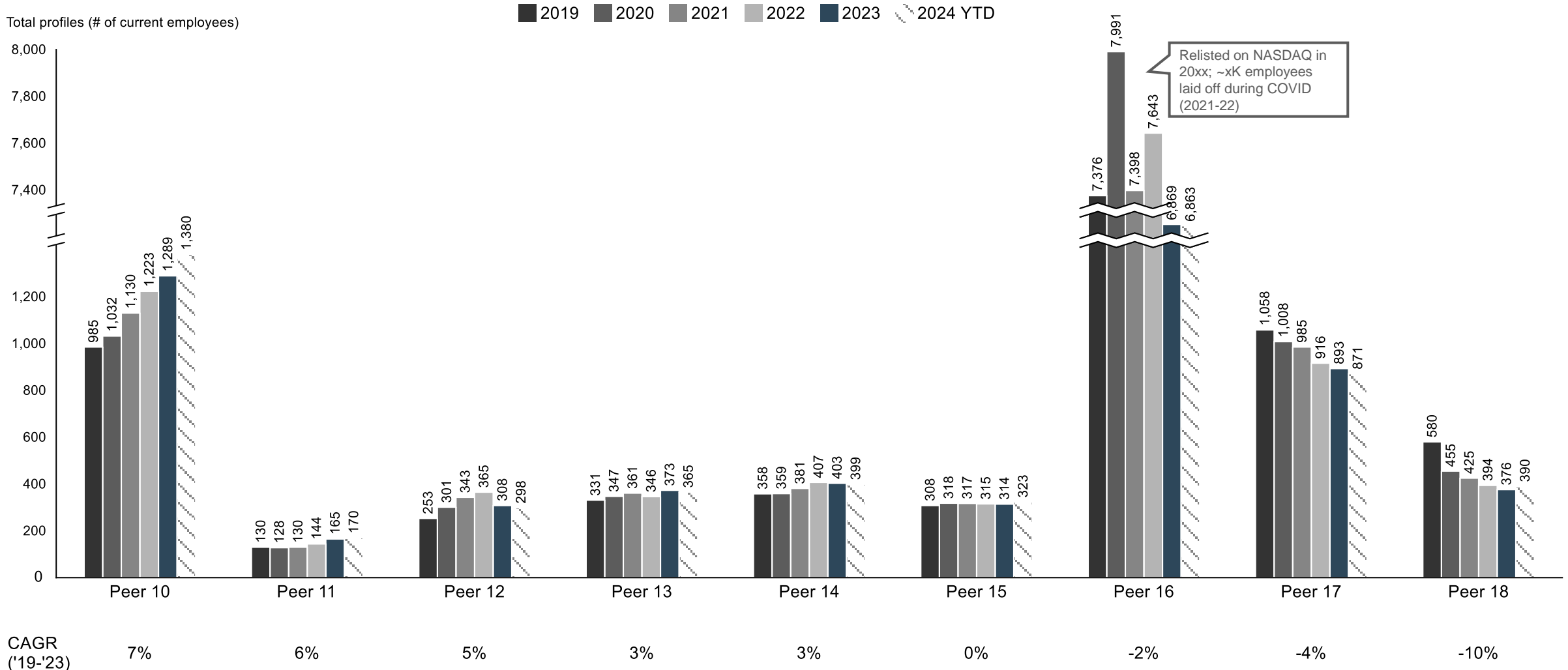


Peer 1, Peer 2 followed by Target leads peers with ~20-25% CAGR in their workforce in L5Y; Peer 17 and Peer 18 reduced their workforce in same period (2/2)

WORKFORCE

EMPLOYEE GROWTH

/ DIRECTIONAL



Note: Irrelevant profiles (interns, former, retired employees) have been excluded, 2024YTD data is till October 2024; Bars are sorted basis CAGR ('19-'23), Overall bar numbers denote employees at the end of the calendar year
Source: Aura, Bain analysis

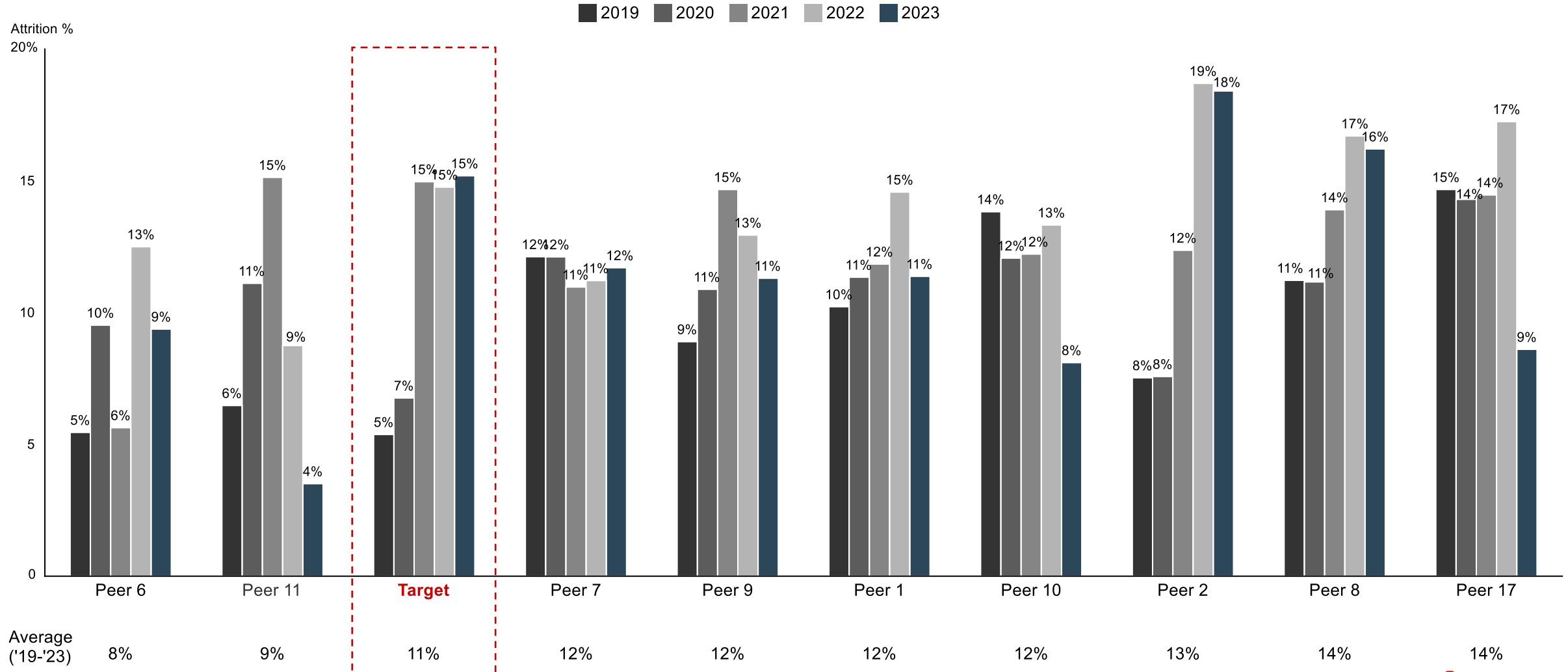


Target witnessed average attrition of ~10% between '19-'23, lower than most peers; Peer 18 noted highest attrition of ~20% during same period (1/2)

WORKFORCE

ATTRITION

/ DIRECTIONAL



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Attrition rate calculated by dividing total number of exits in a year by the employee base at the start of the year for the given year, Bars sorted basis average attrition | Source: Aura, Bain analysis

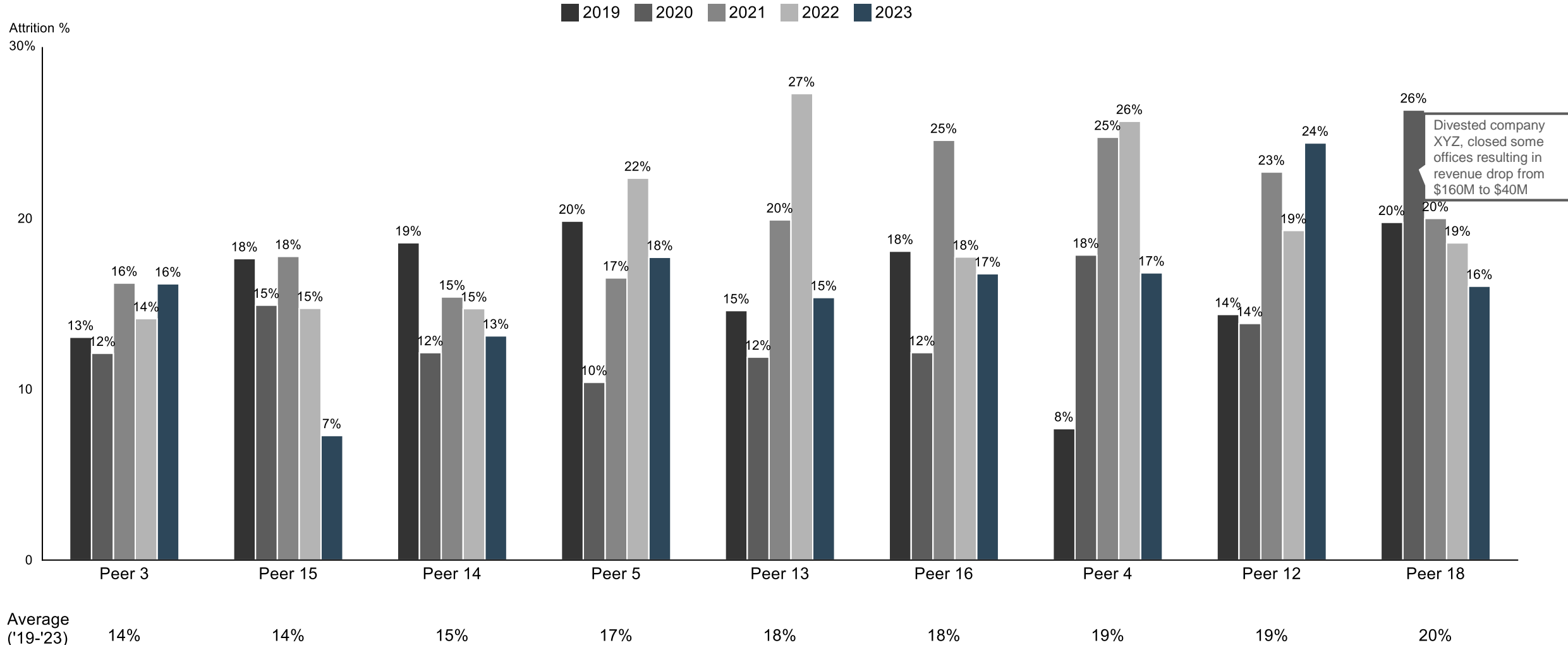


Target witnessed average attrition of ~10% between '19-'23, lower than most peers; Peer 18 noted highest attrition of ~20% during same period (2/2)

WORKFORCE

ATTRITION

/ DIRECTIONAL



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Attrition rate calculated by dividing total number of exits in a year by the employee base at the start of the year for the given year, Bars sorted basis average attrition | Source: Aura, Bain analysis

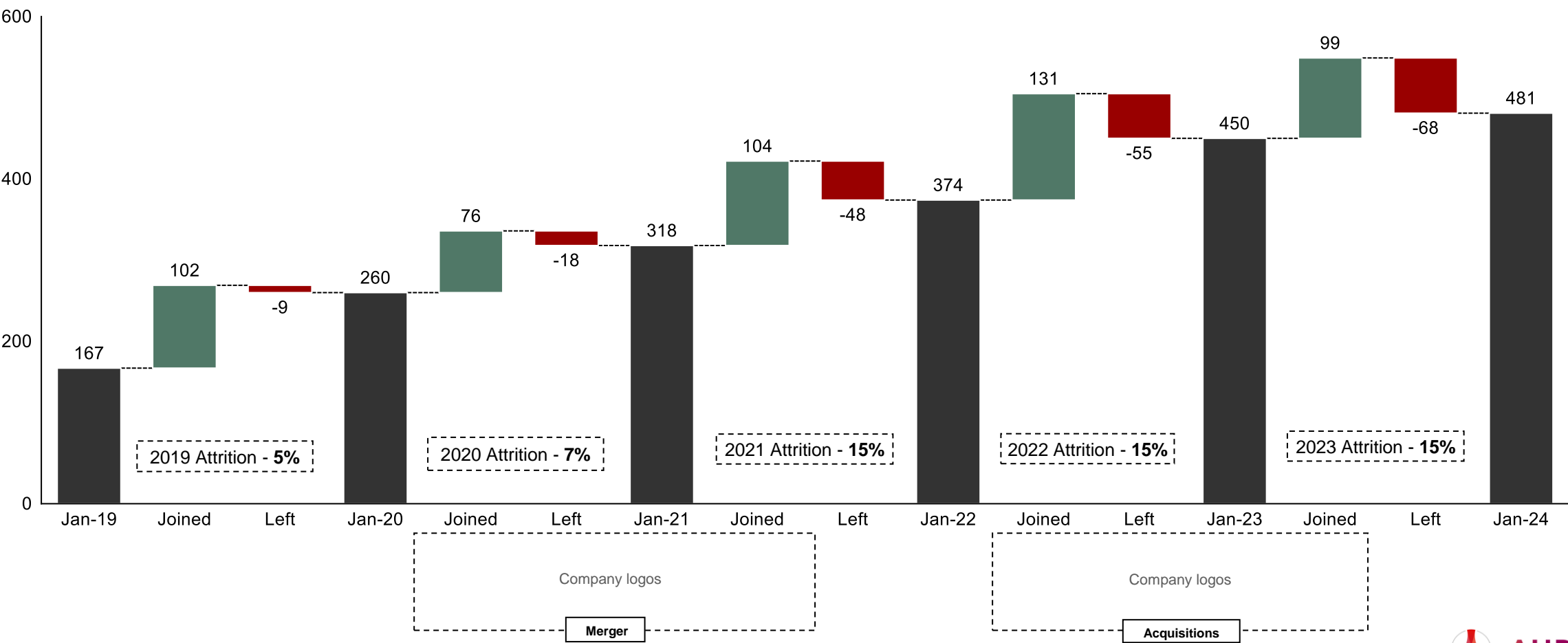


Target has steadily grown its workforce over the years driven by series of acquisitions, and has witnessed consistent ~15% attrition in the last 3 years

HIRES & EXITS

/ TARGET ONLY / DIRECTIONAL

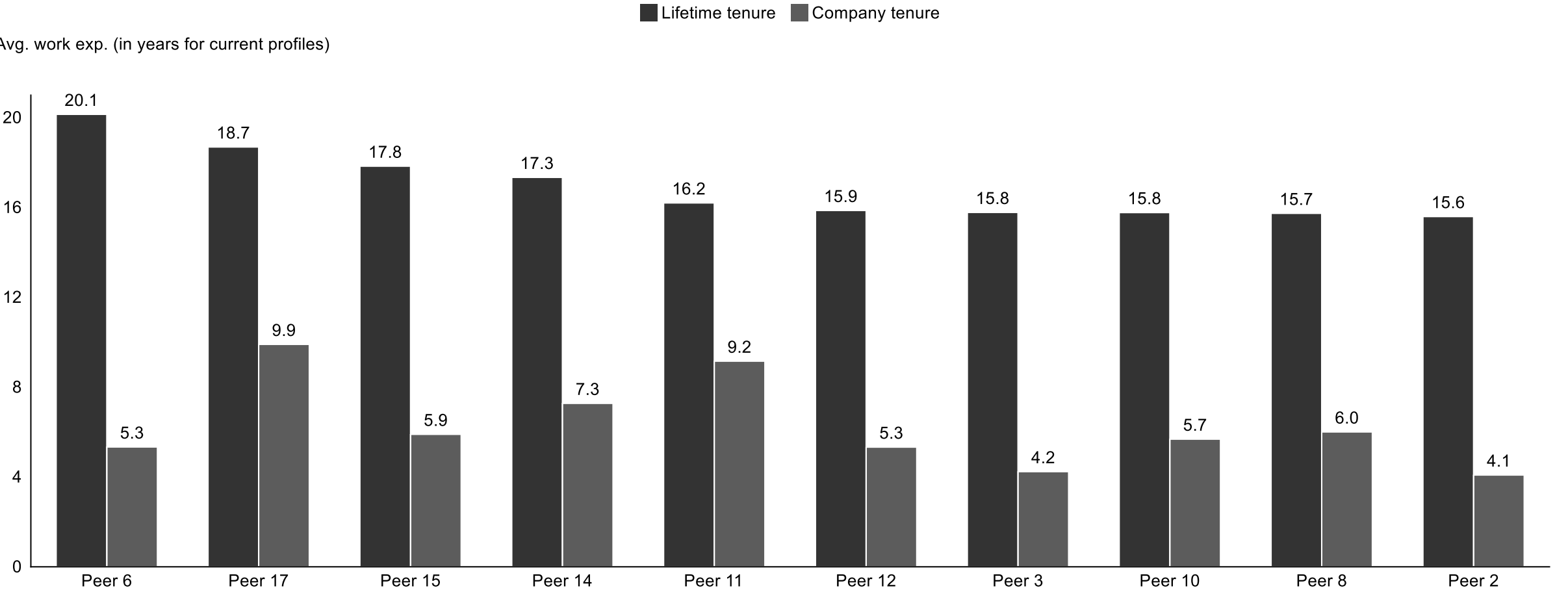
Employees hired vs exits ('19-'24)



Note: Attrition rate calculated by dividing total number of exits in a year by the employee base at the start of the year; Overall bar numbers denote employees at the start of the calendar year
Source: Aura, Bain analysis



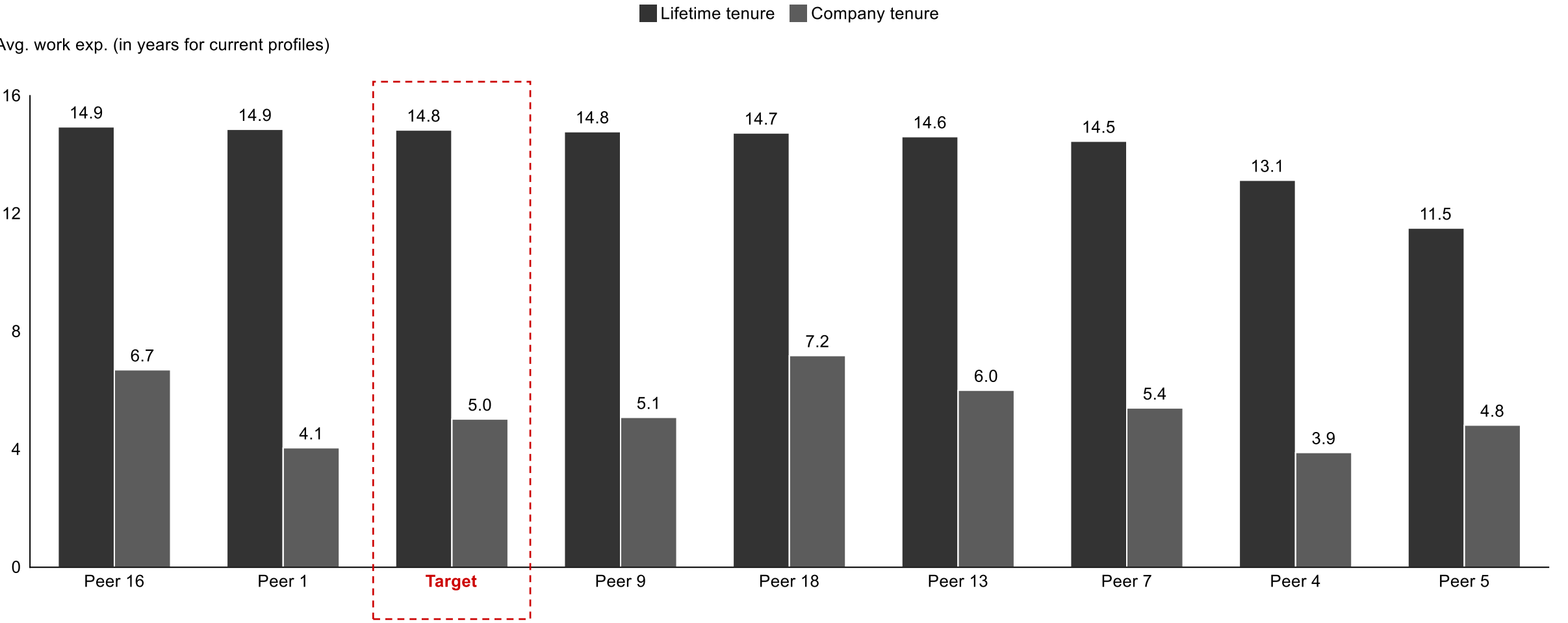
Avg. lifetime tenure is ~15-20 years while avg. company tenure is ~5-9 years, Target lies in middle of the pack (1/2)



Note: Irrelevant profiles (interns, former, retired employees) have been excluded, Bars are sorted basis lifetime tenure
Source: Aura, Bain analysis



Avg. lifetime tenure is ~15-20 years while avg. company tenure is ~5-9 years, Target lies in middle of the pack (2/2)



Note: Irrelevant profiles (interns, former, retired employees) have been excluded, Bars are sorted basis lifetime tenure
Source: Aura, Bain analysis

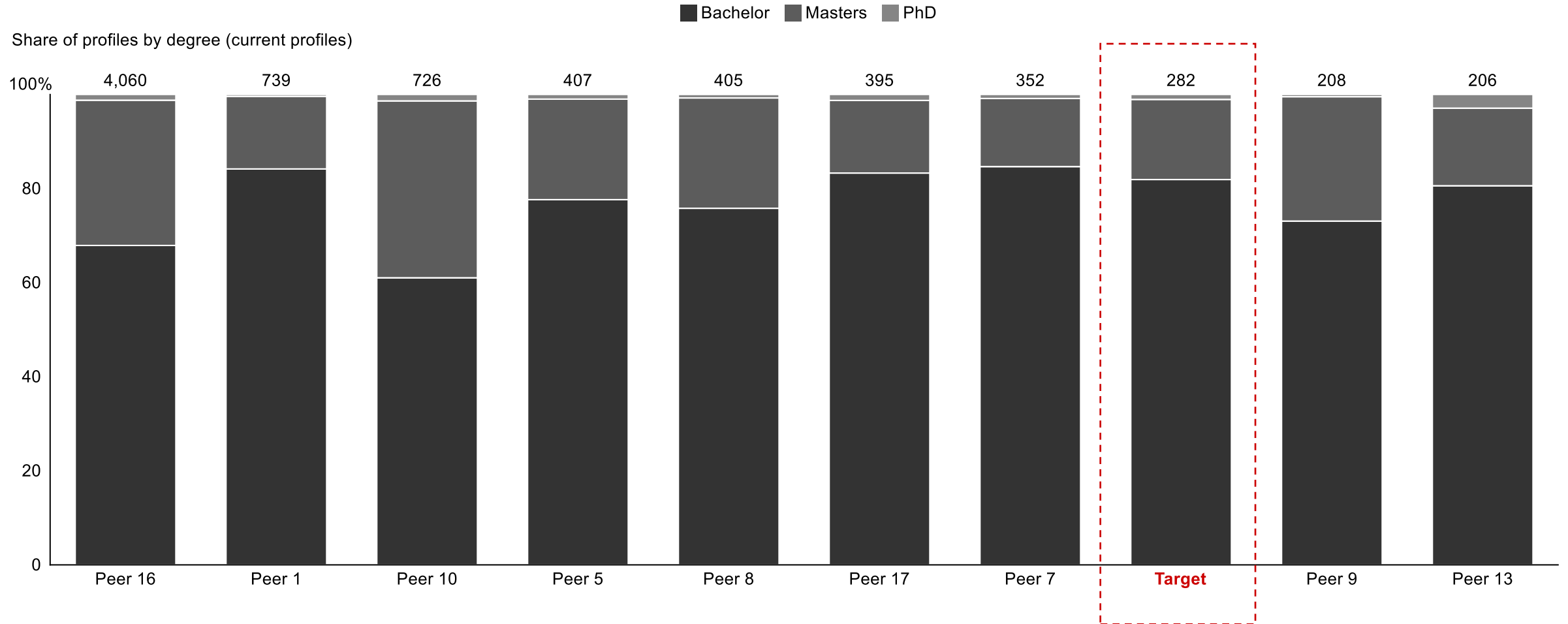


Majority of employees have a Bachelor's degree across peers; Peer 10 and Peer 16 have relatively higher share of emp. (~40%) with Masters (1/2)

WORKFORCE

EDUCATION

/ DIRECTIONAL



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Top lines may not match across slides since this is a user reported dataset, and not all employees update their education background; Bars are sorted basis total no. of profiles | Source: Aura, Bain analysis

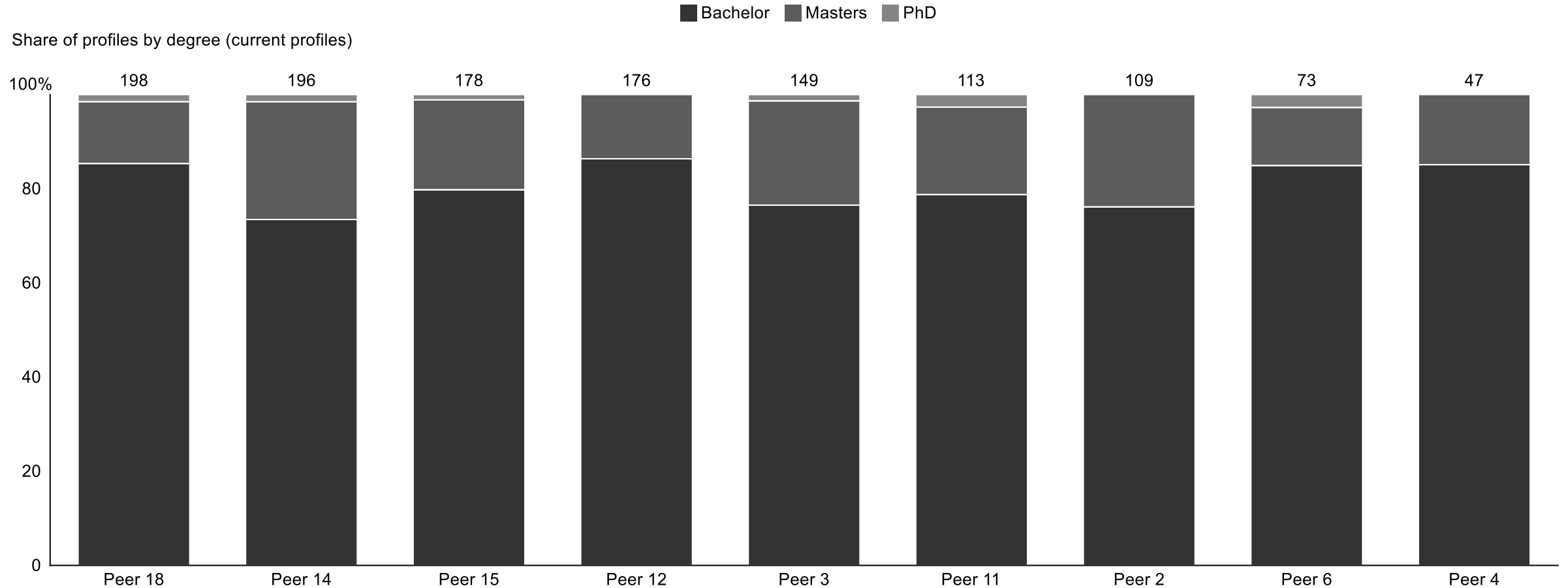


Majority of employees have a Bachelor's degree across peers; Peer 10 and Peer 16 have relatively higher share of emp. (~40%) with Masters (2/2)

WORKFORCE

EDUCATION

/DIRECTIONAL



Note: Irrelevant profiles (interns, former, retired employees) have been excluded; Top lines may not match across slides since this is a user reported dataset, and not all employees update their education background; Bars are sorted basis total no. of profiles | Source: Aura, Bain analysis

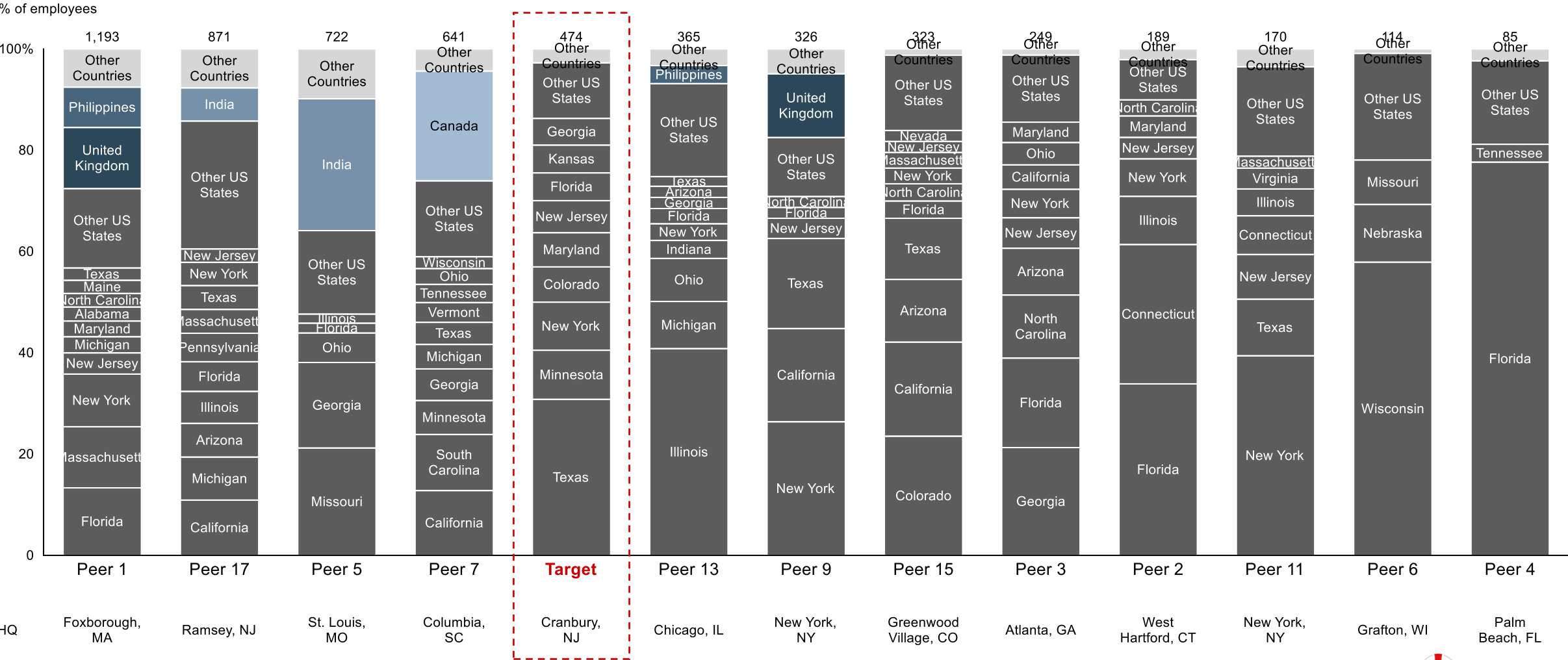


Majority of employees are based out of HQ states for most peers; Florida, New York, Texas and California are the most common regions across peers

WORKFORCE

GEOGRAPHY

/ DIRECTIONAL



Note: Top US states across players and countries shown on the chart
Source: Aura, Bain analysis



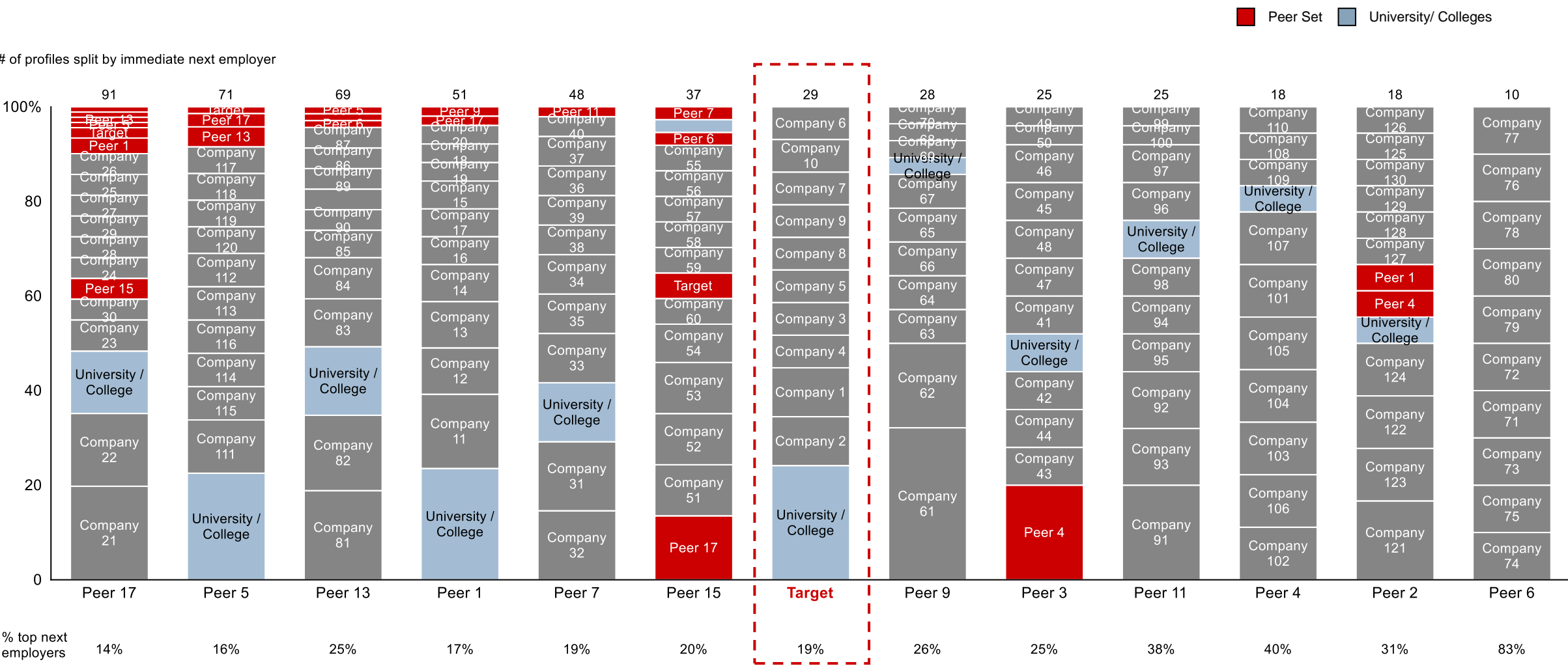
/ DIRECTIONAL

13

Leavers: Employees leave peers to join a long tail of different cos. and for higher education; relatively low proportion leave to join competitors

TALENT AND RECRUITING

/ DIRECTIONAL



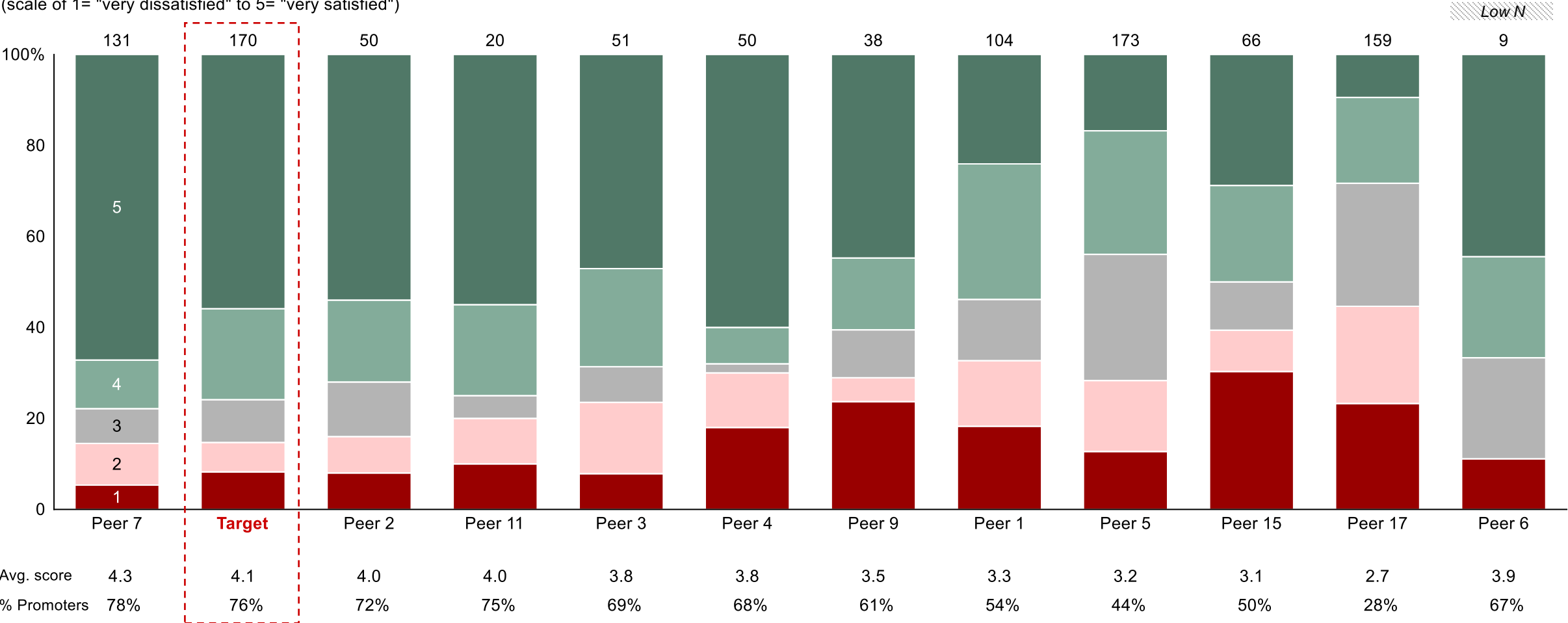
Peer 7 and Target lead the pack with relatively higher employee satisfaction rating than peers

EMPLOYEE SATISFACTION

BCN: Target rating includes ratings data before 2021 merger for the parent companies as well as the ratings for acquisitions post 2021

/ PRELIMINARY

Overall employee satisfaction
(scale of 1= "very dissatisfied" to 5= "very satisfied")



Note: Promoters include responses of 4 and 5 rating; Bars with N<10 have been marked low N; Ratings taken from 2019-2024YTD
Source: Glassdoor



Target's employee satisfaction has increased from ~3.9 in 2020 to ~4.2 in 2024YTD, along with the share of promoters increasing from ~70% to ~80% in same period

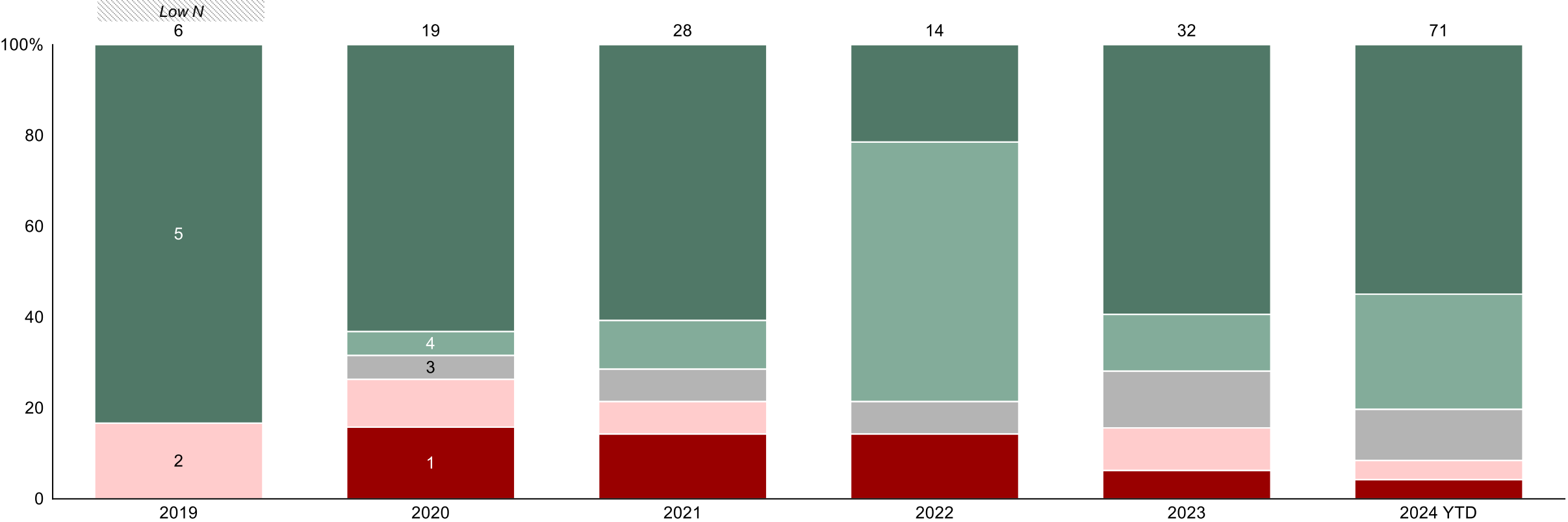
EMPLOYEE SATISFACTION

OVERTIME

BCN: Target rating includes ratings data before 2021 merger for the parent companies as well as the ratings for acquisitions post 2021

/ TARGET ONLY / PRELIMINARY

Overall employee satisfaction
(scale of 1= "very dissatisfied" to 5= "very satisfied")



Avg. score	4.5	3.9	4.0	3.7	4.1	4.2
% Promoters	83%	68%	71%	79%	72%	80%

Note: Promoters include responses of 4 and 5 rating; Bars with N<10 have been marked low N; Ratings taken from 2019-2024YTD
Source: Glassdoor



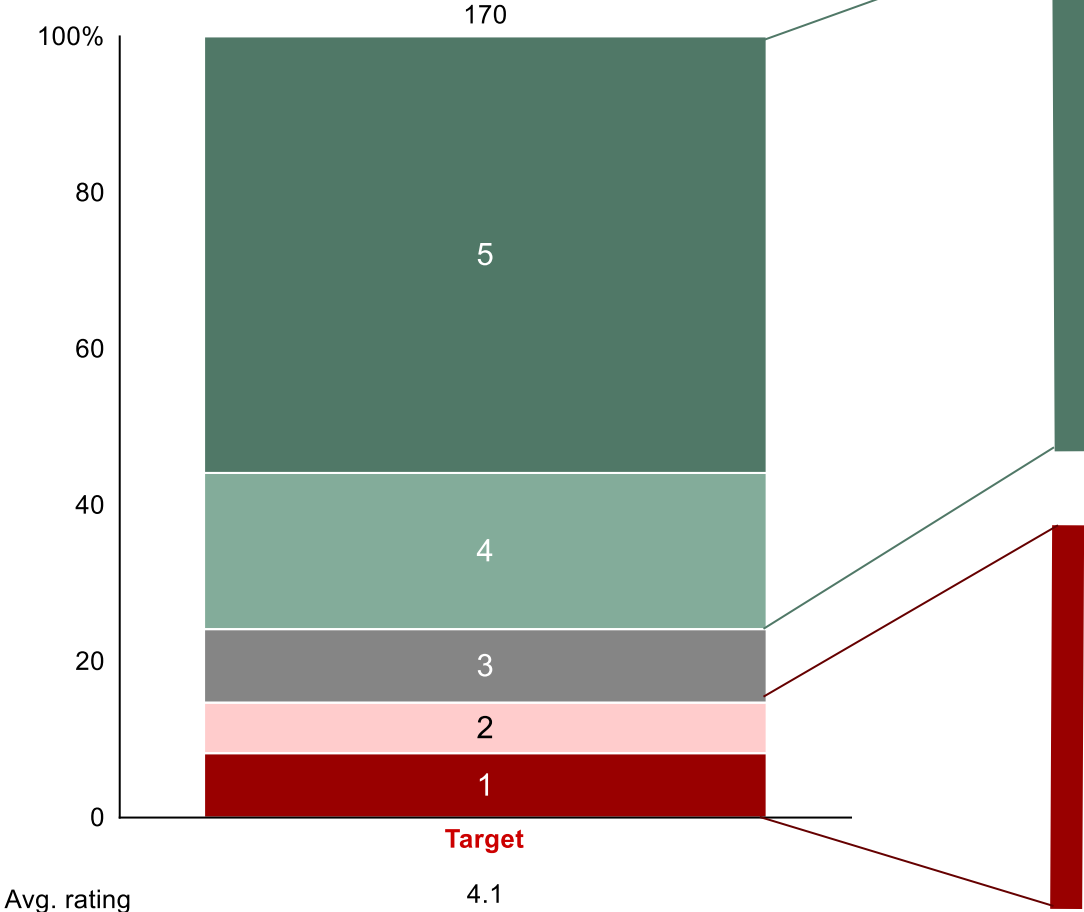
Promoters appreciate culture, opportunities and flexibility while detractors complain about compensation, leadership and communication

EMPLOYEE SATISFACTION

BCN: Target rating includes ratings data before 2021 merger for the parent companies as well as the ratings for acquisitions post 2021

/ TARGET ONLY / PRELIMINARY

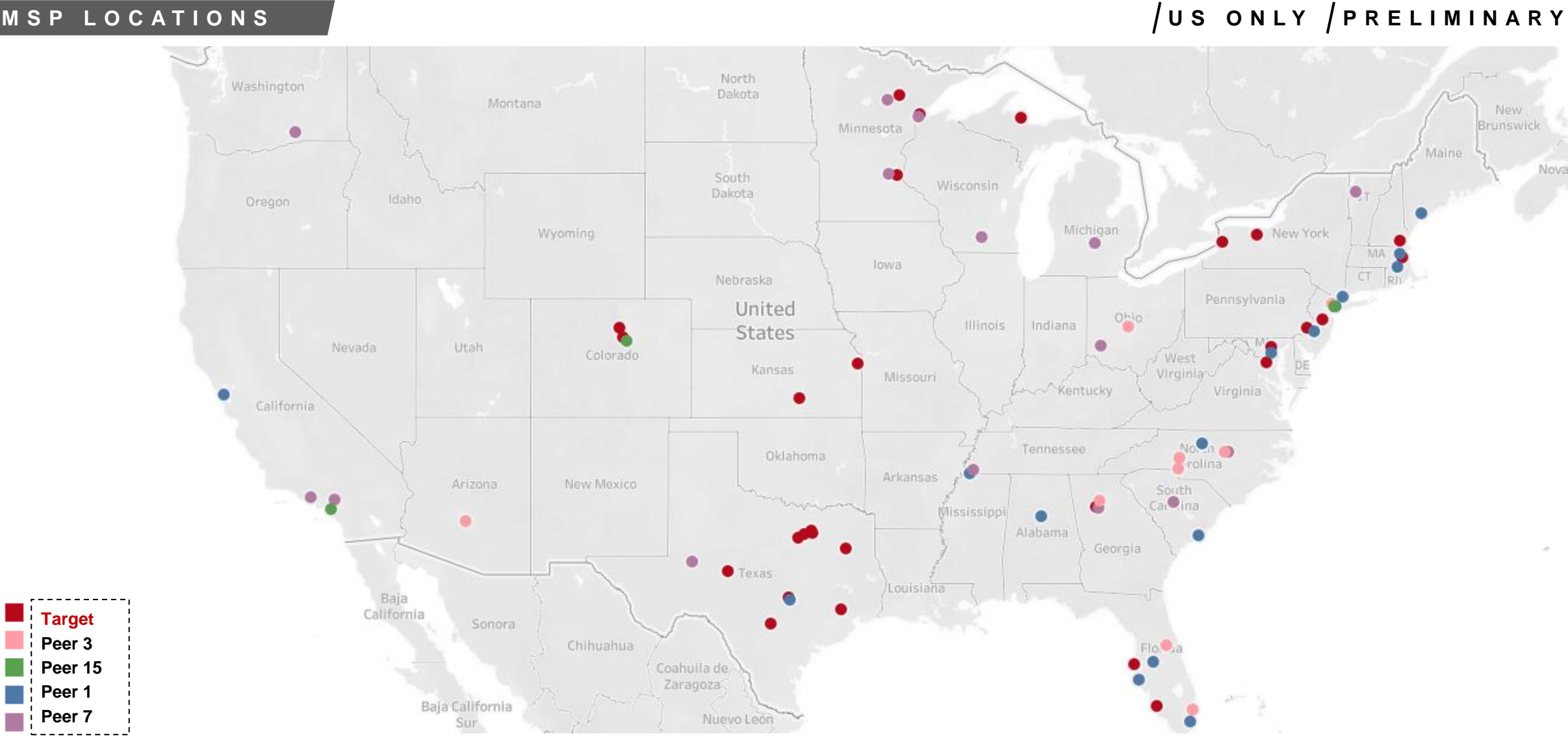
Overall employee satisfaction
(scale of 1= "very dissatisfied" to 5= "very satisfied")



2024	" Outstanding culture. Constantly moving forward."
2024	"There is a ton of opportunities for those that want to grow their career. The company offers a bunch of different tracks to get promoted internally."
2024	"The merger between XYZ and Target has been handled very well and we appreciate everything the teams have done to make it possible."
2024	"Target is growing the right way. Focused initially on bringing on the best acquisitions and now that we are at size, evolving the business into a new Target identity"
2024	"Coming from many different MSPs into one is not an easy feat. All of the founding companies had similar values , so employees have been able to merge pretty easily "
2023	"Our comp. merged with Target. It has been great. Leadership's values align with ours, the teams are marching towards a common goal , the growth allows for amazing career dev. "
2022	" Flexible, good atmosphere, seem to care about you as a person."
Cons	
2024	"Currently bought up a lot of other companies and is in process of merging things so pay is a bit confusing for some of us"
2024	"The company keeps changing direction or objectives and leaves the employee with zero direction "
2023	"There are many breakdowns in communication between projects, sales, and account management."
2023	"A largely absent leadership supplements their lack of hands-on guidance."
2021	" Company is trying to grow rapidly through acquisition, which throws more strain on resources. You will be micromanaged , attend dozens of useless meetings a month and then questioned about productivity "

Source: Glassdoor

Target has a strong presence in Texas; East coast including Florida and New Jersey are heavily concentrated with locations of Target and its competitors



Source: Bain Analysis, Company websites

This information is confidential and was prepared by Bain & Company solely for the use of our client; it is not to be relied on by any 3rd party without Bain's prior written consent

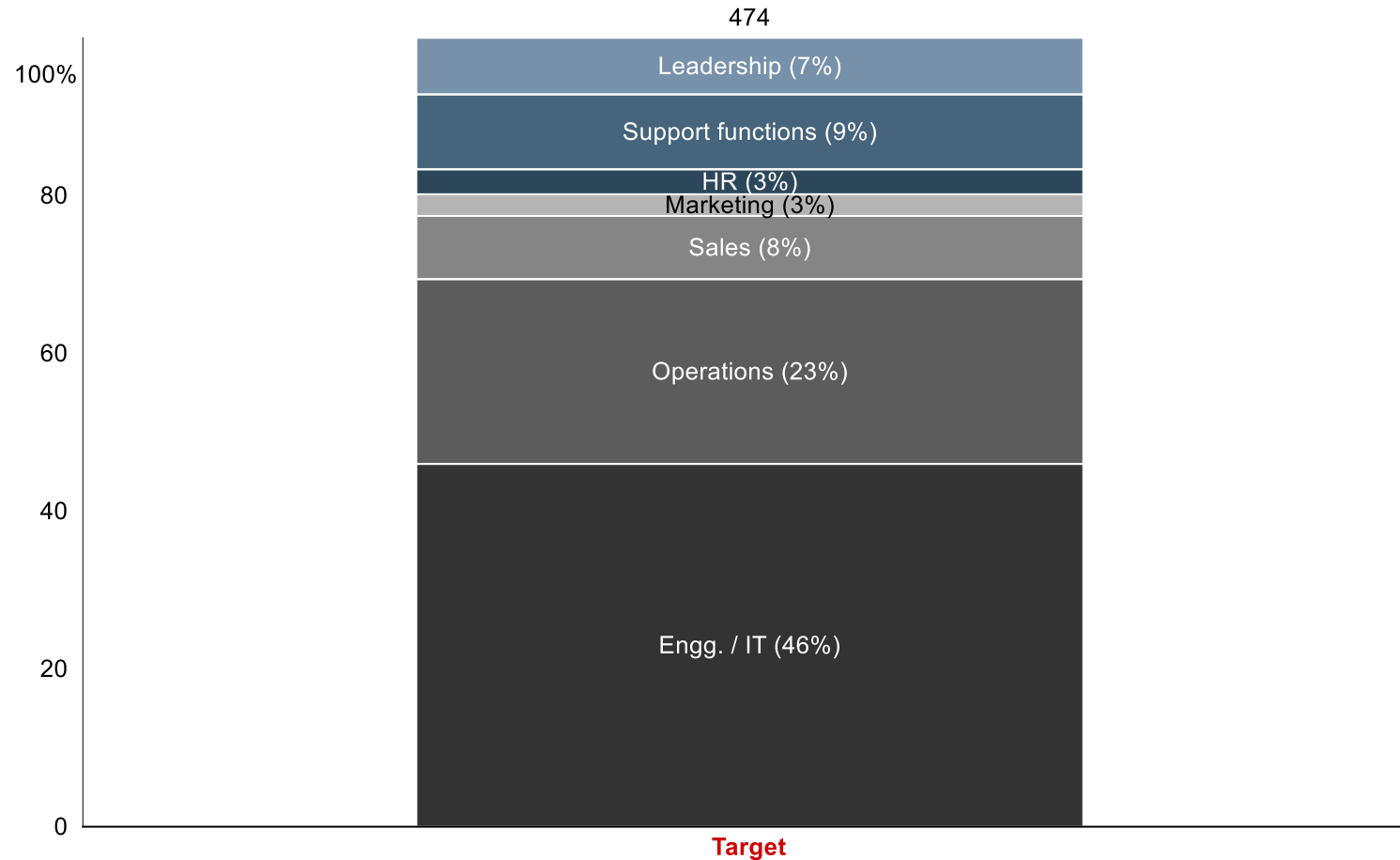
Engineering & IT roles constitute majority of Target's workforce (~45%), followed by Operations constituting ~25% of the roles

WORKFORCE

FUNCTION SPLIT

/ TARGET ONLY / DIRECTIONAL

Functional distribution (% of relevant profiles)



Leadership

Managing director, CXOs, Vice president, etc.



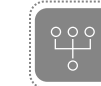
Support functions

Admin coordinator, finance/ accounting manager, etc.



Marketing

Marketing coordinator, communications coordinator, etc.



Sales

Account executive/ manager, client success manager, etc.



Operations

Technical operations manager, project manager, service manager, strategic operations manager etc.

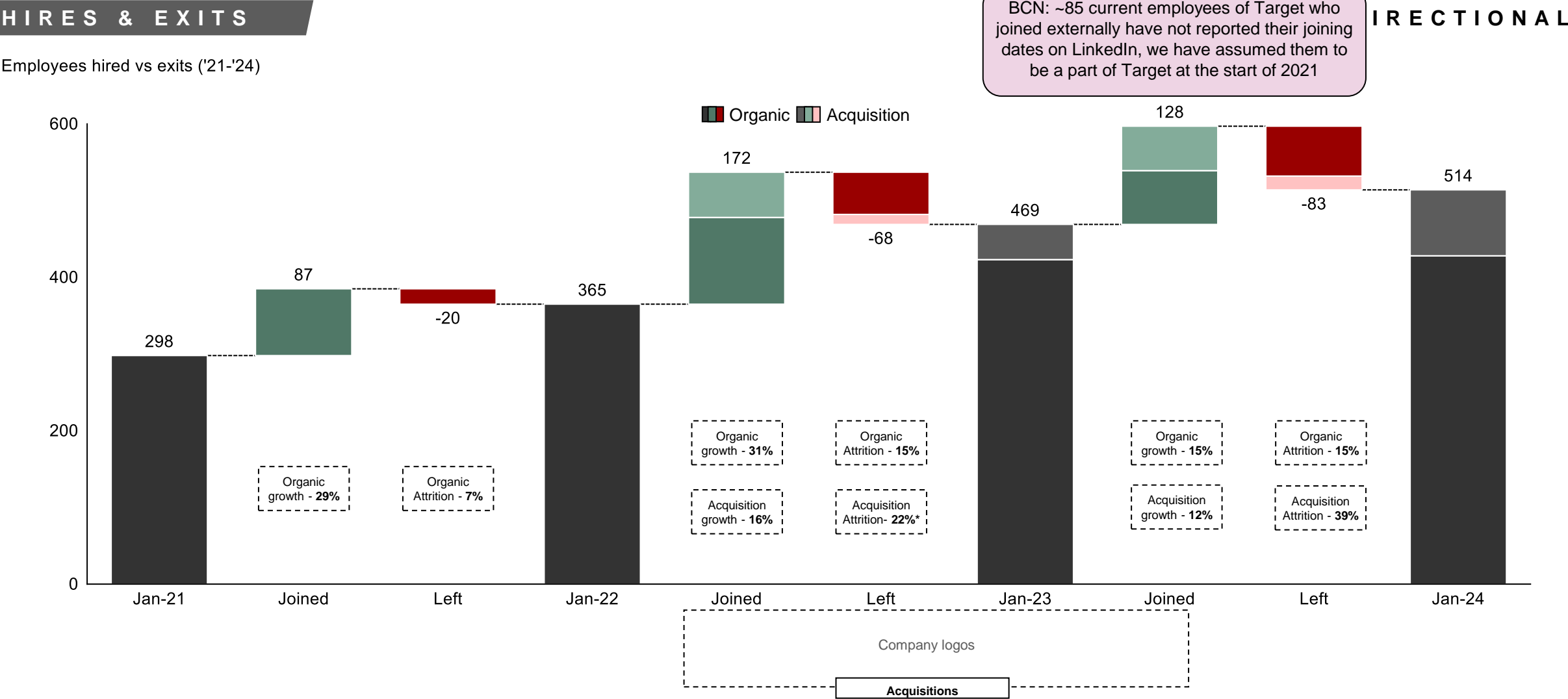


Engineering & IT

System engineer, infrastructure admin, solutions architect, IT specialist, IT security analyst, etc.

Note: Irrelevant profiles (interns, former, retired employees) have been hidden from chart data
Source: Aura, Bain analysis

Target has steadily expanded its workforce over the years propelled by organic hiring & acquisitions and noted relatively higher attrition for acquired employees



Note: Attrition rate = (total no. of exits in a year) / (employee base at the start of the year) for organic & acquired emp. resp.; Growth rate = (total number of emp. who joined during the year) for organic & acquired employees resp. / (total combined employee base at the start of the year); * denotes the attrition considering the acquired employees who joined during 2022 as the base; Overall bar nos. denote employees at the start of the calendar year, Organic option includes employees who joined Target through external hiring/ became a part through the merger in 2021, Acquisition option constitutes emp. who became part of Target post the acquisition of entity | Source: LinkedIn, Bain analysis